

# Séminaire de Recherche



**Laure AMBROISE (COACTIS, Université Lyon 2),**

Exploration and exploitation in SMEs:

A lever for performance through interaction orientation

Date : 31/05/2018

Heure : 14h00

Salle : 103 (IAE SMB Annecy)

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This research explores the complex relationships between exploration and exploitation, as strategic orientations, and SMEs performance, by testing the mediating role of customer relationship management capabilities, which here refer to a firm's level of interaction orientation. Using data collected from 793 French manufacturing SMEs, the findings reveal a direct positive relationship between exploitation and performance and a negative one for exploration. Results also provide support for the expected mediating role of interaction orientation between exploitation and performance, but not between exploration and performance. In turn, managerial implications can be drawn to assist SMEs to be really effective: for ones engaged in exploitation strategy, relational approaches based on a genuine desire to properly exploit and reinforce existing knowledge about the customers are real drivers to performance. Conversely, SMEs involved in exploration strategy should focus on customer empowerment and increase customer culture to balance the potential negative impact of exploration on performance.

*Auteurs : Céline Bérard, Isabelle Prim-Allaz*

**07/06/2018 — 12h30**

François LENGLET, Rémi MENCARELLI (IREGE, USMB),  
La proximité en marketing : bilan et perspectives &  
Agnès DURRANDE-MOREAU (IREGE, USMB),  
Perspectives en agritourisme