Hot Issues of Information Management

E-commerce:
Digital Markets, Digital Goods:
Zagat (Chap. 10)

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http://mail.tku.edu.tw/myday/
2017-12-27
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Management Information Systems: Managing the Digital Firm

1. Organization, Management, and the Networked Enterprise
2. Information Technology Infrastructure
3. Key System Applications for the Digital Age
4. Building and Managing Systems

Chap. 10
E-commerce:
Digital Markets,
Digital Goods:
Zagat
Case Study:

**E-commerce: Zagat (Chap. 10) (pp.443-445)**

To Pay or Not to Pay: Zagat’s Dilemma

1. Evaluate Zagat using the competitive forces and value chain models.
2. Compare Zagat’s and Yelp’s e-commerce business models. How have those models affected each company's Web strategy?
3. Why was Zagat’s content well suited for the Web and for the mobile digital platform?
4. Do you think Zagat’s decision to use a pay wall for its Web site was a mistake? Why or why not?
5. Will Zagat’s acquisition by Google make it more competitive? Explain your answer.

Overview of Fundamental MIS Concepts
The Growth of E-Commerce

8 Unique Features of E-commerce

1. Ubiquity
2. Global reach
3. Universal standards
4. Richness
5. Interactivity
6. Information density
7. Personalization/Customization
8. Social technology

Ubiquity

• Internet/Web technology available everywhere: work, home, and so on, anytime.

• Effect:
  – Marketplace removed from temporal, geographic locations to become “marketspace”
  – Enhanced customer convenience and reduced shopping costs

• Reduces transaction costs
  – Costs of participating in market

Global reach

- The technology reaches across national boundaries, around Earth
- Effect:
  - Commerce enabled across cultural and national boundaries seamlessly and without modification.
  - Marketspace includes, potentially, billions of consumers and millions of businesses worldwide.

Universal standards

• One set of technology standards: Internet standards

• Effect:
  – Disparate computer systems easily communicate with one another
  – Lower market entry costs—costs merchants must pay to bring goods to market
  – Lower consumers’ search costs—effort required to find suitable products

Richness

• Supports video, audio, and text messages

• Effect:
  – Possible to deliver rich messages with text, audio, and video simultaneously to large numbers of people.
  – Video, audio, and text marketing messages can be integrated into single marketing message and consumer experience.

Interactivity

• The technology works through interaction with the user.

• Effect:
  – Consumers engaged in dialog that dynamically adjusts experience to the individual.
  – Consumer becomes co-participant in process of delivering goods to market.

Information density

• Large increases in information density—the total amount and quality of information available to all market participants

• Effect:
  – Greater price transparency
  – Greater cost transparency
  – Enables merchants to engage in price discrimination

Personalization/Customization

• Technology permits modification of messages, goods

• Effect:
  – Personalized messages can be sent to individuals as well as groups.
  – Products and services can be customized to individual preferences.

Social technology

- The technology promotes user content generation and social networking
- Effect:
  - New Internet social and business models enable user content creation and distribution, support social networks
  - Many-to-many model
Effect of the Internet on the marketplace

• Reduces information asymmetry
• Offers greater flexibility and efficiency because of:
  – Reduced search costs and transaction costs
  – Lower menu costs
  – Greater price discrimination
  – Dynamic pricing
• May reduce or increase switching costs
• May delay gratification: effects dependent on product
• Increased market segmentation
• Stronger network effects
• More disintermediation

The Benefits of Disintermediation to the Consumer

Digital goods

• Goods that can be delivered over a digital network
  – For example: music tracks, video, software, newspapers, books
• Cost of producing first unit is almost entire cost of product
• Costs of delivery over the Internet very low
• Marketing costs remain the same; pricing highly variable
• Industries with digital goods are undergoing revolutionary changes (publishers, record labels, etc.)

Types of E-Commerce

• Three major types of e-commerce
  – Business-to-Consumer (B2C)
    • Example: BarnesandNoble.com
  – Business-to-Business (B2B)
    • Example: ChemConnect
  – Consumer-to-Consumer (C2C)
    • Example: eBay

• E-commerce can be categorized by platform
  – Mobile Commerce (m-commerce)

E-commerce

Business Models

1. E-tailer
2. Transaction broker
3. Market creator
4. Content provider
5. Community provider
6. Portal
7. Service provider

E-commerce

Revenue Models

1. Advertising
2. Sales
3. Subscription
4. Free/Freemium
5. Transaction Fee
6. Affiliate

Understanding Business Model

• Business Model
• Revenue Model
• Business Strategy
• Business Strategy and Information System Alignment
Business Model
Value
Business Model

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partners
9. Cost Structure

Business Model

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partners
9. Cost Structure


## Business Model of Banking companies

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Propositions</th>
<th>Relationships</th>
<th>Customer Segments</th>
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<tr>
<td>Investments partners</td>
<td>Branch Operations</td>
<td>Deposit Products (Lower Interest Rates)</td>
<td>Personal Assistance</td>
<td>Retail and Corporate Customers (Depositors)</td>
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<td>Technology vendors</td>
<td>Call center operations</td>
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<td>Automation where possible</td>
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<td>Regulatory Agencies</td>
<td>IT Operations</td>
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<td>Key Resources</td>
<td>Loan Products (Higher Interest Rates)</td>
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<td>Physical and IT Infrastructure</td>
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<td><strong>Cost Structure</strong></td>
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<td>Interest Expenses</td>
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<td><strong>Revenue Streams</strong></td>
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<td>Interest Income</td>
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<td>Fee Income</td>
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### VISA – Leader in Global Payments Industry

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<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Propositions</th>
<th>Relationships</th>
<th>Customer Segments</th>
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<td>Payments Network Management</td>
<td>Payment Product Platforms for card programs and cashless payments</td>
<td>Convenience, Security, Rewards associated with card payments</td>
<td>Financial Institutions (Issuers)</td>
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<td>Commercial Partners</td>
<td>Transaction Processing</td>
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<td>Financial Institutions (Acquirers)</td>
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<td>Value-added Services</td>
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<td>Key Resources</td>
<td>Key Activities</td>
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<td>Payment Products Platform</td>
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<td>Sponsorships (FIFA World cup, Olympics)</td>
<td>Card Holders</td>
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<td>VISA Brand</td>
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<td>TV ads, Tradeshows, Conferences</td>
<td>Merchants</td>
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<tr>
<td>Cost Structure</td>
<td>Revenue Streams</td>
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Apply Pay Business Model

Apple Pay

Key Partners
- Merchants (McDonald's, Walgreens)
- Card Networks (AMEX, Visa, MasterCard)

Key Activities
- Process Payments
- Secure Mobile Transactions

Value Propositions
- Seamless, Secure Mobile Payments
- Access to Mobile Customers

Customer Relationships
- iPhone 6 & Apple Watch Owners
- Merchants (220,000+)

Customer Segments
- Issuing Banks (Chase, BofA, Citi Bank)
- Card Networks (AMEX, Visa, MasterCard)

Cost Structure

Revenue Streams
- Free - $0
- 0.15 - 0.25% Fee Per Transaction

Source: https://www.slideshare.net/Strategyzer/apple-pay-bmc/16-Apple_Pay_Seamless_Secure_Mobile
Value
Proposition
Value Proposition Canvas

**Product**

**Benefits**
- Simple
- Everything everywhere
- Fast to use
- Never forget

**Features**
- Sync across devices
- External brain
- Remember everything
- Rich meta data
- Include images

**Experience**

**Customer**

**Wants**
- Fast to enter things
- Share notes with people
- Single system
- Remember things

**Fears**
- Loosing things
- Locked into a system
- Write things down
- Save information

**Needs**

**Substitutes**
- Email to yourself
- Text documents

Company: Evernote
Product: Online notes
Ideal customer: Mobile professionals

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Source: http://www.peterjthomson.com/value-proposition-canva...
Business Models
Innovation
Why Business Model Innovation

- Target Market
- Value Proposition
- Value Chain
- Revenue Mechanism
- Value Network (Ecosystem)
- Competitive Strategy

Business Model Innovation

Adding new activities

Linking activities in novel ways

Changing one or more parties that perform any of the activities

What customer **needs** will the new business model address?

What **novel activities** could help satisfy those **needs**?

How could the activities be **linked** in **novel ways**?

What should perform the activities? What novel governance arrangements can be found?

How will **value** be **created** for each stakeholder?

What **revenues models** can be adopted to complement the business model?

Digital goods

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E-commerce

Business Models

1. E-tailer
2. Transaction broker
3. Market creator
4. Content provider
5. Community provider
6. Portal
7. Service provider

# Business Models of the Future

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<tr>
<th>BUSINESS MODEL</th>
<th>DESCRIPTION</th>
<th>EXAMPLES</th>
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<tbody>
<tr>
<td>SUBSCRIPTION</td>
<td>Takes a product/service traditionally purchased on an ad hoc basis and locks in repeat customers by charging a subscription fee</td>
<td>NETFLIX, APPLE MUSIC</td>
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<tr>
<td>FREEMIUM</td>
<td>Users pay for product/service with their data rather than their money, then are charged to upgrade to a full offer</td>
<td>SPOTIFY, LINKEDIN, DROPBOX</td>
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<tr>
<td>FREE</td>
<td>Involves selling personal data or ‘advertising eyeballs’ harvested by offering consumers a free product/service</td>
<td>GOOGLE, FACEBOOK</td>
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<tr>
<td>MARKETPLACE</td>
<td>Provides a digital marketplace that brings together buyers and sellers in return for a transaction/placement fee or commission</td>
<td>EBAY, ITUNES, APP STORE, UBER, AIRBNB</td>
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<tr>
<td>ACCESS-OVER-OWNERSHIP</td>
<td>Provides temporary access to goods/services traditionally only available through purchase; includes ‘sharing economy’ disruptors</td>
<td>ZIPCAR, PEERBY, AIRBNB</td>
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<tr>
<td>HYPERMARKET</td>
<td>‘Brand bombing’ using sheer market power and scale to beat competition, often by selling below cost price</td>
<td>AMAZON, APPLE</td>
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<td>EXPERIENCE</td>
<td>Disrupts by providing a superior experience, for which people are prepared to pay</td>
<td>TESLA, APPLE</td>
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<td>PYRAMID</td>
<td>Recruits an army of resellers and affiliates who are often paid on a commission-only model</td>
<td>AMAZON, MICROSOFT, DROPBOX</td>
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<td>ON-DEMAND</td>
<td>Monetises time and sells instant access at a premium; includes taking a commission from people with money but no time who pay for goods/services delivered by people with time but no money</td>
<td>UBER, OPERATOR, TASKRABBIT</td>
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<td>ECOSYSTEM</td>
<td>Sells an interlocking and interdependent suite of products/services that increase in value as more are purchased, creating consumer dependency</td>
<td>APPLE, GOOGLE</td>
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Source: Digital Intelligence Today, Syzygy/WPP 2015

Understanding Business Model

• Business Model
• Revenue Model
• Business Strategy
• Business Strategy and Information System Alignment
Definition of Business Model

A business model describes the rationale of how an organization creates, delivers, and captures value.

Definition of Business Strategy

A business strategy is a long term plan of action designed to achieve a particular goal or set of goals or objectives.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business

• “the activity of providing goods and services involving financial, commercial and industrial aspects.” (WordNet 2.0)
Model

• “a simplified description and representation of a complex entity or process.” (WordNet 2.0)
Business Model

• A business model is a conceptual tool containing a set of objects, concepts and their relationships with the objective to express the business logic of a specific firm.

• Therefore we must consider which concepts and relationships allow a simplified description and representation of what value is provided to customers, how this is done and with which financial consequences.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
## Occurrences of the Term "Business Model" in Scholarly Reviewed Journals

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Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model Concept Hierarchy

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Evolution of the Business Model Concept

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model vs. Business Process Model

- **Business Model**
  - a view of the firm's logic for creating and commercializing value

- **Business process model**
  - how a business case is implemented in processes

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model vs. Strategy

• Business Models
  – a system that shows how the pieces of a business fit together.
  – an abstraction of a firm's strategy

• Strategy
  – includes competition

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Implementing Business Models

Design Business Model
Management defines and designs a business concept that responds to market circumstances

Finance Business Model
Management works out a financial structure for the business model (e.g. internal funding, venture capital, stock)

Implement Business Model
The business model is implemented into business structure, business processes and...

Source: (Ostenwalder, Pigneur and Tucci, 2005)
The Business Model's Place in the Firm

Source: (Ostenwalder, Pigneur and Tucci, 2005)
## Nine Business Model Building Blocks

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Business Model Building Block</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Product</strong></td>
<td>Value Proposition</td>
<td>Gives an overall view of a company's bundle of products and services.</td>
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<tr>
<td><strong>Customer Interface</strong></td>
<td>Target Customer</td>
<td>Describes the segments of customers a company wants to offer value to.</td>
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<td></td>
<td>Distribution Channel</td>
<td>Describes the various means of the company to get in touch with its customers.</td>
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<tr>
<td></td>
<td>Relationship</td>
<td>Explains the kind of links a company establishes between itself and its different customer segments.</td>
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<tr>
<td><strong>Infrastructure Management</strong></td>
<td>Value Configuration</td>
<td>Describes the arrangement of activities and resources.</td>
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<td>Core Competency</td>
<td>Outlines the competencies necessary to execute the company's business model.</td>
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<tr>
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<td>Partner Network</td>
<td>Portrays the network of cooperative agreements with other companies necessary to efficiently offer and commercialize value.</td>
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<tr>
<td><strong>Financial Aspects</strong></td>
<td>Cost Structure</td>
<td>Sums up the monetary consequences of the means employed in the business model.</td>
</tr>
<tr>
<td></td>
<td>Revenue Model</td>
<td>Describes the way a company makes money through a variety of revenue flows.</td>
</tr>
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</table>

Source: (Ostenwalder, Pigneur and Tucci, 2005)
## Domains Addressed in Business Models

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<td>Value Proposition, strategic objective</td>
<td>Value Model</td>
<td>Value offering</td>
<td>Customer Value</td>
<td>value proposition</td>
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<tr>
<td>Target Customer</td>
<td>Customer Segments</td>
<td>Market Segment</td>
<td>Scope</td>
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<td>Distribution Channel</td>
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<td>Customer relations model</td>
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<td>channel model</td>
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<td>Value Configuration</td>
<td>Architecture</td>
<td>Production Mode</td>
<td>e3-value configuration</td>
<td>connected activities, value configuration</td>
<td>b-webs</td>
<td>commerce process model</td>
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<td>Capability</td>
<td>Core competencies, CSF</td>
<td>Resource Model</td>
<td>capabilities</td>
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<td>Actors</td>
<td>sustainability (team-up strategy)</td>
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<tr>
<td>Cost Structure</td>
<td></td>
<td>Value exchange</td>
<td>cost structure</td>
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<tr>
<td>Revenue Model</td>
<td>Revenue Model</td>
<td>Source of revenue</td>
<td>Revenue Model</td>
<td>value exchange</td>
<td>pricing, revenue source</td>
<td>pricing model, revenue model</td>
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</tbody>
</table>

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Domains Addressed in Business Models (cont.)

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<tr>
<td>Value Proposition</td>
<td>Product/market scope</td>
<td>Value stream</td>
<td>Value proposition</td>
<td>What does the customer value?</td>
<td>Transaction component</td>
<td>Product and Services offered</td>
<td>Value proposition, assumed value</td>
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<td>Target Customer</td>
<td>Market scope</td>
<td>Market segment</td>
<td>Who is the customer?</td>
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<td>Market opportunity</td>
<td>Market segment</td>
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<td>Distribution Channel</td>
<td>Fulfillment &amp; support, info &amp; insight</td>
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<td>How can we deliver value at an appropriate cost?</td>
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<td>Marketing/sales model</td>
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<td>Customer Relationship</td>
<td>Relationship dynamics</td>
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<td>Brand and reputation</td>
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<td>Value Configuration</td>
<td>Core processes</td>
<td>Logistical stream</td>
<td>Structure of the value chain</td>
<td>Architectural configuration</td>
<td>Operating model</td>
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<td>Capability</td>
<td>core competencies, strategic assets</td>
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<td></td>
<td>Organization and culture, management model</td>
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<tr>
<td>Partnership</td>
<td>suppliers, partners, coalitions</td>
<td>Position in the value chain</td>
<td>Transaction component</td>
<td>Partners</td>
<td>Companies involved in creating value</td>
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<tr>
<td>Cost Structure</td>
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<td>Cost structure</td>
<td>What is the underlying economic value?</td>
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<tr>
<td>Revenue Model</td>
<td>pricing structure</td>
<td>Revenue stream</td>
<td>How do we make money in this business</td>
<td>Benefits to firm and stakeholders</td>
<td>Revenue Model</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Planning, Changing and Implementing Business Models

The management analyzes the current business model's adequacy to environmental pressures and designs a new business model.

The new business model becomes a goal to achieve and guides planning, change and implementation.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Managers are aware of the use of Information Systems to realize goals, exploit opportunities and obtain competitive advantage.

Information Systems support the company's business model and are targeted on areas that are critical to successful business performance.

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business and IT/IS Alignment

Source: (Ostenwalder, Pigneur and Tucci, 2005)
Business Model Canvas

https://www.youtube.com/watch?v=QoAOzMTLP5s
Business Model Canvas

Infrastructure Management
- Key Activities
- Key Partners
- Key Resources

Product
- Value Proposition
- Customer Relationships
- Channels

Customer Interface
- Customer Segments

Financial Aspects
- Cost Structure
- Revenue Streams

https://www.youtube.com/watch?v=QoAOzMTLP5s
Business Model Canvas Explained

Source: http://www.youtube.com/watch?v=QoAOzMTLP5s
The 9 Building Blocks of Business Model

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
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<tbody>
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<td>8</td>
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<td>Key Resources</td>
<td>Channels</td>
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<tr>
<td>Cost Structure</td>
<td>Revenue Streams</td>
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<td>9</td>
<td>5</td>
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</table>

### The 9 Building Blocks of Business Model

<table>
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<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
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<tbody>
<tr>
<td><strong>8</strong> How?</td>
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</table>

The 9 Building Blocks of Business Model

1. **Customer Segments**

Defines the different groups of people or organizations an enterprise aims to reach and serve

2. Value Propositions

Describes the bundle of products and services that create value for a specific Customer Segment

3. Channels

Describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition

4. Customer Relationships

Describes the types of relationships a company establishes with specific Customer Segments

5. Revenue Streams

Represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings)

6. Key Resources

Describes the most important assets required to make a business model work

7. Key Activities

Describes the most important things a company must do to make its business model work

8. Key Partnerships

Describes the network of suppliers and partners that make the business model work

9. Cost Structure

Describes all costs incurred to operate a business model

The 9 Building Blocks of Business Model

1. Customer Segments
   – An organization serves one or several Customer Segments.

2. Value Propositions
   – It seeks to solve customer problems and satisfy customer needs with value propositions.

3. Channels
   – Value propositions are delivered to customers through communication, distribution, and sales Channels.

4. Customer Relationships
   – Customer relationships are established and maintained with each Customer Segment.

The 9 Building Blocks of Business Model

5. Revenue Streams
   – Revenue streams result from value propositions successfully offered to customers.

6. Key Resources
   – Key resources are the assets required to offer and deliver the previously described elements...

7. Key Activities
   – ...by performing a number of Key Activities.

8. Key Partnerships
   – Some activities are outsourced and some resources are acquired outside the enterprise.

9. Cost Structure
   – The business model elements result in the cost structure.

Business Model

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partners
9. Cost Structure

Business Model Generation

Business Model Generation

Production and Logistics
Anything beyond content creation is outsourced to readily available service providers.

Differentiation
An entirely different format, business model, and story for the book makes it stand out in a crowded market.

Community
The book is co-created with practitioners from around the world who feel ownership thanks to attribution as contributing co-authors.

Buyers
Paying customers are not only readers, but co-creators and companies that want customized books for their employees and clients.

THE CANVAS OF BUSINESS MODEL GENERATION

## Finance Business Model

<table>
<thead>
<tr>
<th>Partners</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationships</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>Retail</td>
<td>Using BMI to shakeup the FINANCE industry.</td>
<td>Retail Branches, Online Banking</td>
<td>Retail</td>
</tr>
<tr>
<td>Governments</td>
<td>Service Extension</td>
<td>Technology</td>
<td>Investment Investor Research, Conferences and events</td>
<td>Everyday Consumers, High Net Worth Individuals, Retail Investors</td>
</tr>
<tr>
<td>Credit-Card Issuers</td>
<td>Marketing &amp; Education</td>
<td>Channels</td>
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<tr>
<td>Mortgage Entities</td>
<td>Back-end systems</td>
<td>Currency</td>
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<tr>
<td>Loan Agencies</td>
<td>Network Building</td>
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<tr>
<td>Investment</td>
<td>Key Resources</td>
<td>A New-Era of Finance Enterprises</td>
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<tr>
<td>Funds</td>
<td>Brand</td>
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<tr>
<td>Boutique Advisory Firms</td>
<td>Network</td>
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<tr>
<td>Lawyers, Accountants, etc</td>
<td>Infrastructure</td>
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<td></td>
<td>Services</td>
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</table>

<table>
<thead>
<tr>
<th>Channels</th>
<th>Revenue Streams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branded Platforms, Retail Networks, Industry Events, Presentations</td>
<td>Interest and Account Fees (Retail), Advisory and Capital Fees (Investment)</td>
</tr>
</tbody>
</table>

Source: http://www.lumosforbusiness.com/blog/858/19-12-2013/BMi+Business+Model+Innovation++FINANCE
# Foreign Exchange Business Model

## Key Partnerships
- Investors
- Trading Venues
- Data Providers
- Platform Providers

## Key Activities & Resources
- Model and Strategy Roadmap
- Proprietary Trading
- Quant Traders
- Quant Strategies
- Trading Platform

## Value Propositions
- Make Markets Work More Efficiently

## Customer Relationships
- Low-Latency Market Access
- Global Foreign Exchange Markets

## Customer Segments

## Cost Structures
- Real-time Data
- Cloud Computing
- High-speed lines
- Salaries + Rent

## Revenue Streams
- Proprietary Trading
Bizz model canvas: SEB retail banking

**Key Partners**
- ECB
- Other banks
- Clearing institutions
- Stock markets
- Financial regulators

**Key Activities**
- Risk analysis
- Offer creation
- Customer analysis
- Agreements
- Capital follow up

**Value Proposition**
- Financial services & advisory
- Loans
- Payments
- Securities
- Insurances

**Customer Relationships**
- Long term, throughout life cycle phases
- Face to face
- Online (virtual)
  - B2C

**Customer Segments**
- Private
- Small and mid sized enterprises

**Key Resources**
- Specialists
- IT systems
- Branch offices
- Capital

**Channels**
- Branch offices
- Internet
- Call centers
- ATMs

**Cost Structure**
- Salaries, branch related
- Running IT
- Partnered services (CRM)

**Revenue Stream**
- Sales: margin in loans and mortgages
- Service fee

© 2010 Tieto Corporation  heimo.hanninen@tieto.com
Private Banking (3 Business In One)

Key Partners
- Other Product Providers
  - Product R&D
  - Marketing
  - Platform Management

Key Activities
- Advise
  - Product R&D
- Marketing
- Platform Management

Value Proposition
- Custom Tailored Wealth Management Services
- Financial Products
- Transaction Management

Customer Relationships
- Intimate Personal Relationship
  - Key Account Management
  - Financial Products

Customer Segments
- Wealthy Individuals & Families
  - Private Banks
- Independent Financial Advisors
  - Private Banks

Key Resources
- Brand/Trust
- Product IP
- Transaction Platform

Channels
- Personal Networks
- Sales Force
- Transaction Platform

Cost Structure
- Platform Management
  - HR: R&D
  - HR: Private Bankers

Revenue Streams
- Management & Advisory Fees
  - Product & Performance Fees
  - Transaction Fees

Relationship Business
Product Innovation Business
Infrastructure Business

Source: https://www.slideshare.net/Alex.Osterwalder/private-banking-business-models
VISA – Leader in Global Payments Industry

**Key Partners**
- Technology Alliances
- Commercial Partners

**Key Activities**
- Payments Network Management
- Transaction Processing
- Value-added Services

**Value Propositions**
- Payment Product Platforms for card programs and cashless payments
- Convenience, Security, Rewards associated with card payments
- Improved Sales, Customer Convenience

**Relationships**
- Financial Institutions (Issuers)
- Financial Institutions (Acquirers)

**Channels**
- Sponsorships (FIFA World cup, Olympics)
- TV ads, Tradeshows, Conferences

**Customer Segments**
- Card Holders
- Merchants

**Cost Structure**
- Personnel
- Network, EDP, & Communications
- Brand Promotion

**Revenue Streams**
- Services Revenues
- Data Processing Revenues
- International Revenues

## Google Business Model

### Key Partners
- Distribution Partners
- Open Handset Alliance
- OEMs (for Chrome OS devices)

### Key Activities
- R&D – Build New Products, Improve Existing products
- Manage Massive IT Infrastructure

### Key Resources
- Datacenters
- IPs, Brand

### Value Propositions
- Web Search, Gmail, Google+
- Targeted Ads using Adwords (CPC)
- Extend Ad campaigns using Adsense
- Display Advertising Mgmt Services
- OS and Platforms – Android, Chrome OS
- Hosted web-based Google Apps

### Relationships
- Automation (where possible)
- Dedicated Sales for large accounts
- Global Sales and Support Teams
- Multi-product Sales force

### Customer Segments
- Internet Users
- Advertisers, Ad Agencies
- Google Network Members
- Mobile device owners
- Developers
- Enterprises

### Cost Structure
- Traffic Acquisition Costs
- R&D Costs (mainly personnel)
- S&M, G&A
- Data center operations

### Revenue Streams
- Ad Revenues – Google websites
- Ad Revenues – Google n/w websites
- Enterprise Product Sales
- Free

Facebook – World’s leading Social Networking Site (SNS)

**Key Partners**
- Content Partners (TV Shows, Movies, Music, News Articles)

**Key Activities**
- Platform Development
- Data Center Operations Mgmt
- Key Resources
  - Facebook Platform
  - Technology Infrastructure

**Value Propositions**
- Connect with your friends, Discover & Learn, Express yourself
- Reach, Relevance, Social Context, Engagement
- Personalized and Social Experiences, Social Distribution, Payments

**Relationships**
- Same-side Network Effects
- Cross-side Network Effects

**Channels**
- Website, Mobile Apps
- Facebook Ads, Facebook Pages
- Developer Tools and APIs

**Customer Segments**
- Internet Users
- Advertisers and Marketers
- Developers

**Cost Structure**
- Data center costs
- Marketing and Sales
- Research and Development
- General and Administrative

**Revenue Streams**
- Free
- Ad Revenues
- Payment Revenues

Twitter Business Model

**Key Partners**
- Search Vendors
- Device Vendors
- Media companies
- Mobile Operators

**Key Activities**
- Platform Development

**Value Propositions**
- Stay connected
- News/Events
- Targeted Marketing
- Twitter Apps

**Relationships**
- Website, Desktop Apps, Mobile Apps, SMS
- Twitter API

**Customer Segments**
- Users
- Enterprises
- Developers

**Key Resources**
- Twitter.com Platform

**Cost Structure**
- Employees
- Servers

**Revenue Streams**
- Licensing Data Streams
- Promoted Accounts
- Promoted Tweets
- Promoted Trends
- Analytics

# LinkedIn – World’s Largest Professional Network

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Propositions</th>
<th>Relationships</th>
<th>Customer Segments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equinix (for data center facilities)</td>
<td>Platform Development</td>
<td>Manage Professional Identity and Build Professional Network</td>
<td>Same-side Network Effects</td>
<td>Internet Users</td>
</tr>
<tr>
<td>Content Providers</td>
<td>LinkedIn Platform</td>
<td>Identify and Reach the Right Talent</td>
<td>Cross-side Network Effects</td>
<td>Recruiters</td>
</tr>
<tr>
<td><strong>Key Resources</strong></td>
<td><strong>Key Activities</strong></td>
<td><strong>Value Propositions</strong></td>
<td><strong>Relationships</strong></td>
<td><strong>Customer Segments</strong></td>
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<tr>
<td><strong>Cost Structure</strong></td>
<td><strong>Revenue Streams</strong></td>
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<td>Web Hosting costs</td>
<td>Free Offerings and Premium Subscriptions</td>
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<td>Marketing and Sales</td>
<td>Hiring Solutions</td>
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<tr>
<td>Product Development</td>
<td>Marketing Solutions</td>
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<tr>
<td>General and Administrative</td>
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</tbody>
</table>

The Business Model Canvas

Techno Cake

Key Partners
- MC Miš
- Local presenters

Key Activities
- Event Management
- Marketing Management
- Best presentations

Key Resources
- Volunteers
- Presentation Hall

Value Propositions
- Techno cake talks and presentations
- Videos about talks and presentations
- Advertising
- Video
- WWW

Customer Relationship
- Facebook,
- Twitter
- Flickr
- Video-wwwww

Customer Segments
- Geeks
- IT customers
- Engineers

Channels
- Facebook,
- Twitter
- Flickr
- Videos
- JAPTI, RIC

IT Companies
- Mobile operators
- Banks
- Insurance Co...

Cost Structure
- Event's Management Costs
- Authors' costs

Revenue Streams
- Advertising fee
- Videos
- Logos...

How Airbnb Works?
Insights into Business Model & Revenue Model

Source: http://nextjuggernaut.com/blog/airbnb-business-model-canvas-how-airbnb-works-revenue-insights/
Airbnb Business Model Canvas

**Key Partners**
- Hosts (People who rent their space)
- Guests (People who book spaces)
- Photographers (Freelance)
- Investors
- Payment Processors

**Key Activities**
- Product Development & Management
- Building Host network and Managing hosts
- Building traveler network and managing guests

**Value Propositions**
- Hosts: Hosts can earn money by renting their space.
- Airbnb offers insurance to house owners.
- Free photo shoots for property listings through photographers.
- Guests: Guests can book a homestay instead of hotels.
- Prices are often less as compared to hotels.

**Customer Relationships**
- Customer Service
- Social Media
- Promotional Offers
- Home Insurance

**Customer Segments**
- Hosts: People who own a house and want to earn extra money.
- People who want to meet new people.
- Guests: People who love to travel.
- People who want to stay comfortably at a cheap price.

**Channels**
- Website
- Mobile App for Android
- Mobile App for iOS

**Cost Structure**
- Technological Set up & running costs
- Salaries to permanent employees
- Payments to freelance photographers

**Revenue Streams**
- Commission from Hosts upon every booking
- Commission from Guests upon every booking

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Photographers</td>
<td>Platform development and maintenance</td>
<td>Great places to stay all around the world for low prices</td>
<td>Self-service on site with a support team, SMS, iPhone App</td>
<td>Travelers that are looking for a good experience with a low price</td>
</tr>
<tr>
<td>Main Investors</td>
<td>Community management</td>
<td></td>
<td>Self-service on site with a support team, SMS, iPhone App</td>
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<tr>
<td>YCombinator</td>
<td>Marketing</td>
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<tr>
<td>Greylock Partners.</td>
<td>Online and international payment</td>
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<tr>
<td>PayPal</td>
<td>Photographers management</td>
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<tr>
<td>Western Union</td>
<td>Key Resources</td>
<td>Rent out extra place effortlessly for a worldwide audience</td>
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<td></td>
<td>Base of places announced</td>
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<td></td>
<td>Community of travellers and hosts</td>
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<td></td>
<td>Platform</td>
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<td></td>
<td>Brand</td>
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<tr>
<td>Cost Structure</td>
<td>Insurance</td>
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<td></td>
<td>Photographers</td>
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<td></td>
<td>Servers</td>
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<td></td>
<td>Marketing</td>
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<tr>
<td></td>
<td>Human Resources</td>
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<tr>
<td>Revenue Streams</td>
<td>Online and international payment</td>
<td></td>
<td>6-12% of booking fee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3% of each successfully booking</td>
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</tbody>
</table>

Source: [http://www.slideshare.net/ThiagoPaiva/airbnb-12210879](http://www.slideshare.net/ThiagoPaiva/airbnb-12210879)
How Uber Works?

Insights into Business Model & Revenue Model

Source: http://nextjuggernaut.com/blog/how-uber-works-business-model-revenue-uber-insights/
# Uber Business Model Canvas

## Key Partners:
- Drivers with their Cars
- Payment Processors
- Map API Providers
- Investors

## Key Resources:
- Technological Platform
- Skilled Drivers

## Key Activities:
- Product Development & Management
- Marketing & Customer Acquisition
- Hiring Drivers
- Managing Driver Payouts
- Customer Support

## Value Proposition:
- Minimum Waiting Time.
- Prices Lesser than the Normal Taxi Fares.
- Cashless Ride.
- Can see The ETA and Track The Cab on Map.

## Customer Relationship:
- Social Media
- Customer Support
- Review, Rating & Feedback System

## Customer Segments:
- Those who do not own a Car
- Those who do not want to drive themselves to a Party or Function.
- People who like to Travel in Style and want to be Treated as a VIP.
- Those who want a Cost-Efficient Cab at their Doorstep.

## Channels:
- Websites
- Mobile App for Android
- Mobile App for iOS

## Drivers:
- Additional Source of Income.
- Flexible Working Schedules and can Work Part Time.
- Easy Payment Procedure.
- Drivers get Paid to be Online, even without can Requests.

## Revenue Streams:
- Car Rides on per Km/Mile basis.
- Surge Pricing
- UberX, Uber Taxi, Uber Black, Uber SUV etc.
- Uber Cargo, Uber Rideshare etc.

## Cost Structure:
- Technological Infrastructure
- Salaries to Permanent Employees
- Launch Events & Marketing Expenditure

Uber Business Model Canvas

**The Business Model Canvas**

**Key Partners**
- Drivers who own cars
- Payment Processors
- Mapping Data Providers
- Local Authorities

**Key Activities**
- Platform & Logo Development
- Marketing to balance supply and demand
- Driver Onboarding

**Key Resources**
- Uber Platform
- Pricing Algorithm
- Routing Algorithm

**Value Propositions**
- Taxi on Demand
- Cash Free
- Easy to order cab and short wait time
- Easy to make additional money

**Customer Relationships**
- Highly automated

**Customer Segments**
- Passengers
- Drivers

**Channels**
- Mobile App
- Social Media Marketing
- PR

**Cost Structure**
- Platform Development
- Sales & Marketing
- Salaries
- Driver Payments

**Revenue Streams**
- Pay per Ride Charges
- Surge Pricing
- Premium Uber Brands

---

Tap the app, get a ride

Uber is the smartest way to get around. One tap and a car comes directly to you. Your driver knows exactly where to go.

MORE REASONS TO RIDE

https://www.uber.com/
Come up with Killer Startup Ideas

REDUCE
- Time to wait
- Hassles of paying money
- Insure fare & waiting time

CREATE
- Ease of use
- Platform connecting customers & drivers
- Extra Revenues for Drivers

RAISE
- Chances of getting taxis
- Quality (ratings)
- Assurance (Location tracking)

ELIMINATE
- Uncertainty of getting taxis
- Waving hands to stop taxis

Structure of a Business Model

1. Who is your target market?

2. What do you offer to the customer?

3. How is the value proposition created?

4. How is revenue created?

Source: http://angelab.me/review-of-business-model-generation/
Customer Value
Marketing

“Meeting needs profitably”

Value

the sum of the tangible and intangible benefits and costs

Customer Value Triad

Quality, Service, and Price (qsp)

Value and Satisfaction

• Marketing
  – identification, creation, communication, delivery, and monitoring of customer value.

• Satisfaction
  – a person’s judgment of a product’s perceived performance in relationship to expectations

Building Customer Value, Satisfaction, and Loyalty

Customer Perceived Value

Product benefit
Services benefit
Personnel benefit
Image benefit

Total customer benefit

Monetary cost
Time cost
Energy cost
Psychological cost

Total customer cost

Customer perceived value

Satisfaction

“a person’s feelings of pleasure or disappointment that result from comparing a product’s perceived performance (or outcome) to expectations”

Loyalty

“a deeply held commitment to rebuy or repatronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behavior.”

Customer Perceived Value, Customer Satisfaction, and Loyalty

CEO CIO CFO

CEO
Strategy and Sales (Leading)

CIO
Enterprise Technology Integration

CFO-COO
Finance and Operations (Lagging)

Source: http://www.r3now.com/what-is-the-proper-relationship-for-the-cio-ceo-and-cfo/
Adapted from: http://www.r3now.com/what-is-the-proper-relationship-for-the-cio-ceo-and-cfo/
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Vision</th>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactics</td>
<td>Goals</td>
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<tr>
<td>Operations</td>
<td>Objectives</td>
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<tr>
<td></td>
<td>Tasks</td>
<td></td>
</tr>
</tbody>
</table>

Adapted from: [http://www.argowiki.com/index.php?title=The_Relationship_Between_the_CEO_and_CIO](http://www.argowiki.com/index.php?title=The_Relationship_Between_the_CEO_and_CIO)
Nothing is so practical as a good theory.
Social Networking and the Wisdom of Crowds

• Most popular Web 2.0 service: social networking
  – Social shopping sites: Swap shopping ideas with friends
• Wisdom of crowds
• Crowdsourcing
  – Large numbers of people can make better decisions about topics and products than a single person.
• Prediction markets
  – Peer-to-peer betting markets on specific outcomes (elections, sales figures, designs for new products)

E-commerce Marketing

• Internet provides new ways to identify and communicate with customers.

• Long tail marketing:
  – Ability to reach a large audience inexpensively

• Behavioral targeting:
  – Tracking online behavior of individuals on thousands of Web sites

• Internet advertising formats
  – Search engine marketing, display ads, rich media, e-mail, and so on

Web Site Personalization

Based on your portfolio and recent market trends, here are some recommendations.

Welcome back, Steve P. Munson. Check out these recommended titles:
One Minute Manager
Leading Change
Results-Based Leadership

Sarah,
Here are the items you want to bid on:
Halogen reading lamp
Portable reading lamp
LED book reading lamp

How an Advertising Network Works

Social E-commerce

• Social e-commerce:
  – Based on digital social graph
    • Mapping of all significant online relationships
• Four features of social e-commerce driving its growth
  – Social sign-on
  – Collaborative shopping
  – Network notification
  – Social search (recommendations)

Social Media Marketing

• Social media:
  – Fastest growing media for branding and marketing

• Social network marketing:
  – Seeks to leverage individuals influence over others in social graph
  – Target is a social network of people sharing interests and advice
  – Facebook’s “Like button”
  – Social networks have huge audiences
  – Facebook: 150 million U.S. visitors monthly

B2B E-commerce

- U.S. B2B trade in 2012 is $16 trillion
- U.S. B2B e-commerce in 2012 is $4.1 trillion
- Procurement requires significant overhead costs, which Internet and networking helps automate
- Variety of Internet-enabled technologies used in B2B
  - Electronic data interchange (EDI)
  - Private industrial networks (private exchanges)
  - Net marketplaces
  - Exchanges

Electronic Data Interchange (EDI)
A Private Industrial Network

Net Marketplaces (e-hubs)

• Single market for many buyers and sellers
• Industry-owned or owned by independent intermediary
• Generate revenue from transaction fees, other services
• Use prices established through negotiation, auction, RFQs, or fixed prices
• May focus on direct or indirect goods
• May be vertical or horizontal marketplaces

A Net Marketplace

- Catalogs
- Sourcing
- Automated purchasing
- Processing and fulfillment

Exchanges

• Independently owned third-party Net marketplaces
• Connect thousands of suppliers and buyers for spot purchasing
• Typically provide vertical markets for direct goods for single industry (food, electronics)
• Proliferated during early years of e-commerce; many have failed
  – Competitive bidding drove prices down and did not offer long-term relationships with buyers or services to make lowering prices worthwhile.

The Mobile Digital Platform and Mobile E-commerce
M-commerce

• In 2012 is 10% of all e-commerce
• Fastest growing form of e-commerce
  – Some areas growing at 50%
• Four billion mobile phone users worldwide
• Main areas of growth
  – Retail sales at top Mobile 400 (Amazon, eBay, etc.)
  – Sales of digital content (music, TV, etc.)
  – Local search for restaurants, museums, stores

Consolidated Mobile Commerce Revenues

Location-based services

• Used by 74% of smartphone owners
• Based on GPS map services
• Types
  – Geosocial services
    • Where friends are
  – Geoadvertising
    • What shops are nearby
  – Geoinformation services
    • Price of house you are passing

Other Mobile Commerce Services

• Banks, credit card companies provide account management apps
• Mobile display advertising
  – iAd, AdMob, Facebook
• Games and entertainment
  – Downloadable and streamable services
  – Games
  – Video, short films, movies, TV shows
  – Music and ring tones

Building an E-commerce Web Site

• Pieces of the site-building puzzle
• Assembling a team with the skills required to make decisions about:
  – Technology
  – Site design
  – Social and information policies
  – Hardware, software, and telecommunications infrastructure
• Customer’s demands should drive the site’s technology and design.

Building an E-commerce Web Site

• Business objectives
  – The capabilities the site should have
    • Business decisions should drive technology
  – Example: execute a transaction payment

• System functionality
  – Technology needed to achieve objective
  – Example: a shopping cart or other payment system

• Information requirement
  – Specific data and processes needed
  – Example: secure credit card clearing, multiple payment options

Building an E-commerce Web Site

• Alternatives in building the Web site:
  – Completely in-house
  – Mixed responsibility
  – Completely outsourced
    • Co-location

• Web site budgets
  – Several thousand to millions per year
  – 50% of budget is system maintenance and content creation

Choices in Building and Hosting Web Sites

**BUILDING THE SITE**

<table>
<thead>
<tr>
<th>In-house</th>
<th>Outsource</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMPLETELY IN-HOUSE</strong></td>
<td><strong>MIXED RESPONSIBILITY</strong></td>
</tr>
<tr>
<td>Build: In</td>
<td>Build: Out</td>
</tr>
<tr>
<td>Host: In</td>
<td>Host: In</td>
</tr>
<tr>
<td><strong>MIXED RESPONSIBILITY</strong></td>
<td><strong>COMPLETELY OUTSOURCED</strong></td>
</tr>
<tr>
<td>Build: In</td>
<td>Build: Out</td>
</tr>
<tr>
<td>Host: Out</td>
<td>Host: Out</td>
</tr>
</tbody>
</table>

Components of a Web Site Budget

- **Design**: 30%
- **Marketing**: 20%
- **Hardware**: 10%
- **Content development**: 15%
- **Software**: 10%
- **Hosting service**: 10%
- **Telecommunications**: 5%

請各組組長整理期末報告資料檔案，於2018/01/03 (週三) 下午15:00 前，完成 Email 寄出以下兩個壓縮檔的下載連結 (Google Drive URL)，給所有組員和老師 (正本 to: 老師，副本 cc:所有組員)。

– 1. 整組各次簡報的 ppt (含整組期末報告目錄 ppt) 壓縮檔
   • (例如：MI4B_資訊管理專題_第1組_期末各次簡報.zip)。

– 2. 整組各組員的
   [(1) 個人期末報告.ppt
    (2) 個人期末書面報告.pdf]
  之壓縮檔
   • (例如：MI4B_資訊管理專題_第1組_組員個人期末報告.zip)。
資訊管理專題
(Hot Issues of Information Management)

1. 請同學於資訊管理專題個案討論前
   應詳細研讀個案，並思考個案研究問題。

2. 請同學於上課前複習相關資訊管理相關理論，
   以作為個案分析及擬定管理對策的依據。

3. 請同學於上課前
   先繳交資訊管理專題個案研究問題書面報告。

4. 上課時間地點：
   週三 8,9 (15:10-17:00) B702
References


– Kenneth C. Laudon & Jane P. Laudon 原著，游張松 主編，陳文生 翻譯 (2014)，資訊管理系統，第13版，滄海