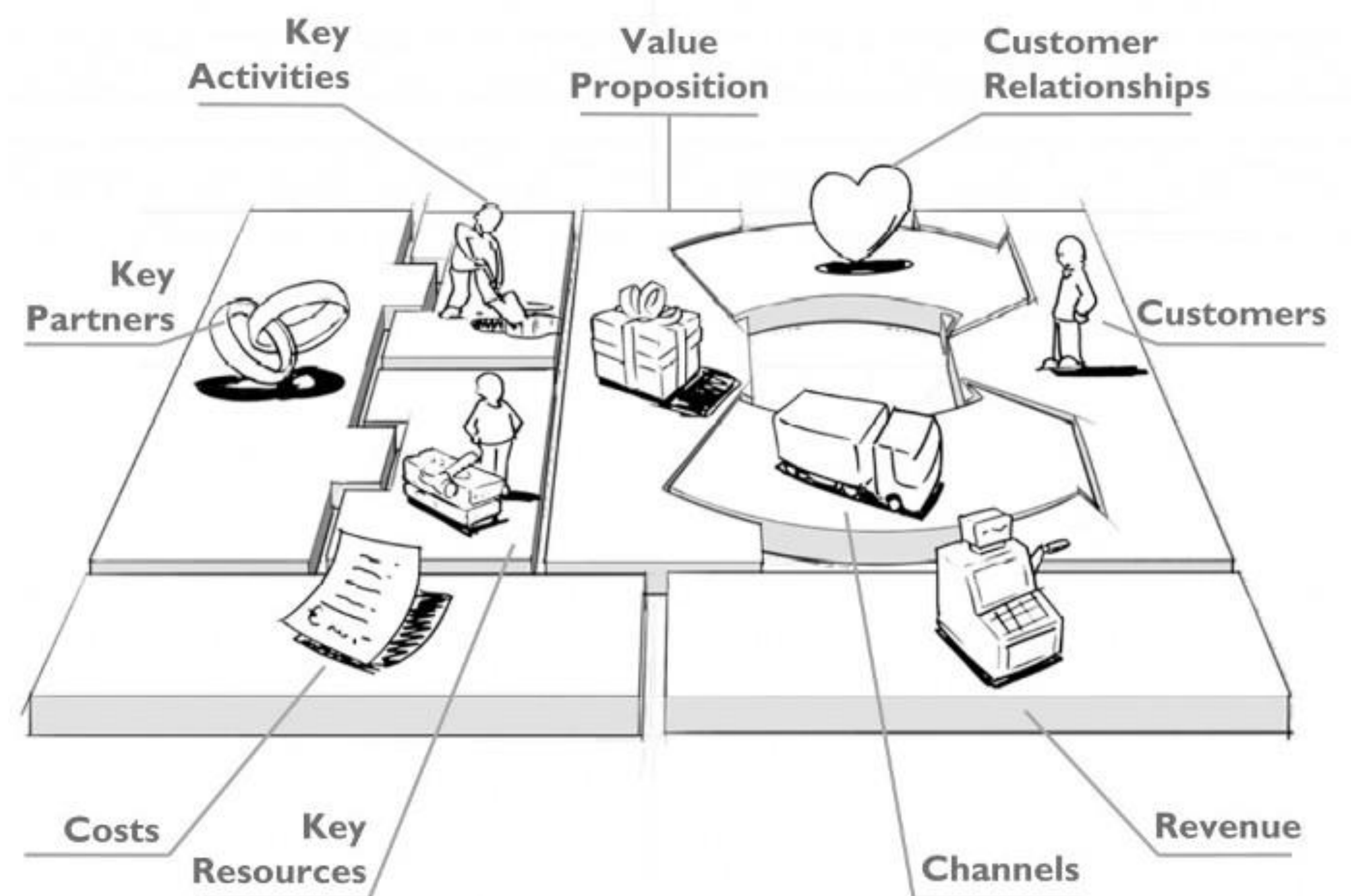


Project Outline

In the rapidly changing economic environment, even the best capabilities in R&D or new product development are no longer sufficient to ensure profitability or competitiveness. Hence, the key factor in this regard is not product or process innovation, but the fundamental redesign of the entire business model. Hence, business model innovation is a completely new way for organizations to generate and capture their core value.

Every business model consists of three core components: value proposition, value creation and delivery, and value capture. In practice, the Business Model Canvas (see figure on the right), which differentiates these three core areas into 9 elements, is often used, as it enables companies to visualize their current business model. The goal of business model innovation is to redesign the respective areas enabling companies to maintain their value in the long run.

Therefore, this project addresses the question of the necessary steps to successfully redesign a current business model (= business model innovation) and how to implement it in the company (= business model transformation). To this end, we have conducted two scientific studies as well as three practice-oriented publications to support managers in the process of business model innovation.



„Business Model Canvas“ – Nine Elements of a Business Model

Sub-Project 1: Academic Paper



Business Model Innovation in Family Firms:
Untangling the Impact of Socioemotional Wealth

Wolfgang Hora, Ferdinand Thies, Alexander Zimmermann

Family firms, as the most widespread form of businesses, are an important driver for growth and job creation in almost all industries and countries across the world. Since the owning family has a significant influence on the firm, family business research has been investigating family-specific objectives, commonly known as socioemotional wealth, for a long time. Interestingly, however, no empirical studies have been conducted so far that explore the extent to which these distinct objectives affect the innovation of the family firms' business models. Therefore, this study addresses this question and examines how the specific characteristics of family-owned companies affect business model innovation. Primary data of 414 family businesses from the German-speaking countries form the basis for the statistical analysis.

Sub-Project 2: Academic Paper

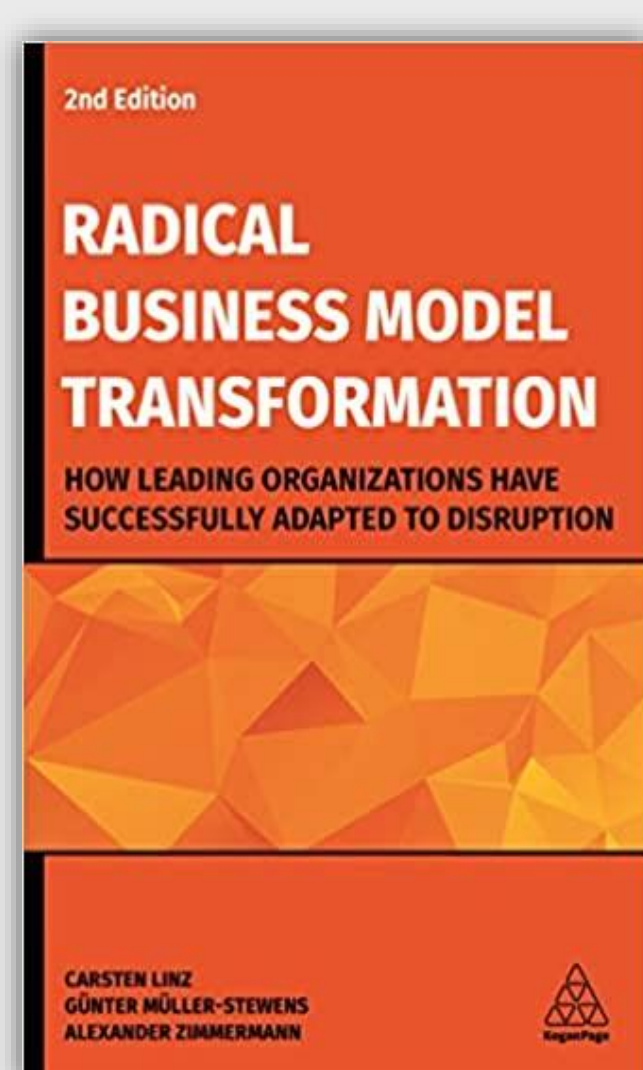


Rise and Fall: The Evolvement and Transformation of
Business Models

Wolfgang Hora, Ferdinand Thies

Current research on business model innovation primarily focuses on the identification of relevant instruments, strategies, or the outcome of business model innovation, whereby these aspects are usually analyzed according to different company types (e.g. large companies or SMEs). Only little is known about triggering events that evoke business model innovation and how the firm's respective position within the business lifecycle, affects this event. Hence, this study addresses the question of when (measured by the firm's life cycle) it appears particularly beneficial to innovate the business model and how the business model transformation should be implemented (whether incremental or radical modifications appear to be more appropriate). To be able to answer these questions in-depth, primary data of 1,600 companies has been analyzed.

Sub-Project 3: Book



Radical Business Model
Transformation: How
Leading Organizations
Have Successfully
Adapted to Disruption

Carsten Linz, Günter Müller-
Stewens, Alexander
Zimmermann

As markets are constantly changing due to new technologies and new competitors entering the market, many companies with formerly successful business models are now struggling to cope with the transformation. Radical business model innovation, also known as 'disruptive innovation', is a management concept with the goal of long-term value retention in which companies not only fundamentally change existing markets, but also create new ones. This book serves as a guide for managers and draws on numerous practical case studies, such as SAP, Netflix, and Daimler, to illustrate the process of radical business model transformation.

Sub-Project 4: Book



Der KMU-Innovator:
So machen Sie Ihr
Geschäftsmodell fit für
das digitale Zeitalter

Urs Frey

Small and medium-sized enterprises (SMEs) have to - also due to their resource constraints - adapt their business model permanently to the rapidly changing environment to remain competitive, whereby increasing digitization is putting additional pressure on them. However, a comparison with resource-rich digital companies such as Amazon or Google, or flexible startups does not appear to be helpful, since SMEs require specific approaches. Therefore, this book presents 20 successful business models of large firms and shows their applicability and implementation in SMEs.

Sub-Project 5: Book Chapter



Die Rolle des Controllers
im Prozess der
Geschäftsmodell-
innovation

Wolfgang Hora,
Norbert Kailer

In many cases, Big Data analyses serve as the foundation for successful business model innovation, which requires new specific skills from employees. Especially SMEs, where Human Resources are scarce, often face difficulties in this respect. Therefore, employees of the controlling department are often requested to fulfill these new roles. Consequently, this book chapter investigates the role of the controller during the process of business model innovation within SMEs and discusses how the job description of the controller has to change in the future to meet the new conditions.