

# The development of business models to anticipate disruption

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Sometimes new technologies represent serious threats for a business.

The danger is that early warnings of possible disruptions are ignored if the changes required in the company business models are too radical to implement.

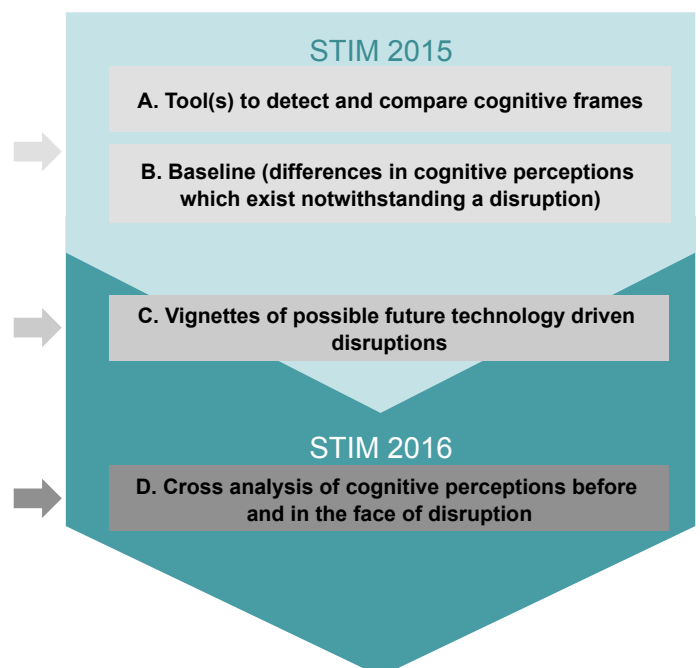
## Aims

This research aims to understand whether there are particular patterns in how managers, placed in front of the anticipation of disruption, will reconfigure their business model.

The results of this investigation will inform the development of business models innovation tools, taking in consideration the cognitive issues affecting people who are facing a technology-driven disruption.

## Plan & Methods

1. **Develop & test a methodology to detect and compare people cognitive perceptions on business models.** Application on **existing business models.**
2. **Identify** suitable examples of **technology-driven disruptions**
3. Apply the tool developed to different examples (**before and facing the disruption**) and **cross analyse patterns**



## Progress

**Tool:** Business Model Canvas + Cognitive mapping, applied to:

- Very large established firm
- Small service company
- Very small technology-based business

**Baseline hypotheses** on:

- Relative importance of the BM building blocks
- Homogeneity of BM perceptions across business functions

**Eight Additive Manufacturing-induced vignettes** of possible disruption

## Deliverables

- Interim report
- Working paper