

## **Workshop**

### ***Renovating Business Values and Innovating Business Models for Networked Enterprises in the Future Internet***

#### ***Co-Chairs***

**Man-Sze Li**, Director

IC Focus, UK

**Peter Lindgren**, Associated Professor

Aalborg University, Denmark

#### ***Presenters***

**Jasper Lentjes**, Business Innovation Manager

Vlastuin Group, The Netherlands

**Henk de Man**, Research Director

Cordys, The Netherlands

**Andrew Hinchley**, Senior Researcher

IC Focus, UK

#### **Workshop Outline**

European research on the Future Internet, notably research in the Future Internet Enterprise Systems (FInES) domain<sup>1</sup>, indicates that future business ecosystems will not be an extended version of today's networked enterprises. Future businesses will operate in a universal business ecosystem in which ICT will become a context for business operation spanning the whole cycle of value from creation to consumption, encompassing both people and things, and seamlessly merging the physical world with the virtual world for the exchange of many different forms of information and the transaction of different types of value. The marketplaces are likely to be radically different from those of today; the rules of engagement will be transformed to accommodate new business entities, relationships and networks; knowledge will almost

---

<sup>1</sup> [http://cordis.europa.eu/fp7/ict/enet/ei\\_en.html](http://cordis.europa.eu/fp7/ict/enet/ei_en.html) and <http://www.fines-cluster.eu>

certainly emerge as the premium asset and commanding currency; business models will need to be even more innovative to encompass both competition and collaboration, requiring innovation to business models and the approach to business modelling.

Discussions of enterprise issues in the Future Internet Assembly (FIA) so far support the above perspective<sup>2</sup>. Specifically, the Future Internet gives Europe a significant opportunity to maximise value for businesses. However, there has been a wide spectrum of views on the kinds of business values and business models which would be promising for European businesses and how FI technologies could support and enable them. The general view is that combinations of FI technologies are needed to deliver value. Developments in the Internet of Services and Internet of Things however also suggest that specific technologies and technological approaches may hold especial promises for transitioning networked enterprises to the Clouds on a wide scale, potentially by exploiting a new “Sensing Enterprise” paradigm<sup>3</sup>.

The objective of the workshop is to share, explore, and debate with the audience some of the latest thinking emerging from networked enterprise research in the Future Internet context, with a specific focus on business values, business models, and their (potential) application in an industrial setting with referenced cases. Specific issues to be explored and discussed will include:

- (New) business values and value cycle from creation to distribution to consumption
- Model and methods for networked business value delivery
- Open business model innovation based on networks, and models for network-based open business model innovation
- Innovation leadership
- Demonstration of applying the above concepts, methods and tools for a virtual factory network and manufacturing in general
- Future Internet capabilities, common resources and service utilities to support and power the Universal Business Ecosystem.

The workshop will comprise position statements, presentations, structured dialogues among all participants and interactive discussions. A significant amount of time will be allocated to open floor discussion under specific themes, interactively engaging with the audience. The organisers are additionally considering real time prototyping of a business model using a building block approach together with the audience.

The workshop is proposed to have a half-day duration.

The organisation of this workshop is supported and facilitated by the FP7 ICT NEFFICS Project ([www.neffics.eu](http://www.neffics.eu)) within the European Commission DG INFSO FInES Cluster.

---

<sup>2</sup> <http://services.future-internet.eu/index.php/Enterprises>

<sup>3</sup> IoT Conference @ Poznan, Panel on The Sensing Enterprise, Proceedings, 2011 [http://www.week.fi-poznan.eu/online/?view=session&session\\_id=213](http://www.week.fi-poznan.eu/online/?view=session&session_id=213)