



**HAL**  
open science

# The Role of Proximities in the Construction of Managerial Innovation in a Collaborative Context

Ludivine Calamel, Denis Chabault

► **To cite this version:**

Ludivine Calamel, Denis Chabault. The Role of Proximities in the Construction of Managerial Innovation in a Collaborative Context. *Journal of Innovation Economics & Management*, 2020. hal-04446126

**HAL Id: hal-04446126**

**<https://universite-paris-saclay.hal.science/hal-04446126v1>**

Submitted on 8 Feb 2024

**HAL** is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.

---

# The Role of Proximities in the Construction of Managerial Innovation in a Collaborative Context

**Ludivine CALAMEL**

*Grenoble Ecole de Management*

*Univ Grenoble Alpes ComUE*

ludivine.CALAMEL@grenoble-em.com

**Denis CHABAULT**

*Université Paris Saclay*

*Laboratoire RITM (EA 7360)*

denis.chabault@u-psud.fr

## **ABSTRACT**

The dialogue between researchers in management and practitioners is increasingly intensive and regular. The objective of this research is to present a process of the co-creation of a new practice of human resources management: the labor loan for an ecosystem. For some time now, a number of French organizations have used an innovative human resources management system: the loan of labor. This system, which is regulated by French law, aims simultaneously at safeguarding local employment and at temporarily relieving companies of their payroll. The system also helps to develop the skills and employability of employees in an employment area. This research analyzes the emergence of this new practice in light of the analytical approach of proximity. A longitudinal and original methodological framework makes it possible to understand how the actors co-construct the devices of labor loan, in order to appropriate them and disseminate them within a pool of jobs. It also shows the significance of inter-organizational dynamics and the interactions between researchers and practitioners in the emergence of the system.

**KEYWORDS:** Managerial Innovation, Interorganizational Collaboration, Labor Loan, HRM and Proximity

**JEL CODES:** M, M5

A significant amount of research shows that managerial innovation is a factor in the competitiveness and sustainable performance of organizations (Le Roy *et al.*, 2013; Mol, Birkinshaw, 2009). Nevertheless, it must be noted that academic research on managerial innovation in a collaborative setting is still embryonic and that many conceptual and empirical questions remain (Johnson *et al.*, 2018). For example, what mechanisms, instruments and processes can foster the development of collaborative open innovation? Chesbrough and Bogers (2014) discuss the role of networks, communities, users and crowdsourcing. From this perspective, we will focus in this article more specifically on the role of local networks, ecosystems, in the emergence of managerial innovation in a collaborative framework.

This article seeks to bring together the work on managerial innovation with the work on open innovation. It pays particular attention to innovation in Human Resources Management (HRM), which is relatively infrequent in the literature on managerial innovation and open innovation. The context of HRM has indeed changed considerably in recent years, particularly in certain French industrial areas which seek to develop the employability and skills of their employees (Defélix *et al.*, 2008). This change in the scale of intra-organizational HRM to a more collective or territorial HRM involves fundamental changes in the application of HRM, such as the “*radical renewal of the traditional roles and tools of the HR function (motivational techniques, organizational culture and identity, communication policy and training, modalities of social dialog, etc.)*” (Pichault, 2002, p. 59). Individuals are required to work with other employees of other organizations (smaller or larger, private, public, etc.). New HRM issues therefore commonly arise in these organizations (Picq, Defélix, 2011). They seek to innovate to attract and retain their future human resources. It is within this framework that new and more collective HRM practices such as the provision of personnel<sup>1</sup> (French term, MAD) emerge. This is a recent practice whereby a company temporarily makes some of its employees available to another company. This new HRM practice may be particularly useful when periods of economic hardship affect a business. However, as Calamel and Gallego (2014) point out, these new arrangements remain largely unknown and raise questions, including the need for agreement and good coordination between actors on potentially complementary but also contradictory issues.

To understand the dynamics of managerial innovation in a collaborative framework, we mobilize the grid for reading the proximitist approach. Indeed, while the work from the School of Proximity has been quite broadly

---

1. Provision Of Personnel (POF) in English or Mise A Disposition (MAD) in French. We use this term in the document.

interested in technological innovation (Rallet, Torre, 2007), few have so far sought to understand how proximity plays into the dynamics of the emergence of managerial innovation in a collaborative setting. More specifically, we mobilize the work of Bouba-Olga and Grossetti (2008), which highlights forms of spatial and socio-economic proximity. The originality of this article is based on the search for fertilization between the approach of proximity and that of management innovation in a collaborative framework. The aim is to highlight the combinatorial potential of these theoretical frameworks to better understand the emergence of managerial innovations anchored in the territories or regions. The territory studied in this article is part of the Rhône-Alps ecosystem, which is characterized by strong inter-organizational collaborations in the nanotechnology sector.

Thus, the central aim of the current article is to understand how different forms of proximity are articulated in order to bring about managerial innovation in a collaborative framework. In order to study this issue, the theoretical framework for research is presented in the first part. We return to the concept of a local ecosystem to show how its performance can be based on managerial innovation, the genesis of which we seek to present. We then discuss the importance of managerial innovations in human resources management before developing the grid of the mobilized proximist reading. In the second part, we present the qualitative research methodology and the different phases of data collection and analysis. In the third part, we summarize the main results by examining the roles of the different forms of proximity in the process of the emergence and diffusion of MAD as managerial innovation. Finally, we present the research findings, particularly on the importance of the interconnection of levels of analysis and proximity forms, but also on the importance of the time dimension in spatial studies.

## Literature Review

### **Collaborative Management Innovation: Analytical Framework**

In the literature review, we first revisit the notion of managerial innovation to better define it. We stress that innovation is done in a collaborative way, especially in clusters. We then present the proximity approach as a framework for analyzing the emergence and diffusion of managerial innovations in a collaborative framework.

### ***Management Innovation***

While innovation has long been reduced to its technological dimension (products, processes, etc.), it is today widely accepted and appears to be quite multifaceted. Management innovation can be defined as “*the introduction of new management practices for the company in order to increase its performance*” (Mol, Birkinshaw, 2009, p. 1269). Many authors link managerial innovation directly to performance and consider it to be the main factor in the competitiveness of firms (Birkinshaw *et al.*, 2008). Damanpour and Aravind (2012, p. 424) argue that “*managerial innovation is a new organization, a new administrative system, new management practices, or new techniques that can create value for the organization that adopts them.*” These definitions thus refer to a relatively broad understanding of managerial innovation. Jaouen and Le Roy (2013) consider that all of the company’s functions stem from managerial innovations and are transformed by managerial innovations. HRM is not immune to this development, as many managerial innovations have developed, such as participatory management, diversity management, benevolence, happiness at work, etc. (Shankland *et al.*, 2016).

Beyond HRM, many managerial innovations have profoundly changed the functioning of organizations and improved their performance: scientific organization of work, cost accounting and analysis of variance, Scorecard Balance, etc. (Le Roy *et al.*, 2013). As soon as it is considered a factor in competitiveness, the design of managerial innovations becomes central. Le Roy *et al.* (2013) remind us of the work of Peter Drucker (1987) which shows that the principle of the R&D laboratory was invented at the beginning of the twentieth century by General Electric, allowing it to obtain a very strong capacity for innovation. The organization that “knows” how to bring about managerial innovation will therefore have a potential competitive advantage over its competitors.

Research has focused on the processes of emergence and adoption of managerial innovations (Birkinshaw *et al.*, 2008; Damanpour, Schneider, 2006). Dubouloz (2015) synthesizes the many theoretical frameworks to model this process in four phases. The first phase is initiation, referring to awareness of a problem, the collection of information and the solutions envisaged to solve it. The second phase is decision making, the discovery of the possibility of innovation and its ability to solve the problem identified, which will lead to the adoption (or rejection) of this innovation. The third phase is implementation. The fourth phase is the continuation of the use, *i.e.* the effective and (more or less) sustainable implementation of innovation.

This work focused on an intra-organizational perspective of managerial innovation (Dubouloz, 2015). However, it must be noted that innovation is

increasingly collaborative or is part of a collaborative framework with multiple potential players. In this article, we argue that managerial innovation in a collaborative framework involves different internal and external actors and should be seen in an inter-organizational manner. Management innovation is based largely on a set of interactions between actors with different profiles (David, 2013). The aim of management innovation is to co-build new management systems in a collective manner so as to facilitate their appropriation, dissemination and use.

### ***Innovation in a Collaborative Framework***

Research on collaborative innovation has increased significantly since Chesbrough's (2003, 2006) seminal work on open innovation. Defined as "*the use or purposive inflows and outflows of knowledge to begin internal innovation, and expand the markets for external use of innovation respectively*" (Chesbrough, 2006, p. 1), open innovation has appeared as a new paradigm that leads companies to reinvent their innovation processes. If these new approaches were to spread rapidly to such an extent that 78% of US and European companies were to practice open innovation (Chesbrough, Brunswicker, 2013), it is not clear which methods, tools and processes would facilitate it (Chesbrough, Bogers, 2014). Far from being a single practice, several processes can be distinguished, giving rise to different forms of open innovation: the inside-out process, the outside-in process and the coupling process (Chesbrough, 2006; Enkel *et al.*, 2009). These terms refer specifically to heterogeneous but complementary processes. More specifically, the process of open innovation, for example, refers to a co-creation process involving complementary partners (Enkel *et al.*, 2009).

In other words, open innovation is based on the implementation of collaborative multi-partner innovation, whether internal or external to the organization. The issue of borders and territory is therefore at the center of the thinking on these attitudes (Koenig, 2012). In concrete terms, collaborative innovation takes the form of joint projects, alliances or cooperation. The concept of clusters fits in perfectly with this perspective in that it appears to be an open system in which ideas and knowledge can be fertilized (Chesbrough *et al.*, 2006). Popularized by Porter (1990, 1998), a cluster defines itself as "*a network of geographically and interdependent enterprises and institutions linked by common trades, technologies and know-how*" (Porter, 1998, p. 199). Its purpose is to seek to coordinate relations between diverse and driven organizations with varying degrees of interdependence within a given geographical area. The cluster concept is spreading so rapidly around the world that Pecqueur (2005) refers to the phenomenon of "clusterization" of regional

economies. Many research points to the fact that clusters are fertile ground for innovation. For example, Dougherty and Dunne (2011) show that it is all the cooperation between actors of a very different nature that enables the development of complex innovations. In other words, the cluster appears to be a fertile tool or breeding ground for collaborative innovation. They allow the creation of ecosystems characterized by a set of interdependent relationships within a specific economic territory (Moore, 1993).

In clusters, innovation is not only technological, but can also be technological, social, marketing or managerial. Indeed, managerial innovation appears to be a key cluster dimension (Chabault, 2013). However, if research agrees that clusters facilitate innovation in this specific collaborative framework; however, how these emerging innovations are likely to emerge remains a question. A lighting in terms of proximity seems to us capable of bringing additional elements of understanding to innovation in a collaborative framework. The rest of the article therefore focuses on the collaborative dimension of Open Innovation, anchored in specific territories.

### **Proximity as a vehicle for collaborative management innovation**

Proximity dynamics are commonly used to describe and understand territorialized modes of coordination (Lauriol *et al.*, 2008) but also territorialized collaborative innovation dynamics. This economist approach helps to place economic relations within a space and social framework (Torre, Gilly, 1999; Pecqueur, Zimmermann, 2004; Torre, 2010). This analytical reading grid raises the question of the role of geographical space (in the sense of territory) in relations and coordination between actors. Proponents of the proximity approach seek to address distance issues by considering proximity as a vehicle for coordination and interaction (Zimmerman, 2008) facilitating innovation (Boschma, 2005).

The School of Proximity is based on different approaches, proposed successively, based on different spatial ontologies. The common point of these approaches is that simple geographic proximity is not sufficient to stimulate inter-organizational relationships. In this sense, there are multiple categorizations of proximity forms. For example, Boschma (2005) proposes to differentiate five types of proximity (geographic, cognitive, organizational, social, institutional) that could encourage and improve interactions between actors, to facilitate the process of creating common knowledge: “*The closer the actors are to each other, the more they interact and the more they learn to innovate*” (Boschma, 2005, p. 65). This article will draw on the framework proposed by

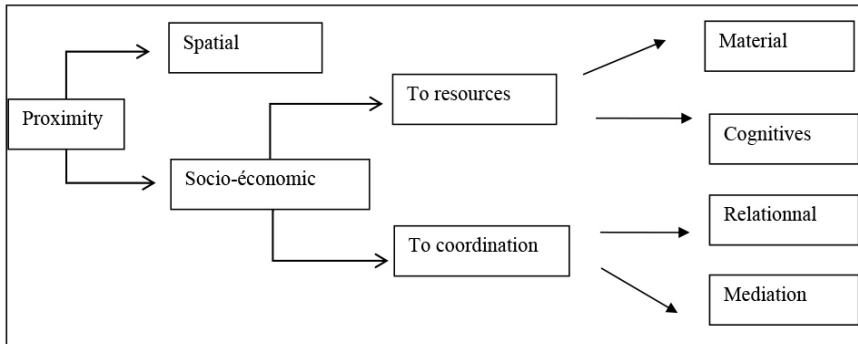
Bouba-Olga and Grossetti (2008) which distinguishes two broad categories of proximity: spatial proximity and socio-economic proximity, which itself consists of different forms of proximity (Graph 1).

Spatial proximity refers to geographical, physical, topographic, or mathematical proximity. It is an indispensable dimension for physical contact and has considerable impact in terms of the organization of spaces and of business activities. Indeed, the closer organizations and individuals are to each other, the more willing they are to cooperate. This approach is based on an economical and functional approach, whereby geographic proximity minimizes transaction costs. It is an explicit choice to prevent distance. According to this logic, the actors seek to locate or position themselves in the vicinity of or in places that might give them positive externalities. This “*squares struggle*” (Lussault, 2009) is due in particular to the non-mobile and idiosyncratic nature of the resources that characterize these places. Geographical proximity refers to the logic of agglomerations and attractiveness as they exist in clusters. The majority of cluster policies are based on the idea that geographical proximity allows for face-to-face coordination and the dissemination of knowledge, particularly tacit, which is difficult to codify (Mendez, 2005) and, in this sense, participates in the innovation process. In fact, many non-commercial relationships are continually re-established, allowing for experience and learning. However, Zimmerman (2002) showed that geographical proximity is a necessary but not sufficient condition for cluster formation.

Bouba-Olga and Grossetti (2008) mention new forms of proximity which they call socio-economic. This socio-economic proximity is based on a level of individual analysis. Within this socio-economic proximity, the authors distinguish proximity to resources and proximity to coordination. Proximity to resources is based on “*the analysis of individual characteristics, regardless of the coordination possibilities available to them*” (Bouba-Olga, Grossetti, 2008, p. 6). These resources correspond here to all the assets or material and intangible characteristics available to the actors for their coordination. In order to specify their approach, Bouba-Olga and Grossetti (2008) distinguish these resources from cognitive resources (the authors refer to resources that are “in the head” of individuals, such as language, values, norms, etc.) and material resources in terms of wealth, income, diplomas, social status, etc. The authors describe as proximity to coordination the analysis of “*facilities or obstacles to their [individuals'] coordination independently of the individual characteristics*” (Bouba-Olga, Grossetti, 2008, p. 6). They distinguish relational proximity (or coordination), defined as “*the position of different actors in the networks*” (Bouba-Olga, Grossetti, 2008, p. 9). These social networks are formed by the aggregation of the personal relationships between individuals. Bouba-Olga



**Graph 1 - The proximity approach (Bouba-Olga, Grossetti, 2008)**



and Grossetti (2008) also consider that actors can coordinate through certain mechanisms that allow for exchange without mobilizing relational channels; which they call mediation resources (or proximity).

This theoretical framework of geographical and socio-economic proximity seems relevant to us for the study of the emergence of managerial innovations in a collaborative context, but also the roles of intermediaries of collaborative innovation. Indeed, although a lot of research has focused on the links between proximity and innovation, specifically technological innovation (see Boschma, 2005; Rallet, Torre, 2007, etc.), knowledge about the emergence of managerial innovation remains emerging and fragmented. The approach of Bouba-Olga and Grossetti (2008) allows us an integrative view of proximity dynamics in that it pays particular attention to socio-economic dimensions in innovation processes.

However, managerial innovation is largely based on a set of interactions between actors with different profiles (David, 2013). The aim is to co-build new management systems in a collective manner so as to facilitate their appropriation and use. A better understanding of this process of emergence and co-construction would thus make it possible to systematize the adoption of what appears to be a good practice. The adoption of managerial innovation is recognized as a collective, long and complex learning-related process occurring in interlocking and repeated cycles (Scozzi, Garavelli, 2005; Zbaracki, 1998). In this context, most research focuses on devices or processes, but little attention is paid to the role and proximity of actors in the emergence and co-building of managerial innovations in a collaborative framework. We therefore believe it is legitimate to question the influence of different forms of proximity on the process of generating and adopting inter-organizational managerial innovation.

## Methodology

Data collection work was carried out in one of the Rhône-Alpin territories, which are particularly fertile in terms of innovation and have historically been strong in inter-organizational cooperation (Calamel *et al.*, 2011). The case that we present here is that of a managerial innovation created within the framework of a HR Club bringing together different co-located actors. This allows us to study the dynamic of collaboration at the local level. We present this club and its operation below.

### A Staff Availability System as a Managerial Innovation

At the end of 2008/beginning of 2009, some players in the local Rhône-Alpin ecosystem faced recurring difficulties in terms of their personnel management. The economic crisis prompted local organizations (companies, research laboratories, public actors, etc.) to think collectively about new managerial arrangements. The aim was to bring about new collective arrangements of territorial HRMs in order to respond to the problems of the companies. Partly as a result of these economic data, a consortium agreement was sealed between eight partners co-located within an area of less than 3 km<sup>2</sup>, creating a scientific peninsula with centers of academic and technical excellence. This grouping of actors responds to the major societal challenges of information-communication and energy and health. These organizations are public or para-public and consist of three higher education centers, two public research centers, and three research laboratories.

The collaboration studied here is part of a HR club launched in autumn 2013 by the partner organizations of the consortium agreement presented above. The aim was initially to bring these co-located actors together to exchange information around their common HR issues. This HR club was initiated by a teacher/researcher (one of the authors of the current study) working in collaboration with local ecosystem companies. He took the initiative of joining two HRRs from umbrella organizations and research centers to organize different official meetings, inviting other HR players, and thus to see how many could work and exchange together. In just a few sessions (2013/2014), the organizations of the consortium agreement remained in order to work on common topics. Only one of the partners in the consortium agreement did not participate in the study that we present here, despite repeated invitations.

The first meetings gave rise to discussions about shared news and HR issues of the day. As mentioned above, at the end of 2008, this new practice

had been tested by a local ecosystem firm to deal with an economic challenge related to the financial crisis. As a result, the company's overall wage bill had fallen, the employees were satisfied that they had gone to another organization to work for a few months, and employees' employability had grown. The HRD of this company then clearly expressed its interest: to strengthen this process of making available, since it had been in an increasingly tense economic situation for 18 months. However, it wished to preserve its human resources in the event of a positive change in the business environment. His arguments were presented to HR Club players in 2014: Provision of technicians and executives for periods of 12 to 18 months; identification of skills held by potentially available employees; identification of the skills required in the host institutions; and accompanying and monitoring the employee before and after. The organization thus manages to mobilize and value its employees. All the players in the HR Club were aware of what had happened a few years before, in 2008. After several exchanges and discussions, consensus was reached about the lending of labor as a new practice that could benefit all participants. The decision to work on an MAD was made in 2014/2015.

The process of building and implementing this new practice was formalized in the framework of a model tripartite agreement which was created jointly by the partners of the HR Club. Each made the necessary changes to the release document. The main objectives, as well as the underlying elements of the labor loan, were reported. A letter to the leaders of these partner organizations was drafted to promote the mechanism. The main motto is clear: *"to promote skills development and openness, by encouraging employees to go to work, temporarily, in partner institutions of the innovative campus. The aim is to provide opportunities for secure mobility on a voluntary basis"*. Then, the project was presented to the trade union organizations, where it was well received, although it was noted that the labor loan must be made only on the basis of the employee's voluntary work (which is still the case, but they have specified it). The first inter-organizational MAD was officially launched in the early summer of 2015 on an engineering position.

Unlike the provision made in the region in early 2008, this one, co-built within the HR Club, was realized to develop the skills of the employees first and foremost. There was no aspect of wage drop (as in the first case presented in 2008).

## **Qualitative Longitudinal Exploratory Design**

Understanding the availability of personnel as a HR innovation is based on the implementation of a, explorative, longitudinal qualitative research

methodology: “*empirical exploration is appropriate when the researcher is interested in unknown phenomena*” (Charreire Petit, Durieux, 2007, p. 71). The Constructivist Approach (Chanal *et al.*, 1997; David, 2000) has been favored, particularly because research is aimed at producing knowledge that is useful and relevant to action (Chanal *et al.*, 1997).

The detailed presentation of the methodology is central to the subject matter of the study. The methodological design is based on a data collection approach from DRH/RRH in the Rhône-Alpin basin, being federated by a consortium agreement, grouped under the HR Club presented. Aside from the current research, a study of several HRDs of an innovative ecosystem seeking to collaborate has been in progress since 2013. They meet four to six times a year. The first subject co-built was this building of HR devices, the labor loan. It took several months of meetings and exchanges from 2013 to 2015 to decide on this first topic of collaborative work. The study and implementation of the MAD began in 2015 and continues today to follow up on the staff made available in particular. The method used is based on the spirit of research and support (Boldrini, Schieb-Bienfait, 2016; Bréchet *et al.*, 2014) and joint thinking for the purpose of knowledge and action through the meeting of a practical and research objective (Lewin, 1952). This mindset is characterized by a process of co-constructing the approach and places the field actors at the heart of the research process. The actor becomes a researcher and the researcher is also an actor. This selection of our exploratory longitudinal methodology allows us to link the genesis of the idea of a HR Club, with a focus on managerial innovation, which is MAD, with its first results. This type of approach requires access to the privileged terrain (Igalens *et al.*, 1998).

## **Data Collection and Processing**

The data collected are essentially qualitative. They are based on the participation in and facilitation of several meetings that took place at regular intervals over just over six years, to bring together various HR players from a co-located ecosystem. The organizations to which they belong are linked by a consortium agreement, one of the goals of which is to co-build management devices within the job pool in which they are located.

Each meeting resulted in an initial report by the researchers. Each report was validated by stakeholders, who made additions to their parts when necessary. During these meetings, various documents were exchanged and made available to all participants. These included documents relating to the laws governing the lending of labor, but also a draft convention designed and

drafted by one of the partners. As researchers, we were also able to present TPPs of previous experience in the field of labor lending.

Fourteen meetings of the working group have already taken place (Table 1), each lasting between two and three hours. The number of participants varies from one to three representatives per organization, depending on the dates of the meetings.

**Table 1 - Meeting table**

<b>Participants</b>	<b>Period</b>	<b>Number of meetings</b>
<b>HRM from public research centers</b>	Fall 2013 to date (winter 2019)	14
<b>Professors</b>	Fall 2013 to date (winter 2019)	14
<b>HRM from higher education center</b>	Fall 2013 to date (winter 2019)	10
<b>HRM from research laboratory</b>	Fall 2013 to date (winter 2019)	14

## **Results: A Proximitist Reading of MAD as a Managerial Innovation in a Collaborative Context**

This section presents the main findings of the research. First, it refers to the concept of managerial innovation, such as MAD, then to the different forms of proximity that affect managerial innovation, and finally to the forms of proximity that form the basis of its emergence and diffusion process.

### **MAD as Managerial Innovation**

The provision of staff in the context of the current research can be seen as a managerial innovation. It meets various criteria, including those set out by Mol and Birkinshaw (2009):

- Management innovation must be a new way of thinking in terms of the practices known at a given time: HR management is no longer purely intra-organizational (*i.e.* within a single organization), but becomes inter-organizational (*i.e.* within several organizations). Before, HRM (in the organizations under study mainly for career management and skills development) was intra-organizational, today, with MAD and changing organizational boundaries (Pichault, 2002), this is no longer the case. An

employee can develop his/her skills in inter-organizational matters, especially outside his/her company for a period of time. After a few months, the employee will return to his/her own place of work with new ways of working and thinking about that work and missions.

- Management innovation must be implemented in a concrete and operational manner within the organization. It must become tacit, it must blend into the business routines and become an integral part of the corporate culture:

- A tripartite agreement commits the employee, the lending organization and the organization that receives the employee. The experience lasts several months. This period is long enough to develop work routines. The employee provided becomes an integral part of the new team of the receiving organization.

- Management innovation needs to change the way managers work within the company in a concrete way: The company welcomes or momentarily separates a staff member and then re-integrates him or her into the team (unless the staff member changes positions and teams on his or her return). Hosting managers know that the exchange takes place within the framework of an inter-organizational partnership of companies working together on specific elements or in relation to their respective contributions on large projects, linking them over time. (...) our managers know that it is over a period of time, they can welcome a collaborator with whom they already worked in part, but now (...) this collaborator is with them on site and for several months. He's not a new colleague because he's known and he's only a little bit, but at the same time he needs to be given a workstation and greeted. (A HRD from one of the partner organizations)

- Management innovation is expected to improve corporate performance (Damanpour, 2014): The employees broaden their field of technical and business skills, but also engage in personal development and learn adaptability. Once returned to their original organization, employees will be able to find their brands quickly (business culture, routines, processes, business methods, etc.) and bring new ways of doing things that they learned in the other organization. This gives them new ways of thinking and working more effectively. (...) they are more efficient and faster, they manage to propose many new things that can be tested and implemented, especially on how to work as a team (...) and on processes as well. (A HRD from one of these organizations)

## **Spatial Proximity as Fertile Ground for Collaborative Management Innovation**

Spatial proximity appears to be fertile ground for the emergence of managerial innovation. It is referred to by Bouba-Olga and Grossetti (2008) as the separation in space, particularly in terms of distance, between actors. The particular nature of the local ecosystem in the territory under study means that all the actors involved in the emergence and implementation of the MAD device are co-located on less than 3 square kilometers. There is thus a very strong space proximity that allows actors to meet regularly. As a HRR of the consortium agreement explained: *“All we have to do is cross the street and you can see each other... the farthest is two tram stops away.”*

This spatial proximity is the essence of this inter-organizational collaboration. The organizations involved specifically located themselves in close proximity to other potentially complementary entities in order to build an innovative territory on a defined and clearly identifiable geographical area. This territory is highly rated in the field of nanotechnology with significant R&D development and investment and extensive infrastructure and innovation platforms.

The analysis of the data shows that the ability of individuals and organizations to interact also depends on the morphological characteristics of transport spaces or infrastructure. Beyond physical distance, this proximity can therefore be assessed in terms of transport time, transport costs, and even communication costs (Bouba-Olga, Grossetti, 2008), which in this case are almost zero. It is therefore both the very close spatial proximity and the strong and numerous possibilities of encounters that enabled the emergence and framing of the MAD device. The lack of distance allowed the actors to meet regularly in order to generate, coordinate and implement the device. The device was a new and potentially destabilizing practice for organizations, both strategically and from the point of view of their human resources management (the advantage of allowing employees to work temporarily for another organization is not immediately apparent). However, the regular meetings, as well as the ease of these meetings, both formally in the context of meetings organized by the HR club and more informally in the context of meetings organized by the HR club, have emerged as a key success factor in building trust among participants. Thus, beyond geographical proximity, the sharing of common issues has also been an essential dimension for the intentionality of actors and organizations (Rallet, Torre, 1995).

## **Socio-Economic Proximity as a Vector and Accelerator of Managerial Innovation**

Beyond spatial proximity, different forms of socio-economic proximity have influenced the emergence and, above all, the adoption of the personnel supply mechanism. As mentioned above, these socio-economic links are plural and allow actors and organizations of various kinds to come closer together (Bouba-Olga, Grossetti, 2008). Socio-economic proximity is first and foremost a proximity to resources available to individuals and organizations. These resources can be physical and cognitive.

The analysis of the case shows that the actors first share strong proximity of material resources, notably on the basis of sharing a common socio-spatial system: the actors involved in the process are, for the most part, managers and/or executives, rooted in companies that are strongly impacted by the problems of common innovation and which, by virtue of their social and professional status, share common frameworks. For example, organizations that have come together around the issue of MAD are paying special attention to financing their innovation.

The MAD device also emerged due to the very strong proximity of cognitive resources. More specifically, it is the similarities and complementarities in terms of values, information, knowledge, rules and standards that have been shown to be key to the implementation of managerial innovation. More specifically, sharing a common culture but also a common language in a highly technological and hypercompetitive sector (nanotechnology) has significantly contributed to the fact that actors are seeking to cross their strategic divides in order to cooperate and to invent new practices that the actors themselves call “win/win”. The sharing of common and recurring problems within the ecosystem has also been a key dimension in the desire to move closer together to develop common projects that transcend individual difficulties.

We all know each other, we have the same HR problems on the whole, in the attractiveness of international collaborators, but also in the management of remuneration and new regulations such as telework. In fact, very often, our HR subjects are identical, or close to it. (A HRR).

As the literature on industrial districts notes, this cognitive proximity (sharing of values, standards, etc.) was also a decisive factor in the transfer of knowledge within the ecosystem (Becattini, 1990). Mobilization of technological cognitive resources (and in particular of the cognitive resources associated with the nano-technologies already present) was thus an *a priori* prerequisite for the emergence of co-constructed managerial devices. The



very essence of the territory in question, in terms of R&D and the territorial concentration of resources through research laboratories, public and private R&D centers (often referred to as the French Silicon Valley), the particularly high density of French and foreign engineers and researchers and therefore of cognitive proximity, were decisive factors both in the initiation and in the emergence of these managerial innovations. The actors involved all have a socio-economic proximity to resources, in particular through their diplomas, some of them having graduated from the same engineering schools and/or with similar degrees, others having engaged in common entrepreneurial projects.

The proximity of physical and cognitive resources was therefore essential to the process of emergence and adoption of MAD as a managerial innovation. Research also shows that this proximity to resources can be expressed in terms of potential. The territory is naturally endowed with resources and the games (of proximity) of the actors allow them to develop this potential. In this sense, the proximity of resources could be understood as the capacities of proximities that can be developed, that actors seek to acquire, on which one can build, etc.

Beyond the proximity of resources, proximity to coordination has also played an important role in the adoption of MAD as a managerial innovation. The actors have largely coordinated themselves in terms of their relationship proximity, around social networks which were initially driven by the researchers who initiated the rapprochement; then in a completely autonomous way within the framework of the HR club. It is clear that the HR club was the essential vehicle for bringing players together and sharing common frameworks between them. It was during the various meetings within the framework of this network that individuals shared their specific but common problems. It is clear formal relations and exchanges have taken place in this network. Relational proximity was thus a key dimension of the emergence of the MAD. One of the HRRs of the consortium agreement stated: “My commitment is validated by my DG (Director General), but it is also because you (*the researchers*) are the ones I come to the club working group, we know each other, I know how you work (...).”

The emergence and adoption of the MAD device also benefited from mediation coordination proximity. Bouba-Olga and Grossetti (2008) consider that the latter may be similar to proximity to cognitive resources, but at a more collective level that allows for better coordination between actors. This is indeed what has been observed in this case. In particular, we noted that the historical dimension of anchoring organizations in the local ecosystem was clearly an element in the collective mediation that enabled first the

sharing and, later, the addressing of initially individual HR issues at a more collective level. In other words, it was because there was a common history (then considered immaterial mediating resources) that the actors took the time to share their problems and decided to collectively invent a mechanism capable of dealing with them.

To summarize, Table 2 below presents the factors that trigger the proximity forms observed in the emergence of MAD as a managerial innovation in a collaborative framework and its main descriptors. Our analysis leads us to revisit the different phases of emergence and diffusion of points of the MAD device considered a managerial innovation in a collaborative framework.

**Table 2 - The triggers for the proximity observed in the MAD emergence process as a management innovation in a collaborative framework**

<b>Forms of proximities</b>	<b>Descriptors</b>
<b>Spatial proximity</b>	A territory of 3km <sup>2</sup> Many transport infrastructures Distance temporality greatly reduced
<b>Proximity to material resources</b>	Belonging to a common socio-spatial system (nanotechnologies) Common social status
<b>Proximity to cognitives resources</b>	Culture, languages, values and common standards linked to the belonging of all actors to a highly technological sector (nanotechnologies)
<b>Proximity to material coordination</b>	Common social networks Creation of the HR club quickly appropriated by the actors as the essential vector of relationships because of its present history
<b>Mediation coordination proximity</b>	Common local historic roots or anchorage

### **The Phases of Adoption and Dissemination of Managerial Innovation in a Collaborative Environment**

The analysis of the different forms of proximity can be usefully complemented by procedural approaches. We analyze the case using a synthesis of models of the process of adoption and dissemination of collaborative managerial innovation proposed by Dubouloz (2015) and presented above in the theoretical framework. This allows us to better characterize the different forms of proximity at play in the process of emergence and diffusion of managerial innovation in a collaborative framework (see Table 3).

**Table 3 - Proximity and phases of dissemination of managerial innovation**

<b>Phases of process/ Proximities</b>	<b>Initiation</b>	<b>Decision</b>	<b>Implementation/ put into use</b>	<b>Routinization/ continuation of use</b>
<b>Spatial proximity</b>	X	X	X	
<b>Socio economic proximity</b>	X	X		
<b>Proximity to material resources</b>	X	X		
<b>Proximity to cognitives resources</b>	X	X	X	
<b>Proximity to material coordination</b>	X	X	X	
<b>Mediation coordination proximity</b>	X	X	X	X

The initiation phase refers to the different elements that make it possible to raise awareness of a problem or a need. Part of this first phase was the launch of the HR club in autumn 2013. Initially, it was intended to bring together the co-localized players of a Rhône-Alpin ecosystem to discuss their common HR issues. This HR club was initiated by a researcher working in collaboration with local ecosystem companies. He took the initiative to invite different HR players (SMEs, large companies, public actors), to see to what extent they could work and exchange together. Some people then realized that the issues they were dealing with did not necessarily concern them. Other actors, however, had common problems: the lack of flexibility in their human resources depending on the pace of activity. Some organizations that were in the planning stage were looking for specific skills that could be quickly actionable, while others that had sporadic decreases in activity did not know how to manage a large payroll. It was the meeting of these divergent needs that led to discussions on how to resolve these recurring problems. Actors got to know each other at collective meetings where they discussed age pyramid discussions, mutual needs, etc. We were looking for a theme that could bring all HR players together and, above all, that could respond to common problems. In this first phase, it is therefore the strong spatial proximity, but also the sharing of common (cognitive) issues, that prevails. The mediation role of the researcher also provided structure.

The decision-making phase, which corresponds to the discovery of an innovation which could provide a solution to the problem identified, took

place in the course of 2014, particularly from spring 2014 onwards. Labor lending naturally emerged as a potential solution. A HRD of a private company had used it in previous years to address an economic problem related to the financial crisis. As a result, the company's overall wage bill had fallen, the employees were satisfied that they had worked for another organization for a few months, and employees' employability had grown. Since one of the researchers had followed the implementation of this device, the first working theme was found. The actors continued working on the collaborative innovation proposal throughout autumn 2014. Each actor specified their HR issues and the associated context. Problem sharing and decision making with regard to the adoption of the framework was not easy, since, beyond the commonalities that brought them together (the structure of their skilled and aging workforce, the logic of the attractiveness and retention of certain profiles), the organizations involved have different structures and strategies. Differences were recognized, particularly in terms of the status of the partners, the organizational culture, etc. The proximity of the relationship coordination became structured at this stage.

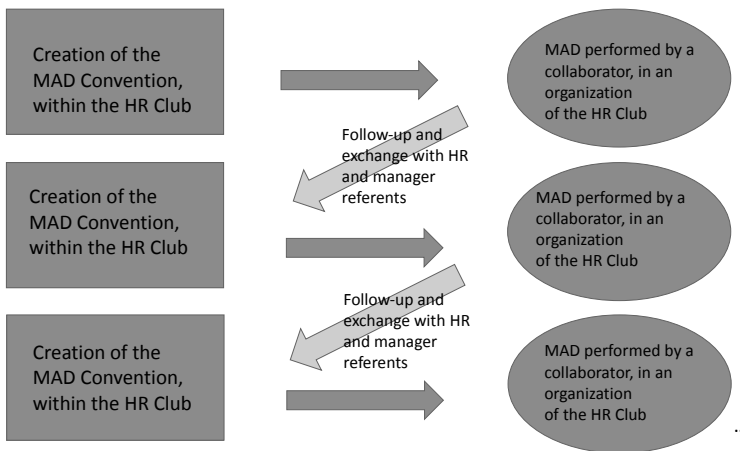
The implementation phase consists of preparing the implementation of collaborative management innovation. It began in the winter of 2014/15. The attention of participants was focused on the drafting of the convention, as a model was found by the HRR who took the lead. This convention was modified to transpose it and was considered feasible by the partners. Several deletions and additions to the text were made. The sixth meeting of the working group took place shortly afterwards, with one of the partners. Each partner made the necessary changes to the release document. The main objectives, as well as the underlying elements of the labor loan, were reported. A letter to the leaders of the organizations in question was drafted to promote the mechanism. Then, the project was presented to the trade union organizations, where it was well received, although they did note a vigilance point related to the use of the MAD, which must be made solely on the basis of the employee's voluntary work. The first inter-organizational MAD was officially launched in the early summer of 2015 on an engineering position.

The next phase is continued use, where the innovation is disseminated and used on a regular basis. To date, 10 MADs have been implemented. The collaborators have committed themselves to MADs ranging from 3 to 12 months. In this case, the practice of MAD has been adopted within the organizations that belong to the HR Club. In order to disseminate it further, the DRH of the Club promotes the MAD system among their staff and their respective Directorates, by organizing collective meetings to discuss the subject, by preparing one-page communiqués for employees, by putting it on

their intranet page, etc. The objectives of this policy of inter-organizational mobility, as well as the modalities of implementation, are part of the written communication of these DRHs. For this phase, space proximity is less important, since the objective is diffusion within the perimeter but also outside the boundaries of the territory concerned.

Below is an explanatory diagram (Graph 2) on the collaborative nature of this creation of MAD within the HR Club. Indeed, it is through continuous iteration between the HR Club and the operability of the MAD that it evolves. The Club HRDs have written a Convention, a first employee performs this MAD within an organization and then shares with his HR and manager referees which elements he/she feels are positive or need to improve. Thus, the Convention and the implementation of the DFA have been repeatedly reassessed in the light of these comments. This is particularly the case for access to the newsletter of the employee's own organization, requested by an employee, so that they would not lose their link with their original structure. Another example is the preparation of the worker's return to his or her original organization; will it be in the same office, the same team, on new missions, etc. These elements were discussed during the first MAD of a staff member and the Convention was adapted accordingly.

**Graph 2 - The MAD: an inter-organizational IM in a collaborative framework**



Graph 2 above shows the different phases of the MAD construction and dissemination process as a managerial innovation in a collaborative framework.

## Discussion

The discussion part and the opportunity to revisit the main points of the article. In this section, we look at the role of time in the creation of proximity and of managerial innovations in a collaborative context before returning to the importance of proximity combinations and finally making the link between proximity and mobilities in the process of emergence and diffusion of management innovations.

### The Role of History and Proximity in Mediation

In the results section, we mentioned the notion of time in relation to the different forms of proximity. Our analysis suggests a category of proximity not studied in the academic literature. Indeed, the proximity of mediation coordination, explicitly referring to the historical dimension of relations between individuals, causes a local anchor to appear as a means of singular mediation. Because the actors have been in close proximity for a long time, they have shared and brought innovation to the fore. It is therefore both the shape of the proximity and its historical context that matters. Although this historical dimension does appear to underly the academic literature on proximities, to our knowledge, little work has explicitly incorporated this historical and temporal dimension. The temporal dimension of space appears to be an essential element for understanding proximities. The temporal dimension is intimately linked to the spatial dimension, especially in longitudinal processes. For example, cluster research highlights the weight of the historical accumulation process in their formation (Porter, 1998). The issue of time, repetition and recurrence of relationships would indeed seem to be of paramount importance in the construction of clusters (Larson, 1992). Moreover, for Ketels (2003), their development is often linked to cumulative and uncontrollable natural and endogenous phenomena. Cluster work highlights the importance of the historical anchoring of relationships, locally based industrial know-how, and tradition as factors of competitiveness and territorial dynamics. The territory is not only a geographical area but also a historical, social and cultural area, which allows the sharing of values. Thus, territorial dynamics and proximity relationships feed on relationships that have been woven over time. Anchoring, and thus spatial and temporal proximity, therefore appears to be a fundamental element for inter-organizational relationships and the source of managerial innovation in a collaborative context. In light of these observations, further research should pay more specific and explicit attention to this form of proximity to historical mediation, which could appear to be the cement of inter-organizational relations at the source

of potential innovations. For example, process analysis or new methodologies should be mobilized to reconstruct the temporal dynamics of proximity and their influence on the emergence and diffusion of managerial innovations.

### **The Combination of Proximity Forms as a Vehicle for Managerial Innovation in a Collaborative Framework**

Our analysis leads us to agree with Bouba-Olga and Grossetti (2008) on the importance of dynamics and the combination of different forms of proximity. Research shows that proximity is multifactorial. Indeed, it must be observed that the different forms of proximity identified as structuring elements in the emergence of MAD influence each other in a system of complex relationships whose decomposition appears difficult or even artificial. In the same way, the combination of levels of analysis (individual and organizational) is essential to the overall understanding of the process of emergence of collaborative managerial innovation. It is because individuals share different forms of proximity and are rooted in organizations that share certain forms of proximity that relationships can emerge, giving rise to innovation. The interactions between the proximity of cognitive resources and mediation are particularly important in this respect, more specifically in relation to the notion of culture. In this case, different forms of proximity to individual and organizational levels of analysis combine in the ecosystem studied, giving rise to managerial innovation in a collaborative context.

### **Managing Proximity by Mobilities**

These elements open up new opportunities in terms of the management of managerial innovation. Indeed, research highlights the fact that it is necessary to articulate different forms of proximity in order to bring about managerial innovation within a territory. It is possible to be close to one another at a longer distance. It is intermediation that allows people to move closer (proximity) or further away (distance). In other words, it is necessary to “activate” the proximity to produce positive externalities (Colletis, Pecqueur, 2005). It is therefore a potential of proximity that needs to be activated. In a given geographical area, it is more specifically the possibilities of proximity, of meetings facilitated by the territory and its infrastructure, that seem to count during the various phases of the emergence and diffusion of managerial innovation in a collaborative context.

To do so, it is therefore necessary to put in place strategies for managing proximity (or distance, its corollary). Lussault (2007) refers to distance technologies as a tool (or strategy) for managing distances or proximity. Among

these, he advances the role of mobility, which allows people to work with, as we have shown in this article, the proximities in managerial innovation dynamics. Mobility is a low-level concept in strategic management (Sergot *et al.*, 2012). Nevertheless, the mobilities paradigm approach of sociology (Sheller, Urry, 2006; Urry, 2007) could, in our view, provide a new insight into mobilities can be activated to manage proximity that can generate innovative dynamics in a collaborative context. In other words, the intersection between proximitist and mobilized approaches seems to be potentially fertile.

More specifically, the concept of motility seems to use to understand the ability to activate proximities (Kaufmann, Jemelin, 2004; Kaufmann *et al.*, 2004). Motility can be defined as all the characteristics of people who allow them to move, namely their social access conditions, their skills and their mobility projects (Kaufmann, Jemelin, 2004). In this sense, it reflects the sometimes important difference between potential mobility (permitted by territory, metric space, transport, meeting frequency, etc.) and actual mobility behavior. Motility is the capacity or ability to move around space. In the case under review here, the motility to manage proximity forms depends largely on the intermediaries of the researchers and the HR club. They enable the identification and activation of non-spatial proximity that can foster the emergence and diffusion of managerial innovation. The intersection of proximity and motility seems to us to be potentially structuring in order to understand the managerial innovation taking place. The potentially strong links between proximity, managerial innovation and motility should be further developed.

## Conclusion

The provision of staff appears to be a managerial innovation in the sense that it implies a change from the past; a change in the forms and tools of management (Hatchuel, David, 2007). This research has made several theoretical contributions. First, the research contributes to the still limited work on managerial innovations in a collaborative context. Indeed, while it is widely agreed that innovation is a genuine factor of competitiveness for organizations, work on managerial innovation, its processes, actors, etc. is still largely embryonic and theoretical (Birkinshaw *et al.*, 2003; David, 2013). This empirical research allows us to explore some of the main aspects of innovation, through the proximitist approach. In this sense, it allows the territorial or ecosystem dimension to be added to managerial innovation. In particular, the research underlines the fact that space proximity appears to be the basis for building managerial innovation in a collaborative context. The



determination of territorial boundaries makes it possible to define an inside and an outside. Based on this, different forms of proximity play into different phases of the process of emergence and diffusion of managerial innovation in a collaborative context. Further research to better understand the more or less explicit links between collaborative managerial innovation and different forms of proximity and motility to change proximity would be fruitful. These questions are all avenues for further reflection.

## REFERENCES

- BECATTINI, G. (1990), The Marshallian Industrial District as a Socio-Economic Notion, in Pyke, F., Becattini, G., Sengenberger, W., *Industrial Districts and Inter-Firm Co-Operation in Italy (1990)*, International Institute for Labour Studies, Geneva, 37-51.
- BIRKINSHAW, J., HAMEL, G., MOL, M. J. (2008), Management Innovation, *Academy of Management Review*, 33(4), 825-845.
- BOLDRINI, J.-C., SCHIEB-BIENFAIT, N. (2016), Comment initier une exploration collective ? Proposition d'un dispositif organisationnel, prélude aux partenariats d'exploration, *Innovations*, 49(1), 15-38.
- BOSCHMA, R. (2005), Proximity and Innovation: A Critical Assessment, *Regional Studies*, 39(1), 61-74.
- BOUBA-OLGA, O., GROSSETTI, M. (2008), Socio-économie de proximité, *Revue d'Économie Régionale & Urbaine*, 3, 311-328.
- BRÉCHET, J.-P., ÉMIN, S., SCHIEB-BIENFAIT, N. (2014), La recherche-accompagnement: une pratique légitime, *Finance Contrôle Stratégie*, 17(2), 2-20.
- CALAMEL, L., DEFELIX, C., MAZZILLI, I., RETOUR, D. (2011), Les pôles de compétitivité : un point de rupture pour la GRH traditionnelle ? Une analyse des dispositifs RH au sein des 12 pôles de la région Rhône-Alpes, *Management & Avenir*, 41, 175-193.
- CALAMEL, L., GALLEGO, V. (2014), Le prêt de main-d'œuvre : un dispositif innovant au service des territoires, *Relations Industrielles*, 69(3), 575-596.
- CHABAULT, D. (2013), Du design organisationnel aux pratiques managériales : le cluster à la source d'innovations managériales, *Revue Française de Gestion*, 235, 149-160.
- CHANAL, V., LESCA, H., MARTINET, A. C. (1997), Vers une ingénierie de la recherche en sciences de gestion, *Revue Française de Gestion*, 166, 41-51.
- CHARREIRE PETIT, S., DURIEUX, F. (2007), Explorer et tester : les deux voies de la recherche, *Méthodes de Recherche en Management*, 3, 58-83.
- CHESBROUGH, H. (2003), *Open Innovation: The New Imperative for Creating and Profiting from Technology*, Harvard Business Press.
- CHESBROUGH, H. (2006), Open Innovation: A New Paradigm for Understanding Industrial Innovation, in *Open Innovation: Researching a New Paradigm*, Oxford University Press.

- CHESBROUGH, H., BRUNSWICKER, S. (2013), *Managing Open Innovation in Large Firms*, *Garwood Center for Corporate Innovation at California University, Berkeley in US & Fraunhofer Society in Germany*.
- CHESBROUGH, H., BOGERS, M. (2014), Explicating Open Innovation: Clarifying an Emerging Paradigm for Understanding Innovation, in Chesbrough, H., Vanhaverbeke, W., West J. (eds), *New Frontiers in Open Innovation*, Oxford University Press, 3-28.
- CHESBROUGH, H., VANHAVERBEKE, W., WEST, J. (2006), *Open Innovation: Researching a New Paradigm*, Oxford University Press.
- COLLETIS, G., PECQUEUR, B. (2005), Révélation de ressources spécifiques et coordination située, *Économie et Institutions*, 6-7, 51-74.
- DAMANPOUR, F. (2014), Footnotes to Research on Management Innovation, *Organization Studies*, 35(9),1265-1285.
- DAMANPOUR, F., SCHNEIDER, M. (2006), Phases of the Adoption of Innovation in Organizations: Effects of Environment, Organization and Top Managers, *British Journal of Management*, 17(3), 215-236.
- DAMANPOUR, F., ARAVIND, D. (2012), Managerial Innovation: Conceptions, Processes, and Antecedents, *Management and Organization Review*, 8(2), 423-454.
- DAVID, A. (2000), La recherche-intervention, cadre général pour la recherche en management?, in David, A., Hatchuel A., Laufer R., *Les Nouvelles Fondations des Sciences de Gestion*, Vuibert, Paris.
- DAVID, A. (2013), La place des chercheurs dans l'innovation managériale, *Revue Française de Gestion*, 6, 91-112.
- DOUGHERTY, D., DUNNE, D. (2011), Organizing Ecologies of Complex Innovation, *Organization Science*, 22(5), 1214-1223.
- DRUCKER, P. (1987), *The Frontiers of Management*, Harper and Row.
- DUBOULOZ, S. (2015), L'adoption d'une innovation organisationnelle et managériale : un processus revisité, *XXIVème conférences Association Internationale de Management Stratégique*, June 3-5 juin, Paris.
- ENKEL, E., GASSMANN, O., CHESBROUGH, H. (2009), Open R&D and Open Innovation: Exploring the Phenomenon, *R&D Management*, 39, 311-316.
- HATCHUEL, A., DAVID, A. (2007), Collaboration for Management Research, in Shani, A. B., Mohrman, S. A. A., Pasmore, W. A., Stymne, S., Adler, N., *Handbook of Collaborative Management Research*, Sage, 143-162.
- IGALENS, J., ROUSSEL, P., GODET, M. (1998), *Méthodes de recherche en gestion des ressources humaines*, Paris, Economica.
- JAOUEN, A., LE ROY, F. (2013), *L'innovation Managériale*, Paris, Dunod.
- JOHNSON, K., MOUTOT, J. M., AUTISSIER, D. (2018), *L'innovation managériale : Design thinking, réseaux apprenants, entreprise libérante, intelligence collective, modes collaboratifs, ateliers participatifs, shadow cabinet, hackathon, junior entrepreneur*, Paris, Editions Eyrolles
- KAUFMANN, V., JEMELIN, C. (2004), La motilité, une forme de capital permettant d'éviter les irréversibilités socio-spatiales, *Colloque de géographie sociale Espaces et Sociétés aujourd'hui*, Rennes.

- KAUFMANN, V., BERGMAN, M. M., JOYE, D. (2004), Motility: Mobility as Capital, *International Journal of Urban and Regional Research*, 28(4), 745-756.
- KETELS, C. (2003), The Development of the Cluster Concept – Present Experiences and Further Developments, *NRW Conference on Clusters*, Duisbourg, Germany.
- KOENIG, G. (2012), Le concept d'écosystème d'affaires revisité, *M@n@gement*, 15(2), 209-224.
- LARSON, A. (1992), Networks Dyads in Entrepreneurial Setting: A Study of the Governance of Exchange Relationships, *Administration Science Quarterly*, 37, 76-104.
- LAURIOL, J., PERRET, V., TANNERY, F. (2008), Stratégies, espaces et territoires. Une introduction sous un prisme géographique, *Revue Française de Gestion*, 34(184), 91-103.
- LE ROY, F., ROBERT, M., GIULIANI, P. (2013), L'innovation managériale, généalogie, défis et perspectives, *Revue Française de Gestion*, 6, 77-90.
- LEWIN, K. (1952), *Field Theory in Social Science: Selected Theoretical Papers* by Kurt Lewin, London, Tavistock.
- LOUBARESSE, E. (2008), *Caractéristiques et rôles des brokers de réseaux inter organisationnels : le cas des réseaux locaux d'organisation*, thèse de doctorat en Sciences de Gestion, Université Paris II Pantheon-ASSAS.
- LUSSAULT, M. (2009), *De la lutte des classes à la lutte des places*, Paris, Bernard Grasset.
- LUSSAULT, M. (2007), *L'homme spatial : la construction sociale de l'espace humain*. Paris, Edition du seuil.
- MENDEZ, A. (2005), Les effets de la mondialisation sur l'organisation et la compétitivité des districts industriels, *Revue internationale sur le travail et la société*, 3(2), 756-786.
- MOL, M., BIRKINSHAW, J. (2009), The Sources of Management Innovation: When Firms Introduce New Management Practices, *Journal of Business Research*, 62, 1269-1280.
- MOORE, J. F. (1993), Predators and Prey: A New Ecology of Competition, *Harvard Business Review*, 71, 75-86.
- PECQUEUR, B. (2005), La "clusterisation" de l'économie mondiale, *Revue Sciences Humaines*, n° Hors-Serie : la France en 2005, 48-51.
- PECQUEUR, B., ZIMMERMANN, J.-B. (2004), *Economie de Proximités*, Paris, Hermès-Lavoisier.
- PICHAULT, F. (2002), La question de l'alignement stratégique dans le cadre des nouvelles formes organisationnelles, *Revue de Gestion des Ressources Humaines*, 46, 59-75.
- PICQ, T., DEFÉLIX, C. (2011), La gestion des compétences est-elle soluble dans la collaboration entre plusieurs organisations ? Une analyse des chantiers de gestion des compétences étendue, *Cahier de Recherche du CERAG*, 2011-01 E1.
- PORTER, M. (1990), *L'avantage concurrentiel des nations*, InterEditions, Paris.
- PORTER, M. E. (1998), *Clusters and Competition, New Agendas for Companies, Governments and Institution*, Harvard Business School Press.
- RALLET, A., TORRE, A. (1995), *Economie Industrielle, Economie Spatiale*, Paris, Economica.
- RALLET, A., TORRE, A. (2007), *Quelles proximités pour innover ?*, Paris, L'Harmattan.

- SHANKLAND, R., NADISIC, T., SANSEAU, P.-Y. (2016), Bien-être et performance : l'équation gagnant-gagnant ?, *La Revue des Affaires*, 6, 31-33.
- SCOZZI, B., GARAVELLI, C. (2005), Methods for Modeling and Supporting Innovation Processes in SMEs, *European Journal of Innovation Management*, 8(1), 120-137.
- SERGOT, B., CHABAULT, D., LOUBARESSE, E. (2012), Mobilités spatiales et dynamiques organisationnelles, *Revue Française de Gestion*, 7, 77-90.
- SHELLER, M., URRY, J. (2006), The New Mobilities Paradigm, *Environment and Planning A*, 38, 207-226.
- TORRE, A. (2010), Jalons pour une analyse dynamique des proximités, *Revue d'Économie Régionale et Urbaine*, 3, 409-437.
- URRY, J. (2007), *Mobilities*, Cambridge, Polity Press.
- ZBARACKI, M. J. (1998), The Rhetoric and Reality of Total Quality Management. *Administrative Science Quarterly*, 43(3), 602-636.
- ZIMMERMANN, J.-B. (2002), Des « clusters » aux « small worlds » une approche en termes de proximités, *Géographie Économie Société*, 4, 3-17.