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FROM TWEAKS TO TRANSFORMATION

How to Keep your Business Model Relevant

A high-speed photograph of a water droplet hitting a surface, creating a crown-shaped splash. Above the splash, a vibrant rainbow-like arc is visible, likely due to light refraction and reflection on the water's surface. The background is dark, making the water and light effects stand out.

A FEW GUIDING QUESTIONS

**WHAT IS URI'S
CURRENT BUSINESS MODEL?**

IS IT SUSTAINABLE?

**ARE YOU DOING R&D
FOR NEW
BUSINESS MODELS?**

BLOGNBUSTER

don't get **netflixed**

THE GOOD NEWS

Innovators thrive during turbulent times.

THE bad NEWS

Innovation has become a buzzword.

BELOW THE BUZZwords

a simple definition:

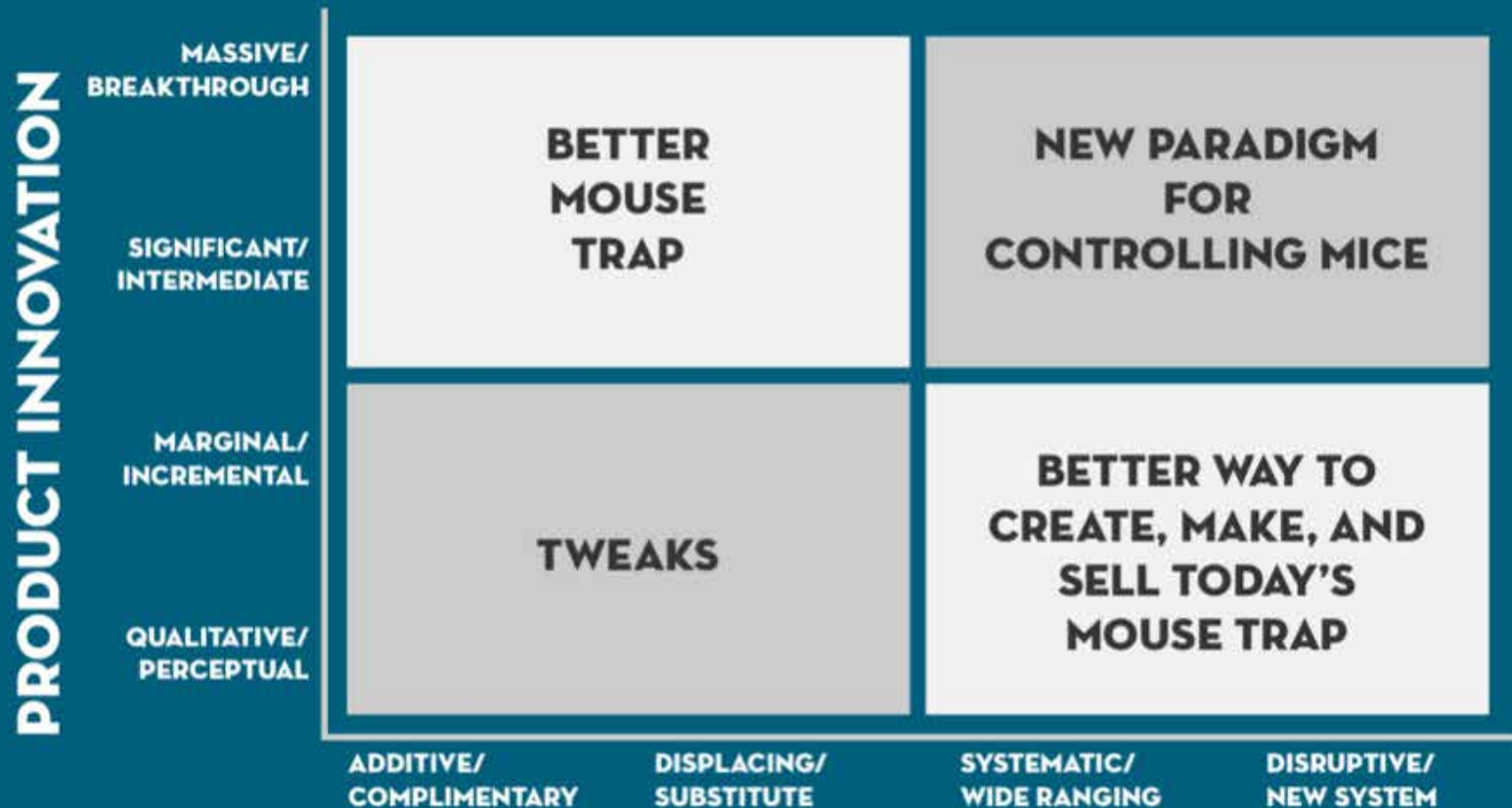
**Innovation is a
better way to
deliver value.**



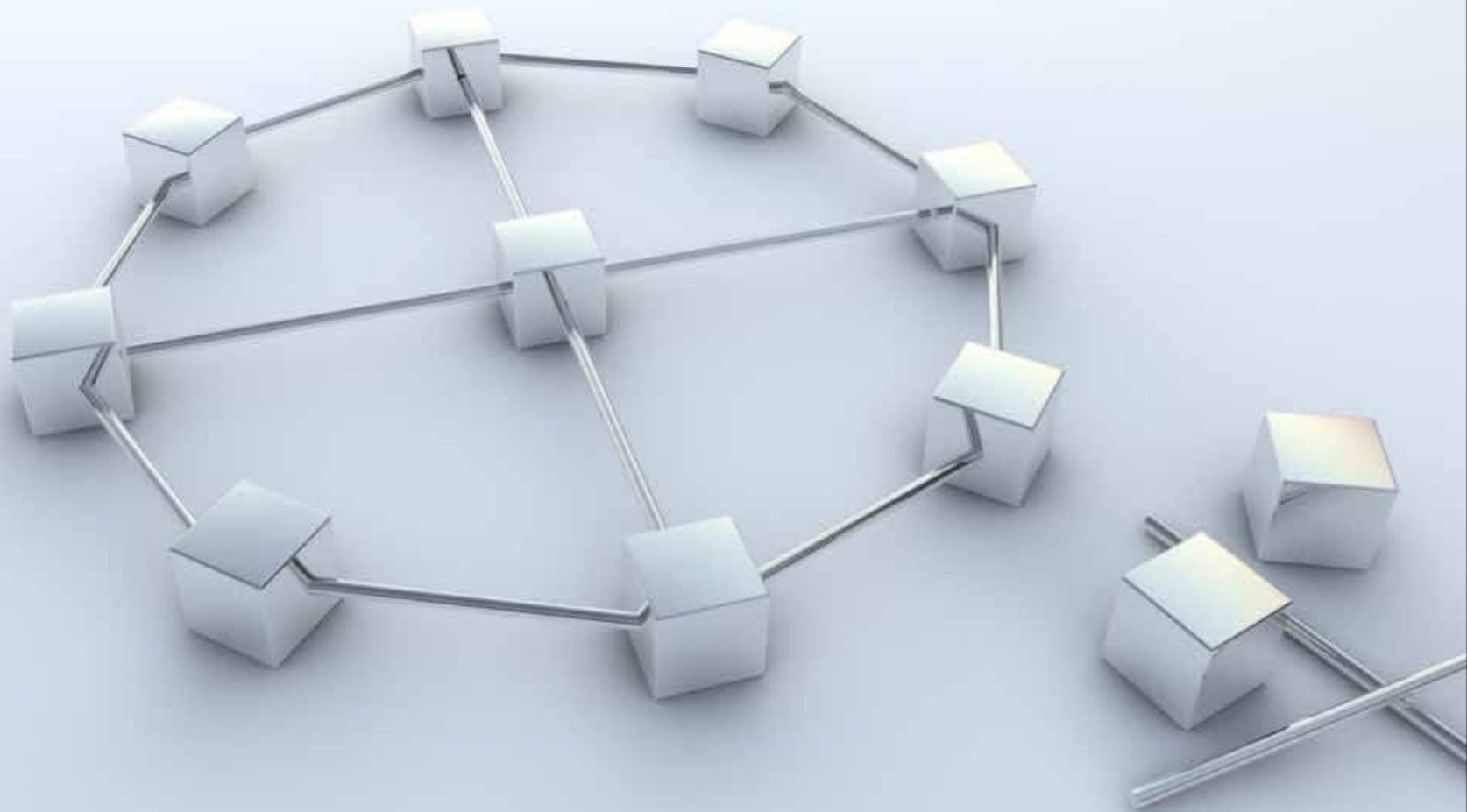
Invention vs. innovation



WHY BUSINESS MODEL INNOVATION MATTERS



CAPABILITY INNOVATION



a simple definition:

A business model is a **story of how an organization creates, delivers, and captures value.**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

1

2

3

4

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10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

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.**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

3

**Classroom learning is king.
Nothing else matters.**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

4

**Campus is the center
of the universe.**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

5

**Cannibalization is
off the table.**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

6

**Nowhere near enough
connecting with unusual
suspects.**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

7

**Do innovators get
tenured?**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

8

Great idea, what's the ROI?

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

9

**They shoot business model
innovators, don't they?**

10 REASONS COLLEGES FAIL AT BUSINESS MODEL INNOVATION

10

**You want to experiment in
the real world; are you crazy?**

Business Model Innovation

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?

An aerial photograph of a vast, rolling green landscape. The terrain is covered in lush green grass or crops, with subtle undulations and shadows. In the upper right quadrant, a single, mature tree with a dense canopy of green and yellowish leaves stands on a small, slightly elevated mound. The tree casts a soft shadow to its left. The overall scene is serene and expansive, suggesting a rural or agricultural setting.

Unmet need...

Colleges need to create the conditions to explore and test new business models.

R&D for new business models



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