

Innovation and Entrepreneurial Strategies in the Age of Platforms, Ecosystems and Artificial Intelligence

Prof. Fernando F. Suárez
Northeastern University
www.fernandofsuarez.com

Course code: DOEC1200
Time: April 02 – 04, 2025
Location: University of Zürich, Rämistrasse 69 (SOC-E-010), 8001 Zürich
Language: English
Grading Scale: Pass/Fail
ECTS: 3

The seminar takes place on site. Attendance in person is compulsory.

Date	Time	Room
April 02	09:30 – 17:00	SOC-E-010
April 03	09:30 – 17:00	SOC-E-010
April 04	09:30 – 17:00	SOC-E-010

Application Instructions

Doctoral students interested in participating should submit their CV, academic transcripts, and a brief statement (3–5 sentences) outlining their motivation for joining the seminar. The statement should highlight how the seminar aligns with their research interests and academic goals. Applications should be sent via email to tim@business.uzh.ch by **March 07, 2025**.

Course Overview

This doctoral seminar examines the evolving dynamics of strategy, innovation, and entrepreneurship in an era defined by platforms, ecosystems, and artificial intelligence. Traditional concepts and frameworks in these fields are being challenged, requiring adaptation, enhancement, or replacement to address the complexities of today's market landscapes. While innovation and entrepreneurship remain central drivers of economic growth and wealth creation, the advent of digital platforms, AI, and interconnected ecosystems necessitates a fundamental rethinking of established tools and theoretical assumptions. These shifts present abundant opportunities for impactful scholarly inquiry. The seminar offers doctoral students a comprehensive overview of some of the seminal, foundational research, current work, and emerging avenues for investigation in innovation and entrepreneurship, emphasizing the transformative role of new technologies and industry structures. By engaging with these topics, students will develop the analytical foundation and intellectual perspective needed to contribute meaningfully to the academic discourse on these pivotal management challenges.

Course Delivery

This course is discussion-based, with no formal lectures. Doctoral students will be assigned key papers to read for each session and will present a concise overview of one or more papers. These presentations will serve as a foundation for in-depth, engaged discussions with the class, focusing on the novelty, relevance, and impact of the papers, as well as their academic rigor. Together, through these discussions, we will cultivate a holistic understanding of the various research domains related to entrepreneurial and innovation strategies in the contemporary era. The success of our discussions will be driven by your insights, questions, concerns, and reflections on the readings, as well as how you connect these works to your own research endeavors.

Required Preparation

Students are expected to read all the papers assigned for each session; however, each student will be tasked with preparing an in-depth analysis of one specific paper. For this, you will deliver a 12-minute presentation that provides a comprehensive overview of the assigned paper. The presentation should cover, but is not limited to, the paper's main research questions, the theoretical framework it draws upon, the methodological approach employed, its key findings, and its theoretical contributions. Additionally, presenters are expected to offer their own critical evaluation of the study, highlighting its strengths and weaknesses and positioning it within the broader context of entrepreneurial and innovation research

Assessment

This course is graded on a pass/fail basis. To successfully pass, students are required to thoroughly prepare all assigned readings prior to each session, ensuring they are ready to engage thoughtfully with the material. Active and meaningful participation in class discussions is essential, as the seminar's success relies on the collective exchange of ideas and perspectives. Additionally, students must fulfill their presentation responsibilities by delivering clear, well-prepared analyses of the assigned papers. These presentations should demonstrate a deep understanding of the material and contribute to the broader dialogue within the class. Overall, students are expected to consistently demonstrate their commitment to the learning process and the collaborative nature of the course.

Session 1. Foundations of Innovation and Entrepreneurial Strategies

- Clark KB (1985) The interaction of design hierarchies and market concepts in technological evolution. *Research Policy* 14(5):235–251.
- Fleming L (2001) Recombinant uncertainty in technological search. *Management Science* 47(1):117–132.
- Hargadon AB, Douglas Y (2001). When innovations meet institutions: Edison and the design of the electric light. *Administrative Science Quarterly* 46(3):476–501.
- von Hippel, E. and von Krogh, G. (2003) Open Source Software and the “Private-Collective” Innovation Model: Issues for *Organization Science*. *Organization Science* 14(2):209-223.
- Shane, S, and Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 2000 (25).
- Cohen, W. and Levinthal, D (1990). Absorptive Capacity: A New Perspective on Learning and Innovation. *Administrative Science Quarterly*, 35: 128-152

Session 2. Dynamics of Platform Markets

- Katz, M., & Shapiro, C. 1992. Product introduction with network externalities. *Journal of Industrial Economics*, 40(1): 55–84.
- Suarez, F. (2005). Network Effects Revisited: The Role of Strong Ties in Technology Selection. *Academy of Management Journal*, 48(4): 710-720.
- Eisenmann, T., Parker, G., and Van Alstyne, M. (2011). Platform Envelopment. *Strategic Management Journal*, 32(12): 1270-1285.
- Boudreau, K. (2010). Open platform strategies and innovation: Granting access vs. devolving control. *Management Science* 56(10):1849-1872.
- Cennamo, C., & Santalo, J. (2013). Platform competition: Strategic trade-offs in platform markets. *Strategic Management Journal*, 34(11), 1331-1350.
- Jacobides, M. G., Cennamo, C., & Gawer, A. (2018). Towards a theory of ecosystems. *Strategic Management Journal* (39):2255-2276.

Session 3. Platforms and Entrepreneurship

- Rietveld, J., Schilling, M. A., & Bellavitis, C. (2019). Platform strategy: Managing ecosystem value through selective promotion of complements. *Organization Science*, 30(6), 1232-1251.
- Burtch, G., Carnahan, S., & Greenwood, B. N. (2018). Can you gig it? An empirical examination of the gig economy and entrepreneurial activity. *Management Science*, 64(12), 5497-5520.
- Sorenson, O., Assenova, V., Li, G. C., Boada, J., & Fleming, L. (2016). Expand innovation finance via crowdfunding. *Science*, 354(6319), 1526-1528.
- Garud, R., Kumaraswamy, A., Roberts, A., & Xu, L. (2022). Liminal movement by digital platform-based sharing economy ventures: The case of Uber Technologies. *Strategic Management Journal*, 43(3), 447-475.
- Eckhardt, J., Ciuchta, M., and Carpenter, M. (2018). Open innovation, information, and entrepreneurship within platform ecosystems. *Strategic Entrepreneurship Journal* 12(3): 369-391.
- Lin, Y-K, and Maruping, L. (2021). Open Source Collaboration in Digital Entrepreneurship. *Organization Science*, 33(1):212-230.

Session 4. Entrepreneurship and A.I.

- Gofman, M., & Jin, Z. (2024). Artificial intelligence, education, and entrepreneurship. *The Journal of Finance*, 79(1), 631-667.
- Shepherd, D. A., & Majchrzak, A. (2022). Machines augmenting entrepreneurs: Opportunities (and threats) at the Nexus of artificial intelligence and entrepreneurship. *Journal of Business Venturing*, 37(4), 106227.
- Chattopadhyay, S., Honoré, F., & Won, S. (2024). Free range startups? Market scope, academic founders, and the role of general knowledge in AI. *Strategic Management Journal*, <https://doi.org/10.1002/smj.3685>.
- Wright, N. L., Koning, R., & Khanna, T. (2023). Judging foreign startups. *Strategic Management Journal*, 44(9), 2195-2225
- Townsend, D. et al. (2023). Are the futures computable? Knightian uncertainty and artificial intelligence. *Academy of Management Review* (00) 1-26
- Park, S., Piezunka, H., and Dahlander, L. (2024). Coevolutionary Lock-in in External Search. *Academy of Management Journal*, (67)1.

Session 5. Entry Timing and Value Creation

- Zhu, F., & Iansiti, M. (2012). Entry into platform-based markets. *Strategic Management Journal*, 33(1), 88-106.
- Gama, F. and Magistretti, S. (2023). Artificial intelligence in innovation management: A review of innovation capabilities and a taxonomy of AI applications. *Journal of Product Innovation Management*, 42(1):76-111.
- Huang, P., Ceccagnoli, M., & Forman, C. (2012). Appropriability mechanisms and the platform partnership decision: Evidence from enterprise software. *Management Science*, 59(1), 102-121.
- McElheran C., Yang M-J, Brynjolfsson, E. and Kroff, Z (2025). The rise of industrial AI and creative destruction in America.
- Krakowski S., Luger J. and Raisch, S. (2023). Artificial intelligence and the changing sources of competitive advantage. *Strategic Management Journal*, 44:1425-1452.
- Gans, J. (2025) Can socially minded governance control the artificial general intelligence beast? *Management Science*, published online January 20. 2025 (<https://doi.org/10.1287/mnsc.2024.05529>)

Session 6. Socio-Cognitive and Organizational Dimensions

- Phillips, N., Kalvapalle, S., and Kennedy, M. (2024). Beyond the Turing test: Exploring the implications of generative AI for category construction. *Organization Theory*, (5)3.
- Grodal S, Gotsopoulos A, Suarez FF (2015). The coevolution of technologies and categories during industry emergence. *Academy of Management Review*, 40(3):423–445.
- Bailey, D., et al. (2022). We are all theorists of technology now: A relational perspective on emerging technology and organizing. *Organization Science*, 33(1):1-18.
- Cameron, L. and Rahman, H. (2021). Expanding the locus of resistance: Understanding the co-constitution of control and resistance in the gig economy. *Organization Science* 33(1):38-58.
- Kennedy, M. T., Lo, J., & Lounsbury, M. (2010). Category Currency: The Changing Value of Conformity as a Function of Ongoing Meaning Construction. *Research in the Sociology of Organizations*, 31, 369-397.
- Csaszar, F. and Steinberger, T. (2022). Organizations as Artificial Intelligences: The Use of Artificial Intelligence Analogies in Organization Theory. *Academy of Management Annals*, vol. 16(1).