

SIG: INNOVATION

TRACK 10: Business Model Innovation

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Track Introduction (extended)

Although they undoubtedly existed throughout the industrial era and even before, it was not until very recently that the concept of business models gained significant public and academic attention. According to their most general definition, business models reflect “how firms do business” (Amit, Zott, 2010, p. 4) or “describe the rationale of how an organization creates, delivers, and captures value” (Osterwalder, Pigneur, 2010, p. 14). Drivers of the arising interest in the concept include the emergence of the internet and related business activities, the growing role of knowledge in general, as well as industry-specific restructuring efforts (Teece, 2010). Once consciously taken into consideration by academics and in practice, business models became widely acknowledged as crucial drivers of innovation. Chesbrough (2010, p. 354) points out that “technology itself has no single objective value ... until it is commercialized in some way via a business model”. As summarized by Teece (2010, p. 172), “without a well-developed business model, innovators will fail to either deliver – or to capture – value from their innovations.”

Following the acknowledgement of their importance for successful innovations, business models themselves became subject to innovation. Companies started to realize that in response to changes in their environment, even a successful business model is never a permanent given (Chesbrough, 2007; Lindgardt et al., 2009). Rather, firms are required to reconsider their established models (Chesbrough, 2010) – either in response or pro-active anticipation of changes in their environment. Business model innovation thereby goes far beyond isolated product, service or technology innovation (Lindgardt et al., 2009). It captures the innovation of at least one of its constituting elements including its value proposition, its value chain, or revenue model and thereby provides a firm with potentials like the activation of overlooked value sources within the company or the creation of novel systems that are difficult to imitate (Amit, Zott, 2010).

While the impact of business models and their innovation on a firm’s success appears to be convincing (Koen, Bertels Elsum, 2011), so far the construct has been only very poorly understood (Teece, 2010). Scholars are still concerned with the theoretical foundation and definition of both business models and business model innovation. Literature on business models has developed in a range of isolated silos integrated in ecommerce, strategy and innovation management literatures, which further demonstrates the lack of a common understanding of the concept’s definition (Zott, Amit, Massa, 2011). Our motivation for this track has been determined by the infant stage of the research on business model innovation while it has at the same time increasing importance as driver and subject for innovation.

Consequently, we call for full papers that provide new theoretical perspectives on and/or empirical insights into business model innovation and its underlying processes, thus enhancing the study and understanding of the subject. Questions/topics of interest include but are not limited to the following:

Driving forces for business model innovation

- What are the driving forces of business model innovation? What is the relative effect of individual external and internal forces? What are potential correlations between supply and demand driven forces?
- Which alternative concepts to business model innovation exist as potential responses to changing sources of value creation?
- How do technological innovation and business model innovation relate to each other? What are the cause and the effect in this relationship - does technology drive business model innovation or vice versa?
- How does Web 2.0 enable/influence business models?

Pre-requisites to business model innovation

- What enables business model innovation? Which pre-conditions favour the identification, conceptual design and implementation of business model innovation?
- Which barriers to business model innovation exist? How can they be overcome?
- What are relevant capabilities and how can companies build these capabilities that allow them to pro-actively foster opportunity-seeking and competitive advantage-building?
- Which contextual factors such as industry structure or firm ownership influence the capability to conduct business model innovation?

Process and elements of business model innovation

- How can business model innovation be defined? Which dimensions and elements constitute business model innovation?
- How can business model innovation be characterized? How can business model innovation be designed as a process?
- Which different types of business model innovation can be categorized?
- What is the difference between open innovation and open business models?

Role of customers in business model innovation

- How can customers be considered in the identification and conduction of business model innovation?
- How can customers value co-creation impact on business model innovation?
- How can increased consumer benefit orientation impact on business model innovation (e.g. as driver of business model innovation, as source of differentiation, etc.)?

Role of suppliers and partners in business model innovation

- How can sustainability of cooperation be integrated into business model innovation?
- How can partner value co-creation impact on business model innovation?
- How can increased partner benefit consideration impact on business model innovation?

People in business model innovation

- What is the role of leadership in business model innovation? What type of leadership style is needed for successfully conducting business model innovation?
- What is the role of organizational culture in business model innovation?
- How can change management contribute to successful business model innovation?

Business model innovation & strategy

- What is the relationship between business models, business model innovation and strategy?
- How can strategy influence business model innovation? How does business model innovation influence strategy?
- How are business model innovation and the achievement of (sustainable) competitive advantage connected?

Effects of business model innovation

- How does business model innovation effect on a firm's profitability?
- How does business model innovation effect on a firm's strategic flexibility?
- How can business model innovation serve to create new markets? How can business model innovation support blue ocean strategies?

Business model innovation for emerging markets and disruptive business models

- How can companies develop new business models for emerging markets?
- How do disruptive business models change competition?
- How do established companies deal with disruptive business model innovations?

Special Announcement:

Best Papers of this Track will be considered for publication in International Journal of Innovation Management (IJIM), Special Issue on "Business Model Innovation", edited by the track chairs

