

RELATIONAL MANAGEMENT

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This article aims to explore the links between entrepreneurship in the economic sense and the political entrepreneurship. The first part introduces the two concepts and analyses what links can be established between them. The article then studies the case of two farmers – economical entrepreneurs – who want to diversify in agricultural methanization, using the process of direct grid injection. These entrepreneurs are facing an inadequate and not fully finalized regulatory framework, which hinders the development of their project. As “political entrepreneurs” they carry on various actions aiming to influence public decisions, in order to enable the development of this activity. The third and final part of the article explores the specificities of lobbying performed by an entrepreneur.

- 45** *Activity back sourcing: A process study of firm productive capabilities rebuilding*
Florence Law

This paper studies the rebuilding process of firm productive capabilities during activity back sourcing. It analyzes the means used by firms to take the activity back again. According to our case studies, the rebuilding process consists in creating an integration structure ahead of back sourcing. This structure aims at

managing the transfer of activity between the firm and its vendor with a focus on the transfer of knowledge, competencies and human resources. It also allows integrating new value-added routines and capabilities.

- 61 *How to collaborate with your competitors?*
The advent of the co-opetitive project-team
 Anne-Sophie Fernandez, Frédéric Le Roy

Co-opetition strategies refer to simultaneous cooperation and competition with the same partner-competitor. The management of these co-opetition strategies is little studied in previous research. To fill this gap, this research aims to answer the following questions. How do two competing firms organize themselves to cooperate? How do they manage the tensions due to the paradoxical nature of the co-opetition? In order to provide insights to these questions, an in-depth case study has been conducted in the European manufacturing sector of telecommunications satellites. The study is focused on a space programme jointly realized by two competitors: Astrium (EADSgroup) and TAS (ThalesAlenia Space – group Thales). To carry out their common program, they create a common project-team called CPT “co-opetitive project team”, separated from the rest of the organization and governed by a mixed structure (Astrium and TAS). Project managers who have previously integrated the paradoxical nature of co-opetition ensure the daily management of the CPT.

- 81 *Co-operate with friends or foes: which strategy for product innovation?*
 Frédéric Le Roy, Marc Robert, Frank Lasch

This research is part of new approaches to innovation that emphasize the importance of cooperation strategies. We study the relationship between different cooperation strategies and product innovation, depending on the type of partner with whom cooperation is established. Two major types of cooperation are studied and compared: cooperation with non-competitors and cooperation with rivals (co-opetition). In the literature, conflicting results prevail. Our research design and hypotheses introduce a new variable in the analysis: the nationality of competitors (location). We tested the hypotheses on a sample of French firms from the CIS database (2004) and the main results are showed.

- 101 *Governance structure and innovation in technopoles.*
The Technolac Savoie case
 Rachel Bocquet, Sébastien Brion, Caroline Mothe

The issue of organizational proximity within clusters remains largely underexplored, especially in the field of KIBS (Knowledge-Intensive Business Services). The objective of this paper is to explore the relational role that can be played by the governance structure of a cluster to improve the innovation performance of its members through the implementation of various practices. The

empirical research is based on a representative sample of 53 KIBS in Technolac Savoie in the French Rhone-Alpes region. Our results suggest that, in addition to the traditional determinants of KIBS innovation, governance structure (as a service) has a direct impact on KIBS innovation within a technopole and an indirect role in R&D partnerships. This governance has a critical role in the creation of structures and communication interfaces between KIBS, essential for their innovation. This research has important implications for the evaluation of the actions of the governance structure in technopoles.

- 119 *Cluster governance and innovation in French clusters.*
The strategic role of institutional work
 Anne Berthinier-Poncet

Strategy scholars have lately considered the role of cluster governance on firms' innovation. They failed to identify concrete practices to sustain innovation within clusters. Our aim is to fill this gap by developing an original analysis framework based on the concept of institutional work. It enables us to identify and compare institutional practices of innovation of political nature implemented by the governance structures of three French clusters in the Rhône-Alpes region. First results suggest a link between the intensity of practices' implementation by cluster governance and the firms' innovative performance.

- 139 *The role of cluster governance in shaping innovative networks*
 Caroline Hussler, Nafaa Hamza-Sfaxi

This paper analyzes how cluster governance influences the morphology of innovative networks. Our empirical study focuses on a French cluster. Thanks to social network analytical tools, we show that cluster governance practices transform both the shape of the innovative network and the distribution of power among network members.

- 163 *The strategic potential of corporate alumni networks: an exploratory study*
 Pierre-Jean Barlatier, Michaël Bénédict, Emmanuel Josserand,
 Florence Villesèche

This paper analyses the strategic potential of corporate alumni networks. Our three case studies show how the social capital of such networks can be leveraged in terms of business opportunities, human resources management, communication and branding, and knowledge management. We also find that alumni networks offer further unexploited possibilities, notably in terms of innovation.

183 **Summary**

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