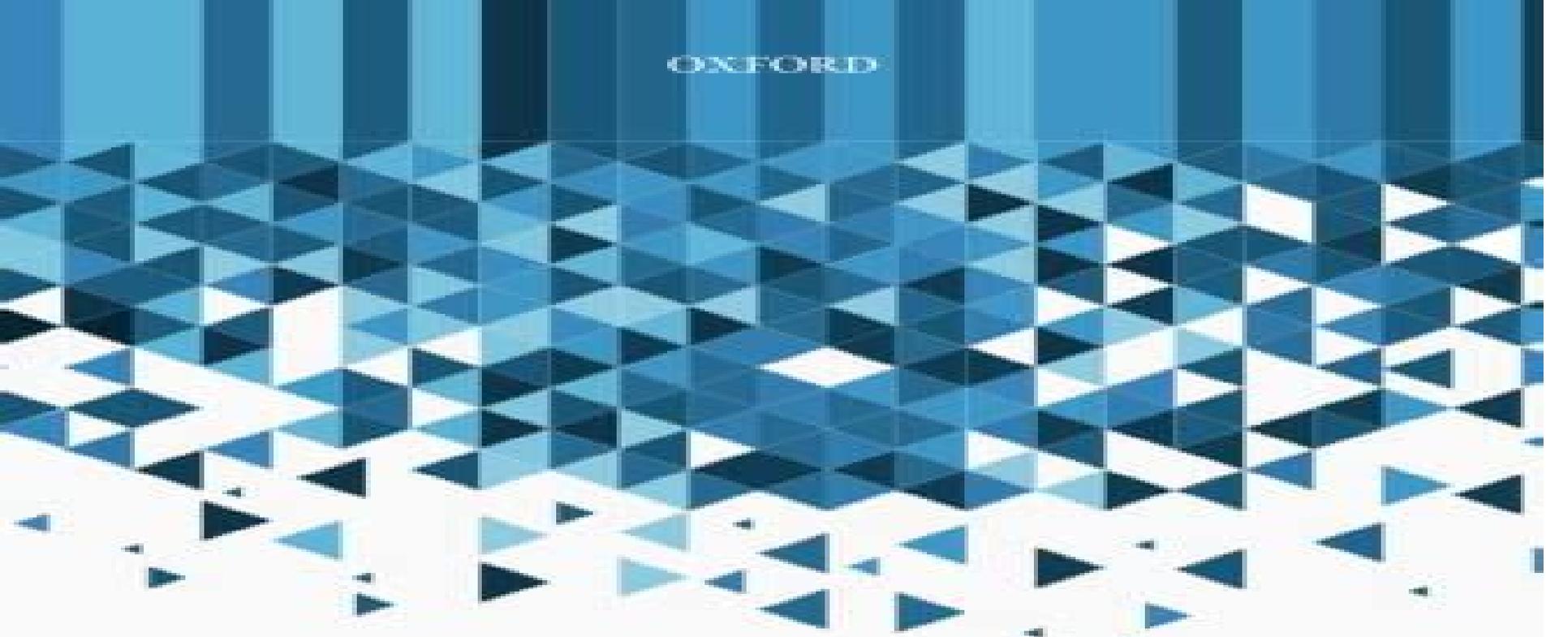


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*the organizational dimension*

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# Business Model Innovation The Organizational Dimension

**Lindgren, Peter**



## **Business Model Innovation The Organizational Dimension:**

**Business Model Innovation** Nicolai J Foss, Tina Saebi, 2015-02-19 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. *Business Model Innovation*

Daniela Andreini, Cristina Bettinelli, 2017-02-28 This book presents a systematic literature review of 156 published papers on business model innovation (BMI). The aim is to identify and integrate the different theoretical perspectives, analytical levels and empirical contexts in order to deepen understanding of this complex phenomenon. The authors conduct an inductive thematic analysis based on an informal ontological classification that identifies 56 key themes. Within each theme, discussion focuses on thematic patterns, potential inconsistencies and debates, and future directions and opportunities for research. The book makes a number of significant contributions to the field. First, it offers a deeper understanding of the evolution of research on BMI through an ontological map that identifies the key thematic areas in the literature. Second, a multilevel model is developed that clarifies the concept of BMI by identifying its drivers, contingencies and outcomes. Third, the authors identify clear and specific directions for further research and offer suggestions on research design, creating an informative road map for the future. The book will be of value both to scholars and researchers and to practitioners. *Business Model Innovation*

Nicolai J. Foss, Tina Saebi, 2015 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 *Business Models and Cognition* Kristian J. Sund,Robert J. Galavan,Marcel Bogers,2020-11-30 This collection reflects emerging research on the cognitive dimensions of business models and business model innovation Numerous scholars have over the past decade point to the promise of cognition theories to clarify business models This collection takes stock and provide examples of new developments *Influence of Organizational Settings on Business Model Innovations in Corporations* Alen Stepic,2019 In nowadays fast changing and challenging environment corporations require different innovation capabilities Business model innovation is a way to respond to the fast changing environment and is considered to bring greater competitive advantage than product service or process innovations However when it comes to breakthrough business model innovations corporations face different internal influencing factors which limit the capability to design and implement them On the other hand firms seem to manage incremental innovations well Based on literature research four key dimensions of organizational settings have been identified which influence firm s capability to innovate Those dimensions are 1 culture 2 strategy 3 structure processes and 4 resources Different studies have already contributed by researching how organizational settings influence product service and process innovations nevertheless contribution potential still exists when it comes to business model innovation and ideal organizational settings This is relevant as the number of contributions in the field of business model innovation significantly increased in the recent years Thus nine case studies have been analyzed with the focus on the mentioned dimensions under taking into consideration the different characteristics of the underlying business model innovations The case studies have been analyzed along the methodology of Building Theories from Case Study Research of Eisenhardt 1989 In order to derive the content for the case studies desk and field research has been conducted Field research in form of problem centered interviews with a sample of nine company representative However the analyses showed that the most relevant influencing dimension is culture followed by structure processes resources and strategy The results further show that all companies worked ambidextrous meaning that all corporations had a different culture *The Business Model Innovation Process* Yariv Taran,Harry Boer,Christian Nielsen,2021-11-21 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

*A New Approach for Developing Business Model Innovation* Michael Lang, Annika Koerdt, 2019-12-30 Research Paper postgraduate from the year 2019 in the subject Business economics Company formation Business Plans grade 1 0 Mendel University Business and Economics language English abstract Business model innovation has received increasing interest within science and managerial practice over the last years Accordingly scientists have developed various approaches on business model innovation However it has been recognized that established companies face particular challenges successfully innovating their business model Current academic research considers the company's established dominant logic to be the main barrier hindering the innovation process In contrast to that none of current theories on business model innovation covers the overcoming of the dominant logic in their approaches The research gap leads to the question how does a new approach for business model innovation look like which support today's companies in their current and future challenges To answer this question Chapter 1 highlights the need for action Based on that Chapter 2 deals with the theory of business model innovation and dominant logic Chapter 4 highlights the research gap reflecting on the role of dominant logic within business model innovation Chapter 5 aims at developing the according strategy which acknowledges and effectively addresses the innovation barrier of the dominant logic Finally the last Chapter summarizes the findings how the new academic approaches on business model innovation is characterized and discuss the validation of the new theory

**Learning Organization Dimensions and Motivation to Transfer Learning in Large Firm Information Technology Employees** Toby Marshall Egan, 2002

**Main Challenges of Established Companies in Business Model Innovation** Michael Lang, 2020-03-16 Research Paper postgraduate from the year 2020 in the subject Business economics Business Management Corporate Governance grade 1 0 Mendel University Economics language English abstract The goal of this paper is to outline the main challenges of established companies in the field of business model innovation By conducting an empirical analysis through 30 expert interviews insights are generated in the field of dealing with disruptive innovation dominant mindset and business model innovation At first the focus of the research is to identify the main levers for enabling disruptive innovation through the eyes of established companies Secondly a special focus of the interviews is to identify how an established organizational mindset affects the organizations behavior towards disruption Finally the main difficulties of

established organizations regarding business model innovation is outlined According to the research goal the main insight regarding disruptive innovation is that 25 percent of the experts point out that they are lacking a supportive environment for dealing with disruptive innovation in the correct way In the area of dominant logic over 50 percent are concerned how their large traditional and process heavy firms can overcome their dominant mindset in order to stay competitive Finally 60 percent highlighted in the area of business model innovation that business innovation projects with experimentation without a reporting structure is key The analysis of the expert interviews reveal that established companies are aware of disruptive trends however are not sure how to design the right environment for building the right capabilities Secondly it also highlights that the companies are aware of their dominant mindset as a key success factor for their business model innovation initiatives but do not know how to create cultural shift to overcome it Finally the research clearly demonstrates that the main challenges of established companies in business model innovation lays in the interlinkage between disruptive innovation dominant mindset and business model innovation itself which needs more attention by research in the future

The Multi Business Model Innovation Approach Lindgren, Peter, 2018-09-13 It is argued in most academic literature that the Business Model BM is a general model for how any business runs or should run its business a blueprint of the business The book argues that no business has just one BM and just one model on which it runs its entire business or intends to run all its business The research presented in the book points in contrast to other BM frameworks that businesses have more BMs and have both as is and to be BMs Further our research shows that the BM framework can and should be used for both as is and to be Models which we call The Multi Business Model Approach Theoretically research indicated already by Markides and Charitou in 2004 and Casadesus Masanell and Ricart model in 2010 indicated that business have more BM s Sadly nobody followed up on this in the BM community which could have made an earlier breakthrough in the understanding of BMs BMI and strategic BMI The book address further the concern that BM community and BMI practice mainly focus on the ideation and conceptualization of BMs BM canvassing and just innovating BM building blocks can in many cases be classified as blind business model innovation This is not sufficient to run and create a sustainable competitive business today BM understanding and BMI must address all 7 levels of BMI and all BMs in the business All BMs are and should be continuously objects to BMI in the aim of maximizing the performance and sustainability of the business The core business with all its 7 BM levels BM dimension components BM dimensions BM portfolio Business and Business Model Ecosystem BMES and BMI Process should all be objects for BMI The book addresses and documents this gap in BM research and propose a new generic definition and language of a BM and a Business BMI layers The book points to the huge unexplored possibilities that BMI offers today and can offer businesses in the future When thoroughly understanding the 7 levels of BMI and businesses are able to communicate work and innovate with these together then a next step in BM and BMI research and practice can hopefully be taken The book proposed that any BMs are related to seven BM dimensions value proposition user and or

customer value chain functions internal competence network relations and value formulae Conceptually any Business Model Cube can be formed on behalf of these seven generic BM dimensions and these can be used both in a 2D and a 3D version This is what the forth coming part 2 of the book will elaborate on *Innovation Management* Jin Chen,Gang Zheng,2019-03-22 The key for lasting competitive advantage lies in embracing innovation as a core value and managing it effectively Innovation Management provides a comprehensive overview of innovation theory and a framework for implementation intended for business school students of Innovation Management managers and practitioners alike In this new text authors Jin Chen and Gang Zheng examine innovation from the perspectives of strategy internal processes resource management and organizational culture Numerous case studies illustrating both successes and failures in innovation include Tesla P G Apple Uber Google NVIDIA Haier Group Motorola and Nokia Starting from a systematic introduction to the types process and models of innovation the authors present a strategical management framework that includes models for indigenous innovation total innovation open innovation and holistic innovation They outline the key roles played by management of capital information and knowledge systems human resources and IP rights Organizational systems that are designed to stimulate innovation within the corporation are detailed and finally the authors examine the future of innovation management focusing the need for sustainable innovation that recognized the importance of environmental and ecological concerns *Business Model Innovation* S.M. Riad Shams, Demetris Vrontis, Yaakov Weber, Evangelos Tsoukatos Rogdia, Gabriele Santoro, 2021-04-26 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 *8 Steps To Innovation* No Author, 2013-02-20 A guide to systematic as opposed to incidental ad hoc innovation Innovation need not only be jugaad For the first time a book shows us how in India innovation can be introduced in one s organization in a systematic deliberate way 8 Steps to Innovation explains how you can do this by building an idea pipeline in your organization improving the velocity of ideas coming in and implementing the ideas within

the given constraints All this is shown through nice snappy examples mostly homegrown Indian ones Few books in the market talk about innovation in the Indian context with Indian examples as this one does Global Innovation Science Handbook Praveen Gupta, Brett E. Trusko, 2014-02-05 Publisher's Note Products purchased from Third Party sellers are not guaranteed by the publisher for quality authenticity or access to any online entitlements included with the product A GROUNDBREAKING GUIDE TO THE ART SCIENCE TOOLS AND DEPLOYMENT OF INNOVATION It has never been more important to educate people and organizations how to out imagine out create and out innovate The insight and experiences captured by this book make an important contribution toward reaching this goal From the Foreword by Deborah Wince Smith President Council on Competitiveness Developed by the editors of the International Journal of Innovation Science and featuring contributions from more than 40 innovation experts and thought leaders Global Innovation Science Handbook presents a proven approach for understanding and implementing innovation in any industry This pioneering work is based on a defined body of knowledge that includes intent methodology tools and measurements It challenges the popular paradigm that learned innovation is impossible and lays out a systematic process for developing innovation skills Each chapter can be independently read and utilized in the daily practice of innovation Real world case studies from financial government and education sectors illustrate the concepts discussed in this definitive resource Global Innovation Science Handbook covers Preparing for innovation establishing a framework and creating a culture for innovation Key innovation concepts such as creativity neuroscience biomimetics benchmarking and ethnography Creativity tools including Kano analysis storyboarding absence thinking Lotus Blossom SCAMPER and others Techniques essential to innovation science such as Six Thinking Hats mind mapping social networks market research and lead user analysis Innovation radar indices and other measurements Idea management the process of creating screening exploring and evaluating ideas to bring those most valuable from concept to reality Innovation methodologies including TRIZ Brinnovation crowdsourcing Eureka stage gate and others Deployment a life cycle approach involving inspiration strategy organization excellence culture measurement protection of intellectual property and launch Case studies featuring cutting edge technological innovations in finance government and education **Theories and Models in Applied Behavioral Science: Organizational**, 1991 **Business Model Innovation** Klement Ahrensbach Rasmussen, 2017 *Managing Innovation* Joe Tidd, John R. Bessant, 2020-12-10 Now in its seventh edition *Managing Innovation Integrating Technological Market and Organizational Change* enables graduate and undergraduate students to develop the unique skill set and the foundational knowledge required to successfully manage innovation technology and new product development This bestselling text has been fully updated with new data new methods and new concepts while still retaining its holistic approach the subject The text provides an integrated evidence based methodology to innovation management that is supported by the latest academic research and the authors extensive experience in real world management practice Students are provided with an impressive range of learning tools including numerous case studies

illustrative examples discussions questions and key information boxes to help them explore the innovation process and its relation to the markets technology and the organization Research Notes examine the latest evidence and topics in the field while Views from the Front Line offer insights from practicing innovation managers and connect the covered material to actual experiences and challenges Throughout the text students are encouraged to apply their knowledge and critical thinking skills to business model innovation creativity entrepreneurship service innovation and many more current and emerging approaches and practices

Managing and Using Information Systems Keri E. Pearlson,Carol S. Saunders,Dennis F. Galletta,2023-12-27 Provides the knowledge and insights necessary to contribute to the Information Systems decision making process Managing Using Information Systems A Strategic Approach delivers a solid knowledgebase of basic concepts to help MBA students and general business managers alike become informed competent participants in Information Systems IS decisions Now in its eighth edition this fully up to date textbook explains the fundamental principles and practices required to use and manage information while illustrating how information systems can create or obstruct opportunities and even propel digital transformations within a wide range of organizations Drawing from their expertise in both academia and industry the authors discuss the business and design processes relevant to IS while presenting a basic framework that connects business strategy IS strategy and organizational strategy Step by step readers are guided through each essential aspect of Information Systems from fundamental information architecture and infrastructure to cyber security Artificial Intelligence AI business analytics project management platform and IS governance IS sourcing and more Detailed chapters contain mini cases full length case studies discussion topics review questions supplemental readings and topic specific managerial concerns that provide insights into real world IS issues Managing Using Information Systems A Strategic Approach Eighth Edition is an excellent textbook for advanced undergraduate and MBA level courses on IS concepts and managerial approaches to leveraging emerging information technologies

*Marketing Management in China* Philip Kotler,Kevin Lane Keller,Taihong Lu,2009 This adaptation provides hard to find and well researched China cases that offer insights while covering a wide variety of contexts spanning international companies operating in China to Chinese companies that are beginning to venture overseas

**An Analysis of B2B Business Models in the E-market** Yu-Ju Chen,2001

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