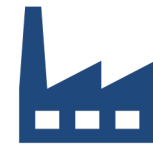


Linus Thomson, David Sjödin & Vinit Parida

- In the current age of rapid technological development within the industrial sector (e.g., digitalization, electrification, autonomous solutions) firms increasingly recognize the importance of business model innovation as a way of unlocking the potential of technology as a source of competitive advantage and strategic renewal.
- However, industrial equipment manufacturers are challenged in commercializing novel technologies which extend beyond their existing knowledge base.
- Organizational learning has been proposed as a lens capable of helping to increase understanding of how business model innovation occurs in firms seeking to renew and adapt.



Exploratory multiple case study



3 Swedish industrial equipment manufacturers & associated ecosystems



33 interviews

- The purpose of the study is to better understand the processes of business model innovation for industrial equipment manufacturers engaged in the scaling of autonomous solutions.

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graph LR; Trigger[Business model innovation trigger] --> Search[1. Business Model Search]; Search --> Exp[2. Business Model Experimentation]; Exp --> Search; Search --> Inst[3. Business Model Institutionalization]; Exp --> Inst; Inst --> Scalable[Scalable business model]; Scalable -.-> Trigger; Trigger -.-> Search; Search -.-> Exp; Exp -.-> Inst; Inst -.-> Scalable; Scalable -.-> Trigger
```

The diagram illustrates the Business Model Innovation Process, which follows a cyclical path:

- Business model innovation trigger** leads to the start of the process.
- 1. Business Model Search** and **2. Business Model Experimentation** are interconnected by a cycle of knowledge exchange:
 - Organizational knowledge informs business model search and experimentation.
 - Search and experimentation are concurrent and iterative.
 - New knowledge is institutionalized.
- 3. Business Model Institutionalization** leads to the final stage.
- Scalable business model** is the outcome, which then informs new cycles of business model innovation, feeding back into the process.

Organizations are found to be in continuous cycles of conceptualization, experimentation and institutionalization when innovating their business models

Business model innovation activities are distributed across the front-end and back-end organization

Digitalization is an important enabler of exploration during business model search and business model experimentation

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