A life cycle model of entrepreneurship allows us to assess entrepreneurial needs and challenges in different phases:

Stand up, Start up, then Scale up – life cycle phases with influencing factors

**Stand up**
- Promote starting a venture or join entrepreneurs

**Start up**
- Improve access to capital for business foundation
  - Serial entrepreneurship

**Scale up**
- Identify and realize mutually beneficial partnerships

**Individually**
- 1. Attitude
- 2. Skills
- 3. Cultural framework

**Ecosystem factors**
- 4. Regulatory framework
- 5. Market framework
- 6. Network access

Source: Project team
Collaborative Innovation links the innovation power of young, dynamic businesses with the resources and reach of larger corporates … … boosting competitiveness on one hand, supporting scale up on the other
However, research indicates collaborative innovation requires addressing 5 challenges

**Collaborative innovation challenges**

1. **Business case of collaboration**
   - Assessing the risks and benefits of innovation partnerships
   - Measuring the complexity and transaction costs of partnerships vs the benefits

2. **Role of networks**
   - Developing a coherent strategic intent to collaborate
   - Finding the right partner with whom to collaborate
   - Evaluating the value of partnership before initiation

3. **Partnership structure**
   - Find the right capital structure to balance control and freedom
   - Find the right governance structure to manage disputes
   - Bear resource and legal costs of negotiation

4. **Intellectual property**
   - Adapting existing IP schemes for collaboration
   - Protecting and trusting shared intellectual property
   - Balance and share the benefits of collectively developed IP

5. **Organization & culture readiness**
   - Have the enabling factors in place to support collaboration
   - Find the people to set up and drive collaborative innovation
   - Manage ongoing partnership

Source: World Economic Forum project on "Collaborative Innovation" in collaboration with A.T. Kearney
Discussion Questions

• In what kinds of companies and contexts exists the greatest opportunity for more collaborative approaches to innovation?

• What determines the challenges a firm will be particularly exposed to when engaging in collaborative innovation? How do they differ for firms working on disruptive innovation as opposed to efficiency-driven innovation?

• What kinds of strategies do or should young and established firms employ to overcome these challenges?

• What shifts in the technology or business context will influence strategies and approaches to collaborative innovation in the near future?