



Essay Assignment: MMT Application for Winter Semester 2026/27

Dear applicants for the “*Master in Management and Digital Technologies*”,

As part of your application, you are required to complete a business-related assignment focusing on digital business models. While previous application rounds also included a coding task, this component is now part of the subsequent application phase and will be assessed during the oral exam. Please note that if your essay does not meet the requirements outlined below, your application cannot be considered further.

Please make sure to comply with the following requirements:

- Please provide your answers in **English** and in **full sentences**.
- No **plagiarism** will be tolerated. Please **refrain from the use of direct quotes**.
- It is mandatory to use a minimum of 3 and a maximum of 5 **scientific sources** to your explanations. Please cite all used sources in Harvard Style.
- You are required to create one **visualization**. Please ensure the visualization is your original work and not generated using AI tools.
- The answer to the assignment should not exceed **2000 words**.
- Please submit the answer to Exercise 1 as a singular file in **.pdf format** and name it **essay_lastname**

Good luck.

Yours sincerely

The MMT Coordination Team

Essay Assignment: Digital Business Models

You are planning on founding the software platform company “TheraConnect Inc.”. TheraConnect Inc. operates the mobile application TherApp, which can be downloaded on Android- and iOS-based smartphones. The core purpose of TherApp is to enable users to discover, book, and manage specialized wellness and therapeutic treatments, such as physiotherapy sessions, stress-reduction programs, mindfulness coaching, and rehabilitation treatments offered by certified providers. The TherApp platform also allows third-party service providers, such as independent therapists, wellness studios, and certified coaches, to offer digital add-on services within the app. These add-ons may include guided exercise programs, meditation courses, or personalized recovery plans. The use of TherApp is free of charge for end users. Third-party providers voluntarily develop and upload their services to the platform. These services generate revenue through usage-based fees paid by users. TheraConnect Inc. acts as an intermediary by handling discovery, booking, payment processing, and payment settlement. TheraConnect Inc. retains 30% of the transaction value of each booked service as a platform fee, while the remaining 70% of revenues are transferred to the respective service provider. In addition, TheraConnect Inc. offers paid visibility options to service providers.

- a) Please provide a concise explanation of **multi-sided platform markets**. Then, use a **table** to clearly differentiate between **direct and indirect network effects**.

Subsequently **describe how TheraConnect’s business model fits into the understanding of multi-sided markets and illustrate network effects**. Please refer to the following actors: TheraConnect Inc., users (patients/clients), and service providers. You may use an illustration if you like.

- b) How do the different user groups on TherApp benefit from the multi-sided platform model? Please refer to **search costs and transaction costs**.
- c) TheraConnect Inc. wants to further expand its operations and is looking for innovative ideas for additional revenue streams. Based on its current platform business model, please briefly outline **two potential new revenue streams** and explain how they build on the existing platform structure.