How to establish knowledge sharing from the very first moment in critical and risky Business Model Innovation project

Peter Lindgren*
Department of Business and Technology
Aarhus University.
Birk Centerpark 15,
DK-7400 Herning
Danmark
E-mail: peterli@auhe.au.dk

Lena Uldall
Hroarsvej 5,
DK-8370 Hadsten
E-mail: Lena@uldallconsult.dk

Anna Beth Aagard
Department of Strategy and Management
University of Southern Denmark
Sdr. Stationsvej 28
DK-4200 Slagelse
Danmark
E-mail: aaa@sdu.dk

* Corresponding author

Structured Abstract

Joint action and knowledge sharing are fundamental aspects of business model innovation for businesses to meet the complex Business Model Innovation challenges; for example, think about 12 business jointly innovating on the establishment of a new concept of a balanced energy plant project where the business have to work in symbioses; 5 interdisciplinary groups innovating on 5 very different and complex businesses’ business model challenge and 22 independent business collaborative innovation on the establishment of a new Business Model Innovation incubator platform.

Yet, cognitive science and best practice tools have had little to say on this topic because for many years perception, action, and cognition have been studied without taking their role in social interaction related to BMI seriously (Sebanz 2006). However, the establishment of a “room” for social BMI interaction is essential at the very first moment of the meeting between the involved different participants – who often are unknown to each other. It lays the fundament for knowledge sharing and learning to the Business
Model Innovation project – and the ground for whether the BMI project will succeed and be implemented.

The paper aims to understand the cognitive mechanisms “at the very first moment of the BMI moment” supporting business model innovation participants’ ability and motivation to act together with each other in the BMI projects. The paper addresses knowledge sharing and learning in high risky and sensitive areas of Business Model innovation – where business and actors open their core business, core business model and core competences – and expects trust. Through 3 cases from different BM Ecosystems we show knowledge sharing practice in new business model innovation projects.

Purpose

Global business model innovation is pushing dramatically the reductions in the time-to-market cycle of business models, along with the increase in demand of finding new solutions with high quality and low costs to complex business model innovation projects.

The paper bridge the gap between business model innovation science and social, cognitive sciences in the domain of joint action in BMI. Three processes seem to be critical for joint action:

- Task co-representation (the ability to form a mental representation of co-actor’s task in a business model innovation project);
- Joint attention (the ability to attend to objects, knowledge or events created together during the BMI project);
- Temporal coordination (the ability to adjust the timing of one’s own actions and business models to others’ actions and business models in the business model innovation project).

These three processes will be investigated using a combination of behaviourial, physiological studies. These studies will allow for a preliminary understanding of the mechanisms involved in joint business model innovation action.

Overall, the paper seeks to increase knowledge on how to establish joint action and motivation in interdisciplinary BMI groups. The paper addresses knowledge sharing in interdisciplinary business model innovation projects.

Design/methodology/approach

The paper provides 3 case studies in 3 different BM ecosystems. The research methodology was case research carried out from 2008 to 2015.

Originality/values

This paper puts in evidence different understandings related to cognitive mechanisms “at the very first moment of the BMI meeting” between participants in BMI projects. The paper seeks to give more understanding of how to support BMI participants’ ability to act together with each other in BMI projects addressing the question:
How to increase and “speed up” the first moment motivation to knowledge sharing in critical and risky BMI projects

There has not been much research on the cognitive processes and how to establish “room for BMI knowledge sharing” at the very first stage of a BMI project. This study extends recent stream of business model innovation research indicating that establishment of an early business’ ability to establish a trusted and secure knowledge and learning sharing business model innovation (BMI) platform may be a useful tool for managing business model risk and improving speed of moving along the learning curve but also requires some very special arrangement when business model innovation takes place in strategic critical business model areas.

Although initial adoption of early involvement was intended to reduce supply costs – both in short and long term perspective, results indicated that early involvement and early establishment of trust serves to reduce perceptions of business model risk at the businesses involved.

Practical implications

The paper illustrates how business exchange knowledge in BMI areas of high risk and that are core and strategic to their business.

Keywords – Business Model Innovation, Knowledge sharing in critical business model innovation areas

Paper type – Academic Research Paper

References


Sebanz Natalie 2006 Max Planck Institute for Human Cognitive and Brain Sciences 04103 Leipzig Germany MIT Press

Authors’ Biographical Notes

Peter Lindgren holds a full Professorship in Multi business model and Technology innovation at Aarhus University, AU Herning and has researched and worked with network based high speed innovation since 2000. He is author to several articles and books about business model innovation in networks and Emerging Business Models. He has been researcher at Politecnico di Milano in Italy (2002/03) and Stanford University,

**Lena Uldall** works as an independent Business Consultant and Executive Coach at Uldall Consult Aps. Lena holds a Master in Anthropology and Organizational Psychology from Aarhus University and has more than 15 years of experience with management- and organization consultancy from both the public and private sector. She is a certified lecturer within leadership and coaching, leadership and communication, VIA University College, Aarhus. Lena is certified CPCC systems coach from Center for Right Relationship, USA, working with emotional and system intelligence in teams and organizations.

**Anna Beth Aagaard** is an Associate Professor at the Department of Strategy and Management at the University of Southern Denmark. She holds a PhD in Front End Innovation in Pharma & Biotech and has interests within the scientific fields of management, innovation and CSR drawing on experiences in the academic, public and private sectors, where she was formerly a manager and management specialist for twenty years with experiences from numerous large organisations. Through her elaborate network she performs and provides empirical research with the main objective to bridge the gap between theory and practice. She has been a lecturer within innovation & entrepreneurship, CSR and change management and has (co)authored several journal articles on different innovation, management and CSR topics. In addition, she has authored eight academic books and management handbooks.