



Project Activities

DICAMP students in Paris and Leipzig

More DICAMP students in Leipzig: Aida Boukhris, Montacer Belhadj and Sahbi Ben Amor are doing their master theses at the Fraunhofer MOEZ in Leipzig. Let's see how it is going!

What are you doing in your thesis?

Aida: I have been investigating the relationship between business model innovation and the achievement of high growth by the firms. I focused my study on SMEs and I have performed a two-case case study to draw my results. For this purpose, I considered two firms, a Tunisian and a German, operating in the ICT industry, and I analyzed the mechanisms they have implemented and how they change and adapt their business logic in order to boost their organic growth. The result of my research is a model designed to guide managers to engage their companies in high growth.



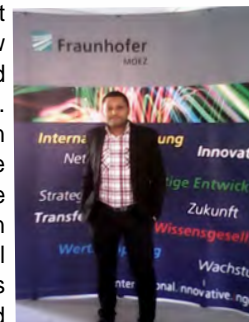
Aida (middle) at the World Business Dialogue in Cologne

Montacer: I have been working on the development of a new business model analysis software. The purpose of the research was to understand the conceptual side of this software through the definition of a common business model language used for the search tool and also the identification of the conceptual relationships between the business model dimensions in order to refine the analysis part and to help the consultants and companies working with this tool.

Sahbi: My topic is the role of standards in business model and business model innovation and creating a theory that links this paradoxical concept. It was a very interesting job.

How do you like it and the city of Leipzig?

Montacer: I learned a lot about Leipzig, each day I discovered new things (history, landscapes and culture). I was really lucky to be there. Leipzig is one of the major European centers of learning and culture. one year ago the city was ranked as the most livable city in Germany . I can confirm this finding. In fact from all German cities that I visited I was convinced that Leipzig is the best and the most suitable to live in. I really enjoyed the city of Leipzig, it has a modern transport infrastructure which made our stay easier. The city's musical tradition is also reflected in the diversity of its worldwide known artists especially Johann Sebastian Bach and also its Opera. I also enjoyed the beautiful landscapes, parks and lakes in Leipzig (Johanna Park, Wildpark, Cospudener Lake).



Montacer at Fraunhofer MOEZ

Aida: Concerning the research work, I can say that it was my first experience with social scientific research. It has been at the same time challenging and thrilling, balanced between hard work and amusement. I learned a lot through this experience, whether in terms of scientific knowledge and methodology or German culture. It was very insightful and rewarding to work in an institute such as Fraunhofer MOEZ, discuss with the colleagues and exchange with them opinions and ideas. Besides the institute itself, Leipzig is definitely a lovely city. Almost everything is available at walking distances from the center. It is a very cycling-friendly city; and I think that this is the aspect I enjoyed the most during my stay there. In Leipzig, I enjoyed going from a place to another by bike and being car-independent. Behind the city center is located the Südvorstadt, with its alternative lifestyle and several entertaining places. What I also liked about the city are the surrounding parks and river canals that are so nicely integrated within the urban landscape.

Sahbi: It was a good stay in Leipzig; I spent a lot of beautiful moments there, met new friends with different mindsets. It was great to share a lot of things with them. Furthermore Leipzig is a beautiful and calm city: a lot of parks, green and friendly spaces, good places to visit and nice restaurants too. Besides the life in Leipzig is not expensive compared to other German cities and this an advantages for students ;-)

What else did you see/visit during your time in Germany?

Aida: During my German stay, I discovered a great new mobility alternative: car-sharing. Flexible and cheap, it appeared to me as the ideal means of transport when making last-seven-days plan. I used car-sharing platforms to travel to Munich, Hamburg and Berlin. I also travelled to Cologne by bus to attend the World Business Dialogue. It is a two-day event that aims bringing together notorious CEOs and future business leaders. The theme of this 17th edition was "Disruptive innovation", rightly relevant to my field of investigation. From Cologne I decided to cross the borders and visit Brussels for the weekend.



Montacer in Berlin

Montacer: I had the chance to explore other cities in Germany (Berlin, Dresden, Freiburg), and also Switzerland. Experiencing so many different cultures was fantastic! it was a good experience with all transport means (bus, train, and carpooling (blabla car:)).

What was your best experience?

Sahbi: My best experience was the Fraunhofer MOEZ: in fact I discovered the field of research in this institute and I was fascinated by the structure and the "business model". Also Fraunhofer people are so kind and so helpful. Besides Fraunhofer another great experiences was the exchange of culture and everything. I have so many a good experiences and good memories.

Aida: It is hard to name only one experience. The trips to different cities, meeting friends that I haven't seen for a long time, make new friends and enjoying time with them, working within a high standard institution, taking part to typical German socio-cultural events... One special experience worth adding to this list is the Labor Day celebrations in Berlin. During that day, the whole



Sahbi in Dresden

area of Kreuzberg that has been transformed into a giant open-air musical scene. So crowded that bike could hardly pass! It amazed me because first we don't celebrate Labor Day in Tunisia that much and second because it is interesting to see how it is done in Germany, a country that values labor and owes its development and success to the hard-work and collective sweat of its people.



Aida in X-berg, Labor day

What do you think is the major difference between Germany and Tunisia?

Aida: an unexpected non difference! the winter weather in Leipzig. Unlike what I had expected, the city revealed to be almost as warm as Tunis and pretty sunny, with very few showers and no snow! Back to the question, the major difference would be about organization, (waste management, urban traffic, administration, public transport, buildings, hospitals...) . You don't need to travel to Germany to see this difference. Nevertheless, living there during some period makes you realize that Tunisia isn't only messy but chaotic, that you get to wonder how things are working within such a disorder. But it makes you especially aware of how the situation could drastically improve if we were to implement some good governance rules within our institutions.

Montacer: One of the problems I faced in Leipzig is the weather especially that I can't support the cold. Then, it was also difficult to find something to eat and I had some bad experiences with the Asian food! But despite the differences, I love Leipzig, I love DICAMP, and I feel proud to be one of them.

Sahbi: The mind set and the way of doing things are the biggest difference between Germans and Tunisians. also respect to the norms and standards that German people are different from us. For me the most important difference is the work and job quality.