

## SBMA7112: E-Business Strategy, In-Class Exercise 1

### Guided Readings for EBS Units 1 and 2.

*Each in-class exercise contributes to the 15% assessment mark for module participation. Participants work in pairs to answer the following questions - based on the readings assigned for this week. Put your SID and print your name in the boxes provided, then discuss each question with your partner - writing in your answers (briefly) into the boxes supplied (continue on the reverse of this sheet if necessary). Exercise sheets will be collected, marked and returned to you.*

| SID | Print Name |
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#### Questions:

1. Osterwalder (et alia, 2002) base their e-Business framework ontology upon four related components: (a) *products and services*; (b) *infrastructure and network of partners*; (c) *relationship capital*; (d) *financial aspects (cost, revenue)*. Give examples of each of these components for an e-Business of your choice — and comment upon which other factors you would include in an e-Business ontology.

2. *“A central message from the research literature, and one that is universally accepted, is that technology itself has no inherent value and that IT alone is unlikely to be a source of sustainable competitive advantage. The business value derived from IT investments only emerges through business changes and innovations, whether they are product/service innovation, new business models, or process change, and organisations must be able to assimilate this change if value is to be ultimately realised”* (Peppard and Ward, 2004, p. 169). Explain what Peppard and Ward are claiming, here. Give examples which might appear to contradict the claim that “technology itself has no inherent value” (to a business).

*[Continue on the reverse if necessary]*