

Digital transformation and BMs: what is new?

The digital transformation of society is going on for some decades now. Starting from the introduction of ICT in supply chains and developing alternative channels for interaction with customers as discussed in the early days of the Bled conference, the impact of digital technology has become more and more pervasive. Where in the past efficiency gains and effectiveness were core, now innovative use of ICT and continuous reinvention, is affecting every single element of the operating system of a business. Where in the past BMs could be analysed on a rather holistic level, with the invasiveness of digital technologies a detailed understanding of a BM is required. Sociotech design and innovation, combining deep knowledge on technologies, strategic choices, Business Models and implementation in networked enterprise architectures, is required. This leads to dilemma's, both in practice as in academia, related to for instance

- designing detailed business architecture versus agility (content),
- value creation via platforms or triadic BMs, cognitive design of BMs or on the fly tinkering with BMs (process),
- short life cycles of Business Models versus sustainable BMs (outcome),

or on a more operational, value sensitive level,

- how to handle the need for detailed knowledge on customers in data driven BMs versus guarantees for privacy based on BM making use of multi-party computation and deanonymization technologies (content),
- implementing BMs top-down or co-create BMs bottom up with customers and co-workers (process), or
- sustainable BM for sustainability versus short term economic value creation and capturing (outcome).

In this key note we will present some of these dilemma's as well as discuss insights gained based on a three year research project on Business Model Innovation by European SMEs.