Cambridge Judge Business School

ONLINE - 5th March, 4th June & 8th October 2018

BEYOND INNOVATION: BUSINESS MODELS FOR TRANSFORMATIVE & COMPETITIVE ADVANTAGE

A highly interactive and practical online programme that provides analysis and creation of business models to drive organisational value and demand.
Overview

Organisations based on traditional business models are coming under increasing pressure, from the forces of globalisation to digital disruption and rapidly changing buying patterns. Some of the most successful businesses of the last ten years have been built on new business model concepts; models that encourage innovation and are always a step ahead of the competition.

Now more than ever, businesses need to actively review and adapt their business models to ensure they have a blueprint for success.

This new online programme is specifically designed for those with strategic responsibility for the direction of their organisation or business unit. It will support leaders through the process of reviewing, refining and delivering on a winning business model.

The programme

This six-week online programme offers the opportunity for you to access the expertise and insights from Cambridge academics from anywhere in the world.

Each week will consist of four to five hours of applied learning and real-time interaction with Cambridge academics. The course programme will cover multiple modules, offering you the opportunity to directly apply the learning to your specific challenges.

You will have the opportunity to learn from successful businesses through the use of fully interactive case studies, which bring to life theory and practical application.

On completion of the six-week programme you will have a clear understanding of the concepts and practical tools required to build a strategically significant business model.

Benefits

By the end of the six weeks, participants will be able to:

- Have a strong, evidenced proposal for fundamental change within your organisation.
- Develop the organisational capability to transform your business model through innovation.
- Understand and use the tools and frameworks to assess business models and propose a viable way forward.
- Systematically explore what kind of change innovate your business model.
- Be comfortable thinking innovatively.
- Study and learn with peers from around the world in an interactive and engaging way.
- Receive full support along the way with a dedicated administrative contact and tutor.
- Gain access to and feedback from University of Cambridge faculty and fellows.
- Enjoy online study, reducing the need for time out of the office and travel. You will have the flexibility each week to access learning materials, balancing professional and personal responsibilities.

Who should attend

You will be an:

- Executive in any size company, small or large, who is in a position to effect change, either within your strategic business unit, or on a wider level.
- Executive in a senior level positions tasked to explore the future of their company's business model.
- Executive looking to make a tangible impact in the direction of your organisation.
- Executive looking to better understand your current business model and how you can propose areas for improvement and change.
- Executive who wish to identify ways that your organisation can maintain competitive advantage.

Dates, fees and registration

5th March 2018
4th June 2018
8th October 2018

The online programme fee is £2,000 + VAT (where applicable)

Selection for our programmes is taken very seriously, and we ask prospective participants to complete an application form. (email bionline@jbs.cam.ac.uk to request this).
Module 1
Orientation week – Familiarise yourself with the learning platform, the online programme team and the programme structure. Learn some common misconceptions around business models and understand the context and parameters for the discussion moving forward.

Module 2
Describe – What is a business model? Break apart business models and look at the big picture.
You will be asked to fully and accurately describe your own current business model context.

Module 3
Analyse – Qualitative matrix and profit formula. Compare different company business models and identify how they determine competitive advantage.
You will make a statement about how sustainable for growth the business model is in comparison to others.

Module 4
Propose – Six degrees of Innovation. Look at the characteristics of a transformative business model and understand how have they significantly changed industries.
You will identify areas for potential change in your industry or business model and identify opportunities for transformation.

Module 5
Implement – Using case study examples, understand what it takes to change a business model and offer something truly innovative.
You will experiment to see if your chosen opportunity is sustainable and profitable.

Module 6
Portfolio – Dive in to the business model innovation challenge.
Put together your final proposal for an innovative change within your business context.

Topics
The programme is broken in to six modules and each one has a practical element that participants need to work on with a weekly deadline.

Combining all these elements in week six, participants will submit their final assessment which counts for up to 80 per cent of their final grade.

Participants will come away with a tangible, evidence based assignment that can be used to gain support from senior management for fundamental change within their organisation or business unit.

For more details please visit: www.jbs.cam.ac.uk/execed
Or contact Claire Wright on bionline@jbs.cam.ac.uk +44 (0) 1223 330741
Stay in touch on Twitter: @CambridgeExecEd
Professor Christoph H. Loch
Director, Cambridge Judge Business School
Professor of Management Studies

Professor Christoph H. Loch is the Director (Dean) of the Cambridge Judge Business School. Under his leadership, the School has risen in prominence driven by a strategy of deep engagement with organisations to connect knowledge creation with practical impact, especially in Executive Education, where CJBS aims to inform and facilitate problem solving and behaviour change across a range of strategic challenge areas for corporate clients. He pioneered the CEO Growth Challenge Programme for scale-up companies and has continued to lead a few very senior level engagements with blue chip companies.

Christoph's overall research and consulting experience lies in the management of innovation in organisations, including technology strategy, strategy cascading, project selection, concurrent engineering, project management under high uncertainty, collaborative problem solving, and performance measurement. He also examines the motivation of professional personnel in organisations (such as R&D organisations), in particular, the emotional aspects of motivation and performance.

Dr Nektarios (Aris) Oraiopoulos
Lecturer in Operations Management, Cambridge Judge Business School

Aris' interests lie in the area of new product development and R&D management, and particularly in collaborative settings such as joint projects between pharmaceuticals and bio-tech companies. Such projects are characterised by their highly uncertain nature and substantial costs, and therefore, mechanisms for managing risk and rewarding risk taking among the various partners are critical. In addition, he is interested in understanding how diverse perspectives regarding the key project metrics might amplify learning mechanisms, or alternatively, give rise to consistent biases that will undermine the project selection (e.g. new drug development) process.

Aris' research efforts are focused on how firms can improve their new product development (NPD) processes from the creation of new opportunities to the selection process to the implementation and development. His work has been invited for presentation in numerous academic conferences, and has been published in the flagship journals of the field.

Dr Konstantinos (Kostas) Ladas
Associate of Entrepreneurship, Cambridge Judge Business School

Dr Konstantinos Ladas is an Associate at the Entrepreneurship Centre, Cambridge Judge Business School. He served as project manager on the relationship of technology and innovation here at the School’s Executive Education division. Previously he was head of network strategy - responsible for the fixed network - at OTE the incumbent telecom operator in Greece. He has more than 20 years' experience in a broad range of high-level management positions in telecommunications and has served as adviser to the CEO responsible for technology selection and collective labour agreements negotiations.

Dr Ladas holds an MPhil in Technology Policy from Cambridge Judge Business School, University of Cambridge and a PhD degree in Electrical Engineering from Northeastern University, Boston, MA, USA. He has authored several papers in electromagnetics, mathematics and business journals.