



EURAM
2016
Manageable Cooperation?
JUNE 1-2-3 and 4, 2016 Paris /FRANCE

The evolution of coepetitive architecture in the emergence of an ecosystem

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Abstract:

This article aims to understand the dynamic of the three types of coepetition (horizontal, vertical, and diagonal) in the emergence of a business ecosystem that is not initiated by a single leading firm. By combining literature on coepetition with literature on business ecosystem, we define a conceptual framework around three types of inter-organizational conflicts: role conflicts, value-related conflicts, and resource conflicts. We produce a processual analysis based on a single case study and nurtured with different sources of data: interviews, direct observation, and archival data. We study the emergence of mobile contactless services that have initiating a new business ecosystem through the convergence of several industries: mobile phone industry, financial, transportation and other services industries, and Internet industry. The study of the emergence of mobile contactless services has led to the determination of the most critical types of coepetition in this process and their impact on the coepetitive architecture (i.e. the mutual dependencies between actors and their specified roles) of the business ecosystem. In this dynamic, the resolution of role conflicts is particularly determinant as they may hamper the benefits of coepetition. Finally, we identify mechanisms that sustain or change the coepetitive architecture.