

Appendix

Coding scheme with anchoring examples from interviews and internal secondary data

#	BMI Process Phase	Sub-phase and Block	Definition of Management Practice	Anchoring examples from successful cases	Coding rule	Anchoring examples from failed cases	Coding rule
1			Business unit managers should establish trust in the new opportunity's chance of success before engaging into its realization. <i>Establish own trust</i>	"[...] a clear trend towards micro-miniaturization became evident. [...] I gained trust [...]" "In the beginning of the last decade, our product management received more and more customer requests without any specification." "Back then, we were originally supposed to only deliver cables. But out of conversations with the customer at their site, we were asked to develop a concept about how to fit the cables into the building." "The idea arose out of intense discussions about how possibly we can better benefit from our competencies."	Code if it indicates trust in the new opportunity before the BMI's realization started.	"At the board meeting, I [new plant director] argued against his [central strategy department] new business model proposal. [He] did not have enough time to thoroughly understand the [traditional] business model and therefore applied inappropriate methods [...]. From the minutes of a board meeting: [Corporate manager] "Should the unit focus on being a general contractor in the future?" [Business unit manager:] "Yes" [Business unit manager] later in the same meeting:] "We should not enter into every project as a general contractor."	
2	Trust-Gaining Phase	n/a	Business unit managers should ensure that in their unit they are not the only ones who have trust in the new opportunity before engaging into it. <i>Ensure there are allies</i>	"In my former function outside [ElectricCorp], I had already noticed that many energy utility companies only had a little in-house know-how about cable application, engineering or construction." "The workshop was initiated by our business unit manager. The participants represented all different functions such as production, sales, controlling, and R&D." "With strong involvement of [other managers within the unit] we conducted a first market research."	Code if it indicates that other managers within the unit trust the new opportunity.		Opposite to coding rule for successful cases
3			Business unit managers should consider ex-ante that, in order to realize the new opportunity, bringing in new processes may become necessary. <i>Be open to new processes</i>	"We compiled a business plan which also entailed the business model design." "Already in 2004, I argued that 'System' has to become one of our future success factors meaning that we have to sell something around the cable. [...] Services' should become another success factor. Customers wish to deal with only one contact for the entire project [...]" "We already knew in the initial workshop [...] that we would have to bring in [...] new processes."	Code if it indicates ex-ante thoughts on a new business model.	"The attitude of the former management can be summarized with: 'We are good at assembling for healthcare, as well as automation and drives applications. Thus, we can also do it in aviation.'"	

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4	<p>Sub-Phase: Development</p> <p>Block: Value Proposition</p>	<p>Business unit managers should support flexibility and iterative testing directly with customers when developing the most promising new value proposition.</p> <p><i>Test iteratively in the real world</i></p>	<p>"I think that it is appropriate to apply a trial and error mentality or a certain ease when developing a new business model." "[...] we actively approached several carmakers. We discussed our idea with them and incorporated their feedback." "The cable engineering and installation requirements were relatively small in this first project. [...] It can be seen as a test with customers. It determined the core service package of [the new business model]" "We actively insisted on a much earlier installation of the first line for experimentation and training purposes."</p>	<p>Code if it indicates a flexible and/or iterative approach to real-world testing of the new value proposition.</p>	<p>"[...] they promised a lot to the customer. They strongly emphasized the firm's existing skill set." "At some points [in the production] we even surpassed the quality requirements. If there was a quality problem, we were able to find out exactly if it had been caused by an operator, by the raw material or by a tool, and we could identify which other parts might have been affected by the source of error."</p>	
5	<p>Sub-Phase: Development</p> <p>Block: Value Constellation</p>	<p>Business unit managers should find those human and non-human resources, as well as external partners, which enable the delivery of the value proposition at a profit. If those resources are not available in the traditional business model, they must be built up.</p> <p><i>Find the right resources</i></p>	<p>"For the first time, when executing the [...] project, we hired new staff dedicated to the new business model." "In the [first] project, we deployed our internal 'blue collar team' for the first time ever directly at the customer's site. Meanwhile, all team members have been trained to become construction managers and supervisors." "They had to learn how to operate and program the robots for an optimized paint application. [...] [The equipment manufacturer] strongly supported the training." "Today, we supply to the customer the entire system including cables, connectors, electronics, and fiber optic elements. In order to achieve this, we built up new competencies in electric design." "The operators from the established business model were not capable of operating the new machines."</p>	<p>Code if it indicates changes in the existing resources for delivering the new value proposition.</p>	<p>"An acquisition of engineering competencies never happened." "As for the product engineering, the management trusted the existing team. Additional product engineers for the new business were not hired." "It had the chance to enter this business again, I would try to deliver specialized products instead of standard ones. Maybe, from this basis one could enter into the high volume/standard products business. Our company is strong at managing special orders."</p>	<p>Opposite to coding rule for successful cases</p>
6	<p>Sub-Phase: Development</p> <p>Block: Value Constellation</p>	<p>Business unit managers should let their (major) decisions on new resources be guided solely by the extent to which the new value proposition is realizable.</p> <p><i>Be guided by the new offering's realization chances</i></p>	<p>"For the purpose of planning and execution of the [first smaller] projects, we called in other internal resources from [our site], as well as external companies and consultants." "For the first time, when executing the [first larger] project, we hired new staff dedicated to the new business model." "In the beginning, it is not necessary to determine exactly which machinery is to be put up. It is dependent on identifying the most interesting directions and the most potential sales volume, and on the orders won." "We won the contract. We had to recruit a new team that would do the job."</p>	<p>Code if it indicates building the value constellation depends on the value proposition's development state.</p>		

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7	Business unit managers should integrate the new business model into the established organization once a clearly-outlined, tested and promising new value proposition can be delivered from a stable value constellation. <i>Integrate once the new BM is viable and stable</i>	<p>"The trigger [for integration] was surely the size of this area and the reached capacity usage from high numbers. This decision was driven by the will to not duplicate overhead functions, to guarantee somehow unified processes within the organization and to terminate the special project characterization [...]"</p> <p>"Momentarily, there are two parallel business models existing in our unit: the product- and the solution-oriented one. [...] The solution-oriented business model is financially very successful [...]"</p> <p>"[After integration, other carmakers] very quickly also adopted the new offering."</p>	Code if it indicates the integration of a new business model that is successful.	"The old management believed that it would eventually make a profit." "I assume that the business plan, which was the basis of decision to enter into the framework contract, did not contain all of our costs."	Opposite to coding rule for successful cases
8	Business unit managers should assess which resources from the established organization can rationally be shared with the new business model while integrating. <i>Share where it is operable</i>	<p>"The manufacturing planning and control functions were put together." "[...] many investors value that the business unit belongs to a solvent corporation; especially when awarding a general contract." "Within global key accounts, we run both 'business models.'"</p>	Code if it indicates that resources are rationally shared while integrating.		
9	Business unit managers should engage into BMI when profits from the traditional business model are (still) within corporate's expectations. <i>Act while the traditional BM is (still) profitable</i>	<p>"The company has been doing financially well over a longer period." "Our typical product business is close to becoming commoditized." "I presented to the top management that due to [various reasons] the pressure on profit margins in our traditional business model would increase." "The business went well back then."</p>	Code if it indicates proactive action.	"Because of the ongoing poor financial performance the former plant director was replaced [...]" "The trigger event for the request of a second controller was the business unit's ongoing bad sales and profit situation."	
10	Business unit managers should lead and be closely involved in the realization of the new business model. <i>Lead and be involved</i>	<p>"I assigned two more of my best employees [...] to this task. The team was taken out of the line organization and reported directly to me." "We went into this first project [in which a new value proposition was tested] with such enthusiasm." "The new business unit manager was as strongly motivated as [her] predecessor."</p>	Code if it indicates leadership by the business unit manager.		

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11	Realization Phase	n/a	<p>Business unit managers should overcome any form of unit-internal resistance against the realization of the new business model.</p> <p><i>Overcome internal resistance</i></p>	<p>"The head of production objected to transfer his best people to the new machines. Only after the [business unit managers] intervention did he do it." "[...] current processes were well defined and stable. Thus, the question arose: 'Why should we even engage in something so new?'" "When we integrated the new business model into the existing organization, we were confronted with resistance." "The internal resistance [against the development of the new business model] was clearly noticeable on all hierarchical levels." "Throughout the project, the internal resistance was immense."</p>	<p>Code if it indicates internal resistance that was to be overcome.</p>		Opposite to coding rule for successful cases
12			<p>Business unit managers should convincingly persuade corporate management of the new opportunity.</p> <p><i>Convince corporate</i></p>	<p>"The business plan was presented to [corporate management] with the aim of having the investments approved." "[Corporate management] was concerned about the legal risks inherent to the new business model." "[...] we had to regularly inform [corporate management] about our progress." "[Corporate management] initially rejected the project. [...] Then, the second time, we were better prepared and convinced them."</p>	<p>Code if it indicates corporate approval of the new business model.</p>	<p>"[The firm] rather focuses on risk avoidance and cash protection." "I [new plant director] sensed that from the summer of 2010 [corporate management] did no longer want to be bothered with it." "[Corporate management] did not believe in the predicted growth in the [...] market."</p>	

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