

Entrepreneurial Decision-making in Cooperative Organizations – Theoretical Implications of a Case Study Research

Daniel Brunner¹ Tim Voigt²

¹Institute for Co-Operative Studies, Philipps University Marburg, Germany

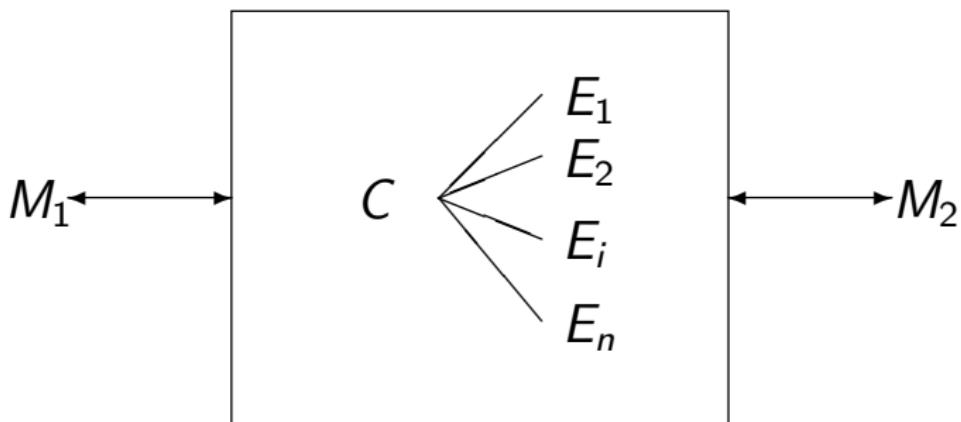
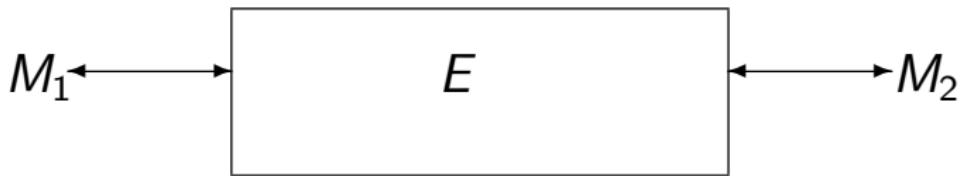
²Department of Agricultural Economics, Chair of Food Economics and Marketing Management, Justus Liebig University Gießen, Germany

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Agenda

- 1 Introduction
- 2 Methodology and Data
- 3 The Idealized Innovation Process
- 4 Results
- 5 Conclusions and Theoretical Implications

Division of Entrepreneurship



Hypothesis (2)

The methodology of case study research provides an appropriate analytical framework for processes of communication of knowledge and processes of decision-making.

BÄKO Südwürttemberg eG



Source: BÄKO Südwürttemberg eG, <http://www.meinebaeko.de>.

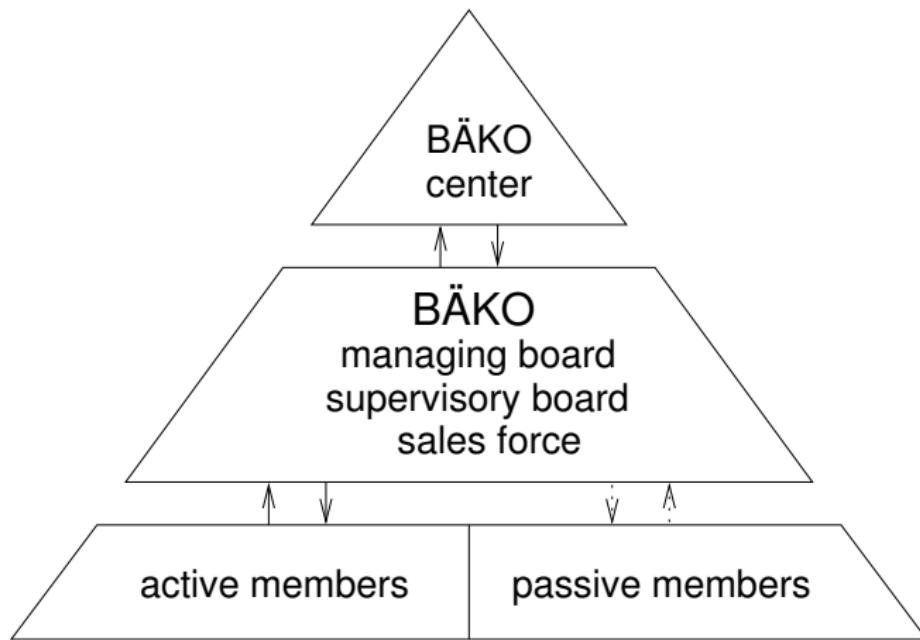




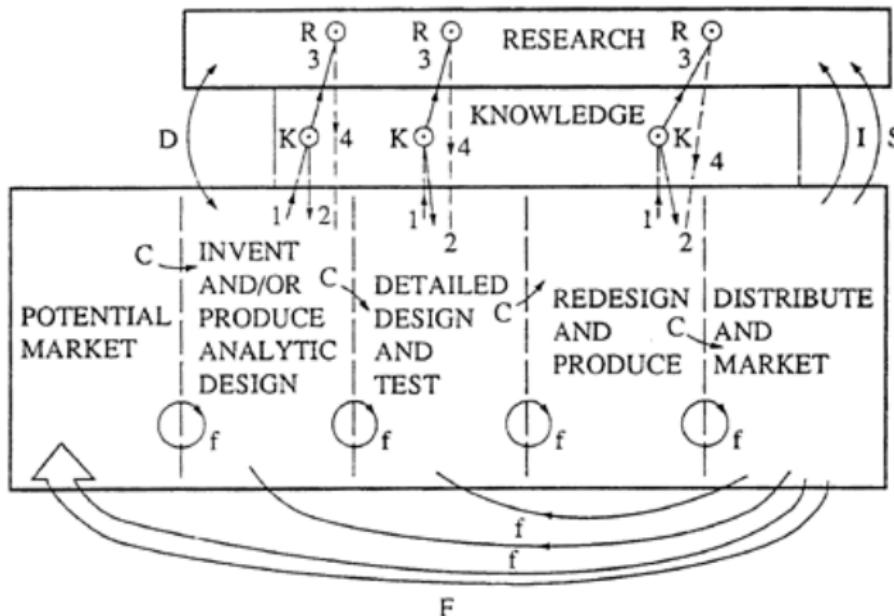




The BÄKO's Institutions



The Classical “Chain-linked” Model

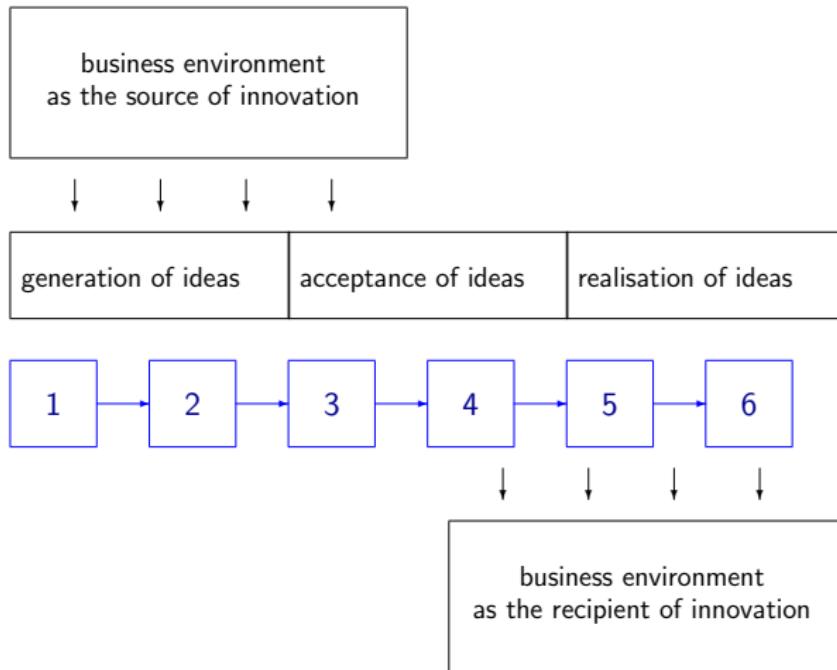


STEPHEN J. KLINE and NATHAN ROSENBERG

Hypothesis (3)

The popular view of processes of innovation should be modified in order to emphasize the cooperatives' environment as source and recipient of innovation.

Innovation Processes in Cooperatives



Practical Examples

1. snack

product innovation



2. coffee

process innovation



3. organic

systemic innovation



phase 1 observation of the...		phase 2 identification by...
snack	... customers	... local entities
coffee	... competitors	... BÄKO and pilot bakers
organic	... general market	... potential analyses and market impulses

	phase 3 idea by...	phase 4 product design by...
snack	... communication with customers	... BÄKO and pilot bakers
coffee	... internal communication (sales force and informal institutions)	_____
organic	... internal communication (formal institutions)	... BÄKO center and working committees

	phase 5 concept design by...	phase 6 market launch...
snack		... tasting, communication with customers
coffee	... BÄKO and pilot bakers	... placement and sales- promotion
organic	... BÄKO services (courses, faires, workshops)	<i>(not completed)</i>

Hypothesis (4)

The processes of communication of knowledge are changeable and institutionally flexible depending on the characteristics of the underlying object of innovation.

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Hypothesis (5)

Decision-making does not follow a fixed dominance pattern within the cooperative network but depends on the type of innovation and the division of entrepreneurial capabilities.

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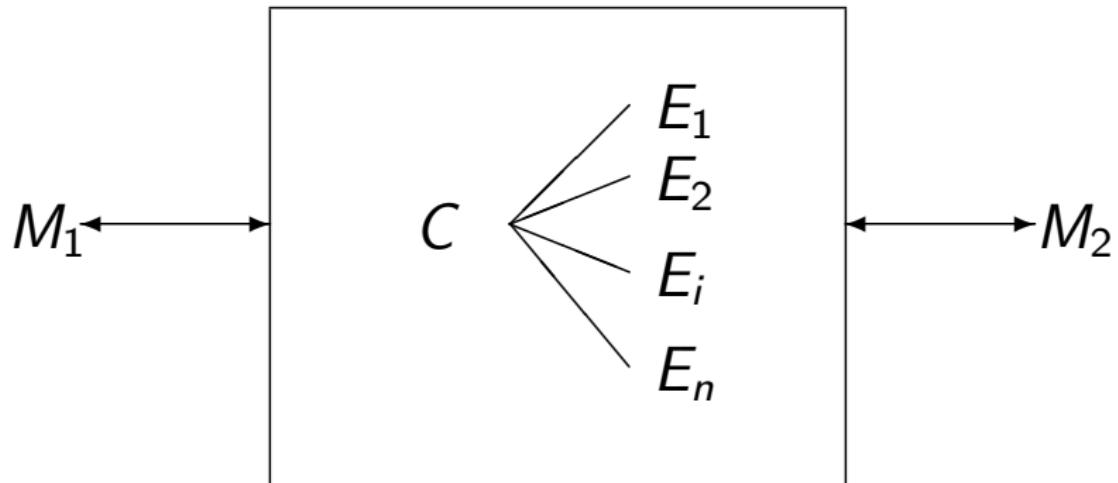
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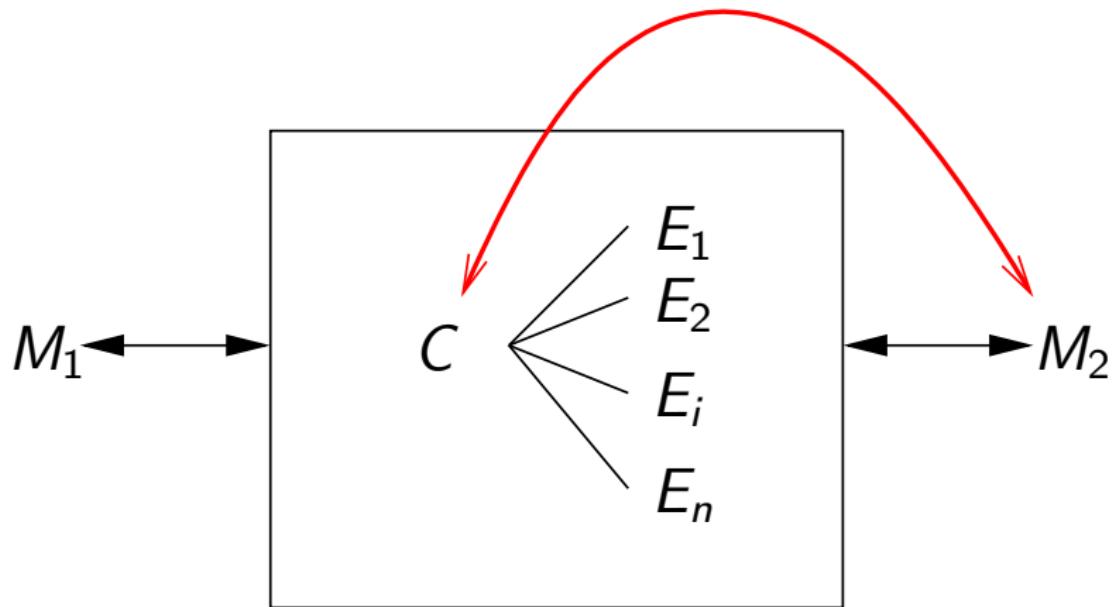
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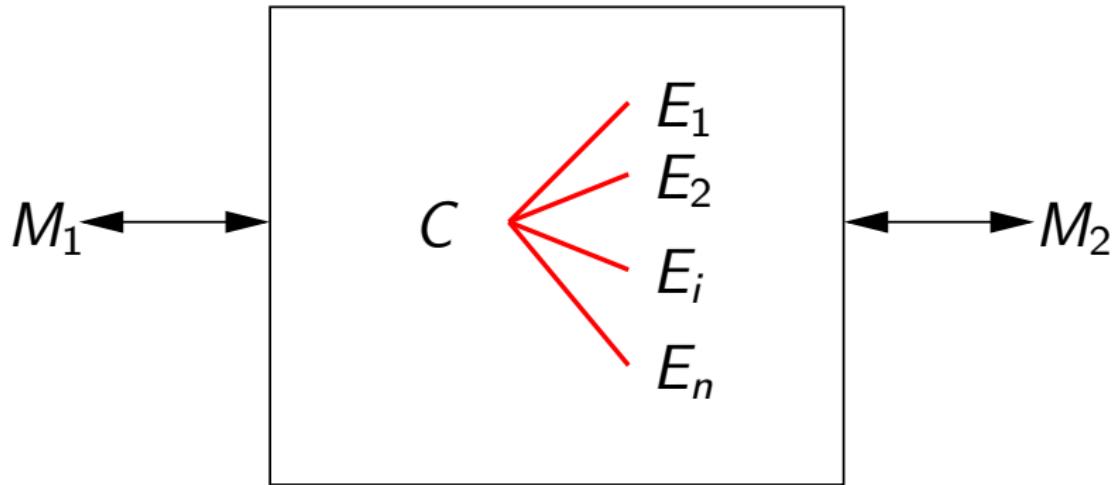
The institutions and mechanisms for the regulation of conflicts are rather appropriate for product and process innovations but less developed with regard to systemic innovations.



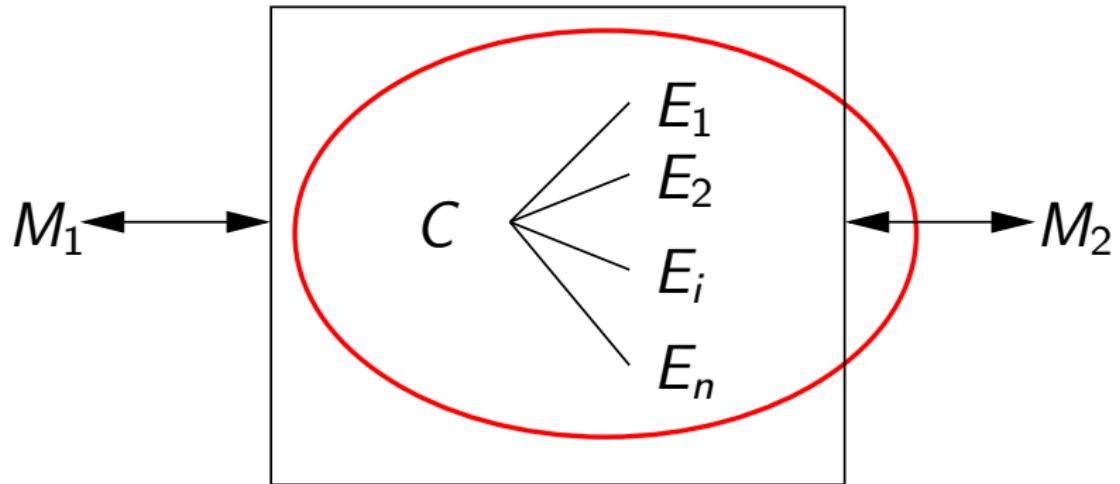
Channel 1: Direct Observation of Market

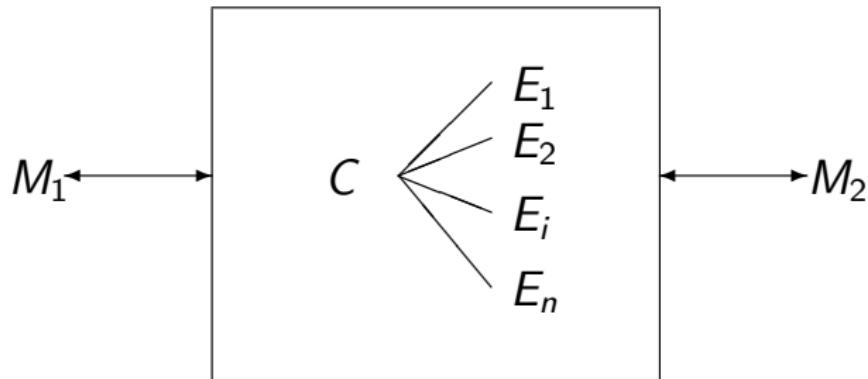


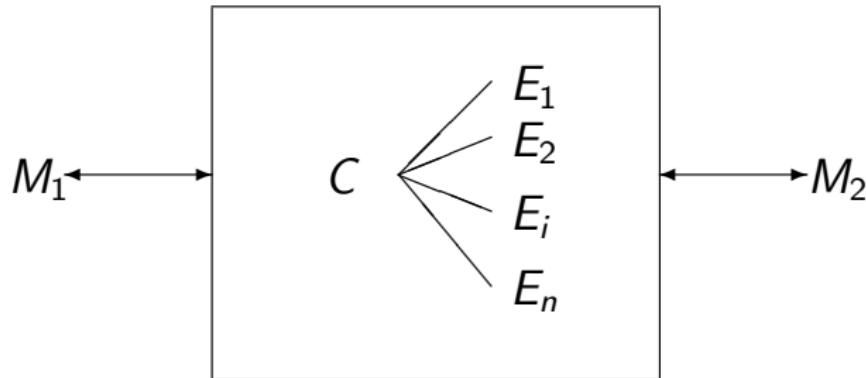
Channel 2: Monitoring Cooperative Connection



Channel 3: Direct Communication







Hypothesis (7)

The selection of the appropriate channel is primarily driven by the dynamics of the concerned markets.

