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COOPETITION AS A PROCESS OF ENTREPRENEURIAL EFFECTUATION (SUMMARY)

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≈ SUMMARY ≈

**COOPETITION AS A PROCESS OF
ENTREPRENEURIAL EFFECTUATION***Tamara Galkina, Hanken School of Economics, Finland**Eva-Lena Lundgren-Henriksson, Hanken School of Economics, Finland***Principle Topic**

Despite the variety of research within coopetition, a process-based perspective on it has been largely neglected. Also, several studies underline that coopetition is an uncertain and risky endeavor that can serve as a rich source of opportunities and foster innovations. Dealing with uncertainty, taking risk and developing opportunities are recognized as the very features of entrepreneurship. Therefore, this article argues that coopetition resembles a highly entrepreneurial process. However, this entrepreneurial side of coopetition has not been studied. In addition, coopetition has been considered as a deliberate and intentional strategy and as a by-product of managerial decision making. However, several studies demonstrate that coopetition can be emergent and unintended but they have not gone further than providing rather descriptive results and tagging it as “intuitive” and “impulsive” coopetition. Against these research deficiencies, this article aims to explore coopetition as an entrepreneurial process and apply the effectuation approach to grasp its non-goal-oriented unintended side.

Method

This research is based on a longitudinal case study of three Finnish media companies. Being competitors, these companies also engaged into cooperation around joint material exchange, distribution of news projects, and production of reports. The data were collected in two phases: the development phase of coopetition when it had just been agreed upon and the implementation phase when coopetition progressed.

Results and Implications

Our study demonstrates strong entrepreneurial characteristics of top and middle managers during the coopetition process. We also suggests several propositions about cooperative interactions that can have different interplay of effectuation and causation depending on time (stages of coopetition process) and organizational space (managerial levels). We bridge the gap in the entrepreneurship literature by showing effectuation in established firms from established industries and the gap in the coopetition literature by concentrating on an individual level of cooperative strategies. We suggest that effectuation can open new possibilities for coopetition and gain its share in this area of research. Thus, we show how effectuation can help to 1) understand the balancing of cooperation and competition and the coopetition tension; 2) apply a multilevel perspective on coopetition; 3) understand the dynamics of cooperative interactions; 4) understand coopetition's impact on business models and strategy.

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