



LEADERSHIP AND MANAGEMENT DEVELOPMENT

Business Model Innovation and Competitive Strategy

3 day course

Classroom, online or in-house

Course overview

Incumbents across Africa's fastest growing sectors are being taken apart by competitors who redesigned the business model rather than the product, and the incumbent responds by improving the product. This course covers recognising and answering that. Delegates work through mapping a business model across customer, value proposition, channel, cost and revenue, and identifying which element a challenger has actually changed. Cost structure and the asset base that makes an incumbent slow are analysed honestly. Alternative revenue models including subscription, usage and platform are covered with what each demands operationally. Cannibalisation is addressed directly, since fear of it is why incumbents wait too long. Experimentation and testing a model at small scale follow. The course closes on defending a position and on choosing not to respond.

What you will learn

- Map a business model across customer, value, channel, cost and revenue
- Identify which element a challenger has actually changed
- Analyse the asset base that makes an incumbent slow
- Compare subscription, usage and platform revenue models
- Confront cannibalisation rather than delaying because of it
- Test a new model at small scale before committing
- Defend a position, and decide when not to respond at all

Who should attend

- Innovation and new business development managers
- Product and commercial strategy leaders
- Chief executives of small and mid sized enterprises
- Corporate strategy and business development analysts
- Entrepreneurs scaling beyond an initial product offering

Course outline

- 01 Improving the product against the model
- 02 Mapping a business model
- 03 What the challenger actually changed
- 04 Cost structure and the slow asset base
- 05 Subscription, usage and platform models
- 06 Operational demands of each
- 07 Cannibalisation and delay
- 08 Experimentation, defence and choosing not to respond

Upcoming dates

Dates	Venue	Format	Fee per delegate
2 to 4 November 2026	Accra, Ghana	Classroom	USD 995
28 to 30 December 2026	Pretoria, South Africa	Classroom	R14,950
22 to 24 February 2027	Maputo, Mozambique	Classroom	USD 995
17 to 19 March 2027	Maseru, Lesotho	Classroom	R14,950



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

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