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## THE CONFIGURATION OF CORPORATE VENTURING LOGIC THROUGH A RESOURCE DEPENDENCE INSTITUTIONAL LENS (SUMMARY)

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≈ SUMMARY ≈

**THE CONFIGURATION OF CORPORATE VENTURING LOGIC  
THROUGH A RESOURCE DEPENDENCE INSTITUTIONAL LENS**

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**Principal Topic**

Why some corporate venturing (CV) programs achieve the desired goals and others do not continue to puzzle scholars and practitioners alike. To date, scholarly inquiry into the variable performance of CV programs generally draws upon structural contingency models as an overarching conceptual framework, which has resulted in a range of different empirical typologies. While most of these studies are exploratory and descriptive in nature, those which provide precise theoretical underpinnings typically draw on either resource dependence or institutional contingency factors, both of which acknowledge the tension between internal-organizational and external-environmental pressures in determining the configuration of CV programs. However, both theoretical streams assume that the resolution of this tension is primarily driven by parent companies that are not financially or strategically dependent on their CV programs for resources. However, as multiple case studies demonstrate, it is often the case that the parent companies initiate CV programs out of strategic and/or financial necessity. Therefore, we draw on resource dependence and institutional theories to explain the which venturing logics are more likely to inform the potential configuration of CV programs as a result of organizational and environmental pressures parent companies experience.

**Method**

We study 4 cases of CV programs (Nortel, Microsoft, British Telecom, and Google) and archival data and code the organizational and environmental pressures that were present during the configuration of each CV program. By approaching resource dependence between the parent company and the CV program as a two-dimensional framework, we identify four categories of resource dependence between the parent company and the CV program: mutual dependence, mutual independence, and power imbalance towards either party.

**Results and Implications**

The typology that emerges from the coded case and archival data supports that resource dependence informs the way parent companies resolve institutional pressures of competing venturing logics in configuring their CV programs. Depending on the balance of financial and non-financial resources involved in the venturing program, as well as organizational and external pressures, the resulting CV logic could vary in focus along a spectrum from strategic renewal to free market. Our typology contributes to the corporate entrepreneurship literature by outlining the institutional and resource mechanisms through which established companies formulate and execute a corporate entrepreneurship strategy.

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