



STRONG PARTNERS FOR INNOVATION

The Network In the LOOP

IMPRINT

Leuphana University of Lüneburg
Institute of Performance Management

Project: Innovation Incubator – Strong Partnership for Innovation
Project Manager: Prof Sabine Remdisch
Guest Lecturer on the Triple Helix model: Dr Marina Ranga
Project team: David Horstmann, Sarah Just, Ivonne Pötschke

Design and typesetting: Ron Müller
Photo: Merle Busch

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HOW INNOVATION EMERGES ON THE INTERFACE BETWEEN SCIENCE AND BUSINESS

Digitalization is one of the greatest challenges facing companies. Actors and processes are networked, knowledge expands exponentially, technological leaps demand the readiness for continual change from managers and employees. In order to remain competitive in this situation, companies have to further develop their organizational know-how, continually and strategically. Innovation and speed become the conditions for securing growth.

Universities play an important role in generating knowledge and innovations for society. In addition to the classic tasks of teaching and research, a further function has emerged: that of the “knowledge broker”. Universities collect, evaluate and process knowledge, so it can be used

directly in practice. In this connection, they cooperate with companies and transfer knowledge into the region. This interface is the key to innovation.

In the Lüneburg region, the innovation network In the LOOP is the interface between science and business. In the LOOP can be traced back to an initiative from the Institute of Performance Management (IPM) at Leuphana University Lüneburg and has been continually supported by the Institute. Within the scope of a large EU project Innovation Incubator Lüneburg, the scientists of the IPM have tested, evaluated and implemented various cooperation and network formation models – over several years. They know how knowledge works. Now that the Innovation Incubator has come to an end, In the LOOP is continuing this successful work.

THE IDEA: INNOVATION INCUBATOR PROMOTES REGIONAL DEVELOPMENT

The large EU project Innovation Incubator, supported by government, brought business and science together and established a previously unknown culture of cooperation and networking in the region. The aim was strengthening the innovation and competitiveness of regional small and medium-sized enterprises (SMEs) long term. Leuphana University Lüneburg brought all these activities together and created the conditions necessary to consolidate the work of the Innovation Incubator. Between April 2009 and July 2015, up to 350 scientists with almost 500 partners from business, with government support, worked together on 45 individual projects at Leuphana. The focus was on three subjects: digital media, health and sustainable ener-

FURTHER THOUGHTS: COOPERATION – IN THE LOOP



Cooperation means building up sustainable structures of bi-directional knowledge transfer by bringing together the research-oriented culture of the university and the innovation-oriented environment of the company. To be able to create innovations, structured partnerships have to be targeted. This is because only through such partnerships can awareness of jointly developed knowledge be effectively disseminated and utilized. Life-long learning has to become an established subject of the dialogue between the key actors in business and science.

To ensure good dialogue, everyone involved has to have a good, mutual understanding, and strive towards common intersections of values, convictions and aims. In the LOOP enables this values-oriented exchange between people. But not only proximity is important, thinking of something new without guidelines and restrictions is equally involved. Openness contributes to success, because each thought will be all the better the more clearly it is articulated. Associations and positive feedback lead to creative solutions. In the LOOP establishes such a network of ideas between the university and companies. Current research knowledge thus finds direct access to operational practice. By growing, the innovative capacity of the network also grows.

gy. The European Fund for Regional Development, the Federal State of Lower Saxony and Leuphana invested nearly 100 million Euro in total in brands and ideas. No other university in Europe had previously received such a large amount in support funds for knowledge-based regional development.

Within the Incubator, the corporate association “Performance Management in the Mittelstand” cooperated closely with small and medium-sized enterprises in the region. Scientists, businesspeople and business founders looked for common solutions to current challenges, such as increasing employer attractiveness, the loyalty of skilled labor, the digital transformation or creating an innovation culture. They worked out efficient instruments and measures for staff and corporate development together. Actors

from science, business and government came together at conferences and in seminars and workshops. Workshops, lectures and publications provided and exchanged knowledge and experience. This created an innovative “learning space”, in which the actors could test different instruments and models of cooperative learning over many years and adapt them to their operational practice. A start-up service offered advice, qualification and support. In addition, there was a start-up competition and a business founder questionnaire. Initiatives for training and further education, part-time degree courses, e-learning, case studies and coaching were also started. Around 40 companies belong to the network “Performance Management in the Mittelstand” and its initiatives.

THE ROLE MODEL: SYMBIOSIS OF SCIENCE AND BUSINESS IN SILICON VALLEY

Silicon Valley shows how regional development works. The economic area around the Bay Area of San Francisco is seen as the epitome of innovation, productivity and inventiveness. Silicon Valley has experienced a rapid economic rise for more than 60 years. The nucleus of this success was Stanford Industrial Park, a research and industrial area set up next to Stanford University. It became a role model for a cluster with worldwide respect, primarily due to its interfaces between science and business. The variety of technology and science fields in the area is extremely high. The local symbiosis of science and business works, because Silicon Valley has the ability repeatedly to rediscover itself and make the impossible possible. This is how a “shared community” or “knowledge ecology”

emerged, distinguished by synergies of discourse, knowledge, practice and trust. One result is the numerous spin-offs from Stanford University, which are fertilized by the affinity of science and business. Generating knowledge and profits contributes equally to regional development strategies.

Good education and prospects for the future, the high standards of living and above-average incomes attract the young, international, educational elite to Silicon Valley. This target group has an open attitude to new concepts of corporate and staff management. Added to this is a willingness to take risks, which is reflected in a cornucopia of product and process innovations. Companies also need good infrastructure, of course. Universities, banks, legal firms and notary’s offices can be found nearby in a very small area in Silicon Valley. This makes favorable transport links possible –

which is not unimportant, because physical proximity remains important in the era of digitalization. The start-ups in Silicon Valley appreciate the short distances to the laboratories, lecture halls and scientists of Stanford. Venture capitalists, who put a lot of money into new ideas, keep the innovation tempo high.

AN IMPORTANT THIRD ACTOR: GOVERNMENT AND SOCIETY

When institutions of higher education and companies work together, they do under the conditions created by government at national, regional and municipal level. Furthermore, interactions with organizations outside government – such as non-governmental organizations and associations – as well as with non-institutional groups in

society, the “public”, have to be taken into account. Government’s task is providing the framework conditions for innovation. Together, the three actors of science, business and government define action and development fields, investigate regional strengths and weaknesses and look for solutions.

The Triple Helix model was developed at Stanford University (Etzkowitz, 1993) to cooperate on the interface between science, business and government. It describes the three actors as equals in producing, transferring and applying knowledge. New space for innovation can be opened up through overlaps on the action areas. The model has been developed further in numerous studies in the USA, Latin America, Africa and Europe. One basic consideration is that universities are innovation anchors in their

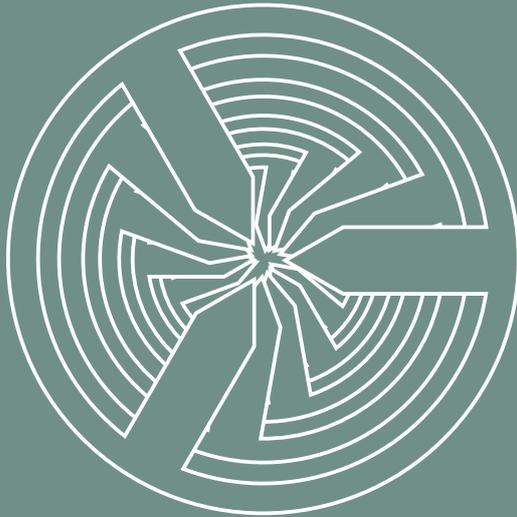
region. By cooperating with science and government, new, hybrid functions emerge in the Triple Helix. Tasks are organized, allocated or bundled differently, thus leading to better results.

Universities, business and government have the pressing aim of creating innovations. This mostly concerns product or process innovations. Recently, attention has been increasingly directed at non-technical innovations in the public sector and on designing innovation strategies. This

has created the idea of expanding the Triple Helix model. Just how the extra fourth helix can be described is still under dispute. Some researchers give this role to the public or civil society; others prefer innovation-promoting facilities that act as brokers between the Triple Helix actors.

Leuphana University Lüneburg understands itself to be a crystallization point for regional development, as part of the Triple or Quadruple Helix.

THE TRIPLE HELIX MODEL



The Triple Helix model brings the university to the forefront of innovation, with an equally important role to that of industry and government. It argues that hybridization of elements from university, industry and government institutional spheres can generate new institutional dynamics and social interactions for knowledge production and diffusion in a Knowledge Society. The Triple Helix analytical concept stands on three key elements: a major role for the university in innovation, equally important to that of industry and government; collaborative relationships among university, industry and government as an engine for innovation and mutually reinforcement of each sphere's role by "taking the role of the other". This means taking on some of the other spheres' functions in addition to fulfilling their traditional ones. Moreover, some forms of internal substitution of actors and roles within the spheres could also be observed in specific circumstances when the traditional actors are weak or absent.

The Triple Helix perspective, which gives increased visibility to the university and its interactions with business and government, contrasts with other innovation models, where universities are just one among many other innovation actors. This is the case, for example, of firm-centric innovation models, such as the early science push-market pull linear models of the 1950s–1970s, interactive models of the 1980s–1990s, the National Innovation Systems model, the exploration-exploitation dichotomy or the more recent models like open innovation and user-driven innovation.

The entrepreneurial university concept lies at the heart of the Triple Helix model. It brings about a paradigmatic shift in the socio-economic role of the university and delineates the next development phase in its century-long evolution. The concept is closely linked to the emergence of the university

DR. MARINA RANGA

Chair of the Strategy Committee of the Triple Helix Research Group (THRG) at the interdisciplinary research center H-STAR at Stanford University

“third mission”. This typically encompasses greater socio-economic involvement of the university, technology generation in interdisciplinary research centers, research parks and incubators, technology commercialization through patents, licenses and spin-off firms; entrepreneurship education and experiential learning for students; technology transfer and other interactions with business and other innovation stakeholders. The “third mission” joined the teaching and research core missions of the university that had existed since the 12th century and the early 19th century, respectively.

The Innovation Incubator, through its activities, proved to be an effective mechanism for science and technology-driven regional development and a supportive framework for creating a regional network animated by successful Triple Helix partnership, where:

- **The university helix** is represented by Leuphana University;
- **The government helix** is represented by the European Union (DG Regio) as well as national and regional government agencies involved in its operation, such as the German Federal State of Lower Saxony, the German Federal Employment Agency, and the Lower Saxony Ministry for Science and Culture;
- **The industry helix** is represented by more than 450 companies and other organizations that work together with the Incubator, of which over 340 are located in the Lüneburg region, of which 225 are SMEs.

The network was started through a top-down government initiative, but, in time, and thanks to the university involvement, that was joined by important bottom-up efforts at the regional level, from different organizational backgrounds and perspectives that strengthened the network and gave it substance and identity. This illustrates the importance of a combined top-down/bottom-up approach in promoting Triple Helix interactions and moving towards a “balanced” Triple Helix regime.

The Quadruple Helix is a recent element in the innovation policy debate. It reflects a focus on non-technological innovation, especially in the services, public and creative sectors. It brings into the picture the demand-side of innovation and the wider societal benefits of innovation in designing and implementing innovation policies. The concept is still in the early days and lacks a solid articulation of what the fourth helix is. But opinions tend to converge on the fourth helix being represented by the public, civil society or innovation-enabler organizations that act as brokers and networkers between Triple Helix actors.

“The significance of networks will increase even further. Digitalization has an amplifying influence here.”

— Prof Sabine Remdisch, Head of the IPM
at Leuphana University Lüneburg

THE STUDY: EVALUATION ON THE BASIS OF THE TRIPLE HELIX APPROACH

Leuphana University Lüneburg evaluated the results of the Innovation Incubator in terms of regional development, promoting innovation and cooperation at the end of the Incubator term. The aim was to derive solutions for future cooperation between the university, business and government after the support period.

Study design: The evaluation study is based on the Triple Helix approach of the Triple Helix Research Group (THRG) at Stanford University. In order to record as broad a knowledge horizon as possible, a round table in the form of a partly-structured group discussion took place with representatives of all relevant actors, i.e. companies, the university, public adminis-

tration and chamber associations. The aim here was to discuss the central factors of successful cooperation within the scope of the Innovation Incubator. Beforehand, the participants were questioned on the four subject fields of results and success factors, knowledge needs, cultural differences and consolidation using a structured questionnaire. At the beginning of the discussion round, the participants reported on their experiences to date with the cooperation in the Innovation Incubator. The findings were summarized in the group, reflected back and possible action areas were shown. Building on this, the round table discussed possibilities for consolidation and the factors critical to its success. The discussion contributions were put into a report to evaluate data and onto audio recordings. In the subsequent evaluation, the researchers summarized the results of the group and

formulated central action recommendations for shaping further cooperation.

Study contents: Cooperation projects posed special challenges to the participating actors. Because meeting the different partners often also means a meeting of different cultures, structures and requirements. Therefore, there was a particular focus on considering the relationship level of the Triple Helix model. Cultural and social aspects of cooperation play a special role in shaping (cooperative) relationships and in avoiding conflicts. Developing a shared cultural space is necessary for conflict-free and successful cooperation, just as much as developing a shared space for generating knowledge and innovation (knowledge, innovation and consensus space). Because an entrepreneurial orientation of the university is seen to be a success factor in Triple

FURTHER THOUGHTS: TRIPLE HELIX – IN THE LOOP



Science, business and government work together on common subjects, thus forming a Triple Helix, which, in a manner of speaking, contains the DNA for innovation and cooperation. In the LOOP integrates the Triple Helix partners through working groups, discussion circles and inter-disciplinary events. The publications and PR work go in the three directions of the Triple Helix. The actors are intertwined with each other; they are in close exchange relationships and permanently develop further. With time, the boundaries between the actors within the Triple Helix logic become permeable; new dynamic interactions and feedback create the framework conditions for innovation. This special intensity of the common work and learning distinguishes In the LOOP. In this connection, companies primarily profit from gaining access to the latest scientific findings and can use these for innovative products and problem solutions. Through cooperation in In the LOOP, they also have the possibility to tackle practical questions with new methods and from a new perspective. Science also profits from networking and the practical relevance. Government gains insights that can support decision-making processes at municipal, state and national level. In future, according to the Quadruple Helix model, additional actors, such as civil society, may be included.

“We need innovative models for the networking of the future. Learning in and from the network, building up a network culture, digitalized networking.”

— Prof Sabine Remdisch, Head of the IPM
at Leuphana University Lüneburg

Helix cooperation, there should also be an investigation of how entrepreneurially the Leuphana University Lüneburg is perceived by the other actors.

Cause-effect relationships in cooperation – Impulses from the round table

Key questions allowing the cooperation in the Innovation Incubator to be evaluated crystallized in the discussions:

- How do other actors in the cooperation perceive the Innovation Incubator?
- How has cooperation changed over the course of time?
- Have you been able to profit from the cooperation to date? If yes, how?
- What do you attribute success/failure to?
- Which aspects have you perceived as particularly helpful/obstructive in the cooperation?

- How do you experience the focus on small and medium-sized enterprises?
- For what reasons did you participate in the cooperation?
- Why did you decide to cooperate with the Leuphana?
- What are the concrete results of the cooperation?
- How have you implemented the results of the cooperation in the company?
- How have you experienced the composition of the working group?
- Have you perceived any differences in the culture and method of working of the university and business?
- Has the university been able to understand the corporate side and meets its needs?
- Has this perception changed?

THE CHALLENGES: EXPERIENCES FROM THE INNOVATION INCUBATOR

The round table brought a range of challenges on the day on which the actors faced each other in the course of the Incubator project. This included the difficulty of harmonizing research parameters with the practical needs of the company, or taking legal conditions arising from EU support directives into account. The different target ideas of the scientists, businesspeople and official representatives were also perceived to be critical to success. However, the evaluation also showed a positive central insight: innovations and regional development need several partners that contribute different perspectives to projects. The new is created on the interfaces between these actors. However, it needs time to shape these interfaces correctly and efficiently.

FURTHER THOUGHTS: TRUST – IN THE LOOP

Experiences from the Innovation Incubator show a stable trust culture is the most important impact factor in cooperation on the interface between science, business and government. Therefore, In the LOOP offers a protected space in which the actors can discuss openly and spontaneously and work out common solutions. In this connection, they turn to pioneering cooperation instruments, such as co-creation, and modern innovation methods, such as design thinking. Co-creation means the participants come together from different knowledge and experience fields to achieve value creation they could not master alone. In this way resources are combined and focused on innovative solutions. Design thinking puts user needs at the center and strives to achieve product and process innovations by working on several prototypes simultaneously and at high speed.

The logo for 'LOOP IN THE LOOP' is displayed in white on a light beige background. The word 'LOOP' is written in a large, bold, sans-serif font. The words 'IN THE' are written in a smaller, all-caps, sans-serif font and are positioned inside the second 'O' of the first 'LOOP'.

“By transferring knowledge to SMEs, and building trust and confidence, the university has re-written the innovation DNA of the region.”

— Dr Marina Ranga, Chair of the Strategy Committee of the Triple Helix Research Group (THRG) at Stanford University

The different cultures have to come closer and build up trust. The group conclusion at the end of the Innovation Incubator was: after several years of cooperation, understanding of each other has grown. The trust gained forms a good starting basis for the next steps.

The evaluation study on the Innovation Incubator also reveals fundamental organizational risks that could make cooperation difficult. Thus the university was under particular pressure at the beginning of the large EU project to acquire business contacts. On the corporate side, there were competition considerations with reference to the support funds. Some participants found it difficult to make the regular meetings in person at the university. One central problem was the different sizes of

the companies. Small and medium-sized companies expressed doubts that they could be disadvantaged compared to larger companies in the cooperation because they have fewer resources. In the further course of the project it proved to be difficult to bring the different targets of researchers and practical representatives together and reach a consensus. For the future, the round table participants identified consolidating and continuing the common work as the greatest challenge. They emphasized it was of central significance to the project to retain the contacts that had been built up and to build up long term cooperation. Above all, time management, sensitization of additional companies to cooperation, collecting support funds and extending cooperation beyond the convergence area are central parameters here.

THE RESULTS: KNOWLEDGE, PERSONAL PERFORMANCE, NETWORKING

Positive effects of the cooperation between the university and business within the scope of the Innovation Incubator were seen in the following areas:

Knowledge gains: The companies primarily profited from an exchange in a spirit of partnership with other companies – particularly with those facing similar challenges due to their size, technology or market position. Good practice examples achieved the greatest learning effects. The university imparted well-founded knowledge in the area of staff and organizational development and management. The projects made it possible for the participants to acquire an informed field expertise, so they could analyze future findings of the research and good practice independently and transfer

FURTHER THOUGHTS: NETWORKING – IN THE LOOP



In the LOOP enables members to exchange knowledge in several dimensions. First, with scientists, and second, with colleagues from business. LOOP members build up their networks by working out common subjects of staff and organization development, thus learning from each other (peer learning). They undergo benchmarking and trial innovative forms of cooperation. The Institute of Performance Management (IPM) at Leuphana University Lüneburg keeps practical partners “in the loop” about the status of the research. In this connection, “loop” means more than a one-side movement in a closed circuit, namely a perpetual motion of information, reflection and application in various directions. The companies do not float passively in a river of knowledge, but actively select the knowledge relevant to them and to consolidate in practice with suitable network partners. People meet as equals in the groups to interact and learn from each other. Thus In the LOOP offers HR staff and scientists the opportunity to work together much more closely than has previously been usual in Germany. HR work needs scientific evidence, science needs a practical connection – both are made possible through In the LOOP.

“Innovation is not created by more pressure, but through people. In this connection, the Incubator project had the advantage of offering, so-to-speak, neutral ground for prejudice-free exchanges between science and business.”

— Co-operation partner



these to themselves. With the methodology expertise acquired, they are in a position to procure, structure, re-evaluate and present information. According to the evaluation, all this was imparted in the projects. The university also profited from cooperating with regional business. The university representatives participating collected new and interesting impulses for their research.

Increasing personal performance: The businesspeople and managers acquired working techniques, procedures and learning strategies. They reported they had gained esteem and powers of persuasion in their organizations. Through collegial exchanges, peer learning and acquiring innovative methodology expertise, they obtained an approach to increase their personal performance. This, as well as reflecting on complex contents, increased their self-confidence. It was possible

to implement innovative management methods well, such as design thinking, model learning and changing perspectives. They highlighted that cooperating within the group had also positively influenced their confidence with the subject: the group strengthens the individual.

Building up the network: Leuphana University Lüneburg has networked science and practice in order to build bridges between practice and research. Including experts and those working in practice in government, business and society in numerous teaching and event formats led to a continual exchange on relevant subjects and specific requirements. The participants felt their questions and subjects had been taken into consideration; they were able to apply research results directly in practice. The university offered a protected space for trusting discussions and projects.

Networking was experienced as valuable and appreciative. Leuphana University Lüneburg has succeeded in creating a good atmosphere for exchanges in a spirit of partnership. By emphasizing peer learning, special learning progress was achieved. The participants made initiatives to solve concrete, newly occurring problems – other participants were able to learn from these initiatives.

PERSPECTIVES: THE UNIVERSITY AS A THINKING AND TRUST SPACE

The participants of the round table positively highlighted the neutrality and seriousness of Leuphana University Lüneburg as a partner in the cooperation. They also praised the good and continual support. The participants experienced the university as a space in which innovative ideas can

FURTHER THOUGHTS: NEW PERSPECTIVES – IN THE LOOP



In the LOOP means a variety of perspectives. The different perspectives from science, business and government do not stand detached from each other, but are interlinked and mutually fertilize each other. This is why In the LOOP succeeds in bringing the new into the world of work. This claim is supported by a consistent change of perspectives. The partners explore new learning and working spaces, they reflect together, thus understanding how other organizations work. The condition for this is a readiness to accept external perspectives. Openness, heightened perception and empathy are trained in the group. In this connection, In the LOOP applies pioneering cooperation instruments, such a co-creation, and modern innovation methods, such as design thinking. Co-creation means the participants come together from different knowledge and experience fields to achieve value creation they could not master alone. In this way resources are combined and focused on innovative solutions. Design thinking puts user needs at the center and strives to achieve product and process innovations by working on several prototypes simultaneously and at high speed.

“Now, at the end of the Incubator term, I can say: the university has convinced me through dynamism and charisma.”

— Co-operation partner

emerge and grow – without any limiting reservations. The charisma and dynamism of Leuphana match the image of a “thinking space” for creation and reflection.

Here too trust played a decisive role. Leuphana set a range of processes in motion with the aim of building up trust and self-confidence among the companies. Two aspects proved to be important:

Expertise based trust is created by the university positioning itself as a capable, neutral and reliable partner of business.

Integrity based trust means the participants of the network build up resilient relationships with each other and share their values.

Both kinds of trust are key factors in the success of networks. The university recommends itself as a crystallization point of this multi-dimensional culture of trust. By meeting this responsibility, it lays the foundations for an innovation ecosystem in the region.

A NEW UNDERSTANDING OF ROLES: THE ACTORS IN THE INNOVATION ECOSYSTEM

The entrepreneurial university: In order to accomplish its “third mission” alongside teaching and research, namely transfer, the university has to make a greater socio-economic contribution to its region. Through inter-disciplinary research and incubators, it drives technologies forward. It commercializes technologies by promoting patents,

licenses and spin-offs. It trains young businesspeople. It networks them with companies, associations and government agencies. As a neutral and serious partner of business and government, it provides an integrative space for thought. It enables continual, trusting cooperation and a motivating learning and working atmosphere.

The knowledge based company: Assimilating current research knowledge and implementing it in peer groups of comparable companies enables technological and societal trends, such as digitalization or networking, to be recognized by companies early and to be taken into account in their own business activities. Cultural differences between the university and companies – such as different language or the different value given to time as a fac-

tor – lose significance the better the actors get to know each other. Knowledge-based companies are open to innovative and multiple methods. They can realize solutions quickly and sustainably.

The government as moderator: Government agencies, public institutions and political parties have to be made aware of their special responsibility for regional development. Their tasks include stimulating an innovation strategy and creating the required framework for this through political resolutions. In addition, they act as multipliers. The concrete execution of the innovation strategy makes obligations of the actors in science and business. This ensures regional development is not impeded by short-term changes in the political landscape.

**THE RECOMMENDATIONS: CONSOLIDATE,
MULTIPLY, MARKET**

The ideas and findings of the Innovation Incubator will be continued after the end of the support period of the innovation network In the LOOP. Thus In the LOOP will exploit a wealth of experience, which can generally initiate action for cooperation at the interface of science and business The most important recommendations:

- Inter- and multi-disciplinary research teams enrich companies' working groups.
- Students can make a valuable contribution in joint projects between the university and companies.
- Established companies from the region, and also at national and international level, should be included as coaches.
- Fund raising and tapping alternative sources of money put cooperation on a sound footing.

- Publishing and marketing project results contributes to finding strong new partners worldwide.
- Large companies and SMEs have to be brought into permanent dialogue.
- An innovation ecosystem needs “air to breath”, which is why the actors have to commit themselves to reducing administrative and legal barriers.

FURTHER THOUGHTS: FORMATS – IN THE LOOP

The network consists of four closely interlocked cooperation formats. In the LOOP combines real meetings with interaction possibilities in the virtual space, where members communicate via a common digital infrastructure.

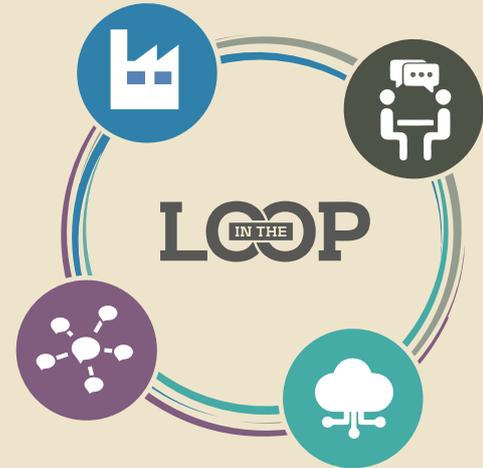
LOOP Lounge is the network event at Leuphana University Lüneburg. The IPM reports on current scientific trends, networking LOOP members with each other and with the scientists.

LOOP Up are workshops to which companies offer mutual invitations. New learning locations and methods give creative input. The LOOP Ups take up subjects from the LOOP Lounge.

Peer LOOPs are continual working groups. They bring together companies working on similar subjects and interests to learn from each other's experiences (companies as "peers").

LOOP Online is the permanent online forum for LOOP members in between the personal meetings. Impressions, results and targets are shared here. Explanatory videos and online supervision strengthen the companies' knowledge base.

The common target of In the LOOP is creating a platform for exchanging knowledge, new ideas and solution approaches by generating the integration of the perspectives of science and business. In the LOOP will work on practical questions and challenges with scientific expertise, developed further through practical experiences.



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Leuphana University of Lüneburg
Institute of Performance Management
Wilschenbrucher Weg 84
D-21335 Lüneburg
Phone +49.4131.677-7945
ipm@leuphana.de

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