

The development of business models to anticipate disruptions

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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” approach¹:

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.



PERSONALISATION

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

- Toolkit approach developed



- Toolkit tested with multi-company managers based on a case study organisation (kitchen appliance manufacturer) as well as in a STIM company
- STIM companies engagement initiated (more engagement sought) to test the process
- Review of business model changes in new ventures penetrating food and bioprinting markets
- Project is continuing in 2019

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