



## Special Issue on Business Models, Platforms and Ecosystems in Health Care – Data, Devices and Technology

### Editorial Team:

Prof. Dr. Minna Pikkarainen, Oulu Business School, University of Oulu, Finland

Dr. Petri Ahokangas, Oulu Business School, University of Oulu, Finland,

Dr. Marika Iivari, Oulu Business School, University of Oulu, Finland

Prof. Dr. Anne-Laure Mention, RMIT University, Australia

Prof. Dr. Kieran Conboy, National University of Ireland, Ireland

Dr. Noel Carroll, National University of Ireland, Ireland

Dr. Denis Dennehy, National University of Ireland, Ireland

Prof. Esben Rahbek Gjerdrum Pedersen, Copenhagen Business School, Denmark

Over the past decade, data has become a significant resource in shaping and supporting innovation by generating rich insights on new opportunities. As a result, data analysis continues to receive increasing attention (see e.g. Amit & Han 2017, Torkkeli et al. 2016). With the introduction of new techniques to generate, collect, analyze and share data through digital technologies (Leyens et al. 2017), this presents an opportunity to explore how new devices and technologies can support new business models. For example, the use of computers, mobile devices, sensors, etc., are continuously generating more personal data (Li et al. 2011). On a personal level, people have begun to self-assess their behavior by collecting data on their location, sleeping patterns, fitness levels, banking and other e-commerce activities. As individuals, we now generate growing amounts of data stored in different locations. This has unleashed massive potential across many sectors, particularly in healthcare.

Healthcare organizations have begun to realize the potential in accessing personalized data and have influenced the emergence of new business models, such as

Connected Health (Carroll 2016), and has led to greater attention being placed on preventive and personalized care treatment models. In addition, with the increasing uptake of modern devices (e.g. mobile phones or wearables), the use of data and new techniques (for example, big data analytics, image recognition, machine learning and artificial intelligence (Amit & Han, 2017)) has also made it possible to create new business innovations that are supporting individuals and professionals in the health care domain (Francis Gomes & Moqaddamerad 2016). However, the use of data, devices and technology as a resource requires health care companies to innovate and collaborate more with other organizations and their customers (see Zalewska-Kurek et al. 2016).

Although the increased digitalization and use of data have led to the emergence of new business ecosystems (Moore 1993, Iansiti & Levien 2004, Adner & Kapoor 2010) and ecosystemic / networked business models (see Iivari et al. 2016, Heikkilä et al. 2016), the relationships between external resources and the business model remain a relatively unexplored research area

(Ahokangas & Myllykoski 2014). Often, collaborating in ecosystems makes it possible for companies to step into new markets and gain new business opportunities (Clarysse et al. 2014). The general challenge to modern companies is that they are living in dynamic environment that require continuous business model change (Achtenhagen et al. 2013), rapid internationalization (Dunford et al. 2010) including the modeling their own organization to the environment, and reflecting their own value proposition from different perspectives. In an ecosystemic context, it is important to have rich personal contacts and deep understanding about the individual needs (Doz and Kosonen 2010).

The need for rapid technological development shapes the environment for business models continuously, providing challenges for companies (Palo & Tähtinen 2013, Achtenhagen et al. 2013). Companies that are shaping their business models in health care domain are facing special challenges due to the tight domain specific rules, regulations and bureaucracy that they face especially at hospital settings. In this context, the business model should not only be seen as a conceptual tool for expressing the business logic of a firm, as Osterwalder et al. (2005) for instance define, but rather, it should be used as a strategic tool to continuously align the development of technology with shaping economic value creation (Chesbrough & Rosenbloom 2002).

The use of data, technologies and devices as a resource for value creation and capture in an ecosystemic context is here to stay, and will thus have enduring effects on business ecosystems and business models in health care sector. Consequently, we recognize that while we have a good notion of the limitations of current theorizing on innovations and business models in general, as well as ideas for further research, we need more empirical and theoretical studies about the data-driven business models, platforms and business ecosystems in health care domain.

To facilitate this effort, we invite papers that generate new insights into questions including:

- Conceptualizing business models and data
- IT / data driven business ecosystems
- IT / Data driven business models
- IT/ Data driven platforms
- Healthcare data analysis

- Connecting healthcare devices
- Business models for healthcare technology
- Business ecosystems for healthcare
- Ecosystemic business models for health care
- IT-enabled healthcare models
- Data-enabled innovation in healthcare
- Data analytical techniques in healthcare
- Collaboration between ecosystem actors in healthcare
- Data driven change / transformation in health care
- Data driven health care services

To achieve this multi-disciplinary focus, the [Journal of Business Models](#) launches the initiative for a special issue specifically aiming for theoretical, conceptual, methodological and empirical studies focusing on preventive or medical care context in which the data, technology and devices are used as a resource for creation, transformation and evolution of new business models and business ecosystems from multiple disciplines (i.e. operations, dynamics, marketing, strategy, innovation, performance measurements, startup issues, cybersecurity, ...etc). Prospective contributors are welcome to contact the issue editors if they seek further insights on such.

### Submissions

Submissions should be made via the Journal of [Business Models website](#), in accordance with the [journal guidelines](#), to ensure anonymity in the blind review process.

Please clearly mention that your submission concerns the special issue of data-driven business models and business ecosystems in health care sector by choosing the appropriate article type.

Submission for this special issue can be done starting October 24, 2017. The final submission deadline is February 1, 2018.

## References

- Achenhagen, L., Melin, L. & Naldi, L. (2013), Dynamics of Business Models – Strategizing, Critical Capabilities and Activities for Sustained Value Creation, *Long Range Planning*, Vol. 46, pp. 427-442.
- Adner, R. & Kapoor, R. (2010) Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal*, Vol. 31 (3), pp. 306-333.
- Ahokangas, P. & Myllykoski, J. (2014) The Practice of Creating and Transforming a Business Model. *Journal of Business Models*, Vol. 2 (1), pp. 6-18.
- Amit, R. & Han, X. (2017). Value Creation through Novel Resource Configurations in a Digitally Enabled World. *Strategic Entrepreneurship Journal*, Accepted for publication, doi: 10.1111/sej.1256
- Carroll, N. (2016). Key success factors for smart and connected health software solutions. *Computer*, Vol. 49 (11), pp. 22-28.
- Clarysse, B., Wright, M., Bruneel, J. & Mahajan, A. (2014) Creating value in ecosystems: Crossing the chasm between-knowledge and business ecosystems, *Research Policy*, Vol. 43, pp. 1164-1176
- Chesbrough, H. & Rosenbloom, R. (2002) The role of the business model in capturing value from innovation: evidence from Xerox Corporation's technology spin-off companies. *Industrial & Corporate Change* Vol. 11 (3), pp. 529-555.
- Doz, Y.L. & Kosonen, M. (2010) Embedding Strategic Agility A Leadership Agenda for Accelerating Business Model Renewal, *Long Range Planning*, Vol. 43, pp. 370-382.
- Dunfort, R. Palmer, I. & Behveniste, J. (2010), Business Model Replication for Early and Rapid Internationalization, *Long Range Planning*, Vol. 43, pp. 655-674.
- Fielt, E. (2013), Conceptualising Business Models: Definitions, Frameworks and Classifications. *Journal of Business Models*, Vol. 1 (1), pp. 85-105.
- Francis Gomes, J. & Moqaddemerad, S. (2016), Futures Business Models for an IoT Enabled Healthcare Sector: A Causal Layered Analysis Perspective, *Journal of Business Models*, Vol. 4 (2), pp. 60 – 80.
- Heikkilä, M., Bouwman, H., Heikkilä, J., Solaimani, S. & Janssen, W. (2016) Business model metrics: an open repository. *Information Systems and e-Business Management*, Vol. 14 (2), pp. 337-366.
- Jansiti, M. & Levien, R. (2004). *The Keystone Advantage: What the New Dynamics of Business Ecosystems Mean for Strategy, Innovation and Sustainability*. HarvardBusiness School Press, Boston, MA.
- Iivari, M., Ahokangas, P., Komi, M., Tihinen, M. & Valtanen, K. (2016) "Toward Ecosystemic Business Models in the Context of Industrial Internet." *Journal of Business Models*, Vol. 4 (2), pp. 42-59.
- Leyens, L., Reumann, M., Malats, N. & Brand, A. (2017) Use of big data for drug development and for public and personal health and care. *Genetic Epidemiology*, Vol. 41, pp. 51-60.

## JoBM Special Issue Call for Papers

- Li, I., Dey, A.K. & Forlizzi, J. (2011) Understanding My Data, Myself: Supporting Self-Reflection with Ubicomp Technologies, UbiComp'11, September 17–21 2011, Beijing, China. <http://www.ianli.com/publications/2011-ianli-ubicomp-understanding-my-data.pdf>
- Moore, J. (1993) "Predators and prey: a new ecology of competition." *Harvard Business Review*, Vol. 71, pp. 75-86.
- Osterwalder, A., Pigneur, Y. & Tucci, C. (2005) Clarifying Business Models: Origins, Present, and Future of the Concept, *Communications of the Association for Information Systems*, Vol. 16 (1) pp. 1-25.
- Torkkeli, M., Mention, A-L. & Ferreira, J.J. (2016) Coping with big: Does big data lead to 'bigger' innovation? *Journal of Innovation Management*, Vol. 4 (1), pp. 1-3.
- Palo, T. & Tähtinen, J. (2011) "A network perspective on business models for emerging technology based services", *Journal of Business & Industrial Marketing*, Vol. 26 (5), pp.377-388, doi: 10.1108/08858621111144433
- Voelpel, S.C., Leibold, M., & Tekie, E.B. (2004), "The wheel of business model reinvention. How to reshape your business model to leapfrog competitors", *Journal of Change Management*, Vol. 4 (3), pp. 259–276.
- Wirtz, B. & Daiser, P. (2017) Business Model Innovation: An Integrative Conceptual Framework. *Journal of Business Models*, Vol 5 (1), pp. 14-34.
- Wirtz, B., Göttel, V. & Daiser, P. (2016) Business Model Innovation: Development, Concept and Future Research Directions, *Journal of Business Models*, Vol. 4 (1), pp. 1-28.
- Zalewska-Kurek, K., Kandemir, S., Englis, B.G., Danskin Englis, P. (2016) Development of Market-Driven Business Models in the IT Industry. How Firms Experiment with Their Business Models? *Journal of Business Models*, Vol. 4 (3), pp. 48-67.