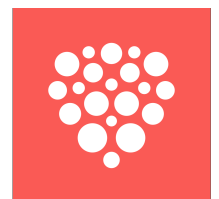


Case 5: Strawberry (Nordic Choice)

Resources:

- Lecture Friday 22.03.
- About eBerry and Boomerang:
<https://www.strawberry.no/blog/moteplasser/boomerang-utvekslingsprogram/>
- Paper on how Nordic Choice (now Strawberry) competes against online travel agencies (**if you have limited time to check out the resources, read this one**):
https://www.uio.no/studier/emner/matnat/ifi/INEC1820/h18/beskjeder/bygstad_iden_competing.pdf
- [Video on why Airbnb is not actually disrupting the hotel industry](#)



Short introduction:

Strawberry (formerly Nordic Choice) is a hotel chain and one of the biggest in the Nordics. It is owned by Petter Stordalen (who is currently in the media for tax-related issues). The chain can enlist known brands, such as Clarion Hotel, Quality Hotel and Comfort Hotel, among others. Strawberry focuses on digital customer journeys, and tries to be innovative in the hotel industry, given the pressure from online travel agencies. An example is the separate digital unit eBerry, the technology department of Strawberry.

Study questions:

- Many people mention Airbnb as an example of disrupting the hotel industry. Why is this not the case?
- In which ways does digital technologies change the hotel industry? Or, how has the hotel industry gone through a digital transformation?
- Given the rise of online travel agencies, how can more local hotel chains compete against the more global, online agencies?
- Why do you think Strawberry released eBerry as a separate digital unit, instead of an internal department inside the organization?
 - Do you have any other examples of companies creating a digital unit focusing on innovation? Or instilling a different culture than the parent organization?
- Why would companies hire and create positions for Chief Digitalization Officers? Is this enough for pursuing a digital transformation? Why/why not?