

CONTENTS

<i>About the authors</i>	ix
<i>Contributors</i>	xi
<i>Preface</i>	xv

PART ONE Why business models need to radically shift 1

01	Taking consequences from digitization and servitization	5
	‘Phygital’: Torn between digital and physical orientation	5
	‘Hybrids’: Torn between service and product orientation	11
02	Assessing your current business model	17
	Types of business models	17
	Options for radical transformation	29
03	Moving from small tweaks to radical shifts	35
	Emergence of the business model concept	36
	Taking a dynamic perspective	42

PART TWO How to lead a radical shift of your business model 47

04	Shifting the level of inclusiveness	51
	Transforming to more inclusive business models	51
	Transforming to more focused business models	65
05	Shifting the level of customization	71
	Transforming to more customized business models	71
	Transforming to more standardized business models	80

06	Sequencing multiple radical shifts	87
	Directness: Diagonal versus stepwise shifts	88
	Sequence: Clockwise versus counter-clockwise shifts	89
	Conclusion and outlook	91
	PART THREE Learning from successful transformational organizations	93
07	Case studies of companies radically shifting the level of inclusiveness	95
	How Daimler is shaping the future of mobility: From car2go to moovel	95
	LEGIC Identsystems Ltd: From selling ID cards to providing access to an ID network	113
	SAP: From pioneer of standard enterprise software to leading digital company	124
	Netflix: The master of business model transformation	143
08	Case studies of companies radically shifting the level of customization	161
	Xerox: Transformation for the digital age	161
	Infosys: Productization of a knowledge business – The transformation from project-based system integrator to digital service provider of productized and platform-based services	172
	Transforming FUNDES's social business model: Becoming a customer-driven consulting firm to avoid mission drift in changing environments	185
09	Case studies of companies that sequence multiple radical shifts	197
	Knorr-Bremse Rail Vehicle Systems: From brake control unit manufacturer to comprehensive rail systems provider	197

Atlas Copco: From selling compressors to providing services	208	
Brose: From components delivery to global systems supplier	217	
University of St Gallen: From education as a product to integrated education solutions	226	
PART FOUR How to move forward	237	
<hr/>		
10	Mastering the transformational leadership challenge	239
	Transforming with the mainstream or going your own innovative way	239
	Focusing on results and implementation	241
11	Navigating with the business model transformation manual	245
	Step 1: Where do you stand today to start?	245
	Step 2: Where do you want to go?	247
	Step 3: Design your transformation path	250
	Step 4: Plan your actions	250
	<i>Index</i>	255