

# Business Model Innovation The Organizational Dimension

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business model innovation is an important source of competitive advantage and corporate renewal an increasing number of companies have to innovate their business models not just because of competitive forces but also because of the ongoing change from product based to service based business models yet business model innovation also involves organizational change process that challenges existing processes structures and modes of control this volume features thirteen chapters written by authorities on business model innovation the specific angle and the novel feature of this book is to thoroughly examine the organizational dimension of business model innovation drawing on organizational theory and empirical observation the contributors specifically highlight organizational design aspects of business model innovation focusing on how

reward systems power distributions routines and standard operating procedures the allocation of authority and other aspects of organizational structure and control should be designed to support the business model the firm chooses also discussed is how existing organizational structures capabilities beliefs cultures and so on influence the firm's ability to flexibly change to new business models

the most comprehensive global guide to business model design and innovation for academic and business audiences business model innovation strategy transformational concepts and tools for entrepreneurial leaders is centered on a timely mission critical strategic issue that both founders of new firms and senior managers of incumbent firms globally need to address as they reimagine their firms in the post covid 19 world the book which draws on over 20 years of the authors collaborative theoretical and rigorous empirical research has a pragmatic orientation and is filled with examples and illustrations from around the world this action oriented book provides leaders with a rigorous and detailed guide to the design and implementation of innovative and scalable business models for their companies faculty and students can use business model innovation strategy as a textbook in undergraduate mba and emba degree courses as well as in executive courses of various designs and lengths the content of the book has been tested in both degree and non degree courses at some of the world's leading business schools and has helped students and firm leaders to develop ground breaking business model innovations this book will help you learn the basics of business model innovation including the latest developments in the field learn how business model innovation presents new and profitable business opportunities in industries that were considered all but immune to attacks from newcomers learn how to determine the viability of your current business model explore new possibilities for value creation by redesigning your firm's business model receive practical step by step guidance on how to introduce business model innovation in your own company become well versed in an important area of business strategy and entrepreneurship authors amit and zott anchored the book on their pioneering research and extensive scholarly and practitioner oriented publications on the design implementation and performance implications of innovative business models they are the most widely cited researchers in the field of business model innovation and they teach at the top ranked wharton school of the university of pennsylvania and the prestigious global business school iese with campuses in barcelona madrid munich new york and são paulo

business model innovation is about increasing the success of an organization with existing products and technologies by crafting a compelling value proposition able to propel a new business model to scale up customers and create a lasting competitive advantage and it all starts by mastering the key customers the importance of business model innovation business model innovation enables you to create competitive moats a multi faceted concept analysts use business models to produce financial analyses academics study business models for the sake of classifying things most people confuse business models for business plans startups confuse business models for monetization strategies business model innovation is an experimentation mindset for entrepreneurs an entrepreneur is not a scientist business model innovation is at the same time a mindset a framework and a set of tools for entrepreneurs myth one the best product wins myth two technology is what gives a competitive advantage myth three business model innovation is just about how you make money what kind of questions do you need to ask with business model innovation paths toward business model innovation engineer an innovative business model from scratch find an innovative business

model along the way use business model innovation as a survival mechanism business model innovation examples netflix business model innovation case study amazon business model innovation case study apple business model innovation case study google business model innovation case study facebook business model innovation case study is business model innovation for anyone key takeaways

what strategic challenges are faced by both start ups and incumbent firms and what opportunities do these challenges create for business model innovation focusing on the underpinning theory and concepts of business models this book identifies new business models capable of creating sustainable competitive advantage and guides readers through their implementation a detailed introduction outlines current research in business model innovation including directions for future research and global business cases are applied throughout to illustrate key issues topics covered include market creation leadership digital technology adoption small and medium sized enterprises start ups sustainability socio economic development and conduct risk also discussed are the principles of the architecting economic systems the role of government in influencing business models design and how organisational 45structures must adapt in the context of business model innovation

business model innovation process preparation organization and management examines a range of critical questions that merit thoughtful interdisciplinary consideration such as why do business models and their innovation in particular matter today how can the process of business model innovation be understood organized and managed adequately under increasingly volatile uncertain complex and ambiguous technological business and geo political conditions what should decision making and risk management look like under these conditions with managers whose rationality is bounded the book offers a detailed account of the relatively unknown process of business model innovation by looking into the intersection of strategic operations and innovation management organizational design decision making and performance management in doing so this book addresses fundamental issues and introduces new ideas and theoretical perspectives in envisioning and thinking about various potential scenarios of business model innovation and understanding how to organize for each of these under different conditions the book provides original arguments and suggestions for practitioners for that purpose the book also offers many compelling real life examples of business models and their innovation combining theory and practice this book is an essential read for researchers and academics of business model innovation as well as strategic management digital transformation innovation management and organizational change it will also be of direct interest to practitioners and business leaders seeking new perspectives to increase their competitive advantage

rooted in strategic management research business model innovation explores the concepts tools and techniques that enable organizations to gain and or maintain a competitive advantage in the face of technological innovation globalization and an increasingly knowledge intensive economy updated with all new cases this second edition of the must have for those looking to grasp the fundamentals of business model innovation explores the novel ways in which an organization can generate deliver and monetize benefits to customers

there has been growing interest on business models among academics and practitioners in recent years as business model describes how an

organization creates distributes and captures value and therefore can be considered the dna of the organization recently factors related to digital transformation the vital role of sustainability and social aspects along with an increasing globalization have pushed towards radical transformations in business models this book aims to further our knowledge on business model innovation in new contexts of analysis and with new perspectives of investigation insights from business model innovation are presented from studies focusing on start ups small businesses and large businesses to provide a bigger picture on new dynamics connected to digital transformation sustainability new global relationships as such the scope is on new ways to create value new components and dynamics such as digitalization and sustainability concerning the key elements of the business model value creation value configuration and value capture and new relationships between actors that may foster business model innovation it represents a valuable resource for practitioners willing to innovate business models academics aiming at finding new research lines and students keen to learn more about business models

this book outlines an integrative framework for business model innovation in the paradigm of the internet of things it elaborates several tools and methodologies for the quantitative qualitative analytical and effectual evaluation and analyzes their applicability and efficiency for several phases of the business model innovation process as such it provides guidance to managers decision makers and entrepreneurs on how to systematically employ the business model concept with the aim of achieving sustainable competitive advantages for researchers the book introduces cases and examples for successful business model innovation and presents an integrated approach to the methods and tools applied

this book proceedings addresses a crucial gap in understanding the impact of technology on business model innovation bmi it emphasizes the need for further research to explore the intricate relationship between technology and bmi focusing on opportunities and challenges by delving into how technology influences emerging business model innovations and enhances operational efficiency the publication aims to advance knowledge inviting diverse research methods it sheds light on various ideas within the technology and bmi realm tailored for students scholars professionals and policymakers this book contributes to the evolving field of bmi and technology

presenting a broad literature review of scholarly work in the area of business model innovation this new book analyses 50 management theories in the context of bmi to yield valuable new insights research on bmi is still in its infancy and has so far proved to be more than just a sub discipline of strategy or innovation research exploring the field of business innovation demonstrates the importance of the discipline as a more specialized management research field and offers new understandings of this important subject it presents grand theories that will help researchers approach bmi through a different angle and describes business models as phenomena enabling readers to understand their patterns and mechanisms reviewing the most important academic work on the subject over the last 15 years the authors aim to open up the debate and inspire researchers to look at this phenomenon from new and different angles

this paper aims to explore how mature firms in the media industry adapt their business models when faced with disruptive external change this

is particularly challenging as it often involves questioning and renewing the mental models that have guided the management of the firm in earlier successful times a case study approach was chosen to explore the adaptation process with a high level of richness as focal market we have chosen the danish newspaper market since this gives us the opportunity to observe in detail two media groups which control 50 of the national newspaper market by working with archival data and interviews with key employees we succeed in tracing key developments between 2000 and 2011 our findings show that mature firms use conscious strategic planning with regards to the value creation elements of the business model but experimentation and random managerial responses for changing value proposition and value delivery elements overall our empirical investigation leads us to propose guidelines on how to promote business model innovation

today s profound environmental dynamics render it increasingly difficult for firms to sustain business models with returns above the industry average business model innovation aims to seize a new opportunity by crafting the right new business model it offers firms a path back to high returns and profitable growth however risk aversion and organizational rigidities may immobilize established industry players martin trapp employs an explorative multiple case study covering large european corporations to identify management practices these practices support business unit managers in successfully realizing business model innovation and together establish a deliberate strategic level management approach

georg stampfl explores in detail the nature of business model innovation processes in established companies from the organizational and the individual perspective he outlines when and why the process of business model innovation is started how the process of business model innovation unfolds and what contributes to or inhibits success moreover the author investigates how individuals discover new business models and how innovation teams collaborate in business model innovation projects based on these insights the author provides helpful guidelines on how companies can tackle the business model innovation challenge

this dissertation explores how firms create and capture value with business model innovation the goal is to contribute to research on business model innovation and to thereby strengthen firms capabilities to innovate their business models more strategically and in a more sophisticated way as most of them already do for their products and technologies the dissertation consists of four individual articles that address questions on business model design protection and the anchoring of business model innovation teams within organizations the first article deals with innovation teams commissioned to innovate a firm s business model based on a study of 20 global players from the manufacturing and service industry the article shows how the teams intra firm network that is the interaction with other organizational sub units within the firm impacts the degree of novelty of the designed business models the second article is devoted to the question of how firms capture value from business model innovation by the use of formal and informal intellectual property ip protection strategies the empirical analysis based on a case sample of 24 firms shows that the choice of ip protection is contingent on the applied business model the third article highlights that companies often systematically incorporate knowledge about existing solutions into the innovation process for products and technologies but rarely do so when

it comes to business models based on a literature review and an empirical analysis of 29 firms the article derives a framework for business model archetypes and discusses its application in the context of the innovation process the fourth article investigates on the role of design thinking in business model innovation based on the st gallen business model navigator expert interviews and a workshop with experts from stanford university s center for design research the article provides insights and

digital technologies are changing both the national and global business landscapes digitalization within firms and industries and newcomers from other fields give new conditions for competition through new business models the handbook of research on business model innovation through disruption and digitalization discusses the aspects of the innovation of business models through disruption and digitalization it further includes chapters on theories and practices related to the overall theme of how business models are developed covering topics such as agile networks interactive business models and managerial implications this major reference work is a dynamic resource for business leaders and executives it managers human resource managers entrepreneurs government officials students and faculty of higher education librarians researchers and academicians

this study adopts a dynamic capabilities perspective to explore the activities and processes through which business model innovations arise in established organisations new and innovative business models are fundamental to the commercialisation of the latest technologies performance and competitive advantage as well as value creation for customers the focal company and its ecosystem yet our current understanding of how established companies design and implement new business models is limited by a lack of empirical research based on a review of relevant literature business model innovation is presented and explored as a dynamic capability the book subsequently uses proven methodologies to gather and analyse data from five case studies in the manufacturing financial services media consulting and healthcare industries the framework developed here offers a novel understanding of how business model innovations come about in established organisations a practice it dubs crafting business models in *statu nascendi*

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we draw on the complementarity literature in economics and management research to dimensionalize business models innovations specifically such innovation can be dimensionalized in terms of the depth and the breadth of the changes to the company s business model that they imply in turn different business model innovations are associated with different management challenges and require different leadership interventions to become successful

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