



MBMI BASED CGC INTERNSHIP PROGRAM 2024

2 weeks Online course in week no. 15 & 16
6 Weeks physic course in DK - week no. 24 - 29

How to Analyze, Innovate, develop, and calculate a financial Business Model case solution ready to submit to a bank

After the 6 weeks the students must:

1. Have acquired theoretical, academic knowledge of the Multi Business Model Analyze and Innovation Concept©
2. Have gained practical experience with the Multi Business Model tools and processes - through business cases exercise work. And here basic knowledge of facilitating the MBMI process in the Business Lab (the cube).
3. Be able to do practical Multi Business Model Case Analyze, 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, bank, investors, and business case evaluators.

Provisional program subject to corrections

Online course week no. 15 & 16

Date		Place	Daily 6-9 PM IST time (evening course)	Litteratur	Teachers	
Jan. 8	Monday	Online in Teams	06.00 - 06:50 PM Introduction, welcome, presentation: A Business Model© & Multi Business Models© The MBMI process (the U-process)	Slides handed out	Prof. Peter Lindgren	
		Online in Teams	07:00 - 07:50 PM The BeeBoard © introduction part I:	Slides handed out	Prof. Peter Lindgren	
		Online in Teams	08:00 - 09:00 PM The BeeBoard © introduction part II	Slides handed out	Prof. Peter Lindgren	
Jan. 9	Tuesday	Online in Teams	06.00 - 06:50 PM The BeeBoard © Fields (phases) part I	Slides handed out	Prof. Peter Lindgren	
		Online in Teams	07:00 - 07:50 PM The BeeBoard © Fields (phases) part II	Slides handed out	Prof. Peter Lindgren	
		Online in Teams	08:00 - 09:00 PM The BeeBoard © Fields (phases) part III	Slides handed out	Prof. Peter Lindgren	
Jan. 10	Wednesday	Online in Teams	06.00 - 06:50 PM The MBMI process (the U-process: AS IS and TO BE)	Slides handed out	Prof. Peter Lindgren	
		Online in Teams	07:00 - 07:50 PM Product Life Cycle The BCG Growth- share Matrix The BCG Business Portfolio Matrix	Slides handed out	Prof. Peter Lindgren	
		Online in Teams	08:00 - 09:00 PM The BeeBoard © Fields (phases) part III Questions to the last DAYS theory? Home Exam Case introduction	Slides handed out	Prof. Peter Lindgren	
Jan. 11	Thursday	Offline	all day work	Home Exam case work by students	Slides handed out	Prof. Peter Lindgren
Jan 12.	Friday	Online in Teams	06-09 PM	Student presentation the exam case	Student presentations	Prof. Peter Lindgren
Saturday & Sunday			Weekend - Free time			

		Daily 6-9 PM IST time (evening course)				
Jan. 15	Monday	Online in Teams	06.00 - 06:50 PM	Welcome back and... Review/compilation of the BeeBoard Home case assignment	Slides handed out	Prof. Peter Lindgren
		Online in Teams	07:00 - 07:50 PM	The BeeStar © introduction part I:	Slides handed out	Prof. Peter Lindgren
		Online in Teams	08:00 - 09:00 PM	The BeeStar © introduction part II	Slides handed out	Prof. Peter Lindgren
Jan. 16	Tuesday	Online in Teams	06.00 - 06:50 PM	The BeeStar © introduction part II B	Slides handed out	Prof. Peter Lindgren
		Online in Teams	07:00 - 07:50 PM	The BeeStar © introduction part II B	Slides handed out	Prof. Peter Lindgren
		Online in Teams	08:00 - 09:00 PM	The BeeStar © introduction part II B	Slides handed out	Prof. Peter Lindgren
Jan. 17	Wednesday	Online in Teams	06.00 - 06:50 PM	The BeeStar © part III and The Business Model Ecosystem	Slides handed out	Prof. Peter Lindgren
		Online in Teams	07:00 - 07:50 PM	The BeeStar © part III and The BM relations axiom© BM innovation what kind?	Slides handed out	Prof. Peter Lindgren
		Online in Teams	08:00 - 09:00 PM	The BeeStar © part III and Questions to the last DAYS theory? Home Exam case work Introduction	Slides handed out	Prof. Peter Lindgren
Jan. 18	Thursday	Offline	all day work	Home Exam case work by students	Slides handed out	Prof. Peter Lindgren
Jan. 19	Friday	Online in Teams	06-09 PM	Student presentation exam case work	Student presentations	Prof. Peter Lindgren
Saturday & Sunday						

6 Weeks physic course in DK - week no. 24 - 29

Date	Place	Time	12:00-13:00	Time	Literature	Teachers Highlighted are responsible		
Monday June 10		Arrival and get settled in Denmark						
Tuesday June 11	Business Park Struer Fælledvej 17 7600 Struer	<p>Course start at 09:00</p> <p>10:00- 10:45</p> <p>11:00 - 12:00</p>	<p>Welcome to the CGC MBMI summer course. by Prof. Peter Lindgren</p> <p>Course Program in overall & Practicalities by Gitte Kingo</p> <p>Introduction to the <i>Business Park Struer</i> by CEO Søren Johansen.</p> <p>The Struer Municipality introduction by Jane Flarup. - What to see? - What to do? - What to do if one likes to come back to work/live in Struer?</p>	<p>12:00-13:00 Lunch Break in the Canteen</p> <p>(Or bring your own lunch)</p>	<p>13:00 - 13:45</p> <p>14:00 - 14:45</p> <p>15:00 - 15:45</p>	<p>Course expectations alignment - Active participation - Independent study work by Lindgren & Kingo</p> <p>- Literature reading and application - Business case work with business data – confidentiality by Ambuj Kumar</p> <p>- Business case work expectations to the process and the final case handed in - Course exam, the pitch by Prof. Lindgren</p>	<p>Books handed out:</p> <p><i>What are we doing?</i> <i>Instructions for BeeBoard & Multi Business Model Innovation, BeeStar and the Seven Dimensions</i></p>	<p>Prof. Peter Lindgren</p> <p>CEO Søren Johansen</p> <p>Dr. Ambuj Kumar</p> <p>Associate professor Jane Flarup</p>
Wednesday June 12	Business Park Struer Fælledvej 17 7600 Struer	<p>09:00 - 12:00</p> <p>Breaks when needed</p>	<p>The Danish culture & The Danish Work Culture - Need to know and Nice to know.</p>	<p>Lunch Break in the Canteen</p>	<p>13:00 - 14:30</p> <p>Breaks when needed</p>	<p>The Danish culture & The Danish Work Culture - Need to know and Nice to know.</p>	<p>Slides handed out</p>	<p>Associate professor Jane Flarup</p> <p>& Prof. Peter Lindgren</p>
Thursday June 13	Business Park Struer Fælledvej 17 7600 Struer	<p>09:00 - 12:00</p> <p>Breaks when needed</p>	<p>The BEESTAR tool, how to use in a business visit. - Refreshing theory - Practical exercise in using tools for a business presentation, The English case: <i>Business design of toilet for bathrooms.</i> Prof. Lindgren.</p>	<p>Lunch Break in the Canteen</p>	<p>13:00 - 16:00</p>	<p>The BEESTAR tool, how to use in a business visit. - Refreshing theory - Practical exercise in using tools for a business presentation, The English case: <i>Business design of toilet for bathrooms.</i> Prof. Lindgren.</p>	<p>The 2 Books handed out</p>	<p>Prof. Peter Lindgren & Dr. Ambuj Kumar</p>

Friday June 14	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 11:00 Breaks when needed. 11:00 - 12:00	The E-estimate profiles & Teamwork - E-estimate profiles in general - E-estimate profiles and teamwork - Your E-estimate profiles in the coming 6 weeks Business Lab Teamwork. by Jane Flarup (Personal feedback on your e-estimate profile, a student at a time by Jane Flarup)	Lunch Break in the Canteen	13:00 - 15:00 Breaks when needed. 15:00- 16:00	CGC research: Videorecording in the Business Lab - WHY, the purpose of doing recording & permission - HOW, the use of the recordings (data analyze and data management) - PUBLICATION: Confidentiality and anonymization of your data Dr. Ambuj Kumar (Personal feedback on your e-estimate profile, a student at a time by Jane Flarup)	Video-consent form Slides handed out	Associate professor Jane Flarup & Dr. Ambuj Kumar
Saturday & Sunday		Weekend - Free time			Weekend - Free time			
Monday June 17	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:15 - 12:00	Good morning - what have we learned so far? Last week's learning lessons presented by student 1. (the four students present in turn) Coming Businesses Cases - Presentation: (Cases TBA) by Prof. Lindgren	Lunch Break in the Canteen	13:00 - 16:00	Businesses case preliminary work <u>before</u> the business visits: - Investigate the business(s) you are going to visit. - Prepare your Business visits, the <i>BeeStar download</i> and questions in here for the visit. supervised by Prof. Lindgren	Business cases	Prof. Peter Lindgren
Tuesday June 18	TBD	TBD	Business visit (TBA) - 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	Business visit (TBA) - 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	Prof. Peter Lindgren
Wednesday June 19	TBD	TBD	Business visit (TBA) - 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	Business visit (TBA) - 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	Prof. Peter Lindgren

Thursday June 20	Business Park Struer Fælledvej 17 7600 Struer	08:00 - 09:00 09:15 - 12:00	<p>The AS IS process in the Business visit - what did you learn at the business visit? - The BeeStar download presented by students</p> <p>The AS IS Process: Lecturing - 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</p>	Lunch Break in the Canteen	13:00 - 15:00 15:00 - 16:00	<p>The AS IS process: Case work by participants <i>DOWNLOADING</i>: Analysing and mapping own Business Case by the 7 BMI Levels "the Hourglass model" – (group work) Facilitated by Peter Lindgren</p> <p>Collection on the students downloading process by prof. Lindgren.</p>	<p>The Hourglass Model & Book: What are we doing? Instructions for Beeboard</p>	<p>Prof. Peter Lindgren &</p>
Friday June 21	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:15 - 12:00	<p>The AS IS process: Good morning: What did we learn yesterday? - Presented by a student</p> <p>The TO BE Process: - 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</p>	Lunch Break in the Canteen	13:00 - 14:00 14:15 - 16:00	<p>The TO BE Process: Case work by participants. - 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</p> <p>The Business Case template & and completed report expectations: <i>Structure, content, and expectations</i> for a good, fully analyzed, innovated and financially calculated, well-written business case – ready to hand into a Bank. by Prof. Peter Lindgren</p>	<p>Slides & the 2 Books</p> <p>The CGC Book no. 3: Innovation</p>	<p>Prof. Peter Lindgren</p>
Saturday & Sunday		Weekend - Free time			Weekend - Free time			
Monday June 24	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:00 - 12:00	<p>Good morning: What have we learned so far? - Presented by a student</p> <p>The AS IS <i>DOWNLOADING</i> work by students: 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 <i>BeeBoard tool</i> - now based on the economic calculation! Facilitated by Prof. Lindgren</p>	Lunch Break in the Canteen	13:00 - 16:00 Breaks when needed	<p>The AS IS <i>DOWNLOADING</i> work by students: Business Case work by students in the group in the Business Lab</p> <p>- Map the challenging case Business Model(s) in the <i>BeeStar Tool</i>. - Start writing notes in your <i>business case file</i> as well</p> <p>Facilitated by Ambuj Kumar</p>	<p>The 3 books and previous slides handed out. & Business Case template & Digital BeeLab and BeeStar if you like</p>	<p>Prof. Peter Lindgren & Ambuj Kumar doing videorecording in the lab</p>

Tuesday June 25	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:00 - 12:00	Good morning: What have you DONE so far? - Presented by a student The AS IS SEEING work 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	Lunch Break in the Canteen	13:00 - 16:00	The AS IS SEEING work 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. Remember to make notes in your <i>business case file</i> . Facilitated by Ambuj Kumar	The 3 books and previous slides handed out	Prof. Peter Lindgren & Ambuj Kumar doing videorecording in the lab
Wednesday June 26	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:00 - 12:00	Good morning: What have you DONE so far? - Presented by a student The AS IS BM SENSING process tools and work The business case Multi Business Model Innovation (<i>SENSING</i>) work and tools for this process Lecturing by Prof. Lindgren	Lunch Break in the Canteen	13:00 - 16:00	The AS IS SENSING work 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 - Remember the notes in your business case file Facilitated by Prof. Lindgren	The books and previous slides handed out	Prof. Peter Lindgren & Ambuj Kumar doing videorecording in the lab
Thursday June 27	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:00 - 12:00	Good morning: What have you DONE so far? - Presented by a student The TO BE BM SENSING process tools and work Business Case Sensing work by students in the group in the lab Facilitated by Prof. Lindgren	Lunch Break in the Canteen	13:00 - 16:00	The TO BE SENSING process work Business Case work by students in the group in the Business Labs 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	The books and previous slides handed out	Prof. Peter Lindgren & Ambuj Kumar doing videorecording in the lab
Friday June 28	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 12:00	How to Facilitate the MBMI Process in the Lab - by Gitte Kingo	Lunch Break in the Canteen	13:00 - 16:00	How to Facilitate the MBMI Process in the Lab - and more	The books and previous slides handed out	Gitte Kingo
Saturday & Sunday		Weekend - Free time			Weekend - Free time			

Monday July 1	Business Park Struer Fælledvej 17 7600 Struer	09:00 -10:00 10:00 - 12:00	<p>Business cases work status: Presented by a student.</p> <p>Multi Business Model Economic <i>Theoretical perspective:</i> The Calculation of CAPEX & OPEX - Introduction by Prof. Peter Lindgren /</p> <p>General introduction to CAPEX</p>	Lunch Break in the Canteen	13:00 - 15:00 15:00 - 16:00	<p>Multi Business Model Economic Theory: The Calculation of CAPEX & OPEX by Prof. Peter Lindgren</p> <p>Exercise: The CAPEX and OPEX in your Business case Students work facilitated by Peter Lindgren (Remember to make notes/write in your business case file)</p>	Slides handed out	Peter Lindgren
Tuesday July 2	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:00 - 12:00	<p>Good morning: What have you learned so far regarding CAPEX & OPEX? - Presented by a student.</p> <p>Business Case work: CAPEX and OPEX in your Business Case - Student work Facilitation by Peter Lindgren (Remember to make notes/write in your business case file)</p>	Lunch Break in the Canteen	13:00 - 16:00	<p>Green Multi Business Model Economic Theory: The Calculation of <i>Green</i> CAPEX & OPEX & FINANSING Lecturing by Prof. Peter Lindgren</p>	Slides handed out	Prof. Peter Lindgren
Wednesday July 3	Business Park Struer Fælledvej 17 7600 Struer	09:00 -10:00 10:00 - 12:00	<p>Good morning: What have you learned so far? - Presented by a student.</p> <p>The Multi Business Model economic THEORY: The Calculation of CAPEX & OPEX & FINANSING by Prof. Peter Lindgren</p>	Lunch Break in the Canteen	13:00 - 16:00	<p>The Multi Business Model Innovation THEORY: The Calculation of CAPEX & OPEX & FINANSING a new Business Model</p> <p>(Maybe case exercise) by Prof. Peter Lindgren</p>	Slides handed out	Prof. Peter Lindgren
Thursday July 4	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 10:00 10:00 - 12:00	<p>Good morning: What have you learned so far? Presented by a student.</p> <p>The TO BE Processes: <i>Presencing - Decision:</i> - Decision on selected business model - Action plan - Designing a plan for implementation.... by Prof. Peter Lindgren</p>	Lunch Break in the Canteen	13:00 - 16:00	<p>Business Case work in student groups. Presenting - Decision - Action Plan - Implementation Plan</p> <p>Facilitation by Peter Lindgren -- remember to write in your business case file</p>	Slides handed out	Prof. Peter Lindgren
July 5 Friday	Business Park Struer Fælledvej 17 7600 Struer	09:00 - 12:00	<p>Good morning: What have you learned and done so far in past weeks – the 4 students present: The MBMI processes AS IS and TO BE:</p> <ul style="list-style-type: none"> ○ Downloading, ○ Seeing 	Lunch Break in the Canteen	13:00 - 15:00	<p>Prepare the coming <i>Business Model Case file</i> work period. - The students prepare the coming weeks Final Business Model case and writing work – to have their cases ready to be handed in and</p>	Slides handed out	Prof. Peter Lindgren

			<ul style="list-style-type: none"> ○ Sensing, pre-sensing ○ Decision ○ Action Plan ○ Implementation plan <p>- The Multi Business Model economic theory: - Your Business Model case work and writing the Business case file, so far</p> <p>Sum up and status on the students Business case work by Prof. Lindgren</p>			presented in a pitch, cf. the previously presented criteria.				
Saturday & Sunday		Weekend - Free time				Weekend - Free time				
Monday July 8	Business Park Struer	09:00 - 12:00	Strategy Multi Business Model Innovation By Peter Lindgren	Lunch Break in the Canteen	13:00 - 16:00	Business Model Case work - and writing the Business Case report to be handed in. On you own	Previous literature & slides		Peter Lindgren	
Tuesday July 9	Business Park Struer	09:00 - 12:00	Strategy Multi Business Model Innovation and development By Peter Lindgren	Lunch Break in the Canteen	13:00 - 16:00	Business Model Case work - and writing the Business Case report to be handed in. On you own	Previous literature & slides		Peter Lindgren	
Wednesday July 10	Business Park Struer	09:00 - 12:00	Green Multi Business Model Innovation and development By Peter Lindgren	Lunch Break in the Canteen	13:00 - 16:00	Business Model Case work - and writing the Business Case report to be handed in. On you own	Previous literature & slides		Peter Lindgren	
Thursday July 11	Business Park Struer	09:00 - 12:00	Business Model Case work - and writing the Business Case report to be handed in. On you own	Lunch Break in the Canteen	13:00 - 16:00	Business Model Case work - and writing the Business Case report to be handed in. On you own	Previous literature & slides			
Friday July 12	Business Park Struer	09:00 - 12:00	Business Model Case work - and writing the Business Case report to be handed in. On you own	Lunch Break in the Canteen	13:00 - 16:00	Business Model Case work - and writing the Business Case report to be handed in. On you own	Previous literature & slides			
Saturday & Sunday		Weekend - Free time				Weekend - Free time				
Monday July 15	Business Park Struer	09:00 – 10:00	Business case pitch: The <i>PechaKucha</i> pitch. A Business case presentation in 7 min. – how to? By Prof. Lindgren	Lunch Break in the Canteen	13:00 - 15:30	Business case pitch prepare in groups in the Labs & Prepare to hand in your written Business Case report	The Struer Bee Labs and tools		Prof. Lindgren	
		10:15 - 12:00	Business case pitch prepare in groups in the Labs & Prepare to hand in your written Business Case report.							

<p>Tuesday July 16</p>	<p>Business Park Struer Fælledvej 17 7600 Struer</p>	<p>09:00 - 10:15 10:30 - 11:45</p>	<p>Course exam: group 1 & 2 10 min Business cases Pitch & questions to the Business case from judges & feedback to the students 10 min Business cases Pitch & questions to the Business case from judges & feedback to the students Cleaning the Greenbizz Lab and tools before lunch</p>	<p>Lunch Break in the Canteen</p>	<p>13:00 - 14:15 14:30 - 15:45</p>	<p>Course exam: Group 3 & 4 10 min Business cases Pitch & questions to the Business case from judges & feedback to the students 10 min Business cases Pitch & questions to the Business case from judges & feedback to the students Cleaning the Greenbizz Lab and tools</p>	<p>The Struer Bee Labs</p>	<p>Prof. Lindgren Judges TBD</p>
<p>Wednesday July 17</p>	<p>Business Park Struer Fælledvej 17 7600 Struer</p>	<p>09:00 – 10:15 10:30 – 11:45</p>	<p>Course exam: group 5 10 min Business cases Pitch & questions to the Business case from judges & feedback to the students Celebrate the exams.</p>	<p>Lunch Break in the Canteen</p>	<p>13:00 - 14:00</p>	<p>Compilation on the exam – correct the Business cases before they are handed in. Cleaning the Struer Bee Labs and tools before leave</p>	<p>The Struer Bee Labs</p>	<p>Prof. Lindgren</p>
<p>Thursday July 18</p>	<p>Business Park Struer Fælledvej 17 7600 Struer & Rest. In Struer</p>	<p>09:00 - 11:00 11:15 - 12:00 12:00 -</p>	<p>Teamwork evaluation By Jane Flarup and Prof. Lindgren Business Case reports Hand In & Course Certificates Ceremony Goodbye Lunch at a restaurant in Struer. Thank you for visiting Denmark.</p>	<p>Lunch Break in the Canteen</p>		<p>Free time</p>	<p>Hands out the Certificates Prof. Peter Lindgren. Dr. Ambuj Kumar CEO Søren Johansen. Associate prof. Jane Flarup</p>	
<p>Friday July 19</p>	<p>Travel to India</p>							