KNOWLEDGE INTERMEDIATION STRATEGIES: NOVEL EVIDENCE FROM CANADA

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Outline

- Study context;
- Knowledge intermediaries?
- Our approach and Research questions;
- Conceptual framework and Data;
- Results;
- Discussion and study implications.
Study context

- Innovation systems are increasingly more complex;
- Distance (cognitive and geographic) between innovators and innovation users is increasing;
- Sources and types of innovation/knowledge are increasingly diverse;
- Innovation transfer speed is faster and multifaceted;
- Larger amount of information available.
Roles of Knowledge and Technology Transfer Organizations (KTTOs)

- **Linking** of innovators and innovation seekers (Coppolio and Abbate, 2012);
- **Assessment** of their needs;
- **Acquisition** of knowledge and/or technology to meet such needs;
- **Translation** of this knowledge/technology;
- Its **Integration** and;
- Its **delivery**.
Our Approach: Strategic and managerial

How can KTTOs better service their clientele given:
- The complexity and the variety of brokering activities;
- substantial differences in KTTOs’ customers’ needs and desires;
- KTTOs’ limited capabilities and resources.
Research Questions

- What **types of intermediation strategies** exist among KTTOs?

- What **factors/determinants** underline these differences in strategies?; and

- What are **the managerial and public policy implications of these findings** and for future research on knowledge intermediation?
Conceptual Framework

- Why a given KTTO will choose an intermediation strategy rather than another one?

- We draw upon the resource-based theory of the firm to explain differences in KTTOs’ knowledge delivery strategies;

- We combined and crossed knowledge delivery and integration capabilities: KTTOs typology.
Conceptual Framework

- **Knowledge stores**: low knowledge delivery capacity and low knowledge integration capacity;

- **Knowledge match providers**: high knowledge delivery capacity and low knowledge integration capacity;

- **Knowledge integrators**: low knowledge delivery capacity and high knowledge integration capacity;

- **Knowledge brokers**: (high knowledge delivery capacity and high knowledge integration capacity.)
Conceptual Framework

Knowledge Intermediation strategy

- Richness service delivery
- Revenue generation
- Information management
- Network brokering
- Reachness delivery
- Absorptive Capacity
- Size and Type of KTTOs
Data

- Telephone interview administered to 263 Canadian KTTOs by a specialized survey firm;

- 80.6% response rate;

- 212 KTTOs comprising:
  - University Technology Transfer offices (UTTOs);
  - College Technology Transfer Offices (CTTO);
  - Public Research Offices;
  - Not-for-profit organizations;

- Offering 24 different intermediation services.
Descriptive results: Typology of KTTOs

Profil 1
Knowledge stores
n=78
36.8%

Profil 2
Knowledge match providers
n=41
19.3%

Profil 3
Knowledge integrators
n=41
19.3%

Profil 4
Knowledge brokers
n=52
24.6%
Econometric models: Explanatory models

- One multinomial logit models:
  - Knowledge store to knowledge broker;
  - Knowledge match provider to knowledge broker;
  - Knowledge integrator to knowledge broker.

- and two binary logit models:
  - Knowledge store to knowledge match provider;
  - Knowledge store to knowledge integrator.
Factors that are conducive to a richer service content and custom-made solutions include:

- Increased innovativeness;
- Increased access to highly qualified personnel;
- Stronger information search and storage capabilities;
- Shorter cognitive distance with customers;
- Increased networking capabilities;
- Managing knowledge from, for and about customers.
Results suggest that KTTOs:

- react to the complexity of innovation systems and knowledge markets and the high speed of knowledge flows by adopting different knowledge delivery strategies;
- adapt their positioning and distribution of mix of services to various users;
- assess their knowledge delivery and integration capabilities based on both their internal and external resource endowments.
Analytical Results

- Larger firms suffer from internal organizational stickiness that prevents them from delivering custom-made services;

- KTTOs with a low degree of formalization and centralization in decision-making are likely than others to adopt an intermediation strategy geared toward reaching the largest possible number of users.
Managerial and Public Implications

- Managers of KTTOs may improve their financial sustainability by providing customized services;

- Managers of larger KTTOs and those of less centralized and less formalized KTTOs will be more successful in providing more general types of intermediation services;
Managerial and Public Implications

- More effective innovation diffusion/dissemination policies require recognizing KTTOs as an integral part of the national innovation system and use them as knowledge service delivery channels to reach different audiences;

- Effective implementation of policies aimed at reaching the greatest possible number of knowledge/technology users may be achieved by providing resources to larger KTTOs and/or less centralized and less formalized KTTOs;
Managerial and Public Implications

- To enhance KTTOs role, policies may be geared to:
  - Increasing their access to highly qualified personnel;
  - Increasing their customer knowledge management capabilities;
Thank you for your attention

Questions?

Comments?