

9th Social Study of ICT Workshop

Listen and Engage with IT Innovation

Abstract

One of the essential characteristics of our time is that consumers and employees alike expect to be heard, and that the organisations they are involved with seek to engage them when it matters. For many traditional organisations it is difficult, if not impossible, to meet such demands. Customer calls for instant access have been met with countermeasures such as call-centres, causing general dismay for customers. The aim of this presentation is to report initial findings from a joint LSE - PA Consulting project on the opportunities and challenges of business innovation with information technology (IT). The research argues that emerging business models and IT innovations both challenge the position of existing organisations and offer opportunities for transformation. IT can both reduce the cost of listening to customers and violate their sense of privacy. IT can not only facilitate customer engagement in core business processes, it can also help establish organisations where customer effort is the primary effort creating value. IT is not only changing the nature of organisational boundaries, but also suggesting a new way of working, which puts people back at the heart of the business. Whilst the scope and scale of the challenges will vary, there is little doubt that all organisations are faced with questions concerning the use of IT to understand how products and services are received by customers, to engage customers in maintaining data, and wider engagement in innovation.



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Biographies

David Elton

David Elton works for PA Consulting, a leading management and technology consultancy. He is a member of PA's management group, specialising in the definition of information technology strategy and the application of information technology in business. He has advised on strategic projects involving privatisation, outsourcing, investment, acquisitions and disposals and response to regulatory requirements. He has experience in the design and implementation of new business processes and systems, working in the Travel, Government, Utility and Finance sectors. He leads PA's joint research with the LSE into innovating with information technology in business.

Carsten Sørensen

Carsten Sørensen is a Senior Lecturer in Information Systems and Innovation in Department of Management at The London School of Economics and Political Science, United Kingdom. Carsten holds a BSc. in mathematics, an MSc in computer science and a Ph.D. in information systems from Aalborg University, Denmark. He has since 1989 studied IT support for information work. In 2001 he initiated the mobility@lse research network studying the profound changes to society, individuals and technologies in the mobile society of the 21st Century (mobility.lse.ac.uk).



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Carsten is Senior Editor for The Information Systems Journal and Associate Editor for Journal of the AIS and the e-Service Journal. He has extensive international research project experience from 1990. Carsten is frequently engaged in executive education and has consulted for a range of organisations. He can be contacted on c.sorensen@lse.ac.uk and his homepage is located at www.carstensorensen.com



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Collaborating To Innovate: Sourcing Developments in Business and IT Services

Abstract

This presentation draws upon new research conducted by Leslie Willcocks, Andrew Craig, and the LSE Outsourcing Unit in the 2008-9 period. We studied 26 client organizations and their collaborative innovation practices, and interviewed 15 suppliers concerning their experiences of innovation with clients. In total we interviewed 56 executives. Additionally we draw upon our long-standing research on global sourcing. The presentation discusses our main findings: Innovation is even more important in economic recessions. Innovation using the external services market is increasingly realistic. Innovation with large-scale, long term impact requires deep collaboration. Collaborating to innovate requires a step-change in objectives pursued, relationships with suppliers, and how work and innovation is conducted. Leadership shapes the context for collaboration, innovation and high performance and is primary. New forms of contracting are required for collaborative innovation to succeed. Organizing for innovation requires more co-managed governance structures and greater multi-functional teaming. Leading, contracting, and organising in these ways incents behaviour and enables collective delivery of superior business perform-



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Biography

Leslie Willcocks

Leslie Willcocks has a global reputation for his research and advisory work on outsourcing, information and communications technologies and organizational change. He is Professor of Technology Work and Globalization, Director of the Outsourcing Unit, and Head of the Information Systems and Innovation Group, Department of Management at the London School of Economics and Political Science UK. He is also Associate Fellow at Templeton College, Oxford, Visiting Professor at Erasmus and Melbourne Universities, and Editor-in-Chief of the Journal of Information Technology. He is co-author of 32 books and over 170 papers in journals such as *Harvard Business Review*, *Sloan Management Review*, *California Management Review*, *MIS Quarterly*, *MISQ Executive*, and *Journal of Management Studies*.

In February 2001 he won the PriceWaterhouseCoopers/Michael Corbett Associates World Outsourcing Achievement Award for his contribution to this field. He is a regular keynote speaker at international practitioner and academic conferences, has extensive consulting experience, and is regularly retained as adviser by major corporations and government institutions.