

DBA THESIS (2022)

**Structural Ambidexterity and Coopetition Capability
for Industry Incubation: Mission-led Grand Challenges in
Japanese Hydrogen Station Industry**



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Abstract

Scarce studies have examined how firms can address exploratory business with mission-led grand challenges integrated with exploitative business based on visions, values, and goals. To this end, an in-depth case study is conducted on the hydrogen station industry in Japan. I used an explanation building approach to understand why and how structural ambidexterity at the industry level between exploration and exploitation could occur for industry incubation to tackle climate change. A conceptual explanation model of structural ambidexterity at the industry level is proposed based on the findings supported by data, explanations, and insights from the case study. Furthermore, this study contributes to the literature in two ways: First, it develops an evolving process model to explain the formation of structural ambidexterity at the industry level starting from structural ambidexterity at the firm level to respond to an increasing social demand. Second, it identifies mission-led government initiatives and cooptation capability for industry incubation as key factors to form structural ambidexterity at the industry level through a collective enterprise.

Keyword: structural ambidexterity, cooptation capability, industry incubation, grand challenges, government initiatives