TIM158
Business Information Strategy

Instructor: Safwan Shah
Spring 2014

Teaching Assistant: Jing Du

To maintain consistency.
Lectures throughout TIM158 adapted or borrowed from Kevin Ross.
Additional material added as needed.
Today’s Outline

• Class logistics
• Overview of textbook
• Business Models (intro)
• Porter dissected
TIM158: Overview

• Information rules
• Information technology drives the creation and use of information
• IT can provide competitive edge to an organization
  – How, why, when, etc.
• We will discuss cases to analyze the premise “IT matters” and we will understand the thinking that “IT doesn’t matter?”
Who is a CIO?
Why does s(he) matter?
When does s(he) matter?
How does s(he) think?

Wikipedia (at some point in time) describes a CIO as ...

The **Chief Information Officer (CIO), or information technology (IT) director**, is a job title commonly given to the most senior executive in an enterprise responsible for the information technology and computer systems that support enterprise goals. The title of Chief Information Officer in Higher Education may be the highest ranking technology executive although depending on the institution, alternative titles are used to represent this position. Generally, the CIO typically reports to the chief executive officer, chief operations officer or chief financial officer.
Dissect B-S-I-S

- **Business**
  - An enterprise that makes money

- **Strategy**
  - Differentiation. Consequential action, increase in influence, removal of dependencies

- **Information**
  - Data < **Information** < Knowledge < Wisdom

- **Systems**
  - Interacting components forming a whole
A flippant rewrite

- Using Information to keep making money
This class is designed for seniors and some juniors. There are few formal prerequisites, but you are expected to...

1. want to be here and to learn
2. have a broad knowledge and interest in information systems, technology, economics and business
3. think for yourself

The instructor comes from the industry and has lived IT, Business, Strategy – and the lack thereof. Prepare to be taken on a journey into the inner realms of “real IT, strategy, highs-lows, etc.”
Class website

- All schedules and assignments will be posted on the class website:

- Lecture notes will be posted after or soon after each lecture.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic (Reading = corresponding chapter from text)</th>
<th>Case (Reading = corresponding case from text)</th>
<th>Assessment</th>
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<tr>
<td>1</td>
<td>Tue, April 1 Introduction</td>
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<td>2</td>
<td>Thu, April 3 Business Models</td>
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<td>Tue, April 8 IT and Business Models</td>
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<td>Thu, April 10</td>
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<td>Tue, April 15 IT and Organization</td>
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<td>6</td>
<td>Thu, April 17</td>
<td>Boeing</td>
<td>Optional: Business Case Draft</td>
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<td>7</td>
<td>Tue, April 22 Making the case for IT</td>
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<td>Thu, April 24 CareGroup</td>
<td>Project Team and Topic Due</td>
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<td>Tue, April 29 IT Infrastructure</td>
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<td>Thu, May 1 iPremier</td>
<td>Business Proposal Due</td>
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<td>Tue, May 6 Reliability and Security</td>
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<td>Thu, May 8 Ford and Dell</td>
<td>Project Proposal Due</td>
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<td>Tue, May 13 IT Service Delivery</td>
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<td>Thu, May 15 Cisco</td>
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<td>Tue, May 20</td>
<td>IT Project Delivery</td>
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<td>Thu, May 22</td>
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<td>Volkswagen</td>
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<td>Tue, May 28</td>
<td>Governance of IT</td>
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<td>18</td>
<td>Thu, May 29</td>
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<td>AtekPC</td>
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<td>19</td>
<td>Tue, June 3</td>
<td>Leadership of IT</td>
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<td>20</td>
<td>Thu, June 5</td>
<td>Conclusion</td>
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<td></td>
<td>Thu, June 12, 8:00 – 11:00am</td>
<td>Final Exam</td>
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Safwan Shah
Instructor, Technology and Information Management
MS, Computer Engineering, UC Boulder
PhD, Aerospace Engineering, UC Boulder
Exec MBA – GSB, Stanford University

Interests: Mobility, Social Networks, Entrepreneurship, Leadership

Current startup is PayActiv – I am the Founder and CEO.
Previous one – Infonox
Even more previous – fail to remember ... there were things. Important things.

safwan@soe.ucsc.edu
Office hours: Available - (call, email, meet)
Teaching Assistant

- Jing Du
  - PhD Student.
  - Research in Data Mining and Machine Learning with focus on online advertising.
Assessment

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<tr>
<td>News Presentation</td>
<td>15%</td>
<td>Throughout</td>
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<tr>
<td>Discussion Participation</td>
<td>15%</td>
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<tr>
<td>Business Proposal*</td>
<td>20%</td>
<td>Thu, May 2</td>
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<tr>
<td>Project*</td>
<td>30%</td>
<td>Thu, Apr 8 and Thu, June 7</td>
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<tr>
<td>Final Exam</td>
<td>20%</td>
<td>Thu, June 6, 8:00–11:00am</td>
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*Optional: Early draft 2 weeks in advance will be reviewed

Policy
Assignments are due at the start of class on the due date. Late assignments, missed presentations and quizzes will result in zero grade unless specific permission is given by instructor at least one week in advance.
Quizzes

- There will class Q&A/quiz on cases we read.
- These will be fairly short and test knowledge of the text and cases.
- Students who are absent the day of a Q&A/quiz will receive a zero grade unless they make up for that quiz
  - unless they have informed the instructor in writing at least a week in advance that they have to miss class (for some legitimate reason)
News Presentation

• Each student will present one news story to the class during the quarter.
  – The story can be from any source, and describe an interesting recent development in the use of information or IT for business strategy.
• The presentation should be professionally presented using powerpoint or similar technology.
  – 5 minutes maximum
  – Must include both factual information (who is doing what and why?) and some commentary (your opinion – is this a good idea – why?!) on the story.
  – All news sources that have been used should be acknowledged with specific references on a final slide.
• The student is responsible for one of
  (a) bringing the slides on a laptop,
  (b) bringing slides on a USB drive that will work on instructor’s laptop, or
  (c) emailing slides to the instructor the night before the presentation.

You are seniors and expectations are high
Discussion Participation

• We will study several cases. Most of these cases are ‘classics’ of the IT industry
• Read the cases with imagination
  - Immerse into the case
    - Understand
    - Take a position
    - Discuss, defend and be prepared to modify position if the rationale is compelling
Business Case

• You will be either provided with a scenario for a business information system problem, and be required to make a written proposal of a solution, as the chief information officer.

• Details will follow.
Project

• The major assignment in this class is a comprehensive project. You will analyze a major (at least 1000 employees) company, and study how they use information and information systems to achieve competitive advantage.

• The project can be completed in groups of two or three, as you select, and the company is chosen by the group.

• Details will follow, but start thinking about group and topic
Submission of assignments

Submit a hard copy of your assignment at the beginning of class, and an email copy to the instructor and TA
Final Exam

• The final examination will cover the topics from the whole year.
• You will not be allowed to bring notes into the exam room.
Prerequisites

• This course is for juniors and seniors
• ISM/TIM 50 or permission of instructor required
• Interest in technology and business
Corporate Information Strategy and Management by Applegate, Austin and Soule 8th edition

We will use the text and cases from this version, and you will be expected to have read the appropriate section before each class.

All the cases are originally published by Harvard Business Review – and can be purchased separately from their website.
Writing class

This course fulfills the ‘W’ requirement

– The business plan and project will give you training and evaluate your writing skills

– You will have the opportunity for feedback on your writing by turning in draft assignments 2 weeks early

– You must declare who writes each section of your project
Note on cheating

• All work must be your own
• Any work used as a reference must be cited appropriately
• Any violation of this will result in an instant failure for academic misconduct and this will go on your record
Feedback Please!

• Instructor has substantially revised the course material
• The course is for you
• Don’t hesitate to ask questions, give suggestions
• As senior students, you know that you’ll get out what you put in
Questions
Today’s Outline

• Class logistics
• Overview of textbook
• Business Models
• Porter’s five forces
• Porter’s competitive strategies
Corporate Information Strategy & Management

• IT is a source of opportunity and advantage but also uncertainty and risk

• Chasm between viewpoints
  • Business executives: IT detached from real business problems
  • Technical executives: Business leaders lack vision

• Undeniable rapidity of change
  • In system architecture and interfaces
  • In business
  • In work and the workforce

• IT now embedded in:
  • Definition and execution of strategy
  • Organization and leadership of businesses
  • Definitions of unique value propositions

• IT is changing our understanding of:
  • Markets
  • Industries
  • Strategies
  • Firm designs

• Information is now a major economic good
Brief History

• Premechanical Age – 3000 B to 1450 AD
  – Pens, scrolls, alphabet, numbering systems
• The Mechanical Age: 1450 to 1840
  – Gutenberg invents printing process
  – Computer word coined
• Electromechanical Age: 1840 to 1940
  – Battery, telegraph, telephone, radio
• Electronic Age: 1940 onwards ...
  – Transistor, semiconductors, computers, networks
• Cloud Age: 2005 onwards ...
  – computing as a service

http://www.tcf.ua.edu/AZ/I THistoryOutline.htm
Brief history of IT in strategy

• Mid 1990s:
  – World Wide Web demonstrated IT potential
  – Structural and technical hurdles remained in using IT

• Late 1990s:
  – Capital markets caught the fever
  – VCs eager to spend on IT, regardless of long-term path to profitability

• 21st Century:
  – Speculative bubble burst
  – Downward spiral until 2003
What Now?

• What we know:
  – World is forever changed; IT will never return to the basement
  – Technology as core enabler, primary business channel
  – Global village is here to stay
  – Rigid organization boundaries have fallen

• What we need to do:
  – Engage in sense-making of the transformation
  – Mine the last decade of business experimentation
  – Synthesize in order to choose a path forward
<table>
<thead>
<tr>
<th>Dimension</th>
<th>Definition</th>
<th>Examples</th>
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<tbody>
<tr>
<td>Offerings</td>
<td>Develop innovative new products or services.</td>
<td>• Gillette Mach3Turbo razor</td>
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<td>• Apple iPod music player and iTunes music service</td>
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<td>Platform</td>
<td>Use common components or building blocks to create derivative offerings.</td>
<td>• General Motors OnStar telematics platform</td>
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<td>• Disney animated movies</td>
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<tr>
<td>Solutions</td>
<td>Create integrated and customized offerings that solve end-to-end customer problems.</td>
<td>• UPS logistics services Supply Chain Solutions</td>
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<td>• DuPont Building Innovations for construction</td>
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<td>Customers</td>
<td>Discover unmet customer needs or identify underserved customer segments.</td>
<td>• Enterprise Rent-A-Car focus on replacement car renters</td>
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<td></td>
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<td>• Green Mountain Energy focus on “green power”</td>
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<td>Customer Experience</td>
<td>Redesign customer interactions across all touch points and all moments of contact.</td>
<td>• Washington Mutual Occasio retail banking concept</td>
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<td>• Cabela’s “store as entertainment experience” concept</td>
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<td>Value Capture</td>
<td>Redefine how company gets paid or create innovative new revenue streams.</td>
<td>• Google paid search</td>
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<td>• Blockbuster revenue-sharing with movie distributors</td>
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<td>Processes</td>
<td>Redesign core operating processes to improve efficiency and effectiveness.</td>
<td>• Toyota Production System for operations</td>
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<td>• General Electric Design for Six Sigma (DFSS)</td>
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<td>Organization</td>
<td>Change form, function or activity scope of the firm.</td>
<td>• Cisco partner-centric networked virtual organization</td>
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<td>• Procter &amp; Gamble front-back hybrid organization for customer focus</td>
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<td>Supply Chain</td>
<td>Think differently about sourcing and fulfillment.</td>
<td>• Moen ProjectNet for collaborative design with suppliers</td>
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<td>• General Motors Celta use of integrated supply and online sales</td>
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<tr>
<td>Presence</td>
<td>Create new distribution channels or innovative points of presence, including the places where offerings can be bought or used by customers.</td>
<td>• Starbucks music CD sales in coffee stores</td>
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<td>• Diebold RemoteTeller System for banking</td>
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<td>Networking</td>
<td>Create network-centric intelligent and integrated offerings.</td>
<td>• Otis Remote Elevator Monitoring service</td>
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<td>• Department of Defense Network Centric Warfare</td>
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<td>Brand</td>
<td>Leverage a brand into new domains.</td>
<td>• Virgin Group “branded venture capital”</td>
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<td>• Yahoo! as a lifestyle brand</td>
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IT impacts on innovation

1. Samsung
2. Apple

1. Set top box
2. Cloud

1. Gillette Razor
2. iPod/iPad

1. iTunes
2. Facebook

1. Cisco
2. IBM GS

1. Energy drinks

1. Apple/Foxconn
2. Dell

1. Partner centric IBM
2. P&G front-back Hybrid org

1. Toyota/Benihana

Offerings (What)

Platform

Brand

Solutions

Value Capture

Customer Experience

Frameworks

Processes (How)

Organization

Supply Chain

Networking

Presence (Where)

Customers (Who)

Offerings (What)

MIT Sloan Management Review- Spring 2006
Focal Themes

Three modules in the text

1. IT and Business Advantage
   IT impacts the business through its effects on the three components of the business model: strategy, capabilities, and value

2. The Business of IT
   Managing IT operations, services, and project delivery requires managing trade-offs among costs, opportunities, and risks

3. IT Leadership
   High-level management, leadership, and governance activities set the context for leveraging IT-enabled strategic insight and ensuring IT operational excellence
Module 1: IT and Business Advantage

- Continued rapid spending growth
  - Truly global spending distribution

- Ever increasing dependence on and impact of IT
  - Search for opportunity
  - Avoidance of operational risk

- How to leverage IT to create business advantage.
Overview of Module 1

• Chapter 1
  – Introduces the organizing framework for the module
  – Defines a business model
  – Explores evaluation of business models

• Chapters 2
  – Examines the impact of IT on business models

• Chapter 3
  – Examines the impact of IT on organizational capabilities

• Chapter 4
  – Examines the impact of IT on business value
What is a Business Model?

- Defines how enterprise relates to environment
  - Strategy aligns organization with environment
  - Resources in and out
  - How value is created for stakeholders
  - Sets goals and ways to achieve them

Another definition ...

How you make money
DuPont Formula to Deconstruct Return on Equity

\[
\text{ROE} = \frac{\text{NET INCOME}}{\text{REVENUE}} \times \frac{\text{REVENUE}}{\text{ASSETS}} \times \frac{\text{ASSETS}}{\text{SHAREHOLDERS' EQUITY}}
\]
Evolving the Amazon.com Business Model (1995-2000)

- **Product-Market Enhancements**
  - Launch Online Book Store (1995)
- **Market Expansions**
- **Business Exploration**
  - Partner with Toys "R" Us
  - Launch Z-Stores and Auctions (1999)
  - Partner with Online Retailers (1999)
  - Launch Toy, Kitchen, Home Stores (Late 1998-1999)
Lecture 2

- Recap of Lecture 1 - 10 minutes
- News presentation – 5+5 = 10 minutes
  - Names ...
- Pre Porter
- Michael Porter
- Disruption
- IBM Case
- IT Doesn’t Matter
- Final comments
Business Model Framework and Definition

*Business Model Definition*

A business model defines how an organization interacts with its environment to define a unique *strategy*, attract the resources and build the *capabilities* required to execute the strategy, and create *value* for all stakeholders.

(c) Lynda Applegate 2009
Components of a Business Model

STRATEGY CAPABILITIES

Shared Purpose & Goals
Projects & Priorities

Resources

Leadership & Governance

People & Partners
Processes
Organization & Culture
Infrastructure

Employee/Partner
Loyalty Cost

Profits
Tangible/Intangible Assets
Market Capitalization
Brand & Reputation

Customer Loyalty
Revenues

Opportunity
Context

Positioning

Boundaries & Risk

© Lynda M. Applegate, 2005
Organization

Human resources

Environment

Capital, Infrastructure, ...

Strategy

Value $$$
Brand, Products
Analyzing Business Model Linkages

Can I create a “virtuous cycle” of innovation, productivity, and increasing returns?

- What drives revenue growth?
- What drives asset efficiency?
- What drives cost savings?

Capital Efficient
Profitable Growth (ROE)

What drives investor confidence?

Market Value

(c) Lynda Applegate 2009
Assessing the Impact of IT on Business Model Alignment

Can IT create a “virtuous cycle” of innovation, productivity, and increasing returns?

Can IT be used to drive revenue growth?

Can IT be used to drive asset efficiency?

Can IT be used to drive cost savings?

Capital Efficient

Profitable Growth (ROE)

What role does IT play in driving investor confidence?

Market Value

(c) Lynda Applegate 2009
Michael Porter

Michael Porter took us beyond SWOT
Thank You Mike!!
Porters 5 Forces

The Five Forces That Shape Industry Competition

- Threat of New Entrants
- Rivalry Among Existing Competitors
- Threat of Substitute Products or Services
- Bargaining Power of Suppliers
- Bargaining Power of Buyers
Key Ideas

• What is Competition
• Five Forces
• What is competitive advantage
• What is strategy
• The Fit (Amplifier)
• How to sustain leadership
Ideas dissected

• Competition is not about being the best. It is about being unique.

• Five forces are not about winning sales. They are about winning the most profit. It is about selling the right product at the right price.
Competitive advantage is not about what you think you are good at.

– It is about the value you create,
– how you create that value and
– how you are different from your rivals.
Strategy is the antidote to competition!!

- **Test 1** - Core. A unique value proposition
- **Test 2** – Activities to create value different from rivals
- **Test 3** – Trade-offs. Being able to say NO to customers
- **Test 4** – Value chain aligned and force multiplying (amplifier)
- **Test 5** – Balance between innovation and execution. Don’t change too fast. Have continuity. That delivers leadership.
Unit Profit Margin = Price - Cost
The Five Competitive Forces that Shape Strategy

- The five forces explains how an org faced with competition will deliver superior performance.

From Joan Magretta – Understanding Michael Porter
Barriers to entry:
- Economies of Scale
- Proprietary product differences
- Brand identity
- Switching costs
- Capital requirements
- Access to distribution
- Absolute cost advantages:
  - Proprietary learning curve
  - Access to necessary inputs
  - Proprietary low-cost product design
- Government policy
- Expected retaliation

Rivalry determinants:
- Industry growth
- Fixed (or storage) costs/value added
- Intermittent overcapacity
- Product differences
- Brand identity
- Switching costs
- Concentration and balance
- Informational complexity
- Diversity of competitors
- Corporate stakes
- Exit barriers

Determinants of supplier power:
- Differentiation of inputs
- Switching costs of suppliers and firms in the industry
- Presence of substitute inputs
- Supplier concentration
- Importance of volume to supplier
- Cost relative to total purchases in the industry
- Impact of inputs on cost or differentiation
- Threat of forward integration relative to threat of backward integration by firms in the industry

Determinants of buyer power:
- Bargaining leverage:
  - Buyer concentration versus firm concentration
  - Buyer volume
  - Buyer switching costs relative to firm switching costs
  - Buyer information
  - Ability to backward integrate
  - Substitute products
  - Pull-through

- Price sensitivity:
  - Price/total purchases
  - Product differences
  - Brand identity impact on quality/performance
  - Buyer profits
  - Decision makers' incentives

Determinants of substitution threat:
- Relative price performance of substitutes
- Switching costs
- Buyer propensity to substitute

Source: Michael Porter, "Competitive Strategy", 1980
Case for Lecture 2

- IBM Evolution – Transformation and growth
IBM Turnaround

• What factors led to IBM success in 60’s and 70’s and problems in 80’s and 90’s?
• What did Gerstner do in 1993?
• Why do large companies like IBM find it difficult to build successful and sustainable new businesses?
• How should ‘IBM’s’ manage innovation process?
**Strategy**

**Product:** S/360 is dominant industry design
**Market:** Large companies; Expand internationally
**Channel:** Key account sales people sell to technical buyer
**Competitors charge monopoly power**

**Product:** Expand to 5,000 hardware & 20,000 software products
**Market:** Expand to consumer & SME; Change price from lease to sale
**Channel:** Expand into VAR & retailer channels
**Market erosion**

**Product:** Fix, close or sell; Expand into services
**Market:** "Bear hug" key customers
**Channel:** Executive account leaders; Partner with enterprise software;
Outsource non-core
**Goal:** Stabilize and build foundation for future

**Product:** Solutions; Transformation
**Market:** Everywhere, everyone
**Channel:** Consultants sell to business buyer; Flexible financing & delivery;
Extended enterprise
**Goal:** Lead industry; Return to greatness

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**Organization**

**1960s**
Thomas Watson Jr.
"IBM is predestined to expand until it surpasses our wildest dreams."
- Functional organization within regions
- Basic beliefs culture
- Engineering workforce and technical sales

**1980s**
John Akers
"There’s a pervasive attitude of don’t tamper with success."
- Product and geography silos manage complexity
- Deep hierarchy; Expanded corporate staff;
- Executives lose touch Arrogant, complacent culture

**1990s**
Lou Gerstner
"The last thing IBM needs right now is a vision."
- "One IBM"
- Downsize, delay
- Crisis-driven culture
- Rip out costs
- Strengthen central controls
- Executive accountability
- Global reengineering

**2000**
Sam Palmisano
"It’s a great time to be an innovator."
- "Invention and Insight"
- Acquire PW Consulting
- Emerging Business Organizations (EBOs)
- Focus on collaborative innovation and ad hoc solution teams
- Growth/Values-Driven culture
IBM’s Success/Failure

- **Product positioning**
  - Spent $5B to get into mainframes (1956)

- **Market positioning**
  - Engaged customers (AA, Sabre-62)

- **Business network positioning**
  - Proprietary (anti-trust)

- **Capabilities**
  - THINK to talk, talk
Gerstner

- Hired to sell IBM in pieces
- Brought York as CFO
- Bear Hug – customers
- Integration, eBusiness
- Fired 75,000 ...
- Reduced cost by $7Billion
- One IBM
- Pursued ‘next big thing’ – Internet/Java
- Returned to greatness
- Solutions company
What Disrupts

• Significant customer dissatisfaction with status quo
• New technology or business model that provides significant EV
• Entry of an innovator
• Globalization
• Regulator, political, social change
• Exit of a large player
Impact of disruption

• Mobilizes entrepreneurial excitement
  – Venture funding accelerates
• Paralyzes incumbents serving the segment.
Innovators Dilemma

Clay Christensen – Innovators Dilemma

Value Delivered/Total Cost

Innovator/ New Entrant

Current Product Service Evolutionary Trajectory

Disruptive Trajectory

Today T1 T2 Time
Business Lifecycle


IT Doesn’t Matter?

• Premise
  – To win, businesses spend over 50% of capital expenditures. This is wrong. IT is a commodity.
  – Scarcity not ubiquity makes a business resource strategic (Porter anyone?) If IT is a commodity then it cannot give you competitive advantage.
  – No company builds a strategy on something everyone has or can have easily.
  – Biggest risk of IT is overspending. Spend less. Make IT mundane and focus on products. Beware of IT failures because too much dependence can paralyze you too – HAL?
• So –
  – Spend less
    • Single purpose HW. Don’t buy features you don’t use.
    • Don’t have extra storage
    • Follow don’t lead
      – Wait for prices to come down and standards to stabilize
      – Focus on risks and don’t be seduced by opportunities
Concluding thoughts

• IT thrives
• Clouds everywhere
• IT does matter – more than we think or even know
Next Week

• IT and Business Models
• Amazon case
• Pick an area of interest and discuss
## Options for Evolving Strategy

<table>
<thead>
<tr>
<th></th>
<th>Enhance</th>
<th>Expand</th>
<th>Extend</th>
<th>Exit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product</strong></td>
<td>Improve quality, lower cost, increase ease-of-use, add features</td>
<td>Add new products or services</td>
<td>N/A</td>
<td>Drop a feature, a service, or a product</td>
</tr>
<tr>
<td><strong>Market</strong></td>
<td>Attract new customers within existing market through advertising, etc.</td>
<td>Expand into new markets, segments, or geographies</td>
<td>N/A</td>
<td>Exit a market, segment, or geographic region</td>
</tr>
<tr>
<td><strong>Channel</strong></td>
<td>Improve quality, cost, or capacity of a current channel</td>
<td>Add new channels</td>
<td>N/A</td>
<td>Exit a channel</td>
</tr>
<tr>
<td><strong>Value Chain/Network</strong></td>
<td>Improve operations and/or relationships with current suppliers, partners, etc.</td>
<td>Add new suppliers or partners; outsource an activity</td>
<td>N/A</td>
<td>Stop doing business with a supplier or partner; insource an activity</td>
</tr>
<tr>
<td><strong>Business Model</strong></td>
<td>Improve the alignment or economics of current business model</td>
<td>Add new revenue streams</td>
<td>Extend into a new business or adopt a new business model</td>
<td>Exit a business or business model</td>
</tr>
</tbody>
</table>
Business Case Assignment

• Individual Assignment, posted on class website
• Due by April 30, 2014
• Early is OK

Please review the separate slide deck for the Business Case Assignment
Case for Lecture 4

- Amazon.com: The brink of bankruptcy