

# 企業模式創新(Business Model Innovations)

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## 企業模式創新

(Business Model Innovations)

### GENERAL INFORMATION

**Date:** Feb, 2013 ~ June, 2013

**Time:** Thu 14:20-17:20pm

**Venue:** 管理學院館 102

#### Faculty and Teaching Assistants

Name	Role	Tel	e-mail	研究室
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### OBJECTIVES

**Learning objectives:** Explores business model revolutions via case studies and theoretical reasoning (definitions of Business Model, Innovation, AOTI, VCC, and VEPS) as follows:

- **Vision-opportunities:** reveal the business trend, technology changes and opportunities (the growth potentials/limits)
- **Environmental Analysis:** sketch and analyze the industrial eco-system
- **Positioning:** the ones/resources, the role play positioning in the eco-system
- **Strategy:**
  - **Business model** and cash streams (where money comes from?)
  - **Alliance/partners strategy**
  - **Startup** strategy

Some of you may have taken the “**Technology Innovations and Marketing (TIM)**” course whose focuses are on **technology innovations** and **innovative marketing**. It is believed that **technology innovation (TI)** is a **key factor** to business success. An interesting question though: Does a successful business 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 Innovations (BMI)**” course.

This course investigates the successful businesses cases with focuses mainly on (high level) CEO decisions on **Strategic VCC (Value Creation Cycle) alliance and Business Model Innovation**, which lead to **industrial revolutions**. Therefore, the identification of business model innovations and their strategic alliances is the main focuses in this course. (Hence, **NO technology background is required**).

The course structure is partitioned into three parts:

- (1) **Theoretical Introduction:** This course provides the theories needed for theoretical analysis and reasoning at the beginning. The fundamentals for this course are definitions of Business Model, Innovation, AOTI, VCC, and VEPS.
- (2) **Case Study:** This course provides cases for in-class group study. The students are requested to form teams for group study. Each case **category** is allocated two-week classes for in-depth study, with at least four **cases** assigned to team groups for the study of
  1. Analyzing the product/service **history** and identifying the key **innovations** of each business model
  2. Sketching a systematic **framework/theory** to demonstrate the innovations
  3. Proposing potential **applications**

For each two-week case study, the study is organized as follows:

**1.1 Concluding Remarks of the previous case study**

1.2 Group presentation: Groups 1, 2 (Critique Groups 5, 6, respectively)

2.1 Group presentation: Groups 3, 4 (Critique Groups 7, 8, respectively)

**2.2 Introduction and pre-discussion of upcoming case study**

Note: Each presentation should submit a paper printout, with a separate page of photos and names of team members, at beginning of the class,

- (3) **Group Innovation Proposal and Presentation:** Each group present a BMI proposal

## THE TOPICS OF CASE STUDIES

The case categories and cases are, but not limited to, as the follows:

1. **Luxury yet Low Price:** Lativ, ModCloth, Zara, H&M, Uniqlo (vs. TUMI, The North Face)
2. **Café:** Barista, Starbucks, 85°C, Cama-café, Mr. Brown, Seattle's Best, Tully's
3. **Payment:** Paypal, 支付寶, iSquare, u-card, Master/Visa/AE
4. **TV Branding:** Vizio, Samsung, Sony, Sharp, Foxconn
5. **Digital Contents:** MagV, 商周, emome, China Times, Times, Business Weeks
6. **E Channels:** 阿里巴巴, eBay, 7-11, Costco, Wal-Mart,
7. **-Shopping:** Amazon, Yahoo, Craigslist, Groupon, e-AppleStore, PChome
8. **Mobile Phones:** HTC, Nokia, Apple, Samsung, Sony, Microsoft,
9. **Travel:** Lion Travel, Priceline, Airbnb, 攜程網/ezTravel
10. **White Branding:** MediaTek(+HBO), 小米機, Qualcomm, 華為
11. **PC Branding:** Acer, Asus, Lenova, DELL, hp
12. **"FREE" Service:** WeChat, Skype, Nepster, iPhone (+Mobile), Viber, Facebook, ezPeer
13. **The New Media:** Hulu, Netflix, AppleTV, PPS, CCTV
14. **Bookstores:** 誠品, Amazon, 柏克萊, Barnes & Noble
15. **From Saving to Killing Time (From Advanced to Intuitive):** Xbox, Sony, Nintendo, iPhone/iPad, Kindle
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 Innovations**
    - Technologies Advances → S>>D
    - S>>D → “FREE” Services
    - “FREE” Services → Business Revolution
    - Business Revolution → Business Innovations and Alliance
  2. Definitions of **Innovations, Business Models, VCC**
    - Innovations: iPhone, iPad, Kindle
    - VCC: PC, iPhone, Amazon
    - Business Model: 博客萊 and VCC
  3. Technology Advances and Business Revolution
    - Networking/Digital Convergence → Business Models Revolution
      - Convergence Revolution: Telecom/CATV/Internet
      - Digital Revolution: Kodak/Casio, Xerox/PC, CRT/LCD TV
      - Network Revolution: Skype/Telecom, Apple/Nokia
      - Digital + Networking Revolution: TV/SetTopBox-TV, NetTV/AppleTV,
      - Cloud Revolution: CD/Cloud, Contents via Telecom/Cloud
      - Business Model Revolution: Amazon/B&N, MagV/Magazines, Napster/CD, Paypal/Banking
    - From Capital Intensive to Technology, to Entrepreneur and then to Business Destruction
  4. AOTI: The Characteristics/Types of Business Model Innovations:
    - AOTI’s BMI Types: Hi-Capital → Hi-Tech → Entrepreneur → Business Model (Micro-Margin/Low-Cost/Hi-Volume)
    - Hi-Capital (Factory/Machinery, Store/Channel, Mass-Manpower) → Low Capital EC
    - Entrepreneur Types: Hi-Capital → Hi-Tech → Personal (Yahoo, EC, Search)
  5. **Luxury yet Low Price**: Lativ, ModCloth, Zara, H&M, Uniqlo (vs. TUMI, The North Face)
  6. **Luxury yet Low Price**:
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# Syllabus

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7. **Café:** Barista, Starbucks, 85°C, Cama-café, Mr. Brown, Seattle's Best, Tully's
8. **Café:**
9. **Mid-term**
10. **Payment:** Paypal, 支付寶, Square, u-card, Master/Visa/AE
11. **Payment:**
12. **TV Branding:** Vizio, Samsung, Sony, Sharp, Foxconn
13. **TV Branding:**
14. **Digital Contents:** MagV, 商周, emome, China Times, Times, Business Weeks
15. **Digital Contents:**
16. BMI Group proposal and presentation
17. BMI Group proposal and presentation
18. Final

## LEARNING MATERIALS

In Class handouts, writings and discussions

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

## GRADING POLICY

☞ Class participation	20%
☞ Vita and Feed back	10%
☞ Homework	20%
☞ Case reports and group presentation	20%
☞ Mid-term case exam	10%
☞ Final case exam	20%

Grading Distribution Reference: A++ 15%; A 40%, A- 25%; B+ 15%; B or lower 5%

## NOTE:

This course is conducted in Chinese.