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Does e-Business Modeling Really Help?

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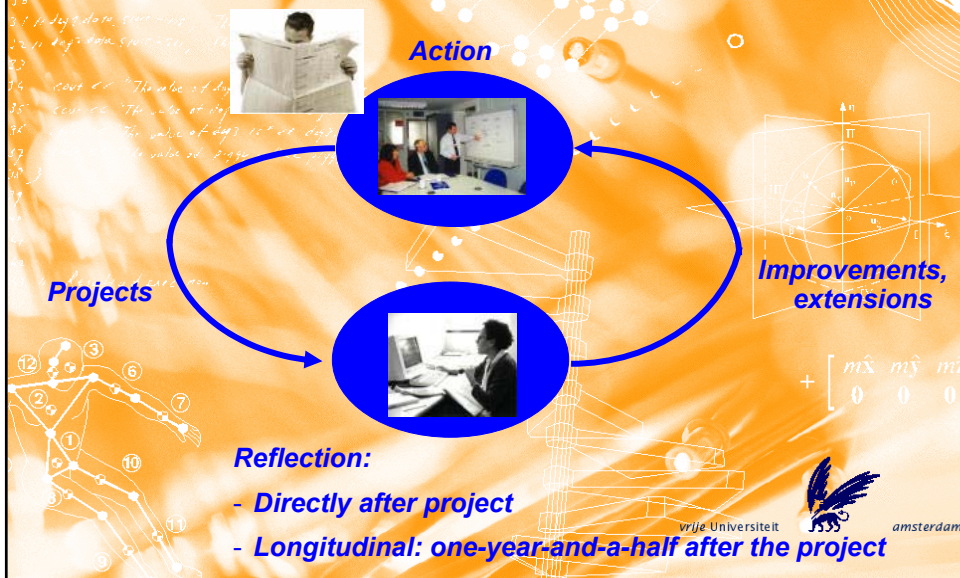
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The e³-value e-Business Modeling Methodology

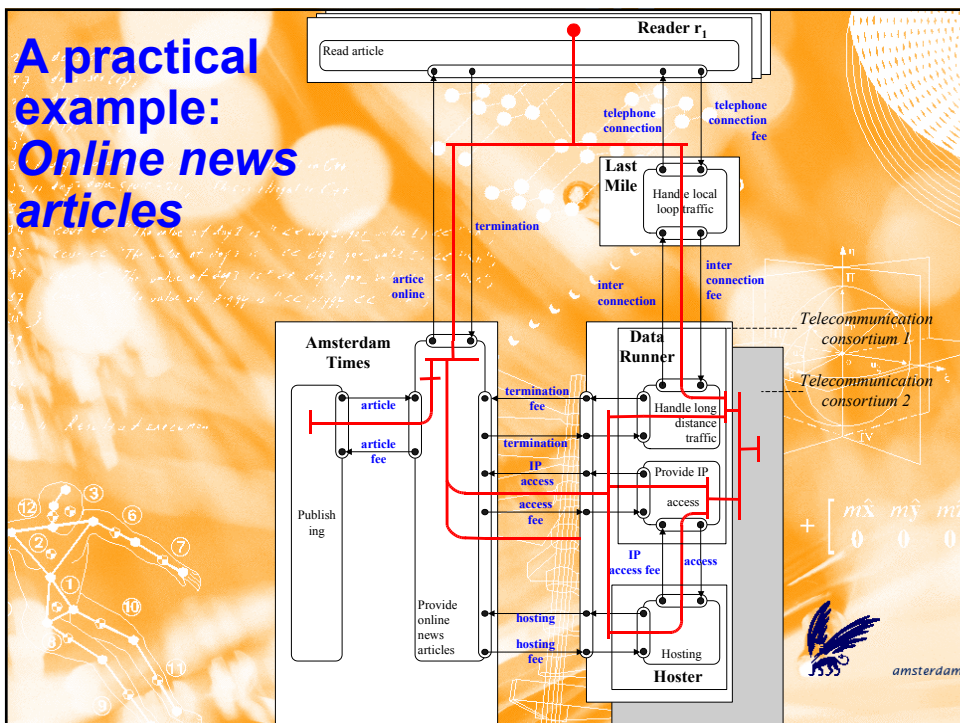
- Goal:
 - Exploration of *innovative* e-commerce ideas
- Focus on:
 - Creation of *common understanding* of *innovative* e-business cases
 - Evaluation of e-business case from a *profit / consumer value perspective*
- Typical questions to be answered by e³-value:
 - Which organizations (actors) are needed for an e-service
 - What do they offer each other of *economic value*
 - Who is doing what, and with whom
 - What happens if:
 - We value services/products differently
 - We shift activities from one actor to another
 - ...

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An Action Research Cycle



A practical example: Online news articles



Evaluate a value model

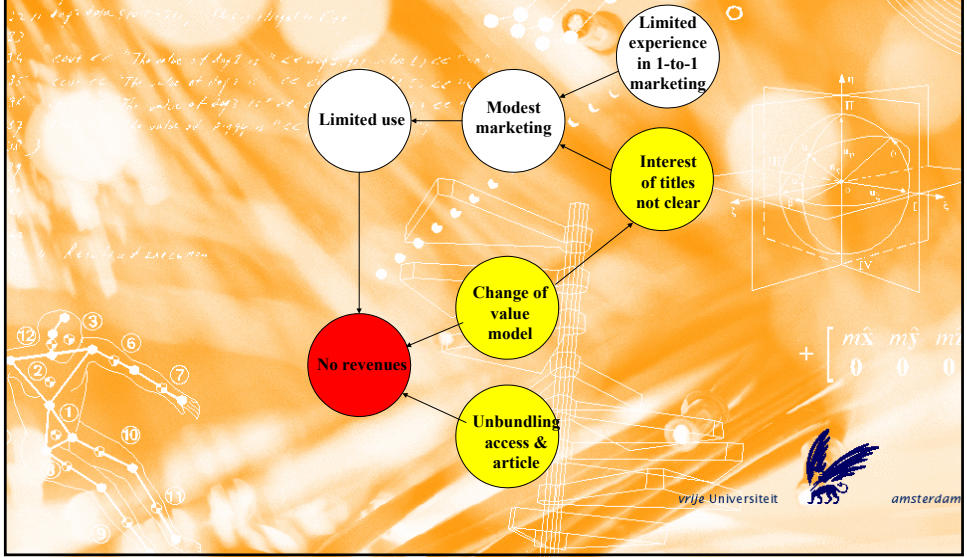
Actor	Last Mile	
Scenario	Read online article	
	Value Object In	Value Object Out
Scenario path	Telecommunication consortium 1	
Likelihood	50%	
Exchanges with readers:	$telephone\ connection\ fee = start\ tariff + connection\ tariff \times duration$	(telephone connection)
Exchanges with telco consortium 1:	$(interconn._{telco\ cons.\ 1})$	$interconn. fee_{telco\ cons.\ 1} = telephone\ connection\ fee \times interconn. factor_{telco\ cons.\ 1} \times distance\ factor_{telco\ cons.\ 1}$
Scenario path	Telecommunication consortium 2	
Likelihood	50%	
Exchanges with readers:	$telephone\ connection\ fee = start\ tariff + connection\ tariff \times duration$	(telephone connection)
Exchanges with telco consortium 2:	$(interconn._{telco\ cons.\ 2})$	$interconn. fee_{telco\ cons.\ 2} = telephone\ connection\ fee \times interconn. factor_{telco\ cons.\ 2} \times distance\ factor_{telco\ cons.\ 2}$

Assess evolutionary scenarios

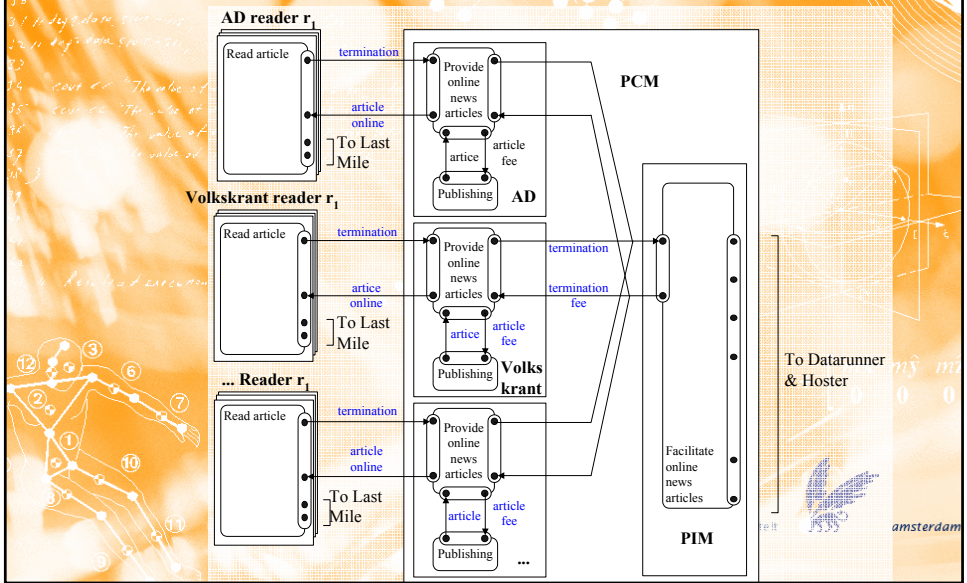
• What happens if ...

Scenarios	Profit			
	Amst. Times	Last Mile	Data Runner	Hoster
Null scenario	164,400	102,000	133,800	8,000
Forecast >> Actual	-28,560	10,200	26,680	8,000
Decrease in interconnection	164,400	346,800	-8,600	8,000
Decrease in revenue sharing	-19.200	102,000	205,600	8,000

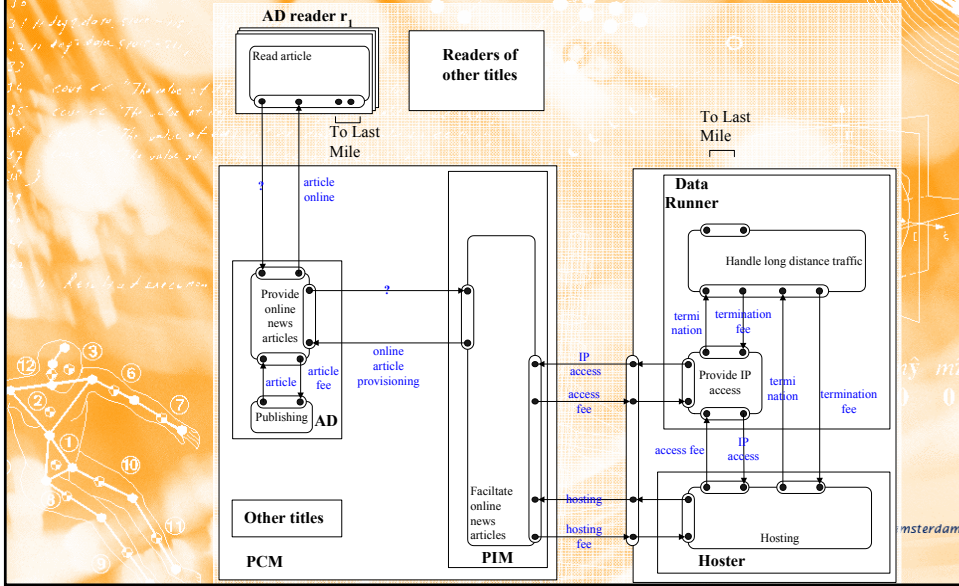
The article online service some time later...



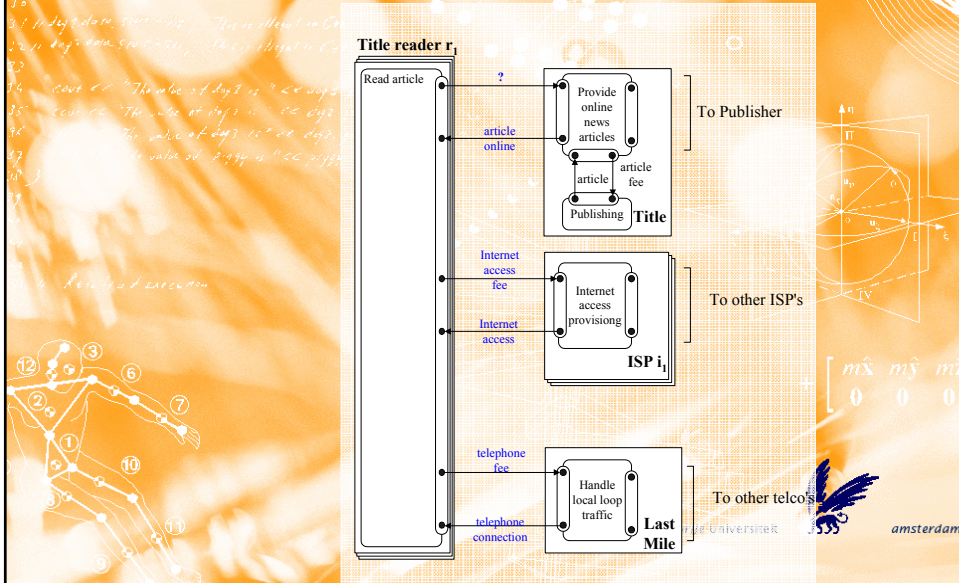
Customer ownership



Different model chosen

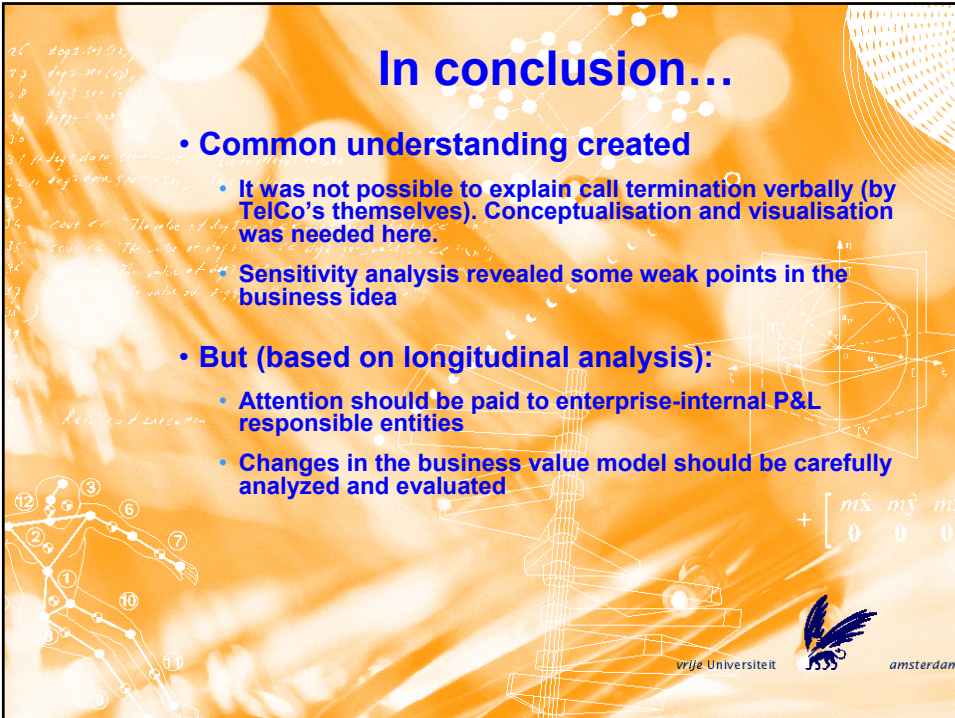


Debundling of access and content



In conclusion...

- **Common understanding created**
 - It was not possible to explain call termination verbally (by TelCo's themselves). Conceptualisation and visualisation was needed here.
 - Sensitivity analysis revealed some weak points in the business idea
- **But (based on longitudinal analysis):**
 - Attention should be paid to enterprise-internal P&L responsible entities
 - Changes in the business value model should be carefully analyzed and evaluated



More information about e³-value

- **See website:** <http://www.cs.vu.nl/~gordijn/research.htm>
- **Contact:** gordijn@cs.vu.nl
- **Read the complete story in:** J. Gordijn, "Value-based Requirements Engineering – Exploring Innovative e-Commerce Ideas", PhD thesis VU Amsterdam, 2002 (available at the website for download)

