

The Offering, E-business, and IT

- a Case Study

Background

- Case study with an e-business dimension.
- Look at case from perspective of this course.
- Apply concepts to case.
- Descriptive and "analytical"?
- Have a discussion/trying to understand...
- Idea is to make publishable in the future.

Background

- Based on approx 20 interviews.
 - Internal and customers.
- 2+ year change effort. 1 year in "real time".
- Access to internal documents.
- Participation in meetings and workshops.
- "Good size" of case company.
- Part of larger research project.

Context

- Medium Service – MedServ
 - Approx 200 employees.
 - Turnover approx US\$ 50 million.
 - More than 3 600 unique products/services.
- Facing major (quantum) change
 - From product to Mmarket orientation.

Reasons for Change

- Poor cost efficiency/awareness.
- Difficulties for customers to find what was offered.
- Poor quality and delivery.
- Reactive.
- Rationale for existence was questioned.

”Findings”

- Offering concept and E-business solution were drivers.
 - A need to make complementary changes emerged - Fit is a necessity for success.
 - Strategy, structure, process, skills, culture.
 - Learning took place.
 - ”Moving incrementally into uncharted territory”.
 - Bundling of products into offerings/functions.
 - Costs went down for customers and MedServ.
 - More information opened new possibilities.
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Questions?

- Concepts missing?
- New perspectives?
- Focus on one?
- More case information?
- Market orientation connection?
- Interesting?
- Too much?
- ...