Student name:	
Student number:	

EXAM EBUSINES INNOVATION Feb 12, 2007, 18.30-21.15

Instructions (please read carefully):

- *This is a closed book exam – it is not allowed to consult any material – physical or electronic. Be sure to switch mobile phones off and store them in a closed bag.*
- *Use this exam to write the answers on questions. Use the available boxes after each question for your answer. Do not write outside the boxes. We will only correct text written inside the boxes.*
- *Be sure to indicate name and student number on each sheet of paper.*
- *Concise yet complete answers are better than long-winded answers.*
- *You may answer in English on in Dutch.*
- *Grade for this exam is Round (Sum of Points / 10).*
- *Grade for the eBusiness Innovation course is 0.5* this exam + 0.5 * group assignments. You will be reported the final grade for the eBusiness Innovation course. We will report the grade for the group assignment to the communicator of each group by email.*

Success!

Group assignment

Before starting with the exam, please indicate below whether you did your group assignment this year, a year before, or you still have to do your group assignment.

Yes/No	I did my group assignment this academic year (2006/2007)
	I did my group assignment in 2005 or 2004 (please indicate the year)
Yes/No	I still have to do my group assignment

Question 1 (20 points)

a) Which characteristics of an electronic hub are crucial for optimizing procurement for *the development phase (R&D)* of *production goods* in the pharmaceutical industry? (for a list of characteristics to choose from see below.) Explain each choice briefly. (10 points)

b) Which characteristics of an electronic hub are crucial for optimizing procurement for the procurement for goods for corrective maintenance purposes for a food manufacturer ? (e.g. the main need is to bring the production line back up

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running) (for a list of characteristics to choose from see below.) Explain each choice briefly. (10 points)

e-Hub functionalities to select from are:
1. Public (open for anyone) or
2. Private (closed, pre-negotiated contracts)

3. Vertical (industry specific) or
4. Horizontal (industry independent)

5. Auction (price to bid) or
6. Marketplace (price set no RFQ)

7. Anonymous participation or
8. Known participation

9. Integration for automated payment or
10. Integration for automated ordering or
11. Integration for automated ordering and payment

Question 2 (30 points)

Porter claims in his article (HBR March/June articles & Syllabus eBusiness Innovation) that standardization of products as required for e-business undermines overall profits for an industry.

a) Give an argumentation showing that standardization of products (as referred to by Porter) *does* undermine overall profits for an industry. (15 points)
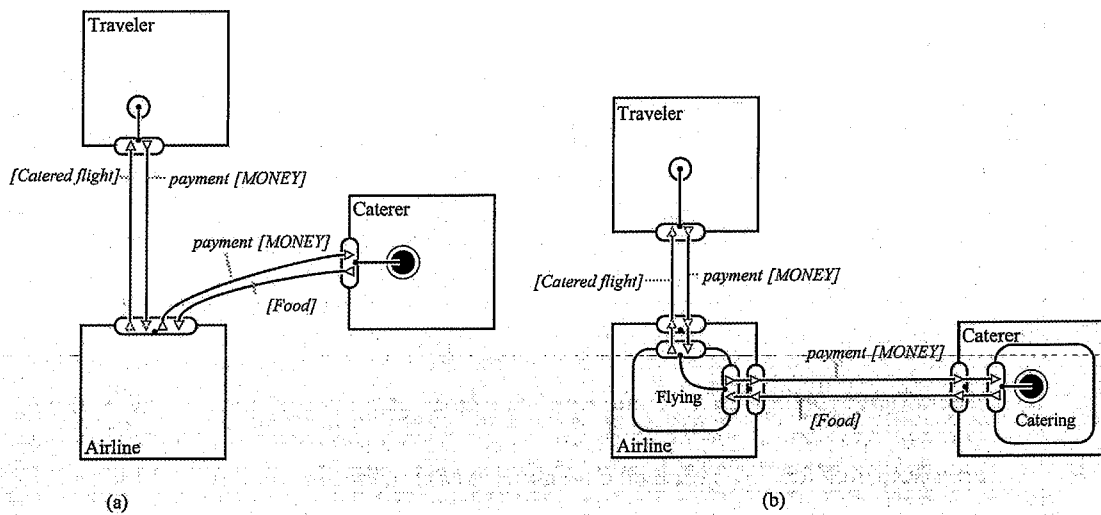
b) Give an argumentation showing that standardization (as referred to by Porter) does *not* undermine competitive advantage for an enterprise. (Hint: you can use the reaction of David Ticoll as a starting point) (15 points)

Question 3 (30 points)

The diagram below shows two alternatives (a) and (b) for modeling that a traveler buys a catered flight (so with food included).

(a)

(b)

a) Which of the alternatives (a) and (b) is better? Motivate your answer. (15 points)

Alternative ... is a better modeling solution than alternative ... because ...

b) An e^3value model can be used to count the number of value transfers happening at value interfaces. To that end, the number of occurrences, stated for a consumer need, has to be propagated throughout the model. Consider the model below. Fill in the number of occurrences for each question mark (???), starting by considering the number of occurrences for the consumer need. (15 points)

Traveler

OCCURRENCES=???   [MONEY]

[train trip]

Railway company

OCCURRENCES=???

FRACTION=1   FRACTION=3   [MONEY]

OCCURRENCES=???   OCCURRENCES=???   [food]

OCCURRENCES=???   OCCURRENCES=???

FRACTION = 1   FRACTION = 1

food?

OCCURRENCES=10

Fill in the question marks in the figure.

Question 4 (20 points)

a) Paul Timmers presents in his book "Electronic Commerce: Strategies and Models for Business-to-Business trading" two dimensions along which a number of possible business models are mapped. Name and explain these dimensions. (10 points)

- *Dimension 1:*

- *Dimension 2:*

b) In the same book, Timmers presents the concept of "value-chain deconstruction". Similarly, Tapscott identifies in his book "disaggregation of the firm". Explain the notion of "value-chain deconstruction" and give an example. (10 points).

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- *"value-chain deconstruction" means ...*

- *An example of "value-chain deconstruction" is*