Review of the *E-Business Innovation and Change Management*

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*E-Business Innovation and Change Management*
Mohini Singh and Dianne Waddell, Editors
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*E-Business Innovation and Change Management* epitomizes a storehouse of innovative concepts, tested theories, and practical know-hows about the planning, design, and implementation of alternative models and solutions to transform the way we have been doing business traditionally. The book uses a multi-theoretical and field-tested approach toward the application of e-commerce ideas in existing, traditional business models. The editors not only summarize multiple perspectives but also reflect on the current challenges in the globally changing environment of e-business applications due to the growing popularity of the Internet and fast-paced advancing computing and networking technologies. Through the use of relevant case studies, the contributors also helped shape some of the key ideas discussed and illustrated different aspects of e-business issues and challenges faced in sustaining the e-business paradigm. Among the key e-commerce factors addressed in the book are market values, customer satisfaction, online relationship building, executive judgment and decision making, e-business leadership, business-to-employee (B2E) solutions, and electronic money transfer. In general, the 12 chapters of the book roughly may be grouped into four parts, although the editors intended each chapter to stand on its own.

Each chapter of the first part (chapters I through V) provides a focus on specific alignment of e-business solutions with organizational needs within the context of change management. Chapter I introduces the need for innovative and flexible thinking in the management of e-business. The chapter reveals the basic premise of e-
business success and shares the vision of the need to pay attention to key issues affecting e-business innovation and change management. Chapter II moves on to characterize the leadership qualities required in e-businesses. A framework to studying the style of leadership, vis-à-vis the scale of change in e-business management, highlights how to best manage for a particular scale of change. Overall, the emphasis is laid on the middle-driven leadership approach. Ideas confronted in Chapter III comprise executive decision-making techniques in e-business. These ideas are illustrated further through cases such as the Cisco system, Dell computers, General Electric, and the impacts of the investment decisions made by these companies via the use of e-business paradigm. Chapter IV constructs a framework of changed management needed to guide e-business solution in three phases. Phase 1 involves people; phase 2, processes and technology; and phase 3, customers, suppliers, and other value chain partners. Chapter V concentrates on the notion of resistance as a medium for the successful implementation of technological innovation in an organization. Hidden in this notion is the need to benefit from resistance by involving all those who resist, thereby allowing feedback to shape the environment in order for dynamic changes to occur.

The second part (chapters VI through IX) focuses the discussion on the application of various forms of innovative e-business strategies in business organizations and government. In Chapter VI, the primary root for successful implementation of any modern innovation depends upon its compatibility with other resources and organizations; that is, building effective online relationships through the use of customer relationship management (CRM) software. Accordingly, various CRM strategies, including customer loyalty, marketing, service quality, and relationship quality, form the bases for holding valued online relationships. Next, the reader is led into an in-depth discussion of e-partnership and virtual organizations with the use of a case study on Amazon.com in Chapter VII. Two other cases are used to illustrate change management issues in the context of a business-to-employees (B2E) solution. Chapter VIII emphasizes this B2E solution by presenting case studies of a large government department and of an Australian Bank and its strategies. This led naturally to the idea of applying this kind of innovation not only as a part of contemporary businesses but also to significantly transform the basic framework of government into e-government, which is a social and political requirement of developing countries discussed in Chapter IX. Here, reforms and changes in public sectors in developing countries like Sri Lanka are used to provide the reader insights into how e-government can be realized.

The third part (chapters X through XII) shifts the focus to more technological transfer issues in e-commerce. Chapter X enlightens the reader with the application of actor-network theory in the e-commercialization of small to medium enterprises (SMEs). Examples of SME cases used here include a small publication house, a storage and transport company, and a small chartered accountancy
firm, which gave us a broader view that the decision to adopt or not to adopt a new technology is contingent more on the interactions of human and non-human actors than merely on the characteristics of the technology. As an outgrowth of innovations with SMEs, Chapter XI discusses technological transfer issues in mobile business from the perspectives of social, economical, and environmental variations. More generally, transfer issues of mobile commerce and the process to smooth flow mobile business, along with its social impacts, are challenges for e-business futures. Chapter XII is fundamentally a case study discussion devoted to illustrate the nature of transforming inter-organizational commerce into reality and how such relationships are formed.

The last part (chapters XIII through XV) tries to bring together all of the remaining issues in e-business innovation and management, especially those relating to e-money transfer, security management, and ethics. The focus on e-business’s routing platform; that is, switching from cash to e-money, is the subject of Chapter XIII. With the help of current innovations tested in Australia, the chapter explicates the benefits of e-money through credit cards, direct fund transfer, ATM, retail cards, and terms it as the newest form of globalization. Stressing retail payments, it is noted that e-money may be regarded as a new distribution channels for traditional payment instruments. Chapter XIV then explains the features related to security management in an e-business environment. Examples of various security tools include firewalls, authentication, cookies, encryption, and secure electronic transaction (SET); their applications provide a peace of mind at the consumer end, improve the goodwill with existing customers, as well as attract new opportunities for globalization. Chapter XV ends the book with the different ethical dimensions and governance in e-business. Discussing the doubts of pirating, squatting, and fraudulent activities in the cyberworld, the chapter proposes various methods to ensure privacy and relays different codes of conduct with respect to e-business.

Overall, the book is an easy read in a single sitting, although a novice who is unaware of e-business issues and challenges will have problems trying to piece together the different parts of the work. The strengths of the various chapters, however, are the use of illustrative cases and supporting data to authenticate or refute some of the hypothesized claims. This book by Mohini Singh and Dianne Waddell delivers an interesting and practical discussion of current issues in e-business. It is compacted with data, ideas, concepts, theories, and cases. Yet, the reader is able to read each chapter separately without the benefit of previous readings. In this sense, there are enough materials to entertain both the novice and the experts in this field. By and large, the editors have assembled a panel of scholarly writers to focus on a single topic that is of growing importance. In summary, we can say that it is a broad review of e-business concepts, theories, and practice, especially for the e-business novice and as a reference source for professionals.
Joseph Tan is professor and chair of the Information Systems & Manufacturing Department, Wayne State University School of Business Administration. He received his PhD from the Department of Management Information Systems at the University of British Columbia, Vancouver, BC, Canada, his MS in industrial and engineering management from the University of Iowa. He taught many courses in the Faculty of Medicine, Department of Healthcare & Epidemiology, UBC and has served as an external reviewer to many grant agencies, editorial review boards, and professional associations. Currently, he is editor-in-chief of the International Journal of Health Information Systems & Informatics. Dr. Tan is widely published, including a series of books in healthcare informatics and more than 100 peer reviewed articles, journal proceedings, book chapters, and abstracts. Over the past 20 years he has received substantial funding for his research in a wide variety of health informatics, health education, and business graphics projects, at both local, national, and international levels.

Piyush Singh is pursuing studies for his master’s in mechanical engineering from Wayne State University, Detroit, Michigan (USA). He has completed his bachelor’s of engineering (mechanical engineering) from Sri Jayachamarajendra College of Engineering, Mysore, India. With a mechanical engineering background, he is expanding his field of concentration by linking his platform with e-commerce and information communication technology. His research in the field of telemedicine is ongoing; with Ghana as targeted country, and with information communication technology as the backbone of telemedicine, his research comprises an optimum need of information communication technology and its development to obtain the full potential of telemedicine in such underdeveloped countries. He is also working in the research area of e-commerce, intercepting supply chain management in various industries.