

# What growth strategies are pursued in a What are the succes factors and challenges in a

# Coopetition

"Coopetition is a predominant phenomenon, where firms collaborate with their competitors."

"Sometimes it is better to succeed in an ecosystem where others also can benefit from, including the competitors."

## Methodology

Literature review

Data collection

Analyzing and interpreting the data

Reporting the Research Findings

## Growth strategies (Empirical + Literature)

- Market penetration
- Market development

Small-medium-sized companies

Choice of growth strategy

Coopetition

- Diversification
- Product development

Large-sized companies

+ New type of growth strategy: Indirect coopetition

## Succes factors and Challenges

### Most influential factors

Challenge: Reputation

- 5/6 participants

Succes factor: Trust

- 3/6 participants

Succes factor: Communication

- 2/6 participants

Factors	Lit	Emp. Re
<b>Challenges</b>		
Group think	x	
Confronting/distancing	x	
Collusive behaviour	x	
Hold-up problem	x	
Time	X	
The Not-invented-here syndrome	X	
Trust issues	x	
Mutual use of resources	X	
Lack of focus	X	
Information sharing	X	
Open mindset	X	
Competitivity	x	
Reputation		X
Skill gap		X
Lack of common goal		X
Conflict of interest		X
<b>Succes factors</b>		
Communication	X	
Group identity	X	
Managerial choices	X	
Trust	X	
Respect	X	
Centralisation	X	
Economic benefits	X	
Knowledge sharing	X	
Common goal	X	
Good project management		X
Complementarity		X
Creative innovation		X

