

# Mandatory readings

## MODULE 1

[Ovans, A. \(2015\). What is a business model. Harvard Business Review, 23.](#)

[Magretta, J. \(2002\). Why business models matter. Harvard Business Review.](#)

Massa, L., Tucci, C., & Afuah, A. (2016). A critical assessment of business model research. Academy of Management Annals, 2014

## MODULE 2

Jacobides, M. G., Cennamo, C., & Gawer, A. (2018). Towards a theory of ecosystems. Strategic Management Journal.

Adner, R. (2017). Ecosystem as structure: an actionable construct for strategy. Journal of Management, 43(1), 39-58.

## MODULE 3

Anderson, J. C., Narus, J. A., & Van Rossum, W. (2006). Customer value propositions in business markets. Harvard business review, 84(3), 90.

Bettencourt, L. A., & Ulwick, A. W. (2008). The customer-centered innovation map. Harvard Business Review, 86(5), 109.

*Optional:*

Töytäri, P. (2015). Assessing value co-creation and value capture potential in services: a management framework. *Benchmarking: An International Journal*, 22(2), 254-274.

## MODULE 4

Chesbrough, H. (2007). Business model innovation: it's not just about technology anymore. Strategy & leadership, 35(6), 12- 17.

Amit, R., & Zott, C. (2012). Creating value through business model innovation. MIT Sloan Management Review, 53(3), 41

*Optional:*

<https://www.alexandria.unisg.ch/224941/7/Business%20Model%20Navigator%20working%20paper.pdf>

## MODULE 5

Van Alstyne, M. W., Parker, G. G., & Choudary, S. P. (2016). Pipelines, platforms, and the new rules of strategy. *Harvard business review*, 94(4), 54-62.

Gawer, A. (2014). Bridging differing perspectives on technological platforms: Toward an integrative framework. *Research Policy*, 43(7), 1239-1249.

*Additional one for the ones who want to challenge themselves! :) This is optional; challenging and very detailed!*

Thomas, L. D. W., Autio, E., & Gann, D. M. (2014). Architectural Leverage: Putting Platforms in Context. *Academy of Management Perspectives*, 28(2), 198–219.

Harvard Business Review Digital articles ARE NOT AVAILABLE FROM GOOGLE SCHOLAR.

How to get them?

1. Go to [libproxy.aalto.fi](http://libproxy.aalto.fi)
2. Click "EBSCOhost"
3. Click "Select all" and "Continue"
4. Search for article name, e.g. "What 40 Years of Research Reveals About the Difference Between Disruptive and Radical Innovation"
5. Click "PDF Full text"