



Workshop on “Leveraging Technological Change: The Role of Business Models and Ecosystems”

19 March 2014, IDEALondon

Organisation Committee

Prof. Pierre-Jean Benghozi, Prof. Thierry Rayna, Dr Elisa Salvador, Dr Ludmila Striukova

With the support of

- Chair Innovation and Regulation in Digital Services (École Polytechnique and Telecom ParisTech)
- Department of Management Science & Innovation (University College London)
- UCL Advances

Scope

Over the past few years, the concepts of business models and ecosystems have been increasingly used by practitioners and academics alike, in particular, for the latter, in the literature related to Internet Economy, Innovation Management, Complexity and Evolutionary Economics. The disruptive changes brought about by ICTs and the Internet have made these emerging concepts of critical importance in the Digital Economy.

Indeed, the Digital Economy is characterised by emerging ecosystems (e.g. Apple’s iTunes), as well as radical changes related to the articulation between innovation and regulation, digital services and infrastructures. The increased role of networks, the new forms of partnerships, Open Innovation, value chain transformations, industrial market reconfigurations, intellectual property rights (IPRs), are some of the crucial aspects of this revolution. Furthermore, in all industrial and economic sectors, the virtually unlimited number of dynamics that can be

supported by ICTs encourage a high variability of the market structure, value chain and monetisation. As a consequence, business models have become a new vector of innovation, with many different models coexisting and competing, in particular in the creative, cultural and information industries.

Consequently, it is worthwhile comparing the evolution of these sectors with more traditional fields, such as manufacturing for instance. A critical issue is the extent to which new innovation trajectories can or cannot be supported by ICTs, in particular, and by the digital economy, as a whole.

The aim of the workshop is, therefore, to identify and foster new approaches to the traditional question of relationships among stakeholders in various industrial sectors, and to investigate how the structure and level of integration of organisations within the business ecosystem enables firms to create value that they would not have been able to create alone. In particular, this is due to the role of new modes of governance, new ways of thinking cooperation and sharing of competences, and the role innovation in fueling and transforming traditional partnerships and creative processes.

Business models constitute a key element in these new environments. Yet, innovative business models go hand in hand with changing boundaries of the production process, restructuring the value chain, redesigning offering the customer relations, reorganisation of the market and the distribution channels through aggregative platforms. To a large extent, changing business model means, consequently, redefining the whole ecosystem.

Date and Venue

- 19 March 2014, 10am to 6.30pm
- IDEALondon, 69 Wilson St, London EC2A 2BB

Attendance and Registration

Attendance is free, but the number of places is limited. Please confirm your attendance by Friday 15 March by email (l.striukova@ucl.ac.uk).

List of Speakers

- Dr Julie Bastianutti (Lille 1 University)
- Prof. Pierre-Jean Benghozi (École Polytechnique, CNRS)
- Dr Dave Chapman (University College London)
- Dr Joe Cox (University of Portsmouth)
- Dr Myriam Davidovici (Telecom ParisTech)
- Prof. Jean-Michel Dalle (Université Pierre et Marie Curie, AGORANOV)
- Prof. John Darlington (Imperial College London)

- Dr Simon Ford (University of Cambridge)
- Dr Rémi Maniak (Telecom ParisTech)
- Dr Alastair Moore (University College London)
- Prof. Thierry Rayna (ESG Management School, Imperial College London)
- Dr Elisa Salvador (École Polytechnique)
- Dr Nicola Searle (Intellectual Property Office)
- Dr Ludmila Striukova (University College London)
- Dr David Wong (Big Innovation Centre)

Programme

09:30–10:00 **Welcome and Coffee**

10:00–10:15 **Opening:** Dr Dave Chapman, Vice Dean (Enterprise) of the Faculty of Engineering, UCL

10:15–10:45 **Keynote:** Prof. Pierre-Jean Benghozi, École Polytechnique, CNRS Research Director, Commissioner of ARCEP (French Telecom Regulation Authority), *“Business model to support innovation or innovation on Business Model: Some lessons from the creative industries”*

10:45–11:15 **Keynote:** Prof. Thierry Rayna, Chair of Digital Business, ESG Management School, *“Reality check: What digitisation means for business models and ecosystems”*

11:15–12:45 **Session 1: The Role of Business Models and Ecosystems**

Chair: Ludmila Striukova

- Nicola Searle (Intellectual Property Office) *“Changing Business Models in the Creative Industries”*
- Rémi Maniak (Telecom ParisTech) *“Making ecosystem deliver innovations: a cross-sector review”*
- David Wong (Big Innovation Centre) *“Competing in the New Normal: Intangible Drivers of Value Creation in the Digital Economy”*

12:45–13:45 Lunch + networking

13:45–15:15 **Session 2: Leveraging Technological change: Industry cases**

Chair: Jean-Michel Dalle

- Myriam Davidovici (Telecom ParisTech) *“40 years of innovation in the video game industry: main technological, user’s experience and economic challenges and learnings”*
- Simon Ford (University of Cambridge) *“Bit by Bit: Capturing the value from the digital fabrication revolution”*
- Elisa Salvador (École Polytechnique) *“Investment strategies in the value chain of the book publishing sector: how and where the R&D somehow matter in creative industries?”*

15:15–15:45 Coffee break + networking

15:45–17:15 **Session 3: The Rise of New Stakeholders**

Chair: Thierry Rayna

- John Darlington (Imperial College London) *“Consumer-side Internet Structures”*
- Julie Bastianutti (Lille 1 University) *“When information technologies enable charity for free: the case of search engines”*
- Joe Cox (University of Portsmouth) *“The VOLCROWE Project: Volunteer and Crowdsourcing Economics”*

17:15–18:00 **Roundtable: “Universities and Incubators: The role of stakeholders in business model innovation”**

Chair: Ludmila Striukova (University College London)

- Panel:
 - Jean Michel Dalle (UPMC/Agoranov)
 - Alastair Moore (UCL Advances)
 - Simcha Jong (University College London)
 - Elisa Salvador (École Polytechnique)

Opening by JM. Dalle

18:00–18:15 **Closing: What is next?** (PJ Benghozi and L Striukova)