



Enterprising Places

**Intermediaries and Enterprising Places: Examples from the
UK and US**

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Enterprising Places

Summary of Presentation

- Problem/ Context
- Our Research
- Diagram of findings on organizing regional action
- Discussion of related literature
- Examples



Enterprising Places Context

- Globalization of the world economy and the ICT revolution are changing the ways companies value space and time in making locational decisions, how they organize their operations in space.
- Corresponding changes in spatial distribution of companies, especially those in technology- producing industries
- Re-examination of the role of regions. Note that old regions were part of a hierarchy of national agglomerations. New regions are nodes in a global network.



Enterprising Places Questions

- What is a place to do?
- How does transformation of place occur?
- Is development driven entirely by the global market?
- How can local/ regional action shape this transformation?



Enterprising Places Basis for this Work

- Field research from 2002 to 2004 on policy and enterprising places
 - See research report just released by the Programme on Regional Innovation, “Enterprising Places: Sustaining Competitive Locations for Technology-based Activity”
 - Chapter in forthcoming book, The Economic Geography of Innovation, Cambridge University Press, February 2007.
- Empirical testing through Ipswich-Worcester Leadership Exchange 2004-2006



Enterprising Places Systems of Regional Action

Change agents are based in 4 broad systems

- Knowledge System: Institutions, networks, and agents through which ideas develop and traverse and through which workers gain access to technological expertise
- Finance System; Institutions and agents that provide capital for investment in business operations, facilities, and community infrastructure,
- Built Environmental System. Agents and organizations, who produce housing, infrastructure, schools, parks, commercial centres, theatres,
- Business System. Agents, institutions, and formal and informal networks that facilitate the commercialisation of ideas the development of globally competitive businesses, including business decision-makers, skilled labour, as well as accountants and lawyers

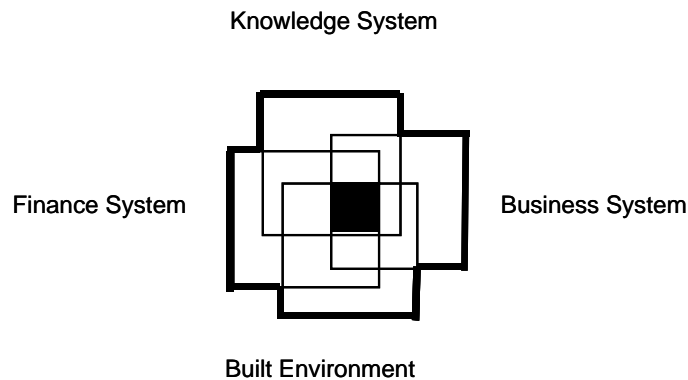
Places vary with respect to proximity, access, facilities



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A Diagram of these Systems

Successful enterprising places enable academic excellence, flexible local institutions, infrastructure adjustments, and civic leadership



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The Boundary Problem

- Markets are known to be imperfect – assumptions about instantaneous information and the instantaneous re-allocation of resources have been successfully challenged.
- Public sector coordination is constrained, across agencies (especially in the UK) and with the private sector
- The transformation of place is constrained by legacies: the existing built environment, institutions, resources, and forms of working and doing business that exist in a particular place.
- While decision-making structures within institutions are amenable to change through innovation and leadership, transforming a place requires action by multiple players across institutions, from public, private, academic, and other organizations.
- Trust, common goals & objectives required among key players



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Innovation at the Boundary

Theoretical basis for understanding how diverse organizations come together to manage change is not well understood. Need to follow diverse strands of theory across disciplines

- Kuhn 1970. How breakthroughs in science occur at the boundaries of traditional disciplines, resulting in a “paradigm shift”
- Peters and Waterman 1982. The role of “skunkworks” in business innovation
- Saxenian 1994. How the pattern of business organizational structures affected innovation in computer hardware.



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Mediation at the Boundaries

- Schumpeter 1912 through Levine *et al* 2006. Financial intermediaries and economic growth
- Berger 1977. Voluntary organizations that mediate between the state and the individual.
- Amin and Thrift 1992. Institutions collectively: networks & patterns of coalition in an area
- Porter 2001. Industry trade associations and related organizations that enable businesses to collaborate, termed “institutions of collaboration”
- Henton *et al* 2002. Ad hoc alliances across government, business, and civil society, called “civic intermediaries”
- Benner 2003. Intermediaries in the labour market – mediating between individual workers seeking jobs and firms looking for workers



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Transformation & Boundaries - Empirical findings from Enterprising Places research

- Key players generated innovation within their own institutions.
- Leaders managed periodic interfaces between their own and other key institutions
- Intermediaries facilitated change across institutions and systems over time
- Pursued a defined place-based mission
- Institutionalized collaboration across sectors
- Maintained a separation from government
- Provided economic governance in their regions

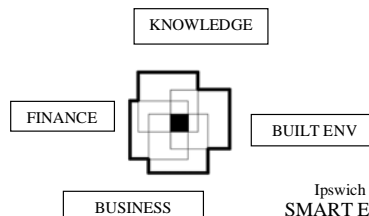


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Example: Ipswich UK Existing arrangement of intermediaries

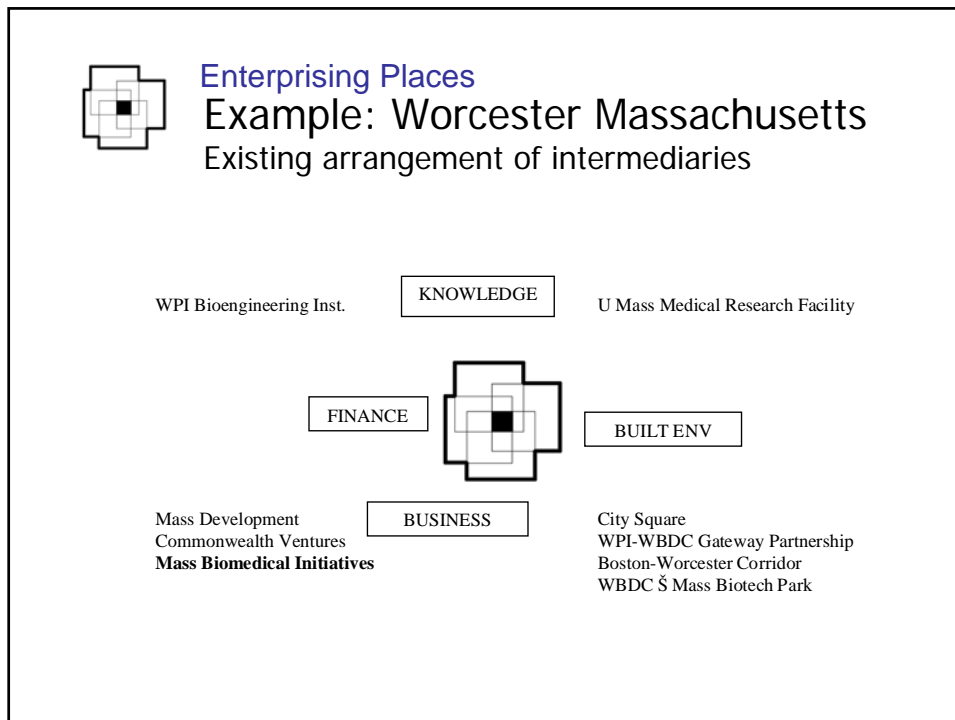
Ipswich Education Quarter

University Campus Suffolk
Suffolk New College
Adastral Park



Framlingham Technology Ctr
Cambridge Network
Suffolk Development Agency

Ipswich Waterfront
SMART England
Cambridge 2 Ipswich Corridor
Business Link Suffolk
Ipswich Town Centre



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- Enterprising Places**
Regional-Global Connections
- Key players within a place know best about embedded networks of local institutions and forms of working and doing business
 - Embedded players may lack access to outside models of transformation, thus lack perspective about and opportunities for change.
 - Networked or transformational intermediaries?
 - City-region specific
 - Mission focused on transformation of place
 - Institutionalized collaboration across sectors
 - Separate from government
 - Economic and civic governance
 - Global partners offer benchmarking