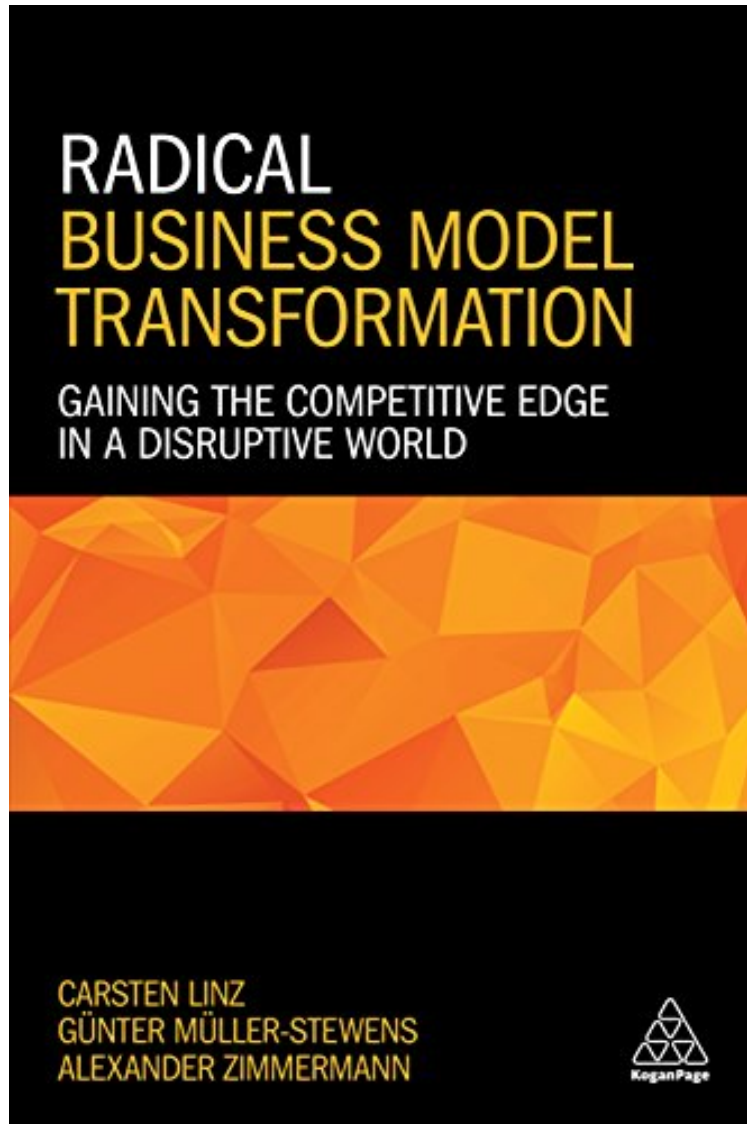


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Radical Business Model Transformation: Gaining the Competitive Edge in a Disruptive World

Carsten Linz, Günter Müller-Stewens, Alexander Zimmermann
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Carsten Linz, Günter Müller-Stewens, Alexander Zimmermann : Radical Business Model Transformation: Gaining the Competitive Edge in a Disruptive World before purchasing it in order to gauge whether or not it would be worth my time, and all praised Radical Business Model Transformation: Gaining the Competitive Edge in a Disruptive World:

0 of 0 people found the following review helpful. WorthyBy DarrenIngram_dot_com Business models are everywhere, each one proclaimed as the current "best thing"; that will help steer a business forward, re-evaluate its

options and work towards it gaining a competitive edge. This book goes further, seeking to show that times change and many companies rely on a business model from a different era, and that a new and radical approach may be needed. The authors have looked at hundreds of companies within different sectors who have successfully and radically changed business models, considering their motivation, implementation strategy, transformation successes and, of course, any small diversions along the road! The result is a considered textbook and benchmarking roadmap that companies can use to validate (or start) their transformative efforts. It is backed by theoretical thought and a mass of case studies from some well-known companies to add further authority and information to the mix. A key message is that successful companies invariably had to do more than an incremental change process if they wanted to stay ahead of their competition, requiring often fundamental changes that could lead to a radical shift. Companies may know their business but they don't necessarily know their deployed business model type and whether better, more suitable, alternatives exist. The change, itself, might not be easy but if you are aware of the need to change at least it may be manageable when you can do it on "your terms" rather than when fighting a rear-guard action whilst your business bubbles away down the drain. Of course, nothing stands still and this book will gradually date, yet the key basic material should remain valid and provide a sufficient skeleton for your future transformative needs. A lot of material was packed into a relatively concise book, written in an accessible style that makes you want to keep reading, learning and eventually doing! Comprehensive endnotes allow the reader to investigate deeper a given point or bolster their knowledge; a great way of making the book suitable for many audiences. The case studies could be, for many, sufficient to buy the book too, if they are not necessarily involved with the company's strategic direction. A book worthy of closer consideration.

0 of 0 people found the following review helpful. A solid foundation for today's business model options

By Henk-Jan van der Klis

The three authors, Carsten Linz, Guum;nter Muuml;ller-Stewens, and Alexander Zimmermann, have been driven by the question of how to transform a company's business model into the next one - to (re)gain competitive advantage. In *Radical Business Model Transformation Gaining the Competitive Edge in a Disruptive World*, the result of their scientific research, discussions with an online community, and numerous case studies is described. The book provides answers to some key questions today's leaders face: What business model choices are there? Where does our firm stand now? Is our current business model sustainable, or do we need to change it? If we need to change, how can we transform our business model? Which options do we have, and what are the specific challenges and requirements of each path? What were the experiences of other firms and leaders on their radical transformation journeys?

Today's trends like digitization and servitization putting established business models under pressure. The only way forward is a radical change. But transforming to a new business model is easier said than done. Sometimes a change of senior management and application of their lessons learned is helpful. At other times large investments are needed to change course. A change introduces risks, and just like many of the startups, chances of failure are huge. This book highlight a few models to plot business models. For the rest lot of attention is given to case studies to benefit from. Examples are Netflix, Uber, Daimler, Infosys, and SAP. Various strategies can be successful and neither is generally superior. In one or two decades from now, we will see new or better approaches in hindsight. For now, *Radical Business Transformation* provides a solid foundation for today's business model options.

0 of 0 people found the following review helpful. Provides the framework and thought leadership required to make plans for significant change a reality.

By Kelly McCarthy Barner

Radical Business Model Transformation: Gaining the competitive edge in a disruptive world by Carsten Linz, Guum;nter Muuml;ller-Stewens, and Alexander Zimmermann (Kogan Page, 2017) presents readers with the same challenge question the authors asked each other during the writing process: "Are we being radical enough?"

In a world focused on risk monitoring and mitigation, this book encourages business leaders to take an honest look at the potential of their company's current circumstances and take "radical" steps to improve them if necessary. The idea of transformation, which the authors define as a fundamental shift in mission and value proposition — even away from what initially led to the company's success if necessary — is different from innovation (although transformation can certainly be innovative). The primary difference is that innovation may occur at any point in a company's journey, while transformation can only accompany a change in direction.

Key to their study of transformation are two trends that we are very familiar with in the procurement and supply chain community. The first is digitization and the second is service orientation (or the "as-a-Servicer" movement). Combined, they not only reduce the costs associated with creation and delivery, they also redefine the distribution of profits. By allowing business models to be "content heavy" but "asset light", it is possible to achieve bi-directional communication with customers. This, in turn, leads to increased "stickiness" and product or brand loyalty.

According to my reading, there are three identification points that are critical to the transformation process. Companies must identify 1. The need to change, 2. The new business model they want to pursue, and 3. The valuable DNA of their company/solution that should be preserved. While all three of these points are equally relevant, it is the first that keeps me awake at night. I think of this both as someone watching a defined space for trends as well as a business owner in my own right. If the external "writing were on the wall" as it were, how long would it take me to recognize the shift? As much as focusing on core activities is critical, we actually create risk by keeping our heads down for too long.

Radical transformation requires three categories of change in order to be successful. There must be a redesign of

the front end (customer facing), back end (internal and supplier facing), and in the monetization of the value proposition. Although Linz, Müller-Stewens, and Zimmermann constantly push the true meaning of radical change and what is required to effect it, the book provides a multitude of options for planning or carrying it out. There are many business models to come from and move to and many ways to complete the 'crossings'. If you are bold, ambitious, and externally aware enough to see the incentive associated with making a significant change to the structure of your company, Radical Business Model Transformation will provide the framework and thought leadership required to make it a reality.

Many companies are relying on a business model that is fundamentally suited to a different era. Now, organizations are under pressure from new trends such as digitization and servitization. Trying to adapt to a new environment, they risk relying on improvements that only scratch the surface of developing a radically different value proposition. Based on rigorous research into companies that have successfully and radically redesigned their business models, Radical Business Model Transformation shows why they made the leap, what they had to do to achieve it and how it has transformed the potential for their organizations. This book is a step-by-step guide for leaders who want to seize the opportunity of new business models and gain a competitive advantage. It explains how to assess the status quo, identify the value of future business models and develop a transformation path. It also provides advice on how to involve both the leadership team and all other employees in order to implement successful business model transformation. Illustrative case studies of organizations that have crossed the line to a more transformative business range from exponential-growth companies like Netflix and global players like Xerox, SAP and Daimler to mid-sized hidden champions like Knorr-Bremse and LEGIC. Radical Business Model Transformation is essential reading for business leaders, transformation experts and MBA students interested in ensuring that their business model is future-proof and can withstand the new proliferation of innovations that are set to transform the business landscape.

"The authors provide great insights how to transform a business model. Clear guidelines and many examples provide important learnings for every transformation leader." (Oliver Gassmann, Professor at the University of St. Gallen, and Karolin Frankenberger, Professor at the University of Lucerne, authors of The Business Model Navigator) "I congratulate Dr. Linz and his co-authors on this impressive, highly relevant new book. Business model transformation is the prevailing theme of the modern economy. This is required reading for anyone who wants to learn how innovation can create new opportunity and growth." (Bill McDermott, CEO SAP) "Highly relevant for leaders as it provides both an excellent conceptual structure and great insights through a wide range of real company cases. Such guidance to transform your business model was missing." (Dr. Sami Atiya, Member of the Executive Committee of ABB Inc., President Robotics and Motion Division) "I love the categorisation of business models transformation manoeuvres and the numerous rich examples. This is a powerful aid to any manager facing digital disruption - well written and challenging." (Andrew Campbell, Director Ashridge Strategic Management Centre and author of Operating Model Canvas) "A must read for all business leaders who are facing radical shifts in their business models and the need for transformation - and maybe even more for those leaders who think they do not." (Karsten Ottenberg, CEO BSH Home Appliances) About the Author Dr Carsten Linz is an entrepreneurial leader and business transformation expert with 20 years' experience. He has successfully started and developed several new businesses and is currently Business Development Officer at SAP SE. Prof. Dr. Günter Müller-Stewens is Professor of Strategic Management and Director of the Institute of Management at the University of St. Gallen. His main research interest is corporate strategy. Prof. Dr. Alexander Zimmermann is an Assistant Professor of Organization and Strategic Management and the Project Manager for the Center for Organizational Excellence (CORE) at the University of St. Gallen.