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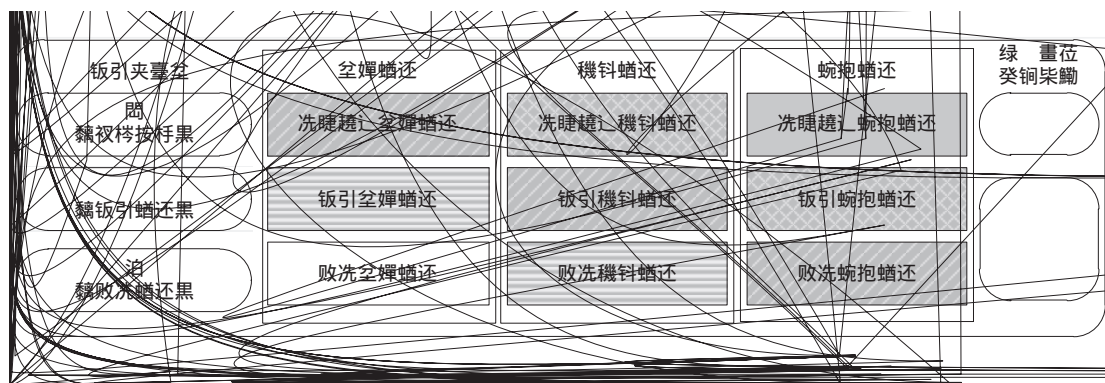
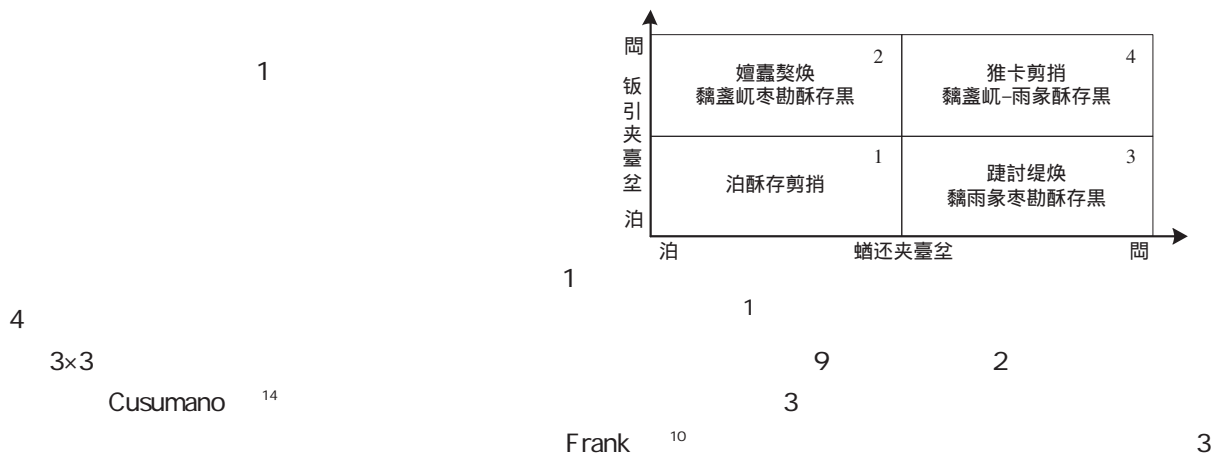
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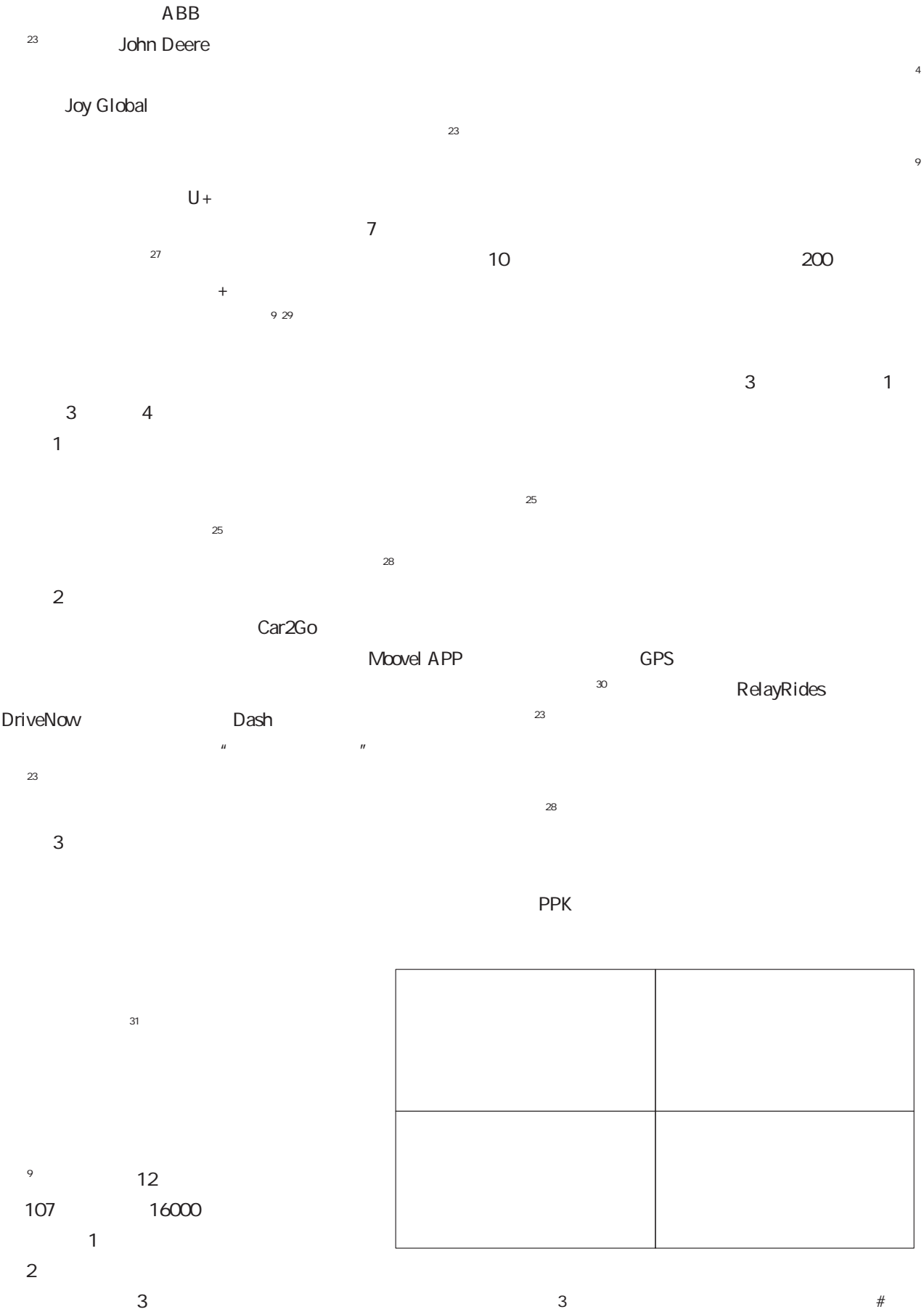
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Organizational learning theory and contingency theory have been applied to build a conceptual model to reveal the influence of the different learning modes on enterprise performance and further explore the moderating effect of different Strategy orientation. The results show as follow. There are obvious differences in the long term and short term performance of enterprises with different learning modes single loop and double loop under the situation of failure of complex product system innovation. The enterprises coordinating defender strategy with single loop learning have a better short hb

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. Based on the perspective of business model innovation the concept of servitization and intelligent manufacturing is combined to define the convergence interface of the dual business model. According to the servitization level and digitalization level nine combination architectures are determined. Use literature reported cases to support and illustrate these combinatons and also discuss the implementation complexity differences. This study deepens the regular cognition of service integration and intelligent manufacturing convergence and provides references for managers decision making on business model innovation.

servitization intelligent manufacturing business model innovation convergence industrial enterprise