



Workshop
Emergent issues in Business Models Literature

Date

March 31st, 2017 (9:00-13:00)

Skema, Campus Paris
Pôle Universitaire Léonard de Vinci room 761

Organized by:

Research Center of Strategy, SKEMA

Contact: Prof. Humberto Brea Solís

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Dear Sir/Madam:

I am pleased to invite you to the workshop: “**Emergent issues in business models literature**” to be delivered March 31st 2017, 9:00 a.m. at Skema Business School Campus Paris (Pôle Universitaire Léonard de Vinci room 761). This workshop is organized by **the Research Center of Strategy, SKEMA**.

Business models are the logic of the firm, the way it operates and how it creates and capture value for the shareholders¹. They are considered as recipes (Baden-Fuller and Morgan, 2010), a set of instructions, implemented by firms that seek to maximize performance. The business model literature has expanded strongly since the onset of the e-commerce age. We have invited three young scholars who will present their ongoing research about this subject.

In our workshop we will explore specifically three topics that are currently debated in the business model community. First, our information society creates spaces for new business models that attempt to capture value by dealing with privacy concerns of the general public. One of the themes is precisely about these new ways of doing business. Another topic is about measuring business model performance in the event of disruptive innovation (Christensen, 1995). Measuring the effects of new disruptive models could be a handy tool not only to understand the evolution of an industry but also to foresee incoming trends. Finally, we will discuss the mechanisms leading to business model innovation. We will try to understand how companies can combine internal and external knowledge in order to design new business models.

Our three invited researchers are Prof. Mircea Epure (Universitat Pompeu Fabra), Prof. Andrés Hervas-Drane (CASS Business School) and Prof. María Rita Micheli (IESEG School of Management).

Registration: Please register using the link below before March 16th. We need your full name in order to issue the security badges (You need to bring an ID to get your badge at door). Note that the number of participants is limited to 20.

<http://doodle.com/poll/9ysb3ar27fqnm67>

We look forward to meeting you on March 31st.

Humberto Brea Solis, Organizer
Contact: humberto.breasolis@skema.edu

¹ Long Range Planning (2008) call for papers for the Special Issue on “Business Models” by Charles Baden-Fuller, Ian MacMillan, Benoît Demil, and Xavier Lecocq.

PROGRAM

Workshop: Emergent issues in Business Models Literature

9:00-9:20	Registration /Coffee
9:20-9:30	Welcome remarks
9:30-10:30	<p>Mircea Epure, Universitat Pompeu Fabra <i>“Does the addition of a new business model affect the existing business?”</i> Discussant: TBA</p>
10:30-11:00	Coffee Break
11:00-12:00	<p>Andrés Hervas-Drane, CASS Business School <i>“The privacy landscape and the social media platform.”</i> Discussant: TBA</p>
12:00-13:00	<p>Maria Rita Micheli, IESEG School of Management <i>“The attention challenge of business model innovation: A case study in the design industry.”</i> Discussant: TBA</p>
13:00-14:00	Lunch (Buffet)

Workshop: Emergent issues in Business Models Literature

Session 1 (9:30-10:30)

[Mircea Epure](#) (Universitat Pompeu Fabra)

Does the Addition of a New Business Model Affect the Existing Business? (co-authored with Timo Sohl)

Abstract: We examine how an incumbent's organizational integration of a new business model may be associated with the performance of its existing business. While we argue that incumbents can experience substantial coordination and motivation problems when they add a new business model, we suggest that they are able to align organizational processes over time. We further suggest that incumbents can address motivation problems more effectively in markets with higher monitoring standards. Using panel data on the integration of a recently emerged business model—Internet retailing—by traditional brick-and-mortar retailers in different market environments, we find evidence consistent with our arguments. Adding Internet retailing is associated with an average decrease of 11% in the efficiency of an incumbent's established store-based business. This relationship improves significantly with implementation experience. Moreover, the observed decrease in store-based efficiency is attenuated in markets with higher monitoring standards.

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Session 2 (11:00-12:00)

[Andrés Hervas-Drane](#) (CASS Business School)

The Privacy Landscape and the Social Media Platform

Abstract: Managing consumer information in the digital age has become an important strategic consideration for firms. Exploiting this information enables firms to provide better products and services, but some forms of exploitation have a negative impact on consumers. The firm's challenge when managing consumer privacy is to minimize this negative impact. In this talk, I will introduce the Privacy Landscape framework to identify these sources of negative impact and propose strategies the firm can adopt to minimize them. I will also discuss ongoing work on modeling social media platforms to illustrate how privacy tradeoffs play out in the marketplace.

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Session 3 (12:00-13:00)

[Maria Rita Micheli](#) (IESEG School of Management)

The attention challenge of business model innovation:

A case study in the design industry

(co-authored with Luca Berchicci, William Ocasio, Justin Jansen)

Abstract: How do managers shape business model innovation (BMI) in their companies? We address this question in a longitudinal case study of eight design companies. We adopt a cognitive perspective, exploring managers' conjectures as a starting point for the innovation of business models. We identify four phases of business model innovation: 1. Ideas generation, 2. Customers feedbacks, 3. Elaboration and 4. Customers' engagement & Implementation. We explain the heterogeneity observed in these phases through managerial attention (Ocasio, 2011). Specifically, we highlight the relevance of what has been recently defined as attention challenge (Foss & Saebi, 2016), showing that BMI requires managers to enlarge their scope of attention, embracing the challenges that a new business model entails. Specifically, a wide attentional perspective, leading managers to pay attention to feedbacks from different stakeholders, allows companies to overcome the initial resistance that might come from customers. Moreover, attentional engagement with employees and customers facilitates the development of new business models, with the inclusion of their feedbacks. We contribute to the business model literature by exploring and explaining BMI phases through managerial attention, and to the attention-based literature, by showing the interaction between individual and organizational attention.