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CUSTOMIZATION – INNOVATION WHEN OFF-THE-SHELF IS OUT OF THE QUESTION

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Abstract. *Appointment scheduling applications (ASA) are used by service providers (hair salons, dentists, physicians), i.e. B2B customers, and service consumers (people), i.e. B2C customers. The objective is to investigate if innovation, i.e. customization may be applied to enable the product to support specificities of the Serbian market (SSM). Based on the environmental and competitive (internal and external) analysis and comparison of global vs. customized product (ASA) we recommend the launch of customization and sales departments aiming to place the customized product on the Serbian market. Applied research methodologies include SWOT and PESTEL analysis, strategic group mapping, Porter's value chain, Boston consulting group matrix, McKinsey's seven 'S' model, COMB analysis, Porter's five forces, Ansoff's matrix, stakeholder's analysis, and the balanced scorecard. The result is a business plan for the market entry of a software producer on the Serbian market. Appropriate combination of strategies – innovation and customization is formulated on the operational level.*

Keywords: *Customization, innovation, appointment scheduling application*

JEL Classification: M13, M14, M16

INTRODUCTION

Software applications for appointment scheduling are used by service industry providers (hair salons, dentists, spas, physicians) and final customers. Based on current market situation and the level of IT development, it appears to be the right time for a company to focus on the Serbian market. Existing foreign applications use English language and do not support requirements of the local market. Existing domestic applications are mostly in the early stage of development. Consequently, it appears to be the right time for a company to invest in a new product – customized foreign application that should use Serbian language and support local specificities. Serbian office should function as a standalone company offering to foreign companies two key services – customization of foreign applications according to Serbian specificities and sales on the Serbian market. Feasibility is estimated using both internal (environmental and competitive) analysis and external analysis of the Serbian office. The idea is to use the existing know how i.e. select a foreign application and enhance it to support Serbian specificities such as Serbian language and local payment system. Strategic approach will be used to create a customized product and propose the appropriate entry strategy (Table 1).

Table 1 Research objectives and research methods

#	Research objectives	#	Research method (tool)
1	Propose the method for *external analysis* of company's environment and competitors.	1	SWOT analysis.
		2	PESTEL analysis.
		3	Strategic group mapping.
		4	Delphi scenario building.
2	Propose the method for *internal analysis* of a company.	5	Porter's value chain.
		6	Boston consulting group matrix.
		7	McKinsey's seven 'S' model.
		8	COMB analysis.
3	Propose few *strategy options*. What should a company do?	9	Porter's five forces.
		10	Ansoff's matrix.
		11	Stakeholders analysis.
4.	Propose the method for *monitoring* the strategy implementation.	12	Balanced scorecard.

Source: The results of the research conducted by the authors

1. THE BUSINESS CONCEPT

Two business entities are analyzed; global company and Serbian office. Global company is software producer and its key product is the appointment scheduling application (ASA). Product is offered by service providers and it enables the final customer to schedule the appointment using the application (in English). We analyze the Serbian market for the product and answer to the key questions: is there a space for a product on the Serbian market and how the product should be customized to meet the specific requirements of the Serbian market (SSM). The product (ASA) is a computer application designed to automatize the

business processes of scheduling an appointment (Table 2). Global company produces appointment scheduling applications for various service providers: hair salons, dentists, spas, physicians (Table 3). Office customizes company products (Table 4).

Table 2 Product and market

#	Entity	Business	Product	Market
A	Global IT	Production.	Appointment	World
B	company.	Sales.	Scheduling	Market.
C	Serbian	Customization.	Application.	Serbian Market.
D	office.	Sales.	(ASA)	

Source: The results of the research conducted by the authors

Table 3 Organizational structure of the global company

#	Department	Activities	Number of employees	Percent of employees
A	Production.	Coding the *ASA*.	10	29%
B	Sales.	Sales on the world market.	20	57%
C	General.	Database, network, payment support.	5	14%
D	Total		35	100%

Source: The results of the research conducted by the authors

Table 4 Organizational structure of the Serbian office

#	Department	Activities	Number of employees	Percent of employees
A	Customization.	Coding the *ASA* to support the *SSM*.	4	40%
B	Sales.	Sales on the Serbian market.	2	20%
C	General.	Database, network, payment support.	4	40%
D	Total		10	100%

Source: The results of the research conducted by the authors

Company produces and sells the product on the world market while Serbian office is focused on customization and sales on the Serbian market. Key company business is application production while key office business is application customization. Key markets for the product are world market and local (Serbian) market. Company produces and sells the product on the global market while office customizes and sells it on the Serbian market.

Regarding the customers, company customers are service providers (hair salons, dentists) which offer ASAs to service consumers (people) on the world market (Table 5). Office customers are service providers on the local market.

Table 5 Customers – service providers and service consumers

#	Product	B2B clients service providers	B2C clients service consumers	
A		Provider 1: hair salons.	Customer 1:	Andreja books online an appointment with a hairdresser.
B	Appointment Scheduling Application (ASA)	Provider 2: dentists.	Consumer 2:	Aleksandar books online an appointment with a dentist.
C		Provider 3: physicians.	Consumer 3:	Milica books online an appointment with a doctor.
D		Provider 4: legal advisors.	Consumer 4:	Đorđe books online an appointment with a legal advisor.

Source: The results of the research conducted by the authors

Regarding the competitors, *ASA* producers are classified as global, regional, and local IT companies. Local companies have a market share (MS) of 95% on the Serbian market vs. the MS of 5% held by global and regional companies. Regarding the business idea, the company strategy is to produce the best product. Serbian office should start with product customization and offer a customized product on the Serbian market. Regarding the added value, a customized product should support specificities of the Serbian market. GUI should be modified to provide optimal customer experience with existing average internet connection speed. The additional options should be included, such as the option to cancel the appointment in the last minute, the option to include average delay time caused by the customer being late, and the option to modify the price of the service based on the difference between scheduled and actual time of customer arrival. Key opportunity is the fact that most Serbian service providers have not started to use any ASA – they receive appointment requests from final customers traditionally by phone.

2. RESEARCH PURPOSE AND QUESTIONS

The purpose of this research on the strategic level is to formulate a strategy for product customization. Serbian office should answer two questions: should the product be customized and sold on the Serbian market. On the operational level, the purpose is to determine local market requirements that should be used to customize the ASA. Office is expected to investigate which ASAs are currently used and estimate which additional features of the product are expected to be used by Serbian customers in the close future.

Regarding the problem definition, a few questions have appeared. Regarding the first question on customization, the problem is how service providers choose the ASA. General factors are costs (price and annual renewal fee), performance with slow internet connection speed, and number of additional options supported. Service specific factors are support response time in case of failure, and franchise practice to use specific ASA for all branches, such as pizza hut ordering application. Regarding the second question on sales, the problem is who decides on the choice of the ASA? The answer would be – the service provider managers. Regarding the third question on current competition, the problem is which options do Serbian customers use? Answer would be simple – to schedule and cancel the appointment. Regarding the fourth question on the potential for the ASA enhancements, the problem is which options are Serbian customers going to use

in the future? The answer would be a list of additional features, such as: the ability to pay in domestic and foreign currency, the option to locate available service providers by geolocation and the option to offer discounts based on client loyalty and ability to arrive on time. Regarding the internal aspect of research, questions would focus on office strengths and weaknesses. Regarding the external aspect, questions would focus on key factors that affect the ASA selection, priority (quality vs. price), decision makers and future client expectations. Regarding the data, analysis is based both on primary and secondary data (Table 6).

Table 6 Data collection

#	Type	Primary	Secondary
1	Quantitative.	n/a	Data on Serbian ASA market. Future market trend estimates.
2	Qualitative.	Qualitative data related to office mission, vision, and objectives.	Data on factors that affect the product selection.

Source: The results of the research conducted by the authors

2.1. External analysis

External analysis is related to company environment. The following four methods are used: SWOT, PESTEL, strategic group mapping, and Delphi method of scenario analysis.

2.1.1. SWOT Analysis

SWOT combines internal and external analysis. Internal aims to identify "resources required to maintain competitive advantage", while external aims to identify chances and threats from the environment. Competitive environment consists of: "competitor's resources", "industry environment" identified by Porter's five forces, and "general environment" analyzed with the PESTEL analysis (Sammut-Bonnici T., 2015).

Table 7 SWOT analysis for the Serbian office

1 Strengths	1	Meaningful product, because scheduling conflicts and lost appointments cause serious problems for service providers.
	2	Group of similar products with same core engine (hair salons, physicians, dentists, spas).
	3	Well educated workforce with the innovative potential.
	4	Low cost of the workforce.
2 Weaknesses	1	Small number of existing clients in Serbia.
	2	Product (ASA) requires a change in costumer habits.
	3	Lack of information regarding the local market.
	4	Absence of sales track-record for the similar industry.
3 Opportunities	1	Absence of competition from global companies in Serbia.
	2	Improve product (ASA) quality using best practice from developed countries.
4 Threats	1	Potential for other competitors to enter the Serbian market.
	2	"High level of migration may devaluate the positive effects" of educated workforce. (Jovičić, Stamatović, 2018).

Source: The results of the research conducted by the authors

2.1.2. PEST(EL) analysis

PEST(EL) analysis represents the framework for the environment analysis, where environment consists either of four (PEST) or six factors PEST(EL).

Table 8 PESTEL analysis for the Serbian office

#	Perspective	#	Facts
1	Political	1	Expected tax decrease in the IT industry.
		2	Expected increase in competition following the admission of Serbia into the European Union.
2	Economic	1	Expected decrease of unemployment.
		2	Currently, service sector is not grouped and it may be regrouped into few big service providers.
		3	Demand for the ASAs is expected to increase.
		4	Service sector is developed.
		5	Service sector is expected to be stable.
3	Social	1	Awareness of internet based scheduling benefits.
		2	Millennials tend to use applications.
4	Technological	1	ASAs should be able to function in Serbian technical environment where average user has lower internet connectivity speed and less advanced smart phone (compared to EU average).
		2	Serbian users expect ASAs to support domestic payments.
5	Ecological	1	High temperatures in summer time should motivate people to schedule appointments and avoid unnecessary exposure to extreme weather.
6	Legal	1	EU admission should attract service franchises and increase the ASA usage.

Source: The results of the research conducted by the authors

2.1.3. Strategic group mapping

Strategic group consists of "competitors with similar approach and market position that are subject to same mobility barriers – forces that disable the company to move from one into another strategic group" (McGee, 2015). Maping compares: A – Serbian office which offers customized foreign product (ASA); B – local company which offers Serbian product; C – global company which offers not–customized product, and D – existing 'absence of ASA' where customers use traditional phones for appointment scheduling (Figure 1). Comparison provides two conclusions. Key competitor of A is B for two reasons: the usage of Serbian language and general ease of use. Key weakness of A is pricing. Customized product is expected to be more expensive compared to competitor's generic product.
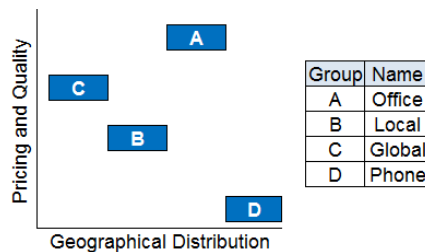

Group	Name
A	Office
B	Local
C	Global
D	Phone

Fig. 1 Strategic group mapping
Source: The results of the research conducted by the authors

2.1.4. Delphi Method

Delphi observes a future as "multiple of possible futures with accociated probabilites that can be estimated and to some extent manipulated" (Helmer, 1967). Delphi is used to identify stakeholders, their objectives and prioritites (Okoli, Wang, 2015). Decision Delphi is a type of Delphi where research is *customized* to specific problem (Campbell, Fransi, 2017). Delphi "provides the consensus within the expert group and decreases the gap between total ignorance and *disciplined guess*" (Velez-Pareja, 2003). Delphi may analyse industries (Duru, Bulut, Yoshida, 2013) and technologies (Aichholzer, 2002). Delphi should estimate future requirements of Serbian ASA users.

Table 9 Delphi method – future demand on the Serbian ASA market

#	Topic	#	Scenario
1	*Expectations* on future demand for the product (ASAs).	1	Oriented towards low end smart phones.
		2	Expected entry of big franchises should increase the usage and quality of ASAs.
		3	Expected entry of global competitors will increase usage of non-customized ASAs.
2	*Recommendations* for the product (ASAs) customization.	1	Should work on low end smart phones.
		2	Should support payments in RSD.
		3	Should support payments in EUR.
		4	Should support various providers (hair salons, physicians, dentists, spas).

Source: The results of the research conducted by the authors

2.2. Internal analysis

The following four methods are used: Porter's value chain analysis, BSG Matrix, McKinsey's seven 'S' Model and COMB analysis.

2.2.1. Porter's value chain analysis

Internal analysis is related to the company. Four methods are used: Porter's value chain, BCG matrix, McKinsey's seven 'S' model and COMB analysis.

Generic value chain formulated by Michael Porter illustrates the circulation of goods and services within the company. *Recent critique* stipulates that model is outdated due to appearance of social networks and internet (Merchant, 2012). *Value cycle* concept introduces additional factors – IT and risk management (Cordery, Woods, Collier, 2011). *E-commerce value chain* introduces a new factor – online trading (Kleindl, 2014).

Table 10 Porter's value chain analysis for the Serbian office

	Group	Job description	Employees	Total
Primary activities	A	Coding related to customization.	20%	
	B	Functional spec writing and testing related to customization.	20%	60%
	C	Sales of customized product on the Serbian market.	20%	
	Group	Job description	Employees	Total
Support activities	D	Application support.	10%	
	E	Database support.	10%	
	F	Network and payment support.	10%	40%
	G	Training and education.	10%	

Source: The results of the research conducted by the authors

A) Developers write new code to enable the customization.
B) Functional specification writing and testing related to customization.
C) Sales of customized product on the Serbian market.
D) Customer support team should provide the application support to clients.
E) Database support team should provide the database maintenance.
F) Should provide fixing of network issues as well as settlement issues.
G) Office staff should provide the training for each new service provider.

2.2.2. Boston Consulting Group (BCG) Product Portfolio Matrix

A product usually starts as a "*problematc child*" and becomes either a "dog", if market share growth is not significant, or a "star" (if growth is significant), and after that a "cash cow" (when growth declines). "Many of todays cows used to be stars, as noted in the Matrix Flow" (Figure 2 – Mohajan, 2018).
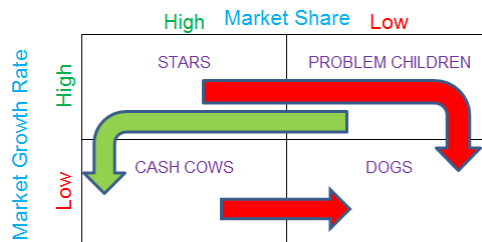

Fig. 2 BCG matrix flows
Source: Mohajan, 2018

As office has only one product (*ASA*), modified matrix is used to display two scenarios. Success, where consumers increase the usage of *customized* ASA (Figure 3). On the left we see the initial product launch. In the middle we see (A) moving to "stars", and the introduction of (B). On the right we see the market saturation, where (A) moves to "cash cows", and (B) moves to "stars".
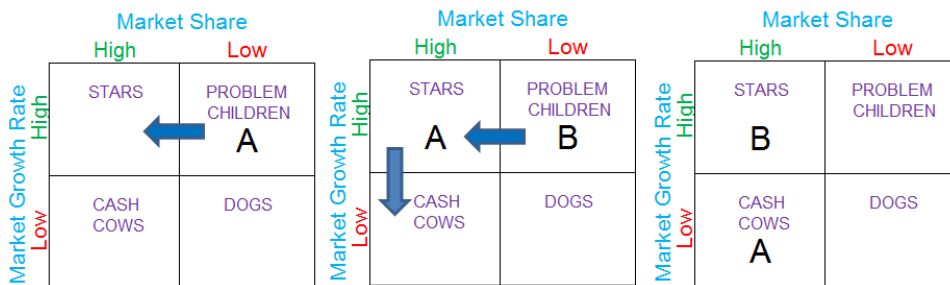

Fig. 3 BCG Matrix – scenaro of success
Source: The results of the research conducted by the authors

Failure, where consumers decrease the usage of *customized* ASA (Figure 4). On the left we see the initial product launch. In the middle we see (A) moving to "dogs", and the introduction of (B). On the right we see (B) moving to "dogs". Office failed because consumers did not start to use *ASA*.
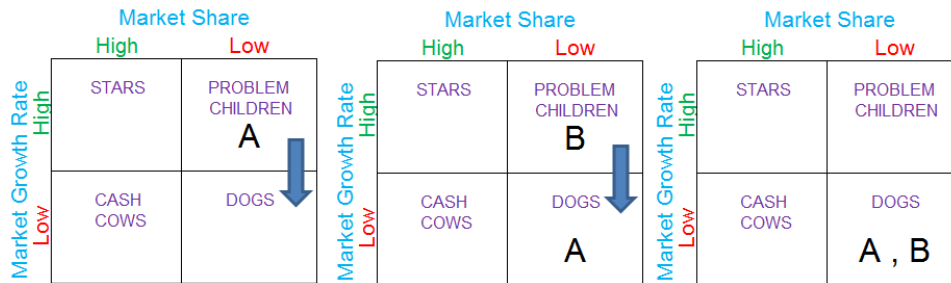

Fig. 4 BCG matrix – scenario of failure
Source: The results of the research conducted by the authors

2.2.3. McKinsey's seven 'S' model

Model is based on seven key "elements that define the organization personality" (Peters, 2014). It is a technique based on "inerdependance of seven key factors of organizational effectivenes" (Heery, Noon, 2017).

Table 11 McKinsey's seven 'S' Model

#	Perspective	#	Comments
1	Strategy	1	Strategy is to enter the Serbian market based on enhanced customer experience provided by customization. i.e. innovation and development of the existing product aiming to suport the *SSM*. First and second phase of customization will introduce new opitons into existing product. Third phase will integratie *ASA* with the food/products online ordering application, i.e. create a new product.
2	Structure	1	*Serbian office* should be independent entity. From the business perspective, office will depend on the global company, as it will customize its product – that is good as office will use the know-how, but on a different market (world vs. Serbian market).
3	Staff	1	20% developers, 50% business analysts and 30% salesforce. Office should be able to find educated staff at a reasonable price.
4	Skills	1	Analysts should understand what enhancements are required by the local market. Sales should present the advantages of customized product to clients.
5	Systems	1	Office structure should be activity based: analysts group, developers group, sales group, support group (database, network, and payments).
6	Management style	1	Management techniques should be modified aiming "to adjust for Serbian cultural specificities" (Jovičić, Đokić, Stamatović, 2018).
7	Shared values (culture)	1	Company and office share the same idea–introduce innovations based on the ASA customization.
		2	All employees (company and office) want to provide the best customer experience to clients.

Source: The results of the research conducted by the authors

2.2.4. COMB analysis

COMB chart "helps to estimate what is relevant for a consumer, to what extent our product meets the customer requirements, and how do we stand against the competitors" (Cross, 2007). Limitation is based on the fact that Serbian office does not exist and its performance is based on our estimation.
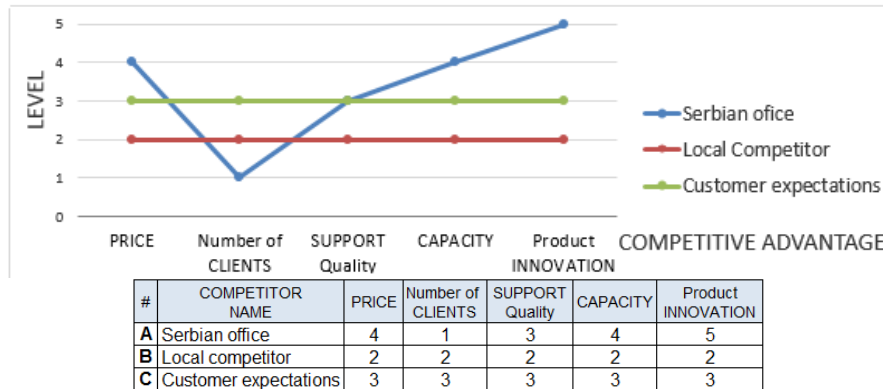

#	COMPETITOR NAME	PRICE	Number of CLIENTS	SUPPORT Quality	CAPACITY	Product INNOVATION
A	Serbian office	4	1	3	4	5
B	Local competitor	2	2	2	2	2
C	Customer expectations	3	3	3	3	3

Fig. 5 COMB chart for the Serbian office
Source: The results of the research conducted by the authors

Table 12 COMB findings and recommendations

#	Type	#	Comment
1	Findings	1	Key competitors (Local) are well positioned on the local market
		2	Comparing local competitor's (B) to customer expectations (C), chart shows that (B) is worse than (C).
		3	Comparing (B) to (A), chart shows that (B) is better only in terms of clients. Key advantage of (A) is innovation.
		4	Comparing (A) to (C), chart shows that (A) is better than (C) in most segments. Key advantage of (A) is innovation.
2	Recomm-endations	1	There is a space for customized product on the local market.
		2	Key office advantage is customized product and investment in the customization department makes sense.

Source: The results of the research conducted by the authors

2.3. Human resources

Table 13 Porter's value chain – Serbian office human resources

	Group	Job description	Employees	Total
Primary activities	A	Coding related to customization.	2	
	B	Functional spec writing and testing related to customization.	2	6
	C	Sales of customized product on the Serbian market.	2	
Support activities	D	Application support.	1	
	E	Database support.	1	4
	F	Network and payment support.	1	
	G	Training and education.	1	

Source: The results of the research conducted by the authors

2.4. Mission, vision, and core values

Before a strategy is formulated, we need to define mission, vision and core values. In reality, a lot of these definitions are "an insult to the inteligence and represent generic nonsense or bland gibberish" (Beaver, 2000).

Table 14 Serbian office - mission, vision, and core values

Category	#	Statement
Mission		Provide *customized* ASA to meet the requirements of Serbian customers.
Vision		Be recognized by global IT companies as a leader on the Serbian ASA market.
Core values	1	Client focused – include all client requirements and support all Serbian specialties.
	2	Multi product oriented – cover multiple product types (hair salons, dentists, spas, physicians).

Source: The results of the research conducted by the authors

3. STRATEGY OPTIONS

3.1. Strategic analysis: Porter's five forces

Two strategic analysis tools are used: Porter's five forces and Ansoff's matrix. Each industry has different forces. Analysis should show which factor (out of five) actually provides the profitability in a specific idustry.

Table 15 Porter's five forces on the Serbian ASA market

# Force	#	Findings
1 Suppliers' bargaining power.	1	Low as *B2C* clients rarely use ASAs.
	2	Will increase when customers accept the ASA usage.
	3	Office will be the only supplier of customized ASAs.
2 Buyers' bargaining power.	1	Most service providers have not started to use ASAs.
	2	Service providers will increase the usage of ASAs.
	3	Service providers are not grouped in the franchises.
	4	Service providers will increase the demand for ASAs once they are regrouped into franchises.
3 Threats of substitution.	1	Currently, substitutes do not exist.
	2	In the future, substitutes are not expected to appear.
4 Threat of new entrants.	1	Currently, new entrants do not exist.
	2	In the future, new entrants may appear, thus we need to launch the business as soon as possible.
5 Rivalry among competitors.	1	Competitors exist, but they sell the non-customized product, i.e. do not support additional options.
	2	Existing competitors sell a low-quality product, made without the appropriate experience.

Source: The results of the research conducted by the author s

3.2. Ansoff's matrix

Products A, C and D bear the maximum risk, thus company should invest in advertising to raise the brand awareness. Phase-2 should be launched promptly, while phases 3-4 should wait for the B to increase its market share.
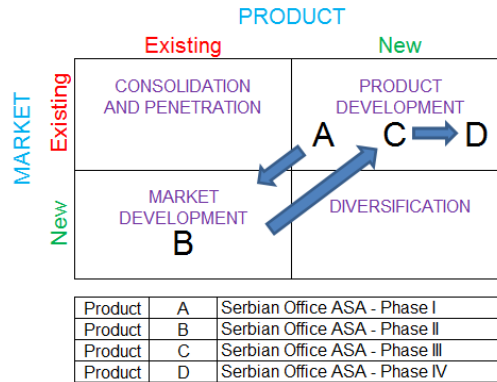
PRODUCT

	Existing	New
Existing	CONSOLIDATION AND PENETRATION	PRODUCT DEVELOPMENT A C ➡ D
New	MARKET DEVELOPMENT B	DIVERSIFICATION

Product	A	Serbian Office ASA - Phase I
Product	B	Serbian Office ASA - Phase II
Product	C	Serbian Office ASA - Phase III
Product	D	Serbian Office ASA - Phase IV

Fig. 6 Ansoff's Matrix for the Serbian Office
Source: The results of the research conducted by the authors

3.3. Stakeholders analysis

Strategy selection should be based on the stakeholders analysis, using the stakeholders matrix (Figure 7). Office should move (E) to top-left quadrant as it is a key partner. Useful information on registered service providers may be obtained from (I), thus office should move it to top-left quadrant as well.
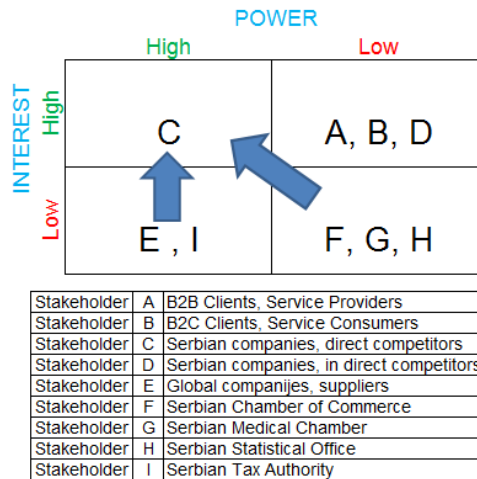
POWER

	High	Low
High	C	A, B, D
Low	E , I	F, G, H

Stakeholder	A	B2B Clients, Service Providers
Stakeholder	B	B2C Clients, Service Consumers
Stakeholder	C	Serbian companies, direct competitors
Stakeholder	D	Serbian companies, in direct competitors
Stakeholder	E	Global companijes, suppliers
Stakeholder	F	Serbian Chamber of Commerce
Stakeholder	G	Serbian Medical Chamber
Stakeholder	H	Serbian Statistical Office
Stakeholder	I	Serbian Tax Authority

Fig. 7 Stakeholders power interest matrix for Serbian ASA market
Source: The results of the research conducted by the authors

Option one would be an independent entity engaged in customization and sales of global ASAs on the Serbian market. Option two would be a department within a global company. Stakeholder analysis shows that option one is better for the Serbian Office as it enables the cooperation with many global companies (E), i.e. disbursement of fixed costs on multiple products.

3.4. Information systems for sales support

Decision support system (DSS) is often used to optimize the allocation of limited resources to most promising activities (Tables 16, 17 and 18).

Table 16 Information systems for sales support

#	KPI - key performance indicator	is type	is description	comparative advantage
1	Number of service providers in our database.	Decision support system.	Sales planning system for customer prioritization.	Sales staff is focused on most potential B2B customers.

Source: The results of the research conducted by the authors

Table 17 Key performance indicator (KPI) of decision support system

#	Objective	KPI	Target
1	Focus on service providers with the highest ordering potential.	Ratio of service providers in database over total number of service providers.	↑ KPI by 10% in each year.

Source: The results of the research conducted by the authors

Table 18 Decision support system (DSS) for the Serbian office

#	Type		#	Description	#	Comparative advantage
1	Decision support system	Inputs	1	Allocate sales force on the best choice group.	1	Allocate sales force on the best choice group.
			2	Sales Dpt.: # of presentations per year to sales providers.		
		Outputs	1	List of service providers within the best choice group.	2	Improve sales results.

Source: The results of the research conducted by the authors

3.5. Critical success factors (CSF)

CSFs are evasive and hard to define becuse "actual CSF on the market will usually be different than those identified by decision makers. Various psychological mechanisms cause the wrong perception of the success factors" (Grunert & Ellegaard, 1992).

Table 19 Critical success factors on the operational level

#	Function	#	Critical success factor
1	Customization	1	Ability to identify requirements specific for the local market (SSM).
		2	Ability to customize product to support the identified requirements (SSM).
2	Sales	1	Availability of experienced sales staff.
		2	Ability of B2B clients to understand the advantages and accept the usage of ASAs.

Source: The results of the research conducted by the authors

3.6. Balanced scorecard (BSC)

Performance measurement consists of "choice of the appropriate indicators and the interpretation of results" (Ittner, 2015). It is estimated that "70% organizations use *BSC*" (Russell, 2015). *BSC* is a technique for monitoring and evaluation of the success of the business plan implementation, based on four pillars: perspective, objectives, indicators and targets.

Table 20 BSC for Serbian office sales department

#	Perspective	Objective	KPI	Target
1	Customer	↑ Knowledge of service providers on ASAs.	Number of sales presentations to service providers per year.	1st year: 20 % of customers.
				2nd year: ↑ KPI by 20% in 1 year.
2	Finance	↑ Market share.	Market share of ASA on the Serbian market.	1st year: MS 20%.
				2nd year: ↑ KPI by 20% in 1 year.
3	Processes	↑ ASA ability to support Serbian specific requirements.	Number of enhancements introduced to meet Serbian market requirements.	1st year: One enhancement monthly.
				2nd year: ↑ KPI by 25% in 1 year.
4	Staff	↑ Staff knowledge on sales & marketing.	Number of trainings attended by sales staff.	1st year: 5 trainings per year. 2nd year: ↑ KPI by 10% in 1 year.

Source: The results of the research conducted by the authors

CONCLUSION

In this research, four techniques (SWOT, PESTEL, strategic group mapping, and Delphi method of scenario analysis) have been applied to analyze company's environment and competitors. Further, four tehniques for the internal analyis of a company have been used (Porter's value chain, Boston consulting group matrix, McKinsey's seven 'S' model and COMB analysis). Two tools (Porter's five forces and Ansoff's matrix) have been used to propose strategic options and one (stakeholders matrix) to evaluate and select the best one. The conclusion of a strategic analysis is: Serbian office should function as a standalone company offering to foreign companies two key services: (1) customization of foreign applications aiming to meet specific requirements of the Serbian market and (2) sales of the customized product (ASA) on the Serbian market. Strategic analysis has identified four critical success factors (Table 19). Finally, company should use decision support system (DSS) to optimize the allocation of limited resources to most promising activities and balanced scorecard (BSC) to monitor the implementation of a business plan.

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KASTOMIZACIJA – INOVACIJA GLOBALNIH PROIZVODA ZA LOKALNO TRŽIŠTE

Aplikacije za zakazivanje termina (AZT) koriste davaoci usluga – B2B klijenti (frizerski saloni, zubari, lekari) i korisnici usluga – B2C klijenti (potrošači). Traži se odgovor na pitanje – da li postoji potreba da se postojeće softverske aplikacije inoviraju tj. kastomizuju da bi se podržali specifični zahtevi srpskog tržišta (SST). Na osnovu interne i eksterne strategijske analize tj. na osnovu poređenja postojećih nekastomizovanih proizvoda (AZT) sa lokalnim tj. kastomizovanim, zaključuje se da postoji tražnja za lokalnim proizvodima i preporučuje se kastomizacija i prodaja kastomizovanih proizvoda na srpskom tržištu. U sklopu interne analize primenjene su sledeće tehnike: SWOT, PESTEL, mapiranje strategijskih grupa i Delfi. U okviru eksterne analize su primenjeni: Porterov lanac vrednosti, BCG matrica, KekKinzijev model sedam 'S' i COMB analiza. Predlog strategijskih opcija se vrši na osnovu analize Porterovih pet snaga i matrice Ansofa. Izbor optimalne opcije se vrši na osnovu analize stejkholdera. Formulisan je detaljan plan za ulazak kompanije na srpsko tržište za AZT i "balanced scorecard" za praćenje implementacije tog plana. Odgovarajuće strategije – kastomizacija i inovacija su formulisane na operativnom nivou.

Ključne reči: *kastomizacija, inovacija, aplikacija za zakazivanje termina.*