

Rule-Breaking through I.P.-Based Disruptive Strategy
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1996: Cybergun, a small-sized French company engaged in the distribution of leisure and game accessories faces a high danger: the firm is sued by Beretta for selling counterfeited, non-licensed replicas of famous firearms. This threat turns out to be a real earthquake. Seven years later, Cybergun is legally allowed to import and sell famous firearms replicas that I.P.R. are guaranteed – and has become the unique worldwide leader in this market. This case is not only an example of best practices for industrials, but is emblematic of the new theories that recently enhanced strategic management thinking. Based on the critique of the classical model, they help to better understand how certain companies can generate deviant, sustainable strategies. The analysis aims at understanding how, through subversion, an organization can overturn established dominant models. Therefore, while academics stress on the need to be a rule-breaker, our common purpose and our contribution, through empirical analysis and theoretical highlights, is to demonstrate how a company can spearhead a business and economic revolution - by grounding a disruptive strategy on an original key success factor: intellectual property.