## Table of contents

	pag.	
Foreword of Giovanni Battista Dagnino	IX	
Acknowledgments of Anna Minà		
Chapter 1		
INTRODUCTION		
1.1. Aim of this book	1	
1.2. Value added of this book	3	
1.3. Structure of this book	5	
Chapter 2		
FROM COMPETITIVE STRATEGY TO COOPETITION STRATEGY: A FRAMEWORK OF ANALYSIS		
2.1. Grasping competitive landscapes	9	
2.1.1. An approach to competitor analysis and identification	12	
2.2. Grasping cooperative choices	15	
2.3. The interplay between competition and cooperation: A taxonomy		
of interfirm strategic alternatives	17	
2.3.1. Arm's-length contracting strategies	20	
2.3.2. Supplier-buyer partnership	20	
2.3.3. Competitive strategy	21	
2.3.4. Collusive and mutual forbearance strategies	22	
2.3.5. Coopetition strategy	23	
2.4. Juxtaposing coopetition strategy and other interfirm strategic alter-	26	
natives	26	

			pag.
		Chapter 3	
	GENES	IS AND EVOLUTION OF COOPETITION STRATEGY	
3.1.	Develo	opment of a coopetition construct	27
		The value net model to grasp coopetition	28
3.2.		ion of coopetition in business practice	31
3.3.	Affirm	ation of coopetition in the academic debate	32
3.4. The evolution of coopetition literature: The metaphor of the swing of a pendulum			44
	3.4.1.	The <i>birth</i> phase: Early development of coopetition (1996-	77
	J. <del>4</del> .1.	2000)	47
	3.4.2.	The <i>childhood</i> phase: Grasping the balance between com-	77
	J	petition and cooperation (2001-2005)	48
	3.4.3.	The <i>adolescence</i> phase: Understanding the benefits and pit-	
		falls of coopetition strategies (2006-2010)	49
	3.4.4.	The younghood phase: Managing coopetition tensions	
		(2011-2016)	50
		Chapter 4	
DI	2IV/FRS	AND MANAGEMENT OF COOPETITION STRATEGY: A	
וט	XI V LIXS	CONTENT ANALYSIS OF THE LITERATURE	
<b>4</b> 1	Evnlor	ing the drivers and modes of managing coopetition: An in-	
1.1.	troduct		53
4 2		ch method: Content analysis	54
		Data sample	55
		Data coding	57
4.3.		ing the drivers of coopetition strategy	59
		Firms' initiatives to capture value	60
		Firms' initiatives to address knowledge dependencies	62
	4.3.3.		64
4.4.		ing the modes of managing coopetition strategy	66
	4.4.1.	Spatially separated units for managing coopetition	67
	4.4.2.		67
	4.4.3.	Temporally co-located activities for managing coopetition	68
4.5.	Structu	ral patterns in coopetition strategies	68

VII

			pag.	
		Chapter 5		
		DYNAMIC COOPETITION CAPABILITIES:		
		A CONCEPTUAL MODEL		
5 1	Framir	g the landscape of dynamic capabilities	71	
		re dynamic capabilities?	73	
	5.3. What are the effects and consequences stemming from adopting			
		ic capabilities?	76	
5.4.		pproaches to dynamic capabilities	77	
	5.4.1.			
		pabilities	77	
	5.4.2.	Eisenhardt and Martin's (2000) approach to dynamic capa-		
		bilities	78	
	5.4.3.	Juxtaposing the two approaches to dynamic capabilities	79	
5.5.	A taxo	nomy of dynamic capabilities	81	
5.6.	Conce	otualizing dynamic coopetition capabilities	84	
	5.6.1.	J 1	86	
	5.6.2.	Second-order dynamic coopetition capabilities	87	
5.7.	A conceptual model of dynamic coopetition capabilities		88	
	5.7.1.	, i		
		bilities	90	
		Capability development and firm performance	91	
	5.7.3.	Dynamic coopetition capabilities and coopetition strategy	91	
		Chapter 6		
		DYNAMIC COOPETITION CAPABILITIES:		
		AN EXPLANATORY CASE STUDY		
6.1.		ing dynamic coopetition capabilities at work: An introduc-		
	tion		93	
6.2.		ch method	93	
		An explanatory case study	95	
	6.2.2.	Theoretical sampling	95	
	6.2.3.	Data sources	96	
	6.2.4.	Data coding	100	
6.3.	Institutional context as a pre-condition for dynamic coopetition ca-			
<i>C</i> 1	pabiliti		100	
0.4.	capabi	t response speed as a pre-condition for dynamic coopetition lities	102	

	pag.
6.5. First-order dynamic coopetition capabilities	104
6.6. Second-order dynamic coopetition capabilities	106
6.7. Capability development and firm performance	108
6.8. Dynamic coopetition capabilities and coopetition strategy	110
Chapter 7	
CONCLUSION	
7.1. Implications for coopetition theory	111
7.2. Research agenda	114
7.2.1. Framing the landscapes of interfirm strategies that encom-	
pass competition and cooperation	115
7.2.2. Genesis and evolution of coopetition strategy	115
7.2.3. Drivers and management of coopetition strategy	115
7.2.4. Dynamic coopetition capabilities	116
7.2.5. Extendibility of our findings	117
7.3. Implications for coopetition practice	117
7.4. Final remarks	118
References	119