


Chapter 6


Entrepreneurial Orientation and Supply Chain Collaboration: Unraveling the Role of EO in Strengthening Interorganizational Networks

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ABSTRACT

This chapter explores the role of Entrepreneurial Orientation (EO) in strengthening supply chain collaboration and interorganizational networks. EO, encompassing innovativeness, proactiveness, and risk-taking, significantly impacts supply chain performance by fostering innovation, enhancing agility, and facilitating bold

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strategies. The chapter examines the theoretical underpinnings of EO, mechanisms through which EO influences supply chain practices, and practical case studies from firms like Tesla, Zara, Alibaba, Unilever, and Amazon. It identifies challenges and barriers such as potential conflicts, balancing EO with supply chain stability, and organizational culture issues. Emerging trends, including digital transformation, sustainability, and the role of AI and big data, are discussed as key drivers shaping the future of EO-driven supply chain management. The chapter concludes with insights on the implications for theory and practice, and recommendations for future research, highlighting the importance of EO in achieving resilient and adaptive supply chains.

INTRODUCTION

Of all time, the contemporary business environment has been the most dynamic, fast moving, and globalized. At the same time, rapid technological progress opened up vast opportunities but increased challenges for firms. At the very core of how to navigate this complex environment lies the concept of Entrepreneurial Orientation, which has been cited in recent times as a major determinant of firm success. EO refers to the strategic posture that an organization adopts with respect to its innovativeness, propensity to take risks, and proactiveness. It refers to the capacity of the firm in the pursuit of opportunity, engagement in innovative practices, and management of risk in a bid to secure a competitive advantage. This is not a set of traits but a strategic framework that charts how organizations interact with their external environment to pursue growth (Fu, 2020).

At the same time, the supply chains themselves have become far more dynamic, with a greater realization of the need for various organizations to collaborate with one another. Globalization of markets, diffusion of digital technologies, and growing complexity of supply chain networks all make effective SCC a requirement for both operational excellence and competitive advantage. SCC is the process of aligning and coordinating activities among firms in a supply chain to improve performance, reduce costs, and enhance responsiveness. Large and powerful interorganizational networks, along with collaborative relationships, are now considered a rigid requirement for any successful supply chain, as it helps companies to respond to disruptions, tap into collective experience, and create shared value (Dung et al., 2020).

Specifically, their intersection has remained relatively unexplored amidst growing recognition for both EO and SCC. That interplay offers interesting insights into how entrepreneurial behaviors might influence and improve collaborative practices within supply chains. Whereas the notion that EO is an antecedent to innovation and firm performance is generally acknowledged, it is clearly underresearched in

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