

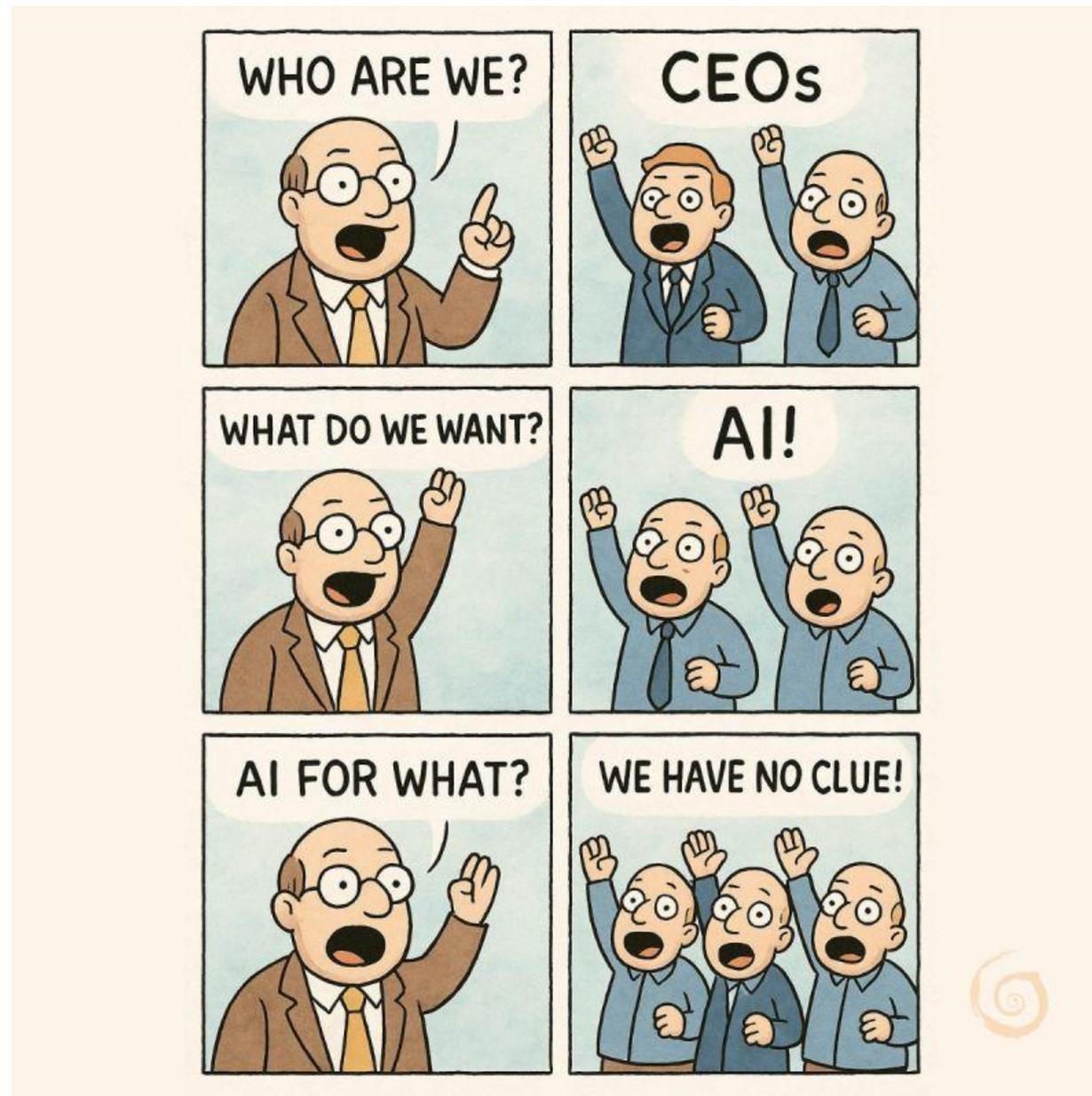
Disruption oder Stillstand?

KI-Potenziale im eigenen
Geschäftsmodell
erkennen

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Gabriel Heel MSc

14.11.2025





Agenda



Teil 1

- Begrüßung und Vorstellung
- Vorstellung aktueller Forschungsergebnisse
- Einführung in das Dual-Lens-Framework



Pause

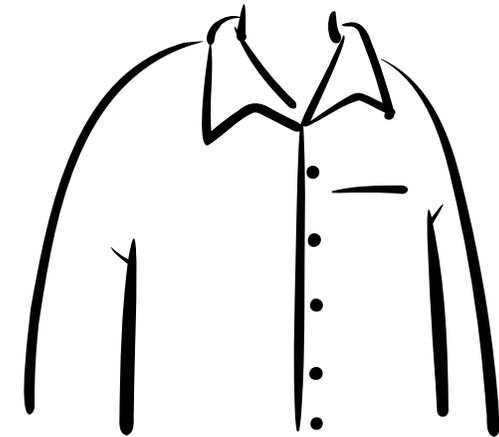
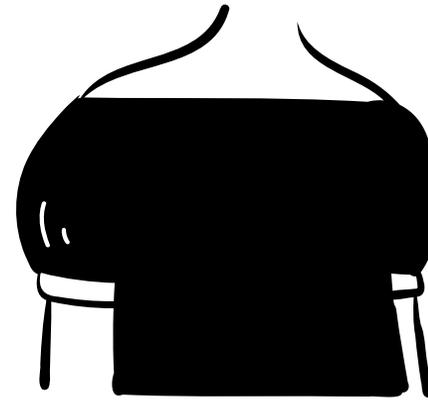
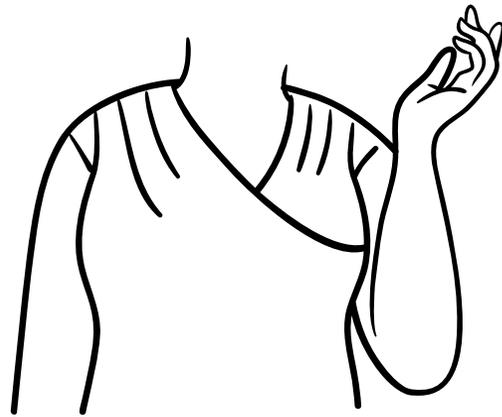


Teil 2

- Anwendung des Dual-Lens-Framework
- Diskussion und Ableitung von Handlungsempfehlungen

Vorstellungsrunde

Who's who?



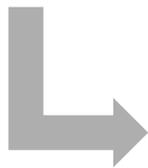
Teil 1

Input und Einführung in das
„Dual-Lens-Framework“



Welche Auswirkungen hat KI auf Geschäftsmodelle in der Automobilindustrie?

1. Untersuchung der vorherrschenden Geschäftsmodelle (Tier 1 & OEM)
2. Untersuchung der Auswirkungen von KI auf Geschäftsmodelle

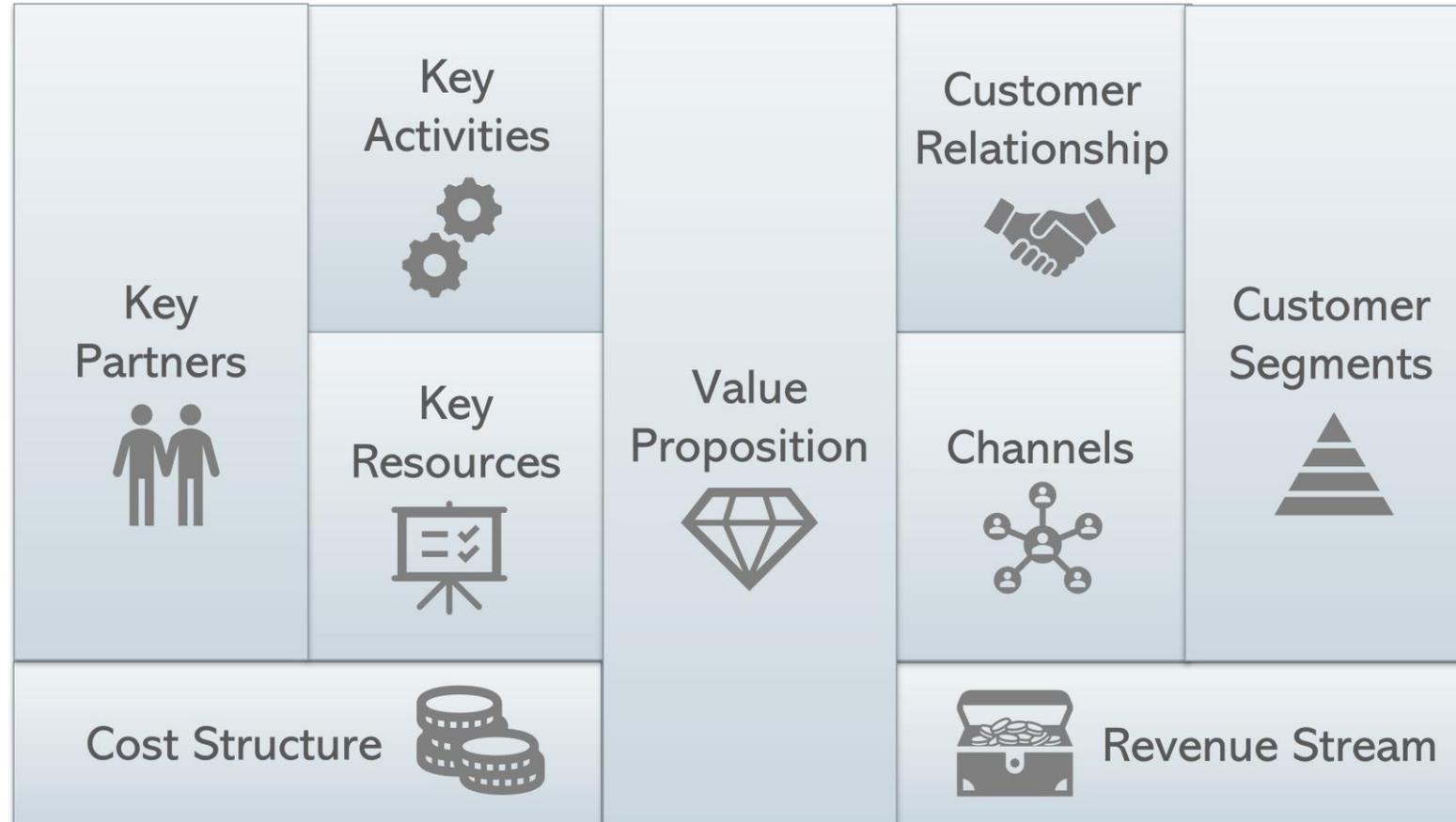


Zusammenführung der Ergebnisse und
Ableitung von Handlungsempfehlungen

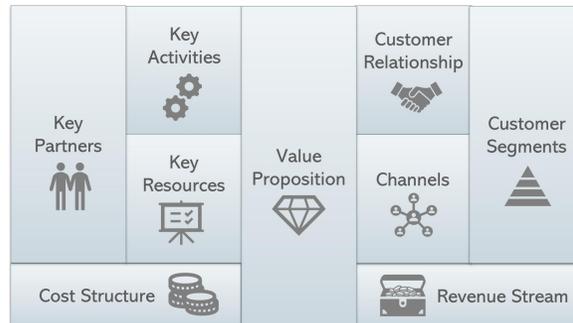
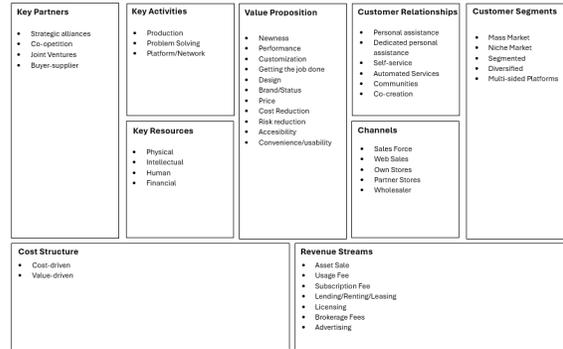


Dual-Lens-Framework zur strategischen
Analyse von KI-Einfluss auf Geschäftsmodelle

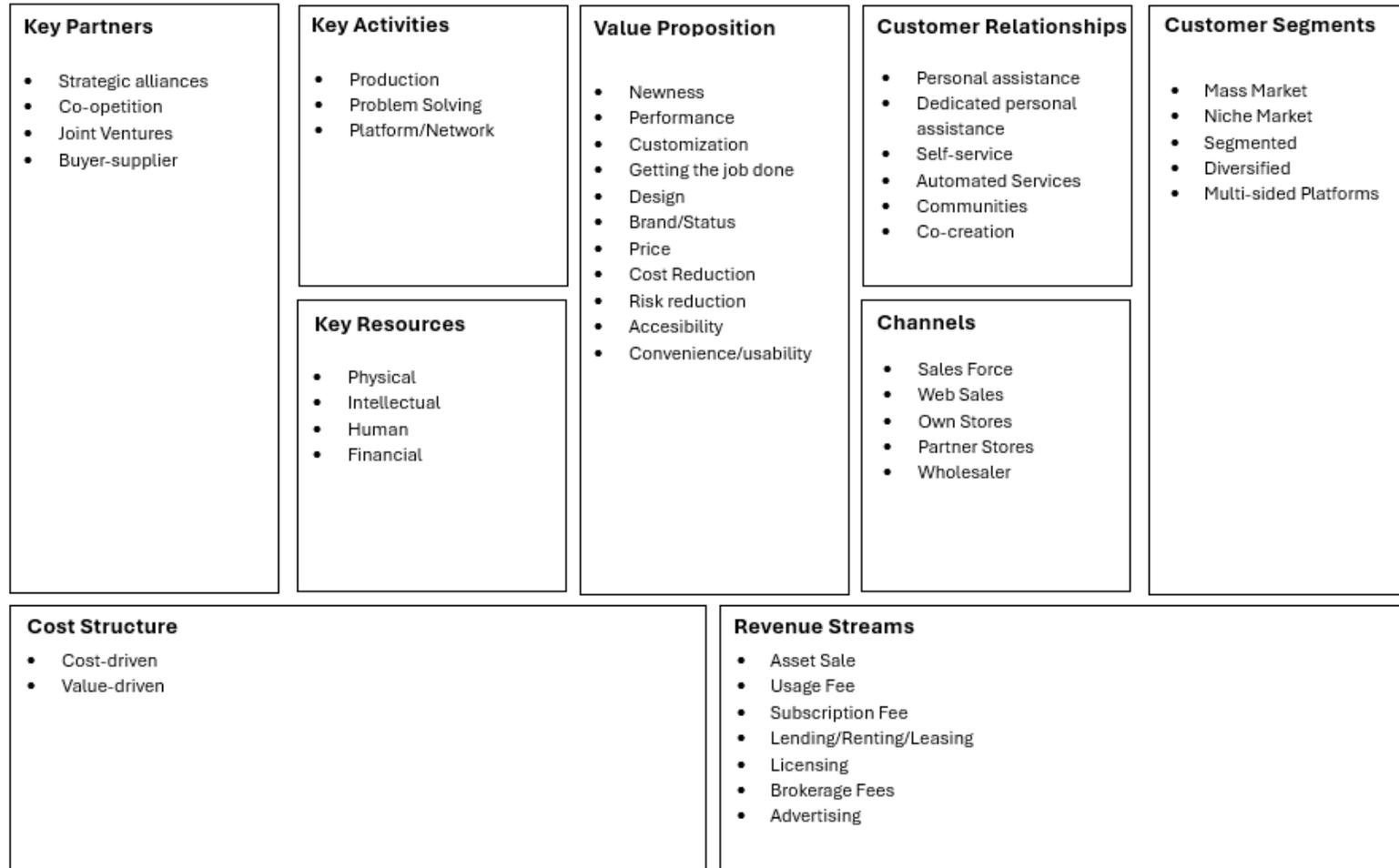
Methodik



Methodik



Merkmale des Businessmodel Canvas



Methodik



N = 39

Umfrage 1
Geschäftsmodelle in der
Automobilindustrie

- Expert*innen aus der Branche
- Wie wichtig sind die Merkmale für die GM von **OEM & Tier 1 Supplier**?

N = 80

Umfrage 2
Auswirkungen von KI auf
Geschäftsmodelle

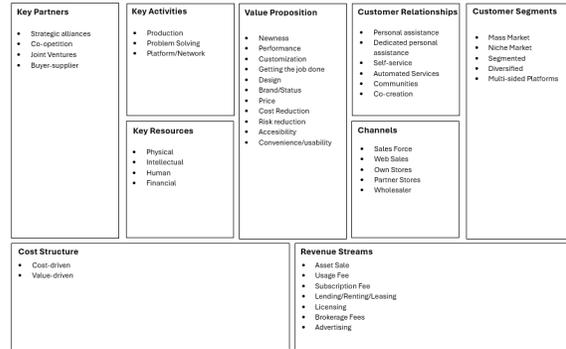
- KI Expert*innen mit Geschäftsmodell Knowhow
- Wie stark ist der **Einfluss von KI** auf die Merkmale?



Definition von „AI-impact“

Element	Description	AI applications
Newness	Some Value Propositions satisfy an entirely new set of needs that customers previously didn't perceive because there was no similar offering. This is often, but not always, technology related. Cell phones, for instance, created a whole new industry around mobile telecommunication. On the other hand, products such as ethical investment funds have little to do with new technology.	<p>AI can identify market trends and anticipate customer expectations</p> <p>AI can improve efficiency in product development reducing time-to-market</p> <p>AI can generate new ideas for products or services</p>
Performance	Improving product or service performance has traditionally been a common way to create value. The PC sector has traditionally relied on this factor by bringing more powerful machines to market. But improved performance has its limits. In recent years, for example, faster PCs, more disk storage space, and better graphics have failed to produce corresponding growth in customer demand.	<p>AI can automate performance testing and monitor processes</p> <p>AI can compare performance metrics to industry standards and competitors</p> <p>AI can predict performance trends</p> <p>AI can identify areas for optimization through simulation and modeling as well as advanced data analytics</p>

Methodik



N = 39

N = 80



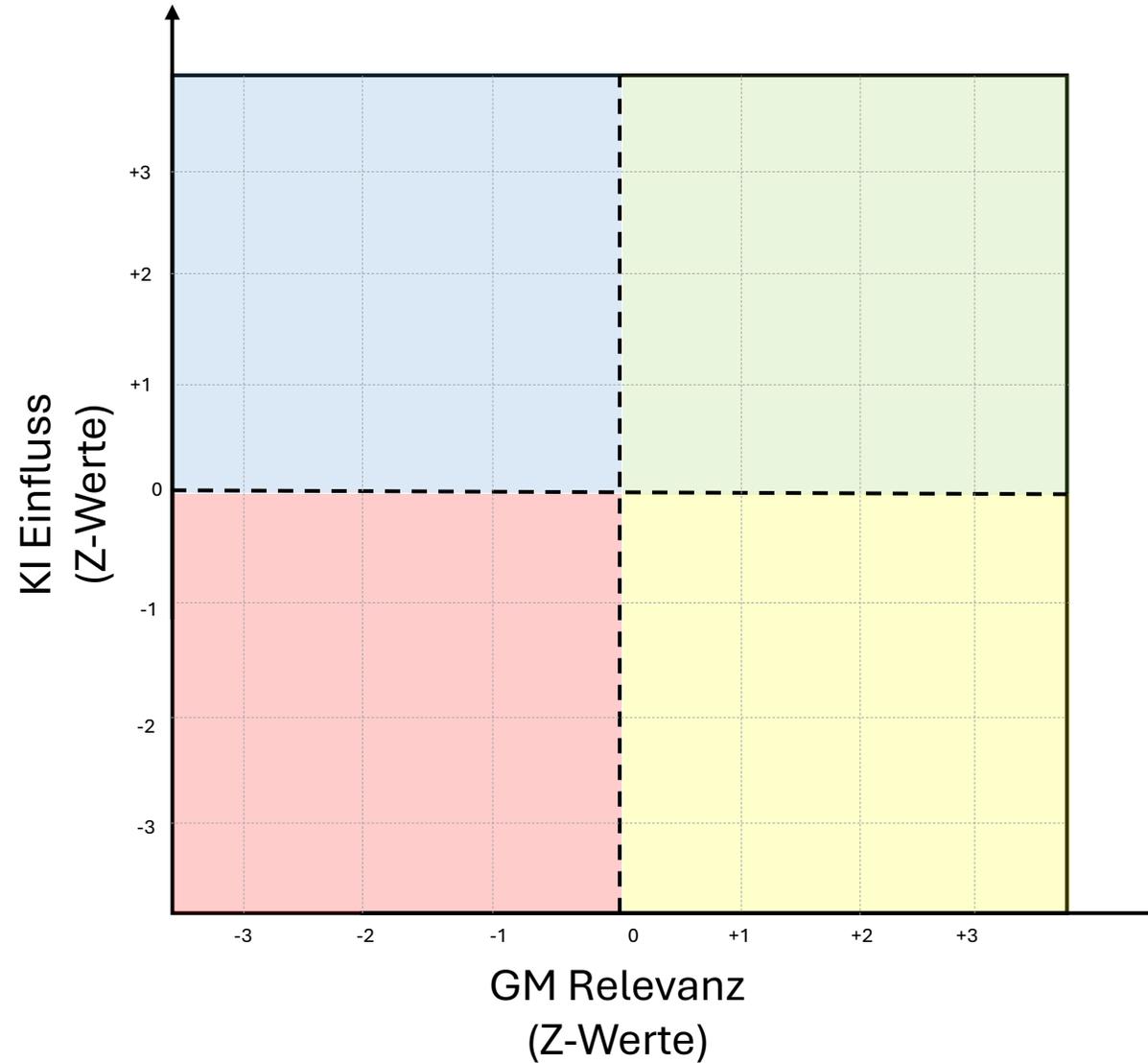
Punktbewertung innerhalb der Dimensionen (max. 100)



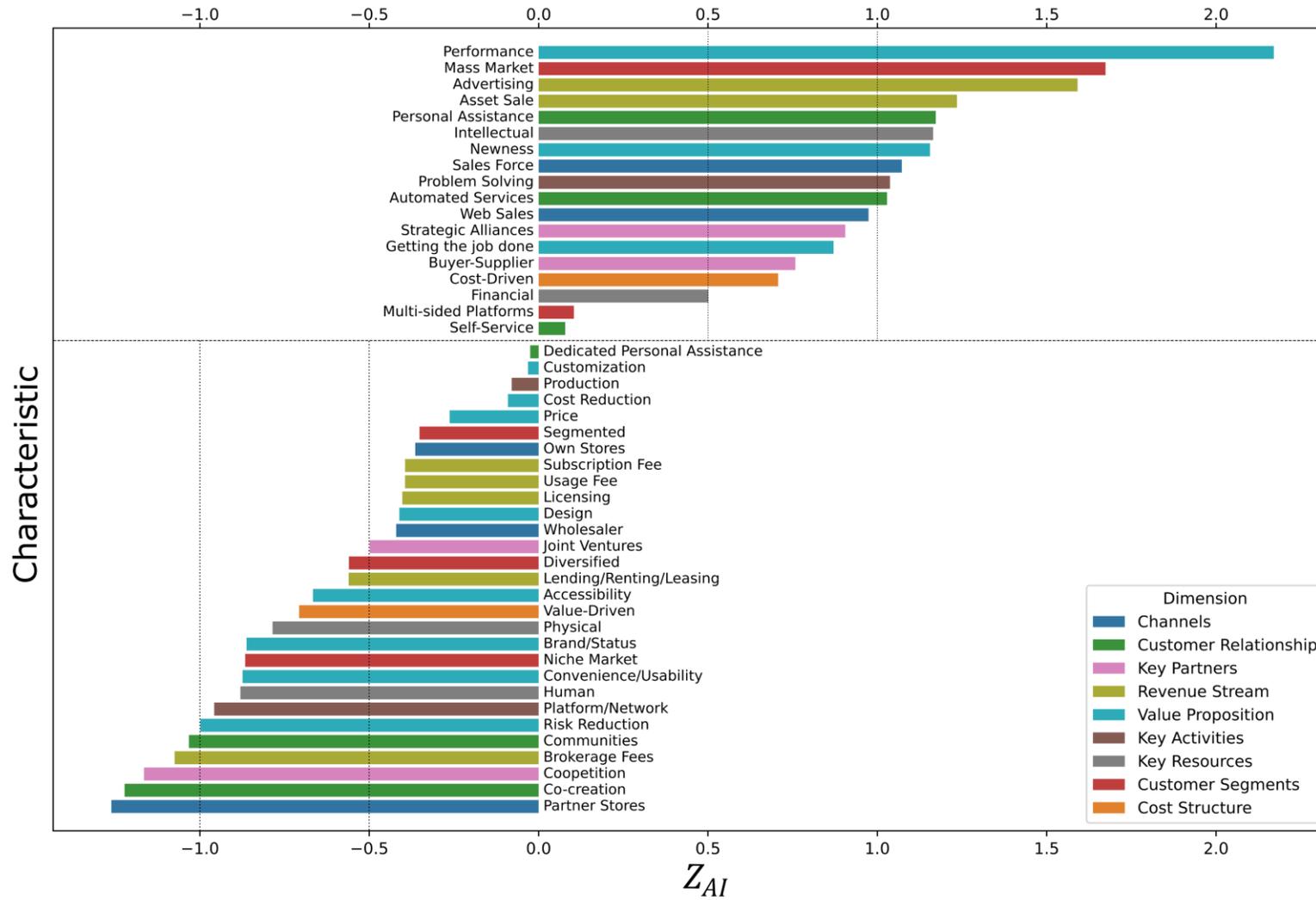
Normalisierung, Interpretation und Erstellung Strategic Map

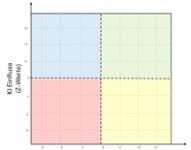


Strategic Map

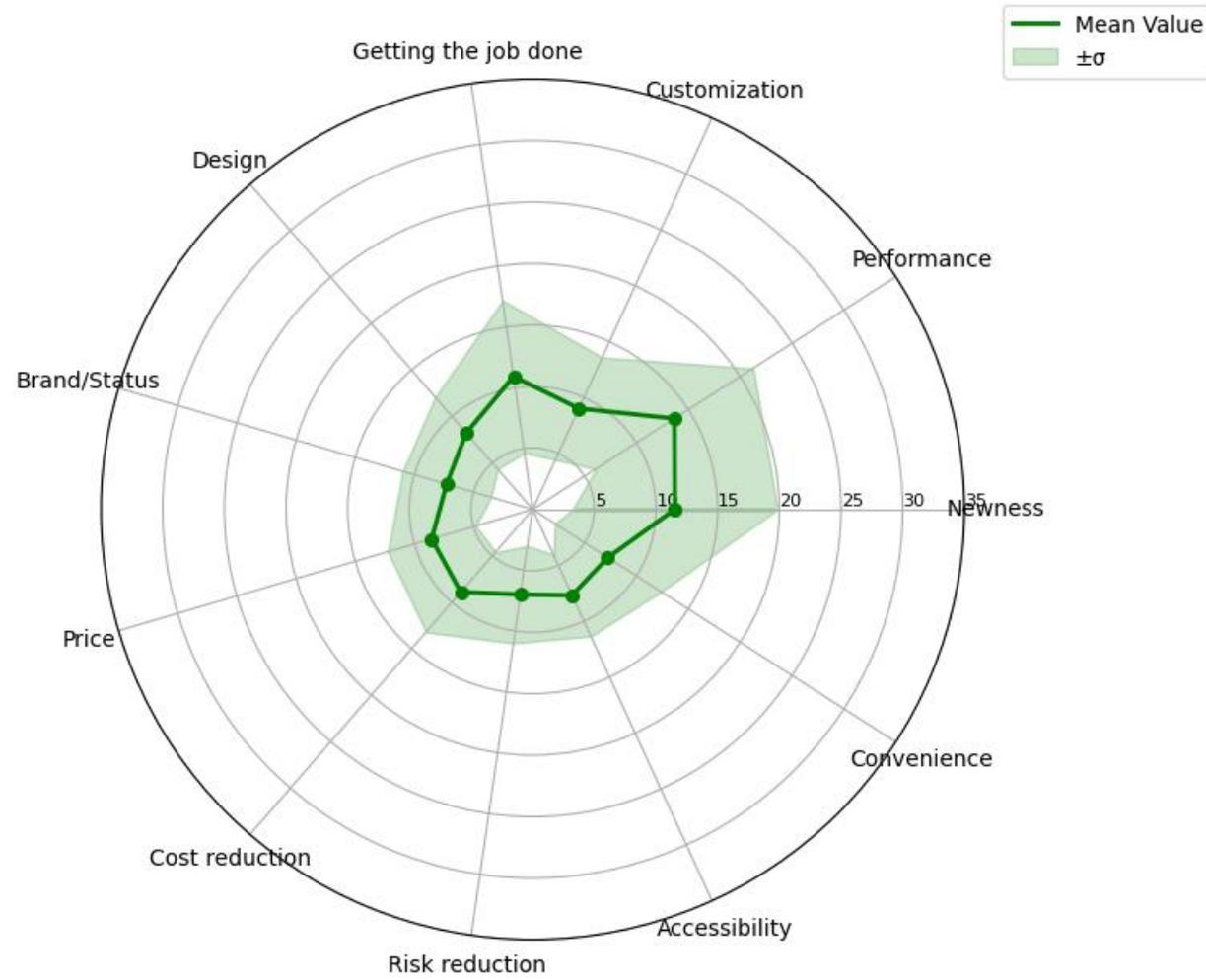


KI Einfluss

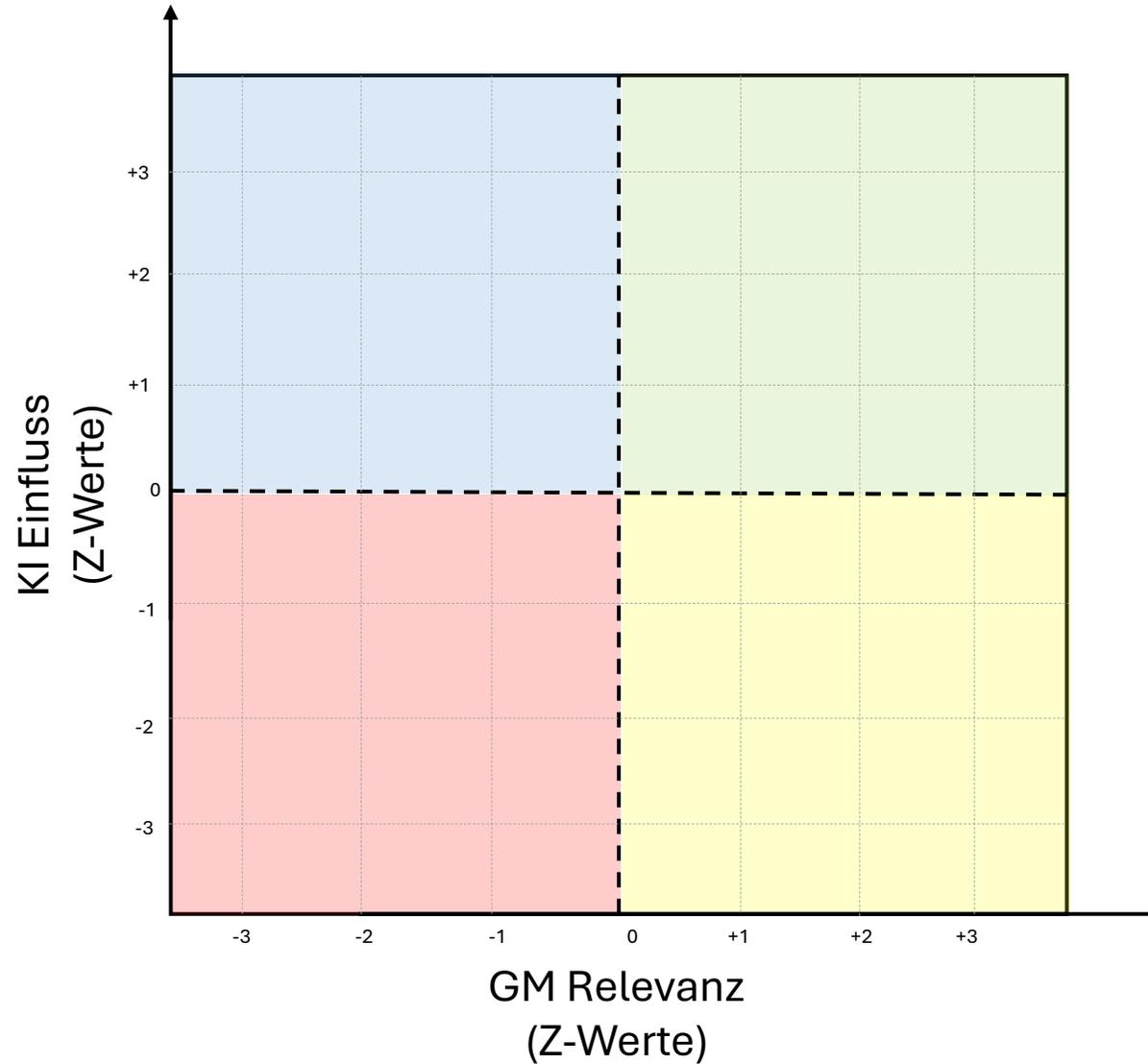




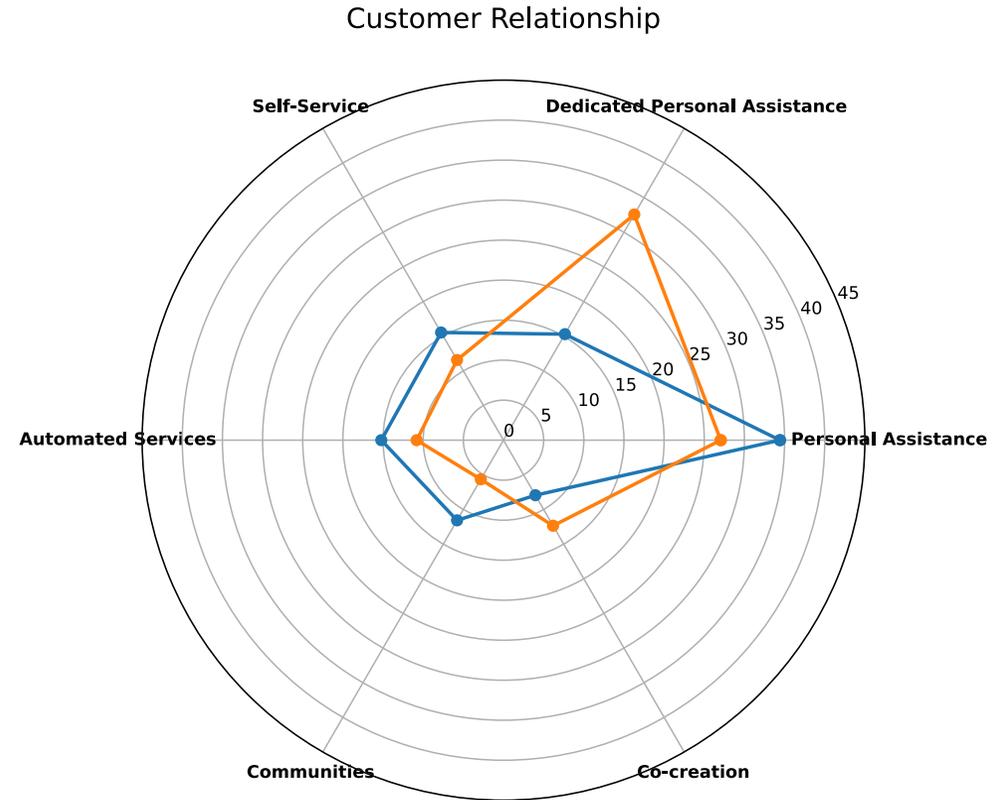
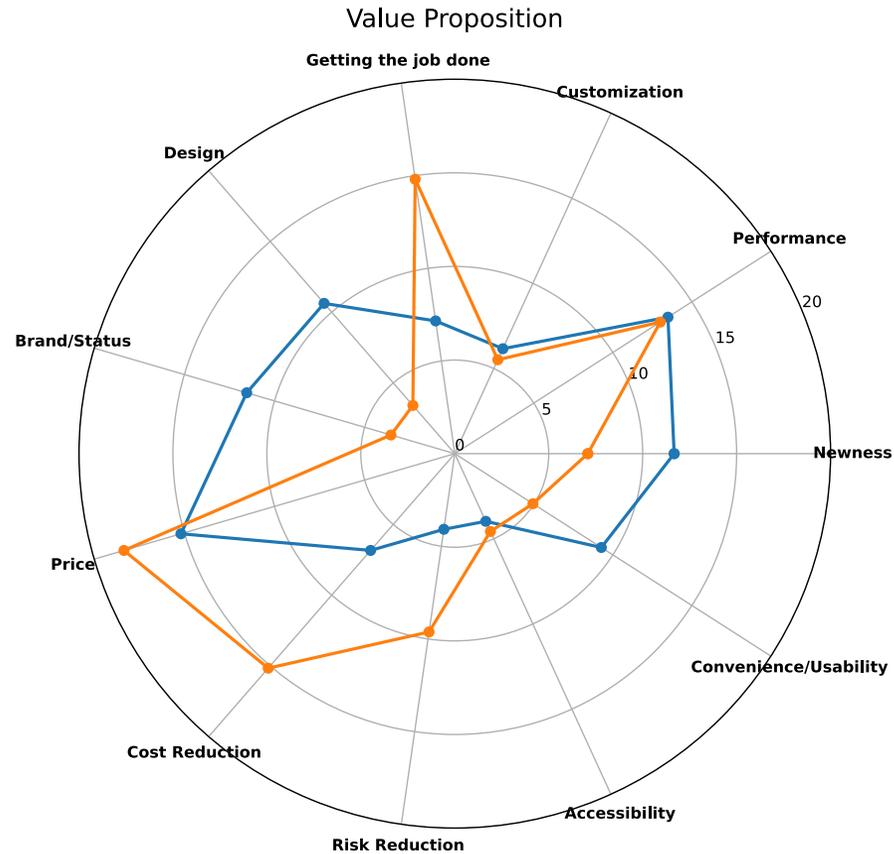
KI Einfluss



Strategic Map

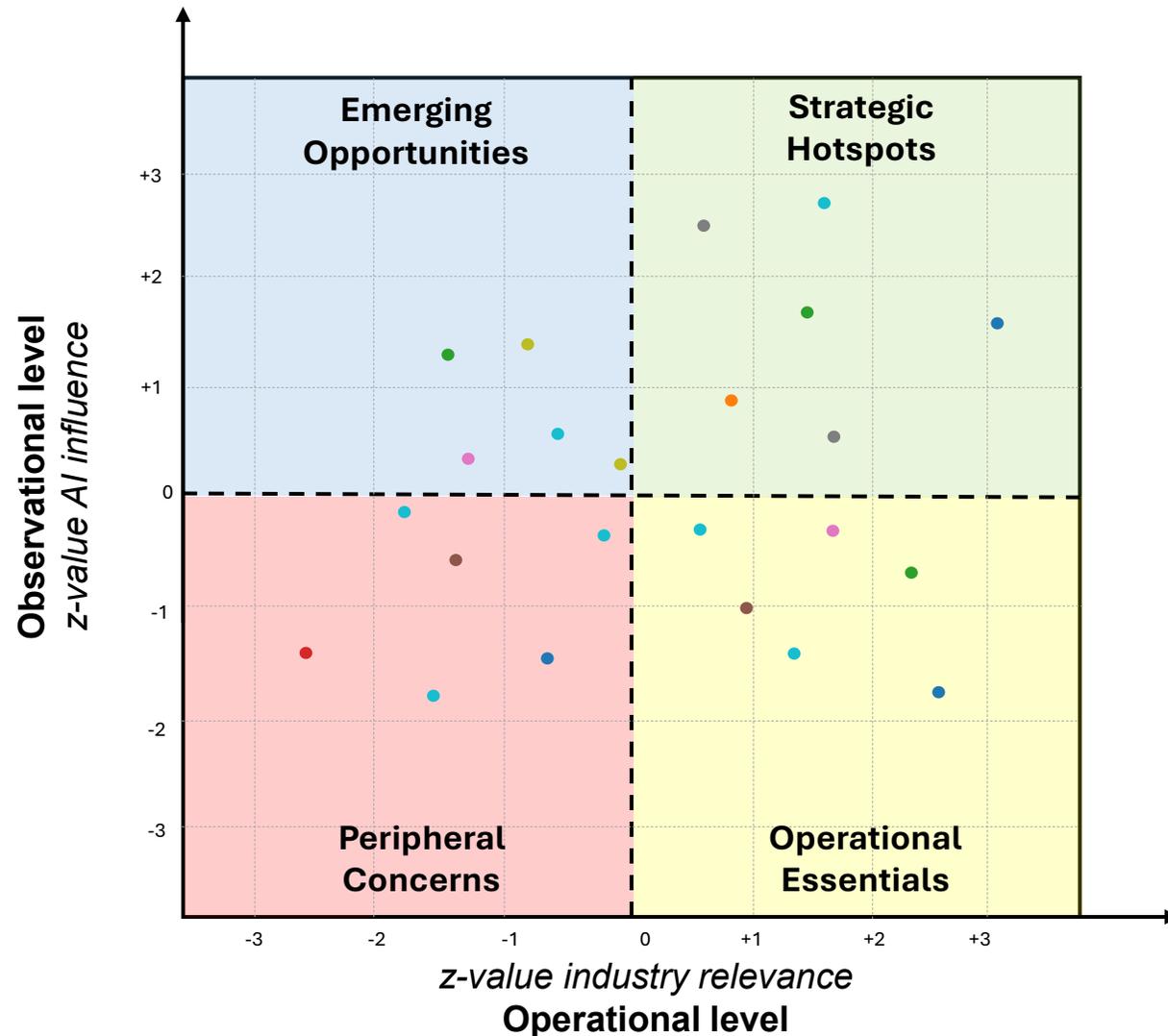


GM Relevanz



● Mean Value OEM
● Mean Value Tier 1

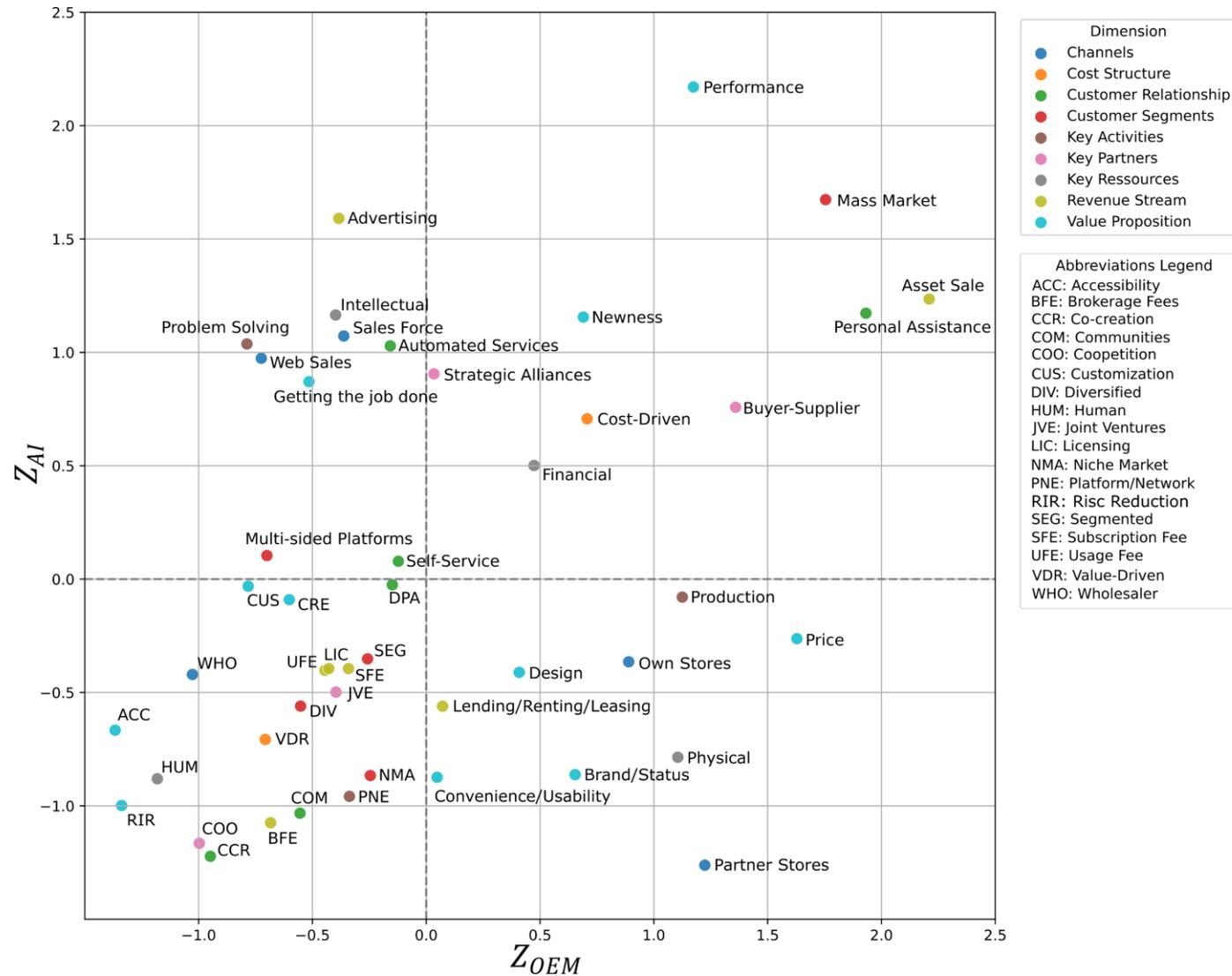
Strategic Map



- **Beobachtungsebene:**
Kontinuierliche Überwachung des sich entwickelnden Potenzials der KI, um neue Chancen zu erkennen und disruptive Veränderungen zu antizipieren.

- **Operative Ebene:**
Aktive Gestaltung von Geschäftsmodellen als Reaktion auf technologische und marktbezogene Veränderungen.

Strategic Map – OEM Case

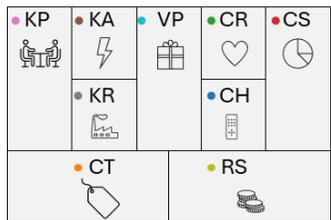


Strategic Mapping of AI Influence and Industry Relevance: A Dual-Lens Framework for Business Model Innovation

Research Design:

- Quantitative mapping:** Position BMC characteristics in a 2x2 matrix (AI influence × industry relevance) using a z-value scatterplot.
- Qualitative assessment:** Expert workshop to interpret and prioritize characteristics for industry transformation.

Business Model Canvas (BMC)

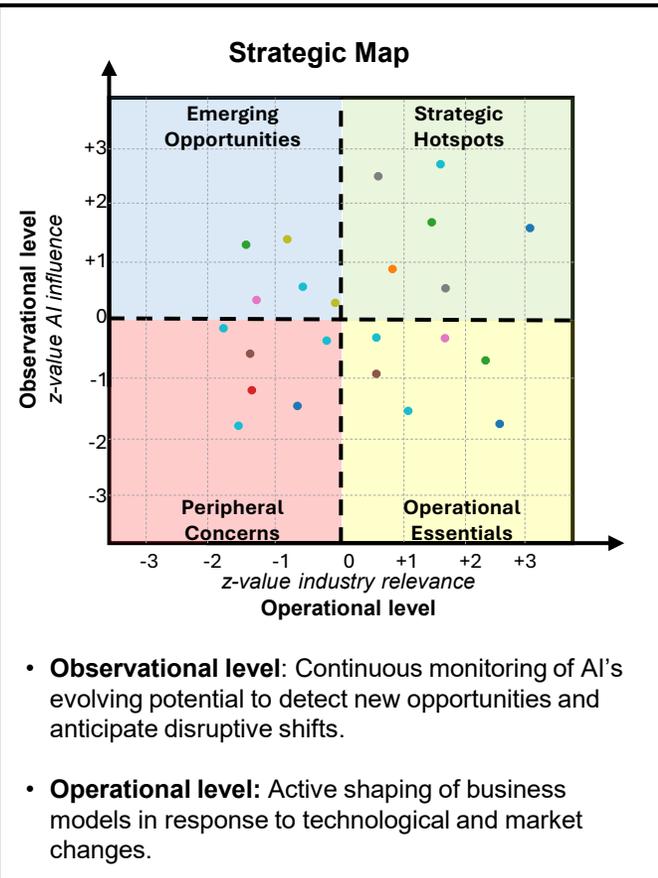


AI experts

Evaluate relative influence of AI on BM characteristics (AI, n=80)

Industry experts

Evaluate relative importance of business model characteristics in one industry (Automotive, n=39)



Managerial implications:

- Strategic Hotspots:** Highlight where AI and industry relevance converge for business model innovation
- Emerging Opportunities:** Characteristics with high AI influence but lower present relevance for a given group
- Operational Essentials:** Strategically important for industry respondents but where AI influence remains limited
- Peripheral Concerns:** Have little relevance in terms of both AI influence and industry specific business models

Löckner, C., Heel, G., Hatzl, S., Gamerith, C., Strategic mapping of AI influence and industry relevance: A dual-lens framework for business model innovation. 2025, Technological Forecasting & Social Change, *under review*



Pause

Teil 2

Anwendung des „Dual-Lens-Framework“

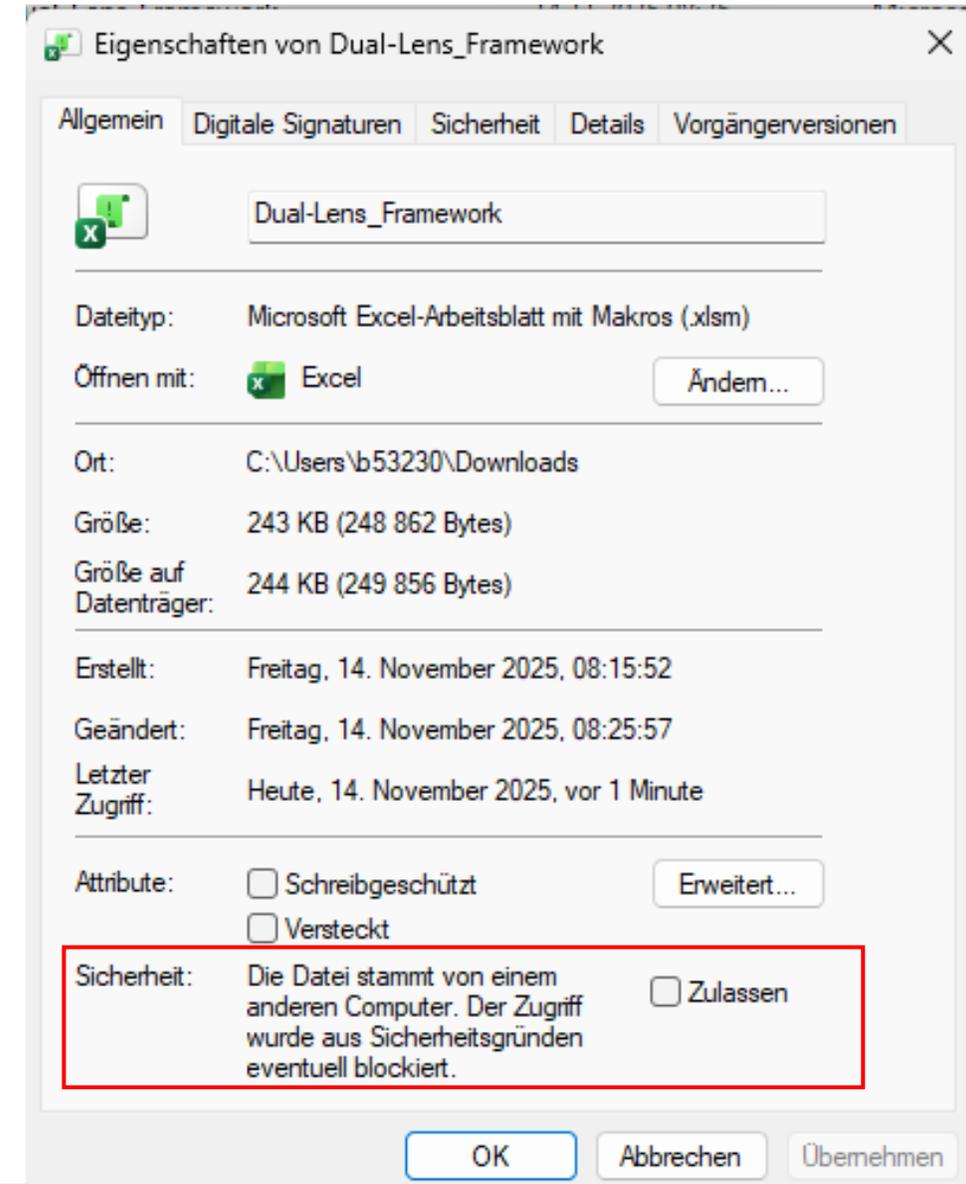


Makros aktivieren

1. Öffnen Sie Windows Datei-Explorer, und wechseln Sie zu dem Ordner, in dem Sie die Datei gespeichert haben.

2. Klicken Sie mit der rechten Maustaste auf die Datei, und wählen Sie im Kontextmenü **Eigenschaften** aus.

3. Aktivieren Sie am unteren Rand der Registerkarte **Allgemein** das Kontrollkästchen **Zulassen (Blockierung aufheben)**, und klicken Sie dann auf **OK**.



Vielen Dank für die Aufmerksamkeit!

Feedback: [Link zum Formular](#)

