

**Présenter la théorie de *Resourcefulness*  
à partir d'un cas entrepreneurial  
pour en élargir la portée**

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# Resourcefulness: beyond Bricolage and Effectuation with(out) limitation of Resources

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# Theoretical foundations

- A central question in entrepreneurship:

## **How entrepreneurs use resources to pursue opportunities?**

- What happens if the resources are not directly controlled?
- Do the resources have an objective value as it is postulated by the RBV?

- Resourcefulness:

- a boundary-breaking behavior
- creatively bringing resources to bear and deploying them
- to generate and capture new or unexpected sources of value (Williams et al., *JBV*, 2021)

# Resourcefulness, bricolage and effectuation

- Bricolage (Lévi-Strauss):
  - making do with what is at hand and using resources in a way that is different from what they were designed for (Baker and Nelson, 2005)
  - in entrepreneurship, the logic of bricolage infers the hypothesis of a necessity behavior in a resource-constrained context (Janssen et al., 2018)
- Effectuation (Sarasvathy, 2001):
  - using resources at hand to reduce the risks in an uncertain environment

**Lévi-Strauss:**

- absence of a resource-constrained environment
- absence of the term « resource »

# Resources, resourcing and resourcefulness

- Resources in entrepreneurship: limitation and control
- Resourcing: how an object becomes a resource?
  - “The creation in practice of assets such as people, time, money, knowledge or skills; and qualities of relationships such as trust, authority, or complementarity such that they enable actors to enact schemas” (Feldman, 2004)
  - Resources are context-dependent => resourcefulness
- Frugality predicts resource use behavior (Michaelis et al., A frugal entrepreneur: A self-regulatory perspective of resourceful entrepreneurial behavior, *JBV*, 2020)

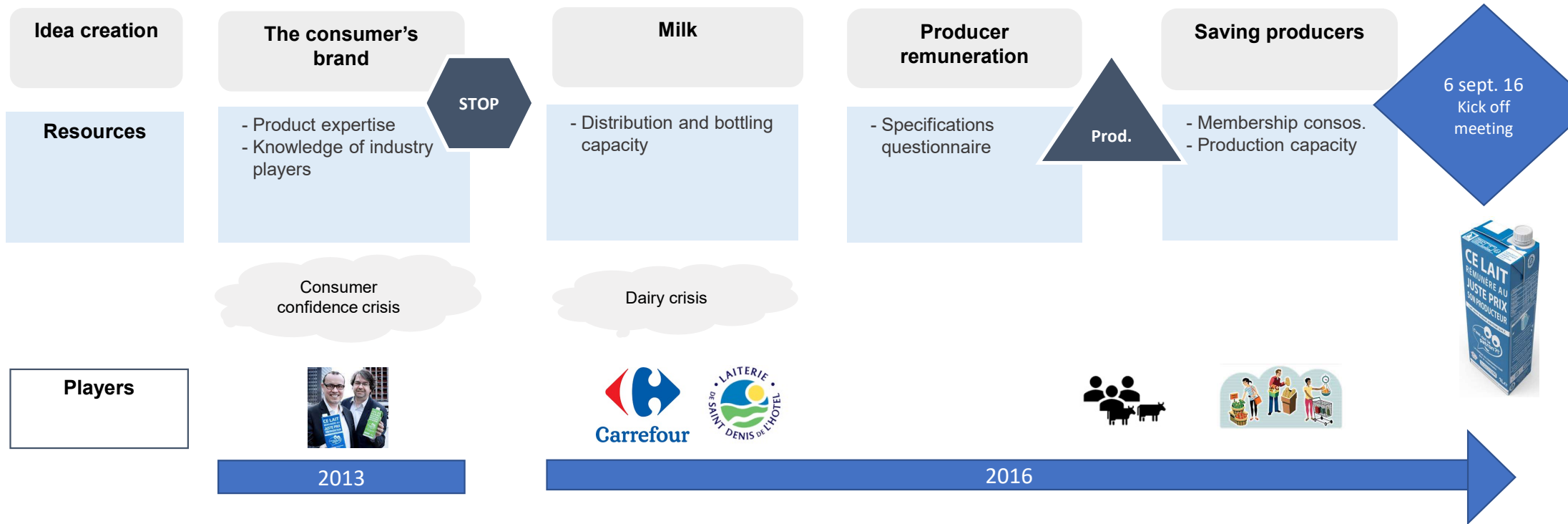
# Approach and method



- How an empirical entrepreneurial process that combines bricolage and effectuation logics can lead us to refine our vision of resourcefulness?
  - A longitudinal case study with multiple sources of information
  - Co-construction of a singular case study with 5 players of the dairy industry:
    - CQLP, Group Carrefour, Dairy manufacturer, Dairy producers, Consumers



# Approach and method



# Results (1/3)

- A boundary-breaking behaviour as a result of effectuation



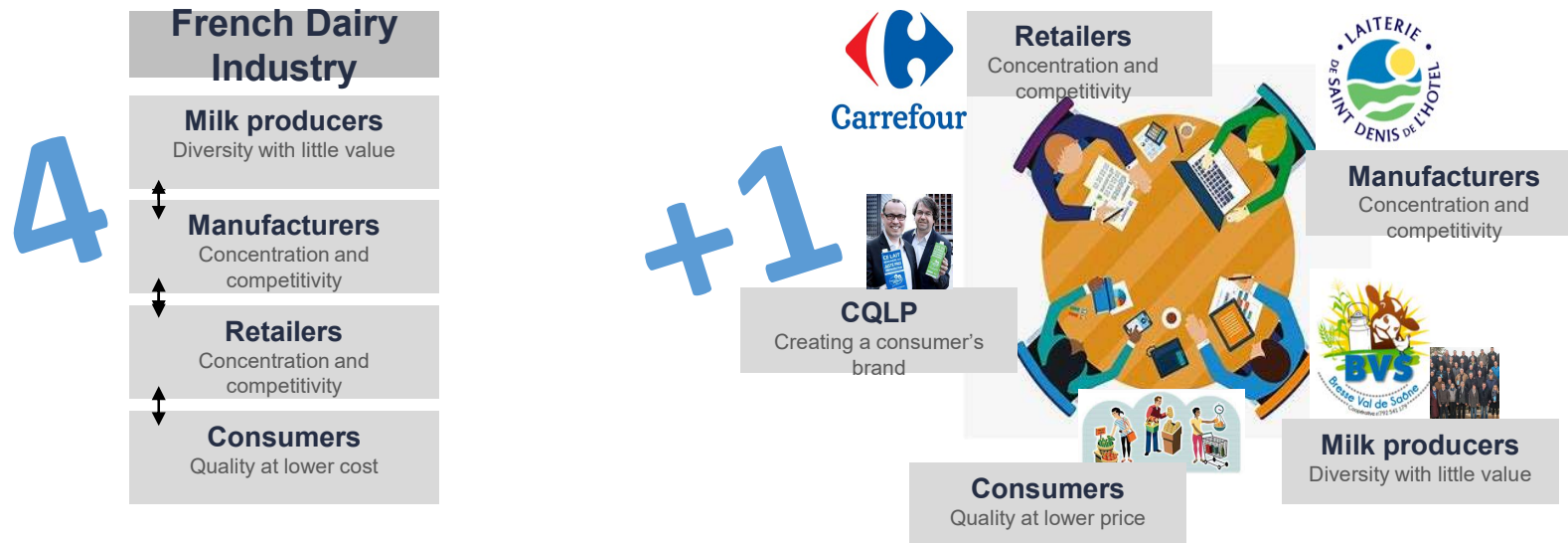


## Results (2/3)

- Creatively bringing resources to bear and deploy them: using or creating a resource? From bricolage to resourcing
  - **Bricolage to use a resource:** the dairy cooperative, refuses the limits of the industry, and try to find first a retailer instead of a dairy manufacturer
  - **Resourcing to create a resource:** the use of the story of the precarious dairy cooperative generates
    - (1) an unprecedented speed of product launch in supermarkets,
    - (2) financial resources released by the dairy manufacturer for the project, and
    - (3) customers

# Results (3/3)

- Generate and capture new or unexpected sources of value



- Stating explicitly one's expectations in terms of value creation
- Unexpected creation of social value
- Better sharing of value for everyone's satisfaction

# Theoretical & Practical implications

Resourcefulness, an integrative framework:

- Effectuation: entrepreneurial process oriented
- Resourcing: resource creation process oriented
- Bricolage: using a resource process oriented

Helping entrepreneurs to identify how to transform an object into a resource

Resourcing:

- (1) how an object acquires value
- (2) in a given structure through interactions between different players
- (3) without being controlled

Helping entrepreneurs to expect to be surprised by the consequences of transforming an object into resources

Value capture:

Upstream clarification of the expected value for a better sharing of the created value

Helping entrepreneurs to involve consumers and partners in the entrepreneurial process to reduce uncertainty

**La théorie de la *Resourcefulness*  
pour quel usage dans nos travaux ?**

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# Resourcefulness

## Quelle actualité en entrepreneuriat ?

- **Conditions limites**
  - Steffens et al., When is less more? *JoM* 2022
    - 'bricolage as a solution to resourcefulness'. Etude quantitative. Démarrage et continuation.
  - McMullen, Growth through resourcefulness: The entropy problem. *AMR* 2023. 'resource transformation'. Analyse d'un ouvrage.
- **Sensemaking**
  - Fisher, resourcefulness enactment: The sensemaking process underpinning resourceful actions (*ETP* 2023). Auto-ethnographie.
    - 'resourcefulness is impacted by priming, learning, and contagion within a challenging context'
- **Le rôle du collectif**
  - Leyronas et al. (*AEI* 2023). Stratégies collectives en TPE / Hertel et al (*JBV* 2021) Getting more from many. Etudes de cas.

# Quelle traduction pour le *resourcefulness* ?

SARAVASTHY  
BEKER ET NELSON COMPREHENSION BRICOLEUR DEGOURDI  
INGENIOSITE RESSOURCES TOUJOURS CREATIVE PLEIN DE RESSOURCES  
CONSCIENCE **DEBROUILLARDISE** FAIRE FRUGAL  
BIDOUILLE  
CYERT MARCH INGENIEUSE UTILISER RESSOURCES ENCORE MIEUX FELDMAN  
TIRER PROFIT DE L'EXISTANT INCONNUES MOINS RESSOURCEMENT  
RARETE DES RESSOURCES RESSOURCIALITE (NEOLOGISME) WILLIAMS ET AL

Résultat du sondage Wooclap réalisé en octobre 2022 lors de la table-ronde que nous avons organisée sur le sujet dans le cadre du CIFEPME à Lyon.

Notre discussion lors du séminaire CRET-LOG a fait ressortir que la traduction la plus directe était **INGENIOSITE** plutôt que débrouillardise

# Thématiques pertinentes à creuser via le resourcefulness ?

- Entrepreneuriat social / entrepreneuriat de nécessité / international / PeD
- Environnement capacitant / Contexte sans pénurie
- Abondance versus pénurie
- Objectif versus subjectif
- DD / RSE / Durabilité
- Management de la PME / toutes activités organisationnelles
- Bifurcation entrepreneuriale / sobriété entrepreneuriale / pendant crises
- Proposition de valeur / création de valeur
- Bien être / Santé

• Source : résultats Wooclap CIFEPME 2022

# Débats, prolongements et valorisation ?

## Comment le mobiliser au labo ?

- Repenser les relations et l'organisation pour créer de la valeur nouvelle de la SC
- Configuration, répartition, équilibre de la *resourcefulness* de l'amont à l'aval (toute la chaîne)
- Articulation avec résilience
- Choisir la frugalité pour créer de la valeur
- SC, territoires, écosystèmes, communautés de pratiques comme « communautés » (*more with many*)
- Logistique urbaine : territoires contraints
- Digital / innovation
- Circuits courts
- DD et toutes thématiques associées

## Trois volets > quel usage en faire sur nos/vos travaux ?

1. un comportement **ignorant les limites**,
2. rassemblant de **manière créative** des ressources et les déployant de manière à
3. **générer et capturer des sources de valeur** nouvelles ou imprévues

Un chapitre dans le cadre d'un ouvrage collectif dans la dynamique de la journée *Food Research* ?  
Un dossier spécial de revue ?  
Autre chose ?