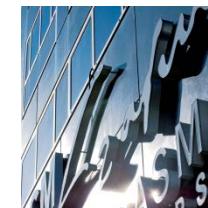
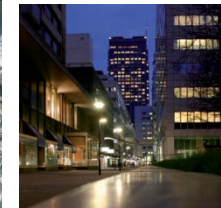


INDEEP: LOGISTICS INNOVATION MANAGEMENT

JAN VAN DEN ENDE
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The business school that thinks
and lives in the future





*An identity perspective on collaboration
and innovation*



WHAT IS IDENTITY?

- “irrespective of levels of content, any given aspect of identity can be viewed as defined by **individual, relational, and collective** processes: as the **subjective** understanding or experience of individuals, as an **interpersonal** construction, and as a **sociocultural** product” (Vignoles, Schwartz & Luyckx, 2011, p.9)
- **Organizational identity**
 - What is **central, distinctive and enduring** of an organization (Albert & Whetten, 1985)
- **Personal Identity**
 - “the confluence of the person’s **self-chosen** or **ascribed** commitments, personal **characteristics**, and **beliefs** about herself; **roles** and **positions** in relation to significant others; and her **membership** in social groups and categories (including both her **status** within the group and the group’s status within the larger context)” (Vignoles, Schwartz & Luyckx, 2011, p.4)



WHY IDENTITY?

- *Identity helps capture “the essence of **what people are** and, thus, **why they do what they do** – it is at the core of **why people join organizations** and **why they voluntarily leave**, why they approach their work the way they do and **why they interact with others the way they do** during that work. (Ashforth, Harrison & Corley, 2008 p.334)*
- *“**Actor bonds** play an important role in shaping the identity of a company as an actor. What the **relationship perspective** brings into the picture is the dependence of what companies can achieve in relationships to others not only on their attributes in terms of resources and activities” (Håkansson & Snehota, 1995p.197)*



WHAT DETERMINES ORGANIZATIONAL IDENTIFICATION

- Stronger **organizational identification** if...
 - **Smaller** and more **proximal** groupings where individuals work more **frequently** and **intensely**
 - High **status** organization
 - Organization under perpetual **threat**
 - **Unique** organization
 - **Strong** organizational identity across subunits
 - Highly **centralised** decision-making
 - Individuals are owners, senior executives or **boundary spanners**

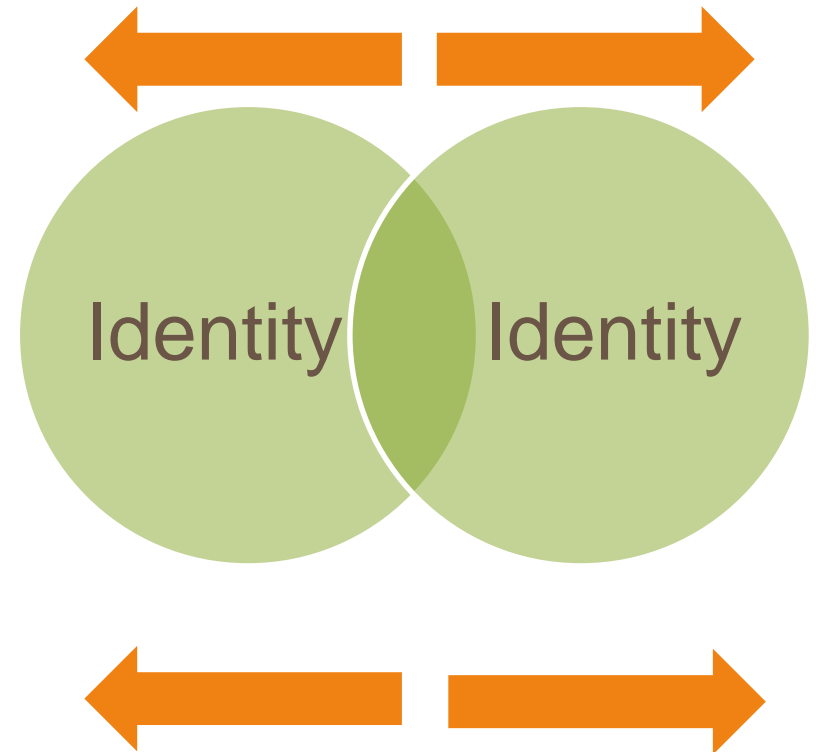
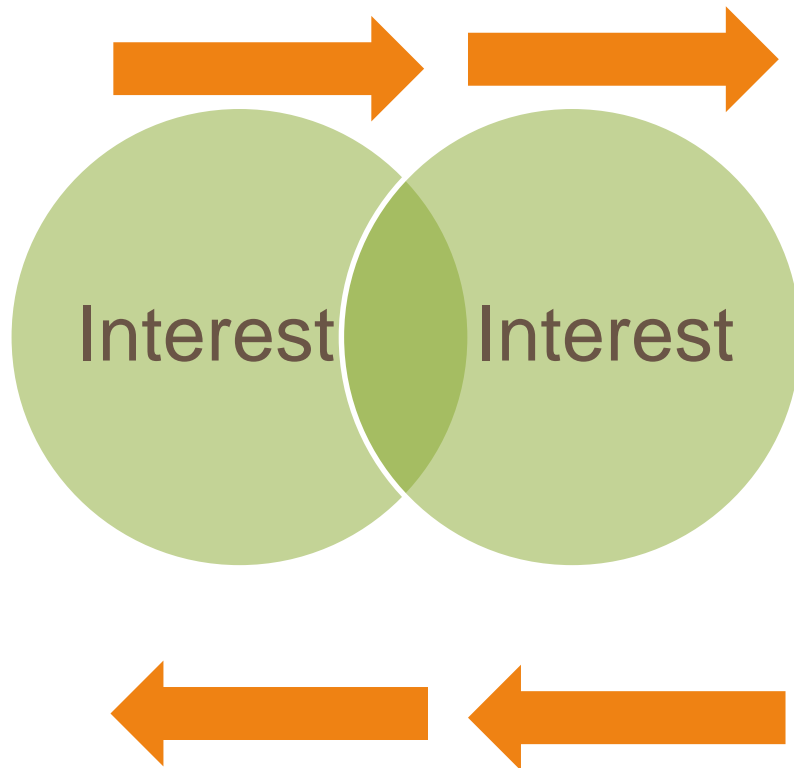
(Ashforth et al., 2008)

EFFECTS OF IDENTITY ON COLLABORATION



Interest overlaps = similar behaviors

Identity overlaps = different behaviors



(Rowley & Moldoveanu, 2003)



EFFECTS OF IDENTITY ON COLLABORATION

- When two collaborating organizations share the same interest, we can predict they will act similarly...
- ...But if two collaborating organizations are too similar to each other, they will rather attempt to act differently in order to remain unique and distinct (e.g. in choosing different partners)
 - Reason: Avoiding direct competition and be perceived unique and distinct by other stakeholders (investors, employees, clients, customers, suppliers, etc.)

(Rowley & Moldoveanu, 2003)



EFFECTS ON COLLABORATION: DUAL ORGANIZATION IDENTIFICATION

- Case Irish Pharmaceutical industry (Ireland Inc.)
 - Branches of different competing corporations collaborated locally
 - Because they were threatened by global (Asian) competition and had a common interest to innovate
 - They had developed a dual identification: locally and with their respective parent organization
- Dual organizational identification is an individual sense of identification with two organizations (Vora & Kostova, 2007)
 - Though **emulation**: incorporation of organizational identity dimensions into their own personal identity (Pratt, 1998)
 - Through **affinity**: like meets like (Pratt, 1998)

(O'Malley et al., 2014)



EFFECTS OF IDENTITY ON INNOVATION

Organizations need both, an innovative and collaborative identity *and* a strong identification from their employees

- **Identity content**

- Willingness to take **risks**, career **commitment**, and **resources** for creativity were associated with radical creativity
- Presence of **creative coworkers and organization identification** were associated with incremental idea generation
- **Conformity and organizational identification** were related to routine, noncreative performance (Madjar et al., 2011)

- **Identity strength**

- High-levels of **identity integration** (identifying with the organizational identity) benefits idea generation (Cheng et al., 2008; Mok & Morris, 2010)
- Positive relation between **identity comprehension** (shared understanding of personal identities) at the team level and individual creativity (Thatcher & Greer, 2008)

(Anderson et al., 2014)



SUPPLY CHAIN IDENTITY (MIN ET AL., 2008)

Supply chain identity salience when...

- A firm **perceives** itself as an **active participant** in the social, political and economic activities of that supply chain
- **Other firms** identify it as part of the supply chain
- A firm believes it is an **integral part** of the day-to-day operations of the supply chain
- A firm **recognizes** the systemic, strategic importance of **perceiving and being perceived** as a part of that supply chain

Drivers of supply chain identity salience...

- **Compatibility** or **congruence**: complementary **goals** and **objectives**, operating **philosophies** and corporate **cultures**
- Supply chain **characteristics**: reputation, prestige, confirmation of product/service expectations of end customers, and traditions. **Interaction** with supply chain partners
- Supply chain **association** (emotional, economical and cognitive)
 - Supply chain **involvement**: rituals (conferences, conventions, meetings), discussions (forums, councils, projects, teams), decision-making; **interpersonal** and **interfirm**
 - Supply chain **membership visibility** (public)
- Economic **interdependence** (symmetric or asymmetric)



MY RESEARCH ON IDENTITY

- Thesis about a research consortium in aerospace in Montreal, Canada (CRIAQ)
 - Why?
 - Public organization (orchestrator) + 4 OEMs
 - Complex products, underlying supply chains, global competition, international norms
 - Variety of meshing activities + IP platform



CRIAQ (JUNE 2014): PRECOMPETITIVES (TRL < 4)

96 members

57 industrial members

4 OEMs

53 SMEs

27 universities and research centers

12 associates

126 local projects

11 themes

50 finished

43 ongoing

11 under preparation

11 under evaluation

39 international projects

6 themes

9 finished

12 ongoing

6 under preparation

6 under evaluation



OVERALL PROCESS



LET YOUR IDEAS FLY

BUILDING A COLLABORATIVE PROJECT



2 PHASES

Meshing activities

- Online web community (resource inventory, members lists, projects lists, etc.)
- Meetings and committees
- Conferences, seminars, symposiums, etc.
- Workshops (IP, project management skills)
- Happy hours and cocktails
- Firms, labs, centers visits
- I2I meetings (speed-dating)
- Roadmap development

Collaborative innovation projects

- IP Contract
- At least 2 industrial organizations (industrial team)
 - One industrial leader
- At least 2 academic organizations (academic team)
 - One academic leader
- Application to government grants
- Deliverables



FUNDING

Our funding programs

	Exploring Technology Low-TRL	Maturing Technology Mid-TRL	Aero-Connect
Minimum partnership	2 industry partners and 2 academic partners		1 industry partner and 1 academic partner
Contribution from industrial partners*	25%	50%	-%
Typical duration	2-3 years	1-2 years	6 months
Funding recipients	Universities, colleges and research centres	Industry partners, universities, colleges and research centres	Universities and colleges



CONCLUSIONS FROM THE CASE

- There is tendency amongst actors to **imitate** each others (missions, strategies, goals, practices, expertise, etc.), especially central actors (identity isomorphism), in order to facilitate **collaboration...**
- ...But orchestrators and central actors need to nurture some identity **diversity** among actors, to stimulate **innovation**
- Both an **open process** and a **closed IP agreement** are important
- Both **personal and organizational** identity matter and interact. Only considering one level of interaction leads to an incomplete view of reality.



TYOLOGY OF STAKEHOLDER CENTRALITY POTENTIAL FROM RELATIONAL IDENTIFICATION

Relational disidentification with...



Stakeholder

Peripheral

Intermediate

Central

Central

Network ambitious:
Very high centrality potential

Network solidary:
High centrality potential

Network opportunists:
Moderate centrality potential

Intermediate

Network solidary:
High centrality potential

Network opportunists:
Moderate centrality potential

Network threatened:
Low centrality potential

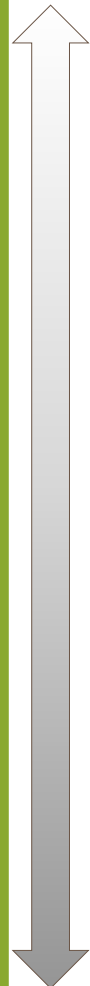
Peripheral

Network opportunists:
Moderate centrality potential

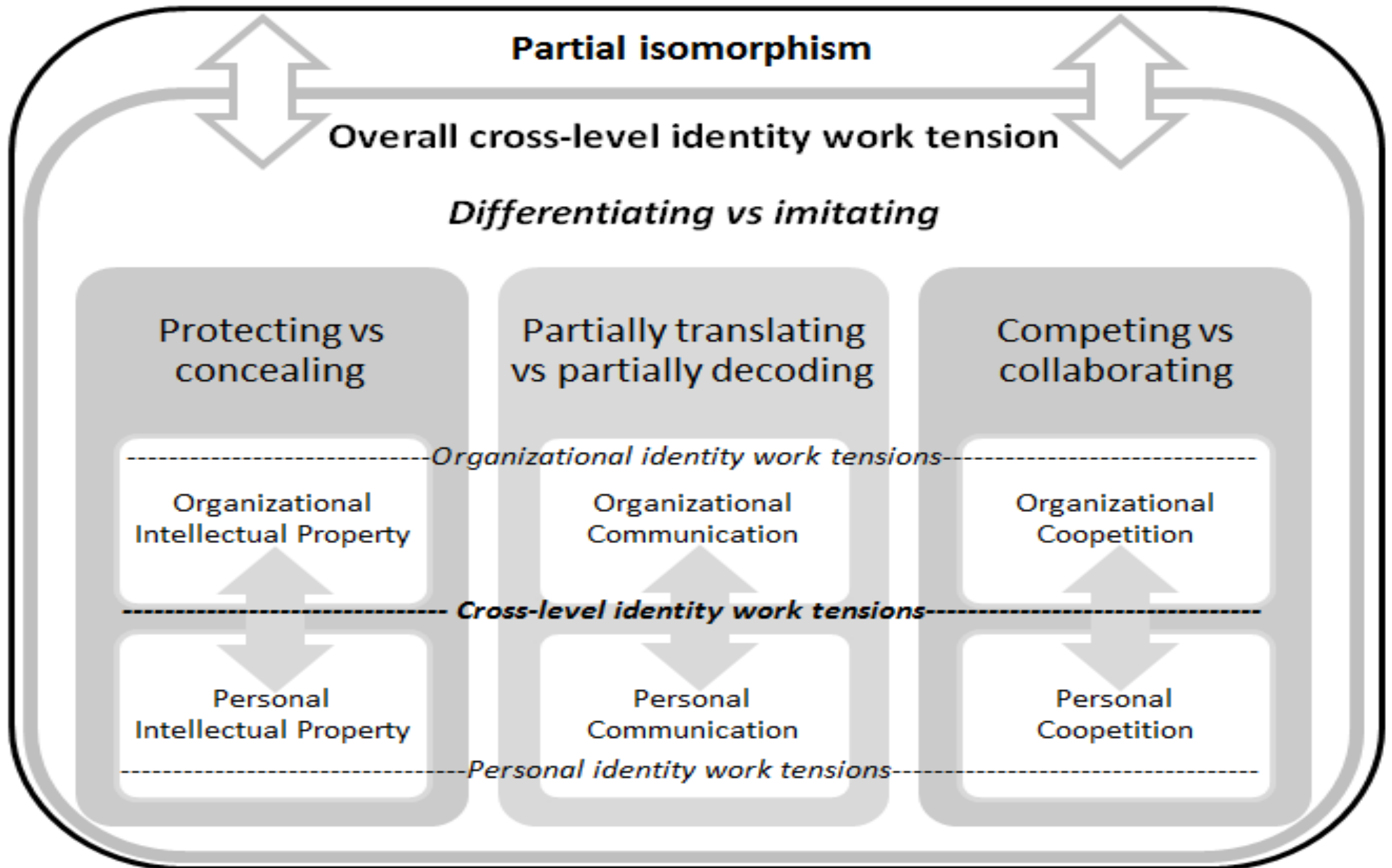
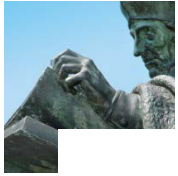
Network threatened:
Low centrality potential

Network alienated:
Very low centrality potential

Relational identification with...



CROSS-LEVEL IDENTITY WORK TENSIONS IN AN INNOVATION NETWORK





OVERALL CONCLUSION

- Identity is crucial for collaboration and innovation
 - Tensions between interests and identity claims
 - Tensions between imitation and identity protection
- Supply chain identity is relevant for innovation in logistics
 - Construction of a superordinate identity partners can relate to and want to contribute to (common threat, common interest, common future)

THANK YOU FOR YOUR
ATTENTION!

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