

SMS 38th Annual Conference



Paris  
September 22-25, 2018

# Strategies in the Era of De-Globalization

## CONFERENCE PROGRAM



SESSION 955

**ECOSYSTEMS IN THE AUTOMOTIVE INDUSTRY**

**TRACK PLENARY**

**Date** Tuesday, Sep 25

**Time** 09:30 – 10:30

**Plenary Panel**

**Room** Auditorium

**Session Leader**

Michael G. Jacobides, *London Business School*

**Panelists**

Laurent Kocher, *Keolis*

Jörg Lamparter, *Daimler Financial Services AG*

Nikolaus Lang, *Boston Consulting Group*

Arwen Smit, *DOVU*

One of the sectors which has most been transformed in the past few years is mobility. After a long period of stability, with clear industry boundaries and a clear separation between the segments in the mobility sector, new technologies, changing customer expectations and resulting in new business models, as well as the evolution of societal needs, have led to new ecosystem structures which are redefining the competitive landscape. There is a plethora of ambitious start-ups or firms invading from other industries, and investors heavily betting on these ecosystems. Existing players engage in far-reaching changes, creating webs of partnerships and investments, to completely redefine their value proposition and business model. During the session, a set of mobility experts with diverse backgrounds will share their views on what is driving this strategic transformation, examine the strategic implications of these changes for the different players, and discuss how private and public sector need to work together to create sustainable mobility ecosystems. These ecosystems have not only the power to drive corporate success but also the ability to tackle major societal problems such as congestion, pollution and global warming. Through discussion of cutting-edge practices and ideas we aim to shed light not only on this sector, but also on the ways in which strategymaking needs to change to adjust to disruption, sectoral transformation and ecosystem emergence in the economy overall.



**MICHAEL JACOBIDES** holds the Sir Donald Gordon Chair of Entrepreneurship & Innovation at the London Business School, where he is Associate Professor of Strategy. He has held visiting appointments at Wharton, Harvard Business School, NYU-Stern, has visited Bocconi, U. of Paris and Singapore Management University, and teaches in Columbia for the LBS/ Columbia EMBA-Global. He has served on the Global Agenda Council of the World Economic

Forum on the Financial System and the Future of Investments, and is a Visiting Scholar with the New York Fed, focusing on changing business models in Financial Services. He studied in Athens, Cambridge, Stanford and Wharton, where he obtained his PhD.



**LAURENT KOCHER** is Executive Vice President of New Mobility, Digital, and Strategy at Keolis. His previous positions include General Manager France at Atos Group, director of Business Customers at France Télécom-Orange Business Services, and various senior position at IBM. He has more than 20 years of experience in the services sector. Laurent Kocher is a graduate of Ecole Polytechnique (1986–1989).



**JÖRG LAMPARTER** is Head of Mobility Services at Daimler Financial Services AG since 2017. He oversees the brands car2go, moovel, and mytaxi, along with managing Daimler's partnerships with Blacklane and FlixBus. Prior to that, Jörg Lamparter served as the Chief Executive Officer of moovel Group. He was responsible for developing and marketing the moovel mobility app, as well as managing the U.S. subsidiaries of moovel Group GmbH, RideScout and GlobeSherpa. Jörg Lamparter graduated from the University of Stuttgart with a degree in technical business administration (1992–1996).



**NIKOLAUS LANG** is the global leader of The Boston Consulting Group's Global Advantage practice. He is also the firm's topic leader for mobility, connectivity, and self-driving vehicles; a core member of the firm's Industrial Goods and Automotive practices; and a BCG Fellow whose research is focused on "collaboration in the digital age." For the past five years, Nikolaus has been leading BCG's collaboration with the World Economic Forum on connected,

autonomous, and urban mobility. In addition, he coleads BCG's Center for Digital in Automotive, which helps mobilityrelated companies and institutions build new businesses and prepare them for the digital age. Nikolaus has spent ten years in Asia and has worked in most of the world's emerging markets. He strongly believes that globalization without localization cannot succeed. Before joining BCG, Nikolaus worked in the corporate strategy department of the Austrian trading firm Bank Austria Handelsholding.



**ARWEN SMIT** is the Co-founder and CMO of DOVU, a blockchain-powered market for transport data. She co-founded DOVU after working as entrepreneur-in-residence at InMotion, the accelerator of Jaguar Land Rover. Active in the technology scene in Europe, Arwen Smit has worked on the business side of established and growing technology companies in various roles, including at Facebook and Google. Arwen Smit has a BSc from Rotterdam

School of Management (2010–2013) and an MSc from Stockholm School of Economics (2013–2015).

10:30 – 11:00

**COFFEE BREAK (SPONSORED BY ESSEC BUSINESS SCHOOL)**

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The Strategic Management Society (SMS) is unique in bringing together the worlds of reflective practice and thoughtful scholarship.

The Society consists of over 3,000 members representing over 80 different countries. Membership, composed of academics, business practitioners, and consultants, focuses its attention on the development and dissemination of insights on the strategic management process, as well as fostering contacts and interchange around the world.

The *Strategic Management Journal* (SMJ), published by John Wiley & Sons, is a Class A journal and leading scholarly publication in the field of Strategic Management. The SMJ is consistently rated one of the top publications in the management area. In 2007 the SMS launched the *Strategic Entrepreneurship Journal* (SEJ) and in 2010 the *Global Strategy Journal* (GSJ). The intent is for these quarterly publications to promote the development and dissemination of advances in the field by maintaining the highest standards of intellectual thought combined with practical relevance, just as their sister publication SMJ has done for many years.



SMS Executive Office • Rice Building, Suite 215 • 815 W Van Buren Street • Chicago IL 60607-3567 USA  
Phone +1 312 492 6224 • [sms@strategicmanagement.net](mailto:sms@strategicmanagement.net) • [www.strategicmanagement.net](http://www.strategicmanagement.net)

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