



## CGC MBMI WINTER SCHOOL 2025

Venue: Struer Business Park, Struer, Denmark

Week No. 2, 3, 4; 6<sup>th</sup> January – 24<sup>th</sup> January 2025

*How to Analyze, Innovate, Develop, and Calculate a Business Model Innovation project*

### Course Outcome:

After the three weeks, the students must:

1. Have acquired theoretical and academic knowledge of the Multi Business Model Analyze and Innovation Concept©
2. Have gained theoretical and practical experience with the Multi Business Model tools and processes - through business cases exercise work. And in here, basic knowledge of facilitating the MBMI process in the Business Lab (the cube).
3. Be able to do practical Multi Business Model Case analysis, Innovation and Development work based on the Multi Business Model Analyze and Innovation Concept©
4. Be able to calculate CAPEX, OPEX and Financing on the practical Business case Analysis and Innovation work.
5. Be able to write and complete a Business Case report, as a basis for business model case to be pitched and presented for decision basis for management, banc, investors, and business case evaluators.

## Week 41 Agenda

Date	Place	Time	12:00-13:00	Time	Literature	Teachers Highlighted are responsible	
Sunday, January 5		Arrival and get settled in Denmark					
Monday January 6	Struer Business Park, Struer, Denmark	9:00- 10:30	<p><b>Welcome to the CGC MBMI summer course.</b> by Prof. Peter Lindgren <b>Course Program</b> in overall &amp; Practicalities by Gitte Kingo</p>	13:00 - 13:45	<p><b>Course expectations alignment</b> - Active participation - Independent study work by Lindgren &amp; Kingo</p>	<p>Books handed out:</p> <p><i>What are we doing?</i> <i>Instructions for BeeBoard &amp; Multi Business Model Innovation, BeeStar and the Seven Dimensions</i></p>	<p><b>Prof. Peter Lindgren</b></p>
		10:30- 10:45	<p><b>Tea Break</b></p>	13:45 - 14:30	<p><b>Literature Reading</b> - Literature reading and application - Business case work with business data – - confidentiality Business case work expectations to the process and the final case handed in -Course exam, the pitch by Prof. Lindgren</p>		
		10:45 - 12:00	<p><b>Introduction</b> to the <i>Hosting Organization/City/Country</i></p> <p>- What to see? - What to do? - What to do if one likes to come back to work/live here</p>	14:30 - 14:45	<p><b>Tea Break</b></p>		
			<p>12:00-13:00 Lunch Break in the Canteen</p> <p>(Or bring your own lunch)</p>	14:45 - 16:00	<p><b>The E-estimate profiles &amp; Teamwork</b> - E-estimate profiles in general - E-estimate profiles and teamwork - Your E-estimate profiles in the coming weeks Business Lab Teamwork.by Jane Flarup (Personal feedback on your e-estimate profile, a student at a time by Jane Flarup)</p>		<p><b>Associate professor Jane Flarup</b></p>
Tuesday January 7	Struer Business Park, Struer, Denmark	09:00 - 12:00	<p><b>Hosting City/Country Cultural Exchange</b> - Need to know and Nice to know.</p>	13:00 - 14:30	<p><b>Hosting City/Country Business &amp; Work Culture Exchange</b> - Need to know and Nice to know.</p>	<p>Slides handed out</p>	<p><b>Associate Professor Jane Flarup</b></p>
		10:30- 10:45	<p><b>Tea Break</b></p>	14:30 - 14:45	<p><b>Tea Break</b></p>		

		10:45- 12.00	Hosting City/Country Cultural Exchange		14:45 - 16:00	Hosting City/Country Business & Work Culture Exchange		
Wednesday January 8	Struer Business Park, Struer, Denmark	09:00 - 12:00	<b>The BEESTAR tool, how to use it in a business visit.</b> - Refreshing theory	Lunch Break in the Canteen	13:00 - 14:30	<b>The BEESTAR tool, how to use it in a business visit.</b> - Refreshing Business Model Innovation theory	The 2 Books handed out	<b>Prof. Peter Lindgren</b>
		10:30- 10:45	<b>Tea Break</b>		14:30 - 14:45	<b>Tea Break</b>		
		10:45 - 12:00	-Practical exercise in using tools for a business presentation, The Shires case: <i>Business design of toilet for bathrooms.</i> Prof. Lindgren.		14:45 - 16:00	- Practical exercise in using tools for a business presentation, The English case: <i>Business design of toilet for bathrooms.</i> Prof. Lindgren.		
Thursday January 9	Struer Business Park, Struer, Denmark	09:00 - 12:00	<b>The BEEBOARD tool, how to use it in a business visit.</b> - Refreshing theory	Lunch Break in the Canteen	13:00 - 14:30	<b>CGC research: in the Business Lab</b> - WHY, the purpose of doing research recording & permission - HOW, the use of the recordings (data analysis and data management) - PUBLICATION: Confidentiality and anonymization of your data	Video-consent form  Slides handed out	<b>Prof. Peter Lindgren</b>  <b>Associate Professor Jane Flarup</b>
		10:30- 10:45	<b>Tea Break</b>		14:30 - 14:45	<b>Tea Break</b>		
		10:45 - 12:00	- Practical exercise in using tools for a business presentation, The Cocktail case: Prof. Lindgren.		14:45- 16:00	(Personal feedback on your e-stimate profile, a student at a time by Jane Flarup)		
Friday January 10	Struer Business Park, Struer, Denmark	09:00 - 12:00	<b>The BMI BOARD tool, how to use it in a business visit.</b> - Refreshing theory	Lunch Break in the Canteen	13:00 - 14:30	Practical exercise in using tools for a business presentation, The Bee Business case: Prof. Lindgren.	Video-consent form  Slides handed out	<b>Prof. Peter Lindgren</b>  <b>Associate Professor Jane Flarup</b>
		10:30- 10:45	<b>Tea Break</b>		14:30 - 14:45	<b>Tea Break</b>		
		10:45 - 12:00	Practical exercise in using tools for a business presentation, The Bee Business case: Prof. Lindgren.		14:45- 16:00	The BMI Process		

Saturday & Sunday		Weekend - Free time				Weekend - Free time			
<b>Week 42 Agenda</b>									
<b>Monday January 13</b>	<b>Struer Business Park, Struer, Denmark</b>	09:00 - 10:30  10:30 - 10:45  10:40 - 12:00	<b>Good morning - what have we learned so far?</b> Last week's learning lessons presented by student 1. (the four students present in turn)  <b>Tea Break</b>  <b>Coming Businesses Cases - Presentation:</b> (Cases TBA) by Prof. Lindgren	Lunch Break in the Canteen	13:00 - 14:30   14:30 - 14:45  14:45- 16:00	<b>Businesses case preliminary work <u>before</u> the business visits:</b> - Investigate the business(s) you are going to visit.  <b>Tea Break</b>  Prepare your Business visits, the <i>BeeStar download</i> and questions in here for the visit. supervised by Prof. Lindgren	Business cases	<b>Prof. Peter Lindgren</b>	
<b>Tuesday January 14</b>	<b>TBD</b>	TBD	<b>Business visit (TBA)</b> - Listen, download and ask questions to the 7 BeeStar dimensions - Write to remember for your BeeStar work 'at home'. - Photos? (Ask for permission)	Bring your own sandwich(s) TO GO & and a bottle of water	TBD	<b>Business visit (TBA)</b> - Listen, download and ask questions to the 7 BeeStar dimensions - Write to remember for your BeeStar work 'at home'. - Photos? (Ask for permission)	Business case presentation by CEO	<b>Prof. Peter Lindgren</b>	
<b>Wednesday January 15</b>	<b>TBD</b>	TBD	<b>Business visit (TBA)</b> - Listen, download and ask questions to the 7 BeeStar dimensions - Write to remember for your BeeStar work 'at home'. - Photos? (Ask for permission)	Bring your own sandwich(s) TO GO & and a bottle of water	TBD	<b>Business visit (TBA)</b> - Listen, download and ask questions to the 7 BeeStar dimensions - Write to remember for your BeeStar work 'at home'. - Photos? (Ask for permission)	Business case presentation by CEO	<b>Prof. Peter Lindgren</b>	

Thursday January 16	Struer Business Park, Struer, Denmark	08:00 - 09:00	<b>The AS IS process in the Business visit - what did you learn at the business visit?</b> - The BeeStar download presented by students	Lunch Break in the Canteen	13:00 - 14:30	<b>The AS IS process: Case work by participants</b> <i>DOWNLOADING</i> : Analysing and mapping own Business Case by the 7 BMI Levels "the Hourglass model" – (group work) Facilitated by Peter Lindgren	The Hourglass Model & Book: What are we doing? Instructions for Beeboard	Prof. Peter Lindgren  &
		09:00 – 09:15	<b>Tea Break</b>		14.30-14.45	<b>Tea Break</b>		
		09:15 - 12:00	<b>The AS IS Process: Lecturing</b> - The <i>DOWNLOADING</i> process - The <i>MULTI</i> business model approach - The <i>HOURLASS model</i> : Business, business model portfolio - <i>Business model dimensions and components</i> by Prof. Peter Lindgren		14:45 - 16:00	Collection on the students downloading process by prof. Lindgren.		
Friday January 17	Struer Business Park, Struer, Denmark	09:00 - 10:00	<b>The AS IS process:</b> <b>Good morning: What did we learn yesterday?</b> - Presented by a student	Lunch Break in the Canteen	13:00 - 14:30	<b>The TO BE Process: Case work by participants.</b> - The <i>SEEING</i> Phase Business Case work by students in groups Facilitated by Prof. Lindgren - The <i>SENSING</i> Phase business case work by students in groups, facilitated by Prof. Peter Lindgren	Slides & the 2 Books  The CGC Book no. 3: <i>Innovation</i>	Prof. Peter Lindgren
		10:30 - 10:45	<b>Tea Break</b>		14.30-14.45	<b>Tea Break</b>		
		10:45 - 12:00	<b>The TO BE Process:</b> - The <i>SEEING</i> process theory by Prof. Peter Lindgren  - The <i>SENSING</i> process. Multi Business Model <i>Innovation</i> Theory and processes by Prof. Peter Lindgren		14:45 - 16:00	<b>The Business Case template &amp; and completed report expectations:</b> <i>Structure, content, and expectations</i> for a good, fully analyzed, innovative, financially calculated, well-written business case ready to hand into a Bank by Prof. Peter Lindgren		
Saturday & Sunday		Weekend - Free time			Weekend - Free time			
<b>Week 43 Agenda</b>								
Monday January 20	Struer Business Park, Struer, Denmark	09:00 - 10:30	<b>Good morning: What have we learned so far?</b> - Presented by a student	Lunch Break in the Canteen	13:00 - 14:30	<b>The AS IS <i>DOWNLOADING</i> work by students:</b> Business Case work by students in the group in the Business Lab	The 3 books and previous slides handed out. & Business Case template	Prof. Peter Lindgren  &
10:30 - 10:45	<b>Tea Break</b>	14.30-14.45	<b>Tea Break</b>					
10:45 - 12:00	<b>The AS IS <i>DOWNLOADING</i> work by students:</b> Business Case work by students in the group in the Business Lab - Identify a challenging Business Model(s) in your case and map the Business Model(S) in the	14:45 - 16:00	Map the challenging case Business Model(s) in the <i>BeeStar Tool</i> .					

			BeeBoard tool - now based on the economic calculation! Facilitated by Prof. Lindgren			- Start writing notes in your <i>business case file</i> as well  Facilitated by Ambuj Kumar		
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Tuesday January 21	Struer Business Park, Struer, Denmark	09:00 - 10:00	<b>Good morning: What have you DONE so far?</b> - Presented by a student	Lunch Break in the Canteen	13:00 - 14:30	<b>The AS IS SEEING work</b> Business Case work by students in the group Continue work with your challenging Business Model(s) in your case and in here the <i>SEEING</i> Phase work.	The 3 books and previous slides handed out	Prof. Peter Lindgren
		10:30 - 10:45	<b>Tea Break</b>		14.30-14.45	<b>Tea Break</b>		
		10:45 - 12:00	<b>The AS IS SEEING work</b> Business Case work by students in the group. - Work with your challenging Business Model(s) in your case and do the <i>SEEING</i> Phase work. Facilitated By Prof. Lindgren		14:45 - 16:00	Remember to make notes in your <i>business case file</i> . Facilitated by Ambuj Kumar		
Wednesday January 22	Struer Business Park, Struer, Denmark	09:00 - 10:00	<b>Good morning: What have you DONE so far?</b> - Presented by a student	Lunch Break in the Canteen	13:00 - 14:30	<b>The AS IS SENSING work</b> Business Case work by students in the group in the Business Labs -Mapping the Business Case BMI possibilities: Map BUBBELS and TO BE Business Model in the BeeBoard	The books and previous slides handed out	Prof. Peter Lindgren
		10:30 - 10:45	<b>Tea Break</b>		14:30 - 14:45	<b>Tea Break</b>		
		10:45 - 12:00	<b>The AS IS BM SENSING process tools and work</b> The business case Multi Business Model Innovation ( <i>SENSING</i> ) work and tools for this process Lecturing by Prof. Lindgren		14:45 - 16:00	Remember the notes in your business case file Facilitated by Prof. Lindgren		
Thursday January 23	Struer Business Park, Struer, Denmark	09:00 - 10:30	<b>Good morning: What have you DONE so far?</b> - Presented by a student	Lunch Break in the Canteen	13:00 - 14:30	<b>The TO BE SENSING process work</b> Business Case work by students in the group in the Business Labs	The books and previous slides handed out	Prof. Peter Lindgren
		10:30 - 10:45	<b>Tea Break</b>		14:30 - 14:45	<b>Tea Break</b>		
		10:45 - 12:00	<b>The TO BE BM SENSING process tools and work</b> Business Case Sensing work by students in the group in the lab  Facilitated by Prof. Lindgren		14:45 - 16:00	Business Case Sensing work by students in the group in the lab - remember to write the notes in your <i>business case file</i> . Facilitated by Prof. Lindgren		

<b>Friday January 24</b>	<b>Struer Business Park, Struer, Denmark</b>	09:00 - 10:30	<b>Course exam, the pitch</b>	Lunch Break in the Canteen	13:00 - 14:30	<b>How to Facilitate the MBMI Process in the Bee Lab - and more</b>	The books and previous slides handed out	<b>Prof. Peter Lindgren &amp; Gitte Kingo</b>
		10:30 - 10:45	<b>Tea Break</b>		14:30 - 14:45	<b>Tea Break</b>		
		10:45 - 12:00	Course Exam continued		15:00 - 16:00	<b>Course Certificates, Goodbye and see You soon again</b>		
		Fly back to India			Fly back to India			
<b>Saturday January 25</b>		Fly back to India			Fly back to India			

### **Prof Peter Lindgren**

Vicepresident CTIFGLOBALCAPSULE.ORG

Professor Ph.D. Peter Lindgren

Multi Business, Innovation and Technology

Kuttervej 13,

DK-9990 Skagen

Denmark

[www.ctifglobalcapsule.org](http://www.ctifglobalcapsule.org)

Mail: [lindgren.peter@ctifglobalcapsule.org](mailto:lindgren.peter@ctifglobalcapsule.org)

[www.mountmedia.dk](http://www.mountmedia.dk)

Mail: [lindgren@mountmedia.dk](mailto:lindgren@mountmedia.dk)

Mobil1.: 0045 - 29442211

Mobil2.: 0045 - 23425504