



8th International Conference on New Business Models

Building partnerships for more sustainable, resilient, and regenerative business models

Conference tracks overview

21 June 2023: Doctoral Colloquium

22-23 June 2023: Conference Dates

School of Business and Economics, Maastricht University, The Netherlands

Conference Themes, Tracks and Workshops

A. Navigating the Impact Landscape: Best Practices and Innovations In Impact Measurement For Social And Sustainable Businesses

Chairs: Dr. Sergio Páramo-Ortiz, Maastricht University (The Netherlands) and Simona Sinesi, Never Give Up (Italy)

Social and sustainable businesses are making a real positive difference for people, the environment and economies through their programmes and operations. However, understanding how these organisations are making an impact and how to measure it is often difficult. This workshop provides an introduction and hands-on experience on impact measurement for social and sustainable businesses using the Theory of Change framework.

Participants attending this workshop will acquire valuable skills and knowledge on how to effectively evaluate and communicate the social and environmental impact of their organisations, as well as how to utilise impact data to make informed decisions and effect positive change.

For more information about this workshop, please [click here](#).

B. Dynamic Capabilities for Strong Sustainability: Creating Design Principles for Tool Development

Chairs: Eric Fath-Kolmes (University of Groningen , The Netherlands) and Tomás Santa-Maria (Universidad del Desarrollo, Chile)

We are developing design principles that can help guide future researchers in creating tools for dynamic capabilities for strong sustainability. Currently, there are practically no tools to aid organizations in identifying and developing dynamic capabilities for sustainability and we think there is a need for much more research in this area. Additionally, we consider it important to aim towards strong sustainability, as an approach that recognizes our planetary limits and social foundations.

Our goal is to gain feedback from the workshop participants on our proposed design principles and we will use the collected anonymous feedback as data in the article we are developing. We will briefly present the design principles we have developed from literature and spend the majority of the time gaining expert feedback from the participants, through smaller discussion groups. For more information, [please click here](#).

Conference Tracks

1. Exploring the System Level

1.1 Transformative capacity of business models through collaboration

Chairs: Anukka Näyhä, Jyväskylä University (Finland) & Eeva-Lotta Apajalahti, LUT University (Finland)

This track focuses on a transformative capacity of business models that offers links between sustainability transitions studies and business model research. In sustainability transitions studies, transformative capacity identifies what kind of abilities are needed to create new system configurations to replace unsustainable paths (Walker et al. 2004) and has been used in studying for example how local governance processes could accelerate urban change (Franzeskaki et al. 2018). Transformative capacity has also been used in industry and technology studies where new technologies result into major adjustments of the structural and institutional architectures of industry systems (Dolata 2009). The session welcomes studies that combine business model research and sustainability transition perspectives, explore the role of business models in sustainability transition and focus on various collaborative business models and practices as well as their development to generate transformative capacity that can contribute to sustainability transition. Bringing together business model and sustainability transitions perspectives is a necessity for studying, understanding and facilitating sustainability transition in our society.

1.2 Ecosystems in support of sustainability

Chairs: Nikolay Dentchev, Vrije Universiteit Brussel (Belgium); Bart Leyen, Vrije Universiteit Brussel (Belgium) & Abel Diaz Gonzalez, Maastricht University (The Netherlands)

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 develop supportive and sustainable ecosystems for the new business models. We will be interested in studies that are focused on the main mechanisms, processes and elements that lead to the interconnectedness of ecosystem actors and long-lasting partnerships among them. We welcome contributions from the different methodological background are welcome, including literature reviews, theoretical-, conceptual- and empirical papers

1.3 Business Models for a Circular Economy: Assessing the conceptual development of Circular Business Models - harvesting and analysing six years of tracks on CBMs at the NBM Conferences

Chairs: Niels Faber, University of Groningen (The Netherlands) & Jan Jonker Radboud University Nijmegen, em (The Netherlands).

The track on Business Models for a Circular Economy has been an integral part of the NBM conferences since its establishment in 2016. Various topics have been addressed in the six years since. NBM2016 Toulouse started the debate exploring how the notion of the circular economy affects the understanding of the business model concept, how circularity may become manifest in business models, and what this means in terms of business model impact(s). The focus shifted to the collective creation of closed material loops in between various (non)economic actors at NBM2017 Graz. The NBM2018 Sofia conference expanded on this, looking into how business models for a circular economy shape economic and social transitions at micro (business), meso (value chains) and macro (economic system) levels. Impact has been the focal point at NBM2019 Berlin, for this track materialized in an inquiry into the way(s) in which closed loops may be organized, the role of strategy, and how social inclusiveness is embedded. At NBM2020 Nijmegen, we expanded the impact envelope, looking at the broader societal, economic, and institutional consequences of crafting a circular economy. NBM2021 Halmstad specifically focused on the issue of stakeholder engagement in relation to business model for a circular economy. Last year, at NBM2022 Rome, we aimed at collecting insights into what our collective work has been able to establish in both academia and practice, emerging issues, and identifying what issues have been left untouched. We invited large-scale, regional cases on circular business models across a wide variety of empirical domains. For NBM2023 Maastricht, we want to take last year's approach a step further, focusing the track on the main learnings on business models in a circular economy over the past six years. We aim to get to a collective assessment of the conceptual development of circular business models, leading to a determination of the current body of knowledge in the field, and identification of knowledge gaps that still need to be addressed. We contributions of theoretical, conceptual, methodological, and empirical contributions that provide insights in the breadth of the body of knowledge with regards to circular business models, and pinpoint weaknesses within.

1.4 Collaborative and Circular Business Models in the Global South

Chairs: Timber Haaker, Saxion University of Applied Sciences (The Netherlands), Milou Derks, Orange Corners and Eindhoven University of Technology (The Netherlands), Nguyen Hong Quan, Vietnam National University (Vietnam)

Worldwide our societies and economies are in transition towards sustainability and circularity. The transition requires systemic change and new business models that require collaboration and careful interplay between organisations and stakeholders in

chains, networks, and ecosystems. The form that these collaborative business models take depends on the societal and business context in which they are to be deployed. This track explores what collaborative and circular business models are emerging in the Global South, what is driving and hindering such business models, and what the Global North can learn from these models. In this track, we are interested in (but not exclusively) the following topics: Informal sector integration; Business model innovation in the context of formal institutional voids; Sustainable entrepreneurship; Circular business ecosystem.

2. Exploring Sectoral and Organizational Levels

2.1 Data-driven Business Models for Sustainability, Resilience and Digital Transformation in Emerging Fields

Track chairs: Maya Hoveskog, Halmstad University (Sweden), Magnus Holmén Halmstad University (Sweden), Lauri Paavola, Aalto University (Finland) & Luís Irgang Dos Santos, Halmstad University (Sweden)

This track aims to explore how data-driven business models contribute to digital transformation and shape the overall ecosystem value propositions for sustainability and resilience. This track intends to empirically analyze and conceptualize the emergence of the overall ecosystem value propositions for sustainability and resilience and the structure of such areas. The track focuses on, but is 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.

2.2 Partnerships and cross-sectoral collaborations for Circular Economies

Chairs: Philippe Eiselein & Bart Henssen Odisee University of Applied Sciences (Belgium)

The circular economy is an approach that has been touted as a viable solution (Ghisellini et al., 2016), and has been recognized as a valuable contributor to the achievement of SDGs. It is a philosophy that considers a restorative and regenerative economy (Ellen MacArthur Foundation, 2012) which aims to sustain the circulation of resources and energy within closed systems, therefore, reducing the need for new raw materials and inputs into the production system (Genovese et al., 2017). This session focuses on how to build partnerships for circular economies for new business models and aims to attract young and senior researchers as well as entrepreneurs to discuss their current research or insights on circular economy partnerships. We welcome papers that build on various methodologies, such as literature reviews, theoretical-, conceptual- and empirical papers. We are primarily interested in those

papers that focus their research on the inter-organizational, systemic, or multi-level analysis

2.3 Business model experimentation for circular economy: close, slow, narrow, regenerate

Chairs: Ilka Weissbrod, Technical University Dresden (Germany), Sveinung Jørgensen, NHH Norwegian School of Economics (Norway), Lars Pedersen, NHH Norwegian School of Economics, (Norway) & Nancy Bocken, Maastricht University (The Netherlands)

The circular economy is an inspiration to many companies. Yet, established businesses and new ventures alike need significant experimentation to create desirable, feasible, viable, and sustainable business models. While companies have been quite successful at creating business models focused on resource efficiencies and 'narrowing the loop' and closing the loop through recycling, the more challenging business models focused on regeneration, as well as slowing the loop through strategies such as sufficiency are less commonplace. This track focuses on the cases, practices and tools of experimentation with new circular business model strategies.

2 Exploring Organizational Impact

3.1 Sharing economy business models for sustainability: design, functioning and impacts. *Track chairs: Cecilia Grieco, Sapienza University (Italy), Laura Michelin LUMSA University (Italy) & Venere Sanna, University of Siena (Italy).*

The business models of the sharing economy are often associated with positive effects on the environment, economy, and society. In contrast, many authors have also pointed out the negative effects of sharing (e.g., income inequality, concentration of markets and revenue streams, precariousness in working conditions). 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.

3.2 Human Capability Development for Business Model Innovations
Chairs: Burcin Hatipoglu, The University of New South Wales (Australia) , Silvia Cantele, University of Verona (Italy) and Assunta Di Vaio, University of Naples "Parthenope", (Italy)

This track explores the status quo and future directions for developing human capabilities when innovating business models for circularity. Engagement with circularity involves integrating ecological and social aspects into products, processes, and organizational structures. Approaching employees as a primary stakeholder group and developing dynamic capabilities such as trust building through communication, skills in managing change and capabilities to integrate external

stakeholders into the ecosystem will make a difference (Inigo, Albareda, & Rital, 2017; Santa-Maria, Vermeulen, & Baumgartner, 2022). Some avenues to explore are ways to improve employee participation in eco-innovation processes, implementing circular KPIs, aligning incentives with sustainability, formal and informal organizational learning, and creating co-creation opportunities with employees. Theories that lend themselves to exploring the human side of business model innovations include the resource-based view of the firm, dynamic capabilities, capability view of the firm, stakeholder theory and organizational learning. We invite research that applies some of these theories or proposes unexplored theories to examine how the human side of an organization can be developed when organizations innovate their business models for circularity.

3.3 New Business Models in Times of Crisis

Chairs: Dorleta Ibarra, Mondragon Unibertsitatea (Spain), Juan Ignacio Igartua Mondragon Unibertsitatea (Spain)

We are facing a paradigm shift that manifests itself in multiple crises (global warming, resource depletion, access to energy and water, supply chain shortages, social inequalities, health crises, etc.). Crises stress societies, disrupt value chains and challenge organisations, often accelerating technology diffusion (e.g., digitalisation or renewable energy technologies) leading to the emergence of new, more resilient and sustainable business models. The track explores how to build more resilient business models and assess them, considering the impacts of advanced technologies and integrated and extended value chains. It focuses on the interdependencies between business models within or across value chains, including technological resources, processes and infrastructure requirements and partnerships for more resilient and sustainable business models in the context of multiple crisis. Conceptual and empirical studies (quantitative, qualitative and mixed) are welcome in particular in the fields of sustainable energy, mobility and smart manufacturing.

3.4 Assessing and Managing the Sustainability Performance of Business Models

Chairs: Florian Lüdeke-Freund, ESCP Business School Berlin (Germany) & Romana Rauter, University of Graz (Austria)

Business models for sustainability aim at contributions to sustainable development and are therefore based on the principle of multiple value creation. They aim not just to improve the performance of organizations but also to have positive ecological and social impacts beyond organizational boundaries. The aim of this track is to better understand whether and how business models can have such effects and how these can be estimated or even measured. 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). Digitalisation might play an important role in this context too. This track is open to conceptual and empirical papers that integrate the notions of business model and sustainability performance in new and convincing ways.

3 Exploring Theoretical and Methodological Foundations

4.1 Exploring the (im)possibilities of classifying sustainable and circular business models

Chairs: Jan Jonker, Radboud University Nijmegen (The Netherlands), Thomas Hobé, Radboud University Nijmegen (The Netherlands), Niels Faber, University of Groningen (The Netherlands) Rolien Blanken, The Hague University of Applied Sciences (The Netherlands) and Timber Haaker, Saxion UAS (The Netherlands).

Business models provide the logic for strategic organisational concepts to give shape and substance to value creation and retention. It consists of several building blocks: (1) the value proposition (the logic to value creation), (2) the organisational model including the parties involved and (3) the revenue model. Business models form the basis for a transaction that is seen as of value between parties. There is an exchange of a performance and a quid pro quo. Values are subjective and context (place and time) and person dependent. What is of value is determined by the parties involved and is not intrinsically linked to a good, service or event. So, what is of value to one person is not necessarily of value to another, even though they are all part of the same transaction. At the NBM@Maastricht2023 Conference we like to invite researchers and practitioners who are also working on classifying sustainable and circular business models, to present their work and discuss together the theoretical, conceptual and empirical (im)possibilities of coming to a sound yet practical and applicable classification. Our intention is to have two sessions with a total of six presentations (of which one will be the presentation of our own research). The remaining time will be devoted to a collective discussion between the present scholars.

4.2 New Theoretical Foundations of Business Models for Sustainability

Chairs: Florian Lüdeke-Freund, ESCP Business School Berlin & Tobias Froese, ESCP Business School Berlin

This track explores the status quo and future directions of theories on business models for sustainability. Building on and going beyond prominent approaches such as activity-based, component-based, value-based, functional, design, and other theoretical views on business models for sustainability, we are looking for research that further develops the conceptual and theoretical foundations for a better understanding of the inner workings and sustainability implications of business models for sustainability. New theoretical views that lend themselves to this endeavour include, for example, theories of social practice, Alexandrian pattern theory, or social

mechanism theory. We invite research papers that make use of new and fresh theoretical lenses.

4.3 Design Thinking and Other Practices to Engage Actors in Circular Business Model Innovation

Chairs: Fatima Khitous (Oulu University, Finland, Francesca Ostuzzi, Ghent University, Katrien Verleye, Ghent University, Belgium

This track aims to provide insight into ways to engage actors in the development, launch, and adoption of circular business models so that value is co-created. Specific attention is dedicated to the role of design thinking and practices during circular business model innovation, but research on other practices – such as experience and relationship management, value co-creation practices – is also embraced. This track welcomes scholars from different disciplines and it is open to conceptual, qualitative, and quantitative work.

4.4 BYOT: Bring Your Own Tool

Chairs: Moniek Kamm and Timber Haaker (Saxion UAS, The Netherlands), Jan Jonker (Radboud University, The Netherlands)

The transition to a sustainable, circular, and inclusive economy is partially crafted by businesses and practitioners. Developing multiple value creating concepts and integrating them in every aspect of organizations is demanding. Efforts to establish sustainable and circular business models are supported by a wide variety of grants schemes, courses, workshops, etc., and a growing variety of tools. This track focuses on the role and contribution of tools for implementing sustainability and circularity in organizations. We are especially interested in tools that result from co-creation between researchers and practitioners, whether business or not-for-profit. How do organizations benefit from those tools? What tools are in demand? What generic and customized tools are being researched and used? What stages in business development benefit from tooling? We invite researchers and practitioners to share and discuss not only their research on tooling but also bring and share actual tools

CONTACT INFORMATION

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