Business Model Innovation

The Organizational Dimension

Edited by
Nicolai J. Foss and Tina Saebi

OXFORD UNIVERSITY PRESS
# CONTENTS

<table>
<thead>
<tr>
<th>LIST OF ILLUSTRATIONS</th>
<th>vii</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIST OF TABLES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF CONTRIBUTORS</td>
<td>xi</td>
</tr>
</tbody>
</table>

1. **Business Models and Business Model Innovation: Bringing Organization into the Discussion**  
   Nicolai J. Foss and Tina Saebi  
   1

2. **Business Model Innovation and Organizational Design: A Dynamic Capabilities Perspective**  
   Sunyoung Leih, Greg Linden, and David J. Teece  
   24

3. **Toward a Theory of Business Model Change**  
   José F. P. dos Santos, Bert Spector, and Ludo Van der Heyden  
   43

4. **A Corporate View of Business Model Innovation**  
   Ramon Casadesus-Masana, Joan E. Ricart, and Jorge Tarziján  
   64

5. **Understanding Management Models: Going Beyond “What” and “Why” to “How” Work Gets Done in Organizations**  
   Julian Birkinshaw and Shaz Ansari  
   85

6. **Business Model Innovation: The Role of Leadership**  
   Niels Stieglitz and Nicolai J. Foss  
   104

7. **How Established Firms Exploit Disruptive Business Model Innovation: Strategic and Organizational Challenges**  
   Costas Markides  
   123

8. **Evolution, Adaptation, or Innovation? A Contingency Framework on Business Model Dynamics**  
   Tina Saebi  
   145

9. **Innovative Business Models for High-tech Entrepreneurial Ventures: The Organizational Design Challenges**  
   Massimo G. Colombo, Ali Mohammadi, and Cristina Rossi-Lamastra  
   169

10. **Service-driven Business Model Innovation: Organizing the Shift from a Product-based to a Service-centric Business Model**  
    Daniel Kindström and Christian Kowalkowski  
    191

11. **A Business Model Innovation by an Incumbent Late Mover: Containerization in Maersk Line**  
    Torben Pedersen and Henrik Sornn-Friese  
    217
12 Business Model Innovation in the Pharmaceutical Industry: The Supporting Role of Organizational Design
Klement A. Rasmussen and Nicolai J. Foss

13 The Organizational Dimension of Business Model Exploration: Evidence from the European Postal Industry
Marcel Bogers, Kristian J. Sund, and Juan Andrei Villarroel

INDEX