



Presentation held
at G-Forum 2020
in Vienna

RUHR-UNIVERSITÄT BOCHUM

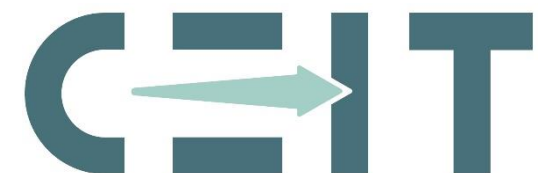
IT'S OWL – AN STARTUP ECOSYSTEM IN OSTWESTPHALIA-LIPPE?

**Can there be a succesful transformation from Innovation cluster to
Startup ecosystem?**

Simon Rohde (M.Sc.), Dr. Christian Warnecke



INSTITUT FÜR ARBEITSWISSENSCHAFT
Lehrstuhl für Arbeit, Personal und Führung



1 | Initial Situation

Porträt

Startup-Fieber in Ostwestfalen: Zu Besuch bei der Founders Foundation

SAMSTAG, 29. DEZEMBER 2018

Startup-Mekka Ostwestfalen?

Berlin ist tot. Es lebe Bielefeld

DIGITALISIERUNG IM MITTELSTAND

Die Zukunft beginnt in Bielefeld

„OstWestfalenLippe ist ein Lebensgefühl.“

it's OWL – ein Innovationsökosystem?

Startup Fever in OWL:
A visit at the Founders Foundation

Startup Mekka OWL?
Berlin is dead. Long live Bielefeld

The Future Starts in Bielefeld

„OWL is a Lifestyle“

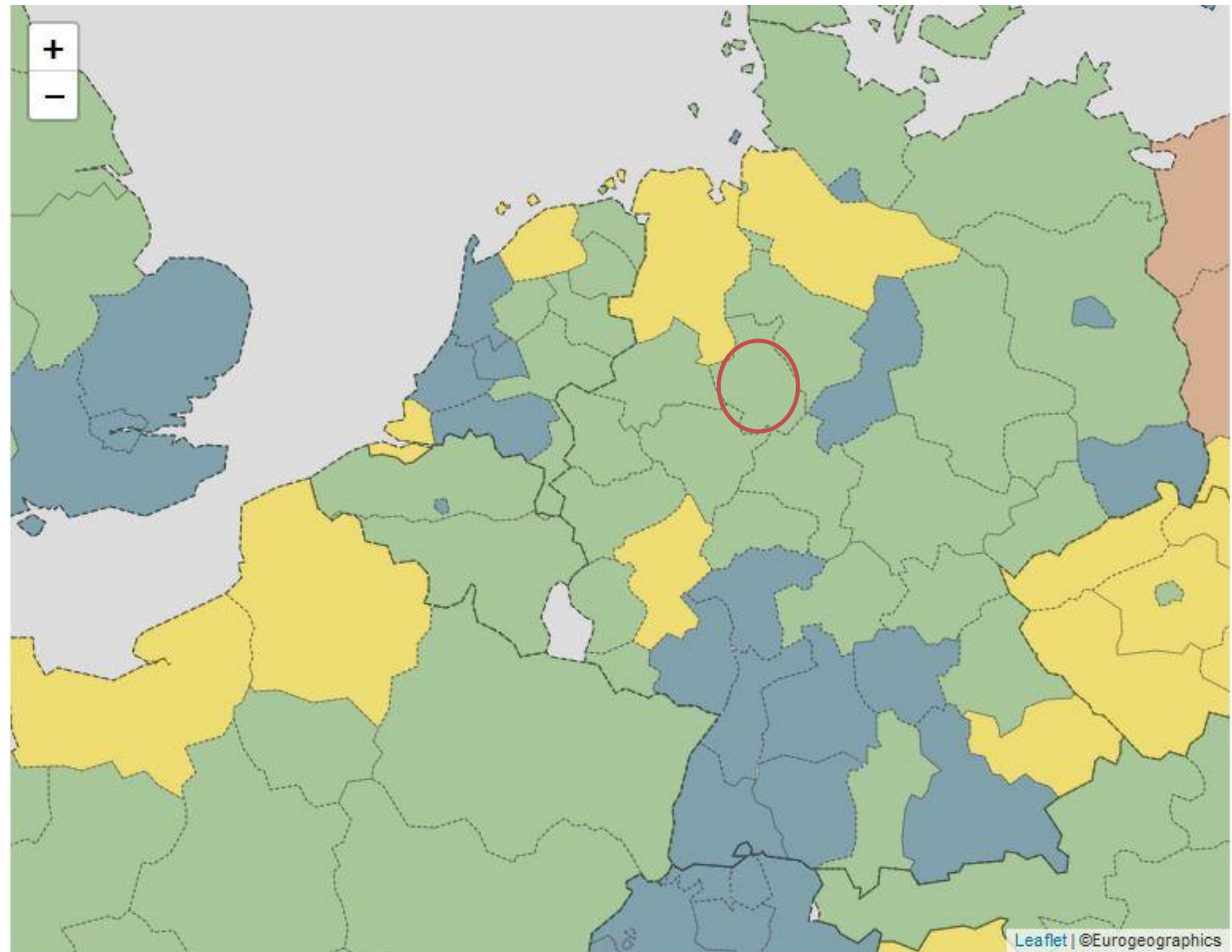
It's OWL –
An Innovation Ecosystem?

1 | Initial Situation

Situated in the heart of Europe

For the Regional Innovation Scoreboard go to

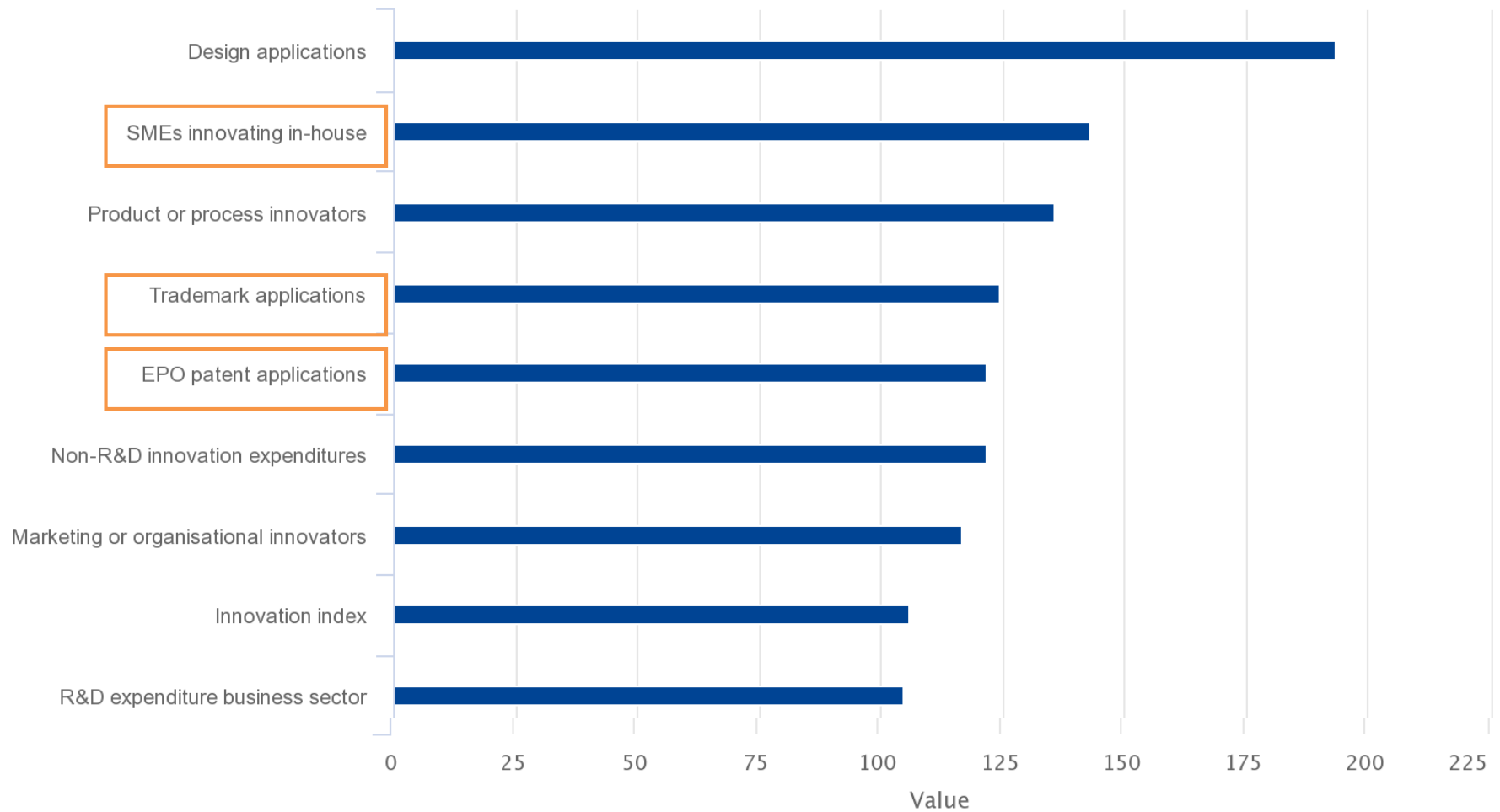
https://interactivetool.eu/RIS/rIS_2.html#a



1 | Initial Situation

DEA4 – Detmold Profile in 2019 compared with the EU in 2019

Source: Regional Innovation Scoreboard 2019

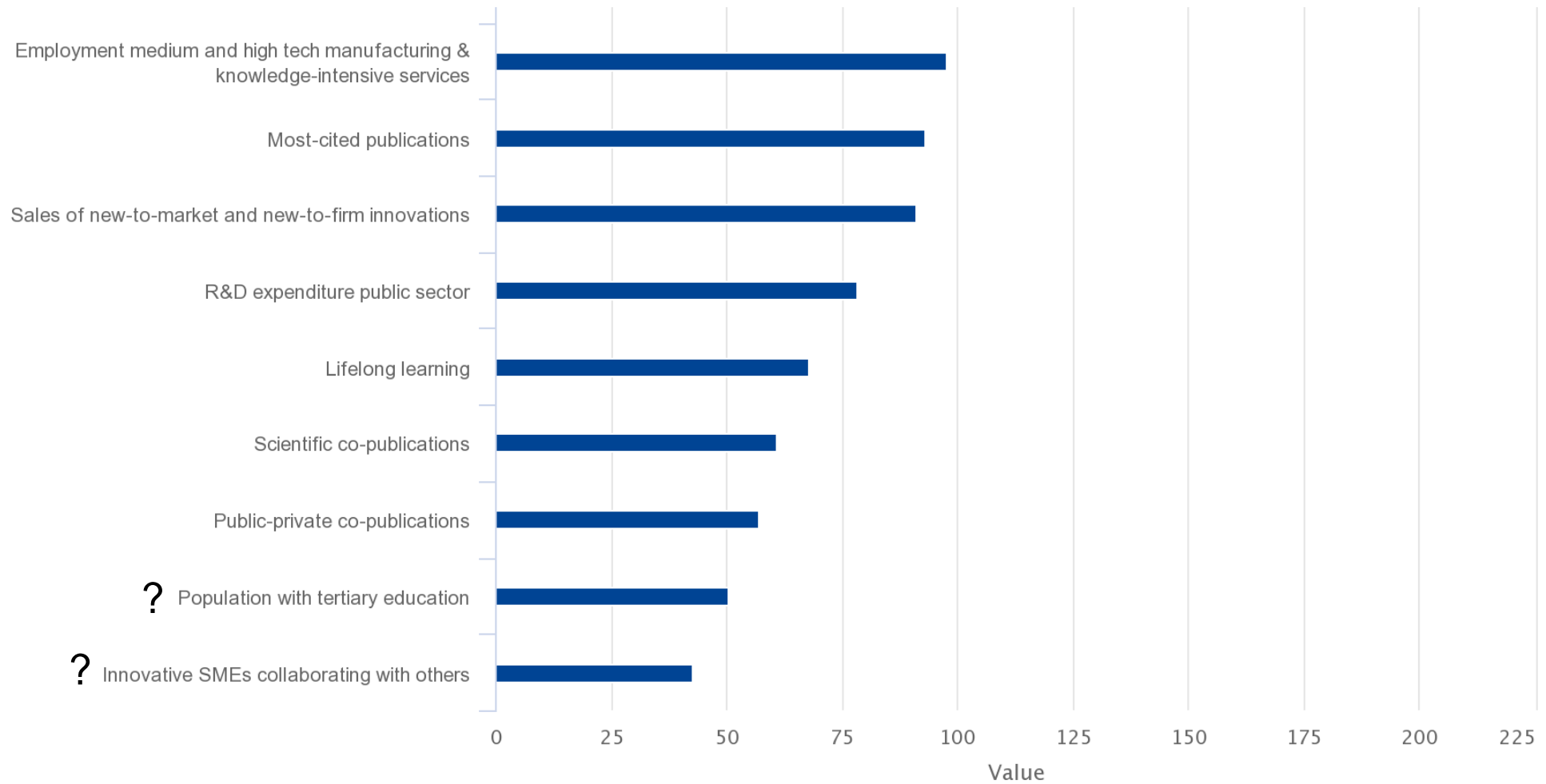


Highcharts.com

1 | Initial Situation

DEA4 – Detmold Profile in 2019 compared with the EU in 2019

Source: Regional Innovation Scoreboard 2019



Highcharts.com

1 | Initial Situation

SWOT ANALYSIS

Polycentric structure of region

Family-run SMEs connected to the region and its culture of cooperation

Practise oriented tertiary education and research

High growth and capabilities in digitization and automatization

Rapidly changing competition by disruptive innovation

Brain drain

Skill shortage

Increase in inequality

Divergent growth dynamics in subregions

Unequal access to infrastructures

Realisation of many different lifestyles

To extend cooperation

Exploitation of capabilities and experiences high-tech research and transfer to SMEs

Integration of rural subregions by sustainable and flexible mobility concepts

2 | it's owl - Cluster

→ What is there

Das Technologie-Netzwerk:
Intelligente Technische Systeme OstWestfalenLippe

it's owl

From 2012 to 2023

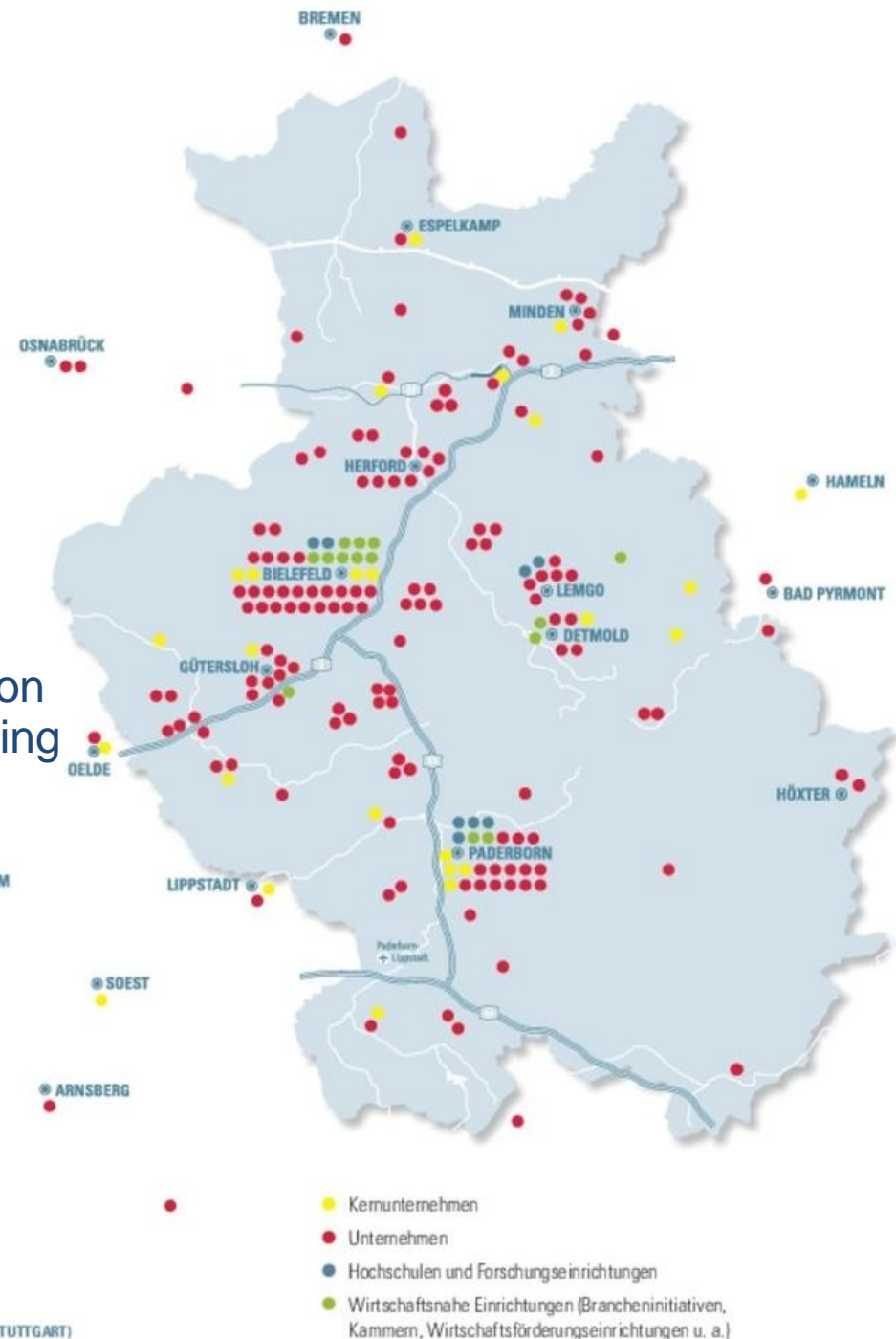
Cluster strategy:

Expansion of networking activities and cooperation in between SMEs, research facilities and partnering enterprises

Aim: Secure knowledge transfer and exchange

Industries:

Machine engineering, electrical and electronic industry, automotive parts suppliers and „Industrie 4.0“



2 | it's owl - Cluster

400 enterprises, 80.000 employees

Total of 80 Mio. Euro funding

- Joint research, focused on IT and engineering
- Transfer to SMEs
- Research facilities and universities are participating

But

- Danger of overspecialization?
- Lock-in by „strong-ties“?

Answer: Improved by heterogenous industrial base and increased entrepreneurial mindset?

Das Technologie-Netzwerk:
Intelligente Technische Systeme OstWestfalenLippe

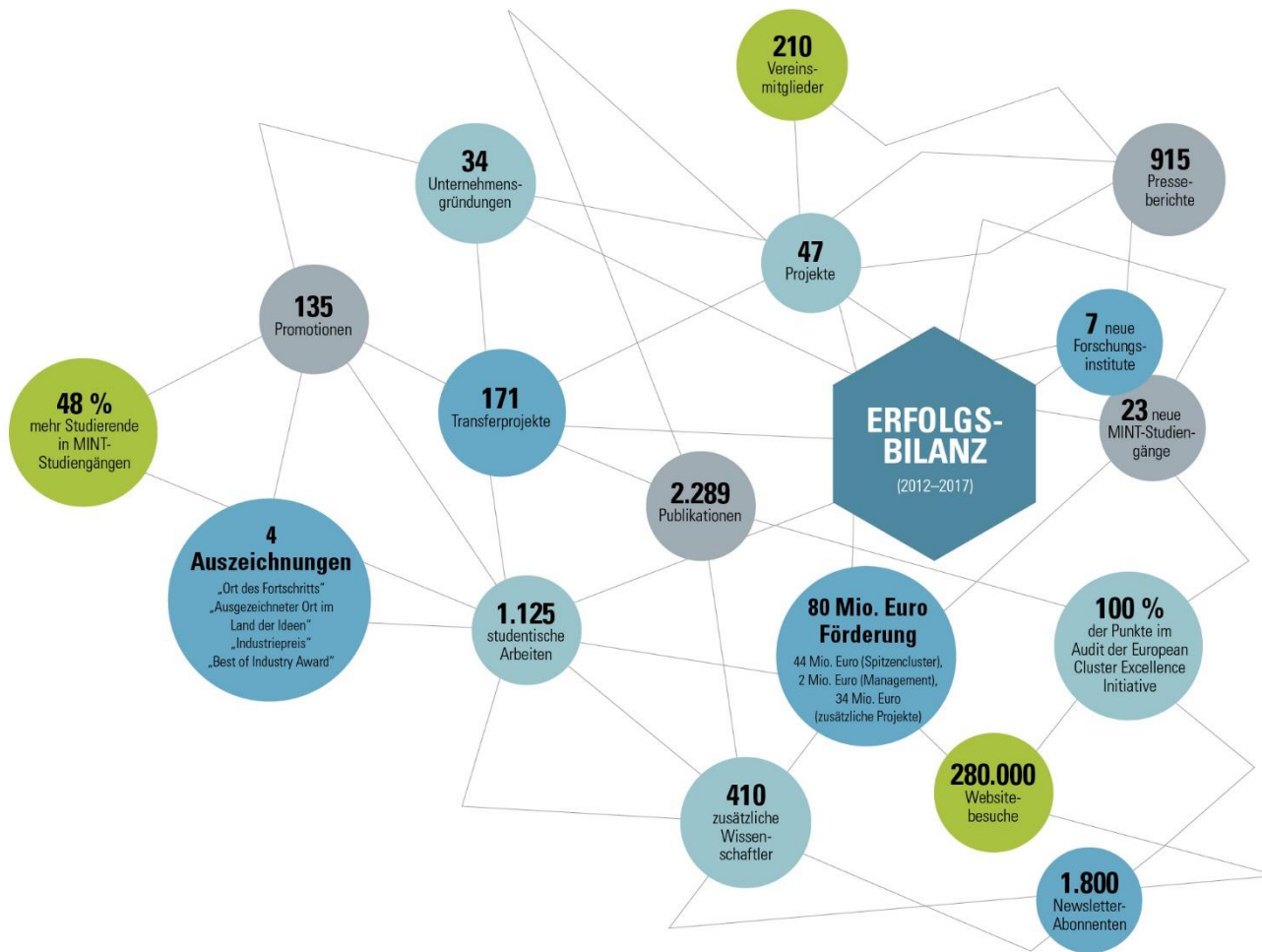
it's owl



BildSource Jan Voht, Unternehmen: Hettich

3 | From Cluster to Ecosystem

→ Who is there and how are they connected?



Review on Michael E. Porters cluster approach

- 1) Eclectic analytical approach with limitations in theory and empirical evidence
- 2) As a strategy for regional development it brings high costs for funding, Lock in effects, increasing costs for labor and living (Martin & Sunley 2003)

Source: it's OWL Clustermanagement GmbH

3 | From Cluster to Ecosystem

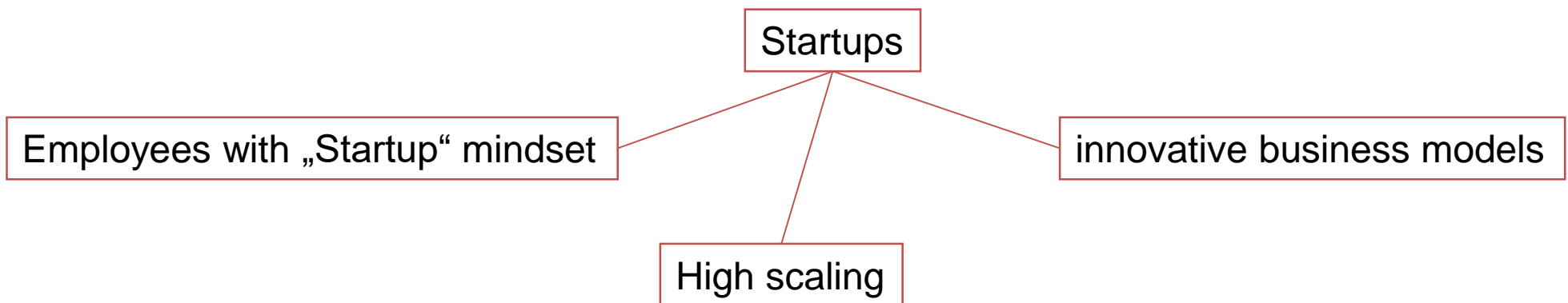
A startup ecosystem approach - why?

“the Startup ecosystem as a set of interdependent actors and factors coordinated in such a way that they enable productive entrepreneurship” (Stam 2015:1765)

Builds on accepted theories but redefines the focus (Stam 2015):

➔ Startup enterprises and entrepreneurs/founders

- Individuals with courage and capability to effectuate ideas, „also the courage for the imperfect“ (Stam 2015)
- Founder as „weakest link“ (Stam 2015)



3 | From Cluster to Ecosystem

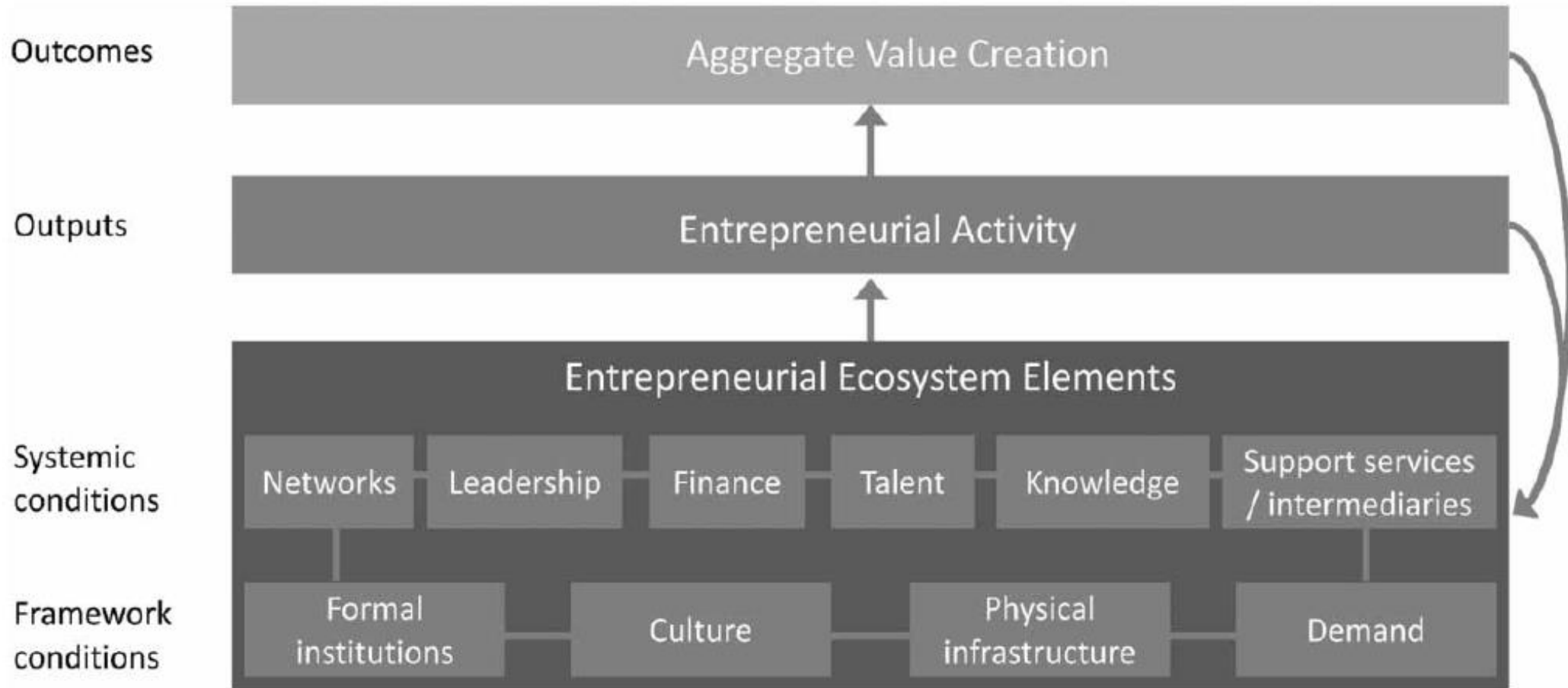
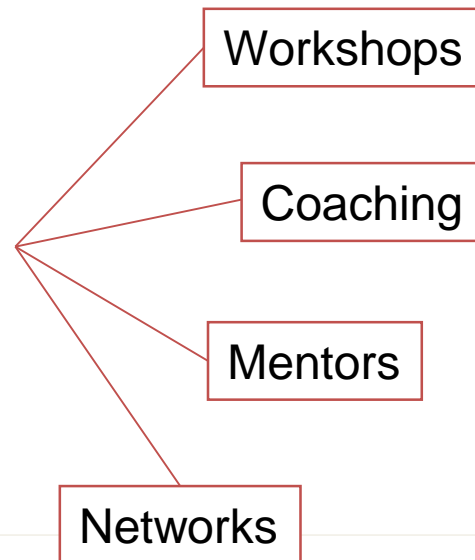


Figure 1. Key elements, outputs and outcomes of the entrepreneurial ecosystem.

4 | Startup Ecosystem OWL

Knowledge

- Research as knowledge generator, HEIs as knowledge transfer units
 - 2 Universities, 3 colleges
 - 65.000 students, 30% MINT
- United as Campus OWL
- Innovationslabor OWL



4 | Startup Ecosystem OWL

Support
Services /
intermediaries

- Support services lower entry barriers to the market(Stam 2015: 1766)
- ➔ Transfer units at universities, startup consultants, Maker Spaces, incubators, accelerators



Das Technologietransfer- &
Existenzgründungs-Center
der Universität Paderborn

- Offers Coachings, access to capital and a first office in the Co-Working Space garage33 to employees and students
- Access to Business Angel Network, Events
- ➔ Founders Foundation (by the Bertelsmann foundation)
- ➔ Knowledge Cube of HS OWL
- ➔ Herforder Denkwerk

4 | Startup Ecosystem OWL

Networks

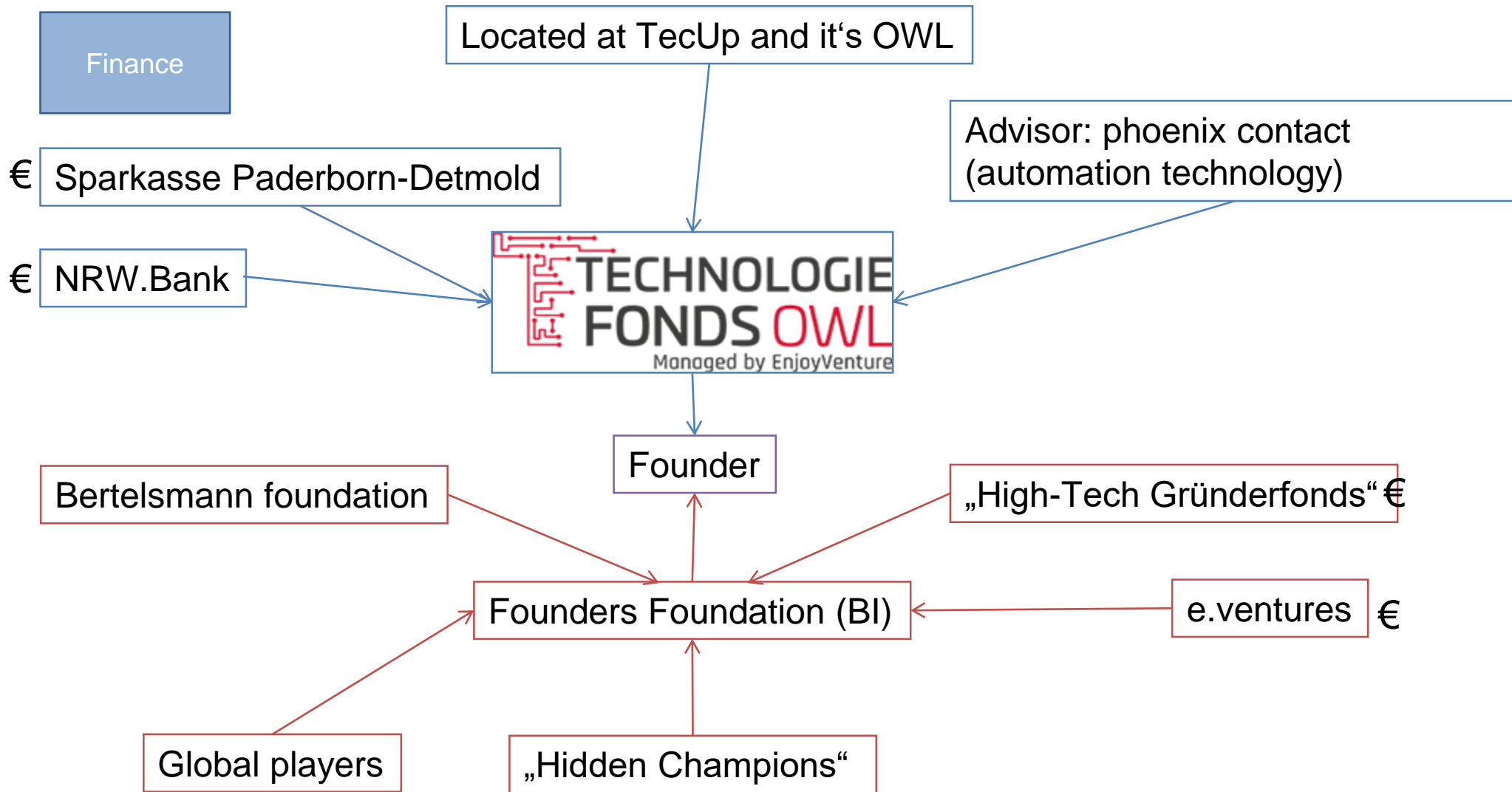
Leadership

- Ecosystems are defined by existing networks of entrepreneurs (Stam 2015: 1766)
- Established enterprises offer orientation and role models for startups
- Visible and tangible success stories inspire own entrepreneurial activities
- Networks and clusters of industries consist of
 - MNUs
 - Successful startups from the region



Source: OWL GmbH 2017

4 | Startup Ecosystem OWL



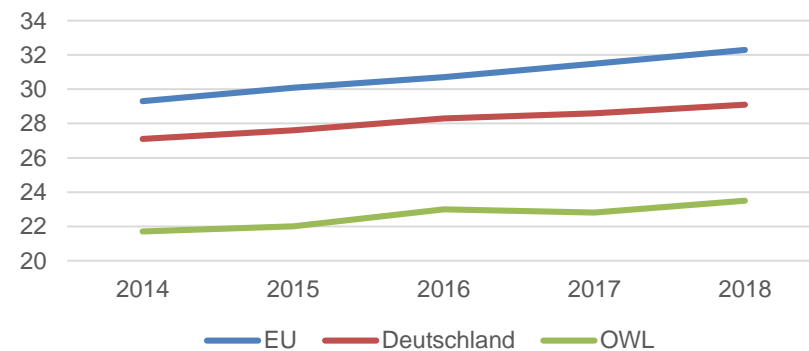
4 | Startup Ecosystem OWL

Talent

„Possibly the most important element of a functioning Startup Ecosystem“ (Stam 2015: 1766)

- Danger of Skill and talent shortage
- Ist there a Brain Drain?
- Is there a sufficient number of graduates?

% population aged 25-64 with
≥ bachelor degree in 2018
(source: eurostat)



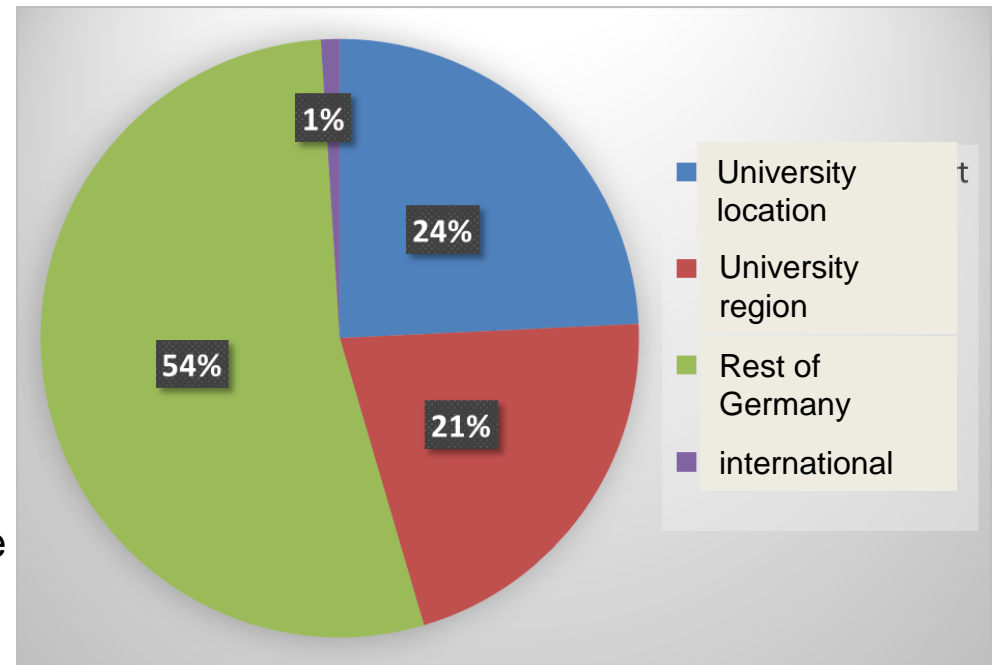
4 | Startup Ecosystem OWL

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„After graduation HS OWL students remain more often in this region than graduates of other universities of applied sciences (45% vs. 41%)“



Migration after graduation at the HS OWL, ca. 1,5 years after graduation, source: Absolventenbefragung HS OWL 2018

4 | Startup Ecosystem OWL

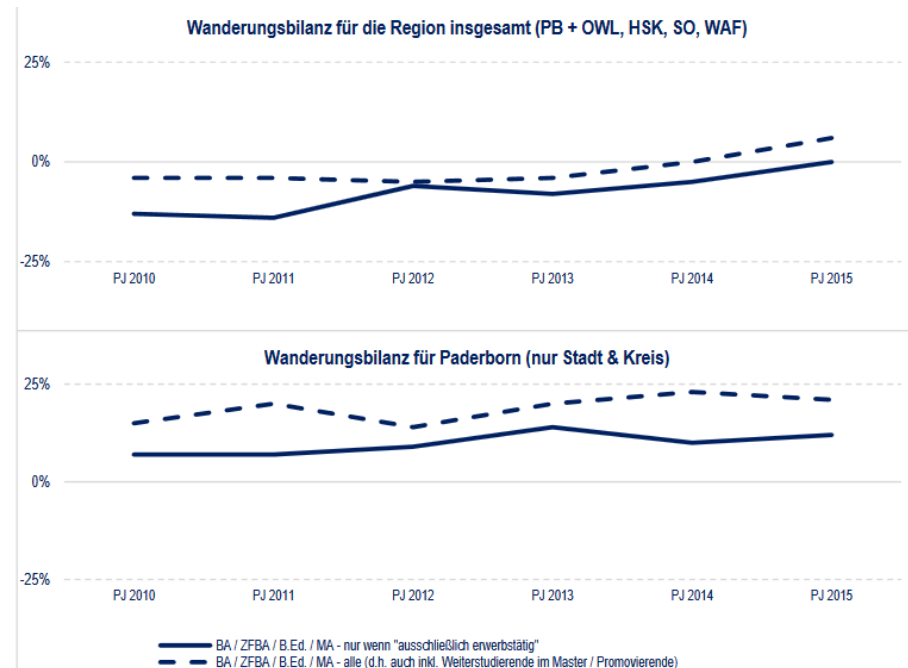
Talent

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Brain Drain

- Negative migration saldo in rural areas (decreasing)
- Urban areas gain

Brain Gain in urban university locations



Source: Paderborner Absolventenbefragung 2017

5 | Conclusion

- As new analytic tool Startup Ecosystems approach focuses on the weakest link which is in the heart of the Entrepreneurial Ecosystem
→ The Entrepreneur
- As tool for development it might be cheaper than other approaches
- OWL: portrait of a diversified region for living and economic activity:
“Hinterland of things“
- Dangers: skill shortage, Disruptive new business models
overspecialization
- Answer: Being resilient and adapt and configure disruptions, quick
implementation of new ideas by fostering the „weak link“ → The Entrepreneur
- Intregation of founders in existing entrepreneurial networks

5 | Outlook // Recommendations

- Promising approaches in the startup Ecosystem OWL
- But is there really ONE Startup Ecosystem OWL?
- ➔ Spitzencluster OWL...Tech-Startup Ökosystem OWL...Startup Ecosystem Bielefeld?

- What spatial patterns do Startup Ecosystems follow?
- ➔ Proximity to MNUs, embedded in urban agglomerations, next to HEIs?
- At the same time locally rooted and internationally oriented

- To what degree Institutionalization is needed for successful startup support? Can there be too much institutionalization?
- Spreading the idea of being a startup by Entrepreneurship Education in students may help

5 | End

Thank you very much for the attention!
Questions?

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5 | Literature & Sources

Alle verwendeten Logos und Markenzeichen sind Eigentum ihrer eingetragenen Besitzer

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<http://technologiefonds-owl.de/>

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Stam, Erik (2015): Startup Ecosystems and Regional Policy. A Sympathetic Critique. In: European Planning Studies 23 (9), S. 1759–1769. DOI: 10.1080/09654313.2015.1061484.

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