



 **TU Delft**

**BUSINESS
MAKE  VER**

BMI.3X – Business Model Testing Re- Run

This online course was created by:

Dr. Timber Haaker
Dr. ir. Mark de Reuver

Prof. dr. Harry Bouwman

Table of Contents

Contents

1. Introduction	3
1.1. Course overview	3
1.2. Learning objectives/outcomes	4
1.3. What we expect from you	4
1.4. What you can expect from the course team	4
2. Course structure	5
Block 1: Introduction to BM Testing	5
Block 2: Stress testing your BM	5
Block 3: Financial soundness	5
Block 4: Agile development	5
3. Assessment	6
4. Resources & Tools	6
5. Professor/Contact information	6

1. Introduction

This is the self-paced version of the course "Business Model Testing". Some assignments that were originally peer assessments have been replaced with self-assessments. Please note that the discussion part of the course will probably be less active, since every part of the course will be accessible immediately. You have until September 1st 2018 to finish all the required quizzes, case assignments and self-assessments.

Designing an innovative business model is one thing – But how can you test if it's going to work out? How can we make sure that a business model is financially viable, future-proof and attractive for customers?

In this business and management course, you will learn the key steps to test your business model. This should be a continuous process, since many things affecting your business model will change.

This course will help you answer questions like:

- How can I test if my BM is sustainable?
- How do I make sure that my BM is financially sound?
- How can I continuously test the attractiveness of my BM?

1.1. Course overview

This course contains four blocks. Each block spans two weeks. Within each block, there will be online lectures, quizzes, case assignments, company assignments and forum discussions. A typical block is as follows:

- Week 1
 - o Online lecture about the topic of that week
 - o Quiz
 - o Tutorial on a business model tool
 - o Case assignment for learning how to use the tool
- Week 2
 - o Online lecture about the topic of that week
 - o Quiz
 - o Improve your business self-assessment

1.2. Learning objectives/outcomes

By the end of this course you will be able to:

- Know what makes a good business model
- Describe the business context of a company
- Test if your BM is sustainable
- Make a business case to support investment decisions and test financial soundness
- Plan the testing of your BM in an agile, continuous approach

1.3. What we expect from you

As an online student we expect you to be an active participant in this course, contribute to a positive atmosphere in the course by asking, sharing and helping out others, meet the announced deadlines, etc. Follow forum and collaboration guidelines.

This is a hands-on course. You will apply the insights immediately to your own business. It is possible, but *not required*, to share insights on your company's business model with other participants. It's fun to do so, and you can get valuable feedback from your peers. But if you don't feel comfortable, you can keep your business model to yourself.

1.4. What you can expect from the course team

Our course team consists of three professors and moderators. The moderators are here to guide the discussions on the forum and to answer any questions about the course. Any questions that the moderators cannot answer will be directed to the professors through the moderating team. Questions about the course are best posed through the forum. Since this is a self-paced course, we will respond to your questions posted on the forum or by email within 3 days.

2. Course structure

Block 1: Introduction to BM Testing

What makes a good business model? How do you test if your BM is sustainable, financially sound and has an attractive offering? In this block, we will introduce you to the course and the importance of business model testing. We will discuss our first business tool of the course: PESTLE, which we will apply to a case assignment, before using it on your own company!

Block 2: Stress testing your BM

So far, we discussed the first steps of testing your business model. However, one of the most important things that you have to remember is that things change. This will have an impact on your business model eventually, so can you make sure that your business model is future-proof? In this block, we will introduce business model stress testing, a tool to make sure your business model will withstand future changes whether these are social, technical or political.

Block 3: Financial soundness

In the previous block, we focused on your long-term business model. In this block, we will focus more on the financial soundness of your business model: Does your business make a profit? Do your investors get a return on their profit? Do you have enough cash flow to keep the business running? In order to test all of this, we will use profit calculators as a business tool. First, we will hear how banks evaluate financial soundness of BMs. Next, we will be using it on your own company!

Block 4: Agile development

Continuously changing your business model to be able to adapt to change can take a lot of time and effort. This is why it is important to be agile, so the process is going to be swift and efficient. So how can you achieve agility? How can you balance your thinking of customers, product and technology at the same time? This block will be dedicated to answering these questions, where we will use the agile approach of business model innovation as a business model tool.

3. Assessment

In order to successfully complete the course, you will need 65/100 points. This means that not all assignments are mandatory. The deadlines for all assignments is September 1st 2018.

There are three different assignment types:

1. **Quizzes** (40 points): Every instruction video is followed by a quiz to test your knowledge. Every quiz question has its own weight, so some questions are worth more points than others. You can see the amount of points per question. In total all the quiz points are worth 40 points, which corresponds to 40% to your grade.
2. **Case assignments** (30 points): When you have submitted your work for the case assignments, we ask you to review your own answers to the questions based on the grading criteria that we provide.
3. **Improve your business** (30 points): Apply the business model tool on your own business idea. You will be asked to review your own work for points.

4. Resources & Tools

All educational resources will be available in the course.

Business model tools are available, free of charge, at www.businessmakeover.eu.

5. Professor/Contact information

Professors:

Mark de Reuver, g.a.dereuver@tudelft.nl

Harry Bouwman, w.a.g.a.bouwman@tudelft.nl

Timber Haaker, t.i.haaker@tudelft.nl

E-moderators:

Gudo Reekers, gudoreekers@hotmail.com

Agnes Günther, agnes.guenther@googlemail.com

Martijn Cligge, mecligge@gmail.com

Stephan Kool, mail@sfkool.eu