

E-BUSINESS STRATEGY FORMULATING AND FORMING: NEW WINE IN OLD BOTTLES?

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ABSTRACT

The motivation for strategic action should be highest in volatile, unstable and unpredictable environments. For that reason, the search for a more strategic, systematic approach to IOS innovation seems especially timely and appropriate in the era of E-business. The message of this paper is that an integrated approach for E-business or (IOS) strategy formulation can be composed from the existing, but fragmented knowledge in the field of strategic (IS) management. A multiview and toolbox based framework for emergent strategic management of IOS (EMIOS) is proposed. This EMIOS framework recognises that strategic behaviour in continuously innovating "emergent" organisations, facing an environment full of turbulence and variety, requires a variety of views, tools and techniques. Therefore this EMIOS framework is based on a number of "focussing devices for reflecting and intervening the future". This results in a fully integrated appraisal procedure of IOS innovations based on six views: the single organisation, the industry network, the supply chain network, the information and communication platform, the customer /community network, and the institutional (regulatory) network view.

Keywords: *Strategic management, IS strategy planning, E-business strategy, Interorganisational systems, Emergent organisations.*

1. INTRODUCTION

Systems in the field of E-business are often developed and rolled out with the aim of "being sophisticated", without considering their relevance to future demands and realities. It is vital to consider, however, strategy planning as preparation for tomorrow. It should orient enterprises to a future of standardised information technology (IT) infrastructures such as electronic data interchange (EDI), the Internet and the World Wide

Web. They enlarge the range and reach (Keen, 1991), and the richness and reach (Evans and Wurster, 1997) of information exchanges among economical actors. Managers will be forced to rethink the strategic fundamentals of their businesses.

In this paper IOS innovations or E-Business will be defined as:

“A general (innovation) concept covering the application of IT for transforming any form of business transactions between involved actors such as enterprises and their environment such as customers, suppliers and other partners by adoption, implementation and institutionalisation of interorganisational systems (IOS). These systems embrace technical infrastructural systems, interorganisational applications and data systems and interorganisational arrangements to tie trading partners together in new innovative way embedded in changing general institutional systems”.

In previous work a multilevel theory of IOS was developed (Gregor and Johnston, 2000). This innovation-based theory explicitly recognises the importance of analysis on the macro (external environment) and meso (industry) levels in addition to micro level (organisational) analysis and the interactions between the entities on these levels. At this stage of research maturity the question will be raised as to how we can use this theory to assist practitioners in strategic management of IOS innovations. IS researchers in ISWORLD have identified strategic management and assessment/valuation as the two most important current research questions in E commerce. Action research and consultancy projects in which the authors are engaged confirm the lack of knowledge and guidelines for the effective management of IOS innovations, especially from a strategic viewpoint. Thus, a number of questions have motivated this paper. How should we undertake strategic management in the adoption of IOS innovations? What can we learn from past strategic (IS) management research? What are the differences between strategic IS management in a single organisational and an interorganisational context? How can we integrate existing strategic (IS) management knowledge and make it appropriate for management of E-business or IOS innovations?

The aim of this paper is twofold. Firstly, we review the existing strategic (IS) management research and secondly we integrate the existing strategic (IS) management knowledge and the theory of IOS into a new, emergent management conceptual framework for IOS innovation. Section 1 introduces the subject, aim and structure of this paper. Section 2 reviews existing research and identifies differences between strategic (IS) management in a single organisational and in an interorganisational context. Section 3 proposes an emergent management approach of IOS innovations. This theory leads to the EMIOS framework for appraisal procedures for strategic analysis and choice based on six differing viewpoints. Section 4 presents an illustrative case study and final remarks.

2. THEORETICAL BACKGROUND: REVIEW OF EXISTING RESEARCH

In reviewing existing strategic (IS) management research we consider first some basic concepts, particularly in relation to the use of information system. We then consider the extension of these concepts to the case of interorganisational systems, where we consider several different streams of information and communication platform (ICP) research, virtual organisation (VO) research, and electronic business modelling research (EBM).

2.1. Strategic Management Concepts

Glueck et al. (1984) and Johnson and Scholes (1988) define strategic management as a stream of decisions and actions concerned with strategies to achieve corporate objectives, and planning how those strategies are put into effect. According to Johnson and Scholes (1988), strategic decisions are concerned with:

- the scope of an organisation's activities and the match between these activities, the organisation's resource capability, and the environment in which the organisation operates,
- reallocation of resources in an organisation and changes to values, expectations and goals to reflect the attitudes and beliefs of the dominant coalition,

- the direction in which an organisation will move in the long term, and the implications of change throughout the organisation.

In this respect, Johnson and Scholes (1988) distinguish:

- a corporate level where strategy is concerned with the types of business that engage the company,
- a business-unit level where strategy is concerned with competition in a particular market,
- a functional level where strategy is concerned with how the different functional components of an enterprise, such as marketing and manufacturing, are aligned.

Most IS strategies are aligning the IS function to the other enterprise functions and to business and corporate strategy.

Strategic management can be thought of as being comprised of four main elements: strategic analysis, strategic choice, strategy implementation, which is concerned with planning how the chosen strategy can be put into effect and strategy evaluation through feedback, determining whether the strategy is working and adopting steps to make it work.

2.2. Single Organisational Oriented Strategic Management Research

We present an overview of the most important strategic management research, categorised here as prescriptive, evolutionary-culture and contingency oriented.

Prescriptive-oriented strategic management research

Porter (1980) is one of the most important strategy theorists, with a strong influence on IS planning. His view emphasises that market structure, the number of competitors and the degree of rivalry between them are the principal influences on company behaviour. He argues that a firm's profitability is determined by the characteristics of its industry environment and the firm's position within it, so these factors should also determine its strategy. Basic concepts such as generic (competitive) strategies, competitive forces, value system and value chain should have an important place in IS planning (for example Porter and Millar (1985), Wiseman (1985), Parker and Benson (1989)). In Porter's view, IT is an important "weapon" for influencing the competitive forces within an industry.

Porter can be criticised by stating that in an era of rapid technological change and resultant unpredictability, sustainable competitive advantage is no longer rooted in positioning, but depends more on organisational resources and skills. This resource-based view on strategy has been popularised in the core competence approach of Prahalad and Hamel (1990). In their view, sustainable competitive advantage is based on distinctive capabilities, which cannot easily be replicated by competitors. However the application of this approach has been made problematic by the absence of sharp criteria for distinguishing core capabilities. Theorists suggest at least three primary sources for core capabilities: market structure which limits entry; company history, which requires by its nature extended time to replicate and tacitness in relationships (routines and behaviour of "uncertain imitability"). Elements of this resource-based approach are applied in the field of IS planning and can be found for example in knowledge management research (Zack, 1999).

Scenario planning is a further elaboration of the resource-based view and is proposed especially for uncertain environments with intense competition (De Geus, 1980; Schoemaker, 1995). Especially in unpredictable situations, scenario planning can help managers in mapping out a wide range of possible futures by forcing them to think "outside the box". The basic idea in scenario construction is to identify existing trends and key uncertainties and combine them into future worlds that are internally consistent and within the realm of the possible. The purpose of scenarios is not to cover all eventualities but to make managers aware of existing and future strategic behaviour and their underlying assumptions. Scenario planning is not primarily focussed on a plan but on broadening the often myopic and short-term mindset of managers.

Evolutionary and culture based strategic management research

This research suggests that successful companies do not achieve success because “someone” had a superior insight into strategy making. The feedback from the market is decisive rather than an executive vision. Thus, distinctive internal capabilities and external market positioning are established, rather than designed. In this respect, Miles and Snow (1978) point out that there are different -culture based- feedback and interaction patterns between companies and their environment. They distinguish:

- “defender type” organisations in which the prevailing beliefs are essentially conservative,
- “prospector type” organisations in which the dominant beliefs are more to do with innovation and breaking new ground and
- “reactor type” organisations in which top managers frequently perceive changes in their environment but they are unable to respond effectively.

Contingency-based strategic management behaviour research

Mintzberg (1990) introduced a more contingency-based approach to strategic management. In his view the greatest failures of strategic management have occurred when managers took one point too seriously. He distinguishes rational planned, and natural, unplanned or emergent strategies and introduces in his strategic safari a typology of ten schools of strategic management. This typology is based on the classification of the external world on a comprehensive versus unpredictable dimension and internal processes on a rational versus natural dimension.

2.3. Single Organisational Oriented Strategic IS Planning (SISP) Research

Many theorists have advanced alternative prescriptive views on SISP planning. Based on Lederer and Sethi (1988), Earl (1989), and Sambamurthy et al. (1994) we define SISP as the process of identifying the scope of the IS function (portfolio of information systems), its required organisational IS resource capabilities, IT infrastructure and the IS organisation that will assist an organisation in realising its business strategy. SISP aims to relate -on a single organisational, functional level- the IS strategy to the strategies of other organisational functions and to the overall business and corporate strategy. The SISP process based on the alignment concept of Parker and Benson (1988) and Henderson and Venkatraman (1990), is supported by methods and techniques mainly derived from strategic management. Earl (1989) developed an integrated multiple methodology SISP approach and distinguished different planning approaches for different planning situations.

2.4. Interorganisational Oriented Strategic IS Planning (IOSP) Research

Finnegan et al. (1999) stated that there is growing need for interorganisational planning when the systems have a greater impact on organisational processes, especially across a number of organisations. IOSP recognises the existence of multiple independent participants with separate agenda's, external pressures outside of the IOS domain and finally complex and dynamic relationships between IOS and internal systems. The authors suggest SISP concepts should be extended in the form of guidelines regarding the planning process, planning roles, incorporation of business strategy, determination of the impact of IOS on internal organisational activity, and information systems and technology planning. Hackbarth and Kettinger (2000) developed a breakout methodology for transforming (single) organisations into E-businesses, using well-known strategic management concepts and techniques in four stages: initiation, diagnosis of company and assessment, strategic choice, and transition. This approach recognises that a single company has to compete in an interorganisational environment, but has still a strong single organisational focus as it aims primarily at improving the company's competitive position.

2.5. Interorganisational Oriented Information and Communication Platform (ICP) Research

The idea underlying ICP research is that (electronic) markets are the best way to allocate and exchange resources given two basic assumptions: perfect and symmetric information exchange and equality of market power among individual agents (full competition). This ICP platform, enabled by interactive IT capabilities, creates excellent opportunities for the fulfilment of the basic assumptions (market transparency). This - mainly prescriptive- oriented research is widespread and can be found in “electronic market research” (Bakos, 1991; Malone et al. 1997) and the “reference market model research” of the “St. Gallen school” (Schmid and Lindeman, 1998). On the one hand, “electronic market research” considers a market and intermediaries as a (horizontal) co-ordination mechanism connecting buyers and sellers and creating value by making trading more efficient. On the other hand, the “reference market model research” is based on a generic model appropriate for redesigning new electronic markets (as an intermediary between buyers and sellers) that distinguishes phases in market transactions and design layers. This reference market model is a generic co-operation platform between enterprises, and can be implemented for specific situations such as the co-operation between small and medium sized enterprises and in so-called vertical electronic marketplaces. Both research approaches are based on the hypothesis, arising from transaction economics (Williamson, 1981), that highly specific assets are most likely traded through a hierarchy and simple, non-specific assets through a market system.

2.6. Interorganisational Oriented virtual Organisation (VO) Research

There has been an extensive debate about the essence of virtual organisations (Wassenaar, 1999). Based on Campbell (1997) we distinguish two types of VO's: the more stable one, existing of a stable network with a permanent character and a core partner who sets out the rules for co-operation and the decentralised, continuously adapting VO consisting of a network with a temporary nature, equality of partners and shared leadership. Virtual organising is considered as IT-enabled, continuous adaptation of networks consisting of temporary organisational units in order to improve their responsiveness to fast changing customer needs. VO is based on incremental planning and implementing of new structures at the group, intra-organisational and interorganisational level for realising co-operative advantages (Sieber, 1996). To summarise virtual organising research: Jarvenpaa and Shaw (1998) study VO's as virtual teams with trust as a key design parameter and Gebauer (1996) and Wigand et al. (1997) study VO's on the level of internal and external co-ordination structures considering transaction governance structures as a key design parameter, both based on realising co-operative advantages by evolutionary and natural development of interorganisational networks.

2.7. Interorganisational Oriented Dynamic Electronic Business Modelling (EBM) Research

We consider a business model as an overall architecture reflecting the core business of an interorganisational network specified in terms of strategic themes (based in the strategic positioning of this network) and their underlying interorganisational value and IOS activities. While virtual organising has as a starting point the existing network structure, EBM can be characterised by the redesign of existing processes, reconfiguration of process owners (network actors) and appropriate structures at the different network levels. Basically, we distinguish three categories of business networks:

- Supplier-driven supply chain networks (supported by vertical IOS),
- Supplier-driven industry networks (supported by horizontal IOS) and
- Customer-value driven business network (supported by diagonal IOS).

The heart of Mowshowitz's (1997) redesign theory for supplier-driven networks is the switching principle. He states that if a chain activity or task is managed by treating need and need-fulfillment (satisfier) independently, it is possible to think systematically about switching or changing between need and their fulfillments in a dynamic chain network. Christiaanse and Kumar (1999) developed a framework for

providing a conceptualisation of a chain network independent of its physical manifestation, so that chain structures can be analysed and redesigned on their intrinsic merits. They identified four basic design decisions: the choice of involved process owners or actors (stable versus dynamic network structure), transaction governance mechanisms (dealing with fully integrated versus fully differentiated ownership), chain structure (and especially its sequence in processes) and the flow of governance information between customer and supplier. Customer-value driven, dynamic networks are based on the principle of reverse marketing, (Hagel III et al., 1999). In these networks, agents, representing a group of customers (a community), create temporary business networks for fulfilling the common needs of their community. In this way they create purchasing power by creating a demand-driven business network.

3. OUTLINE OF THE EMERGENT MANAGEMENT CONCEPT OF INTERORGANISATIONAL SYSTEMS (EMIOS)

The differences in strategic IS management will be summarised and discussed. A more appropriate approach of strategic (IS) management -the EMIOS framework- will be presented.

	Strategic IS management in a single-organisational context	Strategic IS management in an interorganisational context
Planning domain	Hierarchical stable, organisational setting, driven by top management in charge for matching organisational behaviour to its environment.	Dynamic, interorganisational setting driven by stakeholders with different goals from different organisations in charge to fit in organisations in an interorganisational system
IS	Internal IS, high stability, high central authority & control, low autonomy involved actors	IOS, low stability, middle to low central authority & control, middle to high autonomy involved actors
Planning agenda level	Often comprehensive agenda on functional strategy level Plans are statements Planned strategies	Often issue based agenda on business and/or corporate level Plans are agreements Emergent strategies
Planning process	One level, top management led comprehensive process	Multilevel, stakeholder interaction led, incremental process
Involved actors & expertise	Actors belonging to the same hierarchy and culture	Actors belonging to different hierarchies, cultures and different expertise
Planning behavioural assumptions	Dominated by competitive advantage, opportunistic, rational model	Dominated by co-operative advantage, trust based, natural model
Concepts	Competition model Industrial economics Opportunistic individualistic model	Co-operating model Institutional / transaction economics Harmony, trust based model in combination with individualistic opportunistic model

Table 1 Strategic (IS) management in a single-organisational and interorganisational context

3.1. Changing Strategic IS Management Needs in an Interorganisational Setting

Based on table 1, summarising the differences in single organisational and interorganisational strategic (IS) management research we conclude that strategic (IS) management in the E-business era will occur in a single organisational and an interorganisational setting. Basically, there is a shift from a single-organisational,

hierarchical, stable, top-down-driven IS management towards a more dynamic, interorganisational IS management driven by stakeholders from different organisations with different goals. Based on extended longitudinal case studies in a single organisational setting Wassenaar (1995, p. 240) concluded that all IS planning failures are basically rooted in two human weaknesses: limited knowledge (bounded rationality) and limited goal congruence (self-interest). Therefore, he concluded that top down, linear, comprehensive strategic IS management approaches with a strict division between planning and implementation are only effective under the following requisite conditions (Wassenaar, 1995):

- a strong reliable knowledge base regarding the involved planning domain,
- a strong base of power and co-operation for anchoring strategic choices and their implementation,
- a stable implementation environment with controllable behaviour of involved actors.

It will be even more difficult to satisfy these requisites in a mixed single organisational and interorganisational setting because of the involvement of different organisations with strong differences in goals and knowledge among involved stakeholders. Therefore, future strategic IS management approaches require more variety in concepts, methods and tools and should rely more a toolbox of concepts, methods and techniques for creating a better common understanding (overcoming bounded rationality) and co-ordinated actions of involved stakeholders belonging to different hierarchies and cultures (overcoming limited goal congruence). In a turbulent, fast-changing environment, strategies are no longer formulated in a long-term planning process, but are formed or emerging in an evolutionary manner in the interaction between different companies and their environment over time. This view corresponds with Mintzberg (1990) and Miles and Snow (1978) who stress that strategies are not only rooted in explicit rational planning but emerge in a process of implicit, natural, strategic behaviour. Finally, we notice that the era of E-business is characterised by a shift of physical products to more service oriented, very information intensive products implying that strategies shift from a functional to a business or even corporate level.

3.2. Theoretical Foundation for the Emergent Management of Interorganisational Systems (EMIOS) Concept

In summary, our theory of IOS includes multi-level strategic analysis and choice, a process theory approach to explain dynamics of strategic behaviour over time, and an emergent theory treating causal behaviour as arising from an interaction between technology and human actors (Gregor and Johnston, 2000; Wassenaar, 1998). Based on Truex et al. (1999) we enlarge our theory with the concept of an “emergent” organisation. Truex et al. state that (inter)organisational emergence refers to a theory of social organisations that does not assume that stable structures underpin organisations. If emergence rather than stability is taken as the dominant character of organisations in the era of E-business, then the vision of strategic (IS) management has to be changed. Emergence calls for continuous innovation and emergent strategic IS management. From this perspective, strategic (IS) management in a turbulent environment can no longer be considered as a series of plans with a clear beginning and end for the execution of each plan. On the contrary, the emergent-organisation concept calls for strategic behaviour consisting of a continuous cycle of planning-implementation-evaluation-planning and so on. In this respect, Wassenaar (1993) conceptualises strategic behaviour as social interaction alternating between reflective and intervening modes. The reflective mode consists of reflection, reinterpretation and mental re-construction for sharing reality and the intervening mode consists of interventions on different levels in realising the shared reality. The reflecting mode and intervening mode have to be considered as polarities of “insight decisions” and “choice decisions”. These insight decisions are often rooted in implicit and partly hidden ideas, beliefs, values and mindsets. In this respect Morgan (1986, p15) compares organisations with “Psychic prisons, where people become trapped by their own thoughts, ideas and beliefs or by preoccupations originating in their unconscious mind... many of our taken for granted ideas about organisations are metaphorical, even though we may not recognise them as such.”

Truex et al. (1999) describe the reflective mode in more detail. They distinguish three levers of encouragement that are known to stimulate emergent organisations: shared reality construction, self-

reference and organisational identity and dialectics of organisational autopoiesis. Organisational members create their shared reality in continuous interactions and the constant negotiation of fact, opinion and meaning. Thus, for all intents and purposes, the reality of any social organisation is defined, as whatever people in that organisation believe is real. Organisations use their organisational identity as the primary point of self-reference when they reconstruct themselves. This view implies that the socially constructed realities of an organisation form the next version of the organisation. As an organisation adjusts and changes, it does so with reference to its former self in a more or less constant (reflective) mode of self-reproduction. Gregor and Menzies (2000) describe the intervening mode in more detail by distinguishing different levels of analysis and intervention.

3.3. Emergent Management of Interorganisational Systems (EMIOS) Framework

Based on our emergent view we propose a toolbox based, systematic approach of strategic IS management by integrating the already existing but fragmented knowledge in this field. This approach supports the reflective processes needed for common understanding and interpreting shared reality and the intervention processes for realising this shared reality in the future. Based on the reviewed literature, Hoogenweegen (1997) and the multi level approach in the IOS theory (Gregor and Johnston, 2000) our EMIOS framework is distinguishing six viewpoint as focussing devices integrating the existing strategic (IS) management knowledge. The single organisational view -represented by single organisational traditional SISP research and internal oriented strategic management research such as Prahalad and Hamel (1990) and Miles and Snow (1978)- is focussing on the value and information chain within an involved organisation and their capabilities and readiness for E-business innovations. The industry network view- represented by the partly interorganisational oriented research such as Porter (1990), Schoemaker (1995) and IOSP research (Finnegan et al. (1999) and Hackbarth and Kettinger (2000) is focussing especially on the vertical information flow between competitors and their customers. The supply network view –represented by strongly interorganisational oriented virtual organisation research such as Gebauer (1996) and especially Christiaanse and Kumar (1999)- is focussing on the horizontal information flow and transformation of goods between basic suppliers of raw materials through several value chains to the end user. The information and communication network view -represented by the strongly interorganisational oriented market platform research such as Wigand et al. (1997) and Schmid and Lindemann (1998)- is focussing on the provided information and communication services of the information and communication industry to support electronic markets as a horizontal co-ordination mechanism connecting buyers and sellers. The customer/community driven business network view –represented by dynamic E-business or network modelling research such as Mowshowitz (1997) and Hagel et al. (1999)- refers to all value activities required to satisfy needs of a specific customer community (reversed marketing). The institutional network view - represented by institutional based research such as North (1990) and Williamson (1981)- finally takes as departure the regulations affecting all of the above-mentioned networks. Each viewpoint is elaborated in an appraisal procedure supported by a toolbox of concepts, methods and techniques (figure 1). Based on the viewpoints different scenarios representing possible futures can be developed to help stakeholders in understanding and interpreting their shared reality and destiny (strategic behaviour) and to form and construct their future reality and intervene in the existing behaviour.

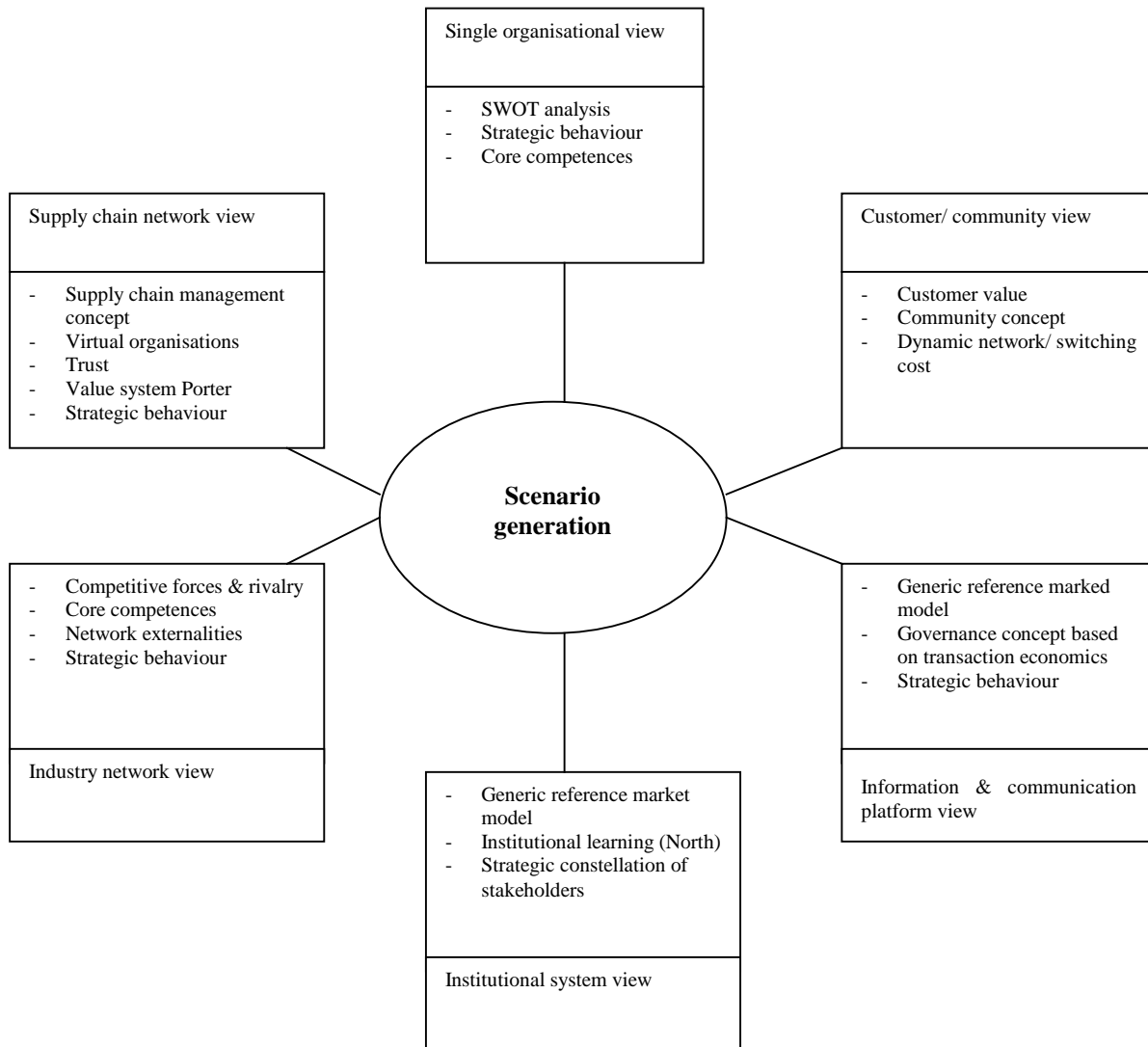


Figure 1: Six viewpoints in the EMIOS framework to allow reflection and interpretation

4. ILLUSTRATING CASE AND FINAL REMARKS

This EMIOS framework is developed in action research done in three insurance companies in the Netherlands during the year 2000. The views and their set of tools were used, as focussing devices to support strategic (IS) management practitioners in exploring their existing and possible future strategic behaviour by scenario construction. One of these projects in the insurance sector is briefly presented for an illustration of the EMIOS framework. An insurance company with a dominant position in the Dutch insurance industry reconsidered their business strategy in relation to emerging IT opportunities. They aimed to develop different future scenarios in order to make strategic choices in IOS or E-business innovations at company and interorganisational level.

The first three appraisal procedures had an “inside-out” character (the micro- and meso-levels).

Firstly from a single-organisational point of view, the strategic behaviour of this company was assessed using the typology of Miles and Snow (1978) and an appraisal of the IS applications and internal core IT and knowledge capabilities based on the concepts of Prahalad and Hamel (1990) was conducted.

Secondly, from an industry point of view the competitive forces and the existing interorganisational systems (such as the existing insurance data network for exchanging data between all insurance companies and their

intermediaries in the insurance sector) were assessed using Porter's value system and competitive forces concept (1980).

Thirdly, from the supply chain network point of view, an assessment was conducted of existing interorganisational systems supporting the supply chain network for getting co-operative advantages between assurances companies, dependent and independent intermediaries and customers. This analysis was based on Porter's value system concept and the supply chain concept and on the concept of virtual organising and dynamic modelling.

The next three appraisal procedures had an "outside-in" character (the macro-level).

From the fourth viewpoint, the capabilities of the information and communication platform (provided by companies such as telecom, mobile and Internet service providers) were assessed. This analysis, based on the generic reference model of the St Gallen School, identified possible new product substitutes and especially new entrants such as electronic intermediaries penetrating the insurance business.

Fifth, starting from the customer driven dynamic business network view, a strategic analysis of customers (communities) and their value perceptions was conducted exploring the potential market for quite new service delivery concepts.

Sixth, from the institutional/regulatory network point of view, an assessment of existing institutional systems and possible changes by consequence of European Union (EU) regulations was conducted. This assessment explored the existing and future constellation of institutional stakeholders, their attitudes and values (coalitions, prospectors, defenders attitude) and their political influence. This point of view showed a shift from a national regulated industry towards a more competitive, European Union based institutional system.

The above appraisal procedures resulted in five scenarios for the Dutch insurance industry:

1. New virtual insurance companies (for example from abroad or from other industries such as banking)
2. Application service providers (ASP) offering insurance back office IS applications for insurance companies and other companies for example banks and therefore lowering the entry barrier for new entrants in the insurance industry
3. Seamless integration of supply chain activities between the existing insurance companies, their intermediaries and customers
4. Disintermediation by eliminating of the existing intermediaries and creating interorganisational systems for direct interaction between insurance companies and their customers
5. Specialised customer communities organising bargaining power towards the existing insurance companies

The EMIOS framework and especially the developed scenarios were useful for communication between involved stakeholders for making them aware and reconstruction of their shared reality and interorganisational destiny and for exploring the existing and future constraints for example in the field of regulations. However this framework has to be elaborated in theory and practice. Therefore it is currently being explored in action research and consultancy projects in which the authors are engaged and based on the identified views more literature is explored.

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