Chapter IX

Shifting Perspective from Design to Business: Extending the Scope from Spectators to Stakeholders

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Abstract

This chapter investigates potential business value based on the results of a design-oriented research project. The objective of the research was to design mobile applications and services that support spectators in situ at a trotting track. Ethnographic field studies have guided the development of the system TrottingPal. The research has conducted system evaluation through two field trials in the authentic setting with target users. By extending the scope to relate also to other stakeholders in this setting, additional benefits from the TrottingPal system are revealed. This chapter suggests that the designed technology targeted at spectators does not offer only a potential business relation between an event organizer and spectators; rather, it offers new channels for customer relations such as sponsorship and strengthens the locality at the track.
Introduction

During recent years, scholars have drawn the contours and anticipated the next wave of mobile computing (e.g., Lyytinen & Yoo, 2002). This has been described as being facilitated by increased technology support while being on the move and having improved bandwidth and reliability of wireless networks. It has been claimed that new business models and value chains can be developed accordingly to accommodate novel mobile support and services (Varshney & Vetter, 2001). Despite high expectations of third generation cellular networks (3G), several European investors and telecommunication companies have noticeably bided their time to await market reaction on pioneering projects and ventures. During 1998, m-commerce revenues were forecast to be $2 billion in 2002, but stopped at $500 million (Urbaczewski, Valacich & Jessup, 2003). Accordingly, it has been argued that the missing piece is an understanding of the motivations and circumstances surrounding mobile device use and adoption from the perspective of the consumers themselves (Sarker & Wells, 2003).

This chapter investigates potential business value of the TrottingPal system. However, to be able to discern possible business potential, one cannot only view the resulting application as the starting point for commercial value. Rather, the scope needs to relate to stakeholder goals. By investigating stakeholder goals, the benefits within the value chain as a whole can be examined while TrottingPal is used. The hypothesis is that potential business possibility exists with TrottingPal. The contribution of this chapter is twofold. First, it provides a critical investigation of migrating research results to a business possibility. Second, it provides a strategic discussion of the benefits of TrottingPal for the stakeholders. The previous research on TrottingPal (Nilsson, 2004; Nilsson & Nuldén, 2003) has focused solely on the spectator without looking at potential benefits for other stakeholders.

The chapter begins with a background that outlines the betting business in Sweden, the previous research on developing TrottingPal, and related work. The background on the betting business raises a set of emerging problems. The chapter then turns to an analysis, which revisits the research, adding a stakeholder perspective. By revisiting the previous work on TrottingPal and while adding a stakeholder perspective, the chapter looks at ways in which the implementation of mobile technology (i.e., TrottingPal) can meet and accommodate the emerging problems. This is followed by a discussion before the chapter concludes.
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