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 market 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 unchartered territory".
• Bundling of products into offerings/functions.
• Costs went down for customers and MedServ.
• More information opened new possibilities.
Questions?

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