

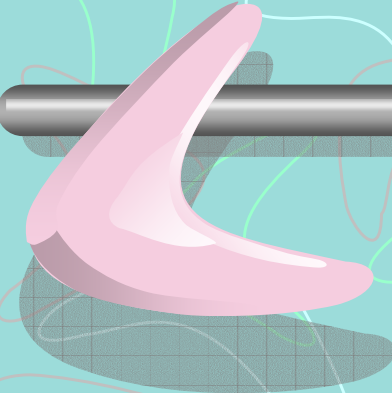
2ND INTERNATIONAL CONFERENCE ON

ENTREPRENEURSHIP, INNOVATION AND REGIONAL DEVELOPMENT

THEME:

*Entrepreneurship and Innovation Crossroads: Triggers, Catalysts and Accelerators for Sustainable Regional Development*

# **Towards of a Systematic e-Business Excellence Framework**



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# Introduction: e-business

- Internet as well as information technology and computer systems evolvement changed the rules of the market.
- New methods of Business Process Reengineering (BPR) are created.
- E-business refers to the rules according to which business transactions can be completed successfully, based on a steady, strong and wireless infrastructure network (Internet).



# E-business Features & Applications

- **E-business is characterized by:**
  - high connectedness
  - focus on transactions
  - value on information for goods and networks
  - high accessibility and information abundance
- **The main three categories of e-business applications are:**
  1. e-purchases or e-marketplaces: buy and sell goods and services.
  2. Inter-organizational systems: making more easy the inter and intra-organization flow of goods, services, information, communication and cooperation.
  3. Customers service: guidance, complaints and order management.



# e-Business Excellence

- In order a business to gain advantage against its competitors, it is essential to invest on applications and procedures through which will succeed improvement. The targets and business scheduling should succeed what is called business excellence.
- The term “e-Business Excellence” is the ideas and the procedures which aim at the fulfillment of business targets (customer satisfaction and faith, profitability).
- The main factors concerning such a model are:
  - Systems integration
  - Process automation
  - Friendly IT systems
  - Friendly transaction systems
  - Processes which target to customers – suppliers

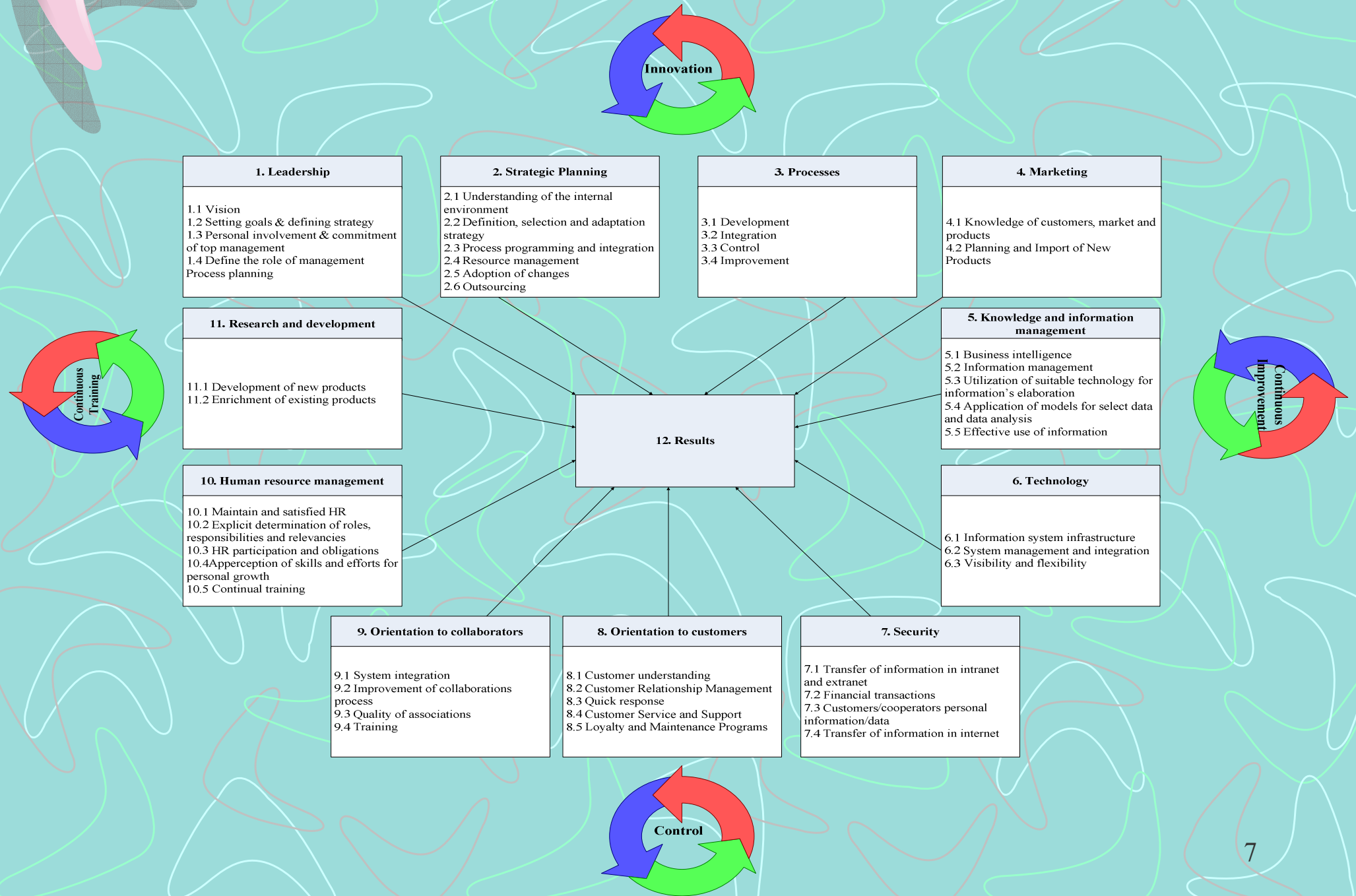




# The Study

- An organization is important to estimate, to control and to evaluate its status and processes and to discover if and how close is to excellence. It is important always to re-approach its targets and to re-scheduling its processes.
- The objective of the study was to develop a systematic e-Business Excellence framework.

# e-Business Excellence framework





# e-Business Excellence framework

- The framework consist of 12 criteria. Each criterion includes a number of sub-criteria.
- Criterion and sub-criterion definition was based on literature review and was oriented toward the framework of e-Business Excellence.
- Criteria and sub-criteria form an initial space, which is oriented toward the evolution of a systematic self-assessment tool.
- The elements that contribute to e-Business Excellence are interdependent and thus the criterion and sub-criterion definitions carried through the framework are also interdependent.



# Criterion 1: Leadership

- The existence of a capable leadership is critical for the success of an electronic business. The leadership is responsible for the integration of the whole number of existing processes in an e-business environment. The leaders should be conversant of the way an organization is managed and ought to support process scheduling
- Sub-criteria:
  - Vision
  - Setting goals & defining strategy
  - Personal involvement & commitment of top management
  - Define the role of management
  - Process planning






# Criterion 2: Strategic Planning

- Strategic planning is an operation that allows the co-ordination and the control of business processes in order to achieve a specific goal.
- Sub-criteria
  - Understanding of the internal environment
  - Definition, selection and adaptation strategy
  - Process programming and integration
  - Resource management
  - Adoption of changes
  - Outsourcing



## Criterion 3: Processes

- E-Business excellence is achieved when a good planning and support of business processes have been made.
- Sub-criteria
  - Development
  - Integration
  - Control
  - Improvement



# Criterion 4: Marketing

- Marketing is the planning and the implementation of strategy of sales, the distribution and the support of a product or a service.
- It describes all the processes that accelerate the flow of goods or services from the constructor to the consumer.
- E-Business Excellence is strongly connected with marketing procedures.
- Sub-criteria
  - Knowledge of customers, market and products
  - Planning and Import of New Products



## **Criterion 5:**

# **Knowledge & Information Management**

- Information management contains activities, processes, decisions, transactions that occur into an organization.
- Knowledge management is related to the integration of processes such as: collection, storage, analysis and distribution of information.
- Sub-criteria
  - Business intelligence
  - Information management
  - Utilization of suitable technology for information's elaboration
  - Application of models for select data and data analysis
  - Effective use of information





# Criterion 6: Technology

- E-Business is the combination of business processes and information technology.
- Sub-criteria
  - Information system infrastructure
    - Evolution - Cost
  - System management and integration
    - Process integration - Communication)
  - Visibility and flexibility



# Criterion 7: Security

- The security criterion includes the certification of operational transactions, the control of access in resources such as the web pages for registered or selected users, the encryption of communications and generally the secureness of privacy and the effectiveness of transactions.
- Sub-criteria
  - Transfer of information in intranet and extranet
  - Financial transactions
  - Customers/co-operators personal information/data
  - Transfer of information in internet



# Criterion 8: Customer Orientation

- A successful e-Business organization ought to provide an acceptable environment to its customers.
- Sub-criteria
  - Customer understanding
  - Customer Relationship Management
  - Quick response
  - Customer Service and Support
  - Loyalty and Maintenance Programs



# Criterion 9: Collaborators Orientation

- Organizations should impose a total of strategic changes in their processes, in order to create an environment of reciprocal confidence.
- Sub-criteria
  - System integration
  - Improvement of collaborations process
  - Quality of associations
  - Training





# Criterion 10: HR Orientation

- The orientation to human resources constitutes investment for an e-business organization
- Sub-criteria
  - Maintain and satisfied human resources
  - Explicit determination of roles, responsibilities and relevancies
  - Human resource participation and obligations
  - Apperception of skills and efforts for personal growth
  - Continual training



# Criterion 11: Research & Development

- Extended research of the market is required as well as research for the requirements of customers, of raw material and of all of those processes that are related to a product.
- Sub-criteria
  - Development of new products
  - Enrichment of existing products



# Criterion 12: Results

- The way that the organization performs to the previously identified criteria, is measured by the results criterion.
- The results are qualitative or quantitative and reflect the total productive work of the enterprise.
- Sub-criteria
  - Quality of products and services
  - Financial results
  - Employees' performance
  - Co-operations efficiency
  - Other indices



# Conclusions

- The proposed e-Business Excellence framework can serve as guidance for self-assessment in e-Business organizations. Self-assessment that based on TQM rhetoric can work as an effective driver for continuous improvement.
- e-Business excellence is the overall objective of the framework, that focuses on the journey and not on the destination.
- The framework consists of twelve criteria which identify the corresponding organizational areas that concerned under assessment. Each criterion decomposes in several sub-criteria. Each sub-criterion introduces specific measurement context.
- Further Research