

One-day workshop in

STRATEGY AND BUSINESS MODEL INNOVATION

*Discover new and profitable ways to monetize
from your company's current products and services*



WHY BUSINESS MODELS MATTER

Each company in the world has in place a set of mechanisms for creating valuable products and services (i.e., value creation), and monetizing by offering them to one of more customer groups (i.e., value capture). Such set of mechanisms, in business jargon, is commonly called “business model.” For example, eBay offers an online platform where sellers and buyers trade goods (via auctions or pre-determined price) and charges fee to the users which represents a share of each completed transaction. Assessing, and possibly changing a company’s business model offers strategic possibilities to increasing sales and enhancing financial performance—see the innovative business models of Facebook, AirBnB, Google, or Amazon as an example.

Each product or service can be sold in a variety of ways (e.g., online vs. brick and mortar; individual sale vs. subscription; full sale vs. advertisers’ subsidy; full price vs. freemium; low-cost vs. servitized; fixed price vs. auction). Being able to offer new and innovative ways to sell a specific product can offer to companies additional revenue streams, increasing sales, key differentiation factors, and overall a significant competitive advantage. Yet, executives often lack a toolbox to assess what options are more valuable for their company, and which are the best to maximize their performance. As a matter of fact, many executives and entrepreneurs design (or run) their business models in an intuitive way, more often than not by simply copying what the other competitors normally do. This often brings to suboptimal outcomes that reduce the company’s distinctiveness, and harness its sales and financial performance potential.

PROGRAM OVERVIEW

This workshop precisely provides an important set of frameworks and toolbox to leverage the full contribution of business models to strategically maximize each company’s performance.

In a simple, interactive and applicable style, this open program will provide a series of modern, research-driven frameworks and tools to systematically explore the possibilities to increase any company’s financial performance by leveraging new and innovative ways of selling the very products and services it already produces. By applying these frameworks and tools, participants will

be able to respond to questions like: What is the most effective and profitable way to sell my products and services? Should my company sell its products via subscription/freemium? Should my company adopt blockchain? And if yes, how? Should my company sell through online and/or offline channels? Should my company subsidize its products through advertisers? How should my company collect and use the customers' data?

WHO IS THE PROGRAM FOR?

The program is designed for professionals and subject matter specialists who want to apply their expertise to help organizations find solutions to business problems, with particular focus on business model innovation, servitization and digital transformation. Among those one can include executives engaging with business strategy, consultants, business analysts, start-uppers and entrepreneurs. Experienced consulting practitioners who wish to improve or refresh their knowledge are also welcome.

BENEFITS

- Understand the key drivers of competitive advantage via business model innovation and diversification
- Learn how to define and classify every business model
- Understand the strategic implications for firm growth and competition in standard and turbulent times
- Master a structured process of strategic business model design and implementation
- Understand how to reduce risk and maximize synergies across business model portfolios via diversification
- Learn how to identify and overcome key challenges of business model innovation.

SCHEDULE

First half session

- Introduction: An overview of the style and content of the day.
- Business model identification and classification: An exercise to correctly define the company's business model and its strategic position in relation to competitors.
- Business model change: A creative exercise to identify a large set of options to innovate the business model.

Second half session

- Business model innovation: A structured group brainstorming to choose a limited
- selection of high-potential business model innovations.
- Business model diversification: A discussion on the mechanisms of complementarity and substitution that the new business models will have with the current ones. Engagement with business model portfolio optimization.
- Business model implementation and monitoring: The creation of an essential strategic plan to execute the selected business model innovations.

Note: The workshop can be reduced to a minimum of half day.

ABOUT THE INSTRUCTOR

Dr Paolo Aversa

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Dr Paolo Aversa is Senior Lecturer (Associate Professor) in Strategy and Director of the Full Time MBA at Cass Business School, visiting Professor at the University of Trento (Italy). He is also Fellow of the Center for Automotive and Mobility Innovation (CAMI) at University Ca' Foscari in Venice (Italy), and Research Fellow at the Center for Sport and Business at the Stockholm School of Economics (Sweden). At



Cass he teaches strategy and innovation-related subjects at the Full Time MBA, the Executive MBA in Dubai, the MSc in Management, the PhD in Management, and he collaborates with Cass Executive Education. Paolo originally joined Cass thanks to a IEF Marie Curie Fellowship (2012-2014). Before joining Cass, Paolo worked as Post-Doctoral Research Fellow at the Management Department of the Wharton School, University of Pennsylvania, where he also held a visiting scholar position at the Sol C. Snider Entrepreneurial Center.

His general research interests are related to determinants of performance in technology-based settings characterised by fierce competition and changing environments. He investigated the interplay of innovation, business models, and alliances on firm performance. He is considered one of the leading academic experts in the motorsport industry and his empirical fields of research are often based on Formula 1, motorcycles, and automotive. His recent academic works are published in Organization Science, Research Policy, Industrial and Corporate Change, Advances in Strategic Management, Harvard Business Review, MIT Sloan Management Review, California Management Review, and the Journal of Strategic Information Systems, among others.

He is Director of Communications and Appointed Officer of the Strategic Management “STR” Division (formerly known as BPS), of the Academy of Management. He has served as ad-hoc reviewer for most top journals in the field of management and strategy.

His research featured around 300 times around the world in international media, including in the Financial Times, New York Times, BBC, Sky, Forbes, Reuters, Sunday Times, The Times, The Telegraph, The National, ESPN, City AM and the Sydney Morning Herald, and in most sport-related outlets. In 2014 he was selected as runner-up for the prestigious “EU Marie Skłodowska-Curie Communicating Science Prize” which shortlists the 10 Marie-Curie funded scientific projects that excelled in the outreach to the general public, had the widest coverage in mainstream media, and displayed the most innovative approach to dissemination. Out of the 10 finalists he was the only one from social science.

Paolo received several awards for his research, teaching and impact. In 2018 he was listed among the [World's Best 40 under 40 Professors](#) by Poets and Quant and received the “Talented Young Italians” award for Research and Innovation from the Italian Chamber of Commerce and Industry for the UK and the Italian Embassy in London. Also in 2018 he was nominated for the Best Paper Award at the SMS Annual Conference in Paris (France). In 2017 he was finalist for the City University President’s Award in the category “Outstanding Research Engagement – Media and Outreach”. In 2015 he won the First Prize for the SIIE-EBS Best-Paper-Award “Innovation Management” for his work published in Organization Science. Also in 2015, he was finalist for City Research competition and nominated among the “Marie-Curie Fellows of the Week”. He was awarded for 8 times the Best Reviewer Award of Academy of Management (5 times in the Technology and Innovation Division and 3 times in the Business Policy and Strategy Division). In 2011 Paolo received the Best Doctoral Paper Award of the European Academy of Management (EURAM). In 2009 he led the University of Padova racing team to winning the business plan competition at the Formula SAE Germany.

He collaborates with several universities and he often presents his works and industry analyses in international conferences, firms, and institutions – including the House of Commons, among others. He works and consults for companies within and outside the racetrack.

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