IfM MANAGEMENT TECHNOLOGY POLICY

UNIVERSITY OF CAMBRIDGE

Strategic Technology and Innovation Management Programme 2017

The development of business models to anticipate disruptions

Letizia Mortara
lm367@cam.ac.uk

Serena Flammini
sf559@cam.ac.uk

Aims:

To understand the patterns in the way managers react to the idea of implementing business model changes in the light of a technological radical advance.

Methodology

"**Future prototyping**" approach[1]:

1. Placing managers in similar conditions, in front of a plausible future scenario
2. Asking them to develop a strategy for these scenarios through the use of Business Model Innovation management tools
3. Cross analysing the results.

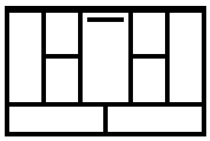
The chosen scenario

Additive Manufacturing technologies convert information from digital data, build three-dimensional objects stacking thin layers of materials.

Among the various possible benefits, these technologies might allow the production of individualised products at near mass production volumes **(mass customisation).** This means that the catering for the individual needs of a large number of customers becomes economically viable for firms in a range of sectors.

Progress

- Workshop approach developed



- Workshop tested with multi-company managers based on a case study organisation (kitchen appliance manufacturer)

- STIM companies engagement initiated (more engagement sought)
- Review of business model changes in new ventures penetrating food and bioprinting markets
- Project is continuing in 2018

Deliverables

The results will be used to develop **guidelines on how companies could reconfigure their business models** when facing a significant prospective technological change.

The focus on additive manufacturing and mass customisation will deliver **an overview of possible business models for digital manufacturing based on additive technologies**.

[1] Bell, Fletcher et al. 2013