



Industrial Marketing Management

Call for Papers for a Special issue:

Managing Coopetition: Transcending a Paradox

Deadline for submission is July 15, 2014

Industrial Marketing Management announces the call for papers for a special issue on the topic “Managing Coopetition: Transcending a Paradox”. The deadline for submission is 15th of July 2014.

Purpose of the special issue

Coopetition is defined as the simultaneous pursuit of cooperation and competition among firms (Bengtsson & Kock, 1999; Padula & Dagnino, 2007; Gnyawali, He & Madhavan, 2008; Yami, Castaldo, Dagnino & Le Roy, 2010). This strategy is suggested by scholars as being critical for firm performance. While the pursuit of coopetition has the potential to create competitive advantage for firms, it is quite challenging to be exploited, given the very high levels of tension attributed to this paradoxical relationship (Gnyawali, Madhavan, He, and Bengtsson, 2012) as it embodies opposing forces of competition and collaboration and the need to work together to generate higher common value and the need to compete with each other to get a large portion of the value (Bengtsson & Kock, 2000; Gnyawali & Park, 2011; Walley, 2007). These tensions can be very strong and could jeopardize effective pursuit of coopetition (Bengtsson & Kock, 2000).

Despite the surge of scholarly interest on coopetition and its management practice, less attention has been paid to the management of tension associated to coopetition. While the literature has stressed the existence of tensions, and has begun to uncover their causes and nature in coopetition, our understanding of this important phenomenon is clearly lacking. A closer examination of ways of managing tension is thus critical to develop a theory of coopetition (Walley, 2007; Chen, 2008; Gnyawali & Park, 2011). Previous research on these questions has been mainly theoretical (Das & Teng, 2000; Clarke-Hill, Li & Davies, 2003; De Rond & Bouchikhi, 2004; Chen, 2008; Gnyawali, He, & Madhavan, 2008). Empirical studies remain to date very rare (Bengtsson & Kock, 2000).

The management of coopetition is *a priori an* issue for all hierarchical levels in firms. Firstly, we can expect that managing coopetition is an issue for the Top Management Team (TMT). Once a coopetition strategy is adopted, the TMT is in charge of the contractual dimensions and of the

governance structure. The TMT is responsible for the rise, the maintenance, or the crush of competition strategy. The implementation of the cooperation strategy relies also on the TMT. Secondly, we can expect that managing cooperation is an issue for the middle managers. They are directly involved in the daily management of cooperation. The organizational dynamics of cooperation would depend on their actions and decisions. Finally, we can wonder how employees could work in a cooperative context. We can point out here that very little empirical research is done on these major issues.

There are also few studies about managerial tools, principles, frameworks, practices set up by companies to deal with cooperation challenges. We do not know much about the organizational design of cooperation: are specific organizational designs required to implement cooperation strategy? Little research investigated the missions of the managers in cooperative contexts: what are their objectives? how are they evaluated and promoted?

Managerial tools used in cooperative contexts can be considered today as *terra incognita*. For example:

- What about information systems used to simultaneously share and protect information in cooperative relationships?
- What about the human resource management of individuals involved in cooperative project?
- What are the best practices to manage cooperation?

Since cooperation strategies are widely adopted by a large number of companies in a growing number of industries, it is critically relevant to fill in these theoretical gaps. The overall aim of this special issue is to provide theoretical and empirical insights that shed light on the management of cooperation strategies. Without being limited to the following, specific topics may include different levels of analysis:

1. Managing cooperation strategy at the inter-organizational level

- How do firms organize and manage cooperation at the industry level?
- How Top Management Teams decide with their rivals/partners a cooperation strategy?
- How do cooperation shape and industry?
- May cooperation strategy be planned or is it an emergent strategy?
- Are there specific contractual governance principles for cooperation strategy?
- Are contracts required in a cooperation strategy? Do they efficiently manage cooperation?
- Is trust important in cooperation? Is trust a driver of cooperation? Is trust a tool developed by partners to manage cooperative tensions?
- What are the differences between managing cooperation in large companies and in small businesses?
- What are the roles of third parties in the management of cooperation? Do they contribute to the success of the relationship? Do they represent another source of tensions?
- What are the roles of clients in the management of cooperative tensions? Do they reduce or increase the tensions?

2. Managing cooperation strategy at the intra-organizational level

- What are organizational designs set up by companies to successfully manage cooperation?
- How do firms manage the informal dimensions of cooperative relationships?
- Who are firms' key actors that ensure the success of a cooperation strategy?
- What are the required cooperative capabilities?

- What are the roles of the middle managers in the implementation of a cooperation strategy?
- How do companies can deal with the dilemma of simultaneously sharing and protecting their core knowledge?
- How do learning processes take place in cooperation strategy?
- What are the formal managerial tools used to manage cooperation?
- How do firms manage the risk of information transfer in a cooperative context?
- Are there some specific information systems for cooperation?
- Does the TMT give cooperative guidelines or specific material to managers?
- How do companies manage simultaneously exploration and exploitation processes in cooperation?
- Would it be possible to identify some best practice to manage cooperation?
- Could cooperation management be considered as a key factor success of cooperation strategy? How do cooperation management contribute to cooperation performance?
- Would it be possible to identify failures in cooperation management? Consequently, what would be the worst cooperative managerial principles?

3. Managing cooperation at the individual level

- What are the micro-foundations of cooperation strategies?
- Are all managers able to work in a cooperative context? Would it be possible to draw a profile for the “cooperative manager type” based on cognitive or psychological features?
- Is there specific cooperation training for managers?
- What are the individual perspectives after a cooperation experience? Is cooperation valuable for the individual’s career development?
- How individuals are they rewarded by their parent firms for working in a paradoxical context as cooperation?
- What are the roles of alliance manager in cooperation?

We will give preference to empirical papers—both qualitative and quantitative—although theoretical papers that examine fundamental issues in, or offer comprehensive frameworks of managing cooperation strategy also are welcomed. As *Industrial Marketing Management* is widely read by an academic and business audience, all submissions should include implications for practitioners.

References

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Paper submission and review process

Papers submitted must not have been published, accepted for publication, or presently be under consideration for publication elsewhere. IMM does not impose a page limitation, but longer papers must make a greater contribution for acceptance. Copies should be submitted via email as a single MS Word file attachment (in one file including all figures and tables) to the guest editors, as well as the IMM office (plaplaca@journalimm.com; please indicate that the paper is for the special issue on managing coepetition strategies: transcending coepetitive paradox). The first page must contain the title of the paper and the names and contact details of all authors. For additional guidelines, see “Notes for Contributors” from a recent issue of *Industrial Marketing Management*, or visit: http://www.elsevier.com/wps/find/journaldescription.cws_home/505720/authorinstructions. Papers not complying with the notes for contributors or poorly written will be desk rejected. Suitable articles will be subjected to a double-blind review; hence, authors must not identify themselves in the body of their paper. (Please do not submit a Word file with “track changes” active or a PDF file.)

Deadline for submission is July 15, 2014

Please address all questions to the guest editors:

Professor Frederic Le Roy Universite Montpellier I Email : frederic.le_roy@univ-montpl.fr	Professor Giovanni Battista Dagnino Universita degli Studi di Catania Email: dagnino@unict.it
Professor Wojciech Czakon University of Economics in Katowice E-mail: wojciech.czakon@ue.katowice.pl	