



UiO : University of Oslo

IN5431 – spring 2024
Q&A



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(Some) important topics

- Your group assignment
- Designed for digital
- «What is strategy?»
- Frameworks and their purpose

Question 1 (80%)

- Based on your case from (D1 and D2): describe briefly what you know about its strategic goals and/or current market position.
- Ross et al (2019) establish five building blocks to describe the “digital voyage” towards becoming digitally competitive. Assume you are asked to advise the organization on which among the building blocks would be the most important to improve in the next 6 months. What would be your advice? Your answer must include a description of each building block, together with a brief discussion of its relevance for your given organization.
- If needed: you are free to assume (or even invent) facts, if they are not in conflict with what you’ve already presented in the preceding deliverables.

In this assignment, we wanted to see how the students shows:

- Ability to give a short, but concise overview of the strategic goals and/or current market position.
- Clear understanding of all the building blocks – and how they are relevant for the organization in question.
- Ability to explain why they believe a given building block is important *No right or wrong on the last item, but the argument should be logically sound, have a certain depth, and use sources from the curriculum if relevant.*

Example: Shared customer insights

Shared customer insights can be defined as the organizational learning about what customers will pay for and how digital technologies can deliver to their demand. As new technology keeps emerging, providing new possibilities for digital offerings and value propositions, and customer expectations are changing as well.

Digital offerings must find the point of intersection between what digital technologies can do to redefine a company's value proposition and what customers find valuable (Ross et al, 2019, p. 38). The uncertainty around both how customers want to be engaged and what customers want makes it a challenging task to identify how digital technology can address customers' needs (Ross et al, 2019, p. 29).

Shared customer insights are relevant in the case of Lumi. As a private actor in a market dominated by public actors, Lumi needs to be able to provide better products to compete with the big incumbents. The company is also in the process of launching a completely new study offering, which is a strategic decision where Lumi is entering a new market and expanding its products. Customer insights are important for Lumi to be able to enhance its existing customer experiences and create unique offerings that outcompete its competitors.

Question 2 (20%)

Provide an example of an important business process for your organization. Describe it first with words, then as a BPMN-diagram. Again, if needed: you are free to assume (or even invent) facts, if they are not in conflict with what you've already presented in the preceding deliverables.