

Glossary

Balanced Scorecard (BSC)

The concept of the balanced scorecard (BSC) was created and introduced by Kaplan and Norton (1992) more than a decade ago. The BSC combines four different perspectives—financial, customer, internal business processes and innovation and learning—of enterprise performance rather than emphasizing one perspective at the expense of the others. In other words, the BSC intends to evaluate the company's performance in a more balanced, comprehensive and holistic way.

Boundaryless Organization

The term *boundaryless organization* was coined by Jack Welch, former chairman of General Electric (GE), who was determined to break down the external barriers between GE and its customers and eliminate vertical and horizontal boundaries within GE. The boundaryless organization is hence “an organisation whose design is not defined by, or limited to, the horizontal, vertical or external boundaries imposed by a predefined structure” (Robbins et al., 2003, p. 292).

C-Commerce

Collaborative commerce (c-commerce) has some common features with e-collaboration; however, it is restricted to partnership in e-commerce activities. It is an e-business strategy designed to take advantage of Web technologies to strengthen collaboration between channel network partners.

E-Collaboration

Generally speaking, e-collaboration (electronic collaboration) refers to the use of the Internet and/or Internet-based tools among business partners beyond market transactions. The term is often used in the context of supply chain, in particular, in supply-buyer relationships.

Electronic Data Interchange (EDI)

One of the most popular IOS is the Electronic Data Interchange (EDI) which exchanges business documentation from computer to computer among partners. EDI carries out standard business transactions in a standard format that permits the receiver to perform the intended transaction. EDI can replace most of the clerical and intermediate business processes with direct electronic communication between system applications. EDI is also one of the earliest forms of e-commerce and has been used by many large companies for over three decades (Sweet, 1999; Wojtkowski & Walker, 2001).

E-Entrepreneurship

E-entrepreneurship describes entrepreneurship in e-business. The e-dimension of entrepreneurship incorporates all the key elements of entrepreneurship including risk-taking, proactivity and innovation in building, running and managing e-business. However, e-entrepreneurship exceeds the traditional concepts of entrepreneurship. For example, the traditional notion of entrepreneurship of being or becoming an expert or finding and protecting a unique knowledge in a niche market clashes with the fact that e-business knowledge is often short-lived and available to everyone, anytime and anywhere (Steinberg, 2003, 2004).

E-Innovation

Technological e-innovation is only one aspect of e-innovation. E-innovation can be broadly defined as innovation that is related to e-business. It may include

establishing and/or implementing innovative processes, operations, service, strategy, structure, technology and so forth in relation to e-business.

E-Marketplaces

E-marketplaces refer to Internet based intermediaries aiming to create new efficiencies in the supply chain, including new ways of buying, selling and brokering products and services (Monastero, 2001). They are designed to support all the business activities associated with transactions and interactions between its participants including design, development, production and distribution of final products in a supply chain.

Entrepreneurship

“Entrepreneurship, in its narrowest sense, involves capturing ideas, converting them into products and, or services and then building a venture to take the product to market” (Johnson, 2001, p. 138). Entrepreneurship requires organizational behavior related to change and innovation, which centers around both external and internal environmental elements and structures for fostering entrepreneurship and innovation. The key elements of entrepreneurship include risk-taking, proactivity and innovation (Miller, 1983).

E-Partnering Ecosystem

E-partnering ecosystem is defined as a complex network of partners that operates as an interconnected whole, sustaining mutual growth, creating future options and locking in advantages for the entire group (Siebel, 2000). The application of the concept of ecosystem to e-partnership is innovative and represents a holistic and transformative way of partnering, and building and developing partnerships. By taking an ecosystem view, e-managers can develop the network-thinking mindset and attitude needed to grow and succeed in, and add value to, the e-partnering ecosystem.

E-Partnership

Theoretically, e-partnership refers to a business partnership relying on electronic (information) technologies to communicate and interact among partners. As e-business has become an integral part of most business practices where consumers, suppliers and buyers are connected by information technologies,

the term e-partnership is mostly associated with electronic commerce partnerships and, in a broader sense, electronic business partnerships.

E-Procurement

In most cases, electronic procurement (e-procurement) refers to business-to-business electronic trade. It is a central function of e-businesses and plays a key role in the e-supply chain, as purchasing goods and services is always an integral part of the supply chain.

E-SCM (e-supply chain management)

E-SCM, as the latest advance of SCM, has two pillars: the emerging strategic capabilities of SCM and the Web technologies that empower SCM. E-SCM aims to foster agile organizations and supply-buyer partnerships. “E-SCM is a tactical and strategic management philosophy that seeks to network the collective productive capacities and resources of intersecting supply chain systems through the application of Internet technologies in the search for innovative solutions and the synchronization of channel capabilities dedicated to the creation of unique, individualized sources of customer value” (Ross, 2003, p. 18).

E-Supply Chains

E-supply chains refer to electronic supply chains in general and e-business and e-commerce supply chains in particular. They are the Internet’s value-added chains which cover both the upstream and downstream business through which a product travels—from raw materials to manufacturing and from manufacturing to marketing and after-sales service. In this regard, e-business is the marriage between the Internet and supply chain integration, and it plays a crucial role in the e-supply chain.

eXtensible Markup Language (XML) and HTML

Extensible markup language (XML), a relatively new development of IT for supply chain applications, was invented in 1996 “to provide a simple and affordable solution for secure exchange of transactional business data between firms” (Neef, 2001, p. 102). XML is similar in nature to hypertext markup language (HTML) used in Web pages. Both contain markup symbols to

describe the content of a page or file. HTML describes the content of a Web page (e.g., text and graphic images) in terms of how it is to be displayed and interacted with. However, unlike HTML, XML is extensible as its markup symbols are unlimited and self-defining (Drews & Wesseler, 2003).

Infomediary

In recent years, another e-partnership entity, dubbed infomediary, has emerged and is gaining more attention in the information era. As the name suggests, infomediaries specialize in information management, collecting and storing customer information and controlling the flow of commerce on the Web. Yahoo! is actually one of the most popular and powerful infomediaries in the world.

Integration

Integration refers to collaborative planning and control, decision integration, information integration and business process integration between inter-firm partners, using information technologies and systems.

Inter-Organizational Information Systems (IOS)

Inter-Organizational Information Systems (IOS) are networks of company systems that allow organizations to share information and interact electronically across organizational boundaries (Kaufman, 1966 in Warkentin et al., 2001). IOS are one of the most important technologies used in creating and sustaining e-partnerships. Since their inception several decades ago, these systems have been used to share information in inter-organizational cooperation. They link buyers, sellers and business partners together in key business processes and create new channels of business.

Partner Relationship Management (PRM)

Partner relationship management (PRM) is a subset of e-CRM (electronic customer relationship management). Like CRM, it is defined as a business strategy as well as a set of application tools designed to increase the long-term value of a company's network of partnerships. PRM is able to assist companies (1) to select the right partners through the formation of a partner profile database; (2) to provide partners with information and knowledge needed to

deal satisfactorily with channel customers; (3) to collectively search for ways to improve sales, productivity and competitiveness; and (4) to ensure that each trading partner contributes to customer satisfaction.

RosettaNet Standards

RosettaNet standards prescribe how networked applications interoperate to execute collaborative business process. They provide a common language for B2B transactions and assist in building integrative e-business processes among partners. RosettaNet standards consist of a three-level business process architecture for interaction between inter-firm e-partners: (1) partner interface processes, (2) RosettaNet dictionaries, including the Master Dictionary which contains over 6,000 common terms and processes, and grammar that describes how systems communicate and (3) RosettaNet implementation framework (RNIF).

SCOR Model

The supply chain operations reference (SCOR) model has been developed and endorsed by the Supply Chain Council, an independent not-for-profit organization in the United States. The SCOR is a business process reference model which is so comprehensive that it actually covers all customer interactions from order entry to paid invoice, all product transactions including equipment, suppliers, spare parts, bulk product and software, and all market interaction from the understanding of the aggregate demand to the fulfillment of each order. As such, the process reference model provides a language for communicating among supply chain partners (SCC, 2004). It plays a key role in monitoring the performance of supply chain partnerships and generating value to e-business process networks.

Web Services

Web services are a set of capabilities that transmit data from one application to another over the Internet. They do not require a direct connection between the two applications or the operating systems that the individual applications are run on but are provided from a Web server for Web users or other Web-connected programs.