



**9th International
Conference on
New Business Models**

NBM2024



**Sustainable business models for the digital, green
and inclusive transition**

CALL FOR CONTRIBUTIONS

July 3, 2024: Doctoral Colloquium

July 4-5, 2024: Conference days

Faculty of Engineering of Mondragon University (Spain)

<https://www.newbusinessmodels.org/>

INTRODUCTION

In the intellectual landscape of contemporary academia, the International Conference on New Business Models (NBM) stands as a cutting-edge forum spearheading the discourse on sustainable business models. As we embark on its 9th edition, the importance of the NBM conference transcends mere chronological milestones and represents a dedicated pursuit of knowledge and solutions in the field of sustainable business practices. The conference creates an intellectual space where academics, researchers and practitioners converge to address pressing issues and promote pioneering research in the dynamic field of sustainable business models.

The NBM2024 takes place in a socio-economic context characterised by new complexities and uncertainties that make sustainable business modelling even more challenging. Contemporary megatrends such as climate change, natural resource scarcity, demographic and social change, technological and digital revolution are driving global transitions that require radical, profound, and transformative changes supported by different forms of innovation. Sustainable business models play a fundamental role in the triple digital, green, and inclusive transition.

The technological-digital revolution is affecting all industrial sectors, changing goods, services, and processes in public and private organisations. New business models are emerging based on digitalisation, automation and the incorporation of flexible solutions and technologies such as artificial intelligence, connectivity, big data, robotics, and additive manufacturing. Technology-driven business model innovations not only disrupt industries but also our way of life. Integrating values like human dignity, equality, security, and basic rights into business model configurations is crucial.

The climate emergency has led to a growing awareness of the need for a systemic change that is rapid and far-reaching to achieve carbon neutrality by 2050. This goal will not be possible without moving from a “business-as-usual” mindset to sustainable business models. The green transition requires business models that promote circular economy, eco-innovation, and the creation of green jobs.

The digital and green transitions must be inclusive and just, placing people at the centre and leaving no one behind. We must move towards organisations that address within their business models intergenerational challenges, promote diversity in all forms (gender, race, class, etc.), foster (inter-)cooperation, create shared social value, and promote a culture and values that empower people to play a greater role in social transformations.

The **NBM2024** aims to be a forum for reflection and academic debate in the field of **sustainable business models for the digital, green, and inclusive transition** through **different levels of analysis**: system level, sectorial and organisational level, organisational impact level and theoretical and methodological foundations.

- At the **system level**, we invite scholars working on topics such as collaborative business models for inclusive transitions, ecosystem thinking in support of sustainability; empirical observations and theoretical foundations of business

models for transitions; and collaborative and circular business models emerging in the global south.

- At the **sectoral and organisational level**, we will address topics on data-driven business models for sustainable transformation, business model experimentation for circular economy; and rural community-ed business models.
- At the **organisational impact level**, topics will deal with the design, functioning and impacts of sharing economy business models; management and accountability for sustainable business models; new business models in times of crisis; and assessing and managing sustainability performance of business models (which includes a special subsection on Business Models & Life Cycle Assessment).
- We will also explore the **theoretical and methodological foundations** of business model research, including new theoretical views business models for sustainability, and the role of design thinking practices during sustainable business model innovation. Additionally, the session, Bring Your Own Tool, provides the opportunity to present practice-based experiences using tools to develop sustainable, circular, and inclusive business models.

Successive editions of this conference have established a strong and growing academic community in the field of sustainable business models. We are committed to making NBM2024 a meeting and reflection forum for people seeking to develop sustainable business models that integrate the technological-digital, energy-climate and social transitions through a more holistic vision of sustainability in business. We aim to bring together science, technology, innovation, and society to shape more resilient, green, and inclusive business models for a more equitable, prosperous, and sustainable tomorrow.

We look forward to seeing you at the Faculty of Engineering of Mondragon University for another unforgettable New Business Models Conference!

dr. Dorleta Ibarra Zuluaga
Conference chair
Department of Innovation-Management-Organisation

dr. Juan Ignacio Igartua Lopez
Conference chair
Department of Innovation-Management-Organisation

TYPE OF SUBMISSIONS

Authors are invited to submit *extended abstracts* (700 – 1200 words), *short papers* (approx. 2500 words) or *full papers* (up to 6000 words) until the 1st of February 2024 through the registration and submission system ([ConfTool](#)).

All accepted and timely (re-)submitted contributions (when needed) will be referenced in the conference proceedings. Contributions must be submitted to one of the proposed track sessions mentioned below. Authors should refer to the submission guidelines and templates available at the [NBM2024 website](#).

KEY DATES

- Announcement of Call for Papers: November, 2023
- Deadline for Submissions: February 1st, 2024
- Review Process: February 1st to March 1st, 2024
- Notification to Authors: March 12th, 2024
- Last day for re-submission: April 12th, 2024
- Doctoral Colloquium (Hybrid): July 3rd, 2024
- Paper presentations and Tracks (Hybrid): July 4th and 5th, 2024

CONFERENCE THEMES AND TRACKS

Below, you can find the list of conference topics. More detailed descriptions can be downloaded from the [NBM2024 website](#).

1. EXPLORING THE SYSTEM LEVEL

1.1 COLLABORATIVE BUSINESS MODELS FOR INCLUSIVE TRANSITION

Track Chairs: Annukka Näyhä, Academy of Finland Research Fellow, Jyväskylä University School of Business and Economics; School of Resource Wisdom, University of Jyväskylä, Finland, Julia Planko, Copernicus Institute of Sustainable Development, Utrecht University, The Netherlands

The sustainability transition requires the contribution of business organisations and their business models for transforming unsustainable development paths. In addition, the transition calls for collaborative efforts by different societal actors and the alignment of different levels of change. For the sustainability transition, the organisation-centric

business models of companies constitute a problem since they can rarely positively influence social or environmental sustainability. Instead, sustainable business models with a broader systemic perspective and contribution to shared value creation can promote the sustainability transition. Various collaborative business models, which are closely linked to or also known as community, cross-ecosystem, and networked models, include the elements of inclusivity, shared value creation and a multi-actor approach. Such models are seen as important approaches to tackling sustainability challenges.

However, in-depth information on the impacts of collaborative business models on systemic level change is often lacking. Overall, better ways of analysing shared value creation processes and their impact on sustainability transition should be developed. Transition studies explore large-scale societal transformation towards sustainability, thus offering more systemic and interdisciplinary approaches to management and organisational studies. Management studies, in turn, when combined with transition perspectives, can illuminate the role of actors and their agency in transition processes.

The goal of this session is to introduce studies that bring together elements from both of these research traditions. This session welcomes studies that combine research on business models and the sustainability transition, explore the role of business models in the inclusive sustainability transition and focus on various collaborative business models and their features and capacities. Bringing together these two perspectives with various methodological and conceptual approaches is a necessity for studying, understanding, and facilitating the inclusive sustainability transition in our society.

1.2 ECOSYSTEMS IN SUPPORT OF SUSTAINABILITY

Track Chairs: Abel Diaz Gonzalez, School of Business Economics, Maastricht University (The Netherlands), Nikolay Dentchev, University of National and World Economy (Bulgaria), Bart Leyen, Vrije Universiteit Brussel (Belgium)

Ecosystem thinking provides insights into 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 different methodological backgrounds are welcome, including literature reviews, theoretical, conceptual, and empirical papers.

1.3 BUSINESS MODELS FOR TRANSITION: EMPIRICAL OBSERVATIONS AND THEORETICAL FOUNDATIONS OF BUSINESS MODELS FOSTERING SOCIETAL TRANSFORMATION AND TRANSITION

Track Chairs: Niels Faber, Research centre Bio-based Economy, Hanze University of Applied Sciences, Groningen; Centre for Sustainable Entrepreneurship in a Circular Economy, Faculty Campus Friesland, University of Groningen, Groningen, Jan Jonker, Institute for Management Research, Radboud University Nijmegen, em.

In recent times it has become crystal clear that we need to develop innovative and radical solutions to tackle wicked and pressing problems associated with our current, linear economy and the sticky societal arrangements that are formed around it. This track aims to address the contributions that sustainable business models can make in shaping transformation and transitions towards a more sustainable and inclusive society.

Problems to be addressed include among others climate change, resource use, social exclusion, and biodiversity. These problems are linked and should be addressed at various levels of aggregation. Limitation of current society to tackle complex challenges become more and more visible. Efforts to address these issues thus far have only resulted in the creation of waste, pollution, depletion, and extreme forms of social exclusion. A new generation of business models is needed that fosters transition towards sustainable societies.

Since many, if not all, of these problems stem from the way value creation is organised, it calls for a reconceptualization of how the amalgamation of sustainable, circular, inclusive, and restorative business models can bring about radical (system) change.

For NBM2024 San Sebastian, we want to explore how sustainable business models contribute to shaping transitions towards a more just, more inclusive, and sustainable society. We welcome both empirical as well as theoretical/conceptual contributions. Regarding practice, we are interested in contributions that address the question where we may find examples of this in practices and/or policies in which business models are deliberately applied to realise such transition. We are interested to learn what the impact of these business models is. Concerning theoretical/conceptual contributions, we are looking for ways in which the foundations and concepts of business models foster transition. How are the connections between the concepts of transition and value creation operationalised, and to what effect?

Our ambition is to organise two sessions. One on empirical observations and experiences of how business models give shape to societal transition. The second session will focus on exploring theoretical and conceptual foundations of the issue of business models for transition. All those who submit to this track are cordially invited to join both sessions, present their work and partake in the discussions.

1.4 COLLABORATIVE AND CIRCULAR BUSINESS MODELS IN THE GLOBAL SOUTH

Track Chairs: Timber Haaker (Saxion University of Applied Sciences), Milou Derks (Orange Corners and Eindhoven University of Technology), Nguyen Hong Quan (Institute for Circular Economy Development, Vietnam National University - Ho Chi Minh City), Nguyen Cong Thanh (National Economics University, Hanoi, Vietnam), Simone Sehnem (Universidade do Oeste de Santa Catarina, Brazil), Alvany Maria Dos Santos Santiago (Federal University of Sao Francisco Valley, Petrolina, Brazil).

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, inclusive 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.

2. EXPLORING THE SECTORIAL AND ORGANISATIONAL LEVEL

2.1 INNOVATION AND DATA-DRIVEN BUSINESS MODELS FOR SUSTAINABLE TRANSFORMATION

Track chairs: Maya Hoveskog, Halmstad University (Sweden); Magnus Holmén Halmstad University (Sweden); Lauri Paavola, University of Eastern Finland (Finland); Luís Irgang Dos Santos, Halmstad University (Sweden); Thomas Magnusson, Halmstad University (Sweden)

This track explores and explains the relation between innovation, data-driven business models and ecosystems with sustainability. This track intends to empirically analyze and conceptualize the emergence and structure of both firms' and ecosystems' value propositions for sustainability. The track focuses on, but is not limited to, the interplay between products and services vs data-driven business models; digitization, digitalization and digital transformation of business models; the development and use of big data and machine learning, the use of generative AI for innovation, data acquisition strategy and new business models; the role of digital platforms for business model innovation; methods for developing data-driven business models and ecosystems.

2.2 BUSINESS MODEL EXPERIMENTATION FOR CIRCULAR ECONOMY: CLOSE, SLOW, NARROW, REGENERATE

Track Chairs: Nancy Bocken, Maastricht University (The Netherlands), Sveinung Jørgensen, NHH Norwegian School of Economics (Norway), Laura Niessen, Maastricht University, Deanna Han, Maastricht University, and Ankita Das, Maastricht University.

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. Of particular interest are cases that focus on sufficiency or regeneration and examples that moved from experiments to scaling up impact.

2.3 RURAL COMMUNITY-LED BUSINESS MODELS

Track Chairs: Sonia Marcos, Universidad de Burgos (Spain); Jaime González-Masip, Universidad Politécnica de Madrid (Spain)

The development of rural areas is at a critical juncture, facing major challenges such as low GDP per capita, lack of job opportunities, low wages, exodus of young people, rapid ageing of the population, lack of accessibility to essential goods and services (public transport, electricity, digital connectivity, health services or schools, among others) and, consequently, depopulation. This situation calls for new business models to innovate and shape stronger and more resilient rural communities, promoting more inclusive and sustainable rural societies.

Rural community-led business models are a way to engage and involve the different rural actors in the common goal of developing the economy while preserving natural resources, local knowledge, and traditions. The rural community becomes an essential stakeholder in rural entrepreneurship and new business models because it is a social network that provides access to knowledge, funding, and new opportunities.

The track explores how to build more resilient and stronger rural areas from a community-led approach and socio-spatial lens to find the most appropriate business models to address rural challenges. Literature reviews, theoretical, conceptual, empirical, and case studies are welcome, particularly in the field of social innovation in rural community-led business models.

3. EXPLORING THE ORGANISATIONAL IMPACT

3.1 SHARING ECONOMY BUSINESS MODELS FOR SUSTAINABILITY: DESIGN, FUNCTIONING AND IMPACTS

Track Chair: Laura Michelini LUMSA University (Italy), Venere Sanna, University of Siena (Italy) & Cecilia Grieco, Sapienza University (Italy)

This track aims to explore the reconfiguration of business models in the sharing economy and how to identify methods and tools for evaluating their impacts, both from the platform and the consumer perspectives.

3.2 MANAGEMENT AND ACCOUNTABILITY FOR SUSTAINABLE BUSINESS MODELS

Chairs: Burcin Hatipoglu, School of Business & IRRG, Canberra, University of New South Wales (UNSW), Australia, Silvia Cantele, Department of Business Administration, University of Verona, Italy, Assunta Di Vaio, Department of Law, University of Naples "Parthenope", Italy

This track explores the future directions for developing managerial capabilities and accountability when innovating business models for digital, green, and inclusive transition. Engagement with sustainability and circularity involves integrating ecological and social aspects into products, processes, and organisational structures. Some avenues to explore in this track are governance and the role of boards, leadership, and managerial responsibilities; employee participation in eco-innovation processes; circular and sustainability KPIs and incentives; formal and informal organisational learning; knowledge management; and creating co-creation opportunities with employees and other stakeholders. Theories that lend themselves to exploring the managerial side of business model innovations include the resource-based view of the firm, dynamic capabilities, capability view of the firm, stakeholder theory, organisational learning, and sustainability transition frameworks. We invite research that applies some of these theories or proposes unexplored theories to examine how the managerial side of an organisation can be developed when organisations innovate their business models.

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

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

Track chairs Special subsection on Business Models & Life Cycle Assessment: Henrikke Baumann, Chalmers University of Technology (Sweden), Joan Manuel F. Mendoza, Mondragon Unibertsitatea (Spain), Dorleta Ibarra, Mondragon Unibertsitatea (Spain)

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 organisations but also to have positive ecological and social

impacts beyond organisational 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 models and sustainability performance in new and convincing ways.

Special subsection on Business Models & Life Cycle Assessment: For NBM2024 San Sebastian, this track aims to open a new space for debate on a novel and growing approach: applying Life Cycle Assessment methodologies for business model sustainability assessment.

4. EXPLORING THEORETICAL AND METHODOLOGICAL FOUNDATIONS

4.1 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.

4.2 ACTOR ENGAGEMENT IN SUSTAINABLE (CIRCULAR) BUSINESS MODELS & CIRCULAR ECOSYSTEMS THROUGH DESIGN THINKING AND OTHER PRACTICES

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

This track aims to provide insight into engaging a multitude of actors – such as companies, customers, and governmental bodies – in the conceptualization, development, launch, and adoption of circular business models and circular ecosystems so that circular value is cocreated. Specific attention is dedicated to the role of design thinking practices during sustainable business model innovation, but research on other practices and tools – such as experience and engagement management – is also

embraced. This track welcomes scholars from different disciplines and it is open to conceptual, qualitative, and quantitative work.

4.3 BYOT: BRING YOUR OWN TOOL

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

This track focuses on the vast expanding development of tools for incorporating sustainability and circularity in Business Models.

The transition to business models that contribute to a sustainable, circular, and inclusive society is a systemic challenge for new and existing organisations. Developing and implementing multiple value-creating concepts and integrating them in every aspect of organisations in accordance with the business environment they operate in 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 addresses the contribution of tools to sustainable and circular business models and the development of such tools.

We are especially interested in practice-based experience with the use of tools for the development of sustainable, circular, and inclusive business models and tools that result from co-creation between researchers and practitioners.

CONTACT INFORMATION

For general questions related to NBM@SanSebastian2024 you can direct your questions to nbm2024.mgep@mondragon.edu or to Dorleta Ibarra (dibarra@mondragon.edu).

For questions related to the tracks (content, topic fit, submissions), please reach out directly to the track chairs. Corresponding track chairs are indicated as first authors on each track.

Conference organising team –

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