Innovation Intermediaries connect researchers with industry through multilateral alliances to commercialize (i.e. exploit) the knowledge generated in basic and applied research. While becoming increasingly important for technology transfer, less attention has been given to underlying mechanisms affecting their performance. This is important as a high level of dissatisfaction with actual outcomes relative to expectations has been reported, and many intermediaries are not successful.

This dissertation addresses two main components that are key to intermediary effectiveness but have received little attention in the literature: (1) organizational design and (2) alliance formation capabilities. The main research question is how intermediaries can cope with organizational design issues and alliance formation processes to improve the success in commercializing outputs from university research. Apart from theoretical implications, the findings also have practical implications that may aid managers and policy makers seeking to facilitate more effective technology transfer processes in universities, firms and innovation intermediaries.

Our results allow us to understand:
- how and why the relationship between organizational control and complexity evolves over time;
- how limits of local search can be overcome in a more direct manner, without spending more resources;
- the influence of intermediary resource contributions to the likelihood that SMEs form alliances.

Challenges for innovation intermediaries in technology transfer:

- how to form controls and alliances

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