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## Publications from the Rogaland Module of Value Creation 2010 (VC 2010) and Enterprise Development 2000 (ED 2000)

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This report covers publications from the Rogaland Module of Value Creation 2010 (VC 2010) and Enterprise Development 2000 (ED 2000). The report is structured according to certain guidelines given by the Norwegian Research Council, with a few exceptions.

# Overview of publishing, Enterprise Development and Value Creation 2010 in the Rogaland Research Module

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## Reading guide

This overview covers several different purposes regarding publication and different aspects of information distribution from the module in Enterprise Development 2000 (ED 2000) and Value Creation 2010 (VC 2010) at Rogaland Research (RF).

First of all this overview is intended to present the publication and written documentation published through RF, mainly related to the activity in ED 2000 and VC 2010, where RF has played a key role. These publications are available through the Document Centre at RF, or through the publishers specified in this overview.

This overview is also intended to give an outline of more general information distributed through ED 2000 and VC 2010 activities related to RF. In this regard activities like lectures, speeches, articles in newspapers, etc. are covered.

A significant number of items listed in this overview are reports published from RF, notices/articles in local newspapers, memos, work documents, etc. Many of these are in the local language and quite a number written by contributors from enterprises, networks and the local/regional community participating in ED 2000 and VC 2010. These items are listed in this overview for a number of reasons.

- They indicate the engagement of local participants.
- These items represent local stories told by the local/regional participants themselves.
- Although in local language, one gets an impression of the significance of these contributions.

A general account of the focus of most these items is given in this overview, where the items appear.

### *Details regarding the different categories of information covered:*

- *Publications*

In chapter 1, 2, 3 and 4 an overview of written publications are given. Chapter 1 lists more strictly scientific publications. Articles in journals and conference papers are examples of publications covered in this chapter. Chapter 2 covers publications and reports where RF operates as the responsible publisher. These are of two types. One type emphasizes more scientific or professional issues. The other type covers more specific activities related to VC 2010 and ED 2000. Examples of the latter type can be activities performed by the collaboration networks/enterprises, documentation from enterprise-, network- and coalition/partnership conferences, applications, reports on progress, etc. Chapter 3 covers contributions to publications where RF has not been the responsible editor. The last chapter covers more popularised documentation.

- *Contributions made in conferences, seminars, etc.*

Chapter 5 gives an overview of external and internal contributions given by participants from VC 2010 and ED 2000. In chapter 5.1 an overview of contributions to external

gatherings are given, the majority of which are different types of conferences. Chapter 5.2 contributions made on gatherings and conferences arranged together with network participants and collaborating enterprises, are listed. Chapter 5.3 covers contributions to internal seminars and conferences arranged at RF.

A short notice or abstract is linked to different pieces of information, specifically related to those pieces where a need for additional information is regarded as useful. This is especially pertinent regarding the publications in Norwegian. Not every piece is linked to an abstract. An abstract covering several pieces of information are written were this is convenient.

We hope this overview will be informative, - and reflect the competence building activities and learning that has taken place at Rogaland Research through the two program activities, ED 2000 and VC 2010.

## 1. Scientific publications (articles, papers)

Tønnessen, Tor (2002)

“Innovation through company wide employee participation”, *Business Excellence – Make it happen*, pp. 473-81. The 7<sup>th</sup> World Congress for TQM. University of Verona.

This paper presents the basic elements in a framework for the promotion of company wide employee participation in innovation. The framework shows how employees may participate in innovation and business development at different company levels, how the most relevant company levels should be identified, how the levels may be interlinked and how results at one level depend on the follow-up and co-ordination at other levels. The paper addresses some of the potentials that the excellence movement has failed to utilise. I will start by introducing the main topic of our research and the programs that it is part of. I will then comment on how employee participation is being supported in two of the most important management concepts. Next, I will present our framework for promoting employee participation in innovation, and then give some practical examples from our research.

Tønnessen, Tor (2003)

“Continuous process innovation and company wide employee participation”, *One world? One view of OM? The Challenge of integrating research and practice*. Euromapoms. Cernobbio.

It is a national Norwegian goal to increase innovation and the creation of value in industry. In order to succeed, a considerable number of actions have been taken. Research in close co-operation with industry is part of this. Research carried out by Rogaland Research shows that existing international management and development concepts suffer from a lack of good approaches and tools for company wide employee participation and involvement in innovation processes. Consequently, our research group has developed a new concept and some practical new tools. I will present our approach to Continuous Process Innovation and one of our tools for redesign of business processes that have been tested out with good results.

Claussen, T. (2004) Participating and enterprise networks within a regional context: Examples from South-West Norway in Fricke, W. and Totterdill, P. *Action Research in Workplace Innovation and Regional Development*. John Benjamins.

The chapter gives an overview of the network activities in ED 2000 with specific emphasis on the activities taken place in one of the networks in Hordaland. The activities are based on the philosophy of Total Quality Management (TQM). They are at the same time “translated” into the local language and context. This process of “translation” made it possible to utilise some of the advantages of participation practices in the local context, closely linked with profitable tools embedded in TQM approaches. Some of the experiences from ED 2000 presented in this paper has been utilised in the implementation of VC 2010. This is also indicated in the paper.

Claussen, T. & Haga, T. (2004) Action research and innovation in regional systems, two approaches - two examples. Under review in *Action Research*.

This article discusses Action Research (AR) and specific challenges facing this approach regarding innovation, regional systems and partnership. Two different approaches to innovation are discussed, direct innovation and indirect innovation. The first approach emphasises definite innovations. Direct innovation focuses on the elaboration of a single product or solution. Indirect innovation emphasises the *preparation* for innovations, meaning different conditions that are necessary to conduct the needed activities.

Haga, T. (2004) Action research and innovation in networks, dilemmas and challenges: two cases. *Artificial Intelligence & Society* Vol.19-4. Exam paper EDWOR PhD program.

In this paper I will argue that different Action Research (AR) approaches can give substantial contributions to the effort of stimulating innovation and intrapreneurship.

For analytical purposes I will introduce two different approaches to innovation; (a) direct innovations and (b) indirect innovations. The first approach the direct innovations approach, will emphasise definite innovations. This is often what is regarded as working with innovations in the public. The focus is on the elaboration of a single product or solution. The elaboration might be done by a single entrepreneur or collectively. The second approach I will introduce is the indirect innovation approach. This approach will emphasise the preparation for definite innovations. The preparation can include different conditions that are necessary to conduct the needed activities. One condition that seems to be urgent to address in preparation for innovation is *training*. To be able to bring to light and to utilize the human resources available for innovation activities in the enterprise or network, training seems to be one of the key issues.

In this paper I will look into how Action Research (AR) might meet some of the challenges connected to the use of different innovation approaches and dilemmas linked to innovation. Two ways to conduct action research will be regarded and they are closely

connected to the described innovation approaches. One action research approach will be termed a *direct approach*. In the direct approach action research is conducted in order to *create* an innovation or something new. Action research is conducted as a co-generative *creation* process. In the second approach action research is conducted in order to *facilitate* co-generative training processes (Greenwood and Levin 1998). Emphasis is on ways to prepare favourable conditions for innovation, rather than dealing with the innovations themselves. Here action research is regarded as an *indirect approach* to innovation.

These two approaches will be illustrated by two examples, both within the frame of a regional partnership at the west coast of Norway. Both the examples are taken from one of the networks within the regional partnership in Hordaland and Rogaland. One is related to a definite development project in one of the participating enterprises in the network. In this example organisational change with the aim of empowering blue collar workers is the essential innovation. Important though is that this is done through a process where preparation for innovation is considered to be an important factor to succeed. In the second illustration, the focus is on the process of preparing for innovation in order to conduct development projects inside specific enterprises and in network relations among several enterprises.

Jøsendal, K. (2004)

ARTEQLATION – What has this got to do with innovation? Exam paper EDWOR PhD program.

In this paper the aim is to elaborate on creativity as input in the innovation process, and the connection between creativity, emotional intelligence and relations. I have made an attempt to discuss my initial statement that creativity, emotional intelligence and relations are concepts closely interrelated and have a collective importance to innovation. These three aspects are at the core of innovation. This implies that we can not look at creativity and innovation without considering relational aspects, and how to handle relations, which is what emotional intelligence is all about.

With the above mentioned theoretical framework in mind I am also discussing the role of action research in connection with how to develop meaning of the concept corporate social responsibility. Important questions are how to do action research in a global context with a multitude of stakeholders from different parts of the world. The traditional tools of action research are challenged. I am not presenting new tools or new methods, but simply saying that there are important topics to discuss for future action researchers.

To exemplify my arguments I am referring to a project where we analyse how know-how on corporate social responsibility is developed and transferred between the oil and gas sector and the creative sector in Norway. We have seen that in this process of transferring knowledge innovation may occur. In the creative sector new products are developed in close collaboration with the oil and gas sector. In the petroleum sector the innovation is organisational. New working methods have been developed.

Jøsendal, K (2005)

Identity building process in manufacturing company to gain increased competitiveness

The question is how three enterprises: – a manufacturing enterprise, a service enterprise and a research institute, - are able to cross fertilize each other in the working process aiming at producing a method for building firm identity. This process demands the ability to create and share new knowledge to establish an image communicating certain values and qualities the manufacturing company wants to be associated with. One central question is the role of the researchers in this process, and how action research can contribute in this work. The underlying assumption in this problem statement may equally be presented in the question of how employees in a traditional manufacturing company are being tuned into the postmodern era where immaterial labour is becoming increasingly important. Immaterial labour is labour that produces an immaterial good, such as a service, a cultural product, knowledge, image or communication. The question is how research can contribute through the design of a dialogue process which is a communicative product itself.

Tønnessen, T. (2005) Continuous innovation through company wide employee participation. The TQM Magazine, vol. 17 No.2, 2005

Haga, T. (2005). The role of action research in initiating and constructing development networks.. Exam paper Edwor PhD-program.

In this paper I will discuss whether action research can contribute to the initiation and construction of a development network between manufacturing enterprises in a region without tradition for formal co-operation I will base this discussion on a case study of a network in a one-industry town, Odda, in Hardanger and on some carefully selected theoretical approaches.

These questions connect my project to several discussions in the academic literature about features characterizing networks and networking. Firstly, when mobilizing in order to build a project the actors involved will have to relate to an external, global, network in order to obtain resources (Law & Callon 1992). The notions of context and content have been introduced as analytical devices to investigate and operate the negotiable space that are in between the local actors and the global networks. Secondly, the discussion on how economic actors behave in the market, and how they relate to other enterprises and institutions, are relevant when constructing development networks (Granovetter 1985). Thirdly, based on the case, both the lock-in and the strength of the weak ties discussions are relevant for the discussion of the space for action research in this particular field (Grabner 1993, Granovetter 1973). Fourthly, the need for the enterprises to enter into some kind of collaborative relationship with other enterprises and organisations have been strongly emphasised by some researchers (Burlin 2002).

In this paper I will use the case from Odda as a point of departure for a discussion of the relevance of using action research in the construction of developing networks. It is my working assumption and that of RF that answers to the questions above will be best arrived at through an action research approach. Several sources in the literature suggest the value of this approach.

Haga, T. & Hofmaier, B. (2005) Nordisk benchmarkingsprosjekt – En komparasjon mellom Halland/Gnosjø og Sunnhordland/ Hardanger.

This projects origins from a conviction that it is possible to compare different initiatives of establishing networks, innovation systems, partnership, development coalitions etc with each other and learn from the different experiences. In the project two networks in Sweden and two networks in Norway have been compared after some specific criteria's. The criteria's were: (a) character of the network, (b) the purpose of the network, (c) the industry setting of the network (industry dependent or independent), (d) the actors on the network arenas (especially the role of R&D), (e) the organisation and management of the networks, (f) the role of broad participation within the enterprises in the networks and (g) types of activities that the networks are engaged in.

Haga, T (2005) The role of development agents in company innovation in Norway. A chapter in an Cedefop anthology edited by Bjørn Gustavsen, Richard Ennals, & Barry Nyhan. Contributions from all over Europa.

To become more innovative is a big challenge for most enterprises. Innovation and incremental change has often been an activity for a minor part of the organisations. Due to amendments in the markets the demands for faster and more frequent changes in the enterprises have become one of the most urgent challenges for the enterprises to respond upon.

Thus the issue of transforming organisations in a way that make them more innovative is urgent. In this paper I will focus on training of personnel in a network setting as part of the internal mobilization of human resources within the enterprises and between enterprises to prepare for both incremental change and innovation. I will claim that there has been too much focus on the concepts of learning, incremental change and innovation (Cooke 2002) and less on the relations between these concepts in a practical setting (Illeris 2002). My main argument will be that through extensive training it is possible to get personnel involved in and prepared for development work that results in incremental change and innovation within an enterprise or between enterprises in a network of enterprises. Subsequently as a result of the training and practice the enterprises develop a culture for accepting change and innovation that in it self make the enterprise more innovative. In this paper I will also examine if action research (AR) can support such a mobilization of human resources within an enterprise

Haga, T. & Kristiansen, S.T. (2005) Constructing Actionable Knowledge: its generalizability and the role of action research in inter-firm network. Presented as paper at the HSS05 in Tønsberg June 3, 2005.

The networking society signifies that that processes for generating social change correspondingly takes place inside and beyond the borders of the individual enterprises. Subsequently, the relationship between the contemporary knowledge production and

work life development or innovation in firms can not solely be approached from an organizational point of departure. To understand how knowledge production relates to social change the inter-organizational level has to be included as well. Addressing inter-firm collaboration as a means for broader social change makes it pertinent to explore the features of knowledge transformed across different organizational and institutional contexts. What is actually being transformed when network creates knowledge for social change? Notions of cross border applicability make it crucial to investigate the generalizability of knowledge generated by inter-organizational network. If knowledge production processes directed at social change and innovation is context dependent, in the sense that it takes place in a certain context at a given time, then it is of interests to elaborate on what are the transferable elements when such processes are situated outside the individual firm? Our argument is that the generalizable elements of knowledge created in enterprise networks are partly embedded in the processes of creating and partly found in conditions linking discourses in network and development activities in the participating firms to the broader business environment.

Haga, T. & Kristiansen, S.T. (2006) Norwegian blues, enabling structured improvisation. Publication to be decided

We argue that to develop knowledge about how to construct innovative network processes call for researchers able to make research based knowledge applicable in the field of practice. Such a perspective on the role of research relates closely to Lewin's (1946) field experiment, in which social changes occurred due to researchers' ability to make general theory relevant in a practical context. Accordingly, the idea behind the contextual field experiment was to link theory and practice in relation to the situations that occurred when researchers and practitioners jointly engaged in solving practical problems. When research becomes involved in restructuring social practice in the inter-organizational terrain, there is thus a call for processes that integrate various stakeholders' perceptions and interests into a joint actionable platform. To understand processes that make networks effective in relation to practical change, and how these structures contribute to the contemporary knowledge production, calls for researchers who possess a capacity to bridge discourses and link people to each other through the creation of shared meanings (Gustavsen 1992). However, these processes of restructuring and integrating discourses cannot take place unless a link to peoples' practice and their everyday language is created (Gustavsen 1992).

Haga, T. (2006). Does incremental change represent a blind alley for becoming more innovative? Presented at "Innovation Pressure" conference in Tampere, Finland March 2006

In this paper I will explore if it is useful to make a sharp distinction between the two concepts, incremental change and innovation, while operating development networks of industrial enterprises. Based on the distinct differences between the perception of the concepts, and the practical approaches prepared as a result of the difference perceptions the practical linkages between the two concepts have not been fully explored. I will argue that networking processes are what constitute a network. Well orchestrated

networking processes, utilizing a set of network enablers, contribute to improving the participating enterprises ability to change and innovate. As important, the orchestration contributes to de-emphasize the partition between the different concepts. Processes that have either improvement or innovation as a point of departure are not reciprocal expelling each other as many researchers claim; they rather reciprocal support each other. However, orchestration calls for personnel able to develop and utilize this wide set of network enablers.

Tønnesen, T. (2006)

*The Enterprise Development Conference.*  
Innovation Pressure Conference 15-17.03.2006.  
Tampere.

Jøsendal, K., Skarholt, K. (2006)

Communication through theatre: How  
organizational theatre engages researchers and  
industrial companies. SPAR, Special issue, will  
be published in April 2007, Vol. 20 , Number 2.

In this article we focus on the communicative aspects in action research, and how we as action researchers has been inspired by working with a theatre company in enterprise development. The theatre showed us a different landscape concerning communication in the enterprise development process. We discuss how communication in AR traditionally is handled, and challenge AR by introducing how a theatre company create engagement and involvement in the development process. We reflect upon how we can improve as action researchers to increase the engagement and involvement among the participants in the development process

## 2 Reports and work papers (RF-standard)

### 2.1 Scientific and professional

Here a number of items are included covering a wide range of topics, mainly regarding more research specific and scientific topics. Working papers, reports form seminars and conferences are included. Many of these reports consist of more scientific reflections regarding developmental activities conducted. Some are also reflection and summaries of research done.

Haga, T. (2002)

*Håndtering av usikkerhet i omstillingsprosessen*  
Rapport RF 2002/208.

Claussen, T. (2002) *Constructivism and linguistic turns critically reviewed from a revised interpretation of the Copernican Revolution. Work note RF – 2002/128.*

This working paper is prepared for a theoretical philosophical publication. A critical review of the linguistic turn and constructivism is presented through a reflection on some basic elements in the approaches of Habermas and Rawls. The critical reflections on these approaches are based on a reconsideration of basic ideas in Kants philosophy.

Gandrud, O. Haga, T. & Tønnessen, T. (2004) *Pilotprosjektet "Utviklingsansvarlig i SMB". Rapport RF – 2004/10*

This evaluation report summarizes the results and experiences from a project called "The role of a Development Responsible in SME" within the Industrial Network of Sunnhordland. The project is planned to last over a three year period and this reevaluation report is prepared after to years. The report point at elements as the project management will have to focus on the last year of the project.

The main target for the project is to establish a new role, "A development responsible" (UA), in the participating enterprises. Experiences from participation in former development programs have revealed that the SME's have difficulties in give the necessary attention towards improvements and development. To establish a new role within the enterprises that are responsible for these tasks may enable the enterprises to focus on improvements and development. As a result of former experiences in different development programs, the project management in development program emphasised that the person that were picked to fill the new role had to be organizational closely linked to the managing director. To establish this link between the manager and the UA was seen as vital to succeed. Another success criterion was to give the UA's sufficient training to fill the role. The person that were picked to the role was supposed to be responsible for; (a) to prepare for a continuously focus on improvement and development issues, (b) arrange for strategy processes within the enterprise, (c) develop systems within the enterprise that takes care of new ideas, and (d) to be able to accomplish development projects.

## 2.2 Reports on project activities

Here a number of reports on the progression of the research and development activities in VC 2010 are listed. Many are case reports from specific activites in enterprises and networks.

Gandrud, Haga og Tønnessen (2002) *Håndbok i praktisk prosessinnovasjon*  
Arbeidsnotat RF 2002/xx

Haga, T. og Haukanes E. (2002) *"SNU-akademiet; en støtte for bedrifter og offentlige bedrifter?"*  
Arbeidsnotat RF 2002/057

- Haga, T. og Jøsendal K. (2002) *Konferanserapport 2, VS2010 Hardanger*  
Rapport RF 2002/076
- Haga, T. (2002) *Fabrikasjon "Arbeidslederens nye rolle"*  
Arbeidsnotat RF 2002/214
- Haga, T. (2002) *Opplæring av internkonsulenter i*  
*"Industrinettverket i Hardanger" 1.samling*  
*Dokumentasjon*  
Arbeidsnotat RF 2002/xx
- Haga, T. (2002) *Fremdriftsrapport "Skiftet i sentrum –*  
*støperiet" ved Outokumpu Norzink*  
Arbeidsnotat RF 2002/xx
- Helgesen S. og Junge A. (2001) *"Samarbeid om verdiskaping og omstilling i*  
*Hardanger"*  
Rapport RF 2001/153
- Claussen, T. (2002) *Utviklingskoalisjonen for Hordaland/Rogaland*  
*status og muligheter. RF 2002.*
- Claussen, T. (2003) *Regionalt fremsyn Vestlandet. Rapport RF –*  
*2003/245.*
- Haga, T. (2004) *"Status og utfordringer for Sunnhordland"*  
Rapport Rf-2004/147

Hedman, M  
Andersson, R.  
Claussen, T.  
Kvadsheim, H.  
Koivisto, T  
Banke, P.  
Nørskov, E. C (2005)

**NEX - Nordiske eksempler.  
Erfaringsudveksling om arbejdsmiljø og  
konkurrenceevne.** Utgiver Nordisk  
innovations center.

Hedman, M  
Andersson, R.  
Claussen, T.  
Kvadsheim, H.  
Koivisto, T  
Banke, P.  
Nørskov, E. C (2005)

**NEX - projektet. Verksamhetsrapport från  
NEX - projektet sammanställt för Nordisk  
InnovationsCentre.** Utgiver Nordisk  
innovations center.

Bjørnevik, P.E., Stevenson, B. (2005)

**Oppstartskonferanse Titania AS**, referat fra  
konferansen på Soknatun, 13. mai 2005

Kvadsheim, H., Claussen, T. Hedman,  
M.Andersson, RNørskov, E.C.  
Koivisto, T.

**Arbeidsmiljø og partsbasert  
foretaksutvikling. Erfaringer fra nordiske  
utviklings prosjekter.**  
Gradering: Åpen  
Publisert av: Nordisk ministerråd,  
Storestrandstræde 18, 1255 Copenhagen

Bjørnevik, P.E.  
Stevenson, B.

**Identifisering av FOU-prosjekter i  
Innovasjon Rogalands nettverk** (2006)  
Gradering: Konfidensiell

Haga, T.S.

**Sluttrapport Industrinettverket Hardanger**  
ISBN: 82-490-0416-7 Gradering: Åpen  
Bestillingsnr: 2006/025 – 2518

Haga, T.S.

**Statusrapport Industrinettverket i  
Hardanger.**  
ISBN: 82-490-0446-9 Gradering: Åpen  
Bestillingsnr: 2006/102 - 2615

Tønnessen, T.  
Haga, T.S.

**Utviklingskoalisjonen Hordaland/Rogaland.  
Innovasjon og verdiskaping gjennom  
regionale partnerskap og lokale nettverk.  
Sluttrapport 2005.**

ISBN: 82-490-0431-0 Gradering: Åpen  
Bestillingsnr: 2006/024 - 2524

### 2.3 Applications, progress reports and conference reports

Here a presentation of reports from activities is given that include applications for funding and progress reports to important stakeholders. A number of conference reports are also listed. This material has basic impact on the more specific research and developmental activities, as well as more scientific publications.

- |                                |   |
|--------------------------------|---|
| Haga, T (2002)                 | <i>”Utviklingsansvarlige i SMB”</i><br>Søknad til NFR høsten 2002 – MOBI  |
| Haga, T (2002)                 | <i>”G7 – Nettverkssamarbeid om leverandørutvikling, tjenestekvalitet, innovasjon og nyskaping i kraftforedlende industri”</i><br>Søknad til NFR høsten 2002 – MOBI/PULS |
| Haga, T. & Gandrud O. (2003)   | <i>Fra strategi til kommunikasjon.</i> Søknad til Innovasjon Norge Hordaland, vinteren 2003.  |
| Haga, T. & Tønnessen, T (2004) | <i>Offshore leverandørklyngen. Innovasjon og internasjonaliseringmotor i norsk næringsliv.</i> Søknad til Innovasjon Norge sitt Arena-program høsten 2004.              |
| Haga, T. (2005)                | <i>Innovasjon i Maritim lettmetallklynge.</i> Søknad til MAROFF-programmet, NFR   |
| Haga, T (2005)                 | Integrated operations. Søknad til Petromaks-programmet, NFR.  |
| Haga, T. (2006)                | <i>Innovasjon i Maritim lettmetallklynge.</i> Fornyet søknad til MAROFF-programmet, NFR   |
| Haga, T, m.fl. (2006)          | <i>Maritim lettmetallklynge.</i> Søknad til NCE-programmet.   |

### 3 Books and contributions to books

Claussen, T. og Hansen, K (2001) 'The Rogaland Module' i Gustavsen, B. (m.fl.) *Creating Connectedness*. John Benjamins Publ. Comp. Vol.13 i serien Dialogues on Work and Innovation.

This contribution gives an overview of the Rogaland Module in ED 2000. It does give some account of additional research topics present in the Rogaland Module.

Grønhaug, K og Hansen, K. (red) (2001) *Medvirkning, læring og konkurransevne*. Bok med bidrag fra forskerne i RFs BU 2000 modul. Fagbokforlaget, Bergen.

This book has contributions from the participating researchers in the Rogaland Module, as indicated by the titles of the chapters in the book listed below. Major research topics in the Module are presented and discussed in some depth. Some of the topics covered are participation, democracy, learning, competition, network collaboration, health-safety-environment (HSE), enterprisedevelopment, group organisation, regional development/regional innovation and flexibility. This book covers the major topics in the research in the module and is regarded as the most important publication from the module. Several of the topics in this book are also published separately in English publication, listed elsewhere in this overview.

Grønhaug K og Hansen K.	Kap. 1 Medvirkning, læring og konkurransevne
Claussen T	Kap.2. Dynamisk medvirkning i bedriftsutvikling
Kvadsheim H.	Kap 3. Bruk av møte- og medvirkningsarenaer i bedriftsutviklingsprosesser
Tønnesen T.	Kap 4. Den norske samarbeidsmodellen under skiftende ledelseskonsept. Konflikt eller konkurransefaktor
Lindøe P og Kvadsheim H	Kap 5. Integrering av HMS i bedriftsutvikling
Børve H.E.	Kap.6 Fleksible og konkurransedyktige bedrifter – fleksibelt for arbeidstakerne?
Pedersen G.K og Berthelsen T.	Kap 7. Regionale kompetansenettverk – koster det mer enn det smaker?
Hansen K, Kvadsheim H. og Tønnesen T.	Kap 8. Bruk av nettverk som virkemiddel i bedriftsutvikling – erfaringer fra Industrinettverket i Sunnhordland
Aase K, Ringstad A.J. og Sandve K	Kap 9. Erfaringsoverføring og organisatorisk læring: Bruk og ikke bruk av erfaringsdatabaser
Grønhaug K. og Hansen K.	Kap 10. Målrettet bedriftsutvikling – nytter det?

Kvadsheim, H., Lindøe, P. og

Hansen, H. (2001)

*Arbeidsmiljø i bedriftsutviklingen - Erfaringer fra et FoU-program*, Compendius, Skarnes.

This book is based on a project linked to ED 2000, where the main focus was on a self evaluation of the research done in the Rogaland Module in the program. This self evaluation was to emphasis how the research conducted managed to integrate work environment aspects in the enterprise and network development activities. Participation, democracy, important individual acter and the differnt ways of integrating enterprise development and work environmental issues are topics in most of the contributions made in this book. In addition it also gives an outline of the framework that laws and agreements represents in order to facilitate (or hamper?) these integrating efforts.

Claussen, T. (2001)

*Arbeidslivets klassikere og dagens arbeidsliv*. Unipub forlag.

This book outlines the concept of communality. It tries to illuminate how a discussion of communality can contribute to the dibate on change, creativity and innovation. A perspective is advance emphasising how communality and diversity has to be modelled in certain ways in order to shape a *constructive creative* and *innovative* organisation. Two classical text in work life research are used in order to illuminate this perspective. One is the classical text of Lysgaard "Arbeiderkollektivet". The other are to books from Thorsrud and Emery, "Mot en ny bedriftsorganisasjon" and "Industrielt demokrati". Additinally some comtemporany views are discussed. The major aim of this book is to enhance the readers ability to critically reflect on the topics introduced above. Model

Levin, M. (ed.) (2002)

*Researching Enterprise Development*, John Benjamins.

This book is a joint publication between the module leaders in order to give a diversity of stories from ED 2000. An abstract of the content of this book is expected to appear from the editor.

Claussen T & Kvadsheim H. (2002)

'Networking Industrial Development' in: Levin M. (ed): *Researching Enterprise Development*, John Benjamins

Foss, Elvemo og Kvadsheim (2002)

'The Construction of Research Modules in Developing a New Research Practice' in: Levin M (ed): *Researching Enterprise Development*, John Benjamins

Foss, Kvadsheim og Elvemo (2002)

'Networking as Research Praxis' in: Levin M (ed): *Researching Enterprise Development*, John Benjamins

Johnsen H. og Claussen T.(2002)

Democracy, Participation and Communicative Change: When Democracy becomes a Mean and Not an End' in: Levin M. (ed): *Researching Enterprise Development*, John Benjamins

Levin, Claussen, Kvadsheim m. fl (2002) 'Epilogue – The Future of Enterprise Developmental Research' in: Levin (ed): Researching Enterprise Development, John Benjamins

Claussen, T. og Ørvig, K. (2003) Sosial dilemmaer i det moderne. Unipub.

This is a joint publications of a book that has been use in the teaching at the University College of Stavanger. Research and scientific reflections from ED 2000 and VC 2010 function as the background for many of the examples from work life covered in this book. It also covers some referenceses and discussions of classical contributions as well as selected temporary works in social science. A presentation is given in order to train the students regarding critical reflective competence in the field of social science, work life and social work.

## 4 Popular publications

In this main chapter more popular publications are listed, The diversity of these items indicates that a wide audience is reached through the efforts of making the activities in the programs known to a wider public than just a research or scientific community. Together with the more popular and less “scientific” reports and other publications they indicate a variety of reflection and learning processes in the two programs.

### 4.1 Contributions from participants in VC 2010

Bedre bedrift nr.3/4, 2002 *Sinkproduksjon mer high-tech enn mobiltelefon.*  
Intervju med Bjørn Vivelid VS2010  
Hardanger/Boliden Odda

Bedre bedrift nr.3/4, 2002 *Rogalandsforskning er direkte engasjert.*  
Intervju med Trond Haga, RF/VS2010  
Hardanger.

Hardanger Folkeblad (2002) *Kompetanse viktigere enn kraft.* Oppslag og intervju med prosjektleder for Handanger-nettverket i VS 2010 Bjørn Vivelid høsten 2002.

Næringsliv (2002) *Verdiskaping 2010 i Hardanger i gang.*  
Oppslag og intervju med prosjektleder for Handanger-nettverket i VS 2010 Bjørn Vivelid høsten 2002.

Rørposten (Tinfos Titan & Iron 2003) *Ny prosjektleder fra TTI!* Intervju med Olaf Hernes, den nye prosjektlederen for industrinettverket/VS2010 i Hardanger (nr 8 2003)

Rørposten (Tinfos Titan & Iron 2003)	<i>Forbedringer må til!</i> Artikkel om mulighetene lokalt gjennom VS2010 (nr 9 2003)
Hardanger Folkeblad (2004)	<i>Få, men nøyde i industrinettverk.</i> Oppslag og intervju med ny prosjektleder for industrinettverket i Hardanger/VS2010, Olaf Hernes (12 januar 2004).
Verdiskaping # 1 (2004)	Regionalt partnerskap, Fakta om Maroff om klyngen, Rolf Sjursen
Rørposten (Tinfos Titan & Iron 2004)	<i>VS2010 gir resultater?</i> TTI personell på bedriftsbesøk hos Odda Plast i regi av industrinettverket (nr 3 2004)
Rørposten (Tinfos Titan & Iron 2004)	<i>HMS nettverk for industrien i Hardanger.</i> Artikkel om etableringen av HMS nettverk innen industrinettverket (nr 3 2004).
Rørposten (Tinfos Titan & Iron 2004)	<i>Internveiledere på sporet igjen.</i> Artikkel om bruken av internveilederne på Tinfos (nr 3 2004)
Rørposten (Tinfos Titan & Iron 2004)	<i>Samarbeid er tingen.</i> Artikkel om fellesprosjektet ”sink til sinken” hvor TTI og Boliden Odda deltar (nr 6 2004)
Rørposten (Tinfos Titan & Iron 2004)	<i>Besøk fra Norzink.</i> Artikkel om internveiledere fra Norzink på besøk hos TTI – erfaringsutveksling (nr 6 2004)
Rørposten (Tinfos Titan & Iron 2004)	<i>Nye internkonsulenter på skolebenken.</i> Reportasje fra kurs nr 2 for internveiledere arrangert av Industrinettverket (nr 8 2004)
NRK Hordaland (web)	<i>Giftavfall blir miljøvennlig.</i> Artikkel om prosjektet ”Sink til sinken” (16.des.2004).
Hardanger Folkeblad	<i>Avfall blir råstoff.</i> Framside om prosjektet ”sink til sinken” (17.des.2004)
Hardanger Folkeblad	<i>En milepæl i den lokale industrihistorien: TTI-støv inn i sinkproduksjonen.</i> Reportasje om prosjektet ”Sink til sinken” (17.des.2004)
Rørposten (Tinfos Titan & Iron 2005)	<i>Internkonsulenter sparer penger.</i> Reportasje om prosjektet ”slamavrenning” (nr.3 2005).
Hardanger Folkeblad	<i>Stort oppdrag for lokale bedrifter. Skal utvikle ny støpestasjon.</i> Reportasje omkring prosjektet ”Utvikling av nye fullautomatisert støpestasjon” (13.apr.2005)

Hardanger Folkeblad	<i>Odda Mekaniske Verksted kan havne på verdensmarkedet.</i> Reportasje om at prosjektet "Utvikling av nye fullautomatisert støpestasjon" har fått kommunal støtte til utviklingsarbeidet (15.apr.2005)
Bedre Bedrift nr.2 2005	<i>Fra oppegående til selvgående.</i> Reportasje om Hardangernettverket.
Bedre Bedrift nr.2 2005	<i>Klam hånd løftes vekk.</i> Samtale mellom aktive deltakere i Hardangernettverket.
Bedre Bedrift nr.2 2005	<i>Vær tålmodig.</i> Intervju med hovedtillitsvalgt ved TTI Solfrid Moe. TTI deltar aktivt i Hardangernettverket.
Bedre Bedrift nr.2 2005	<i>Forskere spiller en sentral rolle.</i> Intervju med Trond Haga.
HMS-magasinet nr.6 2005	Utvikler HMS til konkurransefortrinn. Reportasje fra Hardangernettverket med hovedtillitsvalgt Solfrid Moe TTI, adm.dir. Stein A Ytterdahl Boliden Odda, nettverkskoordinator i Hardangernettverket Olaf Hernes og Trond Haga
Fabrikkarbeideren nr.5 2005	Exit Bondevik – ser lysere på livet. Reportasje fra Odda-industrien og Hardangernettverket med en rekke aktører fra TTI og Boliden Odda
Haugesunds Avis, 16. mai 2006	<b>Hva skaper suksess?</b> Kronikk av Sjørusen, R.L., Steine, L. A.

## 5 Contributions in seminars and conferences

A number of gatherings, internal and external, as well as those specifically arranged with the participants from networks and enterprises, have been arranged in VC 2010.

## 5.1 External gatherings

- Claussen, T. (2002) *Utviklingskoalisjonen Hordaland/Rogaland. Innlegg på møte for Regionalt Næringsforum i Hordaland.*
- Claussen, T. (2002) *Medvirkning til innovasjon – om Verdiskaping 2010 i Hordaland/Rogaland. Innlegg på møte i det nordiske fellesprosjektet ”Nordiske Exempler” NEX.*
- Claussen, T. (2002) *Bedriftsutviklingskonferansen (BU-konferansen) som metode. Innlegg på møte i det nordiske fellesprosjektet ”Nordiske Exempler” NEX,*
- Tønnessen, Tor (2002) *Presentasjon av Utviklingskoalisjonen for Hordaland og Rogaland. Innlegg på felleskonferansen LO/NHO. Halvorsbølet 17. des.*
- Tønnessen, Tor (2003) *Presentasjon av Utviklingskoalisjonen for Hordaland og Rogaland. Innlegg på LO’s fylkeskonferanse i Rogaland 23-24.03*
- Haga, T. (2004) *Samspill med krevende kunder. Arena-programmets erfaringskonferanse 3.-4 mai 2004, Lillehammer.*
- Haga, T. (2004) *Networking in Norway. Presentasjon på workshop’en ”Mobility, Technology and Development” in Ashford, UK. Arr. Kingston Univeristy, London UK.*
- Tønnessen, T. (2005) *Utviklingskoalisjonen Hordaland & Rogaland. Presentasjon for Innovasjon Norge Hordaland og NFR Hordaland*
- Tønnessen, T. (2005) *Integrert innovasjon, VS 2010 og leverandørindustri olje & gass. Presentasjon for Næringsminister Torhild Widvey m/følge.*
- Tønnessen, T. (2005) *The Development Coalition Hordaland & Rogaland. Presentasjon i seminar med forskere fra Finland*

- Haga, T. (2005) *Trained to innovate*. Presentasjon på workshop i prosjektet Learning Region i Thessalononiki april 2005. Prosjektet blir administrert av Cedefop. Antologien som skal skrive blir redigert av Bjørn Gustavsen og Richard Ennals.
- Tønnessen, T. (2005) *The Development Coalition Hordaland & Rogaland*. Presentasjon på SIP konferanse.
- Tønnessen, T. (2005) *The Development Coalition Hordaland & Rogaland*. Presentasjon på ERA – NET konferanse i Bologna.
- Haga, T. (2005) *Forskningen som nettverkskonstruktør*. Presentasjon av nettverkssamarbeidet i Hardanger på HSS05 i Tønsberg i juni 2005. Presentasjonen skjedde i lag med Olaf Hernes, Tinfos Titan Titan & Iron og Bjørn Vivelid Boliden Odda.
- Bjørnevik, P.E., Stevenson, B. (2005) Oppstartskonferanse Titania AS, referat fra konferansen på Soknatun, 13. mai 2005
- Tønnessen, T. (2005) *Process improvement and the human factor*.  
HSS05 Tønsberg
- Tønnessen, T. (2005) *VC 2010 and the Development Coalition Hordaland & Rogaland*.  
Conference at Kingston Univeristy, London 22-23.09
- Tønnessen, T. (2005) *Nasjonal rolle i regional innovasjon*. Presentasjon for Innovasjon Norge. Stavanger 26.09
- Tønnessen, T. (2005) *VS 2010 og Utviklingskolaisjonen Hordaland & Rogaland*. Presentasjon for Fylkeskommunalt lederforum Rogaland 11.10.06
- Tønnessen, T. (2005) *VS 2010 og Utviklingskoalisjonen Hordaland & Rogaland*. Presentasjon for instituttlederne for de regionale forskningsstiftelsene i Norge. Bø 14.10.06

- Tønnessen, T. (2005) *Samarbeid næringsliv og forskning i Utviklingskoalisjonen Hordaland & Rogaland* Kristiansand Næringsforening 25.10
- Tønnessen, T.(2005) *Regional Innovation*. Conference at Forus Næringspark 16.11
- Tønnessen, T. (2005) *Samarbeid om regional innovasjon*. RUP konferanse, Stavanger 25.11
- Tønnessen, T. (2006) "Regional content". Konferanse Statoil, Sonatrac, Stavangerregionen Næringsutvikling 08.02.06
- Tønnessen, T. (2006) *Regionalt samarbeid om næringsutvikling*. Seminar ProBarents. Rogaland Kunnskapspark. 22.02.06
- Haga, T. (2006) Presentasjon av internasjonaliseringsprosjekt finansiert av Hfk. 23.feb.2006.
- Haga, T (2006) Presentasjon for VTT i møte i Finland. 6.mars.2006
- Tønnessen, T (2006) Prevaling management concepts and industrial democracy. Mutually reinforcing or conflicting? . PhD. Seminar CINet Aalborg Universitet. 23.03.06
- Tønnessen, T. (2006) *VS 2010 og utviklingskolaisjonen Hordaland & Rogaland*. Presentasjon for Næringsavdelingen Østfold Fylkeskommune 07.04.06
- Tønnessen, T. (2006) *Utviklingskoalisjonen Hordaland & Rogaland*. Forskerseminar Vestlandsforskning 08.05.06
- Tønnessen, T. (2006) *Utviklingskoalisjonen Hordaland & Rogaland*. Presentasjon for VS 2010 styret Sogn & Fjordane. Sogandal 06.06.06
- Tønnessen, T. (2006) *Utviklingskoalisjonen Hordaland & Rogaland*. *Hovedprosjektledersamling VS 2010*. 07.06.06 FAFO
- Tønnessen, T. (2006) *Integrering av offentlige virkemidler i regional innovasjon*. Fokus seminar. NFR 14.06.06

- Tønnessen, T. (2006) *Nasjonal pilot for regional innovasjon.* Presentasjon for statssekretær Frode Berge, NHD 17.07.06
- Tønnessen, T. (2006) *Utviklingskoalisjonen Hordaland & Rogaland.* Presentasjon for Dalane Næringshage og Kværnhuset Industri inkubator 16.08.06
- Tønnessen, T. (2006) *Utviklingskoalisjonen Hordaland & Rogaland.* Presentasjon for Norut 24.08.06.
- Tønnessen, T. (2006) *Arbeid i partnerskap. Erfaringer fra Utviklingskoalisjonen Hordaland & Rogaland.* RUP Konferans 14.09.06,
- Tønnessen, T. (2006) *Utviklingskoalisjonen Hordaland & Rogaland.* Oppstartkonferanse Karmøy 23.10.06

## 5.2 Gathering in collaboration with networks and enterprises

- Haga, T. (2002) *"På hvilket grunnlag arbeider vi og hva kan vi tilby".* Innlegg på nettverkssamling for Industrinettverket i Hardanger i Tyssedal 16.januar 2002. Rapport RF 2001/076
- Haga, T (2003) *"Hva bygger vi samarbeidet på?".* Innlegg på nettverkssamling for Industrinettverket i Hardanger i Odda 30.09.03.
- Tønnessen, Tor (2003) *Utviklingskoalisjonen for Hordaland og Rogaland.* Presentasjon på nettsamling i Hardanger nettverket. Odda 11.02.03.
- Haga, T. (2004) *Evaluering av nettverkssamarbeidet i Hardanger etter to års drift.* Presentasjon på styringskomite des. 2004
- Tønnessen, T. (2005) *"Utviklingskoalisjonen Hordaland & Rogaland.* Presentasjon for nettverskgruppen Forskning, utdanning & Næringsliv i Innovasjon Rogaland
- Tønnessen, T. (2005) *Verdiskaping 2010 og lokale nettverksaktiviteter.* Presentasjon for klubb, personal og ledelse i Titania.

- Tønnessen, T. (2005) Kontinuerlig innovasjon. Forelesning om VS 2010, arbeidsform og metoder på Mastergradsstudie i Endringsledelse HIS
- Tønnessen, T. (2005) *Samarbeid forskning og bedrift i VS 2010*. Innlegg for felles BU/AMU Titania
- Haga, T. (2005) ”Pila – en metode for forbedring og utvikling”. Innlegg på tillitsvalgtsamling i Hardangernettverket i Odda 8.3.2005.
- Tønnessen, T. (2005) *Presentasjon av VS 2010*. Oppstartskonferanse Mongstad 25.10
- Tønnessen, T.(2006) ”Utviklingskoalisjonen Hordaland og Rogaland”. Møte med IfS nettverket. Stord 31.01.06

### 5.3 Internal gatherings (RF)

- Haga, T og Tønnessen T (2002) *Medvirkningsbaserte arbeidsmetoder i innovasjonsrettet arbeid* Innlegg på internt forskerseminar i RFs VS 2010 modul om ”Innovasjon, medvirkning og intraprenørskap”.
- Claussen, T. (2002) *Tilrettelegging for kritisk-kreativ meningsbrytning i organisasjoner*. Innlegg på internt forskerseminar i RFs VS 2010 modul om ”Innovasjon, medvirkning og intraprenørskap”.
- Kvadsheim, H. (2002) *Betingelser og begrensinger for innovativ atferd*. Innlegg på internt forskerseminar i RFs VS 2010 modul om ”Innovasjon, medvirkning og intraprenørskap”.
- Lindøe, P. (2002) *Innovasjonsdilemmaet*. Innlegg på internt forskerseminar i RFs VS 2010 modul om ”Innovasjon, medvirkning og intraprenørskap”.
- Olsson, T.B. (2002) *Håndtering av mangfold som innovasjonsstrategi*. Innlegg på internt forskerseminar i RFs VS 2010 modul om ”Innovasjon, medvirkning og intraprenørskap”.

- Haga, T. (2005) *Hva er nettverkssamarbeid?* Innlegg på internt forskerseminar i RF's VS2010 modul på Utsira mai 2005.
- Tønnessen, T. (2006) Felles møte med innovasjons- og nyskapingstiljøet på UiS 24.01.06

## 6 Miscellaneous

Some items have been hard to cover under the other headlines. These items are listed here. Some of these are items which are more or less indirectly associated with VC 2010. They can be related to these programs with been directly linked to the ongoing research activities. Some items are also material for presentation purposes. A couple of items are lectures given at the defence of PhD thesis.

- Haga, T. (2005). *VS2010 Hardanger*. Folder som beskriver nettverket i Hardanger. Utarbeidet til HSS05.
- Haga, T. (2005). *Prosjekt "Reduksjon av kostnader til rennelement"*. Folder som beskriver et internt prosjekt på Boliden Odda. Utarbeidet til HSS05.
- Hernes, O. (2005). *Prosjektet "Verktøyleiting"*. Folder som beskriver et internt prosjekt på Odda Mekaniske Verksted. Utarbeidet til HSS05.
- Haga, T. (2005). *"VS2010 Hardanger – Internveilederopplæring"*. Folder som beskriver internveilederopplæringen som har blitt kjørt i Hardangernettverket. Utarbeidet til HSS05.
- Haga, T. (2005). *"Forskeren"*. Folder som beskriver forskerrollene i nettverksbyggingen i Hardanger. Utarbeidet til HSS05.
- Hernes, O. (2005) *Prosjektet "Sink til sinken"*. Folder som beskriver et fellesprosjekt hvor Boliden Odda og Tinfos Titan & Iron deltar. Utarbeidet til HSS05