

INTERNET ENABLING STRATEGIES - 1

Introduction

It is not news that the Internet and its associated technologies like big data, social, cloud and mobility are changing the rules of the game in many industries. They offer numerous opportunities for new companies while bringing to their knees some once respected incumbents. While observing these changes in an anecdotal manner is quite simple, understanding how these dynamics occur, developing models that might help spot opportunities and dangers, and applying them to specific cases is not that simple. This is the overall goal of this short half-credit course to be offered in NY.

Objectives

The main objective of the course is to help students build strategic acumen for designing digital business ventures. The ventures may take form of digital transformation initiatives within established companies or start-ups.

To accomplish this objective, we will introduce and apply a set of operational and conceptual frameworks to aid the design, development, and testing of a vision and a business model for new digital ventures. We will also examine several "case areas" - industries or phenomena, such as consumer finance, sharing economy, and music - to better understand how digitization is reshaping business models and competition boundaries across the board.

Learning Outcomes

1. Understand key concepts, frameworks, and tools necessary for designing digital business models.
2. Explore how digitalization is reshaping business models in different business contexts (industries).
3. Understand main patterns concerning the scope and timing of these changes.
4. Design, in teams, the embryo of a digital business model.

Competences

General Competences:

- Decision Making
- Strategic Thinking
- Industry Analysis

- Team Work
- Communication

Specific Competences:

- Gain, understand and apply knowledge of the effects of digitalization to analyze industry transformation and spot business opportunities.
- Design, in the context of group work, a business model to compete in the “internet age.”

Content

The course has both traditional case studies to highlight the changes the Taxi, Music, Retail, and Financial Services industries, lectures to introduce models to be used in the design of internet-based business models, a company visit to understand “the power of the crowd” and an invite lecture of an entrepreneur to understand the difficulties and beauty of starting your own company.

You will also have the opportunity to design an internet-based business model with a group of colleagues.

Methodology

The course has both traditional case studies, lectures, one company visits and one Guest Speaker, as well a group workshop that will be carried out during the week that will culminate with a deliverable to be submitted two weeks after the NY stay.

Evaluation

Grading is based on contribution to in-class learning (40%), group final project (40%), and peer evaluation (20%).

Course Outline & Bibliography

TITLE OF SESSION & MATERIAL

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| 1 | <i>Understanding Digital Transformation.</i> |
| 2 | <i>Digital Transformation in "Lifestyle Logistics".</i> Workshop |
| 3 | <i>Digital Transformation in "Lifestyle Logistics".</i> Workshop Presentations |
| 4 | <i>Competing through Ecosystems. Mobile Wars and Beyond.</i> |
| 5 | <i>Internet of Things I.</i> |
| 6 | <i>Internet of Things II.</i> |
| 7 | <i>Evolving Business Models.</i> Case: Groupon |
| 8 | <i>The vision of an innovator:</i> Guest speaker: Pau Sabrià from Olapic |
| 9 | <i>Project Workshop (I)</i> |
| 10 | <i>Project Workshop (II)</i> |

Bibliography

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"Strategies for Two-Sided Markets", Eisenmann, Parker & Van Alstyne, HBR, October 2006
"Dethroning an Established Platform", Suarez & Kirtley, SMR, Summer 2012
"The Long Tail", C. Anderson, Wired, Issue 12-10, October 2004
"Social Media and Networking Drive Changes in Financial Services", White Paper Tieto Corporation, 2010
"The Dawn of the E-Lance Economy", T. Malone and R. Laubacher, Harvard Business Review, October 1998
"Building successful online communities", Kraut, R. E., et al. MIT, 2012.

Professor's Biography



Prof. Josep Valor Sabatier

Professor of Information Systems

Josep Valor-Sabatier is professor of information systems and information technology and holder of the Indra Chair of Digital Strategy.

He received his Ph.D. in Operations Research from MIT, and his Sc.D. in Medical Engineering from the Harvard-MIT Division of Health Sciences and Technology. Josep Valor teaches extensively at the senior executive level on Management Information Systems, Media Management, Management of Technology, and Strategy.

In in-company training he has been involved in projects with leading organizations like the Telefonica, Ericsson, Vodafone, The World Bank, Santander, BBVA, Oracle, Sony, Technicolor, Abbott, ING, BASF, KPMG, Henkel and 3i.

His research has been published in the International Journal of Electronic Commerce, Knowledge and Process Management and he has published books on the information-telecommunications hyper-industry and information systems management. His current research interests focus on the impact of ITCs on competitiveness and industry structure, with emphasis on telecommunications and media.

Prof. Valor served as the conference co-chair of the 2002 International Conference on Information Systems (ICIS) in Barcelona