

# Paving the road for successful partnerships

# So why networks?

Inevitable part of our society

21<sup>st</sup> century as the VUCA world

Synergy towards system transformation

From divergence to convergence into Emergence

# Essence of Networks

“webs of relationships” (Varga & Zaff, 2018)



“the unified basic pattern of life” (Capra, 2007)



“a group or system of interconnected people or things” (Webster, 2022)

# Forms of networks



Learning network - has the objective to enable the transfer and exchange of information and knowledge;



Action network - here the emphasis lies on connection, learning and action



Movement network – ‘the network-of-networks’, link diverse learning and action networks together, where facilitation of information and coordination of action takes place across existing and in generation of other networks.

## Network failure – what and why? (1)

### Generic reasoning

- ❖ **Lack of a clear message** of where a network aims at or strives for (either on a strategic and/or on a communication level)
- ❖ **Time** being often underestimated as a factor (trap of aiming at quick wins and no patience for fruition)
- ❖ **Insufficient level of trust** (thus bonding becoming questionable)
- ❖ “The coalition of the willing” **loses the initial drive and motivation** (without having managed to inspire like-minded and “infect” others with passion)
- ❖ Too much **complexity** both of the interactions that a network requires as well as of the issues at stake
- ❖ Losing **the “fun” and “playful” element**

## Network failure – further depth

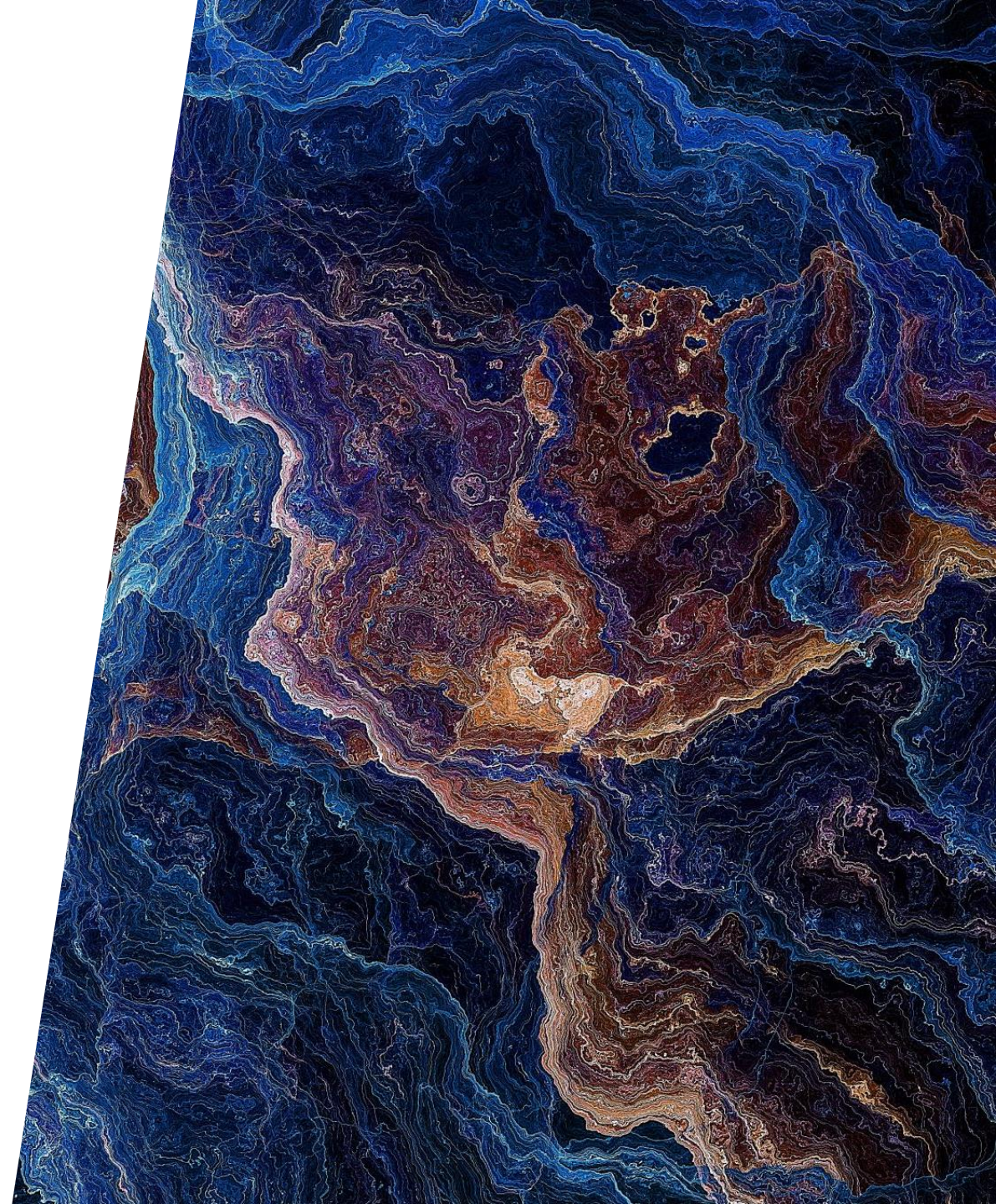
### Process-driven reasoning

- ❖ **Resistant to experimentation** and/or failure (not eager to accept the “failing-forward” principle)
- ❖ **When** to remain **an open** and when it is a necessity to become **a closed network**)
- ❖ Not being willing **to build upon what others have already achieved** or from the state they already have reached
- ❖ **Moving back and forth between transitions and innovation**
- ❖ **Continuously aiming at a solution** (no emphasis on the issue at stake)
- ❖ Not accepting **uncertainty** as part of the **network’s DNA**
- ❖ Not being able to skip the plan, and accept “**we are learning here together**”

# Network failure – further depth

## Human-interaction reasoning

- ❖ Not accepting *each other's perspectives* and being open to them
- ❖ Not allowing *clash of perspectives*
- ❖ *Not being curious about others* (having interest in each other, acknowledging and respecting each other's culture, rituals, routines and opinions)
- ❖ Not being able to arrive at *a level of common language* – “lost in translation”
- ❖ Not moving from “a coalition of the willing” to “*a coalition of the doing (the daring)*”





***Start for Future (SFF) is positioned as a pivotal hub within Europe's innovation landscape, uniting academia, research, startups, industry, and entrepreneurial networks. At its core, SFF is not just a participant in the ecosystem but acts as a catalyst for transformative change, striving to unlock and harness Europe's diverse innovation potential in a democratic manner, ensuring no region is left behind.***

**SFF Alliance**



# Democratizing the European Innovation Ecosystem

eua EUROPEAN  
UNIVERSITY  
ASSOCIATION



The SFF Cooperative aims to **bridge the gap** between innovation stakeholders and allow them to **co-create through an inclusive and systemic innovation process**

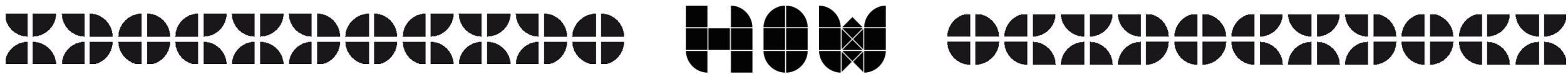
# Start For Future

## KEY Message

Start for Future is a dynamic hub at the heart of Europe's innovation landscape, uniting **academia, research, startups, industry, and entrepreneurial networks.**

We're more than a part of the ecosystem; we're a catalyst for change, unlocking and harnessing Europe's diverse potential in a democratic way, leaving no region behind. Our mission is to fuse these elements into transformative, impactful innovations, setting a new wave of systemic innovation in Europe.





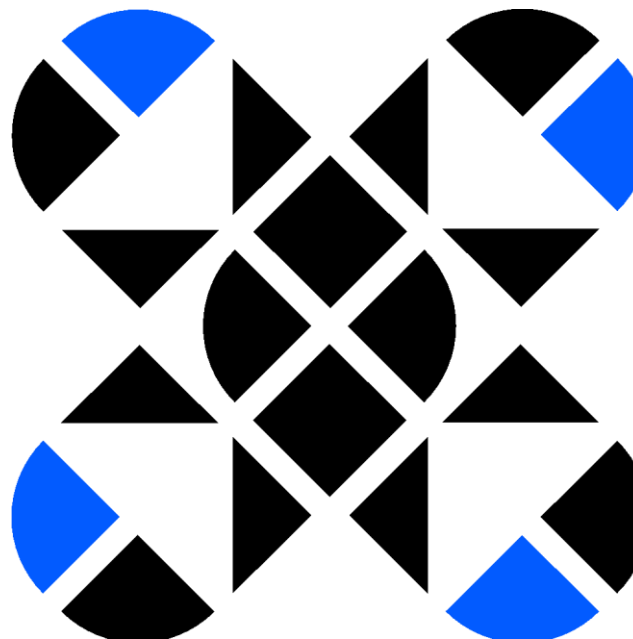
# The **START FOR FUTURE PILLARS**

## **SFF Education & Research**

Is a dynamic and transformative platform designed to cultivate innovation, entrepreneurship, and collaborative learning. Through a rich spectrum of educational programs, workshops and initiatives, this pillar empowers participants with the skills, insights and mindset necessary to drive systemic innovation and create lasting impact.

## **SFF Open Incubator**

Is a community of incubators, pre-accelerators and entrepreneurship centers across Europe. Through this framework, partner incubators offer regional programs for startup development and ecosystem landing as well as a joint program for development and incubation of startups with potential for scale.



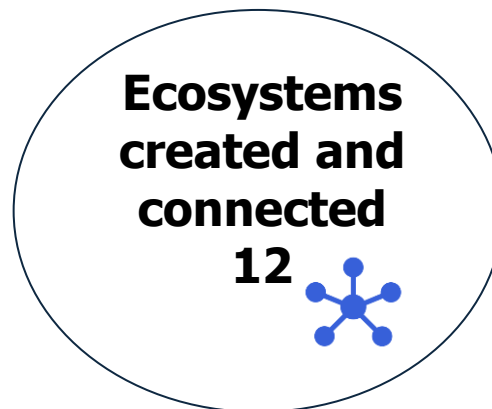
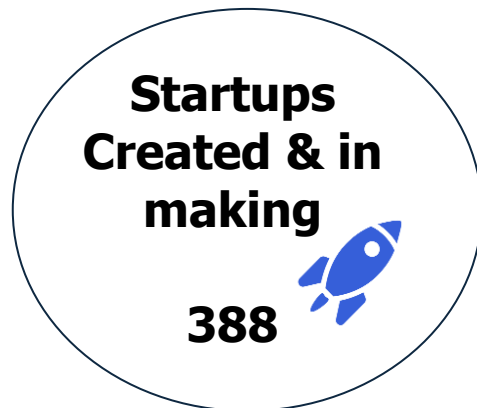
## **SFF Regional Ecosystem**

We support regional ecosystems in driving sustainable development policies, supporting their business model and growth as well as connecting them and their innovation actors with other regions across Europe and beyond.

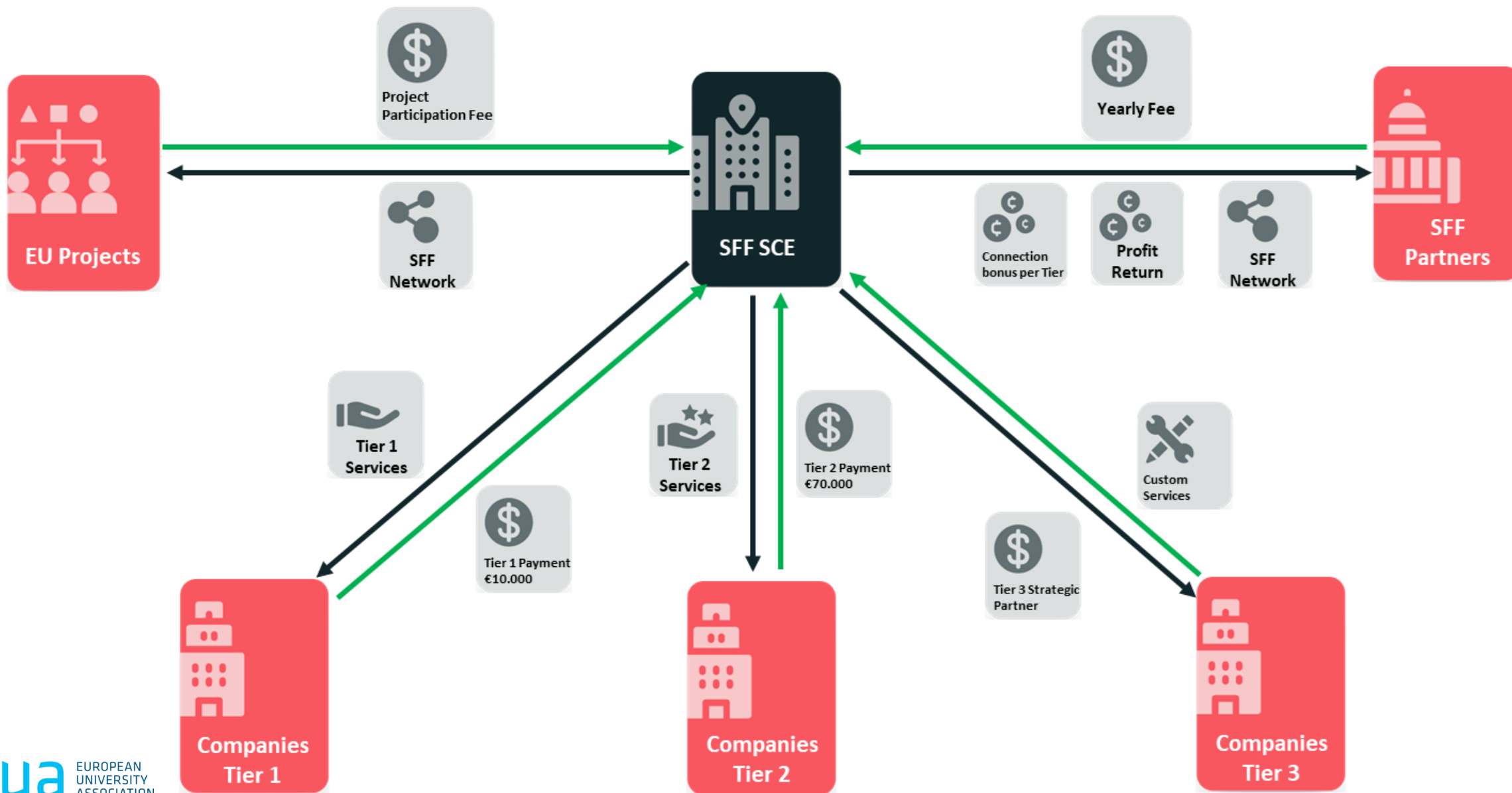
## **SFF Platform**

Is a digital ecosystem for matching of assets and resources and co-creation between innovation actors in Europe and beyond. The platform is a space where needs and offerings across stakeholders axis are met.

## Achievements



# SFF REVENUE MODEL

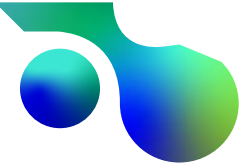


UNIVERSIDADE  
CATÓLICA PORTUGUESA +

**TRANSFORM  
4EUROPE**

**Institutional Outreach  
Strategies for Sustainable  
Transformation**  
*Case Study*





# Funding & Outreach

T4EU Model

## Global Collaboration

Alliances promote **cross border, local, EU and international collaborations** and mobilities;

## Access for Funding

Improve access by innovation and entrepreneurship initiatives by leveraging **collective strengths and reputation** of multiple institutions

EU  
Alliance

## Pooling Resources

Can create robust **innovation ecosystems** and provide greater support to entrepreneurs;

## Alignment with EU Policy Objectivities

Possibilities of leverage funding opportunities and regulatory support to other EU 's Research and Innovation policies, such as **Horizon Europe and European Research Area**







# Internal Cultural Shift and Engagement

## Essential “In-House” Perspective



### Governance Paradigm Shift Alongside Alliance Process

**Changing Governance Structures:** Moving from a top-down approach to a more collaborative system that involves all partners in decision-making.

**Aligned Decision-Making:** Ensuring that governance practices support the goals of the alliance, so that decisions benefit all members.



### Full-Time Management Team

**Flexible Management Approaches:** Adopting adaptable governance strategies that can adjust to the changing needs of the alliance, promoting quick responses and resilience

"A cohesive governance model and a dedicated team are crucial for successful partnerships."





# Joint Infrastructures

## Colaborative Offices



### Institutional Integration

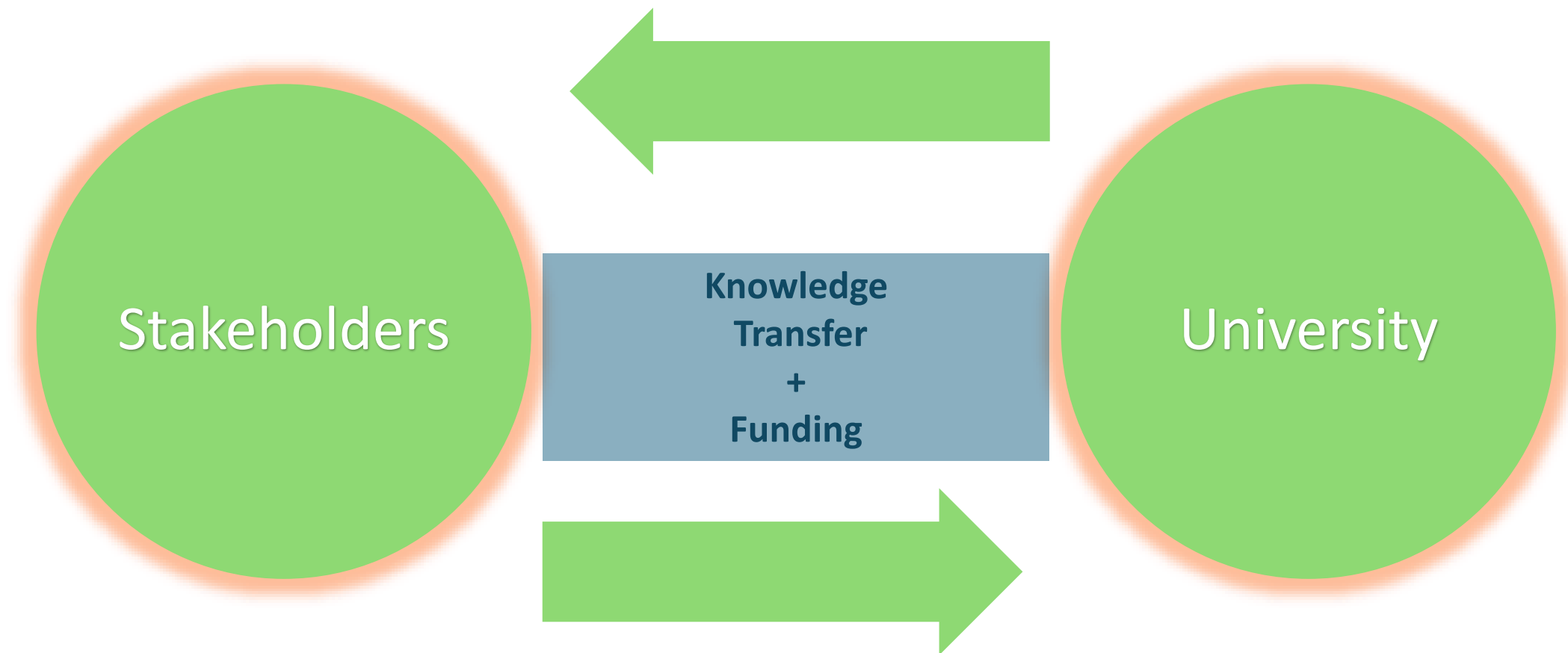
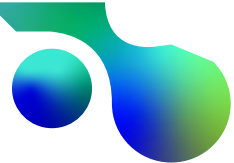
Demonstrate the need to develop the Alliance as a **unique position**, while also creating a unified European presence within the global framework



### Combining institutional Strengths and experiences

Collective Strengths and experiences of institutions to create a **new reality** that moves from a national framework to a European one.





**"And that relationship framework should be both  
Global and Local: Glocal."**





# Funding

## EU and GLOCAL Stakeholders

### Enhance and upgrade

- Diverse Partnerships with multi Objectives

### Facilitate

- Facilitate Knowledge Transfers

### Expand

- Expand Funding Opportunities
- EU funds as well as global and local funding sources

### Address

- Address Existing Budget Gaps
  - Not Just Fill Holes

### Support

- Support Universities in the Glocal Environment



**Global Partnership Forum**

**October 22, 2024**  
**Usil, Katowice, Poland**

