## Executive summary

Internet services companies who are commonly known as OTT (Over The Top) service providers (eg: Google, Facbook, Twitter, Viber, Skype etc.) are very agile in building collaborations and adopting ideas from communities. Further, these characteristics enable OTT companies to quickly develop and launch new products to market, utilizing only data communication infrastructure from telecommunication networks, capturing a significant portion of telecommunication service provider revenue. These phenomena challenged telecom value added service business limiting operator's scope to an infrastructure provider, commonly termed as a 'bit pipe' provider. Dialog Ideamart was a program started in the end of year 2010 to address some of these key challenges that telecommunication industry faced at the digital age.

Objective of Ideamart was to build a developer community around Dialog telecom infrastructure. By engaging with the startup community in Sri Lanka and through enabling them to build applications with Ideamart APIs (Application Program Interfaces), the program intended to drive additional revenue by utilizing existing assets of Dialog while promoting open innovation. This case is based on the success story of Dialog Ideamart studied along the theme "Influence of Business Model Innovation for the success of a corporate venture". Objective of the study was to explore the changes occurred in business model along the study period and compare and contrast the emerged Ideamart business model with traditional telecom VAS (Value Added Services) business model using Osterwalder's Business Model Canvas tool and to identify the critical success factors of Ideamart performance in terms of business model changes.

Primary data collection was done using in depth interviews and focus group discussions while secondary data was gathered using company internal documents and published reports. Based on the data analysis it was established that performance of Ideamart program was mainly influenced by the changes in business model components which led to new linkages between value chain participants through the two sided market place, improved accessibility by removing barriers to entry for local developer community to enter telecom application domain, unprecedented richness of these linkages developed within the community, complementarities offered through the program including a method of application monetization and links to investors and technology evangelism driven through Ideamart program with events and competitions and extensive use of

social networks for community engagement. In conclusion it was established a structured and modular approach to business models can lead to better analysis and common understanding of business models and foster innovation leading to the success of a corporate venture.