

Student name:	
Student number:	

EXAM e-Business Innovation. Februari 15, 2010, 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 (2007) (tick if appropriate)
	in year (2008) (tick if appropriate)
	in year (2009) (tick if appropriate)

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Question 1 (5 points)

What is the difference between “**innovation**” and “**diffusion**”?

Answer

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Question 2 (5 points)

Various creativity techniques exist to generate innovative (eBusiness) ideas. Explain what the purpose is of “**transformation**” creativity techniques.

Answer

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Question 3 (9 points)

Give at least **three drivers** for e-business/e-commerce.

Answer

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Question 4 (10 points)

Both Timmers and Tapscott distinguish between different kinds of business models. Timmers considers among others “e-mall” and “value chain integrator”. Tapscott considers among others “agora” and “value chain”. However, Tapscott and Timmers use different axis. Explain the difference in classification made by Timmers and Tapscott.

Answer

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Question 5 (10 points)

Explain why the focus should be on **economic value first** during the development of innovative e-business ideas. Give at least **three** proper arguments.

Answer

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Question 6 (6 points)

Explain how the role of ICT has shifted in traditional value chains over the last few decades.

Answer

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Question 7 (10 points)

Porter and Ticoll disagree about the positive/negative effects of the Internet and related technologies on the business world.

Question 7a (5 points): Explain why Porter believes that **internet standards destroy competitive advantage**. Next to your explanation, give at least one real-life example.

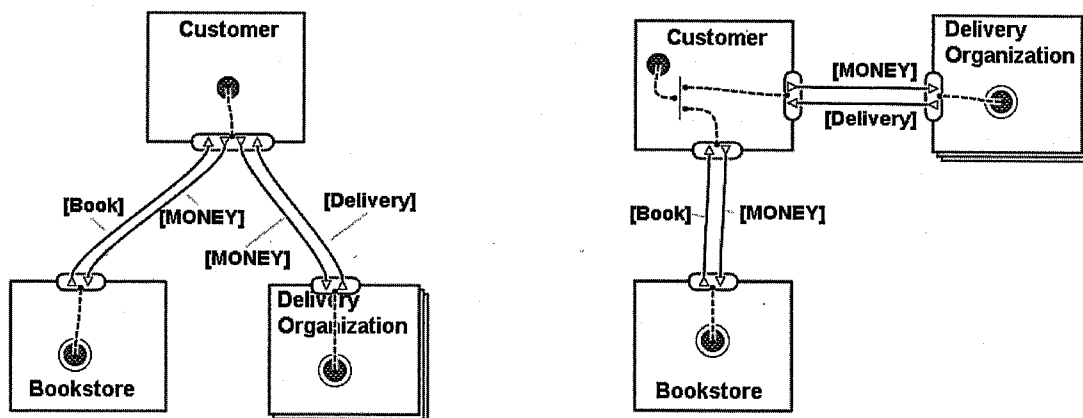
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Question 7b (5 points): Explain why Ticoll believes that **Internet standards help create new industry and market**. Next to your explanation, give at least one real-life example.

Question 8 (10 points)

Consider the following value models. Explain the **difference** in the **need of the customer** in the model on the left (a) and the model on the right (b).



Answer

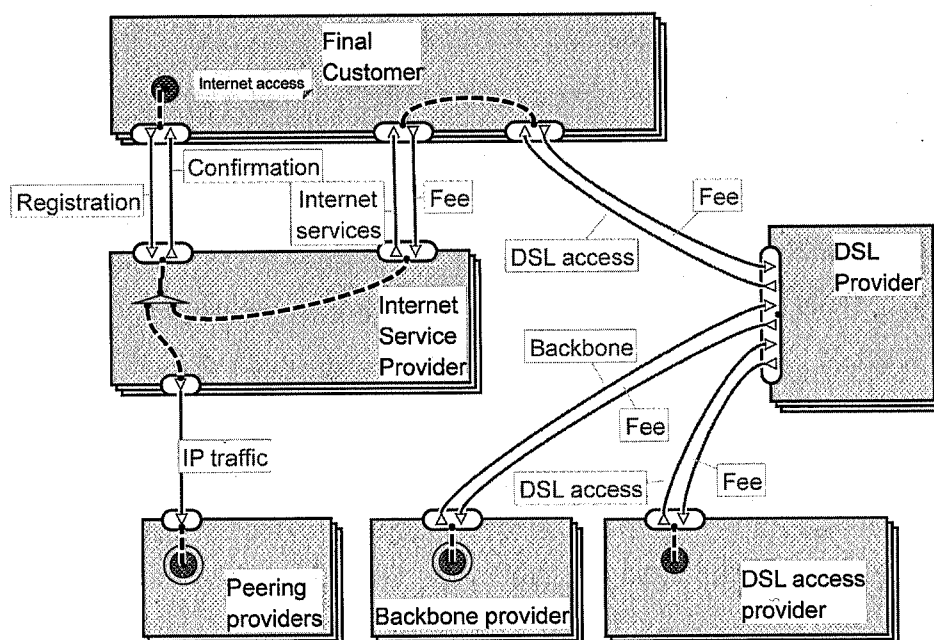
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Question 9 (15 points)

Consider the following text and e^3 value diagram.

Text: Customers want to surf on the Internet. To do so, they register themselves at an Internet Service Provider (ISP). Additionally, they also use an xDSL provider to obtain physical access. Of course, a fee needs to be paid for the ISP services and the xDSL access. The ISP delivers the usual services such as surfing capability, email and web-hosting. Many times, the ISP has to deliver IP-traffic that is outside the scope of his own network. For this purpose, the ISP uses some peering-providers to deliver network traffic (the Internet consists of many interconnected networks managed by service providers; they use each other networks to deliver traffic). The DSL provider delivers DSL access, and for doing so s/he needs two parts. First, local DSL access is needed (from the home of the final customer to some point of presence of the DSL provider). Second, backbone capacity is needed to interconnect the various points of presences, the ISP and the peering providers.

Diagram:



Which **mistakes** are in the diagram, given the corresponding text (give at least **five** mistakes)?

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Question 10 (10 points)

Question 10a (5 points): Give 5 benefits of e-Procurement.

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Question 10b (5 points): Explain the difference between upstream and downstream supply chain management systems.

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Question 11 (10 points)

Question 11a (5 points):

In a particular e^3 value model there is only one consumer need and 4 OR-forks each having 2 out-ports. There are also **no** AND-forks, AND-joins or OR-joins in the model. What is the number of traces present in this model? Explain your reasoning.

Question 11b (5 points):

An e^3 value 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 (?)

