

Business Model Innovation

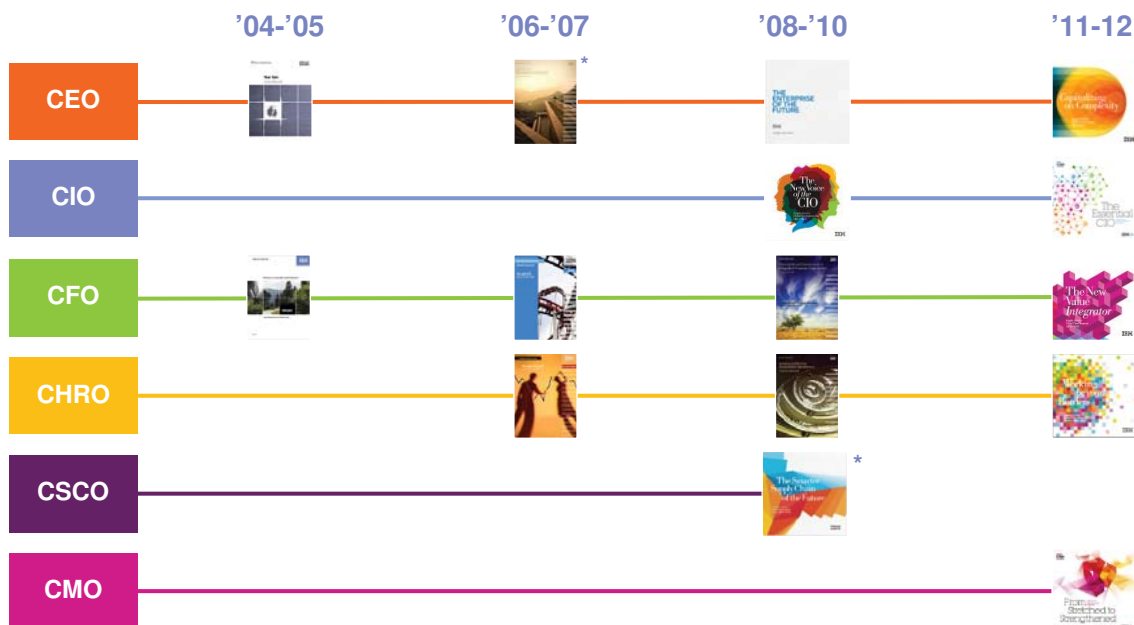
Edward H.B. Giesen, Global Business Modeling Leader

11th of October, 2013

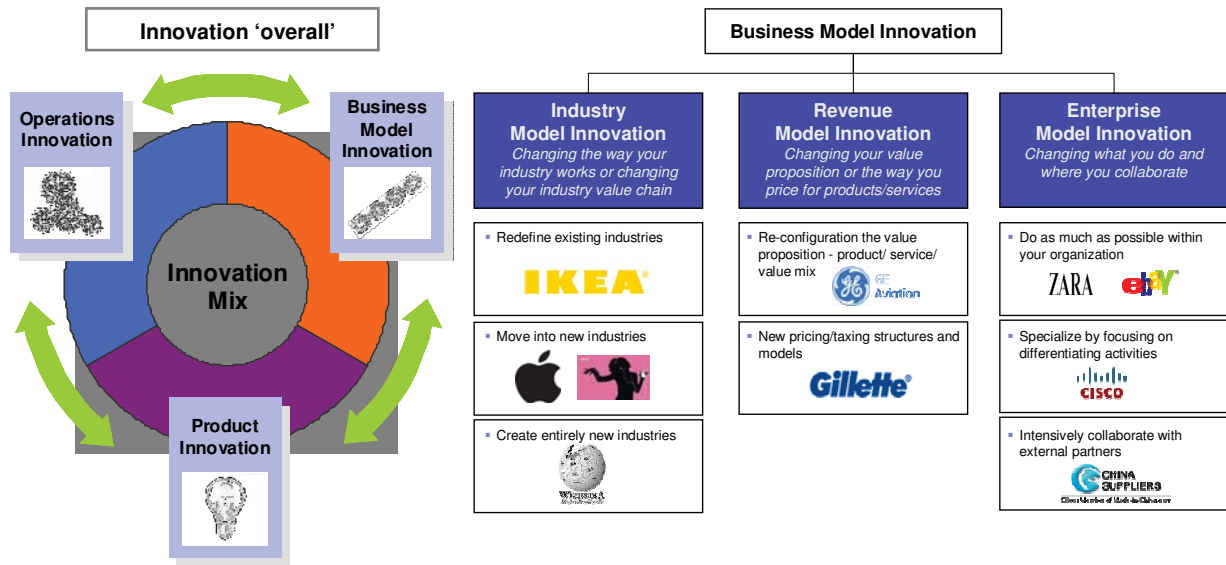


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IBMs C-suite study series encompass interviews with over 15,000 C-suite executives and are perfect opportunities to test models



Our definitions on Innovation



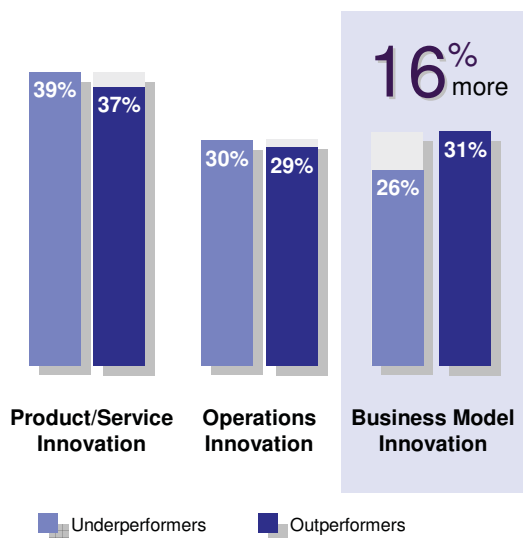
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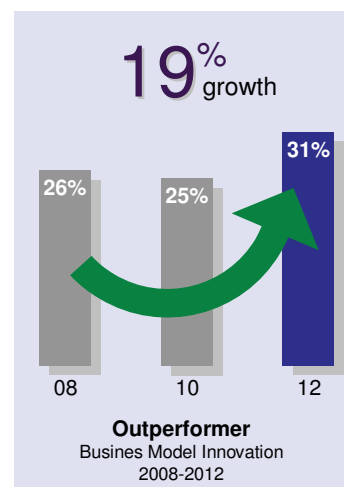
Embracing business model innovation

Outperformers are more aggressively pursuing business model innovation than underperformers

Importance of all innovation types in 2012



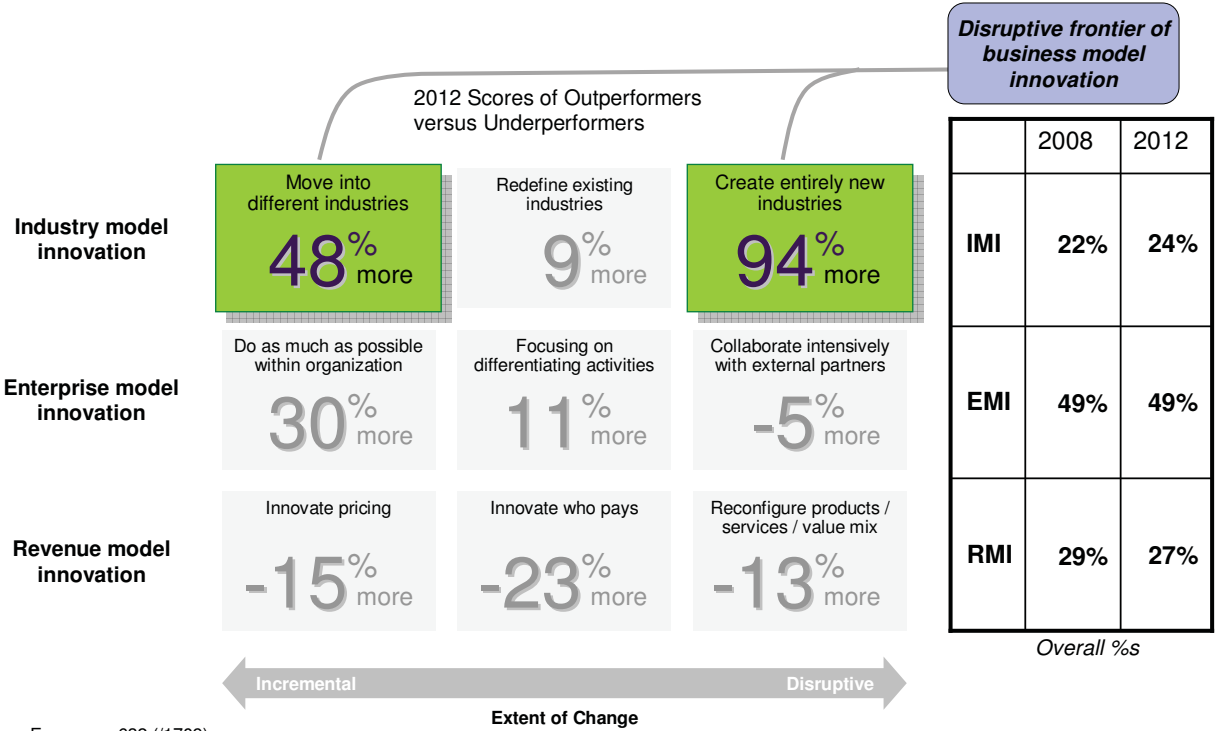
Importance of business model innovation from 2006-2012



Europe: n=632 (/1709)

Underperforming organizations experienced a 13% decline in business model innovation over the same period

Outperformers are also more disruptive than their peers



Europe: n=632 (/1709)

Source: 2012 CEO Study Q13A: "For the highest-rated type of business model innovation, what key initiatives will you implement over the next 3 to 5 years?"