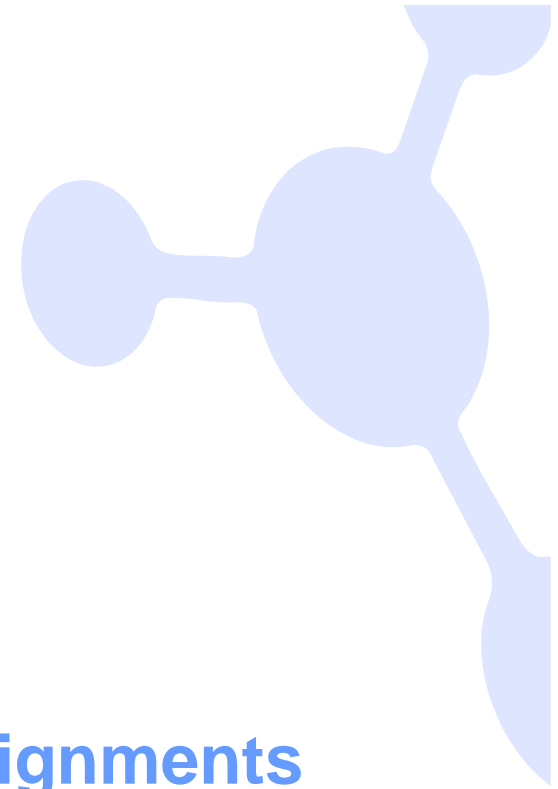




Universität Münster  
Institut für Wirtschaftsinformatik

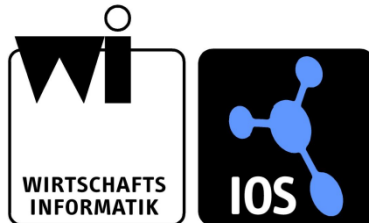
Lehrstuhl für Wirtschaftsinformatik  
und Interorganisationssysteme  
Prof. Dr. Stefan Klein

[www.wi-ios.de](http://www.wi-ios.de)  
[mail@wi-ios.de](mailto:mail@wi-ios.de)



## Introduction group assignments

Essays and business models



## Learning goals

---

- Understand the notion of the group assignments in general
- Learn about how to deal with the essay topic (best vs. worse cases)
- Learn about how to deal with the different types of business models

# Agenda

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1. Scope of the group assignments

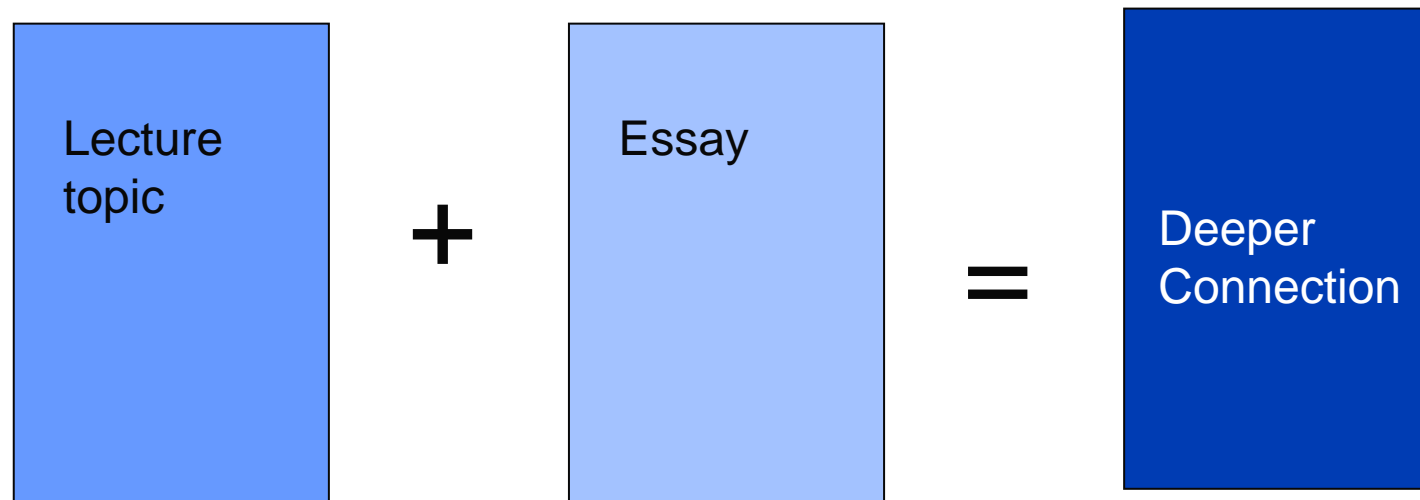
2. The Essays

3. The Business model

## Scope of the group assignments

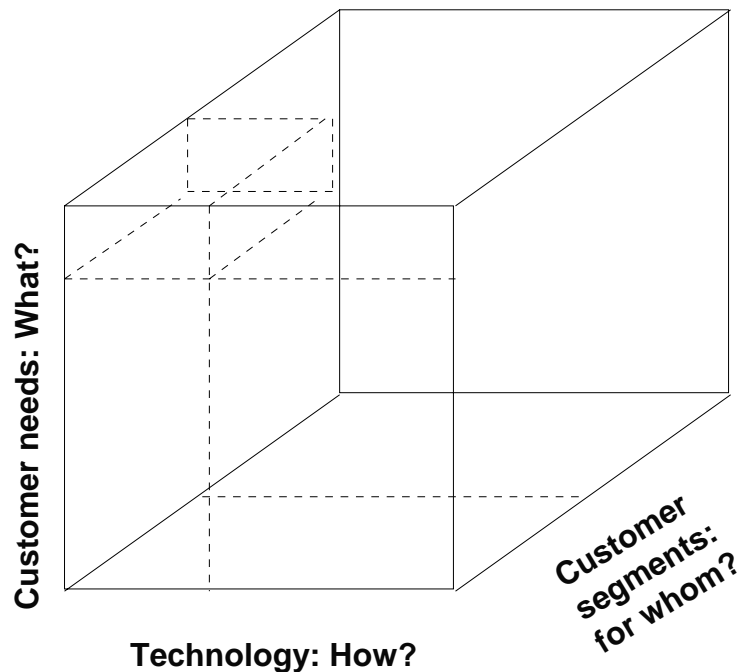
---

- To understand the leitmotif of the course better, it is necessary to do some transfer work



# Scope of the group assignments

- The lecture concepts are theoretical ones, which can be applied to the reality using some examples



Source: Abell 1980

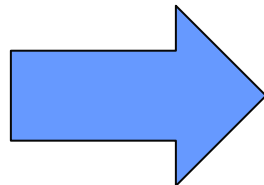
The screenshot shows the homepage of the Cama e Café website. The header includes the logo and contact information for the Central de Reservas. The main content area features a search bar for destination selection, a gallery of photos, and a form to indicate the site. The footer contains logos of partner companies like LUNUZ, BRASIL, EMBRATUR, ABAV, MICHELIN, GUIDES, Frommer's, and routard.com.

## Scope of the group assignments

---

- To make understanding and learning more easy, this course tries to foster the examination with each topic

# Biased Listing

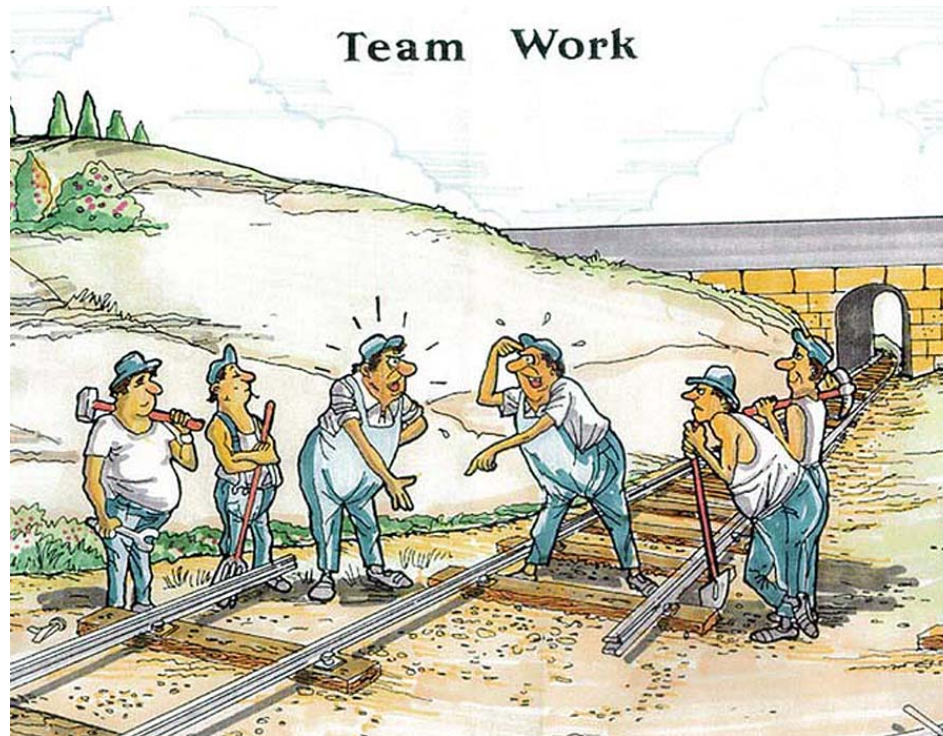


Comparison of the Listing in HRS.de and HOTEL.DE

## Scope of the group assignments

---

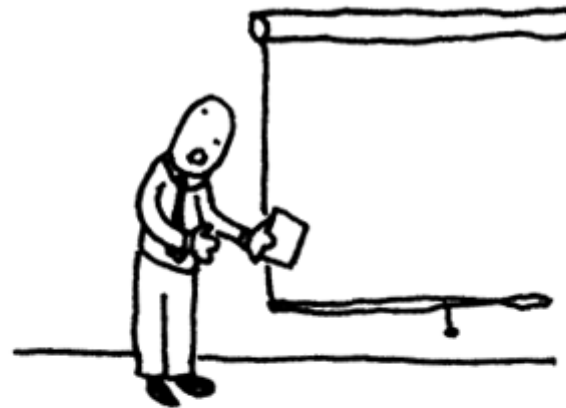
- On the other hand the course tries to make people elaborate topics and cases in groups to practice team work



## Scope of the group assignments

---

- The presentation or discussion in class should improve the presentation skills – abilities you will need in your future job!



and now, let's dim the  
lights, so i can show  
you computer slides and  
read the exact text of  
the slides to you

# Agenda

---

1. Scope of the group assignments

2. The Essays

3. The Business model

## The Essays - Why

---

- Consistent with the topics elaborated during the course  
Essays have to be prepared by a group
- Example:  
The Tourism eBusiness Ecosystem and Global Distribution Systems -> Essay “Defining the tourism industry”
- Objective of the essay is to understand better the theoretical background and to understand what this means for the reality

# The Essays – How to

- Each group has to write an article in the IE Wiki

The screenshot shows the 'Main Page' of the IE Wiki. At the top, there are navigation links for 'main page', 'discussion', 'view source', and 'history'. The page title is 'Main Page' and it identifies the 'Interorganisational Systems Group (IOS)' at 'WESTFÄLISCHE WILHELMS-UNIVERSITÄT MÜNSTER'. A 'Log in' link is in the top right corner.

The main content area includes:

- Welcome to the Wiki of Internet Economics!**: A message stating this is an essay platform for the upcoming semester, with contact information for the admin: [annika.poeftner@uni-muenster.de](mailto:annika.poeftner@uni-muenster.de).
- Announcements**: A list of recent updates, including student login information, essay assignment deadlines, and lecture slides.
- Topics**: A list of subjects such as 'The Tourism eBusiness Ecosystem and Global Distribution Systems', 'Promising and service configuration', and 'Service innovation'.
- Course Events**: A list of deadlines for different groups, ranging from 01-11-2009 to 02-11-2009.
- Calendar**: A monthly calendar for October 2009.
- Recent Changes**: A section for tracking updates to the wiki.

At the bottom, there is a disclaimer: 'All in this wiki collected and published contents are based on from students produced group-essays. The chair of IT and interorganisational systems assumes no liability for the correctness of the data and content of other sites which are integrated by hyperlinks in this wiki published.' It also notes the page was last modified on 24 October 2009 and has been accessed 1,556 times.

## The Essays – How to

---

- This articles needs to:
  - describe the phenomenon
  - provide the relevant definitions of concepts and items
  - give some examples
  - contain an evaluation of the topic (pros & cons)
  - contain annotated references (one per each member of the group)

## “An annotated bibliography ...”

---

...includes a summary and/or evaluation of each of the sources. Depending on your project or the assignment, your annotations may do one or more of the following:

- **Summarize:** Some annotations merely summarize the source. What are the main arguments? What is the point of this book or article? What topics are covered? If someone asked what this article/book is about, what would you say? The length of your annotations will determine how detailed your summary is. ...
- **Assess:** After summarizing a source, it may be helpful to evaluate it. Is it a useful source? How does it compare with other sources in your bibliography? Is the information reliable? Is this source biased or objective? What is the goal of this source? ...
- **Reflect:** Once you've summarized and assessed a source, you need to ask how it fits into your research. Was this source helpful to you? How does it help you shape your argument? How can you use this source in your research project? Has it changed how you think about your topic?”

<http://owl.english.purdue.edu/owl/resource/614/01/>

## Example annotated bibliography

---

**The reference:** Bedingfield, James P., and Stevan R. Holmberg. 1976. A proposal for the integration of accounting into economics' curricula. *The Journal of Economic Education* 7, (2) (Spring): 134-6.

**The summary:** The authors are arguing that accounting should be taught more rigorously at universities across America. Specifically, economics majors at many of the leading higher education learning centers across the country have no accounting background. In terms of international and domestic accounting, this is not acceptable for the students of today. Since the world is becoming more intertwined and globalized every single day, business students across America must learn basic accounting principles to succeed in the ever-changing corporate environment. The authors are persuasive in their arguments, and argue that accounting is the language of business. They may be slightly biased, though, since both are accounting professors at the University of Maryland. Clearly, accounting teachers want more students to take accounting classes, so that they can retain their jobs. While I do believe there is credence to the authors' school of thought, it must be viewed objectively, since both of them have made a profession in the world of accounting.

## The Essays – How to

---

- Furthermore each group need to comment on other Wiki articles (at least three for three different articles)

### **Annotation criteria:**

Please write down constructive critique or commendation

Do not criticize the group members personally, but refer to the content:

- Scientific criteria
- Structure
- Leitmotif
- Presentation and formal aspects

# The Essays – What

- The following topics need to be elaborated:

Topics	
<p><i>The Tourism eBusiness Ecosystem and Global Distribution Systems</i></p> <ul style="list-style-type: none"> <li>■ Defining the tourism industry</li> <li>■ Travel and Tourism Organisations - Institutions for collective action</li> <li>■ Biased Listing</li> <li>■ Destination management</li> <li>■ Dystopian view of eBusiness/ eTourism</li> <li>■ Utopian view of eBusiness/ eTourism</li> <li>■ Digital divide and tourism</li> <li>■ IT4development &amp; tourism</li> </ul> <p><i>Cybermediaries and the transformation of the value chain</i></p> <ul style="list-style-type: none"> <li>■ Multi-Channel Marketing in tourism</li> <li>■ Dis-Intermediation in tourism</li> <li>■ Cybermediation in tourism</li> </ul> <p><i>Tourism products and services</i></p> <ul style="list-style-type: none"> <li>■ Service definition: tourism as experience good</li> <li>■ The long tail phenomenon and tourism</li> <li>■ Location based services</li> <li>■ Recommender systems in tourism</li> <li>■ Standardization in tourism</li> </ul> <p><i>The customer buying cycle</i></p> <ul style="list-style-type: none"> <li>■ CRM in tourism: examples, special issues</li> </ul>	<p><i>Prosuming and service configuration</i></p> <ul style="list-style-type: none"> <li>■ IT and service configuration</li> <li>■ The ProSuming phenomenon in tourism: User participation in value generation</li> </ul> <p><i>Content Management</i></p> <ul style="list-style-type: none"> <li>■ User generated content</li> <li>■ Content licensing: Open Content and Creative Common License</li> <li>■ IT and the security of (air-)travel</li> <li>■ IT and data protection</li> </ul> <p><i>Revenue streams and pricing models</i></p> <ul style="list-style-type: none"> <li>■ Pricing models for tourism products</li> <li>■ Yield management in tourism</li> <li>■ Ticket auctions</li> </ul> <p><i>Service Innovation</i></p> <ul style="list-style-type: none"> <li>■ IT Innovation in tourism</li> <li>■ Virtual vacation</li> <li>■ Tourism 2.0</li> <li>■ IT Innovation in hotels</li> </ul>

## The Essays – Guidelines

---

- Each group has different submission dates
- There are two dates:
  - First submission :
    - PDF files must be send to the lecturer until Monday 12am before the discussion in class
  - Second submission :
    - Lecturer and students will make some comments on the discussion page until 1 week after the discussion in class
    - The group can than improve the article until the second submission date

## The Essays – Guidelines

---

- Part of the final mark of the essays will be
  - the **first submission**,
  - **the second submission** (until two weeks after the discussion in class) and
  - **the comments (almost three)** on the discussion pages belonging to the articles you want to annotate
- In total you can reach 30 points (25% of the whole course mark)

## The Essays – Guidelines

---

- Feel free to make further comments on the discussion pages
- Feel free to set links between the articles or also outside of the wiki (e.g. to Wikipedia etc.)
- You are welcome to give us some feedback regarding the Wiki use, the structure of the Wiki, the layout and the handling on the discussion page of the main page



# The Essays – Best case

page discussion edit history delete move protect watch Apoet 01 my talk my preferences my watchlist my contributions log out

## CRM in tourism

Johannes Horst, Guido Masbender, Yang Liu, Huan-Hai Chou (WS 08/09)

Contents [hide]

- 1 Introduction CRM
- 2 CRM in tourism and special issues
- 3 Example: Travel Company „Thomas Cook“
- 4 Example: Airline Company „Lufthansa“
- 5 Example: Hotel Company „Lindner Hotels AG“
- 6 References

### Introduction CRM

[edit]

During the 80s manufacturing and distribution were function and fabrication oriented. On today's market the customers are dominating. There is much more supply than demand (supply surplus), resulting in a competitive pressure. Moreover the competition is much harsher and rough leading to the company's necessity for more customer satisfaction in order to achieve loyalty [1]

CRM implies the care and the buildup of deeper **customer relationships**, targeting a higher volume of sales through the existing clients, thus the **customer lifetime value** increases.[2]

CRM is not a single product, but rather a strategy with the customer in the middle of the perspective. The client is not longer seen as a one-time customer, but as a longtime part of the company. The idea is to optimize the identification of and communication with the customer, explicit shown in the figure on the right. The company profits from this strategy, due to the fact that the client is bound, and also the client benefits caused in the deep relationship (products and services are adjusted). In these days CRM is a critical factor of success and survive, it requires an integration of a customer database, significant is data in good quality.[3]

### CRM in tourism and special issues

[edit]

The situation in 2002 after 9/11 and Djerba in April 2002 was not good for the tourists' industry: The number of bookings had crushed, quoted companies at the stock exchange lost about eleven percent and there were no earnings for the whole branch in 2003. As a reaction the companies increased prices and opened new fields of activity, e.g. **no-fills airlines**, moreover CRM became a central relevance in the tourism branch. [4]

Especially small holiday places or areas, which are not well known national and international, also rarely represented by travel business and organized all-inclusive tours, have a legitimate interest in CRM. New guests are not coming automatically, instead of that they have to be won with comparatively great investments. On the basis of this fact it is much more reasonable to bind regular guests, anymore this habitués can generate new guests with **word-of-mouth advertising**. [5]

An important driver for tourism in general is the internet, major factor for example the anytime access, updatability and search. The illustration on the left shows the importance of the internet even for CRM in tourism.

The integration of **Web2.0**, **social media**, **customer feedback**, conversations and very actually transparency are special issues the tourism industry is currently working on. [6]

### Example: Travel Company „Thomas Cook“


[edit]

With 97 aircrafts, 2926 stores, 32722 employees and over 19.1 million annual customers, the **Thomas Cook group** [7] is the second largest travel company in Europe and therefore the necessity of a good CRM is obvious.[7]

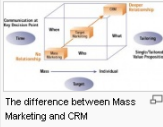
In order to achieve more customer satisfaction, the Thomas Cook group tried and has always been trying to improve their customer treatment in many different fields leading to the fact that they are considered as Germany's pioneer in case of customer service when they were the first travel company certificated with the "TUV SUD-Siegel" based on [ISO 10002]] [8]

Due to the fact, that the Thomas Cook group consists of many smaller companies like "Condor Airlines" or "Neckermann", a lack of appropriate CRM was unavoidable as long as there is no central place to go for customer data and customer complaints. Therefore Thomas Cook established a road map in order to improve customer relation. First of all, a central database with customer information was installed in 2002 followed by the implementation of a standardized customer's complaints management system which is connected to the database supporting the corresponding workflow in 2003. Moreover, in 2004 and 2005 respectively, the **quality management** and the **campaign management** were launched as separate sections of the company [9]


With the help of the CRM tool "Personal Travel Page" by Traveltainment, Thomas Cook provides potential customers with individualized information and personalized offerings. After gathering some information about favorite destinations, the customer receives a personal E-Mail with a link to a specific website where he is welcomed by name and is provided with several offerings which all fit his individual preferences. In addition, the website features corresponding pictures or videos of hotels and the destination's surroundings as well as information about local car rental services and travel packages. The chosen tour can be ordered online or via phone call. [10]



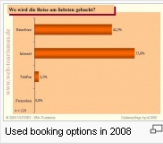
Good work!



The difference between Mass Marketing and CRM



Companies focus on the customer



Used booking options in 2008

Booking Option	Percentage
Direct booking	45%
Travel agent	35%
Online travel agency	15%
Other	5%

# The Essays – Worst case

---

- Not grasping the leitmotif of the essay
- Using terms without explanation
- Using examples that do not describe the topic well
- Choosing inadequate references without annotation

[BuDi2] Buhalis, D.: Relationships in the distribution channel of tourism: conflicts between hoteliers and tour operators in the Mediterranean region. <http://epubs.surrey.ac.uk/cgi/viewcontent.cgi?article=1000&context=tourism>.

Abrufdatum 2008-11-5

*Dimitrios Buhalis is professor at the School of Services Management, Bournemouth University. He concentrates his research on eTourism.*

*In his book Tourism Distribution Channels he combines contemporary case – studies, theoretical and practical perspectives based on many sectors from around the world.*

## Multi Channel Marketing in tourism

---

### 1. Introduction

#### 1.1 What is multi channel marketing?

Multi Channel Marketing is a strategy in order to call the customers' attention to various distribution channels and to inform them about products and services they offer. Customers gain the possibility to choose their preferred channel to inform themselves and buy the product or service. Essentially the channels do not have to be the same. [WiBe]

#### 1.2 Development of multi channel marketing in tourism

Especially in tourism there used to be only one distribution channel offered. The customers had to go to a travel agency for getting information, but due to technical improvement enterprises were able to offer new possibilities. From the 70s to the 80s the first electronic booking systems were developed by the airlines and allocated agencies. Unfortunately, only 5 % of the total reservations were booked electronically. From the 90s onwards there was a boom in the electronic booking, because several improvements had been brought about. As a result, the share of holiday reservations rose up to 20 %, but at high costs for the share of distribution costs of the total costs was about 30 %. On the one hand, due to internet popularity, especially among private households, a shift from traditional marketing channel travel agency to direct marketing from producer to consumer was caused. [FeAm]

#### Advantages and benefits of distribution channels

The main function of a Distribution Channel is to connect the production and the consumption, by filling any gap or discontinuity which could exist between them. Disadvantages could be caused by geographical allocation or time (with the exception of personal services, production and consumption rarely occur at the same time). [BaBr]

The main function of the distribution channel functions gives D. Buhalis: Distribution channels provide information for prospective tourists, bundle products together as well as establish a mechanism, which could enable consumers to make, confirm and pay for reservations. [BuDi1]

# The Essays – Worst case

---

## Multi Channel Marketing in tourism

### 1. Introduction

#### 1.1 What is multi channel marketing?

Multi Channel Marketing is a strategy in order to call the customers' attention to various distribution channels and to inform them about products and services they offer. Customers gain the possibility to choose their preferred channel to inform themselves and buy the product or service. Essentially the channels do not have to be the same. [WiBe]

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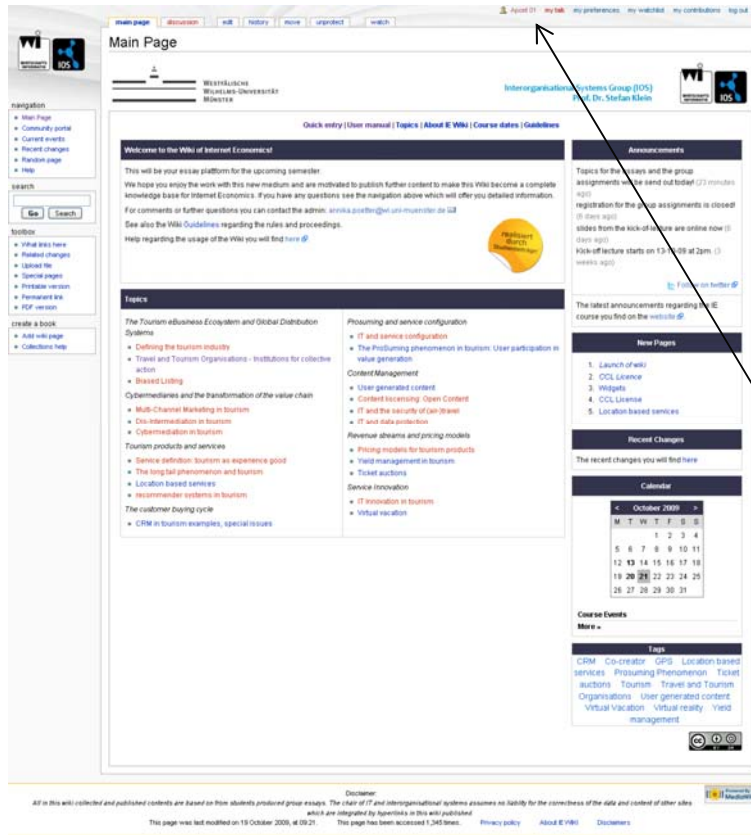
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### 2. Functions and benefits of distribution channels

The main function of a Distribution Channel is to connect the production and the consumption by filling any gap or discontinuity which could exist between them. Some discontinuities could be caused by geographical allocation or time (with the exception of personal services, production and consumption rarely occur simultaneously). [BaBr]

Another explanation of the distribution channel functions gives D. Buhalis: Distribution channels provide information for prospective tourists, bundle products together as well as establish a mechanism, which could enable consumers to make, confirm and pay for reservations. [BuDi1]

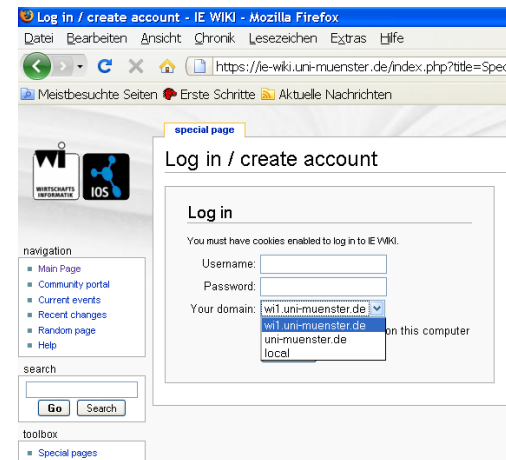
# How to use the Wiki



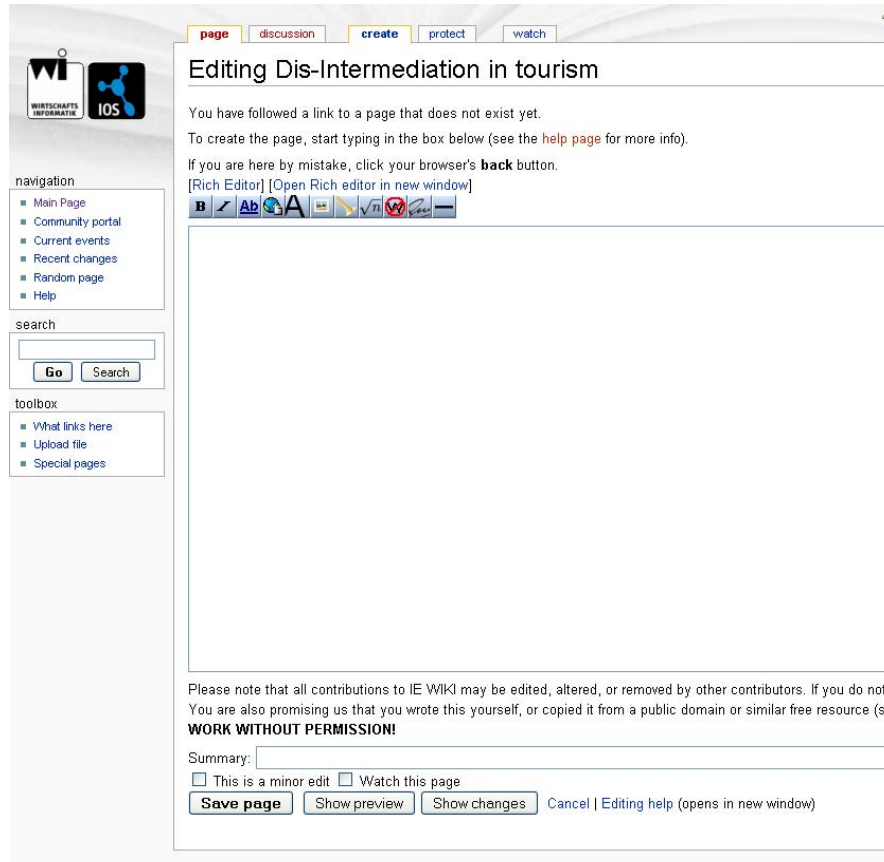
## Log In

<https://ie-wiki.uni-muenster.de>  
(ZIV Identification required)

Log In Button in the Wiki –  
please choose the WI Server  
(ZIV registration is required)



# How to use the Wiki



Further information about how to add pictures, links etc. you'll find in the user manual ([https://ie-wiki.uni-muenster.de/index.php?title=User\\_manual](https://ie-wiki.uni-muenster.de/index.php?title=User_manual))

For questions please contact [Annika.poetter@wi.uni-muenster.de](mailto:Annika.poetter@wi.uni-muenster.de)

# Agenda

---

1. Scope of the group assignments

2. The Essays

3. The Business model

## The business model - Why

---

- Talking about models in the internet business during this course, it occurs the idea of analyzing or developing some business models yourself to transfer the theory into practice
- Approving teamwork abilities
- Approving presentation skills

## The business model - Learning outcome

---

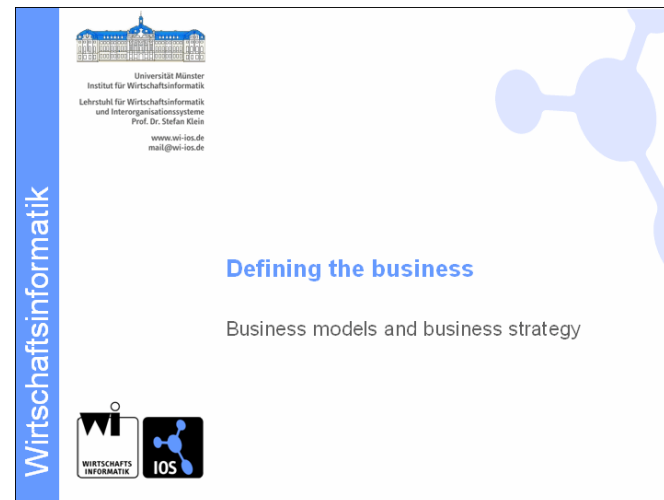
You should be able to ...

- describe an e-business model of a tourism service provider;
- contrast & compare across different business models and identify patterns of models;
- identify customer problems which are addressed;
- differentiate customer needs across different customer segment;
- identify the company's (unique) value proposition (Backhaus: KKV);
- relate your argument to specific properties of tourism services and structural properties of the tourism market;
- clarify the impact of technology;
- reflect on success factors.

## The business model - What

---

- Analysis or development of business models
  - Please select one or more of the **presented approaches** to analyze or develop your business models, e.g.
    - Integrated business model (Wirtz 2000),
    - Porter's five forces,
    - Strategic alignment model (Henderson, Venkatraman 1993),
    - etc.



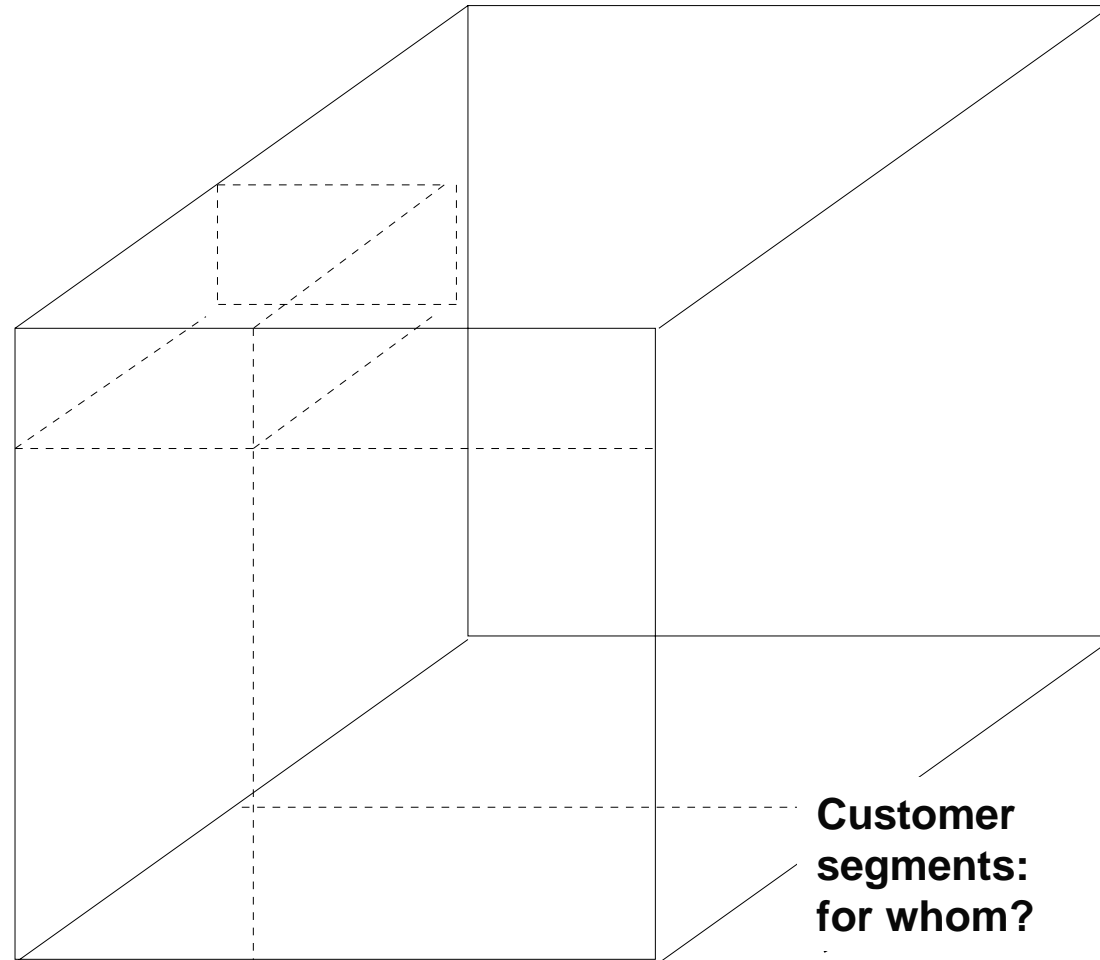
## Reminder

### Definition 3: Defining the business (Abell 1980)

Focus on  
business  
segments

This is a simple,  
yet powerful  
heuristics to  
identify  
strategy

Customer needs: What?



Technology: How?

## The business model – Four different modes

---

- There are four different modes:
  - Analysis and comparison of eCommerce business models for selected travel & tourism categories
  - Analysis and comparison of other eCommerce business models (in agreement with the teaching assistants)
  - Development of a business model (in agreement with the teaching assistants)
  - Development of a scenario travel and tourism 2020 (in agreement with the teaching assistants)

## The business model – First mode

---

- Analysis and comparison of Tourism eCommerce cases
  - Group 1: Hotel
  - Group 2: Hotel search
  - Group 3: Specialized Hotel offerings
  - Group 4: Family Websites
  - Group 5: Electronic travel guide
  - Group 6: Responsible/Eco Tourism
  - Group 7: Traditional Airline Alliance
  - Group 8: Low-cost Airline
  - Group 9: Travel agency
  - Group 10: Online travel agency
  - Group 11: User generated content
  - Group 12: Priceline

Note:

Reflect possible linkages between the different cases, e.g. hotel compared to hotel search

## The business model – First mode

---

- Emphasis is on reconstructing the positioning of the Web site:
  - What is the **strategic** role of the Web site?
  - How are the online offerings positioned vis-à-vis alternative channels (phone, travel agencies etc.)? ...
- In most case it is “**contrast & compare**”.
- It is **not** just a description of what is there,
- nor are you expected to describe everything the respective companies (e.g. Lufthansa AG) do.

## The business model – Second mode

---

- Analysis of an other eCommerce case
  - You are free to choose one or two **interesting** and **innovative** eCommerce business models
  - Contrast and compare their Web sites
- Possible questions:
  - What are the underlying online business models? What are the benefits for the customer?
  - What is the strategic role of the Web site?
  - etc.
- Please send an **initial idea** within a week

## The business model – Third mode

---

- Development of a business model
  - You are free to develop a business model for an eCommerce case by yourself
  - Possible questions you should address:
    - What is your idea with respect to customer problem, customer segment and technology (in the broad sense) to address it?
    - What are your competitors in the field, including potential substitutes? What competences would be needed?
    - How would you organize the provision of the service (e.g. alliances)?
    - How do you plan to make money?
  - Please send an **initial idea** within a week

## The business model – Fourth mode

---

- Development of a scenario “Vision Tourism 2020”
  - The task is to study the ICT driven transformation of tourism and to develop images of the future
  - The expected transformation obviously do not only result from technology but have to be seen in a broader context of social, regulatory and economic transformations
- Possible areas for scenarios are:
  - Ambient environments for tourism
  - Impact of mobile service on the development of tourism services (drivers/ inhibitors of diffusion)
  - Broader transformation scenario (transformation of the market structure, winners & losers).
- Please send an **initial idea** within two weeks

## The business model - What to submit?

---

- PowerPoint slides (10 points)
  - Use the style sheet provided by us
  - Not more than 10 slides (15 min presentation)
  - Language: English
  - ALL students of each group are expected to attend their presentation session and participate in the discussion
  - Deadline: One day before the presentation in class
- Paper (20 points)
  - Use the style sheet available under:  
[http://www.wi.uni-muenster.de/is/studieren/dbm\\_arbeiten/richtlinien.html](http://www.wi.uni-muenster.de/is/studieren/dbm_arbeiten/richtlinien.html)
  - Between 1000-1500 words
  - Language: English or German
  - Deadline: One week after the presentation in class