

# A Brand-New Look at the Business Ecosystem – Conceptualizing the B2B Clip-Out Perspective

**Selina Strobel**

Toulouse School of Management

**Lars Meyer-Waarden**

Toulouse School of Management Research -CNRS University Toulouse 1 Capitole

**Marc Kuhn**

Baden-Wuerttemberg Cooperative State University Stuttgart

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## **Abstract**

Dynamic changes and megatrends, such as the climate crisis and digitalization, are exerting significant pressure on companies in a wide range of sectors. Due to their unique position in the value-chain, that we refer to as “forward-backward integration”, B2B companies are exponentially more affected than end-customer oriented companies. Research on these unique specifics, however, is scarce. We offer a new perspective drawing on the concept of business ecosystems (BES). In particular, we apply a B2B clip-out perspective comprising all B2B relationship and transaction structures within a BES. Before contributing to a conceptualization of this clip-out, we, however, miss foundational research on structural BES criteria. Therefore, this paper offers two consecutive contributions: First, a characterization of the general BES including a derivation of distinctive criteria. Second, a conceptualization of the B2B clip-out perspective. Our methodological approach is based on a systematic literature review consisting of a bibliometric review and an inductive qualitative analysis.

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