Impact of Internet & E-Commerce

- New opportunities/potential for businesses
- Challenges for businesses engaging in e-commerce
- Affecting businesses & industries, especially in the way some business is conducted
- Need to investigate new business models that effectively utilise the potential of Internet & e-commerce & associated technologies

What is a Business Model? (1)

“...explanes who your customers are and how you plan to make money by providing them with value”

(Magretta, 2002)

“What is a Business Model? (2)

“...a method of doing business by which a company can generate revenue to sustain itself”

(Turban et al., 2004)

“...an attempt to identify an organisation’s customers and, from there, to discuss how the organisation will achieve profitability and sustainability by delivering goods and services to those customers”

(McKay & Marshall, 2004)

What is a Business Model? (3)

- A blueprint of a business
- Description of how a business works
- Needs to be operationalised effectively with a well thought-of strategy

Types of E-Commerce Business Models

- As numerous as the definition of e-commerce & e-business
- Every researchers, writers, practitioners have their own views
- Consider McKay & Marshall (2004) who have 3 types of business model
Example 1: Direct to Customers

Example 2: Intermediary

Example 3: E-Marketplace

A Business Model Should…

• Articulate value proposition
• Identify market segment
• Define structure of internal & external value chain required to create and distribute offering to clients/customers/partners
• Describe the position of the firm within the value network
• Consider cost structure, profit potential, & revenue base
• Consider and formulate the competitive strategy of the firm

Elements of a Business Model

Products & services

• What do we offer?
  -- Products? Services? Information? Experiences?
• How different is our offering to that of our competitors?
• How can we differentiate our products/services?
• How can we add value to our customers through our products/services?
• Will there be anyone interested in what we have to offer?
• What about branding?
  -- The firm, the products, the services, etc

Do you know of McCarthy’s 4 Ps?
Remember that…

Products & services

<table>
<thead>
<tr>
<th>Dogs</th>
<th>Cash Cow</th>
<th>Rising Star</th>
<th>Wild Cats</th>
</tr>
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<tbody>
<tr>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>High</td>
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Market Share
Business Growth

Resources/assets/capabilities

- What do we have?
  - Resources, skills, capabilities, assets
- What do we need?
  - Finance
- What can we offer with what we have
- What can we do with what we don’t have?
- How do we obtain key resources/capabilities?
- How can we use our resources to obtain the organizational goals and objectives?
- Insource or outsource?

Every resource/assets are to be used efficiently to gain competitive advantage

Partnerships/alliances

- Why do we need partnerships & alliances?
- How can we effectively harvest the relationships we have with our partners/allies?
- What partnerships/alliances do we need?
- Who would be our partners/allies?
- How to develop and maintain relationships with our partners?
- What can/do we offer?

Ever heard of the term ‘COOPETITION’?

Market segment

- Where’s our market? Who are our clients? Who are our competitors in this market segment?
- Is this market viable? sustainable?
- What do our customers/clients want and/or need?
- What constitute ‘value’ from their perspective
  - Do we understand this?
  - Can we deliver this?
  - Can we add more to this?
  - How can we be different from competitors?
- Reaching to the market/customers
  - How to foster loyalty? Relationships? Branding?

Sustainable revenue sources

- What is our revenue base?
  - Subscription, interest rate, commission, advertising space, sponsorships, selling, etc.
- Can we sustain this revenue base?
  - Customers loyalty, good economic climate, etc.
- Can we be sustained with this revenue based?
- How to sustain this?
  - Value for money? Correct pricing?
- Opportunities to increase revenue base?

CAVEAT: Severe consequences may result in aggressive exploitation of revenue base
Business processes & activities

- What key processes & activities by which we deliver added value for customers?
  - Internally & externally
- Can we make these processes more efficient? How?
- Insourcing or outsourcing?
  - Do we need external party(ies)? Why?

Developing an E-Commerce Business Model

- Thorough analysis & evaluation
  - Internal & external factors
    - Using analytical tools (i.e., 5 Forces model, PEST, Environmental analysis, SWOT, Stages of Growth model)
    - Consider trends (past, present, future); where’s the growth?
    - Who’s the competitors? where’s the market? Who are the customers? Where’s the niche?
    - Identify potential opportunities, constraints & risks
    - How to maximise these opportunities and minimise the risks
  - Where’s the competitive advantage?
  - How can we create sustainable competitive advantage

Organisational Impact

- A new and well-designed business model may enable a firm to
  - Generate growth opportunities
  - Respond flexibly towards highly competitive environment
  - Capture new opportunities quickly and profitably
  - Reposition and affirm the position of the firm in the value chain & in the market

Who’s Responsible?

Business people? Tech people? The CEO? The Executives? Everybody?

Wait…

Business model = strategy?

Reading lists


