



Strategic Interest 13 – Strategic Management (SM)

<http://www.euram-online.org/annual-conference-2018.html>.

Dear EURAM members and friends,

With our theme **Research in Action**, we invite you to participate in debate about how we can use and develop our knowledge better so that solving problems and dealing with issues can become more effective. We look forward to receiving your submissions.

ST13_07 Strategic Ambidexterity: The paradox of exploitation and exploration

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Short Description

Research on strategic ambidexterity should provide a starting point for practitioners to adapt to the disruptive change induced by the fourth industrial revolution. By studying the contradictions between exploitation and exploration researchers could help them prepare. For example, Mom, van den Bosch, and Volberda (2007) found that top-down knowledge inflows are associated to exploitation; horizontal and bottom-up inflows are related to exploration. Others pointed out the trade-offs that are inherently present when organizations pursue both types of activities (Hortovanyi and Szabo, 2006). We call for papers that address the organizational challenge of industry 4.0 into the debate on strategic ambidexterity.

Long Description

Around the world, companies need to act today to secure a leading position in tomorrow's complex industrial ecosystems. They need to adapt to the disruptive change induced by the fourth industrial revolution that puts traditional manufacturing and production methods obsolete.

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). While the first refers to the maximization of short-term gains, the latter refers to the maximization of future gains by seizing opportunities. More specifically, examples to exploration activities include developing different ways to fulfill customers' unmet needs, meeting new people beyond one's network, and engaging in efforts to invent a novel business model. In contrast, exploitation is associated with the business-as-usual kind of activities, strengthening bonds with existing customers and business contacts, and engaging in the daily maintenance activities.

Previous research have found that a well-balanced combination of these two types of activities (exploitation and exploration) is essential for the long-term survival the organization. For example, Mom, van den Bosch, and Volberda (2007) pointed out that top-down knowledge inflows from persons at higher hierarchical levels are positively related to exploitation. Conversely, horizontal and bottom-up knowledge inflows from peers and persons at lower hierarchical levels are positively related to exploration.

Nevertheless, scholars also pointed out the trade-offs and tensions that are inherently present when organizations pursue both types of activities at the same time. Studies on organizational knowledge sharing have found that interpersonal relationships play a critical role in transferring knowledge within the organization (Hortovanyi and Szabo, 2006). While positive relationships between employees facilitate the knowledge flow, the lack of such relationships, or even the presence of negative relationship could induce counterproductive behaviors resulting in blocking the transfer of knowledge.

The contradictions between exploitation and exploration should be studied in order to help practitioners prepare for the challenges of industry 4.0. Research on strategic ambidexterity should provide a starting point for them to identify strategies on how to organize assets and knowledge pools focused on efficiency, 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 (learning, design, innovation, growth etc.) of the organizational challenge of industry 4.0 into the debate on strategic ambidexterity.

Publishing Outlets:

Long Range Planning, JEEMS, Edward Elgar Publishing

For more information:

Contact the corresponding proponent.

Submission Deadline: 10 January 2018 (2 pm Belgian time)

Authors Guidelines and Submission Deadline:

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

ONE PRESENTING AUTHOR PER PAPER SUBMISSION

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, **an author can submit and present only one paper**. However, a presenter can always be a non-presenting co-author on additional papers.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2018 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, track and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2018 website (open as of 1 December 2017: see <http://www.euram-online.org/annual-conference-2018.html>.)
10. Only submissions in English shall be accepted for review.
11. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author can only present one paper at the conference.