

## Proximity and Duration in Temporary Organizations

Tobias Gössling and Joris Knobbe  
Organisation Studies

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### Agenda

- Question
- Variables
- Data
- Data Analysis
- Discussion
- Conclusion

### Temporary Organizations as specific Forms of Collaboration

Question

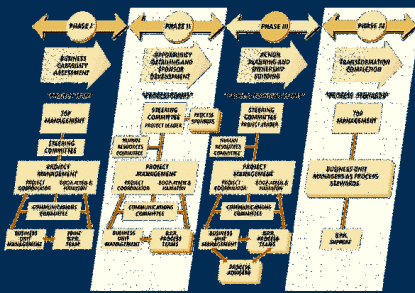
Variables

Data

Data Analysis

Discussion

Conclusion



### Temporary IOC

Question

Variables

Data

Data Analysis

Discussion

Conclusion

- Make, buy or Team up
- IOCs are often regarded as ONE (i.e. homogenous) governance form
- TOs: Fixed end date
- Differences in duration
- Assumption: Duration matters for TOs

### Proximity in TOs

Question

Variables

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Conclusion

- Proximity has an influence on the outcome of IOCs
- Different forms of proximity
  - > Spatial/geographical
  - > Organizational/institutional
  - > Technological/product
- Assumption: proximity matters for TOs

### Research Question

Question

Variables

Data

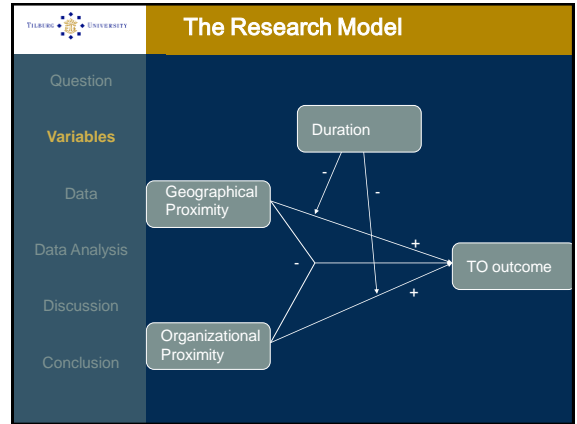
Data Analysis

Discussion

Conclusion

*What is the effect of spatial and organizational proximity on collaboration outcomes in TOs and what is the impact of collaboration duration on this relationship?*

TILBURG UNIVERSITY		Hypotheses
Question		<ul style="list-style-type: none"> <li>H1: The higher the level of geographical proximity between the partners in a TO, the better the outcome of the respective TO.</li> </ul>
Variables		<ul style="list-style-type: none"> <li>H2: The higher the level of organizational proximity between the partners of a TO, the better the outcome of the TO.</li> </ul>
Data		<ul style="list-style-type: none"> <li>H3: The higher the level of organizational proximity the lower the positive relationship between spatial proximity and collaborative outcome will be.</li> </ul>
Data Analysis		<ul style="list-style-type: none"> <li>H4: The duration of a TO has a negative moderating effect on the impact of geographical proximity on the outcome of the TO.</li> </ul>
Discussion		<ul style="list-style-type: none"> <li>H5: The duration of a TO has a negative moderating effect on the impact of organizational proximity on the outcome of the TO.</li> </ul>
Conclusion		

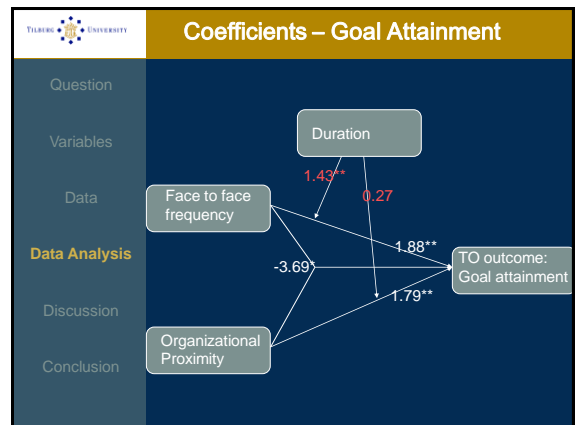


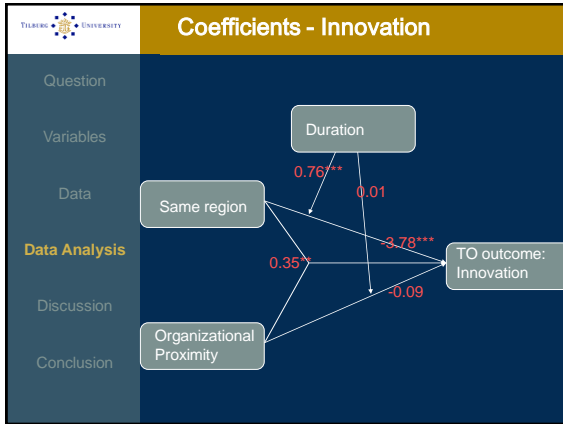
TILBURG UNIVERSITY		Measuring
Question		<ul style="list-style-type: none"> <li>Dependent variable: collaborative outcome               <ul style="list-style-type: none"> <li>Two dimensions:                   <ul style="list-style-type: none"> <li>Goal achievement</li> <li>Innovation</li> </ul> </li> </ul> </li> </ul>
Variables		
Data		<ul style="list-style-type: none"> <li>Independent variables:               <ul style="list-style-type: none"> <li>Spatial proximity:                   <ul style="list-style-type: none"> <li>Physical distance</li> <li>Face to face contact frequency</li> </ul> </li> <li>Organizational proximity:                   <ul style="list-style-type: none"> <li>Norms and values</li> </ul> </li> <li>Moderator: Duration                   <ul style="list-style-type: none"> <li>Intended time of collaboration</li> </ul> </li> </ul> </li> </ul>
Data Analysis		
Discussion		
Conclusion		

TILBURG UNIVERSITY		Data collection
Question		<ul style="list-style-type: none"> <li>1.500 Dutch companies:</li> <li>252 TO partners</li> <li>147 telephone interviews (R= 58%)</li> </ul>
Variables		
Data		
Data Analysis		
Discussion		
Conclusion		

TILBURG UNIVERSITY		Estimation Results	
Question		Innovative performance	Goal attainment
Variables		Model 1	Model 2
Data			
Data Analysis			
Discussion			
Conclusion			

	Innovative performance	Goal attainment
Same location (dummy)	-3.69**	-2.08**
Same region (dummy)	-3.78***	-1.69
Face-to-face contact frequency	0.48	1.88**
Organizational proximity	-0.09	1.79**
Organizational proximity * Same location (dummy)	6.97**	-6.70
Organizational proximity * Same region (dummy)	0.35**	0.41
Organizational proximity * Face-to-face contact frequency	-0.04	-3.69*
Duration (ln)	0.06	-4.37**
Duration (ln) * Same location (dummy)	0.74**	-4.33
Duration (ln) * Same region (dummy)	0.76***	0.62
Duration (ln) * Face-to-face contact frequency	-0.03	1.43**
Duration (ln) * Organizational proximity	0.01	0.27





TILBERG UNIVERSITY		Surprising...?	
Question			<ul style="list-style-type: none"> <li>Some support for Hyp. 1, 2 and 3 on the level of goal attainment, not so for innovation</li> </ul>
Variables			<ul style="list-style-type: none"> <li>This might be related to the fact that TOs do not focus on innovation but rather on „doing the job“</li> </ul>
Data			<ul style="list-style-type: none"> <li>Hyp. 4 and 5 are rejected</li> </ul>
<b>Data Analysis</b>			<ul style="list-style-type: none"> <li>Geographical proximity seems to be beneficial, especially in the long run</li> </ul>
Discussion			<ul style="list-style-type: none"> <li>Direct negative effect of duration on goal attainment: More coordination costs</li> </ul>
Conclusion			

TILBERG UNIVERSITY		What do we learn from this?	
Question			<ul style="list-style-type: none"> <li>Not all IOCs are alike</li> </ul>
Variables			<ul style="list-style-type: none"> <li>Proximity matters (well, we knew this)</li> </ul>
Data			<ul style="list-style-type: none"> <li>Duration matters</li> </ul>
<b>Data Analysis</b>			<ul style="list-style-type: none"> <li>See each others in order to better collaborate</li> </ul>
Discussion			<ul style="list-style-type: none"> <li>The longer you see each others, the better it works</li> </ul>
			<ul style="list-style-type: none"> <li>One can substitute geographical and organizational proximity</li> </ul>
			<ul style="list-style-type: none"> <li>Obviously, partnering for innovation tasks takes completely different paths than for straight-forward goal attainment.</li> </ul>
<b>Conclusion</b>			