



Business Model Innovation

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Course information

- Dates: from 3rd October to 28th of November
- CFU 6
- Students meeting: Monday 5 pm, room 11 – third floor

Course information

Evaluation

- Oral exam (50%)
- Workgroups and individual assignments (50%)

Handbook

Afuah A. (2014), Business Model Innovation. Concepts, analysis and cases, Routledge (Chapters 1 and 3-11)

Students not attending classes

- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creating unique value with customers. *Strategy & leadership*, 32(3), 4-9.
- Clauss, T. (2017). Measuring business model innovation: conceptualization, scale development, and proof of performance. *R&D Management*, 47(3), 385-403
- Michelini (2012) *Social Innovation and New Business Models*, Springer (Cap. 1)

Course information

BUSINESS MODEL INNOVATION

Date	Hour	Teacher	Topic	References	Room*
03-ott	9:00-11:30	L. Michelini	Introduction to BMI and workgroup	Afuah A. (2014), Business Model Innovation (Cap 1)	Room 3
10-ott	9:30-12 and 15-19	N. Dentchev	BMI Frameworks and 5 Competitive Forces and assignment	Afuah A. (2014), Business Model Innovation (Cap 2) and Close the Gap case	Room 3
11-ott	8:30-11 and 13-15				Room 11
17-ott	9:30-12	L. Michelini	BEP Analysis and MSM	Afuah A. (2014), Business Model Innovation (Cap 4)	Room 3
24-ott	9:30-12	L. Michelini	Co-creation and DART Model	Prahalad C.K. And Ramaswamy V. Co-creating unique value with customers	Room 3
07-nov	9:30-12	L. Michelini	Business Model Appraisal Frameworks and Network effect	Afuah A. (2014), Business Model Innovation (Cap 5 and 6)	Room 3
12-nov	12:00-19:00	N. Dentchev	Crowdsourcing and Disruptive innovation and assignment presentation	Afuah A. (2014), Business Model Innovation (Cap 7 and 8)	Room S4
13-nov	8:30-10 and 12:13:30				Aula dottorandi
21-nov	9:30-12	L. Michelini	Complementary assets and Long tail startegy	Afuah A. (2014), Business Model Innovation (Cap 9 and 10)	Room 3
28-nov	9:30-12	L. Michelini	Workgroup and Case study discussion		Room 3

Course information

- NO COMPULSORY ATTENDANCE

BUT

Attending students can be evaluated on their exercises
and workgroups.

Course topics

- **Part I – Introduction**
- Introduction to business model innovation
- **Part II: Analytic Tools**
- 2. Business Model Frameworks
- 3. Breakeven Analysis in Strategy and the Margin-Sales Rate Matrix (MSM)
- 5. Business Model Appraisal Frameworks
- **Part III: Key concepts**
- 6. Network Effects e Multisided Platforms
- 7. Crowdsourcing
- 8. Disruptive Innovations e Business Models
- 9. Complementary Assets
- 10. Long Tail Strategies
- (+ Exercises, cases, practitioners ...)