

Master's Thesis
"Value Capture in Transforming Technology Ecosystems "

The automotive industry is experiencing a significant shift in its core technologies from the internal combustion engine to electric vehicles, as well as a move towards software-defined vehicles. These developments are having profound impacts on the structure of the automotive ecosystem and the individual players in the automotive industry. In particular, traditional automotive suppliers are being disrupted by this dual transformation of the industry. It is striking that over the last five years, which have seen strong absolute growth in the EV market, automotive suppliers have experienced declining EBIT margins while OEMs have been able to increase their margins. This raises the question of how automotive suppliers can position themselves in the automotive ecosystem to capture value during and after the industry transformation to electric and software-defined vehicles. How has the distribution of value capture in the ecosystems changed? Are there technology areas where more value can be captured? How is value capture distributed along the supply chain, and how much vertical integration should a supplier have? What other factors can affect supplier value capture?

To better understand how value capture is distributed in the automotive industry and the dynamics during industry transformations, the Chair of Management, in cooperation with the strategy consultancy Strategy& (PwC), offers a thesis on the topic: "Value Capture in Transforming Ecosystems." Potential tasks within the thesis are:

- 1) Analysis of the literature on value capture in and transformation of ecosystems
- 2) Identification of potential determinants for value capture in ecosystems
- 3) Collection, categorization, and analysis of automotive industry data
- 4) Identification of causal effects of determinants using quantitative methods, e.g., regression analysis
- 5) Derivation of recommendations for management and policy. How may suppliers position themselves? What measures may policy-makers take to assist suppliers in the transformation?

The student will write the thesis in close collaboration with the supervisors at the Chair of Management and Strategy&. With the thesis, the student will have the opportunity to generate insights that contribute to solving a pressing challenge for automotive suppliers and an important societal debate. We are looking for highly motivated students with a strong background in management and related fields. Strong communication and project management skills and experience in qualitative or preferably quantitative data analysis are desirable.

Start date: October 2025
Duration: 3 to 6 months

Please send your brief application (short letter of motivation, CV, current grade transcript, last degree certificate) by e-mail to Dr. Josua Oll (josua.oll@uol.de). Dr. Hauke Luetkehaus (hauke.luetkehaus@uol.de) will be happy to answer any questions you may have about the content of this thesis. We look forward to receiving your application!