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The Multi Business Model Innovation Approach

Part 1

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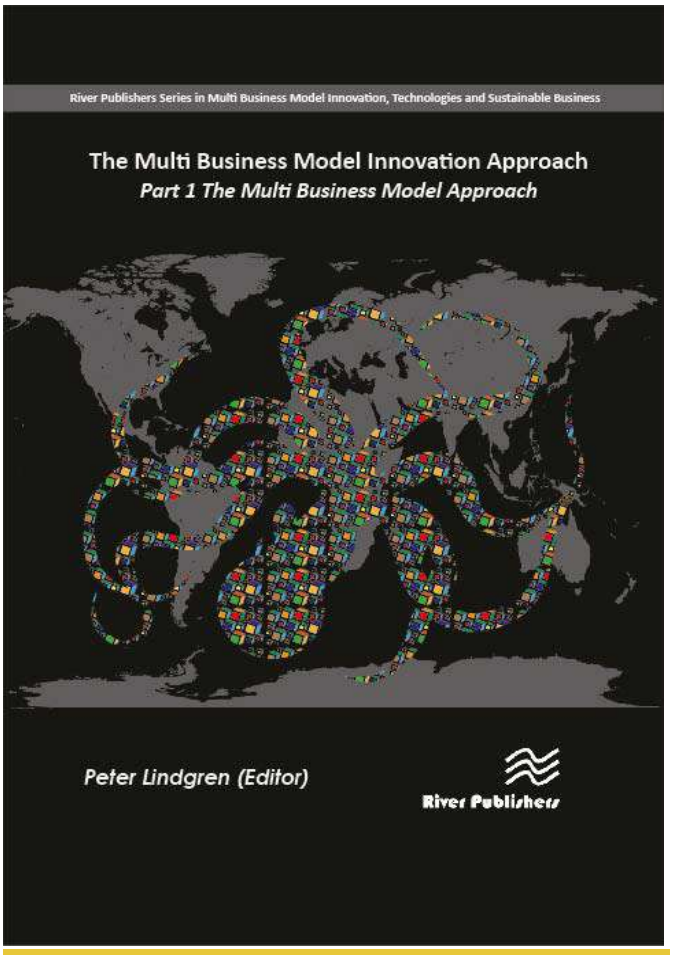
It is argued in most academic literature that the Business Model (BM) is a general model for how any business "runs" or should run its business - "a blueprint of the business". The book argues that no business has just one BM and just one model on which it runs its entire business or intends to run all its business. The research presented in the book points in contrast to other BM frameworks that businesses have more BMs - and have both "as-is" and "to-be" BMs. Further our research shows that the BM framework can and should be used for both "as-is" and "to-be" Models - which we call "The Multi Business Model Approach".

Theoretically research indicated already by Markides and Charitou in 2004 and Casadesus-Masanell and Ricart model in 2010 indicated that business have more BM's. Sadly nobody followed up on this in the BM community, which could have made an earlier breakthrough in the understanding of BMs, BMI and strategic BMI.

The book address further the concern that BM community and BMI practice mainly focus on the ideation and conceptualization of BMs. "BM canvassing" and just innovating BM building blocks can in many cases be classified as "blind business model innovation". This is not sufficient to run and create a sustainable competitive business today. BM understanding and BMI must address all 7 levels of BMI and all BMs in the business. All BMs are and should be continuously objects to BMI in the aim of maximizing the performance and sustainability of the business. The core business with all its 7 BM levels - BM dimension components, BM dimensions, BM portfolio, Business and Business Model Ecosystem (BMES) and BMI Process should all be objects for BMI.

The book addresses and documents this gap in BM research and propose a new generic definition and language of a BM and a Business BMI layers. The book points to the huge unexplored possibilities that BMI offers today and can offer businesses in the future. When thoroughly understanding the 7 levels of BMI and businesses are able to communicate, work and innovate with these together, then a next step in BM and BMI research and practice can hopefully be taken.

The book proposed that any BMs are related to seven BM dimensions-value proposition, user and/or customer, value chain functions (internal), competence, network, relations and value formulae. Conceptually, any Business Model Cube can be formed on behalf of these seven generic BM dimensions and these can be used both in a 2D and a 3D version. This is what the forth coming part 2 of the book will elaborate on.



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