

# Business Models for Mobile Platforms (BMMP10)

held in conjunction with

14 October 2010, Berlin, Germany



## Reconfiguring the mobile industry

The impact of digital mobile communications, in parallel with the internet, has been profound, changing the way people communicate. But now the mobile communications industry itself is facing fundamental change.

Until very recently, mobile telecom vendors have been driving and controlling technological innovation, and mobile network operators have been driving and controlling service provision. Their expectation was that the quality and security of integrated telecommunications architectures would allow mobile operators to dominate the mobile internet and to capture a major share of service revenues.

But the emergence of software platforms and internet-like end-to-end architectures in mobile systems has defied those expectations, opening the way for internet and IT companies to make significant inroads into the telecommunications market.

But neither of these outcomes may eventually dominate. A 'third way' is being proposed that challenges both these visions. Instead of relying on any outright 'open' or 'closed' strategy, successful ICT companies are increasingly deploying 'open but not open' platform strategies that combine the advantages of diversity and complementarities with the advantages of control and coordination.

Such an evolution challenges the traditionally dominant stakeholders who are active in the mobile industry, and could lead to a reconfiguration of the entire mobile industry architecture.

Such an evolution also presents a range of new possibilities to create and capture value in innovative and unexpected ways.

Learn about these new analyses at BMMP 10 – the Business Models for Mobile Platforms workshop at the ICIN 2010 event. See the [workshop programme](#) on the event website or download the ICIN 2010 Advance Programme [here](#).

Best regards

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