Firms introducing disruptive innovations into multisided ecosystems confront the ‘disruptor’s dilemma’ – i.e., they must gain the support of the very incumbents they disrupt. We examine how firms may address this dilemma through a longitudinal study of TiVo, which pioneered the Digital Video Recorder. Our analysis reveals how TiVo navigated paradoxical tensions by continually adjusting its strategy. In the process, TiVo progressively modified its technology platform and its relational positioning within the US television industry ecosystem. We contribute by theorizing how (a) disruption may affect not just specific incumbents but the entire ecosystem, (b) co-opetition is not just dyadic but also multilateral and intertemporal, and (c) strategy is both a deliberative and emergent process involving continual adjustments, as the disruptor engages with different ecosystem sides.