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研究代表者

T A J E D D I N I Kayhan (TAJEDDINI, Kayhan)

東京国際大学・国際戦略研究所・教授

研究者番号：60795227

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研究成果の概要(和文)：This paper adds to the dynamic capabilities view by examining the concepts of EB, EO, and RM through the lens of dynamic capability. It also contributes to retail and service marketing literature by proposing the potential of the strategic combination of EO and EB in achieving SCA in R&CSFs.

研究成果の学術的意義や社会的意義

This paper adds to the dynamic capabilities view by examining the concepts of EB, EO, and RM through the lens of dynamic capability. It also contributes to retail and service marketing literature by proposing the potential of the strategic combination of EO and EB in achieving SCA in R&CSFs.

研究成果の概要(英文)：The vital role of entrepreneurial orientation and bricolage in creating sustained competitive advantage in retail and consumer service firms is increasingly acknowledged in modern markets. Using data from 246 retail and consumer service firms (R&CSFs) in Japan, this paper develops and empirically tests a framework delineating how entrepreneurial-oriented R&CSFs strategically combine existing resources while managing risks to differentiate their service portfolios to be competitive. The findings reveal that entrepreneurial orientation and bricolage influence differentiation advantage and risk management, which, in turn, is associated with creating a sustained competitive advantage (SCA). This research adds novel insights to the dynamic capabilities view and retail and service marketing literature by identifying entrepreneurial orientation, bricolage, and risk management as dynamic capabilities, which allows R&CSFs to create service innovations in resource-constrained environments.

研究分野：service innovation

キーワード：service innovation bricolage entrepreneurship dynamic capabilities core competencies risk management service firms

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## Entrepreneurship through bricolage in times of crisis: A cross-country analysis

### 1 . 研究開始当初の背景 Background at the beginning of research

The notion of service innovation in creating an SCA is increasingly recognized in the modern business environment (Andreassen et al., 2018; Alkhatib and Valeri, 2022; Salunke et al., 2019; Tajeddini, 2011) as the retail and consumer services sector has become a substantial part of the modern economy (Grimmer, 2022; Santos-Vijande et al., 2021). Responding to the rising significance of service innovations, most R&CSFs today emphasize the need to introduce a novel service-centered approach to value creation, thus broadening the scope of conventional service innovation research to address new value creation logic (Paul and Rosenbaum, 2020; Souiden et al., 2019). Many scholars in contemporary retail and service marketing literature (e.g., Bassano et al., 2018; De Oliveira et al., 2020; Souiden et al., 2019) advocate recombining existing resources in creating service innovations in modern markets where various resource constraints are prevalent. Reflecting this need, we employ the notion of entrepreneurial bricolage (hereafter EB) to address the voids of extant retail and service marketing literature to explain how R&CSFs can create service innovations in resource-constrained environments in this post-COVID-19 pandemic. EB is characterized as a firm's ability to orchestrate combinations of existing resources to respond quickly to complexities and challenges in the contemporary business setting (Baker and Nelson, 2005). The notion of EB initially originated from tangible product innovation research and development but has seldom been used in the retail and service marketing research domain (Do Vale et al., 2021; Fuglsang, 2020). as the definition implies, EB allows R&CSFs to differentiate their offerings by creating innovations by making do with whatever resources are available (Senyard et al., 2014), thus making it a fitting lens for extending service innovation research. However, as the definition implies, EB allows R&CSFs to differentiate their offerings by creating innovations by making do with whatever resources are available (Senyard et al., 2014), thus making it a fitting lens for extending service innovation research. Concerning becoming innovative and achieving competitive advantage in modern markets, on the other hand, entrepreneurial orientation (hereafter EO), as a strategic posture toward discovering opportunities has gained significant theoretical and empirical attention in the strategic management literature (Snihur et al., 2022; Thomas et al., 2021). EO is conceived as accepting and dealing with environmental challenges that provoke entrepreneurial behavior and initiate flexibility and adaptability within firms (Rauch et al., 2009; Tajeddini and Mueller, 2019).

However, the retail and service marketing studies have reported mixed results on the relationship between EO and SCA (e.g., Campbell and Park, 2017; Ghantous and Alnawas, 2020), with some scholar's favor (Kajalo and Lindblom, 2015; Tajeddini et al., 2013) while others argue against the relationship (Abu-Rumman et al., 2021; Beaver and Jennings, 2005). More precisely, a dearth of empirical research explores how EO contributes to creating an SCA for R&CSFs (Ghantous and Alnawas, 2020).

The resource-based view (hereafter RBV) theory which contends that a firm can achieve an SCA only if the strategic resources are leveraged to help fend off competitors (Barney, 2002; Barney and Clark, 2007), has been widely criticized in strategic management literature lately (cf., Kraaijenbrink et al., 2010; Pereira and Bamel, 2021). Most critics pointed out that the RBV is excessively focused on firm resources and is too static to describe how business firms generate new capabilities to exploit and explore opportunities within dynamic markets (Gerhart and Feng, 2021; Pereira and Bamel, 2021). Consequently, the DCV was evolved by strategic management scholars such as Teece and Pisano (1994) and Teece et al. (1997) to overcome the constraints of RBV. Teece et al. (1997) view "dynamic capability" as a firm's ability to establish internal and external core competencies to respond effectively to rapidly changing markets. These competencies allow firms to alter their current positioning in the marketplace to achieve

an SCA. Consequently, firms benefit from making the best use of the firm's heterogeneous resource bundles and strategic assets (Teece, 2007).

The notion of dynamic capabilities in service innovation research refers to firm capabilities that can integrate, establish, or reconfigure firm resources and capabilities that allow firms to respond immediately to unforeseen environmental changes by introducing innovative services (Janssen et al., 2016). It is instrumental in the context of the services as innovative activities tend to be less tangible than those in manufacturing firms and more interwoven with capabilities embedded in the organizational processes and routines (Anwar et al., 2020; Den Hertog et al., 2010).

The crux of entrepreneurial behavior is to underline the inclination of opportunity-seeking and leverage opportunities through dynamic capabilities to ensure novel ideas are workable (Teece, 2021). Dynamic capabilities are crucial to explicating entrepreneurship, which allows business firms to acquire differentiation positioning in the marketplace, thus achieving a competitive advantage in the long run (Teece, 2021). Further, Teece (2007) conceives entrepreneurship primarily as a function of dynamic capabilities. Thus, a spin-off from RBV theory, DCV describes the underlying features and micro-behavioral foundations of the entrepreneurial strategic posture of a business firm (Teece, 2021). Consequently, drawing on prior literature (e.g., Davidsson et al., 2017; Huang and Farboudi Jahromi, 2021; Mele et al., 2021), we extend our understanding of the DCV by posting EB and EO as distinct dynamic capabilities that allow business firms to utilize resources, as emphasized by the DCV strategically.

The notion of bricolage was conceptualized as creating something new by recombining and transforming existing resources (Levi-Strauss in 1966). Baker et al. (2003) stressed a close association between the notion of bricolage and resource improvisation, emphasizing that it considerably impacts entrepreneurship processes. As such, they described bricolage as a promising concept, in theory, and practice, for researching entrepreneurship. Consequently, building on Levi-Strauss's (1966) definition, Baker and Nelson (2005) refined and evolved the notion of bricolage to the entrepreneurship research domain in their subsequent work. They defined entrepreneurial bricolage (hereafter EB) as "using resources at hand" instead of buying new resources. As they explained, EB refers to using extant and available resources to achieve organizational goals by recombining and mobilizing available resources, thus providing new avenues for value creation in resource-constrained environments. Over the years, subsequent discussions have included entailing alternate definitions of EB to repay for the noted shortcomings (Doern et al., 2019; Tan Luc et al., 2020). Consistent with Phillips and Tracey (2007), in this paper, "EB" is conceived as "something that is available at a given time which can be tapped into as needed to access diverse talents and resources to create what could not be otherwise possible in a resource-constrained environment."

EB appears to be an acceptable conceptual lens to investigate the retail and consumer services sector because R&CSFs today focus on blending novel ideas, skills, abilities, and processes to create service innovations by overcoming resource constraints to achieve an SCA (Grimmer, 2022; Santos-Vijande et al., 2021). However, surprisingly, the notion of EB has been less investigated in the retail and service marketing literature (Soares and Perin, 2020). Reflecting on this void, Grimmer (2022) recently called for investigating the EB behavior of R&CSFs in a resource-constrained environment.

## 2 . 研究の目的 Purpose of research

Given these emerging trends and voids in retail and service marketing research, based on the bricolage theory and DCV, we propose a theoretically-driven configurational model to investigate how EO and EB can contribute to achieving SCA in R&CSFs through risk management (hereafter RM) and differentiation advantage (hereafter DA). We argue that EB and EO enable R&CSFs to achieve SCA differently when confronted with resource constraints, primarily due to differences in how they use dynamic capabilities. For instance, on the one hand, EB and EO allow R&CSFs to foster DA through service innovations. In contrast, on the other hand, EB and EO enable R&CSFs to achieve SCA by effectively managing risks. Moreover, prior literature indicates that EB and EO and their ability to effectively manage risks and offer service innovations within an R&CSF do

not occur in isolation but is profoundly influenced by beliefs and thoughts that employees and the management hold about change (Singh et al., 2020). Employees' beliefs and thoughts about change are known as cognitive readiness to change (Oreg, 2003). Consequently, the orchestration of these relationships is highly contingent on cognitive readiness to change. More specifically, through our work, we address the following burgeoning research questions.

1. Does the strategic combination of EO and EB act as two sources of SCA in R&CSFs?
2. Do RM and DAs mediate EO - SCA and EB - SCA links within R&CSFs?
3. Does cognitive readiness moderate the effects of EO and EB on RM, DA, and SCA of R&CSFs?

### **3 . 研究の方法 Research method**

A paper-based survey was designed to assess and validate the research hypotheses. Data were obtained voluntarily from various R&CSFs located in Japan's three major areas (Tokyo, Kyoto, and Osaka). Japan was selected as the research setting of this paper due to several reasons. First, despite several shortcomings and critics about R&CSFs in Japan as they are still focusing on ordinary capabilities (cf. Teece, 2021), Japan is an innovation-driven mature economy shifting towards the service sector, focusing on fostering innovative, opportunity-seeking entrepreneurial bricolage activities with the optimal use of existing resources (Hughes et al., 2022), thus creating an ideal setting for this paper. Second, risk management is a deeply embedded notion in Japanese history (Yokoyama, 1991) and has been referred to as the lifeblood and inheritance of culture in Japan (Nguyen et al., 2017). Third, this study addresses a timely need as R&CSFs in Japan are currently struggling to revive their competitive strategies and implement entrepreneurial initiatives to absorb economic shocks and ensure sustained competitiveness in the new normal (Harima, 2022). An English-language form of the survey was developed based on previous studies. Two professional translators conducted a backtranslation technique to ensure the accuracy of the Japanese questionnaire and its consistency with the original English measurement instrument. To enhance the readability and face validity of the questionnaire, we pre-tested the survey by interviewing four Japanese retail and service marketing scholars to confirm the content and face validity of the questionnaires. The outcomes verified the relevance and inclusiveness of the survey items. This process was followed by a pilot study with seven top managers and owners of Japanese retail and consumer service firms. The respondents were asked to detect any ambiguous or irrelevant items and to provide comments about the flow and wording used in the questionnaire.

A random sampling plan was developed using a list of diverse R&CSFs in Tokyo, Kyoto, and Osaka. One thousand two hundred survey questionnaires were distributed to various retail and consumer service units (e.g., convenience and department stores, traditional grocery retailers, apparel/footwear, health/beauty specialist retailers, hypermarkets). Multiple retail and consumer service units were sampled across diverse retailing and consumer services sectors to test the hypotheses. We ensured to collect one response from one participating firm and, in some instances, had to collect data from different branches of the same organization. A top or senior manager served as the key respondent in each firm. Several questionnaires were dropped off during working hours and picked up after three days. Following three waves of data collection with two reminders over six months in 2021, we obtained 314 questionnaires, out of which 68 were eliminated from the data examination due to missing values or illogical and unmatched answers. Thus, the final sample comprised of 246 useable questionnaires, resulting in an effective response rate of 21.7%, not significantly impacting the anticipated confidence levels or estimation error. Most had a sensibly diverse range of responses assuring the face and construct validity of the survey questionnaire. The response rate is relatively low possibly due to survey fatigue with many executives or business owners (Atkins et al., 2022; Hambrick et al., 1993), but it is favorably comparable with average rates estimated for mail survey questionnaires conducted in an industrial setting (e.g., Carter et al., 2008; Dennis, 2003) and also akin to the average normal response rate for industrial surveys on forecasting practices in the prevailing literature (e.g., Hambrick et al., 1993).

### **4 . 研究成果 Research result**

Our findings contribute to theory in four main ways. First, this paper adds to the bricolage theory and the DCV by conceptualizing EB, EO, and RM as dynamic capabilities that have the potential to add value to the SCA of retail and consumer service firms. Strong dynamic capabilities are necessary to the accomplishment of business firms today as the global economy has become more volatile, uncertain, complex, and ambiguous during this post-COVID-19 pandemic. However, previous research on EB primarily focuses on the manufacturing sector (Chen et al., 2022). This paper demonstrates the potential applicability of the DCV and bricolage theory to the retail and service marketing research domain, representing a novel manifestation of service innovation in the retail and consumer service firm context. Further, our findings will benefit R&CSFs in Japan. This is because, as Teece (2021) emphasized, dynamic capabilities are undermined by improving ordinary capabilities that rely on standard operating procedures that can be honed into best practices in most business firms in Japan, thus reducing their competitiveness.

Second, most prior studies on entrepreneurial initiatives of R&CSFs have examined the causal relationship between EO in enhancing business performance in normal circumstances. The entrepreneurial endeavors in resource-constrained business environments have received little scholarly attention in retail and service marketing literature (Grimmer, 2022). Nevertheless, today, most R&CSFs operate in a resource constrained environment, mainly due to the challenges created by the global pandemic and growing environmental sustainability concerns (Grimmer, 2022; Ploeg et al., 2021). This paper addresses this void in prior retail and service marketing literature by providing novel insights into the potential of the strategic combination of EO and EB in achieving SCA in retail and consumer service firms. The findings suggest that when R&CSFs operate in resource-constrained contexts, management differences in strategic capabilities and resources (e.g., EB, EO, RM) determine SCA.

Third, this paper extends most prior studies on RM, which evaluated RM as a dichotomy concept between the existence/non-existence of an RM plan (e.g., Daud et al., 2011; Liebenberg and Hoyt, 2003) by conceptualizing RM as a multi-dimensional construct, thus giving a more comprehensive perspective of the RM initiatives of retail and consumer service firms. Further, by conceptualizing RM as a dynamic capability, our paper contributes to conventional RM literature that primarily focuses on the direct and bi-variate linkage between RM and organizational performance outcomes. Consequently, our paper provides an increased understanding and insights into the mediating impact of RM on the relationships among EO, EB, and SCA by considering all its dimensions.

Fourth, our paper contributes to the retail and service marketing literature by investigating the proposed configurational model in an under-researched research setting, namely Japan. Despite Japan being a country with consistent economic growth and a prominent player in international business, retail and service marketing research appearing in high-indexed journals taking Japan as the research context is sparse.

However, conducting retail and service marketing research in Japan is vital due to its idiosyncratic high uncertainty avoidance culture and custom (Hofstede, 2001) albeit the country is among technological leaders. Nevertheless, Cowden et al. (2022) emphasized that uncertainty avoidance negatively relates to two elements of EO: risk-taking and proactiveness. Further, as Adomako and Tran (2022) and Lim and Ok (2021) noted, the relationship between innovation and firm performance tends to be stronger in collectivist cultures than in individualistic cultures. Consequently, a weaker or perhaps insignificant effect of EO on SCA would be reasonably expected in the Japanese context. Contrary to our expectations, we found that EO positively influences SCA in this study, as specified in hypothesis 7. On the one hand, the robustness of our findings further confirms the universally accepted phenomenon: a positive influence of EO on firm performance. However, on the other hand, it befits scholars to continue to probe how cultural differences may change the nature of the EO and firm performance linkage.

5. 主な発表論文等

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〔図書〕 計0件

〔産業財産権〕

〔その他〕

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6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考
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7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8. 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
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