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Title	技術と顧客の知識に基づく両利きの経営の構造モデル
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Abstract

In preparation for the decline of existing businesses, the creation of new ventures through innovation is crucial. However, there is often a strong tendency to prioritize existing businesses, leading to insufficient investment in new businesses. Recently, ambidexterity, which balances exploitation to maintain and expand existing businesses with exploration to create new businesses, has gained attention. This study aims to model the essential structure of ambidexterity, specifically the allocation of resources between exploration and exploitation, to visualize corporate performance transitions under various conditions and explain the realities of corporate activities. Previous studies have modeled resource allocation in ambidexterity, but they have not adequately represented the transition from existing to new businesses. Moreover, while the organizational approach in ambidexterity has a significant impact on corporate performance, these models have not sufficiently reflected it. To address these issues, this study proposes the EE Matrix as a framework that represents knowledge of customers and technology in terms of both exploitation and exploration. Using this framework, the study constructs a model that represents the essential structure of ambidexterity. Simulations using this structural model demonstrate that the complementary use of contextual and structural approaches in ambidexterity enhances corporate performance. Additionally, it was confirmed through interviews with experts that the EE Matrix can be utilized as a framework to represent the relationship between a company's business and knowledge, that this structural model has the potential to accurately reflect the reality of the company, and that such simulations are useful tools for providing concrete information when considering management strategies.

Keyword: ambidexterity, exploitation, exploration, EE Matrix, resource allocation, structural model