CONTENTS

LIST OF CONTRIBUTORS ix

INTRODUCTION: BUSINESS MODELS AND MODELLING BUSINESS MODELS xi

PART I STRATEGIZING WITH BUSINESS MODELS

THE BUSINESS MODEL: NATURE AND BENEFITS
Ramon Casadesus-Masanell and John Heilbron 3

CRAFTING AN INNOVATIVE BUSINESS MODEL IN AN ESTABLISHED COMPANY: THE ROLE OF ARTIFACTS
Benoît Demil and Xavier Lecocq 31

BUSINESS MODEL INNOVATION: HOW ICONIC BUSINESS MODELS EMERGE
Tatiana Mikhalkina and Laure Cabantous 59

BUSINESS MODEL IMPLEMENTATION: THE ANTECEDENTS OF MULTI-SIDEDNESS
Ryan Rumble and Vincent Mangematin 97

RESEARCH ON BUSINESS MODELS: CHALLENGES AND OPPORTUNITIES
Constantinos C. Markides 133
**PART II**

**MODELLING THE BUSINESS MODEL**

**FROM BUSINESS MODEL TO BUSINESS MODELLING: MODULARITY AND MANIPULATION**  
Paolo Aversa, Stefan Haefliger, Alessandro Rossi and Charles Baden-Fuller  
151

**BUSINESS MODELLING AS CONFIGURING HEURISTICS**  
Moritz Loock and Fredrik Hacklin  
187

**A COGNITIVE MAPPING APPROACH TO BUSINESS MODELS: REPRESENTING CAUSAL STRUCTURES AND MECHANISMS**  
Santi Furnari  
207

**DESIGNING SCALABLE DIGITAL BUSINESS MODELS**  
Joanne Jin Zhang, Yossi Lichtenstein and Jonathan Gander  
241

**PART III**

**ENACTING BUSINESS MODELS**

**DOING WELL TO DO GOOD: BUSINESS MODEL INNOVATION FOR SOCIAL HEALTHCARE**  
S. Ramakrishna Velamuri, Priya Anant and Vasantha Kumar  
281

**MODELS OF INTERNATIONALIZATION: A BUSINESS MODEL APPROACH TO PROFESSIONAL SERVICE FIRM INTERNATIONALIZATION**  
Deirdre McQuillan and Pamela Sharkey Scott  
309
Contents

ANTECEDENTS AND CONSEQUENCES OF BUSINESS MODEL INNOVATION: THE ROLE OF INDUSTRY STRUCTURE
Florian Waldner, Marion K. Poetz, Christoph Grimpe and Markus Eurich 347

BUSINESS MODEL CHANGE: MANAGERIAL ROLES AND TACTICS IN DECISION-MAKING
Koen van den Oever and Xavier Martin 387

ABOUT THE AUTHORS 421