
Business Model Innovation

04 - 08 Jan 2027
Vienna





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Business Model Innovation is a 5-day senior strategy course delivered by Mars Training Centre UK in London, Amsterdam, Barcelona, Dubai and Seoul, and online — designed for directors, general managers and senior commercial leaders looking to redesign how their organisation creates, delivers and captures value.

The most consequential strategic moves of the last twenty years have not been new products. They have been new business models. Subscription, platform, marketplace, freemium, outcome-based pricing, asset-light, vertically integrated direct-to-consumer — these have rewritten entire industries. Yet most organisations spend ninety per cent of their strategy effort on the next product and almost none on the business model itself. This programme is built for senior leaders who want to interrogate the business model they have and design plausible alternatives before a competitor does it for them.

Across five focused days, you will work through the major business model frameworks — the Business Model Canvas, the Value Proposition Canvas, jobs-to-be-done, platform and ecosystem thinking — apply them to real cases drawn from British, European, Gulf and Asian businesses, and design a credible business model option for your own organisation. The programme is delivered by senior practitioners with executive and commercial-strategy experience.

What You Will Learn

- Define what a business model is — and is not — at executive depth.
- Map your current business model using the Business Model Canvas.
- Diagnose the customer job and design value propositions that match it.
- Evaluate the major business model archetypes against your sector.
- Identify the structural weaknesses in your existing business model.
- Design and stress-test alternative business model options.
- Build the commercial logic — pricing, cost-to-serve, unit economics — behind a new business model.
- Lead the organisational change required to shift from one business model to another.
- Avoid the standard business-model-innovation failure modes.

How You Will Benefit

You will leave with a working business model option for your organisation, a structured framework for evaluating new commercial logic, and a Mars Certificate of Completion.

Your organisation will gain a senior leader who can lead a serious business-model conversation at executive level, challenge complacent assumptions about how value is created and captured, and design credible alternatives before the market forces the question.



Who This Programme Is For

This programme is designed for senior leaders shaping the commercial logic of the organisation, including:

- Chief Commercial Officers and Chief Strategy Officers
- Directors of business units, products and customer
- General managers and country managers
- Heads of innovation, growth and corporate development
- Senior marketing and pricing leaders
- Family-business principals shaping the next generation's model
- Senior public-sector executives leading service-design reform

The seniority floor is senior manager and above. The course is delivered in person over five consecutive days and carries a fee of £4,950.