<table>
<thead>
<tr>
<th>Accessibility, 142</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activision, 79, 181</td>
</tr>
<tr>
<td>ADM, 12</td>
</tr>
<tr>
<td>AES, 170</td>
</tr>
<tr>
<td>Akamai, 89</td>
</tr>
<tr>
<td>Amazon, 89, 177, 178, 214</td>
</tr>
<tr>
<td>Amgen, 174</td>
</tr>
<tr>
<td>Amit, Rafael, 46</td>
</tr>
<tr>
<td>Analysis paralysis, 72–73</td>
</tr>
<tr>
<td>Android, 54</td>
</tr>
<tr>
<td>Apple, 12, 103, 189, 202, 293</td>
</tr>
<tr>
<td>Applied Biosystems, 174</td>
</tr>
<tr>
<td>Aprilia, 93</td>
</tr>
<tr>
<td>Arm-hand prosthetics, 83</td>
</tr>
<tr>
<td>Asset specificity, 183</td>
</tr>
<tr>
<td>AT&amp;T, 132</td>
</tr>
<tr>
<td>Australopithecine fossils, 133–134</td>
</tr>
<tr>
<td>Autodesk, 170</td>
</tr>
<tr>
<td>B120 Wraith, 93</td>
</tr>
<tr>
<td>Ballad of Phineas McBoof, The, 4</td>
</tr>
<tr>
<td>Barber Motorcycle museum, 222</td>
</tr>
<tr>
<td>Bertelsmann, 69</td>
</tr>
<tr>
<td>BestBuy, 190</td>
</tr>
<tr>
<td>Bharti Airtel, 2, 130–132, 270</td>
</tr>
<tr>
<td>Bilbrey, George, 5, 23, 58, 137, 271</td>
</tr>
<tr>
<td>Biofuel and fermentation processing plants, 31</td>
</tr>
<tr>
<td>Black &amp; White (video game), 77</td>
</tr>
<tr>
<td>Blumberg, Matt, 23, 26, 27, 58–61, 137, 227, 229, 240, 253, see also Return Path on change processes, 149 on ECOA, 148–149</td>
</tr>
<tr>
<td>Evolution of business model, 151 on multiple markets, 148 on phishing attack, 237</td>
</tr>
<tr>
<td>Borges, Jorge Luis, 43</td>
</tr>
<tr>
<td>“born global” ventures, 6</td>
</tr>
<tr>
<td>Broadjam Incorporated, 53, 69, 212–214, 254</td>
</tr>
<tr>
<td>Frustration management in, 115–123 use of narratives for organizational processes, 249–251 business model innovation, 195–197</td>
</tr>
<tr>
<td>Business model innovation, 195–197 big innovators, 197–204 IBM’s insight, 196–197</td>
</tr>
<tr>
<td>Business models academic definitions, 28 and business model change, 49 as cognitive maps, 38–39 complexity of Return Path, 42 of Confederate, 38 as corporate strategy, 39–41 and cycles of industry and technology, 42 definition, 42 definitive list, 42–43 dimensions, 43–49 disruptive, 52–53 of entrepreneurship, research methodology, 11–12 as exploitation of opportunity, 28–32 language of, 32–38 managerial interpretation of, 39 managerial language of, 38 and organizational structures, 98–100 in practice, 33 responses, 41 tradeoff, 45 values, 46 and venture capitalists, 48 words describing, 34 Buzz, 54</td>
</tr>
</tbody>
</table>
coherence narrative at, 155–164, 173–175
coherent structures, 162–164
entities under, 155–157
goal reprogramming, 247–248
living the story, 230
managing weak constraints, 107–108
organizational subgroups, 109
skyhook at, 214
structures to business model, 157–159
therapeutic and tool development
elements in, 162–164
Cemex, 170
Cerina, Franco, 7
Chambers, Matt, 37, 182, 222, 223, 227,
228, 233, 247, 253
business opportunity for Confederate, 38
business philosophy and human ethics, 37
Chambers, Matthew, 17
Changavalli, Ramalinga Raju, Venkat, 260
Chaudhari, Pramod, 143, 227, 228
chicken farmer – entrepreneur, 70, 71
Chinese entrepreneurs, 288–289
Chrome, 54
Chrysler, 49, 192
Church, George, 174
Cisco, 13, 171
Citibank, 49
classified advertising, decline in, 51–52
cloud-based computing, 89, 177
CNET, 68
cognitive framework, of business models, 38–39
coherence remodeling, 128–129
at Cellular Dynamics, 155–164, 173–175
and core competence, 171–173
narrative coherence, 132–135, 137–144
rationale, 135–136
at Return Path, 147–152
at Savage Entertainment, 152–155
and simple rules, 170–171
at SustainableSpaces, 145–147
coherent narratives, 293
identifying and minimizing frustration, 241–246
reprogramming goals, 246–249
common sense, 56, 57
competitive advantage, 184
competitive landscape, 188
complementarity, 163
complexity, in entrepreneurial contexts, 164–167
Confederate Motorcycles, 17, 28, 37, 79, 105, 143, 192, 233, 247, 268
business model, 38, 43
coherent narratives of, 141–143
managing weak constraints, 108–109
mapping of multilevel goals, 95–97
models and production data, 220–222
and multilevel goals, 92–93
path dependencies, 182
rebeling with a story, 254–258
shaping of narratives for opportunities, 223–224
Wraith’s designs, 93
conflicting elements, managing, 242–243
constraint management
do dynamic environments, 90–91
in formal and informal organization, 98–100
of information processing activity, 91
of multilevel goals, 92–98
subscale benefits, 88–90
contextual relativity and opportunity,
76–80
Co-Operative Financial Services (CFS), 284
core competence and coherence, 171–173
Coulter, Dr. Stewart, 82
Craig Newmark and Co., 52
Craigslist, 50, 53, 54–55, 254, 275
business model, 51–52
goal reprogramming, 248–249
Cronkite, Walter, 252
crossroads, as decision making option, 205–206
Cullinan, Cory, 4
DARPA, 82
DARPATech award, 75
Darrow, Clarence, 133
Dawson, Charles, 133
de novo ventures, 44
definitive list of business models, 42–43
DEKA Integrated Solutions Group, 82
DEKA Research and Development, 82
dennett, Daniel, 211
Department of Veteran Affairs, 82
design sense, 57–58
digital rights management (DRM), 121
displacements, 152
disruptive business models, 52–53
  Cellular Dynamics, 159–161
  disruptive technologies, 52
dissonance management, 266–267
Doctor Noize, 4
dot-com companies, 46
Dr. Dre, 68, 190
Dream Cortex, 4
Dutt, Raj, 89, 143, 176, 177, 191, 216, 296,
  see also Voxel dot Net (Voxel)
dynamic environments and
  entrepreneurship, 90–91
earthquakes, entrepreneurial context of,
  189–191
Eastern-oriented philosophy, 289
eBay, 2
EBITDA business model, 296
ecological sustainability, narrative of, 283
economic crisis of 2008, 49, 79, 193, 284
Edison, 9
Edward M. Kennedy Serve America Act,
  271
Eisenhardt, Kathleen, 170
Elop, Stephen, 293
email change-of-address (ECOA) services,
  148
email spam, 59
Emergency Management and Research
  Institute (EMRI), 260
Encyclopedia Britannica, 178
Enron, 103, 144, 170
entrepreneurial activity, 2
  in dynamic environment, 90–91
  in India and China, 3
  and information processing complexity,
    91
  and multilevel goals, 92–98
  opportunity development, 4
  organizational design for, 26–27
Project Condor, 5
US population engaged in, 3
  venturing mechanisms available to
    entrepreneurs, 4
  world's entrepreneurial community, 3
entrepreneurial behavior, 129–130
entrepreneurial cognition, theory of, 129
entrepreneurial exit, 7
entrepreneurial narratives, 226
bridging narratives, 249–254
characteristics aspects, 230
co-authoring the narrative, 238–240
in the context of coherence, 240–249
living the story, 230
rebel with story, 254–258
storytelling loops, 234–238
telling the story, 228–230
writing the story, 228
entrepreneurs, evolving generation of,
  16–17
entrepreneurship
  as a means to company-building, 8
  textbooks and business school courses, 8
  erosion, entrepreneurial context of, 193
  exploding a market, 53
Facebook, 2, 54, 282, 294
Fair Isaac Corporation, 24
familiarity, 84
Feedback Loop Service, 295
FFC Process™, 52
FICO™ scoring, 24
Fisher, Walter, 252
formal structure, of an organization, 57,
  98–100
Fortune 500 companies, 5
fossil evidence, 132–135
frustrated systems, 100–103
strategies to reduce frustrations, 105–112
Garmin, 51
General Atomics MQ-1 Predator drone, 73
General Motors, 49, 192
Gerstner, Lou, 293
glaciation, entrepreneurial context of,
  192–193, 197, 215
Gladwell, Malcolm, 72–73
global economy, 2
global entrepreneurial activity, 3
global landscape changes, entrepreneurial
  context
  rapid, 189–191
  slow, 193
global news, global impact, 6–7
global opportunities, 282–284
GlobalCrossing, 170
Glynn, Mary Ann, 130
Golden, Matt, 93, 146–147, 208–209, 228
Goody, Sam, 190
Google, 2, 51, 53, 103, 177, 196, 202, 294
<table>
<thead>
<tr>
<th>Index</th>
<th>305</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google+, 54</td>
<td>Jaipur’ knee project, 2, 82</td>
</tr>
<tr>
<td>Google Docs, 54</td>
<td>James Bond, 75</td>
</tr>
<tr>
<td>Google Earth, 54</td>
<td>Jobs, Steve, 7</td>
</tr>
<tr>
<td>Google Knod, 274</td>
<td>Kamprad, Ingvar, 7</td>
</tr>
<tr>
<td>Google Maps, 51</td>
<td>Kauffman Foundation, 3</td>
</tr>
<tr>
<td>Google Scholar, 54</td>
<td>Kijii, 51, 249</td>
</tr>
<tr>
<td>Google Voice, 54</td>
<td>Kim, Dave, 4</td>
</tr>
<tr>
<td>Google Wave, 291</td>
<td>kindergarten classroom, managing a, 106</td>
</tr>
<tr>
<td>Grand Theft Auto™, 78</td>
<td>knee-ankle prosthetics, 83</td>
</tr>
<tr>
<td>Hopeful monsters, 276–280</td>
<td>knowledge, 84</td>
</tr>
<tr>
<td>Hurricane Katrina, 192</td>
<td>Kroll process, 52, 139</td>
</tr>
<tr>
<td>IBM, 110</td>
<td>landscapes, entrepreneurial context of addressing landscape change and implementing innovation, 194–195</td>
</tr>
<tr>
<td>Institute for Business Value (IBV), 12, 194</td>
<td>competitive landscapes, 189–190</td>
</tr>
<tr>
<td>iCell™ cardiomyocytes, 104, 175</td>
<td>metaphor, 189–190</td>
</tr>
<tr>
<td>Ikea, 103</td>
<td>opportunity landscapes, 187–188</td>
</tr>
<tr>
<td>imperfect opportunities, 69–75, 84</td>
<td>rapid global landscape changes, impact, 189–191</td>
</tr>
<tr>
<td>implausible ideas, 1</td>
<td>rapid local landscape changes, impact, 191–192</td>
</tr>
<tr>
<td>imprinting process, 187</td>
<td>slow global landscape changes, impact, 192–193</td>
</tr>
<tr>
<td>Indian entrepreneur, 288</td>
<td>slow local landscape changes, 193–194</td>
</tr>
<tr>
<td>Indian Motorcycle, 93</td>
<td>language of business models, 32–38</td>
</tr>
<tr>
<td>inflection points, in entrepreneurship, 205–217</td>
<td>learning thresholds, 184</td>
</tr>
<tr>
<td>building bridges, 216–217</td>
<td>Lee Enterprises, 51</td>
</tr>
<tr>
<td>cross roads, 205–206</td>
<td>Lehman Brothers, 49</td>
</tr>
<tr>
<td>skyhooks, 211–216</td>
<td>limb prosthetics, 81, 83</td>
</tr>
<tr>
<td>informal structure, of an organization, 57, 98–100</td>
<td>Linden, Greg, 274</td>
</tr>
<tr>
<td>information processing complexity, 91</td>
<td>living the story, of entrepreneurship, 227–234</td>
</tr>
<tr>
<td>innovative entrepreneurs, 226</td>
<td>Livny, Miron, 5</td>
</tr>
<tr>
<td>Innovator’s Dilemma, The, 52</td>
<td>local landscape changes, entrepreneurial context</td>
</tr>
<tr>
<td>InRainbows online, 53</td>
<td>rapid, 191–192</td>
</tr>
<tr>
<td>Intel, 177</td>
<td>slow, 193</td>
</tr>
<tr>
<td>internal consistency and entrepreneurship, 88–90</td>
<td>locally stable systems, for frustration management, 111–112</td>
</tr>
<tr>
<td>internet-based selling models, 37</td>
<td>logical rationality, 132</td>
</tr>
<tr>
<td>Inventing Entrepreneurs, 11, 18, 233</td>
<td>Louksbury, Michael, 130</td>
</tr>
<tr>
<td>iPhone, 202, 290</td>
<td>Lucigen, 181</td>
</tr>
<tr>
<td>iPS Cells (IPS), 156, 159</td>
<td>McDonalds, 282</td>
</tr>
<tr>
<td>irregular opportunities, 70–75</td>
<td>Madoff, Bernie, 144</td>
</tr>
<tr>
<td>iTunes App Store, 4, 53, 121, 122, 189–191, 212–214</td>
<td>Madonna, 190</td>
</tr>
<tr>
<td>managerial language of business models, 38</td>
<td>Martynek, 296</td>
</tr>
</tbody>
</table>
mathematical mechanics of complex systems, 167–169
Mayer, Marissa, 274
Merck, 13
metal ore processing, 52
Metallica, 68, 190
metals processing technology, 31
Metalysis, 28, 52–53, 79, 283
conflict management at, 244–246
narrative coherence of, 139–141, 242
Microsoft, 12, 54
Milgram, Paul, 85
Millipore, 174
Mittal, Sunil Bharti, 130
Molyneux, Peter, 77
Morpheus, 67
Morten, Tim, 75, 76–80, 236, 295
mp3.com, 68, 116, 250
MRSA infections, 260
Mukherjee, Pratap, 112, 209
multilevel goals
balacing within an organization, 97–98
characteristics, 94–95
Confederate Motorcycles, case of, 92–93
mapping of, 95–97
Recurve Inc., case of, 93–94
multinational firms, 6
Munjal, Dr Brijmohan, 228
music distribution market, 53
Musicland, 190
Nano car, 293
Napster, 67, 68, 189, 190, 250
narrative coherence, 132–135
Boston Consulting Group's (BCG) 1975 study of Honda, 134–135
at Cellular Dynamics, 155–164
characteristics associated with development of, 137
Patldown Man, case of, 133–134
at Return Path, 147–152
at Savage Entertainment, 152–155
at SustainableSpaces, 145–147
narrative dissonance, 237
narrative rationality, 132
NASAs's Pleiades, 164
nascent entrepreneurship, 2
network embeddedness, 184
New York Times, 51
Newmark, Craig, 227, 275–275
Nimblegen, 7
Nintendo, 77
Nokia, 201, 293
Nordstroms, 103
North State Symphony, 4
one-way filters, 181–187
asset specificity, 183
learning thresholds, 184
network embeddedness, 184
Oodle, 51, 249
opportunities
arbitraging of, 15
contextual elements addressing, 76–80
definition, 10
democratization of opportunity access and information, 50–51
designing the organization to address, 56–58
in dynamic environments, 90–91
embracing the unexpected, 281–282
examining opportunity shards in specific areas, 81–85
exploring and exploiting, 50
global, 282–284
identification and access, 84
imperfect and irregular, 70–75
and internally inconsistent elements, 88–90
monetizing interesting, 14
opportunity mindset for entrepreneurs, 13–18
and optimism, 297–301
process by which entrepreneurs exploiting, 10–11
relevance of insights, 291–294
as shards, 70–85
via strategic initiatives, 224–227
structures and resources to coordinate, 31
surprise, 260–261
unexpected, 262–275
unframing problems, 267–269
value of imperfect, 69–70
opportunity explorers, 52
opportunity landscapes, 187, 197
opportunity management, 57
optimism and entrepreneurship, 297–301
organizational commitment, 95
organizational complexity, 91
organizational design, for entrepreneurial activity, 26–27
Index

importance of, 58
organizational effectiveness, 85
organizational storytelling, 234–238
organizational structures, 98–100
Outblaze, 4
P120 Fighter, 220
Palay, Dr Thomas, 155, 253
Palay, Robert, 155
Palay, Tom, 156
Pascale, Richard, 134–135
path dependencies, 181–182
peer-to-peer networks, 190
physical systems, 166
Piltdown Man, case of, 133–134
Porter, professor, 40
Praj Industries, 31, 79
Praj Matrix, 229
Pratchett, Terry, 138
Price Waterhouse Coopers, 77
profitability, 14, 17, 225
Project Condor, 5
RackSpace, 89, 177, 178, 214
Radiohead, 53
Radiohead’s “In Rainbows”, 123
Rand, Ayn, 247
Rao, Arjun, 100–103
realty industry, of US, 36
Recurve Inc., 104, 105, 112, 210–211, 231, 239, 266, 283
managing conflicting elements, 242
and multilevel goals, 93–94
ReMotion, 82
residential energy efficiency auditing service, 146–147
resource structure, of business model, 44–46
resource-rich economies, 3
Return Path, 2, 5, 50, 53, 104, 224, 229, 231, 239, 254, 295
anti-spam system, 25
business achievement, 23
business model, 25–26, 42
business operation, 24–25
co-authoring narrative at, 240
coherence narrative at, 147–152, 272
coherent effects, 137–138
firm’s email “whitelisting” system, 24, 25
human resources, 61
motto, 24
organization, 23
organizational design, 26–27, 60
phishing attack incident, 237–238
rewarding programs, 137
success story, 58–63
RIAA lawsuits, 68
Roberts, John, 85
robotic systems, 73
Sadler, Joel, 82
Sakweer, Alex, 212
Savage Entertainment, 73–75, 111, 181, 187, 236, 290
bridge building process, 207–208
and concept of contextual relativty, 76–80
cohherence narrative, 143–144, 152–155
effect of glaciation, 192–193
one-team/one-client model, 76
Schumpeter, Joseph, 9
SEED Foundation, 2, 270–271
Sega, 77
Sender Score, 24
sense-making process, 39
Ship of Theseus paradox, 138
Silicon Valley, 3, 294
simple rules, theory of, 170–171
simplicity, in entrepreneurial contexts, 167–169
Sinclair, Jack, 5
sinkholes, entrepreneurial context of, 191–192
Skype, 2, 6, 188
smaller, interconnected world, 5
Smith, Zachary, 176, 179, 296
social entrepreneurship, 145
social networks, global impact, 6–7
Sonny, Shacko, 75, 76–80, 153, 236, 295
Sony, 31
Sony PSP, 75
Sorace, Antonella, 261
Southwest Airlines, 40, 103
effective implementation of low-cost strategy, 85–88
spammers, 59
standard English, 33
Star Wars, 75
Battlefront 2, 75
Stem Cell Products Incorporated (SCP), 156
stem cell technology, 126
annual funding for research, 127

© in this web service Cambridge University Press
www.cambridge.org
development of pluripotent stem cells (IPS), 126
stem-cell based assay for drug testing, 104, 156, see also Cellular Dynamics
storytelling loops, within and without the organisation, 234–238
strategic complementarity, theory of, 85
strategic managers, focus of, 128–129
strategically flexible firms, 199
strategy and business model, 39–41
strategy formulation process, 17
subgroup system, for frustration management, 109–110
Sull, Donald, 170
Sun Capital, 190
Sunbeam, 144
supermodularity, 163
sustainable development, 94
SustainableSpaces, 145–147, 208–209, 228
systematic innovation, 196
Tactics II, LLP, 155
Tata, 12, 103
Tata Motors, 293
Tata, Jamsetji, 7
Tata, Ratan, 293
technology affinity, 233
telecommunications, transformation of, 130–132
third-party marketing, 62–63
Thomson, Dr James, 155
Time Warner-AOL merger, 121
TomTom, 51
Toyota, 12
traditional entrepreneurship, 14
transaction structure, of business models, 46–47
transformers, 75
transistor-based computer chips, 31
Twitter, 50, 282

US military simulation, 2000, 72
United Nations, 12
Universal Vivendi, 68
value structure, of business models, 47–48
ValueLabs, 100–103, 193
venture capitalists and business models, 48, 209–210
venture management, 1
Verizon, 132
viable business model, 48
Victory Games, 295
video game industry, 77–78, 192–193
Viper Powersports, 222
VoxCAST content delivery network (CDN), 178
Voxel dot Net (Voxel), 89–93, 231, 296
adaptability to changes, 178–179
bridge building process, 178–179
building bridges, 216–217
origin and growth, 176–178
redrawing business model, 251
skyhooks at, 214–216
strategic opportunities, 224

Walkman™, 31
Wal-Mart, 12, 103, 282
WebX, 188
Wisconsin Alumni Research Foundation (WARF), 156
World Championship Of Custom Bike Building, 2007, 93
Wraith motorcycle, 28
Yahoo!, 170
Yang, Jerry, 228
Yelp!, 215
Zen stories of paradox, 289
Zott, Christoph, 46