Chapter 4

Research on Cross–Border Entrepreneurial Path of Core Enterprise Based on Ecological Advantage

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ABSTRACT

In the business ecosystem, the core business niche is not occupied by a structural position; its objectives and strategies are easily dispersed, while the core business can’t coordinate the business ecosystem elements. Therefore, the ecological advantages obtained by core enterprises in the process of self-organization evolution are not sustainable. To solve this problem, a possible way is to explore how core enterprises consolidate and form new ecological advantages from the perspective of cross-border business. However, the academic community has not discussed the evolution path of cross-border entrepreneurship in detail. For this reason, based on the perspective

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of ecological advantages, this chapter discusses the strategic path of cross-border entrepreneurship of core enterprises and constructs an interaction model between ecological advantages and core enterprises’ cross-border entrepreneurial paths. The study broadens the understanding of the relationship between corporate strategies and business ecosystems, then provides theoretical value for subsequent research.

INTRODUCTION

Strategic positioning has always been one of the heated issues in the field of enterprise management, and the ecological advantage of enterprises is the core of strategic positioning. As the external environment becomes more complex and variable, how to build an ecological advantage becomes the top priority of the core enterprises in the business ecosystem. As a platform-based enterprise that plays a leading role in the commercial ecosystem, the construction of the core enterprise’s ecological advantages will not only affect the upgrading, improvement, evolution and innovation of the entire commercial ecosystem, but also the smooth transformation of the entire industry. However, the core business can only passively accept the evolution of self-organizing business ecosystems choice, but cannot take the initiative to occupy the structural position, it cannot be able to purposefully get heterogeneous resources and the strategic objectives and their ability to match resources. Therefore, the advantages that core enterprises have in the process of self-organization and evolution of the business ecosystem are temporary and incomplete, rather than the ecological advantage in a continuous and complete sense. Then, what kind of strategy should the core enterprises that are dominant in the commercial ecosystem adopt to be able to consolidate and further form new ecological advantages?

For the problem above, a possible solution is to explore how the core enterprises can consolidate and form new ecological advantages from the perspective of cross-border entrepreneurship. First of all, cross-border entrepreneurship makes core enterprises promote the integration and reconstruct the business ecosystem, thus occupy a new key niche and further expand the ecological advantage. The penetration of corporate entrepreneurship into organizational strategy encourages companies to act in an innovative and pioneering manner which continuously optimize and restructure the company’s existing business ecosystem through a series of activities initiated by the company, and seek opportunities to construct ecological advantages in the process.

Second, cross-border entrepreneurship can assist core enterprises integrate ecological advantages from different sources. The ecological advantage comes from the heterogeneous resources of the external environment in the commercial ecosystem. The core enterprises need to coordinate and optimize the partnership within
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