

表格二之2

企業模式革新
(Business Model Revolutions)
課程研發說明

Syllabus

企業模式革新
(Business Model Revolutions)

TABLE OF CONTENTS

| | |
|-----------------------------|---|
| General Information..... | 3 |
| Objectives..... | 3 |
| Class Contract..... | 4 |
| Topics of Case Studies..... | 4 |
| Class Schedule..... | 4 |
| Learning Materials..... | 5 |
| Grading Policy..... | 5 |
| Time/Schedule..... | 5 |
| Note | 5 |

企業模式革新

(Business Model Revolutions)

GENERAL INFORMATION

Course No.:741 00000

Date: Feb, 2012 ~ June, 2012

Time: Wed 9:10am-12:10pm

Venue: 管理學院二號館 303

Faculty and Teaching Assistants

| Name | Role | Tel | e-mail | 研究室 |
|----------------------|---------|--------------|-----------------|-------------|
| 游張松 Chang-Sung Yu | Teacher | 02-3366-1044 | yucs@ntu.edu.tw | 管院二館 1109 室 |
| | | | | |

OBJECTIVES

Learning objectives: Explores business model revolutions via case studies and theoretical (innovations/AOTI, VPAS, VCC, partnership game theory...) reasoning as follows:

- **Vision-opportunities:** reveals the business environmental changes
- **Positioning-the way of Business and differentiations:** the role play positioning
- **Analysis-potential alliance partners:** analyzes the industrial eco-system
- **Strategy-the business model:** the cash streams (where money comes?), the startup strategy, the growth potentials/limits

Some of you may have taken the “***Innovations and Marketing (T&M)***” course whose focuses are on ***technology innovations*** and ***innovative product marketing***. It is believed that ***technology innovation(TI)*** is a ***key factor*** to business success. An interesting question: Do the business leaders always win by technology superiority?

In fact, ***business model (BM)*** is of far more impacts on business long term success and hence more important. That is why we offer this “***Business Model Revolutions (BMR)***” course.

This “***Business Model Revolutions***” course investigates the successful businesses with focuses mainly on (high level) ***CEO decisions*** on ***BM differentiation*** and ***eco-systems partnership alliances*** which lead to ***industrial revolutions***. Therefore, ***business model*** analysis and innovation identifications are the main focuses in this course. (Hence, ***NO technology background is required***).

This course provides ***revolution cases*** for explorations, and also provides the theories needed for theoretical analysis and reasoning. The first step of case study is to analyze the key model ***differentiations*** of each case. Then the goal is to derive how the key differentiations are used in business models and trigger the ***revolutions***.

Syllabus

企業模式革新 (Business Model Revolutions)

The course materials are classified into representative business model ***revolution topics***, each of which is allocated two week classes for intensive study. The students are requested to form teams for group study. Each case of every topic is assigned a group to ***explore*** the business model and its ***innovations*** and ***revolutions***. The business model innovations of all the cases are then concluded to derive the ***revolution theory***.

THE TOPICS OF CASE STUDIES

The case study includes, but not limited to,

1. **Luxury yet Low Price:** Uniqlo, Zara, ModCloth ↔ CHANEL, TUMI, The North Face
2. **Life Style:** Barista, Mr. Brown, 85°C ↔ Starbucks, Seattle's Best, Tully's
3. **Travel:** Lion Travel, ezTravel, Priceline, Groupon, 燦星, 東南
4. **E-Commerce:** PChome, Yahoo, Amazon, Craigslist, Google, Apple Store,
5. **World-wide Revolution:**
HTC, Apple, Samsung ↔ Microsoft, Intel, Sony, hp, DELL ↔ IBM, DEC
6. **Bookstores:** 誠品, Amazon, 柏克萊 ↔ Barnes & Noble, 金石堂
7. **World Class Branding:** Vizio, HTC, Acer, Lenova ↔ BenQ, Nokia, Asus, Foxconn
8. **White Brand:** Mediatek(+HBO), 小米機 ↔ Nokia, Moto, Sony, iPhone,...
9. **"FREE" Marketing:** Kuro (+ADSL), Nepster, iPhone (+Mobile), Viber, Skype, Facebook,
10. **Content is the King:** MagV, emome ↔ China Times, Times, Business Weeks
11. **Channel is the King:** Amazon, Costco, Wal-Mart ↔ Sears, K-mart, 7-11
12. **The New Media:** Hulu, e-TV, MOD, PPS, CCTV ↔ CATV, CTV, HBO
13. **e-Payment:** Paypal, Union-pay, u-card, payeasy, iSquare ↔ Master/Visa/AE
14. **From Saving to Killing Time (From Advanced to Intuitive):**
Kindle, iPad ↔ MS, Intel, AMD, Google
15. **New Interactions:** Angry Birds, Apple's APP, Kinect, ↔ Wii, PS2,
16. **Consumer vs. Commercial:** Apple, Google (search, Maps, Docs...) ↔ Microsoft, Oracle, IBM

CLASS CONTRACT

1. Form your discussion group. Choose and fix your seat in classroom
2. Come on time and place your name card on the seat
3. Participate actively, both in the class and in the group
4. Complete the case assignments and readings before coming to the class

CLASS SCHEDULE

1. Introduction to ***Business Model Revolutions***
Definitions of ***Innovations***, ***Business Models***,
The Power of Revolution:
From Capital Intensive to Technology, Entrepreneur and then to Business Destruction:
Hi-Cap→Hi-Tech→Entrepreneur→ Business Model (Micro-Margin/Low-Cost/Hi-Volume)
Hi-Capital: Factory/Machinery, Store/Channel, Mass-Manpower → Low Capital
Technology Innovation: Networking, Digital, Convergence → Business Models

Syllabus

企業模式革新
(Business Model Revolutions)

Entrepreneur: Hi-Capital → Hi-Tech → Personal (Yahoo, EC, Search)

2. Business Destruction: Technology, Entrepreneur, S>>D, → Business Models
Entrepreneur Revolution: Enterprise→Entrepreneur/SBHB → S>>D → Free
(Jeff&Jobs)Digital Revolution: Kodak/Casio, Xerox/PC, TV/LCD-TV
Convergence Revolution: Telecom/CATV/Internet
3. Network Revolution: Kuro/CD, Skype/Telecom, Apple/Nokia
Business Model Revolution: Amazon/PChome, MagV, Kuro, Paypal,
Pre-Test
- 4-13: 5 Topics; One topic intensive study in every two weeks
14. Field Visit: Visiting a Revolution Business (to be announced)
- 15-16: Business Model Proposals: Group Project Presentation
17. Course Review and Summary
18. Final

For each business model revolution topic, we have two-week class studies with the following arrangement:

Week I: Business Model exploration for each case

1. Case Exploration and VCC Formation
2. Innovations and Business Model Identification

Week II: The Revolution Analysis

1. **Vision-opportunities:** reveals the business environmental changes
2. **Positioning-the way of Business and differentiations:** the role play positioning
3. **Analysis-potential alliance partners:** analyzes the industrial eco-system
4. **Strategy-the business model:** the cash streams (where money comes?), the startup strategy and the growth potentials/limits
5. **The Revolution:** the innovations, the Give-ups, the Creation, the Revolutions

LEARNING MATERIALS

In Class handouts and discussions

The cases listed under the topics, and the corresponding web sites

GRADING POLICY

| | |
|---------------------------------------|-----|
| ☞ Class participation | 20% |
| ☞ Case reports and group presentation | 40% |
| ☞ Mid-term case exam | 20% |
| ☞ Final case exam | 20% |

Syllabus

企業模式革新
(Business Model Revolutions)

NOTE:

This course is conducted in Chinese.

For those GMBA students, who are interested in English teaching of this course, please go to GMBA office to ask for course offering permission. If the permission is granted, the scheduled time slot will be Wed 6:30-9:00PM.