search has shown that leadership influenced the organizational commitment of employees, which in turn, influenced the innovation performance of the organisation. Some suggest that transformational leadership informally sustain human resource practices such as psychological empowerment and managerial coaching that are known to support the organizational commitment of the employees. Such co-location of right and knowledge at the employees' site could then contribute to their participation in the innovation process. Because of the lack of formal human resources practices in small firms, it becomes pertinent to look at the entrepreneur's leadership in order to foster the involvement of employees in the process of innovation. Based on the review of empirical evidence and the identification of knowledge gaps, a model is proposed on the role of transformational leadership to sustain psychological empowerment and managerial coaching in order to foster employees' affective commitment in the innovation performance of the firm. Future research is intended, based on structural equation modelling of the theoretical propositions.

Keywords: innovation performance, organizational commitment, leadership, psychological empowerment, managerial coaching, small firm

University-Industry Collaboration: Do the Characteristics of Academic Staff Matter?

Heiko Haase[1], Mário Franco[2] and António Fernandes[3]

[1]Center for Innovation and Entrepreneurship, Department of Business Administration, University of Applied Sciences Jena, Jena, Germany
[2]NECE-ResearchCenter in Business Sciences, Management and Economics Department, University of Beira Interior, Covilhã, Portugal
[3]Department of Economics and Management, School of Technology and Management, Polytechnic Institute of Bragança, Bragança, Portugal

Abstract: It is widely recognised that a country's development, in terms of innovation and productivity, is greatly influenced by the character and intensity of interaction between the science and business communities. Despite this importance, there is still a lack of understanding regarding the underlying factors that drive the transfer of knowledge and technology. In particular, only a few empirical studies have addressed the issue of exploring the attitudes and behaviours of academic staff in this process. This paper aims to fill this research caveat. Its main objective is to investigate the influence of academic staff's socio-demographic and educational characteristics on university-industry collaboration. According to our objectives and to test these hypotheses, we decided on a mixed method. At a first stage, we performed a quantitative study, based on data gathered from a questionnaire applied to the overall population of academic staff at Bragança Polytechnic Institute in Portugal. The empirical study was carried out in 2011 and covered the total population of academic staff at BPI. We received 123 valid questionnaires, yielding a response rate of 23.7%. For data analysis, we applied descriptive statistics and logistic regression. At a second stage, a qualitative approach was chosen to evaluate university-industry collaboration, consisting of an exploratory semi-structured interview with the owner-manager of a recently created local spin-off from this higher education institution. The results reveal that age and gender are significantly related to the propensity to collaborate with industry. For instance, the probability of male academic staff collaborating with the business community is around 3.5 times higher than it is for females. Furthermore, we found that the level of formal qualification of academic staff and supervision of work placements had no influence, while the school/faculty academic staff belong to is significantly correlated with industry cooperation. Nevertheless, the interviewee considered the existence of curricular work placement as crucial. Overall, from our quantitative and qualitative data, there is a preference for exploitation of knowledge more in academic than in business terms. We present several theoretical and practical implications.

Keywords: universities-industry collaboration; technology transfer; academic staff; spin-off; Portugal

Competition Between Business Ecosystems: A Case Study of the Mobile Phone Industry

Takashi Hirao[1] and Yusuke Hoshino[2]
[1]Department of Business Administration and Information, Tokyo University of Science Suwa, Nagano, Japan
[2]Department of Business Administration, Musashino University, Tokyo, Japan

Abstract: This study investigates why the Japanese mobile phone industry fell into the Galapagos syndrome. It focuses on competition between business ecosystems in the global mobile phone industry from 2001 to 2007, when third-generation mobile phones were released. More concretely, by exploring the relationships between mobile phone manufacturers, network operators, distributors, content providers, and users, this study examines how structural differences in business ecosystems formed in the GSM (Global System for Mobile Communications) group and the Japanese mobile phone industry, and how they influenced the subsequent disparate technological trajectories through competition between business ecosystems.

Keywords: business ecosystem, platform leader, entry barrier, technological trajectory, first-mover advantage

Networks of Growth: The Case of Young Innovative Companies in Finland

Jukka Huhtamäki[1], Kaisa Still[2], Minna Isomursu[2], Martha Russell[3] and Neil Rubens[4]