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PANEL 6

EDI, INDUSTRY STRUCTURE AND COMPETITION IN EUROPEAN MARKETS

Panel Chair: Niels Bjørn-Andersen, Copenhagen Business School, Denmark

Panelists: Ramon O'Callaghan, IESE, Spain
Joachim Griese, Bern University, Switzerland
Tawfik Jelassi, INSEAD, France
Pieter Ribbers, Tilburg University, The Netherlands

During the year of 1992, Information Systems professors at eight of the most well-known business schools in Europe joined forces in the project "Impact of EDI — Cases and General Impact" in order to investigate some of the most successful implementations of EDI in different sectors. The work was enabled through the European Community Research Program TEDIS.

The case studies were selected in order to get the newest and most innovative examples of successful implementation of EDI in Europe. They were selected in order to provide as much variety and diversity as possible to type of industry, system and organizational set-up.

Cases can be grouped into three groups of sponsor companies that use EDI to integrate (1) downward in the value/distribution chain toward customers, (2) backward in the chain toward suppliers, and (3) as freight forwarders handling distribution.

The main purpose of the panel is to discuss whether IT/IS contributes to a higher or lower level of diversity in the industry. What we mean here is whether EDI can contribute toward more standardization, eventually leading to more competitive markets, *or* whether EDI leads to a higher level of exclusivity making it possible for some (EDI-cooperating) partners to compete better in the market place than their non-EDI competitors.

We present the benefits from the fourteen case studies focussing especially on the issues of

1. Cost-benefit analysis as a basis for decisions for doing EDI (Ribbers)
2. Barriers and facilitators to EDI diffusion (Griese)
3. Intra-organizational change (O'Callaghan)
4. Interorganizational change (Bjørn-Andersen)
5. Success factors for EDI (Jelassi)

Within each of the issues, the panelists present the general findings on the issue, what prompted differences identified, the likely reasons for the diversity identified, and potential long term implications in the market place regarding standardization versus diversity.

After a brief introduction presenting the full study, each panelist will be given five minutes to present the main findings within each issue. Other members of the panel will be invited to offer contradictory/supplementary points of view followed by general discussion.