BOOK REVIEW

E-Entrepreneurship and ICT Ventures: Strategy, Organization and Technology

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E-Entrepreneurship and ICT Ventures: Strategy, Organization and Technology is edited by Tobias Kollmann, Andreas Kuckertz, and Christoph Stöckmann, and this book involves 18 chapters, which are written by different contributors from various countries. This book provides an enhanced understanding of the important interface of e-business and entrepreneurship by bringing together leading academics and practitioners all around the world. The scope of the book covers the following topics:

- Integrated Business Models.
- Strategy in E-Ventures.
- E-Social Entrepreneurship and Social Innovation.
- Education and Training for the Entrepreneurial Employee.
- ICT-Enabled Learning.
- Enterprise Resource Planning.
- Web 1.0, Web 2.0 and Web 3.0.
- Ambient Intelligence System.
- Entrepreneurial Marketing.

The book offers an essential reading material for students, educators, managers, and entrepreneurs, who are interested in applying and fostering e-business concepts in an entrepreneurial environment.

The editors of the E-Entrepreneurship and ICT Ventures: Strategy, Organization and Technology believe that strategy, organization and technology are three aspects, which are essential to understand and manage young e-businesses or ICT ventures. Therefore, this edited book is divided into three corresponding sections. Section 1 focuses on strategy and discusses various strategic issues of e-businesses and ICT ventures. Section 2 deals with the topic of organization and underlines the role of organization in managing e-businesses and ICT ventures. Finally, Section 3 discusses the
related technologies that enable e-business activities and provides an outlook on future developments in ICTs.

Section 1 includes seven chapters. Chapter 2, “An Integrated Business Model Innovation Approach: It is Not all about Product and Process Innovation”, by Roman Boutellier, Markus Eurich, and Patricia Hurschler, fosters the understanding of business model innovation with a focus on the ICT industry and e-entrepreneurship. Roman Boutellier, Markus Eurich, and Patricia Hurschler gives a general overview of business models and their elements that are necessary for business model innovation. On the basis of Schumpeterian innovation, this chapter describes the business model innovation as addendum to Abernathy’s and Utterback’s dynamic model of process and product innovation. Their integrated business model innovation approach proposes a framework for long-term differentiation and competitive advantages.

Chapter 2, “Internationalization Strategy in New E-Ventures: Towards a General Model and New Research Agenda” by María Gracia García-Soto and Antonia Mercedes García-Cabrera, tries to answer two basic questions: (1) what is it about e-ventures that allows them to compete globally? and (2) what is it about e-ventures that makes it a specific mix of strategy shaping processes necessary to formulate a born global strategy? In this chapter, authors highlights antecedents and processes for shaping the international strategy for venture creation and proposes of an integral model for the shaping of the born global international strategy in the new e-venture.

Chapter 3, “Market Orientation in Emerging Firms – Towards a More Rigorous Understanding of Entrepreneurial Marketing” by Malte Brettel, Andreas Engelen, Florian Heinemann, and Andreas Kessell, focuses on the topic of entrepreneurial marketing. Authors begin their discussion with the description of the dimensions of market-oriented behavior as introduced by Kohli and Jaworski (1990) for established companies. Then they characterize the specific nature of emerging firms, and analyze the adequacy of Kohli and Jaworski’s (1990) conceptualization for emerging firms. Based on both literature and also interviews with experts they generate additional measurement items within this conceptualization in order to adequately capture the particularities of market-oriented behavior in emerging firms. Using data from a sample of 141 emerging firms the authors confirm that market orientation does have a significant and positive effect on the performance of emerging firms. Authors also conclude that firms do not show a single consistent pattern of market-oriented behavior contributing to company success. Therefore, they argue that founders of emerging firms should pursue an individual way of market-oriented behavior that seems most appropriate for the company specific liabilities.

Chapter 4, “Crossing Borders: Overcoming Political Barriers to Technology-Led Economic Development” by Nicholas Maynard, Aaron McKethan, Michael I. Luger, and Alekhyya Uppalapati, explores how some non-urban counties that are contiguous but located in different states have worked with their state governments to develop institutional mechanisms to overcome the artificial barrier to technology-based economic development that state borders create. The argument that the authors put forward can be applicable to United States and also to other countries that are divided into states and to smaller countries within a federated region (such as the member states of the EU). The authors use case study evidence from several successful cross-border efforts in the United States in order to demonstrate the critical success factors required to overcome political boundaries and initiate technology-based development internationally. These success factors are the creation of diverse funding sources, effective leadership by a coordinated team, and the development of formal legal entities to confront legal and infrastructure challenges.

Chapter 5, “Legitimizing Innovative Ventures Strategically – The Case of Europe’s First Online Pharmacy” by Andreas Kuckertz and Karsten Jörn Schröder, focuses on building organizational legitimacy in the context of innovative ICT ventures. What strategies can
Exploring the Personal Drive Behind Small Social-Venture Set-Ups in the Netherlands: Encounters With Local Help and Hindrance