



# Orchestrating Innovation in Public-Private Ecosystems

Become an effective director of mission-driven  
innovation projects with high societal impact

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# What to expect



Gain insights and an overview of relevant and emerging concepts from governance and business administration and innovation and transition management



Learn how your innovation initiative can be effectively designed, structured and led



Collaborate in a network of peer Innovation Orchestrators



Get practical tools to accelerate your innovation journey





# Create effective collaboration to achieve complex innovation projects with large-scale impact

Societal challenges of today and tomorrow cross the boundaries of individual organisations, each with their interests. Examples include the digitisation of industry, energy transition, mobility, sustainability, safety, and health. How can they build a well-functioning innovation ecosystem where all these relationships and dependencies create impact? Aligning all these interests requires direction by an expert who can interact with governments, citizens, and businesses. It takes someone who initiates collaboration at the right time and form to develop innovations and encourage all to succeed.

This programme helps professionals develop the capabilities needed to orchestrate and build these innovation processes. The programme is based on TNO's years of practical experience and research. Experts from Erasmus University Rotterdam complement this with their knowledge and experience in innovation leadership, entrepreneurship, and innovation management. Learning objectives targeted by following this programme:

- Gain a clear understanding of how to delineate and align the mission and value of your innovation journey with other stakeholders;
- How to approach the development of business models, services for such public-private collaborations, including forms of financing;
- Have a better understanding of how to fill your personal leadership role to more effectively design interactions between individuals from different organisations in an ecosystem;
- Apply the lessons directly to your personal impact project under the guidance of experienced coaches.

# For whom?

This programme is designed for professionals working with peers from other organisations on mission-driven innovation projects. Initiatives that aim to use innovation and new technologies to develop and implement systemic change for social impact. Participants have experience in driving and leading ecosystem change. They want to develop themselves and their organisation to successfully develop these initiatives with more confidence, knowledge and skills.

**Roles that participants fulfill, for example, in relation to these mission-driven innovation projects are:**

- Coalition Manager
- Innovation Manager
- Business Developer
- Programme Manager
- Strategic policy maker
- Ecosystem manager
- Partnership manager



“This course is a unique combination of TNO’s practical experience and knowledge in the field of Orchestrating Innovation as well as relevant and new concepts from governance, business administration, innovation and transition management. Together with Erasmus Centre for Entrepreneurship and Rotterdam School of Management as knowledge and education partners, we can help participants achieve impact more effectively in public-private partnerships for societal issues. We would like to share our experiences and strengthen your cases together!”

**Frank Berkers**

Initiator Orchestrating Innovation en Senior Scientist,  
TNO Vector Centre for Societal Innovation and Strategy



Participants work for both government agencies, research institutes and private institutions. Do you recognise yourself in the description and one or more of these roles? Then this course is a perfect fit for your daily practice.

# An enriching and practical learning experience



This learning programme originated at TNO and was further developed in collaboration with Erasmus Centre for Entrepreneurship and Rotterdam School of Management at Erasmus University Rotterdam. Through shared expertise, this effective learning programme has been formed with various learning formats to enhance your learning experience. The programme consists of interactive masterclasses, collaboration within a network of peers on practical cases, personal training modules, guest speakers, and mastering the latest tools and techniques to orchestrate collaboration and innovation.



Interactive plenary discussions



Insightful quick-scans and hands-on tools



Work on your own impact project to accelerate it



Guest speakers from the field



Masterclasses from top academics and practitioner experts



Breakout sessions focusing on peer learning

# Programme overview

The four-day “Orchestrating Innovation” programme is a unique learning track, tailored specifically for the practice of Innovation Orchestrators. The lead time is approximately three months, with interim commitment expected.

## Day 1& 2: Missions, positioning & stakeholder management

- Gain insights into “the innovation center” (innovation fieldlab, hub, cluster) as a concept and why it requires a different approach.
- Be able to formulate a mission, positioning and value-add for clients and partners.
- Gain an understanding of actor network requirements and be able to analyse actor networks in an ecosystem.
- Be able to integrate analyses of actors, knowledge and networks in an ecosystem.
- Be able to formulate the shared vision and goals of a programme plan, in collaboration with key stakeholders and based on an ecosystem analysis.

## Day 3: Operationalisation, business models and financing

- Operationalise added value in services and activities of a public-private innovation center. What are the priorities? What should we do and what should we not do?
- Learn the various business models of a large-scale public-private partnership: what services are needed to promote innovation in the ecosystem and what forms of financing are possible?
- Exploration on monitoring, organisation and decision-making: how can development be monitored, who has what say and how can agreements and contributions best be agreed?

## Day 4: Leadership and governance in innovation ecosystems

- Understanding formal and informal ways to activate, connect and persuade people and organisations.
- How do I operate in a group with people and organisations that all have different goals?
- What kind of leader am I in the complex context of Orchestrating Innovation? And what other roles do I need? What can I expect from them? And what should they expect?
- How do I set this up in their own organisations and ensure internal commitment?

## In the meantime: Work on your personal impact project with coaching

- Over the course of the programme, you will work on a personal impact project to apply the lessons immediately and make real, relevant impact in the ecosystem and your own role.
- A dedicated academic coach and practice coach will help you make these steps even better.

See **page 22** for the dates of the next edition





# Industry experts and top academics facilitator information

This programme is facilitated by leading experience experts and academics. TNO wants to share its years of practical experience and knowledge with market professionals and guide them in their own practice. Professors from Erasmus Centre for Entrepreneurship and Rotterdam School of Management of Erasmus University feed it with the latest practical insights in leadership, entrepreneurship and innovation management.



**Frank Berkers**  
TNO

Frank Berkers is a senior scientist at TNO Vector - Centre for Societal Innovation and Strategy - and lecturer Business for Societal Transition at Rotterdam University of Applied Sciences. At TNO, Frank is responsible for knowledge building around and application of business modeling and value network analysis. He founded TNO's Orchestrating Innovation strategic initiative that trains leaders of the future to establish and impact large open societal impact innovation hubs.



**Prof. Dr. Jan van den Ende**  
Rotterdam School of Management

Jan van den Ende is a professor of technology and innovation management at the Rotterdam School of Management, Erasmus University. His area of expertise is developing new products and services in companies. His current research interests include organisational internal and external idea management, management of NPD projects, design management, and sustainable innovation.



**Maurits Butter**  
TNO

Maurits Butter is a senior researcher at TNO Vector and advises regional, Dutch and European governments on industrial innovation policy. His area of expertise concerns the development of business models for Fieldlabs, (European) Innovation Hubs and structural interregional collaborations on innovation. He focuses on the underlying business models, their value propositions and financial aspects of public-private partnerships. He is involved in training SP2IN consortia in the Netherlands and Europe.



# Industry experts and top academics facilitator information



**Dr. Ferdinand Jaspers**  
Erasmus Centre for Entrepreneurship

Ferdinand Jaspers is the programme director at Erasmus Centre for Entrepreneurship. His teaching and consulting activities focus on innovation leadership. From his expertise at the intersection of strategy, innovation and entrepreneurship, he teaches courses, masterclasses and bootcamps on corporate entrepreneurship, innovation excellence and entrepreneurial culture. He holds a PhD from RSM.



**Anita Lieverdink**  
TNO

Anita Lieverdink is senior Innovation Orchestrator at TNO. She works on mobilising public-private ecosystems around tech startups to help them scale up their breakthrough innovations. From AiNed, Anita is responsible for setting up a new scale-up programme for startups in artificial intelligence. Anita is also the linchpin in the web in the Green Chemistry, New Economy programme, which removes barriers around scale-up so that (disruptive) initiatives in the field of biobased feedstock, recycling and process electrification can scale up to industrial volume.



**Prof. Dr. Daan Stam**  
Rotterdam School of Management

Daan Stam is associate professor of Innovation Management in the Department of Technology and Operations Management at the Rotterdam School of Management, Erasmus University Rotterdam, the Netherlands. His research interests include leadership and communication, particularly in innovation and operational environments. Daan Stam is a member of the Erasmus Centre for Leadership Studies.

# Collaboration details

TNO, Erasmus Centre for Entrepreneurship, and Rotterdam School of Management have joined forces for you.

TNO connects people and knowledge to create innovations that sustainably strengthen companies' competitiveness and society's well-being. That is our mission, which we, more than 3,400 TNO professionals, work on daily. We do this together with partners and focus on nine domains. TNO is the leading applied research institute active in public-private partnerships for innovation. Innovation processes are complex processes and require collaboration. Finding the suitable project form, approach, and partners is a profession. That is why Innovation Orchestrators are active within TNO. They specialise in connecting various stakeholders on a joint mission and guiding innovation. They activate innovation and technology experts inside and outside TNO in all socially relevant areas. We call this approach Orchestrating Innovation.

As Erasmus Centre for Entrepreneurship, we see entrepreneurship as the key driver of innovation. We strive to weave entrepreneurship into people's DNA, leveraging Erasmus University Rotterdam's knowledge and network, a university founded by entrepreneurs more than 100 years ago. With our four professors, 45+ academic trainers and researchers, and experienced programme managers in entrepreneurship and innovation, the Erasmus Centre for Entrepreneurship is Europe's leading entrepreneurship centre. Our goal is to improve the innovation excellence of organisations by developing their people through action-oriented programmes for Innovation Drivers, corporate innovation teams, and budding entrepreneurs. All our learning and development programmes are based on participants' challenges to make an immediate impact (experiential learning).

With a mission to be a force for positive change in the world, Rotterdam School of Management has been recognised as one of Europe's most international and innovative business schools for nearly 50 years. The primary focus of Rotterdam School of Management is on developing people who can become a force for positive change by bringing their innovative mindset into a sustainable future. Our first-class portfolio of undergraduate, graduate, MBA, PhD and executive programmes encourages people to become critical, creative, caring and collaborative thinkers and doers. We believe that leadership can be learned through a combination of intellectual and practical challenges, as encountered when working in diverse teams, that can foster new creative approaches in business.



# Practical Information

## Programma data:

Program dates: The next Fall 2024 edition will take place on **April 10-11** (including dinner and hotel stay), **May 22 and 19 June** (subject to change). Online coaching is to be scheduled between each session.

## Spring 2025 edition



**Language:** The programme is provided alternately in Dutch and English. The Spring 2025 edition will be delivered in English.

**Participants:** We strive for an interactive learning environment with personal guidance and therefore the programme groups consist of a minimum of 10 and a maximum of 20 participants.

**Investment:** Participation in this program costs € 3,950 excluding 21% VAT for four full days including all course materials, an overnight stay and dinner. Alumni of Erasmus University Rotterdam and TNO employees receive a 10% discount.

**Location:** Rotterdam & one day on location with an alumnus.

# Contact us

## Erasmus Centre for Entrepreneurship

Entrepreneurship and innovation are crucial to tackle large-scale societal challenges. Our training offering aims to improve the innovation excellence of organizations through the development of its people. One of the key drivers for this is the power of cross-organisational collaboration; the focus of this program specifically. Would you like to know more about this program? Or personal advice on our (customised) training offerings suited to your training needs? Then feel free to contact us.



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## TNO

Orchestrating Innovation is essential to our mission: connecting people and knowledge to create innovations that sustainably strengthen the competitiveness of companies and the well-being of society. Through this training TNO wants to propagate and further develop this philosophy. Does this brochure raise questions about Orchestrating Innovation? Or would you like to assess whether this training suits your needs? Feel free to contact us.



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