

Coopetition on Universities and Scientific Institutions

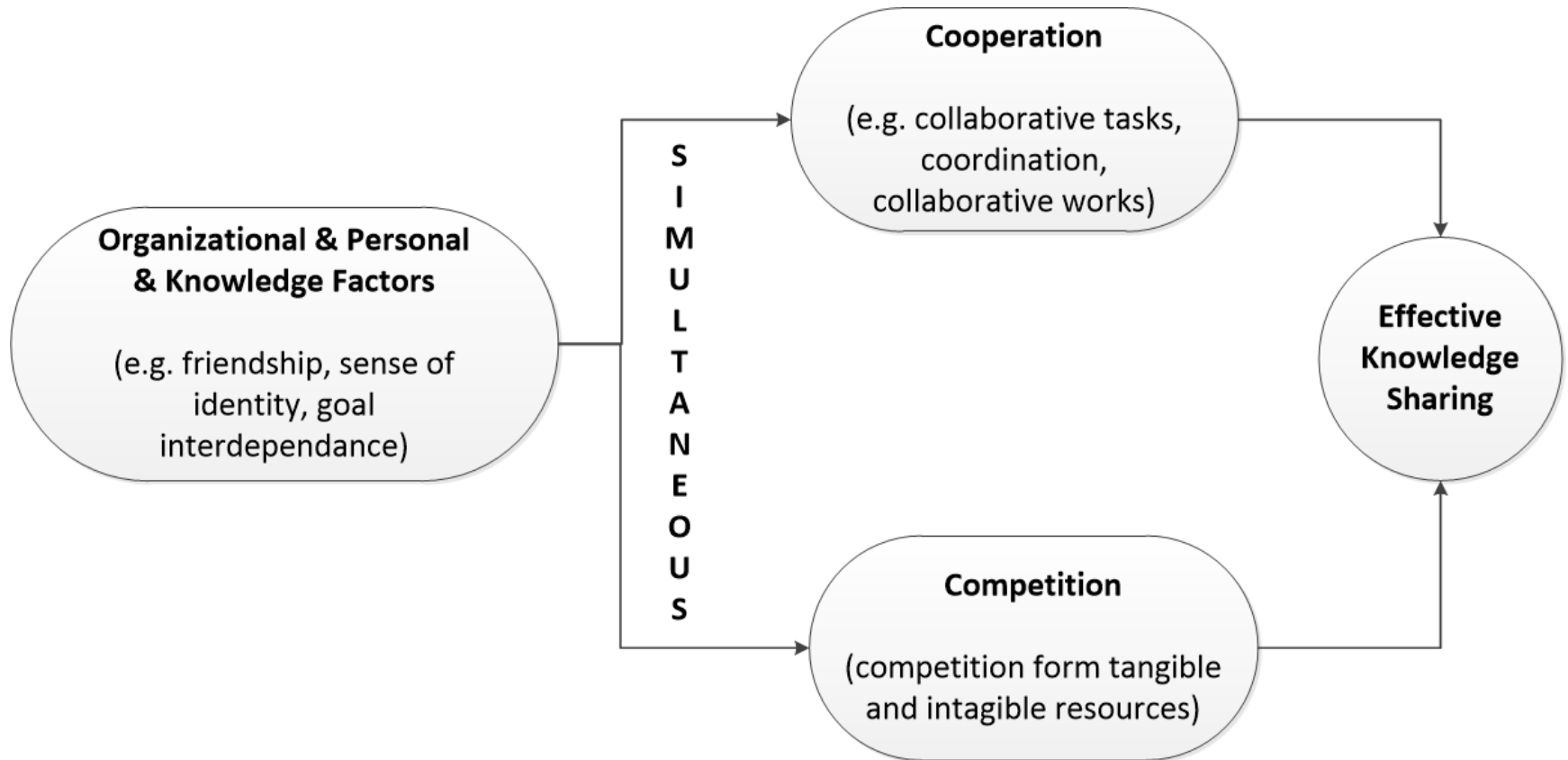
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- **Coopetition** is a business strategy that uses insights gained from game theory to understand when it is better for competitors to work together
- In the context of global competition, enterprises often engage in relationships that are both competitive and cooperative with their global rivals.
- Through cooperative relationships they work together to collectively enhance performance by sharing resources and committing to common task goals in chosen domains (e.g. production-market or value-chain activities)
- At the same time they compete by taking independent actions in other domains to improve their own market position
- **Coopetition is when competition and cooperation take place at the same time!**

- Taking action cooperation, and also to define the scope and intensity of cooperation is derived from a number of factors. These factors may be: external or internal
- **External** conditions are shaped by the macro and microeconomic environment in which the organization operates (**sector-driven factors**)
- Determinants of cooperation of an **internal** nature are shaped by the characteristics of the company itself. They consist of terms such as: strategy, market power, business model, previous experiences in the field of competition and cooperation (**corporate factors**)

- Among the factors of utmost importance for actions of cooperation three key reasons are mentioned: **technological advancement**, **vulnerability to globalization** and the **intensification of competitive pressure in the market**.
- Considering the internal attributes the element that mostly influences decisions and relations of cooperation is **complementary of resources** (resources both material and intangible)

- University's primary goal is not, as in the case of companies, profit but providing educational services and research
- „*The mission of the University of Cambridge is to contribute to society through the pursuit of **education, learning and research** at the highest international levels of excellence*”
- „*The mission of MIT is to **advance knowledge and educate** students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21st century*”
- The missions and goals of universities are similar. Universities are competing for customers and for resources
 - well known business partners,
 - research grants,
 - the best possible staff (scientific authorities),
 - position in the rankings,
 - ...



Model of coopetitive knowlegde sharing

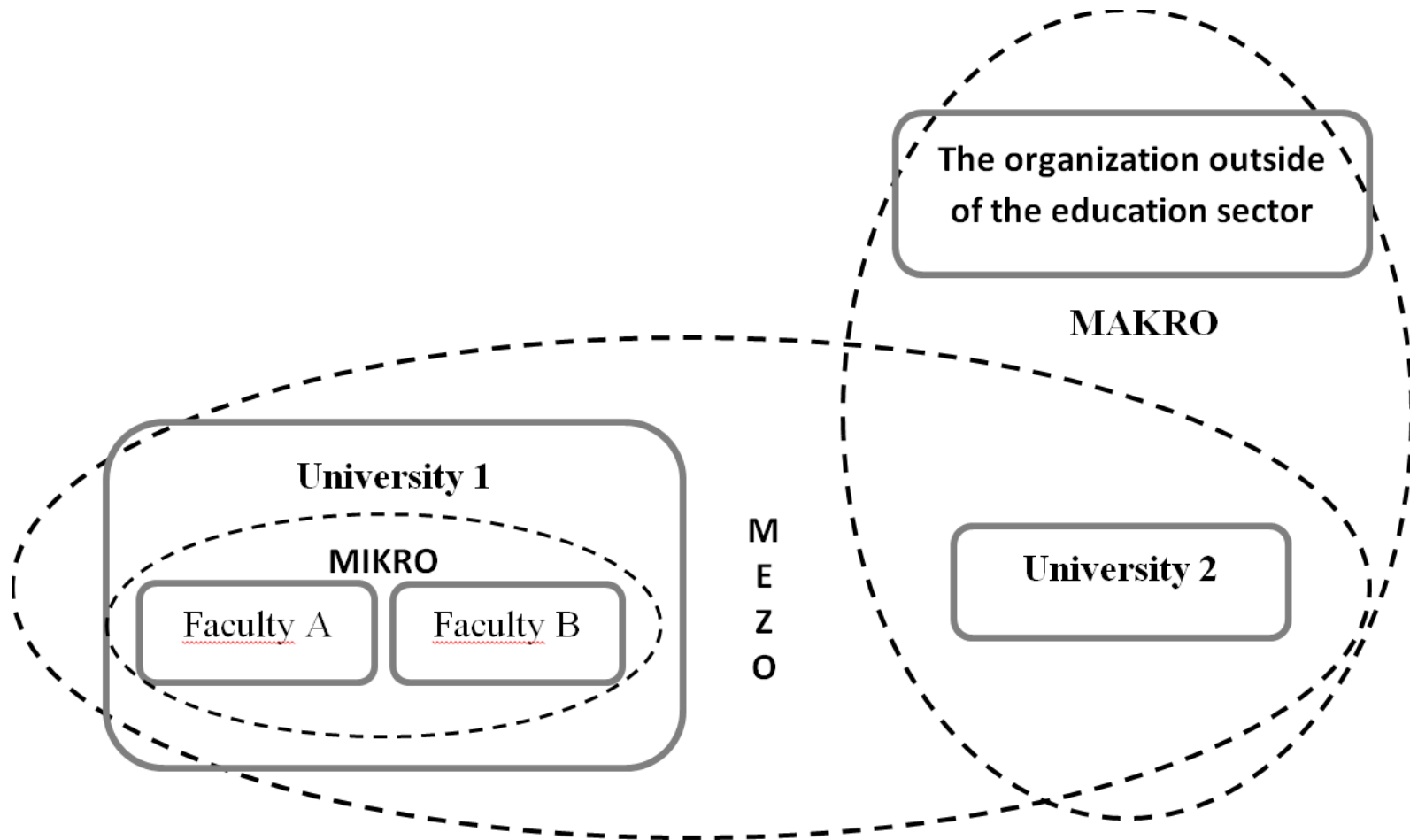
Source: Ghodabi S., D'Ambra J., *Coopetitive Knowlegde Sharing: An Anaytical Review of Literature*, Economic Journal of Knowledge Management, Vol. 9, Issue 4, 2011, p. 314

Sector's parameter	Impact on business cooperation			Impact on university's cooperation		
	little	medium	high	little	medium	high
Technological advancement			+			+
Globalization			+	not applicable		
Competitive pressure			+		+	
The structure and level of sector's concentration		+				+
Profitability and sector's growth rate		+			+	
The thread of substitutes	+				+	

Source: author's own research inspired by: J. Cygler, *Kooperencja przedsiębiorstw. Czynniki sektorowe i korporacyjne*, Oficyna Wydawnicza SGH, Warszawa, 2009, s.97

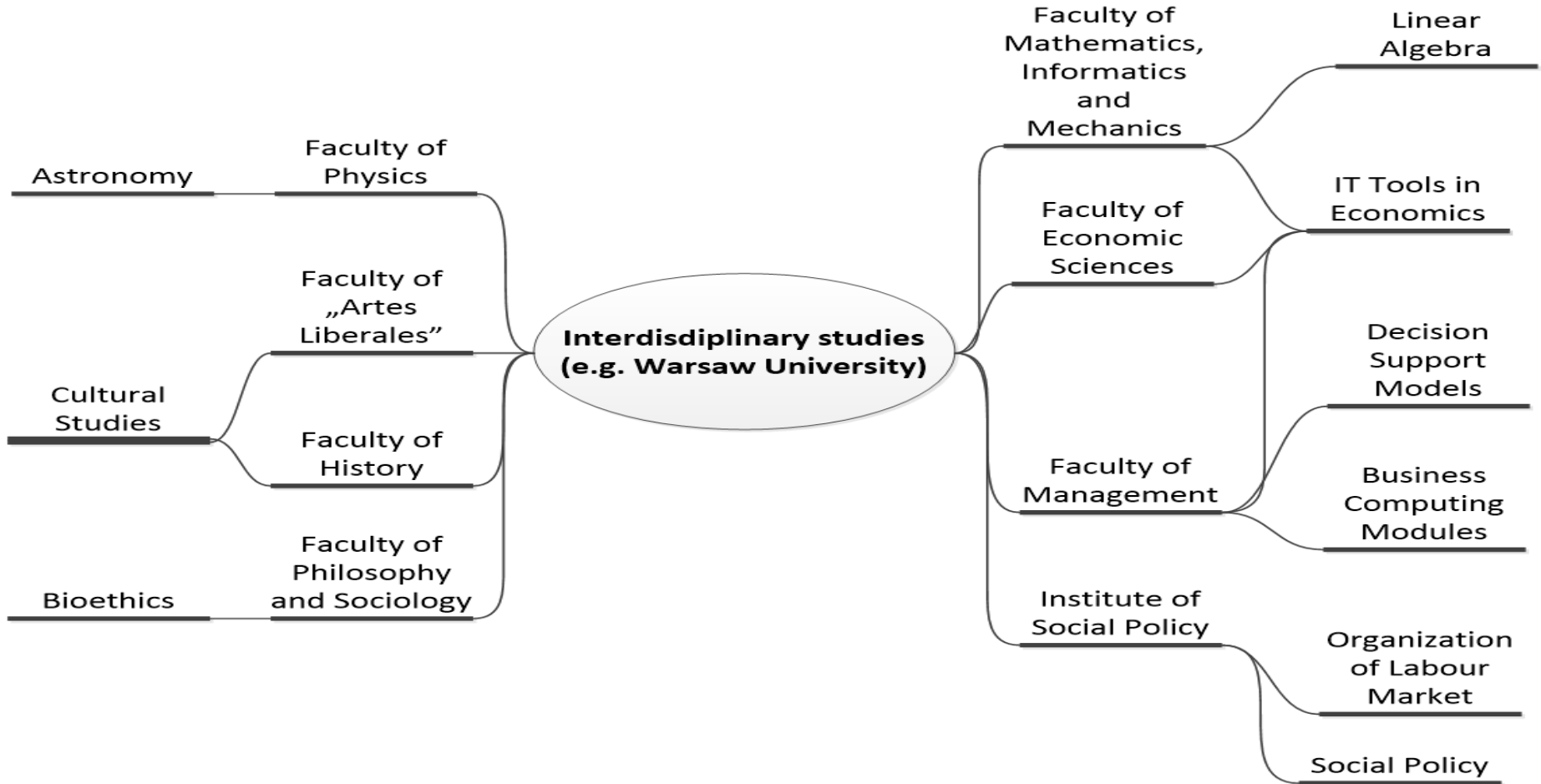
Company's parameter	Impact on business cooperation			Impact on university's cooperation		
	little	medium	high	little	medium	high
Complementary of resources			+			+
Convergence of strategy and goals		+			+	
System of connections with other units	+					+
Good reputation (good position in the rankings)		+				+

Source: author's own research inspired by: J. Cygler, *Kooperencja przedsiębiorstw. Czynniki sektorowe i korporacyjne*, Oficyna Wydawnicza SGH, Warszawa, 2009, s.97



University's cooperation models

Source: based on J. Bakonyi, *Kooperencja szkół wyższych*, Zeszyty Naukowe Wyższej Szkoły Humanitas nr 2, 2011, 26



Micro-level of university's cooperation



Macro-level of university's cooperation



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- Leading accelerator physicists from CERN, BNL and FNAL (USA), GSI (Germany), Budker INP of SB RAS, IHEP and ITEP (Russia), Tokyo Univ. (Japan)



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- There are different motives to cooperation for universities and scientific institutions than for business units
- For a scientific unit taking actions of cooperation may be a decision of far greater importance than for business
- It is necessary to define specific (typical for institutions of science):
 - Culture of cooperation
 - Cooperation factor (stimulating and destimulating)
 - Cooperation models & processes

Thank you for your attention

In case of questions or future cooperation
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