Group assignments

Each group has to do two assignments:

(1) Wiki

The first is a brief essay based on a literature review. The idea is that you will write Wikipedia-like articles, which will require engaging with and summarizing key arguments in the literature and to provide a short list of annotated references, i.e. that you will provide the bibliographic information but also a short description of the paper, book or Web site.

You will have to write the articles by using our IE Wiki. The articles then will be presented by Prof. Klein within class. We expect that all members of the group will be present when their wiki articles will be discussed.

After the discussion in class the other students will have one week to comment on and to discuss your article. After this you will have another week to revise your article into a final version which will be marked.

Themes

1. Dystopian view of eBusiness/ eTourism
2. Utopian view of eBusiness/ eTourism
3. Digital divide and tourism
4. IT4development & tourism:
   Link: http://www.businessweek.com/technology/content/aug2009/tc20090820_669558.htm?chan=technology_technology+index+page_top+stories
5. Defining the tourism industry: the tourism ecosystem – a stakeholder approach
6. IT innovation in tourism: tourism as driver of IT innovation, open issues, major areas of innovation
7. IT and the security of (air-)travel
8. IT and data protection
9. Service definition: tourism as experience good (search – experience – credence goods)
10. IT and service configuration: bundling/ unbundling of service components
11. Pricing models for tourism products
12. Content licensing: Open Content, Creative commons
13. The long tail phenomenon and tourism
14. Multi-channel marketing in tourism
15. IT innovation in hotels
16. Dis-intermediation in tourism
17. Cybermediation in tourism
18. Recommender systems in tourism
19. Biased listing
(2) Case analysis or business model/ scenario development

The overall task here is to assess existing material (Web sites) etc. and prepare a presentation and subsequently an essay. The essay should reflect input you get from the discussion of your case in class.

We have four different types of assignments in this category:
1. Analysis and comparison of eCommerce business models for selected travel & tourism categories
2. Analysis and comparison of other eCommerce business models
3. Development of a business model
4. Development of a scenario travel and tourism 2020

You will have 15 min presentation time and should be prepared for questions afterwards.

The examples are given to provide you with a quick start. In most cases there are many other examples which you are encouraged to consider as well.

Analysis and comparison of eCommerce business models

1. Hotel sites

Please select two hotels or hotel chains. Contrast and compare their Web sites.

What are the underlying online business models, in particular what are the benefits for the customers?
What is the strategic role of the Web site? How are the online offerings positioned vis-à-vis alternative channels (phone, travel agencies etc.)?

Please check availability and price in a capital of your choice for Dec. 1. How would you rate the usability of the Web site?

Examples:

http://www.venetian.com/
http://www.hyatt.com/hyatt/index.jsp
http://www.relaischateaux.com/

2. Hotel search - comparison shopping in tourism

Please select two hotel search sites. Contrast and compare their Web sites.

What are the underlying online business models, in particular what are the benefits for the customers?
What is the strategic role of the Web site? How are the online offerings positioned vis-à-vis alternative channels (phone, travel agencies etc.)?

Please compare search results for a selected city for Dec. 1. How would you explain the differences?

Hotel search:

Hotel.de vs. www.hrs.de

3. Specialist/ regional hotel offerings

Please contrast and compare two Web sites with specialist/ regional hotel offerings.

What are the underlying online business models, in particular what are the benefits for the customers?
How are the Web sites strategically positioned? What is the targeted product/ customer segment?
What are the specific roles of the intermediaries? How are the online offerings positioned vis-à-vis alternative channels (phone, travel agencies etc.)?

Please check availability and price of one specific hotel in a capital of your choice for Dec. 1. Please compare the results.

Examples:

http://www.tiscover.com/at/guide/5,en,SCH1/objectId,RGN6at,modulId,home,season,at1,selectedEntry,home/home.html,
http://www.bbcanada.com/

4. Family Web sites

Which specific needs of families are addressed by family Web sites? What would you see as a void in classical hotel, travel agency or destination Web sites?

Please search for relevant Web sites, classify their approaches and pick one or two for a detailed analysis of the business model.

How would you rate the market potential?

Examples:

http://travelwithkids.about.com/od/londonwithkids/London_With_Kids.htm
http://www.takethefamily.com/where/london.php
http://away.com/family-vacations/index.html
http://www.alltravelingkidsfamilyvacations.com/
http://www.rightfamilyvacation.com/

5. Electronic Travel Guides

Content is seen as a key element of tourism offerings.
Please try to identify innovative offerings for electronic travel guides.
What is their business model?
Examples:

City Guide MP3: http://www.globe2go.com/london?gclid=CIz664XlhJgCFQNI1AodR1naCg
iPhone Travelguide: http://www.tripwolf.com/en/page/iphone

6. Responsible/ Eco tourism

Tourism, in particular air travel has a negative impact on the climate. Several Web sites address issues of responsible or eco tourism. Please search for relevant Web sites, classify their approaches and pick one or two for a detailed analysis of the business model.

Examples:

http://www.responsibletravel.com/
http://www.terrapass.com/carbon-footprint-calculator/#air
http://carbon.trx.com/Home.asp

7. Traditional Airline and Alliance

Please select a traditional (networked) airline and the requisite airline alliance.

What is the strategic role of the Web site? How are the online offerings positioned vis-à-vis alternative channels (phone, travel agencies etc.)? Can you identify a link between the service offerings and the online offerings? You might want to consider examples of low cost airlines for comparison.

Check seat availability and price for a one-way flight to Dublin on Dec. 1 (you can pick the port of origin). How would you rate the usability of the Web site?

Traditional airlines
Lufthansa, British Airways, United Airlines

International alliances
http://www.staralliance.com/
http://www.skyteam.com/
http://www.oneworld.com/

8. Low-cost Airline

Please select a low cost airline. What is the specific role of the Web site in the context of their business model? Please compare their service offerings with traditional Web sites. How are the online offerings positioned vis-à-vis alternative channels (phone, travel agencies etc.)? Can you identify a link between the service offerings and the online offerings?

Check seat availability and price for a one-way flight to Dublin on Dec. 1 (you can pick the port of origin). How would you rate the usability of the Web site?
Low cost airlines
Ryanair, EasyJet, Germanwings

The AirBerlin Group:
http://www.airberlin.com/site/aboutstart.php?LANG=eng&checkNavi=1

9. Travel agency

Please pick two travel agencies (chains). Please compare their online service offerings. What is the strategic role of the Web site? How are the online offerings positioned vis-à-vis the traditional outlets? What would you see as the (potential) competitive advantage over online travel agencies such as Travelocity or Expedia?

Can you get an offer online (without booking) for a flight, hotel at the destination and rental car? How would you rate the usability of the Web site?

Traditional Travel Agencies

www.thomascook.com
https://www134.americanexpress.com/consumertravel/travel.do
www.der.de
(see also: http://www.reisebuero-links.de/)

Technology providers
http://www.sabretravelnetwork.com/home
http://www.amadeus.com/amadeus/amadeus.html

10. Online Travel Agencies

What is the business model of online travel agencies, such as Travelocity, Expedia, Opodo? Who is behind them? What can you find out about their revenue structure? What are their main competitors?

Examples:

Travelocity,
Expedia,
Opodo
http://www.kinkaa.co.uk/

11. User generated content - TripAdvisor

Please describe the business model of Tripadvisor with a particular focus on their position in the travel market, alliance partners, and competitors and try to assess the viability of their service. Which customer problem(s) are addressed? Which specifics of the Internet and/or the travel market explain the business potential for tripadvisor?

http://www.tripadvisor.com
12. Priceline

Please describe the business model of Priceline with a particular focus on their position in the travel market, alliance partners, and competitors and try to assess the viability of their service. Which specifics of the Internet and/or the travel market explain the business potential for Priceline.

http://www.priceline.com

Analysis and comparison of other eCommerce business models

Please select two (or at least one) interesting and new business models. Contrast and compare their Web sites.

Possible questions:

What are the underlying online business models, in particular what are the benefits for the customers?
What is the strategic role of the Web site? How are the online offerings positioned vis-à-vis alternative channels (phone, travel agencies etc.)?

Please send an initial idea within a week so that we can coordinate across the groups and provide some feedback before you go into the detailed work.
Business models

What is your idea with respect to customer problem, customer segment and technology (in the broad sense) to address it?
What are your competitors in the field, including potential substitutes?
What competences would be needed?
How would you organize the provision of the service (e.g. alliances)?
How do you plan to make money?

Please send an initial idea within a week so that we can coordinate across the groups and provide some feedback before you go into the detailed work.

Scenarios

The task is to study the ICT driven transformation of tourism and to develop images of the future. The expected transformation obviously do not only result from technology but have to be seen in a broader context of social, regulatory and economic transformations.

For example the WTO has identified a set of market forces and trends:

Key market forces and trends (WTO 1995; 1997)

- **Changing consumer behavior**: in 1995 the non-mainstream tourism represented approximately 5% of the total tourism demand, with growing tendency (see next section).
- Increasingly **varied product development**, carefully targeted product marketing: this is the response to changes in consumer behavior.
- **Globalization**: due to growing awareness and decreasing prices tourism is becoming a real global business, where the domestic supplier has to compete with long distance destinations. Tourism will virtually reach every corner of the globe. This expansion will be accompanied by a concentration process in the private sector.
- **Marketing**: the success of a product will depend on its extensive and targeted marketing, leading also to the growth of new distribution channels. Destinations will focus more on their image. Unless the image is right, it will not be possible for a destination to develop and diversify, and expand its attractiveness.
- **Human resources**: this will put heavy emphasis on well educated and trained personnel, increasing also average wages and salaries. In this field tourism will have to compete with other service industries which have developed well suited training programs, and are offering higher salaries.

Possible areas for scenarios are:

- Ambient environments for tourism
- Impact of mobile service on the development of tourism services (drivers/ inhibitors of diffusion)
- Broader transformation scenario (transformation of the market structure, winners & loosers).

Lit./ References
- ISTAG scenario

Please send an initial idea within a week so that we can coordinate across the groups and provide some feedback before you go into the detailed work.