

COVE PHASE MODEL

Version 20231207

**KATA
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next level
connection

Development framework

the common language

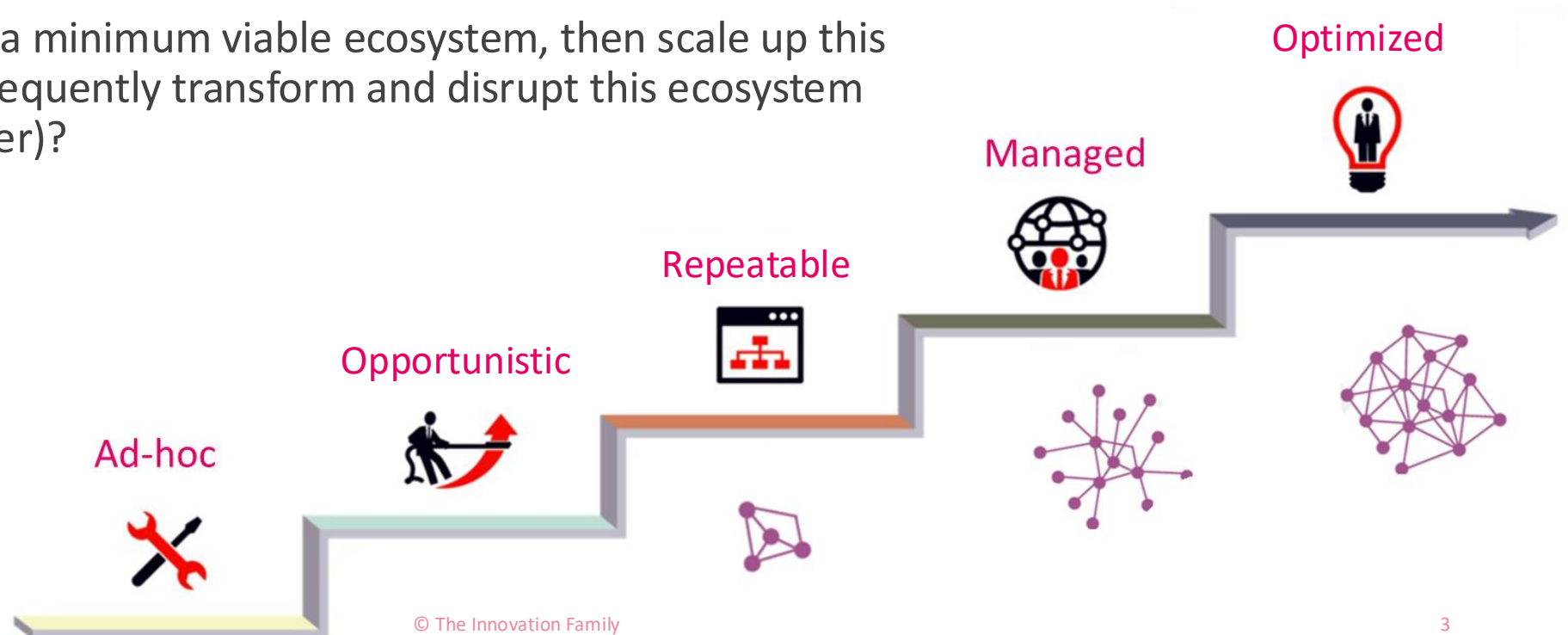
**KATA
PULT**

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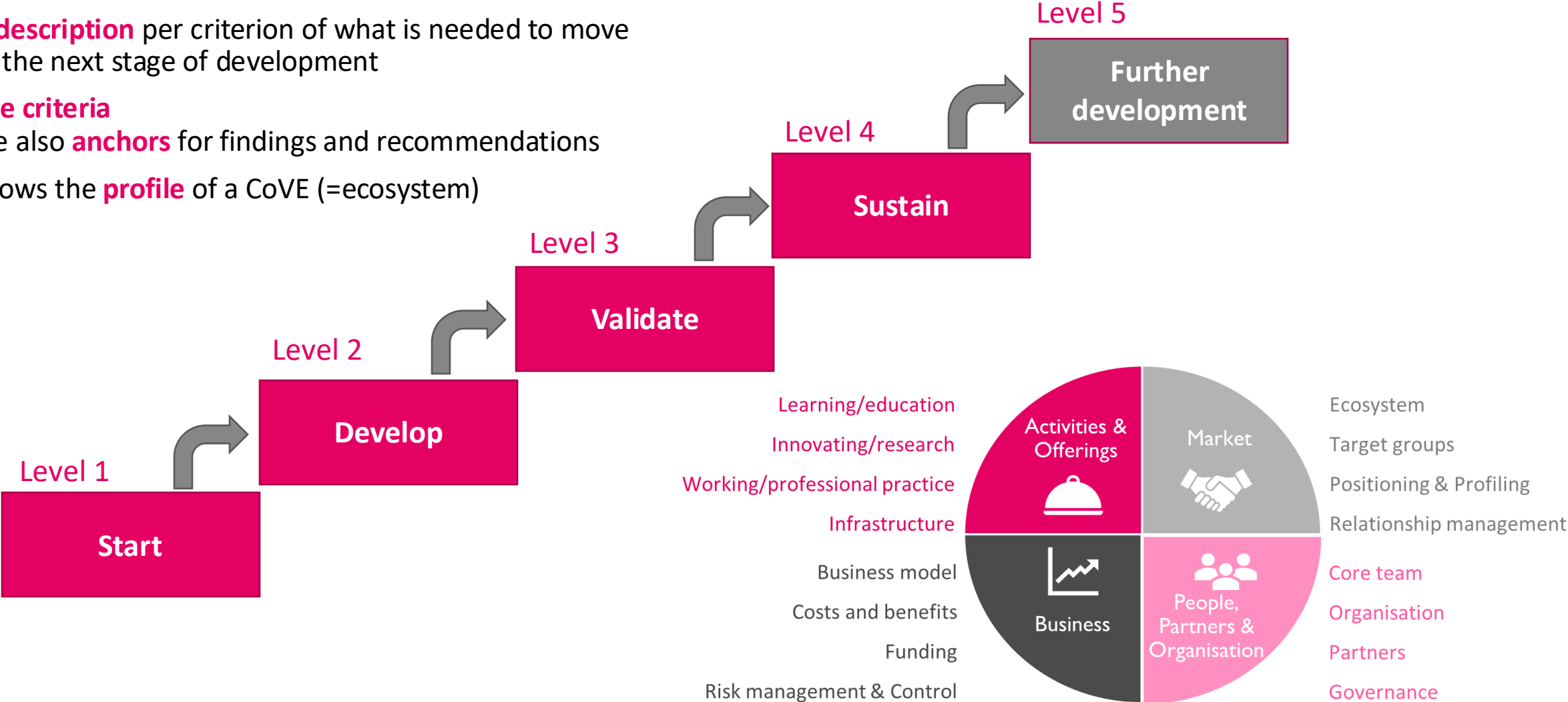
Preconditions for the framework

- Aligning with the language of the CoVEs
- Aligning with the mindset of the partners
- Being sufficiently flexible to accommodate the diversity of CoVEs
- It's not just about vocational en professional education: The focus lies in the cooperation among all partners
- How do you achieve a minimum viable ecosystem, then scale up this ecosystem, and subsequently transform and disrupt this ecosystem (become a trendsetter)?



CoVE development framework/growth model 2.0

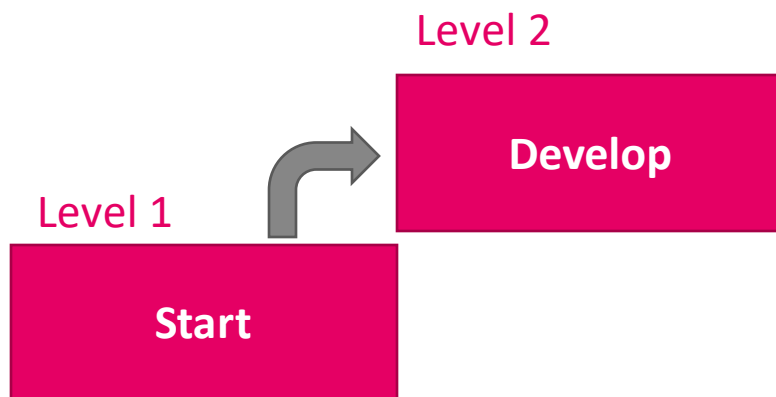
- **4 dimensions**, each consisting of **4 criteria**
- **A description** per criterion of what is needed to move to the next stage of development
- **The criteria** are also **anchors** for findings and recommendations
- Shows the **profile** of a CoVE (=ecosystem)



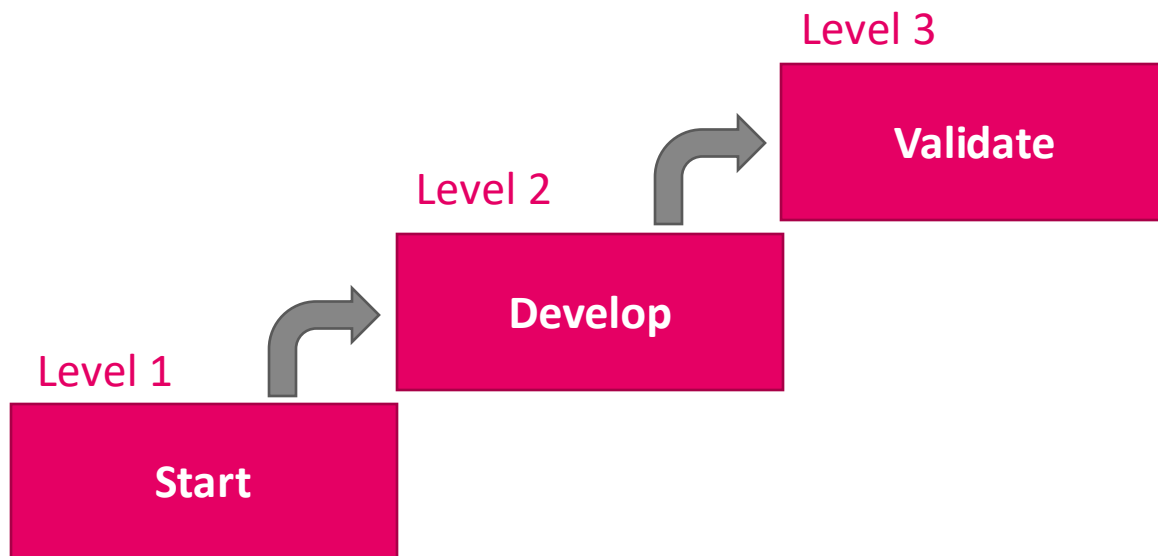
Level 1

Start

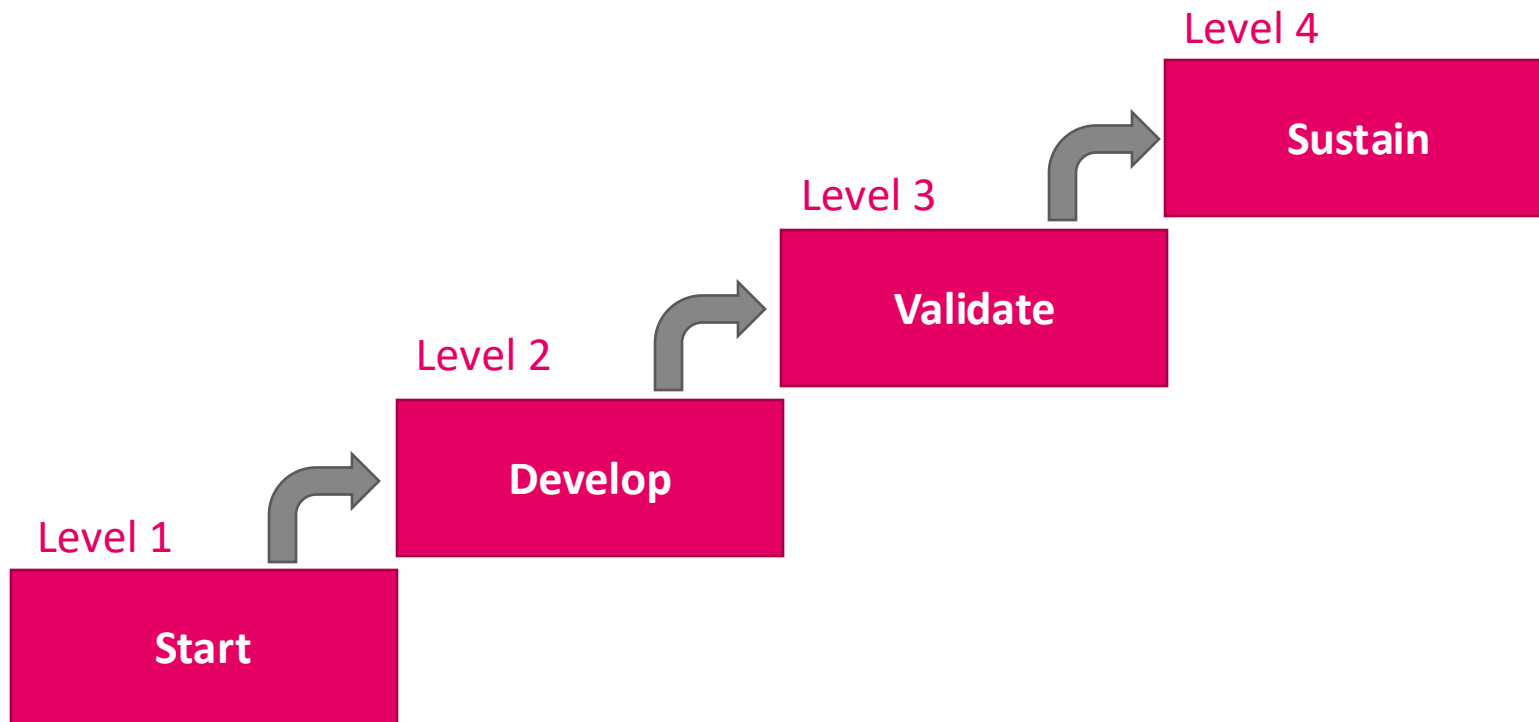
The CoVE has developed its initial business plan outlining the 'WHY' (the common ambition), including which societal issue(s) it will contribute to. Partners essential to establishing the CoVE are willing to make a long-term commitment. The CoVE is demand-driven and has clearly defined ideas of who the primary target groups are and what offerings should be developed for them for Working/Professional practice, Innovating/Research, and Learning/Education. The CoVE has a clear vision of how it wants to differentiate itself from other partnerships (its uniqueness/DNA). There are concrete ideas about the business model to be adopted and its positioning and profiling in the market. A core team, including an entrepreneurial program manager, has been appointed, possessing the knowledge, competencies, experience, and networks needed to get the CoVE off the ground. There is an action plan for the coming years detailing the activities of the next phases, including the required resources (people, time, and money) and infrastructure.



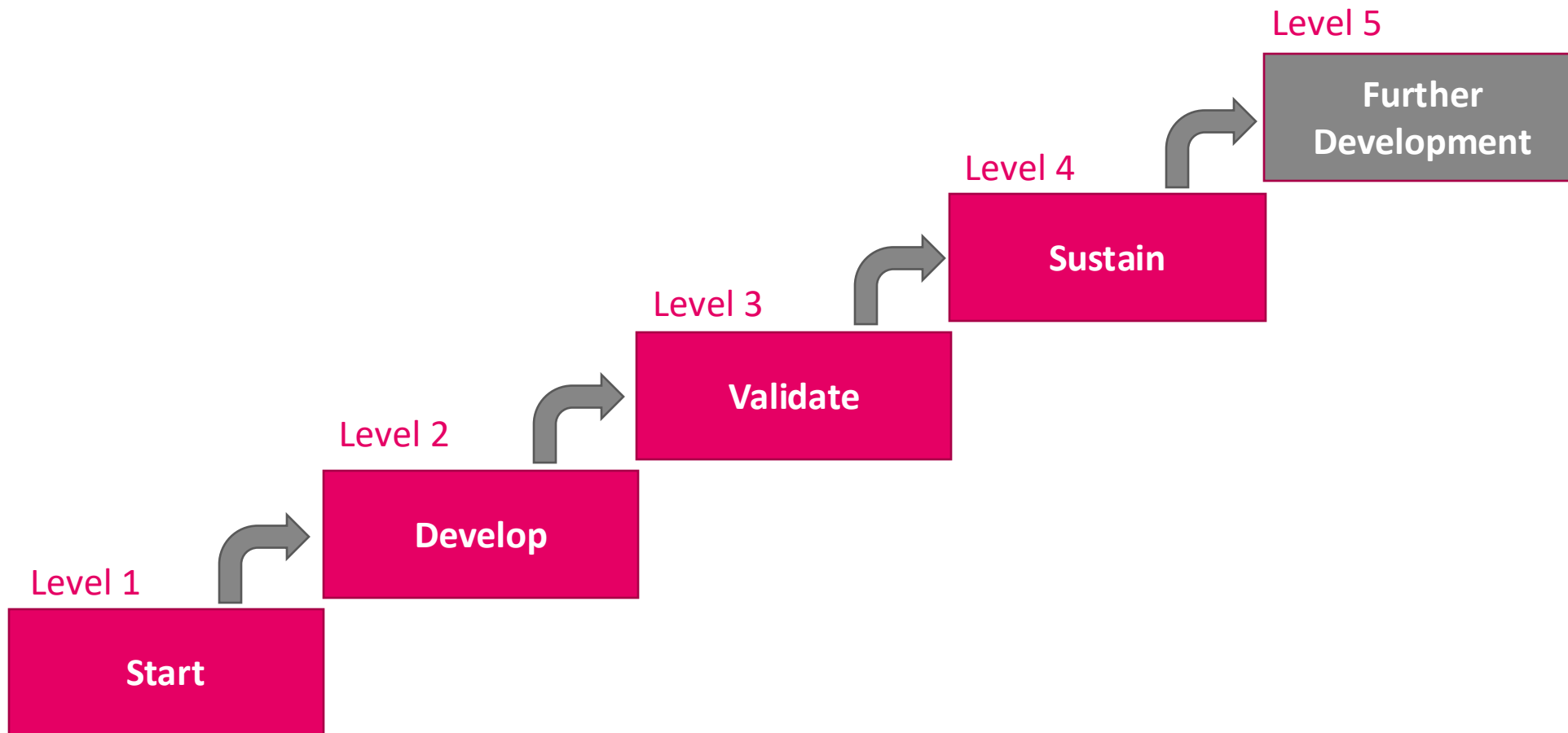
The assumptions in the business plan were tested through interactions with the intended target groups, partners, and other stakeholders. The first target groups and partners have made a multi-year commitment to jointly validate the first demand-driven products and services in the CoVE. The activities of the CoVE are aimed at enhancing the collective capacity of Working/Professional practice, Innovating/Research, and Learning/Education. Not only has a minimum viable proposition been developed but also a minimum viable ecosystem has been formed. The initial activities and offering (pilots) to validate the viability of the CoVE in the market have been defined and the pilots can start. The core team, including an entrepreneurial program manager, and the organisation are in place, possessing the required knowledge, competencies, experience, and networks. The governance structure reflects the public-private (public-public) collaboration. Commitment exists for the required resources (people, time, money) and infrastructure, as well as the necessary financial investments (cash and in-kind).



The initial activities and offering (pilots) have demonstrated the uniqueness and added value of the CoVE and contributed to enhancing the collective capacity of Working/Professional Practice, Innovating/Research and Learning/Education. The CoVE makes an impactful contribution to addressing one or more societal issues. The member companies, educational/knowledge institutions, governments and civil society organisations (citizens) recognise the added value of the CoVE. The CoVE is recognised in the market and has established a position within the ecosystem. The CoVE is seen as a connector from outside to inside. There are well-defined plans for making the CoVE sustainable. The organisation (including governance) and the partners (ecosystem) required for this purpose are aligned, and they possess the knowledge, competencies, experience, and networks necessary to sustain the CoVE. The necessary financial resources for sustaining the CoVE have been secured.



The CoVE has become indispensable and is part of an ever-expanding ecosystem. The CoVE has successfully realized both its common ambition and the individual ambitions of its partners. It consistently contributes to one or more societal issues and has created an impact. The CoVE has been sustained and offers a wide range of products and services, demonstrably increasing the collective capacity of Working/Professional Practice, Innovating/Researching, and Learning/Education in a structural manner. Education, professional field, government and civil society organisations collaborate effectively. The organisation has evolved into a professional organisation with the required knowledge, competencies, experience, and networks, and has established various business processes to ensure the quality and continuity of the organisation. The governance operates to satisfy all involved parties and is decisive and agile. The business model for a sustainable CoVE has been validated in the market. The CoVE is capable of remaining relevant and adding value in the future.



The CoVE chooses to expand its scope by focusing on new target groups, geographical areas and/or propositions. This expansion has been developed, implemented and sustained. The CoVE aims to be a trendsetter and benchmark for other CoVEs. The CoVE consistently innovates itself and proactively and effectively seizes opportunities and addresses market threats. The CoVE has sufficient resources to develop new initiatives together with (new) partners and make them successful and sustainable. The self-learning organisation is effective and efficient. The CoVE demonstrates great adaptability and continually pushes its boundaries. The CoVE regularly takes the lead in addressing (national) societal issues and often serves as a catalyst/director in collaboration with other CoVEs and partnership initiatives in creating impact.

Note: This phase is a voluntary choice of a CoVE.

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**PROMOTING
THE KNOWLEDGE
OF TOMORROW**

Innovation  Family