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Everything as a service?
Revealing Challenges for Software & Manufacturing Companies

White Paper
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Managers need comprehensive guidance for introducing and operating IGaaS. So far, IGaaS has been discussed predominantly from a business model perspective. That is because the main novelty of IGaaS is an integrated value package, leveraged by innovative revenue models and close customer relationships. However, introducing such a radically new business model is a deliberate, strategic choice. Such decisions can only be taken in consideration of the firm’s current strategic position, characterized by its objectives, portfolio and resources. Operating IGaaS entails deep changes with regards to the organizational structure, processes and governance. Amongst them, risk management and value network are the most prominent.

Against that backdrop, we introduce a holistic framework to manage IGaaS and name it the St.Gallen IGaaS Management Model (SGIMM). The SGIMM is composed of the layers Strategy, Business Model and Operating Model, supported by Enablers, as depicted in Figure 1. Each layer and element are detailed on the next pages, using again the example of Adobe.