

# Program

## Business Model Conference 2019

### Monday June 3rd

08h30-09h00: Registration is open

09h00-09h30: Welcome speech

09h30-10h30: Keynote speaker 1  
(Ramon Casadesus-Masanell)

10h30-11h00: Break – 30'

11h00-12h30: Workshop 1  
(Sessions 1, 2) (6 papers: 3+3)

12h30-13h30: Lunch Break – 60'

13h30-15h00: Workshop 2  
(Sessions 3, 4, 5) (9 papers:  
3+3+3)

15h00-15h30: Break – 30'

15h30-18h00: Workshop 3  
(Sessions 6, 7) (9 papers: 5+4)  
+ Panel Debate

### Tuesday June 4th

09h00-10h30: Workshop 4  
(Sessions 8, 9) (6 papers: 3+3)

10h30-11h00: Break – 30'

11h00-13h00: Workshop 5  
(Sessions 10, 11) (8 papers: 4+4)

13h00-14h00: Lunch Break – 60'

14h00-15h00: Keynote speaker 2  
(Oliver Gassmann)

15h00-15h15: Farewell speech  
– Last announcements

### Wednesday June 5th

#### Ph.d Workshop

9h00-9h15: Welcome speech

9h15-10h30: Session on challenges  
faced when doing research on  
business models

10h30-11h: Coffee break

11h-12H30: Sessions 1 & 2  
(PhD projects discussion)

12h30-13h30: Lunch break

13h30-15h: Session 3 & 4  
(PhD projects discussion)

15h-15h30: Coffee break

15h30-17h: Session 5 & 6  
(PhD projects discussion)

#### Teaching forum

9h00-9h15: Welcome speech

9h15-10h30: Session

10h30-11h: Coffee break

11h-12H30: Session

12h30-13h30: Lunch break

13h30-15h: Session

15h-15h30: Coffee break

15h30-17h: Session

# Sessions Monday June 3rd

## DAY 1 - WORKSHOP 1 - 11h00-12h30

|   |   |                       |
|---|---|-----------------------|
| <b>Session 1:</b><br>Conceptual Views<br><br>12th Floor Lounge  | <b>Session 2:</b><br>Ecosystems<br><br>Room 1118  | <b>Business Track</b> |
| <i>Session chair:</i><br>Robin Roslender  | <i>Session chair:</i><br>Jesper Sort  |                       |
| <b>Anthropological interpretation of the Business Model: myth, institutionalization and sharing</b><br><br>Thierry Verstraete, Estèle Jouison           | <b>Business Models impact on Business Ecosystem's emergence</b><br><br>Cedric Binauld   |                       |
| <b>Business logic – the missing link between strategy, business model and business process?</b><br><br>Jon Williamsson, Anders Sandoff, Gabriela Schaad | <b>Ecosystemic business model scenarios for Connected Health</b><br><br>Julius Francis Gomes, Laura Kemppainen, Minna Pikkariainen, Timo Koivumäki, Petri Ahokangas |                       |
| <b>The Business Model as an Equilibrium Concept of the Market-Making Entrepreneur</b><br><br>Matthias Raith   | <b>Opportunity complementarity in data-driven business models</b><br><br>Yueqiang Xu, Laura Kemppainen, Petri Ahokangas, Minna Pikkariainen                         |                       |

## DAY 1 - WORKSHOP 2 - 13h30-15h30

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| <b>Session 3:</b><br>Innovation Drivers & Processes<br><br>12th Floor Lounge  | <b>Session 4:</b><br>Research Approaches & Techniques<br><br>Room 1118                                 | <b>Session 5:</b><br>Evolution, Value & Measurement<br><br>Room 1013   |
| <i>Session chair:</i><br>Christopher Tucci  | <i>Session chair:</i><br>Minna Pikkariainen  | <i>Session chair:</i><br>Andrew Earle  |
| <b>Archetypes of Business Model Innovation Processes in the Construction Industry</b><br><br>Kristian Løbner                          | <b>Business Models as Doctrines</b><br><br>Erik Niklas Bjurström                                       | <b>Adapting performance measurement during business model innovation: A research agenda</b><br><br>Léa Bunnens |
| <b>A fully digital Business Model</b><br><br>Petteri Heino, Petri Ahokangas, Timo Koivumäki, Veikko Seppänen, Erkki Lassila           | <b>Performative research in the business model field</b><br><br>Robin Roslender, Christian Nielsen     | <b>The complexity of organizational change</b><br><br>Kathrine Lauritzen                                       |
| <b>Unveiling the process of business model innovation: a sociomateriality perspective</b><br><br>Catherine Archambault, Xavier Lecocq | <b>The Origins of Constellations: Analyzing Business Models as Outcomes</b><br><br>Ryan Michael Rumble | <b>The Value Cycle and Business Model Development: The Case of a Start up</b><br><br>Dimária Silva e Meirelles |

## DAY 1 - WORKSHOP 3 - 15h30-18h00

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| <p><b>Panel Debate:</b><br/>Internationalization and Business Model Configuration:<br/>The Role of Context and Choice</p> <p>12th Floor Lounge</p>   | <p><b>Session 6:</b><br/>Digitalization</p> <p>Room 1118</p>  | <p><b>Session 7:</b><br/>Challenges &amp; Decision Making</p> <p>Room 1013</p>   |
| <p><b>Panelists:</b><br/><i>Petri Ahokangas, Christian Nielsen, Marin Marinov, Sam Holloway &amp; Minna Pikkarainen</i><br/><i>Moderator: Svetla Marinova</i></p>  | <p><b>Session chair:</b><br/><i>Ryan Rumble</i></p>   | <p><b>Session chair:</b><br/><i>Olga Novikova</i></p>  |
| <p>The characteristics of entrepreneurs, firm attributes, and contextual factors have been found to be predictors of SME internationalization outcomes (e.g. Jones, Coviello, &amp; Tang, 2011; Kiss, Danis, &amp; Cavusgil, 2012; Terjesen, Hessels, &amp; Li, 2016). Since supplying foreign markets requires decision-makers to consider how to do business across national borders, such as which export channels to use, different competitive and institutional conditions may require an adaptation of existing business models developed for domestic markets or designing innovative business models to suit foreign market contexts. Research on internationalization has recognized the importance of business models for internationalization (Hennart, 2014) and the existence of international business models (Rask, 2014; Child et al., 2017) as these can define resource allocations for dealing with differences among geographical locations, entry modes, contracting and partnering models.</p>  | <p><b>A Business Model Framework for Maternal and Baby Health Services</b></p> <p>Christiana Mueller</p>  | <p><b>De-internationalization: A business model perspective</b></p> <p>Jesper Chrautwald Sort, Romeo V. Turcan</p>   |
| <p>This panel aims to examine and discuss whether the business model configurations of purely domestic firms differ from those of international ones and how different business model configurations (Taran et al., 2016) might enable internationalization. It will aim to enhance the understanding of what accounts for the variance in the choice of international business models and their implementation, while considering their heavily situated nature (their contextual embeddedness (Ahokangas &amp; Myllykoski, 2014) - in ecosystems, global value chains, industry or country). As Child et al. (2017: 674) argue "however analytically powerful contextual (resource-based and institutional) perspectives of the firm may be, their explanations for business model choice need to be complemented by considerations of individual cognition and preference".</p>   | <p><b>Unpacking the process of business model reconfiguration for developing digital offers</b></p> <p>Azadeh Shomali, Guy Parmentier, Romain Gandia</p>            | <p><b>Designing BMs for the Sharing Economy: Resource and Institutional Constraints</b></p> <p>Joan E. Ricart, Pascual Berrone, Carlos Carrasco, Yuliya Snihur</p> |
| <p>References<br/>Ahokangas, P., &amp; Myllykoski, J. (2014). The practice of creating and transforming a business model. <i>Journal of Business Models</i>, 2(1), 6–18.<br/>Child, J., Hsieh, L., Elbanna, S., Karmowska, J., Marinova, S., Puthusserry, P., Tsai, T., Narooz, R. and Zhang, L. (2017) SME International Business Models: The Role of Context and Experience, <i>Journal of World Business</i>, 52, 664–679.<br/>Hennart, J.-F. (2014) The Accidental Internationalists: A Theory of Born Globals, <i>Entrepreneurship Theory and Practice</i>, 38(1), 117-135.<br/>Jones, M. V., Coviello, N., &amp; Tang, Y. K. (2011). International entrepreneurship research (1989–2009): A domain ontology and thematic analysis. <i>Journal of Business Venturing</i>, 26, 632–659.<br/>Kiss, A. N., &amp; Danis, W. M. (2008). Country institutional context, social networks, and new venture internationalization speed. <i>European Management Journal</i>, 26, 388–399.<br/>Rask, M. (2014) Internationalization through business model innovation: In search of relevant design dimensions and elements, <i>Journal of International Entrepreneurship</i> 12, 146–161.<br/>Taran, Y., Nielsen, C., Thomsen, P., Montemari, M., and Paolone, F. (2016), "Business model configurations: a five-V framework to map out potential innovation routes", <i>European Journal of Innovation Management</i>, Vol. 19. No. 4, pp. 492-527.<br/>Terjesen, S., Hessels, J., &amp; Li, D. (2016). Comparative international entrepreneurship: A review and research agenda. <i>Journal of Management</i>, 42, 299–344.</p> | <p><b>Operational Excellence as the basis for digital business model innovations</b></p> <p>Marcus Branke, Jenny Lorbeer, Irina Merkel, Ralf Woll, Marc Gebauer</p> | <p><b>Hybrid Organizations as Bridges at the Public Science–Private Industry Interface</b></p> <p>Andrew Earle, Dante Leyva de la Hiz, Yusi Turell</p>             |
| <p><b>Is Digital Transformation - Key in Business Model Innovation of SMEs?</b></p> <p>Iveta Simberova, Natalja Lace, Mariana Tesarova</p>   | <p><b>Making sense of BMI for SMEs in the Digital Era</b></p> <p>Kaisa Riikka Penttilä</p>  | <p><b>Tactical Shapeshifting in Business Modeling</b></p> <p>Walter Van Andel</p>  |

# Sessions Tuesday June 4th

## DAY 2 - WORKSHOP 4 - 09h00-10h30

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| <b>Session 8:</b><br>Taxonomies & Configurations<br><br>12th Floor Lounge  | <b>Session 9:</b><br>Society & Sustainability<br><br>Room 1118  |
| <i>Session chair:</i><br>Dimária Silva e Meirelles   | <i>Session chair:</i><br>Petri Ahokangas  |
| <b>Building a market: taxonomy of business models for climate services</b><br><br>Francesca Larosa   | <b>Closing Material Loop: Towards Circular Business Models For Waste Valorisation</b><br><br>Anna B. Holm, Marianne Thomsen |
| <b>Business Model Performance: Paving the road for comparable data on business models</b><br><br>Peter Thomsen                                     | <b>Holistic Sustainability of Business Models for Sustainability in Paper Industry</b><br><br>Ales Krmela, Iveta Simberova  |
| <b>Business model types for textile industry - cases from Eastern Germany</b><br><br>Marc Gebauer, Cyrine Tangour, Nizar Abdelkafi, Herwig Winkler | <b>Spreadsheets and Campfires: Business Models as Stories in Social Enterprise</b><br><br>Andrew Shinn                      |

## DAY 2 - WORKSHOP 5 - 11h00-13h00

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| <b>Session 10:</b><br>Innovation Levers & Barriers<br><br>12th Floor Lounge  | <b>Session 11:</b><br>Platform-related Aspects<br><br>Room 1118  |
| <i>Session chair:</i><br>Anna Holm   | <i>Session chair:</i><br>Matthias Raith  |
| <b>Business model innovation barriers in Australian Non-university higher Education Providers</b><br><br>Nestor Nonato, Dorothea Bowyer, Michelle Cull | <b>How do organizations support business model replication with multi-sided platform</b><br><br>Romain Gandia, Corine Genet, Sylvain Colombero |
| <b>Activate software-based business model development tools: An exploratory study</b><br><br>Daniel Szopinski  | <b>Platform business models for the future wireless networks</b><br><br>Seppo Ilmari Yrjölä, Petri Ahokangas, Marja Matinmikko-Blue            |
| <b>How Open Innovation Can Support Business Model Innovation</b><br><br>Qinli Lu, Christopher Tucci  | <b>The New Media Business Model: When Customer Controls the Data</b><br><br>Olga Novikova  |
| <b>Digital Business Models in Emerging Markets: The Case of Latin America</b><br><br>Enrique Chamas  | <b>Value creation and capture in Smart City Platform Business Models</b><br><br>Sari Perätalo, Petri Ahokangas                                 |