

## Online Appendix A1: Overview of recent literature reviews

<b>Authors</b>	<b>Summary</b>	<b>Methodology</b>
Raisch & Birkenshaw (2008)	<ul style="list-style-type: none"> <li>• Focus on ambidexterity research.</li> <li>• Develop a comprehensive framework that covers research on the antecedents (structure, context, leadership), moderators (dynamism, competitive dynamics, market orientation, resource endowment, firm scope), and performance outcomes (accounting, market, growth) of organizational ambidexterity.</li> <li>• Future research recommendations include the need to clearly identify the level of analysis is identified; research the interrelationships between the various antecedents; investigate several performance dimensions; and study the evolution of ambidextrous organizations.</li> </ul>	Qualitative review
Simsek (2008)	<ul style="list-style-type: none"> <li>• Develop a multi-level model of ambidexterity.</li> <li>• Levels include: organization level (antecedent and moderator); interfirm level (antecedent); and environmental level (moderators).</li> </ul>	Qualitative review
Lavie et al. (2010)	<ul style="list-style-type: none"> <li>• Develop a framework comprising the antecedents (dynamism, shocks, competitive intensity, absorptive capacity, slack resources, organizational structure, culture, age, and size, as well as managerial inclinations) and consequences of exploration and exploitation and their balance.</li> <li>• Conceptual and empirical gaps, such as empirical evidence on the benefits of balance between exploration and exploitation, are identified, and directions for future research are provided.</li> </ul>	Qualitative review
Nosella et al. (2012)	<ul style="list-style-type: none"> <li>• Focus on ambidexterity research.</li> <li>• Previous research classified into (1) Foundations: Structural solution, (2) Contextual solution, (3) Antecedents and consequences of ambidexterity, and (4) Cross-boundary perspectives.</li> <li>• Findings suggest that organizational ambidexterity research has evolved from the original definition of the construct as a capability for resolving tensions.</li> <li>• Most previous research has focused on macro-level aspects.</li> </ul>	Factor analysis of 55 articles
Mueller et al. (2013)	<ul style="list-style-type: none"> <li>• Focus on exploratory and exploitative innovation.</li> <li>• Impact of institutional conditions differs between exploratory and exploitative innovation.</li> </ul>	Meta-analysis of 46 studies.
Turner et al. (2013)	<ul style="list-style-type: none"> <li>• Focus on ambidexterity research.</li> <li>• Develop a framework integrating intellectual capital resources (organizational, social and human capital) across various levels of analysis (organization, group and individual).</li> </ul>	Qualitative review of 119 articles

Junni et al. (2013)	<ul style="list-style-type: none"> <li>• Focus on ambidexterity research.</li> <li>• Ambidexterity has positive performance implications especially in non-manufacturing organizations and at higher levels of analysis.</li> <li>• Performance effects are dependent on the measurement of ambidexterity and applied research design.</li> <li>• Identified moderator: environmental conditions.</li> </ul>	Meta-analysis of 69 papers with 135 samples
Almahendra & Ambos (2015)	<ul style="list-style-type: none"> <li>• Identifying citation patterns.</li> <li>• Five intellectual foundations identified (absorptive capacity, behavioral theory of the firm, evolutionary theory, resource-based view, knowledge-based view).</li> <li>• Turning points (i.e., seminal articles) are identified and discussed.</li> </ul>	Bibliometric analysis of the references of 145 articles
Fourne et al. (2016)	<ul style="list-style-type: none"> <li>• Find a positive and heterogeneous relationship between exploration and exploitation.</li> <li>• Identify organizational size, inter- and intrafirm modes of operation, and environmental factors (industry and technological intensity) as important factors.</li> </ul>	Meta-analysis of 108 primary studies with 117 effect sizes

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## **Online Appendix A2: Method description**

### **Bibliographic coupling**

Bibliographic coupling is one of main quantitative methods for mapping the structure and development of scientific fields and disciplines (Zupic and Čater, 2015). Even though it has been traditionally less popular than co-citation analysis in the field of Business and Management, it is a very powerful tool with multiple attractive features for studies, and it has been becoming more popular within the past years (e.g. Nosella et al., 2012; Vogel and Güttel, 2012; Devinney and Hohberger, 2016). The main point of distinction is that bibliographic coupling uses the shared number of references between two publications to measure the proximity between these two publications (Kessler, 1963). This is different from co-citations analysis, where the proximity between two publications is measured by the number of shared citations by other publications (Small, 1973). It is important to note that bibliographic coupling is a static approach as the number of shared references between two publications remains constant over time (Zupic and Čater, 2015). Therefore, it is well suited for analyzing trends in current research, even if they have not been cited yet (Zupic and Čater, 2015; Vogel and Güttel, 2012). Co-citation analysis, on the other hand, is a dynamic approach, because by the number of shared citations by other publications can increase with each number of articles that cites both publications (Zupic and Čater, 2015; Vogel and Güttel, 2012). As a consequence, older publications can accumulate more citations than newer publications and thus, co-citation results can be biased towards the more recent publications. Furthermore, bibliographic coupling and co-citation analysis operate at different levels of analysis (Vogel and Güttel, 2012). Co-citation analysis uses cited publications (references) to measure the similarity between two publications, while bibliographic coupling uses references to measure the proximity of two citing publications. We are particularly interested in the academic structure within the publications citing March (1991) (and not his references), thus, we applied bibliographic coupling. However, we also have conducted co-citation analysis and the results can be requested by the authors.

In applying bibliographic coupling we followed previous research, in particular, Zupic and Čater (2015) and Randhawa et al. (2016). First we calculated the coupling based proximity scores using the BibExcel software package (Persson et al., 2009). We then use the proximity scores to analyze and visualize the relationship between the publications using network and network community analysis. Within bibliometric studies, network approaches have become increasingly popular (e.g. Nosella et al., 2012; Vogel and Güttel, 2012;

Randhawa et al., 2016; Zupic and Čater, 2015), as they provide an accurate, effective, and readable visualization of a larger number of documents in a meaning full ways (Zupic and Čater, 2015; Randhawa et al., 2016; Vogel and Güttel, 2012). Whereas other analysis and visualization techniques (e.g., exploratory factor analysis and multi-dimensional scaling) frequently benefit from a normalization of the proximity scores, this is not always the case for network-based approach (Zupic and Čater, 2015; Wallace et al., 2009). In our case, the results did not improve (or even worsened), by normalizing with the Salton's cosine (Salton and McGill, 1986), thus, we use the raw scores. To visualize the network, we apply the 'Force Atlas 3D' network algorithm implemented in the Gephi software package (Bastian et al., 2009). In a second step we used the "Louvain" modularity optimization method to identify research clusters (Blondel et al., 2008). Thereby, the number of cluster is based on the resolution coefficient (Lambiotte et al., 2008). Starting from the default value of 1.0, we experimented with various resolution coefficients in an iterative interactive fashion to find the sound clustering. The quality of the solutions was judged with a modularity parameter (minimum of 0.4) (Blondel et al., 2008) and by a qualitative assessment of the results.

### **Leximancer**

Leximancer has been used in previous literature reviews (Wilden et al., 2016; Randhawa et al., 2016; Biesenthal and Wilden, 2014; Liesch et al., 2011) to investigate what authors are actually writing about. The software conducts both conceptual (thematic) and relational (semantic) analysis of textual data (Rooney, 2005), thus allowing researchers to analyze concepts (common text elements) and themes (groupings of revealed concepts). The algorithm automatically selects the most appropriate number of themes depending on the identified concepts and allows overlapping of clusters. Leximancer is appropriate for our exploratory research as it delivers high reproducibility and reliability of concept identifications and clustering, reducing biases typically underlying manually coded text analyses (Dann, 2010; Smith and Humphreys, 2006). Furthermore, Leximancer has high face validity as its algorithms are profoundly rooted in recognized practice such as Bayesian decision theory and computational linguistics. Finally, Leximancer exhibits high correlative validity as it has been found to reveal patterns that correlate with other modes of pattern identification such as human coding (see, e.g., Grech et al., 2002; Wilden et al., 2017).

After downloading the relevant articles, we cleaned and prepared the textual data, converted the files into machine-readable format and deleted the references (Netzer et al., 2012). This phase includes typical procedures, such as name and term preservation,

tokenization, and using a stop list (Grech et al., 2002). We merged word variants (e.g., “explore” and “exploration”) and applied Leximancer’s default stop word list (e.g., “and,” “always,” “just”), supplemented by terms without specific meaning in our textual data (e.g., “et,” “al.,” “table,” “figure”). Next, Leximancer generates concept seeds “automatically using a ranking algorithm for finding seed words which reflect the themes present in the data. This process looks for words near the center of local maxima in the lexical co-occurrence network” (Smith, 2003: 23). The aim of this phase was to uncover word clusters, which, when combined as a concept, maximize the relevancy of all the other words in the data. The learning algorithm starts with a partial concept definition (seeds) and extends the definition to find additional words (e.g., modifiers, synonyms) that convey the equivalent meaning. Leximancer weighs the seeds with the frequency with which they occur in sentences, including the concept, compared to how frequently the seeds appear in other parts of the textual data. This categorization of words is driven by the software algorithm and thus minimizes researcher bias. Additionally, predefined dictionaries may “restrict the exploration of material to a limited scope, and limit the possibility of having new concepts emerge from the material” (Indulska et al., 2012: 49). The concepts (dots in the figures) are word clusters conveying related meanings. The Leximancer default settings were used for the total number of concepts, learning threshold, etc.; however, we opted to exclude name-like concepts (i.e., words starting with a capital letter).

This process resulted in the automatically created dictionary comprising relevant concepts. We reviewed this initial concept list created by Leximancer through a Bayesian algorithm and deleted concepts that often occur in academic writing (e.g., “respondent,” “literature,” “significant”). Next, using the developed thesaurus, the data were marked with the identified concepts to a two-sentence resolution. The software algorithm considers a concept to appear in a sentence block if enough accrued evidence (the sum of the weights of the keywords) is found.

Subsequently, the concepts were mapped in a semantic network by applying an asymmetric scaling algorithm and ranking the concepts by their connectedness, based on the co-occurrence frequencies. Consequently, the algorithm extends beyond simply looking at concepts occurrences, and evaluates the proximity between concepts depending on how often they co-appear in the text. In these maps of meaning, “entity concepts are clustered according to weight and relationship, to create a concept cluster map” (Grech et al., 2002: 1719). Then, the concepts are grouped them into themes. Finally, we inspected the resulting maps of meaning and their statistical information, investigated the maps stability by rerunning the

algorithm several times and decided on the best number of themes by using the default setting. Thus, the final Leximancer outputs discussed in this paper are the result of the research team's reading of the conceivable structure of the data.

### Online Appendix A3: Publication coupling Figure 1

Cluster	Publication	Citation	Year
1	Slater, SF; Narver, JC 1995	1115	1995
1	Moorman, C; Miner, AS 1997	367	1997
1	Miller, D 1993	302	1993
1	Lewin, AY; Volberda, HW 1999	292	1999
1	Baum, JAC; Ingram, P 1998	258	1998
1	Miner, AS; Bassoff, P; Moorman, C 2001	229	2001
1	Newman, KL 2000	209	2000
1	Olson, EM; Slater, SF; Hult, GTM 2005	199	2005
1	Miner, AS; Mezas, SJ 1996	169	1996
1	Denrell, J; March, JG 2001	150	2001
1	Miller, D; Chen, MJ 1996	147	1996
1	Denrell, J 2003	138	2003
1	McKelvey, B 1999	138	1999
1	Miner, AS; Haunschild, PR 1995	136	1995
1	Henderson, AD 1999	113	1999
1	Mezas, SJ; Glynn, MA 1993	102	1993
1	Miller, D 1996	102	1996
2	Barkema, HG; Vermeulen, F 1998	482	1998
2	Grant, RM; Baden-Fuller, C 2004	445	2004
2	Koza, MP; Lewin, AY 1998	375	1998
2	Madhok, A 1997	320	1997
2	Vermeulen, F; Barkema, H 2001	298	2001
2	Luo, YD; Peng, MW 1999	295	1999
2	Barringer, BR; Harrison, JS 2000	294	2000
2	Dussauge, P; Garrette, B; Mitchell, W 2000	274	2000
2	Chang, SJ; Rosenzweig, PM 2001	216	2001
2	Inkpen, AC 2000	177	2000
2	Hoffmann, WH 2007	133	2007
2	Goerzen, A 2007	109	2007
3	Zahra, SA; George, G 2002	1866	2002
3	Zollo, M; Winter, SG 2002	1385	2002
3	Teece, DJ 2007	1124	2007
3	Benner, MJ; Tushman, ML 2003	855	2003
3	Gold, AH; Malhotra, A; Segars, AH 2001	664	2001
3	Borgatti, SP; Cross, R 2003	515	2003
3	Lado, AA; Wilson, MC 1994	501	1994
3	Danneels, E 2002	480	2002
3	Benner, MJ 2002	330	2002
3	Matusik, SF; Hill, CWL 1998	292	1998
3	Zott, C 2003	273	2003
3	Helfat, CE; Raubitschek, RS 2000	265	2000
3	McEvily, SK; Chakravarthy, B 2002	236	2002
3	Mahoney, JT 1995	218	1995
3	Schreyogg, G; Kliesch-Eberl, M 2007	198	2007
3	Nonaka, I; von Krogh, G; Voelpel, S 2006	194	2006
3	Jarzabkowski, P 2004	183	2004
3	Karim, S; Mitchell, W 2000	178	2000

Cluster	Publication	Citation	Year
3	Felin, T; Hesterly, WS 2007	175	2007
3	McGrath, RG; MacMillan, IC; Venkataraman, S 1995	162	1995
3	Kraaijenbrink, J; Spender, JC; Groen, AJ 2010	158	2010
3	Volberda, HW; Lewin, AY 2003	146	2003
3	Argote, L; Miron-Spektor, E 2011	133	2011
3	Argote, L; Greve, HR 2007	112	2007
3	Hitt, MA; Ireland, RD; Lee, HU 2000	107	2000
3	Lumpkin, GT 2005	101	2005
4	Gupta, AK; Smith, KG; Shalley, CE 2006	600	2006
4	Subramaniam, M; Youndt, MA 2005	591	2005
4	Jansen, JJP; Van den Bosch, FAJ; Volberda, HW 2006	447	2006
4	Raisch, S; Birkinshaw, J 2008	363	2008
4	Smith, WK; Tushman, ML 2005	329	2005
4	Raisch, S; Birkinshaw, J; Probst, G; Tushman, ML 2009	300	2009
4	Lubatkin, MH; Simsek, Z; Ling, Y; Veiga, JF 2006	296	2006
4	Lavie, D; Rosenkopf, L 2006	294	2006
4	O'Reilly, CA; Tushman, ML 2008	219	2008
4	Kang, SC; Morris, SS; Snell, SA 2007	212	2007
4	Smith, WK; Lewis, MW 2011	205	2011
4	Lichtenthaler, U 2009	193	2009
4	van Wijk, R; Jansen, JJP; Lyles, MA 2008	185	2008
4	Cao, Q; Gedajlovic, E; Zhang, HP 2009	165	2009
4	Jansen, JJP; Tempelaar, MP; van den Bosch, FAJ; Volberda, HW 2009	156	2009
4	Lavie, D; Stettner, U; Tushman, ML 2010	151	2010
4	Lichtenthaler, U; Lichtenthaler, E 2009	139	2009
4	Farjoun, M 2010	137	2010
4	Uotila, J; Maula, M; Keil, T; Zahra, SA 2009	135	2009
4	Danneels, E 2008	130	2008
4	Zhou, KZ; Wu, F 2010	115	2010
4	Simsek, Z 2009	112	2009
4	Davis, JP; Eisenhardt, KM; Bingham, CB 2009	109	2009
4	Mom, TJM; Van den Bosch, FAJ; Volberda, HW 2007	104	2007
4	Kang, SC; Snell, SA 2009	103	2009
5	Burt, RS 2000	960	2000
5	Katila, R; Ahuja, G 2002	725	2002
5	Rosenkopf, L; Nerkar, A 2001	657	2001
5	Ahuja, G; Lampert, CM 2001	524	2001
5	Fleming, L 2001	463	2001
5	Sorensen, JB; Stuart, TE 2000	456	2000
5	Rosenkopf, L; Almeida, P 2003	390	2003
5	Rothaermel, FT 2001	287	2001
5	Fleming, L; Sorenson, O 2001	281	2001
5	Nooteboom, B; Van Haverbeke, W; Duysters, G; Gilsing, V; van den Oord, A 2007	253	2007
5	Fleming, L; Sorenson, O 2004	245	2004
5	Almeida, P; Phene, A 2004	221	2004
5	Katila, R 2002	194	2002
5	Ahuja, G; Katila, R 2004	188	2004

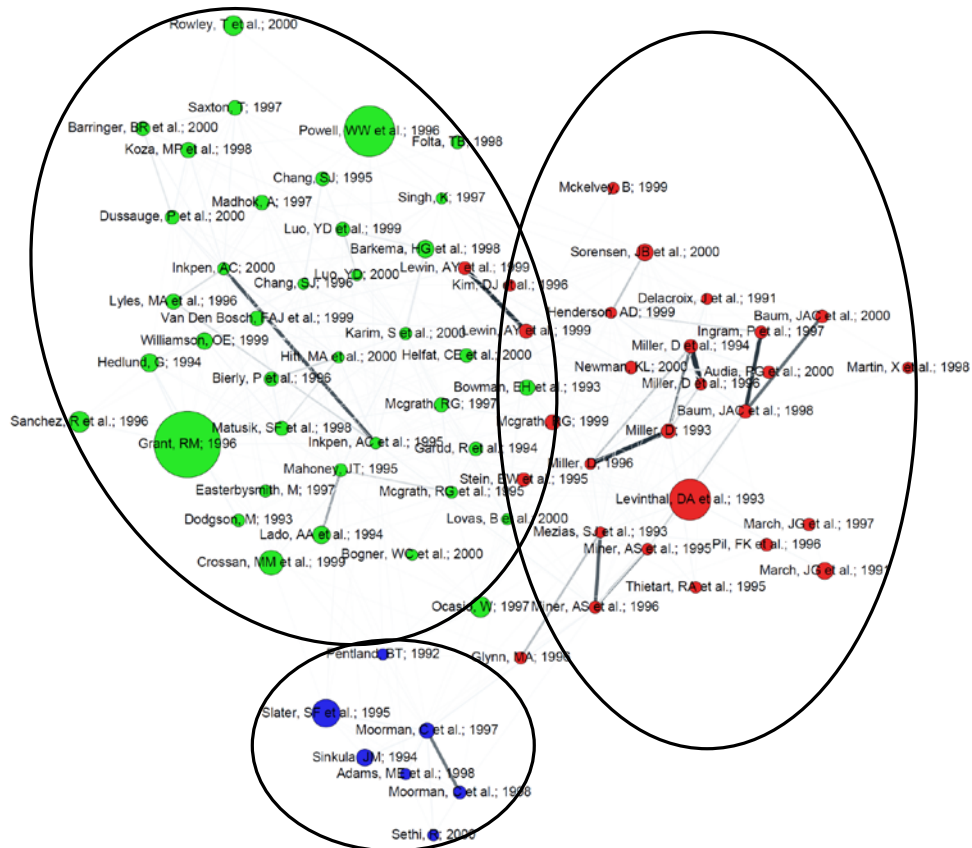


<b>Cluster</b>	<b>Publication</b>	<b>Citation</b>	<b>Year</b>
5	Phene, A; Fladmoe-Lindquist, K; Marsh, L 2006	146	2006
5	McGrath, RG; Nerkar, A 2004	142	2004
5	Gilsing, V; Nooteboom, B; Vanhaverbeke, W; Duysters, G; van den Oord, A 2008	140	2008
5	Phelps, CC 2010	136	2010
5	Nerkar, A 2003	135	2003
5	Nerkar, A; Roberts, PW 2004	107	2004
5	Nerkar, A; Paruchuri, S 2005	105	2005
5	Katila, R; Shane, S 2005	103	2005

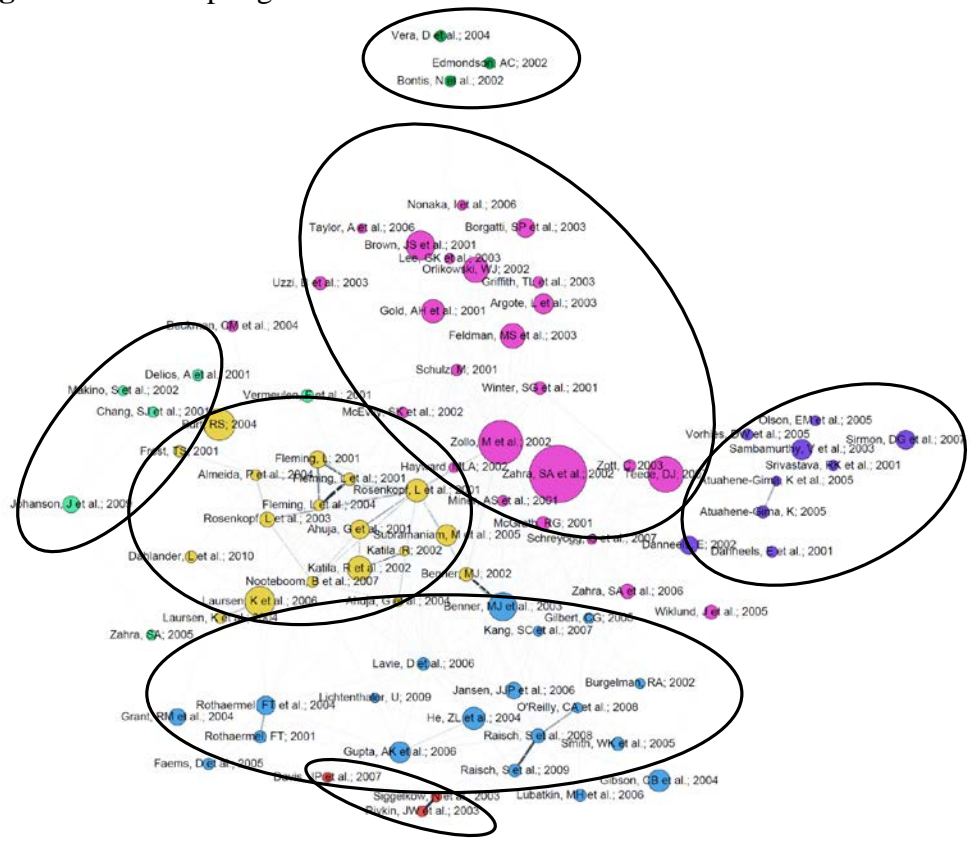
## Online Appendix A4: Coupling analysis

The following figures show the coupling analysis using network analysis and community detection (Blondel et al. 2008) for three broad time periods. As in the earlier networks, the nodes represent individual publications and the edges represent the connection between articles based on the proximity scores (shared references). To ease the interpretation and to focus on the most relevant publications, the network graph is based on publications with a degree range  $> 2$  and proximity scores  $> 0.1$ . Additionally, the size associated with each of the publications is weighted with the number of citations a publication received.

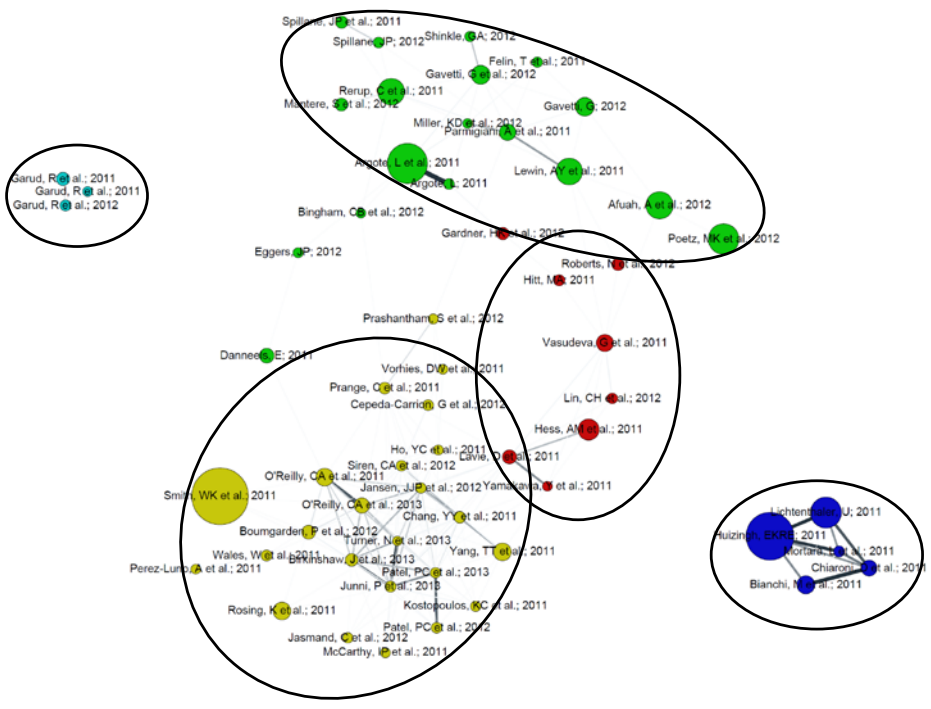
**Figure A4-1: Coupling 1991-2000**



**Figure A4-2: Coupling 2001-2010**



**Figure A4-3: Coupling 2011-2016**



**Online Appendix A5: Central themes in evolution of research citing March (1991)**

2017		2016		2015		2014		2013		2012	
Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.
firms	100%	firms	100%	firms	100%	innovation	100%	firms	100%	firms	100%
performance	82%	knowledge	83%	exploration	78%	organization	91%	performance	76%	development	70%
exploration	64%	development	79%	innovation	73%	develop	81%	organization	47%	exploration	58%
relationship	47%	exploration	68%	organization	70%	exploration	81%	management	45%	performance	51%
strategic	25%	management	58%	knowledge	54%	firm	71%	strategic	38%	knowledge	50%
market	23%	innovation	50%	development	52%	knowledge	61%	knowledge	31%	management	46%
technological	19%	organization	46%	managers	50%	performance	56%	relationship	27%	process	43%
development	19%	learning	34%	process	40%	strategic	51%	context	12%	organization	27%
ambidexterity	10%	value	27%	strategic	28%	management	47%	external	8%	technological	19%
product	8%	design	22%	network	11%	technology	43%	network	8%	market	15%
levels	8%	dynamic	14%			social	31%	social	6%	business	11%
network	8%	industry	12%			network	16%			context	10%
social	6%	change	11%			value	13%			change	9%
		r&d	8%			change	12%			ambidexterity	8%
2011		2010		2009		2008		2007		2006	
Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.
firms	100%	firms	100%	firms	100%	innovation	100%	firms	100%	firms	100%
organization	45%	innovation	65%	management	64%	development	96%	performance	54%	organization	71%
management	40%	organization	48%	exploration	64%	organization	85%	exploration	53%	performance	55%
exploration	39%	knowledge	45%	strategic	46%	firms	70%	technological	50%	exploration	46%
learning	22%	exploration	36%	innovation	44%	performance	62%	knowledge	45%	management	37%
development	19%	learning	24%	organization	40%	knowledge	49%	learning	40%	knowledge	32%
relationship	14%	role	21%	performance	38%	capabilities	47%	organization	36%	learning	32%
market	14%	management	19%	learning	37%	learning	27%	management	20%	systems	19%
network	9%	business	17%	knowledge	27%	technological	19%	capabilities	20%	relationship	15%
change	5%	value	14%	activities	13%	information	16%	business	18%	exploitation	15%
		market	13%	resources	8%	business	10%	industry	13%	industry	11%
		network	9%	ambidexterity	4%			social	7%	value	11%
		change	9%							social	5%

2005		2004		2003		2002		2001		2000	
Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.
management	100%	organization	100%	organization	100%	organization	100%	organization	100%	organization	100%
organization	97%	firms	74%	firms	72%	management	80%	firms	97%	firms	73%
firms	87%	development	65%	strategic	40%	processes	69%	technological	61%	development	63%
strategic	62%	exploration	59%	technology	40%	firms	51%	strategy	55%	product	51%
performance	52%	technological	49%	exploration	16%	experience	21%	product	47%	competitive	32%
development	51%	strategic	16%	performance	12%	performance	19%	change	41%	context	29%
learning	44%	process	15%	market	12%	practice	12%	exploration	34%	performance	17%
exploration	26%	social	9%	information	11%	capabilities	10%	learning	25%	business	11%
business	12%	future	5%	change	8%	quality	6%	projects	14%	transformation	11%
industry	9%			individual	7%	role	5%	activities	14%	exploration	10%
social	8%			exploitation	5%	strategy	5%	experience	10%	network	6%
		role	5%					exploitation	10%		
1999		1998		1997		1996		1995		1994	
Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.	Theme	Connect.
organization	100%	knowledge	100%	organization	100%	firms	100%	literature	100%	time	100%
firms	76%	organization	87%	behavior	57%	organization	59%	sequential	14%	firm	91%
process	57%	development	50%	process	39%	technological	45%	process	4%	market	89%
knowledge	38%	management	50%	performance	22%	performance	28%			knowledge	89%
complexity	28%	problem	45%	change	19%	change	14%			organization	60%
performance	27%	processes	40%	insights	9%	innovation	14%			understanding	57%
strategy	25%	mechanisms	38%	rate	4%	competitive	7%			performance	49%
failure	21%	learning	38%	exploration	4%					exploration	45%
management	18%	control	37%							learning	28%
change	13%	technology	18%							product	23%
information	8%	market	14%							attributes	13%
		exploration	10%							exploitation	9%
1993		1992		1991							
Theme	Connect.	<i>insufficient data</i>		Theme	Connect.						
innovation	100%			exploration	100%						
organization	59%			event-history	100%						
used	50%			organization	75%						
successful	41%			history	75%						
rules	38%										
allocation	9%										

Note: Connect. (connectivity) indicates the importance of the respective theme relative to the most central theme.

Note: 2017 data only includes articles published by September.

- Bastian M, Heymann S and Jacomy M (2009) Gephi: an open source software for exploring and manipulating networks. *ICWSM* 8: 361-362.
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- Persson O, Danell R and Schneider JW (2009) How to use Bibexcel for various types of bibliometric analysis. *Celebrating scholarly communication studies: A Festschrift for Olle Persson at his 60th Birthday*: 9-24.
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