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Chapter XIII

Conclusions

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Abstract

This chapter recaps the strategic direction of Internet-based business models over the last decade and points organizations to modify and rethink their business strategies and organization management after the dot.com era. It also reiterates a few implications for an organization's decision to invest in Web services and looks at the issues involved in managing transitions to Web services. This is followed by a look at Web services as a form of challenge to new organizational arrangement. The chapter concludes with factors to consider when implementing and evaluating a successful Internet strategy.

Introduction

We can safely conclude that policy makers in all fields, not just in IS, are forced into ill-considered conclusions and recommendations because they still view their management strategies in pre-Internet terms. Moreover, they are still

constrained by statistical calculations based on outmoded and obsolete classification approaches, as well as on invalid assumptions about the fundamental sources of profit and capital formation.

Recent evidence shows that European business continues to lose important sectors of the economy to international competition because senior managers have been slow to modify and rethink business strategy and management in post-Net era versus pre-Net era. Seen in this light, the emergence of ASP business model has had and will continue to have pronounced impacts on business management and strategy.

Through the skilful use of new “intellectual technology” such as more efficient broadband utility, better and more integrated systems, automated reporting processes, combined with new uses of computers, wireless technology, and computer numerical control devices, the productivity of research and development (R&D) in business strategy is changing in the application service provider (ASP) industry. Any argument that the ASP industry is in decline seriously misreads the nature of the transformations occurring. Indeed, rather than wringing one’s hands about the demise of the ASP industry, it is more appropriate to perceive that the ASP industry is leading to a more mature stage of business model development using new ideas and new technologies as critical factors of service provision.

Stakeholders

IS staff members are important stakeholders in most ASP solutions since they are responsible for system operation and enhancement. As professionals in the field, they have a deeper understanding than business professionals about what it takes to build and maintain a solid ASP solution. They also have a clearer view of the technical relationships between different systems and of policies and practices related to systems. Business professionals in intelligent enterprises should not ignore the technical infrastructure and context issues identified above; rather they should also realize that IS staff are usually much more aware of the technical structure and rationale in both areas.

While “the more the merrier” almost always applies for some characteristics of ASP solution such as customer satisfaction and information quality, the right levels of many other characteristics such as capacity, security, and flexibility should be a compromise between problems of excess and problems of

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