Exploring the Field of Business Model Innovation

New Theoretical Perspectives
CONTENTS

1 Introduction 1
   Note 4
   Bibliography 4

2 Leading Business Model Research: The Seven Schools of Thought 7
   2.1 Activity System School (IESE Business School and Wharton School of the University of Pennsylvania) 8
   2.2 Process School (IAE Business School) 10
   2.3 Cognitive School (Cass Business School) 13
   2.4 Technology-Driven School (University of California, Berkeley) 15
   2.5 Strategic Choice School (Harvard Business School) 18
   2.6 Recombination School (University of St. Gallen) 19
   2.7 Duality School (London Business School) 22
   2.8 Case Study: Nespresso from the Perspective of the Seven Schools of Thought 24
   2.9 Preliminary Discussion 30
   2.10 Role of Theories for Explaining a Phenomenon 39
   Notes 42
   Bibliography 42
3 Exploring the Role of Popular Management Theories for BMI Research 47
3.1 Absorptive Capacity Theory 47
3.2 Administrative Behaviour Theory 49
3.3 Agency Theory (Principal-Agent Problem) 50
3.4 Behavioural Decision Theory 50
3.5 Managerial Cognition 51
3.6 Contingency Theory 54
3.7 Theory of Dynamic Capabilities 55
3.8 Evolutionism 56
3.9 Organizational Ambidexterity 57
3.10 General Systems Theory 58
3.11 Path Dependency Theory (Historical Institutionalism) 59
3.12 Institutional Theory 59
3.13 Knowledge-Based View of the Firm 60
3.14 Organizational Learning Theory 60
3.15 Resource-Based View of the Firm 61
3.16 Resource Dependency Theory 62
3.17 Social Capital Theory 63
3.18 Social Network Theory 63
3.19 Stakeholder Theory 64
3.20 Transaction Cost Theory 65
Notes 66
Bibliography 67

4 Exploring Upcoming Theories for BMI Research: Enlightening the Dark Side of the Moon 77
4.1 Theory of Argumentation 78
4.2 Attention-Based View 78
4.3 Chaos Theory 80
4.4 Competitive Imitation 80
4.5 Cognitive Dissonance Theory 81
4.6 Social Cognitive Theory 82
4.7 Theory of Constraints 82
4.8 Effectuation 83
4.9 Equity Theory 84