



**FONDO DI ATENEO PER LA RICERCA ANNO 2017
PROGETTO DI RICERCA DI DIPARTIMENTO**

1. Titolo del Progetto di Ricerca

The Collaborative Turn. A Study on the Organizational and Relational Determinants of Innovation Spaces.

2. MacroSettore ERC del progetto

SH - SOCIAL SCIENCES AND HUMANITIES

Sottosettori ERC di riferimento

SH1_10 Management; organisational behaviour; operations management

SH1_11 Industrial organisation; strategy; entrepreneurship

SH5_10 Cultural heritage, cultural identities and memories

3. Parole Chiave

Innovation spaces, organizational capabilities, relational capabilities, qualitative study

4. Responsabile Progetto (P.I.)

COGNOME: Montanari

NOME: Fabrizio

Data di nascita: 29 marzo 1975

Qualifica: Professore Associato

Dipartimento: Comunicazione ed Economia

(telefono): 0522-523206

(E-mail): fabrizio.montanari@unimore.it

5. Sottosettore ERC del PI

SH1_10 Management; organisational behaviour; operations management

6. Elenco dei docenti e dei ricercatori (strutturati e non strutturati) partecipanti, appartenenti esclusivamente all'Università di Modena e Reggio Emilia

NOME	COGNOME	DIPARTIMENTO	RUOLO/ Tipologia di rapporto
Fabrizio	Montanari	Dipartimento di Comunicazione ed Economia	Professore Associato
Damiano	Razzoli	Dipartimento di Comunicazione ed Economia	Professore a contratto
Matteo	Rinaldini	Dipartimento di Comunicazione ed Economia	Ricercatore a tempo determinato

7. Principali pubblicazioni del P.I. e dei componenti il gruppo di ricerca negli ultimi 5 anni 2012-2016:

Montanari F., Scapolan A., Mizzau L. (forthcoming). Locational choices of creative workers: The role of organisational and community embeddedness. *Urban Studies* [IF: 2.364]

Montanari, F., Scapolan, A., & Gianecchini, M. (2016). 'Absolutely free'? The role of relational work in sustaining artistic innovation. *Organization Studies*, 37(6), 797-821. [IF: 2.798]

Bertolotti F., Mattarelli E., Mizzau L., Montanari F., Scapolan A., Ungureanu P. (2016) Organizzare la collaborazione nei luoghi di innovazione: Le dinamiche relazionali tra spazi fisici e virtuali. In F. Montanari, L. Mizzau L. (eds.), *I luoghi dell'innovazione aperta. Modelli di sviluppo territoriale e inclusione sociale*. Fondazione Brodolini, Rome. [ISBN: 9788895380377].

Rinaldini M., Rodighiero S., Cataneo A. (2016) Stare sulla frontiera: il caso Laboratorio Urbano Aperto dei Chiostrì di San Pietro, Reggio Emilia. In F. Montanari, L. Mizzau L. (eds.), *I luoghi dell'innovazione aperta. Modelli di sviluppo territoriale e inclusione sociale*. Fondazione Brodolini, Rome. [ISBN: 9788895380377].

Guerci, M., Montanari F., Scapolan A. & Epifanio, A. (2015): Green and nongreen recruitment practices for attracting job applicants: Exploring independent and interactive effects. *International Journal of Human Resource Management*, 27: 129-150. [IF: 1.262]

Montanari F., Mizzau L. (eds.) (2015). *Laboratori urbani. Organizzare la rigenerazione urbana attraverso la cultura e l'innovazione sociale*. Fondazione Brodolini, Rome. [ISBN: 9788895380278].

Nuccio M., Mizzau L. & Montanari F. (2014): "Politiche culturali e territorio". In G. Negri-Clemente & Silvia Stabile (a cura di), *Il Diritto dell'Arte. La protezione del patrimonio artistico*, Skira, Milano. [ISBN: 885722627]

Montanari F. (2014): "Creative territories as breeding ground for social innovation ecosystems". In F. Sgaragli (a cura di), *Enabling social innovation ecosystems for community-led territorial development*, Fondazione G. Brodolini, Roma. [ISBN: 9788895380216]



Rinaldini, M. (2014). Nuovi processi di razionalizzazione organizzativa e trasformazioni del lavoro. *INCHIESTA*, vol. XXXIV, p. 33-37. [ISSN: 0046-8819]

Montanari, F., Bigi, N. (2012): "Le città come reti creative". In P. Perulli (a cura di), *Nord. Una città-regione globale*, Il Mulino, Bologna [ISBN 978-88-15-23977-8]

8. Curriculum scientifico del P.I.

Fabrizio Montanari holds a Ph.D. in Business Administration from Bocconi University. He is Associate Professor at the University of Modena and Reggio Emilia, where he is also Scientific Coordinator of OPERA, a Research Unit at GIUnO Research Center, specialized in the study of creativity, innovation and social media. He is also Adjunct Professor at Bocconi University and Research Affiliate at ASK Research Center. He has been Visiting Scholar at Boston College, lecturer at NYU within the project Campus Abroad of Bocconi University, and Visiting Professor at Copenhagen Business School and Johannes Kepler University of Linz.

His research interests regard three main streams of research:

1. How different characteristics of networks (e.g. in terms of either strong vs. weak ties) affect the creative and economic performance of individuals, teams, and organizations.
2. How the characteristics of the contextual fabric in terms of, for example, social infrastructures could create breeding ground for creative and innovative ecosystems, thus improving the likelihood that different actors (i.e. individuals and organizations) produce creative and innovative outcomes.
3. The relationship between Human Resource Management practices and several employees' behaviors such as talent attraction, motivation, and organizational citizenship; with a particular attention on the study of creative and knowledge-intensive settings.

His research outcomes have been presented in over 30 conferences (e.g., Annual Meeting of the Academy of Management, European Group of Organization Studies) and in 4 invited academic talks (Cà Foscari University of Venice, Copenhagen Business School, University of Stirling, University of Oxford). They have also been published in several scientific outlets both Italian and international.

He is *ad hoc* reviewer for several international scientific journals (e.g., Human Resource Management, Industry & Innovation, Organization Studies), the Academy of Management (Human Resources, Organizational Behavior, and Organization and Management Theory divisions), and the European Academy of Management.

He is International Relations Coordinator at the Department of Communication and Economics, Scientific Director of the Inter-Departmental Library of Reggio Emilia, Member of the School Council of the International Doctoral School in Labour, Development and Innovation, Fondazione M. Biagi. He was Thematic Expert for Emilia Romagna at the 7th European Week of Regions and Cities organized by European Commission (2009) and Thematic Expert (URBACT Programme) for the themes "Promoting Entrepreneurship" and "Improving Innovation and Knowledge Economy" (2012-2014).

9. Abstract del progetto di ricerca

Innovation spaces (or hubs) regard all physical spaces and infrastructures that are intended to bring together different actors in order to stimulate the innovation of individuals, groups, and organizations. Drawing on the concept of ‘third places’ (Oldenburg, 1989), innovation spaces are expected to facilitate information exchange, enhance people networking, and promote collaboration, thus favoring the development of a collaborative atmosphere, which in turn creates opportunities for developing new products and services. Over the last years, public authorities have conceived innovation spaces as important tools for creating breeding ground for innovation in urban and regional contexts. Despite the great interest and the allocated relevant resources, however, there is still scarce empirical evidence and agreement on the assets that innovative spaces should have in order to exploit all their potential benefits. Thus, this projects aims at investigating the critical assets that innovation spaces should focus on in order to fully grant their theorized potential advantages. To this end, the project will conduct a multiple case study by analyzing and comparing three cases of innovation hubs. Findings are expected to provide answers to some questions recently raised by several scholars about what organizational and relational variables could sustain the performance of innovation spaces, and inform policy makers and managers of innovation hubs with insight about how to sustain their performance.

10. Stato dell’arte

Innovation represents a crucial resource for companies to achieve a competitive advantage in the current competitive environment and it is important also for entire regional and national economies as well. Such a practical relevance of innovation has been paralleled by a burgeoning debate in the academic circles, which has witnessed a shift in the focus from closed models of innovation to more open ones (for a review, see Anderson, Potočnik e Zhou, 2014). Within this stream of research, the Innovation Systems perspective has grown into one of the dominant policy perspectives in many European countries, and has highlighted the critical role played in innovation processes by all organizations and institutions operating in a given social, political and economic realm – i.e. the so-called ecosystem (e.g., Cooke & Leydesdorff, 2006; Hekkert & Negro, 2009). The Open Innovation approach has also sustained a systemic idea of innovation, suggesting that organizations should use “inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation” (Chesbrough et al., 2006: 149). In other terms, it has claimed that innovation should be conceived as an open and iterative process that may originate from almost anywhere inside as well outside the organization (Chesbrough, 2003; Lichtenthaler, 2011). The idea of innovation becoming more open or distributed over time, and in turn associated with increasing levels of collaboration and outsourcing (Coombs et al., 2003), has led also more classic innovation models to include this social side into the picture. For example, the Triple Helix Model has recently moved beyond the originally three theorized helices (industry, government, and universities) to include as the fourth one ‘civil society’ and the ‘media- and culture-based public’ (Etzkowitz & Leyesdorff, 2000; Leydesdorff, 2012). To sum up, recent literature has highlighted a more complex view of innovation, in which a critical role is played by the relationships that take place between all actors operating in an ecosystem. In order for an ecosystem to work effectively, a key issue regards how the so called innovation intermediaries are able to effectively play their important facilitating and supporting roles (e.g., Batterink, Wubben, Klerkx, & Omta,

2010; Howells 2006). In particular, a new set of innovation intermediaries has recently emerged: the innovation spaces (or hubs), which include all types of spaces and infrastructures (e.g., co-working spaces, social innovation hubs, incubators) that play a critical role in creating a breeding ground for innovation by facilitating knowledge exchanges, cooperation, and cross-fertilization of ideas. Despite their proliferation and the agreement on their potential benefits, however, there is still scarce empirical evidence on the assets that innovative spaces should focus on in order to exploit all the potential benefits related to their intermediary role.

11. Ipotesi, obiettivi, metodologia e risultati attesi

This project aims at investigating the critical assets that innovation spaces should focus on in order to fully exploit their potential benefits. In so doing, the project will be articulated in three phases (working packages - WP).

WP 1: this phase will last 3 months and will be focused on the review of recent academic literature on open innovation, innovation systems, and innovation intermediaries. This literature review will offer an integrative framework to analyze the assets that innovation spaces should focus on in order to improve their performance. In particular, two main categories of assets seem to play a relevant role in affecting the results of innovation spaces: a) Organizational capabilities – i.e. the resources and abilities that innovation spaces should have to manage effectively their activities and achieve their mission-related objectives; b) Relational capabilities – i.e. the network of relationships innovation spaces should develop and manage both internally (among its members) and externally (with other actors of their ecosystem or other ecosystems).

WP 2: this phase will last 9 months and will focus on the study of three cases. First of all, this WP will identify three relevant case studies in terms of their activities, ecosystems' characteristics, and results. Then, the project's members will conduct the study of the identified case studies drawing on qualitative research techniques such as ethnography, participant observation, archival data, and semi-structured interviews (Eisenhardt 1989; Yin 2009). In particular, the WP will focus on the investigation of the following issues:

- Organizational capabilities:
 - ✓ Governance (How is distributed the ownership structure of the innovation space? What are the relevant stakeholders? How does the innovation space manage their interests and goals? ...)
 - ✓ Mission (What does the innovation space's mission state? What are the top 5 goals (i.e. more critical) to be achieved this year? And in the next three years? How is managed the issue of economic sustainability? Does the innovation space adopt any formal model to measure its economic or social impact? ...)
 - ✓ Human capital (What are the most critical skills, competences, and knowledge of people who work in the innovation space? What are the key elements to be addressed in daily HR management? ...)
- Relational capabilities:
 - ✓ Internal relationships (How does the innovation space support contacts, interaction, and cross-fertilization among its members? What digital platforms are used to facilitate interactions,

coordination and collaboration? ...);

- ✓ Embeddedness (What is the degree of embeddedness in the local ecosystem? What collaborations and partnerships has the innovation space with local actors? What are the main activities (both online and offline) through which it engages actors from the ecosystem? ...);
- ✓ Relationships with other ecosystems (Does the innovation space collaborate with other ecosystems? Are these collaborations formalized? What are the main positive results and the main problems that the innovation space has experienced in such relationships? ...).

WP 3: this phase will last 3 months and will be focused on the integration of the results produced in previous WPs (WP1 and WP2) in order to produce a multilevel theory and developing recommendations for different practitioners such as policy makers and managers of innovation spaces. In this WP, the project's members will write final research outputs (papers, a report with guidelines for managers and policy makers, power point presentations, etc.), and take care of their dissemination by means of scientific papers to be presented to national and international academic conferences and to be submitted to peer-reviewed journals. The project's members will also organize some workshops for interested practitioners and other educational activities, which will involve students of the Department of Communication and Economics (also through field projects, dissertation activities, etc.).

All in all, the project will last 15 months: from December 1, 2017 to March 1, 2018.

12.Eventuali potenzialità applicative e impatto scientifico e/o tecnologico e/o socio-economico

This project offers scientific and socio-economic implications. As far as the former is concerned, this project advances our knowledge on the determinants of innovation by deepening the understanding of innovation spaces' assets that contribute to creating a collaborative and creative atmosphere. In particular, the project will develop an integrative framework to take into account how organizational and relational capabilities interplay with each other in sustaining innovation hubs' performance. In doing so, it will contribute to both organizational and sociological perspectives on innovation, which call for a better understanding of the role of innovation intermediaries, such as innovation hubs, in sustaining innovation processes within local ecosystems. Furthermore, the project will deal with another ongoing theoretical debate that regards the changing nature of work and organizational boundaries in new physical spaces that like innovation hubs are strongly collaborative-driven.

As far as the socio-economic impact is concerned, this research provides policy makers and managers of innovation hubs with insight about how to set up and manage the relational side of innovation. In so doing, the project will provide a set of guiding ideas for the future roles and functions that intermediaries should focus on, and to articulate, analyze and discuss existing practices in order to evaluate their strengths and limitations against the overall results that innovation hubs could potentially achieve. Expected results are consistent with the Emilia Romagna Smart Specialization Policy and recent Reflections of the Research, Innovation, and Science Policy Experts (RISE) Group of the European Commission, which highlighted how Europe, compared to both the US and Japan, suffers from a productivity and innovation gap, as illustrated in the persistent business

R&D deficit. Indeed, the project will inform companies and entrepreneurs in industrial systems on how innovation spaces can be used to design and manage complex collaboration projects aimed at sustaining innovation. As a matter of fact, innovation spaces are deemed promising for the performance of knowledge-intensive activities by SMEs, since these firms often face economic and competence-driven barriers when dealing with systematic and complex innovation processes. Finally, this project will provide indications about how innovation hubs can be used to create new relationships between public institutions, non-profit organizations, companies, and the civil society, serving as *loci* for multi-actor collaboration projects situated at the interface between public good and private interests, social and economic innovation, welfare opportunities, and citizens' participation and engagement.

13. Costo complessivo del progetto articolato per voci di costo:

	Costo	Descrizione Max. 2.000 caratteri spazi inclusi
Eventuale cofinanziamento (certificato dal dipartimento)	-	-
Costo dei contratti del personale da reclutare	1,000	Support in data collection and analysis
Attrezzature, strumentazioni e prodotti software	-	-
Servizi di consulenza e simili	500	Support in data analysis through specific software (e.g. NVivo)
Altri costi di esercizio (missioni, partecipazioni a convegni, attività di disseminazione dei risultati, pubblicazioni, organizzazione convegni, seminari, materiale di consumo, ecc)	1,500	Travelling costs, dissemination activities, and international conference fees
Totale	3,000	

31/07/2017

Firma del Responsabile scientifico

