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Abstract, scientific paper

**The design of inter organizational governance:
proposal for an analytical framework applied to innovation networks in biobased business**

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Objective of the study:

Innovation networks are loose science and technology-based research networks involving universities, research institutions and research of corporations (Möller and Rajalla, 2007). The key managerial challenge is the effectiveness of knowledge transfer between research and industry and the building of value creation model. The governance of these relationships is thus critical. Our research explores this question in focusing three main topics: (i) the role of institutional setting in the design of proper governance (ii) the main determinants of governance design in the case of innovation networks in the context of biobased NPD (iii) and finally identifying the role of each stakeholder (actor) in the design of the governance mechanisms.

Theory

To treat the issue of Industry-research governance, we mobilize, in addition to the literature of governance, the works on relational governance (Dyer and Singh, 1998). The concept of governance has been treated mainly in vertical relationships while the application in 'reticular' relations (de Montmorillon, 2003) combining the horizontal, vertical and diagonal is absent. The application in knowledge transfer is also limited (Plewa, Quesrer and Baakan, 2005) specifically from the point of view of value creation logic. Finally, the analysis of actors' games will identify and analyze the role of each partner.

Methodology

The innovation projects for a new technology for of non-food agricultural products flourish since 2005. The partnership between the research and industry is privileged because of the high degree of uncertainty that accompanies such projects. The organizational complexity and the diversity of forms of these relationships are special characteristics to this new industry called 'agro resources industry'. We propose to study relationships between research and industry in two different institutional frameworks two different institutional settings: one in within a cluster 'called in French pôle de compétitivité agro ressources' created in 2005 and another outside the cluster. The methodology combines a static-comparative approach and a longitudinal approach.

Main findings

Our research provides an extended analytical framework for the study of governance in the context of innovation networks. The research suggests that institutional factors as clusters have a huge impact in the choice of governance. We suggest that the design of efficient governance structures between industry and research must take into account the multidimensional aspects of the relation and value creation processes. In the special case of innovation network we suggest the existence of multi level governance that we called: Meta and relation-project governance that must be complement for high effectiveness.

Conclusion and management implications

Under the conference sub theme of “collaborative innovation and change”, our research aims providing a renewed and extended perspective of the concept of governance. We give an insight on modern innovation processes, where the borders between industry, research and public authority are blurred. For managers, this topic is critical: in this new biobased industry the competition is more time-oriented. Thus acquiring some competences in the ability to design proper governance structures for knowledge transfer is probably one of the key elements of future success in fast moving market.

Keywords: inter-organizational governance, innovation network, value, biobased business