

## PROPOSITIONS

1. A business model is more complex than the sum of its parts.
2. The most important input for business model innovation is information, complete external information and diverse internal information; that is what drives successful business model innovation.
3. Leadership is a deciding factor in the process of business model innovation.
4. Business model innovation is at least as much behavioural as it is processual.
5. The assessment of success of business model innovation is dependent on it being exposed to the outside world, without exposure it is nothing more than a concept.
6. Our understanding of management science is far surpassed by its complexity.
7. A person can hear but not listen, but it is impossible to listen without hearing.
8. “Simplicity is a great virtue but it requires hard work to achieve it and education to appreciate it. And to make matters worse: complexity sells better.”

*(Edsger W. Dijkstra, 1972 Turing Award winner, 1930-2002)*

9. Objectivity is judgement in the absence of bias. As humans, we are shaped by our experiences and any judgement is a reflection of those experiences, hence objectivity is unattainable.
10. Theories are designed to fail; it takes a multitude of cases to prove a theory, but a single case to refute it.
11. “Tell me how you measure me, and I will tell you how I will behave.”

*(Eliyahu Goldratt, Physicist, Author and Management Guru, 1947-2011)*