



RNI CONGRESS – INNOVATION FORUM VIII



New organizational modes for innovation processes

Iut de Nîmes –Université de Montpellier

4th and 5th June 2018

Innovation is usually understood as the result, the purpose of a creative initiative leading to the proposal of a new product (good or service) or a new (production) process. It also sometimes leads to new business models, based on configurations of value chains carrying the promise of an attractive proposition recognized as such by the market.

Innovation also refers to a process, a chain of facts, "a journey, a relay race, always competitive, on an adventurous road ..." (Tabatoni, 2005, p 9).

Its progress can be, as it is well known, long and complex. It is up to the pioneers who generate it to find the cross-roads, or to have the capacity to define the path which will serve as a standard of reference to the successors, followers of the innovations.

Studying an innovation as a process means to focus on the temporal framework in which it takes place, the stages of its emergence, "production" and diffusion, time to go, time to stop and return, according to creative loops (Kline and Rosenberg, 1986) rather than to linear sequences. It also means to understand that an innovation is part of a trajectory, ie an organizational history (Schreyögg et al., 2011), but also a sectoral and institutional one (Laperche et al., 2015, Godin et al. 2017), shaping the course of its evolution.

Understanding an innovation process also means enlightening the actors who carry out the stages of its achievement, through their multiple roles, initiators, translators, enrollers, intermediaries, when new ideas or practices emerge and spread (Akrich, Callon and Latour, 2006)

The common theme of this congress will focus on the organizational models and characteristics underlying this process of building innovations. In particular, we will question the renewal of organizational arrangements capable of supporting disruptive innovations.

These are based on a Human Resource Management system that allows for a certain amount of challenge, experimentation, risk-taking, a right to error and encouragement of unlearning as well as learning (Leede and Loise, 2005; Cabello-Medina et al., 2011), and based on an organizational culture, but also on spaces devoted to creativity (co-working space ...). While several HRM practices are recognized as levers of innovation, several questions remain such

as the articulation of HR strategies with the development of dynamic capabilities. Defelix and ali (2015) consider that "*the construction of an HR policy truly articulated to the strategy of innovation remains an open project*".

The issue of the type of organizational structures to choose, such as structural (Birkinshaw and Gibson, 2004), contextual (Birkinshaw and Gibson, 2004) temporal (Raisch et al., 2009, Smith and Lewis, 2011) or network ambidextry (Mc Namara et Baden-Fuller, 1999) in order to promote a balanced and harmonious exploitation and exploration strategy remains a fruitful field of research.

More generally, initiatives to promote new practices, structures or systems can be considered as managerial innovations (Damanpour, 2014), whose loop effects can lead to other forms of innovation (product, process, marketing ...), sources of economic and / or social efficiency..

Innovations can be associated to the creation of ad hoc services (incubators, accelerators, etc.), new institutional arrangements (cluster, network, cluster, etc.), new activities (leaders, brokers), new public policies of innovation

The papers expected in the workshops will also deal with

- The links between technical changes and organizational changes to foster innovation
- New internal and external organizations to innovate
- New arrangements between actors to support innovation players
- Methods for evaluating the governance of innovations and indicators for monitoring these innovations, ad hoc and temporary tools, or generalized and transposed to other projects.

Innovation, as we know, can no longer be considered within the strict limits of organizational boundaries. The development of open business models raises the problem of the valuation of internal resources outside the scope of the company (the "inside-out" movement) and the ability to seek externally resources that can be valued within it (outside in) (Chesbrough, 2003, West et al., 2014). This external origin of innovations is not limited to identified partners but also opens up to a plurality of individuals (the crowd) used both for their contribution to generating and bringing creative ideas and for supporting the (financial, social, political, etc.) conditions of projects achievement.

Finally, innovation is also part of a territory and therefore requires to be studied on this scale. The study of various sectors is also necessary in order to identify the specificities vs invariant of the innovation processes (Malerba, 2005). We will also study the public policies that can support, assess and regulate innovations, and model their organizational methods

Opening conference : « Usages, modèle d'affaires et régulation : les dimensions cachées de l'innovation à l'âge numérique ? » P-J Benghozi (Professor Ecole Polytechnique, member of the ARCEP college, DR CNRS, CRG-i3)

Final Round table: « IPRs and open innovation: international aspects » (coordination B. Laperche et L. Mitkova) – in partnership with AIMS.

List of sessions

- Competence, capacities and innovation systems (**V. Casadella, L. Temple**)
- Diversity, new forms of governance and innovation (**O. Yousfi, A-L Lafont**)
- New forms of work and organizational modalities (**S. Boutillier, I. Capdevilla**)
- Human Resource Practices and Innovation (**N. Commeiras**)
- Social and responsible innovation processes (**JM Courrent, C. Macombe, L. Temri**)
- New ways of financing innovations (**V. Bessière, E. Dubocage, E. Stephany**)
- New management control and innovation tools: which interrelationships? (**P. Chapellier, F. G. Naro, Villeseque-Dubus, A. Mazars-Chapelon**)
- Management of innovation processes: agile methods (**L. Morel**)
- Organizational Contexts and creativity : which interrelations ? (**B. Szostak**)
- Organizational changes and consulting: new forms of accompanying innovations (**G. Faure, K. Messeghem**),
- Innovation and digital – the issue of actor appropriation (**J. Labatut, P. Labarthe, JM Touzard**)
- Managerial innovation and open innovation: what research paths? (**C. Ayerbe, S. Dubouloz, P. Giuliani, S. Mignon**) – in partnership with AIMS.
- Innovation diffusion and production of standards (**A. Mione**)
- The patent: instrument of protection or of innovations appropriation? (**B. Dumont, E. Gentelucci**)
- Sectoral innovation - sector impact on intra and inter-organizational processes of innovation (Agriculture / health / service) (**D. Galliano, I. Georgescu, F. Djellal**)
- Product-service systems (SPS): mutation of companies, innovations and business models (**B. Laperche, C. Merlin-Brogniart**)
- Innovations and territorialized food systems (**D. Gallaud**)
- Ecosystems - role in the processes of emergence and diffusion of innovations (**M. Lima**)
- Innovation and collaborations within territories in the digital transition era (**S. Reboud, D. Tanguy**)
- The new challenges of the environmental innovation process (**R. Debref, Simon Nadel**)
- Public innovation policies: what impact on the organization of innovations? (**D. Lebert**)

Provisional program

<u>Monday, the 4th of June 2018</u>	<u>Tuesday, the 5th of June 2018</u>
13.30 Opening	8.30-10.30 7 sessions
14-16 Opening conference	11h-13h 7 sessions
16.30-18.30 6 sessions	13h-14h30 Lunch
Gala Dinner (Pont du Gard)	14h30-16h30 Final Round table
	Visit of the city of Nîmes

Key dates :

- January 22 2018: Submission of communication proposals (abstract 800 words)
- February 16 2018: Answer of the scientific committee
- February 23 2018: Submission of a long abstract (10 pages)
- March 19 2018: Answer of the scientific committee
- April 7 2018: Submission of the Final Abstract
- June 4 and 5 2018 : Innovation Forum

Registration fees:

Researchers from universities and other public and private institutions: 200 euros

Phd Students: 150 euros

Registration fees include access to sessions, conference material, lunch and gala dinner

Contact : Sophie.mignon@umontpellier.fr

PARTNERS ASSOCIATIONS



ACADEMIE DE L'ENTREPRENEURIAT
ET DE L'INNOVATION



Steering committee : coordinated by Sophie Mignon (MRM, Université de Montpellier)

Danielle Galliano (UMR AGIR, Toulouse, INRA), Guy Faure (UMR Innovation, CIRAD), Blandine Laperche (UMR Clersé, Université du Littoral), Julie Labatut (UMR Agir, INRA, Toulouse), Catherine Macombe (UMR ITAP, IRSTEA), Anne Mione (MRM, Université de Montpellier), Marc Robert (MRM, MBS), Ludovic Temple (UMR Innovation, CIRAD), Leila Temri, (UMR Moisa, Sup Agro), Jean-Marc Touzard, (UMR Innovation, INRA), Francesco Schiavone (University Parthenope of Naples), Dimitri Uzunidis (UMR Clersé, Université du Littoral).

Session coordinators:

C. Ayerbe, V. Bessière, S. Boutillier, I. Capdevila, V. Casadella, P. Chapellier, N. Commeiras, JM Courrent, E. Debocage, R. Debref, S. Dubouloz, B. Dumont, F. Djellal, D. Gallaud, G. Faure, D. Galliano, E. Gentelucci I. Georgescu, P. Giuliani, J. Labatut, P. Labarthe, A-L Lafont, M. Lima, B. Laperche, D. Lebert, C. Macombe, A. Mazars-Chapelon, K. Messeghem, C. Merlin-Brogniart, S. Mignon, L. Morel, S. Nadel, G. Naro, S. Reboud, B.

Szostak, E. Stephany, D. Tanguy L. Temple, L. Temri, JM Touzard, F. Villeseque-Dubus, O. Yousfi,

Organization team- Caroline Debray (GEA, IUT Nîmes), Yves Dupuis (GEA, IUT Nîmes), Claire Faugère (GEA, IUT Nîmes), Amélie Seignour (GEA, IUT Nîmes), Amel Setti (MRM, UM), Nelly Haas (GEA, IUT Nîmes), Véronique Chantepedrix, (Service communication, IUT Nîmes) –Projets tutorés : 1 et 2nd années (GEA – IUT Nîmes), Zeting Liu (UMR Clersé, Université du Littoral), Fedoua Kasmi (UMR Clersé, Université du Littoral).

Scientific Committee : C. Ayerbe, P. Baillette, V. Bessière, S. Boutillier, I. Capdevila, V. Casadella, P. Chapellier, N. Commeiras, JM Courrent, E. Debocage, C. Debray, R. Debref, S. Dubouloz, B. Dumont, F. Djellal, D. Gallaud, G. Faure, C. Fourcade, D. Galliano, E. Gentelucci I. Georgescu, P. Giuliani, J. Labatut, P. Labarthe, A-L Lafont, F. Leroy, M. Lima, B. Laperche, D. Lebert, C. Macombe, A. Mazars-Chapelon, K. Messeghem, C. Merlin-Brogniart, S. Mignon, L. Morel, S. Nadel, G. Naro, M. Polge, S. Reboud, F. Robert, M. Robert, B. Szostak, A. Seignour, E. Stephany, D. Tanguy L. Temple, L. Temri, JM Touzard, F. Villeseque-Dubus, O. Yousfi. D. Uzunidis.

Contact : Sophie MIGNON – sophie.mignon@umontpellier.fr

Scientific partners:

