



CONFERENCE PROGRAMME



2nd International Conference on New Business Models NBM@Graz2017

Graz, June 20-23, 2017

Version as of: 2017-06-19

Supported by:



Dear participants,

Welcome to the 2nd International Conference on New Business Models at Graz.

This programme leads you through the conference by providing you a general overview as well as the detailed structure of all sessions and workshops.

The conference venue is Hotel "Das Weitzer", Grieskai 12-16, 8020 Graz, in the city centre.
We spend here both days, June 21 and 22, 2017, except for the social programme.

The activities alongside the two day's programme take place as follows:

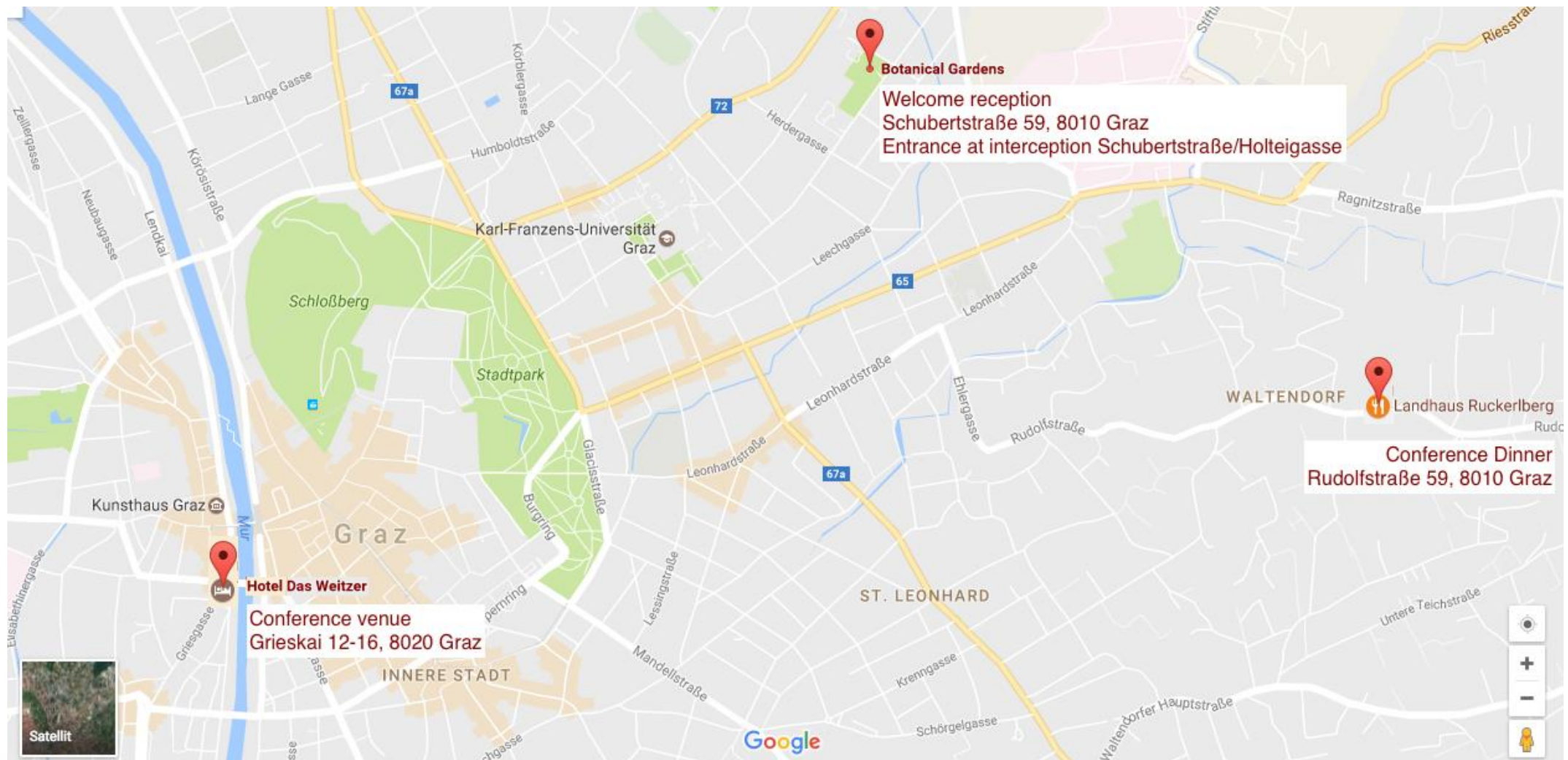
- The welcome drink (June 20, 2017) takes place at the Botanical Garden of the University of Graz, Schuberstraße 59, 8010 Graz.
- The conference dinner (June 21, 2017) takes place at "Landhaus Ruckerlberg", Rudolfstraße 59, 8010 Graz.
- The city tour (Thursday afternoon, June 22, 2017) as well as the field trip to Sappi (Friday morning, June 23, 2017) start directly in front of the entry of Hotel "Das Weitzer".

In case of emergency during the conference please call: Romana Rauter +43 (0)650 58 40 656 (mobile phone).

We wish each and every one of us a successful, interesting, and comfortable conference and a pleasant stay in Graz!

Yours,

Romana Rauter, Martina Zimek, Aisma Kiesnere, and Rupert Baumgartner
The organizing committee of NBM@Graz2017



Tuesday June 20, 2017

18:00 - 19:30

*Welcome Drink & Get-together University's Botanical Garden
Address: Schubertstraße 59, A-8010 Graz*

Wednesday June 21, 2017

08:00-09:00

*Registration and Business Breakfast
Hotel Das Weitzer, Address: Grieskai 12-16, A-8020 Graz, Austria*

Room Riverside

09:00-10:00

Conference Opening

Ass.-Prof. Dr. Romana Rauter

Chair of the conference

Institute of Systems Sciences, Innovation and Sustainability Research, University of Graz

Rector Univ.-Prof. Dr. Christa Neuper

Rector of University of Graz

Dean Univ.-Prof. Dr. Barbara Gasteiger-Klicpera

Dean of the Faculty of Environmental, Regional and Educational Sciences, University of Graz

Representative from Mayor's office

Office of the Mayor Mr. Siegfried Nagl, City of Graz

Univ.-Prof. Dr. Rupert Baumgartner

**Head of the Institute of Systems Sciences, Innovation and Sustainability Research and
Vice-Dean of the Faculty of Environmental, Regional and Educational Sciences, University of Graz**

10:00-11:00	<p>Keynote Mr. Maurits Groen Co-Founder and CEO of WakaWaka</p> <p>Title: "Sharing the Sun through a sustainable business model ...and why we need more of those."</p>
11:00-11:30	<i>Coffee break</i>
11:30-12:30	<p>Keynote Mr. Antony Upward Co-Founder of the Strongly Sustainable Business Model Community</p> <p>Title: "Embracing the normative in business modelling: What does a successful new business model need to describe?"</p>
12:30-13:30	<i>Lunch Hotel Das Weitzer (regional buffet)</i>

	Room Riverside	Room Nikolai	Room Galerie	Room Deep Purple
13:30-15:30	<p><u>SESSION 3</u></p> <p>Managing Sustainability-Oriented Business Models: Frameworks, Tools, and Cases</p> <p>Session Chairs: Florian Lüdeke-Freund, Esben Rahbek Gjerdrum Pedersen</p>	<p><u>SESSION 1</u></p> <p>Organising Business Models for the Circular Economy</p> <p>Session Chairs: Jan Jonker, Niels Faber</p>	<p><u>SESSION 5</u></p> <p>Business Models in the Age of Digitalisation</p> <p>Session Chairs: Christiana Müller, Wolfgang Vorraber, Josef-Peter Schöggli, Romana Rauter</p>	<p><u>WORKSHOP #3</u></p> <p>Exploring a model for the organization of the Circular Economy</p> <p>Workshop by Hans Stegeman (Start: 13:30, max. 90 minutes)</p>
15:30-16:00	<i>Coffee break</i>			

	Room Riverside	Room Nikolai	Room Galerie	Room Deep Purple
16:00-18:00	<u>SESSION 3 (cont.)</u>	<u>SESSION 2</u>	<u>SESSION 5 (cont.)</u>	<u>WORKSHOP #1</u>
	Managing Sustainability-Oriented Business Models: Frameworks, Tools, and Cases Session Chairs: Florian Lüdeke-Freund, Esben Rahbek Gjerdrum Pedersen	New Business Models, Sustainable Development and Corporate Strategic Management Session Chairs: Rupert J. Baumgartner, Romana Rauter, Morgane C. Fritz	Business Models in the Age of Digitalisation Session Chairs: Christiana Müller, Wolfgang Vorraber, Josef-Peter Schögggl, Romana Rauter	Designing Sustainable Businesses with the Honeycomb Business Model Design Tool: Stakeholder cells Workshop by Karen Miller (Start: 16:00, max. 90 minutes)
19:30-21:30	<i>Conference Dinner "Landhaus Ruckerlberg"</i> <i>Address: Rudolfstrasse 59, A-8010 Graz</i>			

Thursday June 22, 2017

08:00-09:00	<i>Registration and Business Breakfast</i>				
09:00-11:00	Room Riverside	Room Nikolai	Room Galerie	Room Deep Purple	Room Atrium
	<u>SESSION 3 (cont.)</u> Managing Sustainability-Oriented Business Models: Frameworks, Tools, and Cases Session Chairs: Florian Lüdeke-Freund, Esben Rahbek Gjerdrum Pedersen	<u>SESSION 2 (cont.)</u> New Business Models, Sustainable Development and Corporate Strategic Management Session Chairs: Rupert J. Baumgartner, Romana Rauter, Morgane C. Fritz	<u>SESSION 4</u> Business Models for Social Entrepreneurship Session Chairs: Nikolay Dentchev, Philippe Eiselein	<u>WORKSHOP #4</u> Identifying Value Opportunities with the Sustainable Value Analysis Tool Workshop by Doroteya Vladimirova (facilitator) and Miying Yang (Start: 09:00, max. 90 minutes)	<u>SESSION 7</u> Insights on Business Models from Young Academics Session Chairs: Martina Zimek, Aisma Linda Kiesnere, Ivan Bozhikin
11:00-11:30	<i>Coffee break</i>				
11:30-12:30	<i>Room Riverside</i>				
	Keynote Mr. Jan Jonker Professor of Corporate Sustainability, Nijmegen School of Management, Radboud University, The Netherlands Title: "Transforming Business Models Sustainable. Inclusive. Circular."				
12:30-13:30	<i>Lunch Hotel Das Weitzer (regional buffet)</i>				

	Room Riverside	Room Nikolai	Room Galerie	Room Deep Purple	Room Atrium
13:30-15:30	<u>SESSION 1 (cont.)</u> Organising Business Models for the Circular Economy Session Chairs: Jan Jonker, Niels Faber	<u>SESSION 2 (cont.)</u> New Business Models, Sustainable Development and Corporate Strategic Management Session Chairs: Rupert J. Baumgartner, Romana Rauter, Morgane C. Fritz (13:30-14:30)	<u>SESSION 6</u> Crafting Regional Business Models Session Chair: Moniek Kamm	<u>WORKSHOP #2</u> Values-Based Innovation Management – Tools and Methods to Innovate by What We Care About Workshop by Florian Lüdeke-Freund (facilitator) and Henning Breuer (Start: 13:30, max. 90 minutes)	<u>SESSION 7</u> Insights on Business Models from Young Academics Session Chairs: Martina Zimek, Aisma Linda Kiesnere, Ivan Bozhikin
		<u>SESSION 8</u> When Business Models Have To Be Explained in Corporate Reporting Session Chair: Stéphane Trébucq (14:50-15:30)			
	15:30-16:00	Coffee break			

	Room Riverside	Room Nikolai	Room Galerie	Room Deep Purple	Room Atrium
16:00-17:00	<u>SESSION 1 (cont.)</u> Organising Business Models for the Circular Economy Session Chairs: Jan Jonker, Niels Faber	<u>SESSION 8</u> When Business Models Have To Be Explained in Corporate Reporting Session Chair: Stéphane Trébucq			
17:00-18:00	Conference Closing Ms. Romana Rauter Chairperson NBM@Graz2017, Assistant Professor, University of Graz				
18:30-20:30	<i>City tour Graz (optional but with registration; starting point: Hotel Das Weitzer)</i>				

Friday June 23, 2017	
08:00-13:00	<i>Tour Sappi Gratkorn (optional but with registration; starting point: Hotel Das Weitzer)</i>

Session 1: Changing Business Models for the Circular Economy

Session Chairs: Jan Jonker, Niels Faber

Date	Time	Room	Slot	Sub#	Title	Author(s)
21.06.2017 13:30-15:30	Session 1 Part I: Business Models for the Circular Economy					
	13:30-13:50	Room Nikolai	1	118	Business Models for the Circular Economy: Developing a typology based on existing literature	Jonker, Jan*; Stegeman, Hans
	13:50-14:10		2	125	Value Creation and Circular Business Models – What makes a circular business model circular?	Brennan, Geraldine*; Blomsma, Fenna
	14:10-14:30		3	126	Business Model Innovation in Sharing Economy: a benchmark approach	Ranjbari, Meisam*; Morales-Alonso, Gustavo; Carrasco-Gallego, Ruth; Grijalvo, Mercedes
	14:30-14:50		4	165	The evolution of waste exchange platforms' business models	Ciulli, Francesca; Güvendik, Merve*; Kolk, Ans
	14:50-15:10		5	138	How to identify and engage stakeholders to build sustainable business models?	Fritz, Morgane Marie Caroline*; Rauter, Romana
	15:10-15:30		6	192	A new business model for industrial symbiosis facilitator	Maqbool, Amtul Samie*; Ogé, Stéphane; Van Eetvelde, Greet

**presenting author(s)*

22.06.2017 13:30-15:30	Session 1 Part II: Value creation in the context of Circular Economy					
	13:30-13:50	Room Riverside	7	128	The role of circular business models (CBMs) in creating sustainable prosperity	Brennan, Geraldine*; Alexander, Anthony
	13:50-14:10		8	132	Collaborative Value Creation in Innovation Projects for a Circular City	Oskam, Inge Flora*; Bossink, Bart; de Man, Ard-Pieter
	14:10-14:30		9	162	A Typology of Customer Value Creation in Circular Business Models	Mouazan, Erwan*
	14:30-14:50		10	166	Quick scan for the social impact of reuse scenarios in a circular economy	Slaats, Yanti; Oskam, Inge Flora*
	14:50-15:10		11	163	Crafting a Sustainable Business: Applying the Circular Economy and Experience Economy to the Design of Cloud City's Spirit Center	Köhler, Josefine*; Lameiras Barrera, David; Sanchez Levoso, Ana; Adhikari, Biraj; Lehmann, Martin; Guldmann, Eva
	15:10-15:30		12	207	Unfolding challenges of business model innovation towards circular economy: The case of the fashion industry	Hvass, Kerli Kant*

22.06.2017 16:00-17:00	Session 1 Part III: Changing Business Models					
	16:00-16:20	Room Riverside	13	186	Barriers to new business model innovation in the context of the circular economy – a literature review and conceptualization	Köhl, Anna N.*; Stuchtey, Martin R.
	16:20-16:40		14	149	Changing Economic Model: What consequences for Business Model?	Demissy, Romain*; Le Dilosquer, Pierre-Yves
	16:40-17:00		15	159	Modelling interconnected business models in the circular economy value chain: The story of portable batteries	Lyytinen, Tatu*; Levänen, Jarkko

Session 2: New Business Models, Sustainable Development and Corporate Strategic Management

Session Chairs: Rupert J. Baumgartner, Romana Rauter, Morgane C. Fritz

Date	Time	Room	Slot	Sub#	Title	Author(s)
21.6.2017 16:00-18:00	Session 1 Part I: Business Models and Corporate Strategy					
	16:00-16:20	Room Nikolai	1	170	Translating the Sustainable Development Goals into Societal Value Contributions of Businesses	Stappmanns, Fiona V.*; Bereuther, Tabea
	16:20-16:40		2	157	Transition to Business Models for Sustainability: Link between sustainability awareness and business model innovation	Kiesnere, Aisma Linda*; Rauter, Romana; Baumgartner, Rupert J.
	16:40-17:00		3	185	Factors influencing the success of business model innovation: Dynamic capabilities and environmental dynamism	Rezazadeh, Arash*; Carvalho, Ana
	17:00-17:20		4	203	New business models of transforming Finnish forest-based sector: Companies' perspective to sustainability considerations	Näyhä, Annukka*
	17:20-17:40		5	116	New business models in the Nordic wood construction towards 2030	Toppinen, Anne*; Sauru, Miska; Autio, Minna; Berghäll, Sami
			Discussion time (max. 18:00)			

**presenting author(s)*

22.6.2017 09:00-11:00	Session 2 Part II: Examples of Business Models in the Context of Sustainable Development					
	9:00-09:20	Room Nikolai	6	168	Technology Shifts as a Catalyser for Business Model Innovation	Vorbach, Stefan*; Müller, Christiana; Rachinger, Michael; Wipfler, Harald
	09:20-09:40		7	178	Open innovation, absorptive capacity and strategic coopetition: An approach to the transactional structure of business models	Leitao, Joao*
	09:40-10:00		8	164	A Collaborative Energy System – How Business Models of the Sharing Economy Affect the Energy Sector	Plewnia, Frederik*; Günther, Edeltraud
	10:00-10:20		9	179	Business models for optimizing solar energy use	Hart, Patrick*; Hatzl, Stefanie; Fleiß, Eva; Brudermann, Thomas; Posch, Alfred
	10:20-10:40		10	124	The Influence of Sustainable Technologies on Elements of Business Models - The Example of the Fuel Cell in the Automotive Industry	Rachinger, Michael*; Vorbach, Stefan; Wipfler, Harald; Müller, Christiana
	10:40-11:00		11	197	A Sustainable Business Model Pattern Language - 45 Patterns to Support Sustainability-Oriented Business Model Innovation	Lüdeke-Freund, Florian*; Carroux, Sarah; Joyce, Alexandre; Massa, Lorenzo; Breuer, Henning

22.6.2017 13:30-14:30	Session 2 Part III: New Business Models in Various Contexts					
	13:30-13:50	Room Nikolai	12	111	Business models strategies of frugal green technologies and innovations	Arnold, Marlen Gabriele*
	13:50-14:10		13	136	“Is Time Money”? Implications of the Democratic Workplace for New Business Models	Melara, Fabiana; Macke, Janaina*; Rauter, Romana
	14:10-14:30		14	122	Getting the big picture: business model and stakeholders as a whole	Vernizzi, Silvia*; Moggi, Sara; Cantele, Silvia; Beretta Zanoni, Andrea

Session 3: Managing Sustainability-Oriented Business Models: Frameworks, Tools, and Cases

Session Chairs: Florian Lüdeke-Freund, Esben Rahbek Gjerdrum Pedersen

Date	Time	Room	Slot	Sub#	Title	Author(s)
21.06.2017 13:30-15:30	Session 3 Part I: Managing transitions towards multiple value creation through BMfS					
	13:30-13:50	Room Riverside	1	103	Case study of how one Australian company is implementing and managing the B Corp model	Stubbs, Wendy*
	13:50-14:10		2	140	Business Models as Activity Systems. Unravelling multiple value creation in organizations.	van Blitterswijk, Herman*; Jonker, Jan
	14:10-14:30		3	167	Building Value Propositions for Multiple Stakeholders	Vladimirova, Doroteya*
	14:30-14:50		4	107	The Roles of Business Models in Sustainability Transitions: Car Sharing in Sydney	Meijer, L.L.J.*; Schipper, F.; Huijben, J.C.C.M
	14:50-15:10		5	113	Managing Business Model Innovation: the Case of a Social Enterprise in the Electricity Market	Halila, Fawzi*; Hoveskog, Maya; Danilovic, Mike; Olofsson, Sandra
	15:10-15:30		6	115	Sustainable business models for packaging waste management: a step towards building up a circular economy	Bozhikin, Ivan Atanasov*; Dentchev, Nikolay

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21.06.2017 16:00-18:00	Session 3 Part II: Managing macro (network) and micro (personal) levels of BMfS					
	16:00-16:20	Room Riverside	7	121	Network business models for sustainable innovation: a case study in the bio-based economy	Cantele, Silvia*; Moggi, Sara; Vernizzi, Silvia; Campedelli, Bettina
	16:20-16:40		8	133	The role of networks in business model innovation: three shaping processes supporting cognitive shifts	Oskam, Inge Flora*; de Man, Ard-Pieter; Bossink, Bart
	16:40-17:00		9	176	Human Capital Management in Support of Sustainable Business Model Innovations: A Systematic Review	Hatipoglu, Burcin*
	17:00-17:20		10	169	The missing link in business models for sustainability? Lessons from the sharing economy	Godelnik, Raz*
	17:20-17:40		11	120	Market characteristics moderating the spread of a business model – the case of a solar energy and the TPO business model	Wadin, Jessica*; Ahlgren, Kajsa; Bengtsson, Lars
	17:40-18:00		12	173	Multibusiness, decentralized companies and transition to sustainable business models	Ciulli, Francesca*; Kolk, Ans

22.06.2017 09:00-11:00	Session 4 Part III: Managing business model innovation for sustainability					
	09:00-09:20	Room Riverside	13	152	Investigating the relationship between sustainability and business model innovation in the context of the European food industry	Rosati, Francesco; Pedersen, Esben Rahbek Gjerdrum
	09:20-09:40		14	196	Micro-foundations of sustainable business model innovation: the role of managerial cognition in the development of sustainable business models	Ringvold, Kristin
	09:40-10:00		15	171	Managing sustainability-oriented business model innovations: A global perspective	Singh, Jagdeep*; Shapley, Matthew; Cooper, Tim
			Discussion time (max. 11:00)			

Session 4: Business Models for Social Entrepreneurship

Session Chairs: Nikolay Dentchev, Philippe Eiselein

Date	Time	Room	Slot	Sub#	Title	Author(s)
22.06.2017 09:00-11:00	09:00-09:20	Galerie	1	117	How can B Corps build effective partnerships to scale up their social impacts for a sustainable society?	Edwards, Melissa; Stubbs, Wendy*; Starik, Mark
	09:20-09:40		2	194	“What can social entrepreneurs learn from “non-economic” shared value creation?”	Nestler, Max*; Pennink, Bartjan
	09:40-10:00		3	154	Sustainable entrepreneurship, responsible innovation, and new business models: The role of investors in managing socio-ethical issues	Long, Thomas Benjamin*; Blok, Vincent
	10:00-10:20		4	193	Universities’ central role as incubator in social entrepreneurial ecosystems	Eiselein, Philippe*; Dentchev, Nikolay; Diaz Gonzalez, Abel
	10:20-10:40		5	195	Towards New Business Models – On Push and Pull (F)Actors of Social Entrepreneurship and Value Contribution	Gringhuis, Robin*; Pennink, Bartjan
	10:40-11:00		6	151	How to facilitate social entrepreneurship for developing circular economy into territories? Feedbacks from systemic design methodology applied to the Nouvelle Aquitaine Region	Real, Marion*; Lizarralde, Iban

**presenting author(s)*

Session 5: Business Models in the Age of Digitalisation

Session Chairs: Christiana Müller, Wolfgang Vorraber, Josef-Peter Schögggl, Romana Rauter

Date	Time	Room	Slot	Sub#	Title	Author(s)
21.6.2017 13:30-15:30	Session 5 Part I: Changing Business Models in the Context of Digitalisation					
	13:30-13:50	Room Galerie	1	105	Designing an ICT tooling platform to support the needs of SMEs in business model innovation	de Reuver, Mark; Haaker, Timber; Breiffuss, Gert; Roelfsema, Melissa; Kosman, Ruud; Heikkila, Marikka; Tarkus, Astrid*
	13:50-14:10		2	134	Changing business models arising from digital transformation: A best practice case study based on two Austrian companies	Stabauer, Petra*; Breiffuss, Gert*; Lassnig, Markus
	14:10-14:30		3	181	Towards a better understanding of digitalization and its influence on business model innovation	Vorraber, Wolfgang*; Breslmair, Gundhille; Mueller, Christiana; Rachinger, Michael; Rauter, Romana; Schirgi, Eva
	14:30-14:50		4	101	Quantified Cars: An exploration of the position of ICT start-ups vs. car manufacturers towards digital car services and sustainable business models	Kaiser, Christian; Stocker, Alexander; Viscusi, Gianluigi*; Festl, Andreas; Mörtl, Peter; Glitzner, Michael
	14:50-15:10		5	112	Data Market Austria – Austria's First Digital Ecosystem for Data, Businesses, and Innovation	Traub, Matthias*; Gursch, Heimo; Lex, Elisabeth; Kern, Roman
			Discussion time (max. 15:30)			

**presenting authors(s)*

21.6.2017 16:00-18:00	Session 5 Part II: Examples of Business Models in the Context of Digitalisation					
	16:00-16:20	Room Galerie	6	182	Crypto Currency and Hybrid Banking - Exploring community-based business models enabling multi-value transactions fostering sustainability	Faber, Niels*; Jonker, Jan
	16:20-16:40		7	145	Bringing Big Data to Adolescence – Specifying Business Models by Practice	Stern, Hermann*; Dennerlein, Sebastian; Pammer-Schindler, Viktoria; Ginthör, Robert; Breitfuß, Gert;
	16:40-17:00		8	155	The Relational Factors Affecting The Transition To New Business Models	Ebadzadeh Semnani, Sarah*; Nord, Tomas
	17:00-17:20		9	130	Sharing platforms in the hotel industry: how sustainable are they?	Leenheer, Jorna*; Kuijten, Marco
			Discussion time (max. 18:00)			

Session 6: Crafting Regional Business Models

Session Chair: Moniek Kamm

Date	Time	Room	Slot	Sub#	Title	Author(s)
22.6.2017 13:30-15:30	13:30-13:50	Room Galerie	1	119	Building and Animating a Regional Business Model Shifting Display? The Hauts-de-France Case First Results	Demissy, Romain*; Ledez, Simon
	13:50-14:10		2	150	The role of regional/community-based business models in the transition towards mercury-free artisanal gold mining	Fritz, Morgane Marie Caroline*
	14:10-14:30		3	153	Learning by doing: designing case study research for the exploration of strategy formation in hubs	Kamm, Moniek*; Jonker, Jan; Faber, Niels R.
	14:30-14:50		4	191	Industrial Symbiosis: How to assess and link the multiplicity of business models initiated by a synergy?	Ogé, Stéphane*; Bredimas, Alexandre
	14:50-15:10		5	127	A network approach to value creation: exploring how Adnams Plc have used their influence to crafted regional business models	Brennan, Geraldine*; Tennant, Mike
			Discussion time (max. 15:30)			

**presenting author(s)*

Session 7: Insights on Business Models from Young Academics

Session Chairs: Martina Zimek, Aisma Kiesnere, Ivan Bozhikin

Date	Time	Room	Slot	Sub#	Title	Author(s)
22.6.2017 09:00-11:00	Session 7 Part I: Insights on Business Models from Young Academics					
	09:00-09:20	Room Atrium	1	135	Transition of business models towards business models for sustainability	Stabauer, Petra*
	09:20-09:40		2	144	The impact of digitalization on business models - An analysis from a sustainability point of view	Bruckner, Gerald*
	09:40-10:00		3	148	Closing loops in "Cloud City": analyzing the potential as a processing nucleus for a zero-organic waste district in Aalborg	Zimbron Escutia, Erick*; Lehmann, Martin
	10:00-10:20		4	146	Circular Supply Process of Reused Steel	de Groot, Lieke*
	10:20-10:40		5	141	Arranging a circular demand for reused steel	Akkermans, Aniek*
	10:40-11:00		6	139	Reused steel available 'off the shelves'	Muffels, Nadine Juliette Eline*

**presenting author(s)*

22.6.2017 13:30-15:30	Session 7 Part II: Insights on Business Models from Young Academics					
	13:30-13:50	Room Atrium	7	129	Social Entrepreneurship and its Values: A Complexity Perspective	Gutschi, Dieter*
	13:50-14:10		8	108	Innovative business models for industrial symbiosis of biomass by-products	Gramlich, Elisa*
	14:10-14:30		9	110	Business model and establishment of pathways towards sustainable lifestyles	Jaklová, Kristýna;* Utz, Dornberger
	14:30-14:50		10	160	New Business Models in Entrepreneurship Education	Seidenberger, Alexander*; Taferner, Remo; Bergner, Sabine; Rybníček, Robert
			Discussion time (max. 15:30)			

Session 8: When business models have to be explained in corporate reporting

Session Chair: Stéphane Trébucq

Date	Time	Room	Slot	Sub#	Title	Author(s)
22.6.2017 14:50-15:30	Session 8 Part I: When business models have to be explained in corporate reporting					
	14:50-15:10	Nikolai	1	175	When French Companies Adopt Integrated Reporting: Any Business Model (BM) and New Business Model (NBM) at the Horizon ?	Trebucq, Stéphane*; Magnaghi, Elisabetta
	15:10-15:30		2	172	Sustainable finance: New share trade model using virtual currencies	Pietrewicz, Leslaw Tadeusz*

22.6.2017 16:00-17:00	Session 8 Part II: Examples of Business Models in the Context of Digitalisation					
	16:00-16:20	Room Nikolai	4	189	IIRC's Business Model conception for integrated reporting: confrontation and comparison with academic literature	Magnaghi, Elisabetta; Trébucq, Stéphane*; Ndiaye, Issa
	16:20-16:40		5	206	Reporting 3.0 Blueprint Work Ecosystem	Thurm, Ralph Andreas*
			Discussion time (max. 17:00)			

**presenting author(s)*

WORKSHOP #1: Designing Sustainable Businesses | June 21, 2017

Workshop: Designing Sustainable Businesses with the Honeycomb Business Model Design Tool: Stakeholder cells

Organized by Karen Miller

June 21, 2017, Start 16:00, Duration: 90 Minutes

Room Deep Purple

Karen offers a 90 minute hands-on experience developed through an iterative process with practitioners and academics. The workshop will focus on the principal stage in Sustainable Business Model Innovation (SBMI) of understanding stakeholders within a business value network, and the value forms and exchanges.

Participants will be guided through the process using a short case-study example. Next, working in groups, participants will tackle step-by-step a live SBMI challenge using stakeholder mapping and segmentation techniques. Then using cellular templates and instructions, key stakeholders identified in the previous exercise will be co-created as personas. Subsequently each group will interrogate and plot using their personas the value exchanges across the stakeholder network. These exchanges and relationships across the business' value network will be captured visually. The workshop will culminate with groups ideating a 'seedling' value proposition in response to the live challenge using the knowledge they have generated through the process.

Through the workshop participants will help to refine the process and materials, which are part of an overall Cambridge sustainable business model toolkit.

Personas for sustainability

Personas are fictitious representations, typically of end-users (customers), that are widely used in product/user interface design and marketing. Karen has refined classical persona development techniques in order to unearth a broader set of stakeholders' specific needs in relation to value within business' networks, with stakeholders expanded to include society and the environment (Evans et al. 2017). Innovation opportunities may be revealed by more clearly understanding stakeholders and how value flows; value may be in tangible and intangible forms, and in complex bundles.

The personas help not only in the initial business model innovation phase but also in designing experiments to test business model assumptions. Experiments provide a more rapid and cost effective method of learning what will resonate with stakeholders' needs.

What you will gain by attending the workshop

An understanding of how to tackle a crucial stage in Sustainable Business Model Innovation using a step-by-step process including:

- Stakeholder mapping
- Stakeholder segmentation
- Persona co-creation
- Value exchange plotting
- Ideating seedling value propositions

Who will benefit from attending the workshop

- Academic researchers and lecturers with an interest in Business Model innovation (BMI) and Sustainable Business Model Innovation (SBMI)
- Students studying Innovation, Entrepreneurship, CSR or Management
- Practitioners interested in enhancing their knowledge of BMI and/or SBMI techniques
- Consultants keen to expand their repertoire of techniques in relation to BMI and/or SBM

References

Evans, S., Vladimirova, D., Holgado, M., Van Fossen, K., Yang, M., Silva, E. A., and Barlow, C. Y. (2017) Business Model Innovation for Sustainability: Towards a Unified Perspective for Creation of Sustainable Business Models. *Bus. Strat. Env.*, doi: 10.1002/bse.1939.

WORKSHOP #2: Values-Based Innovation Management | June 22, 2017

Workshop: Values-Based Innovation Management - Tools and Methods to Innovate by What We Care About

Organized by Florian Lüdeke-Freund (facilitator) and Henning Breuer

June 22, 2017, Start 13:30, Duration: 90 Minutes

Room Deep Purple

Henning and Florian demonstrate a business model innovation process based on real cases. Using exercises, content, and templates of the Business Innovation Kit and Sustainability Innovation Pack we will model sustainability-oriented new business. These tools have been developed and are iteratively refined in numerous workshops with innovation managers, start-ups, researchers, and students. They contain exercises to clarify values, facilitate ideation and refinement of business model components, scenarios to challenge assumptions and additional content to spell out the customer journey or revenue models. They are now available in English, German, Spanish and Polish. A basic download version in English is available for free:

www.uxberlin.com/starter_kit.

A values-based view on innovation

Every human and every company holds values, but these notions of the desirable remain widely untapped as sources of and drivers for innovation. We take a values-based view on innovation and its management (based on Breuer & Lüdeke-Freund, 2017). We demonstrate the potential of values to integrate diverse stakeholders into innovation processes, to direct collaborative efforts, and to generate innovations that matter. Reframing existing methods and techniques allows us to realise ideals by the means of business, and to drive innovations that cater to what we really care about.

Learn how to model values-based business

- We take a values-based view on innovation management, and introduce a self-explanatory workshop format with gamification elements to model new business.
- In a 90-minutes session we demonstrate the card-based Business Innovation Kit at work. In small groups you will experience each step in the process.
- Participants will learn a new method for sustainability-oriented remodelling of existing businesses, and a set of exercises for various application domains.

Who may wish to attend

- Practitioners with an interest to expand into new markets based on a reconsideration of their own values and those of their key stakeholders.
- Consultants in search for new business modelling techniques that help navigate complex issues.
- Academic researchers and lecturers will learn about a new, values-based perspective on innovation and a valuable do-it-yourself tool for their students.
- Students in the fields of innovation management, management studies, corporate social responsibility (CSR), business psychology, and entrepreneurship.

References

Breuer, H. & Lüdeke-Freund, F. (2017). Values-Based Innovation Management. Innovating By What We Care About. Palgrave Macmillan: London.

WORKSHOP #3: Exploring a Systems Dynamics Model | June 21, 2017

Workshop: Exploring a model for the organization of the Circular Economy

Organized by Hans Stegeman

June 21, 2017, Start: 13:30, Duration 90 minutes

Room Deep Purple

The circular economy (CE) is mostly studied at the firm-level leading to insights in organizational and design principles. Circular Business Models can be seen as the micro building blocks of the circular economy. Existing business cases, different typologies and policy papers deliver the scattered evidence of what in the end sums up to a circular macro economy. A conceptual understanding of CE on meso and macro levels is however also highly needed, since there is a belief that these micro practices lead to sustainable development on a higher (systems) level. Yet the empirical proof for that claim is insubstantial. There is no structured insight into what constitutes a circular economy on a meso or macro level. The question we want to address in the workshop is how circular businesses work together: how do they close value cycles? What are the effects on added values, on sustainable outcomes and on the structure of chains? There is no clear empirical evidence on these questions. However, there is a lot of scattered knowledge, especially in the head of people working on business models.

This workshop sets out to explore and develop a System Dynamics (SD) model for the CE-value cycle using a Group Model Building (GMB) approach. We consider SD to be a suitable approach to address this conceptual problem, as it helps to conceptualize a system model with closed feedback loops.

The 90 minutes of the workshop will be a crash course in participating in real-life model building. Participants are invited to actively bring in their knowledge. Participants' contributions will be synthesized in a causal loop diagram, clarifying interrelations and feedback loops between different elements. Knowledge on business models is very helpful to make a next step in understanding the circular economy: from business models to value cycles.

The workshop forms part of a PhD project at the Nijmegen School of Management (Radboud University – The Netherlands).

WORKSHOP #4: Identifying Value Opportunities | June 22, 2017

Workshop: Identifying Value Opportunities with the Sustainable Value Analysis Tool

Organized by Doroteya Vladimirova (facilitator) and Miying Yang

June 22, 2017, Start: 09:00, Duration: 90 Minutes

Room Deep Purple

The Sustainable Value Analysis Tool addresses a critical need for tools that can help companies integrate issues and opportunities related to sustainability into business model innovation. Working through the concepts of value captured and uncaptured, the tool can help companies understand both the positive (value captured) and negative (value uncaptured) aspects of their current business models and identify value creation opportunities presented by both.

Many companies think rather narrowly about value creation and where value may be found, focusing only on customer value (value in the eyes of the customers) and value created in production. The Sustainable Value Analysis Tool can change mindsets about what is regarded as value and open participants' eyes to a wider universe of value opportunities. In this way, the tool provides a new lens through which companies can understand value and a structured approach to discovering value opportunities embedded in a sustainability-focused approach to business model innovation.

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 organizer will demonstrate the use of the tool and lead participants through an example case study during the 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, Institute for Manufacturing at the University of Cambridge.

References

- Yang, M., Vladimirova, D. and Evans, S. 2017. Creating and Capturing Value Through Sustainability, Research-Technology Management, 60:3, 30-39. <http://www.tandfonline.com/doi/full/10.1080/08956308.2017.1301001>
- Yang, M., Evans, S., Vladimirova, D. and Rana, P. 2017. Value uncaptured perspective for sustainable business model innovation, Journal of Cleaner Production, Vol. 140, 1794-1804. <https://doi.org/10.1016/j.jclepro.2016.07.102>