

## Digital Strategy and Business Model Innovation

**Title of the course:** Digital Strategy and Business Model Innovation

**Analysis Instructor:** Rui YANG

**Course code:**

**Teaching Language:** English

**Targeted students:** Master

**Contact Hours:** 36

**Self-learning Hours:** 72

**Prerequisites:** Introduction to Management

**Number of learners:** Less than 55

**Academic Year:** Spring

**Credits:** 2

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### Profile of Teaching Staff

**Rui YANG**

Rui Yang is an Assistant Professor in the School of Economics and Management at Tongji University. He received Ph.D. degree in Strategic Management from University of California, Riverside. He received his MBA in Entrepreneurship from University of San Diego. His research explores innovation, digitalization and internationalization. He is interested in emerging technology, with numerous contributions to open-source projects.

### 1. Course Description

This course delves into how digital technologies reshape business strategies and models, focusing on digital ecosystems, Web3 innovations, and platform dynamics. It equips students with the knowledge and skills to innovate and lead in the digital economy.

### 2. Course Objectives

- Understand digital ecosystems, key players, and interdependencies to analyze value creation in the digital economy
- Examine Web3 technologies, including blockchain and dApps, to understand their impact on business models and industry applications
- Study digital platforms' value creation, strategies for building and scaling, and analyze successful platform case studies
- Acquire skills to lead digital transformation, develop strategies, and drive innovation within organizations in the digital economy

### 3. Course Intended Learning Outcomes (ILO)

In this class, you will develop and sharpen your skills to

- ILO1. analyze and assess the components and interdependencies of digital ecosystems, identifying key players and their roles in value creation
- ILO2. evaluate the impact of Web3 technologies, such as blockchain and decentralized applications, on traditional business models and propose innovative applications for various industries
- ILO3. understand the dynamics of digital platforms, including strategies for value

- creation and scaling, and apply this knowledge to real-world business scenarios
- ILO4. develop and implement effective digital strategies, manage digital transformation projects, and lead innovation efforts within their organizations

#### 4. Course Requirements and Assessment

| Assessment                         | Ratio | Requirements                                                                                                                                                  |
|------------------------------------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Class Participation and Attendance | 10%   | Active participation in discussions and consistent attendance (at least 80% of sessions).                                                                     |
| Assignments                        | 30%   | Regular submission of interactive assignments, including real-time business analysis.                                                                         |
| Case Study Analyses                | 30%   | Written and/or oral presentations on case studies, demonstrating understanding, critical thinking, and presentation skills.                                   |
| Final Project                      | 30%   | Development or redesign of a digital strategy for a real or hypothetical company, incorporating Web3 technologies, digital ecosystems, and platform dynamics. |

##### **\*Final Project:**

To apply the concepts and techniques learned throughout the course to analyze and solve a real-world business problem. The project aims to develop students' skills in data-driven decision-making, strategic analysis, and presentation of actionable recommendations.

Project Components:

1. Problem Identification:
  - Select a real or hypothetical business problem requiring a strategic decision.
  - Clearly define the problem, outlining its scope and significance for the business.
2. Data Collection and Analysis:
  - Gather relevant data from various sources (e.g., market research, internal reports, financial statements).
  - Use quantitative and qualitative analysis methods to interpret the data.
  - Apply statistical tools and decision analysis techniques (e.g., regression analysis, SWOT analysis, decision trees).
3. Modeling and Simulation:
  - Develop decision models to evaluate different scenarios and their potential outcomes.
  - Use software tools (e.g., Excel, R, Python) to build and simulate models.
  - Assess the impact of various factors on the decision-making process.

4. Strategic Recommendations:
  - Based on the analysis, propose strategic recommendations to address the identified problem.
  - Justify the recommendations with data and model outputs.
  - Consider alternative strategies and their potential impacts.
5. Implementation Plan:
  - Develop a detailed plan for implementing the recommended strategy.
  - Identify necessary resources, timeline, and key performance indicators (KPIs) for monitoring progress.
  - Discuss potential risks and mitigation strategies.
6. Presentation and Reporting:
  - Compile the analysis, recommendations, and implementation plan into a comprehensive report.
  - Prepare a presentation summarizing the key findings and proposed strategy.
  - Present the project to the class, simulating a real-world business presentation.

#### Deliverables:

1. Written Report:
  - A detailed report (15-20 pages) covering all components of the project.
  - Include appendices with data, models, and additional analysis as needed.
2. Presentation:
  - A 15-20 minute presentation summarizing the project.
  - Use visual aids (e.g., slides, charts) to enhance the presentation.

#### Evaluation Criteria:

1. Problem Definition and Scope (15%):
  - Clarity and significance of the identified problem.
  - Well-defined scope and objectives.
2. Data Collection and Analysis (25%):
  - Quality and relevance of the collected data.
  - Effectiveness of the analysis methods and tools used.
3. Modeling and Simulation (20%):
  - Appropriateness of the models developed.
  - Accuracy and insights provided by the simulations.
4. Strategic Recommendations (20%):
  - Feasibility and justification of the proposed recommendations.
  - Consideration of alternative strategies.
5. Implementation Plan (10%):
  - Detailed and realistic implementation plan.
  - Identification of resources, timeline, and KPIs.
6. Presentation and Reporting (10%):
  - Clarity, professionalism, and effectiveness of the report and presentation.
  - Ability to communicate complex analysis and recommendations.

## 5. Course Arrangement

| Course Name |                                            | Digital Strategy and Business Model Innovation                  | Contact Hours   | 36 |
|-------------|--------------------------------------------|-----------------------------------------------------------------|-----------------|----|
| No.         | Teaching Unit                              | Content                                                         | Assignment/Case |    |
| 1           | Module 1: Digital Platforms and Ecosystems | The Digital Ecosystem: Components and Stakeholders              |                 |    |
| 2           | Module 1: Digital Platforms and Ecosystems | Platform Strategies: Building and Scaling Digital Platforms     | Assignment 1    |    |
| 3           | Module 2: Digital Strategy Frameworks      | Strategic Tools and Frameworks for Digital Business             |                 |    |
| 4           | Module 2: Digital Strategy Frameworks      | Agile Methodologies and Lean Startup in Digital Strategy        | Case Study 1    |    |
| 5           | Module 3: Business Model Design            | Innovating Business Models in a Digital World                   |                 |    |
| 6           | Module 3: Business Model Design            | Case Studies in Disruption and Innovation                       | Assignment 2    |    |
| 7           | Module 4: Digital Technologies             | 4-IR Technologies Shaping Digital Strategy                      |                 |    |
| 8           | Module 4: Digital Technologies             | Web3 and the Future of Digital Transactions                     | Case Study 2    |    |
| 9           | Module 5: Internationalization Strategies  | Internationalization via Global Platforms and Ecosystems (GPEs) |                 |    |
| 10          | Module 5: Internationalization Strategies  | Virtual Outsourcing and Market Entry through GPEs               |                 |    |
| 11          | Module 6:                                  | Complementors and Web                                           |                 |    |

|    |                           |                                     |                          |
|----|---------------------------|-------------------------------------|--------------------------|
|    | Complementor Strategies   | Traffic Flows in Digital Ecosystems |                          |
| 12 | Evaluation and Assessment | Final Project                       | Final Project Submission |