



DEMOCRITUS  
UNIVERSITY  
OF THRACE

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**DEPARTMENT OF ECONOMICS**

<https://econ.duth.gr/en/the-department/>



## ***Business Ecosystem in Supply Chain Changes and Prospects***



**October 12<sup>th</sup>, 2021**



## Key definitions

- the term *ecosystem* occurs 20 times more frequently now than it did a decade ago.  
*But like any buzzword, it's often overapplied.*
- the term has been used to refer to everything from
  - a country ("China is the second strongest ecosystem...")
  - a support function ("the HR ecosystem"),
  - a portfolio of products ("the xCompany ecosystem is made up of 5 products"),
  - a bundle of services intended to make people happy ("a happiness ecosystem")
  - even to a faction of services delivered to a specific spatial area (FAU ecosystem)
- Behind this semantic overstretch, however, lies a substantive *new* phenomenon:
  - the rise of dynamic, multicompany systems as a new way **of organizing economic activity**.
  - 7 of the world's 10 largest companies, all using technology to disrupt not only their sectors but broad swaths of the economy, **now depend on such systems**, and ecosystems thinking is more prominent in faster-growing companies across the S&P500 (e.g. google, amazon, etc).
- Ecosystems are attractive partly because of the new possibilities they create for products and services spanning traditional boundaries
  - often using digital platforms, APIs, internet of things technology, and new tools for data gathering and analysis.

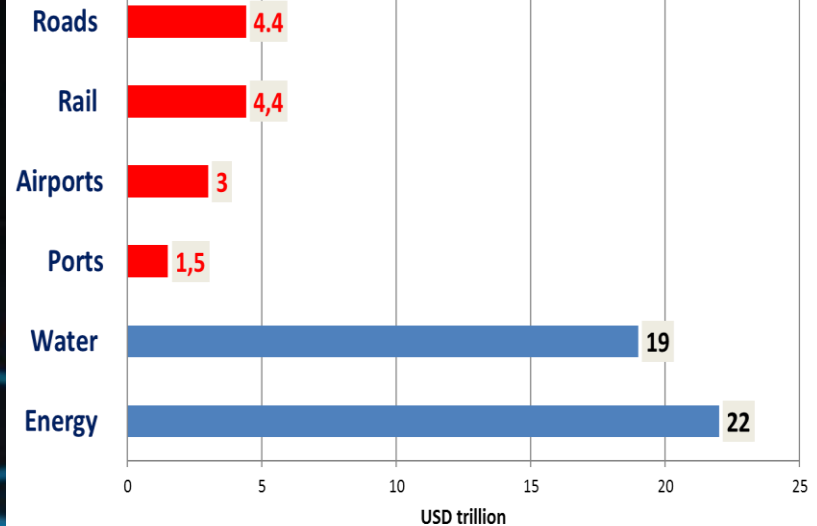
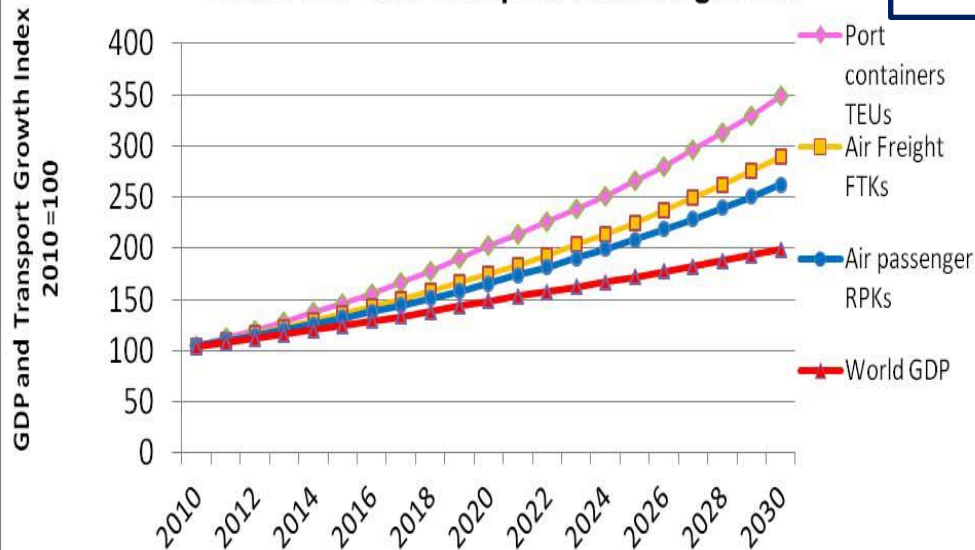


# Demand drivers

World GDP and transport demand growth

OECD, 2015

World Infrastructure investment needs to 2030, in USD trillion



Dimitriou; Economist, 2018  
Dimitriou, OECD, 2017  
Dimitriou, ICAO 2017  
Dimitriou, ACI 2016



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# Transport sector key business planning variables

Dimitriou, UNECE; 2018

Dimitriou et al.2017, IJESRT, 6(1)

## ➤ Strategy

- New market development
- Regulation / protection vs deregulation
- Funding – capitals leverage
- Socioeconomic impact

Dimitriou et al., 2018; Transportation proceedia, Elsevier

## ➤ Planning

- New business (routes, destinations, etc)
- Business viability (risk sharing, incentives)
- Intellectual property (new business)
- Benefits return to society (CSR)

Dimitriou, 2016; Infrastructure Governance, OECD

Dimitriou, 2017; GACS II, ICAO, Athens

## ➤ Competitiveness

- Regulatory framework
- Monitoring/Review performance
- Analysis of the competition
- Provide information to users/market

Dimitriou, 2017; Mobility as a service, UNECE, Geneva

Dimitriou, 2017; NGAP, ICAO, Canada

Dimitriou, 2018; New Skills, Economist, Athens

## ➤ Innovation

- New Products - services
- IT – ITS – SMART Business
- Artificial Intelligence – machine learning
- Research (SU)



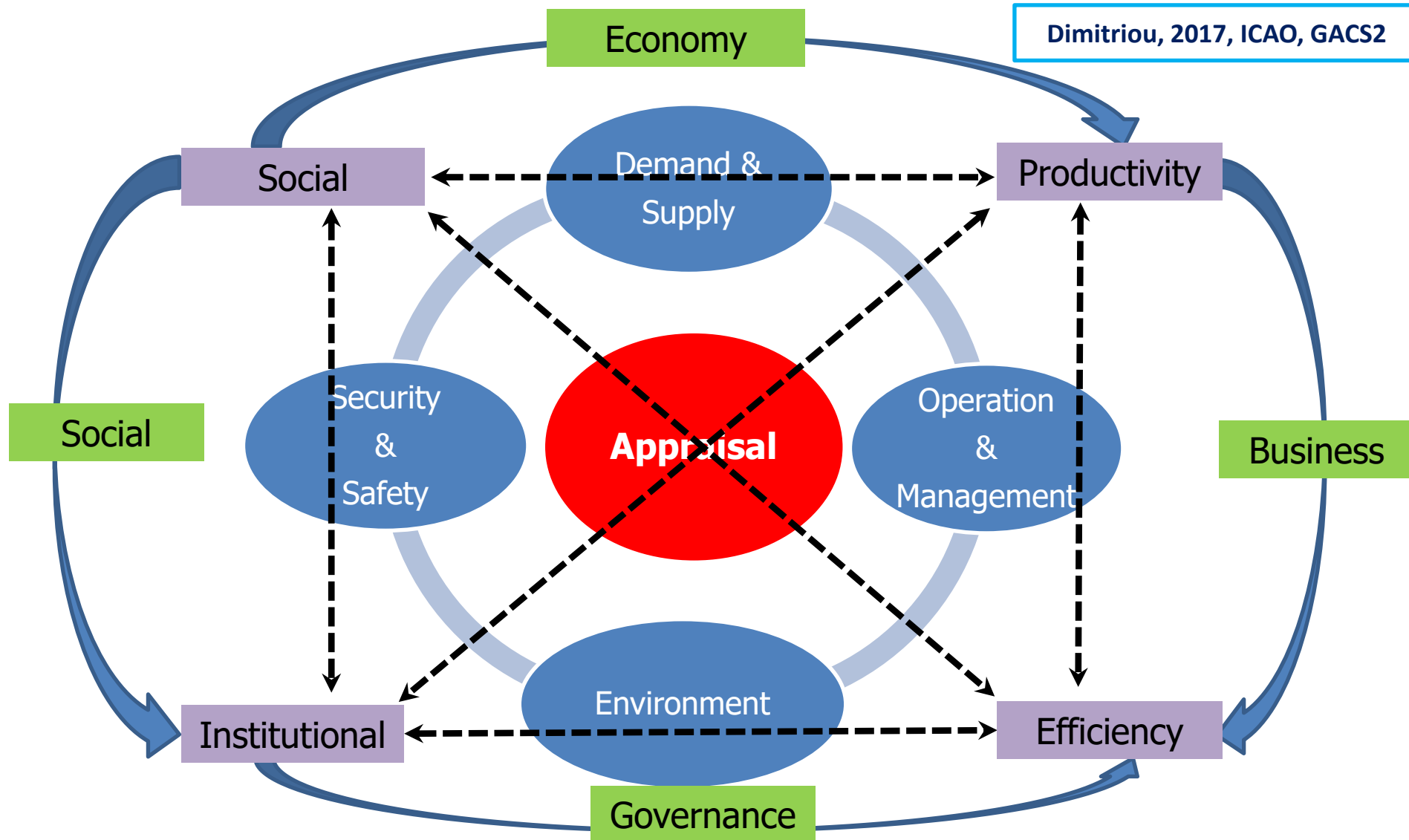
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# Performance Appraisal and Decision Making in Transportation

Dimitriou, 2017, ICAO, GACS2



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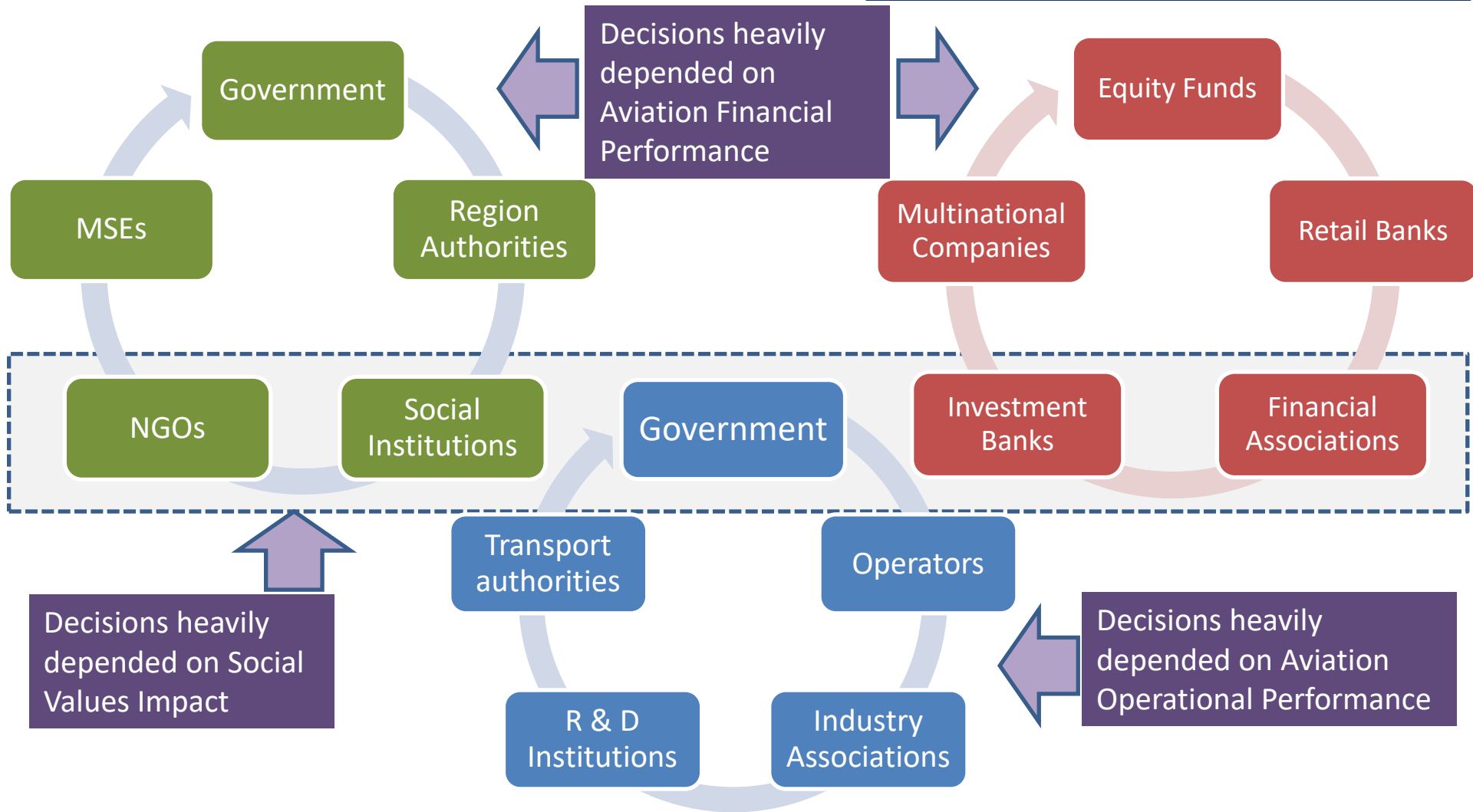
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# Transport industry decision making

Dimitriou 2018; Economist Workshop, Athens  
Dimitriou 2017; COST/ATARD Workshop, Dublin  
Dimitriou; ICCBMDA 2017, Barcelona, Spain



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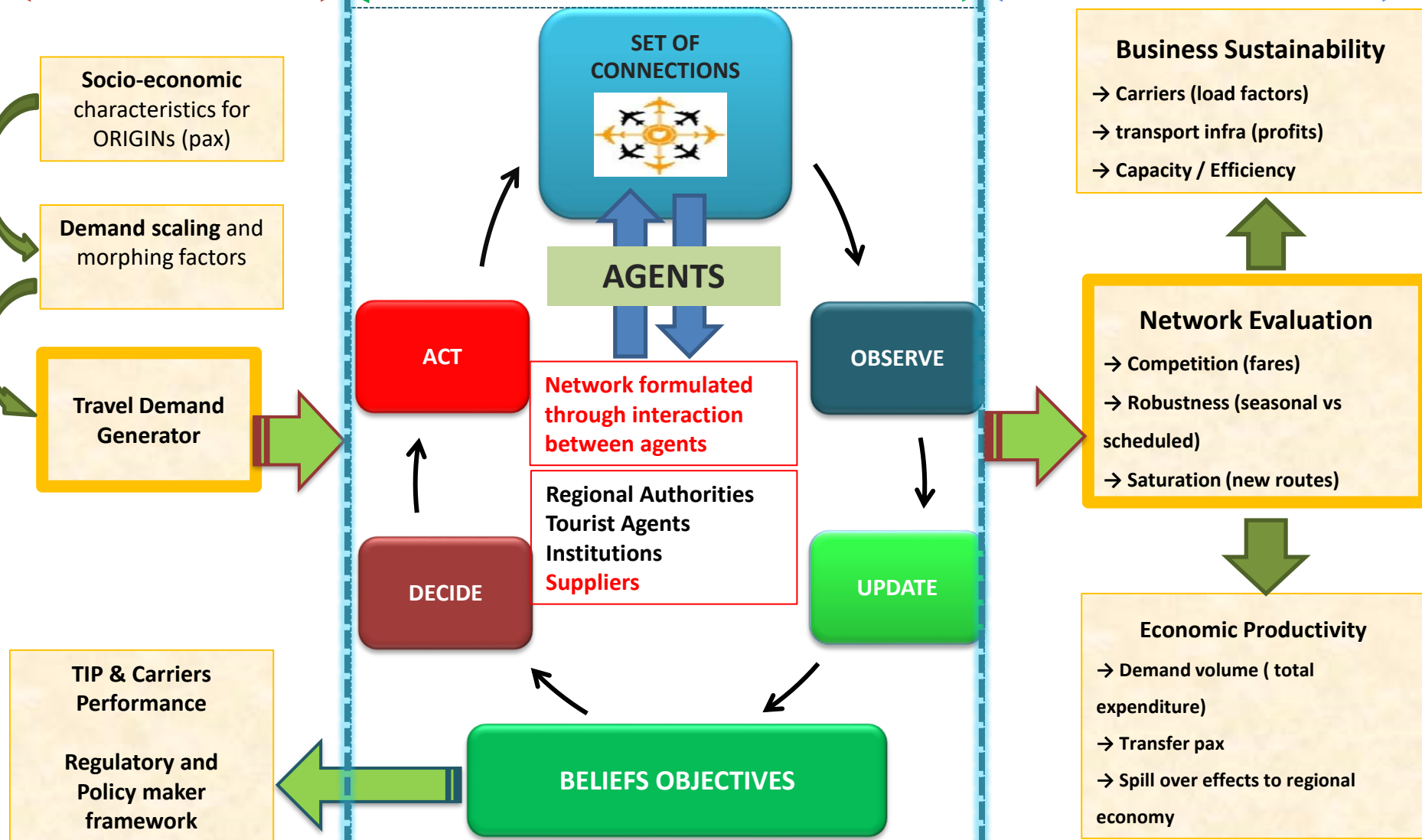


# DM TAXONOMY FOR TRANSPORT INFRA PERFORMANCE

## INPUT

## DECISION MAKING

## OUTPUT



Dimitriou D., (2017). Quantitative evaluation taxonomy for transport infrastructure projects, IJRSM, 4(3), 34-40.

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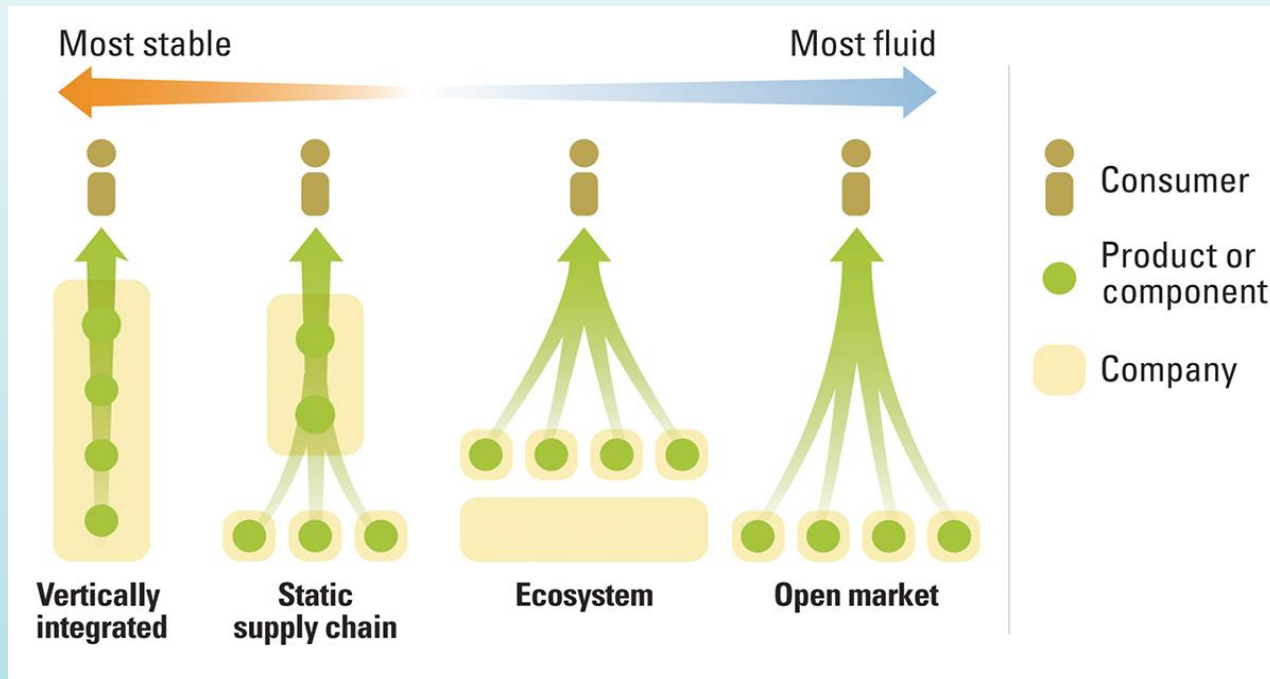
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## A Spectrum of Organizational Structures

Different organizational structures, along a spectrum of market fluidity, demonstrate the different kinds of relationships companies can have between their products and



*Ecosystems sit between:*

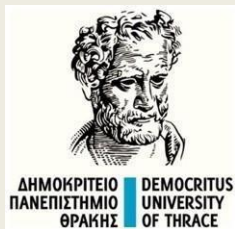
*on one extreme, vertically integrated companies or static supply chains, and*

*on the other extreme, open, competitive markets, in which customers combine various products according to their shifting patterns of need.*

The essential characteristics of **business ecosystems** are the following:

- They are **multi-entity**, made up of groups of companies not belonging to a single organization.
- They involve networks of shifting, semi-permanent relationships, **linked by flows of data, services, and money**.
- The relationships combine aspects of competition and collaboration, often **involving complementarity between different products and capabilities** (e.g. smartphones and apps).
- The players coevolve as they **redefine their capabilities and relations to others over time**.





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## Professional & Research Activities

12 October 2021:

*Research Workshops  
and VIP4RIDE Networking*

13 October 2021:

*Seminars and Research outputs Dissemination*

14 & 15 October 2021:

*2<sup>nd</sup> International Conference on Intermodal Transports*

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# 2<sup>nd</sup> International Conference

(October 14 & 15, 2021)

## “Intermodal Transports”

Innovations in Planning, Management, Business Development & Decision Making

### Info:



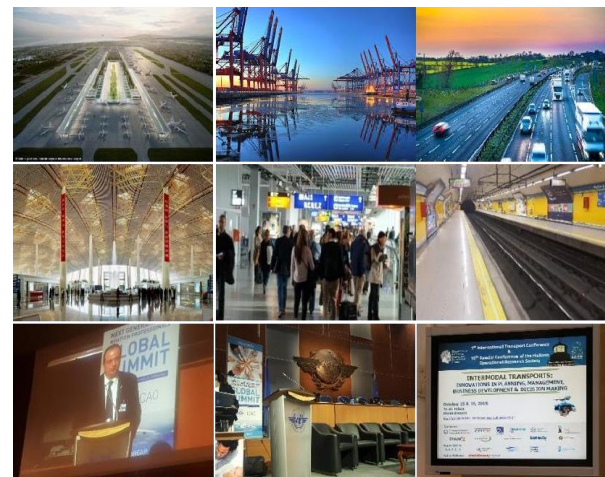
Conference Web: <https://vip4ride.com/>

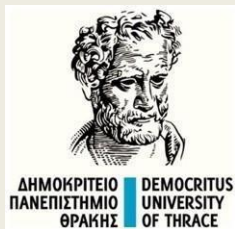


Contact e-mail: [v4r@vip4ride.com](mailto:v4r@vip4ride.com)

Research Activities and Conference chair:

**Dimitrios Dimitriou**, Associate Professor, Department of Economics, DUTH, ([ddimitri@econ.duth.gr](mailto:ddimitri@econ.duth.gr))





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Registration

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Required \*

First Name \*

Last Name \*

Title \*

Organization \*

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Select registration type \*

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Select participation type \*

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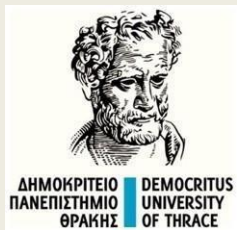
Terms and conditions

a) According to the Greek Government gazette (issue: 4206/12.09.2021), the holdings of conferences/exhibitions are permitted under the following operating rules:

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Entry to the conference is allowed to those who display the following:

i) **Vaccination certificate** in accordance with paragraph 2 of Article 10 or



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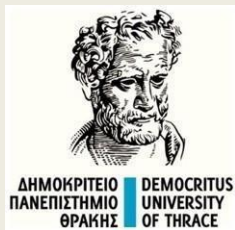
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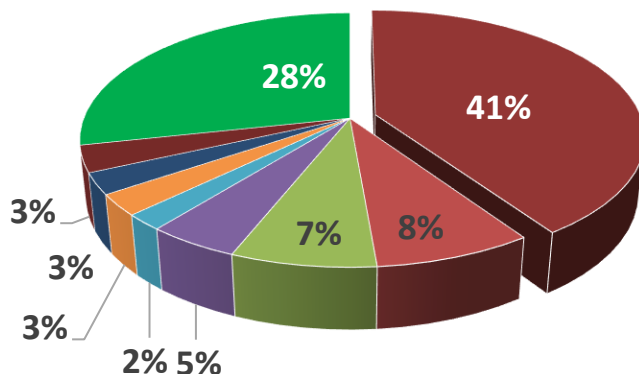
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- University of Thessaly



Vip4ride: Network of experts

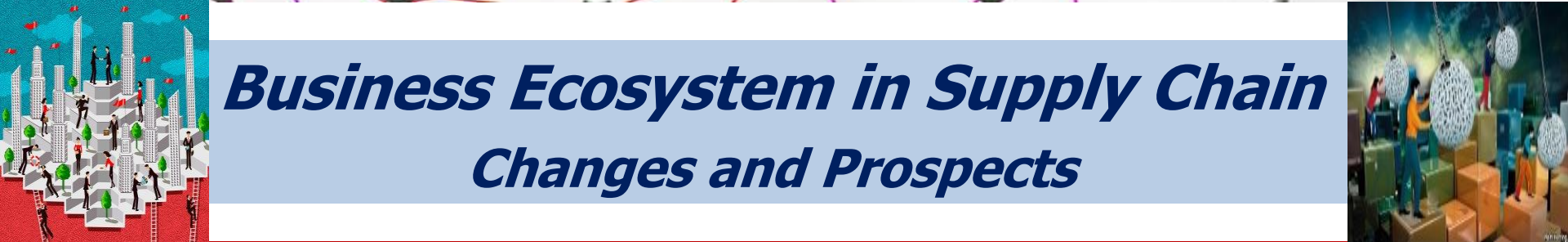
Facebook: 100+

Linkedin: on progress

Εργασίες	Τοποθετήσεις	Research Workshops	Παρουσιάσεις Εκδόσεων και Βιβλίων	Συμμετέχοντες on side	
80	30	2	4	Ερευνητές / ΔΕΠ	Στελέχη Επιχειρήσεων
130		6		64	31
				Συμμετέχοντες virtual	
216				152	342
				95	126



***Thank you for your attention  
Any question?***



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Changes and Prospects***

**October 12<sup>th</sup>, 2021**