

Table of Contents

PREFACE OF DISSERTATION	I
Zusammenfassung der Dissertation	II
Summary of Dissertation	VII
Overview of Dissertation Structure	XI
Status of Research Essays	XII
Table of Contents	XVI
List of Tables	XX
List of Figures	XXII
List of Abbreviations	XXIII
PART A: SYNOPSIS OF DISSERTATION	1
1 Introduction	2
2 Research Background and Purpose of the Dissertation	5
2.1 Theoretical Definition of Business Model Innovation	5
2.2 The Interplay of Strategy, Business Model Design, & Operational Tactics to Innovate an Activity System	15
2.3 A Business Model Perspective on Strategic Openness in Value Creation	19
2.4 Linking Open Value Creation to Business Model Design and Innovation – Research Objectives and Questions	23
3 Summary of Research Essays	30
3.1 Research Essay 1: Why Open Value Creation Mandates a New Perspective on Resource-based Competitive Advantage: The Divergent Roles of Business Model Design and Relational Trust	35
3.2 Research Essay 2: Open Business Model Innovation – The Impact of Depth, Breadth, and Freedom of Collaboration	37
3.3 Research Essay 3: Towards Circular Business Models: Identifying Consumer Needs Based on the Jobs-to-be-done Theory	40
3.4 Research Essay 4: Learning From Failures in Business Model Innovation: Solving Decision-making Logic Conflicts Through Intrapreneurial Effectuation	42
4 Discussion, Implications, Limitations and Future Research	45
4.1 Theoretical Discussion of Dissertation Findings	46
4.2 Theoretical Implications of Dissertation	53
4.3 Managerial Implications of Dissertation	61
4.4 Limitations and Future Research	67
5 References	79
PART B: RESEARCH ESSAYS	92

6	Research Essay 1: Why Open Value Creation Mandates a New Perspective on Resource-based Competitive Advantage: The Divergent Roles of Business Model Design and Relational Trust.....	93
6.1	Introduction	94
6.2	Theoretical Paradigms and Hypotheses.....	99
6.2.1	The Competitive Advantage of Open Value Creation.....	99
6.2.2	Business Model Design and the Resource-based View in Open Value Creation.....	101
6.2.3	The Role of Relational Trust in Open Value Creation Settings.....	107
6.3	Data and Method	110
6.3.1	Data Collection and Sample.....	110
6.3.2	Measures and Validation.....	112
6.4	Results	115
6.4.1	Regression Results.....	115
6.4.2	Post-Hoc Analyses.....	120
6.5	Discussion and Implications.....	124
6.6	Limitations and Future Research.....	128
6.7	Acknowledgements	130
6.8	Appendix	131
6.9	References	133
7	Research Essay 2: Open Business Model Innovation – The Impact of Depth, Breadth, and Freedom of Collaboration	141
7.1	Introduction	142
7.2	A Literature Review on Open Business Model Innovation.....	145
7.3	Theory and Hypothesis Development	148
7.3.1	Business Model Innovation through Openness – The Effect of Breadth and Depth of Collaboration	148
7.3.2	The Complementarity of Breadth and Freedom of Collaboration for Business Model Innovation.....	154
7.4	Data and Method	158
7.4.1	Data Collection and Sample.....	158
7.4.2	Measures and Validation.....	160
7.5	Results	165
7.5.1	Regression Results.....	165
7.5.2	Additional Analysis	168
7.5.3	Post-Hoc Analyses.....	171
7.6	Discussion and Implications.....	172

7.7	Limitations and Future Research	177
7.8	Appendix	179
7.9	References	180
8	Research Essay 3: Towards Circular Business Models: Identifying Consumer Needs Based on the Jobs-to-be-done Theory	188
8.1	Introduction	189
8.2	Overview of Circular Economy, Sustainable Product-Service Systems and the Jobs-to-be-done Theory.....	192
8.2.1	Circular Economy and Sustainable Product-Service Systems.....	192
8.2.2	Identifying Customer Needs Based on the Jobs-to-be-done Theory	196
8.2.3	Applying the Jobs-to-be-done Logic through Outcome Driven Innovations for the Circular Economy	200
8.3	Research Design and Case Description	201
8.3.1	Case Description	202
8.3.2	Qualitative Analysis.....	203
8.3.3	Quantitative Analysis.....	205
8.4	Results	206
8.4.1	Preparation for the Qualitative Analysis: The Job Map.....	206
8.4.2	Results of the Qualitative Analysis.....	208
8.4.3	Results of the Quantitative Analysis.....	210
8.4.4	Discussion of the Case Study Results	217
8.5	Conclusions, Limitations and Outlook to Further Research	222
8.6	Acknowledgements	225
8.7	Appendix	226
8.8	References	231
9	Research Essay 4: Learning From Failures in Business Model Innovation: Solving Decision-making Logic Conflicts Through Intrapreneurial Effectuation	238
9.1	Introduction	239
9.2	Theoretical Background	242
9.2.1	The Challenge of Business Model Innovation.....	242
9.2.2	Institutional Theory Perspective on Business Model Innovation	244
9.2.3	Institutional Intrapreneurship and its Decision-making Logic of Causation and Effectuation.....	247
9.3	Method.....	250
9.3.1	Research Setting, Case Study Description and Context	250
9.3.2	Data Collection	252

9.3.3 Data Analysis and Validity	256
9.4 Findings and Analysis	261
9.4.1 First-order Findings: BMI Process Narrative and Conflicts	261
9.4.2 Second-order Findings (I): Linking BMI Logic Conflicts to Causative Decision-making Logic	270
9.4.3 Second-order Findings (II): Explaining the Decision-making Logic Shift to Intrapreneurial Effectuation in BMI	280
9.5 Discussion and Implications	287
9.5.1 Theoretical Discussion	287
9.5.2 Theoretical and Managerial Implications	291
9.6 Limitations and Future Research	294
9.7 Acknowledgements	295
9.8 Appendix	296
9.9 References	298