



## **2<sup>nd</sup> International Conference on New Business Models *NBM@Graz 2017***

### ***Call for Contributions***

***Exploring a changing view on organizing value creation:  
Developing New Business Models***

**20-23 June, 2017 | University of Graz, Austria**

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#### **Welcome**

The first conference on New Business Models took place in Toulouse in June 2016. It was meant to be the starting point for a series of international conferences on New Business Models (NBM). With over 65 international participants, inspiring key-note lectures and an attractive and impressive range of presentations and discussions, this initial conference was a great success! This success also indicates that the NBM is considered a promising concept that is currently influencing and shaping our society's development and, with luck, its future sustainability. However, this was only the beginning; there are still many questions to be answered and problems to be solved. As a result of this initial conference, the idea of holding an annual international conference on New Business Models was born.

## **Second NBM conference**

Following up on the success of its predecessor, the second NBM conference will take place at the University of Graz, Austria in June 2017. It will provide a platform to continue the work that has been started and offer a venue for fruitful discussions, interesting presentations, inspiring key note speeches and interactive business modelling workshops to further stimulate and support the promising work on NBMs. Specifically, we invite researchers and students as well as practitioners from various backgrounds to share their experience and insights with regard to NBMs.

## **A bird's-eye view of the conference**

This Call for Contributions aims to attract submissions from various research fields and backgrounds, all of which address the generic topic of New Business Models from a broad range of perspectives. The sessions (see list below) will draw attention to specific topics that range from business models in the context of Circular Economy to digitalization and how such trends drive the development of and need for NBMs. Moreover, there will be a session explicitly dedicated to ongoing or research projects that have recently been finished by Bachelor's and Master's students. The conference will also host various workshops on business modelling. As a new feature, the three best papers will each be awarded an **Annual Cloverleaf Award**.

## **Why sustainability matters**

The 'tissue' of our Western society is constructed from a myriad of transactions that involve the common, individual functions of almost all aspects of our professional and private lives such as the provision of workforces, goods, or services. These transactions are carried out in a variety of ways by organizing and enabling the delivery of outcomes that are perceived as valuable. These outcomes are not only profitable in an economic context, but also reflect a broad range of principles by offering various solutions to pressing social and environmental problems. Creating new value propositions (which are based on a combination of products and services) enables the delivery of outcomes such as improving living conditions for mankind and preserving and renewing the natural environment. This extended perspective is seen as a contemporary – and much needed – fundamental basis for *true* value creation. Hence, the purpose of this kind of value creation is the simultaneous creation of multiple

forms of value, such as financial, ecological and social values (e.g., Stubbs and Cocklin, 2008, Jonker, 2016). These forms of multiple value creation, however, might only be possible and applicable if new and alternative (inter)organizational structures of value creation are created. These must be based on the collaboration of new and additional actors who take part in such value creation processes from all societal and economic domains. This not only leads to (1) new business models but (2) also the formation of new roles for these actors and (3) the question of the tangible and intangible forms of value upon which our societies are willing to agree. Moreover, the discussion not only focuses on debates about already existing types of business models but also on identifying the building blocks and logics that allow the creation of new configurations that address the need for multiple value creation. In addition to exploring new ways of value creation, contributions at this conference will also shed light on how to enlarge the positive societal impact of these types of business models.

### **Perspectives on New Business Models**

Given the increasing social and political demands with regard to sustainability, a generation of business models is emerging that can be referred to as New Business Models (NBMs). They provide a logic (rationale) for value creation that is based on an array of principles that encompass cooperation, dematerialization, sharing, or servitisation (e.g., “product as a service”). These new forms of business models lead to outcomes based on the following guiding principles (Jonker, 2016):

1. The principle of *collaborative value creation*, which is the idea that constituents invest in creating value together.
2. The principle of *shared value creation*, which is the idea that constituents share the value they have created collaboratively.
3. The principle of *multiple value creation*, which is the simultaneous creation of ecological, social and economic values.

Following these principles has led to the emergence of a breed of business models that are also being discussed in the context of green or sustainable business models, which are also called business models for sustainability. A recent definition of a business model for sustainability was proposed by Schaltegger et al. (2016, p. 6): “A *business model for sustainability* helps describing, analysing, managing, and communicating (i) a company’s

*sustainable value proposition to its customers, and all other stakeholders, (ii) how it creates and delivers this value, (iii) and how it captures economic value while maintaining or regenerating natural, social, and economic capital beyond its organizational boundaries.”*

This definition of business models is particularly applicable to companies. The roots of this application in subsequent business model research has been presented by Osterwalder (2004) and others. The aforementioned principles on which new business models should be based enrich this perspective and emphasize an understanding of business models as a system of activities between various constituents which intentionally lead to the collaborative creation of a broad array of valuable outcomes. As a consequence, this not only means that multiple forms of value should be created simultaneously but also that companies do not necessarily need to be the centre of the value creation process. Evidently, this is a much broader perspective that also refers to inter-organisational or even regional business models based on multi-actor approaches. Example include the city as a level upon which business models can be developed, or HUBs and regional value-creating networks, all of which fit under the umbrella of the definition and principles of New Business Models.

Due to the different facets, building blocks and functions that are involved in analysing and creating business models, many streams of research contribute to the ongoing discussions; among these are innovation management, sustainability management, strategic management, entrepreneurship and organizational theory. However, while *“the relevance of business models for corporate performance in general and corporate sustainability in particular has been widely acknowledged in the literature”* (Schaltegger et al., 2016, p. 264), many unanswered questions and research gaps still need to be explored. These topics range from the theoretical grounding of NBMs to empirical research to provide support for their potentially positive contributions to sustainable development. Moreover, this leads not only to the question of how to organize and manage business models *per se*, but also how (circular) economies could look like, in which this new generation of business models is likely to successfully emerge. As a consequence, this could imply that a number of existing organizations might become obsolete while others will attempt to transform themselves to offer new value propositions.

## **Types of contributions solicited**

We welcome theoretical, conceptual and empirical papers. We also encourage the submission of findings from scholarly studies that apply a comprehensive variety of methodologies (e.g., qualitative and quantitative) from a broad variety of scholarly disciplines (e.g., management, entrepreneurship, environmental studies, organization theory, transition theory, change management) and from a broad variety of domains (e.g., energy, health, agriculture, food, finance, retail). This Call for Contributions asks scholars, students and practitioners to elaborate upon and contribute to, but not limit themselves to, the following research questions:

- What are the similarities and differences between ‘conventional’ business models that have the primary objective of profit generation and the so-called ‘new’ business models that have the main objective of value creation and are based on different normative principles?
- What are the barriers to the introduction and implementation of NBMs, both in already-established firms as well as in newly-founded businesses?
- What are the mechanisms that drive successful NBMs? What are the identifiable success factors of already-established, scaled-up NBMs that could be also transferred to other contexts or other types of organizations?
- What are potential motivations and incentives for various constituents to become part of such new ways of value creation and value sharing?
- How can already established NBMs be scaled-up? Which types of supporting mechanisms are needed in order to support scaling-up-processes that have the purpose of generating long-lasting effects and impacts?
- How can NBMs be protected in niches to provide them with time and space for their development?
- How are NBMs both solving and (potentially) creating new issues in the context of Sustainable Development?
- How should new governance forms and strategies for business models be explored and developed to reflect alternative normative and subjective values, particularly in inter-organizational, regional or even national or international contexts?

- How could interdisciplinary research further stimulate the theoretical development of NBMs by combining different points of view?
- How can empirical proofs for the success and impact but also the failure of NBMs be provided?

### **Conference design and session themes**

The design of the conference is based upon nine **sessions**, each of which will provide a clear thematic focus. In each session, a limited number of presentations will be accommodated. This will enable participants to address a comprehensive range of issues in three parallel sessions over two days. The conference offers the opportunity for both established researchers as well as undergraduate and graduate students to present the results of academic research, but practitioners are also invited to submit contributions on the proposed themes.

In addition to the sessions dedicated to presentations and discussions, three to four **interactive workshops** will be held in which new business modelling tools will be explored through hands-on exercises. These workshops will last 60 to 90 minutes and offer participants the opportunity to apply different approaches to business modelling in an experimental manner. There is no need to submit an abstract to attend these workshops but due to the limited number of spaces, participants are asked to register with their conference registration.

Below, a preliminary overview of sessions and workshops is provided. Regular updates and the final program will be published on the conference website in early 2017.

## **Session 1**

### *Organising Business Models for the Circular Economy*

Chairs: Jan Jonker and Niels Faber

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Unmistakably, politics and business (re)discover the notion of a circular economy fuelled by an increased urgency to address wicked ecological and societal problems. Crafting such an economy is shaped at three levels: Micro (within individual organisations), Meso (between businesses, governmental organisations and any other constituents) and Macro (at the level of the overall economic system). In this session, we would like to focus on the Meso-level to address questions of how different constituents shape and organise closed loops, which is one of the key design-principles of the CE. How do they collectively create a business model? What kind of organisational models are crafted? What is the nature of the revenue model? This session not only addresses the material aspects of organising closed-loops but also aspects around revenue sharing (e.g., cascading), transition and collaboration and governance. We welcome both conceptual and empirical contributions.

## **Session 2**

### *New Business Models, Sustainable Development and Corporate Strategic Management*

Chairs: Rupert J. Baumgartner and Romana Rauter

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New business models are intensively discussed as a possibility to foster a transition to more sustainable societies. Two aspects are relevant to determine whether new business models will really be able to support this transition: First, they have to contribute to the goals of sustainable development and second, new business models must be successful in the long-term. Both aspects are related to (corporate) strategy, which can be defined as a vision of success prescribing ways to reach this success. Therefore, descriptive as well as explanatory contributions that specifically, but not exclusively, deal with the following topics are invited:

- Do new business models really contribute to the goals of Sustainable Development and, if so, what does the contribution look like?
- How can the sustainability impacts of new business models be measured?
- What is the relationship between new business models and competitive strategies? What is the relationship between new business models and the corporate sustainability strategies of companies?
- Which insights have been gathered from the established concepts of strategic management (i.e., the market-based, resource-based and relational views) and how can these be used for the development, implementation and improvement of new business models?

### Session 3

#### *Managing Sustainability-Oriented Business Models: Frameworks, Tools, and Cases*

Chairs: Florian Lüdeke-Freund and Esben Rahbek Gjerdrum Pedersen

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This session shall feature case studies, new management frameworks and instruments that offer new insights into how entrepreneurs and managers can develop, implement, operate and assess their business models for sustainability (BMfS). The aim is to cover the following topics and questions (non-exclusive list):

1. **Developing BMfS:** How are new BMfS initiated? Which tools are applied in practice to develop sustainability-oriented business models? What is the experience of the users? What are best practices? Who is engaging in business model innovation? What are the barriers to ecologically- and socially-motivated business model innovation?
2. **Implementing BMfS:** How can new and sustainability-oriented business models be implemented? What are the major barriers? How can structural or cognitive resistance, internally and externally, be overcome? What roles do founders, financiers, entrepreneurs and external partners play? How can planning-implementation gaps be dealt with?
3. **Operating and controlling BMfS:** Once implemented, how are sustainability-oriented business models maintained? How are mission-drift and other tensions avoided? Who is responsible for controlling business model performance? How are operating models kept on track? How do BMfS evolve over time? What changes and adaptations can be observed?
4. **Assessing BMfS:** Controlling whether business models support the firms' sustainability performance requires assessment tools and frameworks. What kind of assessment – and in a broader sense accounting – frameworks and tools are applied to manage the business models' sustainability performance? What are the impacts of BMfS from business as well as societal perspectives?



## Session 4

### *Business Models for Social Entrepreneurship*

Chairs: Nikolay Dentchev and Philippe Eiselein

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Social entrepreneurs use a for-profit minded approach to address specific social issue(s) (Austin, Howard, & Wei-Skillern, 2006; Dees, Anderson, & Wei-skillern, 2004; Defourny & Nyssens, 2010)<sup>1</sup>. This approach results in the development of new business models that often focus on creating more than one specific value (i.e., economic and social value) for multiple stakeholders (Jonker, 2016). Social entrepreneurs are confronted with more complex business models. Not only does this double- or multiple-bottom-line approach (Moss, Short, Payne, & Lumpkin, 2011; Pache & Andre, 2016) complicate the business model of social entrepreneurship (Certo & Miller, 2008), but its core activities involve dealing with problems that others cannot resolve (Miller, Grimes, McMullen, & Vogus, 2012). Social entrepreneurship often takes place in settings in which it is considerably difficult for any kind of business to survive (Dees, 1998; Mair & Martí, 2006). Still, social entrepreneurship has witnessed the development of various types of strategies for growth over the last decade which are often based on the principle of replicability at their core innovation. However, scaling up the social impact of these sustainable business models remains an important challenge for practitioners as well as a research avenue for academicians (Weber, Kröger, & Lambrich, 2012).

- Can social enterprises benefit from the economies of scale?
- Could social entrepreneurs also scale up the social impact of their business model by applying non-replicability principles?
- What is the ‘most effective’ scaling path for the business models of social entrepreneurs?
- To what extent do social impact measurements help social enterprises scale up their impact?

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<sup>1</sup> References are listed at the end of this document.

## **Session 5**

### *Business Models in the Age of Digitalisation*

Chairs: Romana Rauter, Christiana Müller, Wolfgang Vorraber

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While digitalisation is definitively no longer a new trend, it (still) puts pressure on companies (and other types of organisations) to reflect on their strategies and identify new business opportunities. At the same time, digitalisation creates endless opportunities to rethink value creation processes and come up with new business models. Hence, digitalisation could also offer new solutions for existing societal and/or ecological problems by changing the ways in which actors work together. In this context, we seek contributions that address questions such as: Which role does digitalisation play for value creation, value proposition and value capturing? Which new business models have emerged as a result of increasing digitalisation? How have such business models contributed to sustainable development? How has increased digitalisation led to new forms of cooperation and transaction? Thereby, empirical as well as conceptual papers or best practice examples are welcomed.

## **Session 6**

### *Circular Economy: What's Society Got to Do with It?*

Chairs: Niels Faber and Jan Jonker

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While society is paying an increasing amount of attention to a circular economy, some principal elements of this broad concept still need to be explored. The circular economy is principally conceptualised around material flows and closed loops. The organisational and wider economic consequences for business and government are gradually becoming clear. Implementing such an economic model will lead to transition but what has hardly been touched upon is the social aspect of the CE and, in particular, the impact it has had on society. The conventional economy has been praised for having brought general wealth to society. It is only fair to ask what society at large will gain from the circular economy. Will it create new jobs? If so, which ones? What new demands will the CE place on civilians? What part does society need to play in closing material loops? These are tantalising questions that open up a whole new field of inquiry. We seek contributions that focus on the societal perspective of circular economy. Conceptual as well as empirical contributions are welcome.

## **Session 7**

### *Crafting Regional Business Models*

Chairs: Moniek Kamm

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On a local and regional level, we can observe the emergence of new-inter organisational, networking forms of organizing that enable multiple value-creation in a cooperative manner. Private, public and civil society constituents explore and craft cooperation in order to address difficult problems, establish common goals and develop an array of products and services. In doing so, they either intentionally or incidentally support transitions towards more sustainability on a regional scale.

This emerging movement can be observed in various countries across Europe. It deserves scrupulous and conscientious field-research in order to better understand the mechanism and principles that are fostering this phenomenon. We can identify at least two research challenges concerning the formation, organisation and effectiveness of such novel forms of organising, which lead to the development of questions such as (i) how do constituents of these collaborative forms of organising realise effective, lasting forms of organising and (ii) how do they craft strategies in practice that are beneficial to their collective actions?

We are looking for contributions related, but not limited, to the above-mentioned research questions. We especially welcome contributions that involve field research and (comparative) theoretical and empirical case studies in this area.

## **Session 8**

### *Insights on Business Models from Young Academics*

Chairs: Martina Zimek and Aisma Linda Kiesnere

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This session focuses on scientific contributions from Bachelor's and Master's students, allowing young academicians to present their research results and voice their point of view based on their research. The research must be related to the relevant questions raised in the Call for Contributions and can also be presented as works-in-progress. The session will contribute to increasing the understanding of how particular aspects of New Business Models foster organizational performance in both profit and non-profit, organizations over the long term, and how the new models contribute to sustainable development.

## Session 9

*When business models have to be explained in corporate reporting*

Chairs: Stéphane Trébucq and Elisabetta Magnaghi

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Financial analysts carefully read corporate reports and try to understand how companies create value. Unfortunately, financial statements do not tell the whole story. Social Responsibility Investment funds have also raised some new questions about stakeholder value creation and the outcomes of companies' activities for society. Recently, since the end of 2013, the IIRC (International Integrated Reporting Council) has also proposed the use of a new reporting framework to present the business model in a single report in a short, clear and concise way. This session will provide authors with the opportunity to discuss the quality of accounting information about business models and the way companies should communicate about their business model. In addition, the new directive on non-financial information (UE/2014/95) addresses the necessity to include a brief description of the *business model in corporate reporting for a better understanding of the corporate performance*.

Some key questions might be:

How can accounting information and information systems be modified so that investors or stakeholders can be more effectively informed about the business model?

- Are companies able to improve their explanations of their business model?
- Why are such companies interested in implementing new reporting standards of communication such as integrated reporting <IR>?
- Are business models from these companies transitioning toward a sustainable economy, and how can such companies demonstrate evidence of this transition?
- Could integrated thinking change the way companies think and communicate about their business model?

## **Workshop 1**

*Designing Sustainable Businesses with the Honeycomb Business Model Design Tool*

Workshop organizer: Karen Miller

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Businesses face substantial challenges to remain relevant in contemporary contexts characterised by complexity and turbulence. In these environments, factors from economic, environmental and social standpoints collide. Consequently, it is imperative to develop new sustainable business models, but these are potentially risk-laden and challenging to innovate as multiple potentially conflicting elements must be considered. To respond to this issue, the Honeycomb Business Model Design Tool, which builds upon the merits of pre-existing tools, has been advanced through an iterative 18-month process. The tool is intended to provide teams with an organic structural approach to holistically design sustainable business models that respond to complex challenges. In this workshop, participants will first be provided with a rich hands-on introduction to the Honeycomb Business Model Design Tool. Second, they will have the opportunity to help shape the tool's ongoing development.

## **Workshop 2**

*How to Model Sustainable Business – The Business Innovation Kit and Sustainability Innovation Pack*

Workshop organizers: Henning Breuer and Florian Lüdeke-Freund

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The workshop organizers, Henning and Florian, will demonstrate the Business Innovation Kit and Sustainability Innovation Pack in action. The toolkit facilitates modelling sustainable business and revenue models. It was developed and iteratively refined in numerous workshops with innovation managers, representatives of start-ups and students.

## **Workshop 3**

*Exploring a Systems Dynamics Model for the Circular Economy*

Workshop organizer: Hans Stegeman

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The Circular Economy (CE) has mostly been studied at the firm-level, which has led to insights in organizational and design principles. However, it is necessary to gain a conceptual understanding of CE on meso- and macro levels, since a belief exists that these micro practices lead to sustainable development on a higher (systems) level. Still, the empirical proof for this claim is insubstantial. No structured insights into the effects of CE on a macro level have been gained with respect to feedback loops, substitution effects or labor markets. This workshop allows participants to explore and develop a System Dynamics (SD) macro model for the CE using a Group Model Building (GMB) approach. SD is a potentially suitable approach that can be used to address this conceptual problem. It is suitable for conceptualizing a closed loop system model with feedback loops. The proposed CE model will theoretically be based on stock-flow models and industrial ecology. Methodologically, it will be in line with the modelling tradition that started with the seminal research conducted by the Club of Rome.

Participants are invited to actively apply their knowledge and help construct a model, beginning with a causal loop diagram and then refining and clarifying different elements and feedback loops.

The workshop is part of a PhD project that is being conducted at the Nijmegen School of Management (Radboud University, The Netherlands).

#### **Workshop 4**

##### *Identifying Value Opportunities with the Sustainable Value Analysis Tool*

Workshop organizers: Miying Yang and Doroteya Vladimirova

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The Sustainable Value Analysis Tool was developed to help companies discover new value opportunities by identifying value that had been uncaptured by key stakeholders across the entire product life cycle. The tool has been used for sustainable business model innovation in numerous companies from various sectors. In this workshop, the organizers will demonstrate the use of the tool and lead participants through a case study during a sample session. The workshop is hands-on; all participants will use the tool to identify new value opportunities and learn how to integrate sustainability into business model innovation with the tool. The Sustainable Value Analysis tool has been integrated in a broader research programme on sustainable business models run at the Centre for Industrial Sustainability at the University of Cambridge.

## Submission Procedures

Authors who would like to contribute to the conference are requested to submit an abstract of 500-700 words (with a concise number of references and contact details) for a specific session via the conference website: <http://new-business-models.uni-graz.at/en/>

Notification of the acceptance of the abstract will be communicated by no later than March 24, 2017.

While exemplary abstracts of last year can be found online, authors are asked include the following sections in their abstracts: (1) Title, (2) Introduction and Purpose, (3) Methodology/Methods, (4) Findings and Results, (5) Conclusions.

All authors whose abstracts have been accepted are welcome to either submit a revised abstract or a full conference paper at latest by May 5, 2017.

More information about how to submit the conference paper will be made available after the abstract has been accepted. It is possible to participate in the conference without submitting a paper but it is not permitted to submitting a paper without presenting it.

## Forms of Publications

1. Accepted abstracts as well as full papers (if requested by the author(s)) will be published online as **Conference Proceedings (with ISSN)** immediately after the conference in June 2017.
2. **Special Issue** the journal of "*Journal Accountancy & Bedrijfskunde*", a practitioner oriented journal, based in Belgium. More information will be provided as soon as possible.
3. **Special Issue** in the "*International Journal of Corporate Social Responsibility*", <https://jcsr.springeropen.com/about>.

## Deadlines

Call for Contributions: November 2016

Abstract Submission: February 28, 2017

Notification Sent to the Authors: March 24, 2017

Submission Deadline for Revised Abstracts and Full Papers: May 5, 2017

Registration Deadline: May 19, 2017

Conference:

- June 20: Welcome Reception
- June 21 and 22: Conference
- June 23: Business Trip (optional)

## Conference Fee and Registration

The conference fee for this exciting international conference in Graz entitles attendees to participate at sessions and workshops both of the two days. Furthermore, the conference fee includes: two business breakfasts, two lunches with regional buffet, welcome reception and conference dinner as well as fruits, snacks, drinks, coffee and tea during the session breaks.

|  | Students | Delegates |
|--|----------|-----------|
| Early Bird Registration (until March 31, 2017) | € 200    | € 230     |
| Regular Registration (as of April 1, 2017)     | € 230    | € 260     |

Participants need to register at the conference website <http://new-business-models.uni-graz.at>. Registration is already open.

## Contact Details

All additional, relevant information concerning the conference can be found on the conference website which will be updated regularly.

Website: <http://new-business-models.uni-graz.at>

Please send any other questions about the conference organisation, logistics and registration to: [nbm@uni-graz.at](mailto:nbm@uni-graz.at).

All questions about the content of the program can be directly sent to Romana Rauter (chairperson), e-mail address: [romana.rauter@uni-graz.at](mailto:romana.rauter@uni-graz.at).



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A list of all the **Members of the Scientific Committee** is accessible online.

This call was written and edited by Romana Rauter (chairperson) and the members of the Permanent Scientific Committee as well as of the respective session chairs and the workshop organizers. The call itself is based on and was inspired by the Call for Contributions and the Proceedings of the First International Conference on New Business Models 2016 (Toulouse, France).

**Thank you!**

Graz, January 2017

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## References Session 4

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