

Preface

Organizations around the world are capitalizing on new technologies such as the Internet and the World Wide Web to develop e-business. Evolving e-business models, integrated solutions and improved technological infrastructure are continuously changing the way business is conducted. For example, e-business is a revolution that brings with it new ways of dealing with customers and business partners, new revenue streams, new ways of processing information, new organization structures, new skill sets, electronic supply chains, new standards and policies, new collaborations and the need for adaptable business strategies. To attain and maintain success with e-business, effective management of associated changes is also essential. However, e-business and change management have often been addressed as separate issues by practitioners and academics alike, often leading to disappointing results. An acceptance and thorough understanding of the interdependence and synergy that a holistic approach can offer is imperative for organizations to survive in this new economy and achieve a competitive advantage.

The objective of this book is to introduce e-business innovations and provide an extensive discussion on change management issues, tools and models for implementing and successfully managing the transition to digital business. It specifically focuses on innovative business models and processes, technology innovation, human resource considerations, leadership styles and skills for managing e-business organizations, business partner and customer relationship management issues and e-business strategy development. All chapters included in this book include useful change management issues pertinent to e-business.

Mohini Singh, in her chapter, *Innovation and Change Management*, addresses e-business as digital transformation of business processes and management issues critical for the implementation of all innovations. A discussion of all issues from the inception of the idea to performance evaluation of the

innovation implemented has been included. A comprehensive and complete set of issues addressing strategic, financial, technological, organizational, sociotechnical and the environment in which the organization operates has been presented.

Di Waddell discusses the notion of developing a new and unique leadership style to manage change as a result of e-business adaptation, in the chapter *Leadership in an E-Business Environment*. The chapter is based on research carried out in the Australian manufacturing industry and determines the extent of e-business change and the required leadership styles for managing in an e-business environment. The outcome of the research clearly highlights the value of a consultative, rather than a coercive, leadership style for e-business change management.

Valerie Baker, Tim Coltman and Joan Cooper have highlighted the importance of executive judgement on decisions in *Executive Judgement and the E-Business Advantage: Implications for IT Strategic Change*. They have discussed the similarities between e-business and Information Technology, and illustrated the impact of judgement on Information Technology strategies. The chapter introduces a tool for evaluating judgement on IT strategy and associated changes. Implications of judgement for e-business (an offshoot of IT) strategies are accordingly examined.

Sushil Sharma presents a framework for managing change in the chapter *A Change Management Framework for E-Business Solutions*. The chapter is divided into three parts: the first describes e-business and change management process; the second focuses on e-transformation and the third outlines how the framework can be applied as a tool to manage e-business transformation.

Resistance: A Medium for the Successful Implementation of Technological Innovation by Di Waddell discusses the positive impact of resistance during the implementation of e-business. The discussion in the chapter is an emphasis on understanding resistance, non-adversarial effects of resistance on innovations, and strategies for managing resistance. She also highlights the fact that strategies for managing resistance for e-business are the same as those for any innovation.

Building Effective Online Relationships by Byron Keating, Robert Rugimbana and Ali Quazi introduces traditional customer relationship management, discusses at length online customer relationship strategies and illustrates with diagrams the relationship profitability and management model. Dimensions of quality relationships and services identified from literature have been discussed at length.

Fang Zhao, in the chapter, *E-Partnerships and Virtual Organisations: Issues and Options*, emphasizes partnerships and communication in virtual organizations. Management issues addressing challenges and risks of e-partnerships, productivity and revenue sharing in virtual organizations, and sharing core competencies and the need for effective communications have been discussed with recommendations.

Paul Hawking, Susan Foster and Andrew Stein introduce the innovation in managing people and management relationship in the chapter *A B2E Solution: Change Management Perspectives*. B2E solutions are Intranet-based people management solutions increasingly adopted by large organizations in Australia and New Zealand. Change management issues in relation to people management, business processes and innovations have been discussed, including two case studies.

Ramanie Samaratunge and Di Waddell, in their chapter, *E-Government in a Developing Country: A Sri Lankan Experience*, discuss the gradual change from traditional government services and data management to technology-based government records management and services. Although e-government in developed countries is generally Internet-based with online government service deliveries and payments, this chapter presents applications of basic technology to government services in Sri Lanka as e-government initiatives, and change management issues with technology reforms.

Arthur Tatnall and Stephen Burgess describe the adoption of e-business by small and medium enterprises in the chapter *Using Actor-Network Theory to Identify Factors Affecting the Adoption of E-Commerce in SME's*. Actor-Network theory and innovation translation is discussed at length, and case studies have been included to further qualify the discussion and application to SME's.

An important and evolving innovation in e-business is the application of mobile technologies, resulting in mobile-commerce. Nabeel Al-Qirim, in the chapter *Application of Mobile Technologies in the E-Business Environment*, introduces mobile business and discusses the application of mobile technologies, protocols, examples and change management issues.

Pauline Ratnasingam, in the chapter *The Evolution of Technology Innovation at Dakin Farms*, establishes management and change management issues with innovation implementations using a case study. The impact of innovation, lessons learned from it and the whole systems development cycle have been carefully outlined in this chapter.

Mohini Singh and Betty Zoppos, in the chapter *From Cash to E-Money: Payment System Innovations in Australia*, explore the change and developments in payment system instruments for e-business exchanges. Numerous

relevant retail payment instruments, trends and developments in payment systems, innovations in payment methods and e-payment risks form the gist of this chapter.

In the chapter *Security Management in an E-Business Environment*, Mohini Singh looks at the change in security management from a physical environment to a networked online environment. Basic online security concepts, risks, issues, challenges and the importance of security policies and procedures are presented and explicated.

This book concludes with a chapter from Di Waddell discussing numerous e-business ethical dilemmas, governance of ethical e-business issues and the nature of ethics and trust in e-business. Communication predicaments in the electronic world and their implications are presented with examples and literature discussions.

This book contains substantive evidence that no longer can we separate the issues of e-business and Change Management. The authors of these chapters have highlighted the crucial need to have an integrative approach to managing technology, innovations and e-business.

We wish to thank all the authors for their collaboration and contribution to this book. Their creative ideas and outstanding scholarships have added value in making this a useful and interesting publication.

Mohini Singh and Di Waddell