

---

# 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	
<b>Sequence of Sessions:</b> <ol style="list-style-type: none"><li>1. Business Model Innovation: A New Perspective on Innovation</li><li>2. The Power of New Models</li><li>3. Business Model Innovation: From Insights To Action - I</li><li>4. Business Model Innovation: From Insights To Action - II</li><li>5. Wrap-up: What Is Your Business Model Innovation Strategy?</li></ol>	
Detailed Outline	
<b>Session 1</b>	<b><u>Business Model Innovation: A New Perspective on Innovation</u></b> <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> <b>Readings:</b> <ul style="list-style-type: none"><li>• “Why Do Business Models Matter – The “What, How, Who &amp; Why” Framework for Understanding Any Business Model” (Chapter 1, Amit and Zott 2021)</li><li>• “Business Model Innovation – A Fundamentally New Source of Innovation” (Chapter 4, Amit and Zott 2021)</li></ul>
<b>Session 2</b>	<b><u>The Power of New Models</u></b> <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><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• “Value Propositions – The NICE Framework for Measuring the Impact of the Business Model” (Chapter 8, Amit and Zott 2021)</li> <li>• “Evaluating Existing Business Models and Designing New Ones – Your Essential Toolkit” (Chapter 9, Amit and Zott 2021)</li> </ul>
<p><b>Sessions 3 &amp; 4</b></p>	<p><b><u>Business Model Innovation: From Insights To Action I &amp; II</u></b></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><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• “Adopting a Business Model Mindset – A Prerequisite for Transformative Innovation” (Chapter 3, Amit and Zott 2021)</li> <li>• “How to Design a New Business Model – A Dynamic Design Method” (Chapter 6, Amit and Zott 2021)</li> </ul>
<p><b>5th Session</b></p>	<p><b><u>What Is Your Business Model Innovation Strategy?</u></b></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><b>Reading:</b></p> <ul style="list-style-type: none"> <li>• “Business Model Innovation Strategy in the Digital Age: What Does It Mean for You?” (Chapter 12, Amit and Zott 2021)</li> </ul>

---

**Literature:**

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

---