

Business Models for the decade to come

EM4LEM49

Semester

A

Discipline

Strategy

Contact hours

27 H

Number of spots

45

Open to visitors

Yes

Language



Coordinator

Claude CHAILAN



List of lecturers

Lecturer(s)	Email	Contact hours - lecture
Claude CHAILAN	chailan@unistra.fr	27 h

Pedagogical contribution of the course to the program

No educational contribution associated with this course for this program.

Description

The Business Models New Paradigms course examines how organizations create a value proposition and organize a profit formula in a global environment.

In essence, a business model involves the allocation of critical resources and competences in a competitive environment over relatively long periods of time in the pursuit of the creation of value for customers and the capture of the value thus created. Business models are influenced by many factors such as the resources available to management, the industry and the competitive conditions, and of course the firm's internal structure, systems, and culture.

The course will cover the major business model decision-making tools.

Participants will learn to assess why and how new and emerging business models develop in a variety of contexts (industries, countries). They will learn how to use methods to explore and exploit breakthrough business models. Particular attention is paid to processes, competencies, competitive positioning and comparative costs that drive value creation.

Topics such as two-sided markets, free to fee businesses, ecosystems, network externalities, and servicization are also addressed

Teaching methods

Face-to-face

- Lectures
- Tutorials

In group

- Oral presentations
- Case studies/texts
- Other :

Interaction

- Discussions/debates

Others

No items in this list have been checked.

Learning objectives

Cognitive domain

Upon completion of this course, students should be able to

- - (level 3) Discover how to use business models to effectively design and lead business strategies.
 - - (level 4) Ensure a good mastery of business model theory and practice, and certify that students understand the vital role business models play in modern business
 - - (level 4) Examine the concept of business model, and its significant role in a company's strategy, effective management practice and overall success.
 - - (level 4) Analyze important notions that are driving current business models, including: Servicization, Dynamic pricing, 2-sided markets, Yield management, Sustainability and CSR
 - - (level 5) Develop the ability to assess the strengths and limitation of various business models, and determine their appropriate use, and explain why.
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Affective domain

Upon completion of this course, students should be able to

None affective domain have been associated with this course yet

Outline

Session 1

The new frontier of sterWhy business model matter?

1/ Strategy etc.

2/ The competitive advantage: How to be different?

3/ Business Model : How to be profitable, long-term ?

Session 2

Building a robust value proposition

1/ The value proposition and the market share tree

2/ Key success factors and conjoint analysis

3/ How to protect the value proposition?

Session 3

Resources and competences in an agile environment

1/ Resources and the concept of rent in economy

2/ Mapping and selecting competences

3/ Dynamic capabilities in an agile world

Session 4

Business models for the digital age

1/ Business models for the digital age

2/ Standard wars & 2nd - mover advantage

3/ e-privacy

Session 5

1. Customer lifetime value and CRM

2. The servicization process

3. Conjoint analysis

Session 6

1. Price modularity and the role of marginal profit in fixed costs amortization
2. A state-of-the-art dynamic pricing policy: low-cost pricing
3. Customer surplus and price discrimination

Session 7

Disruptive BM

1. Case study
2. The 1st mover advantage and standard wars
3. Complexity of innovation and some key financial tips

Session 8

Evolutionary business models

1. From assets-light to the economy of sharing
2. The value of renovation
3. The 2nd-mover advantage

Session 9

Sustainability-based business models

1. The big picture: Definition, metrics and some - complex - questions
2. The three levers for sustainable business in practice, at the company level: Production, consumption, recycling
3. The 3 stages towards improved and new sustainability-based models of business

No prerequisite has been provided

Knowledge in / Key concepts to master

Marketing-mix or Corporate Strategy or Basics in corporate finance

Teaching material

Mandatory tools for the course

No items in this list have been checked.

Documents in all formats

- Case studies/texts

Moodle platform

- Upload of class documents
- Interface to submit coursework

Software

No items in this list have been checked.

Additional electronic platforms

No items in this list have been checked.

Recommended reading

Main reading material

No reading material has been provided.

Additional literature

- Annarelli, A., Battistella, C., Nonino, F. (2019). The Road to Servitization - How Product Service Systems Can Disrupt Companies' Business Models. Springer
- Brem, A., Viardot, E. (2017), Revolution of Innovation Management, Volume 2 - Internationalization and Business Models, Palgrave, ISBN 9781349951239
- Carroll, D. (2016), Managing Value in Organisations : New Learning, Management, and Business Models, 2nd edition, Routledge, ISBN 9781138271258
- Afuah, A. (2014), Business Model Innovation, Concepts, Analysis, and Cases, Routledge, ISBN 9780203584583
- Harvard Business Review (2011), On Rebuilding Your Business Model, Harvard Business School Press
- Shenkar, O. (2010), Copycats: How Smart Companies Use Imitation to Gain a Strategic Edge, Harvard Business School Press
- Collins, J. (2009), How the Mighty Fall: And Why Some Companies Never Give In, Collins

EM Research: Be sure to mobilize at least one resource

Textbooks, case studies, translated material, etc. can be entered

- Chailan, C. (2013), "The influence of key capabilities on brand portfolio-based competitive advantage", International Journal of Trade and Global Markets, 6 (2), 182-201
- Chailan, C. (2011), "Club Med: Is the Phoenix Rising from the Ashes?", ECCH reference 511-060-1

Assessment

List of assessment methods

Intermediate assessment / continuous assessment 1Other (date, pop quiz, etc.) : All sessions
Oral (30 Min.) / Individual / English / Weight : 30 %

Details : Class participation is based on three factors: - Answers to questions about the readings to be prepared for each session - Preparation and participation to the debate following workshops/case studies presentations - Active participation in the classroom, adding insights to discussions for instance from your own knowledge and experience

This evaluation is used to measure ILO2.3-BAI, ILO4.1-BAI, ILO4.4-BAI, ILO1.1-BAI, ILO1.2-BAI, ILO1.3-BAI

Intermediate assessment / continuous assessment 2Other (date, pop quiz, etc.) : Sessions 5 to 9

Written and oral (30 Min.) / Group / English / Weight : 40 %

Details : Two case studies: Case study 1: 20% Case study 2: 20%

This evaluation is used to measure ILO4.1-BAI, ILO4.2-BAI, ILO4.4-BAI, ILO1.3-BAI

Final evaluationOther (date, pop quiz, etc.) : Final session or after

Written (30 Min.) / Individual / English / Weight : 30 %

Details : In-class online quiz, at the end of the last session of the course

This evaluation is used to measure ILO4.2-BAI, ILO4.4-BAI, ILO1.3-BAI