



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.

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