

# European Management Review

## Special Issue Call for Papers

### Digital Transformation And Organizational Value Creation

#### Guest Editors:

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Digitalization revolutionizes worldwide business models and organizational value creation (Kraus et al., 2020; Cheng and Wang, 2021). The characteristics of digital business models (DBMs) are different from traditional ones. Prior research provides various conceptualizations of DBM for incumbent firms (Klos et al., 2021; Sund et al., 2021). A digital business model (DBM) defines business models in which most value creation, proposition, and capture operate via digital processes and technologies (Weill and Woerner, 2013, Bouncken et al., 2016). For example, new healthcare organizations are adapting their services, business models, and projects, and even designing their mission to face the new challenges of managing access effectively, value, and care sustainability from a digital perspective (Schiavone et al., 2021). For instance, El Sawy and Pereira (2013) identify five DBMs drivers: value proposition, the reason why a particular customer is willing to pay for a product or service; interfaces, the interaction between the customer experience and the service platform; service platforms, engines to enable the delivery of products or services; organizing models, structure, and processes of the ecosystem to create the products and services; and revenue/cost model, distribution of revenues and cost among the ecosystem participants. Bock and Wiener (2017) propose a taxonomy consisting of five key dimensions of DBMs: digital offering (value proposition), digital experience (value proposition), digital platforms (value architecture/network), data analytics (value architecture), digital pricing (value finance). In this vein, scholars analyzed how a metropolitan city must organize and re-configure the building blocks of its business model for urban smartization (Schiavone et al., 2019). Another strand of the study examined how IoT services produce new data and information which can be transformed into useful knowledge for enabling the implementation of certain types of smart solutions and business models applications (e.g., smart health care) (Metallo et al., 2018; Manesh et al., 2020). Therefore, the role of new technologies can effectively support organizational change driven by the digital revolution. For instance, the application of artificial intelligence (AI)-based solutions has profoundly changed the value co-creation process of modern organizations in different industrial markets (Leone et al., 2021).

In this vein, new firms must formulate a technological innovation strategy by defining the organization's strategic directions and choosing innovation projects through collaborative partners (Schilling and Shankar, 2019). Furthermore, there is no one-size-fits-all, but a combination of several configurations of value capture, value delivery, and value creation mechanisms (Ritala et al., 2013; Sjödin et al., 2020) addressing digital challenges through the simultaneous generation of digital business models. Thus, new business practices such as the sharing economy and the circular economy are examples of how many new business models supported by new technologies (es. Ai, IoT and so on), on the one side, create new avenues of value creation and, on the other side, pose challenges for the survival of incumbent industries, firms, and third players. In other words, the trade-off between old and new business

models relates to various theoretical lenses and managerial perspectives. It can be approached by different levels of analysis (macro, meso, micro).

But how will these tensions evolve? What are the challenges incumbent firms and other industry stakeholders face in such a just-digitalized environment? Which old knowledge can be reconverted and reused within a digital business world? To answer these (and many more) questions, this special issue welcomes contributions from scholars in various fields to close gaps and shed light on the issues of managing the tension between old and new business models. Conceptual, empirical, and review papers are welcome.

### ***Topics***

In the context of industry-level innovation, new corporate business models, and digitalized environments, suggested topics/research questions for the special issue include, but are not limited to, the following:

- The main challenges for incumbent firms in managing unsolved issues between old and digital business models
- The added value of digital business models to enrich the new paradigm of Industry 4.0
- Innovative technologies (e.g. AI, IoT, and so on) and impact on markets and systems
- Reaction of incumbent firms to the innovative industries' changes and dynamics
- Role of institutions and companies in co-innovating business models to improve the quality of life of people and the workplace
- Reactions and future scenarios of industries hugging digitalization
- Research on how industries convergence (e.g. food & health) can generate, but also solve, tensions between the actors involved in digitalized environments in the long term.
- Studies of the role of macro-, meso-, and micro-level variables in shaping and designing the future evolution, and application of digital business models.

### **Supporting activities for authors – SI Workshops and Editor Contact**

Furthermore, two webinars will be organized in the second half of 2023. One will be hosted at the University of Naples Parthenope (Italy) in partnership with EURAM Innovation SIG (and the proponents of the different tracks busy with digital innovation and entrepreneurial/ innovation ecosystems). The other one will be hosted by a Chinese Business School. The webinars will be organized in the form of paper development roundtables that bring together paper authors with senior scholars for in-depth feedback and advice. To be considered for the webinars, please send a proposal or extended abstract (up to 3,000 words) to [francesco.schiavone@uniparthenope.it](mailto:francesco.schiavone@uniparthenope.it) and [daniele.leone@uniparthenope.it](mailto:daniele.leone@uniparthenope.it). Further details will be announced in due course. Participation in the webinars does not guarantee acceptance of the paper in the SI and attendance is not a prerequisite for publication.

### **Submission instructions**

All submissions for this Special Issue must be submitted electronically to European Management Review according to the journal's editorial guidelines. All submissions

will be screened by the Special Issue Guest Editors in order to determine which should subsequently be entered into the double-blind peer-review process.

The timeline of this special issue is as follows:

Submission dates: February 01, 2024 to March 31, 2024.

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