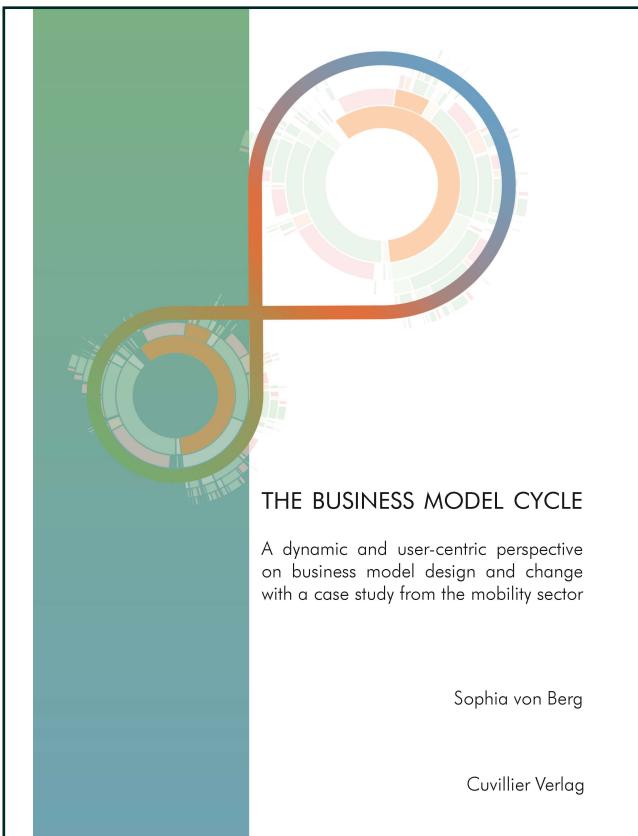




Sophia von Berg (Autor)

The business model cycle

A dynamic and user-centric perspective on business model design and change



<https://cuvillier.de/de/shop/publications/8359>

Copyright:

Cuvillier Verlag, Inhaberin Annette Jentzsch-Cuvillier, Nonnenstieg 8, 37075 Göttingen, Germany

Telefon: +49 (0)551 54724-0, E-Mail: info@cuvillier.de, Website: <https://cuvillier.de>

Table of contents

Acknowledgements	I
Executive summary	III
Table of contents	V
List of abbreviations	IX
List of figures	X
List of symbols.....	XIII
List of tables	XIV
1 Introduction.....	1
1.1 The relevance of dynamic, user-centric business model design and change ...	1
1.2 Research gap and objective	4
1.3 Research questions and dissertation structure	7
2 Definitions	13
2.1 Dynamic.....	13
2.2 User and customer	16
2.3 User-centric	18
3 Business models	25
3.1 Static perspective of business models	25
3.1.1 Business model theory	25
3.1.2 Business model conceptualization.....	28
3.1.3 Statics in business model design and change	32
3.2 Dynamic perspective of business models.....	35
3.2.1 Business model dynamics	35
3.2.1.1 Definition of business model dynamics	35
3.2.1.2 State of the art in business model dynamics.....	36
3.2.2 Business model environment and internal factors	39
3.2.3 Dynamic consistency	41

3.2.4	Dynamics in business model design and change	43
3.2.4.1	The dynamic process view.....	43
3.2.4.2	Business model change activities	46
3.2.4.3	Business model design activities	48
3.2.4.4	Dynamic business model design and change framework	50
3.3	User-centric perspective of business models.....	54
3.3.1	Solution theory.....	54
3.3.1.1	Solution concept: evolution and reference points in the management and marketing literature	54
3.3.1.2	Solution specifications: constituting features and differentiation from other approaches	56
3.3.1.3	Creating solutions: user-centric market segmentation	62
3.3.1.4	Delivering solutions: the behavioral customer model.....	65
3.3.2	Network theory.....	67
3.3.2.1	Networks in business contexts.....	68
3.3.2.2	From value chain to value networks	71
4	Synopsis of theoretical findings	75
4.1	Triadic theory approach	75
4.2	State of the art, research gap, and research questions	79
5	The business model cycle (BMC): Deriving a dynamic, user-centric process model for business model design and change	85
5.1	BMC configuration	85
5.1.1	Meta-process models.....	85
5.1.2	System dynamics theory for BMC configuration	88
5.1.2.1	System dynamics logic	88
5.1.2.2	System dynamics in the business model context.....	90
5.1.2.3	Application of system dynamics logic to BMC configuration	92
5.1.3	Scalability.....	93
5.1.4	Hierarchy and classification	94
5.2	BMC meta-model	98

5.2.1	Configuration requirements.....	98
5.2.2	BMC meta-model phases	99
5.2.3	BMC meta-model components	102
5.2.4	BMC meta-model input and output streams.....	104
5.3	BMC sub-model	105
5.3.1	Configuration requirements.....	105
5.3.2	BMC sub-model phases.....	109
5.3.3	BMC sub-model components.....	109
5.3.3.1	Point of use (PoU) component.....	110
5.3.3.2	Value development component	110
5.3.3.3	Value proposition component	111
5.3.3.4	Value creation and distribution component.....	112
5.3.4	BMC sub-model activities and input and output streams	112
5.3.4.1	Activities and input/output streams within the PoU component.....	112
5.3.4.2	Activities and input/output streams within the value development component....	119
5.3.4.3	Activities and input/output streams within the value proposition component.....	129
5.3.4.4	Activities and input/output streams within the value creation and distribution component.....	134
5.4	Modeled instance of the BMC	142
5.4.1	Method: Business Process Model and Notation (BPMN).....	143
5.4.1.1	BPMN processes	143
5.4.1.2	BPMN symbol reference	146
5.4.2	Configuration requirements.....	150
5.4.3	Process modelling with BPMN.....	153
5.4.3.1	Modeling the user phase.....	153
5.4.3.2	Modeling the provider phase.....	160
6	Case study research: BMC application exemplified by mobility solution provider	171
6.1	Case studies as a research strategy.....	171
6.1.1	Case study methodology in research.....	171

6.1.2	Case study research design	172
6.1.3	Quality of case study research design	174
6.2	Findings of secondary research in the mobility sector	176
6.2.1	Mobility behaviors	176
6.2.2	Users in the mobility market.....	177
6.2.3	Multimodal mobility solutions	179
6.3	Single-case study: door2door	180
6.3.1	Procedure of investigation	180
6.3.2	Description of 'ridepooling in city x' business model	181
6.3.3	Descriptive case study findings.....	185
6.3.3.1	Application of BMC meta-model to 'ridepooling in city x' business model....	185
6.3.3.2	Application of BMC sub-model to 'ridepooling in city x' business model.....	187
6.3.3.3	Application of modeled instance of the BMC to 'ridepooling in city x' business model	196
6.3.4	Explanatory case study findings	204
6.3.4.1	'Software as a service' (SaaS) business model innovation.....	204
6.3.4.2	'Ridepooling in city x' business model adaptation.....	207
6.3.4.3	'Ridepooling in city x' business model evolution	214
6.3.5	Synopsis of case study findings	217
7	Sustaining a competitive advantage through dynamic, user-centric business model design and change in a digitalized era	221
7.1	Dissertation findings	221
7.2	Implications for science and management practice	224
7.3	Conclusion and future research	228
Appendices.....	231	
Bibliography	235	