Chapter 1.3
Managing E-Business Change

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INTRODUCTION

Kalakota and Robinson (1999) state that "the creation and implementation of an e-business project is inextricably linked to the management of change" (p. 60). This requires systematic attention to learning processes, organisational culture, technology infrastructure, people and systems thinking. E-business change (eBC) is defined as the processes surrounding the effective management of different stages of online business development and growth. Guha, Grover, Kettinger, and Teng (1997) view this as an organisational initiative designed as a business project "to achieve significant breakthrough improvements in business performance" (p. 121). For example; cost reductions, responsiveness and flexibility, customer satisfaction, shareholder value, and other critical" e-business measures. Planning and managing such systems requires an integrated and multi-dimensional approach to the development of new e-business processes (Kumar & Crooks, 1999; Scheer & Habermann, 2000). Sharma (2004) recommend "a change management framework for e-business solutions" (pp. 54-69).

This article reports on the findings from multiple case studies of e-business projects in ERP enabled organisations. The summation of the findings from four case studies is captured into a pattern of generalisations for the components of an established research model. Various patterns are developed as indicators of success, trends and variance that have implications for both research and practice. This suggests an improved model of eBC management, refined in terms of the relationships between the elements of the model. Such a model would represent a comprehensive tool, for assisting managers in diagnosing the key facilitators and inhibitors of successful e-business projects for B2B interaction.

BACKGROUND

In trying to bring about e-business change: *"managers would do well to recognise the complementary nature of technology, business models, and e-business readiness throughout the value chain from their suppliers to their customers"* (Barua, Konana, Whinston, & Yin, 2001, p. 39).

Theoretical Framework

The study used an established theoretical framework (Figure 1) from business process change case-based research (Guha et al., 1997), for identifying and examining the facilitators and inhibitors of successful e-business projects. The model represented by Figure 1 was adapted from

previous research on business process change by Guha et al. (1997, p. 121) to include e-business change. Also it acknowledges the existences of inter-relationships between components, as suggested by Kaplan and Norton in developing their Balanced Scorecard (2000, p. 168, 2004, p. 55).

Research Approach

The research proposed three questions:

1. Which components of eBC framework facilitate and/or inhibit success of e-business projects?
2. What are the critical success factors of e-Business projects?

Figure 1. Model of e-business change (Adapted from Guha et al., 1997, p. 121)
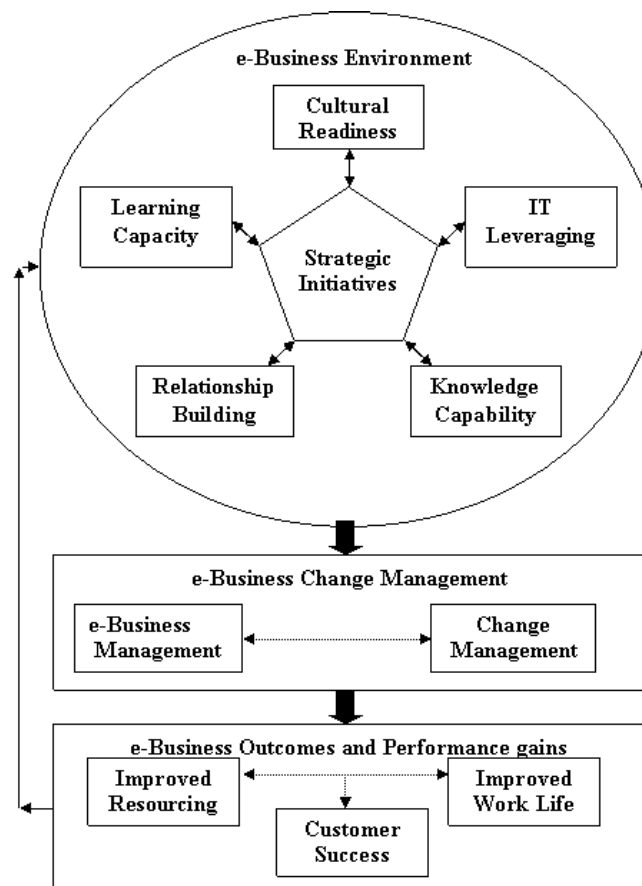
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