

Pivoting Business Model: a Two-stroke Sensemaking Process

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Abstract:

Pivoting business model is a major concern for business ventures that need to bring into line their business model with various constraints and opportunities. This article develops a sensemaking perspective on pivoting business model. We show that pivoting business model unfolds through a two-stroke sensemaking process that sequentially addresses the external and the internal consistency of business model. We provide a model of pivoting business model that stresses that pivoting is not only an iteration of tentative new answer to external expectations, but can also be considered as a cyclical process that continuously re-addresses the external and internal logic of the business venture through interactions with stakeholders.

Key words: pivot, business model, sensemaking, qualitative study

1. INTRODUCTION

Pivoting has been acknowledged as a core practice for strategic reorientation (Kirtley & O'Mahony, 2020; McDonald & Gao, 2019). Facing dynamic environments, business ventures revise the former dominant “business planning” approach (Honig, 2004), and foster experimentation, testing new ideas to adapt themselves to the market (Hampel, Tracey, & Weber, 2019). 93% of 400 young ventures changed their initial strategy before being successful (Bhide, 2000). While pivoting has been highlighted by famous Internet ventures – such as Slack (The Economist, 2016) or Flickr (Penenberg, 2012) – several famous “traditional” firms also pivoted such as Nintendo which dropped its taxi company and its ‘love hotel’ chain to focus on producing electronic games (Nazar, 2013). However, while pivoting is now practically well documented (e.g. Ries, 2011) and even taught in incubators or business school programs (O'Connor & Klebahn, 2011), it has not been extensively theorized (Hampel).

Considering that pivoting induces a reorientation in terms of activities, structure and resources in the pursuit of value creation and capture (Kirtley & O'Mahony, 2020), pivoting consists in business model transformation (e.g. Grimes, 2018; McDonald & Gao, 2019). Previous research on pivoting business model has identified triggers (Chesbrough & Rosenbloom, 2002; e.g. Lehoux, Daudelin, Williams-Jones, Denis, & Longo, 2014) and underlying sub-processes (e.g. Berends, Smits, Reymen, & Podoyntsyna, 2016; McDonald & Eisenhardt, 2019) but has not explained how pivoting unfolds over time (Kirtley & O'Mahony, 2020). Whereas previous work identified sensemaking as a crucial “input” (Sosna, Trevinyo-Rodriguez, & Velamuri, 2010) or a constituent of pivoting business model (Bojovic, Genet, & Sabatier, 2018; Grimes, 2018), we draw on sensemaking as a perspective (Weick, 1995) to address this issue. In this study, we therefore ask: *how does sensemaking shed light on the process of pivoting business model?*

We conducted a longitudinal qualitative case study of the development of a venture in a consulting firm where a small team of consultants was in charge of developing a new business for a specific customer segment. We focused on actors’ interactions with various stakeholders, since they have been recognized as a key element for pivoting (Hampel et al., 2019) as well as a support of sensemaking processes (e.g. Balogun & Johnson, 2004; Maitlis, 2005). Along a 61-month period, we identified five pivots of the business model through which actors strategically reoriented the new venture. Our study reveals a two-stroke sensemaking process through which a business model pivots, foregrounding the importance of both internal and external consistency of business model. Social interactions with internal and external

stakeholders reveal inconsistencies in the very logic of the business, acting as triggers for sensemaking and thus pivoting business model. Several theoretical insights emerge from our analysis. First, our research advances knowledge about pivoting showing that it is a matter of enacting business model consistency. Second, we introduce a cyclical view on strategic sensemaking that few studies had considered before.

Our paper is structured as follows. First, we argue that sensemaking is a key dimension for pivoting business model. Then, we expose the methodology of our empirical study and describe its results. Finally, we draw attention to the theoretical contributions of considering actors' sensemaking for pivoting business model.

2. THEORETICAL FRAMING

2.1. PIVOTING BUSINESS MODEL

Pivot lies in the field of strategic change for business ventures (Hampel et al., 2019; Kirtley & O'Mahony, 2020). The concept of pivoting emerged from practical literature, defining it as “a structured course correction designed to test a new fundamental hypothesis” about a venture (Ries, 2011, p. 149). As many ventures rarely find the right way at the first time, they frequently reorient their strategy through pivoting (Hampel et al., 2019; McDonald & Gao, 2019). Business ventures can perform a pivot at several times in their lifecycle (Hampel et al., 2019): at an early stage to revise an entrepreneurial idea (Grimes, 2018) or later, completely reorienting the very business logic (Kirtley & O'Mahony, 2020). Pivoting results from integrating several stakeholders' feedback (Grimes, 2018) and allows fulfilling others' expectations (Hampel et al., 2019; McDonald & Gao, 2019). It has profound consequences on the very logic of the business, modifying the company's goals, attention, activities structure and required resources (Drori, Honig, & Sheaffer, 2009; Kirtley & O'Mahony, 2020).

Reorienting the core logic of the business in terms of activities, structure and resources in the pursuit of value creation and capture refers to business model adaptation (Saebi, Lien, & Foss, 2017; Snihur & Zott, 2019). In other words, pivoting lies in several modifications of the business model (e.g. Grimes, 2018). According to a growing body of research, business ventures that pivot several times can benefit by reducing uncertainty about their business models (McDonald & Eisenhardt, 2019) and making them fit with market expectations (Zott & Amit, 2008). Previous research acknowledges that business ventures modify their business model over and over again to find the relevant logic to be successful (Bojovic et al., 2018;

Futterer, Schmidt, & Heidenreich, 2018). For instance, the study of Naturhouse (Sosna et al., 2010) highlights how its founder reconfigured his company several times to evolve from a wholesale distributor to a European leader of the dietary products retail business.

Yet, despite it has become a core practice for many business ventures, pivoting remains undertheorized (Kirtley & O'Mahony, 2020) and little is known about precise mechanisms through which pivoting business model unfolds. On the one hand, research has identified triggers for pivoting business model such as new technologies (e.g. Khanagha, Volberda, & Oshri, 2014), users and investors' expectations (e.g. Lehoux et al., 2014) or the involvement of venture capital firms (e.g. Gerasymenko, De Clercq, & Sapienza, 2015). If understanding external triggers is of high relevance, it does not explain how pivoting business model unfolds. On the other hand, several studies have explored the underlying logic on which pivoting can rely. In this view, cognitive mechanisms such as imagination (e.g. Brea Solís, Casadesus-Masanell, & Grifell Tatjé, 2015), analogical reasoning (e.g. Martins, Rindova, & Greenbaum, 2015) or coping (e.g. Schneckenberg, Velamuri, Comberg, & Spieth, 2017) foster business model. For example, Svejenova et al. (2010) describe how the Chef Adrian Ferrà's quest for creativity led him to successively pivoting his business model all over his career. Also, pivoting business model can base on experiential learning (Berends et al., 2016), experimentation (McGrath, 2010) or a process of decision-making (Kirtley & O'Mahony, 2020). For instance, McDonald and Eisenhardt (2019) shed light on the framework of parallel play, a process articulating actors' cognition and actions, which enable to design effective business model over time. Taken together, these studies reveal various sub-logics that ground pivoting business model in specific situations. But more needs to be known on the dynamic process through which pivoting business model unfolds over time.

2.2. MAKING SENSE OF PIVOTING

Sensemaking as a concept has been apprehended by a large variety of definitions (Maitlis & Christianson, 2014). Based on the basic idea that the social construction of reality (Berger & Luckmann, 1966) emerges from enactment of people who create order through make retrospective sense of what occurs (Weick, 1993), sensemaking is conceptualized as a social process of meaning construction and reconstruction through which actors understand, interpret, and create sense for themselves and others of their changing organizational context and surroundings (Balogun & Johnson, 2004; Gioia & Chittipeddi, 1991; Rouleau & Balogun, 2011). Based on the wide variety of approaches, Maitlis and Christianson (2014) propose an integrative definition of sensemaking as *“a process, prompted by violated expectations, that*

involves attending to and bracketing cues in the environment, creating intersubjective meaning through cycles of interpretation and action, and thereby enacting a more ordered environment from which further cues can be drawn.” (p.67). This definition stresses that sensemaking is as much about authoring reality than about reading it (Weick, 1995).

In the field of strategy, sensemaking has revealed being a relevant perspective especially to address strategic change, which requires a ‘cognitive reorientation’ of actors to enact change through practices and discourse (Balogun, Jacobs, Jarzabkowski, Mantere, & Vaara, 2014). In a first trend, research has explored how managers make sense of strategic change in order to address specific dynamics during strategic changes like post-merger integration (Monin, Noorderhaven, Vaara, & Kroon, 2013) or organizational restructuring (Balogun & Johnson, 2004). In a practice perspective, research has shown strategic change enactment relies in sensemaking processes and practices (e.g. Gioia & Chittipeddi, 1991; Gioia & Thomas, 1996; Rouleau, 2005; Rouleau & Balogun, 2011; Stigliani & Ravasi, 2012). Research that draw in sensemaking breakdown reveals the mechanisms through which strategy may unfold, or on the opposite, lead to endanger collective enactment of strategic change (e.g. Kaplan & Orlikowski, 2013; Nag, Corley, & Gioia, 2007). More generally, Maitlis and Christianson (2014) claim that the relation between strategic change and sensemaking is recursive as sensemaking enables strategic change, which in return generates ambiguity and uncertainty that trigger sensemaking. Previous studies have identified the sensemaking as core activity for pivoting business model (e.g. Bojovic et al., 2018; Massa, Tucci, & Afuah, 2017). Pursuing their survival and growth in the environment, entrepreneurs “intend to reduce ambiguity and make sense of complex choices” (Chesbrough & Rosenbloom, 2002, p. 536). Individuals’ sensemaking is a crucial “input” (Sosna et al., 2010) to revise their hypothesis (Hampel et al., 2019) or beliefs (Kirtley & O'Mahony, 2020) about stakeholders' expectations and how to fulfil them for value creation and capture (Teece, 2010). In that line, Grimes (2018) highlights that entrepreneurs make sense of feedback from external stakeholders, leading to reorient their business model and realign their identity.

In sum, previous studies in the fields of business model and pivoting acknowledge sensemaking as a constituent of pivoting business model. Yet, they draw on a view, like Maitlis and Christianson (2014) or Bencherki et al. (2019), in which sensemaking is considered as a phenomenon, a process that takes place in reality. Another view of sensemaking lies in taking into consideration sensemaking as a perspective, a lens or a framework (Drazin, Glynn, & Kazanjian, 1999; Holt & Cornelissen, 2014; Hsieh, Rai, & Xu, 2011; Schultz & Hernes, 2013; Sonenshein, 2009; Weick, 1995). Taking sensemaking as a such a theoretical perspective leads

to consider pivoting business model through the lens of sensemaking, rather than identifying which component of pivoting business model relies on sensemaking. Relying on such a perspective implies to use the sensemaking properties (Weick, 1995) in order to explore the phenomenon of pivoting business model through this lens. We propose in this paper to explore how the sensemaking perspective sheds light on pivoting business model.

3. METHODS

As previous research has not tackled pivoting through a sensemaking perspective, we chose to investigate this issue through an explorative study relying on a qualitative and interpretive approach. Being interpretive does not mean that we are engaged in totally subjective interpretation rather that we have tried to analyse the subjective understanding of the flow of events. We used an insider/outsider approach (Gioia, Price, Hamilton, & Thomas, 2010) in order to maximize data collection from the inside and to confront the insider view with the outsider view. This enabled to find the right distance from the field and increase trustworthiness in our findings.

3.1. RESEARCH SITE

This paper is grounded on the case of the company Consultix and explore how the business model of a new offer pivoted five times over a 61-month period. Consultix is a French management consulting firm based in Paris. Its main activities are consulting missions on transformational projects for multinational companies. Founded in 2010, the company has been growing each year, achieving in 2017 turnover in excess of 7 million euros and has a staff of 45 consultants.

In 2013, Consultix's top management started developing a new venture, i.e. a new offer for a specific market segment to differentiate from competitors. The main idea of the project was to propose a turnkey service for customers, which includes management consulting and IT services thanks to collaborating with two partners. If management consulting remains the main activity of the new venture, several key points distinguish the new offer from Consultix's traditional business. First, it involves new partners: IndieITix, an Indian IT development firm and SoftOffix, an international software editor. Second, the new offer targets a different customer segment, the SMEs. Third, this new offer implies modification of resources – especially human resources – to fulfil projects and missions. Thus, the case of this new venture refers to the development of an additive business model (Santos, Spector, & Van Der Heyden, 2015) by an internal team within an established firm (cf. Frankenberger & Sauer, 2019). Our

research builds on the period from new business model ideation to test mission, in which we identified 5 pivots. The case ends with the realization of a test mission, which enabled the company to deploy the new offer for a test customer, and was considered by Consultix and the customer as a success.

3.2. DATA COLLECTION

The single-case design of the study follows the ethnographic type (Richardson, 2000). Through an internal position in the company, the first author spent three days a week in the field during 61 months (from the project beginning) participating in activities related to the project, working with others implicated actors and also attending social life of the organization (informal conversations, events, etc.). This enables an informed position to address processes as they take place (Langley & Tsoukas, 2017).

The sensemaking process of pivoting is informed by several types of data. First, thanks to his internal position, the first author has made observation: participant observation for the development of the new offer that led to taking systematic notes via a diary (e.g. Bourgoin & Harvey, 2018) and informal observation about Consultix everyday life. Concerning the new offer, the researcher participated in 99 identified as specifically related events (e.g. meetings, workshops) and recorded a substantial part of it (47 events, representing 58 hours of audio records). Second, eight formal semi-structured interviews have been realized (and recorded) with various stakeholders in the project (Consultix's members, partners, etc.). The project formally started in 2013 simultaneously with the arrival of the first author in the company. The case analysis reveals that previous events are concerned so a little part of the process has been studied retrospectively thanks to the interviews. Finally, documents related to the projects (minutes, correspondence, etc.) or to the company (web site pages or articles, corporate presentations, etc.) have been collected and archived. Table 1 summarizes the collected data.

Table 1: Data collection and use in the analysis

Data sources	Type of Data	Use in the analysis
Observations	Field notes from 99 new offer development events (about 420 pages): Detailed records of interactions, conversations and consequences.	Analyze the sensemaking process, capture changes in the way the new offer is developed.
	Informal observation of everyday activities in the company.	Familiarize with the context, orientate data collection on relevant meetings and interactions.
Meetings	Transcribed audio records from 47 meetings (about 58 hours – 1450 pages) on the new offer development.	Trace precisely the words used, the interactions during meetings, the elements that are used later in the development of the new offer.
Interviews	Transcribed interviews with different stakeholders in the new offer development project (8 taped interviews representing about 7 hours and 105 pages).	Investigate people's representations of the new offer, and their representation of the interaction with other people.

	Informal interviews with people from Consultix.	Understand the context Grasp informal elements in the relations between people.
Archival data	Company related documents: web sites, corporate presentations, internal presentations (about 50 pages).	Consider the identity and economic context in which the new offer is developed.
	Project related documents: minutes, correspondence with stakeholders, customers' presentations, others (about 200 pages).	Trace the steps of formalization of the new offer, its modifications, and completion.

3.3. DATA ANALYSIS

Our analysis has gone through six main steps. In the first step, in line with the ethnographic stance, we led a thick description of the whole story of the business evolution through a sensemaking perspective. We used a narrative strategy of process analysis (Langley, 1999), in which we put stress on the storyline and the richness of the case study as the researcher on the field experienced it. This description served as first order findings, securing that our narrative secured that no major aspects of the evolution of the business model evolution storyline would be missed. We particularly considered the temporal embeddedness of events and checked that all moves were sufficiently described for a reader to understand the story.

In the second step, we adopted a more analytical perspective based on the literature framework that we use in this study. We mobilized three main dimensions that appear relevant to tackle the required aspects of our study. Considering the sensemaking perspective (Weick, 1995), we draw on two main aspects. First, based on the interactionist stance of sensemaking, we coded interaction in two categories: internal interactions – interactions that only concern Consultix team members – and external interactions – interactions of Consultix's members with external actors (such as partners or customers). Second, in order to categorize the data in a sensemaking view, we used the Enactment-Selection-Retention framework (Weick, 1979; 1995; Weick, Sutcliffe, & Obstfeld, 2005) that articulates what takes place in the organizations sensible environment, how actors enact this environment on the basis of their interpretation, how they make sense of what happened in their enactment and how what they made sense of is retained for later action (Weick, 1979; 1995). Considering the business model perspective, like Berends & al. (2016), Cortimiglia & al. (2015) and Ghezzi (2013), we draw on Osterwalder and Pigneur's CANVAS (2010), which conceive business model through nine components. These categories enable us to grasp and categorize systematically the main elements of our research framework throughout the period under study.

Third, we used a bracketing strategy (Langley, 1999). We identified five sequences of business model pivoting. We bracketed these periods while analyzing the moments when business model

was partly stabilized, i.e. when actors got confident about the fact that the business model to date could be implemented.

Fourth, in each sequence, we analyzed the data through the analytical codes. This step was highly important as it revealed that external each sequence was based on two sub-processes of sensemaking, as analyzed through the Enactment-Selection-Retention framework. This step led us to two major findings. First, the comparison between these two processes led us to identify that the content of the two sub-processes was different. The initial process in each sequence dealt with external consistency, i.e. how business models is consistent with external expectations, whereas the second process was based on internal consistency of the business model, i.e. if the elements of the business model would be sufficiently coherent between each other for the internal logic to be relevant. Second, we realized that these two sub-processes were based on different interactions. The external consistency sensemaking sub-process was based on interaction between actors from Consultix and outsiders, whereas internal consistency sensemaking sub-process was based on internal actors only.

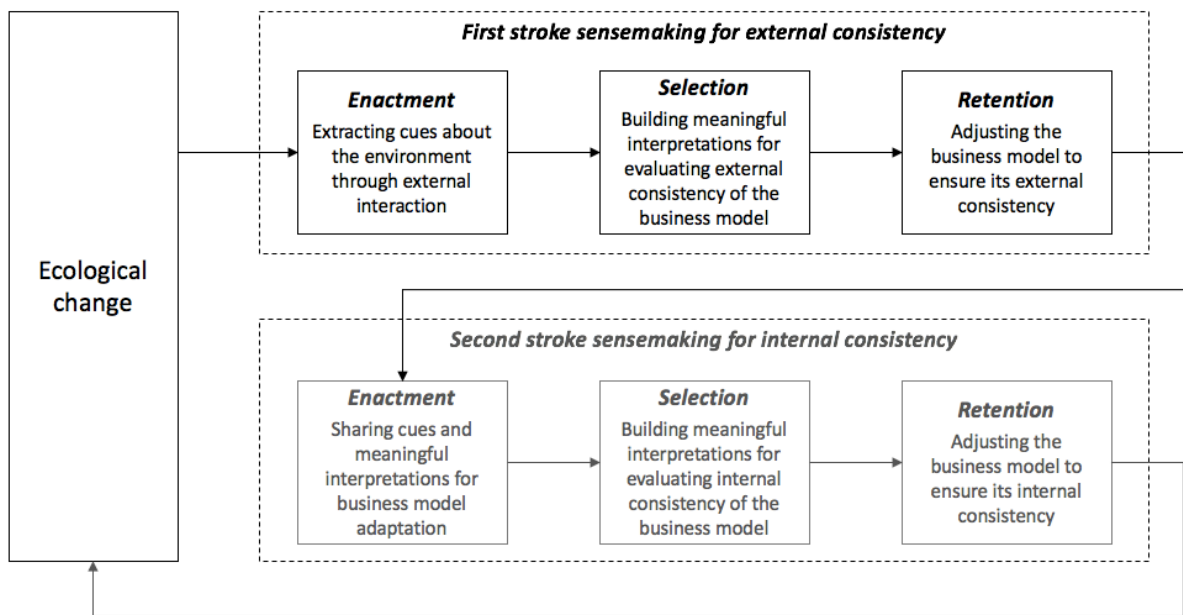
Fifth, in order to better understand the link between pivoting and how people interpret the situation, we systematically compared ‘selection’ and the ‘retention’ categories in each sub-process. Gaps between selection and retention reveals that actors may make sense of a situation but that cues they extracted to make sense of the situation is not retained in the way they develop the next version of the business model.

The last stage of our analysis consisted in setting the categories of our analysis into motion through a model that would build on the findings of the previous steps. We decided to represent the process through a cyclical view rather than linear view, as each sequence builds on the same articulation of subprocesses, which appear as a never-ending process of business model pivoting.

4. FINDINGS: THE TWO-STROKE SENSEMAKING PROCESS FOR PIVOTING

Our study reveals that pivoting business model leans on a two-stroke sensemaking process of actors from Consultix (Figure 1). We identified that the five pivots of the development of the new offer were all performed through the same pattern of sensemaking composed of two sequences of meaning construction: (1) the first sequence underlies actors’ interpretations for the alignment of the business model with the environment (2) the second one enables actors to adjust components of the business model in order to ensure its internal consistency. The following section provides detailed descriptions of each step of this two-stroke sensemaking process.

Figure 1 : The two-stroke sensemaking process for pivoting business model



4.1. EXTERNAL CONSISTENCY SENSEMAKING PROCESS

Ecological change lies in the evolution of the external situation of Consultix over time. Consultix’s environment main pieces are its customers and prospects, competitors or complementary service providers (i.e. companies Consultix can collaborate with such as IT services providers).

Enactment: interacting with the environment. As business goes on, actors from Consultix develop their activities through interacting with their environment. External interactions are performed through commercial appointments, consultancy missions, participation to conferences or meetings with partners. During these interactions, consultants extract information about their environment such as customers’ current issues in their business and their expectations regarding consulting services, new practices of competitors or new emerging technologies.

“On last Tuesday, Serge and Amélie have met IndieITix and SoftOffix, the IT partners of the SMEs offer, in order to discuss about the business development strategy. Serge told me that their experiences were clarifying to define how such a new offer should be positioned on the market”
(Extract from the research diary, 11/02/2014)

Selection: identifying external inconsistencies. During interactions, actors from Consultix select cues from their external interaction in order to develop a meaningful interpretation of their new offer to match with the environment. On these occasions, they may realize that the offer in its current configuration may not response to expectations of customers or partners, that the way they displayed the offer to an interlocutor was confused, or that there are opportunities that the new offer does not address. External interactions are occasions for sensemaking through which actors build their interpretation of the business model fit with the environment, i.e. they perceive inconsistencies. In other words, actors evaluate the external consistency of the new business model.

“Actually we significantly progressed for the development of our new offer thanks to these unsuccessful commercial appointments. In particular, they came us to understand that while our traditional customers [large companies] seek non-specialized consultants bringing methods for project management, SMEs expect clear functional expertise from people like us. Knowing that, it is pretty clear that the offer is not suited.” (Serge, interview, 14/03/2016)

Retention: envisioning new elements for external inconsistencies. Actors retain elements for business model adaptation based on the previous evaluation of the external consistency. Consultants’ sensemaking process drives the alignment of the business model with the environment. Such fitting adjustments may impact one or several components of the business model such as customer segments, partners or key activities. While this first stroke of sensemaking aims at ensuring the external consistency of the business model, we observe that some extracted cues are not retained for adjustments of the new offer. A misfit of the new business model with the environment results from such misalignment between selection and retention steps of actors’ sensemaking process.

“I think we misunderstood these guys’ [CEOs of SMEs] real need: they expect from people like us to help them to make strategic decisions, not to support their teams to implement projects. [...] The SMEs offer would propose strategic support services. It sounds well with small businesses’ concerns and trendy buzzwords such as business development or growth hacking!” (Jeremy – extract from a meeting, 21/07/2016)

4.2. INTERNAL CONSISTENCY SENSEMAKING PROCESS

At this stage, once the business model external consistency is reached by actors it changes the way they may operate the new offer. This new context creates changes that the actors should take into consideration.

Enactment: interacting with insiders. Once actors who interacted with external stakeholders consider that the business model fit with their understanding of the environment, discussions between consultants from Consultix take place. Through internal interactions, the team

responsible for the development of the new offer both shares the selected cues about the environment and the meaningful interpretations that imply the adaptation of the business model. Such internal interactions can be performed either formally - through workshops or monthly meetings dedicated to the development of the offer - or informally - via spontaneous chats when people meet at the office.

“Friday the 30th of October. Monthly meeting for the development of the SMEs offer. Participants: the whole SME offer team [6 persons]. [...] The meeting started when Serge told us a debriefing of his last commercial appointment with the deputy director of a SME” (Extract from the research diary, 30/10/2015).

Selection: identifying internal inconsistencies. During these internal interactions, actors consider the impact of changes related to external consistency on other components of the business model. As such they make sense of inconsistencies between features of the business model which have been aligned with the environment and the other ones related to the offer configuration before the reorientation. In other words, internal actors interpret mismatches among the business model components. For instance, while consultants make evolve the customer segment of the new offer, they interpret that previously designed value proposition, activities or resources now mismatch with such a new target. In analytical words, in this second sequence of sensemaking, our analysis shows that based on business model changes related to external consistency, actors make sense of business model internal (in)consistency.

“- Nicolas: I guess the new specialization of the offer implies that consultants have financial skills.
- Serge: Of course! We will staff on these missions only consultants that have a strong expertise on finance. Do you know Jeremy? He is a former chartered accountant thus he is an expert of financial issues in organizations. We will get such kinds of fellas!” (Extract from a workshop for the development of the SMEs offer, 30/10/2015)

Retention: resolving internal inconsistencies. Once actors have selected the cues enabling meaningful interpretations, they retain elements to adjust the business model ensuring its internal consistency. In other words, actors make sense of identified inconsistencies for the realignment of all components of the business model.

“I really liked when we understood all together what would imply to focus the new offer on the department of finance of SMEs. In a way, that is the reason why Jeremy [an experienced consultant from Consultix] now leads the development of the offer. I consider that suh collective intelligence is a crucial competency in our job” (Serge – interview, 14/03/2016).

4.3. INTRA PIVOT ANALYSIS

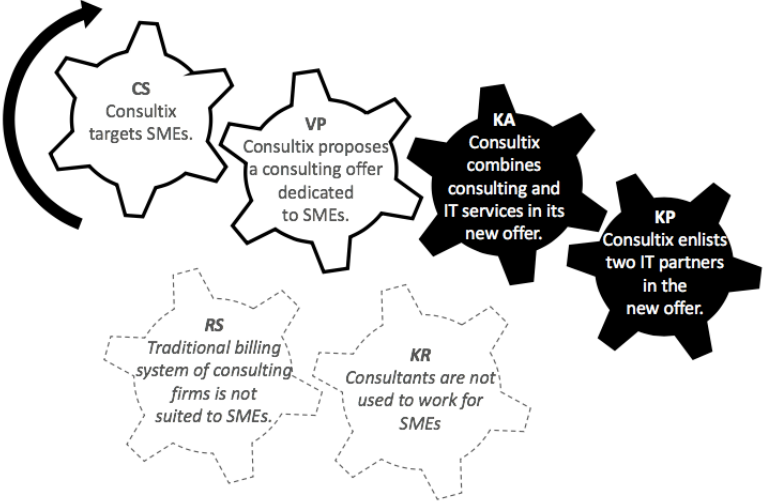
Our study reveals that pivoting implies that business model be both externally and internally consistent. Consultix performed five strategic reorientations from the starting idea to target SMEs to the formalization of the offer into the catalogue of the company after a test mission.

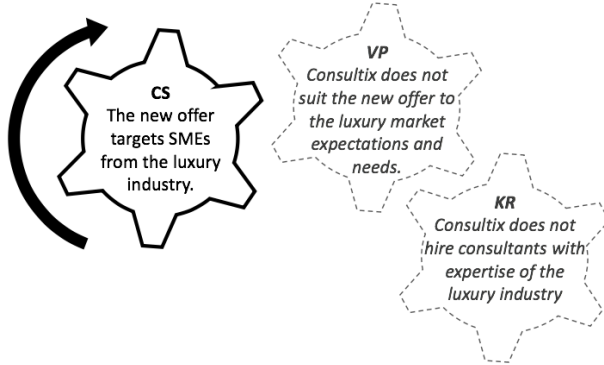
Each pivot was performed through the same pattern: a first sensemaking sequence modified one or two components of the business model in order to fit with the environment ; then the pivot was completed through a second sensemaking sequence enabling actors to align other components of the business model for ensuring its internal consistency. Figure 2 presents our analysis of the five pivots that drove the development of Consultix's new offer through actors' sensemaking process.

Figure 2: Evolution of the business model of Consultix's new offer through five pivots¹

First pivot: Targeting small businesses		
<i>First stroke sensemaking</i>		
Ecological change. Consultix is a young consulting firm whose the founding partners have connections with numerous SMEs. They note that very few consultancy missions are performed in small businesses.		
Enactment. Consultix partners perform few consultancy missions for SMEs from their personal networks. They seek to understand why small businesses do not use consulting services while it could response to challenges they encounter (e.g. process engineering, management of information system).	Selection. Consultix's partners (Serge and Amélie) come to understand that consulting services have been mainly conceived for large corporations. As such, consulting services do not fit with the needs (e.g. growth hacking) and constraints (e.g. limited resources) of SMEs. "In this kind of small organization, everything is faster than in large corporations. They do not face the same stakes for project management thus I remember that my traditional methods were unsuited. For example, they did not need that I design a decision workflow, but they preferred that I evaluate the workload the project required from each person" (Serge – founding partner at Consultix).	Retention. Serge and Amélie agree to develop consulting services suited to the specificities and expectations of SMEs. They consider this new offer as fully different from their current one, targeting a new customer segment.
<i>Second Stroke Sense Making</i>		
Enactment. Consultix's top managers (including founding partners and very experienced consultants) discuss the opportunity to do consulting dedicated to small businesses. The participants brainstorm to think up the services they could offer to SMEs while be suitable with how these businesses are running.	Selection. The team perceives management of IT projects as a big issue for SMEs According to their experience, participants consider that the key success factors these projects in small businesses are: 1/ a quick execution of the project and 2/ a single offer for both business and IT expertise: "From our experiences, we deduced that SMEs would like to have a single interlocutor for both consulting and IT parts of their projects" (Amélie – founding partner at Consultix). Consultix's consultants consider that they can response to such challenge, but they lack the IT expertise.	Retention. Consultix top managers devise a turnkey consulting offer dedicated to SMEs including both consulting and IT activities. Consultix gets access to IT competencies through the collaboration with two external partners: Integratix [an IT integrator] and Softoffix [a software editor]: "Serge had collaborated with Integratix few months before and he had been impressed by their efficacy. I knew SoftOffix because a friend of mine is head of the alliance department and she had shown me the software for small businesses. We thought that both of them would be the perfect partners for such new services dedicated to SMEs" (Amélie). Such new services imply modifications of Consultix's current

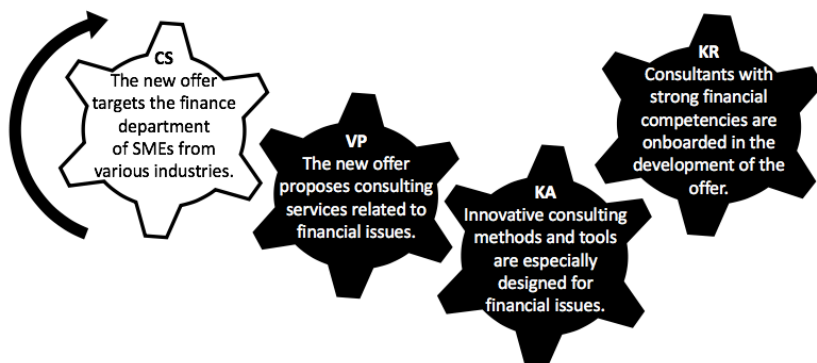
¹ The legend of drawing is in page 16.

		<p>business model: while it usually performs alone long-time consultancy missions (6 to 24 months) for large corporations, it now proposes to small businesses quick implementation of ready to use IT solutions.</p> <p>Even though financial constraints are identified as obstacles for consulting services toward SMEs, consultants do not revise the billing system, still taking on the man-day system traditionally used in the consulting industry. In the same vein, while consultants experienced with SMEs are required, resources of the new offer are not suited either.</p>
<p style="text-align: center;"><i>Business model changes</i></p> 		
<i>Second pivot: Focusing on the luxury industry</i>		
<i>First stroke sensemaking</i>		
<p>Ecological change. Consultix wants to develop its new offer dedicated to SMEs through collaboration with two IT partners.</p>		
<p>Enactment. The founding partners of Consultix organize a steering meeting for the development of the new offer with their two partners. Through their discussion, they try to evaluate the growth potential of their new offer on the market. They especially talk about the target of such services.</p>	<p>Selection. Integratix considers that the target is not clearly defined yet. In its view, SMEs from all industries constitute an unrealistic target because it is a too broad market. The three partners develop a share understanding that they should refine their target. They point that they are looking for SMEs which can afford to purchase consulting services, in other words: companies with high profitability. In that line, Softoffix shares its own experience with companies from the luxury industry which is composed of plenty of SMEs with a strong growth. The luxury sector emerges as a relevant target for the new offer. “We were concerned about how to address such a huge and diversifies market [...] When our partners from SoftOffix shared with us their experience on the luxury market, it made sense to refine our target. We considered that the profitability of</p>	<p>Retention. At the end of the meeting, the three partners agree that their new offer now targets SMEs from the luxury industry.</p>

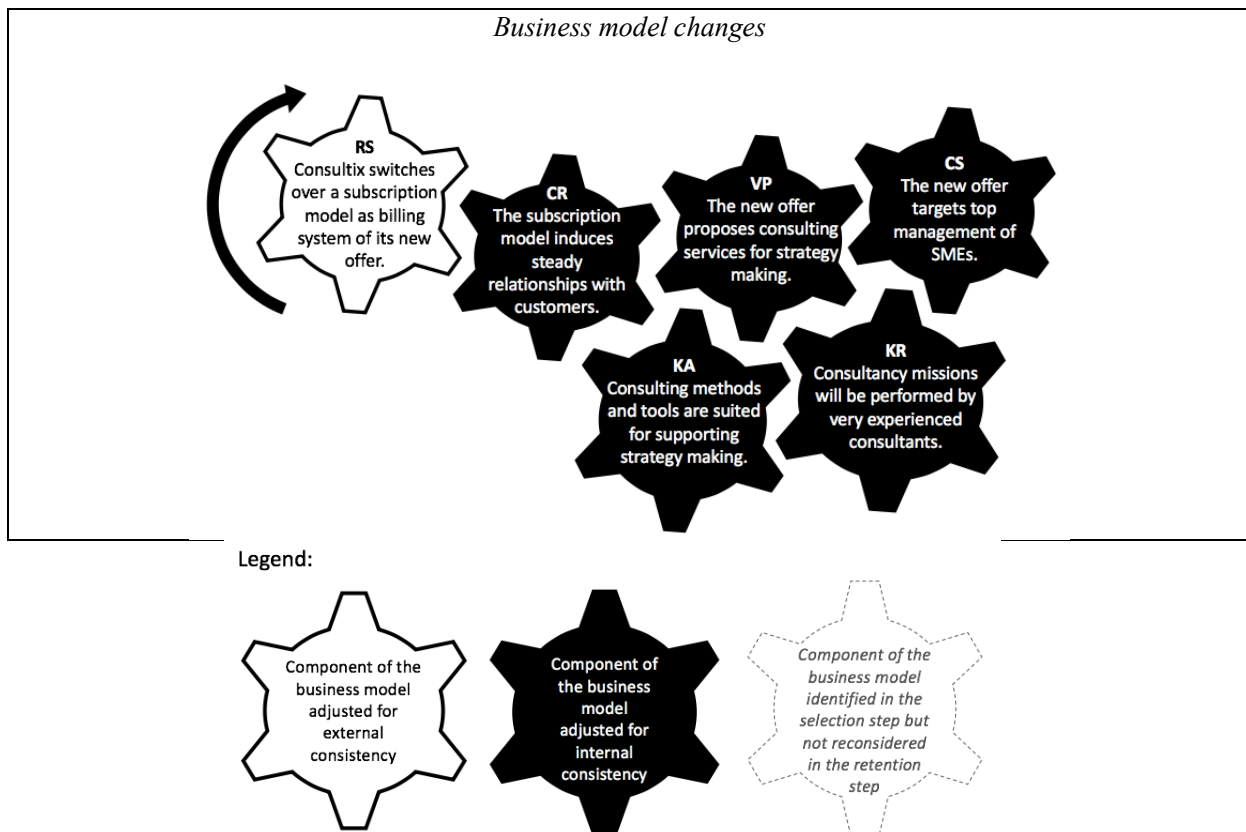
	these companies was a good cue for our new offer” (Serge).	
<i>Second Stroke sensemaking</i>		
Enactment. Serge creates a team of consultants from Consultix that will be in charge of the development of the new offer. At the first meeting of the team, Serge displays the new offer and explains how the original idea emerged.	Selection. Consultants come to understand that the main features of the new offer are that it targets SMEs and involves IT partners. In the team, no consultant has any experience in the luxury industry (including Serge himself).	Retention. The team does not perceive specific implications related to luxury specialization of the offer. Consequently, consultants do neither develop a specific value proposition for companies from this industry nor acquire skilful resources, i.e. consultants that have a fine understanding of the stakes and practices of the sector.
<p style="text-align: center;"><i>Business model changes</i></p> 		
Third pivot: Foregrounding consulting services		
<i>First stroke sensemaking</i>		
Ecological change. For several months, the Consultix’s team tries to get consultancy missions toward SMEs from the luxury industry unsuccessfully. They fail to convince the few managers they meet about the relevance of their new offer. Moreover, consultants do not understand the reason of such failure and then are stuck in the development of the new offer.		
Enactment. Serge participates to a networking event organized by the professional association of the French consulting industry. At this meeting, he runs into his friend Patrick who is a top manager in a SME. They discuss about the activities of Consultix and Serge displays the new offer dedicated to small businesses.	Selection. Patrick reacts very positively to the core idea of consulting services suited to SMEs. In that line, he exposes to Serge few of his concerns that would require a consultancy mission such as the implementation of a new CRM software. However, he claims that Integratix and Softoffix could not participate to such projects in his company for the following reasons: 1/ he already works with an IT integrator, 2/ choices of software both result from technical constraints and personal beliefs of IT managers. Serge comes to understand that the IT partners could constitute impediments to sell consulting services to SMEs: “Patrick reminded me that as consultants we cannot decree to our customers the choice of their IT providers, even though we are convinced of the complementarity of IT services with consulting ones. [...] Having said that, we would be stupid to deprive ourselves of customers that would only purchase consulting services” (Serge).	Retention. Serge is comforted by Patrick’s feedback about the offer. He retains of their interaction that IT partners could impede the development of the new offer. The idea that the involvement of partners could be left to the clients’ discretion emerges. Integratix and Softoffix would become options for the offer: “I thought that if we would consider IT partners as options, we retain the original value proposition of the offer without frightening customers off. They could choose to use IT services or not” (Serge).

<i>Second stroke sensemaking</i>		
<p>Enactment. Serge organizes a workshop to develop the new offer. He relates that he met Patrick and that he retains from their interaction that from now onwards IT partners are options of the new offer.</p>	<p>Selection. Odile [a consultant] reminds that the core proposition of the offer was to intertwine consulting and IT services in a single keyturn offer. She considers while the IT partners are relegated as mere options, such proposition is now dissonant. Therefore, she is wondering what could be now the core proposition: “If we remove IT services from the core proposition of the offer, what would be our main features to attract new customers? Commercial pressure to get consultancy missions would only lean on us!” (Odile – a consultant from Consultix). The team comes to understand that the new configuration of the offer foregrounds the consulting part that hence should constitute the value proposition of the offer. The participants agree that consulting services must become the main attractive feature. In other words, consulting methods and tools should be innovative to differentiate from competitors. In that line, Serge is familiar with management research and shares his belief that knowledge from management science could be very useful.</p>	<p>Retention. At the end of the meeting, the team shares a common understanding about the new orientation of the offer. The latter proposes consulting services suited to small businesses relying on innovative methods and tools: “I think it is pretty clear now: this offer is our own. As such, our new consulting services, specifically designed for SMEs, must be the main feature. [...] We are going to work hard to propose innovative methods that will constitute the differentiator” (Serge). In that purpose, Serge hires a management researcher at Consultix.</p>
<p><i>Business model changes</i></p>		
Fourth pivot: Specializing in finance		
<i>First stroke sensemaking</i>		
<p>Ecological change. The Consultix’s team spends time and efforts to get commercial appointments with SMEs from the luxury industry. The consultants meet managers to sell consultancy missions related to the new offer.</p>		
<p>Enactment. In a meeting, Serge displays the new offer to a potential customer. Serge argues the relevance of consulting services for small businesses according to their needs and constraints. The customer asks questions about Consultix (e.g. about its activities and experience) inquiring</p>	<p>Selection. The customer is not convinced that Consultix could be an expert of any function of the firm. While he agrees that companies like his really need consulting services suited to them, he argues that claiming to be non-specialized is dissonant. He considers that speed of achievement of projects would be a core argument for such an offer. In his view quick implementation is only possible with a strong expertise on a specific scope. He would be disposed to purchase such services if consultants flaunt their expertise of a specific issue: “His [the customer] feedback was very interesting I think, and it contributed to open my eyes. He told me ‘you can only do a project faster only if you have already done the same</p>	<p>Retention. Serge concludes that while the customer supports the core idea of a new offer dedicated to SMEs, he should switch from an industry-specific offer to a function-specific one. In that view, he reorients the new offer toward the department of finance of SMEs from all industries. He chooses the department of finance for several reasons. First, he perceives it as a field of expertise of many Consultix’s consultants. Indeed, the Consultix’s team did a lot consultancy missions related to</p>

<p>the sake of such services for his company. At the end, the customer does not respond favorably to the commercial proposal.</p>	<p>somewhere else' which stresses the importance to have an expertise in keeping with our experiences to be convincing" (Serge). Serge comes to understand that the failure of the commercial meeting is due to the scope of the offer that appeared too broad. He realizes that a non-functionally specialized offer is not consistent with customers' expectations about what consulting expertise is. Drawing on his own experience, he evaluates the opportunity to adapt the new offer specially to one of the departments of a company.</p>	<p>financial issues (e.g. implementing a reporting software). Second, he considers that it is easier to be up to date on financial knowledge (e.g. new regulations) than for other functions of the firm such as new marketing practices. Finally, according to his own understanding of the consulting market, he thinks that missions related to financial issues are the easiest to sell.</p> <p>"The conclusion of the meeting with the customer led me to the conclusion that we have to specialize the offer to be considered as expert in a field. I understood that our offer did not fit with customers' expectations from a consulting firm [...] I considered that Finance is the best choice according both to the market and Consultix's experiences. Moreover, it is easier to be expert in finance than in marketing or HR where the scope of practices is huge" (Serge).</p>
<p align="center"><i>Second stroke sensemaking</i></p>		
<p>Enactment. During the monthly steering meeting for the development of the new offer, Serge provides feedback to the team about his commercial appointment with the customer. He shares his belief that the offer should be specialized in the department of finance. Hence, the team dedicates the working session to consider the required modifications of the offer.</p>	<p>Selection. Odile stresses that, the core proposition of the offer is now inconsistent with the reorientation. In her view, switching over a specialization in finance imposes to adjust the core proposition onto financial issues. Consequently, in order that innovative consulting methods remain an attractive feature for customers, she considers that the tools they designed should be revised. While the team agrees, Charlotte highlights that tools they specifically designed for project management in SMEs are still relevant in such new orientation of the offer: "- Odile: we should carefully revise our methods. While the innovative tools we designed has been suited for a non-specialized offer, they are now dissonant.</p> <p>- Serge: of course, we must propose methods and tools in keeping with the expertise in finance that we claim.</p> <p>- Charlotte: Sure, we have to enrich our methods but I also think that several tools we devised previously remain relevant. The ones related to project management are still congruent with any specialization. We should keep them". (Extract from a workshop, 30/10/2015)</p> <p>In addition, Nicolas points that this reorientation also entails that consultants who will perform the consultancy missions would be experienced concerning financial issues: "- Nicolas: I guess the new specialization of the offer implies that consultants have financial skills.</p> <p>- Serge: Of course! We will staff on these missions only consultants that have a strong expertise on finance. Do you know Jeremy? He is</p>	<p>Retention. The team concludes that from now on, the offer targets heads of the finance department of SMEs from any industry. Consultants realign thereby the value proposition and activities of the new offer to fit with financial issues of small businesses. While they keep previous project management tools they designed (e.g. a calculator for project workload), they also devise new ones dedicated to financial issues. For instance, they design their own risk management method suited to small businesses. Finally, Serge onboards consultants with strong financial competencies: Jeremy [an experienced consultant working at Consultix] will lead the development of the new offer because he is a former chartered accountant.</p>

	a former chartered accountant thus he is an expert of financial issues in organizations. We will get such kinds of fellas!” (Extract from a workshop, 30/10/2015)		
<p style="text-align: center;"><i>Business model changes</i></p>  <p>The diagram illustrates four interlocking gears representing business model changes:</p> <ul style="list-style-type: none">CS (white gear): The new offer targets the finance department of SMEs from various industries.VP (black gear): The new offer proposes consulting services related to financial issues.KA (black gear): Innovative consulting methods and tools are especially designed for financial issues.KR (black gear): Consultants with strong financial competencies are onboarded in the development of the offer.			
<p style="text-align: center;"><i>Fifth pivot: Supporting SMEs for strategy making</i></p>			
<p><i>First stroke sensemaking</i></p> <p>Ecological change. Consultix top managers want to test the new offer, especially the new consulting methods and tools that team has developed. In that line they arrange a consultancy mission toward Wine.com, an e-commerce SME which is part of Consultix's network.</p>			
<p>Enactment. Jeremy performs the consultancy mission at Wine.com. The project aims at implementing an accounting system. He spends three days a week at Wine.com for two months.</p>	<p>Selection. Jeremy is impressed by the efficacy of the team, making the project quick and easy. While in large corporations consultants usually spend a lot of time and efforts to coordinate various actors, he notes that people in SMEs are more responsive. However such efficacy raises an issue for Jeremy because consultancy missions of the new offer are billed daily as it uses to in the consulting industry. Therefore, short and sweet projects would not be profitable for Consultix. Based on his observation he is wondering about the relevance of the man-day billing system: “Using the usual billing system seems to be contradictory with our own interest. I mean, first consultancy missions could not be profitable enough; second, customers would seek to optimize each billed day, increasing the pressure for us. We should devise another billing system suited to this new context” (Jeremy – extract from a meeting, 30/05/2016)</p> <p>Otherwise, Jeremy builds good relationships with David who is the CEO of Wine.com. The latter frequently asks Jeremy’s view about growth and development decisions. For instance, he requires his advice regarding the opportunity to acquire one of Wine.com’s competitor. Jeremy comes to understand David’s expectations. As the CEO of a SME he expects from consultants to support him for decision-making about strategic issues: “I think we misunderstood these guys’ real need: they expect from people like us to help them to make strategic decisions, not to support their teams to implement projects. They are able to do that on their own. [...] David trusted me because of my analytical capabilities and mv experiences in</p>	<p>Retention. Jeremy understands from his experience toward Wine.com that the new offer should switch from a man-day billing system to a subscription model for more profitability. Moreover, he is convinced that the new offer should response to small businesses’ needs for strategic support.</p>	

	various organizations. We should take advantage of such analysis” (Jeremy – extract from a meeting, 21/07/2016)	
<i>Second stroke sensemaking</i>		
<p>Enactment. Jeremy organizes a meeting with the Consultix team in charge of the development of the offer. He shares his experience at Wine.com and explains why the offer should be reoriented toward strategic support.</p>	<p>Selection. Jeremy’s feedback causes ripples in the new offer development. Consultants try to consider what are the required adjustments according to this weighty reorientation of the offer. First, they perceive that switching over a subscription model imposes to revise the relationships with customers. While consultancy missions usually response to specific one-time needs, the subscription model is contradictory with one-shot services. Consequently, the team explore the possibility to set regular relationships with customers that would fit with a subscription model: “- Charlotte: in my view, we have a problem regarding the temporality of our services. Our traditional consulting services related to project management do not fit with a subscription model.</p> <p>- Serge: you are right, and it means that we should make evolve the offer once again, now aiming to set steady interactions with our customers” (extract from a meeting, 21/07/2016)</p> <p>Furthermore, Serge considers that only top managers can contract such kind of subscription. Thus, according to his view, they must refine the customer target of the offer to focus on CEOs of SMEs. Moreover, based on his own experience he believes that such refinement of the target is consistent with doing strategy consulting which is mainly the concern of CEOs: “We have to keep in mind that such services [strategic support] mainly concern top managers. Thus, for SMEs it means that we target CEOs because there is less decision makers than in large firms” (Serge - extract from a meeting, 21/07/2016)</p> <p>In that line, while the innovative consulting tools were designed to improve project management, the participants come to understand that it would be now incongruent with the offer value proposition. They deduce thereby that they must be revised according to the new strategic orientation. Then, Charlotte and Nicolas share that as junior consultants they do not feel comfortable to perform such consultancy missions. They consider that they do not have enough experience and legitimacy. Their comment makes the team realize that entrusting consultancy missions related to the new offer to young consultants would be inconsistent with the reorientation: “But Serge, regarding such new orientation of the offer about strategic support, it would be totally incongruent that young consultants as Charlotte and I perform such missions, don’t you think? People like you or Amélie should, you would be more legitimate.</p> <p>- Serge: heh indeed, these missions are more for old hands.” (Extract from a meeting, 21/07/2016)</p>	<p>Retention. At the end of the meeting, consultants share a common understanding of the reorientation of the whole offer. While it still targets SMEs, it proposes to CEOs to take out a subscription to consulting services dedicated to strategic issues. For example, Consultix devises specific services for the management of projects portfolio. As such services require experienced and legitimate people, Consultix involves very experienced consultants (e.g. partners and senior-managers) to perform consultancy missions.</p>



4.4. INTER PIVOT ANALYSIS

Our analysis identified five pivots over a 61-month period. These five pivots followed the same pattern with small variations. The typical pattern was: (1) interacting with external stakeholders, (2) selecting cues that challenge business model external consistency (3) retaining elements in line with the selection step for ensuring the external consistency of the business model (4) interacting with internal stakeholders, (5) selecting cues that challenge business model internal consistency (6) retaining elements in line with the selection step for ensuring the internal consistency of the business model. We draw on the variations in this pattern to shed light on challenges that Consultix faced for the development of its new offer and how actors' two-stroke sensemaking process shaped the new business model.

The first variation that we identify takes place during the first pivot, in which external consistency sensemaking faced a starting difficulty. Consultants realize that several aspects of the new offer should be changed to align it with external stakeholders' expectations. These changes concern four components of the business model: customer segments, value proposition, revenue stream and key resources. We identified that two of these (revenue stream and key resources) were selected but not retained, generating a misalignment of the selection and retention steps. Despite the fact that actors identified that the new offer was not consistent

regarding four components of the business model, they only retained and adjusted half of them. We observe that not retained components reappear later in the process of development of the new offer (e.g. revenue stream triggers the fifth pivot). Such analysis stresses the need for alignment between the steps of the sensemaking process for ensuring the external consistency of the business model.

The second variation takes place during the second pivot, in which we identified a misalignment between the selection and retention step of the second stroke of sensemaking that aim to ensure external consistency. Indeed, in pivot 2, actors make sense of external consistency envisioning that the new offer should be focused on a specific sector (i.e. the luxury industry). Then, in the second stroke of the sensemaking process, consultants come to understand that value proposition and key resources are inconsistent with the new orientation (selection step). However, we could not detect any imprint of the retention step in this sensemaking sequence; actually, the business model was not really changed in line with the internal inconsistencies identified. In other words, actors did not adjust the value proposition and resources according to the reorientation and thus did not ensure the internal consistency of the business model. During few months following this second unachieved pivot, consultants were stuck on the development of the new offer, i.e. commercial appointments were unsuccessful and they did not understand why. Eventually, they went out this inertia thanks to an unintentional interaction with an external stakeholder that triggered the third pivot. This analysis stresses that pivoting require that actors deal with both internal and external consistency of the business model.

5. AREAS OF CONTRIBUTION

As this paper is a preliminary version of a manuscript aimed at being discussed with reviewers and the audience, we here only develop bases for arguments of potential contribution without fully developing each argument. We believe this research could contribute to existing knowledge in three ways. First, this research renews the ways previous research have dealt with the articulation between sensemaking and pivoting business model. Second, it shows that pivoting is a matter of enacting business model consistency. Third, it proposes a view on strategic sensemaking via a cyclical perspective that few papers had considered before.

5.1. SENSEMAKING AND PIVOTING BUSINESS MODEL

Previous research had identified sensemaking as a sub-component or minor phenomenon of more general phenomenon that are pivoting or business model development (e.g. Grimes, 2018;

Hampel et al., 2019; Sosna et al., 2010). We draw on sensemaking as a general frame to understand reality accomplishment (Holt & Cornelissen, 2014; Schultz & Hernes, 2013; Weick, 1995), and more specifically in this study the phenomenon of pivoting business model. Our analyse describes how Consultix pivoted several times in order to succeed in developing a new offer, revealing that the whole process of pivoting business model can be explained through a sensemaking perspective. Such a perspective stresses that pivoting business model is more enacted by actors through interactions than a deliberate rational choice of strategic change (Kirtley & O'Mahony, 2020). In line with previous work in the business model field (e.g. Demil & Lecocq, 2010; Khanagh et al., 2014; Sosna et al., 2010; Svejnova et al., 2010) and on pivoting (e.g. Grimes, 2018) the sensemaking lens shows that social interactions are crucial in providing a support to make sense of the situation of the company, both in how it relates to external elements and in how it seems relevant from an internal logic. Following Kirtley et al.'s (2020) call for further research, our findings extend existing knowledge on how interactions shape the identification of both strategic challenges and opportunities fostering pivoting. These interactions are not only deliberately made in a logic of experiential learning aiming at developing the new business model (e.g. Berends et al., 2016; Bojovic et al., 2018). In Pivot 5 for example, we show that interactions related to other activities of the company can trigger the sensemaking process. In that view, the sensemaking perspective shed light on a part of serendipity of pivoting business model.

5.2. BUSINESS MODEL PIVOTING AND CONSISTENCY SENSEMAKING

Previous studies have shown that pivoting allows an entrepreneur to respond to stakeholders' expectations (Hampel et al., 2019; McDonald & Gao, 2019) and result in profound revisions of his business, his strategic vision, even of his own identity (e.g. Grimes, 2018). Our analysis demonstrates that pivoting business model is primarily a concern of developing a business model that appears to the actors more consistent in the environment and from an internal perspective. In that view, our study converges with previous research on business model which show that business model change requires ensuring both internal and external consistency (Berends et al., 2016; Demil & Lecocq, 2010) while changing the very logic of the company. External consistency reflects how business model matches with the firm's environment, internal consistency is concerned with how the elements of business model for value creation, delivery and capture fit (Morris, Schindehutte, & Allen, 2005). In that line, our study provides two contributions. First, while previous studies mostly focus on external stakeholders and external consistency (Hienerth, Keinz, & Lettl, 2011; Lubik & Garnsey, 2016), we shed light on how

internal actors build meaningful interpretations to develop a consistent new business model. Such results extend our knowledge about the implications and collaboration of different internal stakeholders (not only top managers) in such strategic processes (e.g. Snihur & Zott, 2019; Sosna et al., 2010). Second, we stress that ensuring consistency is a key driver for actors for pivoting business model. However, while previous studies a posteriori demonstrated the consistency of a business model (e.g. Casadesus-Masanell & Ricart, 2010; Demil & Lecocq, 2010), here consistency lies in actors' interpretations rather be an attribute of the business model. Such a subjective approach of the two-sided consistency enriches previous research considering that business model reflects actors' hypothesis on their business (Teece, 2010) or "expectations about how the business will be successful in its environment" (Downing, 2005, p. 186). Previous work highlighted that pivoting implies a revision of actors' beliefs while stressing a lack of knowledge about triggers of such a revision (Kirtley & O'Mahony, 2020). In that line, we reveal that the "lacks of sense" about business model two-sided consistency constitute such triggers, and how actors' sensemaking shapes their beliefs. The sensemaking perspective shed light on how pivoting business model unfolds over time, stressing that it relies on closely intertwined authoring and reading dimensions: actors cannot evaluate the business model consistency while they modify it.

5.3. FROM LINEAR TO CYCLICAL VIEW OF STRATEGIC SENSE MAKING

Finally, our study proposes a cyclical view of sensemaking in pivoting business model. Indeed, previous research that has mainly drawn on the sensemaking perspective in strategic change or strategy development have considered a process of sensemaking that is embedded in chronological view of the process, providing a linear, sequential view of sensemaking (e.g. Balogun & Johnson, 2004; Corley & Gioia, 2004; Gioia & Chittipeddi, 1991; Nag et al., 2007). Our analysis reveals that each pivot appears like a sequence repeating over time: each pivot lies on two successive sub-processes of sensemaking related first to the external consistency, then to the internal consistency of business model. As Maitlis and Christianson (2014) stress, The external consistency sensemaking process and the subsequent enactment of the business model become the starting point of a new cycle of sensemaking, in a never ending recursive relation between sensemaking and strategic change. This enables to consider, as few previous studies (e.g. Kaplan & Orlikowski, 2013), the sensemaking process to be cyclical, in a processual ontological approach (Hernes & Maitlis, 2010). This view sets new bases to consider pivoting business model. As shows in pivots 1 and 2, some elements are selected to make sense of the situation but not retained in the business model. In a linear perspective, these elements

would be considered as ‘lost’ in the process. The cyclical view of sensemaking for pivoting business model shows that these elements were reconsidered as part of the selection/retention process in later steps. For instance, in pivot 1, while the revenue stream was identified as inconsistent with the target (selection), it was reconsidered later (retention), in pivot 5. In the same line, the need for alignment of key resources was selected in pivot 1 but reconsidered in pivot 4 (cf. Figure 2). In sum, making sense for pivoting draws on previous enactments, previous changes, previous inconsistencies of business model which means that situations and the environment were not only discovered but were partially co-constructed by the company and the actors themselves.

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