



# Building Collaborative Networks for Innovation

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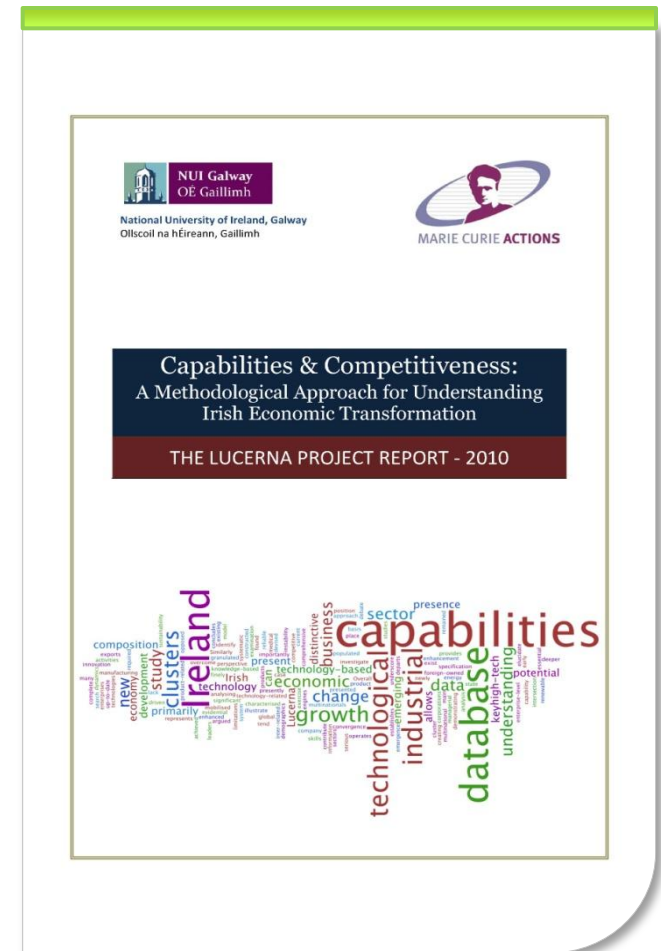
The Role of MNCs in Knowledge Accumulation, Absorption  
and Utilization in Indigenous Irish firms: A case study of the  
Galway Medical Technology Cluster

InterTradeIreland 2010 Innovation Conference  
University College Dublin  
28-29 June 2010

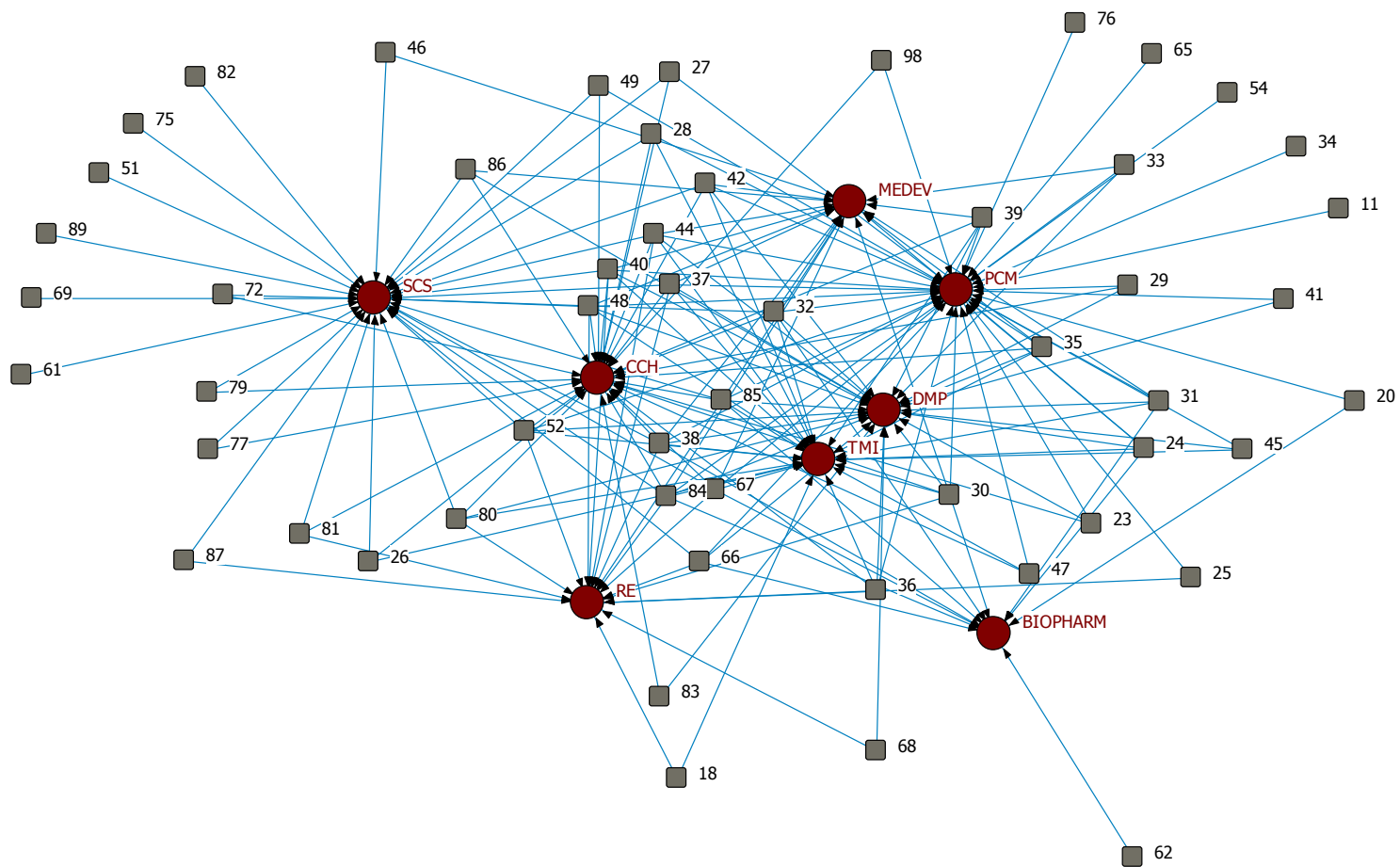
# LUCERNA PROJECT

Name of TBCs	Population*
Computer and Communication Hardware (CCH)	341
Software and Communication services (SCS)	865
Medical Devices (MEDEV)	67
Pharmaceuticals (PHARMA)	107
Test, Measurement, & Instrumentation (TMI)	105
Processed Chemicals & Materials (PCM)	341
Diversified Manufacturing & Processing (DMP)	116
Renewable Energy (RE)	208
Scientific, Technical, Engineering, & Consultancy Services (STECS)	987
Business & Management Services (BMS)	6758
Finance and Insurance Services (FIS)	2402

<sup>[1]</sup> This TBC only includes medical product/device manufacturing firms. Service and support firms to the medical device sector are included in the Scientific, Technical, Engineering, & Consultancy Services (STECS) category.



# MEDICAL TECHNOLOGY CLUSTER

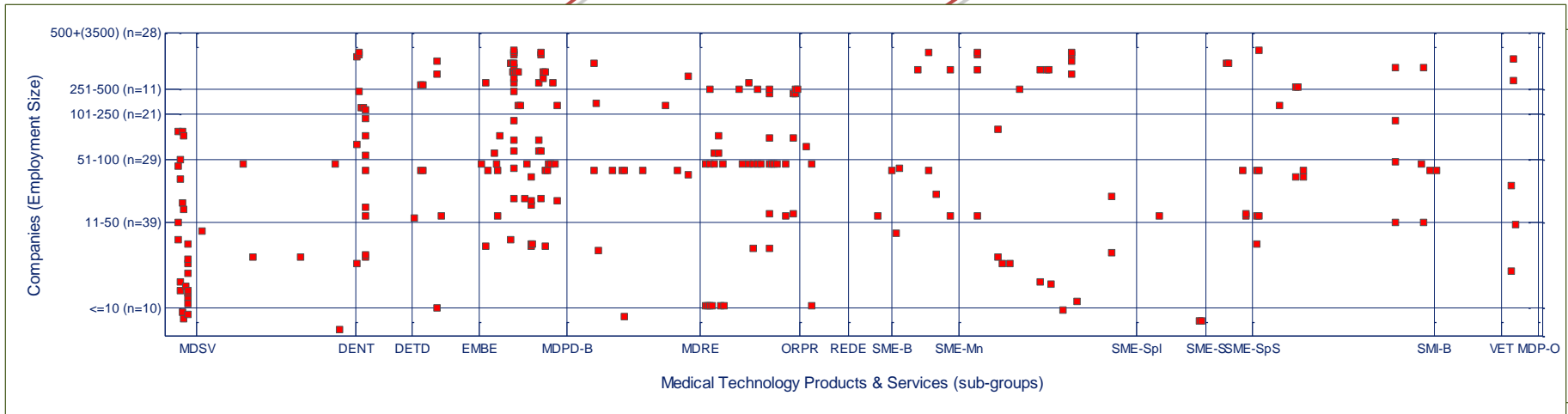


# MEDICAL TECHNOLOGY CLUSTER DYNAMICS



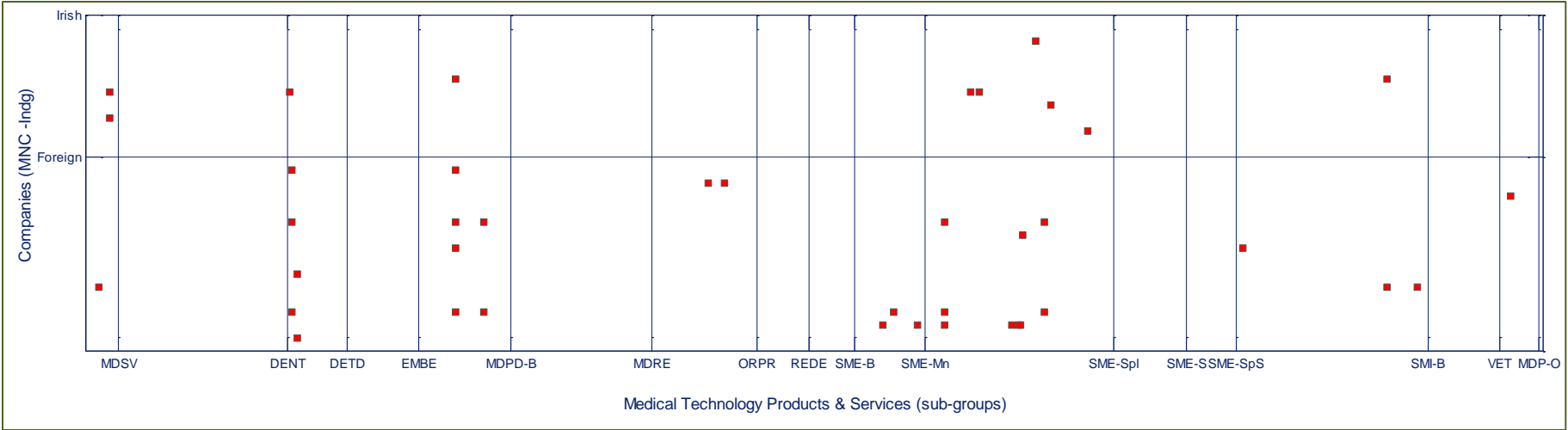
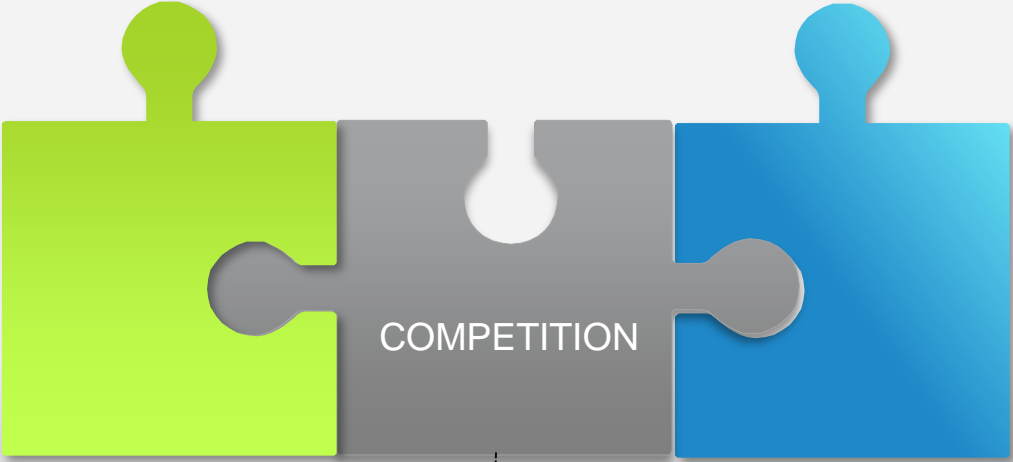
Medical Products - Basic

Orthopaedics & Prostheses

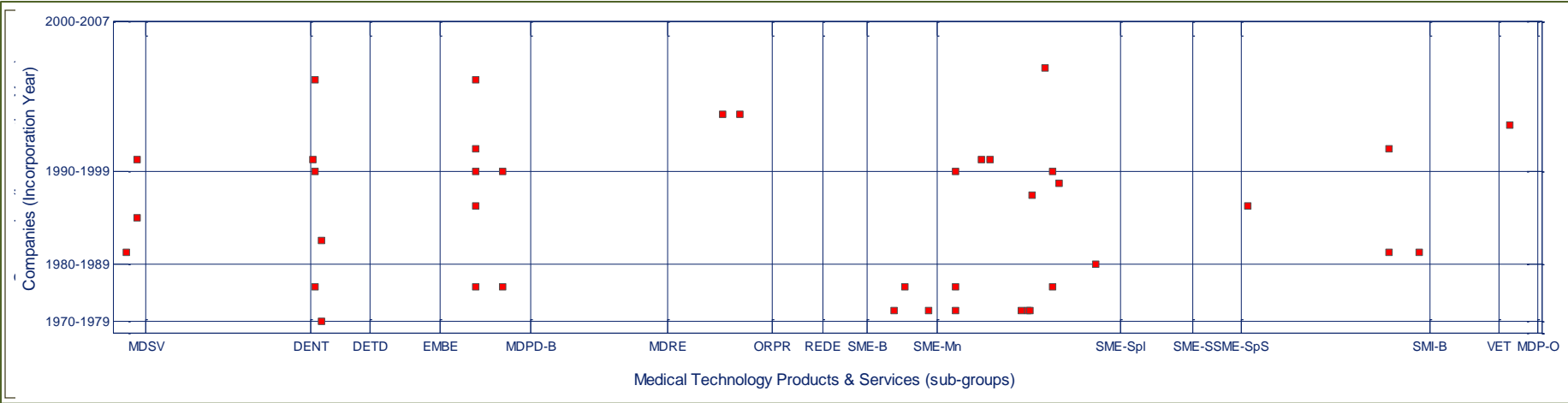


Equipment - specialised

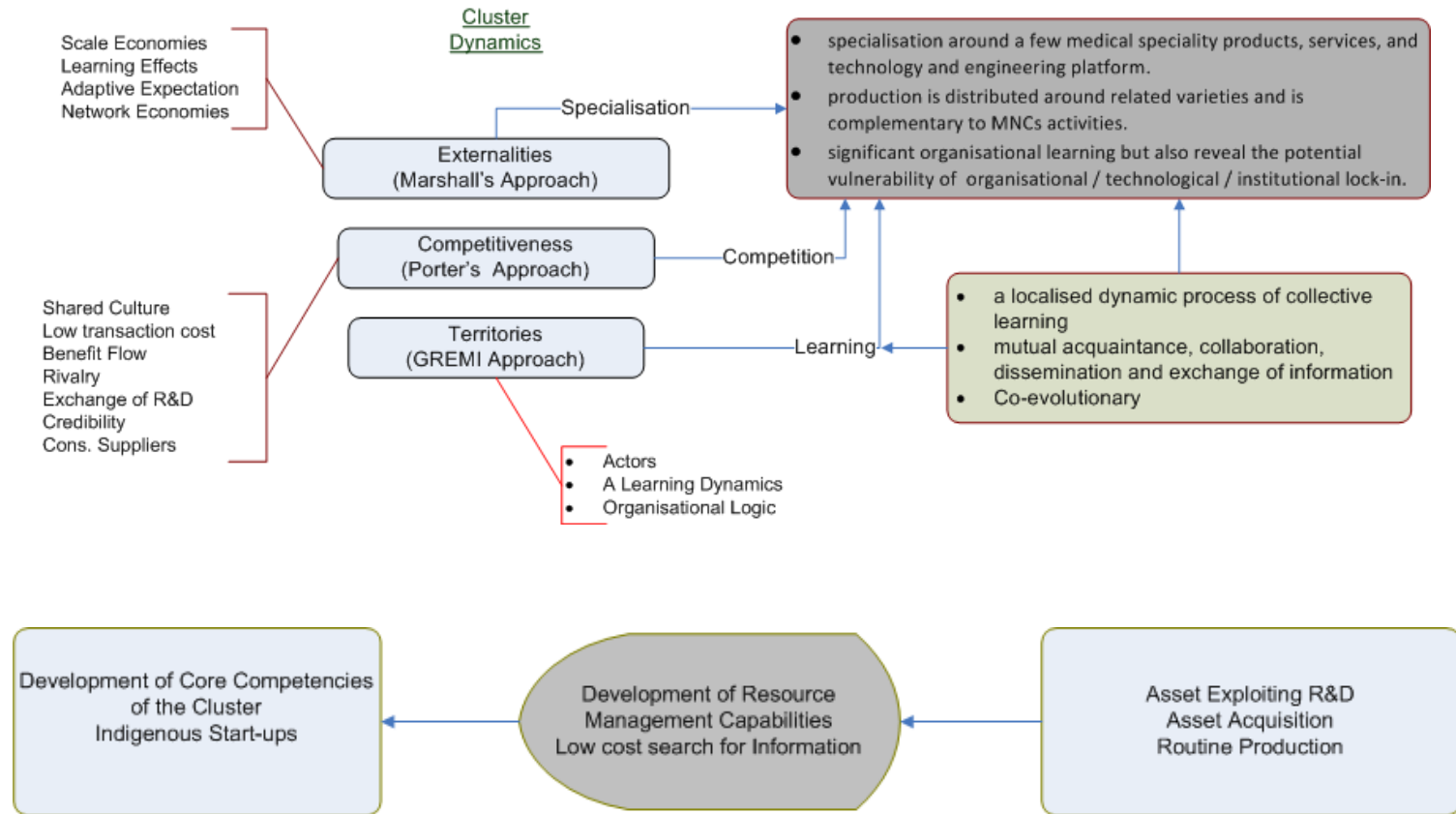
# MEDICAL TECHNOLOGY CLUSTER DYNAMICS



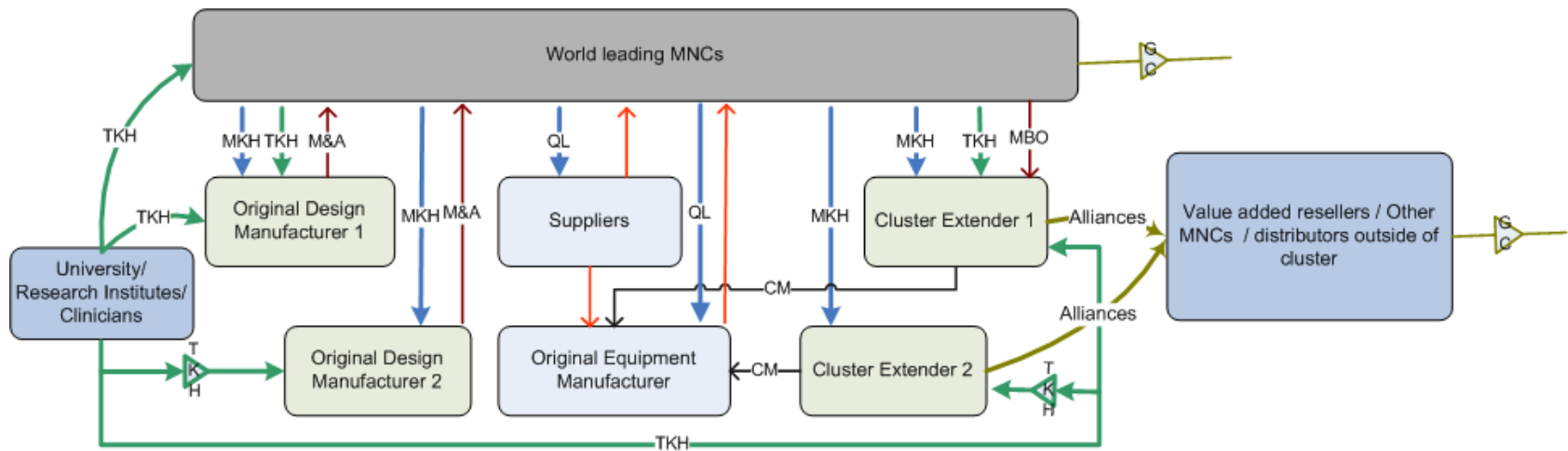
# MEDICAL TECHNOLOGY CLUSTER DYNAMICS



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Legend: MKH – Managerial Know-How, TKH - Technological Know-How, MBO – Management Buy out, M&A – Merger & Acquisition QL -Quality Standard, CM – Contract Manufacturing, GC – Global Connection





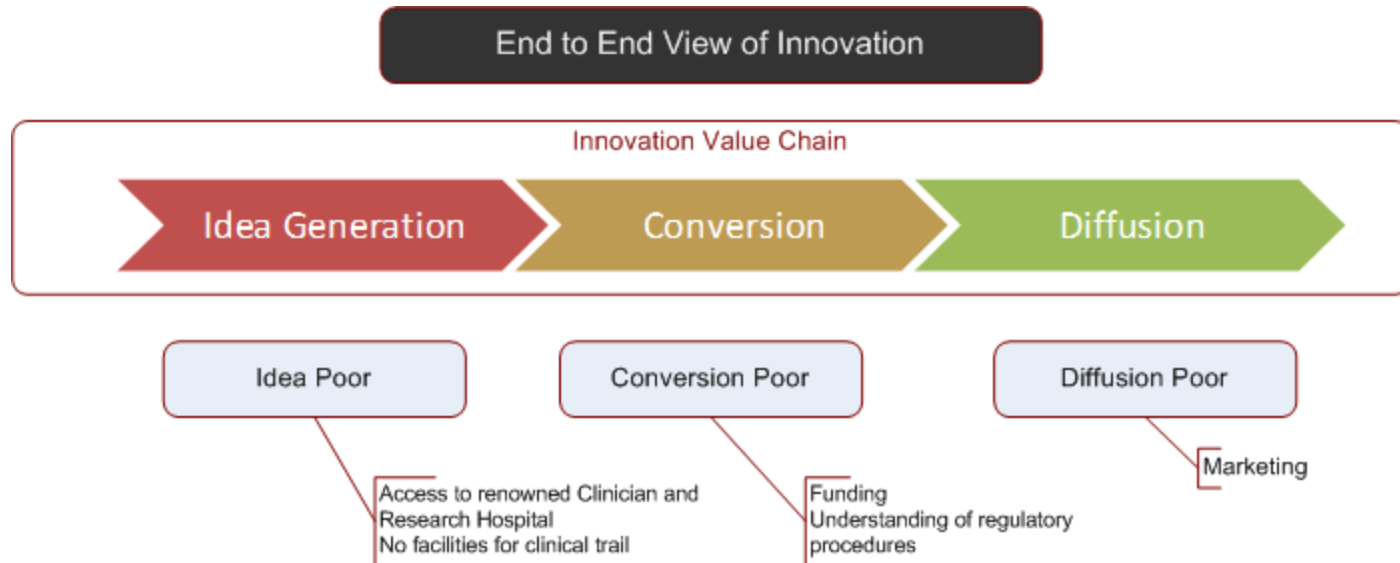
# UNDERSTANDING MEDTEC-CLUSTER CAPABILITIES

		Product Development Capability	
		High	Low
Process Management Capability	High	First Follower Innovation Mode <b>Cluster Strategy</b> <b>Cluster Enhancer</b> (Innovator – global connector)	Pioneering Mode <b>Niche Strategy</b> <b>Original Equipment Manufacturer</b> (High end component manufacturer / suppliers)
	Low	Product Technology Innovation /Pioneering Mode <b>Niche Strategy</b> <b>Original Design Manufacturer</b> (Innovator-gap fillers)	Application Specialist Mode <b>Free-Riding Strategy</b> <b>Supply and Service Provider</b> (Low end component suppliers)

Adapted from Yang, 2006



# INNOVATION VALUE CHAIN OF INDG. START-UPS



Adapted from Hansen & Birkinshaw, HBR, 2007





# Thank You

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University College Dublin

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