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COOPETITIVE BUSINESS MODELS AND THE ENTREPRENEURIAL ECOSYSTEM: THE MAKING-OF THE CIDER WINE INDUSTRY IN QUEBEC (INTERACTIVE PAPER)

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≈ INTERACTIVE PAPER ≈

**COOPETITIVE BUSINESS MODELS AND THE
ENTREPRENEURIAL ECOSYSTEM: THE MAKING-OF
THE CIDER WINE INDUSTRY IN QUEBEC***Sebastien Arcand, HEC Montreal, Canada**Marrin L. Cloutier, UQAM, Canada**E. Michael Laviolette, Novancia Business School, France***Principal Topic**

Building on the approach on Neck et al. (2004) on entrepreneurial systems, on recent developments on Business Models and Ecosystems (Clarysse et al., 2014; Atour and Bulger-Helchem, 2014; Autio et al., 2014) within coevolutionary approaches (Mack and Mayer, 2015), this research analyses both the emergence and consolidation of an entrepreneurial ecosystem and of its associated cooperative business models. The field study has been conducted in the wine cider industry in Quebec (Canada) where there has been an exponential growth with new firms and SME rejuvenation since the eighties.

The data collection was structured as follows. To map the entrepreneurial ecosystem, the archival data of The Artisan Cider Producers of Quebec since its foundation in 1990 were examined. To understand the business models and the different strategies, 19 semi-directed interviews were conducted using a purposeful sampling (Guba and Lincoln, 1994) based on the following two criteria (production levels, geographic distribution of production units in three main areas of Quebec)

The results are organized along three lines of analyses:

First, the organizational emergence or rejuvenation of different companies are described in relation to different incubator organizations (Neck et al., 2004) through which know-how transfers occurs and the role of entrepreneurs that facilitates spillovers and spin-offs. Second, the different competitive and cooperative strategies of wine cider-makers are analyzed to show to what extent they might converge or diverge as the competition and the macro environment has evolved. In particular, three (3) archetypical business models are described in terms of their value proposition, architecture and revenue models. Third, we show the points of convergence and differences in the elaboration of collective strategies along these different dimensions: industrial versus artisan; local versus global; integration versus virtual; standardization versus flexibility.

The proposed contribution is both empirical and conceptual. First, it includes a genealogical map of an entrepreneurial ecosystem since its rejuvenation in the eighties with a description of the main organizations, the innovations and the entrepreneurs. Second, a typology of the major cooperative business models that have emerged in that industry and how their dominance might shape the industry landscape are provided and analyzed. Third, a tentative conceptual model is elaborated to relate the coevolution of business models and entrepreneurial ecosystems.

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