

**Linköpings Universitet**

**Faculty of Arts**

**M.Sc. in Business Administration:  
Strategy and Management in International Organisations**

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*In cooperation with:  
Pamoja Cleantech AB*

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**- Master Thesis -**

**Organisational learning in business model innovation in the Bottom of Pyramid market**  
*An empirical fieldwork about the market introduction of clean cookstoves in Mozambique*

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## *Abstract*

There is a need for cleaner technology initiatives into the Bottom of the Pyramid (BoP) market to combat the effects of climate change. The difficulty of these initiatives lies in their business model innovation process, as those organisations struggle in finding adequate strategies to establish their business in the BoP market. The BoP market is characterised as highly uncertain, which makes the operation of businesses challenging. Hereby the thesis aims at answering the question on how organisational learning occurs in business model innovation in the BoP market. Through a case study approach, the thesis intends to understand the requirements to establish a functioning business model by analysing organisational learning under business model innovation within the BoP market.

This has been realised through a three week field study in Northern Mozambique, observing the market introduction of a cleantech company operating in this context. Hereby the business model innovation process and the environment of operation was analysed. This research contributes to the current discussion of business model innovation in BoP markets by detecting organisational learning as a useful mechanism and adding relevant insights on how organisational learning occurs in this specific context. Therefore the study opens the discussion on organisational learning in business model innovation in the context of the BoP market by asking for further studies on the topic.