

## **Keynote Speech 2**

### **The Power of Business Model Innovation: Insights from Research for Impact**

*Professor Oliver Gassmann*  
University of St. Gallen, Switzerland.

#### **Abstract**

In an era where technological advancements alone are no longer sufficient for sustained success, business model innovation has emerged as a critical factor in achieving long-term competitiveness and growth. This keynote draws on the research work of "Business Model Navigator" to highlight the transformative potential of rethinking traditional business models. The Business Model Navigator identifies 66 patterns that have shaped the success of companies across various industries. These patterns offer a powerful framework for understanding how businesses can innovate beyond their products or services, reconfiguring the way they create, deliver, and capture value. By focusing on business model innovation, companies can not only respond to disruptive forces but also anticipate market shifts and secure a strategic advantage. This keynote emphasizes the growing importance of innovation at the business model level, exploring how organizations can harness the power of these patterns to drive future growth. By leveraging business model innovation, businesses can unlock new opportunities for value creation in an increasingly complex and competitive landscape. The session is designed to inspire business leaders, entrepreneurs, and innovators to recognize the untapped potential in their business models and explore new pathways to success in a dynamic market environment.”