

Business Model Innovation in Incumbent Firms: How Organizational Members Can Manage Emerging Tensions

Veronika Seilz (M.A.)

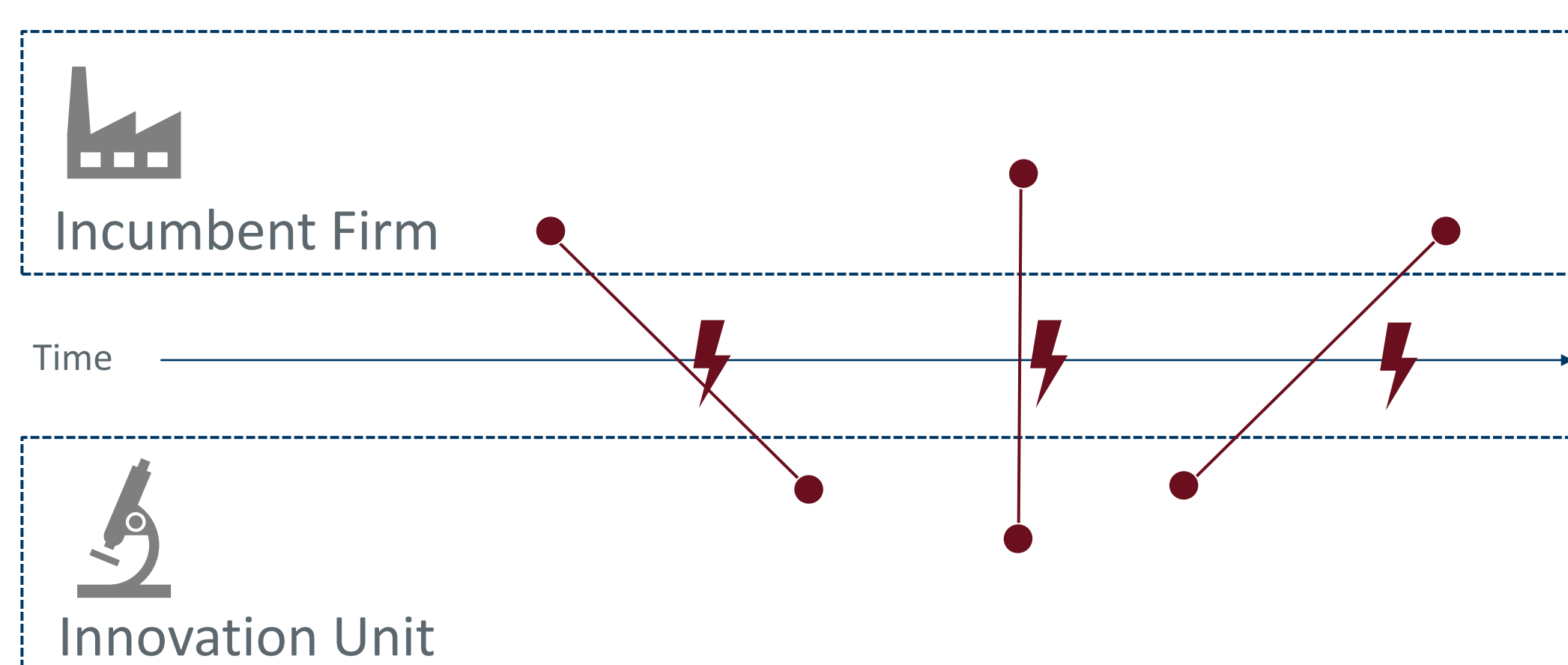
Prof. Dr. Christian Schaller, Prof. Dr. Angela Roth

Projektbeschreibung

Cooperative Dissertation	» with Friedrich-Alexander-University Erlangen Nürnberg (FAU) » at the Chair of Information Systems, Innovation & Value Creation (WI1; Prof. Dr. Kathrin M. Möslin)
Pursued Doctoral Degree	» Dr. rer. Pol.
DHBW finance programme	» IPF-Programm
Doctoral Candidate	» Veronika Seilz, M.A.
Dissertation Type	» Monography, consisting of four studies
Planned Period	» April 2021 – September 2023
Supervisors	» Prof. Dr. Angela Roth (FAU) » Prof. Dr. Christian Schaller (DHBW)

Problem Statement

For incumbent firms, business model innovation (BMI) plays a crucial role for performance and sustainable success. But incumbent firms have an existing business model already, which needs to be managed simultaneously. A common way to address this simultaneity, is to host BMI in a team, lab or unit, separated from or integrated within the core organization. But previous research revealed that tensions can emerge, e.g. between the old and new business model or between those units that host the different business models. However, how the tensions arise in this context and how they can be managed is so far investigated only limited. The present dissertation therefore aims to approach the question how tensions arise in the context of BMI, how individual actors respond to them and how tensions can be managed.



Exemplary presentation: Arising tensions in the context of BMI in incumbent firms, own illustration

Research Approach

To do so, an inductive, qualitative research design is chosen. On behalf of a systematic literature review and three explorative case studies, the dissertation should provide different perspectives on the above drafted research topic. The overall aim is to provide both, practitioners and academics deep insights into the management of tensions in the context of BMI and therefore enable successful BMI in incumbent firms.

Research Steps

For the project's purpose, the following steps will be carried out:

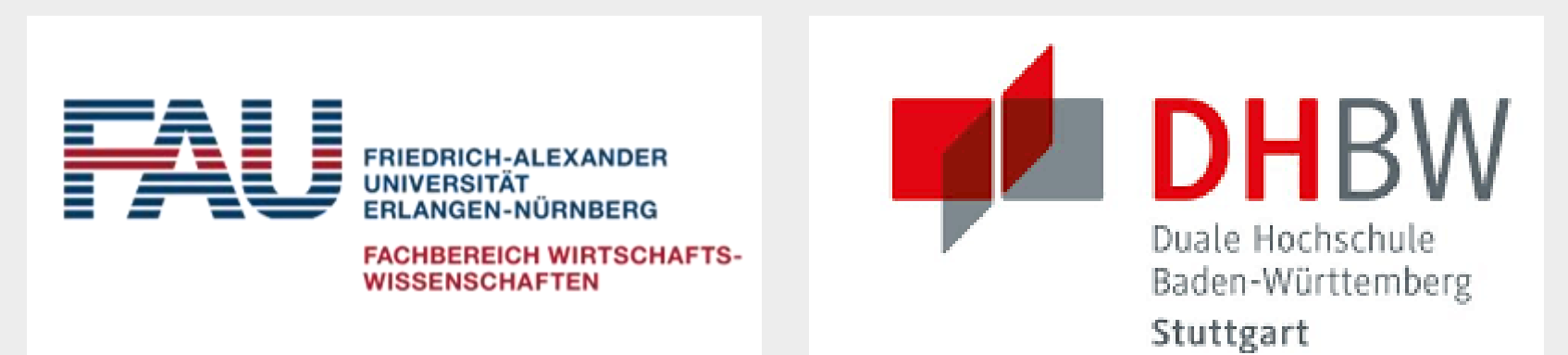
- » *Systematic Literature Review:*
What does the extant literature show with regard to emerging tensions in the context of business model innovation in incumbent firms?
- » *Longitudinal Single Case Study:*
What are the crucial tensions that emerge in a distributed firm of the paper processing industry during the exploration of new business models?
- » *Single or/and Multiple Case Studies:*
tbd

Outlook

It is planned to publish the studies on international conferences and in international highly ranked academic journals (VHB JQ3).



Cooperative Partner



Quellen

- » Foss, N. J., & Saebi, T. (2017). Fifteen Years of Research on Business Model Innovation. *Journal of Management*, 43(1), 200–227. <https://doi.org/10.1177/0149206316675927>
- » Lewis, M. W. (2000). Exploring Paradox: Toward A More Comprehensive Guide. *Academy of Management Review*, 25(4), 760–776.
- » Smith, P., & Beretta, M. (2021). The Gordian Knot of Practicing Digital Transformation: Coping with Emergent Paradoxes in Ambidextrous Organizing Structures. *Journal of Product Innovation Management*, 38(1), 166–191.
- » Sund, K. J., Bogers, M. L.A.M., & Sahramaa, M. (2021). Managing business model exploration in incumbent firms: A case study of innovation labs in European banks. *Journal of Business Research*, 128, 11–19.

Kontakt

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