

# Discussion: DRUID 2021 Session - Organisation Behaviour

Roman Jurowetzki, Aalborg University Business School, DK

# Organization structure of development and firm innovation

Jiho Yang, Paola Criscuolo

# Recap

- **How does organizational structure influence development outcomes?** - R&D unbundling
- centralization of development and mechanisms influencing innovative outcomes
- avoiding duplication vs ensuring implementation (transaction costs when transferring outcomes across units)
- it depends: "...need for considering the nature of tasks when predicting the effect of organization structure on firm outcomes."
- additional contributions corporate strategy and structure: "no optimal organization structure for relatively diversified firm."

# Feedback

- First
- Well written
- Detailed view on R&D
- Nice case and rich data
- Relevant results / managerial implications

# More Feedback

- What happened to the interviews?
- Is the new central unit complementary / competing?
- Can you be more explicit about your fundings upfront?
- Interaction of qualitative & quantitative elements wrt results
- Cosine Similarity important measure: robustness check here: STS checks
- What does cosine similarity to previous tell us here? Also, max-value is very low.

# The relational value of innovation units

Katherine Tatarinov, Tina Ambos, Julian Birkinshaw

# Recap

- Ambidexterity in innovation units
- Do innovation units contribute more than just with product/process innovation?
- are they shaping valuable relations in the organization?
- Propositions
  - Complexity of the context and relational value (positive link)
  - Breadth (scope) of the relational value i.e. internal/external; linking/building vs longevity and legitimacy (positive link)
  - Evolution of the organizations - processes of ambidexterity and integration

# Feedback

- exciting case within a "mission-oriented" context
- awareness of the potential transferability issues to other settings
- Managerial implications?
- Do we (in the good cases) observe increasing complexity and "organizational power" as the unit matures?
- Could there be a quantitative follow-up? Abductive / Theory building?



# **Innovation configurations and firm performance: an fsQCA approach**

Ed Saiedi, Simon Okwir, Vikash Sinha

# Recap

- different combinations of innovation dypes (configurations) given variable regulation and size
- fsQCA used to look at performance (- intereting method)
- distinguish knowledge-intensive vs research-intensive
- identify configurations that deliver performance

# Feedback

- interesting method
- ambition to explore more complex configurations / specific cases between quant/qual
- what do we learn? Describing more  $\neq$  explaining more?
- “ In lightly regulated industries, knowledge-intensive firms in the majority of the identified cases were able to achieve high performance when they combined their process innovation with marketing innovation ”

# More Feedback

- role of industry
- “ innovation configuration leading to high firm performance are greatly influenced by the industrial context ”
- Is it a part of the German CIS?
- wordy (I'm no expert in this particular area)
- descriptive pre-study to a quantitative exercise