



## **SIG 13 - SM - Strategic Management**

We invite you to submit your research to explore the theme of *The Business of Now: the future starts here* for the EURAM 20<sup>th</sup> Conference.

We look forward to receiving your submissions.

### **ST13\_06 - Strategic Ambidexterity: solving the inherent managerial tensions between exploration and exploitation in innovative firms**

#### **Proponents:**

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#### **Short description:**

Strategic Ambidexterity: solving the inherent managerial tensions between exploration and exploitation in innovative firms

#### **Long description:**

Around the world, both small- to medium-sized and large firms need to act today to secure a leading position in tomorrow's increasingly complex industrial ecosystems. They need to face the disruptive changes induced by the current technological transformation, that makes traditional manufacturing and production methods obsolete, adapt to transformational processes that leverage on digital technologies and be able to explore new value propositions; at the same time, they have to exploit their current businesses, protecting them from the conflicts that the transformation may bring about and managing the transitional challenges in the least disruptive possible way.

A persistent theme in a variety of organizational literatures is that successful firms are ambidexterous – aligned and efficient in response of today's business demands while simultaneously explore the environment and adapt to the changing conditions (Raisch and Birkinshaw, 2008). Previous research has found that a well-balanced combination of these two types of activities (exploitation and exploration) is essential for the long-term survival the firm (Schmitt, Raisch, & Volberda, 2018; Hortovanyi, Fuzes, & Szabo, forthcoming).

Nevertheless, in recent years scholars also pointed out that firms in almost all industries have conducted a number of initiatives to explore new digital technologies and to exploit their benefits (Marcante, 2016). This frequently affects products and processes, as well as organizational structures and management concepts. The exploration of digital technologies like IOT, Cloud platforms and Big data often affects large parts of companies offerings and operations and even go beyond their borders, by impacting business processes, sales channels, and supply chains; this extremely complex challenge may be strategically sustained by ecosystem partnerships and selected dyadic client-supplier relationships (Paiola and Grandinetti, forthcoming).



The contradictions between exploitation and exploration should be studied in order to help practitioners prepare for the challenges that digital technologies pose to their products, processes and ecosystems. Research on strategic ambidexterity should provide a starting point for identifying strategies to organize assets and knowledge pools, while gain better knowledge about markets, industries and customer preferences and focus on scalable learning.

We call for original research papers that address the various aspects (Knowledge management, Learning, Design, Innovation, Paths and phases of growth, etc.) of the organizational and strategic challenge that digitally-based innovation brings into the debate on strategic ambidexterity in BtoB and BtoC industrial markets.

**Keywords:**

Strategic Ambidexterity  
Innovation  
Strategic Renewal  
Organizational learning

**UN Sustainable Development Goals (SDG):**

Goal 9: Industry, Innovation, and Infrastructure.

**Publication Outlet:**

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**AUTHORS GUIDELINES**

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