

## CONTENTS

	<u>Page</u>
<b>1 INTRODUCTION .....</b>	<b>1</b>
1.1 Motivation and Research Focus .....	1
1.2 Structure of Dissertation .....	3
1.3 Theoretical Embedding .....	9
1.3.1 Business models .....	9
1.3.2 Business model innovation .....	12
1.3.3 Barriers to business model innovation .....	13
1.4 Research Design.....	15
1.5 References .....	17
<b>2 A BUSINESS MODEL PERSPECTIVE ON INNOVATION SUSCEPTIBILITY.....</b>	<b>23</b>
2.1 Introduction.....	24
2.2 Theoretical Background .....	26
2.2.1 Business models .....	26
2.2.2 Business model innovation .....	26
2.2.3 Business model tooling .....	28
2.3 Research Design.....	29
2.3.1 Data collection .....	30
2.3.2 Data analysis .....	31
2.3.3 Tool creation and validation.....	32
2.4 The Business Model Innovation Levers.....	34
2.5 Illustrative Case Study .....	39
2.6 Conclusion .....	40
2.7 References .....	42
<b>3 CORPORATE BUSINESS MODEL EXPERIMENTATION: PERSEVERE, PIVOT OR PERISH.....</b>	<b>45</b>
3.1 Introduction.....	46
3.2 Theoretical Background .....	49
3.3 Research Design.....	55
3.4 The Process of Business Model Experimentation.....	58
3.5 Discussion .....	62
3.6 Conclusion .....	66

3.7	References .....	69
<b>4</b>	<b>THE IMPORTANCE OF COGNITIVE ALIGNMENT WORK FOR IMPLEMENTING NEW BUSINESS MODELS IN CORPORATE SETTINGS .....</b>	<b>73</b>
4.1	Introduction .....	74
4.2	Theoretical Background .....	76
4.3	Research Design.....	79
4.3.1	Research strategy .....	79
4.3.2	Empirical setting .....	79
4.3.3	Data collection .....	81
4.3.4	Data analysis .....	82
4.4	New Business Model Implementation at CorpCo.....	84
4.4.1	Alignment need: BMI projects as fragile constructs.....	84
4.4.2	Alignment practices: joint efforts to overcome the fragility of BMI ....	86
4.4.3	Practices by corporate sponsors .....	88
4.4.4	Practices by entrepreneurial agents .....	90
4.4.5	Alignment process: interaction dynamics between practices.....	92
4.5	Discussion .....	95
4.5.1	Theoretical implications.....	95
4.5.2	Managerial implications.....	96
4.5.3	Boundary conditions, limitations, and future research.....	98
4.6	Conclusion .....	100
4.7	References .....	101
4.8	Appendices.....	106
<b>5</b>	<b>OPERATING MULTIPLE BUSINESS MODELS IN A CORPORATE PORTFOLIO .....</b>	<b>112</b>
5.1	Introduction .....	113
5.2	Theoretical Embedding.....	114
5.3	Research Design.....	116
5.3.1	Data collection .....	117
5.3.2	Data analysis and data structure .....	117
5.4	Corporate Value Creation through Business Model Diversification .....	119
5.4.1	Enhancing corporate value creation through business model diversification.....	119
5.4.2	Impeding corporate value creation through business model diversification.....	122
5.4.3	Linking exploit and explore business within one portfolio.....	124

5.5	Conclusion .....	127
5.6	References .....	129
5.7	Appendix.....	134
<b>6</b>	<b>CONCLUSION.....</b>	<b>135</b>
6.1	Summary of Key Findings .....	135
6.2	Overall Contribution .....	139
6.3	Managerial Implications .....	141
6.4	Limitations and Future Research .....	143
6.5	References.....	146