

e-Business & e-Government SIG
British Academy of Management Workshop

**EMERGING OPPORTUNITIES AND CHALLENGES IN
E-BUSINESS: THEORIES, METHODS AND APPLICATIONS**

24th-25th January 2008 - Caledonian Business School, Glasgow



Organisers:

Dr. Elizabeth Williamson, Caledonian Business School

Dr. Savvas Papagiannidis, Newcastle University

Prof. Feng Li, Newcastle University

EMERGING OPPORTUNITIES AND CHALLENGES IN E-BUSINESS: THEORIES, METHODS AND APPLICATIONS

Thursday 24th January, 2008 - Location Continuing Professional Development Building, Seminar Room 10, Caledonian Business School in Glasgow

12:00-13:00	Registration and lunch, kindly provided by Caledonian Business School
13:00-13:15	Welcome note - Prof. Feng Li & Dr Elizabeth Williamson
13:15-13:30	Opening note - Mr Martin Tognieri, Dean of Caledonian Business School,
13:30-14:15	Invited Speaker: Dr Stephen McLaughlin, KROBUS LLP: <i>'Information Systems: From enabler to barrier of organizational performance'</i>
14:15-15:00	Jim Johnston: <i>'Tackling a Monster! - The lessons learnt from adopting and implementing e-Commerce in a recruitment company.'</i>
15:00-15:30	Coffee Break, kindly provided by Caledonian Business School
15:30-16:15	'Dr. Federico Iannacci: <i>'An experiment in e-Government: the Criminal Justice System Exchange'</i>
16:15-17:00	Dr. Elizabeth A Williamson: <i>'Corporate Wikis Supporting Business Partnerships'</i>

19:45-22:30 - Dinner and networking: Piping Centre

Friday 25th January, 2008 - Location Continuing Professional Development Building, Seminar Room 10, Caledonian Business School in Glasgow

09:00-09:45	Dr. Savvas Papagiannidis: <i>'The new retail drama: Case studies of real retailers in metaverses!'</i>
09:45-10:30	Dr. Peter Duncan: <i>'E-business and the Funeral Services Industry in the UK'</i>
10:30-11:00	Coffee Break, kindly provided by Caledonian Business School
11:00-11:45	Dr. David Wainwright: <i>'Causal loop modelling for managing integrated e-health projects'</i>
11:45-12:30	Ken Currie: <i>'Are universities into e-Business?'</i>
12:30-13:00	SIG Discussion and AoB
	Closing note: Prof. Feng Li & Dr Elizabeth Williamson

Information Systems: From enabler to barrier of organizational performance.

Dr Stephen McLaughlin, KROBUS LLP

ABSTRACT

Increasing complexity within business is causing organizations to re-evaluate how they use IT in order to keep themselves competitive. Certainly, technology's ability to drive competitive advantage has been greatly reduced with the commoditization and widespread availability of technology, and relatively low cost of ownership. However, the need to be able to respond to the increasing rate of business change is also straining technologies ability to drive sustainable competitive practice. Drawing on experience gained within a complex supply chain organization the presenter will discuss how the increasing need to change and respond to market forces is causing organizations to re-think how best to employ technology.

Where organizations have in the past succeeded in using technology to support their business operations, when faced with change within their market and customer base they are finding the technology is not so good at keeping step with the changing business landscape. Failure within large complex organizations to maintain performance through times of transformation or change, have identified innovation as a core organization ability. In particular, organizations are struggling with the concept of innovation and the role IT can play as part of a holistic approach to driving innovation. The problems identified and discussed in this presentation are also being consider as part of a wider consortium of academic, government, and business organizations under the heading SSME. As part of this consortium, the presenter will also discuss how research is now being conducted in order to understand and improve the inter-relationship between technology, management, and culture.

Tackling a Monster! - The lessons learnt from adopting and implementing e-Commerce in a recruitment company.

Declan Bannon, University of West Scotland
Charles Burnell, University of West Scotland
James Johnston, University of West Scotland
Martin McCrum, University of West Scotland

ABSTRACT

This paper examines the innovative e-Commerce based business model of a small Scottish recruitment company that has used information and communication technologies to integrate much of its marketing, recruitment, sales and administrative activities. The company's ultimate objective was to maximise profits by offering customer and applicant service experiences that are substantially different and better than the typical industry offerings from the much larger industry leaders.

It also discusses their experiences and opinions of the wide variety of private, public and third sector support found to be required to develop this business model.

The paper will achieve the above by:

- Describing the traditional business model of the recruitment industry that has emerged over the last thirty years and explain the role legislation has played in this process.
- Highlighting the key features of the company's innovative business model and discuss the reasoning that underlies this new approach.
- Assessing the potential advantages and disadvantages of this model for the company.
- Discussing the underlying reasons that led the company to seek the assistance of the wide variety of support required to successfully implement this business model.
- Review the managerial, marketing and e-Commerce lessons learnt.

Outline some of the policy implications for the government's business support policies of such advanced adoption and implementation of information and communication technologies.

An experiment in e-Government: the Criminal Justice System Exchange

Dr. Federico Iannacci, BPP Business School

ABSTRACT

Drawing on information growth dynamics theory (Kallinikos 2006), this paper endeavours to highlight the transformation of crown prosecutors' tasks into digital information. It is argued throughout that the digitization of prosecutors' tasks has triggered a self-propelling process of information growth whereby cross-organisational architectures have emerged which criss-cross the boundaries of the criminal justice agencies within England and Wales. Although agency, meaning and purpose have been given centre stage in the social sciences, it is claimed that the instrumental view of technology as just a means to pre-established ends is too parochial a view as technology can defy previous plans to the point of sowing the seeds for technological change. The implications of this rationale in relation to the management of public sector projects are discussed in the final section.

Corporate Wikis Supporting Business Partnerships

Dr. Elizabeth A Williamson, Caledonian Business School

Dr. Eric Lim, EASB Institute of Management

Dr. Alexis Barlow, Caledonian Business School

ABSTRACT

Increasing competitive pressures has put a new emphasis on supply chain management. Therefore, in reply, companies are using the Internet within Supply Chain Management operationally to reduce costs and improve processes and strategically to support business partnerships. This support is achieved by increased information flows which enhance communications between business partners and results in improved business relations in the supply chain.

Such Internet-based communications take place via emails, by accessing information placed on a company website or portal. Wikis, blogging, RSS and pod casting and desktop search are recent technological developments which afford businesses new opportunities to improve their business in a number of ways. Wikis can be used to support work activities, for internal collaboration, and also for external collaboration with partners. This is achieved by allowing all users to add comments or modify the contents of the web-page. Therefore, business collaborations and partnerships are further enhanced by an increase in communications between many different business partners in the supply chain.

This paper investigates the development and implementation of wikis in business. It also assesses wikis as a collaborative technology in supply chain management and to investigate the extent to which it supports business partnerships. This is achieved by analysing literature and previous research. Areas for future research are highlighted.

The new retail drama: Case studies of real retailers in metaverses!

Dr. Savvas Papagiannidis, Newcastle University Business School

Dr. Michael Bourlakis, Brunel University Business School

ABSTRACT

Technology has significantly affected retailing both by extending the scope and reach of established channels, but also by creating new ones. Although new channels, especially Internet-based ones, have provided the means effectively and efficiently to reach customers directly, they often lack the atmospherics and context that offline approaches enjoyed. This can be addressed by metaverses, i.e. online virtual worlds (e.g. Second Life) that allow customers to immerse in retailing experiences, overcoming the limitations that other online channels, such as the two-dimensional web, pose. Two case studies, that of the retail space of I Want One Of Those and that of Vodafone InsideOut, will be presented in order to illustrate how metaverse retailing could be undertaken and provide the context within which potential implications can be discussed.

The impact of e-business technologies on the funeral services industry in the West of Scotland

John Denny, Caledonian Business School
Dr. Peter Duncan, Caledonian Business School

ABSTRACT

The rapid development and expansion of the Internet and World Wide Web (WWW) over the last 15 years have brought about dramatic changes in the business community, to the extent that e-Business technologies are now perceived as being an integral and essential part of 'doing business'. For example Porter states that: "the key question is not whether to deploy Internet technology - companies have no choice if they want to stay competitive - but how to deploy it" (Porter, 2001, p64). However the now accepted wisdom that such technology is essential to business in the 21st Century may not necessarily be applicable in every case. According to Kopp and Kemp (2007, p236) "the purchase of a funeral and its related merchandise will comprise the third-largest expenditure [most consumers] will make in their lifetime [after a house and a car]". The United Kingdom (UK) funeral services market, in 1998, was worth £806 million (OFT, 2001). Consisting of mainly small and medium sized enterprises (SMEs), the funeral services industry is one where business is typically generated locally, and where sensitivity and other 'personal' issues are paramount. Whilst operating in what may be perceived as a traditional area firms in the industry are still subject to the same pressures as other businesses and have to act accordingly; this may involve the adoption of e-business technologies. However, from the current literature it is not known what e-business technologies funeral directors use, if any, and for what purpose and benefit to their business.

The purpose of this paper is to explore a range of issues surrounding the adoption of e-business technologies within the funeral services industry in the West of Scotland. Key concerns of the research are the use of e-business technologies within the sector; the nature of any benefits gained; and the barriers to adoption. Empirical work consisted of five case-studies carried out in funeral services firms based in the West of Scotland. The firms ranged from independent family owned firms, to a subsidiary of an international chain. Data collection was via semi-structured interviews with the owner/senior managers of the firms and also office managers/administrators.

The results of the empirical work suggest that funeral services firms are utilising e-business technologies in a similar manner to many other SMEs; for example, for essential business functions such as accounting, invoicing and communication and day-to-day administration. However, their use of such technologies is relatively restricted and they do not derive all the possible benefits available as suggested by the literature, such as access to new markets. While firms in the funeral services sector have the same technological opportunities as firms in other industries, it may be that gaining value through the application of e-business technologies may be restricted by sociological factors from out with the industry, beyond the firms' own control. Conclusions are drawn from the findings, and possible avenues for further research are suggested.

Implementing Inter-Organisational Electronic Health Systems: Developing a Causal Loop Modelling Approach

Dr. David Wainwright, Northumbria University

ABSTRACT

Research into electronic business, commerce and health may still be viewed as an emerging field highlighting many complex organisational challenges, strategic opportunities and implementation problems. The field of ICT strategy, adoption and implementation in healthcare is seen as particularly problematic (Wainwright & Waring, 2000; 2007). This in many ways is due to the complex nature of healthcare systems which are: often politically contrived and constrained, involve multiple groupings of professional stakeholders, rely on complex integration of competing technologies, often technologically led and reliant on powerful IT Vendors and are very large scale and inter-organisational in scope. Electronic healthcare systems (E-healthcare systems) are often seen as a panacea for massive improvements to NHS service delivery in terms of increased operational efficiency, value for money, quality and improved outcomes for patients. The current NHS Connecting for Health (CfH) and the National Programme for IT NPfIT) is estimated to eventually cost around £12.5 billion with many concerns emerging over the eventual success or failure of components of the project; such as integrated electronic health records, on-line booking of hospital referrals, electronic prescribing etc. One such system which promises large efficiency gains is the concept of integrated managed pathology networks – an example of an e-healthcare system that is inter-organisational in scale and scope.

This research investigates IT project management of a managed pathology network using a case study - the Teespath Project (Wainwright & Shaw, 2007). The original aim was to develop a causal loop model using a Critical Success Factors (CSF) approach to investigate the organisational and IT project management issues concerning the planning and adoption of inter-organisational IT systems. The researchers adopted an interpretive research approach utilising template analysis. Categories were initially derived from a review of the literature based on CSF analysis from Enterprise Resource Planning (ERP) Projects. An adapted causal loop model was then developed utilizing the CSFs identified and its potential discussed as a practical tool for IT project teams. This paper will discuss and extend this model in terms of examining a range of suitable CSFs derived from e-business research including factors relating to establishment of trust between partners, data security, scalability, complexity, reliability, standards and maturity levels.

Wainwright, D.W. and Waring, T.S. (2000), "The Information Management and Technology Strategy of the UK National Health Service: determining progress in the NHS acute hospital sector", *International Journal of Public Sector Management*, Vol 13, No 3, pp. 241-259.

Wainwright, D. and Waring, T. (2007) The Application and Adaptation of a Diffusion of Innovation Framework for Information Systems Research in NHS General Medical Practice, *Journal of Information Technology*, Vol. 22, No. 1, March, pp. 44-58.

Wainwright, D., Shaw, C., (2007) Developing a CSF Causal Loop Model for Managing IT Projects: A Case Study of an Inter-Organisational Healthcare Pathology IT System, *in Proceedings of - International Conference on Information Systems ICIS 2007 Quebec, Montreal, Canada Dec 9-11th 2007.*

Are universities into e-Business?

Ken Currie, Director of Business Development, CAPDM
Dr. James Carr, The University of Edinburgh and Queens University Belfast

ABSTRACT

Getting the right decision making information, to the right people, at the right time is fundamental to any modern organisation. We live in an age where many of our institutions are knowledge-based, we talk about operating businesses in a knowledge environment, we create and distribute business information to knowledge workers – yet few of our institutions have formal, implementable knowledge management strategies. This is especially true of most of our universities.

Progress towards this position is hindered by inflexible and poorly integrated information architectures and the lack of an institutional-wide approach to knowledge management. In business this has an obvious impact on efficiency and effectiveness, and this is true of the business of education too. Are we excluding our students from participation in an efficient e-industry?

Universities have a perfect opportunity to lead from the front. On-line distance learning has become an essential part of all university strategies, but only a small number have had real success – including commercial success -- in this area. The successful universities are the ones that realise that e-assets have great value. In this presentation we will talk about what knowledge management might mean in universities, with particular reference to its value in expanding business options into on-line learning. We will also suggest that this new business opportunity might offer additional benefits to distance students that are not enjoyed by traditional on-campus students. Perhaps we should treat all our students as distance learners?

**CALL FOR PAPERS
E-BUSINESS AND E-GOVERNMENT TRACK**

British Academy of Management Annual Conference (BAM2008)

Majestic Hotel, Harrogate, UK
9-11 September 2008
<http://bam.ac.uk/conference2008/>

Track Chairs:

Professor Feng Li (Feng.li@ncl.ac.uk)
Dr Savvas Papagiannidis (Savvas.papagiannidis@ncl.ac.uk)
Newcastle University Business School

The E-Business & E-Government Track at BAM2008 provides a lively and friendly forum for academics, practitioners and policy makers, at all levels and stages of their careers, from different parts of the world, to present and discuss their latest findings in E-Business and E-Government/E-Public services, and the underlying technologies, infrastructure and services to support these applications. Areas of particular interests include but are not limited to:

- E-Business, incorporating E-Commerce, E-Marketing and M-Commerce
- E-Government & E-Public Services, including E-Health and E-Learning;
- E-Systems, including technologies, infrastructures and services,
- Emerging opportunities and challenges (e.g. RFID, MMORPGs)

Both empirically and conceptually based papers are welcome. Contributions can be in the form of full papers, developmental papers (roundtables), and symposium (Workshops or Panel Discussions). Selected papers will be published in a journal special issue and possibly also in an edited book, as we have successfully done in the past five years (6 journal special issues and one edited book). A Best Paper Prize will be awarded to one lucky winner. Further details about paper submissions are available at <http://bam.ac.uk/conference2008/>.

All participants are also actively encouraged to be involved in the activities of the BAM E-Business and E-Government Special Interest Group (SIG). Between the annual conferences, this SIG organises regular research workshops and other events. Please email Professor Feng Li at Feng.li@ncl.ac.uk if you are interested in joining the group.

Important Dates:

- **29 February - Deadline for ALL submissions**
- 4 March to 31 March - refereeing period
- 18 April - deadline by which authors receive decisions
- 30 May - deadline for revisions to FULL accepted papers
- 18 July - papers and draft Track schedules available online
- 31 July - papers withdrawn

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