

# **Routine Design in a Network Enviroment**

**Rosileia Milagres**

**Federal University of Rio de Janeiro**

**Orientador: David Kupfer**

# Routine Design in a Network Environment

- Objective:

- *The main question to be answered is how network companies organize themselves in order to reach the strategic objectives that brought them together.*
- *At the same time each participating company owns its specific objectives as well as the partnership goals itself.*

# Routine Design in a Network Environment

- Main concepts:
  - Routines
    - knowledge-sharing routines
  - Strategic objectives
  - Social capital - trust

# Routine Design in a Network Environment

- Main Concepts:

- Knowledge Sharing Routines:
  - are deemed to be tools for interaction among agents, allowing transference, recombination or creation of specialized knowledge (GRANT, 1996).

# Routine Design in a Network Environment

## Main Concepts

- ✓ Social capital – trust
  - ✓ Ex ante dimension
    - Pre-requisite for network operation
      - Interpersonal and social relations
      - Agents' reputation
      - Socially constructed conventions
      - Institutional context of the relation
    - Ex post dimension
      - Created during the relation
      - Fruit of relational learning

# Routine Design in a Network Environment

- An important concept:
  - Technological Regimen
    - This is defined by the level and type of opportunities and by the appropriateness offered by the given technology, as well as by the cumulativeness, nature, meaning and possibilities to communicate such knowledge (BESCHI; MALERBA).

# Routine Design in a Network Enviroment

- ✓ Brazilian Network of Eucalyptus Genoma Research
- ✓ Membership:
  - 13 companies
  - 7 universities
- Embrapa
- ✓ Duration:
  - Start: February 2002
  - Conclusion: 2007



# Projeto Genolyptus

Rede Brasileira de Pesquisa do Genoma do *Eucalyptus*



VERACEL



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Celulose S.A.

INTERNATIONAL PAPER



ARACRUZ

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Soluções em embalagens *Recicla*



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Votorantim  
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Embrapa



# Amplitude of the network



# Testing Fields



# Routine Design in a Network Enviroment

Pioneer project in Brazil

- ✓ Articulating knowledge between private companies and universities
  - Common objectives
  - Project with pre-competitive character



# Routine Design in a Network Enviroment

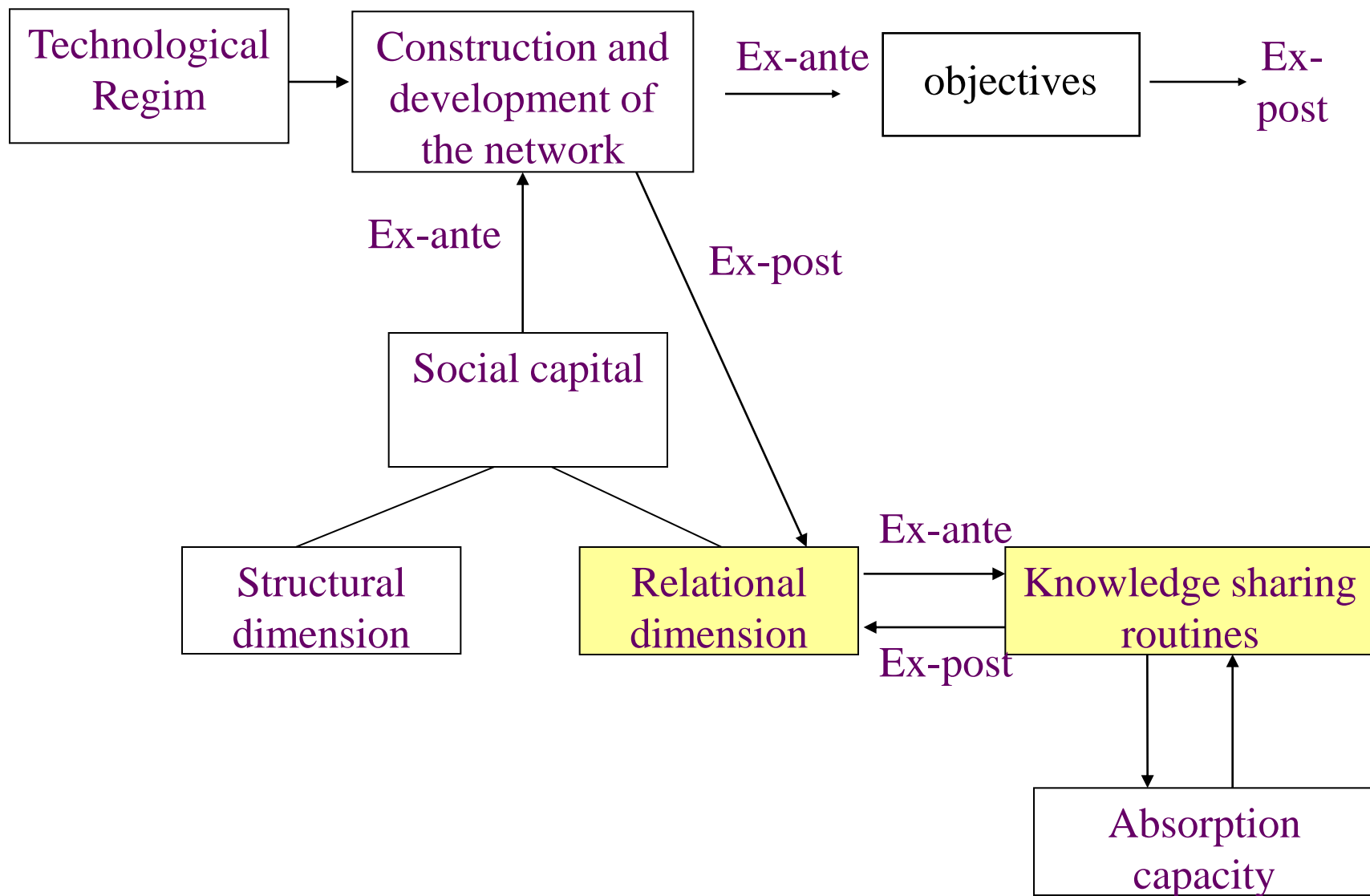
## Industry characteristics

- ✓ Paper and cellulose
  - Capital-intensive industry
  - Commodity producers
  - Competitiveness based on forest and machine productivity
  - High economies of scale
  - Mergers and acquisitions
  - Tradition in collaboration
  - Industry accounts for:
    - 1.4% of GDP
    - 3% of exports
    - 6.4% of the trade balance

# Routine Design in a Network Environment Methodology

## Research Hypotheses

- ✓ The more partners invest in knowledge-sharing routines, the greater the probability that the partnership's objectives are reached
- ✓ The more the partners' objectives are aligned, the higher the probability that they are reached.
- ✓ The more social capital develops, the stronger the probability that the partnership's objectives are reached.



# **Routine Design in a Network Enviroment**

- **Data collecting:**
- Data collecting will be based on semi-structured interviews, on document analysis and on questionnaires.
- In addition, documents will be analyzed: contracts, meetings minutes, reports etc.