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Understanding the connection
between the P-IRIS template and the
Toolbox for strategic leadership of
networks

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Introduction to the toolbox

- ❑ Free download:
 - [Norwegian version](#) (VF-Report 9-2016)
 - [English version](#) (VF-Report 3-2017)
- ❑ Topics
 - Background
 - Some definitions
 - Excerpts from the toolbox
 - Relating toolbox to template
 - Questions and exercises

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A Toolbox for Strategic Leadership of Innovative Networks:

*Seven pieces of advice for good network
management – and four exercises to establish and
revitalize networks*

The authors - from left: Ingjerd Skogseid (Vestlandsforskning), Jon Gunnar Nesse (Western Norway University of Applied Sciences, and Øyvind Heimset Larsen (Vestlandsforskning)



Background: Our research on networks

VRI2(2011-14):
Sogn & Fjordane
County – Five
networks

VRI3 (2014-17):
South-Norway –
Six networks

P-IRIS:
International
validation

Definitions

- › Network: Relations between actors (organizations and individuals)
- › Triple Helix (TH) networks have three groups of actors:
 - › Businesses
 - › Government (central, local)
 - › Academia (Universities, R&D)
- › In innovative networks the actors help each others to create/find:
 - › New products
 - › New types of input
 - › New processes
 - › New markets
 - › New types of organization
- › Purpose of a network: Mutual benefit for the participating actors – higher degree of target achievement than without the network

Successful running of a network depends on several network functions (which might be overlapping)

- › Member benefits (“what’s in it for me?”)
 - › How can we develop, share and use new knowledge?
 - › How can we achieve innovations in the network?
 - › How can we develop and expand the network?
 - › How can we mobilize resources?
 - › How can we build legitimacy?
 - › How can we create external benefits?
- › CHAPTER 3 IN TOOLBOX & SECTION 1.4 IN P-IRIS TEMPLATE



Based on: Bergek, A. et al. (2008). Analyzing the functional dynamics of technological innovation systems: A scheme of analysis. *Research Policy*, 37(3), 407–429.
Framework recommended as good practice in Interreg IVC Analysis Report (Heydebreck et al., 2014).

Some strategic issues for a network (NW)

- › Strategy choice: What we can, should and want to do. Do NW make the right priorities?
- › Assess NW's willingness to take risks
- › Building institutional capacity. How do NW meet external challenges?
- › Analysis of NW lifecycle

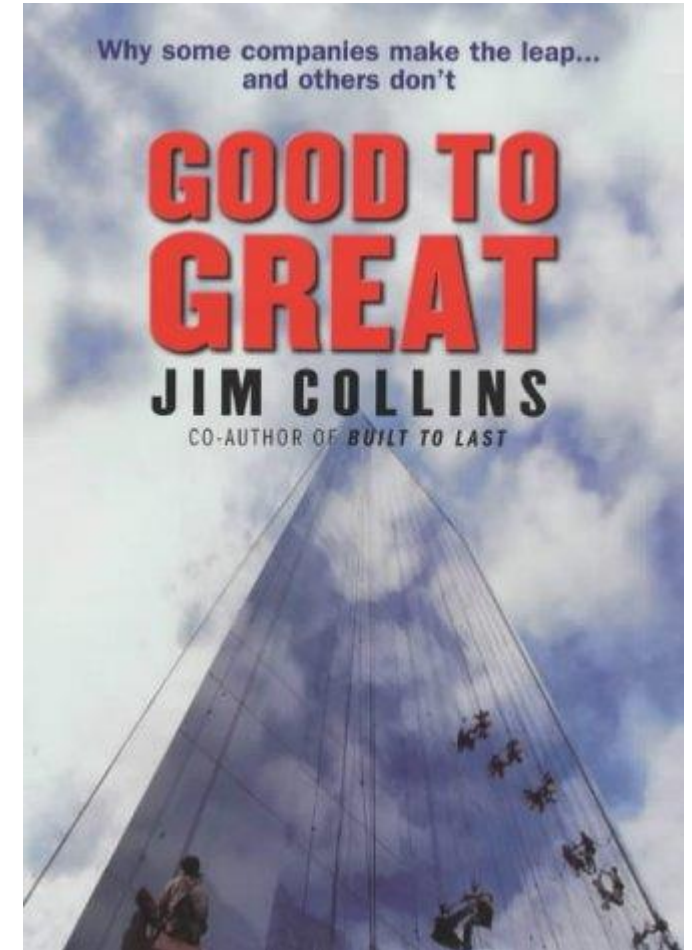
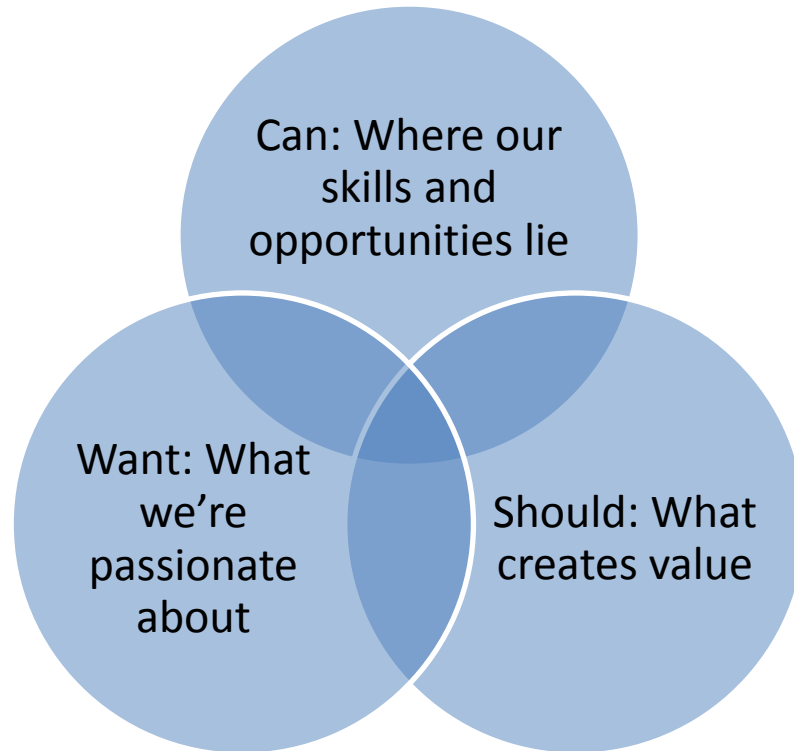
- › CHAPTER 2 IN TOOLBOX & SECTION 1.3 IN P-IRIS TEMPLATE



Structuring of chapters in toolbox

- › General introduction of topic
- › Examples/cases
- › Exercises to be used on networks of your choice
- › Let us have a closer look at some selected chapters

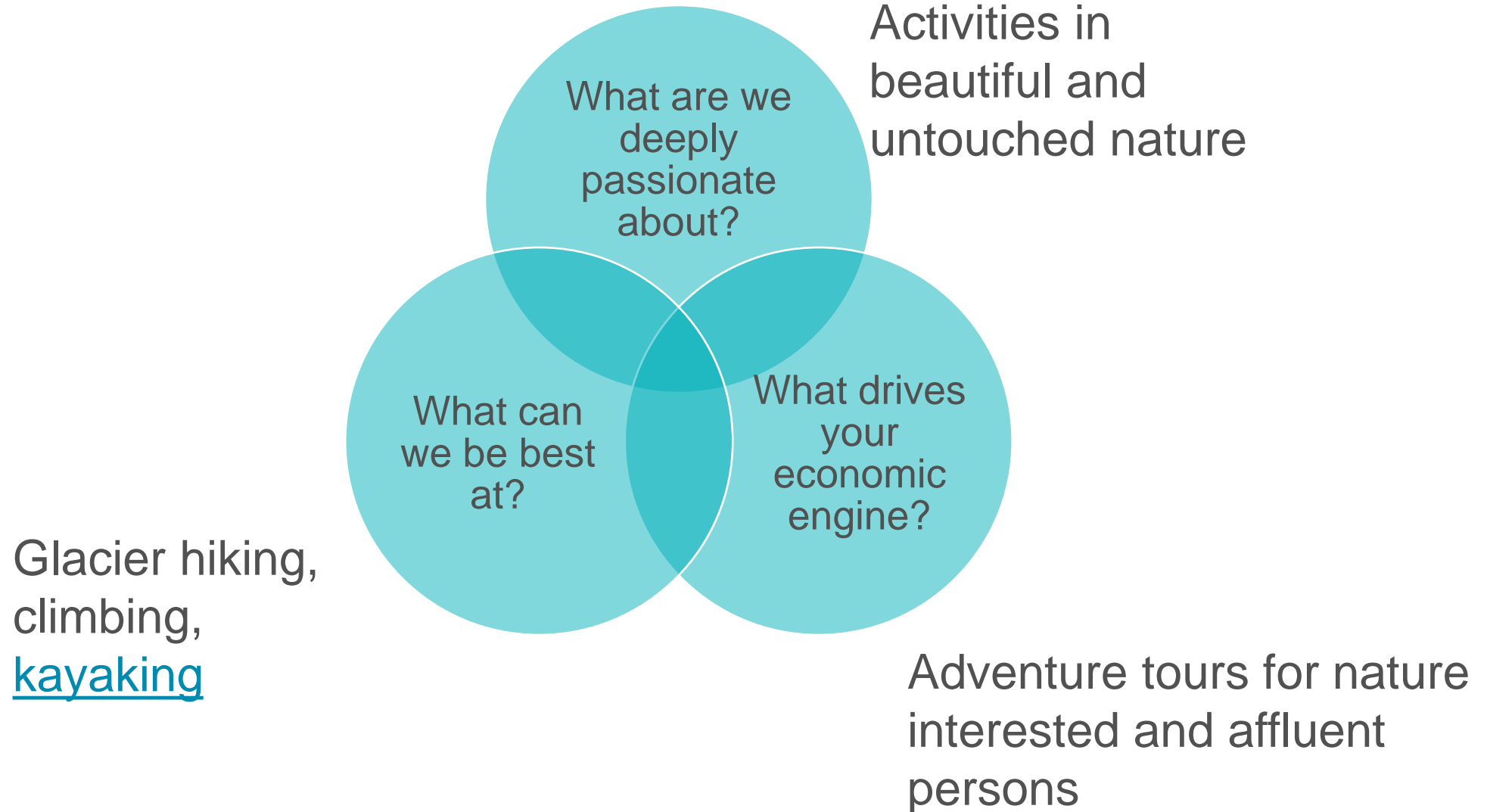
The hedgehog principle: What can, will and should we invest in?



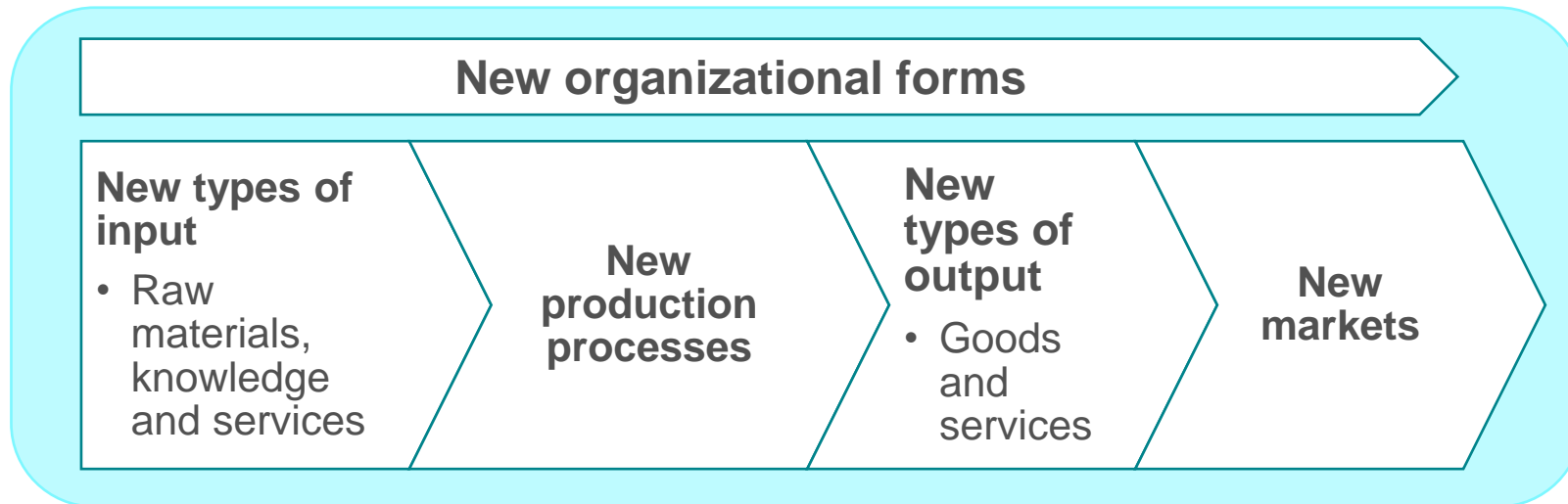
How to find a good combination of can, will and should?

NW	
Main questions	Sub-questions
What <i>can</i> we do?	What is our core competence? Where can we be «best in the world»? If we lack competence, where and how can we get it?
What do we <i>want</i> to do?	What are we passionate about? What is our first choice? Is it possible that our hobby can become a workplace?
What <i>should</i> we do?	What is our market? What is sold in this market? Can we earn money in this market? Or not?

Example: Tourism network



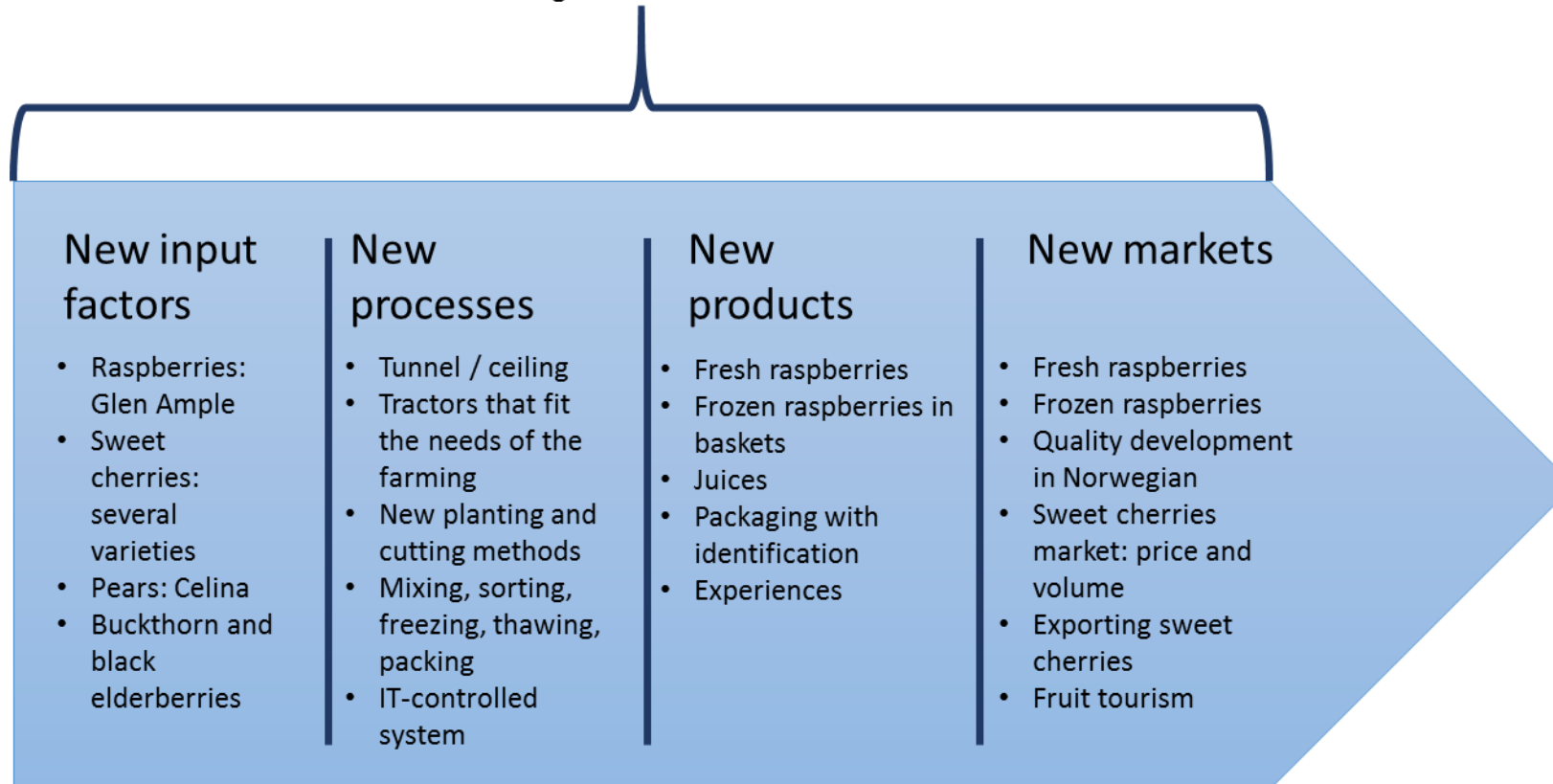
What is innovation?



Innovation within the Fruit & Berries Network

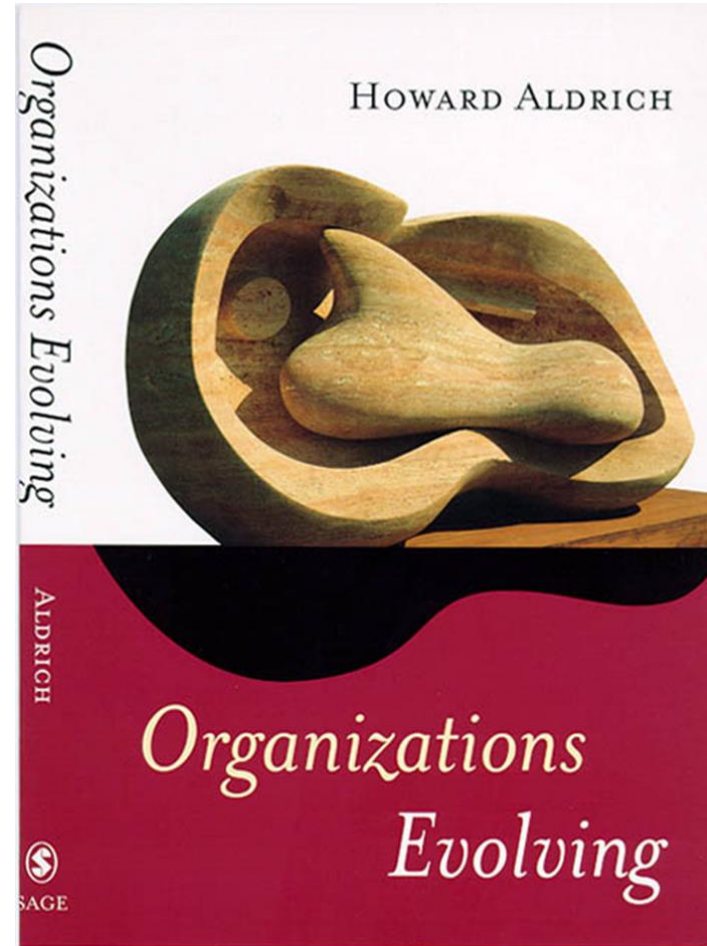
New forms of organization and management

- Reorganization of receiving function
- Network organization



Building legitimacy

- › Legitimacy: Other actors trust that your actions are according to acceptable values and norms
- › Groundbreaking innovations can get legitimacy problems for two reasons
 - › Lack of knowledge about the novelty
 - › The novelty breaks fundamentally with established practice
- › Legitimacy is a critical factor for innovative networks
 - › for recruiting, support, financing, implementation ...



Howard E. Aldrich:
Professor in sociology,
University of North Carolina,
USA

Building legitimacy (case network: IT-forum)

Level	Cognitive legitimacy	Socio-political legitimacy
Business (organization)	<ul style="list-style-type: none"> Acquire more than what each member can do on their own 	<ul style="list-style-type: none"> Build collaborative infrastructure between established organizations
Managing & operating the network (internal learning processes)	<ul style="list-style-type: none"> Establish an organization that provides trust Conducts conferences Conducts projects 	<ul style="list-style-type: none"> Active in strategic investments Proximity to decision-makers
Regional (external learning processes)	<ul style="list-style-type: none"> Mentioned as a model by others Counterforces (challenges centralization trends) 	<ul style="list-style-type: none"> Define strategic investments in the region Operator of regional projects
National (external learning processes)	<ul style="list-style-type: none"> Arranged national conferences (broadband) 200 million NOK for broadband Counterforces - received broadband county-wide Government jobs 	<ul style="list-style-type: none"> Taking part in national hearings Lobbying (broadband, health)

Why are we mapping the networks?

Template 1.1-1.2	Template 1.3-1.5	Template 1.6-2.2
Basic information	Toolbox: Strategic issues, functions	Fragmentation, TRL



Drivers: Stories of best practice
Barriers: Stories of bottle necks



Learning: How can we improve network performance?





THANK YOU!