CORE
CONCEPT

Business Model Innovation: Redesigning How Organisations Create and Capture Value

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Technical depth: Conceptual · **Practical mode:** Case study

Introduction

Many organisations lose ground not to better products but to competitors that create, deliver and capture value differently, through platforms, subscriptions, ecosystems or radically lower cost structures. Improving an ageing business model at the margins rarely closes that gap. This course from Core Concept equips senior leaders to diagnose the vulnerabilities of their current business model, generate credible alternatives using recognised frameworks and test them before committing capital. Participants apply each tool to cases from several sectors and leave with a Business Model Innovation Proposal for their own organisation.

Course Objectives

- Diagnose the strengths and vulnerabilities of an existing business model using the Business Model Canvas and industry force analysis
- Identify disruption threats and new value opportunities using Jobs to Be Done and disruptive innovation theory
- Generate alternative business models using St. Gallen Business Model Navigator patterns, the Ten Types of Innovation and the Blue Ocean ERRC Grid
- Evaluate business model options for desirability, feasibility, viability and risk before committing investment
- Direct business model experiments and plan the transition from the current to the new model alongside the core business
- Present a Business Model Innovation Proposal that a board or executive committee can review and approve

Target Audience

- Executives responsible for corporate and business unit strategy
- General managers accountable for the profitability of a business line
- Strategy, transformation and corporate development leaders shaping future growth
- Commercial and product leaders responsible for revenue models and market positioning
- Finance leaders evaluating the economics of new revenue and cost structures

Course Outline

Day 1: Business Models and the Forces Reshaping Them

- Business Model Definition: Value Creation, Delivery and Capture
- Current Business Model Diagnosis with the Business Model Canvas
- Industry Pressure Analysis with Porter's Five Forces and PESTLE
- Disruptive Innovation Theory: Low-End and New-Market Footholds
- Business Model Vulnerability Heat Map

Day 2: Business Model Innovation Frameworks

- Value Proposition Canvas and Jobs to Be Done
- St. Gallen Business Model Navigator: 55 Business Model Patterns
- Doblin Ten Types of Innovation
- Blue Ocean Strategy Canvas and ERRC Grid
- Platform and Ecosystem Business Model Architecture

Day 3: Designing and Evaluating New Models

- Revenue Model Options: Subscription, Usage-Based, Freemium and Licensing
- Cost Structure Redesign and Unit Economics Review
- Option Scoring for Desirability, Feasibility and Viability
- Business Model Portfolio Map: Explore and Exploit Positions
- Innovation Management Alignment with ISO 56002 Guidance

Day 4: Risk, Experimentation and Transition

- Assumption Mapping and Test Card Design
- Minimum Viable Business Model Experiments
- Cannibalisation and Channel Conflict Risk Assessment
- Dual Business Model Management: Separation Versus Integration
- Business Model Transition Roadmap and Stage Reviews

Day 5: Case Work and the Business Model Innovation Proposal

- Media Case Study: From Advertising to Subscription Revenue
- Industrial Equipment Case Study: Moving to Product-as-a-Service
- Business Model Option Comparison for an Own Organisation
- Business Model Innovation Proposal Drafting
- Board-Style Challenge Session and Proposal Defence

Skills You Will Gain

- Business Model Diagnosis
- Disruption Threat Assessment
- Value Proposition Design
- Revenue Model Evaluation
- Strategic Experimentation Oversight
- Business Model Portfolio Management
- Strategic Transition Planning

Why Attend This Course

- Leave with a Business Model Innovation Proposal for an own organisation, tested in a board-style challenge session
- See where the current business model is exposed before a competitor or new entrant exploits it
- Ask sharper questions of strategy teams proposing new revenue models, platforms or ventures
- Compare business model choices with executives from different sectors and countries

Conclusion

A business model that served an organisation well for decades can become its main constraint when technology, customer expectations or competitors change. The course moves from diagnosing the current model and the forces acting on it, through the principal business model innovation frameworks, to evaluating options, testing assumptions and managing the transition alongside the core business. The final day turns this into a Business Model Innovation Proposal that participants take to their board or executive committee, with a clear rationale for what to change and why.