

Student name:	
Student number:	

EXAM e-Business Innovation. April 1st, 2009 - 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 or in Dutch.*
- *Grade for this exam is Round (Sum of Points / 10).*
- *Grade for the eBusiness Innovation course is $0.5 * \text{this exam} + 0.5 * \text{group assignments}$. 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 assignments.

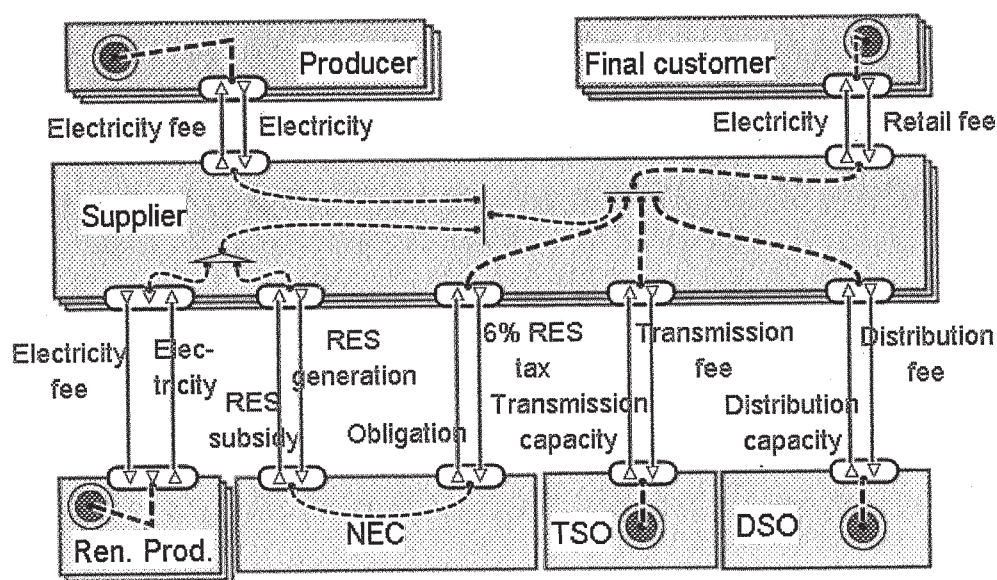
Yes/No	I did my assignment
	in year (2006) (tick if appropriate)
	in year (2007) (tick if appropriate)
	in year (2008) (tick if appropriate)

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Question 1 (20 points)

So called final customers have a need for electricity, and pay a retail fee for obtaining electricity power. To obtain electricity, a final customer can choose from a number of suppliers. A supplier has to buy electricity himself, and also the transport capacity to deliver the electricity to the final customer. First, from a Transport Distribution Operator (TSO), transmission capacity has to be obtained from generator to the local distribution grid. The TSO operates the national power distribution grid. In return, the supplier pays a transmission fee. Additionally, the supplier must obtain distribution capacity from a Distribution System Operation (DSO). A DSO operated a local grid, which is used to distribute electricity taken from the national grid to the final customer. For using distribution capacity, the supplier pays also a fee. Also, the supplier has to pay a Renewable Energy Source (RES) tax to the NEC, a government driven agency. For each MWh electricity sold, tax has to be paid to the NEC. In return, the NEC gives a certificate to the supplier proving that the obligation to pay tax has been fulfilled. In order to obtain electricity, the supplier can choose from two alternatives. First, the supplier can obtain just dirty old energy (based on gas or oil) from a regular energy producer, and pays money for obtaining this electricity. Second, the buyer can also decide to buy renewable electricity (based on solar cells, or hydro power) from a renewable energy producer. The supplier pays then the normal electricity fee, plus a premium, because generating renewable electricity is more expensive than generating "old" energy such as gas or oil. If the seller buys renewable energy, he also obtains a subsidy from the NEC, in return from proving that this energy indeed has been bought.

Diagram:



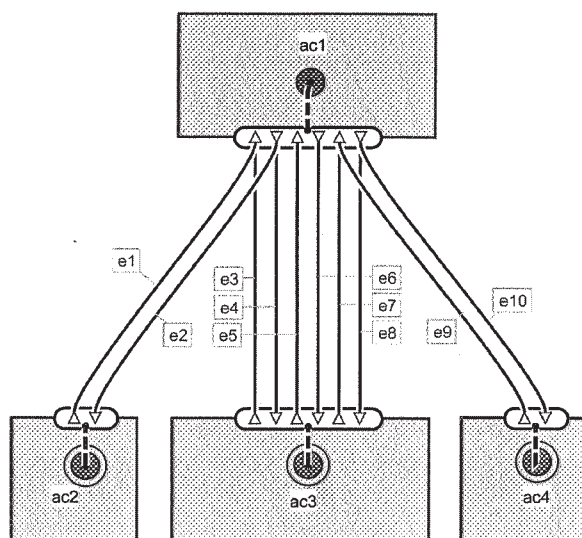
Which mistakes are in the diagram, given the corresponding text?

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Answer

Question 2 (10 points)

Consider the following (abstract) e^3 value diagram. Is this diagram a valid diagram and why? (Hint: Evaluate the various value transactions possible.) Please note: you are not asked to improve the diagram, only to state what is wrong if you believe the diagram to be invalid.



Answer

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Question 3 (15 points)

Commonly there are at least three phases of finance for new businesses. Name the first three phases and provide two characteristics for each phase.

Answer

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Question 4 (15 points)

The categorization of e-business webs by Tapscott is based on two different aspects or dimensions: “*control*” and “*value integration*”. Explain what Tapscott means with “control” and “value integration”. Use the five types of e-business webs made by Tapscott to support your answer.

Answer

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Question 5 (15 points):

Porter claims in his article Strategy and the Internet (HBR March/June articles that first mover advantage is a fantasy. Ticoll responded to Porter and claims that successful and sustainable first movers do exist.

Question 5a: Give two arguments showing why Porter believes first mover advantage is a myth (if you like, you can use examples) (10 points).

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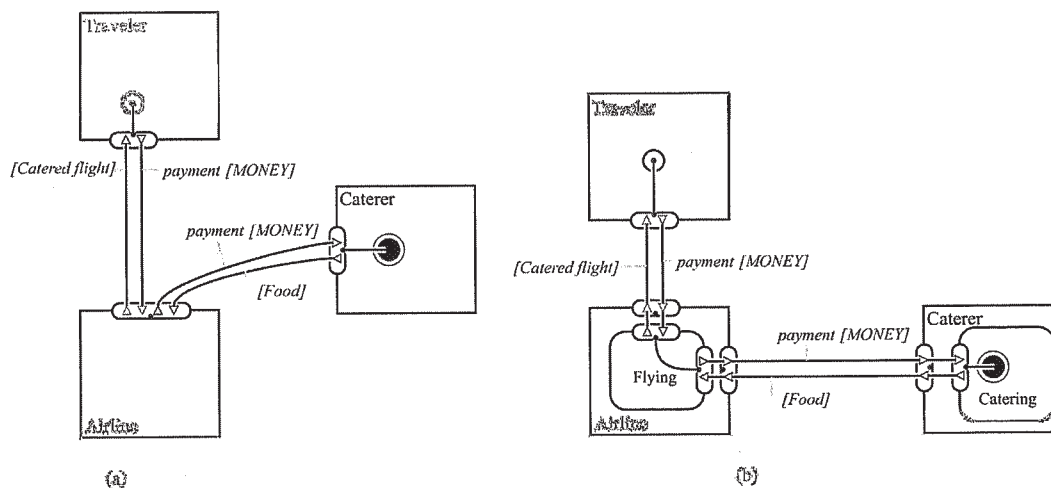
Question 5b: Give an argument showing that successful and sustainable first movers do exist to support the claim of Ticoll (if you like, you can use examples) (5 points).

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Question 6 (10 points)

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



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

Answer

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Question 7 (15 points)

In business value webs Supply Chain Management is an important feature. Explain what is meant by Supply Chain Management and provide 3 benefits of Supply Chain Management for business value webs.

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