Disrupting the “Habitus”
How disruptive innovative offerings and services can drastically change the usual views of our current “habitus”

Author: Karol Mendieta
Supervisor: Dr. Frederic Bill
Examiner: Malin Tillmar
Subject: Degree Project
Level: Master Thesis
Abstract

This thesis is guided primarily by concepts associated with Pierre Bourdieu's habitus perspectives by comparing them with disruptive innovative products dynamically developing broader context related to market offerings and services, and their positive outcomes once the habitus is disrupted. Understanding how disruptive innovation can change the habitus traits among customers. At the same time, by discovering the habitus traits of managers in corporations have failed to pay close attention to the new tendencies either by ignoring the signs from customers' demands or missing significant opportunities in the market that could help them to improve the business approaches. Disruptive Innovation describes a process through which new products that underperform in comparison to existing products' key attributes intrude upon a market by introducing an alternative package of benefits centered around being cheaper, simple, smaller, and or/ more suitable for consumers demands. Thus, companies should be aware of these disruptive leanings as a form to stay competitive in the given industry.
Preface

Part of the background to write this Master thesis has to do with my personal and particular interest in the different forms of capitals and the habitus characteristics designed by the French sociologist, anthropologist and philosopher Pierre Bourdieu in the 1970s until these days. My immense interaction in previous classes and lectures taken in Linnéuniversitetet in Växjö, Sweden and my recent exchange program studies in Karl-Franzens Universität-Graz, Austria, reintroduced my previous approaches to these concepts from the different point of views. Also, by studying the various forms of capitals, the habitus characteristics and their interaction to the beneficial patterns they can deliver in a given community or industry in our modern times. Also, seeing many ways of understanding the diverse class of usefulness these forms of capitals can be once exchanged in consequence of the advantages they might provide to organizations and businesses. By upgrading these forms of capitals, traditional business models can reorganize into entrepreneurial and sustainable business models as comprehending the transition some of these agencies are going towards lasting and modern tendencies regularly pushed by modern proactive movements in their respective industries favoring social classes and their implications in the growth of the community and individual development.

Keywords: Pierre Bourdieu, habitus, innovative business models, and disruptive innovation.
# Table of content

Preface ........................................................................................................................................................................... ii

1 Introduction .................................................................................................................................................................. 1
  1.1 Problem Discussion ............................................................................................................................................. 2
  1.2 Purpose ............................................................................................................................................................... 3
  1.3 Research question .............................................................................................................................................. 3
  1.4 Relevance and Value ....................................................................................................................................... 4
  1.5 Outline for thesis ............................................................................................................................................... 4

2 Problem analysis ...................................................................................................................................................... 5
  2.1 Exchangeable capital approaches .......................................................................................................................... 5
  2.2 Changing the habitus nature ............................................................................................................................... 6
  2.3 Fear of entrepreneurial behavior ....................................................................................................................... 7
  2.4 The need of modern sustainable business models in our society ....................................................................... 8
  2.5 The introduction of radical innovative patterns in our times ........................................................................... 9

3 Theoretical background ........................................................................................................................................... 12
  3.1 Accepting Habitus traits ................................................................................................................................... 12
  3.2 Understanding Pierre Bourdieu's forms of capital ............................................................................................... 13
  3.3 The awaking of disruptive innovation .............................................................................................................. 15
  3.4 The Co-Evolution of sustainable business models .......................................................................................... 18
  3.5 Sustainable business models in our current times ........................................................................................... 24

4 “Habitus” concepts to understand organizations ................................................................................................... 29

5 Methodology .............................................................................................................................................................. 31
  5.1 Research Philosophy .......................................................................................................................................... 31
  5.2 Empirical research .............................................................................................................................................. 32
    5.2.1 Quantitative and Qualitative Research ........................................................................................................ 32
  5.3 Methodology application in this research ......................................................................................................... 35
  5.4 Research Approach ....................................................................................................................................... 38
    5.4.1 Case Study: Chapter 11 Bankruptcy case studies “A Blockbuster failure: How an Outdated Business Model Destroyed a Giant.” ........................................................................................................ 38
    5.4.2 Case Study: Corporation in Crisis “General Motors” .................................................................................. 41
    5.4.3 Case Study: Corporation in Crisis “Eastman Kodak” .................................................................................. 44

6 Discussion ................................................................................................................................................................ 49
  6.1 Discussion for Case Study: “A Blockbuster failure: How an Outdated Business Model Destroyed a Giant.” .................................................................................................................................................. 49
  6.2 Discussion for Case Study: Corporation in Crisis “General Motors” ............................................................... 51
  6.3 Discussion for Case Study: Corporation in Crisis “Eastman Kodak” .................................................................. 52

7 Conclusion and Recommendations ......................................................................................................................... 55
  7.1 Conclusion ............................................................................................................................................................ 55
  7.2 Recommendation ............................................................................................................................................. 56
  7.3 Purpose fulfillment ............................................................................................................................................. 56

8 Personal Ending Notes ............................................................................................................................................. 58

Bibliography .................................................................................................................................................................. 61

Appendix ..................................................................................................................................................................... 1
List of Figures

Figure 1. Disruptive Innovation Model .................................................................16
Figure 2. Evolutionary Processes of Sustainable Entrepreneurship ....................23
Figure 3. Value Mapping Tool ............................................................................25

List of Tables

Table 1. Blockbuster’s Timeline .........................................................................38
Table 2. General Motor’s Timeline .....................................................................41
Table 3. The Eastman Kodak’s Timeline .............................................................46
1 Introduction

Pierre Bourdieu's theory of social and cultural reproduction has attracted considerable attention from sociologists in the English-speaking world since the first translations of his work appeared in the early 1970s. His anthropologically and historically informed approach to the study of social and cultural reproduction has brought a new sense of coherence to the sociology of education. Alongside categorizing Bourdieu’s theory of practice, the different existing market environments such as political, social, economic, and technological events should be analysed and studied from the angle of the many advantages they can provide as forms of capital in the view of how businesses and organizations would benefit from them. Taking into consideration the on-going interaction of these participants in several environmental factors in the market, as well as the services they provide while taking different patterns in the processes of improvement and augmentation of their successful relationship with customers in the market.

While it is undeniable, the fundamental ideas and concepts of Bourdieu's forms of capitals are used to build up a significant understanding of the sociological approaches towards determinate industries, the automotive industry for instance. The willingness to exchange competitive expertise and knowledge as fostering their capabilities for the constant improvement for determinate offerings and services has not been presented, yet. As part of the research, Bourdieu’s work will be submitted in this paper. Moreover, Bourdieu's forms of capital will be related to particular examples of businesses and the leverage they can have if they tend to merge and attain with other business that can exchange their capabilities with each other as their current situations given the respective characteristics and brief consideration of the markets influences as they can be associated the one with the other in order to benefit its correspondent industry of interest. Also, considering the habitus traits, as a group of incorporated inclinations people have to create their existent societies due to physiological or psychological experiences, in which the outcomes are shaped and form in people's mind as a kind of habitus. Pierre Bourdieu refers to his concept of habitus traits as the tangible and physical representation of cultural characteristics, skills, and tendencies people have according to their life experiences or preceding repercussions standing for mechanical reactions to the social world surrounding them. On the following chapters, I would expand further the whole meaning of habitus concepts.
Correspondently, the concepts of sustainable entrepreneurship and modern business models from Professor Stefan Schaltegger will be presented in this paper as the concurrence with current organizations and potentiality of success can be measured by already examples of taken industries with modern counterparts.

1.1 Problem Discussion

If we intend to compare Pierre Bourdieu’s concepts of habitus traits and the ideas based on the book "The Social Structures of the Economy" (2005), the common denominators are the fields, habitus and its capitals, with the importance of understanding the basis for solving problems in certain social fields where the association among them can nurture the progressive growth in their areas of expertise. Consequently, Pierre Bourdieu (2005) solidly stresses his concept related to the social structures of the economy, because he stated that it is beside the competence of the fields that are imperative to take into account the social aspects to explain economic behaviour and societal denominators (Bourdieu, 2005). The basic understanding of this approach resulted that Bourdieu developed the methodological trio, which is: the social field, different forms of capitals and the habitus. The aim is to comprehend and analyse the relationships between the agents of the field and the situations, in which most of the times the actions have a tendency to happen (Webb et al., 2002). To follow up, using these concepts determinate industries can be described by the idea of fields and the agents just as complying their interplaying roles in public or as a state. Within the same conceptuality, the habitus traits are displayed as Bourdieu tried to analyze as a variable of cultural perceptions that people have been influences in the society of existence by creating a status given the embodied dispositions, skill, and habits accordingly to the interrelation of the cultural capital in part of people's life experiences (Bourdieu, 2005). In this manner, the following part defines the idea of social fields and the agents that Pierre Bourdieu identifies as industrial fields with the detailed understanding of its rules (Bourdieu, 2005). Just to name some examples of the fields, it is nice to remember the educational, literary, or scientific fields, for instance, that can be recognized in our society during these recent years (Gripsrud, 2002). A social area is described as a field in which the actions occur under certain values, attitudes, and ideas, in conjunction to where the agents expend much effort with the view to improve their status and recognition among themselves (Gripsrud, 2002). Thus, the habitus consists of the entire appearance of a person in the certain social group, which are commonly
influenced by its past experiences (Gripsrud, 2002). This results in a “set of tendencies to act in a certain way in certain situations,” the so-called dispositions (Gripsrud, 2002, p.64). All these social fields are distinguished by the competition among the different agents that try to improve their position by following various strategies (Thomson, 2012). In its entirety, one can speak of settled field of power, which contains several social fields. Thus, it is possible for collectives of people to occupy more than one common field at once (Thomson, 2012). The term power describes the relationships between the individuals and institutions in strong fields to each other and among the entire social sphere. Taking into account, the combination of different forms of capital, relations, and practices in the areas where they are constituted. Furthermore, a continuous exchange between the fields takes place and leads to an interdependent relationship (Webb et al., 2002).”For example, what kind of schooling people receive in the education field can make much difference to how they are positioned in the economic field” (Thomson, 2012, p.69). In such a way, the amount of power of a person in a given social field will be influenced by the individual's position within the field and the person's amount of capital collected over the years (Webb et al., 2002). On the other hand, disruptive, innovative ideas are taking over the different market environments they want to enter with the sufficient backing from technological progress. Thus, by creating new market surroundings and the valuable network can potentially shake the industry at any given time. This can take place by displacing from a comfortable ground to established market leading firms due to their ignorance to realize new products or services are shifting as a real treat.

1.2 Purpose

The purpose of this research is to propose deeper understanding on how external innovative disruptions affect the habitus of mature organizations.

1.3 Research question

The research question proposed for this thesis is, how disruptive innovation can change the habitus of organizations in a giving business setting? At the same time, how can habitus impair the possibility of organizations to survive in a changing market environment?
1.4 Relevance and Value

There is not an exact delineation of why it is important to understand Bourdieu’s forms of capitals. Nonetheless, the outreach of the attention for studying the characteristics of habitus and its unnoticed correlation, in the case of disruption, gives a significant difference of interpretation by the cultural, economic and social capital as their distinction of status positions and relevance in low or high culture of applicability in any given corporation, for instance. Dependent on cultural and social capital, economic capital plays lesser roles in comprehending the social structure of cultural fields by redefining the gravity of their association with certain corporate structures.

1.5 Outline for thesis

This thesis is divided into eight sections. The first part of the thesis includes a short presentation of the problem to be discussed in the introduction, which is followed by detailed arguments of the problem and an in-depth analysis of the relevant theoretical background. In the following sections, four remarks the habitus concepts within organizations. Section five gives insight into the methodology of the research, while sections six and seven present the discussion and conclusions of the study. The last part of the paper offers a conclusion of the studies followed by its several recommendations including personal ending notes for further research in the field appointed in the thesis.
2 Problem analysis

This following chapter analyzes the broad dimensions of the key terms for the study. The sub-sections are divided for a better understanding and wider comprehension based on those key terms.

2.1 Exchangeable capital approaches

To understand the formation and functioning of the social world one need to take into account that capital comes in many different forms from the one recognized by economic theory. Nowadays, it is well-known that companies indeterminate industries need the support of some other companies that are not even close to whatever they intend to serve or sell to their customers like the services they are supposed to deliver lean to discern from their current trends and behaviors among other actors (Anheier, Gerhards and Romo, 1995). This can be considered as a total waste of money and human capital in some cases, especially in the cases of small-medium size enterprises. However, the way of interaction of each one of them has a real focus as they have an inclination to establish a backbone for their fundamentals, whether they are relevant to their interest of given organizations “depending on the field in which it functions” and determinate preconditions “at the cost of the more or less expensive transformations” (Tittenbrun, 2016, p. 86). In consideration of taking the next step further, in order to make this exchanging of capitals more accessible, and at the same time more significant by their given benefits, the interpretation of the existing capitals proposed by Bourdieu 40 years ago in our modern society goes beyond by accepting new tendencies which are varying in our society and how the interchange of these resources becomes more globalized and related despite the differences in economies, cultures, and societies (Tittenbrun, 2016). For this reason, the usage of current technologies and modern devices, people can see, and learn from similar conditions of others competences in different fields of experience and learn methods of implementation that can be beneficial for their organizations (Anheier, Gerhards and Romo, 1995). Concurrently, adding to the challenge of defining significant risk and high uncertainty the result of the failure, the idea of the lack of knowledge about the potentiality of the advantages for exchanging forms of capitals is in fact how opportune and well specify they have been conceptualized by using either objective or subjective criteria. In both terms, the firm and individual levels of analysis approaches can forecast the makings of the efficient,
sustainable capture of values in their respective market environments by "potential capacity to produce profits" or "to reproduce itself in identical or expanded forms" (Szeman and Kaposy, 2011, p. 81). In conjunction with the degree of capital, exchanges take place in our current times it would have to revitalize the trends of globalization that can be foster and nurture with consequential approaches for other progress of businesses (Szeman and Kaposy, 2011).

2.2 Changing the habitus nature

Let all think about a very particular situation when the possibility of changing in an entirely different manner is in place by replacing all the single actions and singular activities that someone normally does have to be the shift. Would people be willing to do it? Is it even the prospect and chance of taking action? Would it be bearable of someone taking the risk? The other question that would make more sense and would sum up this thought is, why people are afraid to change their current habits? Why don't people want to change their regular and shared habits? Sometimes, it is related to the fear of stepping out of their comfort zone (Thrailkill and Shahan, 2012).

Their familiar environment is the has always been living in, and the feasibility of changes open the doors to dangerous possibilities that might not be able to tolerate as uncertainty leading to bad things routing was preventing as explained by David Coghlan (1993), "It is useful to remember that every change involves some form of loss and letting go something that is familiar" (p. 10). For the reason that most of the people learn to feel unease by walking alone as people prefer to walk with others as there is not enough motivation and impetus to embrace radical ambiguity of changing certain routines resulting drastically the modification of prevailing lifestyles meaning, "Change requires going from the known to the unknown" (Coghlan, 1993, p.10). It is reasonable to mention that people would resist to change and to preserve their continuing existing conditions. However, as human beings, there is an adaptation process towards any sorts of environments because of their adaptive advantages (Crisp and Meleady, 2012).

Whether these environments are related to climate conditions, survival habitat or societal distinction, human beings have always been capable of adapting as Crisp and Meleady (2012) stating that, "...while humans are evolutionary to think heuristically about category boundaries, they also possess the computational mechanics that allow a bypassing of this system when it is necessary to update and revise these representations" (p. 854). Changing the habitus nature of an established business model in a given
organization is the problem most CEOs and business leaders are afraid of (Senge et al., 2005). The fear of changing their routines might make their already established patterns of habit, passivity, marketing prowess, market monopoly and fear of changing as pending judgments for their deficiency of initiatives to change (Senge et al., 2005). In the book "Presence: An Exploration of Profound Change in People, Organizations, and Society," the authors have a much better approach of business executives perspectives giving the example of US automakers executives and their insights regarding their trip to Japan as they tried to learn new Japanese mechanisms to assemble automobiles. One of the executives refused to accept his exposure to all the machinery in use by the Japanese due to the lack of inventories,

"I have seen plenty of assembly facilities in my life, and these were not real plants. They'd been staged for our tour.' Within a few years, it became painfully obvious how wrong this statement was. The managers were exposed to a radically different type of "just-in-time" production system and they were not prepared to see what they were been exposed to" (Senge et al., 2005, p. 28).

As demonstrated in this particular case, CEOs and business executives are used to see what they want to see once they are exposed to an entirely different background of practices, they way of thinking becomes opposed to the reality they expect to view (Senge et al., 2005). The only initiative that human beings could have to change our ways of living in the different societies we interrelate within has to predominate with learning a new habit. The more open to business environment variations, the better by successfully adapting to acquire new procedures or mechanism desired as stated by John P. Kotter (2012) in his book Leading Change that, “…the only rational solution is to learn more about what creates successful change and to pass the knowledge on to increasingly larger groups of people” (p. 33).

2.3 Fear of entrepreneurial behavior

According to the entrepreneurial perspective, an entrepreneur has to be very proactive, innovative, and risk-taking considering the failing as a critical reason to approach this point of view (Moore, 1986). Entrepreneurial perspectives must include characteristics
that can be transcendent in the matter of focusing their essences based on the process model that can be delineated on innovation, growth, and implementation (Moore, 1986). The significant risk of facing challenges through the growth stage towards the stabilization and gaining of trust and impulse might result stressful in the long run (Jenkins and McKelvie, 2016). Including the diverse traits that tend to stimulate negatively individual characteristics of the entrepreneur situations such as, “(a) extreme uncertainty (newness of products, markets, and organizations; lack of information), (b) source shortages (financing, knowledge, operating assets, and legitimacy), (c) surprises, and (d) rapid change” (Baum and Locke, 2004, p. 588). As the defiance of bearing feelings of frustration tend to become overwhelming with the dissatisfaction of not overcoming short-term goals and expected results as planned at the beginning of the business venture or within the organization as Jenkins and McKelvie (p.13, 2016) explains in their article, “Objective individual level conceptualization of failure rely on the entrepreneur’s assessment of their return to human capital in alternative employment options or their pre-determined benchmarks and goals”. Disappointments can be difficult, but they are also great opportunities to learn. By learning from mistakes, entrepreneurs can grow stronger (Moore, 1986). Besides, each one of those experiences helped to shape anyone as individuals, which can be fundamental to cultivate a more robust pattern of maturity for entrepreneurs (Fillis and Rentschler, 2010). There has to be a much broader creative entrepreneurial competencies in order to be adept in the field of growing into the entrepreneurial perspective including factors such as, "self-belief and ambition, utilization of creative business networks, high motivational level, intuition, strong communication skills, ability to visualize problems, flexibility and capacity to break down physical and perceptual barriers" advised by Fillis and Rentschler (2010 p.18). As well as capable enough to embrace the fears of failure rather than giving up in the earlier stages by wrong decision taking or lack of experience either coming from the educational background or recently introduced in an entirely unfamiliar market (Huang and Pearce, 2015).

2.4 The need of modern sustainable business models in our society

With a world that keeps evolving on the daily basis and without any sights of ceasing this frenetic rhythm of progression in the near future, creating sustainable business models is a necessary step in order to breakthrough the market, become more sustainable, but at the same time, more broader in the idea of the better tendencies that
are dominating our world. As it is stated by researchers Chris Kimble and Isabelle Bourdon, "A good business model will offer a compelling value proposition to customers, create an effective value chain for the enterprise, and generate a substantial revenue stream" (2013, p. 60). Our communities are going through positive transitions of radical innovation and sharpened ideology that can be beneficial and dedicated not just to the solo organizations and businesses by contributing to their revenues and profits, but also to the improvement of the modernization of our industries that can support the general public and massive welfare of the state and the people (Sosna, Trevinyo-Rodriguez and Velamuri, 2010). It is very important to keep this in mind that in order to emerging developments of sustainable business models as the most profound and predictable tool to support entrepreneurs as well as the advocacy for the community that cannot just sell, but also serve the different necessities that our communities bear to struggle in bias societies (Trimi and Berbegal-Mirabent, 2012).

At this present time, modern communities have inclinations of diversifying their enterprises in the sense of making a huge difference when it comes to the point of becoming profitable in conjunction with the new regulations by shaping to external conditions such as technology upgrading and environment change, for instance (Osborne et al., 2014, p. 10). Moreover, expectations of a more proactive oriented society that is looking for proactive manners of shifting its thoughts and value propositions that are needed to communicate sharing the vision of meeting minimal negative impact on the local or global economic environment by "building long-term relationships across service systems rather than seeking short-term transactional value." (Osborne et al., 2014 p. 14) On the other hand, customers and partners that are influence with the knowledge and coordination practices in the past learned with meaningful messages of moving forward in the way of accepting social responsibility approaches taking into consideration how these conditions can be flexible, adaptable, and focused on continually improving their customer services practices, productivity growth, efficiency in the service and stable workplace environments (Trimi and Berbegal-Mirabent, 2012).

2.5 The introduction of radical innovative patterns in our times

Tracing back on how current offerings and services were introduced in their earlier stages, it was very complicated to remember what precedents took place for these products to become accepted in the market, especially if customers did not have a single
clue of the new products utilization. Nonetheless, as stipulated by McDermott and O’Connor (2004) radical innovation conducts the delivery of innovative ways to disclose the new approaches of commercializing usability and easy directions with the continuous refinement of known processes that are introduced in a certain community as “the domain of start-up entrepreneurial ventures” (p. 12). If it becomes acceptable and makes a difference as the new entry completely disrupts a business or industry, its establishment in any potential market with similar and attractive characteristics others could efficiently well receives it. That is what happens when radical innovation takes place (McDermott and O’Connor, 2004). It looks in the beginning as novel and sometimes-unusual new products or offering that people would have to learn and adjust to its components, design, utility and service provided. Once this takes place, the tendencies and practicability take place as it either becomes popular or a new alternative to an already existing offering (Ettlie, Bridges and O’Keefe, 1984).

Radical innovation marks a profound difference where companies and organizations take advantages of their planning and resources to re-invent themselves in a distinct market while incorporating new business models (Paap and Katz, 2004). As file transferring has been taking place for the last 20 years (p.19). The authors Paap and Katz (2004) stressed in their research of Anticipating Disruptive Innovation, "floppy drivers of all sizes were replaced with ZIP drives, flash memory cards, and network file transfer, both wireless and LAN-based." (p. 19) There are two ways to identify Disruptive Innovation in today's market environment. One of them is called Business Model Innovation. In Business Model Innovation, businesses and organizations try to discover different ways to perform from an already existing business model (Chesbrough, 2010). In this Business Model Innovation concept, the product or services get into phases of experimentation, where costumers have the opportunity to discover the new trends in the freshly implemented business model and identifying internal leaders in the market that can deliver the ideas of the organization maintaining effectiveness and detail objectives (Chesbrough, 2010). One example is online banking taking into consideration the advance in electronic banking technology, where credit card or bank account holders do not have to experience once again the hassle of heading to the bank offices, wait in line, and realize their bank transactions (Pikkarainen et al., 2004). As long as customers have computers and good Internet connection, the whole transition can be done at any time from any location in the world (Pikkarainen et al., 2004).
When discussing radical innovation, it has to do with the appearance of new products or services in our public society where customers tend to adapt and customized to the new tendency established in the market (Teece, 2010), and most of the times, new actors introduce radical innovation as the role of the new product or service is entirely distinct from the ones already settled in the community (Chandy and Tellis, 1998). Firms and established corporations are not willing to encounter for customer's new demands in the business due to their conformability in their given market. Nonetheless, new characters with innovative devices are introduced in the customers' homes, as they become the only ones capable of shaping consumers towards the objectives of their original inventions (Chandy and Tellis, 1998). Some of the examples of radical innovation offerings and services to mention are the introduction of the digital music streaming services such as Spotify. Spotify, a Swedish digital music streaming service (Techboomers.com, 2016), has replaced CD players and MP3 players as music listeners have access to millions of songs, podcast and videos by the single monthly payment of $9.00 with 70 million users all over the world (Techboomers.com, 2016).
3 Theoretical background

This chapter gives a more detailed insight into the aspects that are relevant to the research question and defines the problem of the research by outlining the theoretical frame of it.

3.1 Accepting Habitus traits

As Pierre Bourdieu (1984), assent to cultural capital as the collection of symbolic elements such as skills, taste, posture, clothing, material belongings, for instance, that one person acquires by the result of being part of a particular social class (Bourdieu. 1984). As by sharing the identical forms of cultural capital with other concerning their taste for a football team, or a degree from a very prestigious university, for instance, it creates a sense of collective identity and group positioning among the society (Bourdieu. 1984). Considering the view of Bourdieu to his concept of cultural capital as the primary source of social inequality that spawns in our current times a sense of categorizing people concerning their access to a variety of social goods such as labor market, the source of income, education, or political representation (Gripsrud, 2002). Which at the same time, these represented forms of cultural capital can make a big difference when they are valued over other people as they can help or prevent one's person social mobility just as much as income and wealth (Gripsrud, 2002).

Bourdieu's development of the notion of habitus is considered as one of his most influential yet ambitious concepts. This concept refers to the physical representation of cultural capital, to the deeply ingrained habits, skill and dispositions that people typically possess due to our life experiences or past influences considering the "unconscious reproduction of external social fields" (Akrivou and Di San Giorgio, 2014, p. 78). Pierre Bourdieu defines Habitus as "a structuring structure, which organizes practices and the perception of practices" (Bourdieu. 1984, p. 170). Also, taking into consideration the subjective and intellectual system of structures that are inserted from within the individual standing for internal representations of external structures (Akrivou and Di San Giorgio, 2014). Just think about the thoughts, tastes, beliefs, interests, and our understanding of the world around us having a potential consequence to our actions and to construct our social world as well as being influenced by externalities without having to query any opposition given the existing convention and social interpretation with actual social bonds as Akrivou and Di San Giorgio (2014) illustrates, "it is less mindful to process of critical questioning or transformation of an
existing status quo and the role of human condition in generating action which can interrupt and interrogate the field" (p.78). Bourdieu sees the abilities to follow upon someone's habitus, which necessarily is linked to social analytical dialogue and research by given presumptions (Swartz and Zolberg, 2005), is that all fields are interdependent and not segregated from other influences outlining how individuals tend to interpret these assumptions based in their ongoing repercussion by fostering "cumulative research and enhancing intellectual productivity" (Swartz and Zolberg, 2005, p.27).

3.2 Understanding Pierre Bourdieu’s forms of capital

Bourdieu (1986) stated how the social area where different classes of the society are located in several manners as the easy way to comprehend how this type of existing capitals can be acquired exchanged and converted into the other forms of resources.

This tends to happen because the structure and distributions of capitals also represent the integrated fabric of the social world. Pierre Bourdieu argues that an understanding of the multiple interactions of the forms of resources will help to elucidate the structure and functioning of the social world (Anheier, Gerhards and Romo, 1995). The classes are different in their configuration of the various kinds of capital. The forms of capital written by Bourdieu addressed the new concepts of cultural, economic, and social capitals. From Bourdieu's point of view, the cultural capital is something that one acquires for equipping oneself and is reproduced by commercial capital. The way to interpret this form of capital might sound complicated. Nevertheless, it is good to take into consideration how to differentiate the fundamental forms of capital we currently know: economic, cultural, social and symbolic capital. (Anheier, Gerhards and Romo, 1995).

Economic capital comprising the actual meanings of money, income, and assets of a person and is predominantly implemented by property rights (Bourdieu, 1986). It is defined as the most important form of capital because the other types of capital depend on this form and can be exchanged into the economic capital with some effort and transformation costs (Bourdieu, 1986).

Cultural capital is the degree of recognition that a person has gained on the cultural knowledge and competencies of the socially accepted art forms (Gripsrud, 2002). As it is described by Szeman and Kaposy (2011) explaining in their book Cultural Theory that, "cultural capital can exist in three forms: in long lasting disposition of mind and body, in the shape of cultural goods (pictures, books, dictionaries, etc.), and in the form institutionalized state of objectification" (p. 82). This only means that it can be
characterized as well as the manner by many educational qualifications, e.g. a university degree and the doctor’s degree (Szeman and Kaposy, 2011). These are visible forms of cultural capital that can take "a labor of inculcation and assimilation, cost, and time that must be invested personally by the investor" (p. 83). Keeping in mind that to obtain the important sorts of knowledge in a social field a person needs to invest a lot of money and time (Szeman and Kaposy, 2011).

*Social capital* contains the sum of strong networks of more or less institutionalized relationships of mutual familiarity and acceptance. That is to say, whether or not someone is a member of a given group, which can also depend on the possessions of other capitals i.e. economic capital and cultural capital. He mentioned that social capital is not something naturally given, but we have to acquire it. It is important to say that we do not only receive it for nothing; the network established has to be ‘usable’ for future. (Bourdieu, 1986) In one of his reports, Bourdieu (1986), stated that “the volume of social capital possessed by a given agent thus depends on the size of the network of connections he can actually mobilize and on the amount of the capital (economic, cultural or symbolic) possessed by a given right by each of those to whom he is connected” (p. 249). On this quotation, Bourdieu emphasizes the relevance given to the form of social capital, as they are the basis for the integration of other forms of capitals that can be useful by constructing and using relationships for self-serving and instrumental goals about the other types of resources available (Bourdieu, 1986).

By *symbolic capital*, that is the economy of honour, recognition, and good faith attributing to social status and prestige as it is said by Bourdieu (1984) stating, “a reputation for competence and an image of respectability and honorability.” (p. 291) that someone has and should be recognized as the value that one holds in a given culture by other people within the society (Anheier, Gerhards and Romo, 1995).

Considering the beneficial influences of these capitals given markets conditions whether they are related to the business strategies, competitive advantages, or the individual competencies (Flemmen, 2013). These capitals should be denoted as “…(forms of) resources that possess certain convertibility, often to other resources in that they may be used to gain some significant advantages in social life” (Flemmen, 2013, p. 329).

Keeping in mind Michael Porter's concepts regards competitive advantage as cost leadership strategy focused on the expense of a product or services in comparison to their competitors, differential strategy about the attraction of goods and services towards its competitors (Porter, 1985). Also, focus strategies of offerings and services provided including that influences of value creation and value proposition meaningfully
construct to be delivered to customers and its dynamics by achieving financial and market benefits (Porter, 1985).

3.3 The awaking of disruptive innovation

When speaking about how disruptive innovation patterns take place in our society, we need to understand that people are the one who is indirectly demanding these novelties inventions. Authors Christensen, Raynor and McDonald (2015) extensively indicate that large companies frequently bear to stick around and concentrate on improving the services and products they already have in the markets by satisfying massive costumers demands. Also, large companies do not aim to extend the communication links with customers as they try to target the wrong market chasing them to pursue them to consume as they fail to distinguish what they are looking for (Anthony et al., 2008). This is a crucial opportunity for new entrants to target those market opportunities. As this is discussed by Christensen, Raynor, and McDonald (2015) in the article, What is Disruptive Innovation?

“Entrants that prove disruptive begin by successfully targeting those overlooked segments, gaining a foothold by delivering more-suitable functionality frequently at a lower price. Incumbents, chasing higher profitability in more-demanding segments, tend not to respond vigorously. Entrants then upscale, delivering the performance that incumbents’ mainstream customers required, while preserving the advantages that drove their early success” (Christensen, Raynor and McDonald, 2015, online version)
Above, figure 1 shows the variation of offering performance trajectories. In the red lines, how products or services improve overtime. Simultaneously, blue lines showing customers' to pay for performance. During the time, incumbent companies introduce higher quality products or services (upper red line) until opening for new entrants find footholds in less profitable segments as entrants on disruptive trajectory (lower red line) improve the operation of their activities and move upmarket (Christensen, Raynor and McDonald. Harvard Business Review, 2015)

This is explained in the book *The Innovator's Guide to Growth: Putting Disruptive Innovation to Work* as the authors argued that, "Finding ways to serve those nonconsumers would open large opportunities for growth. Identifying nonconsumers can help companies that seem to have saturated their market to spot new growth opportunities" (p. 46-47). It would be too much of a hassle to deal with a new business model, design and cost fluctuations that would make them susceptible to failure and focus on small market environments. This is the time when new incumbents are gaining bedrock at the bottom end of the market as pure outsiders in a very competitive contest while picking up a new market that has not been discovered by large companies in traditional markets (Christensen, 1997). Usually, new start-ups enter the market with an
absolute new innovative technology that it contributes to delivering better products and services appropriate to the incumbent's neglected customers while these offerings are typically settled during the introduction stage in a very low-cost market (Nogami and Veloso, 2017). The offerings would steadily move up to the mass markets as far as reaching the performance that secures familiar business mainstream as customers expected by keeping entirely the advantages that drove them to their early success as, "Disruptive innovation begins with meeting the needs of a less demanding public and gradually gaining strength until it starts to respond the needs of more demanding customers" (Nogami and Veloso, 2017, p.2). Disruptive innovators are exploiting technologies to distribute new or existing products in radically different ways. Offerings are usually inferior to the incumbents', and despite the lower price, customers are regularly not prepared to change until the quality enhance and upgrades at the edge of increasing their demands giving the application of these products and services adjusting place in the market (Nogami and Veloso, 2017). This disruptive breakout is accompanied by many other similar disruptive innovative ideas or concepts that are booming in the market by considering the Internet as one of them, "In truth, the Internet was merely technological that prove disruptive to some companies, but sustaining to others" (Anthony et al., 2008). The web maintained most financial institutions by giving them a better way to serve their customers through online balance checking, bill paying, fund transfer, etc." (p.11). Recognize the modern services and products that we are currently using these days. Think about the Uber transport network company and its appearance to compete, innovate, and upset the public and private transportation rubric. Uber outbreaks naturally occurred, not just because the traditional business did not want to innovate (Cramer and Krueger, 2016), but also because Uber-concentrated in the particular angle of offering a sophisticated service to an existing group of customers in need of the practical form of transportation. In addition to the adhesion of technological advancements, as it is explained by Cramer and Krueger (2016) in their findings of Uber business benefits and its disruptive change in the taxi business, "The innovation of ride-sharing services, such as Uber or Lyft, which use Internet-based mobile technology to match passenger and drivers, is providing unprecedented competition in the taxi industry" (p. 177). Once again, the diversification of disruptive innovation by engaging with sustaining innovative technologies directly improves the usability of the existing product and services in place with substantial benefits (Cramer and Krueger, 2016).
3.4 The Co-Evolution of sustainable business models

This research process includes the different patterns that can be used in order to investigate the process and evolution sustainable business model have to go through in order to pass and approach towards the new tendencies of market development required for some of them to see the procedures and steps they have to follow and the result they might take once determinate their business environment (Schaltegger, 2005). As Professor Stefan Schaltegger examples are presented and demonstrate to identify their process in the market and the outcomes they will have in the beginning middle or long term process of their evolution considering stages that make they are weaker, mild or stronger in the competitive market environment. Stefan Schaltegger, professor of sustainability management at Leuphana University Lüneburg (Germany) and head of the Centre for Sustainability Management (CSM) provides a deeper inside of fundamental aspects of environmental sustainability, encompassing corporate governance and global management. In his current research work, Professor Schaltegger advocates his analysis on given less liability to stakeholders and including societal governance, image, influence, development, as well as legal and circumstantial aspects of environmental management for the cooperation in the success of the industries involved (Schaltegger and Wagner, 2006). Stakeholders, by having fewer profound social responsibility throughout the actions of decision making, objectives and policies within the organization, gives them broader freedom to pursue new fields that would have severe impact on effective corporate sustainability with better chances of investment or expansion for the group, for instance (Ma et al., 2017). Integrative mechanism of corporations, the government, and the public are substantially required to facilitate and maintain efficient and effective societal governance, thus creating shared and sustainable value for all stakeholders (Treib, Bähr, and Falkner, 2007). Depending on personal worldviews as well as organizational and socio-cultural contexts, such regulatory expansion can result from financial returns, non-financial effects such as improved reputation through the reduction of social and environmental negative factors such as economic instability or social turmoil (Ma et al., 2017). No matter what the personal motivations or organizational goals, at one time, sustainable entrepreneurs must commercialize their problem solutions and be successful in mainstream markets to create private and public benefits, by reducing some of the market imperfections and negative externalities that lead to humanity’s unsustainable development (Osborne et al., 2014). The concepts proposed by professors Stefan Schaltegger, Florian Lüdeke-
Freund and Erik Hansen are related to their interpretations of the co-evolution of sustainable business models at this present time based on scalability, replicability, integrability, and imitability (see figure 2) counting with the different evolutionary courses they might experience in the market such as, variation, selection, and retention (Schaltegger, Lüdeke-Freund, and Hansen, 2016).

At first glance, scalability is the process where start-up tends to growth potentially and they have the tendencies to become experts in the sense of overcoming any obstacles they might face in the market as well as other challenges it would be presented as economic disparity, social problematic, political turmoil and fiercely competition (Schaltegger, Lüdeke-Freund, and Hansen, 2016). However, another characteristic to consider is the most organizations or businesses under this pattern are radical innovations in their industries leading to the sustainable market environment for their evolution in their given industries of expansion as these industries grow to the capacity of changing in size according to their dimensions of scale in given market sector of activity (Schaltegger, Lüdeke-Freund, and Hansen, 2016). Radical innovators tend to display a potential move in a market area that they precise to expand or adjust to the needs of customers (Chandy and Tellis, 1998), offering a sophisticated product or service that has a lot of fundamentals to satisfy the public with the leverage of pioneering of existing product, service, process, organization or method whose performance has been significantly enhanced or upgraded (Chandy and Tellis, 1998). Just as an example, think about when the first iPhone came in the market. All the tools and mechanisms were quite innovative to a current of customers that could foretell how broader the utility of this offering had to endeavor a new market that was already saturated with defective and less productive products as previous mobile phone model were before. But, the iPhone, as a new product with different type of functionalities, became an exclusive product in the markets and afterwards a necessity for customer for the different kind of features that could be usage, setting a pattern in the market as many competitors started to develop products that were very similar to the one from the iPhone creating a greater demand for products and the beautiful standings of establishing a position in the market. This is the case; as the iPhone became a radical innovator going through evolution process of scalability as the growth of the product allow markets were escalating and setting standards for upcoming newcomers.

With established goods and services in the market, customers tend to redefine their taste or behavioral tendencies to see what is given from the perspectives of coping with better options that can satisfy their needs. With this idea in mind, new start-ups bear these
perspectives by imitability (Mimicry) traditional business model concepts, goods and services with customized options in cheaper and more reasonable way of overcoming different factors that could create a variation in the market as it becomes innovative that, “Business models or business models characteristics (whether produced by small or large companies) are copied and modify by mass market players” (Schaltegger, Lüdeke-Freund and Hansen, 2016, p. 276). Besides, the secondary alternatives they have to offer to attract as well as persuasively gaining new customers influenced by the variation of the leaning gratification they can provide to the new clients (Schaltegger, Lüdeke-Freund, and Hansen, 2016). Take as an example the beginnings of iTunes as an innovating way of acquiring music. iTunes as part of the applications system was created to replace the traditional MP3 players, CD players, and Walkman. As an innovative music, podcast, and video streaming service, the idea of buying and sharing music became trending given the relaxed, friendly and chic looking offering, especially if the customers own an iPod, iPhone or any other Apple device. However, Swedish start-up Spotify AB introduced the same idea of streaming music, podcast, and videos services in the market with the difference of not relying on purchasing every single track or discography in the market, but with the simplest idea of renting music on the monthly basis allowing customers to listening for over millions of tunes from different artist from all over the world. This way of mimicry iTunes previous business model idea was not just to justify their intentions to become direct competitors, but it improvise into new impulses of the value of collecting or buying good and services that we do not tend to use on a daily basis, but just when it is needed. Adapting concepts of car sharing, taking into consideration how expensive cars can result to maintain or owning goods that eventually will be disposed of such as clothing. Whenever it comes to this type of ideas, mimicry may give rise to the risk alternative to become innovative indeterminate market environment due to the intense competition and regulation that have to be strictly followed by entrepreneurs and investors (Schaltegger, Lüdeke-Freund, and Hansen, 2016).

In the case of merging and acquisitions, this goes beyond the capabilities many new entrepreneurs have in mind but unable to pursue their visions given their lack of expertise, orientation or in the most common cases, lack of economic capital (Schaltegger, Lüdeke-Freund, and Hansen, 2016). Although, the last characteristic should not be impediments in particular markets given the opportunities and supporting tools such as professional orientation start-ups tend to have in their communities, the shift of looking for a partnership or alliance is more of the stronghold entrepreneurs are
hopeful to find in order to observe and witness how auspiciously and successful they can be with their offerings on their given market environments (Schaltegger, Lüdeke-Freund, and Hansen, 2016). One example to give in this paper on the potentialities and opportunities in merging and acquisitions is based on the advantages both parties would have to contribute for the benefit of the one and the other as it is the example of Facebook acquiring WhatsApp on February 19th of 2014 for the amount of US$19.3 billion (Stahl, Albergotti, and MacMillan, 2014). WhatsApp, freeware, cross-platform and instant messaging application for smartphones (Statt, 2016), was released on February 24 of 2009 in Mountain View, California by Jan Koum and Brian Acton, who had previously worked together in Yahoo! The standard usage of cellular mobile numbers plus its practicability of incorporating statuses with the efficiency of uploading photos and videos upturn its expediency of an interactive social media similar to the current ones such as Instagram, Snapchat, and Facebook (Olson, 2014). WhatsApp, with a different concept of social media by interacting just with the usage of a phone number and any Internet connection, turn into a break to enter a diverse market environment of customers not willing to show or display any kind personal information as Facebook has the reputation for doing so. Nevertheless, Facebook saw the integration with WhatsApp in the social media market as an opportunity to establish bonds and learn from a different perspective of communicating with users without the need of having profiles or Facebook accounts (Olson, 2014). Because Facebook had to rely on the operation of Facebook Messenger as the only way to keep their users connected.

Under replicability, it tends to follow the tendencies of replicating the same proposition in the market leaving the distinguishing factors towards the criteria of customers (Schaltegger, Lüdeke-Freund, and Hansen, 2016). Taking into this example of the soda market, as customers have to make a rigorous decision making by deciding which one is better among black drinks; Coca-Cola or Pepsi. Hard decision making to dispute for some loyal and very detail customers who tends to differentiate flavor characteristics of one product over the other. But, it is this kind of differentiation that one that makes them completely divergent from one of the other. Another example of replicability comes from the pioneers of the mailing services such as the local postal services of any nation in the world; USPS (United States Postal Services) or PostNord Sverige, for instance. With the past of the years, these kinds of services were completely innovating in the way of breaking a tendency of creating market value by delivering of mails that included the letter, packages or postcards, to their local communities. Also, by distributing post advertisement messages and creating a strong network of transferring
mechanisms, which transform them in a dependable and the only source of delivering information to their customers. With the pass of the years, these community services became some slow and unreliable where customers struggle with their old limited alternatives. In some cases, local postal services were inefficient, incompetent and disorganized to the point of tiring their clients for their monopolistic approaches. Until one day, another option was created; United Parcel Service (UPS). And the chains of delivering services appear in different places and scenarios such as DHL, FedEx, and so on. Each one of them copying the same business model and value proposition once offered by local postal providers with a total different spin once presenting customers efficient, fast, and customized services that could be implemented in a more feasible matter to satisfy customers adhering professional assistance, not only based on customers needs, but specializing in wider options by excluding their preferences or viability in accord to their monetary capability as packages price variation, frequency of usage for convenient services by regularity and demand, and customers adoption whether utilize by singular clients or mass market players in need of delivery offerings nationally and internationally. Taking into another consideration of replicability come to how Amazon evolve in the market as electronic commerce portal (e-commerce), as well as clearly leading the market as online retailers for its crucial goals understanding what it was the prospective objective as the organization at the beginning of their business adventure inspired by the success of other online booksellers such as books.com (Kimble and Bourdon, 2013). Eventually with the appearance of eBay with a similar business model as the one from Amazon as, “The success of eBay is not based solely on its use of the Internet to build a platform for e-commerce; it is also based on a strategy of building an active community of engaged member” (Kimble and Bourdon, 2013, p. 65). These two competitors have the same type of differences in the markets as they can be interrelated to the role-play as strategic market leaders. Validating their potential role as leverage partners in the justification of model innovators in the field of radical innovation, towards the tendencies already established by deceptive and unsuccessful previous business models targeting various approaches in general market environment (Javalgi, Cutler and Todd, 2004). The implications for competition policies might vary with the perspectives of what are the drivers for the forceful and advantageous given the notorious monopoly existence between the two market dominants. Even though, there is market competitor in some other part of the world, the predominance of these two online giants have to deal with the most retainer competitors in the Asian market as there is a prevailing e-commerce giant on the other side of the world that keep
continuously expanding its boundaries intensively; Ali Baba (Fan et al., n.d.). By understanding that Ali Baba as part of the Chinese economic growth, has the potential gains of the Asian market counting into the two biggest countries with the highest populations in the world which determinates the increasing number of upper and middle class Chinese citizens expanded for the last 40 years as part of China’s social transformation in the past decades (Li, 2006). Also, taking into account the different digital networks parameters in use by these online retailers that have to be precisely and up-to-date with current customer demands using different bidding, auction, and online trade strategies (Ockenfels and Roth, 2006).

*Below, figure 2 with detailed scheme of the evolutionary process of sustainable entrepreneurship under the models of scalability, replicability, integrability and imitability (Schaltegger, Lüdeke-Freund and Hansen, 2016).*

![Evolutionary Processes of Sustainable Entrepreneurship](image)
Customer and market demand considered crucial in the online retail business such as product and services offerings, value creation towards communities in the expansion, cooperation, and control of their operations (Heck and Vervest, 2007). The oversight of the operations has to barge in by designing smart business network inside the organizations which should include coordinating logistics transactions, information sharing of customers and organizations already engaged in the organization as well as infrastructure arrangement of distribution of technological capabilities through their network business operating systems (Heck and Vervest, 2007).

3.5 Sustainable business models in our current times

In the current and always evolving market environment, there are niche players that are constantly emerging in the business map, which most of the times, are focused on sustainable business models, but they only have a small market share and less. On the other hand, there are mass-market players, which have a big market but their business models are not usually focused on sustainability (Tyl et al., 2015). For companies, it is necessary to discuss the following assumption: a tool that helps to generate a more diverse range of new concept ideas will lead to greater benefits. As there has to be a balance in between ‘diversity' and ‘relevance to the company' since highly diverse ideas are likely also to be less relevant to the enterprise (Schaltegger, Lüdeke-Freund, and Hansen, 2016). For the whole market to become enhanced in the sustainable framework, niche players should gain more market share. At the same time, mass-market players should be made more sustainable to stay active in the market of growth (see image 1, Appendix section). To analyze how viable niche players can trigger the sustainable market transformation, the study utilized evolutionary economics and identified three core evolutionary processes for business development, which are: variation, selection, and retention (Schaltegger, Lüdeke-Freund, and Hansen, 2016). In the variation process, the changes in routines, capabilities, and organizational forms take in place diversifying their traditional business models with Front End Eco-Innovative processes (Tyl et al., 2015). Where stakeholders are engaged in the early stages to generate eco-innovative concepts in order to influence the sustainable performance of the system as it is explained by Tyl, Vallet, Bocken, and Real (2015) in their paper *The integration of a stakeholder perspective into the front end of eco-innovation* by suggesting, “five non-sequential elements: opportunity identification, opportunity analysis, idea generation, idea selection, concept and technology development” (Tyl, et al., 2015 p. 549-550)
considering tools that can support more radical product or service ideas (Tyl, et al., 2015).

The usage of a value-mapping tool will generally help participants to identify values exchanges to support sustainable business modeling by stimulating start-ups to think more deeply eco-innovation concepts for their products and services suitable for the determinate group of partners (Tyl, et al., 2015 p. 550). The importance to capture the different values in the market such as, the current value propositions, the inadequate value captured by current model, and the value opportunities are crucial in order to understand their particular appearance and involvement for the collaborators in given industry comparatively to the environmental benefits and impacts, the used value for customers, societal benefits and forces as well as the value-creating network that works in relation with investors, or business partners, for instance (Tyl, et al., 2015).

Above, figure 3 demonstrates value-mapping tool considering several tools of value creation (value capture; value missed, destroyed or waste; and value opportunities) for a set of stakeholders (Tyl, et al., 2015).
Also, considering when companies are forced to change their actions or models for more sustainable ones because of the pressure caused by sustainable actions of the competitors in the markets or the new customer demands, as it is the case of banking procedures by changing their “structured characteristics” (Stubbs and Cocklin, 2008, p. 113). There were some differences of how customers did business transactions as they had to go to bank offices and interact with agents and how this kind of the operations are taking place with the only usage technological advancements such as the computer and internet connection or Wi-Fi, nowadays. Meanwhile, in the selection process, consist of the elimination of unsustainable business models by market forces or political and societal interventions, and selection of sustainable alternatives that can contend a group of customers according to their requirement and needs as it comes to mind the same example from the banking system interplaying with their clients in the sense of prudence in order to deliver the spreading of personal information throughout the internet with the fear of becoming a real threat to customers and bank entities (Stubbs and Cocklin, 2008). As in this process of selection to get into the online banking, many lineaments had to be tested with respect security aspects for clients. In the retention process, this can be seen as the reproduction of selected variations through preservation or duplication with the involvement of important stakeholders that could facilitate the procedures required (See image 2, Appendix section). Occurs when sustainable business models have stabilized their position in the market. Once again, online banking has become such a helpful alternative to handle monetary transactions. However, for the interest of banking institutions to reach retention, they had to go through variation and selection processes beforehand (Schaltegger, Lüdeke-Freund, and Hansen, 2016). For the past twenty years, the Swedish automotive market has been marked by different trends and successful stories of continuous productivity and consistent reliability. This was accomplished due to the excellent performance of most of their vehicles and the innovation demonstrated by one of the most well-recognized automotive companies in the world; Volvo (Sapienza, 2015a). Volvo, with a high reputation in safety, environmental attention, and unique designs (Mc Namara and Moore-Mangin, 2015) was acquired in 2010 by Chinese state-owned automaker Zhejiang Geely Holding Group from Ford Motors. This Chinese automaker has been focusing on a more desirable acceptance in the global market, which explains the impulse for internationalization of automakers from developing countries currently looking for in new market environments (Sturgeon and Van Biesebroeck, 2010 p. 8). The strategic move by this Chinese automaker is driven by their interest to become and regain a lost
market share in the luxurious auto market. As it is well known, the reputation for Chinese offerings and services is not well perceived by customers given their little prestige for low quality and weak prominence for durability. Thus, partnering with Volvo will allow Geely compete globally with brands in a better track with relation the cost of technology that would help them to enhance safety and fuel efficiency (Murphy and White, 2014). Consequently, the idea of this relationship is quite simple; the necessary need of cash from Volvo to proceed with its safety and innovation trends, and the international recognition Geely will try to gain and develop outside of China (Murphy and White, 2014). So far, Volvo is planning to launch eight all-new models by 2018 (Sapienza, 2015b). And, currently developing a system that will eliminate death in its cars by 2020 working on procedures to prevent driving while intoxicated, increased seatbelt usage and speed management (Eugensson, 2015).

Another example to display we could mention the joint partnership or the whole taking over of Facebook over WhatsApp. Facebook was born like a yearbook reminder that would keep on track other students necessary data such as retaining birth dates, current locations, working experiences, and recent activities engaging all active users as broader platform of networking for students for keep in touch with friends and colleagues by "reliving the college days" (Grudin and Skeels, 2009). Eventually, and due to their increasing popularity it became a genuinely social networking that it just not only kept track of data from friends but also maintain connected working colleagues, family member and even newly met people by connecting them to support each other as group or "friends." (Lewis et al., 2008) This is given in the cases for future help or support in their organizations, business or representation roles in the community as it is promoted in the corporate world by "living in the business world" (Grudin and Skeels, 2009, p. 96). Until it became what it is today or to what it is well known in our current times. With over 1.86 billion active users, Facebook’s capability to support different kind of applications and usability (Newsroom.fb.com, 2017), that were not even thought to be purposely practice in our days, as it is a way to create events, commercialize offering and services, promoting social and not to social values as propaganda to the point of being so radical invention or innovation that had to come up in a very dynamic time period as to the essential uses of its creation for keeping up with friends and colleagues (Lewis et al., 2008). The Facebook Messenger became a tool of communication that could tie the bonds of distance where you were only able to communicate with few instruments such as long distance phone calls, instant-messaging, and emails. But the dynamics of the game where needed it as demand from the public and users as
Facebook users thought and used this mechanism of open communication where they could integrate a more private way to personally communicate with other (Newsroom.fb.com, 2017), whether they were customers, friends relatives or total strangers. Facebook Messenger became that tool most of its users were waiting for a long time.

WhatsApp enters the market as a way to actively keep the lines of communication alive from the perspective of one customer to the other. Innocently, this messaging company made an entrance to an already existing market environment yet conglomerated actors where one unquestionably would not even think of the presence of given competitors. Customers were already feeling comfortable with the available options. Nevertheless, WhatsApp came to the market with a more practical and laid-back design and appealing not just for its user-friendly practicability features that were quite similar to Facebook's messenger but the usefulness it could be provided to the ones that did not have a Facebook account, just as simple as that. In a world of already seven billion habitants, Facebook's has realized that they market shares and approachability to the other 6 billions of non-Facebook users would have to reach differently as WhatsApp users where an unlimited option to fulfill.

The application of the entrepreneurial approaches towards meeting societal goals and towards changing market contexts is relates to the evolution of these models throughout sustainability innovation ideas as well as their evolution as niche players.
4 “Habitus” concepts to understand organizations

Up to this time, it has not been demonstrated what kind of habitus traits are used by companies and organizations, besides the regular business practices they normally have for their corresponding adjustments to the market and future leadership gains. Typically, organizations have a way of doing things. They tend to growth their market share and often wise be satisfied with their achievements without making any efforts in order to improve their market dominance. At this time, no one knows or either comprehend how to prove or call this kind of tendencies. But, if we go back to Bourdieu’s perspectives in relation to the habitus traits, it is clear to define that all human beings have a way to create these characteristics by the social personification people generally adopt given the environmental conditions and patterns that a person encounters and acquires during his or her period of time that becomes “instinctive and habitual” (Alvesson, 1994, p. 541). As the habitus traits are well understood by how the experiences towards the future are shaped by the experiences from the past to reinforce the habitus, “From these conclusions, we generate beliefs that shape our actions. Our beliefs are relatively durable and filter the future data we observe. Our experiences in the world tend to reinforces our beliefs and habitus ” (Corsun and Costen, 2001, p. 18).

By keeping this concept in mind, there is nothing wrong to believe that a group of people within the certain organization can adopt a particular trait of habitus relying on the high values provided by the organizations in their industries of development (Mayrhofer et al., 2004). Taking in consideration, if these people are responsible for top managerial decision-making within their organizations. Business and organizations develop a joint analysis of how to approach the new tendencies in the market (Mayrhofer et al., 2004). However, when these groups tend to feel conformable in their determinate surroundings with its present established customers, these organizations usually bear in some kind of state of inertia by not seeing apparent and sometimes recognizable external threats such as new entrants in the industry or technological advancements and forget to reach newer unfamiliar customer demand and improve their own market techniques with innovative and sustainable concepts (Tatlõ and Özbilgin, 2009).

At the same time, the fear of companies and organizations to stay away from their usual offerings in the market can be another distinction for businesses to do not stress in original, contemporary, and feasible patterns that can help them to gain new portions in
the market as they could be quite advantageous by these industries offerings and services (Jenkins and McKelvie, 2016). There is not enough connection if there is a habitus trait beyond the top managers of corporations or if there is simply a vague measurement of value proposal for the customer and the rest of the market. However, by leaning towards the tendencies that can reestablish these ideas of better access accepting new market opportunities can quickly identify the need, want, or demand necessarily a particular firm can exploit since it has not been addressing or target by competitors. Considering the corporation leaders contemplate decisions in relation to perceptions and actions as, “Within our framework, habitus is relevant as it relates the demographic and cultural background of diversity managers and their organizational circumstances to their actions as decision and hence to the strategies they use as change agents” (Tatlö and Özbilgin, 2009, p.250).

With this paper, the significance of adequacy given to the habitus traits are studied in the sense of the adoption taken by top managers in the diverse corporation as a precondition for developing models based on the habitus accepted by their organizations. Seeing that these experiences impact upon managers understanding and values of diversity in the field, “The level of concurrence or conflict between the organizational field and different habitus brought in by different organizational members influences the reproduction or transformation of the organizational field” (Tatlö and Özbilgin, 2009, p. 251). The conceptual linkage between cultural, social, and economic dimensions of reality in some industries have been proven to be difficult to change due to mechanisms at present interconnected with the particular social system of evolvement.
5 Methodology

In this chapter, the research methodology will be described from the perspectives of empirical research approach. To help filling these substantial knowledge gaps, the data collected are based on the qualitative empirical research approach. The analysis is centered in cluster reason by the access to case studies and the different companies and organizations annual reports. CEOs’ annual letters to shareholders and ethical issues of the study adding governmental and intergovernmental reports, and scientific articles related to the businesses are presented in the thesis.

5.1 Research Philosophy

As an important part of the research methodology, research philosophy grows into a crucial tool for the research strategy. A research philosophy is a particular belief about the form of data in which it is related to how a given topic should be collected, evaluated, and used (Saunders, Lewis and Thornhill, 2009). Even though researchers have an idea or knowledge of a distinct theme, the collection of primary and secondary data and their interconnection in data analysis help answering the research question as it is explain by researchers Saunders, Lewis and Thornhill (2009), “In part, the philosophy you adopt will be influenced by practical considerations. However, the main influence is likely to be your particular view of the relationship between knowledge and the process by which it is developed” (p. 108). In their book, Management Research: An Introduction, authors, Easterby-Smith, Thorpe and Lowe (2002) stipulated three reasons why there is an importance on understanding philosophies in reference to research methodology, “First, because it can help to clarify research designs”(p. 27). This would help researchers to collect evidence and answer their research question. “Second, a knowledge of philosophy can help the researcher to recognize which design will work and which will not” (p. 27), by avoiding different and irrelevant work based on researchers’ studies. “Third, knowledge of philosophy can help the researcher identify, and even create designs that may be outside his or her past experiences” (p. 27), which would support the researcher to become more creative and exploratory based on his or her methods of research (Easterby-Smith, Thorpe and Lowe, 2002).

In most cases, research philosophy has many divisions correlated to a full dimension of practices. In particular, with the extension of business studies, there are four main research philosophies to consider such as Pragmatism, Positivism, Realism, and
Interpretivism (Saunders, Lewis and Thornhill, 2009). In this paper, the branch related to the study will be based on the method of Realism. Under Realism, the methods preferred mainly to fit the subject of study, which can be deeply analyzed, with quantitative or qualitative methods. A realism research philosophy depends on the concept that independence from reality forms the human mind as “The essence of realism is that what the sense show us as reality is the truth: that objects have an existence independent of the human mind” (Saunders, Lewis and Thornhill, 2009, p. 114). Realism, as a branch of research philosophy, is based on assumptions on the scientific approach to the development of the desired achievement of knowledge. Realism can be divided into two groups: direct and critical. Direct Realism or also known as naïve Realism, can be represented as a concept of perception with direct awareness and recognition of the external world by the observer which, “what we experience through our sense portrays the world accurately” (Saunders, Lewis and Thornhill, 2009, p. 114). Critical Realism, on the contrary, argues that humans do experience the sensations and images of the reality by interpreting these approaches as ambiguous and unreliable, they are not portraying the reality of the legitimate world. Which can be understand it by Saunders, Lewis and Thornhill (2009) as, “Critical realists point out how often our sense deceive us” (p. 115).

5.2 Empirical research

Empirical research is the analysis of data and information in the visible form obtained by creating assumptions over a particular topic, monitoring the collected data and investigating to confirm or disprove their theory (Given, 2008). It is a way to acquire knowledge by channels of direct and indirect observation or experience. Empirical research can be analyzed quantitatively and qualitatively.

5.2.1 Quantitative and Qualitative Research

In the following section, the conceptual differentiation of qualitative and quantitative research will be described.

5.2.1.1 Quantitative Research
In this type of research, it is important to understand that the outcomes have to be narrowed, focused and précised. This is due to the gathering of data in differential forms, as it may be put into categories, or in a list order as it is measured in units of calculations. As it is stated by Lisa M.Given, "The term quantitative research refers to approaches to an empirical inquiry that collect, analyze, and display data in numerical rather than narrative form" (p. 713). This kind of data collected can be used to design graphs and tables of rough data. And it can include highly structured, and fixed approaches, such as online questionnaires, in-person or open to the public interviews (Given, 2008, p.714). Most experiments are typically convenient with quantitative data collection, as they are concentrated on measuring the response of a group of people in individual communities or fields in relation (Given, 2008). Nevertheless, other research methods, such as observations and questionnaires can produce quantitative and qualitative information depending on the main findings and the principle objectives of the research.

5.2.1.2 Qualitative Research

Regarding qualitative research, it is fair to mention that this type of the investigation has the primary objective to be broad, portraying the whole pictures of the findings with fundamental and basic intentions. Qualitative research is intended to be especially suitable for gaining an extensive understanding of accentuating reasons and ambitions by providing insights into the framework of the problem (Glaser and Strauss, 1967). In the meanwhile, it regularly creates ideas and hypothesis that can deliver the need to implement quantitative research. Frequently, the findings in qualitative research are not conclusive and in most of the cases cannot be used to make broad observations. However, it is crucial to cultivate a deeper understanding of a complicated thematic problem and complete a principle for further decision-making (Glaser and Strauss, 1967). With qualitative research, the analysis of a continual interplay between theory and analysis can uncover patterns evolving with possible causal links between the different variables in the study. Thus, the generation of vibrant, credible and detailed process of data, can contribute to the depth ability to understand the context of research as explained by Glaser and Strauss (1967), "The fascinating fact about people who have taken this stand is that they have continued to generate theories from qualitative data, realizing its importance and yet they have not explicitly referred to their work as creating approach, because they have been too concerned with formulating their ideas.
within the rhetoric of verification” (p. 17). In case of Qualitative research, it will have to be done by gathering for techniques to generate data ranging from grounded theory, development and practice, storytelling, transcript poetry, classical ethnography, state or governmental studies, research and service demonstrations, focus groups, case studies, participant observation, qualitative review of statistics in order to foresee future happenings, or telling among many others (Glaser and Strauss, 1967). The techniques to be used in this part of the qualitative research will be based on case studies and annual business reports.

(i) Case Studies
A case study is a statement about a person, group or situation that has been considered concerning their behavior in a determinate group or due to individual positions. Case studies are possible to find in formal research grounds such as journals, and professional conferences, instead of traditional work (Mills, Durepos, and Wiebe, 2010). Most of the times, case studies as research methods have importance in the foreground of discipline and professions comparatively in the fields of “psychology, anthropology, sociology, and political science to education, clinical science, social work, and administrative science” (Yin, 2014, p. 4). Case studies are characterized by the tendency to review and examine individuals, organizations, events or actions in an exact time and given place to the approaches of Mills, Durepos, and Wiebe, (2010) remark, “with a descriptive research question, the cases selected should give maximal information about the specific features and characteristics of a particular social phenomenon” (p. 61). With the case study, the intention of the research is to investigate profoundly the purpose of the study by enabling “the capture of reality in considerably greater detail” (Galliers, 1991, p. 344) intensifying its connection with the research question. The case studies presented in this thesis analysis will be essentially based on the study of critical moments organizations have faced within the years, analyzing the causes of their organizational issues and their consequences in the international market due to the new disruptive inclinations of the time.

(ii) Annual Reports
In the case of annual reports, their primary goal is to report on companies and organizations activities throughout the preceding year. These reports are intended to inform shareholder and other interested people with relevant information about the companies' activities and financial performances (Sec.gov, 2017). Governmental entities
frequently required corporations and organizations to develop and disclose annual reports that can easily divulge announcements to be the field at the company's registry (Downes and Goodman, 2010). The disclosures of companies listed on a stock exchange are also enforced to report at more periodic intervals relying upon the rules of the stock market involved (Sec.gov, 2017). The importance of annual reports are based on the display of the company’s accountability by informing shareholders so they can trust and relate to them as a way to be transparent exposing relevant information to the public, “…with the description of company’s operations as well as its balance sheet and income statement” (Downes and Goodman, 2010 p.31). The articulation of values that can be transmitted through annual reports becomes an important way of strengthening the connection with people by connecting on a level of business transactions to construct more reasonable relationships. The annual reports from companies, governmental, intergovernmental agencies will help us to understand the intended messages these entities tried to distribute among to stakeholders, governments and the public in general.

In the following research approach, qualitative research will be taking place as part of the different case studies for three corporations with a diverse business perspective that was not able to cope with disruptive innovative tendencies in their times of success.

5.3 Methodology application in this research

*Application in this research*

Since this master thesis follows the realism approach, the qualitative research technique appears to be applicable. Given the research philosophy of realism, the assumption made in this paper are based on detailed facts such as case studies, annual reports, and the successive scientific journals written based on the development of circumstances in the different organizations demonstrated as part the research. Taking into consideration that most of the companies in this paper were part of a successful period which has been documented and it is up-to-date well know by the reputation gained in the market as well in the course of their decline and misbehaviors to counteract their reduction and underestimation in the market.

In a simple way to understand a story, it is crucial to have an idea of how to formulate it. By identifying the story, clues are essential in a manner that can be approachable and easy to digest since there is a story beyond the idea of the readers’ perspective.
In this thesis, my primary intention is focused on understanding the matter of studying the theory of Habitus formulated by the French sociologist, anthropologist, and philosopher Pierre Bourdieu. With this idea in mind, I began to read relevant written sources that could help me to sustain an active dimension of comprehending Bourdieu’s habitus concept. The next step was relating the philosophical concept to case scenarios taking place in real life situation. Therefore, taking examples from companies that have experienced a matter of this kind within the organizations seemed to me as the best option, since the meaning of this thesis is to conceptualize how disruptive innovating offerings and services can transform the conventional picture of our current “habitus.”

The importance to find a real sequence of events became decisive to complement my research. For that reason, the search for case studies turned into a significant element to justify the profound examination of the idea involving Bourdieu’s concepts. As I related them to the wrong performance of organizations that have been affected by poor decision-making from top willful managers as they struggle and in the end lose their position on the market with new innovative entrants in the industries of their specialties. As a result, a deeper look into unsuccessful scenarios brought a potential inquiry based on the reason for their outstanding prosperity in the market environments and their sudden and sometimes catastrophic diminishing in their field of expertise. The investigation of case studies related to public businesses with interesting and relevant content in their lifetime of existence has a compelling design in my research, given that fact of providing a real story for easier communication to the reader based on the general approach of being an event that had happened in real time. These case studies were characterized by the inclination to review and examine the habitus traits of organizations in the different timeline of the evolutionary history of these agencies that create an unparalleled growth as they had experienced during their profitable years. By going through various case studies, I found fascinating to explore and consider the cases of organizations with no prosperous endings. Example of cases that were booming during the onset of their products and services, coming with a promising expansion of their products and eventually ended up with bankruptcy at the outbreak of innovative trends in their market. Also, I was analyzing the decisive role of principal characters such as the top managerial staff that were responsible for the fail of the companies. Taking into consideration that case studies also focus on the unbiased perspective, as they alternately demonstrate an impartial approach to talking more about the narrative
content of the story beyond the organizations, in this paper. By describing the process and the results of implementing a possible pattern to discern the context of the study. The inclusion of annual reports in some of the case studies has an important trail in my research as a way to assist my assumptions giving the chance to create consideration of companies’ activities as well as a significant motion of their financial performances. The case studies used in this thesis were initially found based on different university research done by professors and students who were trying to gain an extensive understanding of the performance of American organizations that had made a huge difference in our society thanks to their creative inventions or innovative appearance that have to change our approaches to thinking. As a way to comprehend and recognize the important traits given in this thesis, the fundamental consideration of case studies and annual reports has helped to come nearer companies administrative liabilities when it comes to the point of reaching a particular goal without considering external treats such as technological advancements and competitors strategies. Therefore, in the case studies, the demonstration of organizations encounter to diminish these threats are present as a way to overcome issues related to disruptive, innovative trends. The reason why I decided to choose three case studies is that I want to demonstrate the weakening and eventual devaluation of three influential organizations of our times. Keeping in mind the domination all these three companies used to have in their industries of competence. Nevertheless, given the circumstances of erroneous decision-making due to their habitus perspectives and obvious ignorance of external competitors in the market caused their resulting decline and in some cases disappearance.
5.4 Research Approach

5.4.1 Case Study: Chapter 11 Bankruptcy case studies “A Blockbuster failure: How an Outdated Business Model Destroyed a Giant.”

A large company that was once a leader in the video rental market has unfortunately bitten the dust due to its indisposition to accommodate with the new tendencies of the changing times. In a case study by Todd Davis and John Higgins based on Chapter 11 Bankruptcy Case Studies for the University of Tennessee, Knoxville explains more in detail about Blockbuster decline in the industry that used to be a pioneer and leader.

Counting on the continuous closing of their physical movie rental stores, Blockbuster collapse comes after imperil unstoppable losing of customers thanks to the frantically initiation of online competitors such as Redbox, Netflix, and just recently introduced Amazon Prime. Founded by David Cook by the ends of 1985, Blockbuster became an icon for the original VHS and DVD rental industry (Davis and Higgins, 2013). The early success of the company can be recognized to David Cook's background in computer programming which substantially supports him to develop programs for Blockbusters' computers to track inventory and costumes preferences. Waste Management co-founder Wayne Huizenga acquired several Blockbuster stores and given his experiences as businessman and entrepreneur, it lead him to facilitate Blockbusters' rapid expansion as by 1993 became a multibillion-dollar company as he expresses in the book The Making of Blockbuster, he used some management techniques from his time at Waste Management and immediately acquiring existing Blockbuster franchise stores throughout the country (DeGeorge, 1996, p. 32). However, as Blockbuster was purchased by Viacom in 1994 (Zeff, Higby and Page Jr., p. 524), a global entertainment content company connected with audience though compelling television programs, motion pictures, applications, games and other entertainment content, Blockbusters’ performance in the market did not point the right direction as Viacom’s priorities were based transformed into a entertainment retail franchise, minimizing Blockbuster’s original video rental concept (Zeff, Higby and Page Jr., 2012). It is at this time that new competitors have entered the movie rental business leaving some of Blockbusters market shares on the hand of the new entrants, which lamentably met with the company's dramatic reduction of profits given the different type of customers dissatisfactions. Considering outside forces mixed with technological components that took advantage of the lack of attention of customer demands, as many company policies towards its clients became the uncertain pattern for a better
understanding (Davis and Higgins, 2013). One of the issues that customers felt uncomfortable were the late fee policies considering the customers normally have busy schedules, and the raising of rental prices for premium releases incline the balance against for start-ups to listen to the claims of many dissatisfied customers (Zeff, Higby and Page Jr., 2012). At this point, Netflix was able enough to connect and recognized clients’ interests by implementing a new business model in the video rental market. Starting with the idea of dropping DVD’s as far from their mailbox, which included a month-to-month flat fee service by the year1997, which included DVD by subscription service, no late charge fee. Hard to believe, Blockbuster adopt to discontinue its late fee program by 2004, dedicating the end of the 1990's and beginnings of 2000's expanding into the video game rental market with higher involvement by acquiring Gamestation in 2002, allowing Netflix to cut into its customer base by the end of 2004. By the time, Netflix was already offering online streaming subscription, which began on 2007 that allowed renters to watch movies at their convenience wherever and whenever as it started with the usability of technological gadgets and Internet connectivity as its best complement. The intervention of new have been stated by researchers Zeff, Higby and Page Jr. (2012):

“Two basic technologies were being developed at the late 1990s, which provided Netflix with a substantial improvement in their abilities to mail videos, and; video streaming over the internet, which allowed people to browse and download movies from their homes without going to a store to select and bring back a movie or wait for a DVD to arrive in the mail” (P. 522).

Unfortunately, Blockbuster did not predict where the Internet and technological advancements would become a relevant partner in the movie rental industry, where they had an advantageous leverage for some time, as a result of becoming crucial elements for its competitors to gamble on and develop better business planning. Blockbusters, partially blaming the economic crisis in 2008 Blockbuster instead, it did what many corporate giants do: deny, ignore and refuse the influence of transforming technologies by neglectfully ignoring the obvious changing needs of their customers. As it is expected, Blockbuster lost their exclusiveness in the movie rental market which was
represented by the loss of significant revenue in the middle of the 2000’s as well as showing these diminishing of scales by their value in the market until filing for chapter 11 bankruptcy petition by the year of 2010 as Blockbuster continue to suffer “significant shortfalls with both its operating performance and liquidity” (p. 11). In the process, the New York Exchange suspended trading of Blockbuster’s common stock (Davis and Higgins, 2013).

In the timeline below (1) Blockbuster's market performance in last 26 years until the year of bankruptcy. Parallel to Blockbuster’s timeline, Netflix performance is demonstrate also.

Table 1 Blockbuster Timeline
5.4.2 Case Study: Corporation in Crisis “General Motors”

In spite of the fact that General Motors has been one of the most respected and strongest automotive companies of our current times, it has not been that easy for the American automakers in the recent years. General Motors (commonly known as GM) still one of the biggest automotive industries. General Motors based in Detroit Michigan, was founded by William Durand in 1908 (Gm.com, 2017). On June 1st of 2009, General Motors Corporation, after 101 years in the market and counting with diverse auto brands such as, Buick, Cadillac, Chevrolet, GM, Holden, Wuling, Pontiac, Hummer, and Saturn announced its bankruptcy under chapter 11 and in the aftermath restructured into its posterity as General Motors Company thanks to an economical injection from the Obama administration (Monks and Minow, 2012).

Along with all the more than one hundred years of history, the past twenty has been of lots of relevance, considering the most remarkable part when General Motors went bankrupt in 2009. This could be blamed for the collapse of the credit market in the fall of 2008, and the slowing of the global economy in the beginnings of 2009, which created the worst decade for production and sales of motor vehicles in the United States and other industrial countries (Canis, Webel and Shorter, 2010, p. 1). However, the several reasons of the company's decline were also caused by the erroneous corporate governance parameters set by General Motors (Canis, Webel, and Shorter, 2010). However, the appearance of external influences that affected its production after 2000 is also studied as consequences of GM's failure. On a report from the Congressional Research Service of the United States of America as part of the restructuring of the company by the Obama Administration's Auto Task Force at the Treasury Department, General Motor's corporate culture became among one of the main reasons for its failure and eventual bankruptcy, blaming old GM's top executives as being seclude solely by the auto-buying customers as senior officials, "have traditionally been finance men who look at vehicles themselves as the end result of a great enterprise, rather than critical products to which the utmost attention should be paid" (Canis, Webel and Shorter, 2010). Thus, the Obama Administration fired then GM's CEO Rick Wagoner in 2009. Indeed, General Motors produced inefficient cars that did not meet the requirements of consumption (gas prices, for example) displeasing customer demands after the year 2000. It is obvious that high self-confidence of the top management. The market position of GM by the 1990s was quite advantageous in many parts of the world. Nonetheless, at the beginning of 2000, General Motor's vehicle productions languish
globally. As a result of losing one-third of its position, topping 28.1% shares by 2000 and only 19.8% in 2009 (Canis, Weber and Shorter, 201, p. 4). Which made it unreliable to GM to still hold its position as leading automaker in the American market as it became almost impossible to compete with the new and well-developed Japanese automakers, such as Nissan, Mitsubishi and especially Toyota. These Japanese automakers were providing an exceptional and well reliable efficient product with high-quality standards in the American and global automotive industry. Also, considering another external character of General Motor's failure has to be with the erratic gasoline prices the international market. As a matter of fact, comparing gas prices from 1999 to 2009, gas prices raised over $4 price a gallon in many areas of the United States. This fact was confirmed by former GM's CEO Fritz Henderson while filing before the US bankruptcy court "there were substantial increases in the price of crude oil nearly $150 per barrel in 2008, which precipitated a sharp downturn in driving and sales in the large vehicle segments in which GM was dominant and most profitable" 2009 (Canis, Webel, and Shorter, 2010, p. 5). Considering that General Motor's car offerings were most of the time poor quality, big sizes SUV's and trucks consumer of the vast amount of gasoline that were commonly seen by costumers as, "old fashioned and backward looking" (p. 36). A view that was reflected in sales which also portrays General Motors unwillingness and stubbornness to accept advance movements made by other automakers who preferred to produce cost efficient, high quality, and compact sizes cars to respond consumers needs.

Another detail to consider on General motor’s failure was related to internal forces that can be translated to the production methods utilized in the process making and assembly of the vehicles as it is pointed out in the case study (Monks and Minow, 2012), “Fortune outlined how duplicative and wasteful the simple process of metal stamping was. GM spent $850 million to standardize the die production at 13 plants and reduce the number of press line set-ups from 57 to 6, but when the reform was completed, GM was still spending 20 percent more on metal stamping than Toyota” (p. 36). And inefficient production lines (Monks and Minow, 2012), "GM took 29 hours to assemble a Pontiac; Toyota assembled a Camry in 20. GM's domestic plants spent an average 3.5 months getting production of a car up and running at full speed in an assembly line; Honda did it on a weekend" (p.36). GM filed for Chapter 11 in the federal bankruptcy court in Southern District of Manhattan, New York in 2009. At this point, the Obama Administration required GM to reorganizing their top managerial staff for them to
proceed by investing 30 billion of new loans into the company and taking 60 percent position in the equity shares. (p.39). These also resulted in the closing of GM brands Saturn, Pontiac, and Hummer. Additionally, the Obama Administration on its attempt to boost the American Auto Industry impulse the Car Allowance Rebate System or “Cash for Clunkers” program offering cash incentives to new car buyers (Monks and Minow, 2012, p. 40). Bright horizons appeared to General Motor’s international market as by 2010 showed sales up to 40%, especially in Asia and Latin America. (Monks and Minow, 2012).

Table 2 General Motors Timeline

<table>
<thead>
<tr>
<th>General Motors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1908-1995</td>
</tr>
<tr>
<td>1996</td>
</tr>
<tr>
<td>2000-2008</td>
</tr>
<tr>
<td>2009</td>
</tr>
<tr>
<td>2010</td>
</tr>
</tbody>
</table>

- GM experiences return on sales by only .8%  
- GM is founded by William Durand 1908. With headquarters in Detroit, GM has faced consecutive economical growth with auspicious sales until the beginning of the 2000’s  
- Gas Prices begin to raise in the United States (globally as well)  
- Sales up to 40% in the international markets (Asia and Latin-American)  
- Collapse of credit market and slowing of global economy  
- Obama Administration injects billions in new loans and acquires Equity shares from GM  
- GM filed for Chapter 11 at the federal bankruptcy Court in 2009

In the timeline above (2) GM’S market performance on the time of bankruptcy including The Obama Administration economic injection favoring the automotive firm.
5.4.3 Case Study: Corporation in Crisis “Eastman Kodak”

Sometimes, it is hard to believe; how come a 128-year-old well-established organization can drastically decline in the market to the point of going bankrupt? In a study by Lens Inc., an investment management firm shows the widespread and outstanding failures of the top managers from Eastman Kodak when it comes to the time the appearance of digital technological upgrades and cheaper manufacturers show a much sufficient structure of efficiency in their elaborated offerings (Monks and Minow, 2012).

George Eastman and Henry A. Strong founded the Eastman Kodak Company on September 4, 1888 (Lucas, 2012). Kodak's smooth transit in the market with stable growth and positive sales did not show any disruptive performance until the beginning of 1980 when Kodak began to struggle financially due to higher debts, poor long term strategy, and long-term underperformance in its core business (Monks and Minow, 2012). In the late of 1992, Kodak's debt raised up to a total of $10.3 billions, which double the previous debt from 1988 as part of different acquisitions that did not show any kind of long-term returns or related assistance to their current business offerings in the market (Monks and Minow, 2012 p. 110). Part of the criticism in their instability in the market has to do with their precarious poor long-term strategies that could equilibrate a better demand for offerings and much better addition to the research and development markets that included an awful advisory structured of managers and executives who deliver resounding setbacks. Part of the paradox and poor decision-making had taken this position to decline the sufficient entries potentially and technological advancements as their share prices dropped drastically right in the beginning of the 1990's (Lucas, 2012, p. 18-19). Another predictor of the failure of Kodak is related to the failure of their stock value in the market. This imperative market disparity had several effects with ups and downs that kind of predisposed the fluctuation of their values in the stock exchange share creating turbulence speculations among shareholders that forecast their eventual unbalance in the market. It is well noticeable in the second half of 1992 and ends of 1993 under the surveillance of Kodak's Chief Executive Officer Kay R. Whitmore. It is unfortunately to say, but under CEO's Whitmore leadership, it is well known Kodak, as organization, was not capable enough to fortuity foresee the enormous advantages of their concurrent developments as digitalization of the cameras and outdating of film proliferation was taking place by one of Kodak's biggest rivalry, Japanese camera and film manufacturers such as Nikon, Canon, Sony and Fujifilm given that, "For Kodak the invention a growth of digital
photography was clearly disruptive technology that had a dramatic impact on the film sales. It was a one-in-a-hundred-years change for the company" (Lucas, 2012, p. 21). The Eastman Kodak Company took about two decades to transform from conventional photography to digital photography (Lucas, 2012). The touch of distinction between these Asian corporations and Kodak, was of being skillful and competent enough to reduced the cost of production, simplify the methodology of usage and supportability as a key element of attachment to their ongoing offerings in the market, making them very qualify and self-reliance on their research and development departments considering Kodak's being pioneer but ineffective to study further given the fact that first digital camera was ironically invented by Steven Sasson, an electrical engineer at Eastman Kodak in 1975 (p.91). He invented the first experimental digital camera, which stored crude 10000-pixel black-and-white images on cassette tape (Präkel, 2010). It seems that at this point, Kodak did not forecast the upcoming technological developments as the Asian counter partners made the wisest choice to calculate and project the leverage that could be obtained as other factors made these radical changes possible by going as far as complaining along with national governmental entities in international instances. Kodak alleged the Japanese government had imposed trade barriers on their imports, which had to prevent them from competing fairly with their Japanese counter partners in the film market. In 1995, Kodak's struggle stagers the involvement of governmental agencies that have to request the Japanese trade commission to investigate their national film producers of the fierce competition in the film market as this was alleged on a formal complaint from the United States Commerce Department under the World Trade Organization in 1996 against the Japanese government claiming, "As the requested consultation with Japan concerning Japanese laws, regulations and requirements affecting the distribution, offering for sale, and internal sale of imported consumer photographic film and paper." The US governmental agencies were not able to dispute this issue fairly as " the United States had not demonstrated that the Japanese ‘measures' cited by the US nullified or impaired, either individually or collectively, benefits accruing to the US within the meaning of GATT Article XXIII: 1(b)" (p. 20). The United States government and Kodak were not able to recognize the particular Japanese approaches of technological advancements taken by the "photographic" industries into the tendencies of digitalization as it was already introduced in the Japanese market. Also, considering the long-term underperformance by Kodak was assumed as a temporary slowdown in its core photographic market given the company's downturn in
the market as it was pointed out by the Wall Street Journal at the beginning of 1993 (p. A4). Kodak presumed that its growth in the core photo business had increased from "6-8 percent" when it present hardly gains of "2-4 percent", instead (p. 110). Lens Inc., co-founder Robert A. G. Monks, disputed this fact with formers Kodak CEO Kay R. Whitmore for his annual report statement as Mr. Whitmore inflexibility on changing his current underperformance and strategic planning by only focusing on his photographic markets relying on the company's positions in the market and the well-known reputation established in the past decades (Monks and Minow, 2012). Thus, Mr. Whitmore overestimated Kodak's dominant position in the photographic market as well as dismissing the other industries the Eastman Kodak Company had involvement with such as chemicals and drugs. Facts that were pointed out by Lens Inc., principal Mr. Monks, "Kodak's diversification efforts have been generally unsuccessful to date (1992). The costs of acquisition, and of the huge research programs and capital budgets, have been financed by a nearly five-fold increase in debt, while shareholders' equity has remained flat. Growth has remained slow, and margins have fallen drastically" (p. 111). Within the next years, and after several reforms from new top executives to improve company's performance, slight signs of progress were made that included Kodak's introduction and further establishment in the digital market.

Under the leadership of CEO George Fisher from 1993 to 2000, the Eastman Kodak Company attempt to convert Kodak into a “digital company and create a digital mindset” (Lucas, 2012, p. 21). Unfortunately, and given the obstinate entrenched mentally from middle managers within the company, the resistance to change towards new digital technological advancements resulted ineffectual, even though Kodak counted with numerous reliable capabilities such as knowledge on chemistry, film production, high-quality printing paper and patents on its process, that could have helped the company to transition towards digitalization more pleasantly (Lucas, 2012). However, Kodak failed to anticipate how fast digital cameras became a commodity with the inclusion of new competition of new entrants in the digital market.

In January 2012, Kodak, under the managerial performance of CEO Antonio Pérez filed for Chapter 11 for bankruptcy protection in the United States Court of the District for the Southern District of New York. Despite CEO Pérez efforts of reinventing Kodak (The Eastman Kodak Company, 2012) with digital technologies by adjusting the company's business model into new strategies of developing a line of inkjet printers using nanotechnology from filmmaking, Mr. Pérez was unable to restructure the
Eastman Kodak Company with significant outcomes as he did once at the managerial position for Hewlett-Packard for 25 years (Lucas, 2012). His attempt to calm shareholders with optimistic annual reports and how Kodak's aged reputation in the industry still reflected in the economic values,

“Our cash flow was exceptionally strong, even after paying out $548 million restructuring costs and reducing our debt by $805 million, to 2.778 billion. We plan to further reduce our debt by another $1.15 billion in 2007, predicted upon the anticipated closing of the sale of our Health Group Onex Corporation in the first half of the year” (Pérez, 2007).

Thus, low-profit sales across many of its products groups were the final cause of its failure, "Sales of cameras were down by 8%; revenues from its photofinishing operations were down 14%; sales of ink and inkjet printers had increased over by 40%, a bright spot, but nevertheless overall sales had decreased by 10% compared to the previous year and the group had lost $92 million" (Hill and Jones, 2013, p. C386-C387). The Eastman Kodak Company never recovered from such failure and remained up to this date as a former film and photography pioneer.
In the timeline above (3) Kodak’s relevant events that includes its foundation, the invention of the first digital camera, and crucial moments under the last three CEO before its bankruptcy year.
6 Discussion

In this chapter, the discussion part will take place by describing the significance of the findings in the case studies and annual reports. This discussion section would be crucial in the sense of exchanging ideas about the problem being investigating, highlighting the importance of the study revealing new gaps the need to be the review for further improvement. This also includes engaging critical thinking about the displayed issues in the paper as well as formulating a deeper and more profound understanding of the research problem in the thesis. As in the presented case studies and reports for the companies Blockbuster, General Motors and The Eastman Kodak, exhibit how uneventful the way of overcoming economic and institutional crisis could be taken into consideration as a relevant phase these companies have faced on the market and unfortunately from a disastrous manner, Kodak and Blockbuster have not been able to overcome and reestablish their position in the market.

6.1 Discussion for Case Study: “A Blockbuster failure: How an Outdated Business Model Destroyed a Giant.”

In the case of Blockbusters, the uniqueness of its offerings in the market by the middle of the 1980s as the video and eventual DVD rental business have defined them as a exclusive business model of its kind in a marketplace that did not have anything related to this rental concept at the introductory stage of the product. At the early stages, Blockbuster could be treated as an innovator in the video rental industry due to their cleverness to find a target market the only way they could watch again their favorite movies was by the purchase of the Video Home System (VHS). Blockbusters innovate the market by introducing the rental practices in a way that became practical and convenient for its costumers. After being in the market for some time, and with the different managerial changes, the focus to the original business model was left aside as Blockbuster intended to direct their attention to the market to the video game industry, which it could have been taking into consideration as a side part of the main video rental without passing by its original concept. The poor decision-making by the top managers and their vague attention to the competition did not permit them to centralize on the main characteristics of their product. At the same time, allowing the competition to develop new strategies to have a better approximation to its customers resulted in dire consequences. It is fair to say that in the beginning when Blockbuster's competitors
enter the market did not experience growth into a great treat. On the contrary, for the competitors to gain a name in the video rental markets have taken them some time to become what the Blockbuster brand have developed over the years. However, underestimating the competition for too long became an instant treat as Blockbuster experiment in different fields of its original structure. In this case, Netflix once established in the market and with some customer share in the video rental environment took the risk and implement new business strategies that could easily complement the video rental business. Also, it’s nice to mention that Netflix took advantage of the different technological advancements that could simultaneously add more value and fulfillment to its business strategies and its potential customers.

If the co-evolution of Blockbuster’s business model would have happened, the optimal action for the video rental pioneer could have been by integrating its business strategies with Netflix right in the beginnings of its competitor entrance in the Video and DVD rental business as a way to join venture their business horizons by accessing Netflix new market settings as well as appointing unfamiliar distribution networks. This would allow Blockbusters to optimize its value efficiencies of the merged organization and have deeper penetration in key areas of operations.

**Recommendation notes**

Blockbusters should have focused their leverage in the video rental industry by improving customers’ requirements instead of trying to get involved in other market environments that they do not belong. Their mistake by getting entangled in other competencies that they do not have any knowledge from the beginning has caused them to pay the price of not meeting customer demands at the time where competitors were paying really close attention to customers needs. Also, their lack of awareness of technological advancements at this given time, such as Internet progression all over the world make them lose a huge expediency in the market as other competitors were wide attentive to these leads.

Turning back to the examples given in the theoretical background chapter referring to the co-evolution of sustainable business models (pg. 18) if the sustainable business model based on the idea of integrability could have been put in place, Blockbuster would overcome partially issues that were daggering the company by the intense technological leverage obtained by Netflix at the time. By merging their forms of planning and letting Netflix acquired the ground of reputation yet obtained by
Blockbuster (social and cultural capital), their ascendancy in the market would not be unnoticed and conveniently benefit from the economic capital prevailing from the video-on-demand services provided by Netflix.

6.2 Discussion for Case Study: Corporation in Crisis “General Motors”

For General Motors, despite being in the market for over more than one hundred years, it did not prevent this American giant from facing one of the darkest pages in its rich history. General Motors and the more than seven brands of cars in its back entered the 1990s with some difficulties as its sales were as low as only reaching almost one percent. The American car manufacturer implemented no strategy at all, in a different manner, General Motors relying on its previous strategies as they take it for granted the established brand name among Americans and the industry leadership that they have for a long time. In conjunction with the many internal and external difficulties they were already experiencing such as, competitive Asian car manufacturers (Toyota, for instance) that offered more efficient and high quality design of automobiles, the raised of gasoline prices in the international market, incompetent production and assembly methods in comparison to their Asian counter partners, the collapse of the credit market and global slowdown of the economy, as well as its capricious and erratic corporate culture. Not to be political influential in some sense at this paper, but it was thanks to the Obama Administration and the 50 billion rescue that this corporation have sufficiently support to level itself and reorganized its business planning by relocating its position in the market as one of the most important steps to revolutionize General Motors would have to be with a drastic change of the top corporate leadership by firing the Chief Executive Officer of the company. Nonetheless, under the new top managerial command, General Motors was able to see an immediate result as its sales were flourishing within the next year. It is unbearable to believe to some extent, but the figure of corporate governance demonstrated by GM who tried to keep their cars industry dominant and prominent ended up restraining it from becoming healthy.

General Motors could have prevented its eventual bankruptcy by taking advantage of its Asian competitors by imitating their business models as part of the organizational design. Top managers should have mirrored their opponent planning considering the innovative directions taken with the introduction of fuel-efficient vehicles and small size compact car models for specific market sectors. In any case, GMs found the right
way to appropriately correct their mistakes with these details and lift themselves in the automobile market once again.

**Recommendation notes**
It is palpable that General Motors’ previous position in the automobile market has been highly prosperous. Especially, in the American market with the great demand for “muscle cars” which are characterized by powerful engines patterns and high performance driving. However, external factors such as the increase of oil prices have affected the economy of gas consumption and eventual declination for American families. General Motors should have prevent these issues by forecasting external changes in the international market that could affect them locally and eventually internationally as well as less dependency on products that alter their own products. Also, considering the quick transition taken by GM’s Asian competitors to unfold other alternatives that could help their products to become more economical for their customers and efficient in thrue usage. General Motors should have developed high quality design automobiles that could step up as an alternative to the local (American) and international industry. Bearing in mind all the General Motors competencies and expertise in the car industry, could have help them to create and innovate with fuel efficient automobile models capable to become less reliable on fossil fuel resources that are fairly unsustainable in our current times.

Following the examples of sustainable business models given in the theoretical background chapter (see pg. 18-23), the model based on the concept of imitability would have been very helpful for General Motors to proceed. By succeeding the business models implemented for their Japanese counter partners and imitating a lean way to produce automobiles, GM could have simulated the parameters of manufacturing applied by the Asian competitors to efficiently avoid cost overrun created due to erroneous production methods.

6.3 Discussion for Case Study: Corporation in Crisis “Eastman Kodak”
Lamentably, The Eastman Kodak Company did not have any backbone and had to restructure all its lines of planning and strategies to attempt to convert into the type of business that used to be before even though they missed insurmountable opportunities. The Eastman Kodak Company and its more than one hundred years in the film industry market were not able to cope with the new technological upgrades that many of its
competitors were competent enough to manage. Ironically, Kodak has been well known for being pioneers in different kind of progressions of new technology inside the photographic business. To a large degree of having the expertise and human resources to develop direct works towards innovation, introduction, and improvement of products as it was the case of the invention of the first digital camera by one of its engineers. Notwithstanding, fallacious recognition by top managers to realize the new tendencies that were overcome in the photographic industry has certain implications on its final consequences. Once sales were not meeting managerial expectation, a sense of concern seize the leaders of the company despite having the chances and innovating in the field deciding to stick in the film ground that favors them thank the reputation gained throughout the years. Thus, Asian competitors did not have any pity in their quest to achieve the photography and film market shares controlled by Kodak as the customers worldwide were enthral of the Japanese products with a touch of class always professed by them: diversified, practical and outstanding quality. Kodak's poor performance at the beginning of the 1990s due to high debts and lack of long-term strategy, were reflected financially. Unable to find any positive outcomes, the intervention of governmental agencies between the United States and Japan was in dispute under the World Trade Organization as the American complaint against the Japanese for unfair treatment of their film offering without accepting the market's adoption of new advanced technological offerings. Given the different top and middle managerial obstinacy and their unpredictable approaches no to focus on the new tendencies in the market and trying to pursuit different business strategies distinct to its competencies, Kodak went bankrupt and did not see the light again as it used to be during its shining years. The implementation of the co-evolutionary perspective based on the scalability model with digitalization technology could have been quite advantageous for the Eastman Kodak Company given their first observations and discover of the digital camera. Counting with the vast number of engineers at their dispositions, a strong focus on the digitalization and transformation of the company towards the new tendencies could have been less traumatic and eventually more placidly as a matter to maintain their excellent reputation in an industry that has been dominating for over a hundred years.

**Recommendation notes**

The Eastman Kodak Company should have done deeper research on an innovative discovery such as the digital camera, which was created by one of their engineers, dig
deeper into high-tech exploration and expand the leverage already established in the film market with the introduction of the digital camera product as a disrupting innovative good. A product that people from all over the world could have, try and use in the long term. With Kodak’s ascendant prestige in the film market and authenticity of products of their own in the film industry, Kodak could have quickly gained a huge market share in the digital market industry since the very beginning, adjusting the product within the customers’ continuous new requirements and still profitable up to this date.

Remarking the sustainable business models from the theoretical background chapter (pg.19), Kodak could have evolved with a sustainable business concept based on the idea of scalability because of their cultural knowledge recognized by customers as a pioneer of the film industry. More profound exploration in the digitalization of the industry would settle Kodak’s foot as the continuous radical innovator that could lead the company to a complete evolution in the technological industry. This would have taken place by growing their capacities of research and development into the cultural dimensions of the digital era. And, taking advantage of their cultural capital yet obtained by the year’s analysis into their industry of expertise.
7 Conclusion and Recommendations

Under this chapter, the conclusion and recommendation will be giving in order to shape the impression of the analysis for the main argument and suggesting the best course of action for the concluded discussions.

7.1 Conclusion

On the three previous case studies, it is fair to say the managerial methodologies from these top CEOs were not efficient enough to organized the practices necessary for the field related to every one of their corporations. Due to the stubbornness and determination of these top managers, it was almost impossible for their habitus to change their perspectives with regards the new actions needed to implement in their businesses, the customer demands more adequate products and services, and the new modern technology enforced by their competitors or new entrants in the market.

The unconscious habitus characteristics of these top leaders from Blockbuster, General Motors, and The Eastman Kodak Company was built due to the social acceptance and concession obtained by these companies in the respective fields of their involvement. Some of these businesses, with over more than one hundred years in the market, have the managerial habitus built over time given the result of a kind of interaction between the customer and the relationship established with their offerings over time with successful results. These became a disposition that was molded by past events due to experiences and formats that shape current processes, conditioning the customers' perceptions and managers present and further impressions. Thus, the habitus of the managers was produced unconsciously without any premeditated search of consistency but with any conscious concentration. Their process of the managers did not have any interference to their decision-making. However, their habitus had to change over time to meet and compete with other offerings that were gaining sizable market share. Therefore, as it is demonstrated in this study, the habitus is not permanent. On the contrary, it can be disrupted as well as adjusted in accordance with the unexpected situations given in the market environment and transform over the variation and new technological advancements and tendencies that can be put into action within the organization to gratefully satisfy customers taste. The practical usage of sustainable business models for these organizations could have produced an advantageous overturn to the performance of these organizations. Recognizing the different forms of capitals
these organizations have for granted in addition to the awareness of out-of-date and obsolete business models could have also made a huge impact in their progression on the field of competence.

7.2 Recommendation

If the habitus of customers can be disruptive for innovative product or services in a given market environment or industries, managers of corporations, large, medium and small size businesses should be aware of the radical changes happening in our times. It is good to mention that everyone has behaviors, which are used to deal with in our daily basis. Thus, we tend to see life from whatever comfort zone we want, but managers need to be conscious of the different technological advancements that are happening in our society, by also including customers' preferences and predilections about the variety of offerings on display. Disruptive innovation typically happens everywhere at any given time as long as the world keeps moving and technology expansion maintains this frenetic rhythm of transformation. Managers and corporation leaders have to appreciate of these radical changes and find innovative solutions for their organizations considering the utmost of how beneficial they would be for them if they can include them in their business strategies for the long run. There are many business models and a variety of ways to become creative once a business is established. With this idea in mind, organizations should take full advantage of their own forms of capitals they possess by reasonably evolving with contemporary sustainable business models that can help them to become more proactive players in their further expansion of the market as well as to pay attention to the current needs of customer nowadays on improving the products and services provided. Top managers should never sleep on their laurels, especially under these competitive market environments.

7.3 Purpose fulfillment

The purpose of this thesis was to gain a deeper understanding how innovative external disruptions affect the habitus of mature organizations. I believe that by summarizing the theoretical background and putting it into the consequences of real scenarios, the goal of this research paper was reached. My thesis offers the reader easy access to the philosophical explanation, which makes it more understandable. On the other hand, I
managed to connect the “Habitus” theory coming from the 20th century with real managerial decisions of recent decades, which is something I have not found by doing my investigation anywhere else and I consider it as the substantial added value of this research work.

By creating an overview and timeline of each business case, the reader does not need to look up more information. Moreover, a short recommendation on what could have been done differently is added at the end of every discussion part, which can serve as illustration and guidance for current or future managerial directors or simply any person that has to take a strategic decision. Consequently, I believe the content of this thesis can be useful for wide public as well as companies and for studying purposes.
8 Personal Ending Notes

Considering the fact of importance of the forms of capitals given by Pierre Bourdieu, having to identify their dual application and interaction with the sustainable business models, their interrelation with filed in law, human resources and analyses of project relationships and the model cooperation that can be processes on politics state and how relevant they become eventually within the time. It needs to create value in the community, customers, suppliers and employees and financiers without leaving them apart as considering their role important in business to be successful.

Under the influences of the forms of capitals from Pierre Bourdieu and the habitus traits created by managers and customers in given societies, it is value to mention the different characteristics firms and business would be able to take advantage according to the offerings in the market, whether they are related to the services or productions sector, they all have a distinctive patterns that create a leverages among their closest competitors in the market. Also counting with Stefan Schaltegger innovative sustainable business model and its respective evolutionary process in the market for their further development. After all the four mentioned evolutionary processes such as scalability, imitability, merging/acquiring and mimicry, it is reasonable to emphasize by the merging and acquisition tendency of their competitive advantage under the forms of capitals offered by their current industries of advancement. Just remember the example of giant Asian automaker Geely, and their recent counter partners and business ally as Volvo. Their exchange of capitals is quite obvious in the sense of the mutual benefits one, and the other will rely on for their further alliance. The acquisition of the giant automaker would bring a potential aid for them to reintroduce their low reputable value recognition, as it is the stigma that tends to follow any Chinese product or services offered outside of the Asian market. Volvo instead, has already an established market value in the car industry as it is well known by the safety feature provision as well as their in deep development and constant improvement of their manufacturing stages that can count by outreaching their closest competitors defining particular characteristic that can uniquely isolate them from other European and American car makers. The field that identifies these two automakers can be delineated by the given component of their production and necessities. These forms of capitals are the ones that lay out their interaction among other Carmakers. Volvos coming back to the market forecasted an opportunity, not just in the sense of sharing their social capital already acquired within all the years in the market, but also in the industry where their exchange of their
capabilities with their Chinese counter partner could be crucial for their benefit. Thus, Geely saw great potential in the quest to introduce their brand in the European auto market jointly with their Swedish partners knowing the substantial advantage of not only exchanging their economic capital but also acquiring social capital that already Volvo has received through the pass of the years. The reciprocal exchange of capitals can substantially bring advantageous profits gains and competent expertise to the participant firms noting that they are related to the same kind of industry. Although just taking this example within profound and broader approach, it would be ideal to consider how different industries or organizations would interrelate and make these exchanges of capitals towards another situation. As it is the case of transferring capitals on a distinct oriented goal given the case of the interrelations and guidance support to communities without foreseeing any interest in economic returns. Think about the beneficial approach of exchanging the capitals in sociable matters in the case of improvement of impoverished communities worldwide.

It would have been great to see how these kinds of exchanges would have taken place in our current times revitalizing the trends of globalization that can be foster and nurture with consequential approaches. Just imaging in our small town; Växjö. Växjö is portrayed as the greenest cities in Europe which can be perceived by the many modern, simplistic and sustainable ways to subsist as the town they are well known these days. If this is one example, just think about how many communities with the same small resources as this little Swedish communities would be willing implement some community programs in Latin America, Or Africa, for instance.

I firmly believe, some of these communities could be used as prototypes in some cases as they want to be taking into account with opportunities to overcome their small resources as well as improving the way of living for many communities that do not have the eyes or spotlights of the world if chances are not given or at least considered. Considering also, the many natural resources available in many of these countries but without the potentiality and capability to overcome some of their most substantial issues as poverty, drinking water, or poverty in some extremes, the necessity for a plan or project to address them could become a political nightmare for many local governments which most of the times are bribes by other powerful transnational companies looking to lucrative persuade their favoritism in order to take advantage of the many communities that are in the privileged spot of sitting on a golden bench without even knowing it. Bourdieu would never have ever expected or thought of taking advantage of
the participants from the other as many would stereotype great thinkers that the only thing in mind is to communicate the idea of sharing and exchanging capabilities as a resourceful matter of incumbency that many would manage to misinterpret. In societies with no personal interest, as it is demonstrated to be with most Scandinavian countries, this idea of proactivity towards the prosperity of the community is reflected in the way their communities are interacting the one with the other nowadays. A tendency that can be simple visualized by the way many of these communities are established with regulatory services, social programs and demand of goods that are most of the times indispensable for the citizens of the country is ways that would make a lot of sense in the eyes of any old philosopher or socialist always pursuing the betterment of the community and the country on a large scale.
Bibliography


Appendix

Equation 1 Sustainable Transformation

*Image 1. Sustainability transformation for sustainable entrepreneurship and necessary direction of business model innovation (Schaltegger, Lüdeke-Freund, and Hansen, 2016)*
Equation 2 Interaction of multiple stakeholders

Image 2. It shows only a section of stakeholders and their multiple interactions within determinate market as the involvement with competitors, investors, customers, government, also is taking place (Stubbs and Cocklin, 2008).