

<b>School/Department:</b>	Rotterdam School of Management Department of Strategic Management & Entrepreneurship Burgemeester Oudlaan 50 3062 PA Rotterdam The Netherlands
<b>Project Title:</b>	<b>Digital International New Ventures: Scaling Beyond Borders</b>
<b>Abstract:</b>	<p>The term “digital economy” refers to an economy that is based on digital computing technologies. Although the digital transformation of society has only just begun, it is already clear that the digital transformation challenges our traditional understanding regarding how businesses should be structured to most effectively create and deliver value; how firms interact with each other and with their customers; and how customers access services, information, and goods (Yoo, Boland, Lyytinen, &amp; Majchrzak, 2012). For example, we can already observe that services and interactions are increasingly digitalized and modularized, and as digitalization increasingly permeates even physical products, enabling the connectivity of these to digital platforms, new business models are enabled that have the potential to scale globally – and to disrupt established incumbents (Rietveld, 2017). To date, the focus of digital transformation is on the use of digital technologies such as social media, mobility, analytics, and more. Indeed, many firms focus on front-end processes and channels with smart applications (“apps”) to make use of technological advancements in cloud computing, big data, or mobility. It is therefore not surprising that the number of mobile app users already surpassed desktop users in 2014. The global mobile app revenue was USD 88.3 billion in 2016. In 2020, mobile apps are projected to generate USD 188.9 billion in revenue (Statista, 2017).</p> <p>The disruptive potential of the use of digital technologies is widely recognized within and outside academia; yet, although the wave of digitally enabled business models started already in the mid-2000s, strategy scholars have been slow to address this phenomenon. To illustrate, while international business theory suggest that firms have to overcome entry barriers when expanding to foreign markets, digital products can often be sold at no or very limited additional marginal costs in foreign markets; in the case of mobile apps, digital products</p>

	<p>(mobile apps) become instantly available in foreign markets through the iOS App Store or Google Play.</p> <p>Uber and Google's failure in China, however, illustrate the unique challenges firms in the digital economy face when expanding across borders. For example, entrepreneurial firms in the digital economy are often embedded in so-called business ecosystems (Kapoor &amp; Agarwal, 2017), shifting the focus from competition to cooperation during the internationalization process. Similarly, firms in the digital economy also have to interact with the regulatory environment in host countries. This raises important theoretical questions (e.g., Shaheer &amp; Li, 2018). Most notably, we continue to lack a clear understanding as to how digital firms can successfully scale their business beyond borders when expanding abroad despite all the unique challenges with which these firms are confronted in the digital economy.</p> <p><u>References:</u></p> <p>Kapoor, R., &amp; Agarwal, S. 2017. Sustaining superior performance in business ecosystems: Evidence from application software developers in the iOS and Android smartphone ecosystems. <i>Organization Science</i>, 28(3): 531-551.</p> <p>Rietveld, J. 2017. Creating and capturing value from freemium business models: A demand-side perspective. <i>Strategic Entrepreneurship Journal</i>, forthcoming.</p> <p>Shaheer, N.A., &amp; Li, S. 2018. The CAGE around cyberspace? How digital innovations internationalize in a virtual world. <i>Journal of Business Venturing</i>, forthcoming.</p> <p>Statista. 2017. Worldwide mobile app revenues in 2015, 2016 and 2020. Retrieved from <a href="https://www.statista.com/statistics/269025/worldwide-mobile-app-revenue-forecast/">https://www.statista.com/statistics/269025/worldwide-mobile-app-revenue-forecast/</a>.</p> <p>Yoo, Y., Boland, R.J., Lyytinen, K., &amp; Majchrzak, A. 2012. Organizing for Innovation in the Digitized World. <i>Organization Science</i>, 23(5): 1398-1408.</p>
<b>Requirements of candidate:</b>	<p>Background: <i>Economics, Management, Strategy, International Business</i></p> <p>Master's degree: Yes</p> <p>EUR requirement:          IELTS Grade: 7.5 or higher</p>

	<p>or TOEFL: 100 (internet) or 600 (paper)          and GMAT-test or GRE-test: 85%.</p>
<p><b>Supervisor          information:</b></p>	<p><i>Promoter: <u>Prof. dr. Justin Jansen</u></i>  <i>Email address: <u>jjansen@rsm.nl</u></i>  <i>Personal website: <u><a href="https://www.rsm.nl/people/justin-jansen/">https://www.rsm.nl/people/justin-jansen/</a></u></i>  <i>Recent publication list, preferably last 3-5 years (1-2 pages):</i></p> <ul style="list-style-type: none"> <li>• S.P.L. Fourne, N. Rosenbusch, M.L.M. Heyden &amp; J.J.P. Jansen (2019). Structural and Contextual Approaches to Ambidexterity: A Meta-Analysis of Organizational and Environmental Contingencies. <i>European Management Journal</i>, forthcoming. doi: 10.1016/j.emj.2019.04.002.</li> <li>• R.R. Blagoeva, T.J.M. Mom, J.J.P. Jansen &amp; G. George (2019). Problem-solving or Self-Enhancement? A Power Perspective on how CEOs affect R&amp;D search in the face of inconsistent feedback. <i>Academy of Management Journal</i>, forthcoming. doi: 10.5465/amj.2017.0999.</li> <li>• A.S. Alexiev, J.J.P. Jansen, H.W. Volberda &amp; Frans, A.J. Van Den Bosch (2019). Contextualizing Senior Executive Advice Seeking: The Role of Decision Process Comprehensiveness and Empowerment Climate. <i>Organization Studies</i>, forthcoming. doi: 10.1177/0170840619830128.</li> <li>• T.J.M. Mom, Y.Y. Chang, M.N. Cholakova &amp; J.J.P. Jansen (2019). A Multilevel Integrated Framework of Firm HR Practices, Individual Ambidexterity and Organizational Ambidexterity. <i>Journal of Management</i>, forthcoming. doi: 10.1177/0149206318776775.</li> <li>• H. Fasaei, M.P. Tempelaar &amp; J.J.P. Jansen (2019). Firm Reputation and investment decisions: The contingency role of securities analysts' recommendations. <i>Long Range Planning</i>, forthcoming. doi: 10.1016/j.lrp.2017.07.010.</li> <li>• Garcia-Granero, A. Fernandez-Mesa &amp; J.J.P. Jansen (2019). Top Management Team Diversity and Ambidexterity: The Contingent Role of Shared Responsibility and CEO Cognitive Trust. <i>Long Range Planning</i>, forthcoming. doi: 10.1016/j.lrp.2017.11.001.</li> <li>• P. Wang, V.J.A. van de Vrande &amp; J.J.P. Jansen (2017). Balancing Exploration and Exploitation in Inventions: Quality of Inventions and Team Composition. <i>Research Policy</i>, 46(10): 1836-1850. doi: 10.1016/j.respol.2017.09.002.</li> </ul>

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- Z. Simsek, J.J.P. Jansen, A. Minichilli & A. Escriba-Esteve (2015). Strategic Leadership and Leaders in Entrepreneurial Contexts: A Nexus for Innovation and Impact Missed? *Journal of Management Studies*, 52(4): 463-478. doi: 10.1111/joms.12134.
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- O. Mihalache, J.J.P. Jansen, F.A.J. van den Bosch & H.W. Volberda (2014). Advancing Management Innovation: Synthesizing Processes, Levels of Analysis, and Change Agents. *Organization Studies*, 35(9): 1245-1264. doi: 10.1177/0170840614546155.

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Recent publication list, preferably last 3-5 years (1-2 pages):

	<ul style="list-style-type: none"> <li>• J.P. Doh, P. Tashman &amp; M.H. Benischke (2019). Adapting to Grand Environmental Challenges through Collective Entrepreneurship. <i>Academy of Management Perspectives</i>, forthcoming. doi: 10.5465/amp.2017.0056</li> <li>• M.H. Benischke, G.P. Martin &amp; L. Glaser (2019). CEO Equity Risk Bearing and Strategic Risk Taking: The Moderating Effect of CEO Personality. <i>Strategic Management Journal</i>, 40(1): 153-177. doi: 10.1002/smj.2974</li> <li>• C. Tupper, O. Guldiken &amp; M.H. Benischke (2018). Capital Market Liability of Foreignness of IPO Firms. <i>Journal of World Business</i>, 53(4): 555-567. doi: 10.1016/j.jwb.2018.03.001</li> <li>• S.H. Ang, M.H. Benischke &amp; A.W.L. Hooi (2018). Frequency of International Expansion through High Control Expansion Modes and Interlocked Directorships. <i>Journal of World Business</i>, 53(4): 493-503. doi: 10.1016/j.jwb.2018.02.003</li> <li>• P.J. Buckley, J.P. Doh &amp; M.H. Benischke (2017). Towards a Renaissance in International Business Research? Big Questions, Grand Challenges, and the Future of IB Scholarship. <i>Journal of International Business Studies</i>, 48(9): 1045-1064. doi: 10.1057/s41267-017-0102-z</li> <li>• S.H. Ang, M.H. Benischke &amp; J.P. Doh (2015). The Interactions of Institutions on Foreign Market Entry Mode. <i>Strategic Management Journal</i>, 36(10): 1536-1553. doi: 10.1002/smj.2295</li> </ul>
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