How does corporate venturing contribute to firm’s dynamic capabilities?

Seminar Series 2018 - 19
Professor Ellen Enkel
Monday 26 November, 3:30PM - 5PM
Tea & coffee will be available from 15:00.

ABSTRACT: Today, firms are faced by scarce resources and rapid technology change which render formerly successful business models obsolete. Research shows that some firms perform better than others in continuously discovering, evaluating, and exploiting opportunities in volatile environments and that this is dependent on a firm’s dynamic capabilities. Besides obtaining dynamic capabilities through internal R&D activities, firms have open up their innovation process to pursue dynamic capabilities outside their organizational boundaries through corporate venturing by accessing startup’s technological capabilities necessary to innovate. Corporate venturing is a means to develop new distinctive capabilities and businesses by exploring and exploiting business opportunities outside a firm’s existing boundaries. Drawing on the dynamic capability literature, we use a multiple case study approach to examine the contribution of corporate venturing to firms’ dynamic capabilities. Our results reveal, that multinational firms indeed use corporate venturing to identify and exploit startup’s technological knowledge and competencies to increase firm’s dynamic capabilities. But our empirical data also shows, that not every firm is fully profiting from all dynamic capability phases as their corporate venturing modes are not liked with each other and network effects are not realized.

Ellen Enkel is Chair of Innovation Management at Zeppelin University where she is Head of the Manfred Bischoff Institute for Innovation Management. She has published extensively in topics related to management of open innovation versus closed innovation processes, digital transformations, business models, corporate strategy and culture, and the management of cognitive distance in collaborative innovations.

Ellen is also the Editor in Chief of R&D Management, a leading CABS Journal (3*) that seeks to merge academic and practising manager communities on a range of topics spanning R&D, design and innovation, strategic and human resource management as well as issues involving the nexus between exploratory science and commercial exploitation.

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