

## Summary

An organization which performs steady state production and is establishing an exploratory operation at the same time is called an ambidextrous organization. The ongoing operation requires high efficiency and predictability so that a steady state can be maintained, while exploratory operations require more flexibility and is much more unpredictable. The challenges in this kind of organizations are the paradoxes between the ongoing and emerging business and the managerial dilemmas which come along.

This is investigated by performing a case study between two comparable ambidextrous organizations: Saturn (from GM) and Scion (from Toyota). Both car brands focused on the low-end of the market of the US in about the same period. However, Saturn proved to be a failure while Scion was a success.

This research is to gain more insight in how ambidextrous organizations work and to investigate the effect of organizational decisions on the success and failure of ambidextrous organizations. What were the factors and what decisions were made that caused the difference of success between Saturn and Scion? Both cases are investigated and systematically structured by the innovation model of the Delft System Approach.

The main difference of success was a result of the different kind of synergy between the ongoing and exploratory organization. Saturn had synergy with GM at the management level, while Scion had synergy in production and dealers. This resulted in; less flexibility for Saturn, since they were not able to decide on their selves. It also led to high investment costs, since they decided to build an entirely new factory and invested in new dealers all over the country. Scion in contrary was almost completely independent from Toyota, but still used the highly efficient factories in Japan and existing Toyota dealers in the US.

For ambidextrous organizations in general can be concluded that the exploratory organization first needs a high level of dependency from the ongoing organization. Secondly, investment costs must be reduced by synergy of resources.

It is recommended to investigate the effect on success of ambidextrous organizations by internal goals. This can be performed by doing a case study between another two comparable organizations.