



**UNIVERSITÀ
DEGLI STUDI
DI BERGAMO**

Dipartimento
di Ingegneria Gestionale,
dell'Informazione e della Produzione

Networking Seminars Series A.Y. 2022-2023 2nd Term

May, 17th 2023 – 13:00 p.m. (CEST)
Room C001, Via Pasubio 7/B, Dalmine (BG)
Online on Microsoft Teams ([Link](#))

Presenter:

Hamid Moradlou

*Associate Professor in Supply Chain Management
@ University of Warwick*

TITLE – Using not-for-profit innovation networks to transition new technologies across the Valley of Death

ABSTRACT – This paper seeks answers to the question: What are the relevant factors that allow not-for-profit innovation networks to successfully transition new technologies from proof-of-concept to commercialization? This question is examined using the knowledge-based view and network orchestration theory. Data are collected from 31 interviews with managers and engineers working in government-funded High Value Manufacturing Catapult (HVMC) centres; where suppliers, customers and competitors transition new technologies across the “Valley of Death”, or the gap between establishing a proof of concept and commercialization. We find that network stability is achieved using a hybrid network configuration where the HVMC’s seven centres remain loosely-coupled, while new technology development teams, comprised of suppliers, customers and competitors remain tightly-coupled to co-develop innovative technologies. Matching internal technical and sectoral expertise with complementary experience from network members allows knowledge to transfer across organizational boundaries and throughout the network. Matrix organizational structures and distributed decision-making authority create opportunities for knowledge integration to occur. Actively moving individuals and teams between centres diffuses knowledge to network members, while regular meetings between senior management ensures network coordination and removes resource redundancies. Knowledge mobility is ensured by publishing newly generated intellectual property on a free, and publicly accessible, knowledge sharing platform. The study contributes to knowledge-based theory by identifying how knowledge exchanges between individuals, integrates with new technology development teams and aggregates to network members situated within not-for-profit innovation networks. The findings contribute to network orchestration theory by challenging the notion that network orchestrators should enact and enforce appropriability regimes (patents, licences, copyrights) to allow members to profit from innovations. Instead, we find that not-for-profit innovation networks can overcome the frictions that appropriability regimes often create when attempting to share knowledge during new technology development.

METHOD – Qualitative

JOURNEY OF THE PAPER – Submitted to the International Journal of Production and Operations Management

Discussant – Hahn Davide

For further information please refer to: wavelab@unibg.it