

An Empirical Study on Entrepreneurial Networks from an Adaptive Case Management Perspective

Master Thesis – Pascal Stegmann

Software Engineering for Business Information Systems (sebis)
Department of Informatics
Technische Universität München, Germany

www.matthes.in.tum.de



Brutkasten für Bahnthemen

DB Lab: Deutsche Bahn plant ein Innovationslabor

Wie Siemens seine Mitarbeiter zu Gründern machen will

Caspar Tobias Schlenk am 30. November 2015 | 4 Kommentare

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Newsartikel. Mit einer „Firma in der Firma“ will Siemens seine Mitarbeiter zu Gründern machen. Die Innovation soll abseits der verkrusteten Konzernstrukturen gedeihen.



Siemens-Chef Joe Kaeser will seinen Konzern mithilfe von Startups erneuern.

Source: deutsche-startups.de, gruenderszene.de

Innovation Labs

Deutsche Bank will jährlich 500 Startup-Ideen testen

Christina Kyriasoglou am 5. Juni 2015 | 5 Kommentare

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Newsartikel. Die Deutsche Bank plant, sich mit neuen Technologien weiter zu entwickeln. Wie? Das sollen nun drei neue Innovationszentren gemeinsam mit Startups erarbeiten.

Artikel vor/zurück < >

Allianz Digital Accelerator geht an den Start – Versicherung sucht neue Geschäftsmodelle

Wie bereits gestern in unserem experimentellen Startup-Ticker berichtet, gibt es einen weiteren Accelerator im Lande. Der neue Accelerator-Mitstreiter hört auf den Namen Digital Accelerator – und gehört zur Allianz. Bereits Ende Juli startete [...]



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Artikel vor/zurück < >

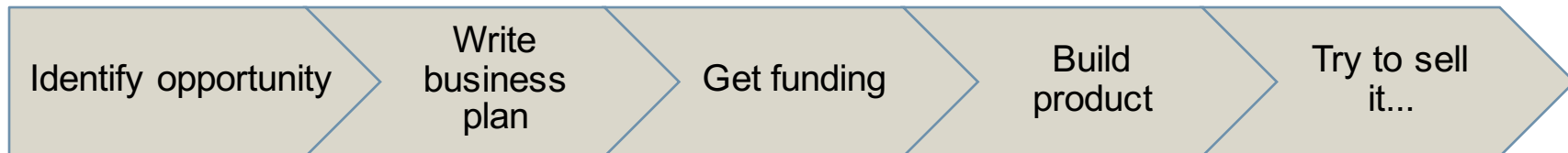
Brutkasten-Übersicht

25 Accelerator-Programme, die jeder kennen sollte

Es gibt immer mehr Accelerator-Programme. Für Gründerinnen und Gründer ist diese Entwicklung begrüßenswert, denn nie gab es mehr Auswahl, nie gab es mehr spannende Unternehmen und Initiativen, die ihre Türen für Start-ups geöffnet haben.

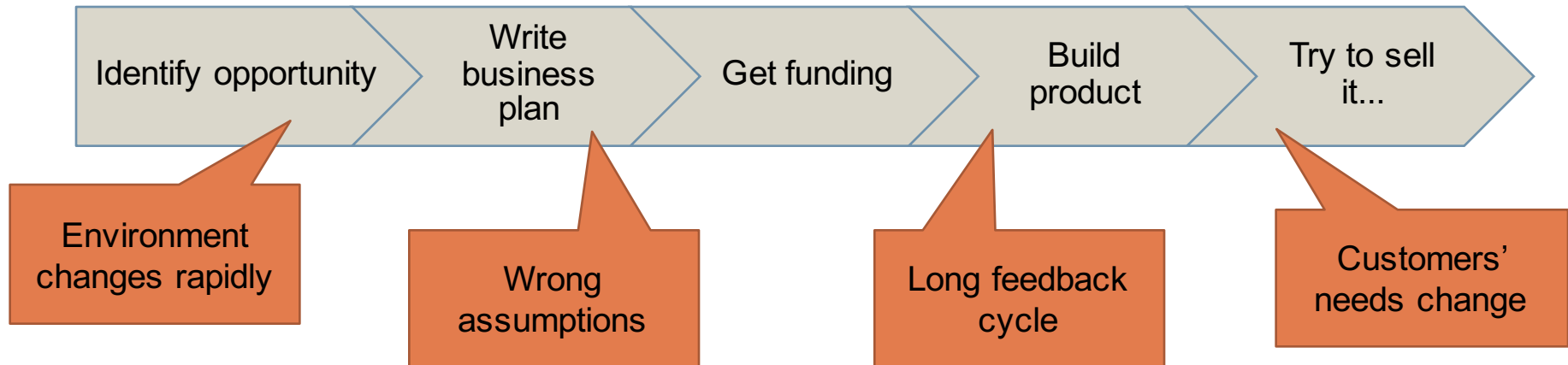
How to find a working business model?

Past



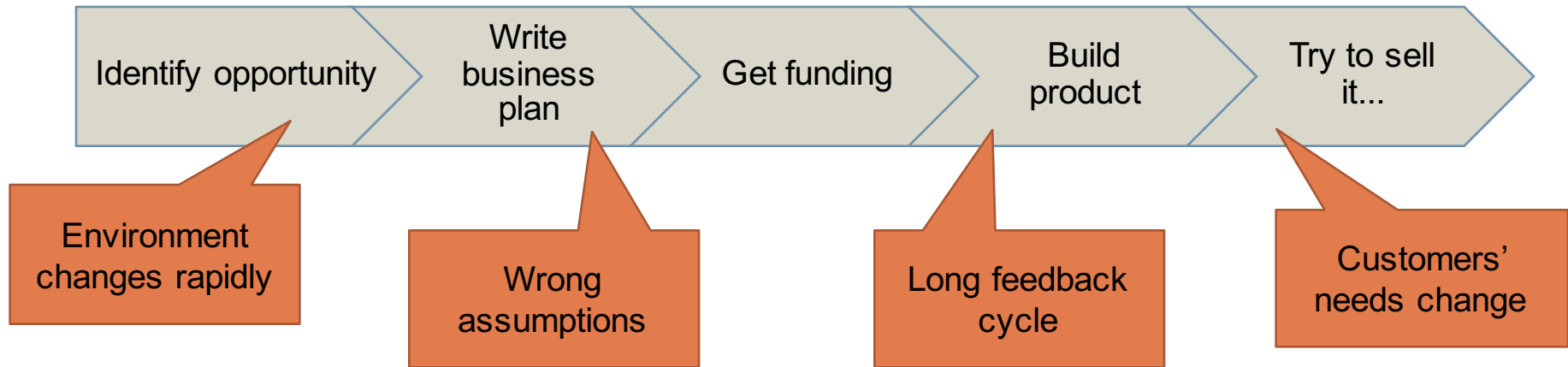
How to find a working business model?

Past

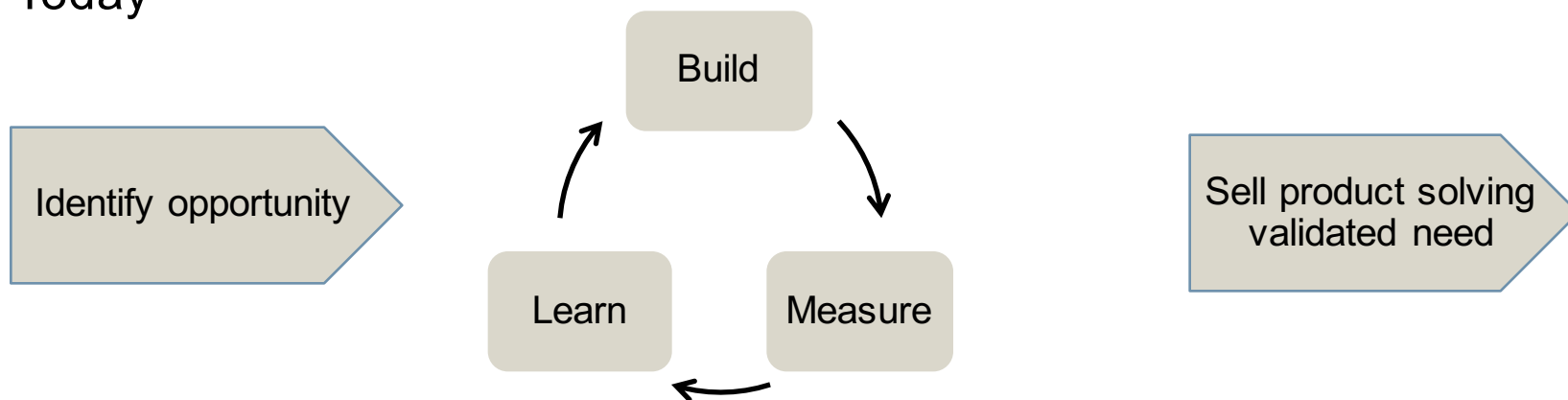


How to find a working business model?

Past



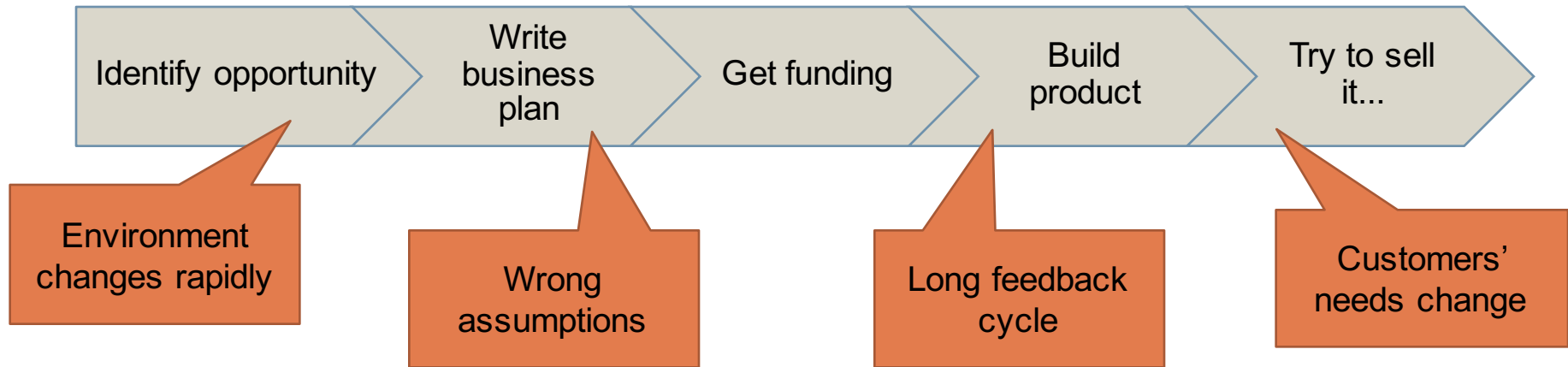
Today



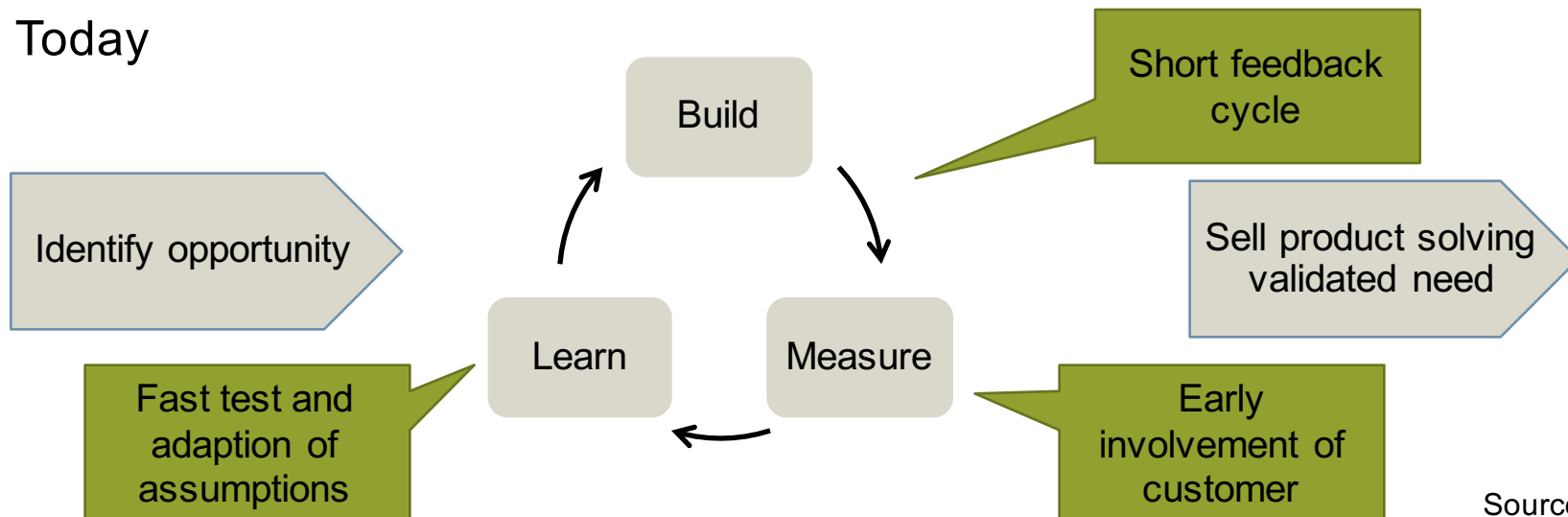
Source: Lean Startup

How to find a working business model?

Past



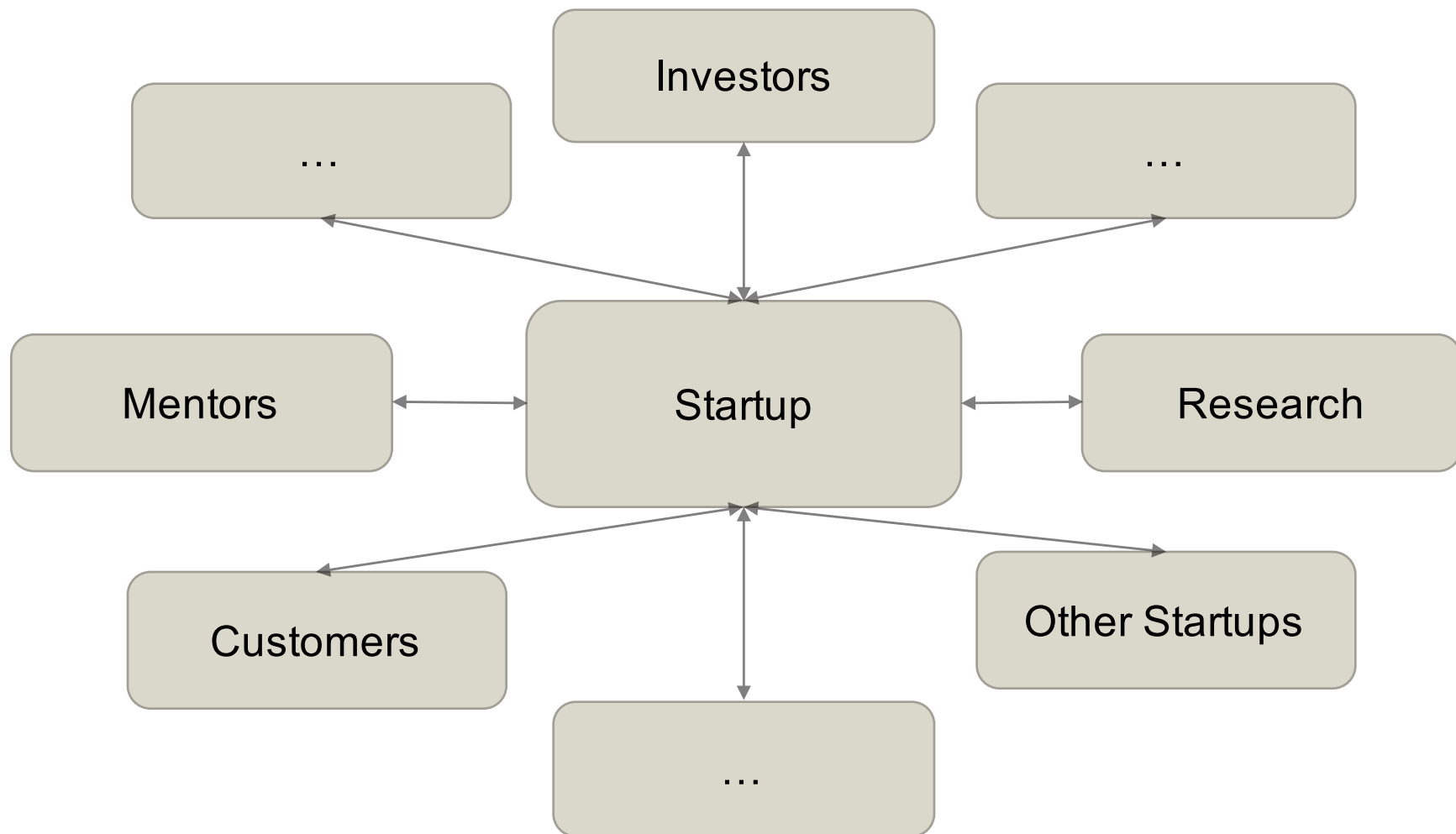
Today



Source: Lean Startup

Start-ups interact with many different stakeholders

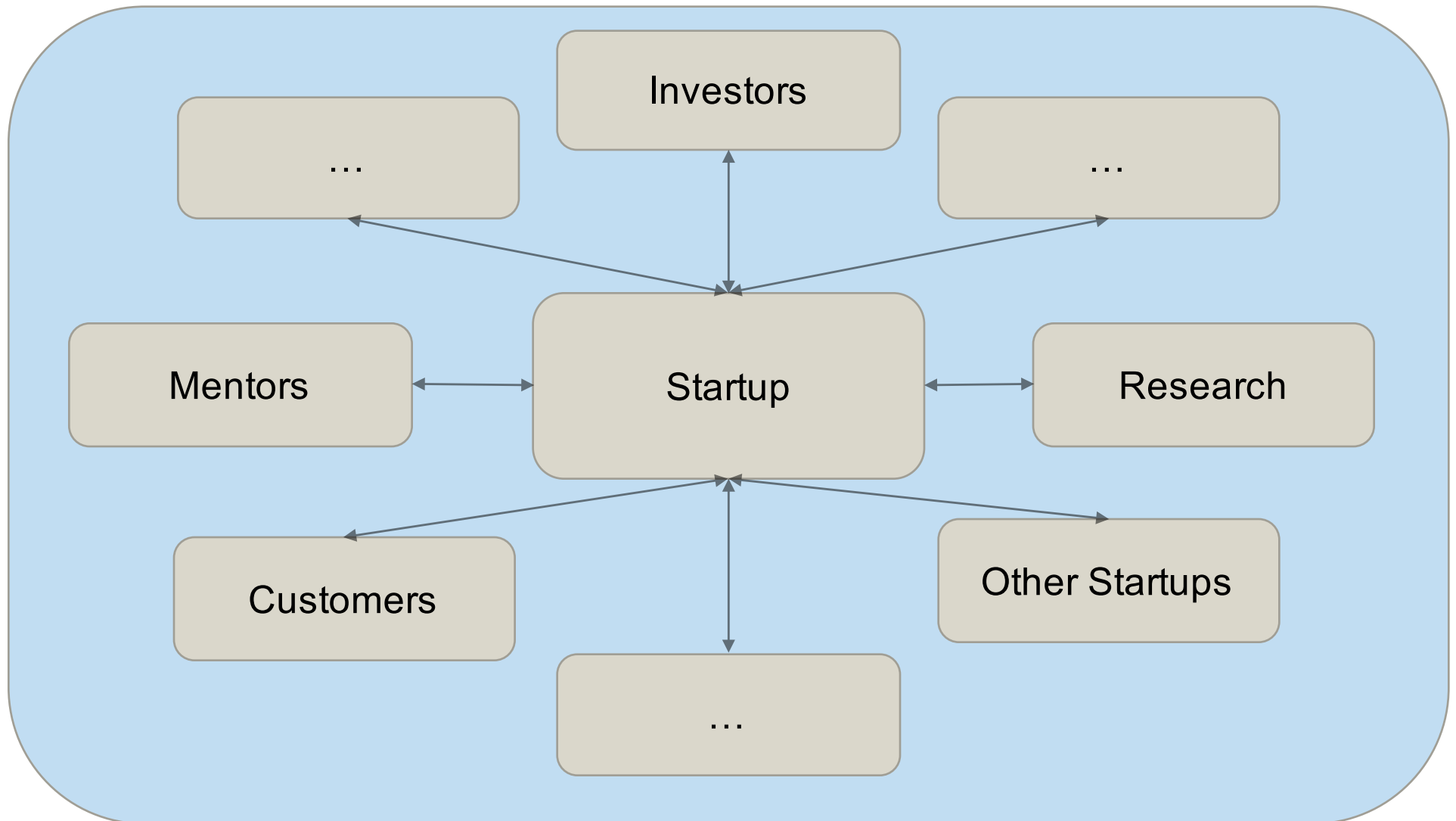
Entrepreneurial network



Vision for InCoBate

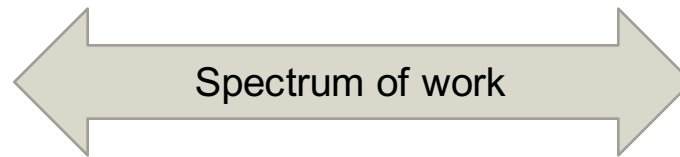
Collaborative Platform for Entrepreneurial Networks

InCoBate - Platform



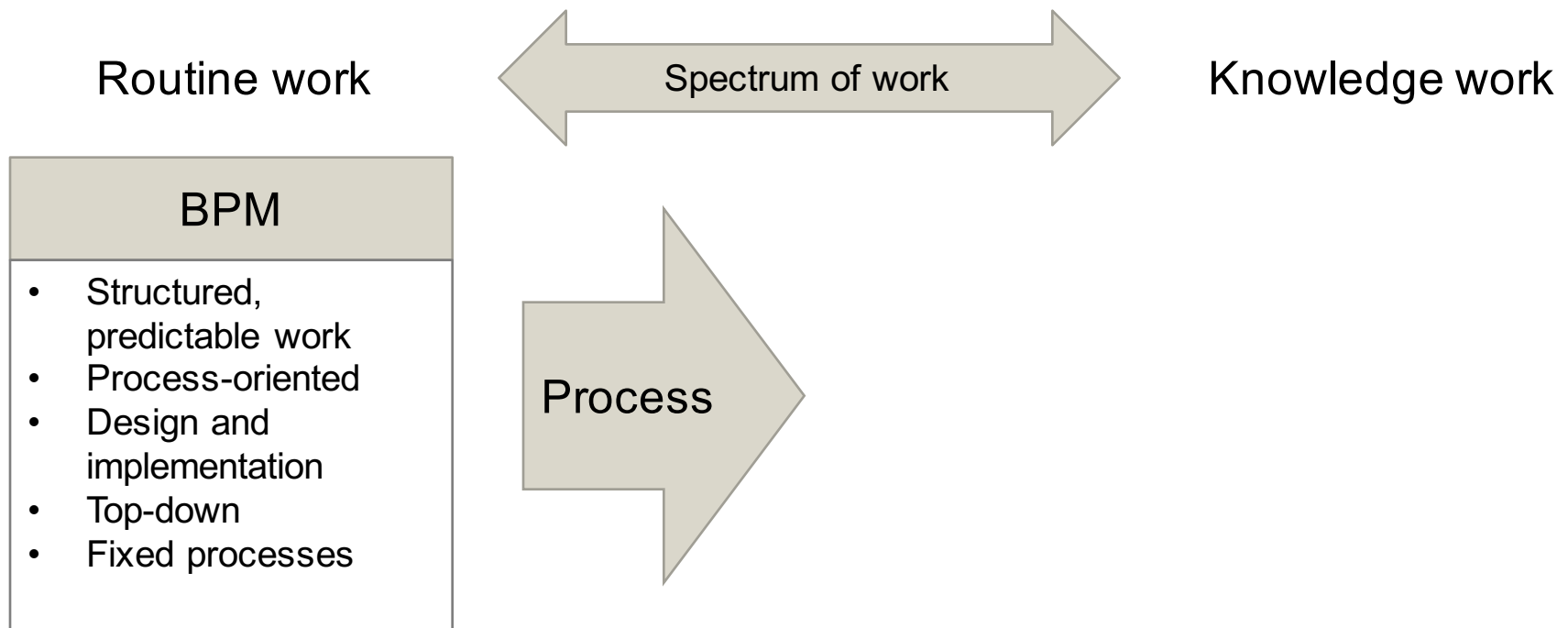
Approaches to managing work

Routine work

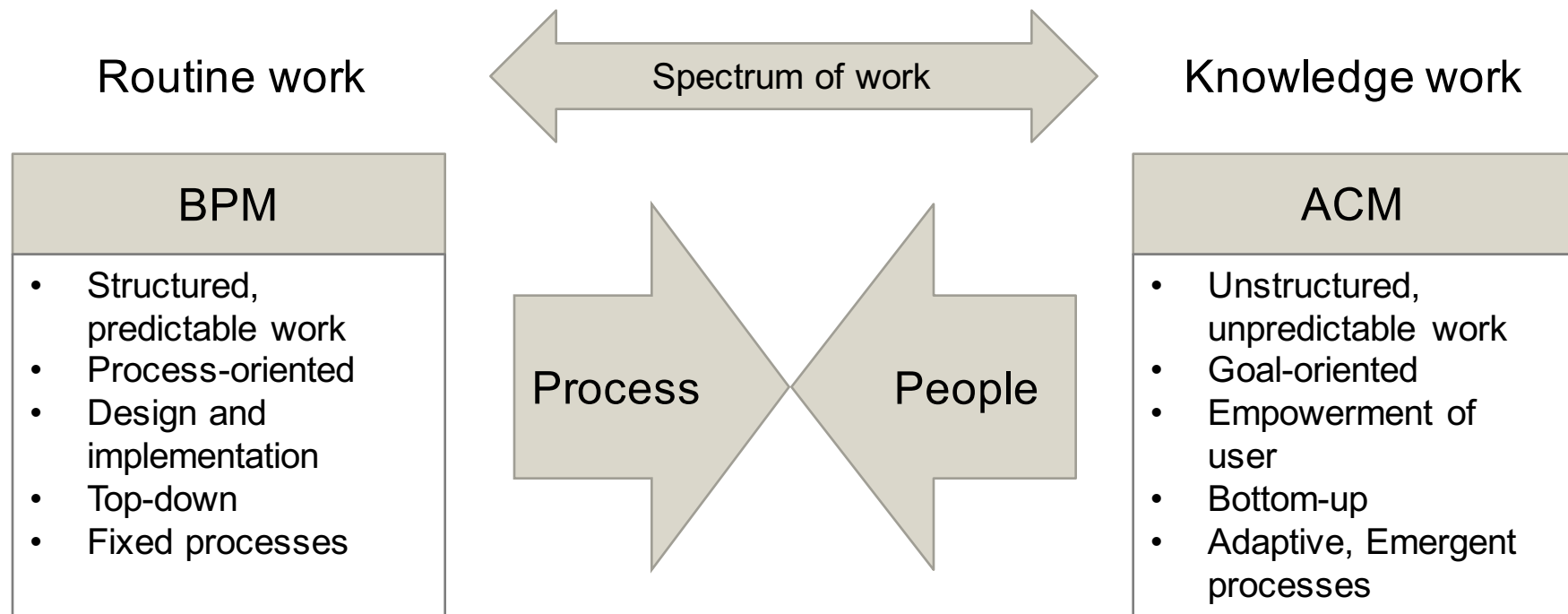


Knowledge work

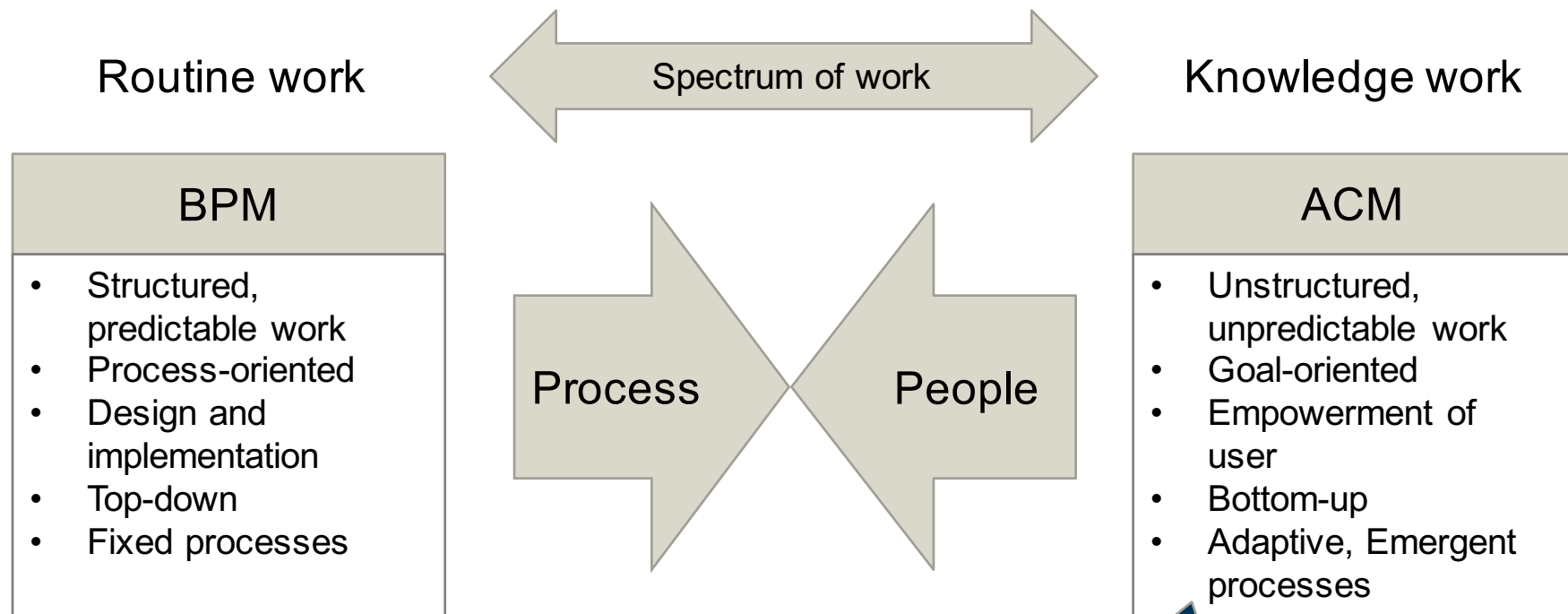
Approaches to managing work



Approaches to managing work



Approaches to managing work



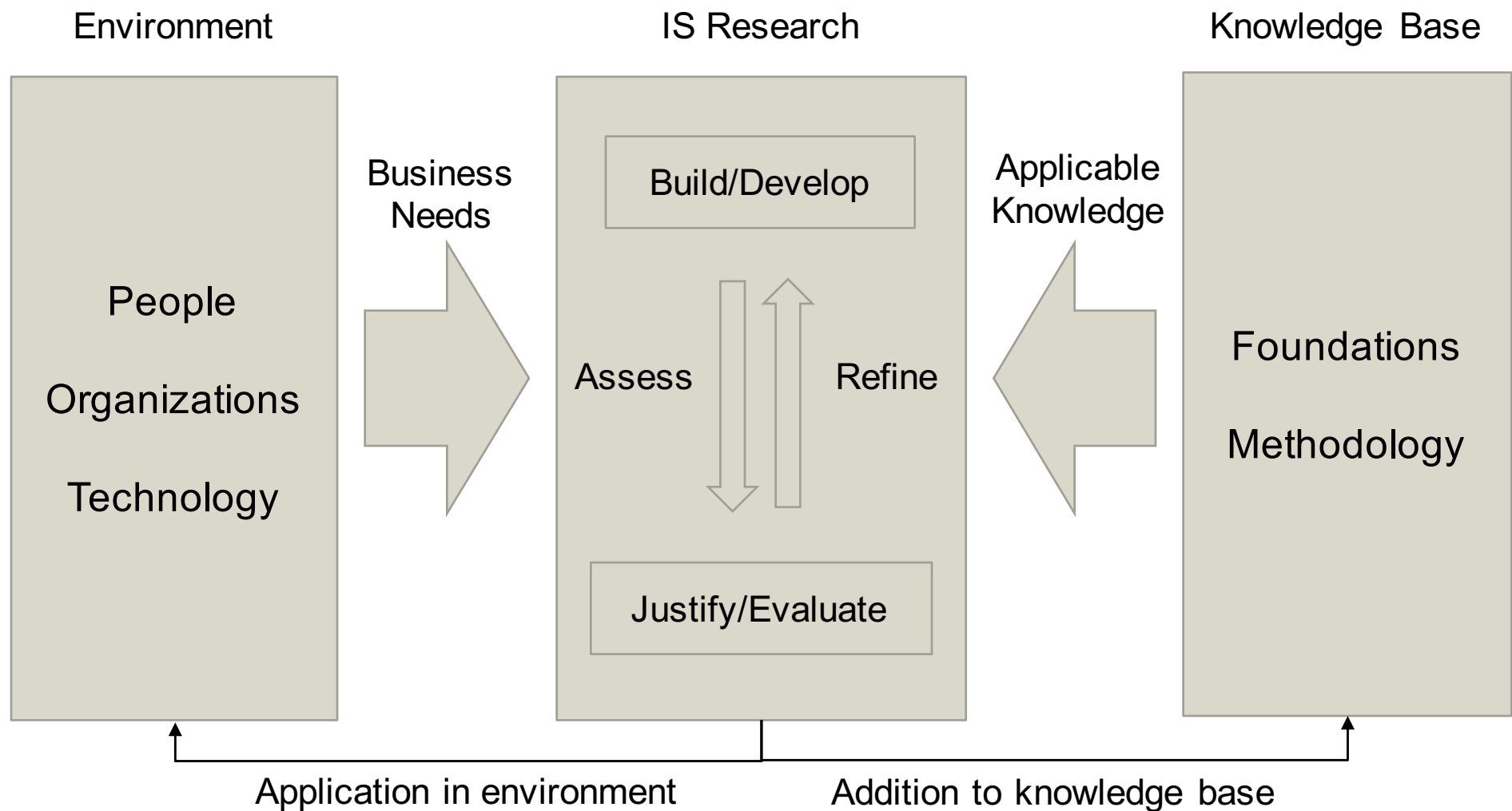
Promising approach for entrepreneurial work?

Research Questions

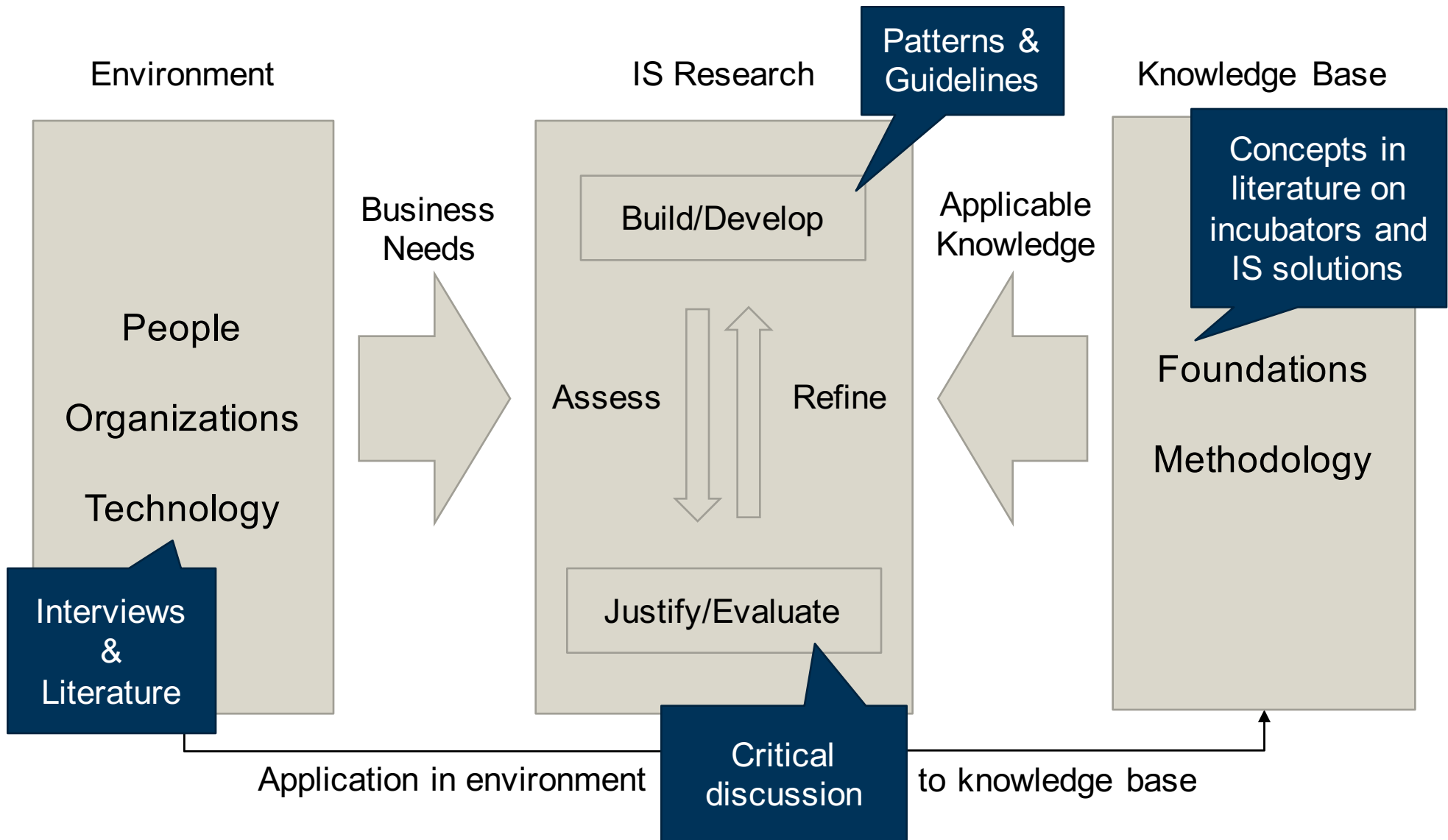
- 1) How do entrepreneurial networks work in the early phases? Focus on systems perspective (i.e. stakeholders, concerns, relationships, etc.)
- 2) What are patterns and challenges relevant for software support?
- 3) What guidelines can be derived for software support of entrepreneurial networks?

Methodology

- Exploratory and qualitative approach: Conduct semi-structured interviews
- Literature research



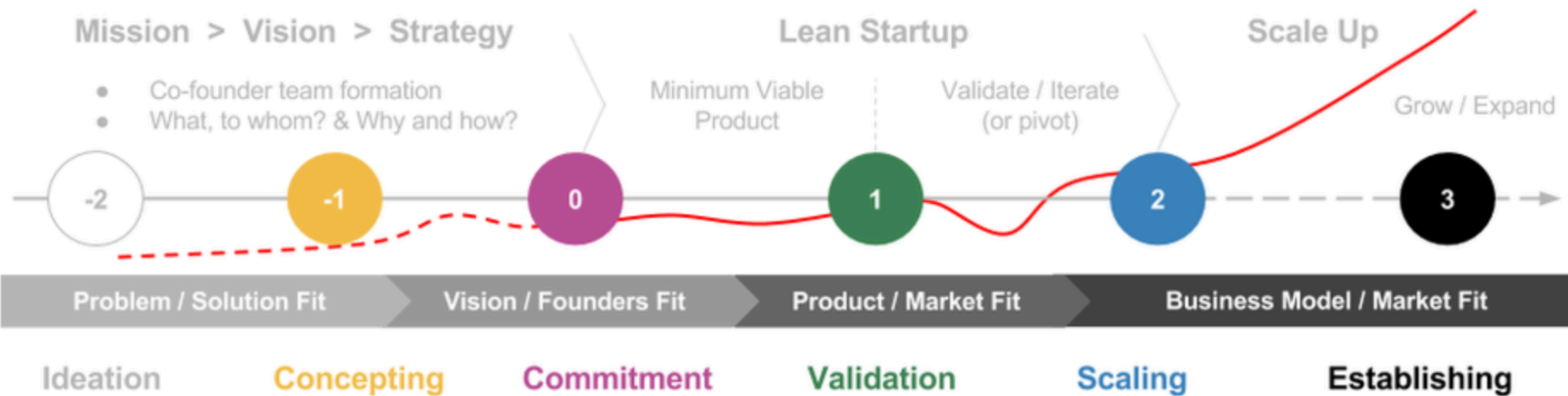
Source: Hevner (2004)



Source: Hevner (2004)

How to pick the right interview partners?

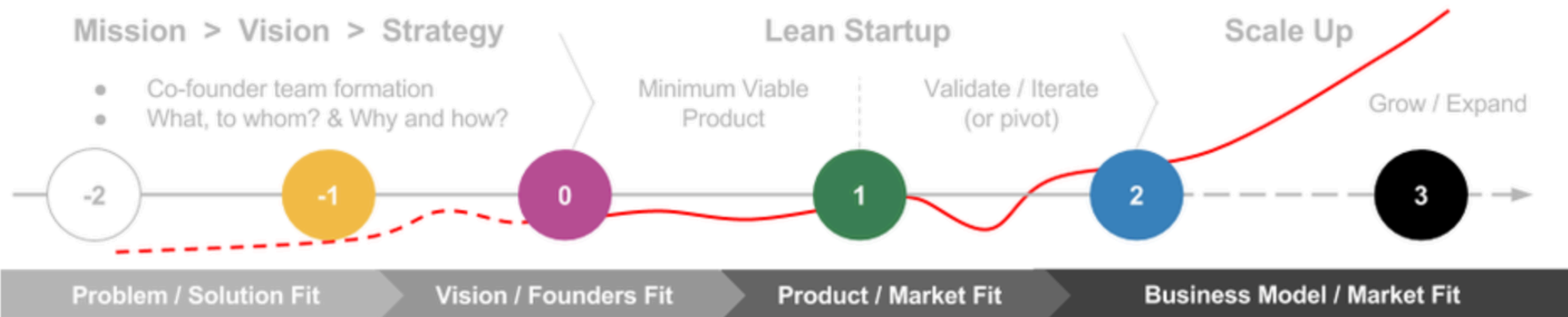
STARTUP DEVELOPMENT PHASES



Source: startupcommons.org

Focus on proxy organizations for interviews

STARTUP DEVELOPMENT PHASES



Ideation

Concepting

Commitment

Validation

Scaling

Establishing

Incubators

Company Builders

Accelerators

Venture Capital

Focus on these organizations

- Proxy for startups
- Companies in similar phases
- Structured approach to entrepreneurial process

Source: startupcommons.org

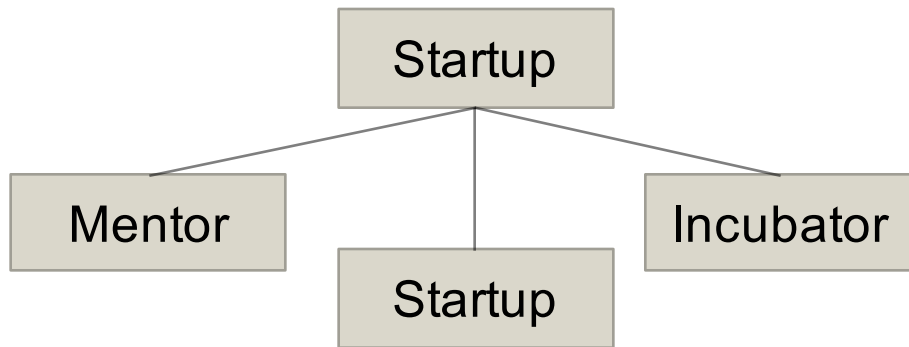
Organization	Type	Age
ESA Business Incubation Center	Incubator	1-5 years
Allianz Digital Accelerator	Incubator/Innovation Lab	1-5 years
LMU Entrepreneurship Center	Incubator	>5 years
Hanse Ventures	Company Builder	>5 years
Media Lab Bayern	Accelerator/Incubator	<1 year
TechFounders	Accelerator	<1 year
Accelerate Stuttgart	Accelerator	<1 year
Holtzbrinck Digital	Venture Capital	>5 years

Variety in...

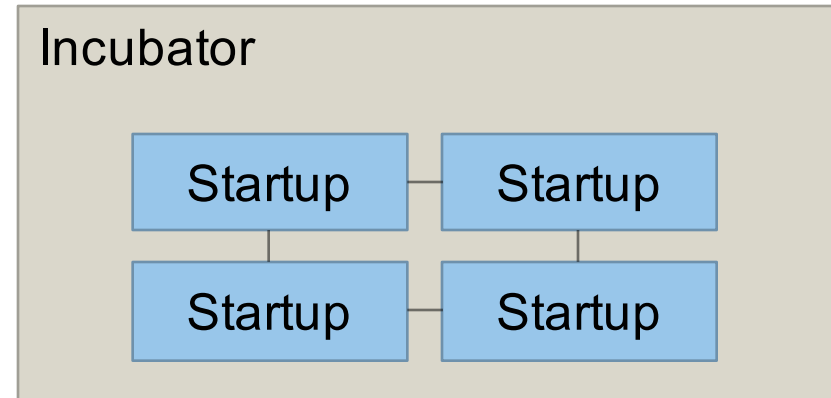
- Age and experience
- Objectives
- Types and industry focus
- Approaches to incubation

Current state – Preliminary Findings

1. Important relationships



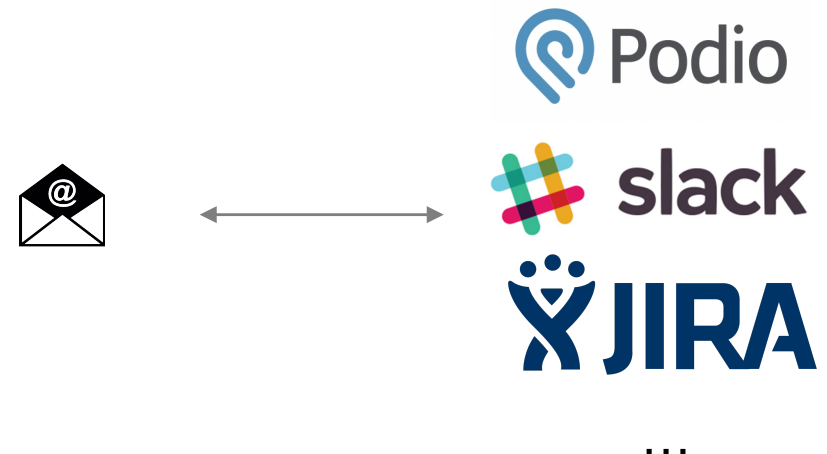
2. Incubator as community of practice



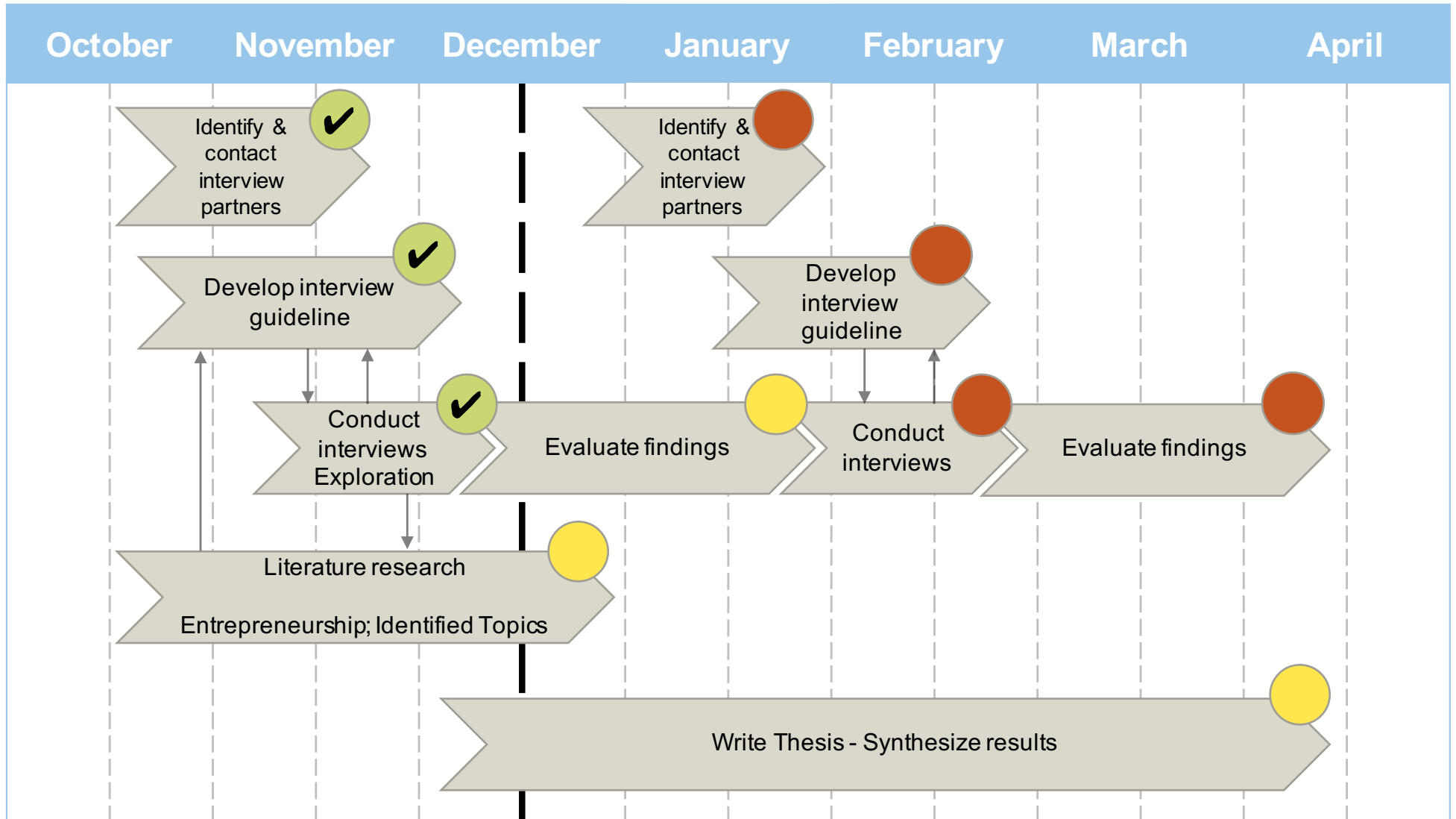
3. Importance of personal communication



4. Variance in used methodology/tools



Timeline



Thank you! Questions?



Pascal Stegmann
Graduate Student



Technische Universität München
Department of Informatics
Chair of Software Engineering for
Business Information Systems

Boltzmannstraße 3
85748 Garching bei München

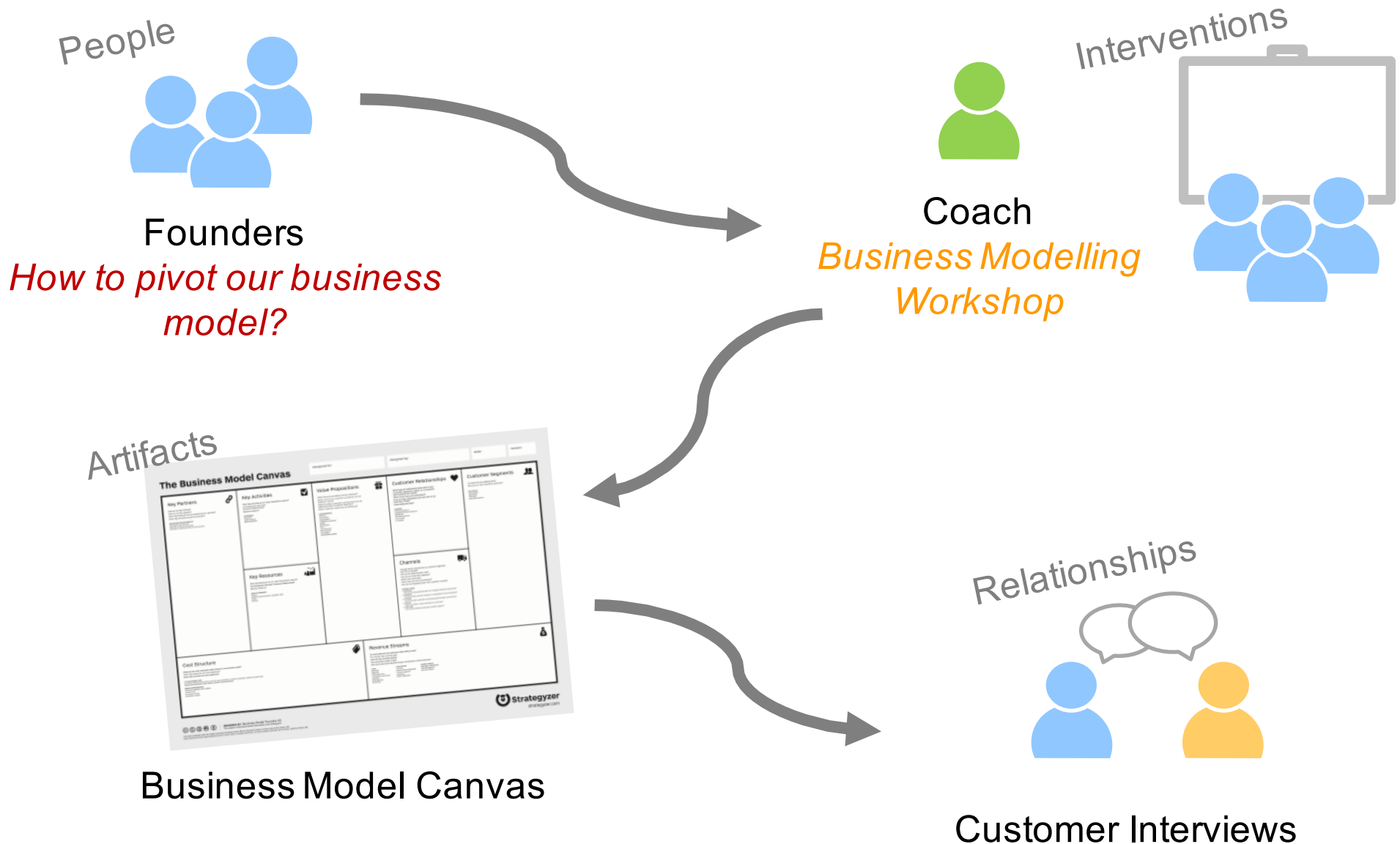
Mobile +49 151 419 14634
pascal.stegmann@tum.de

wwwmatthes.in.tum.de

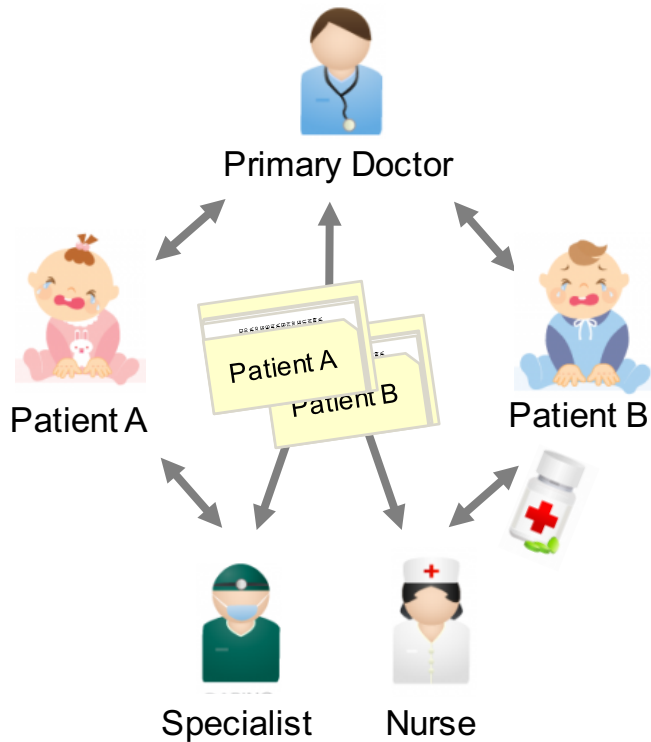
Backup

A typical intervention

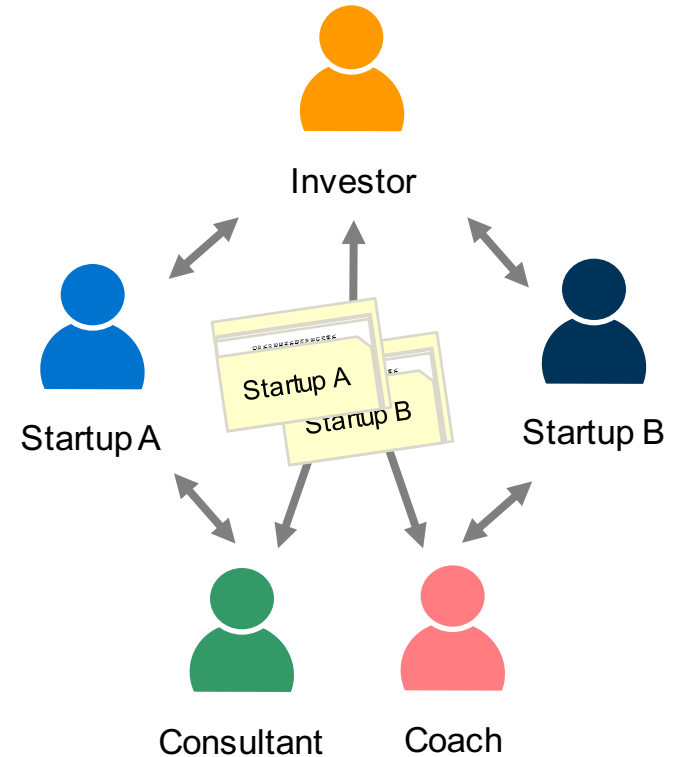
Pivoting a business model



Analogies between Entrepreneurship and Medical Care



Health
Symptom
Illness
Medication



Success
KPI
Issue
Intervention

Startup Health Record

Example

Name

ABC Services

Members



KPIs Q3/2015

Customers
6

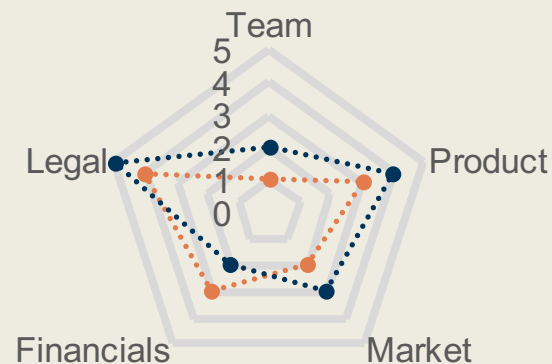
Conversion Rate
3%

Customer Lifetime Value
n/a

Customer Acquisition Costs
160 EUR

Overview

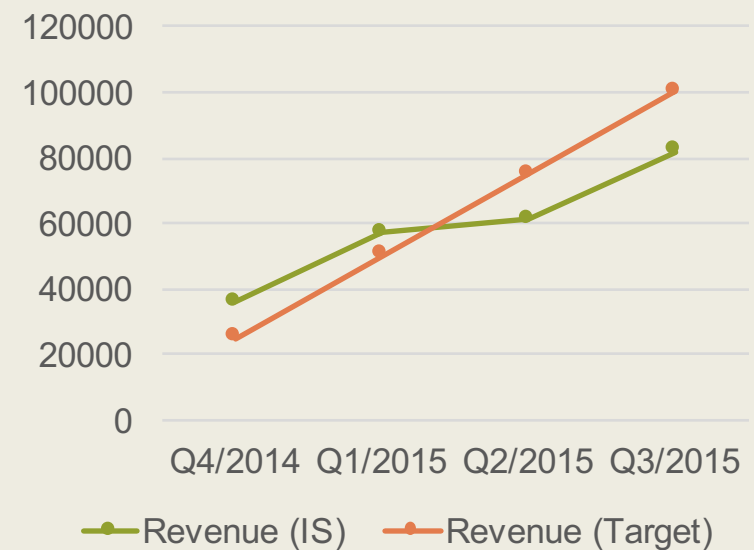
..... Q2/2015 Q3/2015



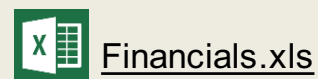
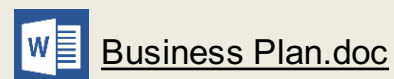
Recent Activity

- 18.09.2015 [Pitch to customer XYZ](#)
- 07.09.2015 [Design Thinking workshop Product](#)
- 26.08.2015 [Due Dilligence Meeting A Capital](#)

Revenue



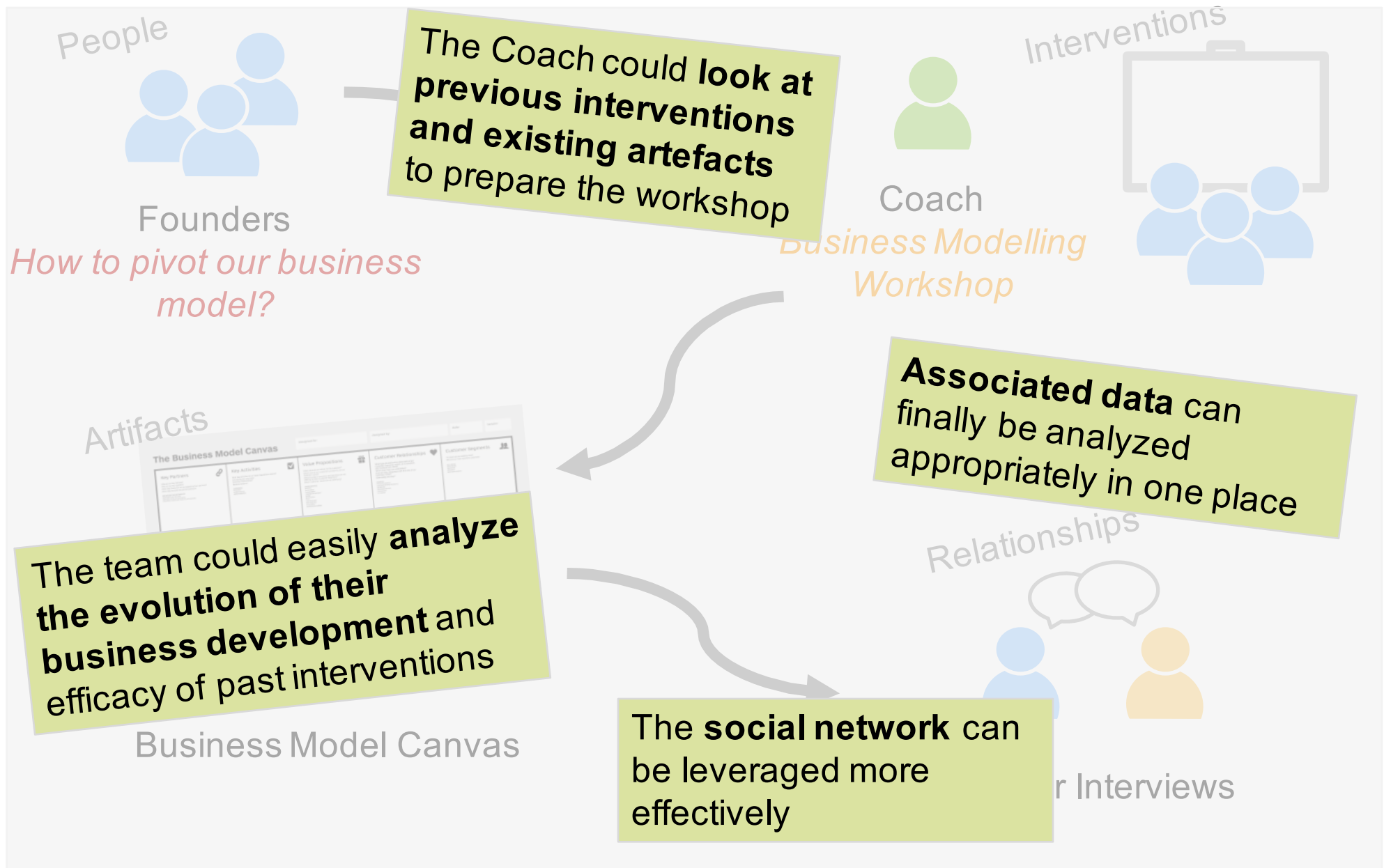
Documents



Recent Challenges

- 19.09.2015 [How to decrease our burn rate?](#)

What if there was a Startup Health Record?



Project Vision

Technical Platform



Startup A



Startup B



Investor

Persona
Creation
App

Ideation
App

Introduction
App

Business
Modelling
Canvas
App

Dashboard
App

InCoBate Platform

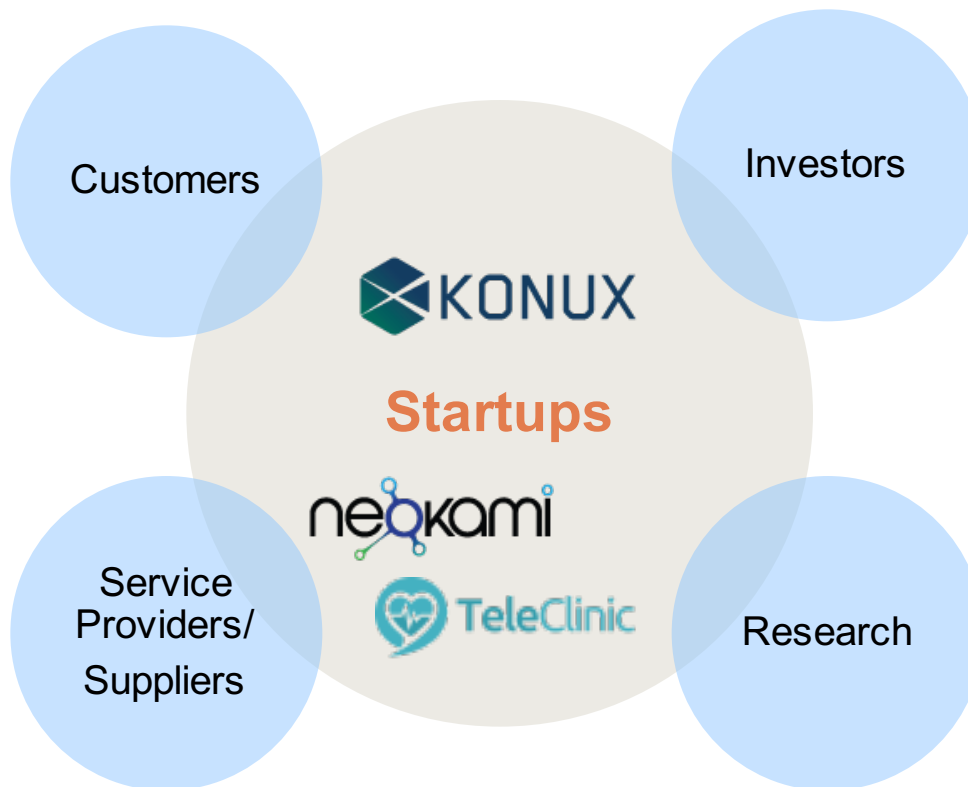
Authentication, User Management, Analytics, Storage, Messaging, ...



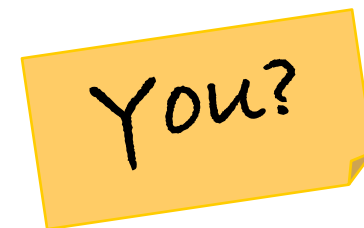
Project Vision

A Collaborative Platform for Entrepreneurship Networks

sebis



- Venture Capital Funds
- Business Angels
- Incubators
- Accelerators



eXIST
Existenzgründungen
aus der Wissenschaft

unternehmertum
Center for Innovation and Business Creation at TUM

ZD.B ZENTRUM
DIGITALISIERUNG
BAYERN

SCH
STRASCHEG CENTER FOR ENTREPRENEURSHIP

**HOCHSCHULE
FÜR ANGEWANDTE
WISSENSCHAFTEN
MÜNCHEN**

sebis

etc.

Investors

- Up-to-date Reporting of Key Metrics
- Portfolio dashboard

Startups

- Self-monitoring
- Re-use of information
- Access to domain experts
- Access to vertical apps for particular problems (e.g. ideation)
- Networking

Service Providers

- Single point of truth
- Re-use of information
- Insights into the history of the project

Research

- Identification of (anti-)patterns for collaboration in entrepreneurship projects