

Track no. 12:

Business Model track for the NFF conference in Iceland, 21-23 August 2013

# "The business model eruption: how game changing mind sets challenge existing nodes of business"

---

## Track chairs:

Christian Nielsen, Aalborg University, Director of Center for Research Excellence in Business models

Jonas Hedman, Associate Professor, CBS

Petri Ahokangas, Professor, University of Oulo

Contributions are invited for submission to a special issue of the Journal of Business Models in connection with the conference proceedings.

## Justification of the track

The field of business models has over the past decade received a vast amount of interest from business, political and academic perspectives. However, much progress has been consulting-driven, and research in the field is - if not lacking - then at least behind schedule. Especially accounting, performance measurement and accountability issues arise with new models of doing business, and none of these have been addressed accordingly at the present.

For several decades, traditional disciplines such as organization, management, accounting and finance, as we know them have been problematized in the light of societal and industrial developments. There exist numerous examples of how new business values are gaining momentum in relation to the value proposition of organizations.

However, the rise of new business models, e.g. based on loosely coupled networks and multisided platforms of value creation, potentially pose much bigger threats to the traditional professions as the very structure of organization and value-realization is altered. Perhaps it can even be argued that management as we know it, will become obsolete in a world of network organizations and social-community based business models, thus posing new conceptions of accountability, control and leadership and ultimately creating new sets of stakeholder tensions.

Despite such developments in real life business, i.e. communities, knowledge, collaboration, networks, innovation, the traditional professions have not kept

pace. Thus from a management perspective we may need to ask: “How do we produce decision-relevant information, create leadership, alignment and direction?” And from an accounting perspective we may need to ask: “How do we capture value creation and value realizing transactions of network-based enterprises?” Furthermore, from an auditing and law perspective we may need to ask: “How do we validate information across structures that do not exist per se”? Finally, implications for policy-making bodies need to be evaluated.

Although there may be obvious problems as described above, some reflection on whether this tension between business and academia merely can continue on an “as is-basis” will also become of notable importance.

Areas of interest for this track (indicative but not limited to):

- Business model archetypes, patterns and components
- Roles and relationships within and among business models
- Business models and high-tech ventures
- Business models and financial industries
- Internationalization of business models
- Sustainability perspectives on doing business and globalizing value chains
- Business models and eco-systems
- How do new business models challenge control and management structures; and perhaps even incentive structures?
- Critical perspectives concerning accounting for and managing the resources in business models
- Business models based on human resource attributes
- The interaction between human resources and other organizational resources in value generation
- Analyzing and communicating the human resource aspects of business models
- Conflicts of interest between shareholders and stakeholders in business model settings
- Dilemmas and paradoxes of performance measurement consequences relating to the performance of business models
- Business model creation, innovation and transformation, including aspects of facilitating change processes

The track welcomes conceptual, theoretical, empirical and interdisciplinary contributions anchored in the business model literature as well as other fields of contemporary research.