



Transforming Entrepreneurial Research: Leveraging Library Research Services and Technology Innovations for Rapid Information Discovery

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Transforming Entrepreneurial Research: Leveraging Library Research Services and Technology Innovations for Rapid Information Discovery

Abstract:

Purpose

With the aid of libraries, the research aims to assist library patrons as well as businesses in swiftly and accurately acquiring knowledge and insights from scholarly literature to guide their inventive and decision-making processes. The foundation for achieving the goal is connected papers technology.

Design/methodology/approach

The author's professional expertise in performing literature reviews using connected papers technology as well as using other ways, and corresponding with entrepreneurs and librarians impacted the article's research methodology.

Findings

The use of connected papers technology in the library context for helping entrepreneurs is discussed. Libraries and entrepreneurs could benefit from using Connected Papers technology to quickly compile pertinent data from scholarly literature to provide research support to students, faculty, and staff as well as to solve business

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challenges of entrepreneurs internal and external to the universities. According to the paper, adopting this technology can speed up information gathering and drastically reduce the time needed to search through bibliographic databases. Using this technology can help entrepreneurs at various phases of their entrepreneurial journeys and give libraries a productive way to assist business owners with their information needs. The support is equally applicable to other library patrons that are looking for research support from libraries.

Originality/Value

This paper's novelty comes from its examination of the usage of connectedpapers.com technology to compile data from scholarly literature to assist entrepreneurs in solving their business problems. The useful advice this paper offers entrepreneurs and librarians is what makes it valuable. By using connectedpapers.com technology, businesses may be able to get critical information from scholarly literature to foster a series of experimentation quickly and effectively. Also, librarians can help their patrons with systematic reviews and other research services by using this application.

Keywords: Libraries, Entrepreneurship, Systematic literature reviews; connected papers technology.

1. Introduction

An increasingly popular review methodology to summarise the corpus of literature in a discipline is systematic literature reviews [1]. A systematic approach is required while conducting literature reviews because they serve to compile and synthesize the knowledge already known about a subject [2]. To support faculty, students, and researchers in their research-related activities, libraries offer research support services [3]. For instance, the Gerstein Science Information Centre library at the University of Toronto (UOT) offers one-on-one research consultations to its students, educators, and researchers so that they can talk about their research topics and

search approaches with functional expert librarians¹. These days, libraries are growing their operations by expanding their services to support entrepreneurs in their business operations, including those who are both internal to the university—like students and researchers—and external—such as entrepreneurs who have no official affiliation with universities. For instance, University of Toronto assists its own internal entrepreneurs by helping them develop their entrepreneurial abilities and collaborate with other elements of the innovation ecosystems, for instance, accelerators. The Public library of Toronto² supports entrepreneurs who are not linked with a specific university and are instead from the general public. As a result, anyone who is an entrepreneur can use public libraries, regardless of their history or affiliations. Technology adoption can further streamline library support for systematic literature reviews or reference services, which will benefit the library community's ability to assist its customers, especially entrepreneurs.

The literature does not address the phases of the entrepreneurial journey at which entrepreneurs need systematic review. Drawing from our extensive professional engagements and ongoing dialogues with both librarians and entrepreneurs, it becomes evident that entrepreneurs recognize the significance of accessing well-crafted scholarly literature. Yet, existing literature lacks insights into the extent of entrepreneurs' engagement, the rewards gleaned from literature consumption, their scholarly contributions, and the added value their shared insights bestow upon fellow entrepreneurs. However, according to recent research, there is currently a limited knowledge transfer from academic literature to entrepreneurs in the context of software startups [4]. High-quality research is, nonetheless, published in the literature. The research outcomes suggest that to capitalize on this quality information, publishing

¹<https://gerstein.library.utoronto.ca/research-consultations>

²<https://www.torontopubliclibrary.ca/>

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practices must be changed to better serve the needs of entrepreneurs, such as by focusing on research-in-practice and innovating article structures. To find prospective articles and venues, it is also proposed to enhance the citation framework. As implementing such solutions would take time, it is essential to put in the appropriate technology to assist entrepreneurs in quickly locating appropriate knowledge from the complex and diverse body of scholarly literature that meets their business needs.

The entrepreneurial journey begins when the budding entrepreneurs gain a desire to become an entrepreneur. According to our interactions with entrepreneurs, students today have a high level of entrepreneurial inclinations when it comes to starting their firm after graduation. This had been mediated by the growing support of academia, for example, through entrepreneurial activities through accelerators, libraries, incubators, and increased focus on entrepreneurial activities by federal governments. For instance, University of Toronto (UOT) offers support from entrepreneurial librarians, Accelerators³, external partners like the creative destruction lab⁴, and centers like the Centre of Entrepreneurship⁵ to provide rich resources for entrepreneurship and innovation to its staff, students, and researchers. A community for encouraging innovations is made up of these.

The university resources are functioning as engines for successful innovations by providing help to entrepreneurs at different phases, such as those in the early stages or those wishing to develop their entrepreneurial skills. This is consistent with the results of previous studies showing that students with more entrepreneurship education have stronger entrepreneurial inclinations [5-6]. Researchers have been motivated to explore entrepreneurial endeavours by incentives provided by universities that place a strong emphasis on teaching,

³<https://entrepreneurs.utoronto.ca/for-entrepreneurs/u-of-t-accelerators/>

⁴<https://entrepreneurs.utoronto.ca/?accelerator=creative-destruction-lab>

⁵<https://www.entrepreneurship.artsci.utoronto.ca/>

research, and entrepreneurship (also known as entrepreneurial institutions) [7]. According to research, students' entrepreneurial intent was correlated with conscientiousness, openness, and alertness [8]. Based on my professional experiences, these elements are brought about by the entrepreneurial education provided in universities.

Entrepreneurs seek support from innovation ecosystems, such as incubators and business experts, as they travel through the entrepreneurial journey to find answers to various business problems. Also, they try to contact public and university libraries for assistance in locating the appropriate resources, databases, and references for searching bibliographic databases. Our professional interactions with various university and public libraries have led us to believe that some librarians offer "seed papers," systematic review guides, bibliographic database access, and continued support to students while they conduct reviews. Hence, entrepreneurs and librarians should not have issues adopting the technology that allows for the speedy gathering of knowledge from various bibliographic databases.

This article describes the adoption of connected papers technology, which may prove to be a useful tool for libraries and entrepreneurs to quickly acquire crucial information from scholarly literature that meets entrepreneurs' business needs. Libraries already provide support for systematic reviews and other research services to teachers, staff, and students, for instance, University of Toronto, Canada⁶. University libraries have been providing their patrons with access to this technology, for instance, ETH Zurich⁷, and Princeton University⁸. The adoption of this tool will shorten the time they

⁶ <https://gerstein.library.utoronto.ca/systematic-scoping-review-service-ssrs>

⁷ <https://library.ethz.ch/en/locations-and-media/media-types/databases-standards-patents/connected-papers.html>

⁸ <https://libguides.princeton.edu/c.php?g=1171670&p=8559773>

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would normally need to search through bibliographic databases for knowledge. This tool's visual information-gathering process makes analysis incredibly simple and rapid.

The results of this article's literature review and reference services for entrepreneurs are its primary focus, but they are equally valuable for assisting other clients of the library for these services.

2. Systematic Reviews in Entrepreneurship Journey

The necessity for systematic review arises at many points during the entrepreneurship journey, according to my professional experience working with university libraries, entrepreneurs, incubators, and accelerators, particularly in pandemic situations. Those hoping to capitalize on business opportunities during the epidemic, such as university students researching to find solutions or established entrepreneurs looking to expand or survive, were searching for new ways to carry out their business operations. The goal was to swiftly gather information from many sources that could be used to confront the pandemic. One such resource continued to be systematic reviews. These reviews were conducted in cooperation with university libraries or self-conducted (especially for those entrepreneurs with knowledge and access to the scholarly literature). Based on the knowledge presented in the literature [9-10] and my professional experiences with startups, particularly during pandemics, the entrepreneurial lifecycle can be divided into two stages: the entrepreneurial development phase and the operational phase. The former stage is consistent with the stages of entrepreneurial education outlined in [9]. Entrepreneurs might take theoretical and practical training at this stage. They first learn about entrepreneurship through theoretical classes (this paper terms it as a basic stage). After that, entrepreneurial skills were taught using a variety of teaching techniques, including case studies and real-world examples (let's call it the medium stage). Ultimately, via the use of incubators, accelerators, and more practical interactions with

entrepreneurs, buddy entrepreneurs are given opportunities to apply their knowledge in the real world (let's call it an advanced stage).

The pre-startup, startup, and growth phases of the startup life cycle as mentioned in [10] are included in the latter stage of the entrepreneurial life cycle (called the operational phase). During the pre-startup phase, the business idea is tested, or more typically, the problem/solution fit. During the startup phase, a Minimum Viable Product (MVP) is created, and the product/market fit is tested. A startup in the growth stage is expanding, as evidenced by rising sales and market shares. In this stage, a startup's business model is scaling. The advanced level of the entrepreneurial development phase may overlap with the operational phase's pre-startup or startup phases. For instance, university researchers may use libraries and university accelerators to develop their entrepreneurial skills, test their ideas as well as conduct prototyping with potential customers. The stages of the entrepreneurial life cycle with associated sub-stages, the need for literature reviews, and the types of resources they require are shown in Table 1.

Table 1: Entrepreneurial life cycle, required resources, and reviews.

Depending on the stages of the entrepreneurship life cycle, their research questions, and the business environment circumstances, entrepreneurs need reference articles from libraries, micro-reviews, and systematic reviews. For instance, one entrepreneur sought to do a comprehensive assessment regarding how to implement innovations during pandemics and how to seize chances during that time.

3. Connected Papers Tool

ConnectedPapers is an application technology that offers a visual depiction of research articles and the links between them. The links between the research articles represent the similarity between them



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and are displayed graphically through a graph. The graph is the collection of nodes and edges where nodes represent the articles “similar to” each other and edges connect these similar articles. The similarity is determined based on two measures namely Co-citation (two documents cited by the same third document) and Bibliographic Coupling (when two documents cite the same third document). The articles with higher similarity appear with thick connecting lines and clusters in close spatial proximities with each other in the graph. The size of the node represents the citations received by the article and the colour represents the publication year. The articles cited by the articles in the graph or those cited by graph articles do not appear in the graph. However, they could be accessed under special tabs namely Prior Works and Derivate Works. Prior work and derivative works could be sorted by several metrics namely paper title, author name, publication year, article citations, and graph citations. Prior work provides important seminal research work that is conducted before the seed paper study and represents those that are cited by numerous common articles in the graph. Derivate work lists the latest research works that follow the papers in the graph and represents those that are citing numerous common articles in the graph.

The empirical researcher needs to input the “initial paper or seed paper” and the software finally builds the graph connecting the articles similar to the seed article. The Prior and Derivative works are also accessible to him. The graph will assist the researcher in identifying research trends and themes (or subtopics within the research topic), such as entrepreneurial opportunities during the pandemic (theme 1) and startups during the pandemic (theme 2), as well as theoretical works or the latest works related to the research topic.

Figure 1 shows the graph for the paper about entrepreneurship during the pandemic [10]. Figure 2 shows Prior works and Figure 3 shows Derivative works.

Figure 1: Network Graph of Similar Articles.

Figure 2: Prior works List.

Figure 3: Derivative Works List.

The seed paper relates to Temporary business model innovations (refer to [11] for Temporary business model innovation). in the pandemic, and this body of literature is still expanding, hence the graph is not very dense. Furthermore, this graph is effective enough for entrepreneurs and research librarians to readily understand the research theme patterns across this difficult research subject with significant relevance for startups in the pandemic.

This tool can be valuable for the university libraries that are supporting the students, faculty, and buddy entrepreneurs by providing them with research services, for instance, quick response to their queries or referrals to the prominent research article. Using this tool, the entrepreneurs could also be able to execute a search based on referrals and guidance by the librarians throughout their startup journey.

Although this tool offers useful information on significant papers that are closely related to the seed paper, it could not include all pertinent or significant articles on a certain subject (especially those that are recently published and not very well strongly related to the seed article). Nonetheless, it's beneficial for entrepreneurs looking for quick fixes to find solutions to their difficulties and keep trying new things until an ideal solution is found. Because it will always be necessary to consult business professionals and libraries to have a thorough understanding of a given topic, this application won't be able to replace those resources completely.

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4. Empowering Entrepreneurs through Technology and Library Resources

Through their entrepreneurial journeys, entrepreneurs can obtain knowledge and insights by using systematic reviews as a resource. Entrepreneurs frequently need to acquire data from several sources to make informed decisions and spot new opportunities as they repeatedly experiment and innovate. This data frequently also originates from scholarly literature. One German startup, for instance, really conducted a literature analysis to learn about how to innovate amid a crisis and then applied the results to his startup working context. By supplying referral materials, seed papers, and guidance on how to utilize the tools and analyze the results, libraries may help entrepreneurs. This can assist entrepreneurs in developing their skills and expertise in conducting systematic evaluations while also enabling them to become more self-directed and independent.

Libraries can assist with individual reviews as well as training and workshops on research techniques like literature searching, critical evaluation, and evidence synthesis. These tools can aid entrepreneurs in learning more about the research procedure and improving their evidence-driven research skills over time.s

5. Best practices for leveraging library services and technology innovations

Here are some best practices for utilizing library services and technological advancements to aid in the acquisition of entrepreneurial knowledge from scholarly literature and the development of independent research skills to fuel ongoing business experiments empirically.

- **Work together with libraries:** Working with librarians can help entrepreneurs traverse challenging research areas and find pertinent literature. Librarians can help by offering helpful recommendations in the form of seed papers and advice on utilizing and analyzing technology. Libraries provide systematic
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review services that help and direct researchers as they undertake in-depth reviews of the literature. Entrepreneurs and librarians can collaborate to create a review protocol and find pertinent literature on the topic.

- **Use technological resources:** Libraries provide a variety of digital resources and technological resources that can assist business owners in conducting systematic evaluations more quickly and effectively. Connected papers technology, for instance, can speed up the review procedure and assist business owners in organizing and analyzing their findings. Adoption-related obstacles will be eliminated through the usage of these user-friendly technologies. This, together with the culture of experimentation in libraries [12-14], will encourage people to keep experimenting with novel technologies in order to continuously enhance the library research services. They might find it easier to adopt digital technology with the assistance of partner organizations, like the Mobile Application Development Lab (MADLab) at the University of Toronto Libraries [12].
- **Participate in Entrepreneurial skill development:** Participate in training classes and workshops offered by libraries on research methods and skills, such as literature searches, critical analysis, and evidence synthesis. Attending these workshops will help entrepreneurs develop their research techniques and keep up with the newest technological resources and tools.

This will help entrepreneurs in acquiring the independent research skills necessary to continuously verify business hypotheses by fusing data from academic research, professional opinion, and other research techniques. Entrepreneurs can effectively use systematic reviews as a resource to gather knowledge and insights, make educated decisions, and identify new opportunities as they repeatedly experiment and innovate by leveraging library services and technological advancements in these ways.

6. Concluding remarks

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By the provision of systematic review services, resource materials, and training and workshops on research procedures, libraries play a crucial role in assisting entrepreneurs. Entrepreneurs may undertake systematic reviews of the scholarly literature quickly and effectively using digital platforms like Connected Papers, giving them the knowledge and insights, they need to innovate and make wise decisions. With the aid of libraries and technological advancements, businesspeople can improve their research techniques and learn to be more self-directed and independent in their quest for knowledge, which will ultimately result in more fruitful and significant entrepreneurial outcomes. This AI-powered tool will produce useful data for entrepreneurs, but it won't eliminate the need for business advisors and librarians.

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Informed Consent Statement: Since there were no human subjects in this study, informed consent was not necessary.

Data Availability Statement: Not Applicable.

Conflicts of Interest: The authors declare no conflict of interest.

Table 1: Entrepreneurial life cycle, required resources, and reviews.

Stages	Sub-stages	Type of support	Literature reviews	Pandemic examples.
Entrepreneurial development phase	Basic	Theoretical courses	Referral articles and/or mini-reviews.	New course on “Facebook for small businesses”.
	Medium	Practical courses		How to reply to changing markets using data approaches?
	Advanced	Practical courses and real market interactions	Referral articles.	How do entrepreneurs adopt open-source technology?
Operational phase	Pre-startup	Real market interactions	Systematic reviews (mostly for problem/solution fit).	Best practices for innovating business models in crisis?
	Startup		Referral articles and/or mini-reviews.	Which technologies are reported in the literature for conducting online customer interviews?
	Growth		Referral articles and/or mini-reviews.	How to survive in the tourism industry or diversify?

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The screenshot displays the 'CONNECTED PAPERS' interface for the query 'Temporary business model innovation - SMEs' innovation response to the Covid-19 crisis'. The interface includes a search bar, navigation tabs for 'Prior works' and 'Derivative works', and a 'Sponsored by DagsHub' badge. On the left, a list of papers is shown, with the top entry being the 'Origin paper' by T. Claus, M. Breier, S. Kraus, S. Durst, and Raj V. Mahto (2021). The central area features a network visualization of papers, with nodes representing individual papers and lines indicating citation relationships. A color scale at the bottom of the network indicates the creation date, ranging from 2014 to 2022. On the right, a detailed view of the origin paper is provided, including its title, authors, year, journal, and a summary of its content. The summary states: 'The Covid-19 crisis has hit SMEs particularly hard. Numerous business models (BM) have been limited or rendered downright impossible due to decreased social contact. SMEs can respond to this exogenous crisis via temporary business model innovation (BMI). This empirical study investigates these temporary BMs using a multiple case study approach based on five SMEs in Austria, Germany, and Liechtenstein who within a short period of time applied their core competencies and networks to integrate new BMs, which were in some cases very different from existing ones. These had a positive effect on strategic flexibility, and if desired can also be incorporated into the firm long-term. The paper contributes to SME crisis management during the Covid-19 pandemic by...'

Online Information Review

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Temporary business model innovation – SMEs' innovation response to the Covid-19 crisis

Prior works Derivative works Sponsored by DagsHub

Prior works

These are papers that were most commonly cited by the papers in the graph.

This usually means that they are **important seminal works** for this field and it could be a good idea to get familiar with them.

Selecting a prior work will highlight all graph papers referencing it, and selecting a graph paper will highlight all referenced prior work.

Title	Last author	Year	Citations	Graph citations
Business Models, Business Strategy and Innovation	D. Teece	2010	6401	35
Business Model Evolution: In Search of Dynamic Consistency	Xavier Lecocq	2010	1501	34
Business Model Innovation: Opportunities and Barriers	H. Chesbrough	2010	3162	34
The Business Model: Recent Developments and Future Research	Lorenzo Massa	2011	3925	31
The Role of the Business Model in Capturing Value from Innovation: Evidence from Xerox Corporation's Technology Spin-Off Companies	R. Rosenbloom	2002	4229	31
Value creation in E-business	C. Zott	2001	5139	29
Business Model Design: An Activity System Perspective	R. Amit	2010	2388	29
Embedding Strategic Agility A Leadership Agenda for Accelerating Business Model Renewal	Mikko Kosonen	2010	963	28
From Strategy to Business Models and onto Tactics	J. Ricart	2010	2102	28
Reinventing Your Business Model	H. Kagermann	2008	2357	27

Information Review

CONNECTED PAPERS Temporary business model innovation – SMEs' innovation response to the C Share Follow About Pricing Sponsors Log in

Temporary business model innovation – SMEs' innovation response to the Covid-19 crisis Prior works Derivative works Sponsored by DagsHub

These are papers that cited many of the papers in the graph.
 This usually means that they are **either surveys of the field or recent relevant works** which were inspired by many papers in the graph.
 Selecting a derived work will highlight all graph papers cited by it, and selecting a graph paper will highlight all derivative works citing it.

Title	Last author	Year	Citations	Graph references
The development of business model research : a bibliometric review	P. Trkman	2021	30	9
An integrative framework for business model innovation in the tourism industry 旅游业商业模式创新的综合框架	Maurice M. Steinhoff	2022	2	8
Start-ups' business model changes during the COVID-19 pandemic: Counteracting adversities and pursuing opportunities	Graciela Corral de Zubielqui	2022	7	8
Effecting, but effective? How business model visualisations unfold cognitive impacts	K. Hölzle	2020	7	7
The ROAD to continuous business model innovation: A longitudinal study unveiling patterns of cognitive sensing dynamic capabilities	M. Gibbert	2021	3	6
Theorizing business model innovation: an organizing framework of research dimensions and future perspectives	Patrick Spieth	2021	7	6
Small and Medium Tourism Enterprise Survival in Times of Crisis	Andrea Cobo-Gonzalez	2021	0	6
Digital Transformation of Incumbent Firms: A Business Model Innovation Perspective	Christian Klusmann	2021	15	6
Micro-level practices of bricolage during business model innovation process: The case of digital transformation towards omni-channel retailing	Xavier Lecocq	2021	13	6
Business models big and small: Review of conceptualisations and constructs and future directions for SME business model research	M. Brady	2020	10	6

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