

## Reading guidelines and questions – Lecture 10

This lecture is about how an organization (a company) changes the information infrastructures (IIs) to respond to the market, and to be competitive. The literature for the lecture is the article by Bygstad and Iden. In the article, the authors describe and analyze the digital strategy of a Norwegian hotel chain to compete with online travel agencies.

**Bygstad and Iden: Competing in Digital Infrastructures. How A Nordic Hotel Chain Competes With The Online Travel Agents (2017). Paper presented at NOKOBIT 2017.**

Guiding questions:

- Who are the stakeholders in this study?
- Why do you think (the authors) talk of 'The Dual Face of Online Travel Agencies'? what do (the authors) mean with this expression?
- What is a 'digital business strategy' according to the article?
- How is it different from an IT strategy?
- Why it has been challenging for the organization in the study to implement a digital business strategy?
- What is the eBerry strategy?
- What are the 'effective measures' identified by (the authors) to implement a digital business strategy and be competitive in the market?

**The lecturer suggests some issues to reflect on:**

- Will Nordic Choice succeed in the long run?
- What is the impact of Internet giants on technology companies in Norway and Scandinavia?
- How are national taxes affected?
- How should governments relate to Internet monopolies/duopolies?
- What are the consequences for information privacy?

**Questions for discussion:**

- How does the concept of digital business strategy relate to a change process in information infrastructure?
- How does the strategy in the case take into account the need for continuous change of information infrastructures?