



## 3. EXPLORING THE ORGANISATIONAL IMPACT

### 3.3 NEW BUSINESS MODELS IN TIMES OF CRISIS

#### Track Chairs:

Dorleta Ibarra, Mondragon Unibertsitatea (Spain), [dibarra@mondragon.edu](mailto:dibarra@mondragon.edu)

Juan Ignacio Igartua, Mondragon Unibertsitatea (Spain), [jigartua@mondragon.edu](mailto:jigartua@mondragon.edu)

**Keywords:** Uncertainty, Business model resilience, Dynamic capabilities, Cooperatives (Co-ops), SMEs

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 and renewable energy technologies) leading to the emergence of new, more resilient and sustainable business models.

Business model resilience refers to a firm's ability to maintain or quickly adapt its value proposition to current and future uncertain conditions (Radic et al., 2022). Despite growing interest in organisational resilience, few studies provide a comprehensive overview of the factors that influence business model resilience and the metrics to assess business model resilience performance. Furthermore, analysis of business model resilience from a system view, which includes supply chains, critical interactions with other organisations within the value chain, and the wider operating environment, remains largely uninvestigated.

As we seek to develop more climate-neutral, resource efficient, circular and competitive economies, resilience will require attention to new vulnerabilities, as entire sectors

undergo profound transformations while creating opportunities for business model innovation. Additionally, resisting and coping with shocks can be a chance to transition in a sustainable and equitable way.

These new contexts have a particularly strong impact on SMEs and require their active engagement in business model innovation towards more sustainable and resilient designs to respond to ecosystem challenges (Ozanne et al., 2022). SMEs need to have dynamic capabilities and develop organisational practices to respond nimbly and effectively to these shocks, but also to be better prepared to cope with them in the future (Carayannis et al., 2014; Ibarra et al., 2020).

Organisations such as worker cooperatives are also seen as key in the context of business model and value chain resilience (Retegi and Igartua, 2023). An example is Mondragon Corporation, which has managed to develop resilient and inclusive business models to cope with economic and health crises, sharing funds and reallocating resources to preserve jobs in order to “leave no one behind” (Romeo, 2022, Retegi and Igartua, 2023).

This track explores how to build more resilient business models and assess them, taking into account the impact of new vulnerabilities, dynamic capabilities, sustainable business structures and advanced technologies. It also focuses on the interdependencies between business models within or across value chains, including the impact of shortages of intangible and tangible resources (e.g., talent, assets, raw materials, energy, certain technologies, etc.) in the context of multiple crises. There is a particular interest in the methods, frameworks, metrics and practical tools that support the development and performance assessment of business model resilience (Carraresi and Bröring, 2021; Dentoni et al., 2021; Granig and Hilgarter, 2020; Ibarra et al., 2020; Leisen et al., 2019; Liu et al., 2021; Lopes de Sousa Jabbour et al., 2023; Radic et al., 2022).

Conceptual and empirical studies (quantitative, qualitative and mixed) are welcome in particular in the fields of sustainable energy, mobility and smart manufacturing. The following questions can be addressed by papers submitted to this track:

- How do shortages of intangible and tangible resources (e.g., talent, raw materials, energy, certain technologies) affect new business models?
- How can SMEs develop more resilient business models to respond with agility and efficiency to shocks?
- How do organisational practices and innovative business configurations, such as worker cooperatives, influence the resilience of business models? How do the business models of these firms evolve towards more resilient and sustainable business models for the digital, green and inclusive transition?
- What dynamic capabilities influence the resilience of business models in the context of new vulnerabilities and profound transformations, while creating opportunities?
- What dynamic capabilities influence the resilience of business models in the context of new vulnerabilities and deep transformations, while creating opportunities?

- What best practices can currently be observed in building and assessing business model resilience? And what role do advanced technologies and integrated and extended value chains play in this respect?
- What metrics and indicators can be used to measure and anticipate the impact of organizational practices (e.g., incorporation of advanced technologies, external collaboration, etc.) on business model resilience?
- How can resilient business models be ideated, designed, implemented and managed to face and react to current and future challenges and uncertain conditions?
- What methods, frameworks and practical tools can be used to build and assess business model resilience?
- How can decision-support tools help predict the degree of resilience of business models?
- How can the interactions between business models and their resilience performance be assessed at the meso level (e.g., value system or value chain)? Which analytical frameworks and modelling tools (e.g., system dynamics, MCDA, etc.) could be used to this end?

#### References:

- Carayannis, E.G., Grigoroudis, E., Sindakis, S., Walter, C., 2014. Business Model Innovation as Antecedent of Sustainable Enterprise Excellence and Resilience. *J. Knowl. Econ.* 5, 440–463. <https://doi.org/10.1007/s13132-014-0206-7>
- Carraresi, L., Bröring, S., 2021. How does business model redesign foster resilience in emerging circular value chains? *J. Clean. Prod.* 289, 125823. <https://doi.org/10.1016/J.JCLEPRO.2021.125823>
- Dentoni, D., Pinkse, J., Lubberink, R., 2021. Linking Sustainable Business Models to Socio-Ecological Resilience Through Cross-Sector Partnerships: A Complex Adaptive Systems View. *Bus. Soc.* 60, 1216–1252. <https://doi.org/10.1177/0007650320935015>
- Granig, P., Hilgarter, K., 2020. Organisational resilience: a qualitative study about how organisations handle trends and their effects on business models from experts' views. *Int. J. Innov. Sci.* 12, 525–544. <https://doi.org/10.1108/IJIS-06-2020-0086>
- Ibarra, D., Bigdeli, A.Z., Igartua, J.I., Ganzarain, J., 2020. Business model innovation in established SMEs: A configurational approach. *J. Open Innov. Technol. Mark. Complex.* 6. <https://doi.org/10.3390/JOITMC6030076>
- Leisen, R., Steffen, B., Weber, C., 2019. Regulatory risk and the resilience of new sustainable business models in the energy sector. *J. Clean. Prod.* 219, 865–878. <https://doi.org/10.1016/j.jclepro.2019.01.330>
- Liu, J., Tong, T.W., Sinfield, J.V., 2021. Toward a resilient complex adaptive system view of business models. *Long Range Plann.* 54. <https://doi.org/10.1016/j.lrp.2020.102030>

Lopes de Sousa Jabbour, A.B., Latan, H., Chiappetta Jabbour, C.J., Seles, B.M.R.P., 2023. Does applying a circular business model lead to organizational resilience? Mediating effects of industry 4.0 and customers integration. *Technol. Forecast. Soc. Change* 194, 122672. <https://doi.org/10.1016/J.TECHFORE.2023.122672>

Ozanne, L.K., Chowdhury, M., Prayag, G., Mollenkopf, D.A., 2022. SMEs navigating COVID-19: The influence of social capital and dynamic capabilities on organizational resilience. *Ind. Mark. Manag.* 104, 116–135. <https://doi.org/10.1016/j.indmarman.2022.04.009>

Radic, M., Herrmann, P., Haberland, P., Riese, C.R., 2022. Development of a Business Model Resilience Framework for Managers and Strategic Decision-makers. *Schmalenbach J. Bus. Res.* <https://doi.org/10.1007/s41471-022-00135-x>

Retegi, J., Igartua, J. I. (2023). An analysis of the Mondragon case's competitiveness from a systemic perspective. *Intangible Capital*, 19(4), 513-533.

Romeo, N., 2022. How Mondragón became the world's largest co-op. *New Yorker* (<https://www.newyorker.com/business/currency/how-mondragon-became-the-worlds-largestco-op>).