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When Titans Meet: Incumbent Responses to Big Tech

IG&C Panel Session 2525

Dr. Alexander Engelmann (Vienna University of Economics and Business) and Dr. Georg Reischauer (Vienna University of Economics and Business & Johannes Kepler University Linz)



**Strategic
Management
Society**

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Motivation

- In established industries like finance, publishing, and automotive, incumbent firms are increasingly challenged by Big Tech giants like Google and Apple.
- These tech firms often outperform incumbents by leveraging big data to create superior products and services.
 - One example is the competition between social media and digital content apps and traditional publishers.
- Previous research on how incumbents respond to Big Tech has primarily focused on make-or-buy decisions, capabilities, and coopetition dynamics.
- Recently, scholars have started exploring how incumbents can establish and legitimize their own digital platforms and ecosystems, as well as the challenges they face during these transitions.
- However, there is still much to learn. To shed light on the strategic choices and challenges faced by incumbents in the era of Big Tech, this session brings together experts to address the following questions:
 - How can incumbents maintain their competitive edge in the presence of Big Tech?
 - How can they reassure stakeholders, shareholders, customers, and employees, about their sustainability?
 - How can incumbents digitize their products and services in collaboration with external partners to safeguard against disruption by Big Tech?

Panelists



Elizabeth J. Altman

University of
Massachusetts Lowell



Alessio Cozzolino

University College
Dublin



Annabelle Gawer

University of Surrey



Saeed Khanagha

Vrije Universiteit
Amsterdam

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Schedule

Speaker	Time
<i>Alexander Engelmann</i> (Introduction)	≈ 5 minutes
<i>Elizabeth J. Altman</i>	≈ 12 minutes
<i>Alessio Cozzolino</i>	≈ 12 minutes
<i>Annabelle Gawer</i>	≈ 12 minutes
<i>Saeed Khanagha</i>	≈ 12 minutes
Q&A and audience discussion	from 08:55 – 09:15am

