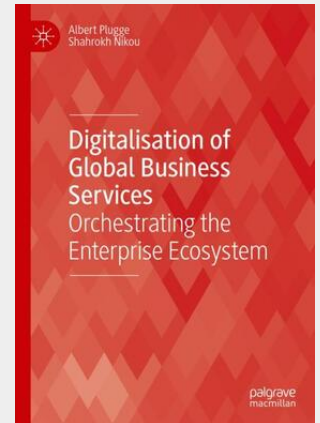


Digitalisation of Global Business Services

Orchestrating the Enterprise Ecosystem

The concept of Global Business Services (GBS) is well recognised and researched by both scholars and practitioners. However, the complexity of applying GBS has been the subject of various critiques due to its effect on firms' business processes, service portfolio and provisioning of in-house as well as outsourced services. Although GBS results have been much criticised, this book argues that the rise of digitalisation reopens the question of implementing GBS successfully. The findings of this novel research, which is based on a multi-method approach, provide insights in relevant GBS factors and how these factors affect a GBS implementation strategy. Further analysis show how digitalisation, including platforms and AI, enable GBS organisations to decrease implementation issues. Research outcomes illustrate that firms which apply an enterprise ecosystem approach are better able to exchange GBS information. The willingness and ability of firms to intensify the collaboration at managerial and subject matter level will help to overcome GBS implementation challenges. This book puts forward the case that the rise of digitalisation enables GBS organisations to provide benefits and ensure that the GBS business model still matters. It will be of great interest to scholars and students of digital business and innovation.

"Global Business Services (GBS) plays a crucial role as a driving force behind economic growth. However, many enterprises encounter challenges in effectively implementing GBS. In their groundbreaking book, Albert Plugge and Shahrokh Nikou delve into the factors how to implement GBSs successfully." Professor Jochen Wirtz, Ph.D., Vice Dean MBA Programmes at National University of Singapore The concept of Global Business Services (GBS) is well recognised and researched by both scholars and practitioners. However, the complexity of applying GBS has been the subject of various critiques due to its effect on firms' business processes, service portfolio and provisioning of in-house as well as outsourced services. Although GBS results have been much criticised, this book argues that the rise of digitalisation reopens the question of implementing GBS successfully. The findings of this novel research, which is based on a multi-method approach, provide insights in relevant GBS factors and how these factors affect a GBS implementation strategy. Further analysis show how digitalisation, including platforms and AI, enable GBS organisations to decrease implementation issues. Research outcomes illustrate that firms which apply an enterprise ecosystem approach are better able to exchange GBS information. The willingness and ability of firms to intensify the collaboration at managerial and subject matter level will help to overcome GBS implementation challenges. This book puts forward the case that the rise of digitalisation enables GBS organisations to provide benefits and ensure that the GBS business model still matters. It will be of great interest to scholars of digital business. Albert Plugge is a Professor at Nyenrode Business University in the Netherlands. His research interests comprise of ESG, transformation, digitalisation, global business services, and their effect on organisational structures. Shahrokh Nikou is an Assistant Professor of Organisational Design in the Faculty of Industrial Design Engineering at Delft University of Technology in the Netherlands. His research focuses on digitalisation, digital transformation, organisational design, sustainable business strategy, while spanning both organisational and individual domains.



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