

## Index

- accessibility, 142  
 Activision, 79, 181  
 ADM, 12  
 AES, 170  
 Akamai, 89  
 Amazon, 89, 177, 178, 214  
 Amgen, 174  
 Amit, Rafael, 46  
 analysis paralysis, 72–73  
 Android, 54  
 Apple, 12, 103, 189, 202, 293  
 Applied Biosystems, 174  
 Aprilia, 93  
 arm-hand prosthetics, 83  
 asset specificity, 183  
 AT&T, 132  
 Australopithecine fossils, 133–134  
 Autodesk, 170
- B120 Wraith, 93  
 Ballad of Phineas McBoof, The, 4  
 Barber Motorcycle museum, 222  
 Bertelsmann, 69  
 BestBuy, 190  
 Bharti Airtel, 2, 130–132, 270  
 Bilbrey, George, 5, 23, 58, 137, 271  
 biofuel and fermentation processing  
   plants, 31  
 Black & White (video game), 77  
 Blumberg, Matt, 23, 26, 27, 58–61, 137, 227,  
   229, 240, 253, *see also* Return Path  
   on change processes, 149  
   on ECOA, 148–149  
   evolution of business model, 151  
   on multiple markets, 148  
   on phishing attack, 237  
 Borges, Jorge Luis, 43  
 “born global” ventures, 6  
 Boston Consulting Group’s (BCG) 1975  
   study of Honda, 134–135  
 Broadjam Incorporated, 53, 69, 212–214, 254
- frustration management in, 115–123  
 use of narratives for organizational  
   processes, 249–251  
 business model innovation, 195–197  
   big innovators, 197–204  
   IBM’s insight, 196–197  
 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
- C5–6 Technologies, Inc. (C5–6), 181,  
 190–191, 205–206  
   living the story, 231–232  
 Carnegie, Andrew, 7  
 Cellular Dynamics, 2, 104, 126, 127, 230,  
 239, 253, 266, 295  
   acquisition of disruptive technology,  
   159–161

- 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
  - of 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
- DARPA Tech 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

## 304 INDEX

- 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
- Drucker, Peter, 39
- Dutt, Raj, 89, 143, 176, 177, 179, 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
- Elkins, Roy, 67, 115–123, 213–214, 249–251
- Elop, Stephen, 293
- email change-of-address (EOA) 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

- Google+, 54  
 Google Docs, 54  
 Google Earth, 54  
 Google Knol, 274  
 Google Maps, 51  
 Google Scholar, 54  
 Google Voice, 54  
 Google Wave, 291  
 Grand Theft Auto™, 78  
  
 Hellcat cycle, 108–109  
 highly innovative entrepreneurs, 195  
 highly-effective organizations, 103–104, 105  
 high-profile entrepreneurship, 2  
 Honda, 103  
 Honda Effect, 134  
 Hood, Leroy, 174  
 hopeful monsters, 276–280  
 Hurricane Katrina, 192  
  
 IBM, 110  
   Institute for Business Value (IBV), 12, 194  
 iCell™ cardiomyocytes, 104, 175  
 Ikea, 103  
 imperfect opportunities, 69–75, 84  
 implausible ideas, 1  
 imprinting process, 187  
 Indian entrepreneur, 288  
 Indian Motorcycle, 93  
 inflection points, in entrepreneurship, 205–217  
   building bridges, 216–217  
   cross roads, 205–206  
   skyhooks, 211–216  
 informal structure, of an organization, 57, 98–100  
 information processing complexity, 91  
 innovative entrepreneurs, 226  
*Innovator's Dilemma, The*, 52  
 InRainbows online, 53  
 Intel, 177  
 internal consistency and entrepreneurship, 88–90  
 internet-based selling models, 37  
*Inventing Entrepreneurs*, 11, 18, 233  
 iPhone, 202, 290  
 iPS Cells (IPS), 156, 159  
 irregular opportunities, 70–75  
 iTunes App Store, 4, 53, 121, 122, 189–191, 212–214  
  
 Jaipur' knee project, 2, 82  
 James Bond, 75  
 Jobs, Steve, 7  
  
 Kamprad, Ingvar, 7  
 Kauffmann Foundation, 3  
 Kijiji, 51, 249  
 Kim, Dave, 4  
 kindergarten classroom, managing a, 106  
 knee-ankle prosthetics, 83  
 knowledge, 84  
 Kroll process, 52, 139  
  
 landscapes, entrepreneurial context of  
   addressing landscape change and  
     implementing innovation, 194–195  
   competitive landscapes, 189–190  
   metaphor, 189–190  
   opportunity landscapes, 187–188  
   rapid global landscape changes, impact, 189–191  
   rapid local landscape changes, impact, 191–192  
   slow global landscape changes, impact, 192–193  
   slow local landscape changes, 193–194  
 language of business models, 32–38  
 learning thresholds, 184  
 Lee Enterprises, 51  
 Lehman Brothers, 49  
 limb prosthetics, 81, 83  
 Linden, Greg, 274  
 living the story, of entrepreneurship, 227–234  
 Livny, Miron, 5  
 local landscape changes, entrepreneurial context  
   rapid, 191–192  
   slow, 193  
 locally stable systems, for frustration management, 111–112  
 logical rationality, 132  
 Lounsbury, Michael, 130  
 Lucigen, 181  
  
 McDonalds, 282  
 Madoff, Bernie, 144  
 Madonna, 190  
 managerial language of business models, 38  
 Martynek, 296

## 306 INDEX

- 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
- Milgrom, 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
  - balancing 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
  - Piltdown 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
- NASA'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 exploders, 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

- 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
- Piltown 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
- Salkever, Alex, 212
- Savage Entertainment, 73–75, 111, 181, 187, 236, 290
  - bridge building process, 207–208
  - and concept of contextual relativity, 76–80
  - coherence 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, Chacko, 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

## 308 INDEX

- 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
- transactive 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), 89–89, 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