

Business Systems



Book Series

**SIXTH
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2019**

BORDERS WITHOUT BORDERS:

Systemic frameworks and their applications for sustainable well-being in the global era



BOOK OF ABSTRACTS



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BORDERS WITHOUT BORDERS::

Systemic frameworks and their applications
for sustainable well-being in the global era

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The book series "Business Systems" publishes research and essays, coming from the scientific and consulting activity of the members of the nonprofit scientific organization Business Systems Laboratory (Italy) as well as from invited well-known scientists in the business systems field.

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The symposium is thought to create a friendly atmosphere among senior scholars, PhD students, researchers and business practitioners.

In particular, the Symposium 2019 focuses on the epistemological, theoretical, methodological, technical and practical contributions that can represent advancements in systemic frameworks and their applications for sustainable well-being in the global era.

While focusing on the Systemic perspective the Symposium is also open to all the scientific approaches in order to foster constructive debates and confrontations to create new perspective of research and practice in the field of business.

TABLE OF CONTENTS

ADVANCEMENTS IN SYSTEMIC THEORIES	
<i>Interactions and conversations in high complexity human activity systems: An Enactive Management Approach.</i> Osvaldo García de la Cerda, Renato Orellana Muermann, César Bossa Gutiérrez.	Ab.1
<i>Digital transformation of management and organisation theory. A systems-theoretical proposal.</i> Steffen Roth.	Ab.2
<i>Cognitive meta-autopoiesis in Complex AI - Massimo Magno, Marco Magno</i>	Ab.3
<i>Crisis in systems thinking - Janos Korn</i>	Ab.4
<i>Boundary Critique and Semi Permeability in Dynamic Organizations- John Vodonick</i>	Ab.5
BUSINESS ECOSYSTEMS	
<i>Digital Ecosystem and Social Inclusion of Entrepreneurship and Businesses. Toward the Social Inclusive Digital Society - Olga Tikhomirova and Sergey Galitskii</i>	Ab. 6
<i>Sustainable Urban Innovations: Digital Co-Creation in European Living Labs - Aelita Skaržauskienė, Monika Mačiulienė and Gintarė Paražinskaitė</i>	Ab.7
<i>Analysis of virtual currency systems: drawbacks and solution proposals for improving business confidence - Mario Morales-Morales, Higinio Mora, Francisco A. Pujol-López and Rafael Mollá-Sirvent</i>	Ab.8
<i>A framework to address the impact of people's behavior in the dissemination of information through mobile social networks - Maria Teresa Signes-Pont, Higinio Mora-Mora, Rafael Mollá-Sirvent,; Antonio Cortés-Castillo</i>	Ab.9
<i>Platform Business Ecosystems - Sergey Yablonsky</i>	Ab.10
LEADERSHIP AND SYSTEMIC INNOVATION	
<i>Tear Down these Walls: Towards a Decentralizing Knowledge Management Revolution,</i> Ulrich Schmitt	Ab.11
<i>Conceptual framework on the transformation of smart factory jobs profile – from skilled to smart worker - Andrej Jerman and Maja Meško</i>	Ab.12
<i>The cross-border defiance. Seizing leadership between global mindsets and psychological proximity - Vlad-Andrei Alexandr; Elena-Mădălina Vătămănescu</i>	Ab.13
<i>Transformational leadership, innovative work behavior and the mediating effect of affective wellbeing and psychological empowerment - Florina Pinzaru, Alexandra Zbucea and Dan Stănescu</i>	Ab.14
<i>Digital borders and echo chambers: the divisiveness of social platforms in diffusing innovative ideas - Alina Bârgăoanu, Flavia Durach, Loredana Radu Camelia Cîrstea and Mirela Pirvan</i>	Ab.15
KNOWLEDGE MANAGEMENT SYSTEMS	
<i>Knowledge dynamics: A thermodynamics perspective- Constantin Bratianu, Ruxandra Bejinaru</i>	Ab.16
<i>Knowledge Management approaches of small and medium-sized firms: a cluster analysis of KIBS companies - Vlad-Andrei Alexandru, Ettore Bolisani, Marco Paiola, Enrico Scarso, Juan Gabriel Cegarra Navarro, Aurora Martinez-Martinez, Andreia Gabriela Andrei, Alexandru Ioan Cuza, Elena-Madalina Vatamanescu</i>	Ab.17
<i>Challenges of knowledge management systems in the digital era: the Millennials' perspective - Florina Pinzaru, Alexandra Zbucea, Alina Bârgăoanu, Jacek Wozniak</i>	Ab.18
<i>Knowledge management strategies in NGOs – organizational sustainability, cross-border cooperation and social well-being - Alexandra Zbucea, Loredana Ivan, Florina Pinzaru, Sotiris Petropoulos</i>	Ab.19
<i>On the spread of misinformation through online media: a knowledge management</i>	Ab.20

<i>approach</i> - Andreia Gabriela Andrei, Adriana Zait, Vlad-Andrei Alexandru	
<i>Correlating intellectual capital and SMEs internationalization. A systematic literature review</i> - Elena-Madalina Vatamanescu, ElenaAlexandra Gorgos, Vlad-Andrei Alexandru	Ab.21
SUSTAINABLE DEVELOPMENT	
<i>Biocybernetic Approach for Sustainable Developments</i> - Gabriele Harrer-Puchner	Ab.22
<i>Corporate Social Innovation in the Supply Chain: the effects of local and business pressures</i> - Gianpaolo Basile, Andrea Mazzitelli, Mario Tani	Ab.23
<i>Coming to the term of sustainability in complex European smart cities.</i> Maja Meško, Mirjana Pejic Bach, Vasja Roblek	Ab.24
<i>Attracting skilled and affordable talent for sustainable well-being in the global era: analysis of cultural heritage perception</i> - Judita Peterlin, Maja Meško, Vlado Dimovski, Vasja Roblek	Ab.25
TOURISM AND SMART LAND	
<i>A network analysis to evaluate tourist systems</i> - Miguel Lloret-Climent, Josué Antonio Nescolarde-Selva and Kristian Alonso-Stenberg	Ab.26
<i>The contribution to the sustainability of hotel chains: non-financial report Analysis,</i> Elena Querci	Ab.27
<i>Reconsidering the tourism development in the Italian Alps: the dilemma between traditional models of development and more sustainable one</i> - Paola Ossola, Patrizia Gazzola, Enrica Pavione, Daniele Grechi	Ab.28
<i>Rediscovering cities living for sustainability</i> - Mauro Romanelli	Ab.29
<i>Tourism as form of personal liberty and general communication</i> - Alina Paranina, Roman Paranin, Alexey Grigoryev	Ab.30
<i>Smart Land: towards intelligent and resilient territories to enhance sustainable tourism development</i> - Patrizia Gazzola and Roberta Pezzetti	Ab.31
EDUCATIONAL SYSTEMS	
<i>Assessing Student Learning Gain and Confidence Gain in Higher Education: removing the borders between teaching practice, teaching evaluation and quality assurance</i> - Fabio R. Aricò	Ab.32
<i>Integrated Reporting and Risk Disclosures in South African Public Higher Education Institutions</i> - Cornelia Crous	Ab.33
<i>Taking social network analysis one step further: determining employees' loyalty by informal knowledge sharing networks in college</i> - Elena Veretennik, Aino Kianto	Ab.34
<i>The students' attitude toward knowledge and the future of work</i> - Valeriu Frunzaru	Ab.35
<i>Exploring the possibilities of reducing the education gaps in Romania by improving teachers' motivation</i> - Diana-Maria Cismaru	Ab.36
<i>Knowledge Triangle: Innovation Policy Approach to Strengthen National Competitiveness</i> - Eka Sepashvili	Ab.37
<i>University-Business cooperation - One of the way for IT innovative development of HEIs.</i> - Rusudan Seturidze	Ab.38
SYSTEM DYNAMICS	
<i>Obstacles to the Perception of System Dynamics. The Aid of Systems Thinking</i> - Piero Mella and Adalberto Rangone	Ab.39
<i>"Travelling" in space and time: using System Dynamics models to explore intra- and inter-organization value creation dynamics</i> - Federico Barnabè	Ab.40
<i>MEDEAS-World model calibration for the study of the energy transition</i> -Gianluca Martelloni, Francesca DiPatti, Ilaria Perissi, Sara Falsini and Ugo Bardi	Ab.41
<i>Smart Material Planning Optimization Problem Analysis - Applying the System Dynamic Approach</i> - Rich C. Lee, Hui-Yi Fan, Man-Ser Jan	Ab.42
<i>Supporting the development of an Enterprise Architecture with System Dynamics: the Once Only Principle Business Case</i> - Giovanni Paolo Sellitto	Ab.43
<i>Why the Bottom-Up Approach Fails with the Challenges Facing Humankind. A System Dynamics Model Study of the Diffusion of Memes in the World Wide Web</i> - Sara Falsini, Ilaria Perissi and Ugo Bardi	Ab.44
<i>Impact assessment of dematerialization inside organizations through System Dynamics modelling</i> - Stefano Armenia, Carlo Medaglia, Fabio Nonino and Alessandro Pompei	Ab.45

ECONOMIC AND FINANCIAL SYSTEMS	
<i>Ethical commitment and firms' risk: exploring the risk-return trade off from S&P 500 index</i> - Mauro Sciarelli, Mario Tani and Giovanni Landi	Ab.46
<i>Measuring and Forecasting Financial Advisory Demand using a Hybrid ETS-ANN Model</i> Carlo Drago, Elisabetta Massa	Ab.47
<i>Monetary policy's crypto currency challenge: the case of Georgia</i> - Eka Lekashvili and Lela Mamaladze	Ab.48
<i>A Bibliometric Analysis of the Investor Shareholder Activism.</i> - Carlo Drago, Valentina Agizza	Ab.49
<i>Neural network approach to risk assessment in socio-economic systems.</i> - Yulia Sleptsova, Roman Kachalov and Yan Shoki	Ab.50
MARKET-ING SYSTEMS	
<i>Digital Marketing - a Modern Technological Tool for Gaining Competitive Advantages in Global Markets</i> - Tamar Mermanishvili	Ab.51
<i>Global experience of Bio product Market and Its challenges in Georgia in the Context of Sustainable well-Being</i> - Eter Kharaishvili, Tamar Lazariashvili and Ia Natsvlshvili	Ab.52
<i>Agro Tourism for Economic Development of Related Sectors and Sustainable Well-being (Case of Georgia)</i> - Eter Kharaishvili, Tamar Lazariashvili and Ia Natsvlshvili	Ab.53
CORPORATE REPORTING SYSTEMS	
<i>Accounting and Economic Calculation Logic to Determine Corporate Results</i> - Piero Mella, Patrizia Gazzola	Ab.54
<i>Social Economy Sector and Voluntary disclosure: the potential role of social reporting in the decision making process of cooperatives</i> - FabioDe Matteis and Daniela Preite	Ab.55
POSTER SESSION	
<i>Innovative Approaches in Higher Education System</i> - Irina Gogorishvili, Ineza Gagnidze and Nino Papachashvili	Ab.56
<i>State Economic Policy for Regulating Digital Economy in Small Countries.</i> Irina Gogorishvili	Ab.57
<i>Factors Conditioning the Growth of Outsourcing Role in Contemporary Economics</i> - Zeinab Surmanidze and Murman Tsetskhladze	Ab.58
<i>Motivational Aspects of Potential Emigration of Students and Youth within the Next 5 years (2018-2023)</i> - Ketevan Tchanidze, Vladimer Sulaberidze and Nino Gomelauri	Ab.59
<i>The Main Challenges of Higher Education System Management in Georgia</i> - Nino Paresashvili and Nanuli Okruashvili	Ab.60
<i>Effectiveness of an Entrepreneurial Universities and Spin-offs: Experiences and Challenges</i> - Ineza Gagnidze and Gandolfo Dominici	Ab.61
<i>Regional Development Inequalities in Georgia and Ways of its Solutions</i> - Nanuli Okruashvili and Nino Paresashvili	Ab.62

Ab.10

Platform Business Ecosystems

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ABSTRACT

Business ecosystems continue to advance, becoming the basis of innovative business models. In a digital business ecosystem main economic agents (humans, business and smart things/smart machines) can play any combination of roles, such as customer, partner, supplier, employee or competitor. The systems that support digital businesses require transformation to maximize the economic value of network connections. It forces a shift to platforms and ecosystems collaborative by nature, by applying business models with multiple actors playing multiple roles.

Enterprises that leverage the power of platform business models have grown dramatically in size and scale over the past decade. The rise of platforms as new organizational form is now active in North America, Europe, Asia, Africa and Latin America (Evans, Gawer, 2016). No longer the sole domain of social media, travel, books or music, platform business models have made inroads into transportation, banking and even healthcare and energy (Evans, Gawer, 2016; Yablonsky, 2018-1).

Definition (Teece, 2012).

A business ecosystem contains a number of firms and other institutions that work together to create and sustain new markets and new products. The coevolution of the system is typically reliant on the technological leadership of one or two firms that provide a platform around which other system members, providing inputs and complementary goods, align their investments and strategies.

Business ecosystems consist of organizations and customers working together to create and sustain markets, products and services. The co-evolution of the ecosystem is typically reliant on the technological leadership of one or two firms that provide a platform around, which other system members that provide inputs and complementary goods align their investments and strategies with.

Platform organizations exist in a "business ecosystem" — the network of other organizations that interacts to create shared value (Tiwana, 2014). Teece (2017) mentions that today the concept of "industry" as a group of firms performing similar activities and competing or cooperating with each other is less and less aligned with the way firms think about themselves. In the digital economy, continues Teece (2017), firms see their role less in industries and more in business ecosystems. The platform business ecosystem needs to accommodate new technologies easily as dynamic business capabilities arise.

Our research was motivated by the observation that various descriptions of digital platforms implement the concept of a platform business model on similar core concepts with distinct features. Having a common language in turn makes it easier to visualize digital platforms using a common set of representation techniques. Thus, the purpose of the paper is to analyze different types of ecosystems, clarify the place of ecosystem layer in the platform business model and digital platform stack (Yablonsky, 2018-2), discuss the relationship of different platform stack layers with platform ecosystem(s), present several taxonomy-like ecosystem frameworks for ecosystem typology and analysis, and illustrate how the platform innovative ecosystems can be complemented by the real instances in the global and emerging markets. To achieve the purpose, we first examine several major perspectives from which platform ecosystems have been argued so far and clarify our research position in platform business model science.

For platform business ecosystem we propose a model of value co-creation and value orchestration process, and, then, to argue value orchestration management strategies in terms of them, by referring to recent typical businesses. Finally we propose strategies for integrating firms in platform business ecosystems.

As a first step in platform transformation, companies should align the organization's strategic thinking to the platform concept through an internal digital platform, because the platform shapes the organization's reasoning around the concept of platforms. It will help employees to share best practices across business units, leverage competencies including operational and strategic innovation, achieve rapid prototyping, bring new business capabilities to market more quickly, and coordinate the business ecosystem.

To succeed, organizations must design creative platform business models with related multi-ecosystems design, and create the underpinning operating model. The shift to the business ecosystem is not just another project; it requires a business transformation approach.

At this stage, there are three broad categories of ecosystem types:

- Linear value chain ecosystem orchestrates and optimizes the organization's value chain. It is a particular favorite type when multiple partners are involved in a complex value chain.
- Platform-led ecosystem mediates the business ecosystem using a platform. One of four styles emerges, depending on the focus of the business ecosystem.
- Decentralized ecosystem is the business ecosystem itself, which defines and mediates the transactions among partners. Cryptocurrencies, such as Bitcoin, are well-known case of decentralized ecosystem.

These ecosystem types have resulted in different types of business models. In the value chain, the business ecosystem opened up the reach and range of value. The business ecosystem provides access to a wider range of partners with complementary capabilities, and the ability to create and coordinate these highly complex, demand-driven supply networks. Each of the three ecosystem types has created its own business model opportunities. These opportunities require a change in perspective, away from a traditional, input/output process to a dynamic ecosystem perspective.

For many organizations, shifting away from value-chain-based business models into the business ecosystem is a big jump. Many organizations have found out that digital innovation is actually not as easy as they had expected. As a result, executives and digital leaders need insight into ecosystem areas. Organizations must develop new ways to model and assess business ecosystems. The enterprise needs to shape its digital business ecosystem to fit the particular needs

of the business. As enterprise reaches out into the business ecosystem, the business models should fit the strategy, style and focus of organization. Otherwise, it will be difficult to get the support and resources needed to pursue the opportunity. For many organizations, platform-based business models are the most appealing, and many successful business models are based on platforms.

The possibilities for creating new, business-ecosystem-based business models are almost endless. So it's helpful to have a small number of good examples to get you thinking. In this research, we present eight examples of business models that leverage the business ecosystem. Four of them are based on collaboration and open innovation, and four are based on a platform. As the examples show, it's possible to begin your journey into business ecosystems simply and with low risk.

For most, this will involve creating new modeling approaches, perhaps including simulation and bringing together multiple perspectives to gain a deeper insight. Platform strategy becomes extremely complex as firms consider dynamic interactions of a multi-layered business ecosystem (Teece, 2012). Designing and assessing an ecosystem business model is now an essential activity for organizations. It will require the creativity to imagine these new business models, as well as the analytical skill to assess the opportunity and viability. This must be combined with the ability to execute these business models by designing and delivering the underlying operating models. This is highly complex in its own right, and will require the right technologies and architecture, people with the right skills and competencies, and a business-transformation-based approach.

The research results are based on the cases from Global and Russian platform ecosystems.

Keywords: *platform, ecosystem, business model, digital transformation.*

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