



**HHL** LEIPZIG  
GRADUATE SCHOOL  
OF MANAGEMENT



# Master Thesis

*Center for Leading Innovation and Cooperation (CLIC)*



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## *Topic/Title:*

*Agile Competence Development for SME's:*

*The development of different methods to improve  
competencies and analysis of an implementation  
process for digital business models*

## Context & Setup (1/2)

- The thesis will be **realized in the context of the research project “AgilHybrid: Agile Competence Development for networked work in hybrid business models for SME´s”**. The master student will receive the chance to **conduct the research on site of the participating companies** which offers great opportunities for collecting the data needed.
- The master student will gain multi-functional insights and research opportunities by researching on an in-depth perspective on agile transformation and into the processes of **different small and medium-sized enterprises** from the manufacturing sector
- The master student will work on the improvement of several online – offline methods to train competencies and will develop a process how to integrate those into the companies by supporting them for the challenges surrounding on one of the core topics of **digital transformation**.

## Context & Setup (2/2)

- The thesis builds on **qualitative data analysis**. Throughout the process, **semi-structured interviews** will be conducted and analysed. Furthermore, the following deliverables need to be developed during the processing time and presented in the thesis:
  - A **method** to train and address competencies for the development of new business models in small and medium-sized enterprises
  - Utilize the method to **assess the companies of the AgilHybrid project** and derive existing challenges
  - **Recommendations/roadmap** how to enhance the processes for digital business models

# Research Question & Research Design (1/2)

## Research Question(s):

- How can several on – offline methods improve competencies to develop new digital business models for medium-sized enterprises and which processes and structures are necessary?

## Theoretical Lens:

- Review of existing literature on agile transformation and competence development (Erpenbeck/Heyse 2007) and dynamic capabilities (e.g. Teece et al., 1997)
- Further focus on challenges and introduction strategies in the context of small and medium-sized enterprises
- Identification of existing agile methods

## Research Question & Research Design (2/2)

### Method:

- Qualitative research approach
- Semi-structured interviews using an interview guide

### Data:

- (web-based) document and desk research (esp. for the literature review)
- Minimum ten to twelve semi-structured interviews with management and employees working with the Industry 4.0 solutions
- Transcription of interviews & coding (inductive & deductive coding)

## Further Information (1/2)

### – **Processing Time:**

- Ten / twelve weeks / six months of working time on the master thesis, depending on your study program
- Maximum two to four weeks of extension time possible. Therefore, reasonable arguments have to exist. In case, you want to extend the time please ask your mentor/supervisor at least two to three weeks in advance to get the extension permitted

– **Language:** The master thesis has to be written in English

– **Layout:** HHL Style Guide applies

– **Length of the Thesis:** ~50 pages (+/- 10%)

## Further Information (2/2)

- **Supervising entity:** Center for Leading Innovation and Cooperation
- **Supervisor:** *Prof. Dr. Claudia Lehmann*
- **Mentor:** *Thomas Trabert*

### **Contact:**

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