

## Ambidextrous organizational resilience: A concept for business model viability?

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### Abstract

**Purpose of the article** The viability of business models and business, in general, is a crucial research field in the current uncertain business environment. Digital transformation of activities, processes, and capabilities in organizations by digital technologies are enablers for uncertainty, change or stress in a business model. Organizational resilience can enable companies to withstand such uncertainty in the age of digitalization.

**Methodology/methods** This conceptual research is done by reviewing leading publications in the field of organizational ambidexterity and organizational resilience, examining possible usage of this link, and creating a framework for future studies. This review explores the potential advantages of such a framework during uncertainty from digital transformation for business model viability.

**Scientific aim** The paper aims to examine the linkage of organizational ambidexterity and organizational resilience and which influence this has on companies' business models. There is considerable knowledge on both topics, but the combination of both is rarely researched. The aim is to develop a framework for researchers to study the impact of ambidextrous organizational resilience on business model viability.

**Findings** Achieving organizational resilience is possible by seeing organizational resilience not as a standalone function but by using dynamic capabilities to sense and seize opportunities and threats and transform the business model into a resilient state by pursuing an ambidextrous organization exploiting operational resilience and exploring strategic resilience. This enables the organization to withstand changes from digital transformation and turn threats of digitalization into opportunities. Therefore, digitalization is an essential element of ambidextrous organizational resilience.

**Conclusions** Combining organizational resilience and ambidexterity into one framework can help organizations and the management/board prepare for and deal with digitalization and digital transformation. This is achieved by strengthening the business model and, with this, creating viability.

**Keywords:** Resilience, Organizational resilience, Strategic resilience, Organizational ambidexterity, Uncertainty, Business continuity management

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