



## *Call for Contributions*

### **Sustainable Business Model Challenges: Economic Recovery and Digital Transformation**

22 June Doctoral Colloquium

23-24 June 2022

*hosted by LUMSA University, Rome, Italy and online*

Academic interest in the concept of sustainable business models has grown considerably in the last years, especially thanks to the 2030 Agenda for Sustainable Development, the recent “Next Generation EU” plan, and the rapid acceleration of digital transformation.

We are now in one of the most difficult economic periods there has been and so the 7th International Conference on New Business Models aims to stimulate debate and offer impactful insights into the role of sustainable business models in addressing two of the major challenges of our times: economic recovery and digital transformation.

This new decade began with the emergence of a pandemic that has had a devastating effect on people and organizations, both in social and economic terms. According to Schumpeterian theories (1939; 1949), economic growth can be sustained by the introduction of successful new products, processes and services, and it is the entrepreneur who is the prime mover in this process. Scholars and practitioners involved in the business model field of research should rise to the challenge of economic recovery by providing new ideas, knowledge, and research that meet the needs of businesses and entrepreneurs.

Furthermore, the economic landscape is being transformed by digital technologies and infrastructures such as robotics, cloud computing and artificial intelligence. The pandemic has boosted the adoption of digital services which enable remote working and education. Economic recovery demands digitalisation at the heart of business model innovation.

In this scenario it is crucial to find new solutions which allow continued progress towards sustainability, and the achievements of SDGs and sustainable business models play a key role in this as they are primarily oriented to resolving social and environmental issues (Dentchev et al., 2018). By adopting a multilevel perspective on these phenomena scholars should be in a position also to address new emerging issues such as food security, employee wellbeing, inequality etc., appreciating that they are characterized by inherent complexity and multiple actors, and involve and require interactions across multiple levels of analysis (Howard-Grenville, 2020).

Such challenges are to emerge and have features at different levels of inquiry and are therefore too intricate to be detected by one perspective. While each level can contribute on

its own, they are integral parts of this conference. To spur and knowledgeably compare and leverage different levels of analysis, we consider four different themes respectively focused on: system level, sectoral and organizational level, impact and methodological foundations. Authors are invited to address, but not limit themselves to, the following research questions:

*Theme 1: exploring the system level*

- How do we build more supportive ecosystems for sustainability? What are the most prominent actors in ecosystems to support sustainability during the post-pandemic era? How can ecosystem actors support entrepreneurs to build resilience and increase their impact in this new era?
- How can we design business models to support value capture from ecosystem services? How can the process be facilitated, organised, and governed?
- What work has been done thus far means for the topic of circularity and business models both for academia and practice, what issues have emerged along the way, and what issues remained untouched?

*Theme 2: exploring the sectoral and organizational levels*

- How best to leverage data-driven business models to address environmental and societal challenges? Which are the critical complementarities in digital platforms and their corresponding ecosystems in emerging fields?
- What kind of tools and methods are needed for sustainable and circular business model experimentation? What are success and failure cases of experimentation, with reported sustainability impacts?
- What are the sustainable factors affecting the resilience of financial institutions and financial markets during the Covid-19 outbreak? How the digital and green transition contribute to innovate the transfer of financial resources in financial markets?
- Which characteristics should encompass an effective business model to create and capture value through Frugal innovation implementation?

*Theme 3: exploring organizational impact*

- Which frameworks, for example from sustainability accounting or integrated reporting, can be applied to effectively assess and manage the sustainability performance of business models?
- Which best practices, in terms of assessing and managing the sustainability performance of organisations, business model patterns, and management accounting tools do we currently see in practice?
- How can socially and environmentally sustainable business models for the sharing economy be designed and implemented? Is it possible effectively to define strategies aimed at improving the sustainability performance of sharing economy business models? Can the social, economic and environmental impacts of existing sharing economy business models be measured, and how?
- What are the sustainable factors affecting the resilience of financial institutions and financial markets during the Covid-19 outbreak? 2) How the digital and green transition contribute to innovate the transfer of financial resources in financial markets?

#### *Theme 4: exploring theoretical and methodological foundations*

- How to consolidate the available knowledge on sustainable business model patterns, and how to convert it into ‘knowledge for action’?
- Which methods are best suited to develop sustainable business model classifications, both typologies and taxonomies, or even whole ‘Alexandrian’ languages? How to test the effectiveness of sustainable business model patterns as an additional element of business model innovation tools?

We invite participants from various disciplines (e.g., management, entrepreneurship, innovation, environmental studies, organization studies, design studies, change management, or policy studies) to address a broad variety of domains (e.g., energy, mobility, health, agriculture, food, tourism, finance, or retail) from a broad variety of perspectives (e.g., theoretical, conceptual, or empirical).

#### **References**

Dentchev, N., Rauter, R., Jóhannsdóttir, L., Snihur, Y., Rosano, M., Baumgartner, R., & Jonker, J. (2018). Embracing the variety of sustainable business models: A prolific field of research and a future research agenda. *Journal of cleaner production*, 194, 695-703.

Howard-Grenville, J. (2020). Grand Challenges, Covid-19 and the Future of Organizational Scholarship. *Journal of Management Studies*.

Schumpeter, J. A. 1939. *Business Cycle: a Theoretical, Historical and Statistical Analysis of the Capitalist Process*. New York: McGraw-Hill.

Schumpeter, J. A. (1949). *Economic theory and entrepreneurial history*. In *Essays on entrepreneurs, innovations, business cycles and the evolution of capitalism*. Joseph A. Schumpeter. (Ed by) Richard V. Clemence (1989).

## THEMES AND TRACKS

### Theme 1: Exploring the system level

**Track 1.1: The role of Collaborative Business Models in creating Social and Economic Transition.** Track chairs: Jan Jonker (Radboud University), Milou Derks and Frank Berkers (TNO)

*Our society and economy are in transition. Transitions have a fundamental impact on the way business operates. They lead to changes from organisation-centric business models to collaborative business models (CBM's). These are business models in which multiple organizations participate to create mutually beneficial value propositions that foster sustainability. We link transition thinking to CBM's as a means for enabling transition towards sustainability and circularity. We like to receive submissions addressing and analysing (ongoing) transition projects in which CBM's play a crucial part. This track consists of 2 sessions: (a) a series of four presentations on CBM's and (b) a discussion on the role of CBM's in fostering transitions.*

**Track 1.2: Ecosystems in Support of Sustainability,** Track chairs: Nikolay Dentchev and Abel Diaz Gonzalez (Vrije University of Brussels, VUB)

Ecosystem thinking provides insights on how different stakeholders can be aligned, interact and collaborate to gain competitive advantage, boost innovation and increase business productivity. This session focuses the discussion on how to build supportive ecosystems for the new business models, including their new challenges in light of the pandemic. Papers from the different methodological background are welcome, including literature reviews, theoretical-, conceptual- and empirical papers

**Track 1.3: Natural Ecosystem Services as Drivers for Sustainable Business Model Development.** Track chairs: Anna Hansson and Niklas Karlsson (Halmstad University)

Ecosystem services are critical to the function of life-support systems on earth. Due to human activities, the goods and services that ecosystems provide have been significantly degraded along with their global financial value. As a result, there is a need to explicitly consider how ecosystem services can be part of sustainable value creating business activities. By including ecosystem services in business models, businesses and their stakeholders can benefit from new innovative business opportunities. Thus, this track explores how sustainable business models, business resilience, and sustainable growth can be facilitated through preservation, regeneration, and processing of services provided from natural ecosystems.

**Track 1.4: Business Models for a Circular Economy,** Track chairs: Niels Faber (University of Groningen), Jan Jonker (Radboud University Nijmegen), Abhishek Agarwal (Edinburgh Napier University)

The Circular Economy (CE) is one of the promising perspectives that might offer innovative and radical solutions at system level to tackle wicked and pressing problems associated with our current, linear economy and society that formed around this. Among others, these problems are climate change, resource shortages, and social exclusion. The linear take-make-waste economy has shown itself to be inadequate to address increasingly complex societal challenges, and instead resulting in excessive waste, pollution, and extreme forms of social exclusion. Radical change is needed. This calls for a reconceptualization of notions such as

value preservation, restoration, and revitalization of raw materials, and natural, biological, and social systems, as the foundation for a new generation of business models. A new generation that is based on organising closed and extended loops, driven by principles such as design for circularity, decomposability, minimum and extended use of resources and strategies to optimize the use of functionality. We explicitly add to this exclusive material-oriented view the need to incorporate social inclusiveness. Shaping a circular economy is not just an adjustment of the current economic fabric by using less and better commodities, but entails a large-scale overhaul of both economy and society. The transition to a circular economy requires rethinking of supply chains into value cycles, forming the building blocks of a system transition.

We will focus this track on large-scale, regional cases in which the principles of the circular economy become manifest in business models. All domains are welcome, e.g., energy, waste collection and handling, mobility, et cetera.

## **Theme 2: Exploring the sectoral and organizational levels.**

*Track 2.1: **Data-driven Business Models for Sustainability and Digital Transformation in Emerging Fields.** Track chairs: Maya Hoveskog, Magnus Holmén (Halmstad University) and Lauri Paavola, (Aalto University)*

This track aims to explore how data-driven business models contribute to digital transformation and shape the overall ecosystem value propositions for sustainability. It intends to empirically analyze and conceptualize the emergence of the overall ecosystem value propositions for sustainability as well as the structure of such areas. The track is focusing on, but not limited to, the interplay between products and service vs. data-driven business models for sustainability and ecosystem; data acquisition strategy and new business models; the role of digital platforms for sustainable business model innovation; methods for developing sustainable, data-driven business models and ecosystems. Finally, the track is looking for cases of application of emerging technologies such as, for example, machine learning, artificial intelligence to business models for sustainability and ecosystem.

*Track 2.2 **Business Model Experimentation for Sustainability.** Track chairs: Nancy Bocken, Marc Dijk, Jan Konietzko (Maastricht University), Ilka Weissbrod, Leuphana (University Lüneburg), Maria Antikainen (VTT), Sveinung Jørgensen (NHH Norwegian School of Economics) and Lars Pedersen (NHH Norwegian School of Economics)*

The track explores the topic of “Business model experimentation for sustainability”. The aim of experimentation is to put forward and accelerate novel and impactful solutions. Track sub-themes relate to the following aspects of business model experimentation: the process, impacts, and ethics and biases in experimentation.

*Track 2.3: **New Business Models in an International Context,** Track chairs: Svante Andersson, (Halmstad University) and Petri Ahokangas (University of Oulu)*

Most business model literature does not deal in which countries business models’ value creating, delivering and capturing activities are localized or how the internationalization of the firm takes place. Especially for new international firms’ localization and internationalization decisions are important as these firms must deal with liabilities if newness, smallness, foreignness. Thus, this track aims at attracting scholars to discuss their current research on sustainable business models in an international context.

**Track 2.4: Resilience and Profitability through Sustainability for Financial Intermediaries, Markets and Corporate Finance** Track chairs: Claudio Giannotti, Giovanni Ferri, Lucia Gibilaro (LUMSA University)

The rethinking of the business models to take the opportunities enabled by the information technology and the emerging of ESG considerations played a distinctive role in strengthening the resilience of financial intermediaries during the Covid-19 outbreak and they represent the seeds to raise new paths to both enhance profitability and deliver lasting impacts. Following the sustainability driven change, innovative financial products and services are available to satisfy financial needs and organizational structures, processes and systems are revised coherently. This track explores the factors affecting the resilience and the innovations caused by the digital and green transition in financial intermediation.

**Track 2.5: Sustainable Business models: Create and Capture Value through Frugal Innovation.** Track Chairs: Alessia Pisoni (Insubria University), Francesca Ciulli (Tilburg University), Laura Micheli (LUMSA University), Hareem Arshad (University of Stuttgart)

Frugal innovation (FI) is increasingly attracting the interest of scholars for its potential to serve customers living in resource-constrained environment, but could also be applied in the advanced economies by significantly reducing the use of resources. The track aims to explore the link between FI and sustainable business model and how to create and capture value through FI especially in the digital and technology field.

**Track 2.6: Phygital Business Models and Sustainability: Present Challenges and Future Directions** Track Chairs: Giovanni Battista Dagnino (LUMSA University), Francesca Cabiddu and Ludovica Moi (University of Cagliari)

The term phygital (the synaeresis between the words “physical” and “digital”) was coined in 2007 by Chris Weil, currently Chairman-CEO at Momentum Worldwide, an international practice in the fields of consulting, strategy, analytics, and experience design, to describe the inseparable connections between the physical and the digital worlds. For the Phygital Business Models and Sustainability Track of the Conference, we call for papers that offer a sound contribution to the debate on the constituents, challenges and prospects of the phygital turn in management and concurrently unveil their relationship with sustainability. Specific themes of interest concern: the strategic management of phygital firms and of their business models; the sustainability features of phygital business models; the interplay between strategic and sustainable features of phygital business models; the technological challenges and innovations required by phygital business models; the cultural transformation firms need to design and implement sustainable phygital business models; the characteristics and prospects of the so-called omnichannel revolution in retail and its connection to sustainability; the relationships between customer experience, sustainability and phygital transformation; the importance of phygital experiences in sustainable branding, advertising, and sales.

### **Theme 3: Exploring organizational impact**

**Track 3.1: Assessing and Managing the Sustainability Performance of Business Models.** Track chairs: Florian Lüdeke-Freund (ESCP Business School) and Romana Rauter (University of Graz)

Assessing and managing the sustainability performance of business models requires exploring and integrating various topics and concepts (e.g. business model, systems level approaches) as well as tools and metrics (e.g. from fields such as sustainability reporting and accounting,

life cycle assessment). This track is open to conceptual and empirical papers that integrate the notions of business model and sustainability performance in new and convincing ways.

*Track 3.2. **New Business Models in Times of Crisis.** Track chairs: Urtzi Uribetxebarria Andres*

*Dorleta Ibarra Zuluaga, Leire Markuerkiaga Arritola (Mondragon University)*

Crises are source of profound human loss, tragedy and agony and as such they give rise to events that pose threats to organizations. In this context, resilient structures (sectoral, organizational, group) based on new frameworks, fostering multi-stakeholder cooperation and innovative capacity, might become a sustainable competitive advantage. Thus, this track welcomes studies on new business models or sustainable business practices in time of crisis which reveal different practices to ensure resilience on multiple levels (e.g. individual level employee well-being, team level innovation absorption capacity, organizational level social responsibility, firm level financial performance).

*Track 3.3 **Entrepreneurship for social inclusion: business modelling for impact.** Track chairs: Filippo Giordano (LUMSA University) and Alessandro Lanteri (Hult International Business School), Lucia Marchegiani (Roma Tre University)*

It is a common knowledge that entrepreneurship can boost social inclusion by allowing marginalized people (such as the very poor, women in many contexts, minorities, disabled and disadvantaged, refugees, convicted and former convicted) to engage actively in productive economic activities. The ability of this kind of entrepreneurial initiative to have an impact is strictly linked with the necessity to set sustainable business models. The track aims at attracting scholars to present research and business cases to discuss the link between sustainable business modelling and impact generation.

*Track 3.4: **Sharing economy business models for sustainability: design, functioning and impacts.** Track chairs: Venere Sanna (Sapienza University), Cecilia Grieco (Sapienza University) and Trond Halvorsen (SINTEF)*

Since it began, the sharing economy has tended to be viewed as benign; the reality is that not all of its impacts are positive. The business models of the sharing economy are often associated with positive effects on the environment, economy, and society - such as the access and/or use of under-utilized goods or services, more sustainable consumption, waste reduction, strengthening social interaction, as well as providing other economic and social benefits. However, the sharing economy has a history of disrupting traditional business sectors and a growing body of research is casting doubts on its overall social, economic and environmental effectiveness and even intrinsic sustainability. This track aims to explore how to design and implement sustainable business models for the sharing economy, and how to identify methods and tools for evaluating their impacts.

*Track 3.5: **Responsible and sustainable production and consumption: the reduction of food loss and waste through new business models and circular economy.** Track chairs: Ludovica Principato (Roma Tre University), Luca Secondi (University of Tuscia)*

Within the international SDG framework, the specific target 12.3 foresees “by 2030 to halve per capita global food waste at retail and consumer levels and to reduce food losses along production and supply chains, including post-harvest losses”.

However, advances and the effective achievement of this objective, which can bring economic and environmental benefits to territorial systems at different levels, require a rethinking of

production strategies by businesses as well as consumption habits both at home and out-of-home.

This track aims both at exploring new sustainable and circular business models that allow for the reduction-recovery and reuse of losses and waste generated throughout the production process, and at analysing whether and to what extent encouraging a change in consumer behaviour can have an effect on a smoother transition to new circular and sustainable production models.

#### **Theme 4: Exploring theoretical and methodological foundations**

*Track 4.1: New Theoretical Foundations of Business Models for Sustainability as Social Action, Track chairs: Florian Lüdeke-Freund, Tobias Froese (ESCP Business School)*

This track explores the status quo and future directions of research on business models for sustainability as social action. Building on the prominent activity-based perspective of Zott and Amit (2010), business models realize their sustainability effects in and through social activities. We therefore invite research that develops the conceptual foundations for a better understanding of business models as the complex socio-cultural phenomena that they are at the level of real organizations. Theories that lend themselves to this endeavor include theories of social practice, Alexandrian pattern theory, and social mechanism theory. Similarly, we invite research that applies these theories to explore how business models for sustainability can contribute to a sustainable transformation of their socio-ecological environment.

*Track 4.2: Design Thinking, Actor Engagement, and Legitimation in the Context of Circular Business Model Innovation, Track chairs: Francesca Ostuzzi, Katrien Verleye, (Ghent University) and Fatima Khitous (University of Oulu)*

This track aims to explore how the concepts of design thinking, actor engagement, and legitimation advance business model innovation in the context of a circular economy.

This track welcomes scholars from different disciplines, and it is open to conceptual and empirical papers that relate different topics like co-creation, design practices, legitimation mechanisms, engagement strategies, systems thinking, cybernetics, trust, collaboration, and self-sustainability to the circular business model innovation.

The final number of tracks depends on the number of submissions and the final allocation of abstracts to specific tracks is up to the organisers.

#### **Doctoral workshop**

The doctoral workshop is intended for students who work on new business models-related topics and are at different stages in their PhD studies process. The objective of the workshop is to support doctoral students as they shape their dissertations. Students will have opportunities to discuss their work in small groups with senior faculty and peers, to meet and interact with future colleagues, and to enhance their overall development. The workshop will be held on 22 of June.

#### **Keynote speakers**

See our website [www.newbusinessmodels.org](http://www.newbusinessmodels.org) for the most up to date information about keynote speakers.



## **PUBLICATIONS OPPORTUNITIES AND AWARDS**

### **Submission guidelines**

Authors may submit three types of paper:

1. Extended abstracts of 700-1,200 words (following the EA submission template)
2. Short papers of approx. 2,500 words (following the short paper submission template)
3. Full papers of up to 6,000 words (following the full paper submission template)

Templates will be available on the conference website. The submissions process will be managed through ConfTool.

### **Conference Proceedings**

The extended abstracts will be published online in a volume of Conference Proceedings and copyrighted with an ISBN. As for the short paper and full paper the author/s can choose whether to publish the entire paper or the abstract only. Conference Proceedings will be published in open access form on the conference website after the event. At least one author of a paper or extended abstract must present the research output during the conference parallel sessions. Failure to present will result in the paper or extended abstract being excluded from the Electronic Conference Proceedings.

### **Fast track review process Sinergie - Italian Journal of Management**

Sinergie IJM offers a fast-track review process for a selection of 3 best papers. The process is divided into the three steps listed below: 1) fast editorial decision (10 days); 2) peer review in four weeks 3) publication by December 2022 or April 2023 (if the paper is accepted).

Journal info: published quarterly, printed and online ISSN 0393-5108, open access at [www.sinergiejournal.it](http://www.sinergiejournal.it) Indexed in Scopus (since 2021), Google Scholar, ACNP, ESSPER. Rating by Aidea, among Italian Journals: A.

### **Special issues**

Several journals will be invited, as in previous years, enabling the dissemination of conference contributions in Special Issues. See our website [www.newbusinessmodels.org](http://www.newbusinessmodels.org), for the most up to date information about available special issues.

### **Awards and recognitions**

The best contribution selected within each specific theme of the conference will be acknowledged by the NBM Conference Board Members with an award during the closing session of the Conference.

## GENERAL INFORMATION

### Key dates

**Submission of Abstracts: February 1, 2022**

Notification of Authors: March 6

Submission of Revised Abstracts or Papers: April 9

Registration and Payment **Deadline: April 30**

Digital Proceedings Ready: June 13

Doctoral Colloquium: June 22

Conference Sessions June 23-24

### Conference fees\*

	In presence	Virtual
Professors and researchers	250	120
PhD students, fellows and undergraduate students	200	80
Doctoral Colloquium (only)		Free
Gala Dinner	130 (to be confirmed)	

\*In Euro, VAT included

### Organizing Team

**Event coordinators:** Laura Michellini and Anna Minà

**Support staff:** Alberto Morgante, Chiara Ottolenghi and Alexia Ponziani

For any inquiries, please contact: [nbm2022@lumsa.it](mailto:nbm2022@lumsa.it)

The venue: LUMSA University – Via di Porta Castello 44 (near St. Peter's Basilica)



We are looking forward to your contributions and seeing you at NBM@Rome 2022!