



GLOBAL NETWORK FOR
ADVANCED MANAGEMENT



Business Model Innovation and Corporate Strategy

Syllabus, 2026

Tuesdays 11 am to 1.15 pm (New Haven time). March 24 to May 5.

Professor: Jorge Tarzijan
PUC, Chile, School of Management
Email: jtarzija@uc.cl

I. Course Objectives

Recent surveys to Top Management Teams show that business model innovation is at the forefront of their thoughts and challenges, both in startups and established companies. This course provides the tools to design and operate innovative business models.

The tools to be learned should help students understand how to think about business model innovation, respond to the entry of disruptive business models, and decide whether the company should operate single or multiple business models. We also analyze business model transformation and innovation in entrepreneurial organizations and how these organizations can use business model innovation to challenge established companies even in mature industries.

Examples of questions to be asked in the course are: How can a startup disrupt industries such as pharmaceutical, retail, financial, wine, and biotechnology? What are the fundamental issues to consider when designing business models that require different customer groups simultaneously? What are the conditions to implement a business model innovation in an organization? How can the simultaneous operation of more than one business model promote a hard-to-imitate competitive advantage?

Regardless of your intended career path, understanding business models is essential. In investment banking or private equity, you need to understand the “engine” (i.e., the business model) that produces profits. In consulting, you need to solve organizational problems, which is very hard without understanding how the business model works. In industry, regardless of the company, economic sector, and position, you need to understand the context in which you operate and how your actions fit into the firm’s policies, assets,





and decision-making. In entrepreneurship, business model innovation is a powerful tool to succeed.

The teaching method includes an active discussion of diverse sectors and geographies, cases, and practical exercises that reflect current business situations.

II. Course Content and Organization

The first part of the course includes an introduction that addresses the following questions: What is a business model? What features should a good business model possess? What are the building blocks of a successful business model? How to use business model innovation to compete in the digital economy?

The second part of the course analyzes business model innovation, focusing on multiple side platforms and digitalization. We use economic and strategy tools to analyze pricing, design, entry, and other critical managerial issues in this highly prevalent business model innovation. An important practical consideration in multisided platforms is the so-called “Penguin Problem,” which deals with the need to have different customer groups (or “sides”) join the forum almost simultaneously.

The third part of the course presents and discusses, from a practical perspective, digital ecosystems as new forms of business models. Digital ecosystems are becoming prevalent in many important industries, and it is important to understand how to think about them from a managerial perspective.

The fourth part of the course deals with business model innovation at the industry level. Here we analyze how new business models can re-shape traditional industry boundaries and the relevance of substitutes, entry, and competition.

The fifth part of the course discusses innovations based on the operation of business model portfolios. Increasingly, companies are managing more than one business model simultaneously. The choice of which business models to operate and how to manage them (e.g., their organizational structure, ecosystems, etc.) are becoming crucial corporate strategy questions and a hard-to-imitate source of competitive advantage. In this part, we also analyze business model transformation and implementation, including discussing the conditions required to transform the business model of an established organization.

The sixth part of the course analyzes mergers and acquisitions in the business model space, emphasizing the purchase of multisided platforms. Companies such as Google, Amazon, Apple, Microsoft, Uber, Airbnb are very active in platform M&As and have shaped important ecosystems. M&As in the multisided space have consequences for antitrust and are re-shaping the way antitrust authorities use to analyze mergers. In this course, from an economic and strategy perspective, we will discuss how antitrust agencies are looking at



these types of operations.

The seventh part presents a discussion of value innovation vs. technology innovation and includes a summary of the course's main take-aways.

We review several examples of real-life situations in each section and discuss updated cases. Thus, we will combine conceptual and practical discussions.

III. Course Format, Sessions and Grading

We will use a set of notes and articles rather than a textbook. In order to leverage the online context and the international component of the class, an intensive use of cases and examples is considered.

We will have a 130 minutes online session (for seven weeks) each week. Zoom-sessions and videos will be posted on the Canvas Platform for your review. The student participation in the weekly session is strongly encouraged, given that we will devote most of that time to the discussion of cases and examples.

The grading policy is as follows:

Case write-ups (3)	35%
Class Participation	15%
Take-home final exam	50%

Case Write-up: You will prepare **three** written case analyses in a group (up to four students per group). From the 5 cases that will be discussed in class, each group can freely choose three of them to write a report. The report should focus on answering the questions that will guide our class discussion. You can find the questions in a question sheet in canvas. Submissions must be in ppt format. The file must be uploaded to Canvas platform at the beginning of the class in which the case will be discussed – no exceptions.

The key to a good case analysis is to carefully analyze the situation, discuss it with your GNAM classmates, apply relevant conceptual materials, and evaluate possible courses of action before selecting your own recommendations.

Class participation: It is a grade based mainly on your individual contribution to the case discussions during class. Students are expected to read all cases.

Final take-home exam: This is an individual assignment. You will have up to 48 hours to read the final and answer it. For the final exam you will analyze a real-life situation making recommendations on issues associated with business models and strategy.



IV. Detailed course schedule

Session	Topic	Case Assignment	Readings
Week 1	--Business Model Innovation & Multi-Sided Platforms -Practical challenges in MSP	No case.	-When pitching an idea: Should you focus on “how” or “why”. HBR. 2021. --Could the GPT store turn ChatGPT into a Platform Powerhouse. HBR. Hagiu & Wright. 2025
Week 2	-Pricing and design strategies in multisided platforms -Failures in MSPs	Case 1: The Crurated Revaluation: Connecting People with Fine wines. 2023.	--Are you missing growth opportunities into your platform. HBR. Bryce et al. 2025
Week 3	-Platform ecosystems	Class Exercise 1: Platform Startups: Launching Online Marketplaces.	-How to become an ecosystem player. Rotman Management. Winter 2023. -Should your company build an open or close ecosystem. Cennamo & Zeng. 2024.
Week 4	-Multisided Platforms: Competition and Antitrust Issues	Case 2: Spotify in 2024	-Ecosystem theories of harm in EU merger control: analyzing competitive constraints and entrenchment. 2024 -Google’s antitrust troubles demonstrate the need for a digital Regulator. MacCharty. Brookings Institution. 2024
Week 5	-Business Model Innovation at the industry level	Case 3: Spotify in 2024	-Creating Blue Oceans (Chapter 1). Kim and Mauborgne. 2015. -Making your products accessible to underserved markets. Bhatnagar, HBR. 2023.
Week 6	-Business Model Innovation at the corporate level.	Case 4: The Financial Times and Generative AI. 2024. Class Exercise 2: Uber & Cornershop: Acquisition in MSP 2021.	-When One Business Model Isn’t Enough. Casadesus-Masanell and Tarzijan. Harvard Business Review. 2012. Also included in HBR’s 10 Must Reads on Business Model Innovation. <i>Harvard Business Review Press</i> . Boston, Massachusetts. 2019.
Week 7	-Business Model Transformation -Value Innovation vs Technology Innovation Course Wrap-Up	Case 5: AI and Strategy: Lessons from Real-Case cases. 2025.	- Can GenAI do Strategy? Olenick & Zemski. HBR. Dec 2023. .Generative AI will change your business: Here is how to adapt. Edelman & Abraham. HBR 2023

V. Academic Honesty

Academic honesty is a fundamental value of higher education at Pontificia Universidad



Catolica de Chile; therefore, I will not tolerate acts of cheating, plagiarism, falsification or attempts to cheat, plagiarize or falsify. Students must assume that collaboration in the completion of assignments is prohibited unless explicitly permitted by the instructor. Students must acknowledge any collaboration and its extent in all submitted work.

VI. Brief Instructor's CV

Jorge Tarzijan is a Full Professor at the School of Management, Universidad Catolica de Chile. He has been a Visiting Scholar at Harvard University and has taught the graduate courses "Corporate Strategy" and "Strategic Management" in the Summer Program at Harvard. He has also taught in the MBA program, Babson College. His research has been published in leading journals in the strategy field such as Strategic Management Journal, Academy of Management Perspectives, Journal of Management, Business and Society, Long Range Planning and Harvard Business Review, among others.

He is also the co-author of several cases of the Harvard Business School collection and the books *Organizacion Industrial para la Estrategia* (Industrial Organization for Strategy) (Third edition); and *Fundamentos de Estrategia Empresarial* (Fundamentals of Entrepreneurial Strategy) (Sixth edition). One of his articles on business model innovation (co-authored with Ramón Casadesus-Masanell) was recently featured in the HBR's 10 must reads on Business Model Innovation. *Harvard Business Review Press*.

He holds a Ph.D. in Managerial Economics and Strategy from the Kellogg Graduate School of Management, Northwestern University, a Master degree from Katholieke Universiteit Leuven, Belgium, and an undergraduate degree in Economics from Universidad Catolica de Chile.

VII. Grading System

95.0-100.0 A+	81.0-85.9 B+	65.0-69.9 C
90.0-94.9 A	75.0-80.9 B	60.0-64.9 D
86.0-89.9 A-	70.0-74.9 B-	00.0-59.9 F