FROM TWEAKS TO TRANSFORMATION
How to Keep your Business Model Relevant

Saul Kaplan
Chief Catalyst,
Business Innovation Factory
@skap5
A FEW GUIDING QUESTIONS

WHAT IS URI’S CURRENT BUSINESS MODEL?

IS IT SUSTAINABLE?

ARE YOU DOING R&D FOR NEW BUSINESS MODELS?
don’t get netflixixed
THE GOOD NEWS
Innovators thrive during turbulent times.

THE bad NEWS
Innovation has become a buzzword.
BELLOW THE BUZZwords

a simple definition:
Innovation is a better way to deliver value.
Invention vs. innovation
WHY BUSINESS MODEL INNOVATION MATTERS

PRODUCT INNOVATION

MASSIVE/BREAKTHROUGH

BETTER MOUSE TRAP

NEW PARADIGM FOR CONTROLLING MICE

SIGNIFICANT/INTERMEDIATE

MARGINAL/INCREMENTAL

TWEAKS

BETTER WAY TO CREATE, MAKE, AND SELL TODAY’S MOUSE TRAP

QUALITATIVE/PERCEPTUAL

ADDITIVE/COMPLIMENTARY

DISPLACING/SUBSTITUTE

SYSTEMATIC/WIDE RANGING

DISRUPTIVE/NEW SYSTEM

CAPABILITY INNOVATION
A business model is a story of how an organization creates, delivers, and captures value.
10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION
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1

College presidents and boards don't really want a new business model.
10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

2

Our hands are tied. Accreditation is at stake.
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3

Classroom learning is king. Nothing else matters.
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4

Campus is the center of the universe.
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5

Cannibalization is off the table.
Nowhere near enough connecting with unusual suspects.
Do innovators get tenured?
Great idea, what's the ROI?
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They shoot business model innovators, don't they?
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You want to experiment in the real world; are you crazy?
How can we accelerate the pace of business model innovation?

How do we help organizations create new, networked business models that deliver solutions to the big problems of our day?
Colleges need to create the conditions to explore and test new business models. 

R&D for new business models