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► **To cite this version:**

Florence Malsch, Frank Janssen, Gilles Guieu. D126: Resourcefulness: beyond Bricolage and Effectuation with(out) limitation of Resources. RENT, ECSB, Nov 2023, Gdansk, Poland. hal-04522173

**HAL Id: hal-04522173**

**<https://hal.science/hal-04522173>**

Submitted on 26 Mar 2024

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**D126: Resourcefulness: beyond Bricolage and Effectuation with(out) limitation of Resources**

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Key words: Resourcefulness, Entrepreneurial Process, Effectuation, Bricolage, Resourcing

Presented at RENT-ECSB Conference, Gdansk, 15-17 novembre 2023.

## Abstract: Objectives, Prior Work, Approach, Results, Implications and Value

In a context marked by growing uncertainty, entrepreneurs face the question of resource scarcity in a burning way. Which resources can be used in a resource-constrained environment? How to gain access to resources? When talking about access to resources in an uncertain and resource-constrained environment, most researchers in entrepreneurship will think about effectuation (Sarasvathy, 2001) and bricolage (Bakker and Nelson, 2005). Both logics can coexist in the same entrepreneurial process (Nelson et Lima, 2020; Servantie et Rispaal, 2020). Nevertheless, there is a gap in the literature concerning the interconnections between effectuation, bricolage and resources. Our objective is to contribute to the research stream of resourcefulness (Williams et al., 2021) that offers an opportunity to bridge these concepts under a wider theoretical framework. We focus on the theme of “resources”, a theme that was absent from the original writings by Lévi-Strauss on bricolage. The main aim of our empirical qualitative study is to contribute to develop and specify the theoretical framework of resourcefulness by using the concept of resourcing (Feldman, 2004). By doing so, we also clarify how bricolage and effectuation are organized in a resourceful process.

## Introduction

Entrepreneurship is a major area of development identified by the OECD (2019) as a way of coping with the economic crisis. In 2020, the first year of the health crisis linked to the Covid-19 pandemic, 848,200 businesses were created in France, 4% more than in 2019 (source: Insee 2021). The question of resources is a central issue facing every entrepreneur (Janssen and Surlemont, 2016). One in eight businesses is created without any financial means, and 63% of business founders have no recourse to any source of financing other than their personal resources (Insee, 2018). Yet in the entrepreneurship literature, resources suffer from a lack of conceptualization, and access to resources has been the subject of little theoretical development (Clough et al., 2019; Fisher et al., 2020). Resourcefulness is defined by Williams et al. (2021, p. 2) as a “boundary-breaking behavior of creatively bringing resources to bear and deploying them to generate and capture new or unexpected sources of value in the process of entrepreneurship”. A resourceful behavior refers to an individual that is able to “get more from less” (Williams et al., 2021). That is not without reminding bricolage and effectuation (Fisher, 2020; Malsch and Guieu, 2019; Nelson et Lima, 2020).

The aim of our research is to reinforce the theoretical framework of resourcefulness, by mobilizing the literature on resourcing (Feldman, 2004) and providing an empirical analysis with an original case study, set in the French dairy industry.

In the theoretical section, we analyze the links between resourcefulness, bricolage and effectuation. We show that these logics are not mutually exclusive but operate at different levels. We then turn to the literature on resourcing, which brings a different look at the environment and the resource. In this approach, the environment conditions the transformation of an object into a resource.

our case study is original in that it takes place in an industry in crisis and brings together large global players and small local players. These players evolve in distinct environments, some resource-constrained, others not, and the organization in which they evolve together influences the transformation of objects that have no value in themselves, into resources.

This study leads to theoretical contributions that provide a better understanding of how resourcefulness constitutes an integrating framework for different logics (effectuation, resourcing and bricolage) that operate at different levels. From a managerial point of view, we want to encourage entrepreneurs and coaches to give greater importance to their environment, in order to identify what might give value to an object that a priori would have none, and in so doing transform it into a resource.

## Literature review

The majority of entrepreneurs work under resource constraint. How entrepreneurs use resources to pursue opportunities is a central question in entrepreneurship. This question leads directly to two others: (1) what happens if the resources are not directly controlled? (2) do the resources have an objective value as it is postulated by the RBV? By developing the concept of resourcefulness, the idea is to integrate these two questions (Berger-Douce et al., 2023).

### Resourcefulness, bricolage and effectuation

Resourcefulness is defined in an integrative way as “a boundary-breaking behavior of creatively bringing resources to bear and deploying them to generate and capture new or unexpected sources of value in the process of entrepreneurship” (Williams et al., 2021:2).

This behavior has been studied from two main point of views: how the entrepreneurs perceive the potential value and productivity of resources (Penrose, 1959); and how a bricoleur cobbles together resources on hand to solve problems (Lévi-Strauss, 1962).

In this context of resourcefulness, the most important theoretical development is the emerging, behavioral theory of entrepreneurial bricolage (Davidsson et al., 2017). Bricolage (Baker and Nelson, 2005) is an anthropological concept that is today very important when considering the entrepreneurial process. It is defined as 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). It represents the entrepreneur’s refusal to accept the limits of his environment, and his effort to overcome them (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).

Bricolage is often associated with effectuation in the entrepreneurship literature (An et al., 2020; Fisher, 2012; Nelson et al., 2020; Scazziota et al., 2023; Servantie et al., 2020; Welter et al., 2016), with occasional confusion. Both are valuable additions to entrepreneurship theories that contrast with the planned entrepreneurial behavior model that is usually used to train entrepreneurs (Scazziota, et al., 2023).

Bricolage is distinct from improvisation and effectuation. These three concepts are closely related yet distinct (Archer et al., 2009; Janssen et al., 2018). Improvisation is the degree of convergence between design and execution (Moorman and Miner, 1998). In other words, improvisation is part of a reduced temporality. It implies bricolage, since this temporality implies using directly available resources, but the reverse is not true. Bricolage does not necessarily imply improvisation (Baker et al., 2003). With a bricolage behavior, entrepreneurs position themselves in the long term, in a history during which they build, develop and replenish their stock of tools.

Effectuation (Sarasvathy, 2001) is a *theory-in-the-making* (Alsos et al., 2019: 610) that assumes the role of the context in the entrepreneurial process. One of the reasons for its success is that effectuation represents an approach to entrepreneurial decision-making, seen as complementary to – and not in opposition to – the causal approach (Sarasvathy, 2001). Just like for bricolage, the nature of the environment is central (Sarasvathy, 2001). Effectuation is particularly appropriated in highly uncertain and dynamic environments. According to Sarasvathy, if there is a lack of resources to conduct the original idea of the entrepreneur, then it must be modified according to means at hand.

Out of the five effectual principles, three can be directly linked to the bricolage behavior. The first principle *Bird in hand* can be linked to “using resources at hand”. The third and fourth principles *Crazy quilt* and *Lemonade* encourage entrepreneurs to modify their project according to the people they meet, and the unexpected resources offered by the environment. These two principles refer to the deliberate action of the bricolage behavior to address and not to accept the limitations of his environment. But even if bricolage and effectuation have points in common, they operate on two different levels: effectuation and causation go beyond bricolage, to include both opportunity identification and opportunity execution areas (Reypens et al., 2023). In a nutshell, bricolage is resource-mobilization-process oriented whereas effectuation is opportunity oriented.

In this first section we made the distinction between bricolage, effectuation and improvisation. Bricolage is “resource mobilization process” oriented and can be part of effectuation as a broader logic that is “opportunity pursuit oriented”. Bricolage is considered as “the most important current theme in the Resourcefulness literature” (Davidsson et al., 2017). Nevertheless, a surprising aspect when reading the original writings of Lévi-Strauss is (1) the absence of a resource-constrained environment and (2) the fact that bricolage is not linked to the environment that can be resource-constrained or not. We thus propose to refer to the process of resourcing (Feldman, 2004; Sonenshein, 2014) which relies on the transformation of an object into a resource. Our objective is to find practical ways to help entrepreneurs to pursue opportunities and to develop practical tools for entrepreneurs (Berger-Douce et al., 2023).

Mobilizing resourcing can be a way to have a deeper understanding of resourcefulness (Williams et al., 2021).

## Resources, resourcing and resourcefulness

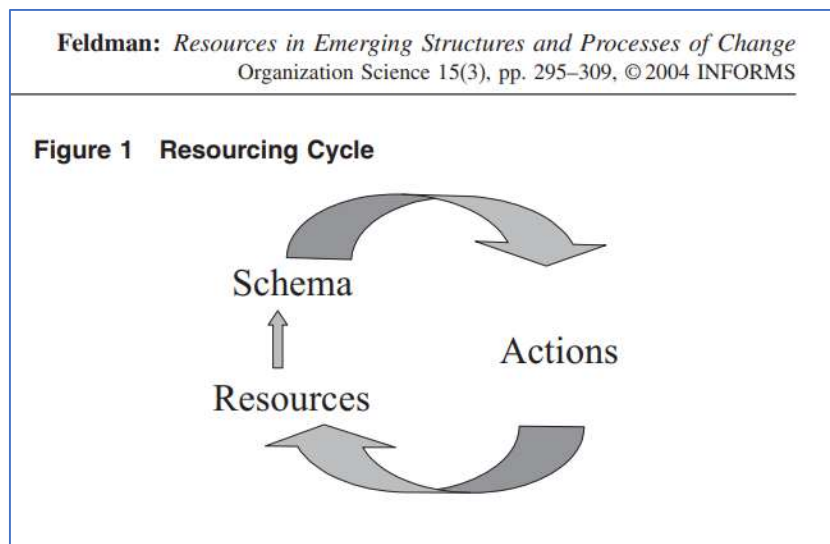
The concept of resources is central to entrepreneurship (Janssen and Surlemont, 2016, p. 34). These are necessarily limited (Janssen and Surlemont, 2016) and the question of their control is essential, so that it is a central aspect of Stevenson's (2000, p. 1) definition, which defines entrepreneurship as “the pursuit of opportunities beyond controlled resources”. Resources in entrepreneurship have been the subject of many empirical studies but suffer from a lack of conceptualization (Kellermanns et al., 2016; Clough et al., 2019). They have been studied through two prisms: the study of the consequences of resources on firm performance (Barney, 1991) and the study of the process by which resources are obtained (Clough et al., 2010).

The originality of the RBV is that it seeks to identify the resources that can give to the company a competitive advantage. These resources are referred to as strategic and are characterized by being value-creating, rare, inimitable and non-substitutable (Barney, 1991). Resource-based theory seeks to explain a company's performance factors in terms of the resources it controls (Prévot et al., 2010). The control of the resources is the main point of divergence between large organizations and entrepreneurial projects. Indeed, if a resource is controlled by a company, it strengthens its imperfectly imitable aspect (Kellermanns et al., 2016). But the definition of entrepreneurship shows that an entrepreneur can exploit resources without necessarily controlling them

(Stevenson et Jarillo, 1990). Moreover, the entrepreneur will rather focus on the value creation made possible with a given resource than on the competitive advantage it confers (Kellermans et al., 2016).

Thus, studying the process of resourcing is a way of overcoming the issues associated with defining resources. The idea of Feldman is to consider resources as being influenced by work processes, and not as influencing work processes as it is done most of the time. He defines resourcing as “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: 296). The focus point is not the resource anymore but the process by which an object is transformed into a resource. In this idea, resources are context dependent, because they are created and recreated through action.

In our research, we are going to use resourcing as a way to understand how an object becomes a resource in a resourceful way.



The cyclical relationship between resources, schemas and actions proposed by Feldman (2004) is a good guide to analyze the data we gathered through the longitudinal study of the case of the milk brand C’est Qui Le Patron?! (CQLP). As Feldman did in her own case study, we trace the unfolding of resources and schemas as the process evolves, and track “how actions (...) create resources that enable people to enact schemas and create more resources” (Feldman, 2004: 296).

## Approach and method

We have investigated how an empirical entrepreneurial process that combines bricolage and effectuation logics can lead us to refine our vision of resourcefulness. Thanks to a longitudinal study of the case of the milk brand C’est Qui Le Patron?! (CQLP), we illustrate how a resourceful process takes place when entrepreneurs combine bricolage and effectuation in a “resourcing” way (Feldman, 2004) to create a singular firm project. CQLP is a French cooperative whose original idea is to involve the consumers in the decision of products’ specifications. While the entrepreneurs had only very few financial resources compared with their high ambition to become a national brand in the food industry, the project CQLP was highly successful, far exceeding the initial objectives. This project has been co-constructed by 5 different actors: the entrepreneurial team (Nicolas Chabanne et Laurent Pasquier), the Group Carrefour, a dairy cooperative, a dairy manufacturer and consumers.

The entrepreneurial journey begins in 2013 with the entrepreneurial team which decides to create a consumer’s brand to face the crisis of consumer confidence in the agri-food industry. By then, the entrepreneurial team did not have enough money and did not succeed in convincing other major actors of the food industry to take part to the project. The project stopped for a while, until the end of 2015. At that time, Nicolas Chabanne met a director of the Group Carrefour who was facing the dairy farmers’ crisis in France, combined to the crisis of consumer confidence in the agri-food industry. The director agreed to join the project of creating a consumer’s brand, if the first product to be created was the milk. Carrefour wanted to work with his historical partner the dairy manufacturer LSDH whose director is deeply engaged in socio-food issues. With the dairy farmers’ crisis, the criterion of producer remuneration became central. The consumers voted overwhelmingly for an option that enabled milk producers to have a comfortable way of living and to be able to have some holidays leaving their

exploitation. At the same time, a dairy cooperative which was about to go bankrupt called on distributors for help. The President of the cooperative met Carrefour directors and the cooperative becomes the milk producers of the project.

Our empirical study draws on multiple sources of information (Yin, 2003), which can be classified into two categories. The first are derived from direct interactions between the researcher and the entrepreneurial project: interviews, participant observation, weekly newsletters, internal documentation, etc. The second are the result of intermediation between the researcher and the project: newspaper articles, press interviews, etc.

Four main phases can be identified in the data collection and analysis process. In the first phase, we collected and analyzed mainly secondary data, both direct and indirect, in order to gain an initial understanding of the case. Most of this data was available on the CQLP website, and via various radio and television media, YouTube channels, LinkedIn, etc. A large number of press articles were analyzed, and a number of articles were published on the CQLP website. Numerous press articles were analyzed, culminating in the publication of a book on the process, in 2019, which included all this information that had been the subject of external communication. The book was produced in collaboration with Nicolas Chabanne, co-founder of the project, and a journalist. Rather than coding this first set of press articles, the decision was taken to code the book as a whole, to avoid multiple cross-referencing of press articles. This data was triangulated during the survey phase.

The second phase began with member registration at the end of February 2018, which marked access to more direct data, in particular the weekly newsletters. During this second phase, a day of participant observation was carried out.

The third phase of dataset development corresponds to the construction of primary data through a series of interviews, conducted with various project members. This third phase begins with an interview with Laurent Pasquier, co-founder of the project, in July 2019, and ends with an interview with Martial Darbon, former president of the Bresse Val de Saône cooperative, in March 2020. This interview provided an opportunity to discuss the representation of the CQLP entrepreneurial process developed by the researcher (Schmitt, 2020), and led to the observation that the level of theoretical data saturation (Glaser and Strauss, 1967) had been reached.

Finally, a last phase, running from March 2020 to May 2021, used the data collected to (1) monitor the development of the process and put the work and analyses carried out on the case into perspective, and (2) present the initial results to Laurent Pasquier, co-founder, on the one hand, and to the CQLP team, on the other, in April 2021.

Interviews were transcribed in their entirety. All data from interviews, press articles, interviews and the book were coded for content analysis. Other categories of data, such as management reports and Senate reports, were analyzed and summarized so as to retain only those elements directly related to our research. Finally, screenshots were taken of websites, Facebook pages and website archives, which were then analyzed. Empirical data coding was carried out iteratively. Part of the data was double coded with an experienced teacher, to compare the two approaches.

## Results

The results are structured in three points, which take up the three components of the definition of resourcefulness: a boundary-breaking behavior, creatively bringing new resources, and value creation and captation.

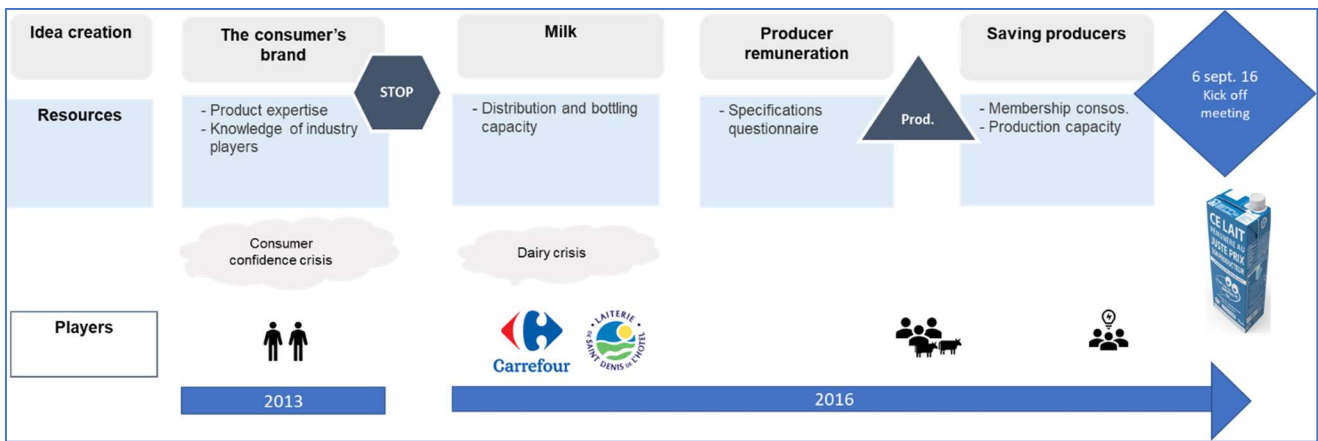


Figure 1 Evolution of the entrepreneurial journey CQLP

Figure 1 above shows the evolution of the entrepreneurial journey with three perspectives: the idea of a new venture, mobilized resources and players integrated in the journey. There are four steps in the idea creation: (1) creating a consumer's brand with a pizza for a first product, (2) creating a consumer's brand with milk for a first product, (3) integrating the issue of producers' remuneration in the vote of specifications, (4) get producers out of misery. As the idea evolves, so do the resources mobilized and the players involved in the project.

We first identified the resources that happened to be strategic for the project, and then we analyzed their process of "resourcing" (Feldman, 2004).

### They didn't know that it was impossible, so they did it. A boundary-breaking behavior as a result of effectuation

This entrepreneurial project is part of the dairy industry. The dairy industry is made up of four layers of players: producers, manufacturers, retailers and consumers.

Upstream, producers cannot take advantage of the high diversity of the French soil that favors great diversity in feeding and breeding methods. With rare exceptions, milk producers are entirely dependent on a single manufacturer. Unlike other agri-food sectors in which producers have several customers, in the dairy sector, producers have just one customer. In 2015, the abolition of milk quotas at European level led to a collapse in milk prices, to the detriment of producers. The dairy-manufacturers are key players in the dairy industry, with a strong position in relation to producers. Their organization is marked by strong concentration, a wide international presence, and a high level of competition between them. They act as intermediaries between producers and retailers. By making milk a loss leader, supermarkets have a strong responsibility in the balance of power within the industry. Last, customers' high demand in terms of quality and diversification, combined with low prices, increases the complexity of the issues at stake and do not necessarily work in producers' favor.

The French dairy industry is managed by dyads: milk producers interact with manufacturers only; manufacturers interact with retailers and retailers interact with customers. The analysis of the dairy industry's players and regulatory environment reveals a space that leaves little room for collective interactions and the entry of new players.

Playing as an outsider who didn't know the specificities of the dairy industry at the beginning of the project, CQLP broke the boundaries within the industry, following an effectual logic. The environment of the entrepreneurial journey is uncertain, and the project evolved in the wake of two crises: the consumer's confidence's crisis and the milk producer's crisis.

The first principle of effectuation is called *Bird in hand*. The entrepreneurial team makes the project moving on according to available resources and not according to a precise and predefined objective. Two resources played a major role in the construction of the project: the power of Carrefour Group in the food-industry that enables to convince other players to take part to the project, the production capacity of a milk cooperative who is about to bankrupt.



The second principle is called *Affordable loss*. At no time is a business plan drawn up with a profitability target in mind. Instead, before joining the project, each player assesses his risk and the losses he could incur if the project were to fail.

Third, the different players integrate the project, one after another according to the *Crazy quilt* principle. This is a key point in the boundary breaking process, since the project includes members from each of the 4 categories of the industry, who are not used to meeting together around the same table.

Fourth, the idea of new venture creation evolves according to the unexpected resources offered by the environment according to the *Lemonade principle*. The participation of the Group Carrefour is conditional upon the milk product, and this is accepted by the entrepreneurial team.

The fifth principle, called *Pilot in the plane*, is observed a few months after the launch of the milk, when price changes appear on the milk shelves, to the benefits of producers.

It is thus CQLP's ingenuity and the fact that they follow an effectual logic, making the project evolve according to the environment, the resources available and the players involved, that leads them to break down boundaries. This point is illustrated with Figure 2 above.

In conclusion, CQLP reshuffles the cards in the milk industry following an effectual logic. They create the conditions for the players to interact altogether and no longer according to dyadic relations. This action has contributed to increase the creation of value for the benefit of all the actors.

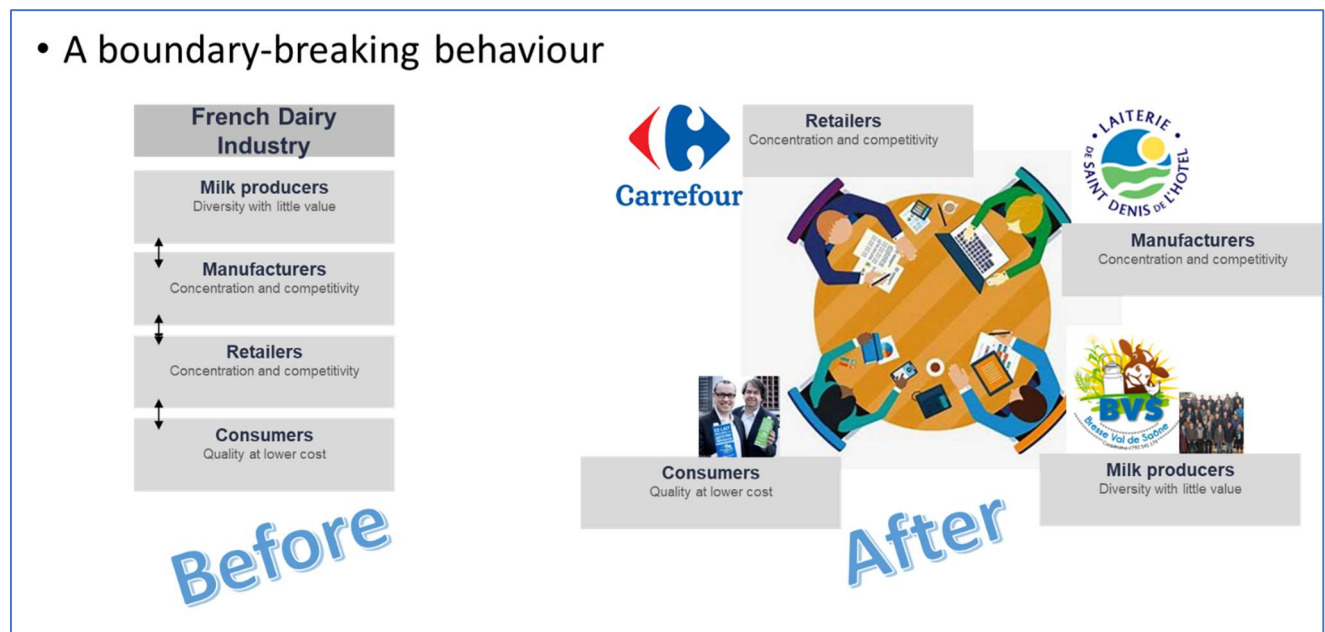


Figure 2 A boundary-breaking behavior

### Creatively bringing resources to bear and deploy them: using or creating a resource? From bricolage to resourcing

The second point of resourcefulness concerns the way of creatively bringing resources to bear and deploy them. A lot of resources are used in this process, but here we focus on a key resource that has contributed to shape the entrepreneurial process and to make it successful.

In the process studied, we note that the Bresse Val de Saône (CBVS) dairy cooperative, which comes into the project providentially, brings two key resources to the table: its production capacity and its history as an agricultural cooperative on the verge of bankruptcy. The first resource is its capacity to produce milk that complies with specifications. In the French dairy industry, each milk producer is attached to a single dairy manufacturer. Given the current crisis, no producer is willing to take the risk of abandoning his industrialist to join a project under construction. The CBVS is in a very precarious situation and is not attached to a dairy. This

cooperative has no satisfactory contract with an industrialist. Instead of continuing to look for an industrialist, it refused to be limited by its constraints, and began to contact all the distributors in its region, hoping that the agreement of a distributor to distribute its milk would then open the doors to an industrialist. Good thing, too, that in a Carrefour supermarket, a management assistant passed on the cooperative's request to its director, who in turn passed it on to head office, where the director involved in CQLP was looking for a dairy cooperative to produce CQLP milk. The cooperative operates in a context of constrained resources, as suggested by the entrepreneurial literature on bricolage, and implements a behavior of necessity. The CBVS refuses to be limited by its constraints, and instead of continuing to look for an industrialist, starts looking for a distributor, who would then give it access to an industrialist. What we see here is a bricolage logic.

The bricolage does not, however, explain how the cooperative's history is used by CQLP as a resource.

The second key resource relating to the Bresse Val de Saône cooperative is its history. The CBVS is already involved in the project as a milk producer, but its precarious situation creates a sense of urgency in implementing the project. Indeed, the kick-off meeting bringing together all the players takes place in September, and the banks have only given the CBVS until October to find a solution to their financial situation. In the retail sector, it takes an average of 6 months to launch a new product, which is not an acceptable timeframe for milk producers. The cooperative's precarious situation is not a resource in itself. However, it does enable two things: (1) the ultra-fast launch of the product, via an unprecedented mobilization of Carrefour's teams to meet the challenge of deadlines; (2) the taking of a financial risk by the industrialist LSDH, who undertakes to take on the entire milk production of the CBVS, and not just a reduced part, which would have been more reasonable in relation to the launch of the project; (3) the mobilization of consumers to buy a milk that can lift a dairy cooperative of some forty producers out of precariousness.

In this way, an object - the precariousness of a cooperative - generates three resources: (1) an unprecedented speed of product launch in supermarkets, (2) financial resources released by the dairy manufacturer for the project, and (3) customers.

Here we see a resourcing process, explaining how three resources are creatively created from one object. These resources did not exist as such for the project but were created as the project progressed. It is the action of the actors involved that has transformed objects into resources. These resources are not acquired for the project but created by it. Whoever controls the resource can only mobilize it within the framework of the project, in interaction with others. These resources acquire value through interaction with other players.

## Generate and capture new or unexpected sources of value

The project has been created with the interactions of 5 players: CQLP's entrepreneurial team, the Group Carrefour, the Cooperative Bresse Val de Saône, the industrial LSDH and consumers.

The first interesting point is that each player has explicitly stated its **expectations in terms of value creation**, upstream of the process. This was enabled by consumers voting on the specifications, taking into account the financial aspects of each option. We can thus identify the expected value creation for each player.

The value creation expected by the entrepreneurial team from the verbatim study can be broken down into four points: recognition of producers' work, creation of financial value, consumers learning about milk-related issues, and creation/reinforcement of trust within the dairy-industry.

*"We need to give more consideration to the people who feed us, the farmers, and pay attention to what we eat: our bodies are not garbage cans, and deep down, we aspire to so much more!" tells Chabanne" Book, p. 19*

The value creation expected by the CBVS revolves around four points as well: recognition of their work by consumers, financial value, quality milk to offer consumers and value linked to the development of relationships between the players.

*"The first thing we're doing right now, in the first year, is getting our cash flow back on track, paying off debts to suppliers and insurers, and so on. And then the second step is to bring operations back up to standard, with two or three investments that haven't been made, or that have been set back, that are in a somewhat dilapidated state, and that need to be redone quickly" Interview Martial Darbon, BFM Business, 2017/10/14.*

The Group Carrefour expects a stronger link between consumers and the retailer and the creation of financial value.

*"Carrefour wanted to find something other than price to promote. It was a huge advertising campaign for them." Laurent Pasquier, Interview 2019 July, 602*

The value creation expected by LSDH revolves around three points: image, financial value, recognition of producers' work.

*"For a number of years now, we've been negotiating at distributors' stalls, taking our producers with us to face the retailers. So that the distributor himself can explain to the farmer that his work does not deserve to be remunerated at its fair price, but according to a world price. These relationships have changed the way retailers look at milk prices. So, before CQLP, we already had this image of a dairy that is open to dialogue (...) After CQLP, things shifted up a gear." Romain Delfosse 117*

The value expected by consumers appears more complex: the development of links between distributors and consumers, knowledge and recognition of the work of producers, learning about the issues linked to the product, consumption of quality milk, recognition of their responsibility as consumers.

*"Consumers will mobilize, but only if they are sure of one thing: that the 80 families will be bailed out; and for that to happen, we have to commit to the totality, to the 26 million of their annual production! "After a heavy silence, Emmanuel, LSDH's boss, looks at Marc, Carrefour's milk buyer. "Can you help me? Shall we go?" (...) Ok" Book, p. 72*

Among the value creations identified in the verbatims, those shared by the greatest number of players are the creation of financial value and the recognition of producers' work. This analysis highlights the diversity of value creation expected by stakeholders, and the fact that it is not necessary for these expectations to be aligned to successfully develop an entrepreneurial project.

The second point concerns **unexpected creation of social value**. As the project progressed, producers discovered the satisfaction derived from the links developed with consumers and with the dairy:

*"The LSDH plant is very impressive. We organized two bus trips for the producers two years ago. We'd already been there with Martial for meetings, so we visited at the same time, but there were a lot of producers who'd never been there before, so we organized two coach trips on two different dates, so that GAEC members could take it in turns to go. So, they could visit the factory." Interview Wilfried Paccaud, 2019 December, 327*

*"We do a lot of activities with consumers. We like meeting consumers, we explain to them that thanks to their buying gesture we're able to earn a living now, which wasn't the case before, and most consumers are happy to know that the hundreds of euros per liter of milk that they put in addition are able to save producers." Interview Wilfried Paccaud, December 2019, 359.*

Finally, the financial value created has benefited the entire industry and not only the players implied in the project.

*"This approach also has an indirect impact on the whole ecosystem that revolves around the farm: food merchants, equipment and investment merchants. I've met some of them who are happy with the approach, because before they weren't sure their invoices would be paid. They also benefit from the approach. There's also advice on breeding. Romain Delfosse, Interview 2019 September, LSDH, 104*

To conclude, the expected value creation was made explicit by all the players at the beginning of the project. Stakeholders were not aligned with the expected value creation, but this does not prevent the success of the project. Secondly, several players have benefited unexpectedly from the creation of social value due to the development of links between players in the sector who previously didn't speak to each other. Finally, the

value created benefited all players. We note that the integration of a new player (CQLP) into a sector in crisis helped increase value creation within the sector. At the end, there is not only a new player who is satisfied with the value captured, but every other player was able to capture a higher created value.

## Theoretical and practical implications

This paper has both theoretical (1) and practical implications (2).

### Theoretical contributions

Our empirical data contribute to the literature on resourcefulness that is mostly theoretical. We link distinct literatures: bricolage (Baker and Nelson, 2005), effectuation (Sarasvathy, 2001) and resourcing (Feldman, 2004). From this point of view, working on resourcefulness provides an integrating framework. Our empirical analysis shows that within the same entrepreneurial process, effectual, resourcing and bricolage approaches can coexist. They operate at three different levels, starting from the broadest to the narrowest: (1) the effectual approach is better suited to analyzing an entrepreneurial process as a whole, (2) resourcing enables us to approach a process of transforming an object into a resource via multiple interactions between actors within a given organization, (3) bricolage acts at an operational level with the use of a given resource for a purpose other than that for which it was designed, in a resource-constrained environment

The implementation of an effectual approach leads to behaviors that ignore boundaries, producing results that would have seemed impossible for an entrepreneur anchored in a causal logic. Resourcing shows how an object acquires value within a given structure, through interactions between different players. The object only becomes a resource in relation to its environment and has no intrinsic value. Control of the resource is not a central issue. The created resource is not necessarily controlled by the one who uses it. Resourcing takes a broader approach than bricolage, as there is no presupposition of a resource-constrained environment. Within the same organization, some players may be resource-constrained, while others are not.

The arrival of a new player deploying resourceful behavior contributes to increasing the value created for each player. Upstream clarification by each player of the expected value helps to smooth relations between players and enables better sharing of the value created.

### Practical implications

Our findings could help accelerators, incubators, and other key actors in entrepreneurial eco-systems to identify how to capture resources or transform objects into resources and give value to them.

With this research, we invite entrepreneurs and actors involved in an entrepreneurial project to expect unanticipated consequences of transforming an object into a resource. They should expect to be surprised by the consequences of transforming objects into resources.

Involving consumers and partners in an entrepreneurial process is a way to reduce uncertainty for the entrepreneurial team.

## Conclusion

Entrepreneurs are constantly looking for resources. The aim of this research is to contribute to an understanding of resourcefulness as a unifying theoretical framework for better grasping the issue of resource use and control in entrepreneurship. We began by looking back at effectuation and bricolage, and showed how these two literatures relate to resourcefulness. The aim is not to propose an additional approach, but rather a unifying framework. Effectuation is better suited to a macro level of analysis of the entrepreneurial process as a whole, while bricolage is better suited to an operational level of use of a resource by an actor with a purpose other than that for which it was designed, in a context of constrained resources. To complete this framework, we have mobilized resourcing (Feldman, 2004), which considers the process of transforming an object into a resource, in relation to its environment. The initial object has no intrinsic value, and the resource acquires a value in relation to its environment and the actors who use it.

Resourcefulness has been the subject of mainly theoretical work. We have chosen to implement a unique case study involving an original entrepreneurial project in the French dairy industry. This sector, which is in crisis, is unique in that it brings together world-class manufacturers and retailers with substantial resources, and small local players with very limited resources.

We have shown how, within the same entrepreneurial project, effectuation, resourcing and bricolage allow us to understand, at three different levels, the results of resourceful behavior on the creation of the idea (effectuation), the transformation of objects into resources within a given organization and in relation to the environment and the actors (resourcing), the detour of the use of an existing resource (bricolage) and the increase in the value created for the benefit of each of the actors.

From an academic point of view, we encourage researchers to take an interest in resourcefulness as a unifying framework that brings together different logics for a better understanding of the entrepreneurial phenomenon in relation to resources. The use to empirical data will help to strengthen the theoretical framework. From a managerial point of view, we encourage entrepreneurs and support structures to pay greater attention to the environment and the role of the various players in transforming an a priori valueless object into a resource.

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