

THE SEASHELL MODEL

A Home-Grown Networked Incubator

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The Problem

90% of start-ups fail due to weaknesses in:

- Management
 - Trust
 - Infrastructure
 - Credibility
 - Capacity
 - Network support
- (Strinchcombe 1965) Freeman et al 1983).

The Contemporary Context

- **Knowledge** is now the most valuable currency (Skyrme 1999)
- The lines between the **private, public and academic sectors** have begun to blur (tzkowitz 2012)
- The most **successful incubators** link start-ups to a **greater network** and support **strategic partnerships** (Apa et al. 2017)

About the Model

The Seashell Model proposes an **integrated framework** for small and new organizations (SNOs) to **overcome these weaknesses** through **strategic networking, knowledge sharing, collaboration and innovation**. The model allows the SNO to **establish and maintain an expanding network**, providing a potentially **endless source of intellectual capital, networking connections and collaborative partners**.

I. Core

- The founder cultivates **skills of empowering leadership** and gives up central control.
- The founder **unites** selected team members/collaborators with an **inspiring vision and clear goals**.
- Team members are **motivated by true belief in the vision**

II. Development

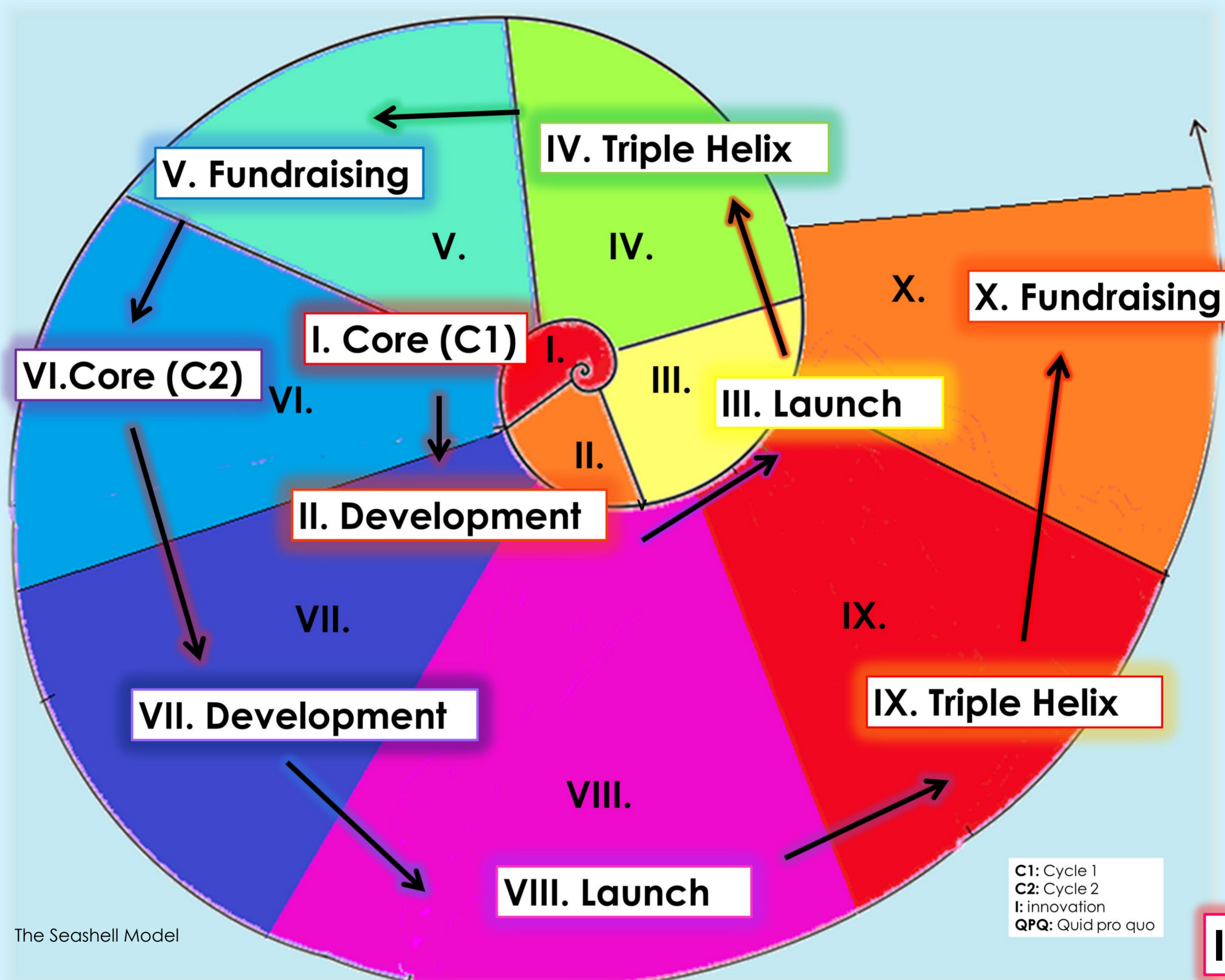
- **Infrastructure** is established with **collaborative online workspaces**
- **Trust building** is accelerated
- The team collaborates in a **flexible, egalitarian** system to create **Innovation/quid pro quo 1 (I1/QPQ1)**—a product, service, or, in its most basic form, online content.

III. Launch

- The team **identifies influencers**,/potential new collaborators using mind-mapping techniques
- Information and **I1/ QPQ1** are **strategically disseminated** online.

IV. Triple Helix

- The team reaches out to contacts in the **private, public and academic sectors** and creates an **advisory board**



- The SNO undertakes **joint initiatives, collaborations and partnerships** with actors in **all 3 sectors**.
- These are small initial projects to **build trust**—projects that **serve the community**, creating **credibility** and **brand awareness**.

V. Fundraising

- Potential **donors and investors are categorized** and **messages are tailored** to each community.
- Donors/investors **are solicited sequentially** (aim for a **high volume of small, early contributions**).
- **Contests and QPQs** are offered and **accomplishments are celebrated**.

VI. Core

- Core members perform an **organizational assessment**, including:
- **SWOT, PESTEL, collaborative inquiry, and Knowledge Flow Optimization** techniques

VII. Development

- Internal and external communications are improved.
- **Infrastructure** is updated to include **formal information-gathering systems**.
- New **intellectual capital** is **integrated**, yielding:
- **Collaboration -> innovation --> I2/QPQ2—an improved version of I1/QPQ1**

VIII. Launch

- **New influencers** are mapped
- **I2/QPQ2** is launched along with improved communication campaigns.

IX. Triple Helix

- Building on the **trust established** between collaborative partners, the SNO **undertakes larger-scale and longer-term projects**
- The SNO courts **larger and more influential partners**
- The SNO now **courts higher level investors and corporate partners**, and it leverages its **network**, which becomes **I3/QPQ3**.

X. Fundraising

- The SNO now **courts higher level investors and corporate partners**, and it leverages its **network**, which becomes **I3/QPQ3**.

Weaknesses addressed:

- ✓ Management
- ✓ Infrastructure
- ✓ Capacity
- ✓ Trust,
- ✓ Credibility
- ✓ Network support

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