

# **Journal of Competences, Strategy & Management**

[formerly published as: Jahrbuch Strategisches Kompetenz-Management,  
Journal of Competence-based Strategic Management]

## **Editors-in-Chief:**

Prof. Dr. Jörg Freiling, University of Bremen, Germany

Prof. Dr. Wolfgang H. Güttel, University of Linz, Austria

## **Co-Editors:**

Prof. Dr. Martin Gersch, Freie Universität Berlin, Germany

Prof. Dr. Birgit Renzl, Universität Stuttgart, Germany

Prof. Dr. Uta Wilkens, Ruhr-Universität Bochum, Germany

## **Editors of Volume 10:**

Prof. Dr. Martin Gersch, Freie Universität Berlin, Germany

Dr. Janina Sundermeier, Freie Universität Berlin, Germany

# **Journal of Competences, Strategy & Management**

[formerly published as: Jahrbuch Strategisches Kompetenz-Management/  
Journal of Competence-based Strategic Management]

The “Journal of Competences, Strategy & Management” (acronym: JCSM) provides a forum for academic contributions to the issues of organizational competences and dynamic capabilities at the interface between strategic management, organization studies and related disciplines. The first volume was released in 2007 and the issues are published on an annual basis. All papers are to be submitted in English, and in line with the publication standards. They undergo a double-blind review process where reviewers and editors intend to support authors of incoming manuscripts in developing their paper to a publishable state. We encourage interested authors to submit their papers, whenever they consider useful, to the editor-in-chief, Jörg Freiling ([freiling@uni-bremen.de](mailto:freiling@uni-bremen.de)). JCSM also invites guest editors to frame Special Issues for hot topics in competence and strategy research as well as related disciplines.

Originating from the German Journal called ‘Jahrbuch Strategisches Kompetenz-Management’, the Journal of Competences, Strategy & Management (JCSM) is a forum for papers that address the topic of managing competences (dynamic capabilities) and competencies (skills) from a strategic management perspective. The topic of managing competences and competencies follows an interdisciplinary approach, where scholars from diverse management fields, i.e. from strategy, organization studies, information systems research, technology & innovation management, human resource management, or leadership studies, contribute to advance our understanding of how firms and non-profit organizations manage their capabilities and skills. During the last two decades, the SKM (Strategisches Kompetenz-Management) community held various interdisciplinary conferences and symposia in order to discuss and share ideas in the field of Competences (in German: Kompetenz), Strategy, and Management. The JCSM serves as an outlet for our interdisciplinary discourse.

The JCSM is positioned as an international journal that invites papers of both the conceptual and empirical kind. JCSM is open to any kind of paper that elaborates our understanding of managing key concepts from a strategic perspective. In the face of volatile, complex and uncertain conditions in business environments, the journal particularly invites papers that address those competences (e.g. routines for environmental analyses) and competencies (e.g. managerial skills) that respond to these challenges. Theory development and application plays a role in the journal as well. Being open to any kind of theoretical background, JCSM is particularly interested in the resource-based view of the firm, the dynamic capability view, and the competence-based theory.

Martin Gersch, Janina Sundermeier (eds.)

**Journal of Competences, Strategy & Management**

**Volume 10**

## **Journal of Competences, Strategy & Management (JCSM)**

The contributions published in **JCSM** are protected by copyright. No part of this publication may be translated into other languages, reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, magnetic tape, photocopying, recording or otherwise without permission in writing from the publisher. That includes the use in lectures, radio, TV or other forms. Copies are only permitted for private purposes and use and only of single contributions or parts of them.

For any copy produced or used in a private corporation serving private purposes (due to §54(2) UrhG) one is obliged to pay a fee to VG Wort, Abteilung Wissenschaft, Goethestraße 49, 80336 München, Germany, where one can ask for details.

### **Bibliographic information published by the Deutsche Nationalbibliothek**

Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data are available in the Internet at <http://dnb.d-nb.de>.

ISBN 978-3-95710-239-3 (print)  
ISBN 978-3-95710-339-0 (e-book)  
ISBN-A/DOI 10.978.395710/3390  
First published in 2019

© 2019 Rainer Hampp Verlag Augsburg, München  
Vorderer Lech 35 86150 Augsburg, Germany  
[www.Hampp-Verlag.de](http://www.Hampp-Verlag.de)

All rights preserved. No part of this publication may be reprinted or reproduced or utilized in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publisher.

In case of complaints please contact Rainer Hampp Verlag.

**Editorial**

---

- Martin Gersch, Janina Sundermeier*  
Understanding (Digital) Transformation **1**

**Research Articles**

---

- Tobias Riasanow, David Soto Setzke,  
Markus Böhm, Helmut Krcmar*  
Clarifying the Notion of Digital Transformation:  
A Transdisciplinary Review of Literature **5**

- Michael Hartmann, Matthias Wenzel*  
Understanding Market Transformation: How Firms Create Customer  
Demand **33**

- Andre Hanelt, Daniel Leonhardt, Björn Hildebrandt,  
Everlin Piccinini, Lutz M. Kolbe*  
Pushing and Pulling – Digital Business Model Innovation and  
Dynamic Capabilities **55**

- Christian Hackober, Carolin Bock, Mattias Malki*  
Digital Transformation of Large Corporates: Corporate Venture Capital  
and Startup Collaborations of German DAX 30 Corporates **79**

- Martin Rost, Eva Sonnenmoser, Birgit Renzl*  
Social Networking: The Crucial Role of R&D Middle Managers in  
Facilitating Ambidexterity and Coping with Digital Transformation **107**

- Frithiof Svenson, Jörg Freiling*  
Symbolic Interactionism as a Methodology for Process Organization  
Studies: Grounding the Enactment of Competences in Organizational Life **139**