Creating Value by Delivering Integrated Solutions

by

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in projects, but also of interest for track B and track C
Introduction

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Submitted to theme: A - Future Ways of Creating Value in Firms

Creating Value by Delivering Integrated Solutions
Focus in the mid-1990s is integrated solutions from the year 2000. Focus in different sectors has been shifting from a traditional product or service management to support (i.e., maintaining management's system operation). Table 1 shows how management's focus has changed: Managers have turned their attention to the product life cycle, from the time the product is introduced to the customer after delivery of the integrated solutions that need to be understood by the customers. Complete new service activities may be needed to add-value support.

The move towards integrated solutions provision has occurred in sectors such as telecommunications, retailing, aerospace, and defense. Prevention, disaster recovery, and planning functions are required to support processes that allow individual enterprises to select a level of service that meets their requirements. The emphasis on the provision of integrated solutions has increased to complexify and shift the emphasis to the provision of these solutions in their complete cycle. Customers are encouraged to demand such solutions because of the increasing installation and integration of systems, and providing support throughout the product life cycle.

The move towards the provision of integrated solutions first became apparent in the 1990s.

I. The move towards integrated solutions provision

Products and systems and their relationships with their customers. Section 2 deals with some of the implications of this shift for suppliers of complex systems. Customers are changing their strategies, occupying new positions in the market, and developing new capabilities. Integrated solutions providers are changing their strategies, occupying new positions in the market, and developing new capabilities. The rest of the paper is organized as follows. Section 1 examines the shift towards the integrated solutions providers. Section 2 describes the COPS value stream, showing how value is added at different stages in the stream. Section 3 deals with some of the implications of this shift for suppliers of complex systems. Section 4 deals with some of the implications of this shift for suppliers of complex systems.
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<tr>
<td>Alstom Transport</td>
<td>Products: subsystems (e.g., propulsion, traction, and train control), signaling and train control systems.</td>
<td>Transport solutions (e.g., &quot;train system&quot; solutions, project management, fixed infrastructure, and finance services).</td>
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<tr>
<td>Railways</td>
<td></td>
<td>System solutions for design, build, and operate mobile phone networks, mobile systems, and network operations.</td>
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<tr>
<td>Ericsson</td>
<td>Products: mobile handsets, mobile systems, mobile network (radio base stations, BSS, mobile switches, customer databases).</td>
<td>Training solutions (e.g., &quot;networked training&quot; services, strategy consulting, and management services).</td>
</tr>
<tr>
<td>Mobile Communications Systems</td>
<td>Products: consoles, mobile systems, and customer databases.</td>
<td>Training solutions (e.g., &quot;systems integration&quot; services, system design services, and training services).</td>
</tr>
<tr>
<td>Flight Simulation</td>
<td></td>
<td>Engineering consultancy, project management, and technical services for infrastructure projects.</td>
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<tr>
<td>WS Atkins</td>
<td>Infrastructure and the Built Environment.</td>
<td>Provides global outsourcing solutions for multinational corporations.</td>
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<tr>
<td>Cable &amp; Wireless Global Markets</td>
<td>Provides network solutions for multinational telecommunications operators.</td>
<td>Netdesign network management.</td>
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<td>Telecom Networks</td>
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<td>Network operations.</td>
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</table>

The main drivers towards integrated solutions include the attraction of profitable markets, demand for outsourcing, and the use of private finance for public investment programmes.
of the risk whereas the former involves partial funding from the private sector, and projects and takes on the bulk of the risk.

PFI and PPP projects is that in the latter, the private sector finances projects and takes on the bulk of the risk, whereas in the former, the government finances projects and takes on the bulk of the risk. The main difference between PFI and PPP are that in PFI, the government funds the project directly, whereas in PPP, the private sector finances the project through a partnership with the government. This means that the private sector takes on the risk of the project, which can be a significant benefit for investors.

In the UK, in 1997, the government introduced the Private Finance Initiative (PFI). This program aimed to create a market for private sector investment in public sector projects, particularly in education and health. The program was a successful way to finance public sector projects, and it has been used in many countries around the world since then.

The use of private finance for public infrastructure projects

The use of private finance for public infrastructure projects has been increasing in recent years, particularly in the UK. This has been driven by a number of factors, including a decrease in government funding, the need for new infrastructure, and the desire to improve the efficiency and effectiveness of public services.

One of the main benefits of using private finance for public infrastructure projects is that it can provide a more efficient and cost-effective way to deliver new infrastructure. This is because private sector investors are more likely to be motivated by the potential for profit than government officials. However, there are also some risks associated with using private finance, particularly in terms of the potential for private sector companies to extract excessive profits from public sector projects.

The government has been working to address these risks through the introduction of regulations and oversight mechanisms, such as the Private Finance Initiative (PFI) framework. This framework aims to ensure that private sector investors are held to account and that they deliver projects on time and to budget.

In summary, the use of private finance for public infrastructure projects can provide a more efficient and cost-effective way to deliver new infrastructure. However, it is important to ensure that the risks associated with this approach are managed effectively to ensure that the public interest is protected.
The four primary stages of value-adding activities in a typical CPaaS industry are depicted in Figure 1. These are the main generic activities involved in the physical creation of the product. The outputs of one value-adding activity may have lower or more stages in the life cycle of a product. The outputs of one value-adding activity may have lower or more stages in the life cycle of a product.

The value stream in consumer goods and services involves multiple stages, from raw materials to the final product. This is particularly evident in the CPaaS industry, where the value stream spans from raw materials to the final product. The value stream in consumer goods and services involves multiple stages, from raw materials to the final product. This is particularly evident in the CPaaS industry, where the value stream spans from raw materials to the final product.

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downstream into high value added services to maintain, enhance and operate a product. This leads to firms building on core manufacturing and systems integration activities by moving into sales, marketing and service, and ‐through a mix of strategic corporate and organic growth ‐into related areas or products in the ecosystem and integration capabilities needed to co‐ordinate a network of external partners. In the case of the automotive business, solutions integration firms such as Kistler, Solice and Exxaro Systems stand in‐house expertise in core automotive and manufacturing to extend offerings and capture new market opportunities. Key to this growth in the value chain is in the design, manufacture and delivery of integrated solutions which are tailored to the unique needs of individual customers. The result is that the boundaries between suppliers and customers have been blurred, creating new opportunities for innovation and growth. These activities in the value chain may be organized in one vertically integrated firm or distributed among a range of companies to support the main activities and provide value‐adding inputs. In addition to the main value‐adding stages, a number of services – such as financial services, advertising, marketing, and handling and packaging and other service activities – provide added value through enhancing the effectiveness of the system overall. These include the provision of additional services – such as financial services, advertising, marketing, and handling and packaging – to enhance the effectiveness of the entire system. The result is that the boundaries between suppliers and customers have been blurred, creating new opportunities for innovation and growth. The value chain may be organized in one vertically integrated firm or distributed among a range of companies to support the main activities and provide value‐adding inputs.
At some point during this dialogue a value proposition for an integrated solution must be
the process.

Consulting capabilities are required. We use our own strategic assets management and high-level
workouts, like an analysis of a current market. However, this
strategy issues include how to specialize a business model of open, new markets. This
Leess is needed to inform and improve business solutions that they may also cover,
about developing customer relationships and existing business operations but they may also
be part of the strategic process. Leess is needed to improve discussions of capabilities and
resource, like a different approach of integrated solutions. Before any
products or services, but a different approach of integrated solutions needs to take
place, there is need to identify how is the cycle. The need for integration solutions and
implications for the cycle to take place in the project. The cycle takes

The change of emphasis towards customer-centric rather than product-centric thinking has

This demands a detailed understanding of the customer's business activities as it operates a
1998's, integrated solutions providers begin by investigating the overall need of the customer. The solution providers
then develop an approach to realizing the overall need of the customer. The solution
providers do not simply extend a product line or
generate new products and services. The move to integrated solutions in COPs increases and implies a new approach to creating

the overall value of the solution for the customer: •
creating innovative ways for components of a solution to work together to enhance
parts – hardware, software and services
•
taking responsibility for integrating with multiple suppliers of solutions component
•
removing the need for each supplier to assemble or integrate the products and services

The solution for the customer:

Ways for components to work together as an integrated whole to increase the overall value of
performing specific activities previously carried out in-house by their customers, and develop new
creation of value chains of both products and services. This takes responsibility (and risk) for
increased solutions and value by providing combinations of products and services that create

How is value addressed in integrated solutions provision?
3. Implications of the shift to integrated solutions provision

In changing environments, firms are faced with the challenge of re-deploying their existing resources and sharing them between different processes and capabilities. Cappelli et al. (1991) identify the need for integrated solutions providers to re-engineer their processes and resources to maintain profitability. Their work and others (e.g., Woodward, 1982; Lawvere and Lorsch, 1977; Godin, 1972; Abell, 1987) illustrate the implications for the supplier of solutions.

Cappelli's arguments are typically supplied from the supplier's functional logic. Capabilities are usually supplied from the supplier's functional logic, delivered through the lifecycle of the product of system. These operational

desire increased system, cost and the system before-hand option to traditional products that hand-over would signal the end of the project, thus solutions processes.

Once the contract has been agreed the supplier can move to the integration phase where he

- develops new, innovative, and creative ideas. However, the solution requires for the customer in the longer term the improvements to efficiency gains the solution generates for the customer in the longer term via improvements

- The solutions provider may have to accept up-front costs in order to secure the value of a solution.

- It is essential to take into account the lifecycle costs of a solution to assess the value of a solution.

- Because it is difficult to quantify the value of a solution, an integrated solution requires a

- Customer's expectations.

- Contracted basis to be used to the development of an integrated solutions provider. In this case, a

- Supplier and the customer for existing customers who have become strategic partners in
The first moves into integrated solutions usually involve market-led initiatives which address a specific customer’s needs. It often the customer who identifies the need for such projects via the existing sales organisation. At this point the firm focuses on a strategic choice:

<table>
<thead>
<tr>
<th>Learning</th>
<th>Capability</th>
<th>Strategic Decisions</th>
<th>Front-end</th>
<th>Core The</th>
<th>Grow The</th>
<th>Build The</th>
<th>Re-focus The</th>
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<tbody>
<tr>
<td>Learn from failures</td>
<td>Leaning</td>
<td></td>
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<tr>
<td>Learn from successful projects</td>
<td></td>
<td>Building</td>
<td></td>
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<tr>
<td>Learn from successful projects that are scalable or have more market potential</td>
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<td>Capabilities</td>
<td>Front-end</td>
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</table>

Table 2: Towards advanced integrated solutions provision: levels of capability

(2) Taken. Each level requires an iterative process of learning and capability building (see Table 3)

At each stage a deliberate strategic decision to climb to the next level of capability has to be made. Successful solutions delivery

- Re-focusing the entire organisation - Front-end and back - around customer-focused building the back-end, solutions supporting organisations expanding the front-end customer-facing organisation within the traditional business or embedding a pilot organisation initial front-end moves: either embedding the new integrated solutions activities

The four levels consist of:

- much overlap and feedback across and between different levels.

A sequential path through the four levels of integrated solutions capability. There is
of the-size, products and services. Specialized customers’ customization is achieved by Re-Engineering, Re-Combining and Reusing the customer’s information and make any necessary minor changes to alter them for each customer. The customer’s information can then be used to develop a specific solution that meets the customer’s needs. The service organizations are more likely to be able to make a profitable business of developing and selling products, and services. If a customer sees the benefits of a product, he is more likely to use it, and therefore, it becomes more profitable for the organization to develop and sell it.

Level 2: Build the back end of the process.

In many cases, the development of the back end of the process is the most challenging part. It involves the creation of a high-demand solution that can be sold to a large number of customers. This process requires an in-depth understanding of the customer’s needs and the development of a solution that meets those needs. Once the solution is developed, it needs to be delivered to the customer in a timely manner. The delivery process needs to be efficient and effective to ensure that the customer is satisfied with the solution.

Level 3: Grow the front end of the process.

The front end of the process involves the development of new solutions and the delivery of those solutions to the customer. This process requires an in-depth understanding of the customer’s needs and the development of a solution that meets those needs. Once the solution is developed, it needs to be delivered to the customer in a timely manner. The delivery process needs to be efficient and effective to ensure that the customer is satisfied with the solution.

Level 4: Focus the firm.
Developing a portfolio of service offerings usually comprises one or more of the following:

- Developing and producing integrated solutions. The service offerings are responsible for
  the development, implementation, and maintenance of the services that can be leveraged and integrated with
  the product. The product units are organized on a project or program basis to meet a variety of different
  project needs.

- Customer satisfaction within an entire industry, a single customer, or even a customer’s need for a single
  market solution. They may need to accommodate customers in a specific industry segment.

The product units are organized on a project or program basis to meet a variety of different needs.

**Figure 2:** An organizational model for an integrated solutions business

A customer-focused organization that is able to leverage the range of capabilities required
the capability to deliver integrated solutions. Figure 2 shows the essential characteristics of
organizational structures and external partnerships beyond traditional functions
for product and service offerings. Firms often combine multiple internal
product and service offerings while also building external partnerships between the
front-end and customer-facing parts of the business. This capability building for the whole organization
will enable learning to occur at every stage of the business process.

Learning processes imply more than just exchanging information about a specific product,
experiential and open-minded. To make this transition truly happen, businesses need to be open to new ideas and be proactive in order to succeed. 

Our research has shown that the shift towards integrated solutions has far-reaching implications for organizations. By developing comprehensive strategies that integrate their core competencies with other businesses, organizations can achieve a competitive advantage. This shift towards integrated solutions has also led to increased collaboration and partnerships, which in turn create new opportunities for growth and innovation. 

Conclusions

The convergence of technology and business strategy has opened up new possibilities for organizations to improve their operations and deliver better solutions to their customers. By leveraging the power of integrated solutions, organizations can achieve greater efficiency, agility, and value for their customers. The key to success lies in the ability to understand customer needs and develop solutions that meet those needs. 

This paper has examined the factors that influence the adoption of integrated solutions and their impact on business operations. The findings suggest that organizations should adopt a comprehensive approach to implementing integrated solutions, which includes careful planning, stakeholder engagement, and ongoing evaluation of the effectiveness of the solutions. By doing so, organizations can realize the full benefits of integrated solutions and position themselves for success in today's competitive marketplace.
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Your Corporation, Simon E. Schuster.
