

Table of Contents

Preface	VII
Table of Contents	IX
CHAPTER 1: Cyber-Commerce Reframing: A New Paradigm?	1
Introduction.....	1
The Cyber-Economy	1
The Upcoming Cyber-Challenge	2
BPR: The Shortcomings	2
Reframing, Not Optimizing	3
Cyber-Commerce Reframing: The Approach.....	3
The New Role of Information Technology	4
The Human Resource Challenge.....	5
CCR for Which Companies?	5
Cyber-Assessment as the Starting Point	6
CCR Case Studies	7
CHAPTER 2: The Cyber-Economy	9
The Development of IT in the Context of the Internet.....	9
The World Wide Web (WWW) and Its Implications	13
The Evolution of the Cyber-Economy	16
The Definition of Cyber (C-)Commerce.....	19
Changing Environmental Factors.....	24
Electronic-Commerce	26
Mobile Commerce	27
Television Commerce	30
Pervasive Commerce	32
CHAPTER 3: The Upcoming Cyber-Challenge	35
Cyber-Challenge: Dreams and Reality	36
B2C: The Cyber-Flop	40
Yet Another Cyber-Debacle: B2B	45
Human Resources: The Cyber-Key	48
The Financial Imperative	49

CHAPTER 4: BPR: The Shortcomings.....53

- The Basic Framework for Reengineering54
- The Managerial Roots of Reengineering55
- The Reengineering Story58
- BPR and the Merging Paradigm Shift.....61
- The BPR and ERP Success Story62
- BPR Will Not Save the New Economy64
- BPR and the Technical Shortcomings65
- BPR and Strategic Human Resource Management (SHRM).....66

CHAPTER 5: Reframing, Not Optimizing.....67

- Talking about Optimization67
- The Limitations of ISO 900068
- The Limitations of Total Quality Management (TQM).....69
- The Limitations of Six Sigma70
- The Limitations of Operations Research71
- The “Pareto Rule” as a Test of the Limitations
of Optimization Activities.....74
- CCR versus Optimization and Reengineering75

CHAPTER 6: Cyber-Commerce Reframing: The Approach81

- The Praetorians of CCR81
- The Issues with Surveys and Opinions82
- Awareness as a Facilitator for Understanding CCR84
- Bad Experience for Good Stuff.....85
- The Dimension-Impact Matrix (DIM) of CCR.....86
- The Structure of CCR88
- The CCR Horizontals.....89
- Conclusion108

CHAPTER 7: The New Role of Information Technology111

- The “E-volution” of IT.....111
- The Driving Economic Role of IT113
- Trends and Observations.....119
- Special, Technological Requirements for CCR120
- CCR – Understanding of Application Architecture
in Iterated Markets121
- CCR Framework for Analysis of IT System Components.....122
- Analyzing the IT Side of Web Solutions Using the Framework123
- Cluster Computing as Enabler for CCR.....125

CHAPTER 8: The Human Resource Challenge.....	127
Setting the Agenda.....	127
Modified Organizational Structures.....	132
Developing and Maintaining Human Capital in the Cyber-Economy	139
Cyber Competences and Capabilities	148
Evaluating HR Initiatives and People in the Cyber-Economy	149
CHAPTER 9: CCR: For Which Companies?.....	153
Successful CCR Implementations of the Past Leading the Way	153
Different Departments: One CCR Approach Used.....	155
Are CCR Projects Suitable for All Industries?	157
CCR: Helping all C-Business Initiatives to Be Successful?	159
CCR in the Area of E-Procurement	160
CCR and E-Selling.....	164
CCR and Customer Relationship Management	166
CCR and the E-Marketplace	169
CCR and E-Billing.....	171
CCR Mythology for All Companies – for All Purposes?	173
CHAPTER 10: Cyber-Assessment as a Starting Point	175
Cyber-Assessment: The Methodology.....	176
Module One: Industry Analysis	176
Module Two: Internal Analysis	178
Module Three: Analysis and Evaluation of Cyber-Commerce Projects and Options	180
Module Four: Strategic Recommendation for Decision-Making.....	183
Case Study: eZoka Group	185
SupplierLinx: CCR in the Area of Collaborative e-Procurement	185
The Strategy	186
The Process	186
The Technology	188
The People	188
Conclusion	189
Case Study: Multi-national IT Company.....	191
CCR in the Area of Procurement	191
The Strategy	191
The Process.....	193

The Technology193
The People194
The Results.....195
The Future.....196

Case Study: US-Based Internet Start-up199

CCR Helping Internet Start-ups to Grow up.....199
The Assessment200
The Strategy201
The Process202
The Technology203
The People203
The Future.....204

Epilogue.....205

Further Reading207

Index.....231