Routine Design in a Network Environment

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Routine Design in a Network Enviroment

- Objective:
  
  - *The main question to be answered is how network companies organize themselves in order to reach the strategic objectives that brought them together.*
  
  - *At the same time each participating companies owns its specific objectives as well as the partnership goals itself.*
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Main concepts:

- Routines
  - knowledge-sharing routines
- Strategics objectives
- Social capital - trust
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Main Concepts:

- Knowledge Sharing Routines:
  - are deemed to be tools for interaction among agents, allowing transference, recombination or creation of specialized knowledge (GRANT, 1996).
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Main Concepts

- Social capital – trust
  - Ex ante dimension
    - Pre-requisite for network operation
      - Interpersonal and social relations
      - Agents’ reputation
      - Socially constructed conventions
      - Institutional context of the relation
  - Ex post dimension
    - Created during the relation
    - Fruit of relational learning
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- An important concept:
  - Technological Regimen
    - This is defined by the level and type of opportunities and by the appropriateness offered by the given technology, as well as by the cumulativeness, nature, meaning and possibilities to communicate such knowledge (BESCHI; MALERBA).
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✓ Brazilian Network of Eucalyptus Genoma Research
✓ Membership:
  • 13 companies
  • 7 universities
    • Embrapa
✓ Duration:
  • Start: February 2002
  • Conclusion: 2007
Projeto Genolyptus
Rede Brasileira de Pesquisa do Genoma do Eucalyptus

VERACEL
JARI Cellulose S.A.
INTERNATIONAL PAPER
ARACRUZ
RIGESA
CENIBRA
SUZANO BahiaSul
UNIVERSIDADE CATÓLICA DE BRASÍLIA
UFN
RAIZ
IN ALTUM
UESC
Votorantim
ZANIN Florestal
Klabin
UNICAMP
CELMAR
Embrapa
LWARCEL
Celulose e Papel
UFRGS

Fonte Dario Gratapaglia
Amplitude of the network
Main fields to install experiments

Complementary fields to install experiments

Testing Fields

Jari

Veracel

Cenibra

Lwarcel

Klabin
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Pioneer project in Brazil

- Articulating knowledge between private companies and universities
  - Common objectives
  - Project with pre-competitive character
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Industry characteristics

✓ Paper and cellulose
  • Capital-intensive industry
  • Commodity producers
  • Competitiveness based on forest and machine productivity
  • High economies of scale
  • Mergers and acquisitions
  • Tradition in collaboration
  • Industry accounts for:
    – 1.4% of GDP
    – 3% of exports
    – 6.4% of the trade balance
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Methodology

Research Hypotheses

- The more partners invest in knowledge-sharing routines, the greater the probability that the partnership’s objectives are reached.
- The more the partners’ objectives are aligned, the higher the probability that they are reached.
- The more social capital develops, the stronger the probability that the partnership’s objectives are reached.
Technological Regim → Construction and development of the network

Social capital

Structural dimension

Relational dimension

Knowledge sharing routines

Absorption capacity

Ex-ante objectives → Ex-post

Ex-ante

Ex-post

Ex-ante

Ex-post

Ex-ante

Ex-post
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- Data collecting:
  - Data collecting will be based on semi-structured interviews, on document analysis and on questionnaires.
  - In addition, documents will be analyzed: contracts, meetings minutes, reports etc.