EXECUTIVE SUMMARY

This case describes an information and communication technology company -GENESIS XXI- whose main objective consists in introducing new Information and Communication Technologies into entrepreneurial associations and Small and Medium Enterprises in Castilla-La Mancha (Spain) to improve their competitiveness. The history, company evolution, business lines and client portfolio, management and strategy structure, some sales and employment data, the technological structure, key success factors of the company, and main projects currently introduced in the entrepreneurial environment, are detailed. Finally, technological tools for successfully developing new ventures based on information technology opportunities, as well as the main challenges and problems that the organization faced by the company, are identified.

Keywords: adoption of new technologies by companies of a rural region; entrepreneurial associations; information and communication technologies; small and medium enterprises; technological projects

ORGANIZATION BACKGROUND

The Internet is becoming a significant marketing channel in many markets while online retailing operations keep growing in sales, average ticket and conversion rates (Brohan, 2007). The Internet has become the main source of market information for millions of consumers (Urban, 2004) and an important influencing parameter of consumer behaviour and choice (Constantinides, 2004; Sharma & Sheth, 2002).

Many authors have emphasized the importance of the Web as a new organizational and strategic parameter and have frequently underlined the main issues arising from the adoption of e-commerce as a strategic choice (Pires & Aisbett, 2003; Rowley, 2002). However, academic research on the actual adoption of the Internet as a fundamental part of corporate strategy is limited.
and fragmented. Researchers often focus on the more general issue of adoption of ICTs by firms, usually from the innovation adoption perspective (Constantinides, 2006). While research on ICTs adoption and benefits has been widespread in large companies, little attention has been paid to adoption and its benefits regarding SMEs (Love & Irani, 2004; Mehrzens, Cragg & Millis, 2001). Some researchers (e.g., Veen, 2004) try to identify a number of firm characteristics explaining the e-business adoption, and conclude that “in general small and medium size enterprises lag behind larger companies when it comes to benefiting from the integration of ICTs into their daily business.” In a study carried out by Constantinides (2006), the degree of acceptance and integration of Web tools into strategic plans is evaluated by assessing management attitudes in several category factors that define the online strategy. The findings suggest that while managers appreciate the importance of the Internet as an essential component of their business setting, electronic commerce does not seem to have become an integral part of corporate strategy in this category of businesses. A limited strategic commitment and cautious attitudes in technology adoption as an important strategic option are preventing SMEs from fully using the potential of the virtual marketplace. As Love and Irani (2004) point out, the adoption of new technologies by many companies has not increased their productivity, especially in SMEs.

In this case we will show a real example about an ICT industry SME whose main objective is to offer new technologies to other SMEs in a geographical region which lags behind with regards to the adoption of new technologies.

**The Emergence of the Idea:**

**Somewhere in La Mancha …**

GENESIS XXI represents an information technology company located in Albacete (Castilla-La Mancha), in the south-east of Spain. Castilla-La Mancha is a region characterized by an economy traditionally based on the agricultural sector, traditional craft and a small manufacturing industry. Most of the companies can be characterized by their small or medium size (i.e., SMEs). We can even refer to the majority of business as “micro-business” according to the European Union definition (European Commission, 2001). During the 90s, many Spanish companies integrated new technologies into their production and commercial systems. The diffusion of Internet-based technologies has been the key element of this technological phenomenon. This situation caused the emergence of an important number of companies dedicated to new technologies and Internet services. One of the firms created in order to achieve these goals in Castilla-La Mancha was INSOC—engineers and computer specialists associated. In 1993, INSOC started its activity by offering technological services such as consultancy, quality systems, and e-learning. Quality systems were implemented through entrepreneurial organizations which obtained public financial support to improve their operations. This traditional entrepreneurial perspective along with the disproportionate increase in technological companies led to the so called “technological bubble,” which in 1998 caused the downfall of many companies within this sector. From the beginning, INSOC’s specialization was in ITC’s services because it had computer specialists who offered consultancy, quality and e-learning services. Using this knowledge and resources base, the company’s manager founded another company, GENESIS XXI as a different and independent business branch.

In conclusion, we can define GENESIS XXI as an ITC service organization that reached out to a specific market niche represented by SMEs which did not have knowledge or resources to move into the Internet world, mainly in the Castilla-La Mancha market (i.e., Quixote region). From its creation, this firm was auto-defined as e-SME (i.e., small and medium electronic enterprise). Its main mission is to satisfy the demand of the electronic knowledge and services demanded by other companies by the introduction of ICTs within entrepreneurial associations and SMEs in
Design and Implementation of an MIS for Specification Comparison: A Case Study of 3 Scoring Approaches


[www.igi-global.com/article/design-and-implementation-of-an-mis-for-specification-comparison/116059?camid=4v1a](http://www.igi-global.com/article/design-and-implementation-of-an-mis-for-specification-comparison/116059?camid=4v1a)