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EXAM EBUSINES INNOVATION January 19th, 2012, 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***
- ***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* 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!

Question 1 (20 points)

a) Explain in your own words what the paradigm shift (as proposed by Thomas Kuhn) means in the context of innovations (10 points).

b) Several creativity techniques are used during finding innovative e-business ideas. One of them is the combinatorial technique. Explain what the combinatorial technique is and give an example (10 points).

Question 2 (40 points)

a) Consider the following text. Give the corresponding e^3*value* diagram. (20 points)

Text: In the country *SomewhereAPlaceOnEarth*, there is a company called MyBiscuit.com. This company offers customers the possibility to compose their own biscuit box. Customers can choose from a variety of biscuits and boxes. In order to provide custom made biscuit boxes, MyBiscuit.com has relationships

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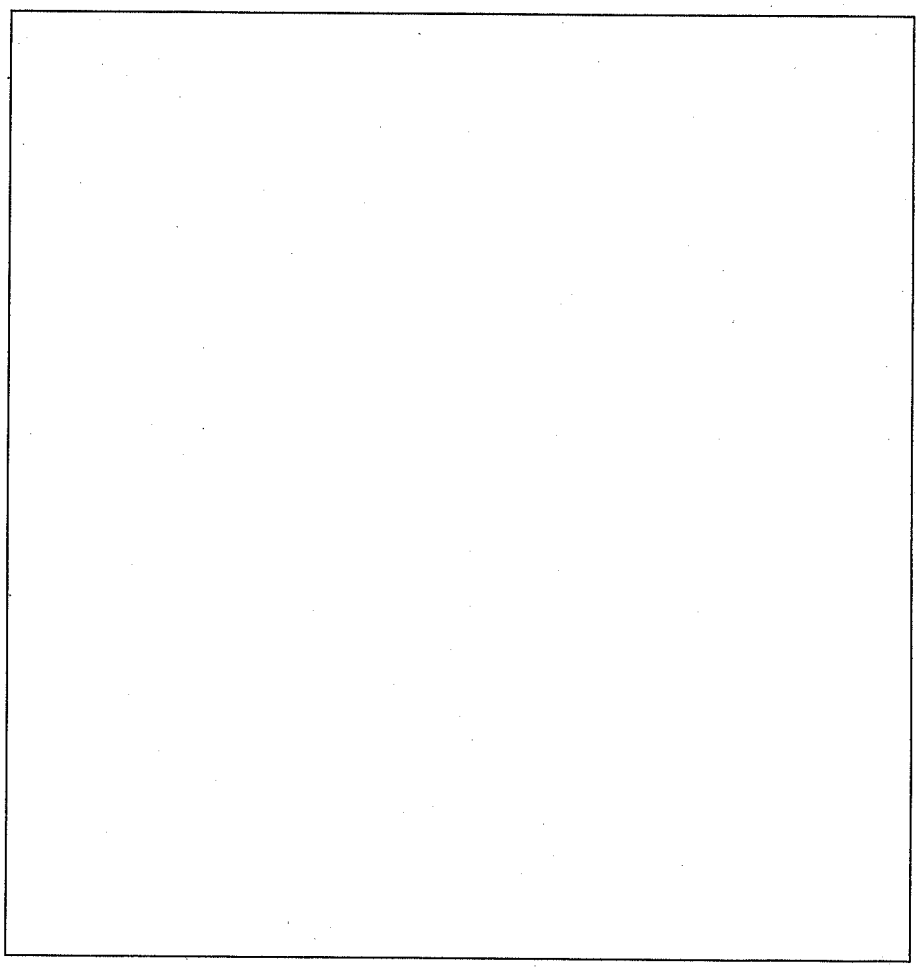
with a number of biscuit sellers. Also, MyBiscuit.com is obtaining empty boxes from a variety of box sellers. For a custom made biscuit box, a number of biscuits are needed and one box. Biscuits can be obtained from multiple sellers. There is also a logistics provider involved. This provider transports the biscuit box, as bought by the customer, from the MyBiscuit.com to the customer. The customer chooses the logistic provider from a list and also pays this provider. Obviously, the customer is only interested in a biscuit box, which is transported to his/her home. The customer needs to pay a certain amount of money for the biscuit box. For this reason, MyBiscuit.com has deals with a number of payment providers. For the payment service, MyBiscuit.com has to pay a certain amount of money to the payment provider.



b) In *e³value*, the *valuation* formula -in case of non-money value objects transferred- can be assigned to value ports only. Now suppose two value ports (p1 and p2) of

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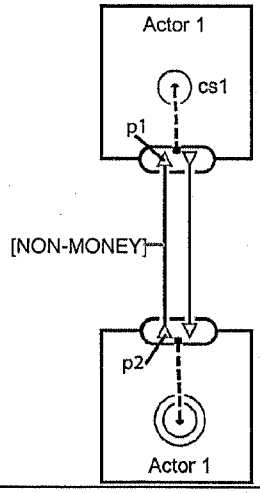
two different actors (actor 1 and actor 2), connected by a non-money value transfer (see figure below). Is it possible that these two ports p1 and p2 have *different* valuation formulas? Explain your answer (10 points).



c) Consider the figure below, which depicts an abstract *e³value* model. Is this a correct value model or not? Motivate your answer. (To allow for a brief discussion, the most important unnamed *e³value* elements are numbered. In case of FRACTION attributes you can assume that each FRACTION=1) (10 points).

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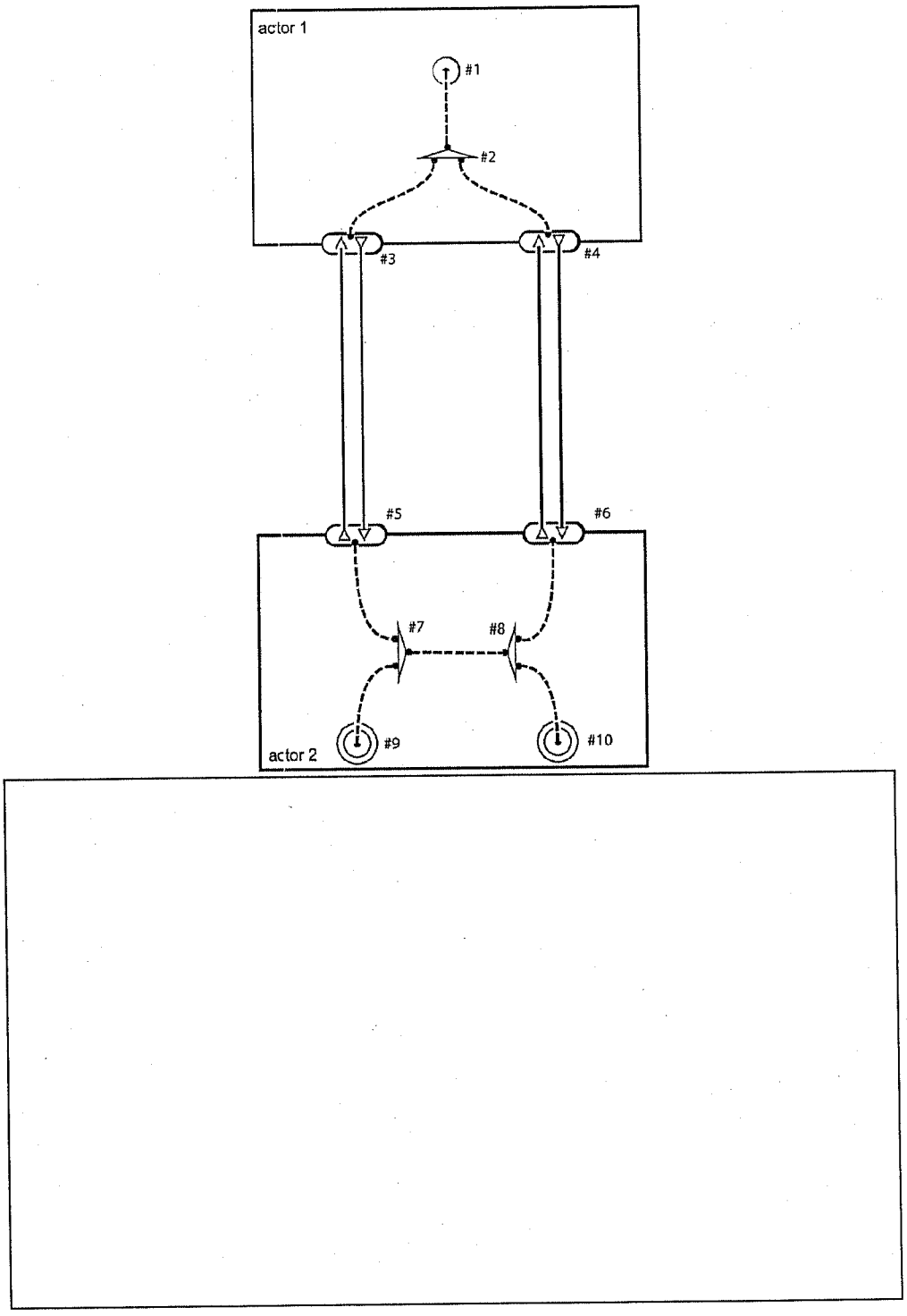

Question 3 (20 points)

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a) If a firm obtains money from a venture capitalist, usually the value of the firm has to be determined. Mention three methods to determine this value and explain at least two of these methods briefly (10 points).

1)

2)

3)

b) The ATO guest lecture mentioned different types of capital, which can be obtained. Mention at least three different types, and explain them briefly (10 points).

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Question 4 (20 points)

a) The *e³family* ontologies, as well as problem framing and *I** and KAOS, concentrate on the *context*. Explain what context means here (10 points).

b) One of the *e³family* ontologies is *e³service*. Explain briefly the *e³service* ontology (10 points).