

# Leveraging Generative AI in Enterprise Contexts: Towards a Paradox Theory and Organizational Boundary Work Approach

Short Paper

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## Abstract

*Firms seeking to implement generative artificial solutions (GenAI) encounter several tensions, such as sharing data to improve GenAI model performance while retaining control over data. These tensions are paradoxical, as they are persistent and require continuous management rather than resolution. This study investigates these paradoxical tensions in the GenAI enterprise context through an exploratory qualitative study, based on interviews with 13 GenAI experts and analyses of secondary data. We construct a two-part theoretical lens to analyze our insights: paradox theory to understand the tensions, and boundary work theory to explore firms' responses to these tensions. Our preliminary findings identify three main elements – performance, convenience, and control – that explain these paradoxical tensions. Additionally, our results reveal that the strategies for responding to these tensions are intricately linked across various GenAI activities and firms within the GenAI ecosystem. Our research contributes to organizational AI/GenAI, paradox theory, and boundary work literature.*

**Keywords:** Generative artificial intelligence, GenAI, paradox theory, boundary work

## Introduction

*Generative artificial intelligence (GenAI)* – understood broadly as technology capable of producing content by detecting patterns in extensive training data and generating original material with similar traits (Pasick 2023) – has seen significant prominence since the early 2020s. Beyond consumer-facing, chatbot-like tools such as ChatGPT that have brought GenAI into mainstream awareness, firms are exploring its applications in enterprise contexts. In industries such as banking and retail, GenAI is projected to create additional value of up to \$340 billion and \$660 billion, respectively (McKinsey Digital 2023).

GenAI introduces unique challenges for firms wishing to unlock its value, which can be ascribed to the *scope*, *complexity*, and *cost* of the underlying foundation AI models that enable GenAI (e.g., large language models, or LLMs). These models' scope and complexity far exceed traditional AI models that firms can build and train. For example, OpenAI's GPT-3 model consists of 165 billion parameters, with each training run requiring an estimated \$50 million (Smith 2023). As this scope, complexity, and cost are unattainable for most firms, firms must interact with other actors in the ecosystem by, for example, accessing GenAI functionalities through application programming interfaces (APIs) or forming strategic partnerships to

accelerate GenAI adoption (NVIDIA 2023). In turn, relying on other GenAI ecosystem actors introduces complex tensions for firms. For instance, firms aiming to utilize GenAI in specific domains may consider customizing off-the-shelf foundation models to achieve more targeted results; however, this approach often necessitates sharing proprietary data with external actors who possess the expertise to train these models. These tensions are more intricate than straightforward “make-or-buy” decisions as they exhibit paradoxical characteristics: while selecting from available options may benefit short-term performance (e.g., rapid implementation), achieving long-term success demands ongoing efforts (e.g., continuous model training) to manage these tensions concurrently (Smith and Lewis 2011). Failing to proactively manage tensions introduced by other GenAI ecosystem actors may hold significant ramifications for enterprises, such as potential copyright infringement due to content generated by external LLM providers’ models and exacerbated risks of confidential information disclosure (Kumayama and Chiruvolu 2023).

Extant literature on how firms in the GenAI enterprise ecosystem manage these tensions provides limited insights, both in terms of contextual and theoretical foci. First, while scholars have examined responses to paradoxical tensions in the context of IT and digital transformation (Wimelius et al. 2021), they have not addressed the specific tensions or responses associated with AI and GenAI. Second, these studies focus mainly on firm-specific factors, not the external ecosystem, in the tensions’ origins and responses. Third, literature on AI ecosystems (Jacobides et al. 2021) predates the popularization of GenAI and does not address novel challenges that GenAI may introduce compared to traditional AI. Thus, while these streams offer valuable insights, there remains a lack of theoretical understanding of paradoxical tensions in the GenAI enterprise context and how firms address them. We synthesize this knowledge gap by investigating *what paradoxical tensions arise in the GenAI enterprise context and how firms respond to them*.

To address this research question, we developed a guiding theoretical framework by integrating two established theoretical streams. First, we use *paradox theory* (Lewis 2000; Smith and Lewis 2011) to analyze the paradoxical tensions at the organizational level. This theory provides a robust foundation for understanding contradictory yet interrelated forces that firms must navigate. Second, we explore firms’ ecosystem strategies for responding to these tensions through the concept of *organizational boundary work* (Langley et al. 2019). In essence, boundary work helps to understand how firms “organize” internal and external activities in relation to other ecosystem actors (e.g., competing and/or collaborating with other ecosystem actors). By exploring how and why firms organize their GenAI activities, we suggest that their approach to boundary work represents their response to the paradoxical tensions they face.

We followed a qualitative research approach that enabled us to collect rich data on the intricate, rapid developments in the GenAI enterprise ecosystem (Goldkuhl 2012). As the first part of ongoing research, we conducted interviews with 13 GenAI experts at various firms active in the GenAI ecosystem, thereby obtaining a broad overview of the GenAI enterprise ecosystem. We also supplemented our interviews with a comprehensive review of secondary data, including industry and consultancy reports on how enterprises implement GenAI. Through multiple rounds of abductive coding informed by our guiding theoretical lens, we obtained an understanding of the key value-creating GenAI activities, the emerging paradoxical tensions associated with them, and the boundary work firms partake in (i.e., how firms respond to such tensions).

Our preliminary results show four key insights. First, we identify *three interrelated elements around which paradoxical tensions manifest* in the GenAI enterprise context: performance, convenience, and control. Second, we show that the tensions between these elements *manifest for both the providers and users of GenAI solutions*. Third, we see that due to the complexity of GenAI, it is nearly impossible for firms to pursue value-creating alone, thus necessitating them to *intertwine their value-creating activities (boundary work)* with other ecosystem actors. Fourth, we identify that while many firms attempt to expand their *boundary work scope* on various layers of the GenAI value chain (e.g., LLM development, use case implementation), this expansion is heavily favored toward the firms with access to technical infrastructure.

The study’s preliminary findings have several important implications. First, we show that while organizational boundary theory has been employed in understanding how actors organize around AI technologies (Faulconbridge et al. 2023), this has neither been done on an enterprise ecosystem level nor within the GenAI context. Accordingly, we show how GenAI ecosystems challenge our theoretical understanding of organizational boundaries. Second, we show how the intertwinedness of GenAI activities and boundaries provides a deeper understanding of why paradoxical tensions in the GenAI enterprise context are particularly difficult to address. Third, we show that integrating paradox theory and organizational boundary work as a theoretically novel approach is effective for examining organizational-

level phenomena in ecosystems that concern emerging technologies. This approach offers a replicable framework for those aiming to understand similar dynamics in other emerging technological domains.

## Conceptual Foundation

Our conceptual foundation consists of two theoretical concepts and literature streams that we integrate to address our research question: *paradox theory* (Smith and Lewis 2011) and *boundary work* (Langley et al. 2019). We propose that paradox theory and boundary work theory complement each other by providing a comprehensive approach to understanding and managing complex challenges within the GenAI enterprise context. We briefly review these two theoretical concepts, explain how they relate to each other, and show where in the body of literature our study focuses on.

### Paradox Theory

Paradox theory examines the coexistence of contradictory yet interrelated demands within or between organizations and highlights how managing the tensions caused by such demands can lead to sustained success and adaptation in dynamic technological environments (Lewis 2000). A key attribute of such tensions is that they are often *paradoxical*, resting on the assumption that while choosing among tensions might aid short-term performance, long-term sustainability requires continuous efforts to address these tensions *simultaneously* (Smith and Lewis 2011). Accordingly, paradox theory as a theoretical foundation can capture the complexity of the GenAI context: a fast-moving technological environment that necessitates the management of multiple interrelated (and often competing) factors.

Building on previous work using paradox theory in the digital transformation context (Viljoen et al. 2022), we posit that the paradox theory landscape can be grouped and studied in three distinct parts. First, the *theoretical explanation* provides insight into the underlying reasons for the emergence of paradoxical tensions and consists of two subcomponents. At the highest level of abstraction, *paradoxical tension drivers* are the fundamental factors that generate and amplify paradoxical tensions within organizations (Smith and Lewis 2011). For instance, the tension driver “plurality” refers to the existence of multiple, often conflicting elements, which, in turn, fuels tensions. Additionally, *paradoxical tension categorizations* offer a theoretical explanation for why paradoxical tensions occur, but at a more abstract level. These categorizations are generalizable context-independent categories. For example, “organizing” tensions involve conflicts related to competing organizational resources, while “performing” tensions arise from competing stakeholder goals (ibid). The second part involves *observable phenomena*, referring to the specific *paradoxical tension types* that actors experience at the “surface level.” A well-known example is the exploitation-exploration tension: while an organization can exploit existing profitable sales channels, it must simultaneously allocate resources to explore new potential channels that could be profitable in the future (Soh et al. 2019). The third part concerns the *responses* to paradoxical tensions, explaining the strategies firms employ to address these tensions. For example, a firm might adopt a “defensive” or “receptive” response (ibid). Defensive responses typically involve short-term solutions that suppress one side of the tension in favor of the other, while receptive responses aim to address both sides of the tension through mutual adjustment, synergy, or assimilation.

### Organizational Boundaries

While paradox theory helps organizations recognize and navigate the inherent contradictions and competing demands, theoretical concepts from the *organizational boundary domain* offer a foundation for understanding, defining, and managing the boundaries between these competing domains or interests. We cluster the organizational boundary theoretical landscape into the same three-part structure as the paradox theory landscape and briefly review key concepts. Concepts relating to *theoretical explanation* within the organizational boundary domain explain the emergence of boundaries on an abstract level. *Boundary drivers* (Santos and Eisenhardt 2005) – like tension drivers – are on the highest level of abstraction and explain why boundary perceptions may form. For example, *market dynamism* can explain why firms build boundaries around efficiency: in an established, slow market, cost-efficiency would be a primary consideration for gaining a competitive advantage. However, in a novel, quick-moving market, cost-efficiency might not be as important as other strategic considerations for gaining a competitive advantage. Second, and similar to tension categorizations, *boundary perceptions* (Santos and Eisenhardt 2005) are

also context-independent explanations of why the observable phenomena occur, albeit on a lower level of abstraction. For example, boundaries are often built around *efficiency*, i.e., whether pursuing certain activities internally versus using external providers is more efficient. Finally, *phenomena* and *responses* in the organizational boundary domain are captured by *boundary work*. Boundary work refers to “purposeful individual and collective effort to influence the social, symbolic, material, or temporal boundaries; demarcations; and distinctions affecting groups, occupations, and organizations” (Langley et al. 2019, p. 704). Thus, boundary work refers to the activities that firms undertake in establishing and influencing boundaries, i.e., what they do in determining the activities that should fall within the organization’s scope, and what should be “outsourced” to the external market. Langley et al. (2019) identify that boundary work can be *collaborative* (aligning and blurring boundaries to facilitate cooperation and collective action among different groups or organizations, thus mirroring *receptive* responses), *competitive* (delineating and defending boundaries to maintain a distinct advantage or status over others, often by emphasizing differences and exclusivities, thus mirroring *defensive* responses), or *configurational* (blending both competitive and collaborative boundary work). Under each of these boundary work types, Langley et al. (2019) also propose *boundary modes* (e.g., negotiating), which we do not discuss in detail here for brevity.

In our study, we propose that paradox theory and organizational boundaries are complementary in studying paradoxical tensions in the enterprise GenAI context. Paradox theory can identify the tensions that arise from blurred or shifting boundaries in the GenAI context, while organizational boundary theory can provide insights into strategies for managing these boundaries to address these tensions. Specifically, the focus and contribution of this initial exploratory study relate to *paradoxical tension types* and *boundary work*, with the other concepts serving as guidance for further theoretical development. Figure 1 shows an integration of the paradox theory and organizational boundaries theoretical landscapes and the focus of our study.

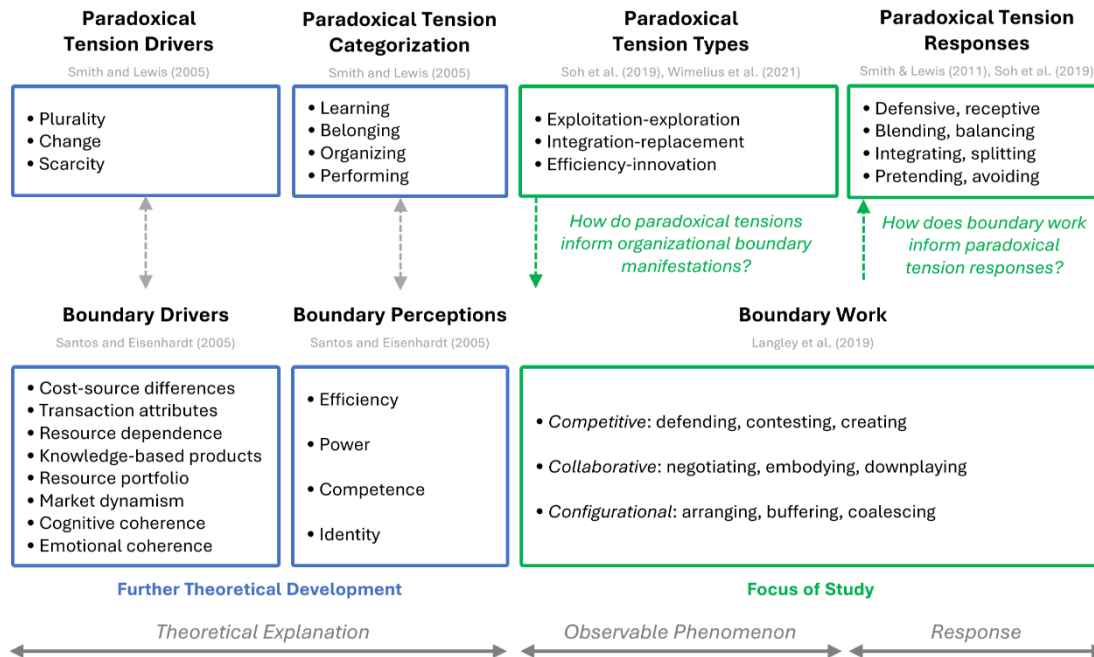


**Figure 1. Integrated Theoretical Landscape and Focus of Study**

## Research Design

As our research is at an exploratory phase in a novel and fast-changing domain, we opted for a qualitative approach that enabled us to collect rich data on the phenomenon of interest (Schultze and Avital 2011). We conducted exploratory interviews with 13 GenAI experts in 10 interviews at various firms active in the GenAI ecosystem, following a purposeful sampling strategy (Urquhart et al. 2010) to obtain a wide representation of the GenAI enterprise ecosystem. The interviews were conducted between November 2023 and June 2024. While we will increase our sample size for a full version of our study in which theoretical insights can be generalized, the sample size of 13 interviewees already yielded interesting insights for a pilot study exploratory in nature (Malmqvist et al. 2019). Table 1 provides an overview of the interviewees.

| ID     | Interviewee Title                            | Firm Type                              | Duration |
|--------|----------------------------------------------|----------------------------------------|----------|
| I1     | Senior GenAI product manager                 | Service/infrastructure integrator      | 1h 7min  |
| I2     | Senior AI manager/GenAI task force lead      | Technology consulting                  | 1h 1min  |
| I3     | Cloud architect                              | Technology consulting                  | 57 min   |
| I4     | Data and AI services specialist              | Foundation model provider              | 47 min   |
| I5     | Senior AI specialist                         | Low-code development platform provider | 29 min   |
| I6     | Project manager & GenAI task force lead      | Enterprise software and cloud provider | 41 min   |
| I7, I8 | Senior AI and GenAI consultants              | Technology consulting                  | 58 min   |
| I9     | Data scientist and machine learning engineer | AI-based stock trading fintech         | 1h 2min  |
| I10    | Cloud Architect                              | Technology consulting                  | 1h 20min |
| I11-13 | NLP developer, GenAI pilot implementors      | Original equipment manufacturer        | 59 min   |

Table 1. Overview of Interviewees

The semi-structured interviews consisted of three parts. First, we asked interviewees about current GenAI use cases and initiatives their firms are pursuing; second, to describe the broader GenAI ecosystem and its stakeholders; and third, the dynamics between these actors, what risks such dynamics pose, and how these risks are addressed. To analyze the data, we followed a two-step approach. First, informed by our paradox theory lens (Smith and Lewis 2011), we conducted iterative inductive coding (Gioia et al. 2013) to derive paradoxical tensions in the GenAI enterprise context. Second, we conducted abductive coding, looking for how boundary work (Langley et al. 2019) manifests in the GenAI enterprise context and how they explain firms' responses to the paradoxical tensions. We also collected secondary data on how firms approach and implement GenAI. This allowed us to further clarify the uniqueness of GenAI and triangulate our interview findings. We collected secondary data from three types of sources: first, consulting reports on GenAI (IBM 2024; McKinsey & Company 2023), enabling us to obtain a high-level overview of the key GenAI focal areas. Second, we reviewed reports on GenAI players' own offerings, along with publicly available information regarding their interactions and collaborations within the GenAI enterprise ecosystem (NVIDIA 2023; NVIDIA 2024). Third, we reviewed podcasts by industry experts on the GenAI ecosystem (Turck 2023).

## Preliminary Results

### The Generative AI Value Chain

Based on our primary and secondary data analysis, we synthesized the value-creating activities in the GenAI enterprise context into four layers. This synthesis is collectively known as the “*GenAI Value Chain*” (as shown in Table 2), which we derived from both primary and secondary data analyses (McKinsey & Company 2023). These value-creating activities form the foundation around which firms build boundary work. One notable addition to our synthesis is a dedicated *data layer*, as some of our interviewees (I3, I9) specifically noted the importance of data-related activities to enable GenAI activities higher up in the value chain. We also show how the GenAI value chain distinguishes itself from the value chain in the traditional AI context.

| Layer                       | Value-Creating Activities in GenAI Context                                                                                                                                                                        | Relation to Traditional AI Context                                                                                                                             |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Implement-<br/>ation</b> | Use case identification; technical and organizational setup (i.e., infrastructure deployment and employee training); and ensuring security, compliance, and governance. <i>Provider examples: Accenture, IBM.</i> | The <i>generative</i> component of GenAI introduces additional considerations and risks, e.g., copyright of generated content, “hallucination” by models, etc. |
| <b>Model/<br/>Logic</b>     | Development, provision, and exchange of foundation models for GenAI applications, supported by APIs to access pre-trained models for diverse tasks. <i>Provider examples: OpenAI, Hugging Face, IBM.</i>          | Model training is more costly and time-intensive. Models are provided by a few players (e.g., OpenAI, Mistral) as opposed to being developed in-house.         |
| <b>Data</b>                 | Data storage with built-in analytics and preprocessing, complemented by scalable file management solutions for large data volumes. <i>Provider examples: AWS, Azure, Snowflake.</i>                               | Prominent focus on unstructured data (i.e., LLM are text-based). Training data is more comprehensive to account for a higher number of model parameters.       |
| <b>Infra-<br/>structure</b> | Cloud computing instances with high-performance GPUs for AI and ML workloads, along with managed services abstracting infrastructure management. <i>Provider examples: NVIDIA, AMD, AWS, Google.</i>              | Increased computing resources required and packaged by providers for GenAI use. Includes hardware and cloud instances to access and utilize such hardware.     |

Table 2. GenAI Value Chain in Enterprise Contexts

## Paradoxical Tensions in the GenAI Enterprise Context

We identify three interrelated elements around which paradoxical tensions manifest in the GenAI enterprise context: *performance*, *convenience*, and *control*. The tensions between these elements manifest for both *users* and *providers* of GenAI solutions.

First, we identify *performance-control* tensions. For firms implementing GenAI (“users”), this refers to a firm’s goal to increase the value created by GenAI solutions while maintaining control over resources. For GenAI providers, this means optimizing GenAI performance with limited (or fewer) resources. Moreover, this tension can manifest on or between several GenAI value chain layers. For example, *between* value chain layers, sharing data can increase model performance in domain-specific settings, but firms must still maintain control over their proprietary data. I5 noted that his company offers a low-code development platform with a chatbot interface that can generate software components (e.g., buttons) based on natural language input, but that the utility of such components may depend on the willingness of the customer to opt-in to share contextual data: “*It [context-specific recommendations] is with their permission, right? We tell them that we use the context. And if they want, they can opt out, and then we don’t use it. [But] then the product is less valuable for them as well.*” The performance-control tension may also manifest *within* the same value chain layer. For example, on the infrastructure level, firms must decide whether the technical infrastructure that supports their GenAI activities is purchased and maintained via large cloud providers (better performance but possibly less control) versus opting for on-premise solutions (I4, I10).

Second, firms face *performance-convenience* tensions. For GenAI users, this refers to a firm’s need to balance making convenient use of pre-developed GenAI solutions while ensuring that performance is optimized for their specific organizational needs. For GenAI providers, this means investing sufficient resources to develop solutions that meet the unique needs of their customers, without compromising the benefits of economies of scale. This tension can manifest on or between several GenAI value chain layers. For example, I3 and I9 noted that inferencing from the foundation model “as is” (model/logic layer) may not be sufficient for firms’ specific use case needs (implementation layer) and thus require certain adjustments. These tensions can also arise within a single layer. For instance, at the implementation layer, I1’s software offers users a convenient, one-click feature to summarize text. However, the absence of a prompting option can impact performance, which could be easily addressed if such a feature were available.

Third, firms face *control-convenience* tensions. For GenAI users, this tension arises when external actors make their offerings extremely convenient, potentially causing users to relinquish control over their resources. For GenAI providers, the challenge lies in offering their solutions in a way that does not deter customers by causing them to fear a strategic loss of resources, while still actively promoting their own products. This tension can manifest on or between several GenAI value chain layers. For example, a prominent manifestation is on the infrastructure level, with hyperscalers actively attempting to lock in customers into their ecosystems. I2 particularly highlighted firms’ embeddedness in the Microsoft ecosystem: “*Microsoft investing heavily in OpenAI [was] probably the most intuitive way to win and lock in customers, [...] infusing GenAI into the applications they’re used to work with day in, day out.*” Thus, while the lock-in is caused at the infrastructure level, it manifests in the implementation layer. The control-convenience tension also manifests in the application and data layers. For example, the ease of use of GenAI tools such as ChatGPT has led to a data exposure risk, with many employees entering sensitive or confidential data (LayerX 2023), causing firms to compromise control over their data. Figure 2 shows a synthesis of the paradoxical tensions.

## Discussion

### Multiple Types of Boundary Work

Our preliminary results open two broad areas for further investigation. First, we identify that *multiple types of boundary work* manifest in explaining how GenAI users and providers address the paradoxical tensions. For example, to address the performance-control tension, *competitive boundary work* manifests in that firms maintain existing boundaries to preserve power over their resources (e.g., in I5’s case, enterprise users may opt out of data sharing for model improvement purposes). To address the performance-convenience tension, we observe *collaborative boundary work*. For example, to use a generic foundation model but still tailor it to a firm’s specific needs, firms combine their resources (e.g., company data) with the foundation

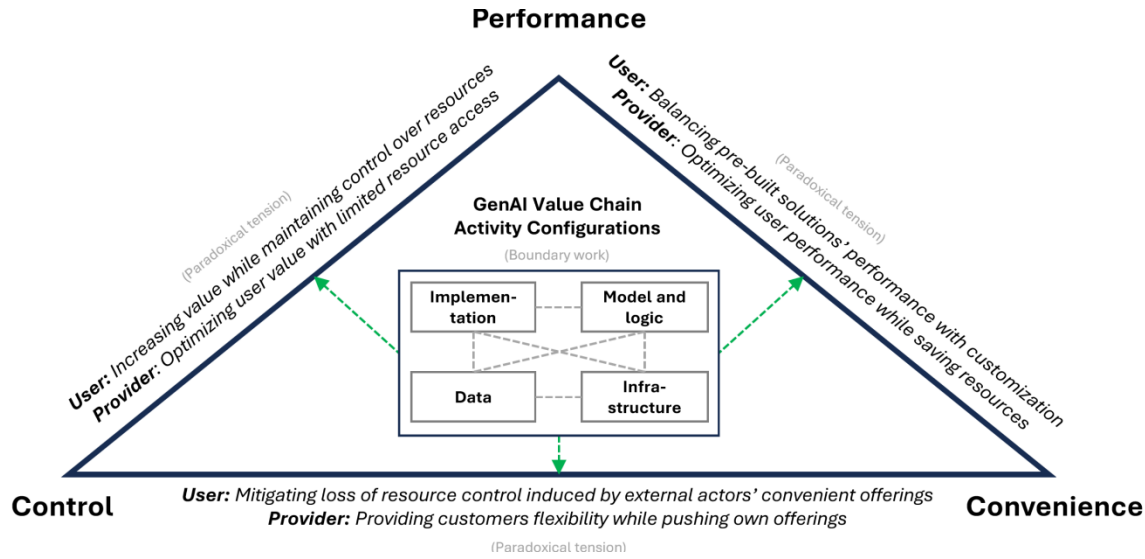


**Figure 2. Interrelated Paradoxical Tensions in the GenAI Enterprise Context**

model. This can be done through retrieval-augmented generation (RAG): a popular technique that combines relevant information with a generative model to produce more accurate and contextually relevant responses in tasks like question answering (I3, I9, I10). To address the control-convenience tension, we observe *configurational boundary work*. For example, many GenAI users wish to implement a user-friendly ChatGPT-style interface where employees can conveniently interact with prompts (I9). As this interface is popularly built on top of OpenAI’s proprietary LLMs, firms are concerned about not losing control over their data. Providers such as OpenAI thus configure enterprise-specific offerings to address such concerns, e.g., not training their LLM on customers’ data and allowing customers to control how long data is retained (OpenAI 2024). Accordingly, these configured offerings constitute “buffers” that manage the flow of information or interaction across the actors’ boundaries.

### ***Unique Considerations in the GenAI Context***

Our results also reveal insights into paradoxical tensions and boundary work that are unique—or particularly prevalent—in the GenAI enterprise context. First, compared to paradoxical tensions in the IT and digital transformation domain, the *paradoxical tensions in the GenAI enterprise context are more strongly associated with technical resources than social considerations*. For example, paradoxical tensions in the digital transformation context, such as “deliberate vs. emergent renewal practices” and “inner vs. outer renewal contexts,” strongly relate to social factors such as social norms and resistance to new technologies (Wimelius et al. 2021). However, the paradoxical tensions we identified all relate to technical infrastructure and resources (e.g., computing power and data).

Second, compared to traditional AI, the *large scope and complexity of GenAI foundation models necessitate firms to intertwine* with one another, leading to boundary work manifestations. In contrast to traditional AI models, where models can be developed in-house independently of other actors, this is unfeasible for typical GenAI enterprise users. All of our interviewees highlighted their firms’ efforts to adopt foundation models from prominent providers and their efforts and challenges in adapting such models to their needs. In addition, we observe from secondary data that even powerful firms must organize their boundary work to be configurational (i.e., co-opetition) on and between GenAI value chain layers. For example, a company like Meta possesses significant AI capabilities and has developed foundation models (LLaMA) to compete with other players, yet has open-sourced its models to remain competitive. The Microsoft-OpenAI collaboration is another prime example of boundary work between layers, where Microsoft offers core capabilities on the infrastructure layer and OpenAI on the model/logic layer.

Third, beyond the “static” analysis of intertwined boundary work, we observe interesting patterns in *how boundary work evolves*, which can also be ascribed to the intertwined nature of GenAI value chain activities. Notably, as opposed to the traditional AI context where users on the top layer of the value chain (e.g., implementing AI models) can expand down the value chain (e.g., training their own models), the

direction of boundary work involvement in the GenAI context heavily favors the infrastructure providers. Due to GenAI foundation models' scope and complexity, developing these models is effectively "restricted" to firms active in the infrastructure layer, i.e., those with significant technical resources (e.g., hyperscalers like AWS and Azure). For firms active in top layers without these resources (e.g., technology consultants or service integrators), this necessitates them to undertake configurational boundary work – from the outset – by arranging the competitive landscape to benefit them strategically: i.e., leveraging other ecosystem actors' capabilities and cementing their own competitive position in the ecosystem. For example, NVIDIA, ServiceNow, and Accenture's AI Lighthouse project unite ServiceNow's enterprise platform, NVIDIA AI's technical infrastructure, and Accenture's consulting/deployment services (NVIDIA 2023).

## Conclusion and Further Theoretical Development

Our preliminary findings contribute to organizational AI/GenAI literature, paradox theory literature, and boundary work literature. First, the three identified paradoxical tension elements that manifest in the GenAI context provide a specific, yet generalizable, categorization of tensions that explain why firms experience challenges in implementing this novel technology. Second, we show how the intertwinedness of the GenAI value chain provides a deeper understanding of why paradoxical tensions in the GenAI enterprise context are particularly difficult to address. Third, we show that integrating paradox theory and organizational boundary work as a theoretically novel approach is effective for examining organizational-level phenomena in ecosystems that concern an emerging technology such as GenAI.

By building upon various concepts of our integrated theoretical lens (as outlined in Figure 1), we intend to further develop our study in various ways. First, due to our exploratory study's limited sample size, we intend to enhance the *generalizability of our findings until the presentation of this study's results*. This can be done by conducting more interviews with experts from different domains and using complementary methods to our current qualitative approach. For example, due to the strong presence of configurational boundary work in the GenAI enterprise context, we believe that configurational methods for understanding and effectively addressing paradoxical tensions in the GenAI enterprise context can yield valuable insights. For example, employing methods like qualitative comparative analysis (QCA) (Rihoux and Ragin 2008) can determine which configurations of boundary work address paradoxical tensions most effectively. Secondly, we acknowledge that our *abductive identification of boundary work manifestations can be expanded*. For example, although we identified a single type of boundary work for each paradoxical tension in this study, it is plausible that multiple types of boundary work may simultaneously address the same tension.

Moreover, we also intend to explore *how firms achieve a dynamic equilibrium when faced with paradoxical tensions* (Smith and Lewis 2011), whereby, while tensions do not go away, certain conditions are met to allow firms to navigate tensions without falling victim to their unintended consequences. Here, we again posit that integrating concepts from paradox theory with organizational boundary work can aid this understanding, especially starting with the most abstract concepts (see Figure 1). For example, tension drivers can force firms to rethink their boundary perceptions – in our context, how they compete and collaborate in the GenAI ecosystem. This is a constant process, and there may be changing boundary perceptions dependent on emergent tension drivers (e.g., at one point in time, there may be a plurality of goals, and at another, a scarcity of resources). How firms perceive their boundaries may help categorize tensions vis-à-vis their learning, belonging, organizing, and performing. Once these tensions are categorized, firms engage in boundary work to respond to the tensions. These configurations of boundary work may kickstart new tension drivers, starting the cycle anew.

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