Enablers and Inhibitors of E-Business

Inhibitors

- Security
- Web site issues
- People and organisational issues
- Measuring success
- Technology cost
- Lack of e-commerce infrastructure
- Budget
- Software compatibility
- Integrating front-end EC to back-end system
- Managing change
- Acquiring IT skilled people
- Employee resistance towards e-commerce
- Software installation
- Obtaining senior management support
- Customers’ old habits
- Legal issues
- Obtaining required resources
- Customers and partners

Enablers (CSF)

- Electronic payment system
- Effective project leader
- Partnership with suppliers
- Partnership with technology providers
- Rapid delivery
- Advertising
- Adequate resource
- Top management support
- Frequently asked questions
- Cross-functional project team

Benefits

- Business efficiency
- Acquisition of a niche market
- Retained and expanded customer base
- Reduced operation costs
- Customer loyalty
- Competitive advantage
- Customer shopping
- Better knowledge management
- Increased sales
- Increased automation of processes
- Transformation of traditional market chain
- Competitive advantage
- Customer loyalty
- Business efficiency
- Acquisition of a niche market
- Reduced operation costs
- Extended application of new technology
- Reduced inventories
- Improved image
- Enhanced skills of employees
- Secure electronic commerce environment

EC/EB in Organizations

- Anecdotal evidence
- The nature of EC
- Phases
- EC/EB by Industries

- Finance/Banking
- Manufacturing
- Communications
- Wholesale/Retail trade
Challenges

1. Lack of e-commerce knowledge
2. Technology cost
3. Acquiring IT skilled people
4. Lack of e-commerce infrastructure
5. Security

9. Managing change
11. Reliable technology vendor
13. Measuring success
14. Internet service provider reliability
20. Current e-commerce legislation

Anticipated and Encountered Challenges

• 9 out of 20 not anticipated.
• 7 out of 9 underestimated
• 2 out of 9 overestimated by the companies

• Underestimated
  – Technology cost
  – Software compatibility
  – Acquiring IT skilled people
  – Reliable technology vendor, etc.

• Overestimated
  – Obtaining senior management support
  – Reaching customers in rural and regional areas

CSF

1. Effective project leader
2. Secure transactions
3. Adequate resources
4. The use of new technology
5. Rapid delivery
9. Regular update of the web site

10. Functional and user-friendly web site
11. Cross-functional project team
28. Allowing FAQ on Web site
35. Web site listed on critical search engines
37. Appropriate Sociotechnical policy
Anticipated and Identified CSF

• 14 out of 37 not anticipated
• 11 out of 14 underestimated
• 3 out of 14 overestimated.

Underestimated
– Adequate resources
– Effective project leader
– Forming alliances
– Partnership with technology providers, etc

Overestimated
– Web site listed on critical search engine
– Partnership with service provider
– Appropriate packaging

Benefits
1. Competitive advantage
2. Improved image
3. Business efficiency
4. Increased sales
5. Retained and expanded customer base
9. Customer loyalty
13. Better knowledge management
14. Reduced inventories

Anticipated and Identified Benefits

• 11 out of 14 not anticipated
• All overestimated.

Reasons
• High expectations
• Influence of the literature available on electronic commerce benefits, which encouraged them to participate.
• Expected to reap the benefits

Comparisons

• Challenges
  – Between 80% and 100% similar
• CSF
  – Between 40% and 100% similar
• Benefits
  – Between 60% and 80% similar
Comparisons cont...

• The highest ranked challenges, success factors and benefits are similarly ranked
• The reason could be - a similar stage of EC

Comparisons cont...

• Almost all of the variations among industries are of the kind to be expected
• Existing differences, across the industries, seems to suggest that the focus of different industries is on different issues.

Relationships

– Existing literature and interviews indicated that a relationship between some of the success factors (solutions) and challenges (problems) existed.

Success Factors – Challenges

• Adequate resources - Technology Cost
• Cross functional project team – Security
• Forming alliances - Software compatibility

Success Factors – Benefits

• Forming alliances - Increased sales
• Partnership with technology providers - Competitive advantage
• Partnership with service providers - Retained and expanded customer base