

Boston Global Forum & the Michael Dukakis Institute for Leadership and Innovation
AI World Society Leadership Program

"Opportunities & Challenges for Businesses in the AI Era"

Harvard Kenedy School
Cambridge, Massachusetts,
August 25-27, 2025

New Business Models

Business Model Evolution the Generative Age

Paul McManus

Fellow, Ravi K. Mehrotra Institute for Business, Markets, and Society
Master Lecturer, Strategy & Innovation

pmcmanus@bu.edu



Boston University Questrom School of Business

Ravi K.

**Mehrotra
Institute**

for Business,
Markets,
and Society



A Macro View of Evolution of Generative Strategy & Business Models

Powered by Big Data, Powerful Analytics and Generative AI

Welcome to the Generative Age...

*... where value creation and capture
are being turned on their heads
by AI-Powered systems that
continuously learn, adapt, and
compound value in real-time.*



Photo by [Mufid Majnun](#) on [Unsplash](#)

moderna®

mRNA-as-code

Using AI to turn biology into a
programmable system and cut
vaccine design from years to
just 42 days

AI's Impact on the Strategic Logic

From Set Strategic Plays & Dynamics Strategic Protocols

Old School Choice-based Strategic Logic



Assumes it is
easy to identify
alternatives but
difficult to
choose the best
option

Picking the Best Play
from the Set Strategic Playbook

Contemporary Generative Strategic Logic

Assumes it is
difficult to design
novel strategies,
but that
selection is
simple



Applying Strategic Protocols to
Improvise in Realtime

AI's Impact on the Strategy Process

Traditional Planning
Core



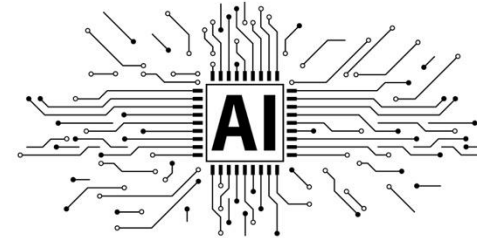
5 Weeks

Business Intelligence Systems
Core



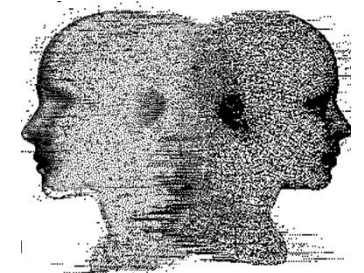
5 days

Strategic Operating Systems
Distributed



5 Mins

Autonomous Strategy Systems
Edge



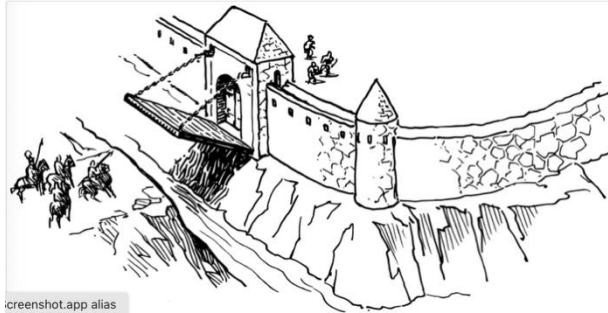
Realtime

Compressing Time
Creating Asymmetric Advantage
Building a Realtime Strategic Infrastructure

This Emerging AI Infrastructure is Driving:

New Game. New Rules. New Scorecard. New Outcomes

Control over Asymmetric Data
in the the New Moat



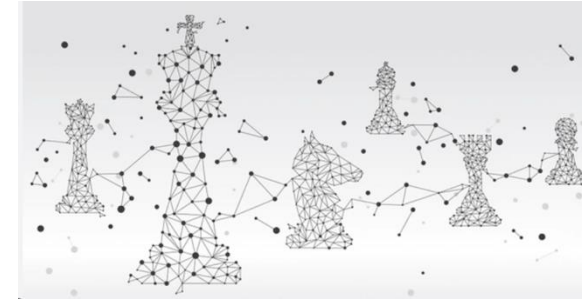
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Asymmetric Insights
Create Novel Approaches
and Derisk Innovation

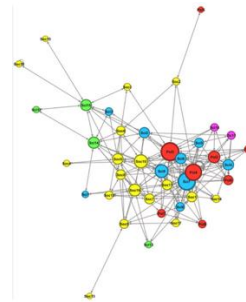


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AI-powered Simulations Allow You To
Preposition Assets and
Rehearse New Business Models
before Launch

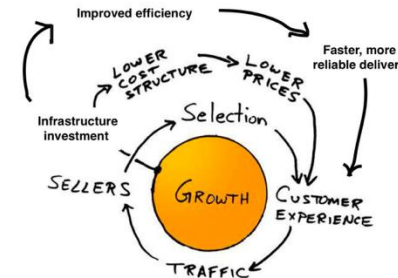


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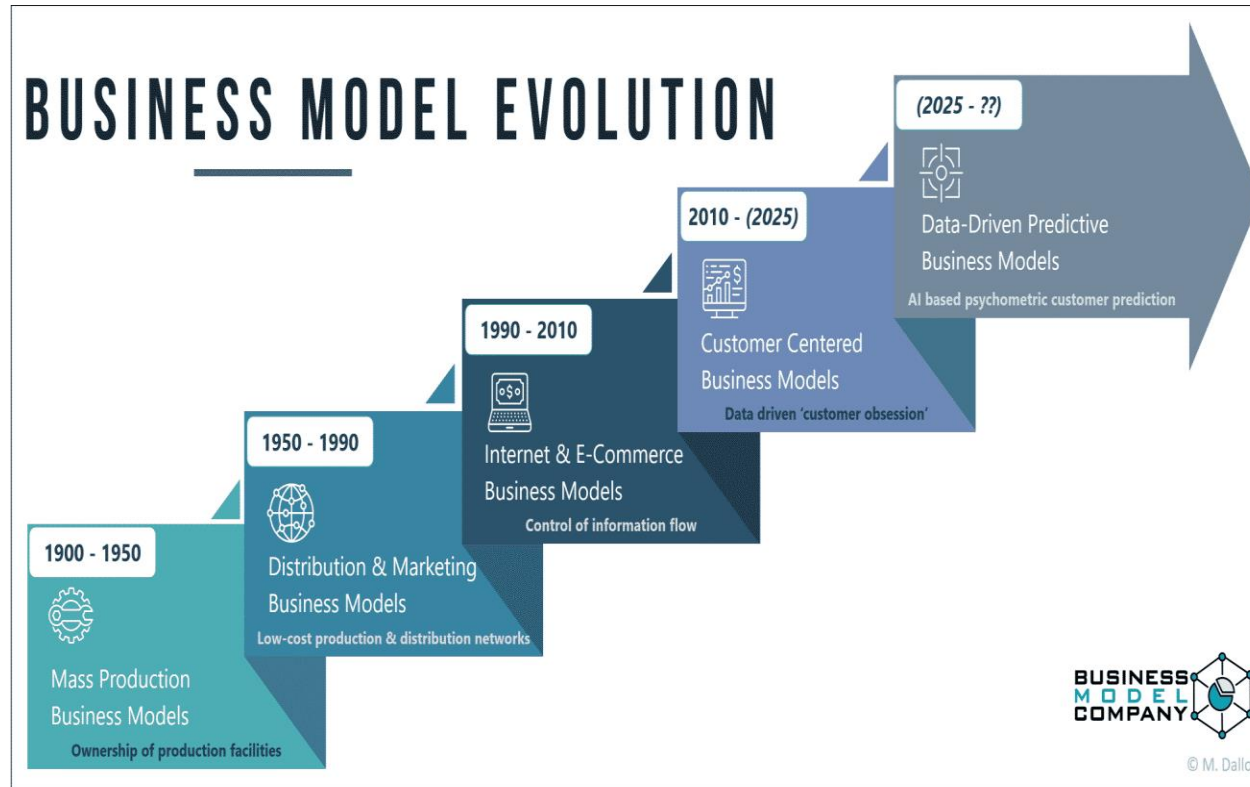
Leveraging and Derisking
Ecosystem-Based
Business Models



Virtuous Cycle of
Value Creation and Capture
Within Business Models Flywheels
Often Create
Winner-Take-All Dynamics

Outcomes-Based Business Models

Product/Service → Platforms → Ecosystems → **Learning Systems**

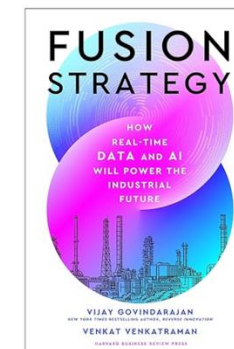


Building Business Models that Enable You to Learn in Realtime

Rolls Royce Power By the Hour

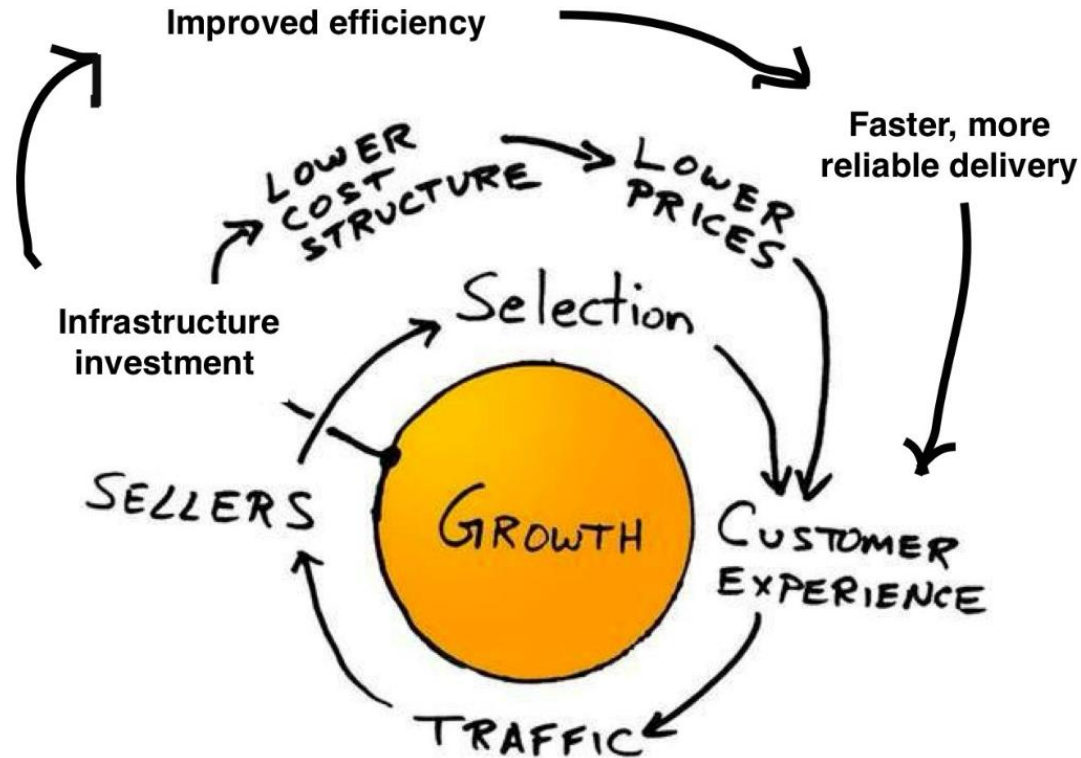


Photo Credit: Omer Messinger via Getty Images



N. Venkat Venkatraman

Where Can AI Improve Competitive Advantage Within Your Business Logic Flywheel?



Amazon's Business Logic Flywheel

Everywhere!

*And Transforms
Your Business Model into a
Learning System,*

*Continuously Find New Ways
to Create and Capture Value
in Realtime*

Evolution AI-Powered Business Models to Learning Systems

- AI-Powered Generative Business Models are Platform and Ecosystems-based to take advantage AI's abilities to:
 - Speed up communications,
 - Lower transaction costs.
- AI Agents, especially when combined with block chain:
 - Can create fully autonomous high-trust ecosystems



Blackrock's Living/Learning Systems

Aladin (\$20T Assets) and BUIDL (Crypto) systems are living/evolving AI Systems within central nervous system for global finance.

It shows the power of orchestration — when you own the system others must plug into you already control the game.

Governance as Competitive Advantage

Orchestrate, Orchestrate, Orchestrate

- **Ecosystem orchestration** is the act of setting the rules, standards, and connections
- Governance isn't compliance overhead — it's a **competitive advantage**.



*Mirga Gražinytė-Tyla is the music director of the City of Birmingham Symphony Orchestra
Photo Credit: Classic FM*

Governance As Competitive Advantage

If You're Not Orchestrating, You're Being Orchestrated!

Ecosystem Role	Orchestrator	<i>“Coordinator”</i> Adds value through niche orchestration (e.g., MoMo)	<i>“Rule-Maker”</i> Sets terms, captures Asymmetric Advantage and compounding value (e.g. Shopee)
	Participant	<i>“Rule-Taker”</i> Least leverage, commoditized, at mercy of others.	<i>“Asset Holder”</i> Owns product but plays inside someone else’s ecosystem (e.g. Apple Apps)
		Participant	Owner
		Platform Role	



Shopee, a multi sided ecosystem platform, is the “super-app marketplace” of Southeast Asia, monetizing not by owning goods but by orchestrating the entire commerce + payments + logistics ecosystem.

It uses AI extensively where it matters most – helping shoppers discover what they need faster and enabling sellers to reach the right audience.

“How Shopee is winning over shoppers with content, AI and speed”, CNA Advertorial, May 2025 https://www.channelnewsasia.com/advertorial/how-shopee-winning-over-shoppers-content-ai-and-speed-5099771?utm_source=chatgpt.com

Key Takeaways

- Infinite Data, Available Everywhere, All at Once + Powerful AI = Game Changer
- Strategic Logic Upside Down (Adaptive → Generative, Static to Realtime)
- AI is driving Business Models to Evolve Rapidly
 - Linear → Multisided platforms → Muti-Stakeholder/Multi-Sector Ecosystems
 - From Products → Services → Platforms → Ecosystems & Outcomes
 - From AI-Powered Business Models to Ai-Powered Learning Systems
- Governance is a Competitive Advantage
 - Orchestrators win:
 - Power, Control, Asymmetric Advantage, Compounding Rewards – at speed and scale
 - Governance Emerges as a form of competitive advantage
 - Participants also gain:
 - Local/Regional Orchestration, Belonging to the Best Ecosystems, Using Ai to become Best in class

AI-Powered Business Models Increase Power & Control Through Ecosystem Governance
Create Asymmetric Advantage, Compounding Rewards – at speed and scale

*The next ecosystem giant of the Generative Age
will use AI to leapfrog today's leaders.*

*Will it be built in Boston, Cambridge
— or in Hanoi, Ho Chi Minh City, Da Nang?*