



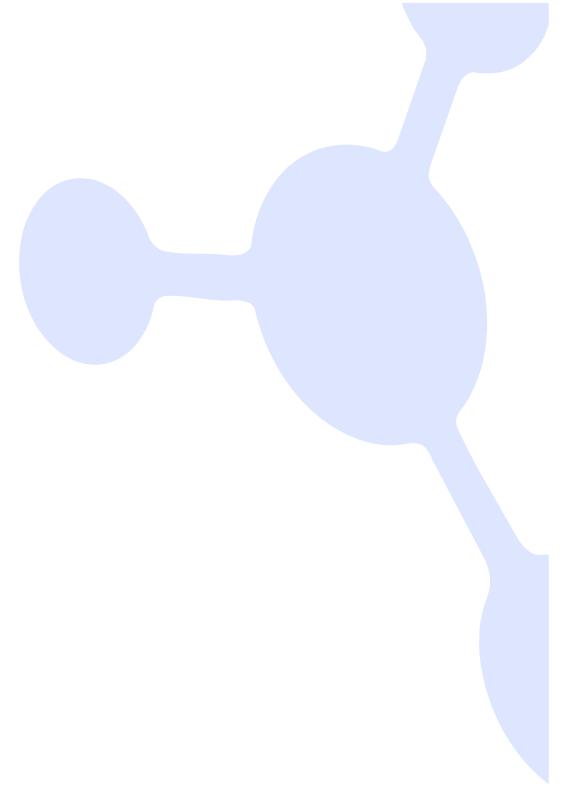
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WILHELMS-UNIVERSITÄT  
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## Summary



# Agenda

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1. Assessment of learning

2. Learning goals

3. Key themes

## Teaching modes

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- This course is intended to be a seminar rather than a lecture course and, as such, the primary responsibility for learning will rest with the students. The philosophy behind the course is that the combination of reading, thinking, writing, presenting, discussing, and listening is highly effective for learning.
- Participation in well-prepared and thoughtful discussions is a powerful way of gaining an appreciation for the critical issues relating to the development and impact of electronic business and more generally an Internet Economy and Society. Consequently, the main class activity will be discussion.
- Students are expected to come to class having read the assigned reading materials, be prepared to discuss the major issues presented in the readings and to debate their management implications. The quality of students learning experience will depend on the extent of their motivation, initiative, preparation for class, and participation during class. The instructor's role will be to support the learning experience by providing a course structure, course materials, mini-lectures, facilitating the discussions, and providing feedback on the student's work.

Source: Course description

## Assessment of learning (1/2)

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In writing the **essay** and briefly presenting the core argument and open issues, the student should demonstrate the ability

- to select, engage with, assess and apply pieces of literature,
- to build a concise, yet coherent argument, and
- to identify open issues.

In **business model analysis**, business model development or scenario development, the student should demonstrate the ability

- to master management concepts and apply them to a specific case,
- to analyse publicly available material to reconstruct business models,
- to professionally present and defend a coherent argument,
- to use feedback from the discussion in class in order to improve their written account of the case analysis.

Both assignments are group assignments. Hence the student should demonstrate the ability

- To productively work in groups,
- to coordinate with peers.

## Evaluation criteria

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- Coherence of the argument
- Quality of presentation
- Q&A

## Assessment of learning (2/2)

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In the **written examination**, the student should demonstrate the ability

- to develop a coherent argument within a limited period of time,
- to integrate and apply several concepts,
- to weigh pros and cons or identify threats,
- to apply the concepts to a business case.

## Written examination

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- You have got two options and a total of 80 minutes.
- Pick exactly one.
- You are free to write in German or English.
- The bullets provide hints for your essay.

## 2008 Exam option 1: User generated content

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“User Generated Content (UGC) now plays a remarkable role in the UK young professional’s online travel buying cycle, with 72% saying that consumer reviews have influenced their travel choice.” EyeforTravel

**Discuss the role of UGC for tourism. Please use examples to illustrate your points.**

- What are specifics of tourism products which would explain the importance of UGC?
- Reflect UGC in the context of the trend towards Prosuming.
- How can business models in the tourism industry integrate UGC?
- How has the technological development influenced the trend towards UGC? What could be future developments in UGC?
- Could there be a role of UGC in the context of Web Quality Management?

## 2008 Exam option 2: Cybermediation

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“Benjamin and Wigand (1995) have hypothesized effects of the proliferation of the Web on the restructuring and redistribution of profits among the stakeholders along value chains. Disintermediation is one of the main effects.”

### **Discuss the phenomenon of Cybermediation in Tourism (Web based intermediation). Use examples to illustrate your arguments.**

- While some traditional intermediaries have vanished, new intermediaries have set-up their business on the Web (cybermediaries). Can you explain the business opportunities of Cybermediaries based on the characteristics of the tourism market and the structure of tourism products?
- What are possible reasons and areas for dis-intermediation, i.e. the bypassing of existing intermediaries, on the Web? Which companies are more likely to benefit from disintermediation? Can you give an example?
- Think about the business model of Hotel.de. What are their roles as Cybermediary?
- Try to explain the impact of technology on the development of Cybermediaries.

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## Learning objectives

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- The course objective is to develop an understanding of the impact of Electronic Business – in economic, organisational and behavioural terms.
- Technologies are constantly evolving and their impact depends on the social, organisational and institutional situations in which technologies are embedded.
- Understanding the multiple facets of IT-driven transformation of business, the strategic moves, countermoves, plots etc. of industry players (empirical).
- Engaging with concepts (theoretical) from management and economics and
- applying them to a range of specific cases or business problems.

## ... specifically:

Themes	Learning Objectives
<i>Internet Economics and the Information Society</i>	To learn about ICT-related political visions and action programmes and to assess their role for companies and citizens.
eBusiness basics: technology driven business innovation	To understand the role of eBusiness models and to critically assess the development of electronic business and the role of technology (ICT).
The tourism industry	To identify stakeholders and their roles, to understand the specifics of tourism products and to assess the transformation of tourism distribution systems. To understand how service properties and industry structures shape managerial decisions.
The customer perspective	To comprehend the customer buying cycle and the notion of CRM. To assess the role of Prosuming and service configuration.
Content management	To appreciate the role of content in tourism and to distinguish different models of content production and provision as well as rights management.
Revenue management	To distinguish models for flexible pricing and to understand the notion of yield management.
Quality management	To appreciate the role of Web quality management and related instruments, such as Web design, usability studies, quality assessment.
Innovation management	To study and assess options for service innovation.

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1. Assessment of learning

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## Key themes

### 1 Market

- Tourism business ecosystem
- Products & services

### 2 Management

- Strategy & business models
- CRM

### 3 IT Market Impact

- Value chain transformation
- Service innovation & configuration

### 4 IT Management Impact

- Revenue streams & pricing
- Quality mgmt.

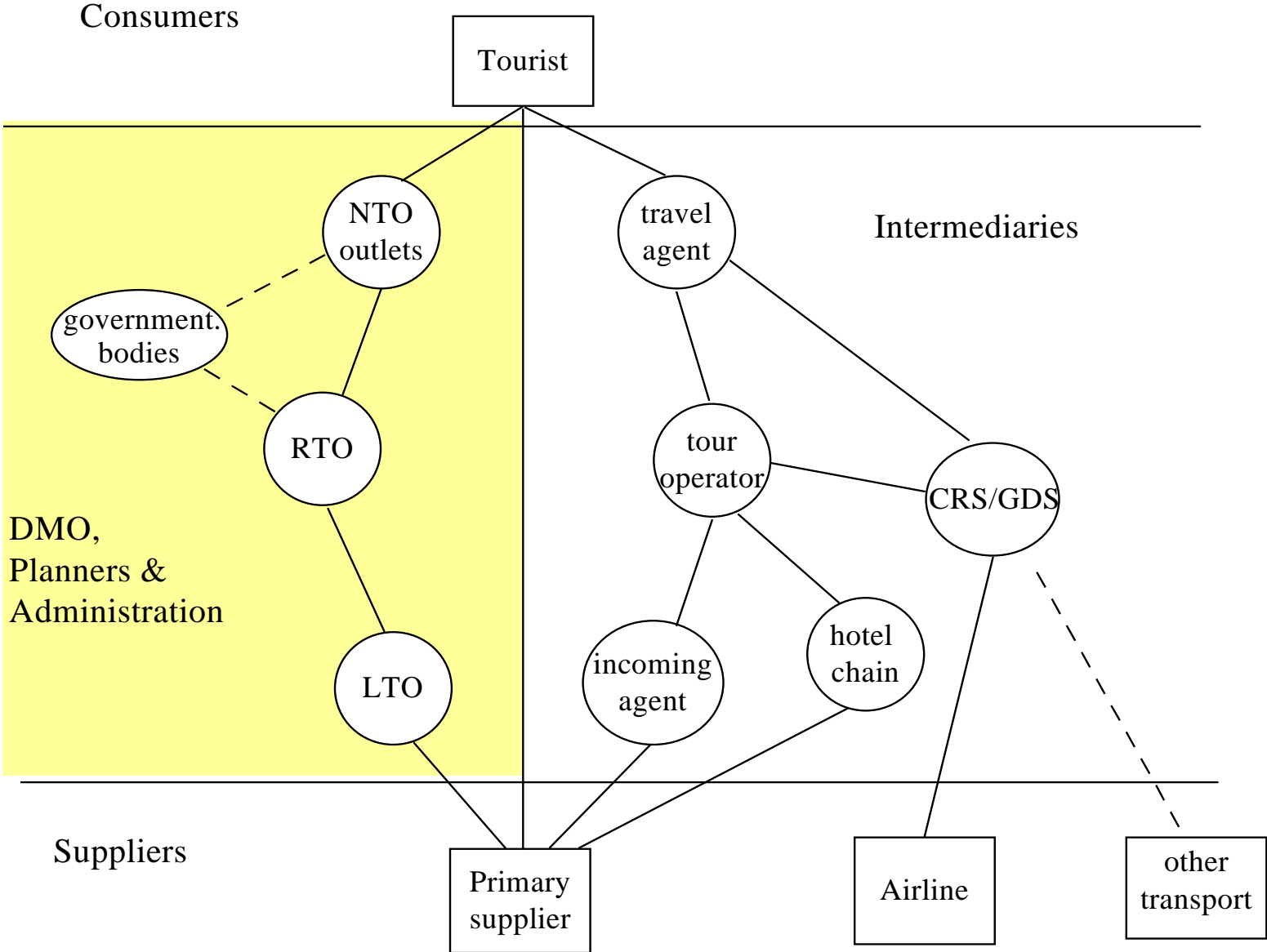
topic	Key points
<b>1 Market</b>	
<i>The Tourism eBusiness Ecosystem and Global Distribution Systems</i>	<ul style="list-style-type: none"> <li>• Defining the tourism industry</li> <li>• Destination management: tasks and approaches</li> </ul>
Tourism products and services	<ul style="list-style-type: none"> <li>• Service definition: tourism as experience good</li> <li>• The long tail phenomenon and tourism</li> </ul>
<b>2 Management</b>	
Defining the business: fundamentals in strategy and business models	<ul style="list-style-type: none"> <li>• Concept &amp; components of a business model</li> <li>• Porters generic strategies</li> </ul>
CRM	<ul style="list-style-type: none"> <li>• The customer buying cycle in tourism</li> <li>• Recommender systems in tourism</li> </ul>
<b>3 IT impact - &gt; market</b>	
The transformation of the tourism value chain	<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>
Service innovation	<ul style="list-style-type: none"> <li>• IT innovation in tourism: tourism as driver of IT innovation,</li> <li>• Scenario Tourism 2020</li> </ul>
Prosuming and service configuration	<ul style="list-style-type: none"> <li>• IT and service configuration</li> <li>• Mobilizing the customer - UGC</li> </ul>
<b>4 IT impact - &gt; management</b>	
Revenue streams and pricing models	<ul style="list-style-type: none"> <li>• Pricing models for tourism products</li> <li>• Biased listing</li> </ul>
Web quality management	<ul style="list-style-type: none"> <li>• Web assessment: usability</li> <li>• Guest lecture: Accessible Tourism for All</li> </ul>

# 1. Understanding the tourism market

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- Ecosystem and market actors, including DMOs, associations etc.
- Market dynamics: competition, new entrants
- Product/ service characteristics

# The tourism distribution system (extended view)



## 2. Management basics

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- Strategy
- 5 P

## Porter: generic strategies

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1. Overall **cost leadership**: „do the same things better“

Example: Low cost airlines

2. **Differentiation**: „do different things“

Example:

3. **Focus**: „search for a niche“

Example:

# Business model design

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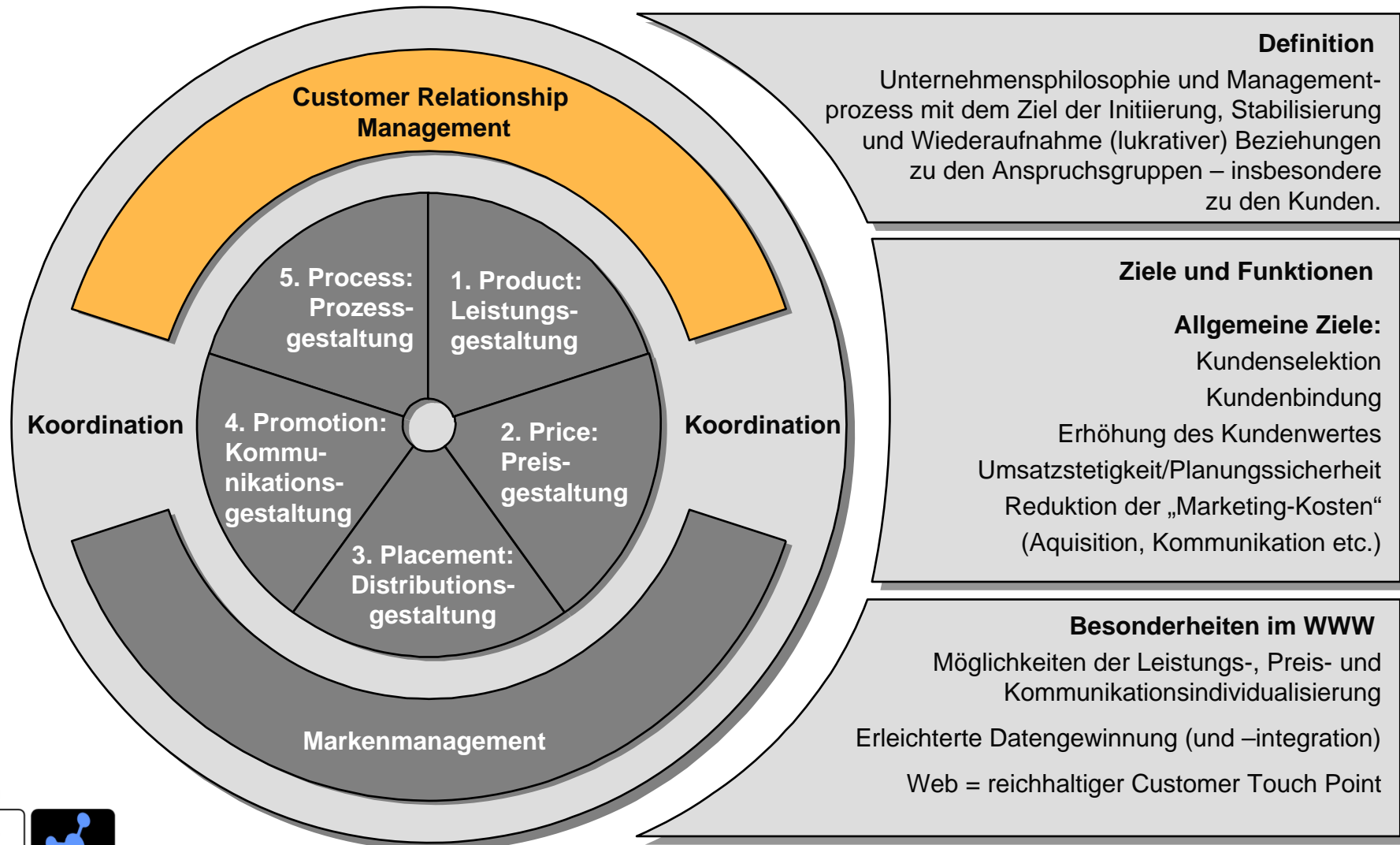
- **Unique value proposition – defining the business**
  - Competitive lens and analysis (e.g. 5 forces)
  - Customer focus, including customer segmentation
  - Reflection of means, e.g. technology
  - Positioning of Web activities - Functional strategy, e.g. multi-channel distribution (airlines)
  - Innovation potential: variation of existing models, patterns of doing business (prediction markets)
- **Network & operations**
  - Flow of information, service provision
  - Roles and linkages: Forging partnerships, mobilizing others
  - Dis-, Re-Intermediation, Cybermediation
- **Revenue model**
  - (Configuration of) sources of revenue

## Business model: (2) development

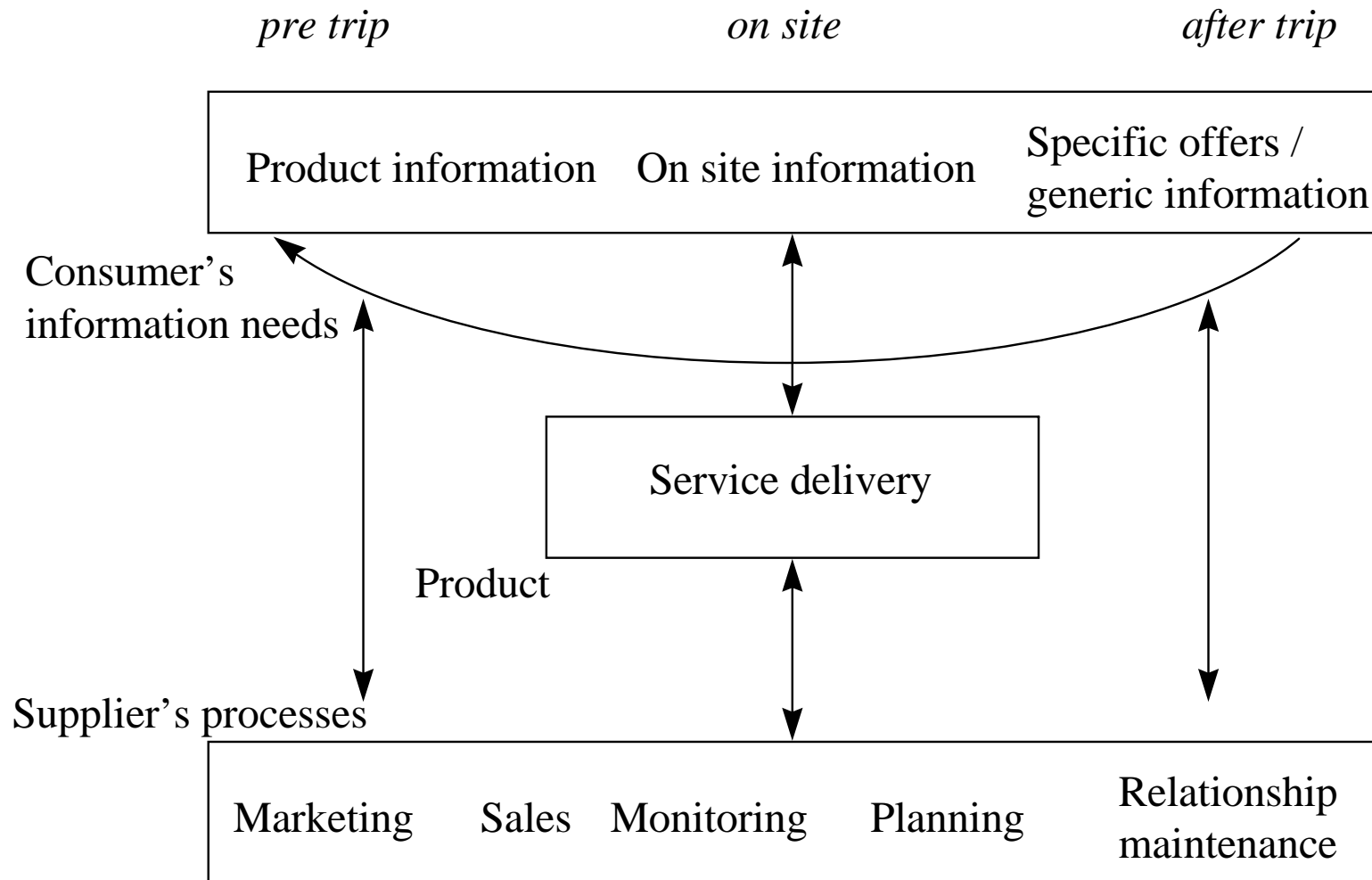
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- Perspectives on and prerequisites for growth
- Options for development and growth

# Customer Relationship Management



# Service delivery linking supplier processes and consumer needs

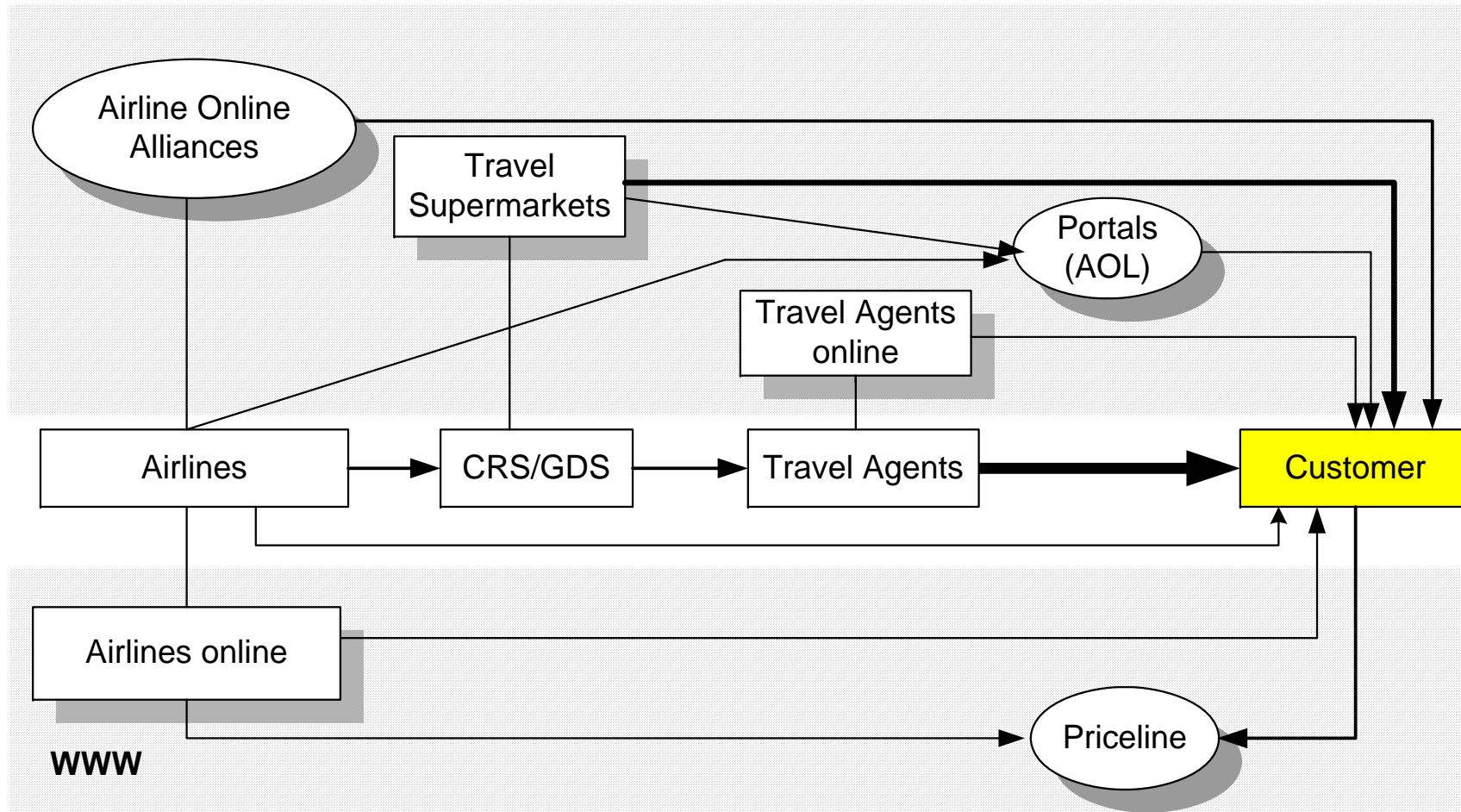


### 3. IT market impact

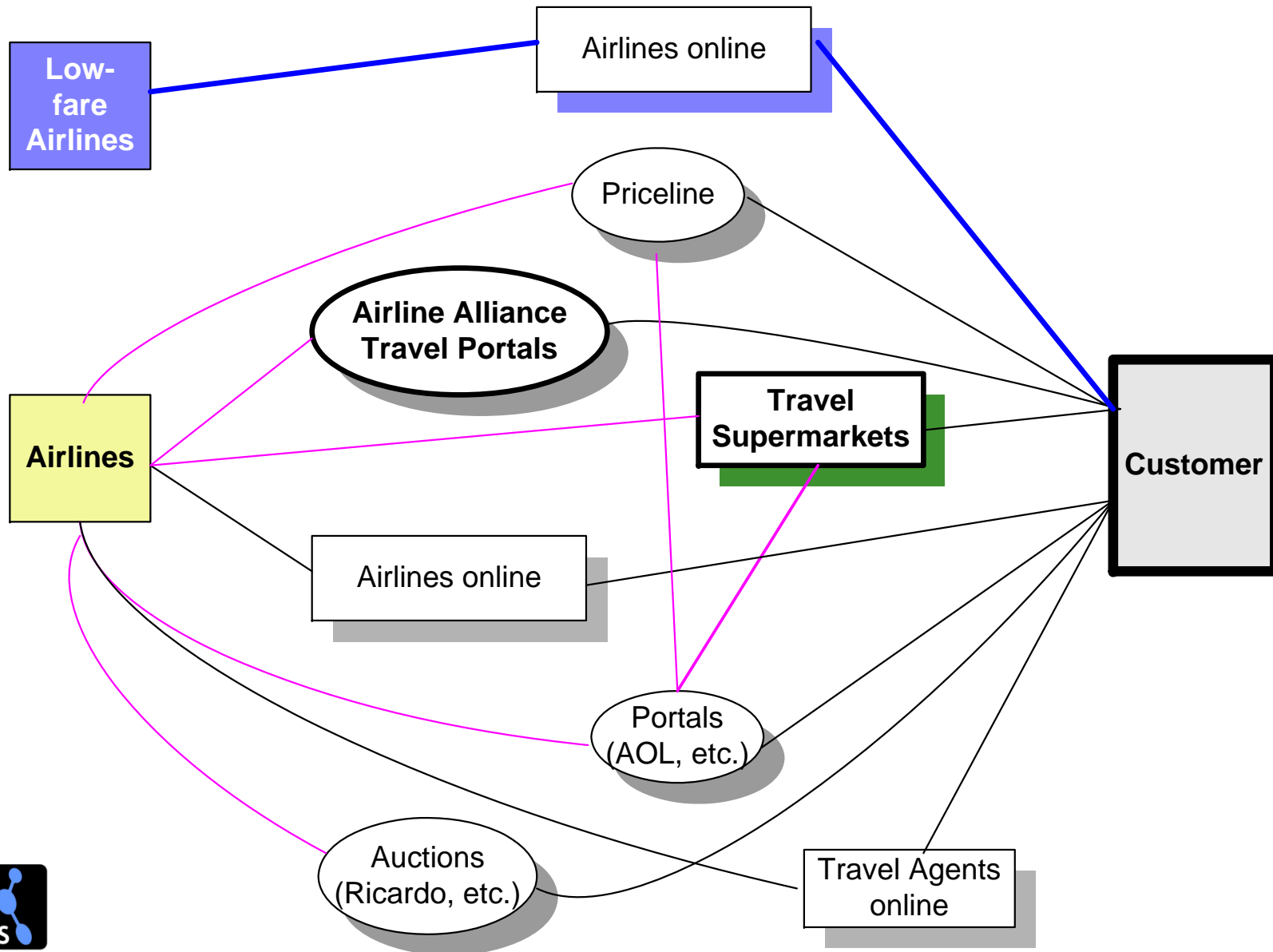
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- The transformation of the tourism value chain
- Service innovation
- Prosuming & service configuration

## A stylized description of the changes



## ... another view



## Examples of travel related innovations

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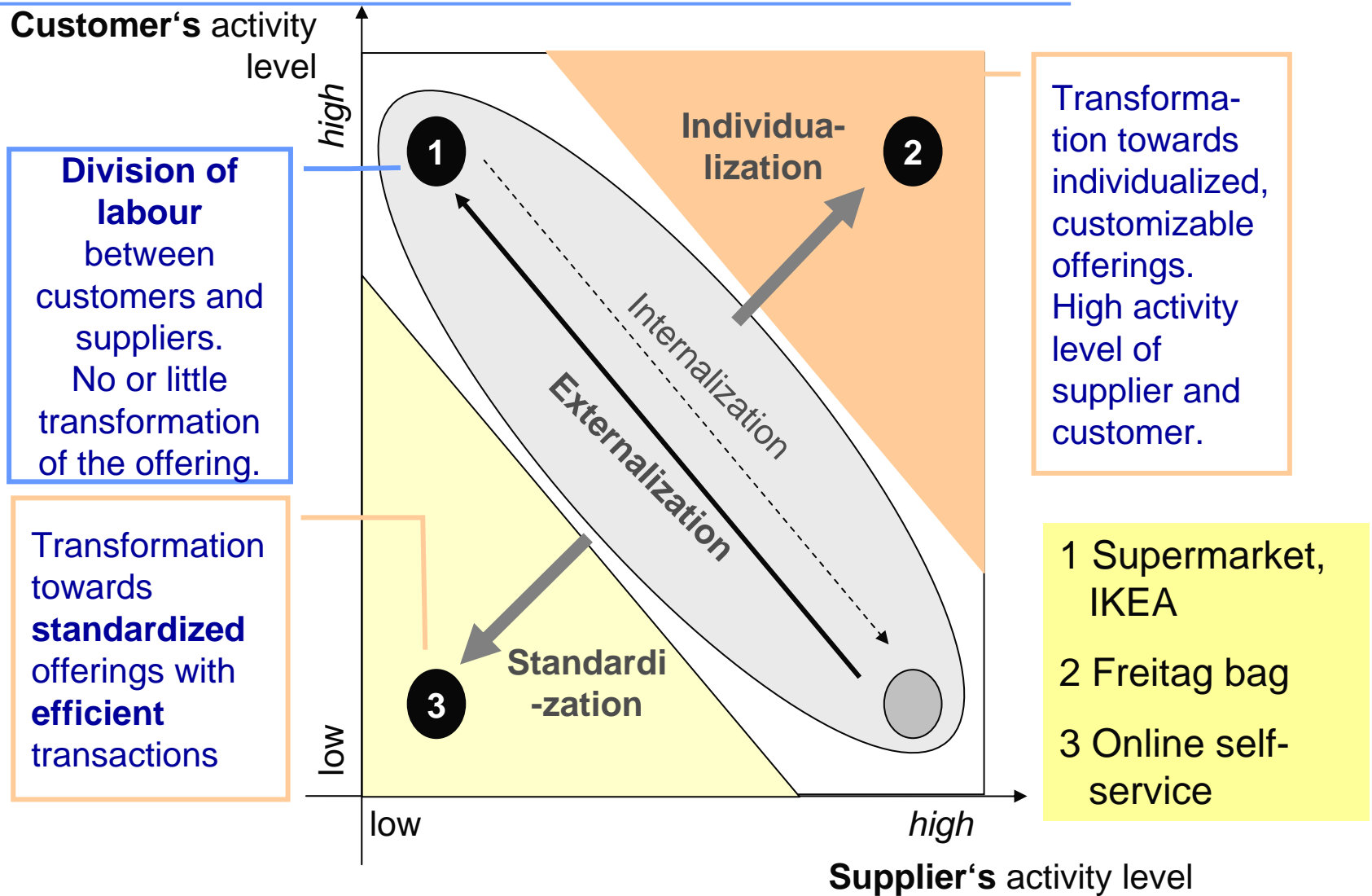
“Here are a few other travel related innovations I really like:

- A company called Vocation Vacations lets people try out other jobs.
- The "whatever, whenever" desk at W Hotels.
- The pillow menu at Hilton Hotels (airlines should steal this idea immediately).
- The double beds on Virgin Atlantic Airways.
- The women-only floor at the Hamilton Crowne Plaza in Washington.
- Cabin lights in first class on Emirates airline that resemble the night sky.
- Borrowing a goldfish bowl for your room at the Monaco Hotel in Chicago.
- Retro-tourism: using the slowest means possible to get from A to B.
- The Laboratory of Experimental Tourism (it really exists).
- Space tourism: coming soon to a galaxy near you.”

Richard Watson: The future of travel

[<http://www.fastcompany.com/resources/innovation/watson/030606.html>]

# Strategic options in service design



## 4. Management impact of IT

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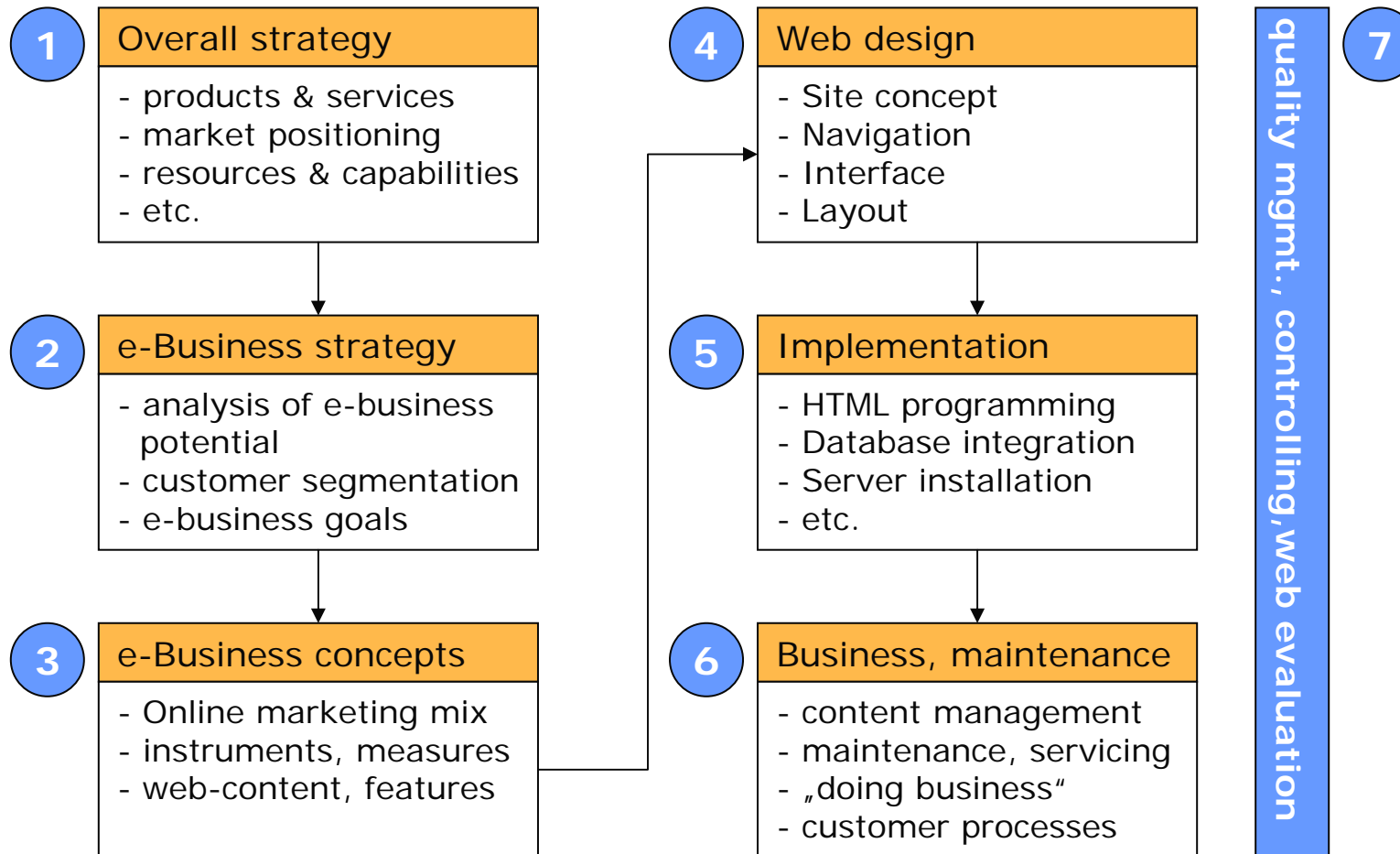
- Revenue streams and pricing models
- Web quality management

## Web-based Pricing Models: Examples

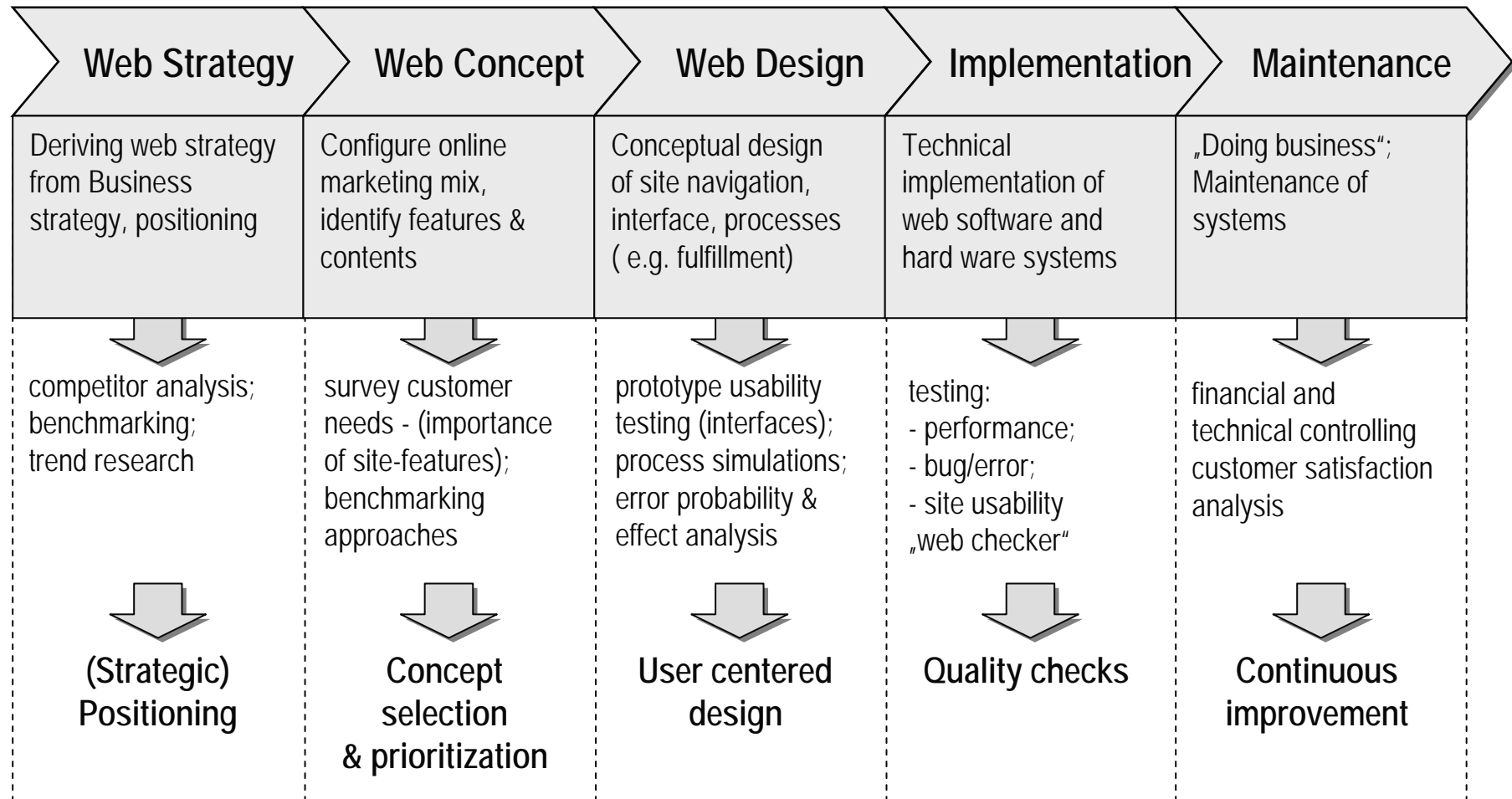
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Customer characteristics	Weblining: the differentiation of offers is based on customer profiles
Product features	<ul style="list-style-type: none"><li>■ Sales auctions: The example of <b>Lufthansa</b></li><li>■ Reverse auctions: The example of <b>TravelBids</b></li><li>■ Time-based pricing</li></ul>
Volume Discounts	Demand pooling systems: The example of <b>Accompany.com</b> , <b>letsbuyit.com</b>
Value-based pricing	“Name your own price”, <b>Priceline</b>

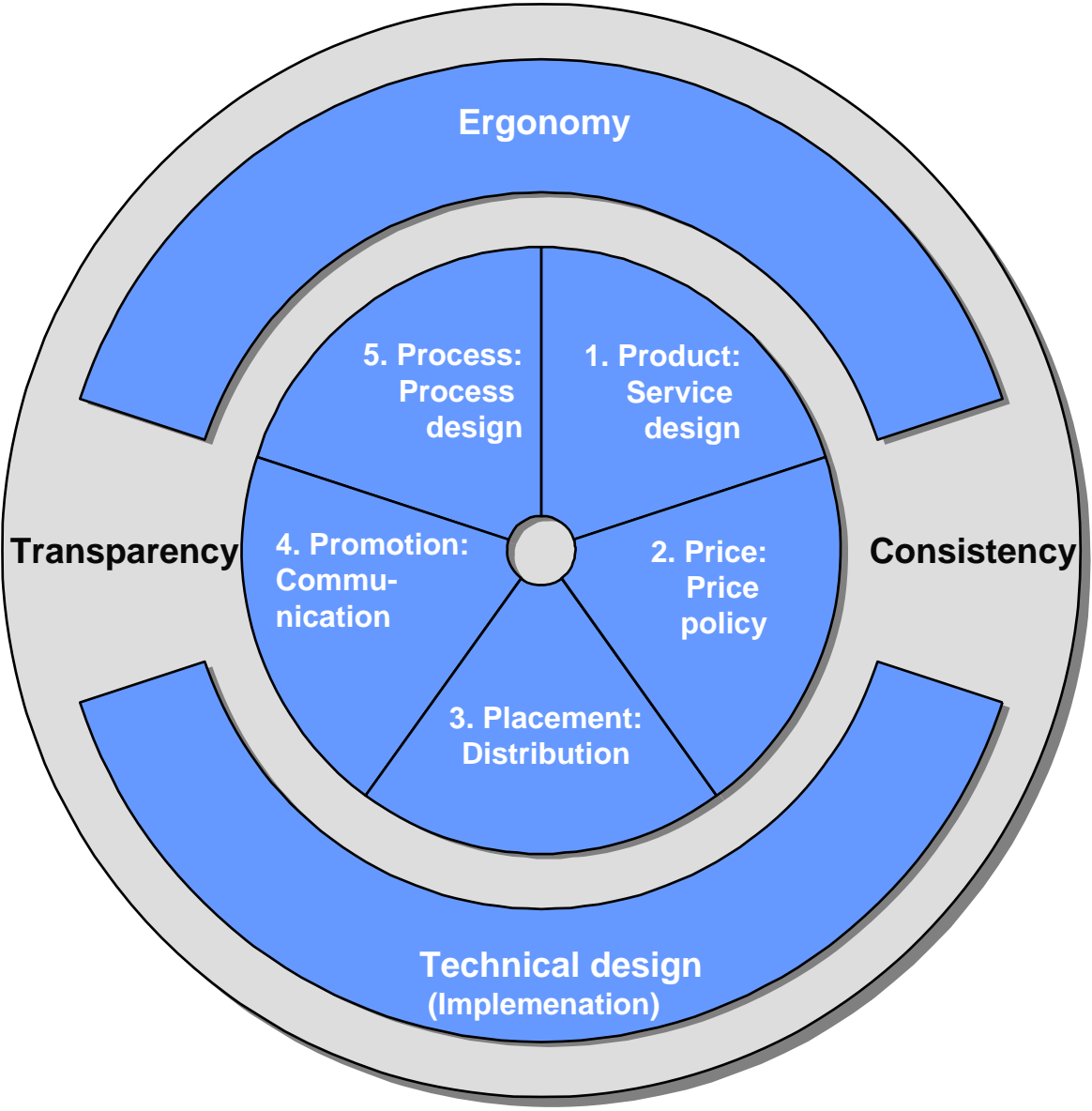
# Web evaluation in the e-Business development process -> when to evaluate



# Evaluation throughout the development process



# Web design framework





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