

# Enhancing context sensitivity of the Triple Helix model: An institutional logics perspective

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# Criticisms to the Triple Helix

- \* Highly abstract (Cooke, 2005, p. 1130)
- \* Lacking clear theoretical foundations at a micro level (Shinn, 2002, p. 609; Viale and Pozzali, 2010, p. 576)
- \* Rarely addressing the problems and contradictions in the process of each actor's taking the role of the other (Tuunainen, 2002)
- \* **Paid little attention to national contexts (Balzat and Hanusch, 2004; Shinn, 2002, p. 610) and other social settings (Cooke, 2005, p. 1130).**

# Problems of context effect

- \* The Triple Helix model can hardly provide appropriate rationales on which systematically structured criteria and indicators may be developed for researching, measuring and comparing different empirical cases (Mowery and Sampat, 2004), especially when the cases are in different national and cultural contexts (Eun et al., 2006).
- \* For instance, due to the difference of national and local contexts, not all universities have the potential to become entrepreneurial as posited in the Triple Helix model (Jacob et al., 2003).

# Institutional logics

- \* The theory of institutional logics (Friedland and Alford, 1991; Thornton et al., 2012).
- \* Institutional logics can be generally understood as “macro-level belief systems that shape cognitions and influence decision-making processes in organisational fields” (McPherson and Sauder, 2013, p. 167).
- \* It is the multiple and contending logics that provide the dynamic for potential change in organisations and societies (Friedland and Alford, 1991).

# Institutionalisation

- \* Meyer and Rowan (1977, p. 341) define institutionalisation as a process “by which social processes, obligations, or actualities, come to take on a rule-like status in social thought and action”. The institutionalised social orders and rules are unquestionable and cannot be compared to alternatives”.
- \* Similarly, DiMaggio and Powell (1991, p. 14) argue that “institutionalisation tends to reduce variety, operating across organisations to override diversity in local environments”.
- \* Institutionalisation process takes place within an organisational field, which is defined as “those organisations that, in the aggregate, constitute a recognised area of institutional life” (DiMaggio and Powell, 1983, p. 148).

# Assumptions

- \* When the Triple Helix model initially developed in Western societies, there must have been certain institutional logics that facilitated the process.
- \* As these institutional logics may not exist in less developed countries, the trajectory of the development of innovation policies, particularly in terms of the adoption of the Triple Helix model, may appear in different patterns depending on the traditional and local contexts.
- \* When the Triple Helix model is introduced beyond the Western context, to what extent the local institutional logics are compatible or incompatible with the ideal or Western institutional logics may determine to what extent the model can be adopted in local innovation policies.
- \* Before reaching this end, it is necessary to first know what the key ideal institutional logics in the West and in what domains to compare these logics to those in other contexts.

# Objectives

- \* This study is aimed at identifying the institutional logics underlying the Triple Helix model in Western societies, and hence
- \* developing a benchmarking framework with a potential for policy makers and researchers to understand how desired university-industry-government Triple Helix relations and activities can be developed in a specific context from the institutional logics perspective and subsequently analyse possible challenges.

# Development of Triple Helix takes steps

- \* The Triple Helix literature implies that the development of the Triple Helix takes several steps.
- \* Etzkowitz (2008) has more explicitly distinguish three steps of the development of the Triple Helix, namely
  - \* “triple helix impetus”,
  - \* “taking the role of the other” and
  - \* “from bilateral to trilateral interactions”.



# Four stages of development of the Triple Helix from the perspective of institutionalisation

- \* Re-interpretation of the development from the perspective of institutionalisation:
  - \* 1) realisation of needs,
  - \* 2) intra-organisational transformation,
  - \* 3) inter-organisational interactions between university, industry and government,
  - \* 4) institutionalisation of the Triple Helix concept.
- \* In each stage, there are certain institutional logics supporting the development.

# Linking stages with institutional logics (Stage I)

Stages	Triple Helix activities	Institutional logics
Stage 1 Realisation of the needs	Realising the importance of entering a reciprocal relationship between university, industry and government	<ul style="list-style-type: none"><li>• Shared beliefs on knowledge as a key to economic growth (Logics of economic growth in the field of industry)</li></ul>

# Linking stages with institutional logics (Stage II)

Stages	Triple Helix activities	Institutional logics
Stage 2 intra- organisational transformation	Taking the role of the other	<ul style="list-style-type: none"><li>• Market oriented organisational cultures (Logics of market at the state level)</li><li>• Process oriented management culture in technology innovation (Logics of knowledge management in the fields of industry and academia)</li></ul>

# Linking stages with institutional logics (Stage III)

Stages	Triple Helix activities	Institutional logics
Stage 3 interactions between organisations	Growing and innovating through cooperation with others  Generating hybrid organisation	<ul style="list-style-type: none"><li>• Effective protection for intellectual property rights and market participants (Logics of intellectual property at the field of industry)</li><li>• Civil society (Logics of civil society at the state level)</li></ul>

# Linking stages with institutional logics (Stage IV)

Stages	Triple Helix activities	Institutional logics
Stage 4 Institutionalisation of the Triple Helix model	Feedback loops between policy-makers and participants  Institutionalised norms of “entrepreneurial university”, “knowledge-based formation and growth”, and “innovation state”.	<ul style="list-style-type: none"><li>• Competitive market environment (logics of competition in the field of university)</li><li>• Democratic policy-making process (Logics of democracy in the field of government)</li></ul>

# Further study

- \* The identification of ideal logics in this study is preliminary and mainly based on review of relevant literature.
- \* More empirical studies need to be conducted to verify and further elaborate the findings and arguments in this paper.



\* Thank you!