

The Business Model Innovation Factory How To Stay Relevant When The World Is Changing Author Saul Kaplan May 2012

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Business model innovation is the new strategic imperative for all leaders Blockbusters executives saw Netflix coming. Yet they stuck with their bricks and mortar business model, losing billions in shareholder value. They were netflixed. Business models dont last as long as they used to. Historically CEOs have managed a single business model over their entire careers. Today, all organizations ...

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The Business Model Innovation Factory provides leaders with the survival skills to create a pipeline of new business models in the face of disruptive markets and competition. Avoid being netflixed. Your organization must be a business model innovator to stay competitive in today's turbulent world. Author Saul Kaplan is the founder and chief catalyst of the Business Innovation Factory (BIF), a real world laboratory for exploring and testing new business models and social systems.

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Business model innovation, which involves designing a modified or new activity system, relies on recombining the existing resources of a firm and its partners, and does not require significant investments in R&D. We offer managers and researchers a conceptual primer on business model innovation, emphasizing the importance of system-level thinking.

~~BUSINESS MODEL INNOVATION: CREATING VALUE IN TIMES OF CHANGE~~

All benefitting from the exchange of knowledge between themselves and from our in-house business support team. Innovation Factory is a stunning creative space just 10 minutes from the city centre, offering a wide selection of office space, coworking and conference facilities to a growing community of innovators in Belfast.

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The Business Model Innovation Factory provides innovators with a set of fifteen actionable principles to guide business model innovation efforts, including: Realize that you are catalyzing something bigger than yourself. Build purposeful and flexible networks. Make systems-level thinking—and action—sexy.

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Today, all organizations must be capable of designing, prototyping, and experimenting with new business models. "The Business Model Innovation Factory" provides leaders with the survival skills to create a pipeline of new business models in the face of disruptive markets and competition. Avoid being netflixed.

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A business model describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural or other contexts. The process of business model construction is part of business strategy. In theory and practice, the term business model is used for a broad range of informal and formal descriptions to represent core aspects of a business, including purpose, business process, target customers, offerings, strategies, infrastructure, organizational structures, trading practices, and operational processes and policies. The literature has provided very diverse interpretations and definitions of a business model. A systematic review and analysis of manager responses to a survey defines business models as the design of organizational structures to enact a commercial opportunity. Further extensions to this design logic emphasise the use of narrative or coherence in business model descriptions as mechanisms by which entrepreneurs create extraordinarily successful growth firms. Business models are used to describe and classify businesses, especially in an entrepreneurial setting, but they are also used by managers inside companies to explore possibilities for future development. Well-known business models can operate as "recipes" for creative managers. Business models are also referred to in some instances within the context of accounting for purposes of public reporting. Table of Contents: Author Bios 7 1 Network-based business models 10 1.1 What defines a network based business model? 11 1.2 Barriers and challenges 12 2 Value creation maps 13 2.1 What is the value creation process? 14 2.2 Why might the value creation process be difficult to discover? 15 2.3 What is a value creation map? 17 2.4 The building process: A two-step method 17 2.5 Refining the value creation map 21 2.6 Value creation maps and indicators 22 2.7 Pros and cons 24 Strategic innovation - the context of business models and business development 26 3.1 Introduction: a new competitive landscape 27 3.2 Strategic innovation: the background 28 3.3 Defining strategic innovation 30 3.4 Defining business concepts 31 3.5 Discussions 39 4 Business model innovation 43 4.1 Method 44 4.2 Analysis 46 4.3 Discussion: Single vs. Multi BM Innovation 50 4.4 Conclusion 52 5 Innovative business models on NewConnect 53 5.1 NewConnect and other alternative markets in Europe 53 5.2 Information documents as a way to present business models 56 5.3 Sustainability of innovative business models 58 5.4 Sustainability of business models used by companies on NewConnect - Results of empirical research 64 6 Globalizing high-tech business models 72 6.1 Setting the Scene 72 6.2 Tensions at the Inception 73 6.3 Dyadic tensions 78 6.4 Conclusion 82 7 Business model design 83 7.1 Business model uncertainty 84 7.2 Business model design 87 7.3 Implications for business model practice 96 8 References 97 9 Endnotes 107 Executive

Business model innovation is the new strategic imperative for all leaders Blockbuster's executives saw Netflix coming. Yet they stuck with their bricks and mortar business model, losing billions in shareholder value. They were "netflixed." Business models don't last as long as they used to. Historically CEO's have managed a single business model over their entire careers. Today, all organizations must be capable of designing, prototyping, and experimenting with new business models. The Business Model Innovation Factory provides leaders with the survival skills to create a pipeline of new business models in the face of disruptive markets and competition. Avoid being netflixed. Your organization must be a business model innovator to stay competitive in today's turbulent world. Author Saul Kaplan is the founder and chief catalyst of the Business Innovation Factory (BIF), a real world laboratory for exploring and testing new business models and social systems. BIF has attracted a global community of over five thousand innovators and organizes the internationally renowned BIF Collaborative Innovation Summit

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The Innovation Factory takes a fresh look at the fine art of breakthrough innovation. What makes it unique is that it brings together an experienced scholar and a serial entrepreneur who share the same passion for understanding the processes and theories needed to innovate over and over again. The book marries theory with practical examples focusing on the Concept-Knowledge (C-K) Theory developed by the prestigious school Mines ParisTech. For the first time, you will discover the unknown story of the Swatch watch told by Elmar Mock, the creative engineering force behind the Swatch. In this book, he passionately tells how he helped to create this breakthrough innovation that saved the Swiss watch industry in the 1980s. Gilles Gareil, a professor of management, relates this tale of epic innovation to C-K theory and both convincingly argue that organizations can channel creativity to develop breakthrough innovations that disrupt markets. Innovation is not just a case of acquiring aptitude. It is also a question of attitude: Innovators strive to remain creative and active. The book provides an overview of the characteristics and essential strengths of the successful Innovation Factory, Creaholic, based in Switzerland. The example of Creaholic helps readers grasp what breakthrough innovation is truly all about. The book's use of vibrant metaphors helps readers easily digest the ideas and concepts presented. The book concludes with thoughts about future directions for the watch industry.

A unique behind-the-scenes look at the groundbreaking methodology that today's most in-demand innovation factory uses to create some of the boldest products and successfully bring them to market. Today, innovation is seen by business leaders and the media alike as the key to growth, a burning issue in every company, from startups to the Fortune 500. And in that space, Fahrenheit 212 is viewed as a high-performance innovation SWAT team, able to solve the most complex, mission-critical challenges. Under Mark Payne, the firm's president and head of Idea Development, Fahrenheit 212, since its inception a decade ago, has worked with such giants of industry as Coca-Cola, Samsung, Hershey's, Campbell's Soup, LG, Starbucks, Mattel, Office Depot, Citibank, P&G, American Express, Nutrisystem, GE, and Goldman Sachs, to name but a few. It has been praised as a hotspot for innovation in publications like Fortune, Esquire, Businessweek, and FastCompany. What Drives Fahrenheit 212's success is its unique methodology, combining what it calls Magic—the creative side of innovation—with Money, the business side. They explore every potential idea with the end goal in mind—bringing an innovative product to market in a way that will transform a company's business and growth. In How to Kill a Unicorn, Mark Payne pulls back the curtain on how the company is able to bring more innovative products and ideas successfully to market than any other firm and offers blow by blow inside accounts of how they grapple with and solved their biggest challenges.

The Price Advantage by three preminent experts at McKinsey & Company is the most pragmatic and insightful book on pricing available. Based on in-depth, first-hand experience with hundreds of companies, this book is designed to provide managers with comprehensive guidance through the maze of pricing issues. The authors demonstrate why pricing excellence is critical to corporate success and profitability, then explain state-of-the-art approaches to analyzing and improving your own pricing strategy for any product or service. Their advice is critical for readers who need to develop pricing strategies that work in both good economic times and bad.

The definitive history of America's greatest incubator of innovation and the birthplace of some of the 20th century's most influential technologies "Filled with colorful characters and inspiring lessons . . . The Idea Factory explores one of the most critical issues of our time: What causes innovation?" —Walter Isaacson, The New York Times Book Review "Compelling . . . Gertner's book offers fascinating evidence for those seeking to understand how a society should best invest its research resources." —The Wall Street Journal From its beginnings in the 1920s until its demise in the 1980s, Bell Labs—officially, the research and development wing of AT&T—was the biggest, and arguably the best, laboratory for new ideas in the world. From the transistor to the laser, from digital communications to cellular telephony, it's hard to find an aspect of modern life that hasn't been touched by Bell Labs. In The Idea Factory, Jon Gertner traces the origins of some of the twentieth century's most important inventions and delivers a riveting and heretofore untold chapter of American history. At its heart this is a story about the life and work of a small group of brilliant and eccentric men—Mervin Kelly, Bill Shockley, Claude Shannon, John Pierce, and Bill Baker—who spent their careers at Bell Labs. Today, when the drive to invent has become a mantra, Bell Labs offers us a way to enrich our understanding of the challenges and solutions to technological innovation. Here, after all, was where the foundational ideas on the management of innovation were born.

Taking the business model as point of departure, this open access book explores how companies and organizations can contribute to a more sustainable future by designing innovative models that are both sustainable and profitable. Based upon years of research, it draws together theoretical foundations and existing literature on the topic of sustainable business alongside case studies and practical solutions. After examining the theoretical foundations of sustainable business model innovation, the authors present their own framework – RESTART. Consisting of seven factors, this framework can be the basis for restarting any business model. The final section outlines a research agenda for sustainable business informed by the perspectives and frameworks put forward in this book.

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