

Coopetition and company performance

Nina Helander, University of Vaasa, Wolffintie, nina.helander@uva.fi, +358 50 4004275

Juha Puskala, University of Vaasa, Wolffintie, juha.puskala@uva.fi

Jukka Vesalainen, University of Vaasa, Wolffintie, jukka.vesalainen@uva.fi, +358 29 4498463

Abstract

Coopetition, defined as the simultaneous existence of competition and cooperation between two or more companies, has gained increasing interest among researchers (see e.g. Bengtsson, Eriksson & Wincent, 2010; Barretta 2008; Luo 2005; Luo 2004; Oliver 2004; Bengtsson & Kock 2000; Brandenburger & Nalebuff 1996). The present study contributes to the discussion both on the benefits of coopetition and on the interaction types and intensity in coopetition (Park et al. 2014; Bengtsson et al. 2010), as the aim of the study is to study the effect of coopetition on company performance through the dichotomy of strong versus weak competition and cooperation aspects. The study is carried out as a multiple case study including nine companies from the Finnish metal and electronics industry. The results of the study implicate that such coopetition relationships that are built on strong competition and strong cooperation are more successful and have more positive effect on the company performance than the relationships characterized by weak competition or cooperation variations. These research findings are in line with the previous studies introduced in the coopetition literature (see e.g. Bengtsson et al. 2010). In general, more research on the relationship between company performance and the coopetition strategy is needed, and this study is in its own part contributing to this still rather narrow research discussion. Also, based on the results of the study, one potential future research avenue would be to study the actual practices within the different coopetition relationship types and their relation to company performance.

Keywords: Coopetition, benefits, interaction types, performance, case study

Work in progress

Special Track: “Managing coopetition in business networks – a practice perspective”

INTRODUCTION

Coopetition, defined as the simultaneous existence of competition and cooperation between two or more companies, has been studied from several research viewpoints including e.g. concept analyses on the coopetition phenomenon (e.g. Luo 2004; Brandenburger & Nalebuff 1996), industry specific studies (e.g. Barretta 2008; Oliver 2004; Rusko, 2011) and different interaction types and coopetition (e.g. Oliver 2004; Bengtsson & Kock 2000; Bengtsson, Eriksson & Wincent 2010). This study is positioned as an industry specific coopetition study, as it studies coopetition and its effect on company performance in a context of metal and electronics industry in Finland. This industry sector is currently facing big challenges due to the toughening global competition and market entry of new international rivals, which have competitive edge based on lower labor costs. For this reason the Finnish companies are to seek new possibilities to network and to do cooperation, even with the competitors. From coopetition viewpoint, the Finnish metal and electronics industry is contemporary context to study.

The aim of the study is to empirically analyze the effect of coopetition on company performance through the dichotomy of strong versus weak competition and cooperation aspects (Bengtsson et al. 2010, Luo 2004). Thus, this study aims to contribute to the discussion on interaction types and intensity in coopetition (Park et al. 2014; Bengtsson et al. 2010, Luo 2004), but also to the discussion on the effect of coopetition to company performance (Abdallah 2011) especially in the context of industrial small and medium sized companies. The study is carried out as a multiple case study including nine companies from the Finnish metal and electronics industry. The results of the study implicate that such coopetition relationships that are built on strong competition and strong cooperation are more successful and have more positive effect on the company performance than the relationships characterized by weak competition or cooperation variations. These research findings are in line with the previous studies introduced in the coopetition literature (see e.g. Bengtsson et al. 2010). In general, more research on the relationship between company performance and the coopetition strategy is needed, and this study is in its own part contributing to this still rather narrow research discussion. Also, based on the results of the study, one potential future research avenue would be to study the actual practices within the different coopetition relationship types and their relation to company performance.

The structure of the paper is as following. After the introduction section, theoretical discussion is presented, building on the previous literature on coopetition intensity and interaction types (Park et al. 2014; Bengtsson et al. 2010; Luo 2004) and the relation between coopetition and company performance (Abdallah 2011; Abdallah & Wadhwa 2009). The research methods are opened up after the theoretical section, opening room for the empirical multiple case study and its key findings. The paper ends with conclusions and discussion sections.

THEORETICAL INSIGHTS ON COOPETITION AND COMPANY PERFORMANCE

Interaction types and intensity in coopetition

Coopetition is basically defined as the simultaneous existence of competition and cooperation between two or more companies (see e.g. Luo 2004; Brandenburger & Nalebuff 1996). Still,

however, co-opetition relationship between two companies can include a variety of combinations of competition and cooperation (Bengtsson et al. 2010). This means that the competitors collaborative dyadic relationship can be either on the more competitive or more co-oriented edge, but naturally the relationship can also be formed so that competition and cooperation takes place between competitors about the same extent (e.g. Lado et al. 1997; Bengtsson & Kock, 2000). Indeed, the different variations of the coopetition can be identified on the basis of the extent to which cooperation and competition ratio occurs (Chin et al. 2008).

Competition can occur in the coopetition relationship as strong, weak, or one in between. In strong competition, companies are experiencing each other as actual competitors and they usually closely monitor each other's movements and are prepared to react quickly if needed (Bengtsson et al. 2010). The competition is strongest usually in such situations where a lot of companies offer similar products in the same market, collect lots of information from each other and when the relationship between the companies lacks of clear rules of the game (Bengtsson, Eriksson & Kock, 2005). Weak competition in turn, is a strong contrast: the companies compete with each other to some extent, but do not, however, see each other as real competitors and thus do not treat each other with hostility (Bengtsson et al. 2010). According to Bengtsson et al. (2005) this is more typical in such situation, where the relationship parties' business activities are far from each other.

Also cooperation can be, such as competition, strong, weak, or something between them. In a strong cooperation companies complement each other a lot, confidence is high and relationship bonds of between the companies are strong. Between the companies will also be a lot of different kinds of exchanges and companies are aware of their roles in the relationship. Weak cooperation, in turn, is characterized by sporadic interaction, weak confidence and unclear roles. (Bengtsson et al. 2010; 2005). The intensity of the cooperation relationship has also been studied by Gadde & Snehota (2000), proposing a framework that evaluates high and low involvement of relationship parties in relation to continuity of the relationship, sourcing strategy and business volume. The high involvement in their research refers to strong cooperation and low involvement to weak cooperation, which is more characterized e.g. by multiple sourcing strategy.

To conclude the different interaction types and intensity in coopetition, the ideas from the works of Bengtsson et al. (2010) and Luo (2004) are synthesized in Figure 1.

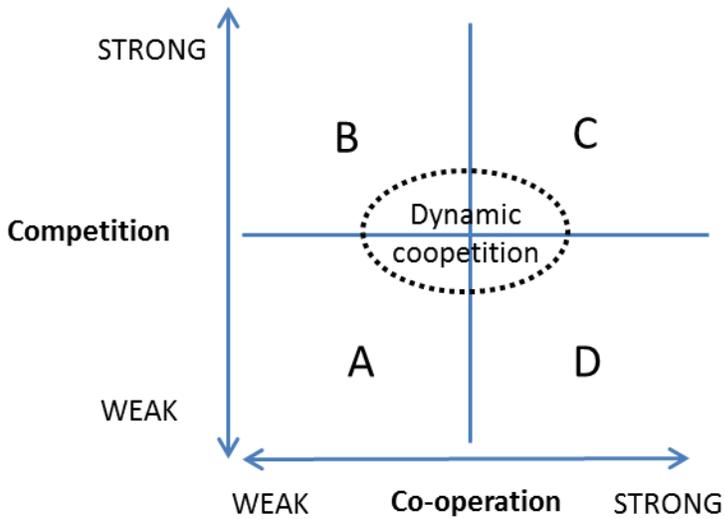


Figure 1. Coopetition types (modified from Bengtsson et al. 2010, Luo 2004).

In Figure 1 the potential different coopetition interaction types from A to D are identified, basing on the dimensions of the intensity of weak versus strong competition and cooperation. However, we acknowledge that the interaction type A (weak competition – weak co-operation) is not always considered as a real coopetition type in the previous literature, instead it could be seen more like a co-existence case (see e.g. Bengtsson & Kock 1999). However, usually co-existence is illustrated by non-existing economic exchange, which would mean that there could not be as major influences in the company performance and gained benefits either. In this study we aim to take a closer look from the viewpoint of the company benefits that are there similarities between this A type of interaction with the more acknowledged types of coopetition (i.e. the types B to D). In the center of the figure 1 the dynamic aspect of coopetition is illustrated, representing the type of coopetition relationship that has equal amount of cooperation and competition. This type of coopetition is not, however, in the focus of the empirical study, as we aim to analyze the extreme types of coopetition interaction, thus the types A to D.

Coopetition and company performance

Although coopetition has been investigated almost twenty years already, research on the relationship between coopetition and the company performance is still only in its early stages (e.g. Bouncken & Fredrich 2012; Abdallah & Wadhwa 2009). According to Abdallah & Wadhwa (2009) coopetition's effect on company performance has been left behind, because so far, the strategy literature has been focusing mainly on two opposites, either on competition or cooperation. Although the link between coopetition and performance is generally being somewhat overlooked, the impact of coopetition to the specific issue of innovation has instead been studied for quite a lot (see e.g. Park et al. 2014; Bouncken & Kraus 2013; Bouncken & Fredrich 2012; Ritala & Hurmelinna-Laukkanen 2009). In present study, we are, however, interested in more general view on company performance, not only on innovation capability.

Many researchers have found positive effects between coepetition and company performance (e.g. Zineldin 2004; Lado et al. 1997; Brandenburg et al. 1996). However, Abdallah (2011) states that many of these studies related to coepetition and company performance have remained fairly superficial, because the topic has been viewed as from each other's opposites, competition and cooperation. According to Abdallah (2011) there is need for more detailed research on the relationship between coepetition and company performance. In his study, the performance in coepetition context (coepetitive performance) is defined as the "synergistic interaction", which consists of the increased value to the total value creation of the company (collaborative performance) as well as the relation between the added value and the adoptive relationship (competitive performance). (Abdallah 2011)

Walley (2007) points out that the relationship between coepetition and company performance can be viewed by analyzing the benefits gained through the relationship. These benefits can be both economic and non-economic and they may vary depending on the sector where companies compete and cooperate (Morris et al. 2007). For example, coepetition has been found to have a positive impact on innovation in IT field (Bouncken & Fredrich 2011), while the areas where mass production is common, coepetition has been found to reduce the manufacturing cost, inter alia (Zineldin 2004; Bengtsson & Kock, 2000). Next, the coepetition benefits are identified from earlier literature and they are classified into different categories. The categories are innovation, technological benefits, resources, international opportunities, economic benefits and other benefits. The categorization is in no means exhaustive, but it gives a general picture on what kinds of different benefits can be found related to coepetition based on earlier literature.

Table 1. Categorization of the different benefits in coepetition.

| CLASS | BENEFIT | SOURCE |
|------------|--|---|
| Innovation | Radical and incremental innovations in high-tech industries | Bouncken & Fredrich (2011, 2012); Bouncken & Kraus (2013); Ritala & Hurmelinna-Laukkanen (2009); Quintana- García & Benavides-Velasco (2004) |
| | Innovations due to competition pressure | Abdallah (2011); Osarenkhoe (2010); Lado et al. (1997) |
| Technology | R&D processes, products and technologies development and sharing | Osarenkhoe (2010); Luo (2007); Morris et al. (2007); Zineldin (2004); Lado et al. (1997) |
| | Technology forecasting | Zineldin (2004) |
| | Co-production, complementary technologies | Osarenkhoe (2010); Gnyawali & Park (2009); Luo (2004); Walley (2007) |
| Resources | Resource, including knowledge, sharing | Bouncken & Fredrich (2012); Bengtsson et al. (2010); Osarankheo (2010); Dagnino (2009); Gnyawali & Park (2009); Bonel & Rocco (2007); Luo (2007); Bengtsson & |

| | | |
|----------------------|--|---|
| | | Kock (2000) |
| | Learning | Luo et al. (2007); Morris et al. (2007); Tsai (2002); Bengtsson & Kock (2000) |
| Internationalization | Access to global distribution channels, global brand development | Kock et al. (2010); Luo (2007) |
| Economic | Cost savings | Osarakheo (2010); Dagnino (2009); Chin et al. (2008); Bonel & Rocco (2007); Morris et al. (2007); Zineldin (2004); Bengtsson & Kock (2000); Dowling et al. (1996) |
| | Expanding to new (domestic) markets | Kock et al. (2010); Luo (2007); Zineldin (2004); Lado et al. (1997) |
| Other | Strategic flexibility | Gnyawall & Park (2009); Morris et al. (2007); Luo (2007) |
| | Product offering | Kock et al. (2010); Lado et al. (1997) |
| | Shared goals, risk sharing | Osarakheo (2010); Chin et al. (2008); Luo (2007) |
| | External stakeholders | Gnyawall & Park (2009); Luo (2007) |

These benefits are searched and identified in the following empirical study through the lenses of different types of cooperation interaction.

RESEARCH METHODS AND CASE SELECTION

As the purpose of the present study is to understand the effects of cooperation on company performance by looking at the ratio of the achieved benefits, the choice of qualitative research method was natural as understanding of the complex phenomenon is more achievable through qualitative approach (Hirsjärvi et al. 2007) than quantitative approach. This study follows also a case study strategy, as case study is an empirical research method that examines current issues in the real-life context, particularly when the phenomenon and the context between the limits are not completely clear (Yin, 2009). The present study is a multiple case study, as there was inquiry to have cases that represent the different cooperation interaction types (A to D) presented in the theoretical part of the study. In total nine companies were involved in the study, all representing the Finnish metal and electronics industry. All of the companies are also small and medium sized companies, and their business area varies from component and subpart production to system integration and pure service business. By the selection of the case companies the aim was to achieve comprehensive picture of the cooperation phenomenon in the chosen industry segment.

Table 2. Case companies.

| COMPANY | AMOUNT OF PERSONNEL | BUSINESS AREA |
|---------|---------------------|--------------------------------|
| Alpha | 20 | Component and product business |
| Beeta | 95 | Service business |

| | | |
|---------|-----|--------------------------------|
| Gamma | 4 | Service business |
| Delta | 105 | System integration |
| Epsilon | 220 | System integration |
| Zeeta | 80 | Component and product business |
| Eeta | 15 | Service business |
| Theeta | 48 | Component and product business |
| Ioota | 18 | System integration |

Empirical data from these case companies were gathered by qualitative, semi-structured interviews. The interview themes were formulated based on the theoretical framework, but still the themes were left as rather broad to ensure discussional atmosphere in the interviews. The interview themes were:

- General opinion and insights on cooperation with competitors
- Own experiences in cooperation between competitors
- Cooperation practices with competitors
- Depth of cooperation and competition with competitor
- Objectives of cooperation with competitor
- History and the starting point of cooperation with competitor
- Achievements through cooperation with competitor
- Significance of the relationship
- Surprising events and issues in cooperation with competitor

From each of the companies, the CEO was interviewed. All the interviews were carried out during a three-month period in the first quarter of year 2014. The interviews lasted approximately one hour and they were recorded and transcribed. The empirical data was analyzed by theory based categorizations and theme identification, thus the analysis followed deductive logic.

EMPIRICAL FINDINGS

From the empirical data a total of fourteen different kinds of illustrative cases of cooperation between competitors were able to be identified. These cases are gathered to the following Table 3. In table, each of the cases are arbitrarily numbered using Roman numbers.

These fourteen identified cases can be further classified into six groups according to their varying nature. The classes are: sub-contractors manufacturing cooperation, production cooperation, sales collaboration, networking, association cooperation and other patterns of cooperation. This “other patterns of cooperation” class includes those cases that were not able to be grouped to the other classes. These cases are also "less significant" cooperation cases according to the interviewees, so for them it was not reasonable to set up their own class.

Table 3. The identified and classified cooperation cases from the empirical data.

| CASE | DESCRIPTION | CLASS | COMPANY | EXAMPLE | KEY BENEFITS |
|-----------------|--|--|----------------------------|--|---|
| I | Sharing of customer orders, references towards customers | Other cooperation | Gamma | Two competing companies have agreed that if they are not able to fulfil their customer orders they will ask the other company to take care of the order | Satisfied customer |
| II, III, IV, XI | Subcontracting based cooperation, specialization on core competences | Cooperation between competing subcontractors | Beeta, Theeta, Eeta, Zeeta | One company operating in the metal industry as a subcontractor got a bigger order from their customer, and they asked help from their competitor companies to provide together the entire order for the customer | Focus on core competences, velocity, economic benefits |
| V, XII | Local company association, arranges e.g. education | Association cooperation | Eeta, Zeeta | Local company association have arranged shared education events etc. for the competing companies | Potential long-term benefits when the companies start to know each other, benchmarking and learning |
| VI, VII, XIV | Project based shared production | Production cooperation | Alfa, Ioota | Competing companies carried out a shared development project for new kinds of tools for big automotive customer | Access to new kinds of customer markets, brand and references, economic benefits, learning |
| VIII | Cooperation in transportation | Other cooperation | Delta | Two competing companies started to do cooperation in transportation in order to get cost savings through more efficient logistics | Economic benefits, efficiency |
| IX, X | Sales of products of competitors among own products | Sales cooperation | Epsilon | Company taked complementary products from their competitors in their sales offering | Economic benefits, pricing issues |
| XIII | Network cooperation aiming at internationalization | Network cooperation | Ioota | Company started network cooperation with their competitors in order to be more influential actor in international markets and when sourcing e.g. raw materials | Economic benefits, sourcing power, stronger position in international markets |

These different cases were positioned along the strong versus weak cooperation and competition dimensions matrix (presented in Figure 1), the summary of this is presented in next Figure 2. Cooperation was considered to be strong, if companies make an active and close cooperation with the other party in directly business-related activities. Cooperation was interpreted as a weak, when interaction is low and sporadic, illustrating an arm’s length relationship and takes place outside the corporate business. The competition was interpreted as strong, if companies are actively competing for the same jobs and are in direct competition position. In practice this means, for example, that the company's machines are similar to the competitor and the companies can receive the same work, or companies are offering directly competing products. Competition is weak in turn, when the competition is low, and companies do not compete actively for the same works or customers.

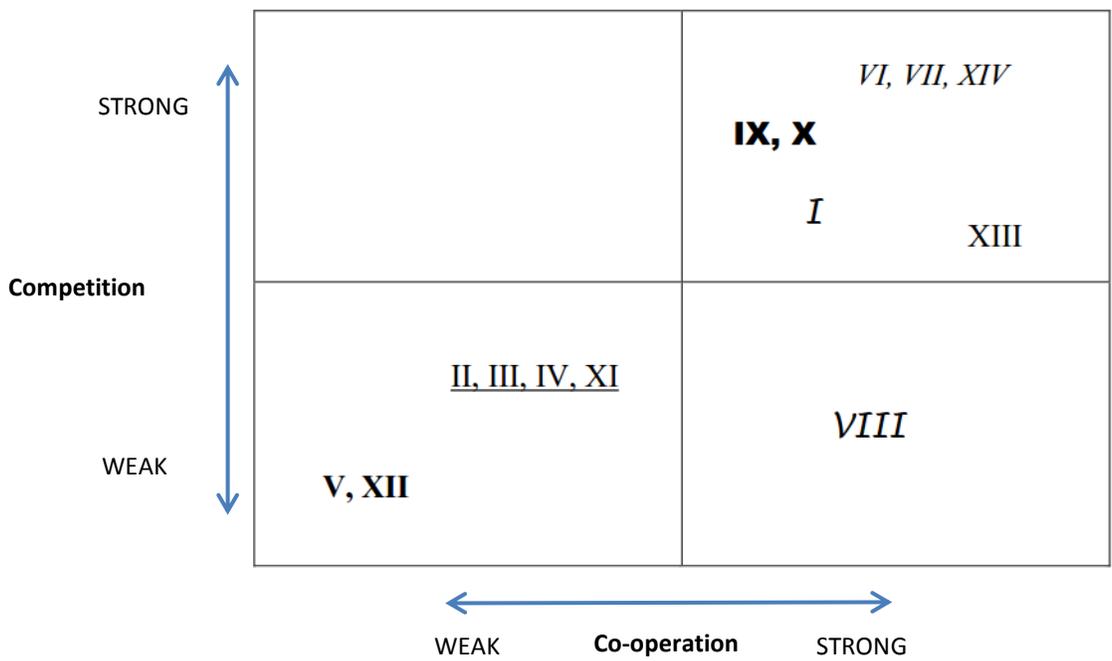


Figure 2. Competition cases positioned in the cooperation interaction types matrix.

As can be seen in Figure 2, eight cases of the empirical data are placed to the right of the matrix to where cooperation exists strong. Of these, seven cases occur also in the area of strong competition, representing in total the cases of strong cooperation - strong competition. In one of these eight cases, competition occurs in turn weak, so this collaboration between competitors is of the form a strong cooperation - weak competition. The remaining six cases are placed in the matrix to the left bottom corner, where both competition and cooperation is weak. Accordingly, the cases are the form of weak cooperation - weak competition. None of the identified empirical competition cases were representing strong competition – weak cooperation. It can be argued that these kinds of relationships are so risky in nature that they are seen typically only as pure competition relationships and no cooperation benefits are searched from those.

The figure 2 illustrated also the above mentioned competition case classification, is emphasized

by the use of a variety of fonts. It can be seen that all of the cases representing a same class of cooperation are positioned in the same matrix grid. There is only one exception to this; the group of “other patterns of cooperation” (cases I and VIII), which is understandable on the other hand, because the cases are rather different in nature. In all, it can be concluded that the same forms of cooperation are also representing the same thickness of cooperation and competition intensity.

When the above cases are examined in more detail, it can be seen that within the cooperation classes some similarities in terms of the achieved benefits can be found. In cooperation between competing subcontractors cooperation incurred mainly for practical reasons, as the companies alone are not able to provide nearly all of the major orders. This means that companies must cooperate even with competitors. By the cooperation between the competing companies it is also possible to better focus on core competences. Similar reasons for the cooperation can be found behind the production cooperation cases, VI and VII, which are collaboration projects to prepare tools for the automotive industry as the customer segment. Projects were large in size, so the companies had to start to do cooperation between themselves in order to get the project, otherwise the work would have gone to foreign competitors. Also, networking class, describing the case XIII, had started for somewhat similar reason: companies were seeking to improve their international competitiveness, so they had to cooperate closely. Within the case XIV, the reason for cooperation was the aim to focus better on their own know-how areas, which also revealed to be one of the reasons behind the sub-contractor's cooperation. The idea of cooperation between competitors may have come also for economic reasons, such as sales cooperation describing the cases X and VIII, which describes the competitors transport cooperation. Economic reasons can be linked loosely subcontractors to manufacturer cooperation, in which it was mentioned that by collaborating with competitors do not have to invest in a variety of machinery and equipment, but companies can take advantage of its competitors' machine base. Cooperation relations can be also started from a third-party initiative. This is seen for example in the case of XIV, where the principal wanted companies to work together, and in the case of VIII, where the idea of cooperation became from a common customer.

When cases are reviewed from the benefit point of view, it can be clearly noted that in almost all of the cases, the cooperation between competitors can achieve economic benefits. The economic benefits were in the empirical cases achieved either directly or indirectly through other benefits. The economic benefits were realized later on, for example, in the form of cost savings. Also, learning benefits arised in several cases and also across the different case classes, such as the production and sales cooperation and in association cooperation context. Potential to focus on core competencies was seen as a rather useful and thus, serving as a benefit. Also, more secure employment and access to customer orders also in the future occurred as the perceived benefits of cooperation among the different categories.

When the cooperation relationship and the achieved benefits are analyzed through the matrix strong versus weak competition and cooperation, it can be noted that the combinations of weak competition - strong cooperation and strong competition - weak cooperation were able to produce rather superficial benefits. In these cases the most significant achievements were associated mainly with economic benefits. Strong competition and strong cooperation relationships allowed to obtain deeper and also more diversified range of benefits. The economic benefits were of course also in these cases playing an important role, but there were also other

benefits that were better achieved compared to the weak competition – strong cooperation, as well as the strong competition - weak cooperation relationships. These kinds of other achieved benefits were, among other things, the possibility to learn from each other, increase in the strategic options and also in the form of more flexible strategies, and the gained easier access to the international markets.

DISCUSSION AND CONCLUSIONS

The study results confirm the earlier research findings that by doing cooperation with its competitors, companies can benefit in many different ways. It can therefore be concluded that cooperation has an overall positive impact on company performance. In addition, it was observed that the strong cooperation and strong competition relationship enables companies to achieve more varied and substantial benefits compared to the other possible cooperation interaction types. This strengthens the findings of the study by Bengtsson et al. (2010). The present study was able to reveal that the preliminary reason for the cooperation (i.e. whether it is sales cooperation, product development cooperation, transportation cooperation e.g. between competitors) does not dictate what kind of cooperation interaction type (weak versus strong cooperation and competition) there is likely to be achieved. What is also interesting finding compared to earlier research (e.g. Bengtsson & Kock 1999) is that also the so called co-existence relationship, i.e. weak competence and weak cooperation, may still lead to economic benefits, even though they are not high as in case of strong competition and strong co-operation. Based on this empirical finding it may be proposed that also the weak interaction may be regarded as cooperation that influences in some way to the company performance.

The present study was able to further increase the understanding of the different benefits typical for different cooperation intensity types, and also, to increase the understanding of the reasons behind cooperation for different cooperation interaction settings. As the context of this study was industrial networks and the focus was on SMEs, this paper has especially contributed to the cooperation literature from SME point of view. In this way the research has also increased in part the overall understanding of SMEs position in an industrial network setting.

A very natural way to further research would be to expand the study to a larger number of companies representing also a set of different industry sectors and different company sizes in order to make comparisons and also to increase the level of generalizability of the research results. Also, cooperation's positive and negative effects could be treated in parallel in the study and, finally, to assess, in which cases the competitors cooperation has been useful and in what even harmful. This would provide more research also to the negative effects of cooperation and would provide deeper understanding on the relationship between cooperation and company performance. The theoretical depth of the analysis of the relationship type and bonding could be increased by adding to the framework the viewpoint of relationship involvement presented e.g. by Gadde & Snehota (2000). This could give more depth to the analysis by offering more tools to analyze the impact of the sourcing strategies and business volume in cooperation. Also, based on the results of the study, one potential future research avenue would be to study the actual practices within the different cooperation relationship types and their relation to company performance. In the present study the practice level analysis was left as rather scarce, but undoubtedly it would be very important issue to further study in order to offer more depth for

the managerial implications. Additionally, it would be interesting to pay more attention to the extreme cooptation interaction type, where competition is strong but co-operation is weak – it would be fruitful to find empirical cases from this class of cooptation to see how this influences in company performance. In the present study none of the identified cooptation types fell into this class, which may mirror also the practical side of cooptation, it is hard to build benefits with a hard competitor if neither of the parties are ready to invest in the cooperative side of the relationship.

In all, this study has been able to provide one empirically based step further in the research phenomenon of cooptation interaction types and their relation to company performance through a benefit analysis. However, these are just modest steps and still much further research is needed. leaving this work as work in progress piece of research.

REFERENCES

Abdallah, F. (2011). Co-opetition: strategy and performance of firms in standard setting organizations : the case of the postal sector. EPFL Theses for Programme doctoral Management de la technologie. CDM College of Management of Technology, Lausanne : EPFL, 2011.

Abdallah, F. & Wadhwa, A. (2009). Collaborating with your rivals: Identifying sources of cooperative performance. Paper presented at the Summer Conference 2009 on CBS – Copenhagen Business School. Frederiksberg, June 17-19.

Bengtsson, M. & Sören, K. (1999) Cooperation and competition in relationships between competitors in business networks. *Journal of Business & Industrial Marketing*, Vol. 14 Iss: 3, pp.178 – 194.

Bengtsson, M. and Kock, S. (2000). 'Coopetition' in business networks – to cooperate and compete simultaneously. *Industrial Marketing Management*. Vol. 29 No. 5, pp. 397-412.

Bengtsson, M, Eriksson, J. and Wincent, J. (2010). Co-opetition dynamics – an outline for further inquiry. *Competitiveness Review: An International Business Journal*. Vol. 20, no. 2, pp. 94-214.

Bonel, E. & Rocco, E. (2007). Coopeting to Survive; Surviving Coopetition. *International Studies of Management & Organization*. Vol. 37, no. 2, pp. 70-96.

Bouncken, R.B. & Fredrich, V. (2012). Coopetition: performance implications and management antecedents. *International Journal of Innovation Management*. Vol. 16, No. 5 (October 2012) 1250028 (28 pages).

Brandenburger, A.M. & Nalebuff, B.J. (1996). *Co-opetition*. New York: Doubleday.

Chin, K.-S., Chan, B. and Lam, P.-K. (2008). Identifying and prioritizing critical success factors for coopetition strategy. *Industrial Management & Data Systems*. Vol. 108, no. 4, pp. 437-454.

Dagnino, G.B. (2009). Coopetition strategy – A new kind of interfirm dynamics for value creation. In Dagnino, G.B. & Rocco, E. (Eds.). *Coopetition Strategy – Theory experiments and cases*. London, New York: Routledge, pp. 25-43.

Dowling, M. J., Roering W. D., Carlin, B.A. & Wisnieski, J. (1996). Multifaceted Relationships Under Coopetition: Description and Theory. *Journal of Management Inquiry*. Vol. 5, no. 2, pp. 155-167.

Gadde, L-E. & Snehota, I. (2000). Making the Most of Supplier Relationships. *Industrial Marketing Management*, Vol. 29, no. 4, pp. 305-16.

Gnyawali, D.R. & Madhavan, R. (2001). Cooperative Networks and Competitive Dynamics: A Structural Embeddedness Perspective. *Academy of Management Review*. Vol. 26, no. 3, pp. 431–445.

Gnyawali, D.R., He, J. and Madhavan, R. (2006). Impact of co-opetition on firm competitive behavior: an empirical examination. *Journal of Management*. Vol. 32, no. 4, pp. 507-530.

Gnyawali, D.R., He, J. & Madhavan, R. (2008). Coopetition: promises and challenges. In *The 21st Century Management: A Reference Handbook*. Ch. 38, Vol. 1, Sage, Thousand Oaks, CA, pp. 386-398.

Gnyawali, D.R. & Park, R. (2009). Co-opetition and Technological Innovation in Small and Medium-Sized Enterprises: A Multilevel Conceptual Model. *Journal of Small Business Management*. Vol. 47, no. 3, pp. 308-330.

Geraudel, M. & Salvétat, D. (2014). What are the antecedents of coopetition? An Explanation in terms of centrality and personality traits. *European Business Review*. Vol. 26, no. 1, pp. 23-42.

Hirsjärvi, S., Remes, P. & Sajavaara, P. (2007). *Tutki ja kirjoita*. 13. painos. Keuruu: Otavan Kirjapaino Oy.

Kock, S., Nisuls, J. & Söderqvist, A. (2010). Co-opetition: a source of international opportunities in Finnish SMEs. *Competitiveness Review: An International Business Journal*. Vol. 20, no. 2, pp. 111-125.

Lado, A., Boyd, N. and Hanlon, S. (1997). Competition, cooperation and the search for economic rents: a syncretic model. *Academy of Management Review*. Vol. 22, no. 1, pp. 110-141.

Luo, X., Rindfleisch, A. & Tse, D.K. (2007) Working with Rivals: The Impact of Competitor Alliances on Financial Performance. *Journal of Marketing Research*. Vol. XLIV. (February 2007), pp. 73-83.

Luo, Y. (2004). A coopetition perspective of MNC-host government relations. *Journal of International Management*. Vol. 10, pp. 431-451.

Luo, Y. (2005). Toward coopetition within a multinational enterprise: a perspective from foreign subsidiaries. *Journal of World Business*. Vol. 40, pp. 71-90.

Luo, Y. (2007). A coopetition perspective of global competition. *Journal of World Business*. Vol. 42, pp. 129-44.

Morris, M., Kocak, A . and Özer, A. (2007) Coopetition as a small business strategy: Implications for performance. *Journal of Small Business Strategy*. Vol. 18, no. 1, pp. 35-55.

Osarenkhoe, A. (2010). A coopetition strategy – a study of inter-firm dynamics between competition and cooperation. *Business Strategy Series*. Vol. 11, no. 6, pp. 343-362.

Park, R., Srivastava, M.K. & Gnyawali, D.R. (2014). Walking the tight rope of coopetition: Impact of competition and cooperation intensities and balance on firm innovation performance. *Industrial Marketing Management*. Vol. 43, no. 2 (Feb 2014), pp. 210-221.

Ritala, P. & Hurmelinna-Laukkanen, P. (2009). What's in it for me? Creating and appropriating value in innovation-related coopetition. *Technovation*. Vol. 29, no. 12, pp. 819-828.

Tsai, W. (2002). Social structure of coopetition within a multiunit organization: Coordination, competition and interorganizational knowledge sharing. *Organizational Science*. Vol. 13, no. 2, pp. 179-190.

Walley, K. (2007). Coopetition – an introduction to the subject and an agenda for research. *International Studies of Management & Organisation*. Vol. 37, no. 2, Summer 2007, pp. 11–31.

Yin, R.K. (2009). *Case Study Research – Design and Methods*. 5. painos. Thousand Oaks, California: SAGE Publications Inc.

Zineldin, M. (2004). Co-opetition: the organisation of the future. *Marketing Intelligence & Planning*. Vol. 22, no. 7, pp. 780-789.