

Entrepreneurial Competencies and Value Creation: A Comparative Study of Planning, Effectuation, and Hybrid Approaches among Moroccan Micro-Entrepreneurs

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Abstract

This research investigates the influence of entrepreneurial competencies on value creation among Moroccan micro-entrepreneurs, with a focus on the entrepreneurial approach adopted planning, effectuation, or a hybrid of the two. The study aims to understand how each approach shapes the development and mobilization of specific entrepreneurial skills, and how these competencies, in turn, impact the creation of economic, social, and environmental value.

The first objective is to identify the key entrepreneurial competencies associated with each approach: planning is hypothesized to develop formal skills such as strategic thinking, anticipation, and organizational ability, while effectuation is expected to foster adaptive skills like experimentation, flexibility, and network building. A secondary goal is to assess how these differing competencies contribute to value creation in dynamic and uncertain environments.

The study also explores whether a hybrid or mixed approach—integrating both planning and effectuation logics can lead to the development of a broader and more balanced skill set, thus maximizing value creation across different entrepreneurial phases. By comparing the perceived effectiveness of each approach among Moroccan entrepreneurs, the research offers insights into the contextual relevance of entrepreneurial strategies and the complementarities between them.

Keywords

Entrepreneurial competencies, effectuation, planning approach, value creation.