

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 multi-faceted;
- 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.

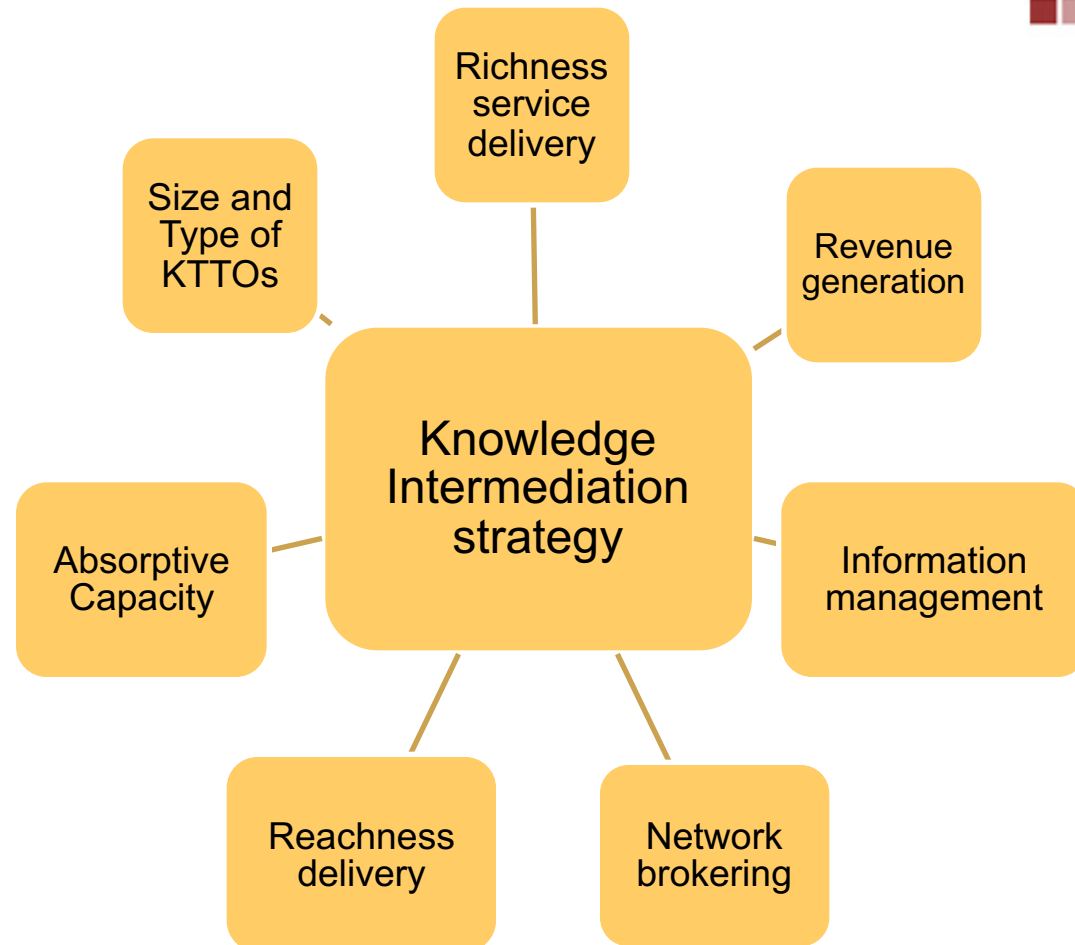


Conceptual Framework

- **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

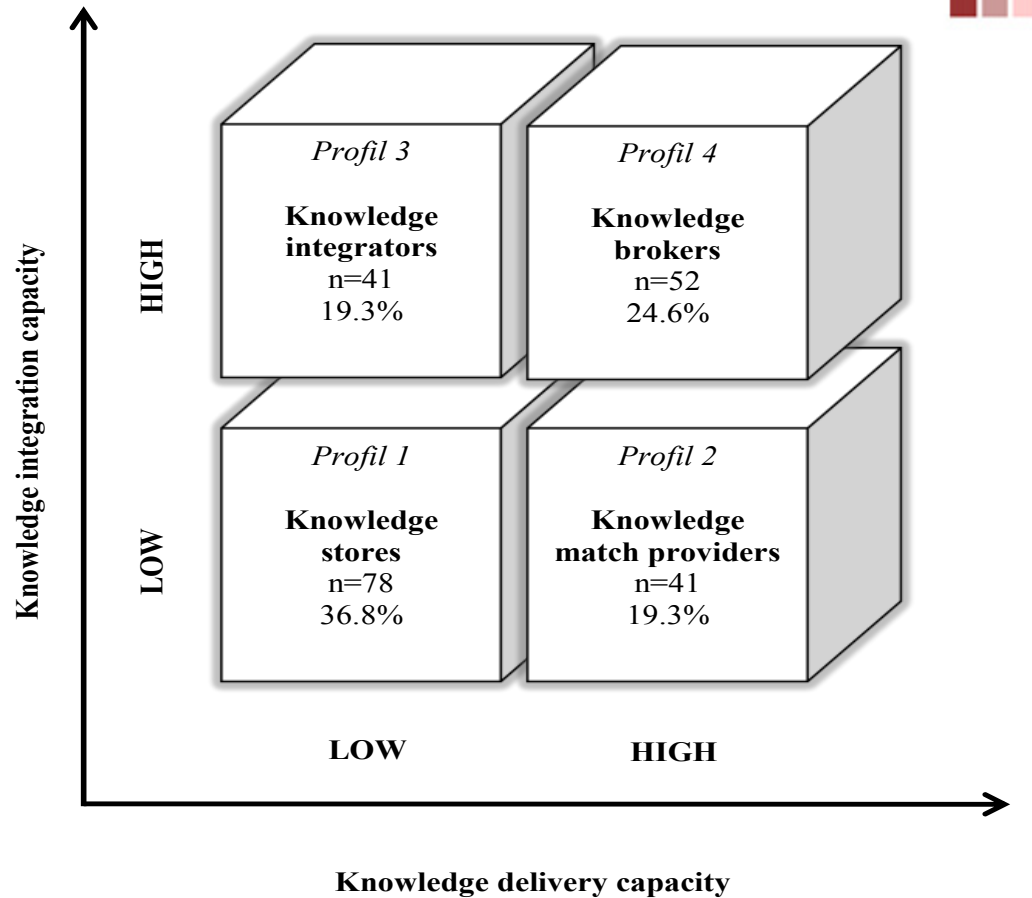


Data

- 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



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.



Regression Results

- 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.**



Managerial and Public Implications

- 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?

