

Call for Papers 2009 Business Models

Guest Editors:

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The term Business Model (BM) has flourished in the managerial literature these years.

Entrepreneurs, top managers, journalists and consulting firms are more and more using this term to describe their business and the further developments they envisage. Even public actors have been mobilizing this construct for years (e.g. Timmers, 1998).

However, the increasing use of this terminology by practitioners (Ghaziani and Ventresca, 2005; Osterwalder et al., 2005) has not been followed by the same craze from academics (Chesbrough and Rosenbloom, 2002). Thus, it is only since the early 2000's that research on Business Models has been published in well established journals (e.g. Amit and Zott, 2001; Afuah and Tucci, 2001). Moreover, these first publications deal essentially with the e-business, as if the term was inappropriate for more traditional activities. Indeed, it is in e-business that entrepreneurs and incumbents were first urged to demonstrate and convince stakeholders of the interest of the new models chosen for their venture.

An important question is then: is the concept of Business Model bringing new insights in the field of management or is it only a buzzword? For a few years, some authors such as Magretta (2002) or Afuah (2004) have convincingly argued that BM concerns potentially all industries whatever their maturity. For instance, commercial air transportation or press industry have been revolutionized by new models such as those of low cost companies or free newspapers. These new BM are striking examples of strategic innovation where the question is less to innovate in terms of a single product or process than to reconsider the traditional way of doing business in a sector. They embody forms of "strategic revolution" (Hamel and Prahalad, 1994) with new and creative approaches of competition (Baden-Fuller, 1995) or original conceptualization of activities (Markides, 1998), scrambling the dominant logics about the way to behave in a sector (Baden-Fuller and Pitt, 1996).

More than a concept, BM may appear as a new approach for managing businesses that has to be differentiated from traditional strategic processes (Zott and Amitt, 2008). Indeed, we believe that BM insists more on questions of revenues, costs and profits than on competitive advantage which is a construct that may lack of empirical substance both for practitioners and researchers (Powell, 2001). Moreover, the "great manoeuvres" of strategy do not really confront with the trivial but most important question for managers: "How to make money in my industry?" (Afuah, 2004).

Despite a lack of consensus on a definition, we can settle that BM broadly refers to the various choices that lead to generate revenues in a broad sense (turnover but also royalties, rents, interests, subsidies, assets handovers ...). These choices concern the resources and competences to value, the products and services to supply (value proposition) and the organization of the business (value system and internal value chain). The articulation between these various dimensions determines the structure and the volume of costs and revenues of a business and consequently its profit margin and more generally its sustainability.

The aim of this call for paper is to deepen and to anchor theoretically the concept of BM and to study its various fields of application. As the BM approach involves by nature the various functions of organizations, the contributions can be proposed by scholars and practitioners in strategic management but also in marketing, finance, human resources management, information systems or

law.

The BM approach generates various avenues of research at the sector and at the organizational levels and we are inviting conceptual and empirical submissions for a debate upon several of them:

- What are the candidate theories to anchor the concept (transaction costs economics, dynamic capabilities, RBV, Coopetition, Industrial Organization...)?
- How are BMs selected by the environment?
- What are the processes of implementation of a new BM in a firm or in a sector?
- How to evaluate a given BM?
- What role plays the BM for entrepreneurs?
- When do new BMs emerge in a sector and how it diffuses?
- What are the cultural dimensions of a BM, especially for its internationalization?
- Why are some BMs failing?
- How do various BMs perform?
- What is the evolution of the dominant BMs in a sector?

This list of topics is of course not exhaustive for this special issue and is only provided to suggest some possibilities. We are open to various theoretical lenses and methodologies. Articles will be selected according to the journal's usual criteria. Reviewers are selected on the basis of their expertise in the field and their knowledge of the language of individual papers.

This special issue is joint with *Long Range Planning*

M@n@gement has decided to publish a special issue on Business Models in 2009. Another call for paper is launched at the same time on the same topic by *Long Range Planning (LRP)* in collaboration with *M@n@gement*. Both *LRP* and *M@n@gement* will favour papers with a clear conceptual thinking and a high standard of research evidence. However, the journals positioning is clearly different:

Candidates for *M@n@gement* may submit papers in the language of their choice. They should focus on an academic audience and include a detailed discussion. *M@n@gement* doesn't impose page limits on papers (although one criteria for acceptance is length-to-contribution ratio).

Candidates for *LRP* should submit papers in English only and aim at a large audience: both academic and managerial. Contributions should seek a strong relevance for practitioners and be oriented towards business practices.

Manuscripts can be written in the language of your choice and must abide to the journal's guidelines. In particular, they should meet the following requirements:

- All manuscripts must be anonymous with no cover page. The title page must include the title of the paper and an abstract of no more than 300 words.
- Everything except references must be presented in double spacing. Please note that this includes tables and footnotes.
- All tables and figures must have headings, be incorporated in the text and be referred to in the body of the text.
- Footnotes should be kept to an absolute minimum: if they are crucial, they should be included in the text, but if they are not sufficiently important they should be removed. If they cannot be avoided, they must appear at the bottom of the relevant page and not at the end of the article.
- All references used must cite authors' names and year of publication in brackets. Page numbers of quotations must be indicated. Avoid references or quotations from unpublished papers. References must be listed on a separate page entitled "REFERENCES".

For more details, go to: http://www.management-aims.com/submission_en.html

Manuscripts must be sent as email attachments to [Benoît Demil](#) by 30 September 2008.
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