I am delighted to write the foreword to this new book, *Implementing New Business Models in For-Profit and Non-Profit Organizations: Technologies and Applications*.

This is a very timely book as new business models of technologies and applications will increasingly impact almost all aspects of organizational profit.

This book examines the implications of new business models in For-Profit and Non-Profit Organizations from technologies and applications perspectives so that current and future managers could make better decisions regarding where, when and how to utilize these technologies and how to apply the new business model. It includes the theories and practices of leading experts and practitioners from global related disciplines regarding to technologies and applications of new business models.

The scope and content of this book provide For-Profit and Non-Profit Organizations with the essential ingredients for planning, constructing and implementing new business models, as well as ensuring the anticipated benefits are realized.

This book begins with “Emerging Business Models: Value Drivers in e-Business 2.0 and towards Enterprise 2.0,” covering the foundations of business models, technology, and application from theoretical and practical perspectives. It introduces Forrester’s perspective on Web 2.0. It allows this research to clearly define the enabler aspect of Web 2.0 technologies that influence companies in e-Business, and allows a development of the concept ‘e-Business 2.0’. Many writers and researchers use the term Web 2.0 as the next stage of the Internet and of e-Business. These researchers do not make a clear distinction between the technological enabler aspect and the social aspect. Introducing and developing a concept of e-Business 2.0 and having it implemented in the outmost circle of the figure help provide a better overview and framework for this research.

This research also makes a distinction between an internal and external focus. This research looks at e-Business 2.0 and has an external focus. E-Business 2.0 pure players depend on Web 2.0 to create and appropriate value with a focus to external customers, instead of internal organisations. The latter focus is called ‘Enterprise 2.0’, where “there is a new wave of business communication tools including blogs, wikis and group messaging.” There are new digital platforms for generating, sharing and refining information that are already popular on the Internet. These platforms are collectively labeled ‘Web 2.0 technologies’.

The term ‘Enterprise 2.0’ focuses only on those platforms in which companies can buy or build in order to make the practices and outputs of their knowledgeable workers visible. Enterprise 2.0 looks at Web 2.0 technologies and practices within organisations and businesses and is therefore, referred to as internal focus. Enterprise 2.0 is the term used to describe how a Web 2.0 approach can be used to work more collaboratively together in business. Harvard professor Andrew McAfee coined the phrase ‘Enterprise 2.0’, defining it as “the use of emergent social software platforms within companies or between companies and their partner or customers.” However Enterprise 2.0 is much more than just ‘Web 2.0
for business’. It will provide the infrastructure for technologies and application of new business model, the infrastructure includes Section 1: Implementing New Business Models in For-Profit Organizations (Emerging Business Models: Value Drivers in E-Business 2.0 and towards Enterprise 2.0; Management 2.0: Managing Knowledge Workers in the 21st Century; The CSFs Methodology and Modified DEA Approach to Construct a New Business Model to Evaluate Operational Performance of all International Tourist Hotels in Taiwan; Knowledge Management Approach as Business Model: Service Industry Prospective; The Role of Small and Medium Sized Enterprises in E-Supply Chain Management: A Case Study; Taiwan’s Corporate Governance-Explorations from the Ethical Corporate Governance Model).

Section 2: Implementing New Business Models in Non-Profit Organizations (Adopting Web 2.0 in English Writing Course: A Collaborative Learning Approach in NPO Universities in Taiwan; A Case Study of Integrated Innovation Model in the Cultural Innovation Industry in Taiwan; An Innovative Business Model in NPOs: From Venture Philanthropy 1.0 to 2.0).


A chapter on “Management 2.0: Managing Knowledge Workers in the 21st Century” suggests a new management framework for managing today’s knowledge workers. This framework is based on three perspectives: analyzing the manager’s tasks, observing the knowledge worker’s behaviors and expectations, and management recommendations via suggested underlying guiding principles. Together, these construct a framework for the new era’s manager, defined here as the ‘2.0 manager’.

A case study on “The CSFs Methodology and Modified DEA Approach to Construct a New Business Model to Evaluate Operational Performance of All International Tourist Hotels in Taiwan” adopts modified data envelopment analysis (DEA) to measure the relative operational efficiency of international tourist hotels in Taiwan. After using DEA to evaluate hotels’ operational efficiency, this research used a qualitative approach to further explore the critical success factors that contribute to hotels having good performance in Taiwan. Through determination of these factors, this research provides hotel managers with a list of advice and recommendations to develop effective strategies and new business model to meet a highly competitive environment.

A case study on “Knowledge Management Approach as Business Model: Service Industry Prospective” intends to bring forward various KM strategies specially framed for the service industries looking forward for the global market and need to create advantage in providing customer satisfaction and enhancing the growth prospects, applications in organizations, indicate how to improve knowledge based performance and act a base for the service industry for developing innovation, creating global opportunities for better service. The case study highlighting knowledge strategies is designed to achieve the required knowledge sharing and output. Open-ended and closed-ended strategies play a significant role in collaborative learning, development, building the potential and providing the knowledge-creation and sharing capacities needed for strategic formulation and decision making to create competitiveness.

The case study on “Role of Small and Medium Sized Enterprises in E-Supply Chain Management: A Case Study” studies the role that small and medium-sized enterprises (SMEs) play in the e-supply chain management. It has two objectives: (1) it explores how a SME embraces and implements electronic supply chain management (e-SCM) and the challenges facing it, and (2) it develops strategy to deal with the
challenges. The chapter draws upon a case study of IFC Global Logistics (IFC), a small-to-medium-sized third party logistics provider. The case study illustrates how the SME embraces enabling technologies, the Internet, and modern business practices to integrate its supply chain management processes, and to create for itself differentiation and a competitive advantage in the tough logistics industry. Based upon a literature review and the case study, the chapter explores effective strategy for SMEs in e-supply chain management.

The chapter on “Taiwan’s Corporate Governance-Explorations from the Ethical Corporate Governance Model” discusses the meaning and internal and external mechanisms of Taiwan’s corporate governance, explains why this kind of mechanism cannot prevent the agency problem, and demonstrates the importance of business ethics by looking at the flaws in Taiwan’s corporate governance. Other questions addressed in this study include what limitations are in the internal and external mechanisms of Taiwan’s corporate governance, what makes the agency problem seem inevitable, and whether business ethics may compensate for the shortcomings in Taiwan’s corporate governance. The findings of the new business model are discussed.

The chapter on “Adopting Web 2.0 in English Writing Courses: A Collaborative Learning Approach in NPO Universities in Taiwan” discusses how the emerging Web 2.0 collaborative approach is applied to English writing courses and their performance. This paper will introduce a collaborative learning approach based on Web 2.0 that facilitates the collaborative English learning for universities in Taiwan. Teaching English writing for universities in Taiwan focuses on traditional writing teaching methods. Usually, teachers try to explain the rules and use the textbooks, and students are just listeners during the writing class. The writing course may lack interactions between students and teachers. How teachers utilize the Internet in writing courses and encourage collaboration between students becomes an important issue in NPO’s performance.

A case study on “Integrated Innovation Model in the Cultural Innovation Industry in Taiwan” indicates the development of the cultural innovation industry, and encompasses culture, art, technology, and local traditions. This paper describes the procedures of promotions formulated for the development of the cultural and creative industry, including definition, scope, development, strategies and government assistance. The chapter is intended to give the general public an idea of the chain effects expected to bring for the society by the development of the cultural and creative industry. This research was focused on case study based on qualitative analysis, literature review and depth interview, discussing inner management and external relations in Liuli Gongfang, in order to offer the concrete suggestion of development in the future.

The chapter on “An Innovative Business Model in NPOs: From Venture Philanthropy 1.0 to 2.0” indicates that there is a need for charities, NPOs, and organizations to look at new types of relationships with benefactors. The new philanthropist wants to be involved and emerge with self-gratification on a job well done. These relationships need to be cultivated and built into long-term partnerships, not just one-offs satisfying someone’s individual desire to do well. In addition, to operationalize the concept of business model innovation, this paper proposes a new method that can be applied to assist innovation managers and entrepreneurs in identifying the unique attributes and designing an innovative business model in order to capture the full benefits of Venture Philanthropy. Moreover, this paper also proposes a new system that utilizes the concept of the web 2.0 and Venture Philanthropy to produce new knowledge, services or outlets for users to advance their needs.

The purpose of the chapter “Rethinking Business Process Reengineering: The Empirical Modelling Approach” is to introduce a new approach—Empirical Modelling—to computing and business modelling. Today, most business processes rely on informal knowledge and social behavior, but these are
areas which have not, so far, been well suited for modelling with computer-based techniques. For this, the author introduces Empirical Modelling to modelling with computers which has natural application to business process modelling. We propose a way of applying this approach to integrated system development with BPR. A framework using this approach, SPORE (situated process of requirements engineering), is extended to encompass applications to participative BPR (i.e. supporting many users in a distributed environment). An outline of an application of our methods to a warehouse management system is also included.

A chapter on “Modeling Multi-Criteria Promotional Strategy Based on Fuzzy Goal Programming” indicates knowing how the target customer likes a thing can greatly influence the type of promotional item that they consider and how well the promotion performs in the marketing domain. Apart from designing advertising messages, the problem lies with selecting suitable advertising media vehicles to communicate the message to the right segment in right time. At the same time, it should have specific and measurable marketing objectives. This chapter presents a multi-criteria promotional model for a rural product of a co-operative society in TV channels through popular programmes. An interactive fuzzy goal programming model has been developed for the purpose of handling this problem for a selection of TV programmes in some networks to communicate the message of the product. A case study in Indian context has been considered for highlighting the promotion of handloom products by the bottom-of-pyramid producers of the Indian economy to be marketed in all segments through an optimal media selection process.

A case study on “Implementing an Electronic Infrastructure: Developments in Banking in Germany and Finland” indicates the Internet has already now revolutionized many industries. The biggest changes are perhaps yet to come in many industries, but the banking field can be seen as a pioneer in the application of modern Information Technology in general, and of the Internet in particular. For example, in banking, hardly anyone speaks about e-Banking; e-activity is banking as normal, no especial “e” is needed. This chapter discusses the banking industry as a user of Internet and other modern information and communication technology (ICT). We use Germany and Finland as case examples and make comparisons between them. Our research idea is that the banking industry has utilized several technologies of computer networking over several decades, and also got a “flying start” to the Internet technologies, that nowadays are a backbone of the banking industry. In the article we make a comparison of the developments in Germany and in Finland.

The chapter on “Employee Attitudes towards Business-to-Employee (B2E) Portals Use: Analysing the Role of Demographic Characteristics” points out that B2E portals represent a state of the art technology for organisations (businesses) to deal with employees using electronic communication, access and data management. B2E portals enable reduced operation costs for organisations and satisfied employees by offering them convenience, flexibility and agility. However, adoption, continued use, and eventual success of portals depend to a large extent on employees’ attitudes towards portal use, and generally impinge on demographic characteristics of employees. To establish the influence of demographic characteristics on employee attitudes towards portal use, this chapter reports a study on B2E portal use and employee attitudes from a large Australian university. This chapter highlights that employees’ attitudes towards portal use are only somewhat positive, and not overwhelmingly favorable. Although not statistically significant, attitudes of employees varied, based on age and educational background. Senior management of organisations should thus formulate strategies to develop positive attitudes for portal use to accelerate its diffusion among their employee community. Such strategies should take into consideration the possible effect of employees’ age and educational characteristics. E-commerce researchers could undertake further research to find out whether demographic characteristics become more significant once the portals are in use for some time.
Unlike past research on online music piracy with a focus on the economic or the legal perspective, the chapter on “Assessing Empirical Relations of Music Piracy Behaviors with Lifestyle and Internet Self-Efficacy of Taiwan’s Web Users” indicated the present study was designed to evaluate Web users’ behaviors related to the music piracy empirically. In light of the newly ratified Copyright Law in Taiwan, the behavioral intentions of Web users towards music downloading and/or P2P file sharing were studied using a sample of 317 of Taiwan’s Internet users. Results indicated that Web users were likely to reduce or modify their behaviors in order not to be in conflict with the new law. Results also showed that methods of music piracy used by respondents had nothing to do with lifestyle, but were more correlated to the Internet self-efficacy.

Applying the Internet self-efficacy scale, many studies have found significantly positive relationships between the Internet self-efficacy and behaviors under various settings. However, some late empirical researches have failed to support the strongly positive correlations involving the Internet self-efficacy (Mbengue & Hsu, 2006; Hsu, 2009). This might be attributed to two factors: self-efficacy is, as Bandura (2006) indicated, context-specific and/or domain specific, and the earlier Internet self-efficacy scales were out-of-date due to a drastic advancement of Internet technology. The purpose of the chapter on “Validity and Reliability Evidence of a New Version of the Internet Self-Efficacy Scale” was designed to bridge the gap and to update the Internet self-efficacy scale. Based on a sample of 1123 college students with 10 different majors in the northern, central, and southern portions of Taiwan, a new Internet self-efficacy scale based on 26 items was developed and validated statistically. The new version of the Internet self-efficacy scale was composed of five domains: including blogs, auction, video sharing, photo albums, and wiki.

This book cuts through a lot of the excitement and panache associated with marketing of technologies and applications of new business models. It provides a thorough examination of business contexts and provides a framework for requirements analysis, along with case studies to assist with analysis and specification. This book also integrates the academic rigour and the practical knowledge of the authors to assist professionals and organizations in gaining benefits from both perspectives.

I am pleased to be able to recommend this book to readers, be they those looking for substantive material on strategy, or those looking to understand an important aspect of new business model. I wish you the very best success with the implementations and realization of the many benefits of this technologies and applications.

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