



CALL FOR CHALLENGE

Business Model Challenge



MBA ELECTIVE COURSE
2ND YEAR FULL-TIME MBA-2018
JANUARY - APRIL 2018

40 STUDENTS

8 TEAMS

1 PROFESSOR

SUBMISSION
1 DECEMBER 2017

START
25 JANUARY 2018

DURATION
11 WEEKS

Business Model Challenge

Introduction

Business Model Challenge is an elective course in entrepreneurship. It introduces a framework for developing a new business model for an established company. The framework will be applied to challenges submitted by firms that have a strong desire to get an external unbiased perspective on their current business model and receive carefully researched suggestions for improving it. Participating firms are expected to interact closely with the student teams during the project period, including several face-to-face meetings. Also, in order to support the course infrastructure and research on business models, a – voluntary - fee of 5000€ / team is suggested to firms interested in having their challenge solved.

Motivation

Business model innovation is a new form of innovation that requires new thinking and a new mindset. The traditional focus on products, processes and R&D functions needs to be complemented with a more holistic and systemic view of innovation. In addition, firms need to become more agile and embrace entrepreneurial approaches in order to exploit opportunities that stem from the new ways of doing business to which business model innovation refers. A recent survey conducted among C-level executives finds that “four-fifths of CxOs are experimenting with alternative business models or thinking to do so...competition is mostly feared from ‘digital invaders’, with totally different business models” (IBM 2015). Business model innovation is powerful and pervasive – it is occurring in all industries, across the globe, in new as well as established firms. It is also potentially disruptive and therefore represents a fundamental strategic challenge to managers and senior executives – but at the same time an excellent opportunity to reshape the rules of competition and put your company on track for future growth.

Our Objectives

The IESE course pursues three main objectives. First, it aims at providing knowledge, concepts and tools about how to analyze business models, and about how to develop new ones. The framework that will be used for the course includes both content and process of business model design. It will be made actionable through a series of steps summarized in the “Business Model Design Manual” that will be provided as part of the course package. The BMD Manual guides both students and company representatives step-by-step through the analysis, ideation and development stages of the business model design process, in a structured and disciplined manner. Second, IESE’s full-time MBA students will have the opportunity to apply their knowledge to your real-world challenge, shed light on your challenge and analyze it deeply. Third, the participating students will provide at the end of the challenge period a tangible solution to your Business Model Challenge.

Our Value Proposition For You

Although solutions may vary across challenges you can expect the following benefits from participating as a project sponsor in the course:

- Get an unbiased, external and fresh assessment of your current business model challenge;
- Expose your organization to the entrepreneurial drive, motivation and knowledge of student project team members;
- Learn new ideas and concepts that can enhance your own toolkit and processes aimed at business model innovation;
- Receive a concrete solution proposal for your submitted challenge, anchored on in-depth stakeholder and market needs analysis, and including a first field test and proposal for implementation;
- Get access to the highly talented IESE MBA student pool and assess their potential “on the job.”

Application Process

1. If you are interested in submitting a challenge, please fill in the project description form (provided below). Please **submit** this form to xkouteva@iese.edu or msosna@iese.edu **by Friday December 1, 2017** the latest.
2. The course instructor, Professor Christoph Zott, will go through a rigorous **evaluation & selection** process to pass up to 8 of the submitted Business Model Challenges to his full-time MBA students. Important criteria for pre-selecting challenges are (a) good fit with the business model theme, (b) high motivation of corporate sponsor & great depth of access provided to the student team, (c) feasible project scope, (d) high strategic importance of the challenge to your firm.
3. Project sponsors are invited to pitch their pre-selected challenges to the students, either via Skype or in person, during a class session at the IESE campus in Barcelona on Friday, January 26, 2018, starting at 15h45. Note: Your challenges will only be visible to course participants and course staff members who agree to keep them **confidential**.
4. Through a **bidding and team-building** process in class on January 26, students will form teams of 4-6 students around the challenges.
5. Following the team building, it is suggested that you conduct a **kick-off** meeting on the IESE Barcelona campus to get to know and brief your team, so that the analysis and solution process can begin immediately. Alternatively, the kick-off can take place on your premises in a face-to-face meeting with your student team.
6. During the analysis and solution phase you will be given the opportunity to **closely collaborate with** your team virtually, through your preferred means of communication. It is expected that you support your team financially by defraying their project-related expenses.
7. Students will be given several **milestones** throughout the entire project phase at which they are expected to provide you with interim deliverables.
8. At the end of the course, you will **receive and review** your solution in the form of a final presentation and project report from your team.

If you have any questions, please do let us know. Together with Professor Zott and the IESE MBA student community, we are excited about the prospect of collaborating with you, and we look very much forward to receiving your challenge!

BUSINESS MODEL CHALLENGE PROJECT DESCRIPTION FORM

Contact Name:

Contact E-mail:

Contact Telephone:

Company Name:

Challenge Title:

(Please insert a short and precise title for the challenge; e.g. “Developing a blended business model for our company’s online and offline customers”)

Summary:

(Please insert a brief and precise outline of the challenge to present information to the MBA students. Do not provide confidential or IP-related information in this section.)

Description:

(Please insert the complete outline of the challenge to enable MBA Students to understand the nature of the challenge and any other relevant information. This information will only be visible to the professor and academic team prior to students signing required legal documentation, such as NDAs, etc.)

Additional observations / Rules:

(e.g. Please state any challenge rules that you might have, which the students need to adhere for final solution review, such as document formats, language, depths of analysis, plans, etc.)

Contact

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