The 2015 International Workshop on Business Models

Business Model Innovation: Design, Process and Implementation

Co-Chairs:

Wei Wei, HSBC Business School, Peking University
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Raphael Amit, The Wharton School, University of Pennsylvania

Dates: December 11-13, 2015
Location: Tsinghua University, Beijing, China

The business model is increasingly recognized as a locus of innovation and a key driver of firm performance. Questions that concern both academics and practitioners include: (1) what are the key antecedents and design elements of business model innovation, (2) how to manage the process through which business models are innovated and, (3) how can new business models be implemented in organizations.

Workshop Objectives

The 2015 International Workshop on Business Models tackles these and other important questions through integrating academic perspectives with practitioners’ experiences. The International Workshop on Business Models was created in 2013 and aims to provide a platform for the fusion of insights from both research and practice. In particular, the platform is predicated on the belief that researchers and practitioners could mutually benefit from the exchange of ideas and insights. On the one hand, scholars bring a holistic view on business model issues and help practitioners in applying business model frameworks to tackle business issues. Practitioners, on the other hand, share their real-world stories and experiences, which enable scholars to crystalize and further develop business model frameworks.

Past Workshops and Speakers

We organized the workshop in 2013 (Shenzhen, China) and 2014 (Madrid, Spain). Both academic and industry participants found such a dialogue extremely informative and inspiring. Our past academic speakers include Raphael Amit (Wharton), Ramon Casadesus-Masanell (Harvard), Paul Hirsch (Northwestern U), Rahul Kapoor (Wharton), Marvin Lieberman (UCLA), Christopher Tucci (EPFL), Wei Wei (Peking U), Changqi Wu (Peking U), Wuxiang Zhu (Tsinghua U) and Christoph Zott (IESE). Our corporate speakers include executives from large and established multinationals headquartered in China, such as The Haier Group, Huawei Technologies Co. Ltd, Vanke Group and ZTE Corporation, as well as a number of entrepreneurial firms.

We invite you to join us for the 2015 International Workshop on Business Models. The draft agenda is attached and the preliminary logistic information is:

- Workshop Dates: December 11-13, 2015
- Location: Tsinghua University, Beijing, China
- Our guest speakers include:

  Raphael (“Raffi”) Amit: Prof. Amit is the Robert B. Goergen Professor of Entrepreneurship and a Professor of Management at the Wharton School. Prof. Amit founded and leads the Wharton Global Family Alliance (WGFA) and served as the Academic Director of Wharton Entrepreneurship which encompasses all of Wharton’s entrepreneurial programs. Prof. Amit’s current research and teaching interests center on family business management, governance, and finance, on venture capital and private equity investments, on entrepreneurship, on the design of business models and on business strategy. He has published extensively in leading academic journals and is frequently quoted in a broad range of practitioner outlets.

  Alfonso Gambardella: Prof. Gambardella is the full professor in the department of management and technology at Bocconi University. His research centers on strategy, innovation and management. Prof. Gambardella is the Co-Editor of Strategic Management Journal and the Chair-Elect of the Business Policy and Strategy Division of the US Academy of Management. He published on several international journals. Markets for Technology is his best known book.

  Edward Giesen: Mr. Giesen is the partner in IBM Global Business Services. He leads IBM’s Business practice across Europe, Middle East and Africa and IBM’s Strategy and Change practice in Belgium, Luxembourg and the Netherlands, and globally heads up the IBM Component Business Modelling community. With 15 years’ experience in advising senior clients, he has published extensively on the topic of business model innovation.

  Christoph (‘Chris’) Zott: Prof. Zott is professor in the Department of Entrepreneurship. His current research centers on resource management in entrepreneurial firms, including areas such as the design of business models; the acquisition and mobilization of resources through entrepreneurs’ symbolic management and affective influence actions; and the deployment of resources through dynamic capabilities. Prof. Zott has published extensively on these topics and also a member of the editorial boards in many leading academic journals.

Please register for the conference online at http://www.phbs.pku.edu.cn/bm2015/

Updates and additional logistical details for registered participants will be forthcoming.

We look forward to seeing you in Beijing,

Organizing Committee
2015 International Workshop on Business Models
July 23, 2015
## The 2015 International Workshop on Business Models Agenda

### December 11

**Morning:** 9:00 AM – 12:00PM  
**Session A: Business Model Innovation: The Antecedents and Design**  
This session focuses on uncovering the antecedents and design elements of business models. In particular, it addresses questions such as:  
- What are the antecedents and design elements of an innovative business model?  
- How and in what contexts could business model theory be applied in tackling business issues?  
**Format:** A presenter makes a 15-min opening introduction to motivate the session. Each corporate presenter makes a presentation on the application of the business model framework in their company. The presentation will be followed by a roundtable discussion with the audience.

### December 12

**Afternoon:** 1:30PM – 5:30PM  
**Pre-workshop Session: Business Model Research: Where are we and where are we headed?**  
This session focuses on reviewing and discussing the theoretical and methodological developments in business model research. The session will address questions such as:  
- What are the theoretical foundations of business models?  
- What are the methods that can be used in studying business models?  
- What are the opportunities and challenges of conducting business model research?  
**Format:** Each panelist makes a 30-min presentation. The presentations will be followed by a roundtable discussion with the audience.

**Lunch:** 12:00PM – 2:00PM

**Session B: Business Model Innovation: The Processes and Dynamics**  
This session focuses on the managerial processes and on the dynamic capabilities through which business model innovation could be achieved. In particular, it addresses questions such as:  
- What are the managerial processes by which an innovative business model could be crafted?  
- What are the dynamic capabilities that facilitate business model innovation?  
**Format:** A presenter makes a 15-min opening introduction to motivate the session. Each corporate presenter makes a presentation on the application of business model framework in their company. The presentation will be followed by a roundtable discussion with the audience.

### December 13

**Morning:** 9:00 AM – 12:00PM  
**Session C: Business Model Innovation: The Implementation Challenges**  
This session focuses on addressing the leadership and organizational challenges in business model innovation. In particular, it addresses questions such as:  
- What are the leadership and organizational challenges in business model innovation?  
- How could these challenges be overcome?  
**Format:** A presenter makes a 15-min opening introduction to motivate the session. Each corporate presenter makes a presentation on the application of business model framework in their company. The presentation will be followed by a roundtable discussion with the audience.

**Lunch:** 12:00PM – 2:00PM

**Evening:** 7:00PM-9:00PM

**Welcome Reception**  
Location: TBD

**Social Event**  
Location: TBD