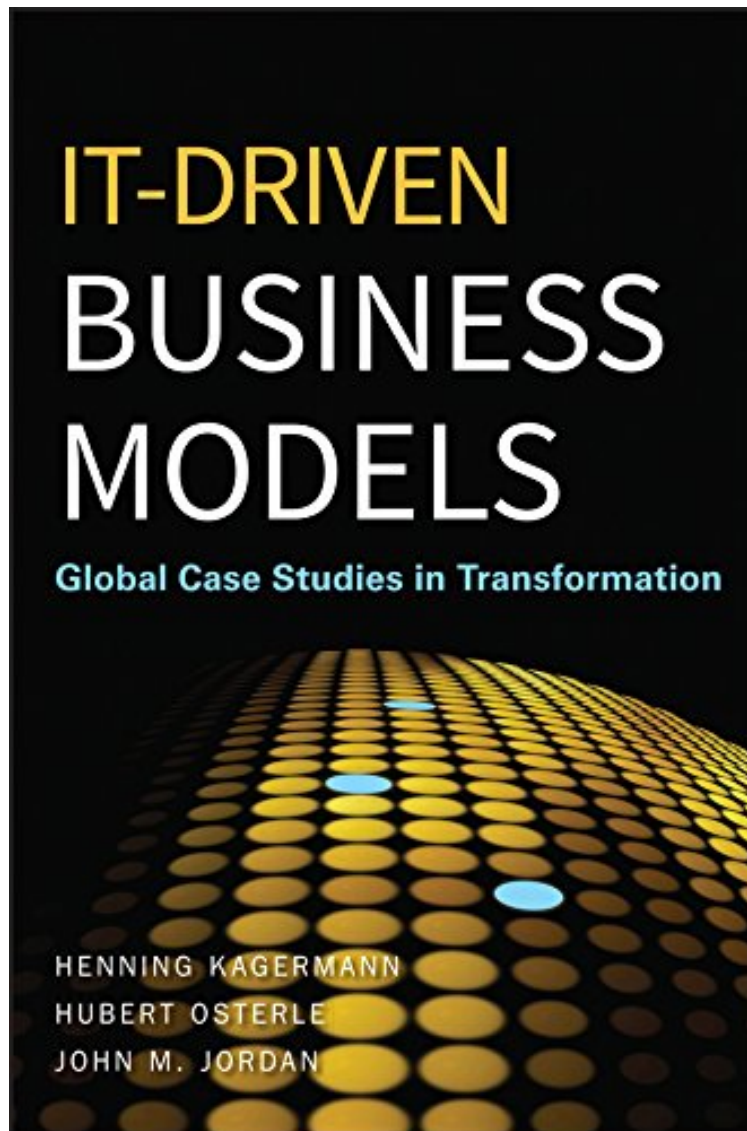


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IT-Driven Business Models: Global Case Studies in Transformation

Henning Kagermann, Hubert Osterle, John M. Jordan
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drag on the business into a driver of business outcomes, read this book. And you should read it even if you don't run a business but just want to understand better how Apple delivers its wonders, or how amazingly affordable, high-quality fashion collections make it from halfway around the world to your favorite retailer. This book is super-clear and full of value for any thoughtful citizen, written at a high level but never dense or weighted down with business jargon. For example, in explaining the value of "postponement," or delay of the final stage of product assembly or completion to allow maximum flexibility in fulfilling orders, the authors provide compelling and interesting examples, from laptops to lobsters and from teenagers' sweaters to industrial storage tanks. The authors know their stuff: Dr. John Jordan's an expert in supply chain management and his co-authors include the former CEO of SAP, the global leader in Enterprise Resource Planning; these guys earn their bread by making sense of terabytes of company data, so they know a thing or two about distilling simplicity from complexity. The book reflects this bias. The format is easy to digest, with clear prose and powerful, succinct examples. I found Chapter 5, "Silent Commerce," to be especially insightful and revealing. The authors point out that, despite all the buzz about the virtual / digital / social networking realms, "we still live in a physical world" in which "everything from food and fuel to luxuries like out-of-season produce and imported wines needs to move through supply chains." Managing those supply chains is not only exceptionally difficult, it's also-- when done well -- one of the biggest drivers of value for not only companies but also entire economies. I recall Nobel Prize-winning economist Gary Becker estimating, at the height of the (first) internet bubble, that fully one-third of the increase in US productivity in 1995-2000 was due to innovations driven by a single firm, that master of supply chain management known as Wal-Mart. Having read "IT-Driven Business Models," I now have a better grasp of how this could be so. Jordan, Kagermann and Osterle explain the elements of "seamless fulfillment" and silent commerce for a wide range of industries, building on a foundation of three core principles including the fascinating insight that "information about things is often more important than the things themselves." There's also much more detail on other topics that I won't go into here. I would have liked this chapter to be longer, but given the range of topics covered, and the authors' penchant for brevity, I'll just have to wait for the authors' next book. In sum, the clarity and depth of insight revealed here was a pleasant change from so many business tomes. Here's hoping that other business writers follow Jordan et al's example.

0 of 0 people found the following review helpful. IT as enabler - explained with relevant case studies
By Christophe Vetterli
The authors have successfully brought together highly relevant Case Studies and by this showing how the IT can be seen as enabler. It is clearly visible that the transformation of Business Models is indispensable and hence finally leads to competitive advantages. Well-known companies, such as LEGO, show in an impressive way, the transformation and underline the relevancy of this book.

A look at business model innovation's crucial role in today's global business environment . Showing organizations how business model innovation should be a key focus area in today's global economy, this book features cases from businesses around the globe that have developed customized business models and achieved spectacular levels of performance. Case examples from well-known innovation leaders IKEA, Apple, Tata, SHARP, Saudi Aramco, De Beers, Telefonica, Valero Energy, LEGO, and Proctor Gamble