# Index

Abolafia, M.Y. 239  
Acetil 147–8  
ACNielsen, in third-party mediation 144–58  
and Iper-G-Acetil project 148  
and R-Market-Sunwash project 147  
and S-Store South-Italian Flavor project 149  
Adams, W. 238, 240  
adverse learning 75–6  
agreement phase, category management projects 149–52  
aircraft engine industry 201–13  
cooperation 205–13  
Akerlof, G.A. 75, 76, 77, 83  
alliances 5–6, 218  
and convergence 217–18, 220–33  
Innéov Fermeté 223–5  
Kodak 227–9  
learning alliances 220–21  
link alliances 221  
and obfuscation 84  
scope alliances 221  
Symbian 225–7  
AlmaCube 109–20  
analytical phase, category management projects 152–4  
animal behavior and learning 79–81  
antagonistic learning 75  
antitrust regulators, architectural role 137  
AOAL (asymmetric open adverse learning) 92–3  
Apple Inc. 85–6, 88  
arhitectural roles in coopetition 124–38  
arhitectures, definitions 125  
asociative learning 75  
Astley, W.G. 74, 78, 186–7, 204  
asymmetric learning 76–85  
asymmetric open adverse learning (AOAL) 92–3  
asymmetrical informational gains  
Apple Inc. 86  
LastFM 86–7  
attribution sharing 81–5  
Augier, M. 125  
Axelrod, R. 173, 177  
balance 61  
bank franchising networks 62–8  
Baumard, P. 239  
behavior, animals, and learning 79–81  
behavior of firms  
collective 239–42  
competitive see competitive behavior  
cooperative, effect of coopetition 51  
coopetitive 48–54  
individual 239–41, 242–3  
and resource similarity 52–3  
behavioral orientation, prisoner’s dilemma game 172–3  
Bence, J.R. 79  
Bengtsson, M. 3–4, 21, 29, 47, 59, 168, 242  
Bergen, M. 46  
Bettis, R. 222  
Betz, B. 26  
Boeing 130–31, 135–6  
Bokulich, F. 201  
Bonel, E. 29–30  
Bournois, F. 83  
Boyd, N. 167  
Brandenburger, A. 2, 20, 43, 169, 178, 187, 192
Bresnahan, T.F. 241
Bresser, R. 186
bridging 160–61
Brock, J.W. 238, 240
buyer-seller relationships, third-party intervention 141–62
Carp, Daniel 227
category management projects, third-party involvement 143–62
agreement phase 149–52
analytical phase 152–4
implementation and review phase 156–8
Iper-G-Acetil 147–8
R-Market-SunWash 146–7
S-Store South-Italian Flavor 148–9
strategic phase 155–6
challengers, market strategy 238–53
French tuna industry 246–9
change dynamics 60
Chen, G. 27
Chen, M.-J. 48, 53, 242
Chrysler 53
cinema sector, France 189–97
collective strategy 190–92
impact of UGC unlimited access card 192–6
civil aircraft engine industry 201–13
goopetition 205–13
Clarke, K. 221
Clarke-Hill, C. 204–5
COAL (competitive obfuscated adverse learning) 93–4
Cobrecaf 245–6, 249–51
collective fate of rival firms 239–43
impact of opportunistic behaviour 242–3
collective strategies 187
movie theater sector, France 190–2
impact of UGC unlimited access card 192–6
competition 2, 167–8
and convergence 219, 230–31
tuna processing industry 243–4, 246–53
competitive behavior 239–41
challenger firms 246–53
effect of coopetition 49–51
competitive-cooperative relationships separation 210–12
competitive gap bridging 105
competitive obfuscated adverse learning (CoAL) 93–4
complex products and services (CoPS) 200–213
characteristics 203–4
civil aircraft engine industry 205–13
consensus gap bridging 107
contingent altruism 92
convergence 216–34
conceptual framework 230–4
definition 217
Innéov Fermeté 223–5
Kodak 227–9
literature review 219–22
Symbian 225–7
cooperation 2, 168–9
cooperative behaviour
effect of coopetition 51
effect of resource similarity 52–3
cooperative gap bridging 105
cooperative relationships, instability 7
coopetition
architectural players 124–38
civil aircraft engine industry 205–13
concept development 2–8
conceptual framework 20–22, 46–8
definitions 4, 9, 20–21, 43–6, 241–2
drivers 26
and entrepreneurial strategies 101–20
and firms’ behaviour 49–53
individual level 21, 26–7
interorganizational level 6–7, 21, 28–30, 68–70
see also alliances and learning strategies 74–95
and market challengers 238–53
multi-level approaches 33–6
nature-based tourism firms 166–7, 169–79
network level 20–21, 30–32
in oligopolies 185–97
as opportunistic behaviour 67–8
organizational level 27–8
research 8–9, 22–36, 41–6
in scope alliances 216–34
strategic management 200–213
in strategic marketing relationships 141–4
and third-party organisations 141–62
and time perspective 43–5, 126, 138
typologies 4, 89–90
CoPS-related industries
characteristics 203–4
and coopetition 200–213
civil aircraft engine industry 205–13
cross-level coopetition 33–6
customers
architectural role 124–38
US defence industry 128–38
role in convergence 219–20, 230

Dagnino, G.B. 4, 19, 29, 74, 89, 209
Daggstar 130–31
Das, T.K. 29
Davies, B. 204–5
defection strategy 173, 176–7
defense industry, US see US defense industry
Dei Ottati, G.D. 31
Detienne, M. 84, 94
development process framework 60
diachronic dimension of coopetition 126, 138
dialectical theories 61
Dick, Philip K. 89
disruptive strategies and oligopoly relations 188–97
French movie theater sector 189–96
distribution channels, coopetition 141–4

Doz, Y. 6, 104, 218
drivers of coopetition 26
interorganizational level 29
network level 30
organizational level 27, 28
dual governance model 234
Dumez, H. 126
Dussauge, P. 218, 221
Duysters, G. 218
Dvd Consortium 52
dyad-level coopetition 28–30, 67
third-party involvement 141–62

ecological perspective of organizations 78–9
economic adversity, effects of 81
ECR 143
efficiency in development process framework 60
entrepreneurial gap bridging 106
entrepreneurial ventures and coopetitive value creation 101–20
equity in development process framework 60
ethnographic approach to markets 239

Fang, T. 26
Fiat 53
firewall strategy 211–12
firm behavior see behavior of firms
firm capabilities and strategy 102–3
Fombrun, C.J. 74, 78, 187
Foxhall, L. 85
framework of coopetition 46–8
France
movie theater sector 189–97
tuna industry 243–53
franchise networks, banks 62–8
Future Combat Systems 134–6

Galunic, D.C. 26–7, 28, 32
game theory
and competition 168
and cooperation 168–9
nature-based tourism 170–79
gap bridging, strategic 101–20
coopetitive 105–7
early-stage entrepreneurial contexts 107–18
typology 106–7
Garda, R. 240
Garrette, B. 218, 221
Gaumont 190–92
effect of UGC access card 193, 194–5
General Dynamics/Raytheon 135, 136
Global Hawk 130–31
Gnyawali, D.R. 31, 52
Google Inc. 87, 89
Grant, R.M. 221
grounded theory approach 202
Grubström, R. 175
Gulati, R. 177
Gummesson, E. 202
Hambrick, D.C. 242
Hamel, G. 6, 188, 241
Hanlon, S. 167
Harl, J. 186
Hawley, A.H. 74, 78
Hay, G.A. 186
Heimericks, K.H. 218
Henderson, R.M. 221
Hesiod 77
Hobday, M. 204
horizontal interdependence 186
Huberman, A.M. 189
human antagonistic learning 75
Hurwicz’s criterion 175
ideological gap bridging 106
implementation and review phase, category management 156–8
imposed competition, US defense industry 127–8
imposed gap bridging 107
individual behaviour of firms 239–41, 242–3
individual level coopetition 21, 26–7
Innöev Fermeté 223–5, 233
instability, cooperative relationships 7, 61
interdependence and oligopoly 185–6
interorganizational relationships 6–7
coopetition 21, 28–30, 58–70
instabilities 7, 61
see also alliances
Iper-G 147–8
Italian Flavor 148–9
iTunes 85–6
and LastFM 86–7, 88
Jacobides, M. 125
Jeunemaître, A. 126
Joint Strike Fighter 130–32
Jones, T.M. 177
Kelley, D. 186
Kiesler, S. 81
Knudsen, T. 125
Kock, S. 3–4, 21, 29, 47, 59, 168, 242
Kodak 227–9, 233
Kogut, B. 221
Kono, D. 83–4, 94
Koza, M.P. 221
Kraaiker, S. 166
Krane, R.V. 79
L’Oréal 224–5
Lado, A. 2–3, 167
Lane, P.J. 221–2
Larsson, R. 93
LastFM 86–7, 88, 94, 95
Lawrence, M. 83
Lazzarini, S.G. 6
Le Roy, F. 138
learning in coopetitive environments 74–95
learning model 60
learning strategies 90–94
lemons, market for 76–7, 83
Lewin, A.Y. 221
Lewis, D. 77
Li, H. 204–5
Linden, Philip 88
Index

Linden Labs 88, 89
Lindskold, S. 26
link alliances 221
Linsley, P.M. 83, 93
Lipparini, A. 200
Lippman, S.A. 84, 93
Loch, C.H. 26–7, 28, 32
Lockheed Martin 130, 135
Lorenz, K. 75, 79, 80
Lorenzoni, G. 200
Lubatkin, M. 221–2

macro level coopetition 7
Madhavan, R. 31
maintenance market, aircraft engines 206–7
Mariani, M.M. 78
market for lemons 76–7, 83
marketing relationships and coopetition 141–4
third-party involvement 144–62
Marn, M. 240
Matsushita, Symbian joint venture 225–7
McKelvey, B. 78
media industry, obfuscation 85–9
Meredith, L. 27
meso level coopetition 7
see also interorganizational relationships
micro level coopetition 7
Microsoft
competition with Symbian 226–7
joint venture with SAP 51
Miles, M.B. 189
mimetic isomorphism 81
Mintzberg, H. 58, 105
Mitchell, W. 218, 221
Möllering, G. 159
Moorman, C. 242
Motorola, Symbian joint venture 225–7
movie theater sector, France 189–96
multidimensional strategic sequences 126

multilevel coopetition 33–6
mutant strategy 173
Nalebuff, B. 2, 20, 43, 169, 178, 187, 192
NAOL (non-adverse obfuscated learning) 93
nature-based tourism 166–7, 169–79
negotiations, commitment and execution (NCE) cycle 60
Nelson, R.R. 78
Nestlé 224–5
network learning and franchisee relationships 68
network level coopetition 20–21, 30–32, 67
Nokia, Symbian joint venture 225–7
non-adverse obfuscated learning (NAOL) 93
notorious cooperators 173
notorious defectors 173
nutricosmetics 223–4
obfuscation 83–94
and cooperation 89–94
learning strategies 93–4
telecom and media industries 85–9
Ocasio, W. 81–3, 85
oligopolies 185–97, 204
and coopetition 186–7
impacts of disruptive strategy 188–97
and interdependence 185–6
Olson, M. 177
Ona 247–9
opportunistic behaviour 62, 168
organizational firewalls 211–12
organizational level coopetition 27–8
organizational theory and ecology 78–9
outcomes of coopetition
individual level 26
interorganizational level 30
network level 31
organizational level 28
outsiders see challengers
Coopetition

Padula, G. 4, 19, 29, 74, 89, 209
Park, B.J. 52
Park, S.H. 177
Parker, S.T. 81
partly divergent interest structure 209
Pascoe, G. 238
Pathé 190–92
effect of UGC access card 193, 195
Paul Paulet 246, 249–50
Pêche et Froid 244, 246–7, 252
Pennings, J. 186
Peteraf, M.A. 46
Pettigrew, A.M. 126
Piaget, J. 75
Pisano, G. 221
planned gap bridging 106
Point, S.P. 83
Prahalad, C.K. 222
prisoner’s dilemma, nature-based tourism 170–79
process gap bridging 106
PSA, joint venture with Toyota 50–51
Psion, Symbian joint venture 225–7
R&D consortia formation 104
R-Market 146–7
reciprocal symmetric transparent learning (RSTL) 90–92
reciprocity in learning 75
redirected aggression 80
Second Life 88
rent-seeking behaviors 3
research and development consortia formation 104
resource endowment 48
resource heterogeneity and scope connections 221
resource similarity 48
and coopetitor behavior 52–3
Rindfleisch, A. 242
Riolo, R. 93
risk
game theory, nature-based tourism 170–79
and trust 177–8
Risk and Revenue Sharing Partnerships (RRSPs) 205–12
rival firms, competitive and collective fate 239–43
Rocco, E. 29–30
Rosedale, Philip 88
Rotemberg, J.J. 241
RRSPs (Risk and Revenue Sharing Partnerships) 205–12
RSTL (reciprocal symmetric transparent learning) 90–92
Rumelt, D.P. 84, 93
Russo, M.V. 177
Rutherford, B. 83
S-LCD 51
S-Store South 148–9
SAIC (Science Applications International Corporation) 135–6
Sakakibara, M. 221
Saloner, G. 241
Samsung, joint venture with Sony 51
SAP, joint venture with Microsoft 51
Sarkar, M.B. 52
Saupiquet 244, 249, 251–2
scale alliances 221
Schelling, T.C. 80–81, 85
Schneider, S. 26–7, 28, 32
Schreyögg, G. 204
Science Applications International Corporation (SAIC) 135–6
scope connections 217–18, 220–34
Innéov Fermeté 223–5
Kodak 227–9
management of 230–34
Symbian 225–7
screening 80
scrobbling 86–7
Second Life 88, 89
selecting 160–61
self interest 170
separation of competitive and cooperative relationships 210–12
Shuen, A. 221
Siemens, Symbian joint venture 225–7
<table>
<thead>
<tr>
<th><strong>Index</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>signalling 77</td>
</tr>
<tr>
<td>animals 79–81</td>
</tr>
<tr>
<td>asymmetric open adverse learning 92–3</td>
</tr>
<tr>
<td>in coopetition 82–3</td>
</tr>
<tr>
<td>Skinner, B.F. 75</td>
</tr>
<tr>
<td>Sony, joint venture with Samsung 51</td>
</tr>
<tr>
<td>Sony-Ericsson, Symbian joint venture 225–7</td>
</tr>
<tr>
<td>Sovetico 245, 251</td>
</tr>
<tr>
<td>Spence, A.M. 77</td>
</tr>
<tr>
<td>Spender, J.C. 93</td>
</tr>
<tr>
<td>Sproull, L. 81</td>
</tr>
<tr>
<td>Starkist 246–53</td>
</tr>
<tr>
<td>Start-Cup competition 111–18</td>
</tr>
<tr>
<td>Staw, B.M. 81</td>
</tr>
<tr>
<td>Stigler, G.J. 76</td>
</tr>
<tr>
<td>strategic coopetition, US defense industry 132–3</td>
</tr>
<tr>
<td>strategic gap building 102–4</td>
</tr>
<tr>
<td>cooperative 105–18</td>
</tr>
<tr>
<td>and early stage entrepreneurship 107–18</td>
</tr>
<tr>
<td>typology 105–7</td>
</tr>
<tr>
<td>strategic innovation see disruptive strategies</td>
</tr>
<tr>
<td>strategic interactions, US defense industry 127–33</td>
</tr>
<tr>
<td>strategic interdependence 104</td>
</tr>
<tr>
<td>strategic management of coopetition, CoPS-related industries 200–213</td>
</tr>
<tr>
<td>strategic marketing relationships and coopetition 141–4</td>
</tr>
<tr>
<td>third party involvement 144–62</td>
</tr>
<tr>
<td>strategic phase, category management projects 155–6</td>
</tr>
<tr>
<td>structural complementary coopetition, US defense industry 128–32</td>
</tr>
<tr>
<td>Sun Wash 146–7</td>
</tr>
<tr>
<td>Symbian 225–7, 233</td>
</tr>
<tr>
<td>synchronic dimension of coopetition 126–7, 137–8</td>
</tr>
<tr>
<td>systems of systems 132–3</td>
</tr>
<tr>
<td>US Army Future Combat Systems 133–6</td>
</tr>
</tbody>
</table>

| **taking a hint 80–81** |
| **technology and convergence management 230** |
| **Teece, D.J. 221** |
| **telecommunications industry, obfuscation 85–9** |
| **teleological models 60** |
| **Teng, B.S. 29** |
| **Theogony 77** |
| **third-party mediation and coopetition 141–62** |
| **time perspective and coopetition 43–4, 126, 138** |
| **tit-for-tat strategy 173** |
| **Tjosvold, D. 27** |
| **tourism and coopetition 166–7, 169–79** |
| **Toyota, joint venture with PSA 50–51** |
| **trust in category management projects 150–52, 159** |
| **and cooperation, game theory 177–8** |
| **and individual level coopetition 26** |
| **Tsai, W. 28** |
| **Tuli, K.R. 138** |
| **tuna industry, France 243–53** |
| **UGC unlimited access card 189–90, 192–6** |
| **umbrella gap bridging 106** |
| **unbalanced learning 75–6** |
| **unconnected gap bridging 107** |
| **universities and strategic gap building 103–4** |
| **US defense industry 127–38** |
| **Future Combat Systems 134–6** |
| **imposed competition 127–8** |
| **strategic coopetition 132–3** |
| **structural complementary coopetition 128–32** |
| **Uzzi, B. 241** |
| **value creation systems 104** |
| **cooperative 105–7** |
Coopetition

Vernant, J.-P. 84, 94
vertical relationships 142
and coopetition 141–62
third party mediation 144–62

Wagner, A.R. 79
Wal-Mart 238
Wald criterion 175
Walters, P.S. 26
Wang, Y. 166

Waters, J. 58
Waters, W.J. 105
Weiss, L. 238
Wicks, A.C. 177
Winter, S.G. 78
Wittgenstein, L. 127
Wong, C.L. 27
Working Together Team, Boeing 135
Zander, U. 221