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Building a Management Body for Facilitating Inter-Organizational Cross-Sectoral Collaborations – Proposition based on Organizational Competence

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Abstract

In dynamic, complex, and interconnected economic/industrial environments, regional industries face more difficulty adapting and competing. In this situation, facilitating cross-sectoral inter-organizational collaborations is key to creating new businesses and promoting competitive regional industries. The purpose of this study, based on a review of the literature, is to explore how to build a management body that facilitates cross-sectoral inter-organizational collaborations by considering the required organizational competence to be displayed.

The introduction captures the background of this study and the link to the research theme proposed above is described. Then, in terms of network effectiveness, we show that a governance type featured by a distinctly separate administrative entity (equivalent to the management body in this context) is most suitable for a situation where a large number and variety of autonomous, and mutually dependent actors exist, which this study premises. Therefore, a management body is proposed to display the organizational competence for facilitating the complex self-organizational process of cross-sectoral inter-organizational collaborations to promote regional industries. Moreover, with identifying the organizational competence based on the conceptual categories of “architectural competence” and “component competence.”, a conceptual model to guide how to build the management body is proposed. The conceptual model illustrates a cycling process for building a management body composed of the “initial phase”, “building phase”, and “rebuilding phase” and aims to display organizational competence identified to facilitate the self-organization process of cross-sectoral inter-organizational collaborations. In the concluding section, the argument is summarized, the effectiveness of the conceptual model is discussed, and future research issues are described.

Keywords: the management body, organizational competence, antecedents, attributing factors, quality management approach, cross-sectoral inter-organizational collaborations