



## Special Issue Call for Papers: Business Models

Charles Baden-Fuller (Cass), Ian (Mac) MacMillan (Wharton),  
Benoît Demil (University of Lille I) and Xavier Lecocq (University of  
Lille I and IESEG)

\*\*\*\*\*

Entrepreneurs, top managers, journalists and consulting firms are regularly using the term **Business Model** to describe their business and to provide texture for the developments they envisage. Even public actors have been mobilizing this construct. Yet, there exists no clear body of literature in the academic or practitioner journals that explains how a business model works, what are its important dimensions and features and how a good business model can be created.

For most academics and practitioners a **Business Model** captures “the logic of the firm, the way it operates and how it creates value for its stakeholders”. But beyond this, conceptualisation is quite limited. Academics such as Amit, Zott, Tucci, Chesbrough, Christensen, Rosenblum and Christensen have written about specific instances of Business Models such as those companies in the internet space and other technology examples. Whilst classroom teaching often refers to business models using examples such as “Razors and Blades” and the “i-Pod”, the documentation of these or other business models among the wider industry set is limited, and most knowledge remains in the oral tradition. Although finding a new business model is a key element of “strategic revolution” (Hamel and Prahalad), new and creative approaches to mature industries (Baden-Fuller and Stopford), and to Strategic Innovation generally (Markides), we know too little about the process.

This special issue is designed to fill the gap by providing clear thinking and practical advice on what is a business model, who constructs good models and how this is done. We also have few tools to measure potential business model effectiveness. We are looking for good pieces that aid our conceptual understanding and provide detailed guidance of specific examples of radical business models and how these were constructed. Our suggested topics include:

How should we think creatively about business models in rapidly changing industries?

Where do new business models come from, who constructs them, and how can managers and entrepreneurs foster good thinking on the topic inside organisations?

What are the details of exemplary business models (including historic examples)?  
What are their novel features, origins and operations?

How and when can business models be transferred between firms, industries and countries?

What are features of successful international business models, what is their future in the turbulent global world?

What kinds of business models exist for developing economies where the value of transactions is small and where infrastructure for business is still emerging?

How do business models differ when applied to not-for-profit and for public sector organisations?

What toolkits can managers (and academics) use to assess the value of a business

model; and how do these toolkits build and extend what we already know?

Are there toolkits that allow us to design new business models reliably?

If you are able and interested in contributing to this important special issue, please send an expression of interest with an extended abstract of between 2 and 5 pages to the LRP office ([lrp@city.ac.uk](mailto:lrp@city.ac.uk)) by May 30, 2008. For those abstracts that look like showing a good fit, we will invite full papers to be submitted in the early autumn of 2008, and when allowing for the review process and revising stages, we hope to have finished the whole process before end of 2009.

You should note that there is an opportunity to publish a more academic and longer version of your piece in M@n@gement ([www.management-aims.com](http://www.management-aims.com)), an international internet journal that is oriented exclusively to extended discussions of important academic topics and publishes articles in English and all major European languages. If you are interested in submitting to this outlet too, please let us know.

Time Lines:

30 May 2008 Expressions of interest with detailed abstract

Autumn 2008 Full paper ready for review

Autumn 2009 Tentative publication date

To know more about the journal and its aims, visit [www.lrp.ac](http://www.lrp.ac) or contact Alessandra Marsh  
[lrp@city.ac.uk](mailto:lrp@city.ac.uk)