

Index

A

academic entrepreneurship, 172–3,
257–9
advertising industry
 C&L case study, 90–102
App creation start ups, 31
ARA model, 261–2

B

Bayh-Dole Act (US), 256
business markets
 as business networks, 78
 features of, 78
 interaction between customers
 and suppliers, 80–2
business network embedding
 developing, producing and using
 settings, 45–6

 levels of mutual dependence,
 66–8
 process of embedding, 78–9
 role of third actors, 42–3, 45–7
business network position
 access to resources and
 competences, 88
 C&L case study, 90–102
 effects of the network in motion,
 89–90
 micro and macro network
 positions, 88
 perceived status of the new
 venture, 89
 why network position matters,
 88–90
business networks
 constant change within, 4, 79–83
 how start ups gain entry, 83–6

business networks (*cont.*)
 perceptions of potential new entrants, 84
 power distribution among actors, 301–2
 power relations, 286
 business networks in motion
 coping with, 97–102
 effects on network position, 89–90
 relating to, 86–8
 business relationships
 burden of relationships, 219–20
 importance for start ups, 284–6
 importance of initial relationships, 202–5
 importance of interaction and adaptation, 84–5
 imprinting effects of interaction partners, 215
 influence of policy actors, 284–6
 key relationships, 202–5
 positive and negative aspects, 219–20
 power and dependency issues, 219–20
 process of relating, 79
 as sources of innovation, 109–12
 value net, 285, 300
 buyer-seller relationships, 80–2

C

Chalmers University of Technology, Sweden, 172–3
 China
 influence of policy actors on high-tech industries, 283–4
 influence of policy actors on start ups, 283–4

China National Biotech Group (CNBG), 294
 China National Immunisation Programme (CNIP), 295–6
 Chinese biotechnology industry
 aspects of policy involvement in start ups, 297–300
 case study methodology, 287–8
 engagement of policy actors, 297–300
 government policies on biotechnology, 289–90
 MAB Pharmaceutical (monoclonal antibody producer), 290–3
 power of policy actors to steer start ups, 300–2
 promotion by the Chinese government, 289–90
 resources provided by policy actors, 297–300
 steering role of Chinese policy, 297–302
 Wison Bioengineering (vaccine producer), 294–7
 Chinese Centre of Disease Control and Prevention (CDC), 294–6
 Chinese government
 control of resources for companies, 282–7
 development state in China, 282–3
 establishment of national champions in industries, 282–3, 300–1
 influence of industrial policies on start ups, 282–7
 introduction of the open-door policy, 282–3, 289–90

- negative aspects of policy
 - involvement in business, 302
 - policies on biotechnology, 289–90
 - policy on industrial development, 279–81
 - progress towards a socialist market economy, 289–90
 - promotion of high-tech industries, 279–81, 289–90
 - provision of resources for high-tech start ups, 283–4
 - reform of state-owned enterprises (SOEs), 282–3, 289–90
 - state coordination of industrial development, 279–81
 - steering the biotechnology industry, 297–302
 - transition from command economy to market economy, 282–3
 - Chinese State and Drug Administration (SFDA), 292
 - commercialising science
 - access to venture capital, 176
 - challenges faced by start ups, 171–4, 201–2
 - context-dependence of new knowledge, 173–4
 - developing setting, 177
 - different logics of developing, producing and using, 177–8
 - importance of initial relationships, 203–5
 - importance of resource structures, 178–80
 - industrial network perspective, 174, 177–80, 194–5
 - influence of the Lisbon Strategy, 171–2
 - key business relationships, 203–5
 - knowledge gaps, 175–6
 - lack of business knowledge and skills, 175–6
 - Nautes case study, 205–20
 - network perspective, 201–2
 - producing setting, 177
 - relative and relational value of new technology, 199
 - resource access view, 175–6
 - resources interaction perspective, 180, 204
 - Salt and Paper Battery Project case study, 180–94
 - university entrepreneurship studies, 173
 - university innovation-facilitating organisations, 172–3
 - using setting, 177–8
 - context-dependence of new knowledge, 173–4
 - context in motion
 - C&L case study, 90–102
 - coping with, 97–102
 - relating to, 86–8
 - Customer-Based Funding of product development, 159–60
 - customer relationships, 3–4
 - customer selection process, 26–7
 - customer-supplier relationships, 80–2
- D**
- developing setting, 109
 - features of, 112–14
 - logic of, 123–5
 - science-based ventures, 177
 - start ups embedding in, 45–6, 65–6

development state in China,
 282–3
 dirtybit app creation start up, 31
 dyadic relationships
 levels of mutual dependence,
 66–8

E

economic growth
 start ups as drivers of, 279–80
 Energy Scandinavia (ENESCA),
 189
 entrepreneurship studies, 203
 ETC Battery and FuelCells, 186,
 193
 European Union (EU)
 expectations of university
 start ups, 255–6
 external perspective on initial
 business relationships, 5

F

failure of start ups, 255–7
 fate of their knowledge and
 resources, 226
 potential causes, 225–6
 vessels for transfer of technologies,
 227–9
 FMC Biopolymers, 182, 185–6,
 191–2
 four resource entities model, 33–4
 F.O.V Fabrics, 186–7, 192–3

G

GE Healthcare, 288
 Google, 92

H

heterogeneous engineering concept,
 128
 high-tech industries
 power of policy actors in China,
 283–4
 promotion by the Chinese
 government, 279–81
 horizontal relationships, 142–3
 hosting environments for start ups,
 107

I

ImageTech case study, 115–19, 123–7
 imprinting effects of interaction
 partners, 215
 Industrial Marketing and Purchasing
 (IMP) research tradition,
 2–3, 27, 80, 139–41, 203
 ARA model, 261–2
 burden of relationships, 219
 business relationship initiation
 models, 32–3
 perspective on university start ups,
 259–62
 research database, 22
 roles and functions of third
 actors, 44
 industrial network perspective,
 20, 141
 commercialising science, 174,
 177–80, 194–5
 initial business relationships
 challenge of fluctuating business
 networks, 4
 customer relationships, 3–4
 entrepreneurship studies, 2
 external perspective, 5

- IMP research, 2–3
- network perspective, 5
- process view, 3–5
- supplier relationships, 3–4
- initiation of business relationships
 - adjustments for compatibility
 - with partners, 33–4
 - categories of third actors, 29–31
 - converters and inhibitors, 26, 28
 - customer selection process, 26–7
 - as first state of business
 - relationship development, 24–5
 - focal actors, 27–9
 - focal relationship, 27–9
 - four resource entities model, 33–4
 - future research, 35–6
 - importance for start ups, 19–20
 - importance of networking, 30
 - as interaction between resource entities, 33–4
 - interactive dimension, 27–9
 - Internet-based two-sided platforms, 30–1
 - involved actor's portfolio of other relationships, 32–3
 - literature review, 21–3
 - network context facets, 23
 - perspectives facet, 23
 - process facets, 22–3
 - as a process on its own, 25–7
 - relationship to start up strategy, 25
 - research challenges, 20
 - resources facet, 23
 - role of social capital, 30
 - roles of third actors, 29–31
 - sales funnel process, 26–7
 - seller's position from the buyer's perspective, 26
 - selling strategies, 27
 - six facets of, 22–36
 - stage theory, 24–5
 - states model, 25
 - status of each actor from the other's perspective, 28
 - strategic approach to relationship portfolio, 32–3
 - three statuses of the process, 43–4
 - two perspectives on, 27–9
 - types of initiation processes, 25–7
 - venture creation process approach, 34
- innovation
 - approaches to commercialisation, 173–4
 - and business relationships, 109–12
 - contemporary model for universities, 171–2
 - and knowledge networks, 171–2
 - role in new business ventures, 84
 - innovation journey, 109–12, 249–51
 - innovation support organisations
 - constraints on university start ups, 273–4
 - evaluation logic, 270–1
 - influence on university start ups, 272–3
 - in universities, 172–3
 - intellectual property (IP) rights, 231, 256
- interaction
 - importance for business relationships, 84–5
- internationalisation-centred process
 - in venture creation, 47–8
- internet-based two-sided platforms, 30–1

J

- JonDeTech case study,
 - 230–51
 - aftermath of JonDeTech AB
 - bankruptcy, 241–2
 - bankruptcy of JonDeTech AB (2011), 240
 - crucial problems (2009–2011), 238–40
 - early days of JonDeTech AB, 237–8
 - establishment of JonDeTech AB, 235–6
 - history of JonDeTech, 231
 - key business relationships of JonDeTech Sensors AB, 242–3
 - methodology, 230–1
 - nature of the innovation journey, 249–51
 - organisational arrangements
 - acting to transfer technologies, 244–7
 - research questions, 230–1
 - resources and relationships carried by vessels, 248–9
 - rise of JonDeTech Sensors AB, 241–2
 - SenseAir involvement, 233–5
 - SUMMIT research program, 233–5
 - thermopile infra-red sensor nanotechnology, 231–3
 - towards producing the sensor technology, 242–3
 - vessels for transfer of technologies, 244–7

K

- Karolinska Institute, Sweden, 172–3, 263–4
- knowledge-based economy
 - contribution of universities, 171–2
- knowledge networks
 - role of universities, 171–2

L

- Lamera case study, 151–4
- Lisbon Strategy, 171–2
- Lund University Innovation System (LUIS), 267
- Lund University, Sweden, 172–3, 263

M

- MAB Pharmaceutical case study, 290–3
- Machine Says Hello case study, 149–51
- Micropos Medical case study, 155–9
- Microsoft, 92
- microsystem technology
 - SUMMIT research program, 233–5
- monoclonal antibody sector in China, 290–3
- Motorola, 186, 192–3

N

- Nattaro labs case study, 267–70
- Nautes case study, 205–20
 - burden of relationships, 219–20
 - business plan competition, 208–9
 - conflict with IGU, 211–12

- developing connections within the business network, 218–19
 - development of new customer relationships, 214
 - development of the initial business relationship, 210
 - IGU as first customer, 211–12
 - imprinting by UNIVPM and IGU, 215–18
 - imprinting effects of interaction partners, 215
 - influence of the W.I.N.D.S. project, 207–8
 - introduction to IGU, 210
 - methodology, 205–6
 - Nautes as a quasi spin-off, 209–10
 - origin of business idea (2000), 207–8
 - overview of Nautes in 2014, 207
 - positive and negative effects of first customer relationship, 215–18
 - power and dependency issues, 215–20
 - recovery from IGU exit, 213–14
 - request for financial support, 208–9
 - role of UNIVPM, 210
 - search for a new customer, 213–14
 - setting up of Nautes, 208–9
 - team of Gialletti, Giretti and Trombin, 207–8
 - technology commercialisation process, 214–19
 - Università Politecnica delle Marche (UNIVPM), 205–6
 - UNIVPM regulation of academic spin-offs, 209–10
 - networking
 - importance in initiation of business relationships, 30
 - network perspective on initial business relationships, 5
 - new business ventures
 - acquiring a ‘face’ and identity, 84
 - acquiring meaning for network incumbents, 84
 - critical processes in starting up, 82–3
 - definition, 78
 - role of innovation, 84
- O**
- opportunity-centred process in venture creation, 47–8
 - opportunity creation, 47
 - opportunity discovery, 47
 - opportunity exploitation, 47
 - opportunity management, 27
 - opportunity recognition, 27
 - Organisation for Economic Cooperation and Development (OECD)
 - expectations of university start ups, 255–6
- P**
- parallel tracks of R&D collaboration, 160–1
 - patenting, 142, 231, 235, 241, 266, 271, 274
 - as determinant of commercial success, 173
 - indicator of an innovative company, 264, 266

- patenting (*cont.*)
 - inter-organizational teams, 246
 - medical device start up, 57–8
 - Micropos Medical, 156
 - Nattato labs, 269–70
 - policy evaluation logic, 270
 - requirement of policy
 - organisations, 266
 - role in the business setting, 271–2
 - support organisation evaluation logic, 270–1
 - technology transfer, 229
 - policy actors
 - engagement with start ups in China, 297–300
 - establishing business relationships in China, 297–300
 - influence on business networks, 284–6
 - influence on industrial development in China, 279–81
 - negative aspects of involvement, 302
 - power to steer the Chinese biotechnology industry, 300–2
 - policy setting
 - analysis for university start ups, 270–1
 - constraints on university start ups, 273–4
 - evaluation logic, 270–1
 - expectations faced by university start ups, 255–7
 - imposition of its logic on start ups, 270–1
 - influence on university start ups, 272–3
 - need to broaden network horizons, 274–5
 - policy ambition to create university start ups, 257–9
 - power relations in business networks, 286
 - process view of initial business relationships, 3–5
 - producing setting, 109
 - analysis of university start ups, 271–2
 - logic of, 123–5
 - science-based ventures, 177–8
 - start ups embedding in, 45–6, 65–6
 - product development
 - customer-based funding, 159–60
 - pyrosequencing DNA analysis technology, 228
- R**
- R&D collaboration
 - in business relationships, 140, 141
 - challenges for start ups, 141–2
 - collaborations of start ups, 141–3
 - between competitors, 143
 - with customers, 142
 - driven by resource heterogeneity, 143
 - horizontal relationships, 140–3
 - importance for technology start ups, 139–41
 - key questions for analysing start ups, 143–4

- object of the collaboration (what), 144
- reasons for involving external actors (why), 143
- with research organizations, 142–3
- with suppliers, 142
- theoretical background, 141–4
- timing of involvement with external actors (when), 143–4
- types of external actors involved (who), 144
- ways that external actors are involved (how), 144
- R&D collaboration case studies
 - balancing different types of collaboration, 166–8
 - changing application areas and partners, 162–3
 - collaboration on specific issues, 163–4
 - collaboration with founding institutions, 164–5
 - collaboration with potential customers, 159–63
 - collaboration with suppliers, 163–4
 - customer-based funding, 159–60
 - focused R&D collaboration, 161
 - importance of initial partner choice, 161
 - Lamera, 151–4
 - Machine Says Hello, 149–51
 - major types of collaboration, 159–66
 - method, 144–5
 - Micropos Medical, 155–9
 - open R&D collaboration, but with a direction, 165–6
 - parallel tracks of collaboration, 160–1
 - Swedish Algae Factory (SAF), 146–9
 - university spin-offs, 164–5
- Redoxis case study, 263–7
- relating
 - definition, 82
 - gaining entry to the business network, 83–6
 - to the network in motion, 86–8
 - at the network level, 86–7
 - at the single relationship level, 86
 - when developing the initial relationship, 83–6
- relational value of new technology, 177
- relative value of new technology, 177
- resource entities
 - interaction between, 33–4
- resource heterogeneity, 143, 260
- resources interaction, 190–4, 204
 - role in commercialising science, 180
- resource structures
 - importance for science-based ventures, 178–80
- S**
- SAAB, 186
- sales
 - sales models, 32, 33
 - value-based selling, 32
- sales-funnel model, 26, 27, 32, 33

- Salt and Paper Battery Project case study, 180–95
- combining with existing resource structures, 190–4
 - developing setting, 191–3
 - ETC Battery and FuelCells involvement, 186, 193
 - FMC Biopolymers involvement, 182, 185, 191, 192
 - F.O.V Fabrics involvement, 186, 187, 192, 193
 - idea for the new battery, 181–3
 - initial research and development, 181–3
 - interpretation of production and use, 184–7
 - involving the producing and using settings, 183, 184
 - joint academia-industry commercialisation project, 183, 184
 - members of the project group, 183, 184
 - method, 180, 181
 - Motorola involvement, 186, 192, 193
 - outcome of the three-year funded project, 187–9
 - outcome of UUAB's approach to commercialisation, 190–4
 - producing setting, 191, 192
 - project actors and the resources they brought, 190–4
 - properties of *Cladophora* alga cellulose, 181–3
 - prototype development funding, 183, 184
 - renaming as Energy Scandinavia (ENESCA), 189
 - resources interaction, 190–4
 - roles of industrial partners, 184–7
 - using setting, 192, 193
 - UUAB's approach to commercialisation, 184
- science-based ventures
- access to venture capital, 176
 - challenges faced by start ups, 201, 202
 - commercialisation challenges, 171–4
 - context-dependence of new knowledge, 173, 174
 - developing setting, 177
 - different logics of developing, producing and using, 177, 178
 - importance of initial relationships, 203–5
 - importance of resource structures, 178–80
 - industrial network perspective, 174, 177–80, 194, 195
 - influence of the Lisbon Strategy, 171, 172
 - key business relationships, 203–5
 - knowledge gaps, 175, 176
 - lack of business knowledge and skills, 175, 176
 - Nautes case study, 205–20
 - network perspective, 201, 202
 - producing setting, 191, 192
 - relative and relational value of new technology, 177

- resource access view, 175, 176
- resources interaction perspective, 180, 204
- Salt and Paper Battery Project case study, 180–95
- university entrepreneurship studies, 173
- university innovation-facilitating organisations, 172
- using setting, 177, 178
- selling strategies, 27
- SenseAir, 233, 234
- SensorTech case study, 119–27
- Shanghai 2nd Military Medical University (SMMU), 291
- social capital
 - role in initiation of business relationships, 30
- social media
 - ambassadors for app games, 31
- spin-out funnel model*, 201
- start up journey
 - ability to act in uncertain contexts, 131
 - becoming a reliable business partner, 123–5
 - benefits of a business network perspective, 129–31
 - challenges of the shift in network context, 127–9
 - coping with the challenges of the business logic, 129–31
 - developing setting, 109, 112–14
 - developing setting logic, 123–5
 - developing the ability to improvise, 131
 - diverging logics of settings, 123–5
 - fitting solutions to problems, 129
 - gaining credibility and legitimacy, 108
 - hosting environments for start ups, 107
 - ImageTech case study, 115–19, 123–7
 - influence of exogenous factors, 125–7
 - joint action and interdependencies, 128, 129
 - liability of newness, 108
 - liability of smallness, 108
 - loss of control and autonomy, 129
 - method for case studies, 114, 115
 - narrowing of the application space, 124
 - need for heterogeneous business relationships, 128
 - need to focus resources, 127, 128
 - network impact on, 125–7
 - obstacles faced by start ups, 108
 - producing setting, 109
 - role of innovation, 109–12
 - SensorTech case study, 119–27
 - shift from developing to producing and using settings, 112–14
 - shift to a business network, 108, 109
 - shift to logic of producing and using settings, 123–5
 - taking on a new identity, 130
 - using setting, 109

- start ups. *See also* university start ups
- assumptions about business
 - markets, 79–83
 - definition of start up, 78
 - as drivers of economic growth, 279–80
 - framing the starting position, 79–83
 - heavy state involvement in China, 107–9
 - importance of business
 - relationships, 284–6
 - importance of relating, 82
 - importance of third actors, 41–3, 70–1
 - influence of third actors on
 - venture creation, 68–9
 - initiation of business
 - relationships, 41–3
 - power of policy actors in China, 283–4
 - process of embedding in business
 - networks, 78–9
 - process of relating, 79
 - relating in changing business
 - networks, 79–83
 - relating to the network in motion, 86–8
 - resources provided by policy
 - actors in China, 297–300
 - risk of failure in the early years, 77–8
 - roles of third actors at different
 - stages, 71
 - selection of well-embedded
 - partners, 70
 - type of relationships with third
 - actors, 70–1
 - why network position matters, 88–90
- state-owned enterprises (SOEs) in
 - China, 282–3, 289–90
- strategy development in
 - start ups, 24
- SUMMIT research program, 233–5
- supplier relationships, 3–4
- Swedish Algae Factory (SAF) case
 - study, 146–9
- T**
- technology-centred process in
 - venture creation, 47–8
- technology transfer, 172
 - vessels for, 226–7
- tertius gaudens* type of third actors, 44–5, 65
- Tertius iungens* type of third actors, 44–5, 65
- thin-film solar cell technology, 228
- third actors, 28
 - ambassadors for app games, 31
 - categories of, 29–31
 - importance for success of
 - start ups, 41–3
 - role in business network
 - embedding, 42–3
 - roles and functions in the IMP
 - tradition, 44
 - roles in initiation of business
 - relationships, 29–31, 41–3
 - tertius gaudens* type, 44–5
 - tertius iungens* type, 44–5
 - types of triadic relationships, 46–7

third actors case study
 conclusions, 70–1
 description of the start up, 53–5
 discussion, 63–9
 driving or inhibiting relationship
 initiation, 63–5
 findings, 49–63
 functions at different stages of
 development, 68–9
 importance of third actors for
 start ups, 70–1
 influence on the venture creation
 process, 68–9
 initiating the European funded
 project, 59–61
 initiating the relationship with
 the design studio, 62
 initiating the relationship with
 the health fund, 56–7
 initiating the relationship with the
 market leader, 58–9
 initiating the relationship with the
 regional hospital, 61
 initiating the relationship with the
 research institute, 57–8
 initiating the relationship with the
 teaching hospital, 55–6,
 62–3
 medical device (artificial pancreas)
 start up, 53–5
 methodology, 48–9
 start up embedding in the
 developing, producing and
 using settings, 65–6
tertius gaudens orientation, 65
tertius iungens orientation, 65
 types of triadic relationships,
 66–8

third actors theoretical perspectives
 influence on start up venture
 creation, 47–8
 start up network embedding,
 45–7
 start up relationship initiation,
 43–5
 triadic relationships
 levels of mutual dependence,
 66–8
 types involving third actors, 46–7,
 66–8

U

Uber, 30–1
 Università Politecnica delle
 Marche (UNIVPM),
 205–6
 collaborative relationships, 210
 regulation of academic spin-offs,
 209–10
 universities
 as active stakeholders in economic
 growth, 257–9
 contemporary model of
 innovation, 171–2
 contribution to a knowledge-
 based economy, 171–2
 influence of the Lisbon Strategy,
 171–2
 innovation-facilitating
 organisations, 172–3
 out-of-date innovation model,
 171–2
 policy setting for research,
 272–3
 third mission, 257–9

university entrepreneurship studies, 173
 university spin-offs
 collaboration with the founding institution, 164–5
 university start ups
 case studies data collection, 262–3
 challenge of an interdependent business landscape, 259–62
 constraints of the support structure, 273–4
 dependence on university innovation support, 270–1
 desirability of early interface with business, 275
 effects of innovation support units, 272–3
 effects of the policy network, 273–4
 evaluation logic of innovation support systems, 270–1
 expectations of the policy setting, 255–7
 high failure rate, 255–7
 imposition of the logic of the policy setting, 270–1
 Industrial Marketing and Purchasing (IMP) perspective, 259–62
 lack of commercial interfaces, 259–62
 managerial implications of case studies, 275
 Nattaro labs case study, 267–70
 need for review of institutional support systems, 274–5

 policy ambition to create start ups, 257–9
 policy implications of case studies, 274–5
 policy setting analysis, 270–1
 producing and using settings analysis, 271–2
 Redoxis case study, 263–7
 surge in numbers of, 255–7
 Uppsala University, Sweden, 172–4, 180
 Salt and Paper Battery Project, 180–94
 SUMMIT research program, 233–5
 using setting, 109
 analysis of university start ups, 271–2
 logic of, 123–5
 science-based ventures, 178–9
 start ups embedding in, 45–6, 65–6

V

vaccine sector in China, 294–7
 value-based selling, 32
 value net of business relationships, 285, 300
 venture capital
 access for science-based ventures, 176
 venture creation process, 47–8
 approach to initial business relationships, 34
 influence of third actors, 68–9
 vessels for transfer of technologies
 concept of, 226–7

identifying, 244–7
JonDeTech case study, 230–51
manifestation of, 244–7
nature of the innovation journey,
249–51
research questions, 230–1
resources and relationships carried
by, 248–9
role of start ups, 227–9

start ups as, 226–7
theoretical background, 227–9
Volvo, 186

W

Walvax Biotechnology, 296
Wison Bioengineering case study,
294–7