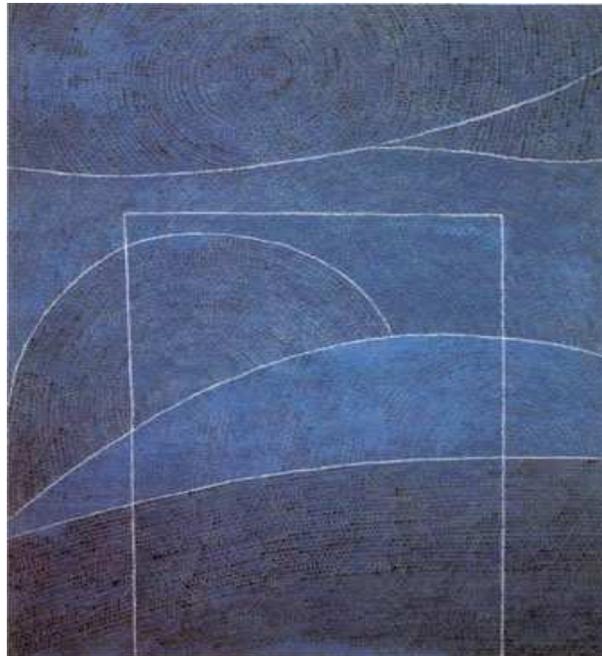


Communicating, Managing and Organizing Innovation and Regional Development in South Limburg

An analysis of the use of the socially constructed resources in the innovative project 'OnszuidLimburgsland'



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Communication and organization in a highly, dynamic and innovative network

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Details thesis

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This thesis is done at the Wagening University at the sub-department Communication Science for the Communication and Innovation chair group

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This thesis will consist of 36 ECT (26 weeks, 1040 hours)

Preface

This thesis, which exists of 36 ECTs is done in context of the master Applied Communication Science at the chair group Communication and Innovation. During the seven months that I have worked on this thesis, I have learned a lot. I learned from the thesis writing process as such. This thesis assignment was commissioned by 'OnszuidLimburgsland'. To get some practical experiences in my future field of activity, was an adventure and a great learning opportunity.

My fascination for innovative processes in rural and spatial settings has grown during my previous years of education at Wageningen University and the University of Amsterdam. For the obligatory course AMC, I was assigned to an assignment, commissioned by TransForum. Our project team had to find examples in which innovative health care was provided in rural areas. I very much enjoyed working at this assignment. When this assignment was completed I asked Rik Eweg of TransForum, whether it was possible to write my thesis for a TransForum project. Fortunately it was possible to write my thesis for 'OnszuidLimburgsland'.

Rik Eweg together with Gwen Silanoe created an assignment for my thesis in context of 'OnszuidLimburgsland'. I would like to thank you both, for giving me this opportunity. I would like to thank Jules Hinssen and Rik Eweg for the supervision. I have very much enjoyed the conversations and discussion, about theories concerning innovative processes and what appeared to be the capricious reality of innovation. I would like to thank the partners of the 'OnszuidLimburgsland' project for letting me in at their meetings, and, for creating time to have an interview with me. Finally I would like to thank Madeleine van Mansfeld and Christian Curré for sharing their interesting opinions about innovation and regional development.

I would also like to thank Rico Lie for taking on the supervision on behalf of Wageningen University. I have found your feedback stimulating. I have experienced our meetings as pleasant and inspiring (which seems to be a key word in innovation).

Furthermore I have to thank quite a few people for the current state of English in my thesis. Thus: Jacqueline, Maaïke, Sytske and Irene, many thanks. Because of you, this thesis will be more accessible to others.

Summary

This thesis is about the communication, organization and management of the 'OnszuidLimburgsland' project. 'OnszuidLimburgsland' is concerned with regional development in South Limburg. The region South Limburg is confronted with several threats: a diminishing density of households, out migration of the younger and higher educated inhabitants. Because of a declining population many facilities like health care facilities, schools, libraries, sport associations etc. had to close down, causing more people to leave the area. The goal of the 'OnszuidLimburgsland' project is to stimulate innovative development at these locations by establishing ICCs (Integrated Care Community). In the development of the ICC-concept different partners, public and private, come together to work on sustainable development in South Limburg.

However, the project 'OnszuidLimburgsland' seems to be stuck in a deadlock. Since November 2008, Orbis is no longer the main financier. So far, no successor has been found. Yet, even before all this occurred, the network was not as dynamic and innovative as necessary, to develop an innovative ICC-concept.

In order to be successful, the project needs to be improved in the future. To do so, among others, the collaboration in the network and the organization of the network needs to be evaluated. The research done in this thesis contributes to this evaluation.

The theoretical framework used in this thesis consisted of two different elements: *a regional development line* and *a resource triangle*. The latter concerns the main part of this thesis. The resources discussed in this thesis are: 'situational capital', 'network' and 'knowledge'. The regional development line consists of the management and organization of the resources mentioned above, theories about innovative processes and theories about development on a regional scale.

Below is the research question which was a point of reference throughout the thesis writing process:

Is the 'OnszuidLimburgsland' project able to manage and organize the different resources in an efficient manner to be (as) innovative (as possible) and in this way accomplish development in region South Limburg?

This thesis does not focus on innovation in regional development projects, but it focuses on the innovative process of regional development projects. From the theories it appeared that it is important to organize capital situated in the region. With this is meant that, for sustainable regional development, it is important to include the local community. Furthermore, it is suggested by Raagma (2002) that regional identity can be used, to stimulate regional development.

The theories about governance, describe two different factors: the current institutional setting of the project and the different governance structures which can be used in innovation projects. Besides that, also the actors themselves influence the innovative abilities of the project. The concepts governance and actors are part of the network resource. The third resource is knowledge. In general there are three kinds of knowledge: explicit knowledge, tacit knowledge and new knowledge. The development of new knowledge is an important feature of innovation. Developing new knowledge can be done by creating social learning structures. Examples of social learning structures are CoP's (Communities of Practice) and Learning Regions.

Communication and organization is the backbone of all the resources. The eight principles for consensus building of Innes (2004) are discussed, as indication of how to organize the resources in a highly dynamic network. With some small adjustments the principle of Innes, appeared to be very useful for innovation processes as well.

On the individual level of the network two analyses are done: an actor analysis and an actor position analysis. The results are, that there are enough actors present in the network with an innovative mindset. However, these actors are not in the position to push this network to a higher innovative level. A second issue is that the project lacks leadership. The results from the analysis on the relational level of the network showed that the conditions in South Limburg and in the project network of 'OnszuidLimburgsland' are not favourable for innovation. It is very difficult to change the conditions in South Limburg. However, it is possible to improve the relationship between actors in the network. By doing so, a safe environment can be created, in which, social and double loop learning can occur. Furthermore it is important that in the future, 'OnszuidLimburgsland' will pay more attention to the organization of the innovative process.

The conclusion consists out of six main points, which are indicated below:

- The use of situational capital is inefficient because this project is not really rooted in the region.
- There has been little or no development of new knowledge.
- This project has little political power to actually realize the ICC's.
- Not all the actors have the most efficient position in the project to exploit their innovative talents to a maximum.
- The network, is not organized and managed in the most innovative manner.
- This project has the potential to stimulate regional development, but has not reached its potential yet.

The project has produced development lines, ideas, strategies, etc. of how to organize regional development. Many actors in the project expected that the project would have made more progress. However, to create regional development in a network, of actors from different disciplines, with different backgrounds, is very complex. The innovative process to create regional development has been underestimated by most participants in the network. This resulted in wrong expectations in time. However, if the project uses the resources available to them more efficiently and if they put more effort in the organization of the innovative process, regional development should definitely be possible.

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Abbreviations

| | |
|------------|---------------------------|
| OR | Orbis |
| AR | Arvalis |
| RO | RO-groep |
| RB | Rabobank |
| PL | Provincie Limburg |
| PY | ProYact |
| TF | TransForum |
| TL | Telos |
| AL | Alterra |
| CoP | Community of Practice |
| ICC | Integrated Care Community |

Chapter 1 Introduction

This thesis discusses the organization of network involved in the 'OnszuidLimburgsland' project. This chapter starts with a general introduction about the project 'OnszuidLimburgsland'. Further in paragraph 1.2 a problem statement will be given, which explains the general problem the project is facing. The specific problem which is topic of discussion in this thesis will also be given in this paragraph. Paragraph 1.3 elaborates on the theoretical consideration. In this paragraph the theoretical framework is given and the main concepts are introduced. In paragraph 1.4 the research objective and questions are given. Paragraph 1.5 explains the thesis outline.

1.1 General Introduction

This thesis is done as part of the master Applied Communication Science at the Wageningen University. The topic for this thesis originated from the assignment commissioned by TransForum. An interesting aspect about writing a thesis on behalf of a commissioner is that the results of the thesis will be social relevant and that are of use and not 'just' a exercise. TransForum is one of the initiator of the 'OnszuidLimburgsland' project. Together with other partners they try to stimulate developments in the region South Limburg. The project consist of a network of actors who all work on the same problem. My assignment is to get inside in this network and how it should be organized in order to get a more innovative process.

"TransForum is an innovative programme that aims to provide a more sustainable perspective for Dutch agro-sector and green spaces by searching for and experimenting with new value propositions".¹ TransForum is active in several projects in the Netherlands, one of these projects is 'OnszuidLimburgsland'. 'OnszuidLimburgsland' is a continuation of 'High Life Heuvelland'. 'High Life Heuvelland' was a research project in which TransForum analyzed the viability of several innovative development suggestions. In the care-sector several innovative ideas developed during this phase first of the project. These ideas were seen as viable. The 'High Life Heuvelland' was the point of departure for the 'OnszuidLimburgsland' project. "Very innovative about this project is that a connection is made with potential new partners for the agri- and green sector. This new partners are banks, project developers, health providers, farmers, house cooperation's etc. This project will create new life- and care communities that are connected with and will take responsibility for their environment and the surrounding landscape. This way 'red' is responsible for 'green'"².

The project assumes that there are factors in the South Limburg region which obstruct positive development. This assumption is adopted in this thesis. This assumption includes that financial,- social, and environmental- resources may be available, but that but that they do not lead to development. Because positive development are not achieved the 'normal' way an extra ordinary and innovative project is needed to stimulate regional development. Nowadays when innovation is mentioned in articles, the concept 'people, profit and planet' is most often mentioned. 'People, profit and planet' can be valued as possible outcomes of innovative processes, but it can also be valued as possible resources for innovation processes. This thesis focuses on the "people" resources in the innovation process. The

¹ www.TransForum.nl (05-09-08)

² www.TransForum.nl (08-09-08)

choice to just study the “people” resources is to reduce the scope of this research. The people resources in this thesis are called socially constructed resources. Socially constructed resources selected for this thesis are; situational capital, networks, and knowledge. These resources are interconnected and related with each other. One common characteristic is that all three resources need to be organized and managed.

1.2 Problem statement

The region South Limburg is confronted with several threats: a diminishing density of households, out migration of the younger and higher education inhabitants. Because of a declining population many facilitations like health care facilitations, schools, libraries, sport associations etc. had to close down, causing more people to leave the area . This is just one aspect of the negative development cycle of South Limburg. Other restraining factors and elements are; firstly, a landscape which is not suitable for optimization of agriculture, and secondly, a tourist sector, a part from some single, large event, that consists of small and medium-sized ‘family’ enterprises with a low innovative capacity. In this context TransForum already undertook several initiatives and developed several projects under which ‘Mosaegusto’ and ‘High Life Heuvelland.’ In ‘High land Heuvelland’ TransForum collaborates with Orbis Care Group and other partners to develop new concepts for integrating communities for health care and retired people. These developments have taken place, in the first phase of the larger TransForum project. The TransForum project now is in the second phase and is about to go to the third phase.

This project, ‘High land Heuvelland’ has been taken to the next level and is now called ‘OnszuidLimburgsland.’ Within this project two kind of locations have been defined; rural and urban/periphery areas. The goal is to stimulate innovative development at these locations by establishing ICC’s (Integrated Care Community), to generate regional developments. An Integral Community is a concept which tries to develop ‘something’ for and with the community. The Integral Care Community is; “a care concept which also ‘cares’ about the environment. Within the ICC-concept, locations in rural areas need to be found where care can be provided. The care provision need to add value to the location, both on community level as planet wise.” (respondent)

Different partners, public and private, come together during the development of the ICC-concept to discuss what is needed to develop sustainable ICC’s. In phase two several entrepreneurs participated. The main financier in phase two has been the care provider Orbis. The Rabobank, Arvalis and the RO-groep have been involved as well. There are two knowledge institutes involved; Alterra and Telos. The province of Limburg was the main financier in the first phase, while they distanced themselves in the second phase. TransForum is of course also involved and ProYact is employed to manage the project. In phase two a Kern team was established, which is the central group of actors, which is concern with managing the network. The kern team existed of a project manager, (ProYact) a knowledge manager, (Telos) a chairmen (Orbis) and TransForum. The other actors were part of the network, which had the task to develop business cases for the rural and periphery/urban locations. In the future, this actor network will be divided in two project teams. One team will develop the Rural-ICC and the other team will develop the Urban/Periphery-ICC.

Since, the project ‘OnszuidLimburgsland’ seemed to be stuck in a deadlock. In November 2008 Orbis indicated that due to several internal problems they were not able to continue to be the main financier of the project. Within the project there were no voluntary successors. The project organized a search to find an external successor, without success. It is most

likely that the province of Limburg will be the main financier in phase three. However, the province has not assigned to the task yet. This means that there is little certainty about the future of the project, which leads to some commotion among the actors. Some actors in the network are also a bit agitated, because several goals and objectives have not been accomplished in phase two. The kern team has the idea that some actors were not very satisfied with the cooperation.

In order to improve the project, cooperation and process should be improved in phase three. The Kern team decided that not only the objectives of the project needed to be evaluated, but also the network and the cooperation in the network. By doing so, the Kern team expects that the relations within the network and the innovative process can be improved in phase three.

1.3 Theoretical considerations

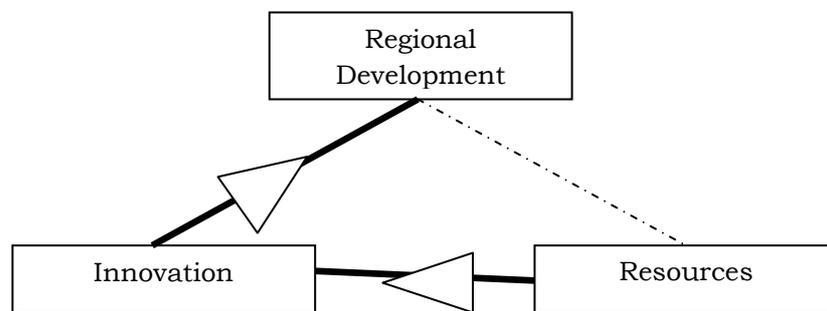


Fig 1; development model

One of the main ideas in policy making aimed at development is that a spatial oriented project, with as goal to develop a region, needs innovation. (Albrechts, 2003) Regional development can also happen by applying the available resources. However, in the case south Limburg, the region is not able to transform its resources into developments, or use its resources to develop. One could say that south Limburg is trapped in a deadlock, or stuck in a negative development spiral. To turn this negative spiral into a positive development spiral an extra dimension is needed. This dimension is assumed to be innovation.

The concepts regional development and innovation will be explained in the next paragraphs. The assumption in this thesis is that innovation can generate regional development, which will be briefly explained in this chapter as well.. Regional development is the goal of this project and innovation is the means to reach this goal. Besides, regional development and innovation are the socially constructed resources; situational capital, network and knowledge will be discussed. Regional development is goal of the project, 'OnszuidLimburgsland'. However, the main focus of this thesis is, how to organized the resources in such a way that innovation and regional development can be obtained.

1.3.1 Regional Development

In the 'Nota Ruimte', a policy nota from the ministry of VROM, an important device is 'Decentraal wat kan, Central wat moet.' (If possible decentralize, if needed central). In this policy nota a lot of value has been given to 'the region'. This trend is not only visible in the Netherlands, but seems to be a worldwide trend. (Vries, de, 2005)

The concept of regions is closely related with concepts of place, space and location. The definition of regions of de Vries is; "Regions are social constructions, regions are not fixed, they come and go do to intentional actions of social forces. Regions are parts of rapid changing constellations of special entities." (Vries, 2005, p.2) This definition seems to work for spatial planners, because it shows that regions are dynamic, the regions are mental and social constructions and can therefore be 'created'. However, this definition does not discuss the concept of place, space, and location. De Vries (2005) argues that these concept do not matter, seen they change over time. However, to make the linkage between community, identity, region and regional development these other concepts should be discussed as well.

The word region refers to space, there are all different kind of spaces; territorial spaces, but also political spaces, space of social relationships economic spaces, functional spaces etc. "A region is constructed from the confluences of these different concepts of space." (Keating, 2003, p. 6)

The word region refers to place. Place is more than a location (Relph, 1992), which is geographical space defined with a set of coordinates. If we define this space by giving these coordinates names like, Amsterdam or South Limburg, then location becomes a place. (Haque, 2005) A place can have a different meaning. depending in which context the location is being discussed, according to Keating (2003). Place is thus also a social construction. "Compared with the individually experienced and produced 'place', the 'region' has an explicit institutionalized and thus collective nature. Place refers to the process by which every day practices of individuals, whereas region is a symbolic entity beyond direct experience produced by individuals only by collective means". (Raagmaa, 2002, p.60)

There are also theorists, like Castells, who do not agree with the idea of space as a place. Castells (1996) discusses space as an process, space of flows. In this thesis places are given a lot of importance, while this thesis will discuss concepts like governance and network at the same time.. Giddens (2001) argues that the flow of the network society as Castells described has to connect with the current society somehow and he argues that regions are the best spaces for this. It is a trend in the Netherlands that regions become more and more important in politics, (Vries, de 2005) and that regions more often constitute themselves as actors in politics (Keating, 2003). At the same time nationalism becomes less important. Nevertheless, people still long for a sense of belonging (Maslow, 1989) and regions have the ability to fulfil this need. (Vries, de 2005) Identity is worked out through the issue of belonging within some form of communal association (Hetherington, 1998). Because of the need for belonging, 'regional identity' has become a selling point, a commodity that can 'upgrade' the region (Harvey, 1990).

Since regions become more and more important in policy making, it seems logic to organize projects that aim on regional development. It appears that regions are interesting as development and innovation areas, not only because of its size, but also because there are no fixed government structures on level. This means that there are many options for different governance organizational forms. (Vries, de 2005)

The question remains what regional development and innovation means. Regional development in this case can be understood as 'the creation of a favourable business climate for enterprises, better living conditions for citizens and a sustainable landscape simultaneously.' Innovation is a way of reaching regional development, this way is a new way, a way no one has walked before. This explanation though suitable does not really grasp the complex process behind innovation. Therefore, innovation will be explained more thoroughly in the next paragraph.

1.3.2 Innovation

“Innovative processes are always complex; complexity refers to causally related phenomena that are products of cross-relations among hierarchic levels. Everything depends on everything else, but processes affecting each other occur on different time and space scales. While the rules governing the underlying order can be established, the outcomes cannot be determined or predicted.” (Jiggins, 1994, p.47)

Innovation, is discussed by researchers from many departments, however the most simple and right to the point descriptions from innovation are written by economists. In the strictest and most conventional sense, innovation can be understood as “the process by which firms master and put into practice product designs and manufacturing processes that are new to them.” (Nelson and Rosenberg, 1993, p 4) This definition does not correspond with firms offering services or projects for development, but the significance of this definition is the perception of innovation as a process and that it is not something that just occurs. Cooke (1997) endorses the fact that innovation is not just a technical change, but often also a change in organization and behaviour. Understanding innovation from his perspective is “more holistic as information circulates in multiple directions and in an interactive manner in the innovation process as it is involves knowledge development, diffusion and deployment.” (Cooke, 1997, p 4) Cooke (1997) argues that innovation is a social process of interaction in which new knowledge is developed in the interaction between different actors. It is important, in order to stimulate innovation, to create a situation in which different actors can interact.

1.3.2.1 Innovation Management

“Although we may be no more than ‘butterflies’ in terms of our power on the overall system, we can still have enormous effects.” (Morgan, 1998)

Innovation management is often seen as a case of timing and serendipity. However, innovation takes more than finding an opportunity. Innovation is only successful when the complexity of this innovation is well managed. The complexity theory can help to understand the complex dimension of innovation, because it explores change in its environment.

The complexity theory compasses chaos theory and seeks to explain the behaviour of non-linear (complex) systems. (Lewin, 1993) Complex systems exist of multiple subsystems and elements that interact and influence each other. These complex systems are open and dynamic. (Glichrist, 2000) Morgan (1998) even states, in his book logic of change, that the actor network and its environment are part of the same system and only exist in relation with each other. The different elements in the system interact and respond to one other. The system can reach a state of dynamic equilibrium, in which all sub-system are in balance (Glichrist, 2000) An imbalance can occur when attractor pulls the system out of its dynamic equilibrium. Chaos theorist have recognized two kinds of attractors. The first kind of attractor pulls the system in a state of equilibrium. The other attractor pushes the system far away from its equilibrium towards the ‘edge of chaos’. (Morgan, 1998, p. 225)

Actor networks can influence the larger system and can push the system out of its equilibrium. However, the actor network cannot control change itself. What they can do is to create contexts that can break down the old dominant attractor patterns in favour of new ones. (Morgan, 1998) By breaking down old attractors managers create instability and in this way they lead a group, a community and/or a network to the edge of chaos. (Morgan, 1998) This creation of instability can be done in several ways, for example a manager can

try to pursue high ranked administrators of the need for innovation. A manager can also organize a social movement that demands progress, development or innovation.

Another aspect of change management is the effect of the change. Small but critical changes at critical times can produce major transformation, were major changes sometimes barely have an effect. (In chaos theory this called the butterfly effect, Lorenz, 1993). However, these changes cannot be controlled, there is often an unintended side effect. Humans have the tendency not to think about the unintended, unseen and sometimes adverse side effects of changes..

1.3.3 Resources

Nowadays ‘innovation’ and ‘people,’ ‘planet’ and ‘profit’ are often mentioned in one breath. People, planet and profit are the aim of the innovation and the same time they are resources needed for innovation. In this thesis the choice has been to focus on the ‘people’ resources, these are called socially constructed resources. It appears that there are three resources which are socially constructed and are of importance for innovation; situational capital, knowledge, and network. These resources are still rather useless unless they are organized. The organization part consist of two resource components; communication and management. An important aspect of all three resources is the fact that the meaning of these resources depends on how they are communicated. Furthermore, if these resources are not managed or not managed in a good way these resources will not lead to innovation nor regional development. That is why communication and management can be valued as resources components for the innovation process. At the same time the position of communication and management are different from the other resources. Communication and management are about organizing the other resources in such a way that they can generate innovation.

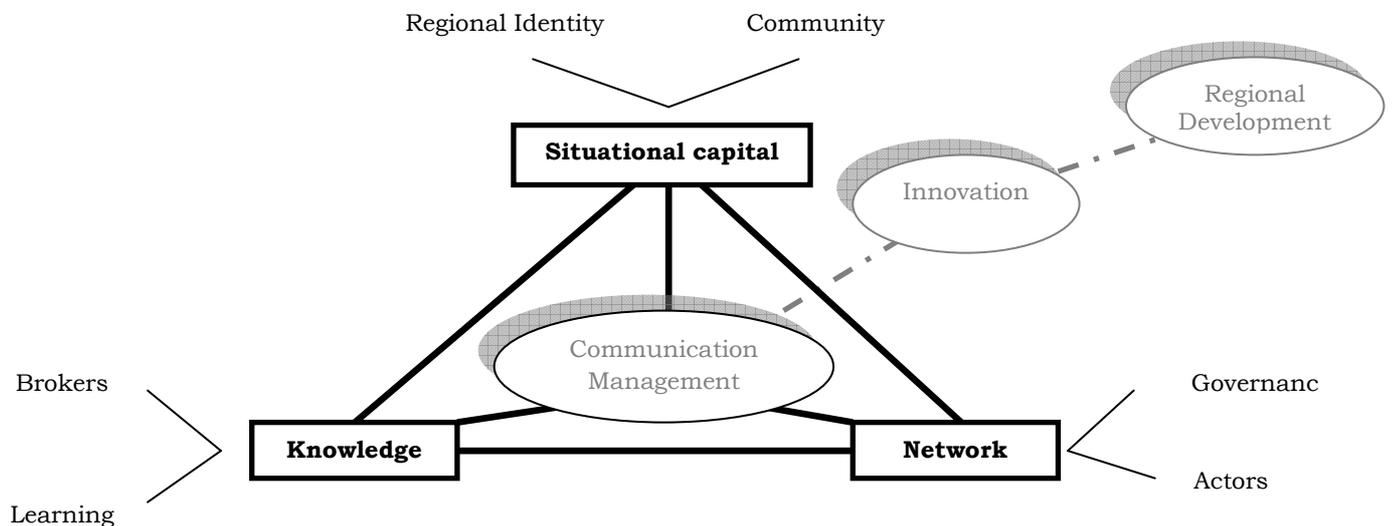


Fig2; conceptual model

Situational capital in this thesis is divided in two sub-situational resources; community and regional identity. Network is divided in the two sub-resources governance and actors. The governance resource explains the importance of intercalation of the project network in a wider the network. Another important resource are the actors that participate in the network. The knowledge resource is also divided in two sub-resources. The brokers resource concerns actual knowledge and how this can be developed. Learning as a resource is about the process of knowledge development. Communication, organization and management are the backbone of this thesis. It is part of, and described in the paragraphs about the other

resources. Without communication and management the other three resources would not lead to innovation.

1.4 Research focus

1.4.1 Research objective

My research objectives are

- *To create and comprehend a theoretical framework about the innovative process in which the ‘social constructed resources;’ situational capital, network and knowledge are used to generate regional development*
- *To make an evaluation of the network and actors of the ‘OnszuidLimburgsland’ project.*
- *To give an advice about how to manage and organize the project network in the next phase.*

1.4.2 Research questions

Main questions;

Is the ‘OnszuidLimburgsland’ project able to manage and organize the different resources in an efficient manner to be (as) innovative (as possible) and in this way accomplish development in the South Limburg region?

Sub questions;

- *Does this project network make use of, and benefit from the situational capital available in the community of South Limburg?*
Is the project network able to use the regional identity of South Limburg as a strategic planning tool?
- *Has the knowledge development been optimal and has it been of use for the actors in the network?*
- *Was the atmosphere a proper atmosphere to learn and has double loop learning occurred?*

- *Where did this project network situate itself in the field of governmental organization and is the project able to benefit from the existing governmental structures?*
- *Are the innovative potentials and talents of the different actors involved effectively exploited?*

1.5 Thesis Outline

Chapter two consists of a literature study about the three socially constructed resources; situational capital, network and knowledge. The backbone in this literature study is organization, communication and management. Therefore, this will be discussed more extensively in the final paragraph of chapter two. In chapter three the different methods and analyses used in this thesis will be explained. Chapter four consists of two analyses on the individual level; the actors analysis and the actor position analysis. Chapter five discusses the network analysis, which concerns the relation level and the organization of the actors in the project. Chapter six involves the conclusion and the recommendations. In the conclusion the results and the theory will be compared, and the main question will be answered. Furthermore, recommendations for the ‘OnszuidLimburgsland’ project will be given and I will reflect on the chosen theories, analysis and methodologies.

Chapter 2 Conceptual Framework

This chapter discusses theories about the three resources differentiated in paragraph 1.3. Each resource is subdivided in two resources. The way that the resources are divided in this thesis is not common. There is no general theory which describes or organizes innovative processes like done in this thesis. Therefore, in this thesis a new framework is created. In this chapter the different resources and sub-resources are discussed. The theories used in this thesis describe the resource of discussion in the context of innovation or regional development. In paragraph 2.1 'situational capital' is divided in two sub-resources; 'community' and 'regional identity', which will be discussed. Paragraph 2.2 will discuss the 'network' and the two sub-resources 'governance' and 'actors'. 'Knowledge' and the sub-resources 'knowledge brokers' and 'learning' will be discussed in paragraph 2.3. Management, organization and communication are key elements throughout this thesis. The resources discussed will not be of use for the project if they are not organised in some manner. Organization and management will be discussed more explicitly in paragraph 2.4.

2.1 Situational capital

Situational capital in this thesis is defined as the non-tangible capital that can be found in the region and/or environment of the project. The project needs to activate and motivate the situational capital and subsequently enlarge it. The vision of what situational capital is, relates to what Paasi, (1986) called 'institutional shape.' The institutional shape is "to comprise the formal organizations and the established practices: neighbourhoods, clubs, networks, schools, non-governmental organizations (NGOs), self-governments including informal institutions like friendships, relations, lifestyles and ways of behaving which employ the name and other territorial symbols of the region." (Raagmaa, 2002, p 59 after Paasi, 1986) This institutional thick structure maintains the image of the region and thus the regional identity.

To get a region out of its negative development spiral, attention should be given to several factors simultaneously, namely the creation of a favourable business climate for enterprises, better living conditions for citizens and the creation of a sustainable landscape. To reach these three interests simultaneously is rather difficult because they have an contradictory character. Raagmaa (2002) faced similar demographic problems in a project in Estonia, that currently occur in South Limburg. He mapped the situation at hand in Estonia and studied the different kind of communities and their innovative abilities. In his study he concluded that regional identity and community development can contribute to innovation and regional development.

In innovation projects in general, projects have to deal with the problems of a static situation. In a quasi-stationary equilibrium a community cannot be innovative by itself. A community which is in a so-called deadlock can be described as an isolated community with low levels of connectivity and with a high homogeneity. This means that there are restraining forces at work that maintain the status quo. Change and innovation can be accomplished by adding driving forces to situation, i.e. forces that have a positive attitude towards change. When there are more driving forces than restraining forces, change and innovation can occur. (Marcus, 2006) The concepts of restraining and driving forces (Marcus, 2006) relates to the concept of attractors in the Complexity Theory. (Morgan, 1998) Restraining forces are attractors that make sure that the system stays within its current equilibrium and driving forces are attractors that try to push the system out of its equilibrium.

Isolated communities with low levels of connectivity and high homogeneity need to be pushed away from the status quo. (Gilchrist, 2000) It is unlikely that the rigid community will move itself towards the ‘edge of chaos’. Therefore, a force is needed which creates movement in the existing system away from the existing status quo. In this thesis two opportunities are suggested of how to stimulate a movement towards the edge of chaos. First of all, ties in the existing community can be formalized. Secondly, the community can form new ties with external parties. The regional identity can be used as a communicative planning tool.

2.1.1 Community

The implementation of a business plan is not enough to move a community towards the edge of chaos, because it fits within the current equilibrium. There is a need for change of attitude of the community. In the model of Raagmaa (2002) below it is shown that innovative and well-connected communities can stimulate sustainable (economic) growth, where traditional and closed communities tend to lead to (economic) stagnation.

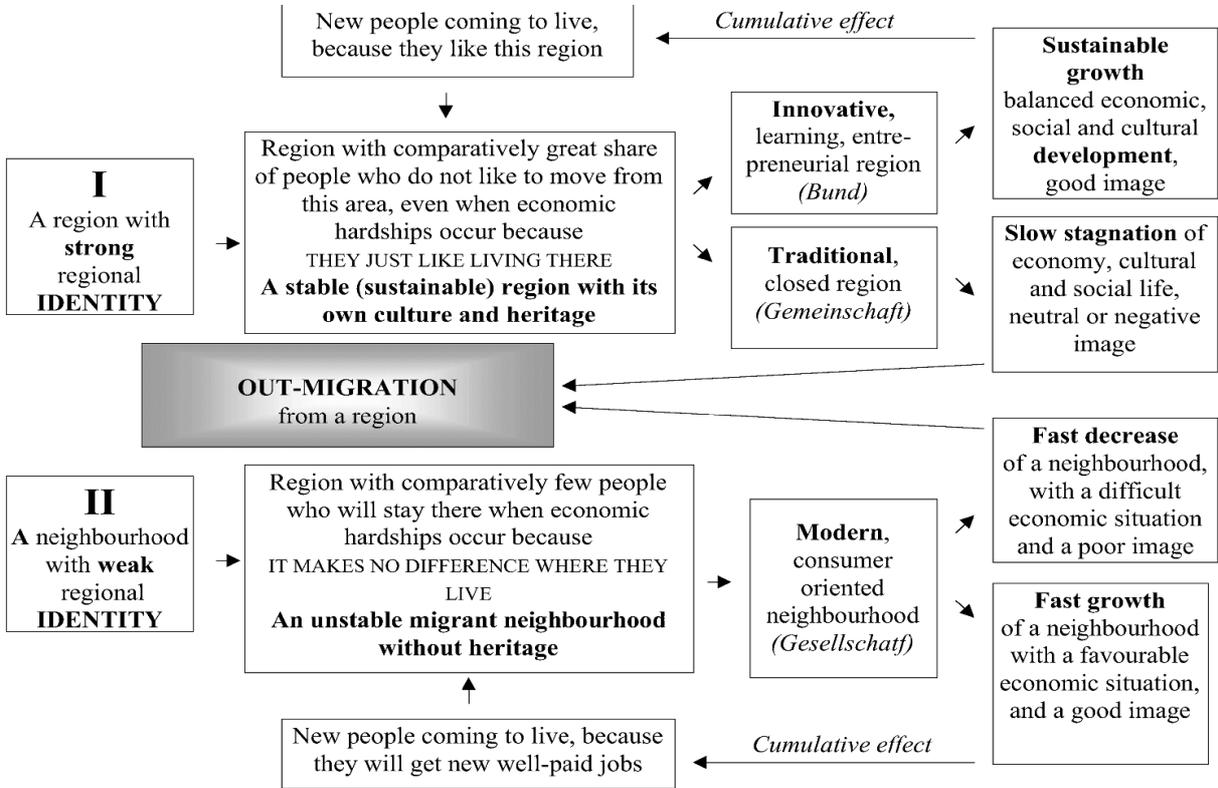


Fig 3; The hypothetical effect of regional identity on population migratory behavior (Raagmaa, 2002)

The causal relation suggested by Raagmaa (2002) is that inhabitants will not leave their region because of a strong regional identity. Raagmaa distinguishes three groups of inhabitants with different lifestyles. In 1887 Ferdinand Tönnies distinguished community from society in his book *Gemeinschaft und gesellschaft*. *Gemeinschaft* nowadays is related to ideas like; belonging to a group, close social connections, and social identity. *Gesellschaft* is related to ideas like impersonal, many connections, modern society and several identities (Raagmaa, 2002) In spatial planning the concepts *Gemeinschaft* and *Gesellschaft* have been translated into lifestyles. *Gemeinschaft* is the more rural life style, a closed and safe community, social control, but little innovative. *Gesellschaft* is the urban

lifestyle which is highly individual, modern, fast and innovative. A 'Bund' is the best of two worlds, it is Gemeinschaft and Geschellschaft mixed together, it has close social ties, but at the same time it is modern, fast and innovative. The Bund concept of Raagmaa (2002) has several similarities with the well-connected community of Gilchrist (2000), Community of Practice (CoP) and Learning Regions.

"A well-connected community has strong internal relationships, but also valuable and challenging links with people and organizations beyond its own membership and immediate vicinity." (Gilchrist, 2000, p.269) In 'The well-connected community' theory of Gilchrist (2000) a community is a social system. People in this social system experience a feeling of belong to this group of people and are part of a "web of diverse inter-locking relations." (Gilchrist, 2000, p 266)

Community is a non-tangible concept, since people have different ideas and feelings when the community concept is being discussed. Communities are therefore not facts and they cannot be located on maps. A community is an individual experience. (Gilchrist, 2000)

2.1.1.1 Community Management

Gilchrist (2000) explains in his article "The well connected community: networking on the edge of chaos" the causal connection between networking and community development. For the community in south Limburg, with its rural lifestyle, it would mean that they need to develop external ties which allow new resources to enter the community network. When a rural community creates more connections with the outside world the community lifestyle shifts towards a 'bund' or a well-connected community. According to Raagmaa's model (2002) this means that the community now is able to learn and to be innovative and that community will grow in a sustainable way.

The causal relationship described above probably is too simple, but there is an interesting element in it. By connecting a closed community to a wider network they get access to more resources. But the question is if the community is willing and able to make use of these new resources. Humans have the tendency to resist change because then they have to enter the domain of the unknown. When connecting to another network it is likely that this new network has different values and norms. Changing lifestyle, values and norms requests a change in identity and identity changes are probably the most demanding changes. (Aarts and van Woerkum, 2002) In community development not only individual identities have to change but most of all the social identity. Change of the social identity perhaps may lead to even more resistance. When managing change, managers should take into account what the change means in terms of effect on people's identities. There are three things that can be done to smoothen change processes and that possibly can minimize the resistance to change. First of all, be modest with your abilities. Secondly, create motivation to change, and finally, create a safe environment for change³.

Networking is one way to improve social capital, to create an innovative climate, to enlarge social identity and to enrich lifestyles. In social movements, voluntary organizations and multi-agency partnerships, a collective feeling is created by pursuing common goals. (Taylor, 1995) When the community starts with networking they create more linkages with the wider system. In this way more people become involved, which adds social capital to the network. The second way in which the amount of social capital can be improved, is by combining the already existing social capitals. This idea relates to network power. (Innes, 2004) When ten

³ Guest lecture Sandra Schruijer, in the communication and change management course of Noelle Aarts and van Woerkum (18-03-08)

people are all working by themselves their total social capital or power may be 10 but when cooperating their total power may be 100.

2.1.2 Regional Identity

Regional identity as discussed in the previous paragraphs may come across as something that would prevent innovation and development to take place. But in this thesis regional identity is studied as a possible resource to generate innovation. The Raagmaa model (2002) (figure three) suggests a strong regional identity, which supports sustainable growth of the population. At the same time a good regional identity is created when a region is becoming more popular with people and companies. Regional identity is a critical element in Raagmaa's (2002) model to support upward circular development. There are two important reasons why regional identity is interesting as a planning tool. First of all, people need a sense of belonging (Maslow, 1989) and regional identity seems to be able to meet this need. Secondly, regional identity can be communicated, because it is a social construction. (Vries, de, 2005) This means that regional identity is created in interaction and that it is open for change. Regional identity can be recreated and changed along with events that happen in time.

People have the natural need to belong to a group. (Maslow, 1989) Without social contacts most humans are unhappy. Humans are social animals. There are also many other reasons why people join or establish groups, for example certainty, consistency, friendships, social support, social comparable information in order to improve your self-esteem by comparison to others, influence by group power, status and learning opportunities. (Forsyth, 1999 and Robbins 2000) These human activities in social groups form a thick institutional structure that breeds social capital and trust among the members of this group. (Raagmaa, 2002) By performing all these human actions described above, groups, communities and also regions create a common identity. Single persons within this group take over the group identity and in this way the group identity starts to be part of your individual identity. (Haslam 2001)

2.1.2.1 Regional Identity as communicative planning tool

As stated before, 'place' refers to the practice of everyday life. Practice of everyday life is related to the institutional structures created by the community themselves. By actively participating in these institutions people fulfil their need of belonging. Politicians also noticed that people are sensitive for things that stimulate that sense of belonging. Regions appeared to be a good spatial size to fulfil this need of belonging and it also appeared to be right size to mobilize collective identity. Nowadays regional identity is thus an administrative strategy for politicians. (Raagmaa, 2002)

When regional identity is used as an administrative strategy it often starts with making the regional identity explicit for its inhabitants. This does not sound logic at all, because it is the local community who creates the regional identity in the first place. But people are often not aware of their feelings and thoughts about the region. (Raagmaa, 2002) When the regional identity is low level, impulses can be given to stimulate regional identity. This can, for example, be done by regional branding. When the regional identity is felt, endorsed and carried out by its inhabitants, a region can start with 'advertising'. However, it should be taken into account that upgrading the regional identity is not as easy as Raagmaa (2002) suggested. Upgrading regional identity and to be able to use it as a administrative tool is a long term process, of which the success varies.

Improving regional identity is important because it is a fundamental dimension of sustainable development. When a region would just invest in economics, business climate, industry etc. the development is not likely to last. Regional identity also emphasizes the

local cultural and regional habits.(Meier-Dallach, 1980) This can stimulate indigenous development, but it certainly also can have an exogenous effect, because the localities, having a reputation of high cultural standards, are assumed to attract more people, potential entrepreneurs, investors and labour. (Spilling, 1991) A region with good internally-supported identity and reputation has a good potential to attract investments and new people. A neighbourhood where inhabitants have no particular regional identity may grow fast thanks to the investment made by outsiders interested in the utilization of natural resources, location or labour force, but may later rapidly decline because of rootless people. (Sweeney, 1990)

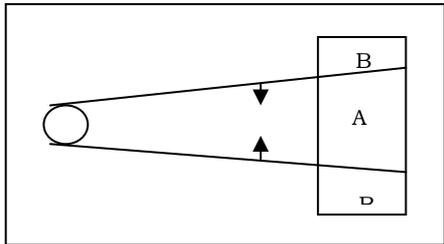
Healthy economics also plays a important role in these development dynamics. When the economic situation is not good the regional identity will be low. When a region is economically performing well, the regional identity is likely to be high. It is thus important in regional development to invest both in the economic situation and in the regional identity, because these two elements stimulate each other and together they can achieve sustainable regional development.

2.2 Network

Schein (1992) has developed the Diamond of participatory decision making. This diamond indicates what happens at different points in complex decision making processes. Critical notion in this process is that people first search for the obvious solution. Only if this solution does not work, people will look for new and innovative solutions. It is the task of the innovative network to go beyond the obvious. However, this is more difficult then it seems at first sight. In search for innovative solutions people are hindered by their own ‘fear of change’. To overcome this barrier the network needs good facilities and a manager who motivates the actors involved and at the same time guides and monitors the process and progress.

The institutional structures in which the project network establishes itself will have an influence on how the network will work. Of course the network model chosen and the governance structure created by the network itself will influence management structures. It is more interesting when the network is highly dynamic, a flexible network in the end can be able to deliver a better product. (Aa, 2001) Finally, it matters which partners are involved and what the quality of the relationships is between these partners.

2.2.1 Governance



*A is within the scope of the formal Institutions.
 B is outside the scope of formal institutions
 (new institutional space)*

Fig 4; the formal perspective, Wagemans

The Dutch Policy system is a rather rigid and bureaucratic system which governs the Netherlands via laws and rules. Even though it is widely recognized by all kind of governmental organizations, on local, national and international level, that governing just via law no longer suits today’s society. The society we, in the Netherlands, live in is a knowledge-based society. This means that economic advantages are established by innovation, creativity and interesting cooperation between both private and public partners.

Current policies slow down these innovative processes. (Wagemans, 2002) The Netherlands used to be a well-fare state in which the government had quite some power. Nowadays this has changed. Markets have become more privatized. (Gordon, 2006) These kinds of changes ask for a new way of governing. Governance has been presented in the past as the magical solution for all the problems that governments ran into. Governance is a new style of governing that is thought to be able to deal with a high dynamic society. Governance as a concept is very interesting. However, practice has shown that the application of governance is difficult because the old governmental structures are rigid. The only level on which governance is successful is the regional level, but this level is relatively new and not formalized. (Gualini, 2006) Nowadays some scientists still believe in the concept of governance and believe that via 'governance' governments can guide innovation processes. (Stoker, 1998, Gordon, 2006 and Gualine, 2006) Others think that innovation can only occur outside the formal system. (Wagemans, 2002)

The term government refers to the formal institution of the state and their monopoly of legitimate coercive power. Governments are able to make decisions and have the capacity to enforce them. (Stoker, 1998) Governance refers to a new way of governing. "Governance is ultimately concerned with creating the conditions for ordered rule and collective action. The outputs of governance are therefore not different from those of governments. It is rather a difference of process." (Stoker, 1998, p.17) In the ideal model of governance there is collaboration between bureaucracies, markets and co-evolution. (Gordon, 2006) The model should be used in a flexible way and the balance between bureaucracy and market should be adjusted to the context. Governance should be able to better handle complex problems that arise in society, than governments.(Stoker, 1998 and Gordon, 2006) Firstly, because private- and public parties economics will cooperate more efficient and effective, secondly, solutions will be implemented that actually fit in society, (Gualini, 2006) and finally, governance leaves room for self-organization and self-governing. (Stoker, 1998) All these aspects of governance are interesting in the perspective of development by innovation. Crucial for a successful governance structure, is, if the existing governmental institutions can reposition themselves in such a way that their bureaucratic system is able to deal with this new style of governing. It appears that in the Netherlands the problem is that governments are not able to adjust to the new style of governance. (Wagemans, 2002) In the government way of thinking governments facilitate the decision making process and control the final decision making process. With the governance style of governing, governments are 'just' partners. They sit at the same side of table as all other parties involved. Governments are clearly not adjusted to this role yet. An other struggle in implementing governance structures is, that governments struggle with a legitimacy issue; 'How to represent the people when you let in other parties in the decision making process.'

The level of the region seems to be ideal for innovation processes. 'Regionalism' is the importance given to regions by society and governments.(Keating, 2003) This means that it compromises both top-down and bottom processes. Regionalism embraces social-economic spatial development policies (Gualini, 2006) The regional seems to be very suitable for governance and regional development.

2.2.1.1 New Institutional spaces

The main difference between new institutional spaces and governance is that governance takes place within the existing the scope of formal institutions, where Wagemans (2002) suggest for innovative projects to be successful these should be organized outside the formal institutions. The space outside the formal scope is what Wagemans calls the 'new

institutional spaces.’ In this way, governmental institutions will not block the creative process needed for innovation with their bureaucratic fussiness, The problem with governments is that they can only deal with standardized problems. Whenever a government bumps into an unknown problem, they try to fit this problem within standards and then try to solve it. Opportunities for innovation often occur outside the formal scope of the government. Governments do see and understand the opportunities, but they cannot take advantage of it because it is outside their formal domain.

Wagemans (2002, p.253) suggested the following; “New institutional spaces can be constructed with an bypass construction. Such a bypass construction is possible by creating new networks of organizations deliberately positioned and independent, with a mandate to invent and apply system innovations without dependence on approval from actors within the formal policy system. Formal actors are invited to participate in such processes of discovery, but are not obliged to formally approve the steps proposed nor judge whether such step are in conformity with the rules and regulations”. This network involves participants from outside the formal institutions and should create conditions for creativity. What originally was designed to be bypass could become mainstream politics; this could be called system innovation.

In a network one or more cooperations between different actors can be formed. (Man, 2006) Network and supply chains as discussed by Van der Aa and Konijn (2001) refer to the collaboration between different actors and not to the general network structure. The cooperation among parties functions as an alliance governance collaboration. Alliance governance collaboration originates from the industrial economy, but is nowadays also common in the knowledge economy. However, designing an alliance is not easy, because it must be adjusted to its goal and its environment. The always changing circumstances request flexible governance structures. (De man, 2006) The advantage of alliances is that they can be tailored to all goals, even if they are narrowly defined. Perhaps the most important aspect of alliances is that they are flexible and able to deal with the high dynamics of the actors. Actors come and go and in alliance collaborations the governance structure can easily be adjusted to these dynamics. A governance structure, when appropriately designed, is able deal with the diversity of actors involved.(De Man, 2006)

Governance is not yet mainstream, but holds a promise of opportunities which suites the highly dynamic society that we are becoming. As suggested above, governance is the future. That is why it is important to organize spaces in which all kinds of organizations get the opportunity to experiment with governance. In general, these spaces can only be realized when created by important political actors. Consequently ‘political power’ is needed before governance or an innovative network can be established.

2.2.2 Actors

As mentioned earlier it is the old hierarchical system difficult for humans to change their behaviour. In innovative projects changing behaviour is even more difficult because people need to adjust to a new way of working, while the institutions they work in, work according to the old way. Actors can be held accountable for their by organizations in the old hierarchical system, for actions in their new network or governance alliances. Old structures in organizations, still have certain demands on people active in new network environment (Aa and Konijn, 2001) Change, therefore, is a continuous process in which the same obstacles have to be taken over and over again. (Morgan, 1998)

In innovative processes the actor networks, cooperations, associations, etc. are always fragile because the following concepts play a role; uncertainty, risk, control and trust. (Man,

2006 and Aarts and van Woerkum, 2002) When actors commit themselves to a network which starts an innovative process they want to minimize the *uncertainty* and *risks*. They do this by trying to *control* the situation as much as possible. Since innovation processes cannot be controlled, (Morgan, 1998) actors involved will need to have large *trust* in themselves, in the others involved and in the innovation itself. (Aarts and van Woerkum, 2002)

Uncertainties is the very human aspect of innovation and negotiations due to change. Risks are the calculated uncertainties which an actor is willing or not willing to take. To avoid uncertainties humans use different strategies like, for example, selecting, reconstructing or ignoring information. Humans do this to fit information within their current frame of reference. When humans are able to stay within their own frame of reference they are able to create an impression of certainty. A second strategy is to shift identity. Humans often act as a representative of their organization and hide themselves behind the stereotype character that others might have of them. A third strategy is to shift responsibilities. This strategy can be used to avoid the blame question. In negotiations this can lead to a collective non-responsibility, possibly causing the process to reach a deadlock. A final strategy is to formalize communication. By formalizing the communication the clearness and predictability is raised however, the opportunity for creative solutions is lowered. (Aarts and van Woerkum, 2002)

Different strategies could be used to enrich the innovation process and at the same time lower the feeling of uncertainty. First of all, actors can be selected who are 'uncertainty oriented'. These actors view uncertainty as a challenge rather than something that should be avoided. Secondly, space can be created for informal conversations. This can help to develop constructive relationships between actors. Thirdly, long-term visions and short-term goals could be distinguished, which is also referred to as 'thick networks and thin institutions' (Zijderveld 2000). It means that long-term visions are flexible and easy adjustable to unplanned events, while the short-term actions are agreed upon and fixed. Fourthly, relationships between the representative and their constituencies can be incorporated. Finally, a strategy could be to invest in a good mediator who not only pays attention to the process progress, but also to the relationships between the partners and whether the actors are contend with their position in the network. (Aarts and van Woerkum, 2002)

Trust and control are ways of dealing with uncertainties. Actors tend to control as much as possible, and if they are not able to control, they have to have trust. A definition of trust that fits the struggles of actors in innovative processes is; " an individual's belief in, and willingness to act on the basis of, the words, actions, and decisions of another." (Lewicki, 2006, p. 94 after McAllister, 1995, p.25) Distrust is indeed the opposite of trust; "distrust implies fear of the other, a tendency to attribute sinister intentions to the other and desire to protect oneself from the effects of another's conduct." (Lewicki, 2006, p. 97)

In partnerships there are two kind of approaches; the 'control approach' and the 'trust approach'. Both approaches have their own benefits and disadvantages. The control approach focuses on strategy, structure and systems, within a formalized cooperation. It is useful when the main goal is to maintain the status quo and to offer consistency to the stakeholders involved. The trust approach is based on the motivation to cooperate. New values can be created by synergy of positive energy. (Man, 2006) In the control approach the focus is on how to divide 'the cake', this is called distributive negotiations. In the trust approach the focus is on 'the baking process of the cake,' this called integrative

negotiations. (Pruitt and Carnevale, 1993) It is very important that right balance is chosen between control and trust and this balance should be adjusted to the goal of the partnership. (Man, 2006)

In an innovative process the balance between trust and distrust constantly shifts. When something causes uncertainty with the partners there will also be less trust and more distrust between the partners. (Aarts and van Woerkum, 2002) A bit of distrust is healthy, because it would be foolish to trust blindly. But too much distrust would stagnate the process. (Man, 2006) To find the right balance between trust and distrust a safe environment should be established in which trust is created and distrust is managed effectively. (Lewicki, 2006)

2.2.2.1 Actor-network-managers

An actor-network manager needs to organize several network-related elements, factors, actors etc. to start an innovative project. First of all, a (new institutional) space should be organized. In order to do this some political power is needed. (Wagemans, 2002) This space should be creative, open and safe for actors to experiment. Moreover, a network model should be developed which relates to the new way of thinking. (Aa and Konijn, 2001) The cooperation between the different actors involved also needs to be shaped and it needs to fit in the total network. (Man, 2006) Actors need to be selected and a plan should be made of how to organize and shape the relationships between these. (Aarts and van Woerkum, 2002) Within the network a 'new future' will be created, which creates oppositions with the status quo. This does not only count for the new future to be created, but also for the shift from a steering model to a network model, or put differently, from the old way of thinking to the new way of thinking. Managers first have to recognize these contradictions and secondly find a way of integrating these competing factors (Morgan, 1998)

In order to go beyond the obvious solutions or the status quo, the facilitator or manager of the network should guide the actors involved to the edge of chaos. (Marcus, 2006 and Morgan 1998) It is up to the manager to create enough driving forces or to create a strong attractor which makes that the network is willing to choose for innovation. The manager can trigger actors within the network to push for change and, or create external motivations to innovate.

“Networking the Networks means to spin and mediate relationships across a dense network of actors, to create linkages between different individuals and organization, to stimulate effective communication in these various linkages and to facilitate those relations which are hindered by procedural, cultural misunderstandings or fears.” (Gilchrist, 2000, p. 271)

2.3 Knowledge

“The great failure of rationalism is not its recognition of technical knowledge, but its failure to recognize any other.” (Scott, 1998)

Knowledge has a dual character. In general when theorist discuss existing knowledge, they differentiate between explicit and tacit knowledge. Even the old Greek philosophers like Plato and Aristotle, already discussed the dual character of knowledge. What nowadays is called explicit knowledge they called “techne” and tacit knowledge was explained by the concept of *mêtis*. Techne is the universal knowledge. It has an impersonal character and is often very precise with solid explanation and verification. Techne is directed to explain a general truth and can be learned without putting knowledge into action. (Scott, 1998)

Métis is contextual knowledge and refers to practical skills. It has a rather personal character. Métis is based on experience, it is daily practice, and therefore its actions are almost never explained or verified. Its intent is not to contribute to a wider set of knowledge but to solve concrete problems. Métis can only be learned in practice (Scott, 1998)

Described above is how the old Greek understood knowledge, but the descriptions of knowledge today are not that much different. Knowledge still has a dual character. First of all, there is explicit knowledge which is codified, rational, separable from context and thus transmittable by formal means, e.g. information systems and manuals. Secondly, there is tacit knowledge, which is context-specific and informally arising from experience and practice. (Peterson, 2008) Knowledge defined as a total concept then would be; “Knowledge is about beliefs and commitments; it is about action toward some end; and, it is about meaning that is context-specific and relational” (Peterson, 2008, p.2 after Takeuchi and Nonaka). It is interesting that this definition shows that knowledge is a social construction by using the words ‘beliefs and commitments’. This means that knowledge can be reshaped and moulded. People hold certain knowledge, but this knowledge is not static, people can get rid of old knowledge and accept new knowledge; people are able to learn.

Tacit knowledge is important in localized development projects. Without tacit knowledge explicit knowledge would be useless, since you would not be able to apply your knowledge. Tacit knowledge makes it possible to use universal knowledge and to make it profitable. By using tacit knowledge you can adapt universal knowledge to local situations. Tacit knowledge also includes improvising tactics, this means that in different situation different knowledge is used and different actions are preformed. It is not only about adapting to different situation, but also about making use of different situations to obtain a maximum result. Tacit knowledge involves rules of thumb and the ability to improvise in different situations. (Scott, 1998)

In a project aimed to be innovative the creation of new knowledge is the objective. New knowledge is created by various forms of ‘conversion’ of tacit and explicit knowledge. (Peterson 2008) The process of tacit knowledge becoming explicit is called externalization, when tacit knowledge is mixed with other and more tacit knowledge the process is called socialization. When explicit knowledge becomes tacit knowledge this is called internalization and if explicit knowledge is combined with more explicit knowledge this is called synergizing different kind of external knowledge. (Peterson 2008)

2.3.1 Knowledge Brokers

Based on argumentation given in the article by Peterson (2008) about transformational supply chains, the creation of new knowledge is the condition that needs to be met before innovation can occur. The production of new knowledge is often an unstable process because of several reasons. First of all, new knowledge is likely to come from outside the already known, and may not be in line with the already existing knowledge. (Peterson, 2008) This means that people need time before they can get their head around the new knowledge. People also need time to make up their minds about what value the new knowledge has for them, before they can apply the new knowledge. The use of new knowledge represents a great risk of applicability, new knowledge is uncertain and unpredictable, until it has proven itself. (Peterson, 2008) However, it is not only about the people who use the new knowledge and who are part of the innovation process, it is also about the environment of the people who use new knowledge. It is not known beforehand how they will react. They may reject the new knowledge and the innovation all together. By taking part in an innovation process and

the creation of new knowledge you take a risk. There is the opportunity of an unique advantage by being a first mover, but at the same time there is the risk of rejection.

Peterson differentiates three kinds of knowledge, tacit, explicit and new knowledge. For the development of different kinds of knowledge you need different kind of governances to guide the learning process. If a performance problem requires explicit knowledge, then exchange governance should be applied. If a performance problem requires tacit knowledge, then learning governance should be applied. And if a performance problem requires new knowledge, then transformational governance should be applied. (Peterson, 2008) Although in innovation processes the focus is on transformational governance, exchange governance and learning governance also play an important part. Exchange governance supplies the network with all the explicit knowledge, even though this knowledge is generally accepted this does not mean that it is generally known. Learning governance secures that learning will not only happen within one part of the network, but that different networks and different parts of the network also learn from each other. (Peterson, 2008) In transformational network governance, the network must create as well as share knowledge. (Peterson, 2008) The actors in the network should be open for new paradigms and they should be able to create new knowledge. The management of the network and the selecting process of actors should be well considered, because only with the right group of actors new knowledge can arise and be shared. Both van der Aa (2001) and Peterson (2008) have discussed knowledge management in supply chains in the private sector context. Both see that public parties should be included in the supply chains in order to be successful, not because public parties have such a high creative extra value, but because the public parties have the public authority to approve or to disapprove. (Man, 2006) In the process of creating new knowledge an adaptive management style is needed (Peterson, 2008 and Slobbe, 2002) and a learning environment should be created in which there is space to experiment, to learn via failure or success, to adapt and to experiment again. (Kolb, 1984)

As discussed above, new knowledge is risky and uncertain. Also the process of creating new knowledge goes hand in hand with a lot uncertainty. To deal with uncertainty and risk a niche could be created in which people can develop and test new knowledge without directly having to face the negative effects of their experiment. Innovations are very fragile, they first should be nurtured in a niche. Niches are protected spaces, that can simulate a change in existing social technological regimes. (Mierlo, 2007) Niches discussed in this context are often created for the making and testing of new products and / or branding strategies. In a more spatial and social context niches are called pilot projects. In these pilot projects networks can be established that get the opportunity to learn and to experiment. (Mierlo, 2007) Innovations or innovative ideas get the opportunity to mature, while at the same time stakeholders discuss the infrastructure and other factors that are needed to introduce the innovation. Also unexpected effects and constrains in the environment can be tested and dealt with in a niche. These pilot projects often get institutional freedom to develop innovations that challenge the existing regime.

The above described niches and innovation processes are founded in scientific and product innovation. Peterson (2008) describes innovation imbedded in society. For this reason his description of an innovation process and development of new knowledge is much more a working method. He suggests to start with an analysis of the situation that includes an assessment of what kind of knowledge is needed (explicit, tacit and/ or new) and a stakeholder analysis of which stakeholder has which knowledge and which knowledge is still needed. In different situations different knowledge is needed and different learning environments are created. Each learning environment is different because they are location specific. (Peterson, 2008)

2.3.2 Learning

'Learning' in innovation processes is reflection- and action oriented. Learning can be interpreted as a dynamic process, which involves continuous sense making of the world through perspectives or frames of references, based on concrete experienced modified knowledge, beliefs and values. The outcomes of concrete experiences of the world are explanations, hypotheses, or interpretations which emerge as 'new concepts' or theoretical propositions.' These experiences help evaluate our actions and in turn these new experiences can lead to adaptation of perspectives, frames of reference and actions (Leeuwis 2002, p.73).

The definition of learning used above is based on Leeuwis' (2002) of learning, which is defined in such a way that fits the context of social learning. Leeuwis' definition is an interpretation of the experiential learning theory developed by Kolb. (1984) Not only Leeuwis' definition is based on Kolb's learning cycle, but also the adaptive management and niches discussed earlier in this paragraph 2.3.1 are based on Kolb's Learning cycle.

Learning according to Kolb involves a four stage cyclical process. An individual or group must engage in each stage of the cycle in order to effectively learn from the experience. The cycle starts with an experience or an event. In order to learn there need to be reflection. Reflection starts with exploring what happened and to observe it as if it were a multidimensional picture of the experience, in order to get an overview. The second stage is to analyze the observations, to reflect on what happens and compare these observations with existing knowledge or theories in search for explanations. This theorizing or conceptualizing of the experience is a very crucial part of learning, because this is where solutions to problems and innovative ideas come from. The third stage, is putting learning into action by deciding on which ideas are most important. The final stage is putting these new ideas and / or solutions into practice. This will result in a new experience, and the cycle will start over again. (Kolb, 1984)

When learning is discussed in the context of innovation, theorists often talk about the need of double loop learning, or second order learning. Learning to do things better, within the existing aspirations, assumptions and principles is single loop learning. Double loop learning is when the existing aspirations, assumptions and principle are being questioned and re-evaluated and thus themselves become the subject of learning. (Mierlo, 2007 p.32 after Argyris and Schön 1996) Double loop learning in an intuitional context often can be valued as system innovation. (Wagemans, 2002)

Experiential learning and double loop learning are important aspects of the innovative process. Both kinds of learning request a lot of input from the actors involved; they not only cost a lot time, but participants also have to open up and be willing and able to get rid of old believes, values, norms and identities. That is way there is a high need for a safe learning environment. A pilot project is one way to create this.

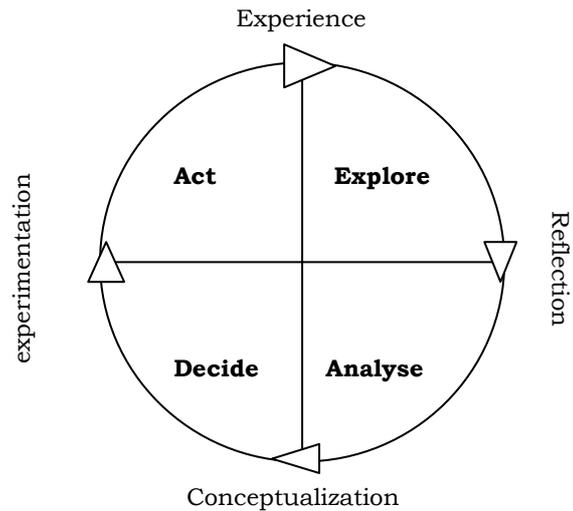


Fig 5; Kolb's learning cycle

Learning in the context of innovation has two core components: the first is interaction and the second is knowledge development in the context of application. (Lagendijk, 2000) The role of interaction is based on the communicative approach based on the work of Habermas. Knowledge is essentially seen as a social construction. A set of beliefs, rather than a set of revealed truths. Learning takes place in a certain situation and often consists of explicit knowledge practical reasoning. (Healey, 1997). By combining explicit knowledge, tacit knowledge and experience, new knowledge can be created (Peterson, 2008) In the view of Lagendijk, “the context of application (through action) is an intrinsic element of knowledge development.” (Lagendijk, 2000, p.3)

Below, shortly two learning styles will be discussed, firstly, the learning regions and secondly the Community of Practice. The idea of learning regions unites very well with the idea of regional development. Community of Practice can be linked with the concept of ‘well connected community’, both concepts are based on supporting already existing communities to grow.

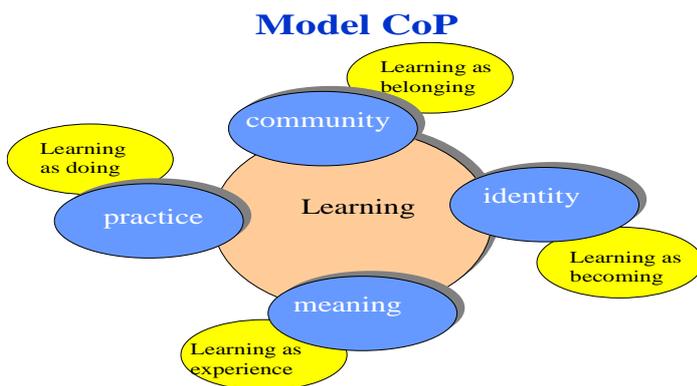
2.3.2.1 Learning Regions

The kind of learning described above is what Lagendijk (2002) calls ‘interactive, action-oriented learning. Three forms of learning appear to play a role as part of the interactive, action-oriented process of learning. First of all, cognitive learning. This is about understanding a certain problem and being able to deal with it. (lagendijk, 2000) Cognitive learning is often single loop learning. Cognitive learning can be with many actors from different disciplinary fields and linking skills, this is what Rölling (2000) calls collective cognition. The second form is social learning, in which the actors develop a greater and/or deeper understanding of the multiple perspectives of the other actors involved. This can be called double loop learning, because it is not just about sharing cognitions but it is about understanding cognitions. (Leeuwis, 2002) Social learning strongly depends on the interactive learning processes, although cognitive aspects are also important. (Lagendijk, 2000) Finally, institutional learning is often associated with institutional change. Institutional learning is just double loop learning, actors reflect on embedded routines, attitudes, and organizational forms. “The emphasis on institutional change is important when addressing the relationship between learning and regional development.” (Lagendijk, 2000, p. 4)

Institutional learning in regional context thus means that regional actors are capable of reflecting in a critical way upon their own institutional arrangements, and can derive conclusions about the need and potential for progressive change. (Cooke, 1997 and Morgan, 1998). “Learning regions are regional developmental concepts in which the main actors are strongly, but flexibly, connected with each other and in which both interregional and intraregional learning are emphasized” (Lagendijk, 2000 p.8) In these regions both private organizations like; financial institutions, and companies, NGO’s, small and medium-sized enterprises and the public actors like; regional agents including politicians, policymakers higher education institutes, public research establishments, universities, innovation-support agencies, work together to develop policy that should lead to regional development. In the learning region actors from different subsystems come together. Often learning occurs via different learning trajectories in the different subsystems. (Groot, 2002 in Leeuwis 2002) Lagendijk suggests that all these different actors come together in one system and learn together, since the diversity of the group of actors in this kind of learning need good facilitation.

2.3.2.2 Community of Practice

There are many different settings in which groups of people learn together, A Community of practice (CoP) is one of the possible settings. In a CoP there are common activities in which knowledge, experiences, perceptions and visions are exchanged, which leads to a common expertise development. CoP's also have a large social aspect. People get to really know each other and connect with one another. Relationships are established in which there is a shared responsibility for the problem at hand. CoP's develop a group language, new concepts and new meanings of old concepts arise. (Kersten en Kranendonk, 2002)) CoP's have a paradoxical character, at the one hand they are normal pheromones in society, which randomly establish themselves, often implicitly. At the other hand CoP's are used as a



planning and communication instrument. The establishment of these CoP's is rather explicit. (Kersten en Kranendonk, 2002) The explicit employment of CoP's to serve certain goals is based on a social theory of learning, this theory integrates 5 components that characterize social participation as a process of learning and knowing. (Wenger, 1998) In this model, which is shown in figure eight, the theoretical background of CoP's is illustrated. Learning is a central component in this model.

Kersten en Kranendonk, 2002

Fig 6; CoP model Wenger

The components in the CoP model include the following; (Wenger, 1998)

- 1) Meaning: a way of talking about, the experience of an event (individual or collectively).
- 2) Practice: the way of talking about the shared history, frames perspectives etc. that can sustain mutual engagement in action.
- 3) Community: because of social relationships a sense of belonging can be developed, by participating competences can be developed.
- 4) Identity: to learn is to change the frame of reference is to change identity. Learning in groups creates identities of becoming in the context of the community.

The components of the CoP model correspond with other concepts earlier discussed in this thesis. Components one and two of the CoP model together are comparable with Kolb's learning cycle. In Kolb's learning cycle, 'learning by doing' is the central idea. This is also true for the CoP model. Also important in the CoP model is what in this thesis is called 'situational capital', which is divided in community and regional identity. The development of communities can create extra value and identity, and is an important element in these developments. Also Wenger (1998) and Kersten en Kranendonk (2002) argue that the idea behind CoP is not so much to create new communities but to take the already existing communities as a point of departure.

Characteristics of CoP's are, that both explicit as tacit knowledge are applied and exchanged. The line between learning and action is relatively short. This is rather important when developing new knowledge. (Lagendijk, 2000, Peterson, 2008) The CoP is well

connected with its environment, and could therefore also be compared with the well connected community theory. (Gilchrist, 2000) CoP's are suitable for breaking through boundaries, (institutional, physical, theoretical, disciplinary) complex problems, and reach sustainable goals by creating extra value. (Wenger, 2002) The ability of breaking through boundaries is very important, because as established earlier for innovation double loop learning and institutional learning is needed.

All these different goals demand the CoP to be a safe place, where relationships can be established and where people trust each other enough that they dare to be open and creative. This does not mean that CoP's shut out its environment, it is even important that they are open for and connected to the environment. These demands on the CoP, but in general on all the learning structures need a specific organization, this will be discussed in the next chapter.

2.4 Communication, Management and Organization

Communication and management has been discussed in the context of the resources. This paragraph is more explicit on how the network and the resources could be organized. Guidelines and principles to organize innovative processes will be discussed. Furthermore, this paragraph will briefly discuss how the specific resources and organization strategies as discussed in this thesis could lead to innovation and regional development.

In previous paragraphs is suggested that the process of innovation is fragile and that it should be protected from environmental elements that can threaten the innovation For the people involved a safe learning environment has to be created, in which they open up for new knowledge and are willing to 'work' with this knowledge. The clash between the steering organized society and network organized innovation makes it hard for people to participate in innovation processes. First of all, because they have to justify their behaviour in a controlled an steering society and secondly, doing something new creates a lot of uncertainty. In this thesis many suggestions has been given of how this safe environment should look like, but so far nothing has been said about how to manage the communication in these protected spaces. Therefore, this paragraph discusses how to organize communication in such a way that these protected spaces really feel safe to experiment and to innovate.

Judith Innes, professor at the University of California has a lot of experience with consensus building and collaborative policies dialogues. Consensus building is needed when there is a lot of uncertainty, when no one has enough power to obtain the result by himself and in situations where there are problems which cannot be solved with old solutions. or where old solutions no longer work. Innes has pointed out 8 principles of consensus building which need to be present before a process can be labelled consensus building. (Innes, 2004, p7)

1. Inclusion of a full range of stakeholders.
2. A task that is meaningful to the participants.
3. Participants who set their own ground rules for behaviour.
4. A process that begins with mutual understanding of interest and avoids positional bargaining.
5. A dialogue where all are heard, respected and equally able to participate.
6. It is allowed to question the status quo and all assumptions.
7. All information is shared among the participants.
8. All interest should have been explored and every effort has be to made to satisfy concerns.

Even though the goal may not be to build consensus, these eight principles are still very interesting when discussing communication in innovative processes, because they concern process management in uncertain situations. The first principle of Innes (2004) is to include full range stakeholders. In uncertainty management it is argued not to include a full range of stakeholders, but only those who are innovation oriented. (Aarts and van Woerkum, 2002) In Niche management it is claimed that the network of stakeholders involved should be heterogeneous, and that people from different sectors should be invited. When people who all think alike are put together innovation will not occur. (Mierlo, 2007) Principle two seems logic, but it is very important that only those actors are invited for whom the task or the point of discussion is relevant. If you invite non-relevant partners they might walk away from the task and perhaps also from the whole process. Principle three is generally endorsed in negotiated innovation processes. It is often the first thing done to create the 'right' group dynamics for effective negotiations, but most of all, it creates trust among the partners. (Stoker, 1998, Aa and Konijn, 2001 Aarts and van Woerkum, 2002, Lewis, 2004, Mierlo, 2007) Principle four is about avoiding positional bargaining. This can be put to a stop when there are clear rules about this point and people should be think from 'creating the extra value perspective.' (Aa and Konijn, 2001) Principle five seems logic, but in situations with long historic disputes between several partners involved it is not that obvious. Principle six is very important for innovation and is related to ideas of double loop learning. If this principle is not met, plans made and actions done will fall in the range of the old system, and will not be new or innovative. Principle seven is about an equal share of information. This is not only needed to create a fair negotiation process, but also because sharing information enlarges trust. This is mainly because of two reasons; first of all, the willingness to share and secondly, because certain information might make clear why a party has that specific interest. (Innes, 2004) Principle eight might give the impression that all interest should be met, while in fact the most important interests of partners involved should be met, while the other less important interests are the spaces to manoeuvre. There are some other negotiation principles suggested by other authors that might be interesting for the innovation process as well. First of all, the character of the innovation process should be open and creative. This should be made explicit and rules should be made to guarantee this character. Secondly, there should also be some form of guidance for the communication between the representatives and their constituencies. (Aarts and van Woerkum, 2002, Leeuwis, 2004) This is because the representative is now active in the network model while they constituency is still in the hierarchical network. This causes difficulties for representatives in explaining what he or she has negotiated in the innovative network.

Principles for the negotiations in an innovation process could be;

1. The innovation network should be a heterogeneous network which consists of innovative oriented people.
2. When setting a task or discussing a certain dispute only the relevant partners should be invited.
3. Partners should set their own ground rules of behaviour, this includes setting rules to obey the open and creative character of the process.
4. A process that begins with mutual understanding of interest and avoids positional bargaining.
5. A dialogue where all are heard, respected and equally able to participate.
6. The status quo, behaviour, norms and values and assumptions should be questioned.
7. All information is shared among the participants.

8. All interests should have been explored and every effort has to be made to satisfy concerns.
9. The design of the process should be based on trust instead of trying to control the process.
10. There should be guidance for communication between the representative and the constituency.

Almost all the principles discussed above are based, or rooted in, the idea of ‘communicated rationality’ of Habermas (1981). This idea of communicated rationality is a very abstract model or method of speech in ideal type of situation. Communicated rationality is; “ A model, where interest engage in dialogue, undistorted by power differentials and information differences and where assumptions are challenged, a kind of truth is formed. Shared understanding develops, reifications are broken down and interests work through their differences to produce more complete, meaningful and robust knowledge than scientific methods or socially- constructed negotiations in situations where controversies and multiple goals and contradictions abound.” (Innes, 2004, p. 10) The eight principles Innes suggested for consensus building were already more rooted in practice. The principles for innovation processes just suggested are even more related to practice, but it still includes ideas of communicated rationality. Communicated rationality is the ideal, but because of the practical situation, this ideal cannot be met. However, it is still worthwhile to reach for the ideal because then innovation is so much easier.

The innovation, or innovation network is integrated in its environment. As the environment can influence the innovation or the innovation process, the innovation should be able to influence its environment. (Morgan, 1998) In an organization or network a strong attractor or positive force can flip the network upside down which allows change and/or innovation to happen. (Morgan, 1998) When in a region an innovation network is active, this network may function as an attractor or a positive force for development. (Lagendijk, 2002) This regional development is a long term, non-tangible effect. It is a change of attitude and regional identity that can lead to development. (Raagmaa, 2002)

One should always be humble about ones abilities, (Aarts and van Woerkum, 2002) but sometimes small changes made at the right place and at the right time can have large effects. (Lorenz, 1993) Knowing that the network is, so to speak ‘just a butterfly,’ and the change envisioned is large, the task which lies ahead is difficult, but not impossible.

Chapter 3 Research methodology

This chapter will explain the research methodologies, analysis and research techniques that are used to obtain the result. Remark that needs to be made is, that I, as a researcher tried to be as unbiased as possible. However, at the same time research is always subjective. By choosing to use a certain method or a certain analysis others are left out. By choosing to ask certain questions in interviews other possible questions are left out. In an interview with Christian Curré about regional identity he said; *“There is the identity of the heart, the identity of the mind, and the identity of the researcher, because people only start to think about a certain topic when asked to by the researcher.”* This is a factor that researchers need to be aware of.

3.1 Research methods

This thesis is based on a qualitative research. There are three reasons for this choice: firstly, a case study seemed to suit the subject of this research best. Second reason is, that the main aspects of the thesis are the ‘social constructed’ resources needed for the innovative process, which are not tangible and in consequence there is not a standard of how to measure them. The importance given to these resources is based on the importance given to them by those involved. Thirdly, the case study and the number of partners involved is too small for a quantitative research. Therefore, a quantitative research would make no sense. The choice to use a case study approach is based on the fact that this thesis involves a project. The actors involved meet because of this project; it is rather interesting to observe these meetings. I was given the opportunity to interview all the actors involved about their finding of ‘OnszuidLimburgsland.’ I was also allowed to read all the documents produced about the project as well as all the documents produced by the participants of the project. These three sources of information gave a complete picture of the state of affairs of this project and the actor-network. The results of the case study are compared with a literature study to see and understand the differences. Based on these differences an advice can be given. Beside the formal part of this research there is also an informal part. These are conversations that I have had with kern team members or other partners, for example after or before the meetings or on the train, car or buses. These informal conversations also contain information and have value for the formal research part.

3.1.1 The case and my role

The agreement with the commissioner was that my thesis would concern the management and organization of internal and external communication. To obtain the information needed to write this thesis I would actively participate in this project. With this is meant that I observed the meetings which were held in context of ‘OnszuidLimburgsland’ and that I was allowed to interview the involved actors. Apart from the thesis I would also write a strategic communication plan for phase three of the project. During the time in which I was involved with ‘OnszuidLimburgsland’ the main financier stepped out of the project as they were no longer able to finance the project. The project depended on the financial input of Orbis. Therefore the objective of the project changed and the most important goal became to find a new main financier. Due to this change my assignment also changed. My new assignment became doing the evaluating interviews with the partners of the project. In these interviews evaluating question and thesis related question were combined. My thesis is used as input for the evaluation of Telos.

3.2 Research techniques

3.2.1 Observations and participative research

In the context of 'OnszuidLimburgsland' I have visited many different types of meetings. At some of these meeting I was only observing whereas at other meetings I was also participating. Below you find a list of meetings I have attended along with a mention of what my role was as a researcher.

| Event | Attending organizations | Purpose meeting | Data | Extra information |
|--|--|--|-------------|------------------------------|
| 1 Kern team meeting at Orbis | Orbis 1x, TransForum 1x, Telos 1x, Proyact 1x | Discuss organization project | 04-09-08 | observations |
| 2 Atelier ICC Ruraal in Mechelen (4 locaties) | Alterra 3x, Orbis 4x, Rabobank 1x, Arvalis, 1x Telos 1x, Zorgboederijen zuid Limrbug 1 x, Projact 1x, hoge hotelschool Maastricht 7x | Think creatively about the possible development at different rural locations | 24-09-08 | participation |
| 3 Results atelier ICC rural meeting | Orbis 2x, Proyact 1x, and Arvalis | Discuss results for the four location and what is next | 08-10-08 | observations |
| 4 Meeting Arvalis and Orbis | Orbis 1x, Arvalis 1x, Proyact 1 x | Discuss how to organize the ICC Geleen Zuid | 08-10-08 | observations |
| 5 Dag van de Toekomst in Papendal | Telos 1x, ProYact 1x and TransForum 1x | Present the project and find new ideas and entrepreneurs for the project. | 10-11-08 | Observations / participation |
| 6 Kern team meeting at Orbis | Orbis 1x, TransForum 1x, Telos 1x, Proyact 1x | Discuss organization project | 24-11-08 | Observations / participation |
| 7 Knowledge meeting OZLL | Orbis 1x, TransForum 1x, Telos 1x, Proyact 1x, province 1x, arvalis 1x ro-groep 1x, Alterra 1x | Discussion about what to do with the project after financial crisis | 08-12-08 | observations |
| 8 Meeting to make a plan for second beginning phase three | Alterra 1x Telos 1x, Proyact 1x, arvalis 1x | to discuss short list of potential new partners and locations | 12-01-09 | observations |

Table 1;Observations

3.2.2 Interviews

In this case study I have conducted two different types of interviews. The first interviews were open interviews. The purpose of these interviews was to understand the purpose, the structure, the goals, the objectives, etc of this project. These interviews had open questions and were informal conversations about the project. The second table is a table with interviewees who all took part in the same common interview. I have chosen to do a common interview with all the partners for the reason that this enabled me to compare the opinions of different partners.

I have taped the interviews and I have written along during the conversation. At home I transcribed the interviews and subsequently sent it back to the interviewees to ensure that my interpretation of the interview was correct.

| | Organization | Relation project | Purpose interview | date |
|----------|-----------------------|---------------------------------------|---|-------------|
| 1 | TransForum | Kern team member | To find out about history of this project and the role of TransForum in these kind of projects | 20-10-08 |
| 2 | Telos | Kern team member and Knowledge member | Role of knowledge, participation of profit based organizations and governmental organization and the influence of the history of south Limburg on the project | 03-11-08 |
| 3 | Alterra | Process manager rural ICC | ICC-Concept, Process of Rural ICC, what went wrong | 02-12-08 |
| 4 | University of Tilburg | No role in project | Role of regional identity in regional development. Role of community in Regional development | 20-10-08 |

Table 2 Single Interviews

3.2.2.1 *The general Interview*

The general interview was developed by me jointly with Telos.⁴ Telos does the monitoring in this project. In the general interview we combined the question, that I. Originally had formulated for my thesis and the questions Telos for the monitoring process. The questions we each formulated were already rather similar. Telos will use the common interview as input for the evaluation of phase two. I have used the general interviews as input for my analysis and to give an advice about the future organization of this project.

⁴ Telos (Brabants centrum voor duurzaamheidvraagstukken) works on the monitoring programme in the 'OnszuidLimburgsland' project.

| Organization of interviewee | abbreviation | Role of interviewee | Date |
|--|---------------------|----------------------------|-------------|
| Orbis | OR | Kern team | 27-01-09 |
| Orbis | OR | Ex- kern team | 13-01-09 |
| Arvalis | AR | Partner | 09-01-09 |
| RO-groep | RO | Partner | 21-01-09 |
| Rabobank | RB | Partner | 13-01-09 |
| Provincie Limburg | PL | Partner | 19-12-08 |
| ProYact | PY | Kern team | |
| TransForum | TF | Kern team | 30-01-09 |
| Telos | TL | Kern team | 19-01-09 |
| Alterra | AL | Partner | 02-02-09 |

Table 3 General Interviews

The questions of the common interview are in appendix one.

3.2.3 Literature study

I have studied literature and theories which were interesting in context of the case and I have studied case related documents. I have used books, internet and articles.

3.3 Methods for analysing the interviews and the observations

The events and meetings that I have visited, indicated in table one, of the project 'OnszuidLimburgsland' where in final stage of phase two of the project. The main part of phase two is still about the development of visions and concepts for different locations that also need to be found in this phase. This means that the project, currently, is more a network developing ideas than a concrete project team. Therefore at this point in time the network and the organization and management of the communication in the network can be valued as most important. For this reason, the organization of the network is also central in this analysis, which is taken as the point of departure. By analysing the project network I hope to find out how the network uses the resources available to them and how the resources could be used in a better manner. This analysis hopefully will provide a picture of how the organization, management and communication in the network influence the ability of the network to use its resources. In the end it perhaps also determines the ability to be innovative and the ability to support regional development.

To obtain a complete picture of the network's organization I chose to do analyses on both an individual level as well as on a relational level. On individual level, the ability to be innovative of the different actors involved will be researched. On the relational level, the innovative ability of the actor-network will be studied. This analysis very much focuses on the organization of the cooperation and relations between the actors.

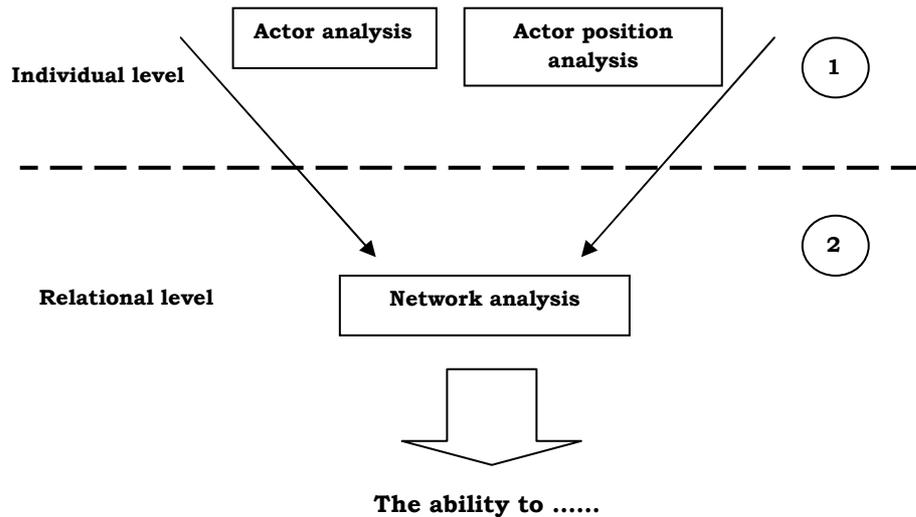


Figure 7; Analyses

3.3.1 Actor analysis

In this actor analysis the innovative characteristics and mindsets of the actor are analysed. This analysis will be made based on the observations made during the meetings and interviews that I have conducted with the different actors. Questions one to seven of the common interview can very much help determine the attitude of the actors towards this project. However, observations made during the meetings are equally important. Telos has in the past developed a quadrant to indicate the innovative ability of actors in a project like the ‘OnszuidLimburgsland’ project. The quadrant consists of two axes. The first axe indicates if an actor thinks in terms of conservation or in terms of development. The second axe determines if an actor is willing to take risks or not and if the actor is change oriented. Then the actor is a visionary and these kinds of actors are needed in a innovative process. At the other end you also need more realistic actors. For a project it is important to get a right mix of actors. In the ‘OnszuidLimburgsland’ project three kinds of actors participate: entrepreneurs thus actors with an economical stake; governmental parties, which have administrative stake; and the final parties involved are the knowledge institutes; their objective is to learn and at the same time they consult the project. The quadrant below should help to get an insight in what kind of actors participate and what kind of role these actors could fulfil in the process.

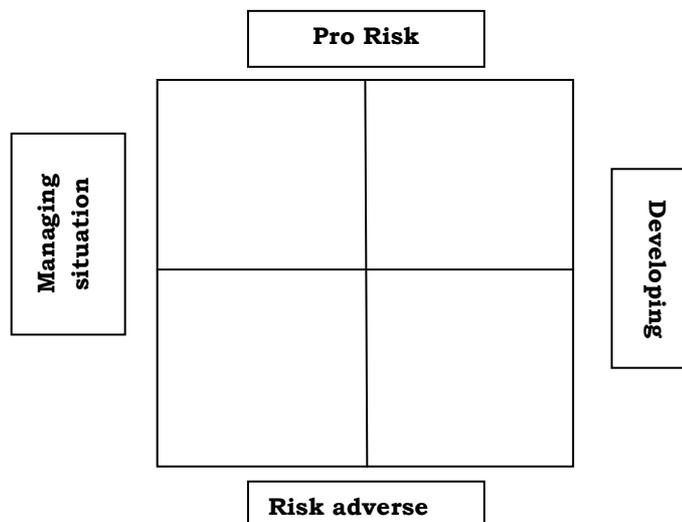


Figure 8; Actor Anlysis

3.3.2 Stakeholder position and role analysis

This stakeholder analysis is not a regular stakeholder analysis. In a regular stakeholder analysis one indicates key stakeholders, primary stakeholders and secondary stakeholders. In this stakeholders analysis only the key stakeholders will be discussed. Key stakeholders are those who have a significant influence or importance in the project.

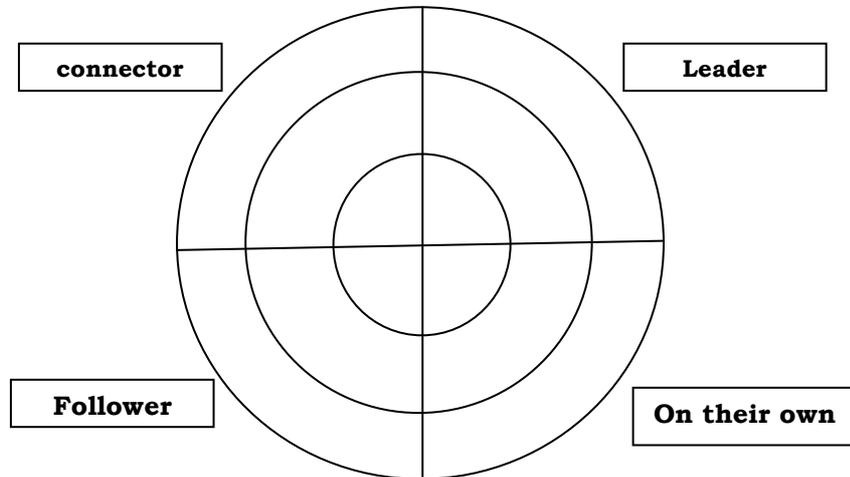


Figure 9; Actor position Analysis

There are three circles in this stakeholder analysis, just like in a normal stakeholder analysis. However, here it only indicates to what extent the key stakeholders are involved with the project. An additional factor in this stakeholder analysis is the quadrant which talks about the role of the stakeholder. A stakeholder can be a leader, a follower, a connector, a loner or a combination of these roles. In the common interview the partners were asked to tell about their own role and to indicate the other partners in the stakeholder rose. The idea to develop the stakeholder-rose came from working with Leary's rose.⁵ However, in Leary's rose different characteristics are described. In this stakeholder-rose the involvement of the stakeholders also matters, as it is done in a classic stakeholder analysis.

3.3.3 Network Analysis

The network analysis describes the relations between the actors and the network as a web of actors. The mutual relationships do matter, but this analysis focuses more on the quality of the collaboration and the organization of the network. The observations made during the different meetings and events are very significant for this analysis. However, in the interviews I also asked the partners what they think of the cooperation with the other partners. Chapter 2.4 and 2.2.2 discuss different ways of communicating, managing and organizing the actor network. The first analysis consists of a comparison between the way communication is organised and the principles of a participative innovative process which are based on the principle of Innes described on page 22; chapter 2.4. The principle of a participative innovative process will be the point of reference for this analysis. This analysis, is thus concerned with the organization of the network. The second analysis will assess whether the characteristics of an innovative network mentioned by Aarts and van Woerkum and de Mann are present. The second analysis is sub-divided in two analysis, firstly, the network environment is assessed and secondly the relationships are studied. Both analyses will be qualitative analyses and the three analyses together will indicate the ability of the network (in relation and organization) to be innovative. All three analyses will be based on the interviews and observations made.

⁵ www.testjagedrag.nl (06-01-09)

Both relations in the organization of the network are important if innovation is the objective. Firstly, the organization of the process will be analysed. This part of the analysis will be both based on- the principles of participative innovative process, as well as compared with it. These principles are explained below. For each principle should be determined whether the principle is met and in what way this principle is met. When the principles are not met it is important to establish why this is not the case and how it could be met in the future.

Principles for the negotiations in an innovation process could be:

1. The innovation network should be a heterogeneous network which consists of innovative oriented people.
2. When setting a task or discussing a certain dispute only the relevant partners should be invited.
3. Partners should set their own ground rules of behaviour; this includes setting rules obeying the open and creative character of the process.
4. A process that begins with mutual understanding of interest and avoids positional bargaining
5. A dialogue at which all are heard, respected and equally able to participate
6. The status quo, behaviour, norms and values and assumptions should be questioned.
7. All information is shared among the participants
8. All interests should have been explored and every effort has to be made to satisfy concerns
9. The design of the process should be based on trust instead of trying to control the process.
10. There should be guidance for communication between the representative and the constituency.

The characteristics of an innovative network also determine whether a network is able to be innovative. Both de Man and Aarts and van Woerkum (2002) describe several characteristics a network should have if it wants to achieve innovative goals. From the characteristics de Man (2006) and Aarts and van Woerkum (2002) described the following characteristics seem to be the most important characteristics for an innovative network.

- to be open
- to be creative
- to create a safe environment
- to be flexible

In this part of the network analysis the innovative character of the network is analysed by asking questions about the openness, creativity, safety and flexibility of the network and by making observations about it.

Finally, the relations between the different actors and the nature of the relations between the different actors matter. This is underlined by de Man (2006) in his book about cooperative alliance. To get additional information about this the interviewees were asked to indicate if the next indicators had grown during phase two.

- Togetherness
- trust
- understanding

By analyzing the answers given to these questions I hope to find out how the interviewees feel about the cooperation and the relations they have in the network. This analysis can be replenished with information from other questions in the common interview as well as information from the other interviews and the observations.

Chapter 4 Results analysis on the individual level

In this chapter results from the individual analysis will be discussed. First the actor's analysis will be discussed, then the roles and positions in the actor's position rose and finally I will discuss how the outcome of these analyses can be interpreted and turned in a strategy which could be used in phase three of the project. It is very important to keep in mind that the individual analysis does not give a value proposition about the persons. But that the in this thesis indicated innovative characteristics are being analysed, not the persons themselves. Also important is, to keep in mind, that these characteristics are only analysed during the interview, which was specifically about this project. Thus this analysis should be seen in context to the 'OnszuidLimburgsland' project. Last remark is that the actor analysis and the actor position's rose are intertwined. There is a force field between the two analyses in which they also influence each other. The actor's characteristics affect the actor's position and role and vice versa the actor's position and role affects which characteristics are prominent.

4.1 Actor analysis

In this actor analysis first the actors involved will be discussed. I have done an interview with all these actors and based on these interviews I will position the actors in the actor-quadrant. This actor-quadrant will indicate how innovative the characteristics of the actors are related to each other. In Appendix three there are short summaries of the interviews that I have had with the actors. These summaries are focused on information about the innovative mindset of the interviewee. At forehand it should be said that all these actors have an innovative mindset, otherwise they could not participate in this network, the actor analysis is just meant to show the relief within the network.

Based on the interviews and the observations I have placed the actors in the actor quadrant on the next page . In the lower left quadrant the more conservative actors are positioned and in the upper right quadrant the actors with a more innovative mindset are placed. Some of these innovative actors could even be valued as Visionary. In the quadrant also the managing director of Orbis and the initiator of Urban Unlimited are mentioned, because these actors have played an important role in phase two. However The managing director and The initiator of Urban Unlimited were not interviewed in context of this thesis. Figure twelve does not only reflect the actions of the actors in phase two, but indicate possible use of innovative talent.

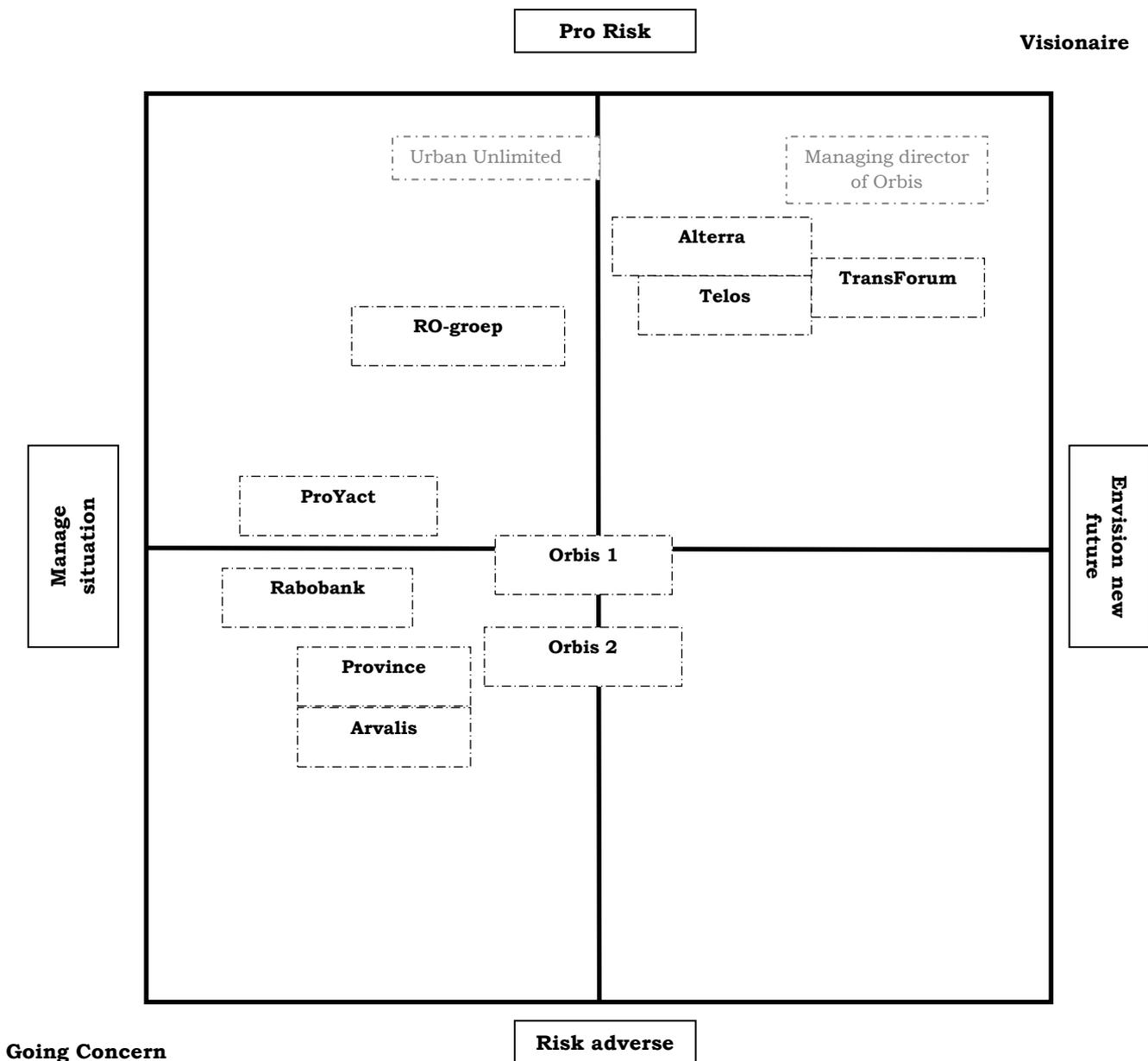


Figure 10; Innovative Mindsets

Several actors indicated that visionary and or inspiring actors are needed in an innovative process. The vision that these visionaries have stimulate and energize others. “The vision of The managing director gave me the idea that I was involved in something important” (respondent) The managing director from Orbis has been the visionary for this project and in that way has also been a leader for the network as such. The managing director envisioned a new future for the health care in South Limburg, but also, he wanted to set an example for other health care providers in the Netherlands. The initiator of Urban Unlimited who is a city planner and urban designer at Urban Unlimited transformed The managing director his vision into a plan, for the periphery location. A plan in which new chain relations between landscape and social functions in this area are being made. The design by The initiator of Urban Unlimited gave energy in a later stage of the process. “The design of The initiator of Urban Unlimited was an good example of how to make the vision of The managing director concrete”. (respondents)

Besides being visionary or creators, these two actors also had the capacity to lead the network. At the moments they were involved they also took the lead and guided the network. This all may look positive, but there are several factors which influence the ability for these two actors to 'guide' this project in the next phase. First of all, both of them were not very much involved with the project. The managing director had the final responsibility for this project, but he had many other tasks and therefore other employees of Orbis represented Orbis. This created a gap between him and the other actors, even within Orbis, as two respondents indicated. This gap made it hard to communicate, and for others to fully grasp his vision. This could be a reason why the abstract phase consumed most of the time in phase two.

The initiator of Urban Unlimited was employed by the network. He designed the plan, but he is not going to not guide the implementation of his design. He designed this plan on his own, which could be an important factor why his plan is not really embedded within the network. If he would have let other actors participate more than the actors would have felt more related with the design. (respondent) Alterra guided the development of the business case for the rural ICC. Her method was more or less the opposite of the method Urban Unlimited used. She involved the group in every step of the process and the design. The entrepreneurs said that a process organized like Alterra did, took too long, at the other hand she created a certain amount of togetherness. The togetherness to realize a innovative project is missing in the way Urban Unlimited created his plan. There is thus a tension between speed and the need for togetherness. The methods of Urban Unlimited and Alterra are perhaps extremes, for projects like 'OnszuidLimburgsland' a middle course should be found.

A good vision is just one ingredient for innovation. As shown above the second important ingredient is process design. "In this process the focus has been on the org-ware and not on the software." (respondent) This means that the vision was about the content and not about the process of how to make this vision happen. Both The initiator of Urban Unlimited and The managing director did not focus on the process. They were trying to create innovation through existing institutions and not by a new process. In phase three someone is needed who is also able to envision the process, if this project wants to move in the right direction. (respondent)

In phase three, The managing director is no longer involved in this project. Luuk could be involved in the next phase, but he is more a creator than a visionary. He is able to inspire people, but he is not that much part of the network.

Figure twelve suggests that there are three possible visionaries in the network. These are actors who have a innovative mindset, are pro risk, envision a new future for South Limburg and have knowledge about and experience with innovative processes. It appeared that three actors have a more innovative mindset than the other ones. These actors are from TransForum, Telos and Alterra. The actor from TransForum was very explicit about the fact that *"working in hierarchical structures cost him a lot of energy."*

The actor from Alterra was very explicit about how he envisioned an innovative process; *"In these kind off processes you come together to discuss what is going on, there is an open structure and relations are based on trust."* The actor from Telos indicated that he feels a lot of responsibility for the project and already proved this. All feel responsible for creating new functions in connection with the landscape. All three are also great minds and able to think out of the box. At the same time they are realistics, but not skeptics. If there is trust and faith, then there is probably no need to formalize, but there is the danger of going back to a

more formal approach when things are not going well. Several respondents indicated that working with the knowledge manager from Telos energized them, in several meetings he also showed the ability to lead meetings and or the network.

It could for several reasons be interesting to make all these actors, or a couple of them, leading actors in this network. One of the possibilities of doing this is to ask them to form the Kern team. However, Alterra and Telos are knowledge institutes and TransForum is more involved from a distance. TransForum has a special position in this network, it is an innovation programme from the national government. In actual practice this means that they are involved from a distance, they consult and coach the process. In phase two the knowledge institutes developed a knowledge question about the development problem in South Limburg. The knowledge institutes are the owner of this knowledge question, but they are not the owner of the actual problem. However the knowledge problem has been given more attention to than the actual problem. In phase three, the entrepreneurs should have more influence in the project than the knowledge institutes. Therefore it is not logical that the kern team, in which the leading actors could be gathered, will just consist of TransForum and actors from the knowledge institutes. It is thus important that a visionary is found among the entrepreneurs.

In chapter 2.2.2. about actors and innovative mindset, there are several characteristics discussed which are useful in innovative processes. Characteristics that belong to someone with an innovative mindset are (Aarts and van Woerkum, 2002):

- actors who think in terms of baking the cake instead of dividing the cake
- actors who are able to work and think in network structures instead of hierarchical structures
- actors who are able to work according to the trust approach instead of the control/administer approach
- actors who do not think in stereotypes
- actors who take their responsibility
- actors who are creative and able to think out of the box
- actors who do not feel the need to formalize
- actors who can create synergy

One of the respondents indicated that entrepreneurs are not yet able to let go of their own gain and to put the common profit first. The network tends to fall back into hierarchical structures and thinking in stereotypes. (respondent) Now that the project is not as speedy as expected, actors tend to formalize and use a control approach. This creates little synergy between the actors. The entrepreneurs tend not to feel responsible for the general problem which South Limburg is facing, they are only willing to take actual action when the task is concrete.

The explanation above and figure twelve, show that there is a gap between the knowledge institutes, TransForum and the entrepreneurs. This gap should be closed to improve cooperation. Besides that the entrepreneurs in the next phase will need to be more active, because they will have to do the larger share of the project. An interface is needed to connect the two groups in this project. Because the entrepreneurs need to be more active in the next phase it would be good if this interface would be an entrepreneur. In figure twelve it is visible that, the RO-groep is more close to the knowledge institutes than any other entrepreneur. The RO-groep has a different position than the other entrepreneurs not so much because the current position of the RO-groep in the project, but because of the potential role they could play. The RO-groep are entrepreneurs, but they understand the way knowledge institutes work. The RO-groep has experience with developing multi

functional spaces. They are involved in regional development and they have knowledge about how these processes can be organized, which goals and objectives can be obtained in a certain duration. Besides knowledge about innovative processes, the RO-groep also need to have the power to fulfill the role of interface. This means that they need to have access to political power and they need to be able to activate situational capital. They must have connections with the community of South Limburg and they need to understand and to be able to work with the regional identity. Finally the entrepreneur who will be the interface need to have an innovative mindset, leadership skills and have the flair to be the central point of this network. The interface could be a employee of the RO-groep (respondent)

The quadrant, figure twelve, is the innovative process, thus actors who are not at all able to cooperate in an innovative project would not be in the quadrant. The actors on the lower left part are not as innovative as the other four not because of lack of capability , but because of for example lack of space given to them by their organizations. For example the person from Arvalis that I have interviewed, could also fulfill the role of interface if the position of Arvalis would be different in this project. Or if this person was given the freedom by Arvalis to fully participate in this project.

If in the next phase the province of Limburg will invest in this project there is a chance that person from the province that took interviewed will become a member of the kern team. If he can get over governmental boundaries, goals and regulations his membership could be an added value. This person has the innovative mindset to be a partner in the kern team, but what his specific role will be depends on the objectives set by the province. A future kern team could exist of members from TransForum, the province of Limburg. Telos as knowledge manager, Alterra as process consultancy, ProYact as project manager and the RO-groep as interface. The choice to split process and project management is because the project manager often gets involved in obtaining targets. By doing this you take the risk that the process is pushed to the background, as has happened in phase two. (respondents) To prevent this from happening project management and process management are separated. This kern team should function different from the current kern team. This will be discussed further in paragraph 4.3 and chapter 5.

“Though you have found the right actors and the right organizations, it still takes time and patience before all the actors are willing and able to be fully engage in such an innovative process.” (respondents)

4.2 Actor Position Analysis

After observing several meetings, a hypothesis was that there was a lot of indistinctness about roles. Actors did not seem to know what to expect from the project or from other actors. That is why I chose to ask all the partners to fill in the actor position/role rose. Below are two tables which show the results of how partners filled in this rose. Table four indicates which role a certain partner has played according to the other actors. The most left column contains the partners. The next eight columns indicate positions in the rose, mind that the rose is a circle and that Follower/connector is next to connector. The for last column indicates that someone did not know where to position a partner. The final column indicates where the actors placed him- or herself.

| | Connector | Connector Leader | leader | Leader on their own | On their own | On their own Follower | follower | Follower connector | out | self |
|----------------------------|------------------|-------------------------|---------------|----------------------------|---------------------|------------------------------|-----------------|---------------------------|------------|-------------------------|
| Provinve of Limburg | 1 | | | | 2 | 2 | 4 | | | On their own / follower |
| Telos | 2 | 4 | 1 | | | | 1 | 1 | | Connector / leader |
| Rabobank | | | | 1 | 3 | | 3 | 2 | | Follower / connector |
| RO-groep | 1 | | | | 1 | 1 | 4 | 1 | 1 | Follower / connector |
| Arvalis | 1 | 2 | | | 2 | 2 | 2 | | | Connector / leader |
| Orbis | 1 | 2 | 2 | 2 | | | 2 | | | Connector / leader |
| Proyact | 1 | 4 | 1 | 1 | | 1 | 1 | | | |
| Alterra | 2 | 1 | 3 | 1 | | | | 2 | | connector |
| TransForum | 2 | 4 | 2 | | | | | | 1 | Connector / leader |
| Total | 11 | 17 | 10 | 5 | 7 | 6 | 16 | 6 | 2 | |

Table 4; Actor Position Rose

Table four confirms the hypothesis that there is no distinctness about roles. It should have been the case that the indication of the positions, should have been more or less the same. This table however shows a diffuse picture, accept for the position of Transforum. This seems to be quite clear for the others. The role of Telos and Proyact was also rather clear. The cause could be that these three parties were in the Kern team and have a more central position in the process.

Orbis was also part of the kern team, their position however as indicated in table four was not very clear for the other actors. Reason for this could be that from Orbis several people were involved. Which may have lead to a diffuse picture on what kind of partner Orbis is. On the other hand they were the formal leader of the project, so their role should have been clear. The diffuse role Orbis played during project could also have been caused by an internal problem (respondent). The vision of ICC-concept as new important concept for care was a vision of the managing director himself, it took him quite some time to explain this to the other employers of Orbis.

The positions of the Province of Limburg and the RO-groep also were clear. The province of Limburg was officially not involved. They did follow the project, because it takes place in an area which is a part of their responsibility. The RO-group had the feeling that “they have not been used enough and that the project has put them on the sideline.” (respondent) Other partners also indicate that they have not, or not very often, seen the RO-groep. The way the partners filled in the positions of Arvalis, Alterra and Rabobank is more diffuse. These parties have not been involved a lot, but also announced that their role was not clear to them.

All the actors, have indicated in the interviews that they did not know what to expect from the other actors of the project. Two respondents indicated that they think that if the roles and expectations would have been clear from the start, that there would have been more progress. A reason given by a respondent for the indistinctness about roles and expectation is, that the partners never really got to know each other.

In the process which is reproduced in the picture below, phase two existed of two different phases; an abstract phase or start up phase and a more concrete phase. In the first phase there were several large meetings in which the bigger vision was explained, the goal in the concrete phase was to organize project teams per ICC. These smaller teams would think about how to implement the bigger vision in concrete projects.

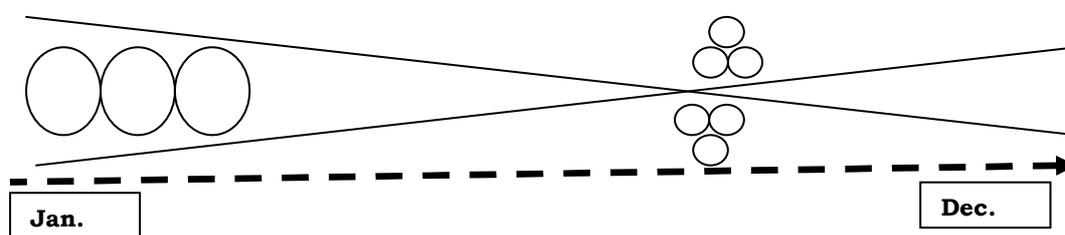


Figure 11 Time Indication

In the first part of phase two there were four meetings about the main lines of the project. All the partners indicated that this phase was too long and that there had been too many meetings. All the interviewees did indicate that this first phase as such was needed and that in the future there should be feedback moments concerning the main lines. In general it was said that in the concrete phase partners should have met more, this only happened once or twice. Since the partners did not meet in these smaller groups they never really got to know each other. In the larger meetings the group was too big to get really acquainted.

The reason why the actors did not get to know each other was different in Rural ICC than in the Urban ICC. In the Rural ICC it took quite a lot of time before a meeting was set in which they visited four locations. This meeting was organized by Alterra. They had a good method to analyze the locations and for the partners to get to know each other. After evaluating the locations it became clear that the locations were not suitable. After that there have been no meetings with the whole group.

In the Urban ICC the partners did not really get to know each other, because of the fact that Urban Unlimited designed the plan for them. Although the partners gave input to The initiator of Urban Unlimited in bilateral conversations, they did not really designed it themselves. Again the partners did not meet, thus when Urban Unlimited handed over his plan to them, the partners did agree, but they did not know how to move on from there. Again there has been no meeting after the plan was handed over. Thus the process in both cases stopped when the partners really had to become active to make it work.

In table five the involvedness of the partners is indicated. The most left column indicates the partners. Then there are five columns which indicates the positions in the rose. The next column indicates that someone did not know where to position this partner and the final column indicates where the actors indicated him- or herself.

| | 1 | 1.5 | 2 | 2.5 | 3 | out | Average | self |
|----------------------------|---|-----|---|-----|---|-----|---------|--------|
| Provinve of Limburg | | | | 4 | 5 | | 3 | 3 |
| Telos | 4 | 4 | | 1 | | | 1.5 | 1 |
| Rabobank | | 1 | 5 | 1 | 1 | | 2 | 2 |
| RO-groep | | 2 | 2 | 4 | | 1 | 2 | 2.5 |
| Arvalis | 3 | | 4 | | 2 | | 2 | 2 |
| Orbis | 6 | 3 | | | | | 1 | 1 1 |
| Proyact | 8 | 1 | | | | | 1 | |
| Alterra | | 2 | 5 | 2 | | | 2 | 2 |
| TransForum | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 2.5 |

Table 5; Involvedness

1= very much involved, 2= involved 3= a bit involved. The halves indicated the lines between the different circles.

Remarkable is that just three parties feel involved and are also indicated by the other as being very much involved. Orbis as formal chairman of this project felt involved and Telos felt involved. Orbis will not participate in phase three, so they will disappear out of the heart of the project. Telos cannot and will not carry the load of this project by themselves. This would also not be logical, because Telos is not the problem owner and does not have a direct stake in the project. As indicated by all the partners a greater involvedness is needed to realize innovation.

An interviewee explained that in South Limburg there is a complex cultural problem which causes frictions when different parties from the region have to cooperate. This cultural problem is a very complex problem, with many different aspects. Actors from the network confirmed this.

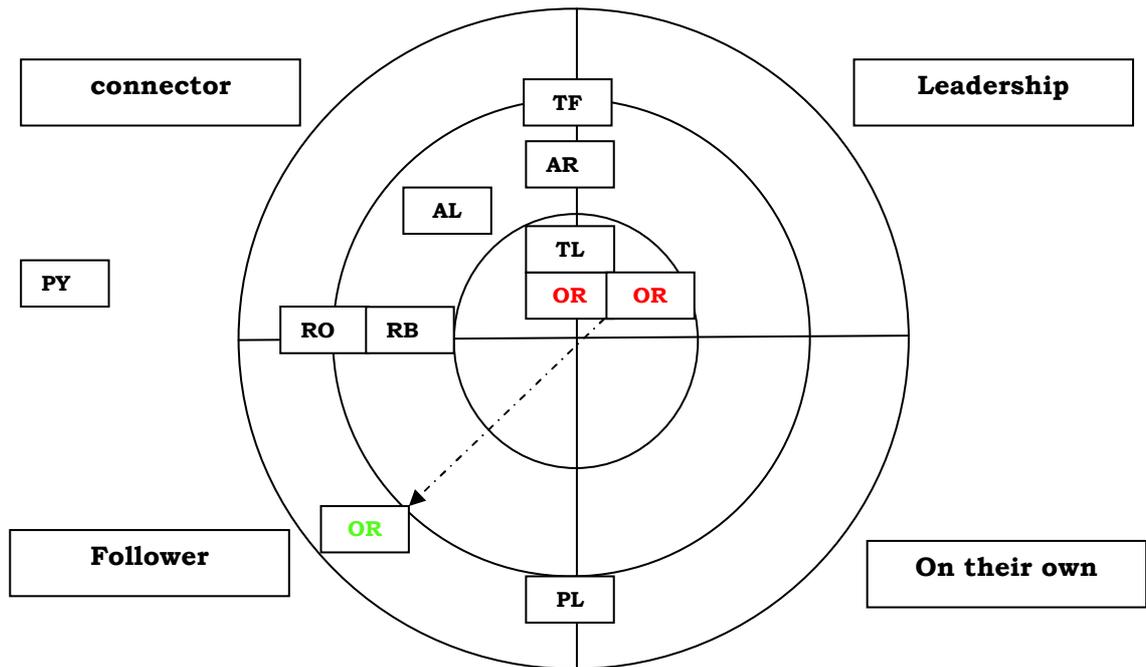


Figure 12; Results Actor Position Analysis

Figure fourteen, indicates the positions and roles of the stakeholders as indicated by themselves. From this figure it appears that there are no real leaders. Orbis used to fulfill this role, but has already retrieved. TransForum said that they have partly taken leadership in this project, but they did this from quite a distance. Arvalis has taken the leading role, but has done so in a very specific sub-part of the project. Telos has taken the lead, but does so, on its own, besides they are not an entrepreneur or owner of the problem. Which has made it very hard for them to really lead this network. Remarkable is that the other actors do not get the feeling that they are really involved, which makes it almost impossible for Telos to lead this network. It perhaps felt more like pushing the network than leading it. Many of the actors are enthusiastic about the network. In a relatively short period of time, different actors from different disciplines agreed to be part of this network. Though some parties, like the municipalities, are still missing, actors are quite positive about the network as such. The actor position rose clarifies why the network has expanded so much. All the actors, except the province of Limburg, say that they have the skills to connect parties. A clarification, for why everybody claims to be connector could be, that in the Dutch network society it is more desired to be connectors and cooperative instead of leadership qualities. "However a project is not a success if more people are involved, in the end expansion of the network is not the goal of the project." (respondent)

4.2.1 Conclusion Actor position Analysis

The results from this analysis will not be an eye opener for the actors in the 'OnszuidLimburgsland' project, knowing it is indicated by the actors themselves. However it is interesting to analyze how this diffuse picture of position in this network has originated, what the consequences are and can be done about to improve the network.

After working with the actor position rose in the interviews and after analyzing the different interviews the conclusion is that the rose shows more than 'just' the positions and involvedness. It also tells us something about the roles of partners and the relations

between partners in the project. It also gives us information about the expectations that partners had. It also tells us something about the bilateral relations that partners have besides the project. However, the position roses are very subjective, because it is based on how the interviewees indicated the actors.

The for most reason given by the actors themselves, why there was indistinctness about the roles, positions and expectations, is that partners have not seen each other enough. (Two Respondents) The abstract phase should have been shorter and there should have been a more direct transition to the concrete phase in which the project teams should have met right from the start. (two respondents) What has happened is that the kern team has tried to facilitate the transition phase. Another option would have been to establish the project teams and then let them go their own way. This process now was very much controlled. Perhaps the kern team did not have faith that the project teams could establish themselves. The kern team had reason for these doubts; the retrieval of Orbis, not being able to find the right locations, partners that did not really commit themselves to project yet. However the result was that the potential project teams never met. The kern team tried to get commitment from different parties to participate in these teams by bilateral conversations. It is imaginable that it is hard for actors to commit themselves to something if they do not really know the other parties. It might have been risky to let the project teams form themselves, let them set their own goals and let them make their own rules. If they would have chosen for this approach, the trust approach instead of the controlled approach, than the process would have been more an innovation process then it is now. However this is no guaranty for success.

A reason for the kern team to choose a more controlled manner of steering is that the actors are not yet used to the new way of organizing processes like this one. Most partners indicated that roles were not clear, with some partners I got the feeling that they also meant that they needed to know what their task was. For example Arvalis wanted more information about what they needed to do when searching for locations. Rabobank also seemed to be waiting for a clear task before starting to work. Actors indeed need to know what their role or position is and what they can expect from others. In innovative processes it is not the case that actors just do their task within the project. The kern team at this point let go of the 'rules' of an innovative process and indeed gave Arvalis a task to perform.

Another factor related to the explained above is that some actors still think in stereotypes. (Respondent) For example several actors in the interview indicated that the province of Limburg should take its responsibility in the next phase and facilitate the process. In a true innovative process the province would just be another actor. However it seems that this is not what the actors expect from the province and the province of Limburg does not seem to be able to fulfill another role than to facilitate the process. In phase two they were also not able to participate as an actor. Some entrepreneurs also think of the knowledge institutes as organizations that only contribute knowledge. (Respondent) While the idea of innovation is to co-create new knowledge in the network of actors from different disciplines. Conclusion is that most of the actors still think in stereotypes; knowledge institutes, governmental organizations and entrepreneurs. "Not one of the parties have been able to breakthrough these stereotypes". (respondent) It also happened that the further along in the process actors recidivated into thinking in stereotypes. Reason for this trend could be the parallel development of growing uncertainty. At phase two, faith in the process and project diminished. The first meeting I attended I did not observe any thinking in stereotypes, the final meeting I observed that quite some of the actors thought in stereotypes. This also came forward in the interviews.

4.3 Conclusion Analysis on the individual level

As discussed before in chapter 4.2 the network that has been created during phase two is an extensive network. With the inclusion of a couple of new actors, like the municipalities, entrepreneurs from tourism, etc. the network would be complete. Meaning that all possible stakeholders are involved. The network has the potential of being an innovative network, most of all because the actors involved have an innovative mindset. However the potential of many actors has not been reached in phase two. One of the reason extensively discussed in chapter 4.2 is the current positioning and role of the actors. All actors, accept the province say that they have had a connecting role, this means that the other roles in the project are not fulfilled. For phase three to be successful some of the parties should be repositioned, the trick is to do this in such manner that individual and cooperative innovative talent can be explored.

The rose designed for the interviews was based on the current situation in the project. However when the innovative potential of this network and the innovative process are discussed, a more innovative rose is needed. The innovative actors position rose, is in figure fifteen. In the innovative rose there is no space for people that do not really want to commit themselves. The lower quadrants are now meant for those who support the process and for the workers. Supporting the process does not mean facilitating the process, but meant are parties that can support the network with knowledge about innovative processes. The final goal is that in this network the actors co-produce new knowledge, but this process will not establish itself, it needs to be stimulated. This role could very well be played by the knowledge institutes. Besides this the knowledge institutes could also help to develop and answer knowledge questions.

The workers are foremost the entrepreneurs. The idea is not that the workers will just carry out the work assigned by others, but that they set their own tasks in project groups which are also learning cooperations. The workers are in fact their own commissioners. The workers should participate in the project teams. It would be interesting if also actors from the municipalities and other local stakeholder would participate. Another possibility could be that the province would participate in this quadrant and thus in the project teams as well. The actors from the province who could participate in the project teams are not the same as the actors of the province which are in the kern team. The participants of the province could for example be members of the Development Company of the province of Limburg. The Development Company has a different place in the organization scheme of the province. This is interesting because they could have their own stake in this project, which differs from the stake of the department involved in the kern team.

In the innovative rose, leadership does explicitly not mean an administrative leader, but meant are inspiring actors, who energize the network. In current network there is not an actor who is really able to take up this task. However this role can be combined with the connector role. It would be interesting if from every different discipline, knowledge, government and economics an actor would be willing to fulfill the role of inspirator and or connector. Organizations who could do this based on their innovative mindset are Telos, Alterra and TransForum. However, they are not really at the right position to be the inspirators for the this project. Also employees of the province of Limburg are not really in the position to be inspirator of the project. It would be best if the inspiring actor would be an entrepreneur. However leading and inspiring, are what people are, these are characteristics which cannot be created. Employees of the province of Limburg, could be important connectors, especially in governmental settings. ProYact is and continues to be the project manager. As such she is the connector between all the parties. The role of the RO-groep is to be the interface, as suggested in chapter 4.1. This means that they will have a central

position in the network. They will have to connect the different parties involved and link the different disciplines involved on order to close the gap between them. Another important task for them will be to imbed this project in 'Heuvelland.'

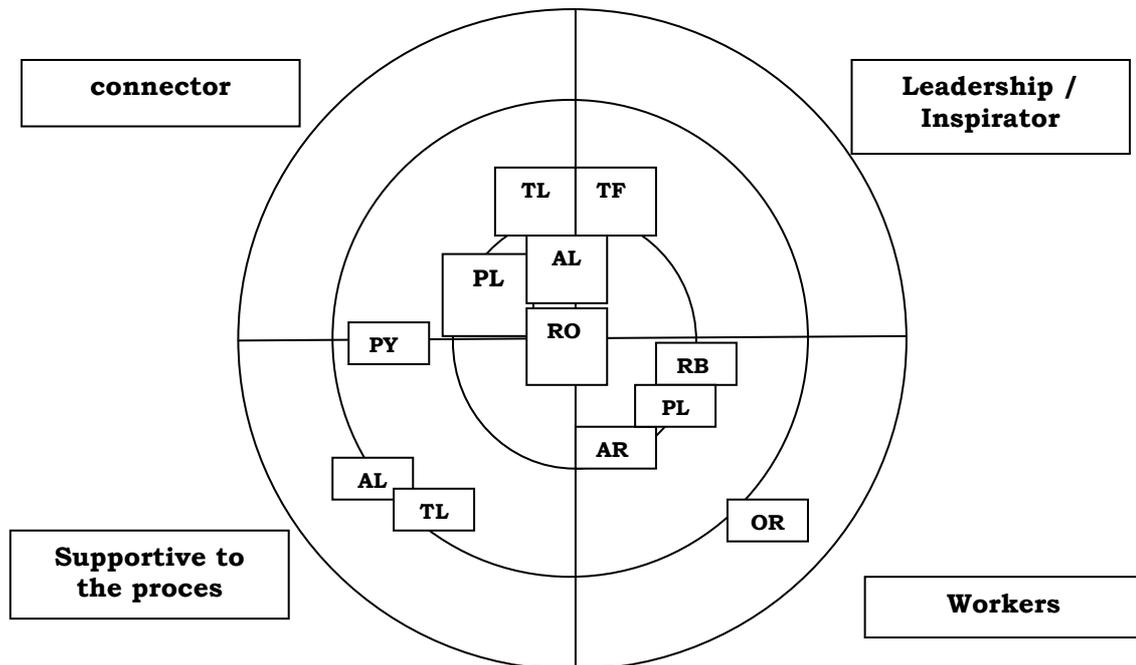


Figure 13; Repositioning Actors

The actor analysis could be used to fill in the new roles needed to enlarge the innovative process in this actor network. From the actor analysis came forward that TransForum, Telos and Alterra are the actors and organizations with the most innovative capacity. Therefore it would be interesting if they would be the actors active in the top quadrant of the actor potential position rose. As indicated in chapter 4.1 these three actors could form a kern team that potentially could 'lead' an innovative network. However the project is in a phase in which the part belonging to the entrepreneurs in the project should be larger than the part belonging to the knowledge. Because the province of Limburg might be the main financier in phase three, an employee of the province will also in the kern team. This employee will probably have some struggles with managing and connection two worlds: being in an innovative network and being part of the more hierarchical province. The RO-groep is also in the kern team, this is because it is suggested in paragraph 4.1 that it would be interesting if someone of the RO-groep would be the interface for this project. This person should also be in the kern team, e.g. for the communication between the kern team and the project teams.

The project teams will mainly exist of the entrepreneurs. It is important that the entrepreneurs selected for a project team have a clear stake in the project. It would be interesting if local parties would cooperate with the larger parties like Arvalis, Rabobank, the RO-groep and Orbis. It is also interesting if organizations like Staatsbosbeheer or natuurmonumenten would be involved, because they have more explicit knowledge. It is nice if the municipalities would participate in the project teams, to gain the political power needed to realize the projects. It can be very interesting if the province would be involved in the project teams as well, for example through the Development Company. To guide the process in the project teams it would be good if at first the knowledge institutes would be involved in assisting to start up the innovative process. ProYact could support the network, the kern team and the project teams in a more practical sense.

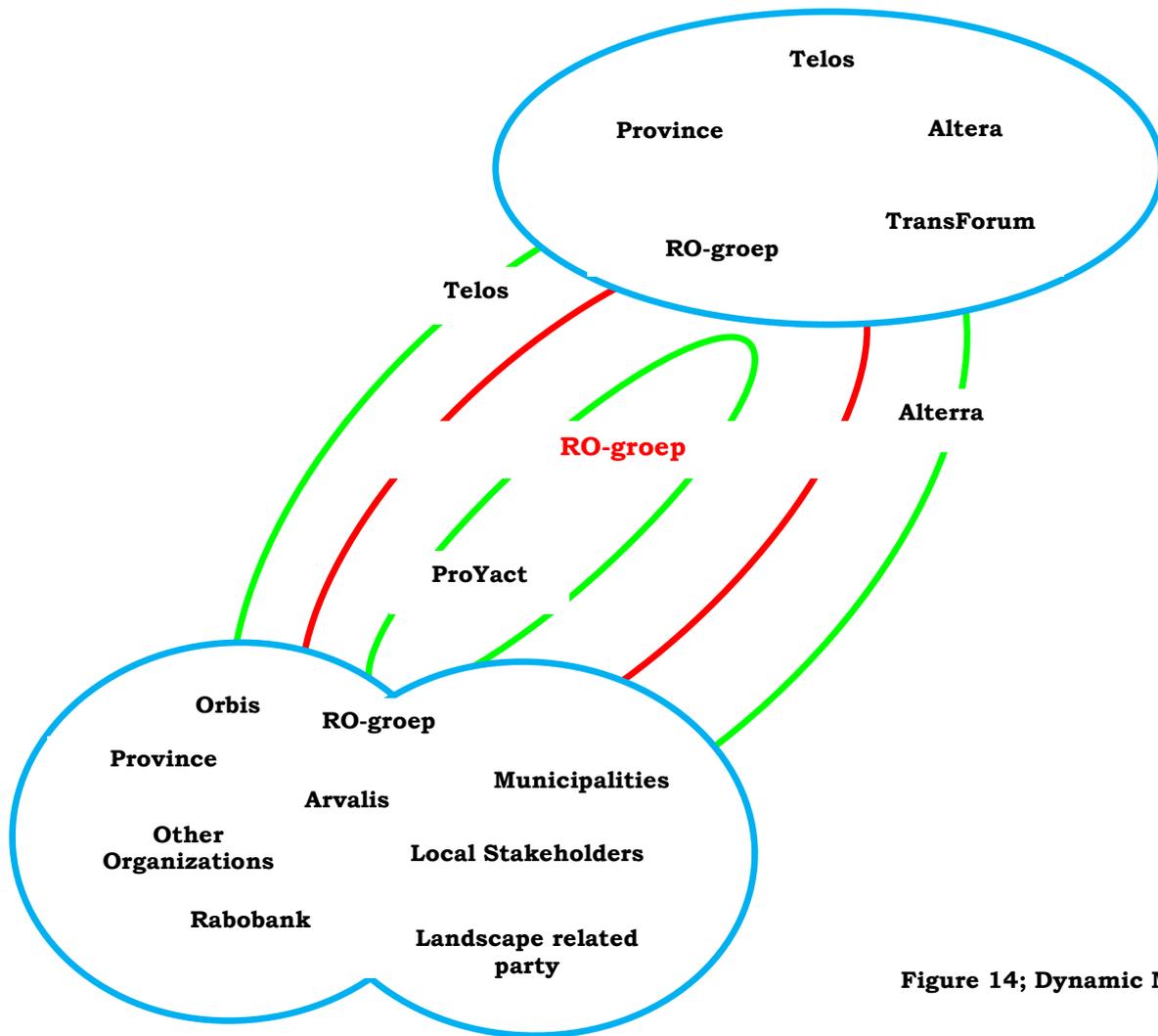


Figure 14; Dynamic Model

Figure 14 is a drawing of what the above suggested network could look like. The model is a combination of the actor analysis and the potential actor position rose. The circles suggest that the network is highly dynamic. Actors are able to move around across the circles. The more general roles in the total network are clear, but these roles are not hierarchical. Within the different teams actors can still decide on roles and tasks. Important is that these roles and tasks are not fixed, but that they are fine-tuned within the goal that needs to be achieved. For this model to work it is important that the actors within the teams really get to know each other, and that they also have to trust the kern team. In order to participate in an innovative process, all the actors need to invest time.

Chapter 5 Results analysis on the relational level

In this chapter the network will be discussed on a relational level. The organization and the innovative process of the network and the relations and cooperation between the partners will be analysed. The literature suggests that the ability of actors to be innovative also depends on networks structures, network organization and relations in the network. That is why these analyses are chosen. Important, for example is it to know, whether the network creates the positive atmosphere for innovation. This will be discussed in paragraph 5.2. In the third paragraph the collaboration, cooperation and relations between the different actors will be discussed. But first, I will discuss the organization of the network. In this paragraph I will compare how the network is organised with the principles of an innovative network as given in paragraph 2.4.

5.1 Organization of the Network

One of the questions in the interview was; *'what had cost the interviewee energy and what had given them energy.'* Most interviewees answered that organizational things had cost them energy. That is why this next paragraph more extensively discusses the organization of the network. First, there will be a more general description than in paragraph 5.1.1 the organization will be analyzed in comparison with the principles discussed in chapter 2.4.

All disciplines (economics, knowledge and government) are represented in this project. In general the diversity of the actors in the network is seen as a positive factor. It is understood by several parties that a heterogenic network adds value to the innovative process.

Nevertheless there were some common points of improvement. Most interviewees made clear that they like to work in smaller groups. The transition phase from the abstract phase to the concrete phase is not yet completed. (respondent) A number of actors indicated that the project was not yet concrete. This means there have not been many concrete actions and products. Besides, the goals and objectives were not clear, or at least not for all the participants. In the interview the actors were asked if they could explain what the goal of the project was. The answers given were very diffuse. Here are some examples of the given answers;

- To share knowledge.
- To develop methods to create new functions in rural areas.
- To develop business cases for the ICC locations.
- To develop ICC at locations.

It is possible that actors get frustrated or dissatisfied with the project, because the objectives and goals are not met. However, it is impossible to meet the goals of all the individual actors. The complication is not that the long term vision is not yet concrete, it is even important that this vision is flexible and adjustable (paragraph 2.2.2) But important is that the short term goals are clear, because then the actors know what to do and they know what will be expected from them.

There are two possibilities why the goals of the project are unclear. First, the goals of phase two were not well formulated, secondly, the actors were not informed correctly about the goals and objectives. There is a real possibility that the later explanation caused the confusion about the goals of phase two. Several interviewees said that they felt that they were not informed about the state of affairs at all times. If, commitment is expected from the partners, it is important to inform them and give them the feeling that they are needed. However in innovation projects just informing actors is not enough. In innovative projects cooperation should be taken a step further than in 'normal' projects. Innovation projects depend on trust and togetherness. To obtain this, regular meetings are needed. Not enough

meetings and not knowing the other participants was one of the complains expressed by a number of the interviewees. A second explanation given by the actors themselves, about why there is a lack of trust and togetherness, is that at meetings there were always new people present. Sometimes these new actors were other representatives, but also sometimes they were actors from new organizations. According to two respondents this made it very hard to really bond with the group. According to some of the interviewees in the abstract phase, parties were invited to meetings, for whom it was not interesting to attend the meeting.

Comment made by some, is that the organization of the project was sometimes chaotic and inefficient. (three respondents) This was experienced as confusing, it was difficult to get an overall picture about what is going on. Also to external actors, the project, must have looked diffuse, chaotic and not professionally organized. (respondent) An example is the visits of the rural locations, the preparations and the completion was done by Arvalis. It would have been more professional, if the project communicated directly with the farmers, instead the communication went by Arvalis. (respondent) Also remarkable was, that some of the farmers were taken by surprised by the size of the group that visited their farm on September the 24th.

In the next phase, when the network will be divided in project teams, which will work on making the ICC concrete, more local parties should be involved. (respondents) Expectation is that in phase three cooperation will take place in smaller groups. Because the project teams will discuss specific locations, the local stakeholders and problem owners should be involved. (respondent) One of these local stakeholders can be the municipalities in which the locations are situated. The municipalities should be involved to create more governmental power. Suggested by the interviewees are alderman's who can help to get permits. (respondent) Other partners that should be involved according to the interviewees are entrepreneurs from other sectors, which have a stake in a certain location or ICC. Suggested are; LNV, other care suppliers than Orbis, staatsbosbeheer, natuurmonumenten, education organizations and church boards. The interviewees clearly indicated that these parties should not 'just' become part of the network. But that these new parties should be placed in project teams in which they are of use. This statement makes clear that the goal should not be to enlarge the network, but to really work on bringing about ICC's. A number of interviewees directly indicated, that the way this process is organized should be changed. One of the respondent said that more energy should be put in the soft-ware part of this project. The project is organized in a controlled manner, instead of a process based on trust. In the future trust should be the foundation of cooperation and the meetings should be organized in a less structured way. (respondent) Responsibilities should be shared equally and the focus should not be on the relations between the actors and the products these relations could produce, and not on the goals. (respondent)

5.1.1 Organization Prospect phase three

In Chapter 2.4 principles or guidelines for innovative processes are discussed. In this part of the network analysis, the innovative principles will be compared with the situation in South Limburg. Concurrently the possible changes in the process design in phase three will be indicated. The principles will be discussed one by one.

1. *The innovation network should be a heterogeneous network which consists of innovative oriented people.*

This principle in fact consists of two principles; the network should be heterogeneous and the actors participating should have an innovative mindset. The second part of this principle is extensively discussed in chapter 4.1 and the conclusion was that all the actors involved

had a innovative mindset. Nevertheless not all innovative talents are exploited completely. Already thoroughly discussed is, that this network involves actors from the three disciplines; governmental organization, economics and knowledge. The fact that actors from these three disciplines cooperate in this project is quite an achievement. However the interviewees indicated that several parties were still missing for phase three. The representation of the governmental organizations have been a bit modest. TransForum is an innovative programme from the department of Economics on the national level. However, TransForum is not really a governmental organization. Because, its task and power differs from more direct governmental bodies. Nevertheless it is a regional project, thus the involvement of TransForum could be valued as a *extra* involvement from the national government. The province of Limburg has been involved, but they followed the project from the sideline. Also the province of Limburg themselves think that they should have been more involved. The municipalities were missed most, they did not participate at all in phase two of the project. The municipalities should be involved in phase three, because their political power is needed, if the project wants to achieve developing ICC at locations. In phase two there were enough entrepreneurs involved, however in phase three new entrepreneurs should join the project to create a wider bases for development. The knowledge institutes have been well represented in phase two, some entrepreneurs argued that there were too many scientists involved. In phase three the scientists should get a different role. This role will become guiding the process instead of delivering knowledge to the entrepreneurs.

2. *When setting a task or discussing a certain dispute only the relevant partners should be invited.*

This principle has been discussed in the interviews. In the abstract phase all the actors were often invited to join the meetings. Some actors felt like they did not know why they were invited. This endangers the network and the project, because it enlarges the chance that partners want to quit, since they do not feel at use for the project. It is very important that in phase three project teams are established in which those partners who participate have a stake in that specific ICC or location. When tasks are set, those partners who have affinity with the task should be asked to perform this task. By organizing the process in this way actors will feel more involved with the project.

3. *Partners should set their own ground rules of behaviour, this includes setting rules to obey the open and creative character of the process.*

This principle is never discussed by all the partners involved. The actors just participate in a process design which was already set at for hand. Most partners, most of all the entrepreneurs, are apparently used to this way of working, because they do not question the process design. However different entrepreneurs did mention that they think that there should be more possibilities for joint decision making process. One interviewee mentioned that he thought that the actual structure of the process was not optimal for knowledge management and that cooperation should be based on trust instead of control. It would be interesting if all actors involved would evaluate phase two, discuss the process design and set their own ground rules of behaviour for phase three.

4. *A Process that begins with mutual understanding of interest and avoids positional bargaining*

According to some of the interviewees interest bargaining did take place, according to others it did not. It is not easy to find out whether it took place, however in phase three it could be more explicit that interest bargaining does not belong in an innovative process. It would be

good for the process if before phase three starts all the interests are made explicit. This could possibly enlarge trust, like-mindedness and understanding between the actors. In the end this should improve the actual cooperation and the output of the project.

5. A dialogue where all are heard, respected and equally able to participate

Although this principle is never made very explicit by the participants of this project, this principle is more or less adhered. Even though this network is not experienced optimal safe by everyone. There are indications that actors respected each other. For example no one in specific is blamed for the hiccups in this project, during the project no real incidents have happen and if there were arguments between actors then these were solved. The actors involved all have a professional attitude. (respondent)

The goal was that the all the participants were equal in this project. During the process the members of the kern team became more central figures than originally intended, as they were more involved, they became better informed. This gave a feeling of imbalance and perhaps even a feeling of power imbalance with some actors. (three respondents) This imbalance is probably not created intentionally. It would be better for the process if all partners would equally participate and have the feeling that they have equal power in the network.

6. The status quo, behaviour, norms and values and assumptions should be questioned.

The assumption is that to create regional development, innovation is needed and for innovation a innovative process is needed. This means that this network should break through old hierarchical structures and stereotypes, to find new ways of creating innovative concepts which might improve the rural area in South Limburg. However until now this project has not been able to do this. (respondent) Intentions were good at the start of this project, but during the process pressure build up to reach goals and the project felt back into old habits. There are two important things that need to be done in phase three. The process as such needs to be adjusted, more energy should be put into the cooperation between actors as such. Perhaps the project structure should be adapted to it, or at least the project structure should become more open and the kern team should become more transparent for the other actors involved. Second adjustment could be the mindset of the actors involved, they need to let go of stereotypes, interest and short term goals. They need to become open and creative spirits who are able to think out of the box and beyond disciplines and departments. This is much harder to accomplish, since it depends on the room to manoeuvre which the actors get from his or her organization. This will be discussed more thoroughly at principle 10.

7. All information is shared among the participants

Several interviewees expressed that at times they felt not well informed by the project management. This created a feeling of unequalness and uncertainty among these participants. Because they are not informed at all times, they sometimes felt like being put on the sideline. (respondent) It also caused uncertainty about the position in the project. It was not the intention of the kern team not to inform actors, or to put them on the sideline. It probably was due to the somewhat chaotic organization of the project. In the long run not informing actors during the project may cause actors to leave the project. Therefore it is very important that in phase three the actors are informed in a systematic manner, for example by publishing a newsletter every fortnight.

8. All interests should have been explored and every effort has to be made to satisfy concerns

This principle is a somewhat difficult principle to adhere in this project, because not many actors have a direct stake in the project. Besides a lot of the stakes expressed are long term stakes and personal interests. (respondent) A stake expressed by some is to develop sustainable functions in rural area and to create chain relations between functions. Many expressed that they participated because of personal interest or that he or she and the organization were interested in these kind of developments and wanted to learn from it. This is probably due to the fact that it is an innovative process, goals, and the kind of organizations that have participated in the project, are not yet fixed. All the interviewees expressed that their stake was explored and that they were satisfied with the way that this was done.

9. The design of the process should be based on trust instead control.

The process now is still main based on control, this analysis is based on two different elements. First of all, the kind of relations within the network and secondly, the organization of the project and the network. The later is partly the reason for the actors to develop controlled relations.

The relations between actors and the way meetings are organized is quite formal. In an innovative network this is all less formal, this is important in order to get to know each other. In this project many meetings were bilateral meetings. Solidarity between actors cannot arise, without actual meetings and cooperation. By organizing the project in a bilateral manner the kern team stayed in control over de relations and the objectives. In the knowledge management segment, formulated knowledge questions went via knowledge manager of Telos to the different the scientists involved. Alterra would rather have discussed some knowledge questions directly with the entrepreneurs. This way the knowledge questions could be formulated and answered better. If the other knowledge institutes would be allowed to speak with the actors about knowledge questions in a direct manner this would have embodied trust between the two parties.

Trust is also embodied when not many formal documents are involved. One of the achievements of the project in phase two was to make agreements with partners on contract level. (respondent) In a innovative process cooperation is usually not based on contracts and partners which are retained by a contract. (de Man, 2006) Of course there need to be some form of commitment, but this can also be done on a more equal base, for example in a joint venture. Another example of control over trust is that Alterra had to write a proposal, subsequently this proposal was examined by the kern team. Relations like this compare more with a relation between commissioner and the commissioned. In innovation relations are organized in a new and different way. It will take some time before this new way is implemented and before people get used to it.

10. There should be guidance for communication between the representative and the constituency.

In innovation networks in which different organizations cooperate, the actors involved are always representatives of an organization. This means for example that the representative can be very enthusiastic about something, but that the organizations is not. Consequence could be that the representative for example will not perform a task, where he or she said that he or she would, because of the reaction of his or her organization. This is a fact in these kind of processes and therefore it should be considered. In interviews two interviewees indicated that they faced this problem. One of the employees of Arvalis is very enthusiastic

about this project. However Arvalis told him that he spent too much time on this project and that the return on investment was too little. For Orbis there were quite a lot of people involved in this project. One respondent said that at first it was hard to convince everybody of the long term potential of this project and subsequently to get everybody on the same page. It would be better if the relation between the representative and the organization would be considered. For example an employee of Telos, helped set-up the denk-tank in Orbis. Thinks like this can influence the way organizations participate in projects like 'OnszuidLimburgsland.'

Some of these principles are adhered, others are partly adhered and some are not met at all. It was indicated by some of the actors that the process of the project 'OnszuidLimburgsland' was not suitable for innovation. The principles as discussed above is one way of organizing an innovative process, there are also other ways. By comparing the conduct with the principles some problematic factors in the process become clear. From the in the analysis discussed principles, principle two, four, seven and nine are important principles which are not met. These could cause problems in the future process. Two and seven are indicated as problematic by the interviewees. Four and Nine are principles of great importance for innovative processes, this is also indicated by other scientists and it is reflected on a lot in chapter two of this thesis. Principle four; position bargaining, though it didn't happen a lot, it still occurred. This should not happen at all, because it can influence the total process for example it declines trust between the partners. Principle nine; innovation process should be based on trust between the partners instead of controlled relations. A project with a controlled process cannot go beyond the norm, it will stay within set boundaries.

5.2 Innovative Climate Network

To learn about the atmosphere in the 'OnszuidLimburgsland' network I have observed several meetings. Besides I asked in the interviews what the actors themselves thought about the atmosphere in the network. During the interview I asked them if they thought the network was creative or stuck in normal patrons, open or closed, flexible or rigid and safe or unsafe.

Table six shows how the actors thought about the network according to these four indicators. The table shows the interviewees first reaction to the question. Some interviewees had a strong first reaction, followed by a more nuanced explanation. Some gave a more nuanced explanation further on in the interview. This is not shown in the table. The actors are in the left column, the other four columns are the four indicators. I have translated the answers of the interviewees to pluses and minuses. Plus means that the interviewee thinks that the indicator is present, a minus means the opposite. A plus/minus means that the interviewee has given a nuanced answer.

| | Creativity/ (normal paterns) | Openness/ (closed) | Flexibility/ (Rigid) | Safeness/ (unsafe) |
|-------------------|---|--|--|--|
| Respondent | + | ++/- | -- | +/- |
| Respondent | + | + | ++ | + |
| Respondent | +/-- | + | -- | + |
| Respondent | -- | - | -- | + |
| Respondent | + | ++ | + | ++ |
| Respondent | + | + | + | +/- |
| Respondent | + | ++ | + | + |
| Respondent | + | +/- | - | +/- |
| Respondent | +/-- | ++/- | - | - |
| Respondent | - | + | +/- | + |
| | Creativity = 6 Normal Patrons = 2 In between =2 | Open = 6 Closed = 1 In between = 3 | Flexible = 4 Rigid =5 In between = 1 | Safe = 6 Closed = 1 In between = 3 |

Table 6; Atmosphere network 1

From this interpretation of the question about creativity, openness, safeness and flexibility it could be included that the network has a positive atmosphere, which is suitable for innovation. The network scored on creativity 6 out of 9, openness 6 out of 9, safeness also 6 out of 9 and flexibility 4 out of 9. Besides the opposite possibility has low scores. However from the observations and from the interviews it appeared that the atmosphere in the network was not really a proper atmosphere for innovation. Two reasons could be given why there is a gap between the table six, the more general analyses of the interviews and the observations. The reason could be a methodological flaw, for example the position of the question in the interview or the way the questions were asked. The second reason could be that the interviewees have dualistic feelings about the network.

When I asked people about the creativity, four interviewees said that the creativity just came from a couple of organization, like Urban Unlimited and Alterra. One interviewee said that there was enough dynamics in general. Another respondent said that the network was fully creative. Three persons said that the network was not really creative. The qualitative analysis shows that the network in general is less creative as the table may suggest.

The answer about openness of the network is also more nuanced when looking at the answers of the interviewees. Four said that the network was fully open. However this questioned was interpreted in different ways, for example two interviewees interpreted 'open' in context to sharing information between the actors. Others understood 'open' in context to the general environment. Again other respondents said that the network was just open for those already involved and not for other parties. One interviewee said that the network became more open during the project. Other comments were that the network was open, but that the activities of the kern team were not transparent and that there were too many bilateral meetings and therefore it was not at all a network. Another comment made by several people was that too often there were new actors at the meeting, so there was never one group. Conclusion could be that the network had an open atmosphere for those who participated. The high number of bilateral conversation does threat the openness of the network.

One respondent said that this network is very flexible, others were more nuanced. The reason for this in general was that the project was not able to cope with all the problems it ran into. A comment was that in the end the network was flexible because it was willing to learn from its mistakes. Another respondent said that the network was flexible, but that the

kern team was not. There were also four strong no's; their comments were; " the project had fizzled out" (respondent) and " when one walks into a threshold and then decides to walk by instead of finding a way to get over it, one is not flexible." (respondent) The flexibility of the network was already questioned in table, the further analysis of the data confirmed that the network is found to be rigid.

About the question if the network was safe, just two people gave a strong "yes". They said that they felt that there was no competition concerning ideas. Five answers were more nuanced. Two respondents said that they thought actors acted strategically and that there was competition between certain parties. In average one could say that this network is not a very safe environment.

However the actors interpreted the question in two different ways. Some only included the network as such in their answers, others answered the question in perspective of South Limburg as the general environment. One interviewee said that the network was not safe, but that he wondered if it could be safer in South Limburg. An interviewee said that in the context of South Limburg the network was rather safe. Not only this question made it clear that South Limburg is a difficult environment to establish an innovative network in. Also in other interviews and observations the negative influence of the region was topic of discussion.

Apparently there are certain social structures in South Limburg that prevent or make it more difficult for new and inventive networks to arise. In chapter 2.1 it is suggested that regional identity can stimulate regional development, however in South Limburg the opposite appeared to be true. Social structures and regional identity prevent innovation and development to occur. In two different interviews the regional context is discussed. In general there are five reasons why the regional identity and development are difficult to obtain;

First of all, here is a historical phenomenon which has led to fact that the inhabitants of South Limburg are not used to cooperate. Inhabitants of South Limburg were used to work on their own hill and they did not interfere with what was going on, on the other hill. This causes the inhabitants of south Limburg to be introvert instead of being cooperative. (respondent)

Secondly, the character and ethos of the inhabitants also differ within the area. In general there are two different lifestyles. The first group, has a rather strict ethos, in which labour is central. The second group, has a lifestyle in which enjoying in life is foremost important. A third reasons is, that the region South Limburg in fact exists of four different areas; Heuvel land, Mijnstreek, Maastricht and Mergelland, All these areas have a different storyline. (respondent) This makes it impossible to create one story which accumulate all the identities together. A network of three has made a story of South Limburg that accumulated all the stories about South Limburg, but people did not recognize themselves in this story. In paragraph 2.1 it is suggested that regional identity can be made, or at least it can be stimulated. Another interviewee argues differently, he said; "Regional Identity *lives* in the people. People propagate this regional identity by telling stories, traditions etc. By telling stories and taking part in traditions, people appropriate the region. Place identity has a dynamic of its own; you can see parts of it, but it is difficult to grasp. One cannot make a cover-it-all biographical construct." In South Limburg there is not one identity. Although this network of three had the best interest in mind, their way of working and thus their the final product did not match the actual place development process. This is what Christian Curré (2008) calls the *branding paradox* by writing a top-down oriented branding story with just a few people, the actual product overshoots what is felt and done in the region. Apart from that, it also stigmatizes the region.

Fourth reason given is, that the area of south Limburg in general is traumatized because of the mining. South Limburg used to be a rich area while the inhabitants had a low educational level. When the mines closed these miners had no future labour opportunities and became depended of the system. Because they depended on the system the inhabitants were not proud at themselves any more. (both respondents)

Final reason is, that there exists a close-knit network among a lot of mayors, who are not very open for new things or networks. According to a interviewee the close-knit network itself is an deadlock, which blocks development.

The five reasons described above make it hard to actual realize development People might not accept the development, because these are top down. And even if they would accept the top-down development there are several other reasons why the inhabitants and institutions in South Limburg will not be very cooperative. This negative attitude of course influences the network and the atmosphere in the network. Besides the fact that the environment influences the network, also the actors within the network are influenced by a negative development atmosphere. Because the actors which in the end should carry the project are the inhabitants and organizations in South Limburg.

The gap between the data in the table and the further analysis of the answers could exist because of three reason. Methodological the questions were not ideal, because the atmosphere in the network is too complex to be able to answer a question with 'yes' or 'no'. The feelings of the interviewees about the atmosphere and the innovative ability of this project is dualistic. The atmosphere in this project is rather positive for innovation in comparison with normal projects. However if compared with other innovative projects this project's atmosphere is not very open for innovation. In this reasoning it is important to know that some interviewees did have experience with other innovative projects and others not. In general those with more experience were more critical than those with less experience. Final reason for the diffuse picture is that there have not been enough meetings to really be able to say something about the network's environment.

5.3 Network relations

This paragraph relates with paragraph 5.1 which was about the environment created within the network, except this paragraph will be focusing more on the relations between the actors. In chapter 2.2 and paragraph 2.3.2.2 the relation between actors is discussed; 'like mindedness', 'trust' and 'understanding each other', which all appeared to be crucial in innovative processes. This does not mean that all actors think alike, but that the actors understand each other's background and reasoning. In table seven opinions of the interviewees about these three indicators are displayed. What is shown is the first reaction on the question of the interviewees. The question did not exist of a contradiction, but the interviewees were ask if the subject of the question had grown during phase two. The actors are in the left column, the other columns are the three indicators. I have translated the answers of the interviewees to pluses and minuses. Plus means that the interviewee thinks that the indicator has grown, a minus means a decrease. A plus/minus means that the interviewee has given a nuanced answer.

| | Congenial (like minded) | trust | Understanding (toward one other) |
|-------------------|------------------------------------|--------------------------------------|---|
| Respondent | - | +/- | ? |
| Respondent | + | + | + |
| Respondent | + | + | + |
| Respondent | +/- | +/- | +/- |
| Respondent | +/- | + | + |
| Respondent | + | + | + |
| Respondent | ? | + | + |
| Respondent | + | + | + |
| Respondent | +/- | + | + |
| Respondent | ++ | + | ++ |
| | Congeniality grew a bit | Trust between the partner grew a bit | The understanding toward one other grew a bit |

Table 7; atmosphere network 2

The conclusion which can be drawn from the table seven is that like-mindedness, trust and understanding towards each other, grew a bit which means that the relations between the partners improved. However when cooperating on an innovative concept, relations should improve a lot. However this is not the case, as can be concluded from table seven the relations improved just a bit. Relations can improve, simply because the actors get to know each other. This does not mean that actors have to like one other on a personal level, but they do learn how to understand each other professionally. The partners have not cooperate so far, as established before in chapter 4. This is probably the main reason why the indicators did not grow a lot.

There is a big difference in how the members of the kern team have answered this question and how the other actors answered this question. The kern team answered in general that the relations have improved, they were quite positive. Other partners indicated that they thought that relations might have improved during phase two. Other interviewees expressed that the relations between the different actors should have improved more.

The case is probably that the relations between the kern team members did grow. In the kern team there is a feeling of togetherness. The kern team had regular meetings during phase two in which they were able to build up a relation. The other actors in the project did not meet on a regular basis. Between these actors relations did not grow, except the relations with the kern team and other actors. In the second phase, the project consisted of bilateral conversation. This is not the original project structure and not the best way to fulfill the objective as indicated by respondent. The fact that the actors are not really able to say something about the cooperation and relations in the network, already indicates that real cooperation has not yet taken place. The network is inactive and waiting for an impulse from something or someone. The state of the network in phase two is perhaps described best in the following quote; "There have been several ships which past each other in the night." (respondent)

The interviewees also had the opportunity to tell something concerning the content of the relations they established in the network. Though there were some small remarks, in general the cooperation on a more personal level was good. In innovative processes the

informal moments are just as important as the formal moments, because these moments are not controlled and often discipline free. In this project almost all the actors indicated that they had found the formal moments more interesting. This is not normal for an innovative project. The reason for this answer is probably that there have not been many informal moments. The formal moments often were under time pressure, this meant that there was no time for informal moments. (respondent) Some others indicated that they found the more bilateral moments important. These moments often were with the knowledge manager or with the project manager. However these bilateral moments reduced actual cooperation and the potential synergy between the actors, which in the end reduces the quality of the relations. The we-feeling of a group did not have the chance to grow. The we-feeling is needed for energy and synergy which in terms stimulate innovation. (respondent) By organizing the project through bilateral moments the kern team put itself in a more central position than intended. All relations go by or through the kern team, creating dependency of the actors on the kern team. Partners tend to look at the kern team with the question; what do I need to do next. This was not the intention of the project and this kind of relations do not suite innovative processes.

An example of the unequal relation between the kern team members and the actors is when at the end of the meeting on 8th of December 2008 a date needed to be set for the next meeting. The project manager asked Telos, TransForum and Alterra when they were able to meet again, this was all done in a very fast, somewhat chaotic way. Afterwards a representative of Arvalis asked if he also should attend the next meeting. One of the kern team members, later said that she thought it was a strange question, "Of course he should also be there." However I understood his hesitations, because he was not asked if he could be there. The kern team seems to be a 'network' within the network. The relations within the kern team are suitable for innovative processes, however the relations with the kern team and the other actors are not. It would be useful if in the next phase attention would be paid to the organization of the relations between and with the other actors. (respondent)

5.4 Conclusion Network Analysis

This project struggles with becoming a fully innovative project with its own innovative process. Some steps in the right directions are made, but it almost seems that the project is afraid to make the final steps in becoming a fully innovative project. This on itself is not strange, because innovative processes are new and take time to adjust to. This is even harder in South Limburg, because of an unfavorable environment. To activate actors to be innovative in this project, good process facilitation are needed. An option could be to let those already involved and those who are used to work in innovative settings do the processes guidance. These actors can guide the project teams, help them to set up ground rules for behaviour. These people could also have a sense for creating favorable relations between partners which can lead to creativity. An employee of the RO-groep had an interesting idea of how to organize such a process. Below I will summarize his idea and shortly reflect on it.

"I think it would be an adventures experiment if a small team of interest-free specialists would start with the project development of the ICC-concept. These specialists could be paid by an external party or organizations could 'donate' specialists to the project. Anyway project development costs should be paid by the actual developers, because otherwise it would be too expensive. The interest-free specialists could be someone from the RO-groep, Arvalis, Orbis or an alderman. Important is that these specialists have the right mentality and that they are not afraid to sture thing up a bit. These specialists should drive around the region in a car

and look at different locations, talk with different people to see what is going on and what is possible.”

This idea would indeed be an interesting experiment, however in the way discussed above it does not really fit in the project 'OnszuidLimburgsland.' It would be interesting if the project teams could function in this manner. In paragraph 4.3 a project structure is suggested. In these two project teams the actors will work on the ICC concepts for the rural and periphery locations. These project teams are supported in the process by the knowledge institutes and for inspiration and vision they can turn to the kern team. First of all it is important that these teams really grow roots in the region, get to know the location and the stakeholders. If they connect with the region, they develop a greater sense concerning the problems. Besides, if they become part of the local network, they could be more influential, than if they would stay external parties trying to accomplish change. The idea behind this is that also the result will be more effective, because it is rooted in the local situation and community. Another important aspect is that the actors in the project teams are interest free. The project team could consist of three or four entrepreneurs and one governmental actor. Important is that these actors think beyond their own interest and hold on to the social interest of why this kind of developments are important. Trust in such a small team is very important, therefore before these project teams go into the region they should make rules of behaviour and rules for the process.

Chapter 6 Conclusion and Recommendations

The first part of this chapter will consist of the conclusion drawn from the research. In chapter one, in the paragraph about the theoretical consideration, the main concepts of the thesis are discussed. Figure two on page eight connects the different concepts. Figure two consists of two parts, first of all a triangle which connects the three resources. In this triangle communication and management of the resources is the central point. Communication and Management is also point of departure for the second part of the figure, which consists of a diagonal line. This line connects the concepts innovation and regional development with the resource triangle. Paragraph 6.1 will discuss the conclusions found in the resource triangle and paragraph 6.2 will discuss the conclusions found on the diagonal line and the main question. The main question is formulated based on the concepts of the diagonal line. Recommendations, based on the conclusions, for the 'OnszuidLimburgsland' project will be given in paragraph 6.3. In paragraph 6.4 I will reflect on the chosen theories, methods and analyses.

6.1 The Resource Triangle

The three resources in the resource triangle are; situational capital, knowledge and network. These resources are subdivided in two sub resources. First I will discuss situational capital, then knowledge and finally I will discuss network.

Situational capital

The main argument of paragraph 2.2 for sustainable regional development is that a co-investment should be done in economics and regional identity. Investing in elements of local identity contributes to the reputation of a locality. This attracts people and entrepreneurs to come to the region. (Spilling, 1991) People are sensitive for social institutions like regional identity, because it can potentially fulfil the need to belong somewhere. Politicians use regional identity to attract people to their regions.

One of the results from analysis is that South Limburg appears that to have a scattered identity. Historically there are four different identities. Until now it has not been possible to make one regional story which covers all the four different identities. The creation of one regional identity in the past appeared to be too complex. The complexity of the regional identity of South Limburg, or the not yet existence of one regional identity is the reason why the project does not even attempt to make use of the regional identity as an impulse for regional development. In the case of South Limburg, regional identity is more an obstacle than an asset for the project.

Two other problematic factors which came forward from the interviews is that the inhabitants of South Limburg are historically not very cooperative. This makes it more complex to organize that what depends on the cooperation between the actors involved. It also results in the fact that the inhabitants are less interested in the idea to create together regional development. Second factor which strengthen the non interest in regional development and regional identity is that in general the inhabitants of South Limburg are not very proud of their achievements. This is due to the mining trauma, more extensively discussed in paragraph 5.2. A result felt by the actors in the project is, that there is little positive energy in the region for regional development projects. There is a third factor, which does not straight away threatens the project, but which complicates the innovative process. This project is organized within the lines of governmental organization. However a dense old,

difficult to become part of network of mayors and a rigid province, make it more difficult to organize this project in an innovative manner.

Regional identity is a shattered story and therefore not an asset for the 'OnszuidLimburgsland' project. However a project like 'OnszuidLimburgsland' is able to bring more activity in the region by creating a more lively community. The ICC's are developed on a local scale, the development of the ICC's can create more dynamics on the local scale, at the condition that local stakeholders and actors are involved. If many ICC are being developed these local dynamics and developments could spread over the region. However the assumption, is that the community of South Limburg is dense, has a high homogeneity with low levels of connectivity with actors outside the community. The expectation was that this project would push the community of South Limburg out of its current equilibrium to create opportunities for sustainable regional development. Both these expectations are a step too far.

The entrepreneurs involved are locally active in the region of South Limburg, the scope of the project is South Limburg. However as it appeared in the analysis the project does not seem to be really connected with its area. Local stakeholders, like schools, farmers, churches, municipalities, etc are not involved. Only the top-segment is involved and not the middle and small cooperation's. Result is that the direct problem owners are not involved. This causes the project to stay abstract. From the analyses it can also be concluded that the project was not very open or transparent for external parties.

Situational capital is not used in the most efficient way. Main reason for this non optimal use is that the project is a top-down organised and has not really rooted in the region yet. The region, South Limburg is a rather complex region to set up a regional development project based on cooperation. On the other hand the choices made and the organization structures created by the project network are also not very favourable for participation of local actors. Until now the project has not been able to push the region South Limburg out of its current equilibrium. However there is potential to make more use of situational capital when the project becomes more localized.

Knowledge

As explained in paragraph 2.4.1 there are two kinds of knowledge; techne / explicit knowledge and metis / tacit knowledge. (Scott & Peterson) For innovation new knowledge is needed. This new knowledge can be created by using and mixing explicit and tacit knowledge. For new knowledge to be developed, a safe environment should be created in which the new knowledge can mature. This could be done in a pilot project, critical factor for this is a good process and a right governance structure.

To share knowledge about the kind of problems that South Limburg is facing and to share knowledge about possible solutions, has been seen as the largest merit of this project by some. However this was not the original goal of phase two, that is why other parties complained about the large number of knowledge institutes involved. The knowledge segment was too much and too abstract and came too early in the project according to the larger share of the actors involved. Of the knowledge that circulated through the project 80% was explicit knowledge and 20% was tacit or new knowledge. This relation is not right for an innovative project in which new and tacit knowledge are of more importance. Knowledge management has not been optimal. In the course of the project the knowledge manager, became more involved in the project organization in general. Consequence was that he spend less time guiding and directing the knowledge questions. The chosen structure of knowledge management is also not conform innovative projects. The knowledge

manager functioned as a mediator between the entrepreneurs and scientists. For the development of new knowledge it would have been better if the scientists together with the entrepreneurs would have worked on the knowledge questions and the solutions to these question.

A conclusion which could be drawn and which already is drawn by some participants of the project is; that in phase two there was too little knowledge about how to organize innovative processes. Thus the knowledge input should not only concern knowledge about the content, but also about the process.

As just mentioned the knowledge management structure of this project was not ideal for the development of new knowledge. Yet the general structure of the project was not very favourable for knowledge development and innovation. For example, the chosen network structure is not a environment in which participants feel safe to freely experiment, learn and develop new knowledge. There were no real possibilities to mix tacit and explicit knowledge, because the scientists and entrepreneurs never really cooperated on knowledge questions. Conclusion is that new knowledge has not been developed and that the possibility for collective learning has not yet occur.

Learning in context of innovation has two core components: one, interaction and secondly, knowledge development in the context of application. (Lagendijk, 2000) In paragraph 2.4.2.1 and 2.4.2.2 two different learning methodologies are discussed; Learning Regions and CoP's. Both learning methods are based on Kolb (1984) his learning cycle. The question is which learning method should suite this project and network best.

Learning processes and knowledge development have in phase two of the project been subject of discussion. Knowledge taken on mainly in this project is knowledge about other projects and more general knowledge. When actors take on new knowledge they learn, but that is not the kind of learning meant in this thesis and also not the kind of learning needed for innovation. The goal of the project was to create new knowledge about the ICC-concept and to learn about application of innovation in the specific context of South Limburg. However as indicated by several actors learning about the ICC-concept has taken place on a individual level and not a common level. Learning has occurred in a traditional and hierarchical system and the institutions are not really questioned. Actors involved took up their traditional roles. Thus collective learning, social learning, double loop learning and system innovation have not taken place.

For system innovation and double loop learning a safe environment is very important. In chapter 2.3 several suggestion are done about how to organize such an environment. In 'OnszuidLimburgsland' this environment has not been created yet. Some say that the kind of learning explained above was not yet in place, however the foundations and relations in which double loop can occur should already have been established. A proper learning structure should have been chosen and participants could have got used to this learning structure. It takes quite some time to establish a learning structure. The atmosphere of the network should be safe enough for social learning and double loop learning to occur, as already indicated in chapter 5.1. This has not been the case.

Of the different kind of learning structures suggested, Learning Regions is probably most suitable for this particular network. This conclusion is based on the structure of the current network, the actors that participate and the current atmosphere. Different project teams will work on different ICC locations, and there is a general level, on which the kern team operates. This structure is comparable with the structure of the Learning Region. The

actors involved are the same actors needed to form a Learning Region. The current atmosphere and the cooperation between actors in this network is probably not tight enough to form a community in a CoP. For a CoP trust, safeness, consensus and harmony is needed, this has not grown enough in this network.

Network

Suggested in chapter 2.2 is that a project like 'OnszuidLimburgsland' has two options; to participate in the current governmental structures or to create a bypass construction to organize the project outside the scope of governmental organizations. However there is a middle way in which the government tries to adjust itself to the current dynamics in society. This middle way in the literature is called governance. Governance alliances can be established within government structures or in a bypass construction.

A bypass construction as described by Wagemans in chapter 2.2 is not an option in this project, because this project depends for several reasons on governmental organizations. Orbis, the main financier, depends for many things on the government. To realize the landscape component, the project also depends on the government. Also for the actual realization of the ICC's the project depends on the municipalities. Since TransForum is involved the project is closely related with governmental parties. Besides, this project tries to tackle a growing regional problem. This problem is the responsibility of the province of Limburg. Thus in this project the province and the municipalities are partly the problem owners. Therefore a bypass construction is not suitable. However it is difficult to organize this project within the current structures of the government, but at the same time the actors are not allowed to think in stereotypes. Governmental structures are said to be too hierarchical, long-winded and unkind for entrepreneurs. On the other hand, several of the entrepreneurs expect the province of Limburg to take up their traditional role. However, to create a governance structure the government should not take up the traditional role as facilitator as suggested by the entrepreneurs. The province should participate as a partner in the project.

In phase three it seems to be possible to create a governance structure. In phase two the municipalities have not participated at all and the province of Limburg has taken position on the side line. The political power needed to realize the project is not yet present, that is why all the interviewees indicated that in the next phase the municipalities should be involved. First of all, governmental actors and power are needed to realize ICC. Secondly, governmental actors can also become key actors and important connectors. A good example is the knowledge manager, he is representative of Telos in this project, but he also works for the province of Limburg. This created an important link.

If the project stays within the governmental scope, it is important that the project is able to find and use political power to accomplish the ICC's. This indicates that not only the collective power of the network is useful, but that also individual skills, characteristics and connections can be an asset for the project.

In paragraph 2.2.2 actor characteristics, innovative qualities and talents are discussed. Actor networks, cooperation's, associations, etc. in innovative processes are always fragile. (Man, 2006 and Aarts and van Woerkum, 2002) Actors involved in these want to minimize *uncertainty* and *risks*. The challenge is to organize the innovative process in such a way that innovative talents bloom and actors do not fall back on old defensive habits.

Assumed is that all actors involved are innovative talents, because otherwise organizations and individuals would not take part in innovative processes. In this case this assumption has been correct. Everybody involved understood to a certain point the innovative processes

and what it takes to participate in such a process. However some participants have more experience with innovative processes than others. Indicated by several respondents is that this project is not very innovative. "The steps made, are in the right direction, but more steps should have been made." Reason for the not optimal development of this project could be that those actors with innovative talent and with experience have participated at a non favourable position the network. The exploitation of innovative talent is related with the actor's position in the network and the position of the actor in his or her own organization. This is one of the reasons why principle ten given in chapter 2.4; *There should be guidance for communication between the representative and the constituency* is important. Perhaps this way the actor could be relieved of organizational pressure and goals. In chapter 4.3 a repositioning of the actors is also suggested, this is done to make better use of talents and experience available in the network.

It depends on the organization of the network if innovative talents can be exploited. Many actors said that there was a lot of unclearness about roles and positions in the network. From the common interview it came forward that there is also unclearness about the goals of this project and network. It is normal that the output is uncertain, however the process as such should be clear to those who participate. It suites an innovate process that uncertainty regarding the output is accepted, however more certainty should be created concerning the process. Besides, there was also a lot of unclearness about the roles and the positions of the different actors. This is clearly indicated in the actor position analysis. The actors had to indicate where they would indicate themselves and the other actors. The nine actor position or roles roses, which are in appendix three, have almost no resemblances. Conclusion drawn from these roses is that there is no clarity about roles and position, this means that actors do not know for what to depend on which actor. This makes it rather hard to trust each other and create sustainable relations between the actors.

In the individual analysis it appeared that the proper actors are involved, however some actors have not the most efficient position in the project. Other factor why the functioning of the network is not optimal is that the process as such could be refined, important component for this is to explain the innovative process to all the actors and to be transparent about the process.

6.2 Regional Development Line

The previous paragraph is about the use of resources, by the project network. This paragraph is about the organization of the resources and how they contributed to innovation and regional development. Also I want to grasp the complexity of continually organizing all the resources in such a manner that synergy between the resources arises. Next in the diagonal line is innovation, this paragraph will subsequently discuss the innovative ability of this project. The eventual goal is regional development, this will be discussed at the end.

In innovation there is no right or wrong management and organization of the processes. There is just the chosen path, however along the way people learn and improvements are made. Of course remarks and comments can be made about the organization of each individual resource, however it is more interesting for the project to find a common success or point of improvement. Success component of this project is that actors from different disciplines participated. Knowledge institutes are well represented, some regional entrepreneurs participate and the province of Limburg is involved. However synergy between the resources discussed in this thesis seemed to be missing. Main reason given is lack of cooperation. There is little cooperation, because a minimal number of meetings have been

organized in the second part of phase two. In this phase project teams for the different ICC should have been established. The network has not yet established guidelines and regulations to guide the cooperation between the actors. By establishing guidelines cooperations could be smoothen. According to Innes (2004) it would suite the innovative process best if the actors set their own guidelines and rules of behaviour.

“It is one thing to organize this project in the best way possible, it is a second thing to ling up all the actors on the same time and to get them to invest in this project. Thus it is also a matter of timing and serendipity.” (quote from one of the project members)

‘OnszuidLimburgsland’ has the potential to bring forth two ways of innovation. First of all innovation of the content or the product, which in this case are the ICC’s. In phase two the focus has been on product innovation. The second way in which innovation can occur is in processes. In phase two the focus has not been on the process, learning point from phase two for phase three has been to pay more attention to the process as such. The literature and theories, discussed in this thesis, suggest that product innovation cannot happen without some form of process innovation. (Cooke, 1997) It seems that in this project this also the case. Besides some interviewees indicated that more attention should be paid to the process. Without a more innovative process the ICC-concept will not create the extra value which is needed to call it innovative. This project has innovative potential, but it has not proven itself yet.

To go beyond the ‘normal’ way of organizing projects, requests a behavioral change from all the actors involved. This will not happen overnight, therefore it is also very important to give innovative processes the time to mature. Innovative process are very complex and therefore there is always the risk of relapsing in old behavior, structures and stereotypes. In the theory used in the thesis, this is called dominant attractors. At this moment, the project, because of several setbacks, is struggling with these dominant attractors.

“Innovative processes are always complex; complexity refers to causally related phenomena that are products of cross-relations among hierarchic levels. Everything depends on everything else, but processes affecting each other occur on different time and space scales. While the rules governing the underlying order can be established, the outcomes cannot be determined or predicted.” (Jiggins, 1994, p.47)

In the literature discussed in paragraph 1.2.1 is suggested that the region would be ideal for development projects. Regions in the Netherlands have the right size. There is not a formal political established power, this means that there is room to manoeuvre, for example in governance alliances. However the region of South Limburg seems to posses more problems than opportunities. One fundamental problem is that there is no regional coherency on which the project can build. This makes it hard to develop a project for the region as total. That is why it would be interesting if the project would become more localized when locations for the ICC’s are chosen. If local stakeholders would become involved, they would become owner of the project. For now the project does not seem to be taken in by the region.

The project focuses on a regional problem; a declining economy, declining number of inhabitants especially in the rural area and a drop in the number of facilities for the inhabitants of South Limburg. The decline of functions and services is not directly felt by top-segment companies in the region, but this problem is felt locally, in the villages, towns and communities. It is thus felt by the local actors, like schools organisations, church boards and smaller businesses. For the large companies it is a long term problem and especially in times of financial crisis they will not take the responsibility to invest in a

solution for this problem. The establishment of the ICC's has the potential to improve the quality of life in the South Limburg region. To achieve this improvement the project focuses on the TOP-segment business. However it would be interesting to see what the project could achieve if the involvement of the TOP-segment business could be combined with the involvement of local stakeholders.

6.2.1 Answer main question

Is the 'OnszuidLimburgsland' project able to manage and organize the different resources in an efficient manner to be (as) innovative (as possible) and in this way accomplish development in region South Limburg?

- The use of situational capital is inefficient because this project is not really rooted in the region. It is difficult for the project to make use of regional capital, because the regional identity is scattered. An opportunity for the project to make use of situational capital would be to include local actors.
- There has not been little or no development of new knowledge. This is due to the current knowledge management, or lack of it and to the network environment. For learning and the development of new knowledge, a safe environment is needed. Trust, cooperation and togetherness are important factors, which stimulate favourable relationship for learning. These factors are not enough present.
- This project has to little political power to actually realize the ICC's. This is because the municipalities and the province have not been involved yet. The project needs the involvement of these governmental parties. However the risk exists that by involving these parties, the project becomes even less innovative. A proper governance structure, with guidelines for behaviour should be created.
- Not all the actors have the most efficient position in the project to exploit their innovative talents to a maximum.
- The network, is not organized and managed in a very innovative manner. This causes the ICC's to be not very innovative.
- This project has the potential to stimulate regional development, but has not reached its potential yet.

The project has produced development lines, ideas, strategies, etc. of how to organize regional development. Many actors in the project expected that the project would have made more progress. However to create regional development in a network, of actors from different disciplines, with different backgrounds is very complex. The innovative process to create regional development has been underestimated by most participants in the network. This resulted in wrong expectations in time. However if the project uses the resources available to them more efficiently and if they put more effort in the organization of the innovative process, regional development should definitely be possible.

6.3 Recommendations

The recommendations given in the paragraph are based on the state of affairs of the project in phase two. The future of the project is rather unclear. There is no certainty about who will participate and what the structure of the project will be in phase three. Therefore the first recommendations given are based on the process in phase two and what could be done to improve the process. The final three recommendations assume that the province of Limburg will be the main financier in phase three.

*Recommendation; **More meetings in small groups to create trust and togetherness.***

Quite some interviewees expressed that they thought that they should have met the other partners in the project more often. To meet one other on a regular basis is quite important in innovative processes. This way trust, togetherness and understanding towards one other can grow. In phase two these three indicators have not really grown, if it should have grown in the past phase can be disputed. However it is important that in the next phase the actors will meet more often, right now the network is hold together by thin lines. These lines need to be thicken in the next phase, otherwise these lines will probably break. Actors will lose interest in the project, because they not feel engaged enough. Besides a certain amount of togetherness is needed to create synergy, this synergy is very much for innovation. In phase two there was no real synergy. It is of at most important that this synergy grows in the next phase, because phase three will be the 'creation phase.'

*Recommendation; **Create roots in the region by involving local actors.***

From the analysis it appeared that this project is not really rooted in the region. If an objective is to obtain regional development then it is important that inhabitants of South Limburg and other actors that participate in the communities in South Limburg participate in the project and networks that stimulate regional development. This project is organized top-down, so there has been no reason to use a grass-root approach. However in the next phase it is important that local actors and stakeholders become involved. Otherwise the project keeps on 'floating' over the region without touching ground. Raagmaa (2002) suggests in his theory for sustainable regional development that there need to be invested in regional identity. Indicated by one of the interviewees is that there is a scattered identity in South Limburg and that it is hard to exploit the identity of South Limburg or to create one identity. Therefore my recommendation is to involve local actors and stakeholders on a local scale and to not generalize their participation. This means that every ICC will it own specific process and output. It is important that local stakeholders and actors are involved, because in the end the ICC is there for them. By involving them in the development process it will be more likely that the ICC will be rooted in the environment.

*Recommendation; **More transparency for an open and innovative process.***

To create more transparency between the kern team and the other actors is a third recommendation. It is not suggested that members of the kern team deliberately disguise information about process, decisions, etc. But several actors expressed the need for more information about the state of affair of the project. Because they were not informed, they felt not involved. To inform everybody about the state of affairs and to spread knowledge and information equally actors do not just feel more involved, but they also feel that they are involved on an equal basis. This is a positive asset to the process. An easy way to up-date the actors could be to publish a news letter every fortnight or month. In addition to this actors could be given the opportunity to ask questions after each published news letter. The project manager, for example, could answer these questions.

*Recommendation; **A safe environment***

A lot in this thesis is said about the need for a safe environment in innovative projects. Established is that the network of 'OnszuidLimburgsland' is not yet safe enough. This recommendation is actually an addition to principle one. Lack of meeting between the actors is probably one of the mean reason why a safe environment is not yet establish. However

there are strategies, principles and guidelines which can help organize a safe environment. These principle and strategies are discussed throughout this thesis. The following principles are the basis on an innovative process.

- o Actors involved should have an innovative mindset or they should be uncertainty oriented.
- o The relations in the network should be based on trust instead of control
- o Partners should set their own ground rules of behaviour, this includes setting rules to obey the open and creative character of the process. This means that a lot of effort should go to the process design.
- o The network should be a heterogeneous network

*Recommendation; **Learning Regions***

Besides the focus on the organization of the network, there is an additional action that could be taken to improve the output of the project. Learning is very important in innovative projects and especially the co-production of knowledge. In this network different actors with different background participate, this has the potential to develop new knowledge. In phase the knowledge aspect has been to inject knowledge in the network as means of inspiration. In phase three the co-production of knowledge and learning will become more important. To stimulate this a learning structure could be applied in the project. This thesis discusses two learning strategies; CoP's and Learning Regions. Both structures are founded in Kolb's his theory on action oriented and reflective learning. The actual structures to learn of both strategies are a bit different. Foremost different is that in the CoP's a more tide network is needed. The 'OnszuidLimburgsland' network is not very tide and it is not likely to become very tide seen the influence of fragment situation in South Limburg. Therefore a Learning Region seems more suitable for this project as learning structure.

The following recommendation assume a scenario in which the province of Limburg will be the main financier of the project.

*Recommendation; **Transfer time for the province to adjust to this project.***

It is most likely that the province of South Limburg will succeed Orbis as main financier. The transfer phase will not be easy, because it are to completely different parties. Their stake is different, their organization in different; the province will be a different main financier than Orbis. The case will not be that the province will take over the tasks of Orbis. The province of Limburg will take over the role of Orbis, but they will fulfill this role in a different manner. Project management and the province acknowledge that the transfer phase will take some time, the other actors need to be patient un till the province is fully installed in their new position. The actors also cannot expect the province to 'lead' this project in same way Orbis did. The province should be given the opportunity to find a way to guide this project which is suitable for them and the network. A possible suitable structure for the province of Limburg is to install some from a primary department in the kern team. In the project teams for example the development company of the province of Limburg could participate. This way the province would participate with two different department, with both their own stake in the project.

*Recommendation; **Exempt broker***

In phase two the 'OnszuidLimburgsland' project has among other struggled with two elements. First of all they were not really able to connect with the region. Secondly the

network seemed to exist of two sub-networks, one consists of the entrepreneurs and the other of researchers. There are two different groups, the gap between these two groups should be closed in phase two. A possible solution is to appoint exempt agent/broker. This agent should be a person who understand both groups and who is able to bring these closer to one other. Second task for this person would connect this project with the region. This means that this agent/broker should look for stakeholders at the location and connect them to the network. This agent could be one person, however this person needs to have many different skills. This person would be the central node of the network, this means that the success of this project partly will depend of this one person. A second option would be to appoint two or three people. They would share the responsibility, together they could do more work and achieve more. At the other hand the danger is that they would take over tasks which the project teams should perform. In the suggestion done by the RO-groep these agents/brokers themselves develop the ICC and then ask other parties to help them to realize the ICC. The project structure however includes project teams. These project teams themselves should develop and realize the ICC at the locations. The exempt brokers can help and support them, but in the end it is important they develop the ICC themselves. Therefore the recommendation is to appoint one exempt broker, who actively stimulates the project teams and tries to involve the community. At the same time this exempt broker tries to decrease the gap between the entrepreneurs and the knowledge institutes. For both tasks it is important that exempt broker has a lot of knowledge about innovative processes.

*Recommendation; **Dynamic network structure.***

This recommendation is about the general structure in which this exempt broker will function. The exempt broker will function as an interface between the different actors. Important is that the network develops more dynamics. This means that there need to be more interactions between the different actors, especially between the actors with different institutional background. The objective is to develop the innovative ICC concept and to be an innovative network. To obtain this more time and money should be invested in the innovative process support. Both Telos and Alterra could support the project teams by offering support process wise, but they could also stimulate the co-production of knowledge. For now there are two ICC's therefore there are two project teams in which large parties like Rabobank cooperate with local stakeholders. There still is a kern team in which different parties with different institutional backgrounds are represented. This kern team should be in the same dynamic circle as the project teams. Thus no hierarchical structures should be allowed in an innovative project. The role of the kern team is not steer the project, but the guide an coach the project teams. This idea is visualized in figure 16 on page 49.

6.4 Reflection on the Theory, Methods and Analyses

First there will be a reflection on the chosen theories. The theories are composed by the author herself, that is why it is interesting to reflect if the chosen theory on hindsight was suitable. On the other hand, it is also interesting to see if this research has made a contribution to the general theory about innovation and regional development. Next there will be a reflection on the used analysis and if the chosen analysis were able to cover the complete scope of the intended research and research questions. Finally there will be a reflection on the used methodology.

6.4.1 Reflecting on the Theory

The theoretical framework used in this thesis is based on an estimation of the situation in South Limburg and the current state of the project. The original assignment was to take care of the input for a communication plan for phase three. However after the theoretical

framework was finished the assignment changed to evaluating cooperation and actors in the network in phase two. The perspective used to compose the theoretical framework is aimed at the future, while the analysis looks back at the past at what happened in South Limburg in the past year. This gap between the future perspective and evaluation perspective is visible in this thesis. The change of assignment was not disastrous, because the theory functioned as frame of reference of what could have been. A remark is that many theoretical concepts are used and that the theoretical framework is rather broad. A broad framework is chosen, because the members of the project indicated that they were facing several problems. At the same time the members did not really know what the specific focus of this thesis should be. This resulted in a rather broad theoretical framework, on hindsight the framework has been too broad. I choose not to remove all the theories which appeared not to be useful for analysis and results in this thesis. Because, the theory as such can be of use for the project, because it includes some interesting ideas of what could be done by the project network to create regional developments which are locally rooted.

The theory consists of two parts, the resource triangle and the regional development diagonal. The regional development diagonal was chosen correctly and functioned as a point of reference, which helped to not lose track of how the resources should be used. The resource triangle; local capital, knowledge and network seemed logic at that time. However reality is more capricious and it appeared during the fieldwork that it was not easy to recognize the resources as they were defined in the theory. The resources as such were present in the project, or were topic of discussion in the project, because they were not present enough. However the perspective of how to use the resources was very different in the project than predicted in the theory. Situational Capital was not found important by the actor network, this means that the members of the project did not really miss situational capital. However one of the problems that they ran into was that they did find problem owners who had an interest in developing the ICC's. But the angle of the project is on a large level, which makes it rather hard to involve situational capital in their project.

The knowledge aspect has been quite large in this project, which was besides innovation one of the objectives. Therefore the assumption was that learning in this project would be a central element. However the knowledge aspect mostly existed of knowledge input and not of learning. This meant that the learning style could not be analyzed. The theories on learning are now used to give an advice about which learning style could be used. However the depth and length of the theory is too much compared with the practice.

The network resource was differentiated in the sub-resources, governmental structures and actors. Both were important in the analysis, however they did not really connect on a network level. With this is meant that the theory involved, is concerned with how the actors function in a chosen governance structure. However in practice there is not really a chosen governance structure and the actors were not really united in a network, as expected. The theory was several steps ahead of the project in developing an innovative process. This resulted in a lot of could be's, which are probably too hard for the project to obtain.

Reflecting it might have been easier if the three resources would have been; governmental organizations, knowledge institutes and the entrepreneurs. These resources would be very much recognizable and the theory would fit the current situation better. However this research would also have stayed within the current boundaries of organizing 'normal' projects. With the current chosen theory the abilities of the project to be innovative are made much more visible.

6.4.1.1 Contribution of the Thesis to the Theory

This research proves, again, that the reality is always more capricious, as that the theories make it appear. At least in the framework of Raagmaa (2002), figure three, regional

development seems to be easy to obtain. However, Aarts and van Woerkum and van Woerkum (2002) do indicate how difficult and complex change is. However, their theory is about uncertainty in complex problems and not about innovation. Reflecting on the theoretical framework used in this thesis, theories about innovation and innovative processes are both used, and sometimes they were used in a disordered manner. At the beginning of this thesis, the difference between these two different aspects of innovation was not clear to me. By reading some of the articles again, I came to the conclusion that, some of the authors do not differentiate between innovation and innovative processes. Which makes it rather hard to comprehend the difference between the two aspects. In the 'OnszuidLimburgsland' project there was also indistinctness about the ICC concept as an innovation and the innovative process. Perhaps by separating innovations into, the innovative process and the innovation as such, theories can provide, more comprehensible information about innovations.

As elaborated on earlier in this paragraph, the theoretical framework, existing of a development line and a resource triangle, is created in this thesis. The development line is not new, but the resource triangle is. The resources chosen, are probably not the right resources to form a general theory about the socially constructed resources needed for innovation. However, I, do think it is interesting to evaluate innovative processes with a socially constructed resource approach. By doing so, it possible to get an overview over the possible socially constructed assets, which could be available for innovative processes. For innovative processes in general, the chosen organization structure will, to a certain extent, determine the innovative process. Knowledge will probably also be important for all innovative processes. The role of situational capital in the innovation project, relies on the context of the project.

In paragraph 2.4, the principles of consensus building, created by Innes (2004) are discussed. In the same paragraph these principles are adjusted and extended, in order to be more suitable for innovation processes. The adjusted principles are used in the network organization analysis, in paragraph 5.1.1. It appeared that it was rather useful to compare the principles with the organization of the project. By making the comparison it became clear, that with some small adjustments, the process could become more innovative. The success of the analysis, could indicate that the innovative process principles are useful for innovation processes. Nonetheless it can only be proven, whether these principles are good principles to guide innovative processes, if they are tested by an innovative project.

6.4.2 Reflecting on the Analyses

The analyses are also self composed. The interview questions for the common interview were composed together with Telos. These interview questions lead to the two individual analysis. These two analysis became more personal then intended, this caused some ethical problems, which in the end are solved. The actor analysis is bit too much based on interpretation. Besides, both axes are not well defined. For example, the vertical axe, there are many kinds of risks, there is no definition of what kind of risk is meant. On the other hand these analysis did lead to interesting results. Individual qualities do matter, but on hind sight the individual characteristics should have been analyzed in a more positive dimension. The network analyses on a relational level is based on elements which were indicated as important by the theory. This analyses has no profundity which was expected. This is the case because there was not as much cooperation, as was expected, this made it rather hard to analyze the cooperation. The different analyses together did not cover the complete scope of the research. Situational capital and learning are elements which are fiddled into these analyses, but they do not really belong in them.

6.4.3 Reflecting on the methodology

The research mainly depended on the common interview, though single interviews and the observations did give a lot of information about the background of the project. The common interview is developed together with Telos, the help of Telos was a good contribution to the quality of the interview. However there are some things that should have been done differently. The questions should have been grouped. Question one until seven were grouped correctly. The next group should have been questions ten, eleven and eight, these questions are more about feelings and experience. Questions eleven and eight were now completely closed questions, the final sub-questions should have been open. This would have given the interviewees the possibility to express their feelings more freely. Question ten is the actor's position rose. On hindsight the innovative rose should have been used. This would have stimulated the interviewee more to value the project in a more innovative perspective. The interview should have ended with questions thirteen, fourteen and fifteen. By grouping the questions differently the structure of the interview would have been more clear, this could have helped the actors to organize their thoughts.

An interview is done at random moments in a very long process, this interview is thus a snapshot. The chosen moment can influence the answers. The interviews were sent back to the interviewees with the remark that if they wanted to change anything, they could do so. However there was little response concerning the content from the interviewees. In April there will be a meeting in which, among others, the results from this thesis will be discussed. It would be interesting to show the interviewees the common results and the 'average' answers and then ask them if they still back up their own answer. However to use this Delphi method takes a lot of time and in this too much time.

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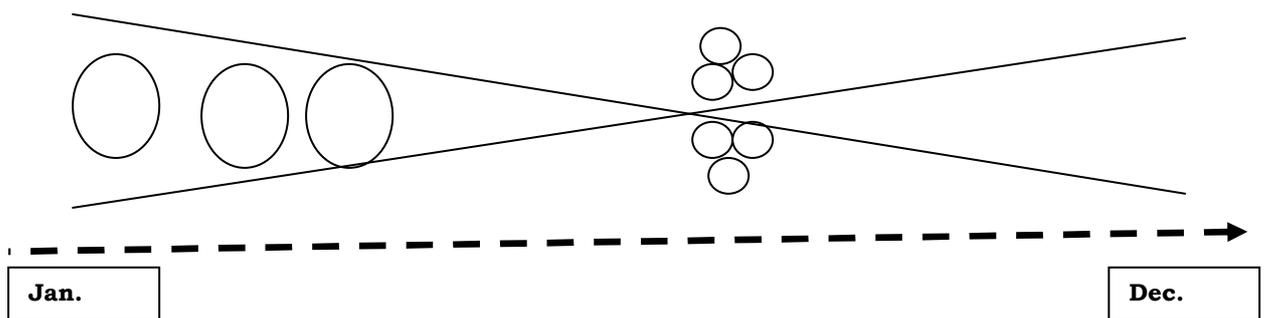
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Appendix one

Vragenlijst voor partners in het 'OnszuidLimburgsland' project

Aangeven dat alle vragen betrekking hebben op de 2^e fase van het Heuvelland project, de fase die is gericht op het ontwikkelen van ICC's.

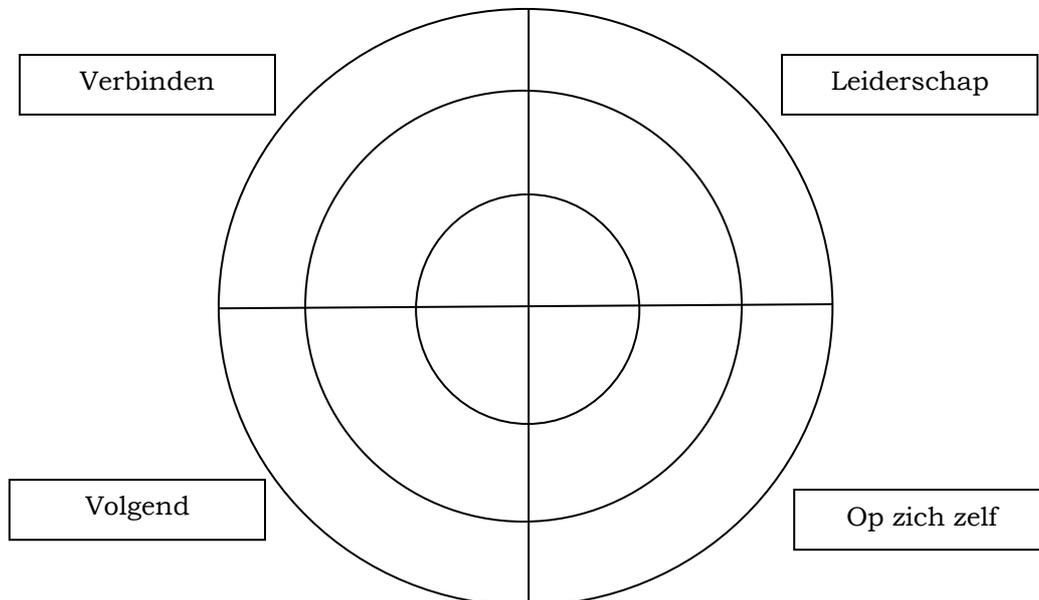
- 1) Wat waren uw verwachtingen over het project bij de start?
- 2) Wat was/is uw belang in dit project?
- 3) In hoeverre zijn uw verwachting uitgekomen en wat waren daar de redenen voor?
Doorvragen waar verwachtingen over gaan; (belangen, wijze van samenwerking, tempo voortgang, kennisvernieuwing)
- 4) Op welke wijze zijn uw belangen behartigd tot nu toe? (doorvragen waarom, hoe in de toekomst etc?)
- 5) Wat is het belangrijkste doel van dit project, en hoeverre is dit bereikt?
 - 5.a) In hoeverre heeft dit project verbindingen gelegd tussen de verschillende schillen, dus met landschap en lopende initiatieven.
 - 5.b) Hoe kijkt u aan tegen de bijdrage van het project aan zorg, krimp en landschap?
 - 5.c) Hoe beoordeelt u de ambities van dit project; te laag, goed of te hoog? (waarom)
- 6) Hoe beoordeelt u het regionale proces?
 - 6.a) Wat zijn de succes en faal factoren?



- 7) Aangeven dat alle vragen betrekking hebben op de 2^e fase van het Heuvelland project, de fase die is gericht op het ontwikkelen van ICC's. In het begin is tijdens deze fase in groepsbijeenkomsten samengewerkt. Op een gegeven moment is dit veranderd en zijn werkgroepen gevormd. In begin was het proces zoekend en conceptueel, daarna werd gekeken vanuit de locaties
 - Welk deel van het proces vond u interessanter? Waarom?
 - Welk deel van het proces vond u productiever?
 - Met welk onderdeel had u zelf meer affiniteit, waarom?
- 8) Vond u het netwerk in fase 2:
 - Creatief of binnen vaste denk patronen denken
 - Open of gesloten voor nieuwe/andere ideeën
 - Een veilige of niet veilige plek om een innovatief project te ontwikkelen
 - Flexibel of rigide in het omgaan met veranderingen in de omgeving
- 9) Hoe heeft de samenwerking de afgelopen periode ervaren?
 - 9.a) welke contact momenten waren voor u belangrijk in de afgelopen periode en waren dit formele contact momenten of informele contact momenten?
 - 9.b) welke relaties in het proces waren voor u belangrijk in de afgelopen periode?
 - 9.c) Waar kreeg u energie van en wat kostte energie?
 - 9d) In hoeverre heeft dit project spinn-off en samenwerking met andere partijen opgeleverd buiten het project?

10) Hoe ziet u, uw rol in het proces?

10.a) Ik heb op de volgende bladzijde een roos getekend, zou u de partners kunnen indiceren op deze roos? (hoe dichtter in het midden is meer betrokken en vierhoeken zijn eigenschappen van deze partner)



10.b) Waren er volgens u bij de fase van het project de juiste partijen betrokken?
Zo niet welke partijen heeft u gemist?

11) Denkt u dat er na deze fase wel of niet meer gelijkgestemdheid is tussen de partijen?

11.a) Denkt u dat er na deze fase meer of minder vertrouwen is tussen de partijen?

11.b) Denkt u dat het begrip voor elkaar is gegroeid of afgenomen?

12) Is er voldoende ingespeeld op de kennis behoefte (zowel inhoudelijk als de vorm waarin het is aangeboden) van de partners?

12.a) Was er een gat in competenties en is dit gat voldoende opgevuld?

12.b) Heeft u het gevoel dat u en uw organisatie hebben geleerd van dit project? Zo ja, wat?

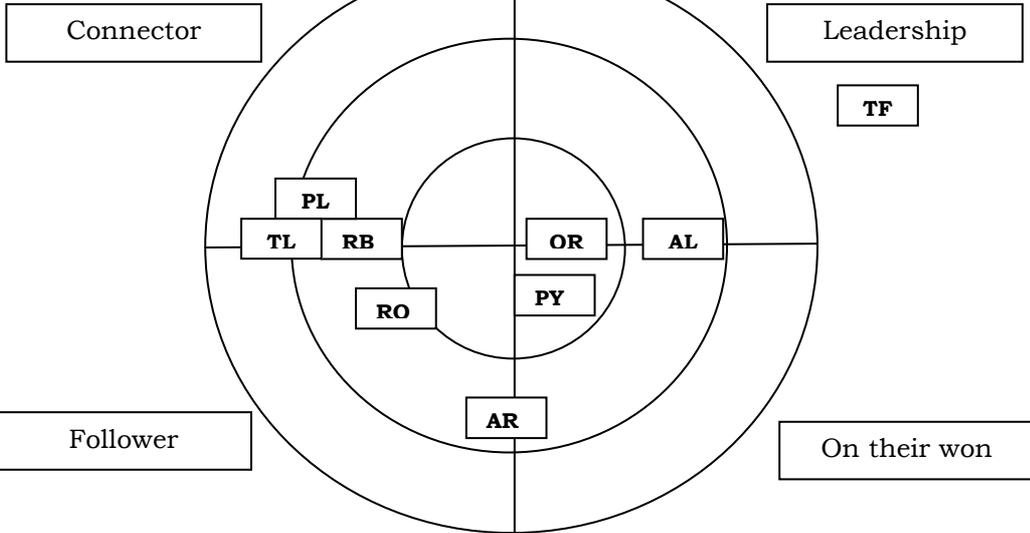
13) Welke suggesties en aanbevelingen heeft u voor het vervolg?

14) Welke wijze van terugkoppeling over de resultaten van dit interview en meer algemeen de monitoring van dit project spreekt u het meeste aan? (essay vorm, groepsgesprek, presentatie etc)

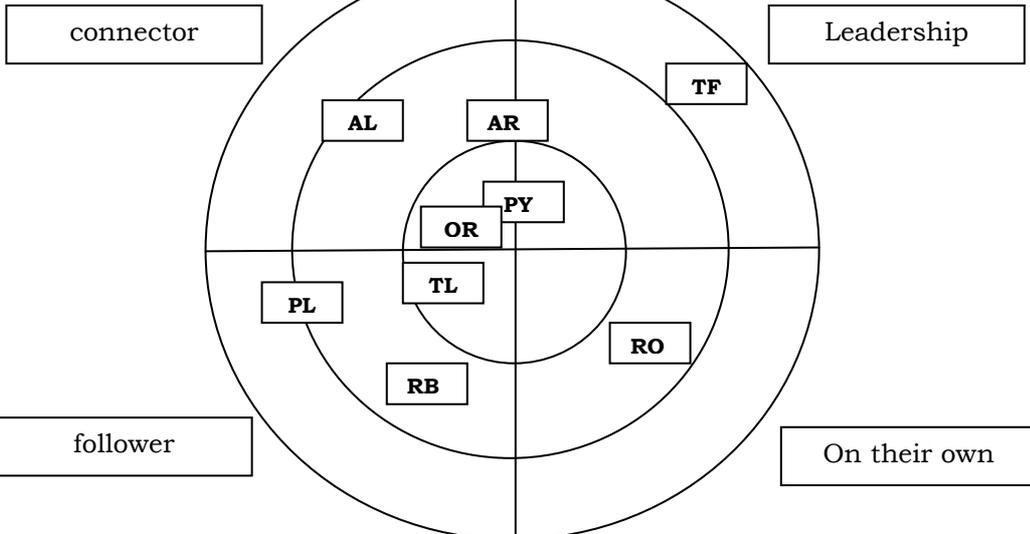
15) Wilt u verder nog iets kwijt?

Appendix two

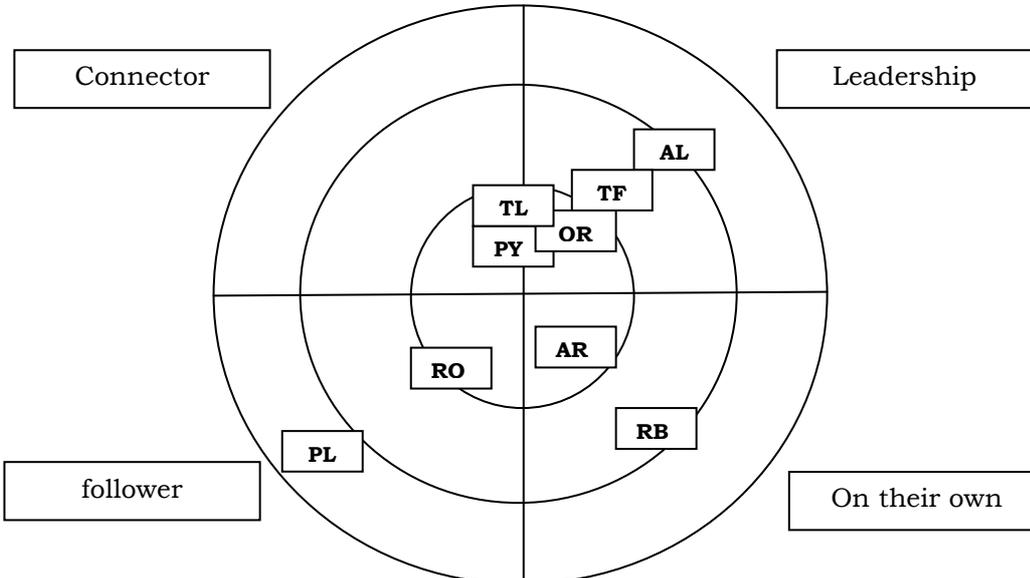
Rabobank

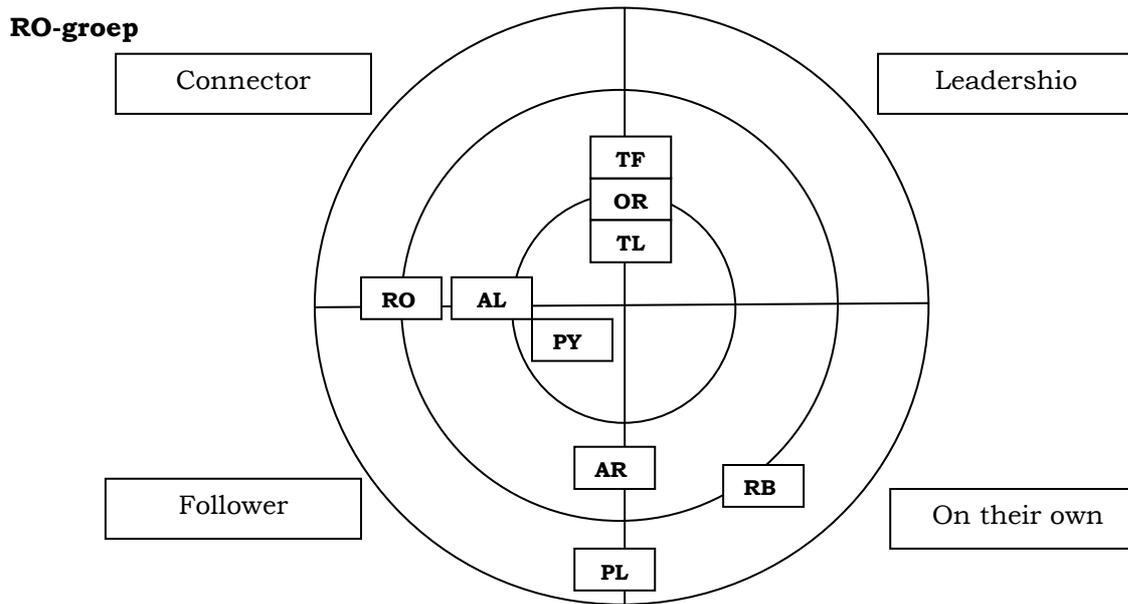
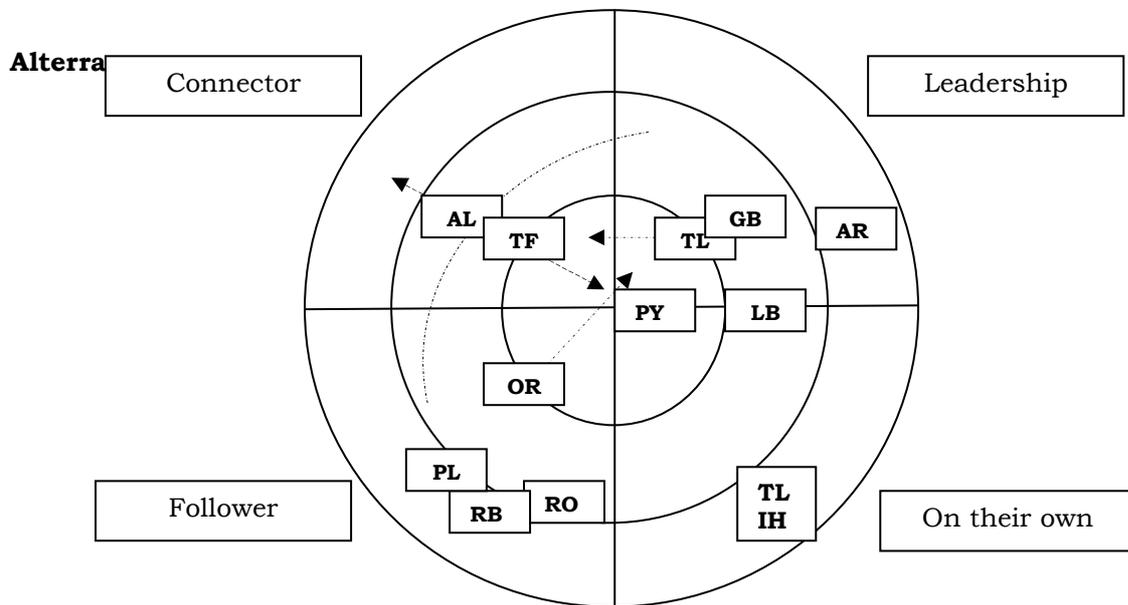
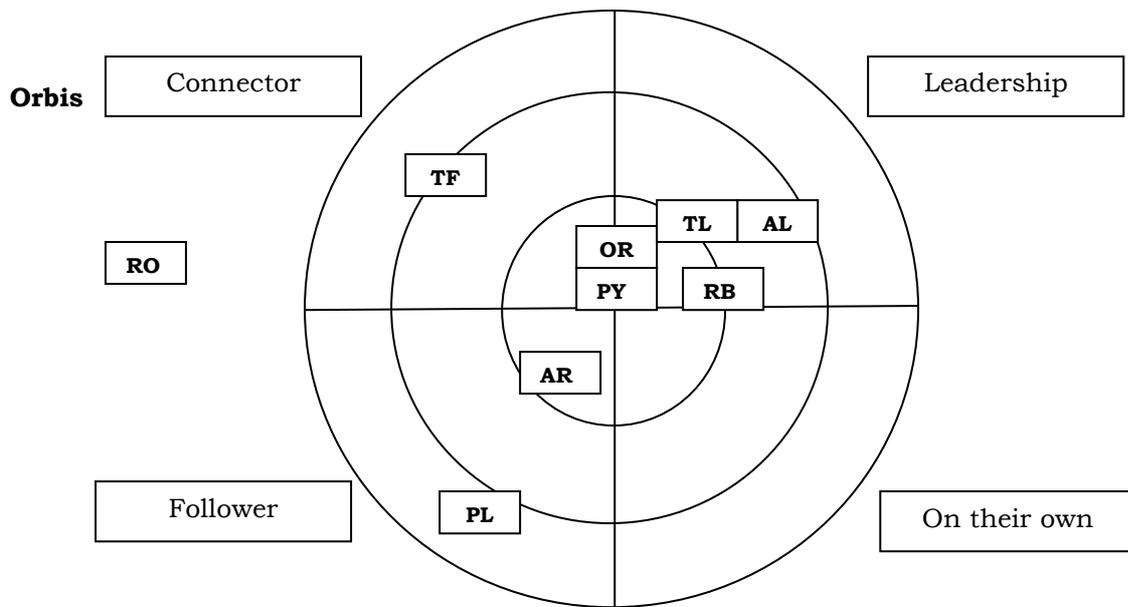


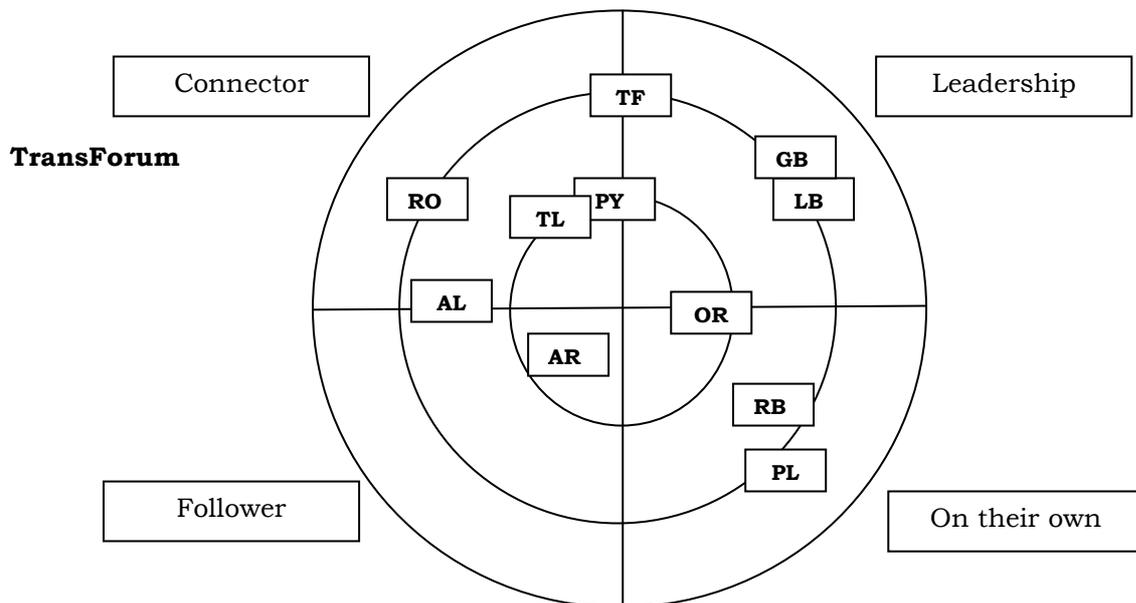
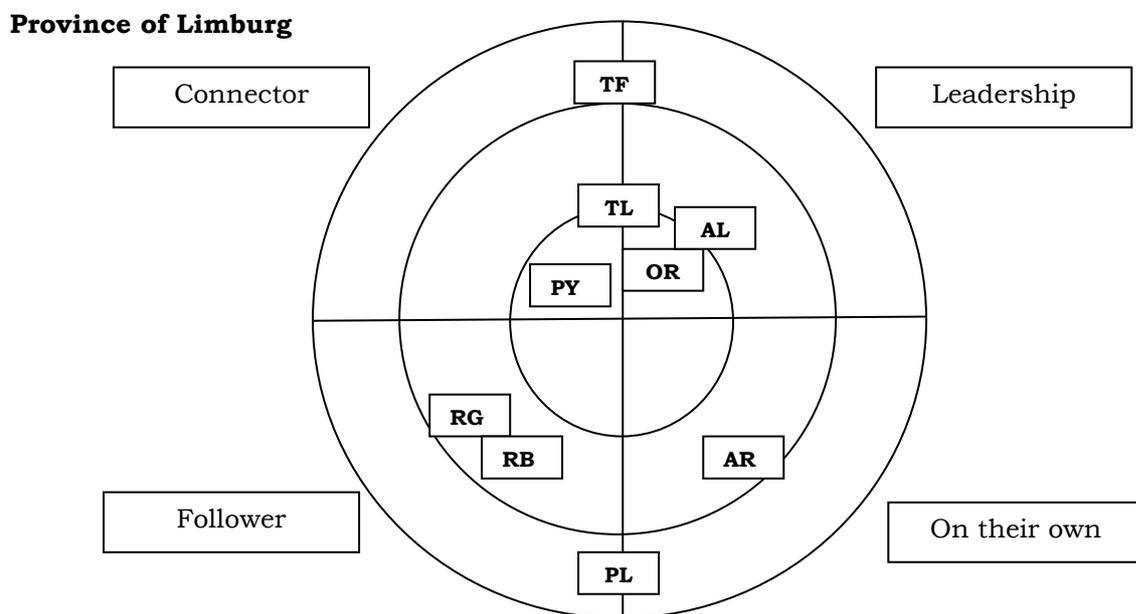
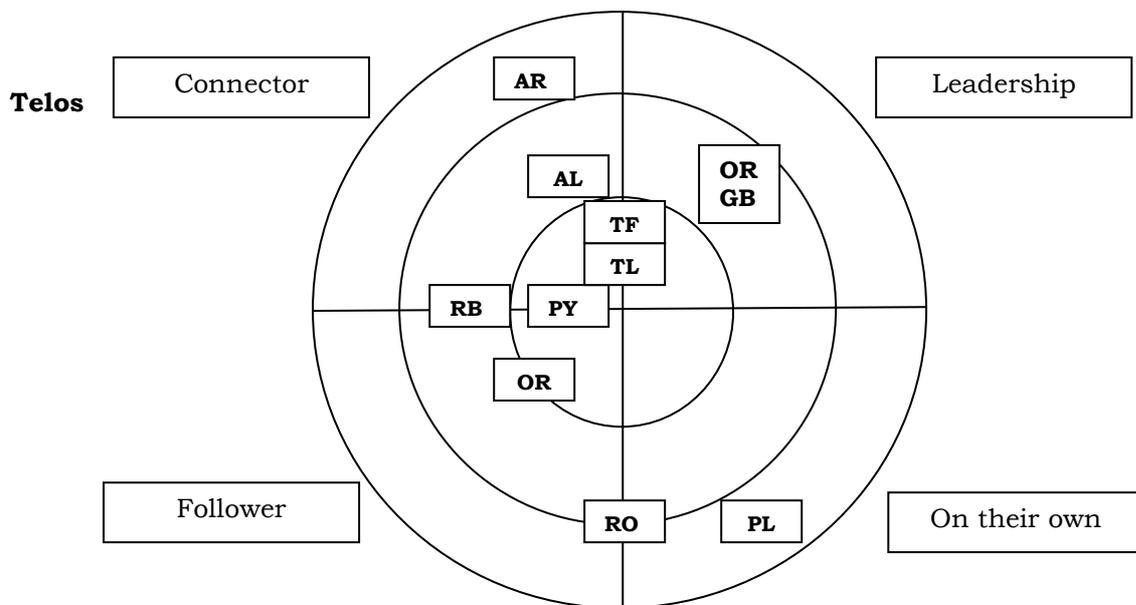
Arvalis



Orbis







Appendix three

The ranking of the different partners is based on the kind of organization they work for. First I will discuss the actors who work for governmental organizations, then, the actors who work for knowledge institutes and finally, the entrepreneurs. One last remark is that it is very hard to value these different disciplines in the same quadrant, because they are active in different fields, taking risks and managing situations can mean something completely different for these parties.

Governmental related parties

TransForum;

TransForum is an innovative programme from the ministry of economics. The role of TransForum could be seen as a coach and/or guard of the innovative process. Because of previous experiences with other projects, TransForum knows how innovative processes should suppose to go. TransForum is a financial partner in this project, by investing in this project they perhaps took a risk. At the other hand, it is their core business to invest in these kind of projects.

In the interview an employee TransForum explained that he is satisfied with the results of phase two, but that he is not very content with the innovative process. According to TransForum, parties involved still thought in a hierarchical manner and in traditional stereotypes. No one has successfully broken through this regime. This has frustrated the employee of TransForum a lot. One of his own main goals was to get the other actors to value this 'project' as an innovative process instead of a project. He did not elaborate on how he tried to achieve this. Other actors did mention that when TransForum was represented and attended meetings, many steps forward were being made. TransForum is very critical about the innovative process, but he sees opportunities for phase three.

From the interview it appeared that TransForum envisions a new kind of future in which all kinds of functions are interconnected in the local environment. He also underlines the fact that to obtain this future risk should be taken.

The Province of Limburg;

In phase two, the province has not really been involved in the project. From what they have observed they have concluded that, the 'OnszuidLimburgsland' project does not fit within their current policy. Their current policy is to manage and conserve the current state of South Limburg, both in the urban and in the rural areas. In the interview the representative of the province has mentioned that the partners in the project speak a different language than the province and therefore, the province does not fit within this project. The representative of the province does not understand how an innovative process works, but in this current role at the province is not able to participate in an innovative way.

Because the representative of the province is stuck in a bureaucratic system his attitude towards this project is that he is not willing to take risks and that his main focus is, to preserve the situation in South Limburg.

Knowledge institutes

Telos;

Telos is a knowledge institute. However he is also active in the region South Limburg, as the project quartermaster of the province of Limburg. The representative of Telos his official role is to manage knowledge. However, during the project he became more involved with the process management. Some of the other actors said that this made him an important node in the process, others found it rather confusing and were not sure about what to expect from him.

In the interview, the representative said that he is interested in visions and concepts concerning multi-functional locations in rural areas. This aspirations indicates that he is a visionary.

However it was indicated by other actors that the structures constructed by the kern team were rather traditional and control based. Though the representative did not create these structures, he continued working conform the structures. Thus, he was not able to create an optimal innovative process. However, he did take responsibility of managing the process. By taking up this task he took a risk, seen it is a vulnerable position, in which there is a large risk that others will blame you for the failed process.

Telos has a vision of a new future for South Limburg and he already showed that he is willing to take risks, in an effort to reach this new future.

Alterra;

At times Alterra was very active in this project, but at other times they were not involved. The meeting on the 24th of September was organized by Alterra. The way this meeting was organized met my expectations of an innovative process. This meeting was constructive and the togetherness grow during this meeting.

The representative of Alterra did explain in his interview that Alterra has a lot of knowledge about innovative processes, but that they feel that their ideas are not heard. They fear that their ideas about innovative processes are perhaps to innovative and therefore, does not suit the project. Until now Alterra has perhaps not been pro-active, for example one of the respondents explained that he found that Alterra was not involved enough.

Alterra some interesting insides, concerning the roles scientist should have in these kind of processes. 'It is no longer about transferring knowledge, but is about developing knowledge together.' According to the representative of Alterra, scientist should be more pro-active in this, but it also takes time before they are able take up this role.

Alterra envisions a new future for South Limburg, but he also envisions the process of how to reach this new future. He also understand that scientist in order participate should take up a new role.

Entrepreneurs;

Orbis (1);

This representative of Orbis, represented Orbis first as a project leader, and since October 2008 he has taken over the role as chairman of the project. Ever since, he became the chairman, Orbis has been in a financial crisis. This means that right now there is no financial space for Orbis to participate and invest in innovative projects. At this moment, Orbis is risk adverse. Yet, in general it is still a very innovative organization.

However it appeared that the financial crisis is not the only reason why this representatives behaviour is not very innovative. The focus of this representative is on looking for solutions for the current problems Orbis is facing. His ideas are creative, but are about the result and not about the innovative process. Besides, it appeared in the interview that thinks in rather traditional structures. For example he mentioned that the province of Limburg should have been more active in this process, seen it is their responsibility.

This representative of Orbis is able to envision a new future, but he wants to reach this within the existing structures and institutes. Orbis is now not in the position to take risks.

Orbis (2);

This representative of Orbis has been the Chairperson of this project, on behalf of Orbis, un till October 2008. She has describes her own role as being a node between The managing director of Orbis, other employers of Orbis and the project. In the interview she explained that her own competence and knowledge is more about the implementation of these kind of projects, than about envisioning innovative concepts. From the interview it came forward

that she does understand what it means to develop innovative concepts, but that is more comfortable with the actual implementation of concrete plans. Other interviewees, mentioned that she is a bit pragmatic and that therefore, her position in the kern team was not always easy.

The organization Orbis is rather innovative, during her chairmanship she was willing to take risk, her ability to envision a new future was less than some other members of the kern team.

The RO-groep;

General comment made by the other partners is, that they found that the RO-groep was too often absent. The interviewee explained that he felt that the RO-groep was put on the side line. The representative of the RO-groep indicated that he already has developed some multifunctional location and, that he had learned from these previous projects. He is willing to use these experiences in this project, if given the chance by the other project members. The RO-groep has a new idea, of how the ICC-concept could be developed. They would found it interesting if a small group of interest-free people, would go to the area of South Limburg and just found out what is possible. Regional development is the core business of the RO-groep, therefore it is logic that they are involved. However if they want to have more central position in this project, than they should become more proactive.

The RO-groep knows what it takes to create innovation and they are willing to take risks in reaching a new future. He has a clear picture of a new future for South Limburg.

Arvalis;

Arvalis differs from the other parties, because they did not invest money, they were even paid by the project, to give advice. This means that Arvalis has a different stake in this project. Arvalis does see their contribution as an investment and they want to continue the project, to get a return on their investment. This statement shows that they do not understand the development of South Limburg to be their responsibility. The representative of Arvalis understand the need for developing ICC for South Limburg, and he is also able to envision the process needed to develop innovative ICC. However he hold back by Arvalis to fully participate.

The stake of Arvalis is very conservative. The interviewee personally is willing to take some more risks.

Rabobank Midden en Zuid Limburg;

The Rabobank thought that the development generated by this project would relate to their core business. That is why they chose to invest in this project. However they are not pleased about the fact, that they are not in the position in which they can co-decide on financial decisions.

Rabobank indicates that he understands that an innovative process is needed to create ICC-concepts. However, according to him the time between the abstract phase and the implementations phase was too long. Rabobank thinks in, and aims at a classic role differentiation between knowledge institutes, governmental organizations and the entrepreneurs. The representative thinks that these functions should be separated. He felt expressed the need of the Rababank to have a clear role and a clear task that they could fulfill.

Rabobank is willing to take risked, this is proven by their choice to invest in this project, however they do not see an innovative process in which disciplines can be mixed, and in which cooperation takes place in a network structure instead of in a hierarchical manner.

