
Sample Syllabus for Executive Education 5-Session Course (In-person or Online) on “Business Model Innovation Strategy”

(Provided by Prof. Christoph Zott, IESE Business School)

Course Objectives

- Learn key frameworks, concepts and tools that enable you to analyze your existing business model and design a new one
- Identify and evaluate opportunities for creating and capturing value through the (re)design of your business model
- Learn and apply techniques for generating new business models
- Increase your willingness to experiment with new business model ideas and concepts
- Begin to craft a business model innovation strategy

The Course At A Glance	
Sequence of Sessions: <ol style="list-style-type: none">1. Business Model Innovation: A New Perspective on Innovation2. The Power of New Models3. Business Model Innovation: From Insights To Action - I4. Business Model Innovation: From Insights To Action - II5. Wrap-up: What Is Your Business Model Innovation Strategy?	
Detailed Outline	
Session 1	<u>Business Model Innovation: A New Perspective on Innovation</u> <p>This first session lays the conceptual groundwork for the course. It addresses such fundamental questions as: What is a business model? Why is it strategically important? What is business model innovation, and what is it not? (Lecture / discussion)</p> Readings: <ul style="list-style-type: none">• “Why Do Business Models Matter – The “What, How, Who & Why” Framework for Understanding Any Business Model” (Chapter 1, Amit and Zott 2021)• “Business Model Innovation – A Fundamentally New Source of Innovation” (Chapter 4, Amit and Zott 2021)
Session 2	<u>The Power of New Models</u> <p>In this session we will see some examples of business model innovation, in new as well as established firms, and social ventures. We will ask how these</p>

	<p>new designs allow for creating and capturing value. We will also learn how to graphically depict a business model as an activity system, and assess its impact on firm performance and competitive advantage. (Lecture / discussion / exercise)</p> <p>Readings:</p> <ul style="list-style-type: none"> • “Value Propositions – The NICE Framework for Measuring the Impact of the Business Model” (Chapter 8, Amit and Zott 2021) • “Evaluating Existing Business Models and Designing New Ones – Your Essential Toolkit” (Chapter 9, Amit and Zott 2021)
<p>Sessions 3 & 4</p>	<p><u>Business Model Innovation: From Insights To Action I & II</u></p> <p>Developing powerful new business models requires a shift in mindset from focusing on products and processes to thinking more broadly and holistically, and adopting a system-level perspective. We will practice this shift by brainstorming, presenting and discussing new business models for a selected firm. (Exercise)</p> <p>Readings:</p> <ul style="list-style-type: none"> • “Adopting a Business Model Mindset – A Prerequisite for Transformative Innovation” (Chapter 3, Amit and Zott 2021) • “How to Design a New Business Model – A Dynamic Design Method” (Chapter 6, Amit and Zott 2021)
<p>5th Session</p>	<p><u>What Is Your Business Model Innovation Strategy?</u></p> <p>We will wrap up the course by reflecting on the importance of having a business model innovation (BMI) strategy. After a brief lecture to recap the main points from the previous sessions and to define the various components of a BMI strategy, participants are given the opportunity to develop their own agenda and action plan to apply the learnings from the course in their own firms.</p> <p>Reading:</p> <ul style="list-style-type: none"> • “Business Model Innovation Strategy in the Digital Age: What Does It Mean for You?” (Chapter 12, Amit and Zott 2021)

Literature:

R. Amit & C. Zott (2021) “Business Model Innovation Strategy,” Wiley
