Comments and Questions

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Paper No. 201221

Comment 1
Nice effort to combine business model and open innovation. However, the research about Covid and its impact on businesses is becoming a too much-overplayed theme in research papers. Still, I think as a comparative case study, this is a fine paper and presentation.

Reply:
Many thanks.

Comment 2
My compliments to the presenters for making a nice case of moving businesses through difficult times. I hope that the paper will be good enough and its outcomes will be of great use to many in research and professional arena.

Reply:
Thank you so much.

Question No. 1
What is open innovation in your paper's case?

Reply:
Innovation will have an important role to play in recovering from the aftermath of the Covid-19. The paper discusses both how to manage innovation as part of that recovery and derives some lessons as how we responded to the crises so far. These lessons imply for managing innovation during the recovery. During pandemic speed is crucial, sooner we know more faster we can take actions.
Open innovation is defined as “a distributed innovation process involving purposive knowledge flows across organizational boundaries for monetary or non-monetary reasons” (Chesbrough & Bogers, 2014). It has two principal directions on knowledge flow: outside in, and inside out. These work somewhat differently in business-to-business (B2B) contexts than in business-to-consumer (B2C) contexts.

We concluded that making openness is essential in these times of crises. Opening up will speed up company’s innovation process, and allow them to take advantage of the knowledge of others in your business (outside-in), simultaneously you allow others to exploit your knowledge in their business (inside-out). This will create more experiments, generate more knowledge, and explore more ways to apply that knowledge for customers’ businesses.

**Question No. 2**

What changes do you see happening in business models going forward?

**Reply:**

Intuitively, the crises will not only leave many organizations struggling for survival, but will also force them to look for alternative strategic path. While on one hand, the Covid-19 has imposed enormous challenges on business organizations, on the other, it has also necessitated innovations, presenting with opportunities to identify new business models that will allow them to survive through the crisis.

Understanding your business model is imperative. Unless executives understand their business model they will not be able to find the opportunities available for them. Many a time there are far more opportunities out there than many executives realize. Joan Magretta describes a business model as a story that helps people to understand what a company does and how it does it. One secret to maintaining a thriving business is recognizing when business model needs a fundamental change.

Post Covid, the companies having ability to shift their business model will be more successful and will survive. A business model shift is an organization’s transformation from a declining business model to a more competitive one. For example, the shift from product to service. However, in some context reverse shift, from service to product, might make just as much sense.
**Question No. 3**
What is your research question, and what methodology you plan to use in your analysis?

**Reply:**
The central research questions are:

1. What is the importance of business model shift especially during the crises?
2. How open innovation will play an important role in recovering from the aftermath of the coronavirus?

To answer the above questions, a qualitative approach is employed to purposefully generate the understanding of business model shifts and open innovation. The paper is based on case study, secondary data, interviews and literature analysis.

**Question No. 4**
It is just a comparative case study, or do you plan to offer a workable though the conceptual business model in your paper?

**Reply:**
I find this topic very interesting simply because it is practical, implementable and also international. In today's scenario innovation must include business models, rather than just technology and R&D. An organization must give a senior manager the resources and authority to define and launch business-model experiments.

Interplay between business model shifts and open innovation is unique. My paper will offer a workable though conceptual business model.