

BA/E 296-3 Enabling eBusiness Transformation

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Lecture: Monday -- 6-9:30pm, C330 Cheit

Office Hours: During class break, and the following times:

Segev: 4-5pm @ F598 Monday and by appointment (segev@haas.berkeley.edu)

Gordon: 5-6pm @ F492 Monday and by appointment (pgordon@haas.berkeley.edu)

Abstract & Objectives

“If you thought that eBusiness is dead, you are dead wrong!

Be ahead of the curve - understand what happened, why it happened, and what will happen next”

This course deals with major topics facing virtually every company – Enabling eBusiness (EEB) Transformation, that is, how to transform a traditional company to a "new economy" company. It is argued that a primary cause of last year's downfall of the dot coms and the more established technology companies was the *EEB deficiency* - i.e., traditional companies were not sufficiently eBusiness enabled to create the critical mass of e-Commerce activity required to sustain and grow the new business sectors of the economy, and e-Markets in particular. Furthermore, we believe that what we are evidencing in the marketplace is a temporary setback and that the marketplace models and activity is bound to resume (though in a more sensible way and slower pace).

- eBusiness transformation involves business, organizational and technological aspect in a new context which is characterized by:
- New business models, applications and related requirements
- The externalization level of companies
- The degree and the dynamic nature of required interconnectivity and integration
- The rate of change (technology and business models)

This course is intended to provide the student with a general understanding of the issues involved in the EEB Transformation, and the intricate interplay among technology, business processes, people and management. A more in-depth analysis will be done in the context of specific business domains – Business to Business (B2B) Trading, Customer Relationship Management, and Channel Integration. There will be extensive use of real-life cases and examples as well as guest speakers from industry.

COMPONENTS OF FINAL GRADE:

- **Individual assignments: 25%**
There will be eight assignments dealing with the case studies
- **Group Term Paper: 60%**
Students (in groups of 3-4 students) will analyze a particular EEB Transformation scenario in the context of the issues discussed in class. The projects have to deal with real companies, either in collaboration with the company or by interacting with the company through the web and other channels. Project groups and topics should be ready by February 25.
- **Class attendance & participation: 15%**

Readings:

A reader comprising of articles and case studies will be used. The list of article and case studies is given in the last page of this outline.

LECTURE TOPICS & SCHEDULE:

In the Reading column of the table below, the article names listed are from the list on the last page.

Class#	Date	Topics	Reading
Holiday	1/21	Martin Luther King, Jr. Day	
EEB1	1/28	<p><u>Introduction to eBusiness & eBusiness Transformation</u></p> <ul style="list-style-type: none"> • What is EEB? Why is it important? How to Measure Success in EEB Transformation • Importance of the process and personalization • The concepts of interleaving and sense-and-respond architectures • Obstacles and overview of what companies doing 	The articles in the “General eBusiness Overview, Models, Strategies and Transformation” are background reading for much of the class. It is recommended that you read them as soon as possible. The article “E-Business: Revolution, Evolution, or Hype?” should be read first.
EEB2	2/4	<p><u>Discussion of Assignment# 1</u> The process and management aspects of improving customer interactions</p> <p><u>Business and Technology Architectures</u></p> <ul style="list-style-type: none"> • The importance of architecture and examples • The frameworks approach to eBusiness architectures • Major challenges 	“Intel’s Next Generation eBusiness Architecture”; “Facilitating the application development process using the IBM Patterns for e-business”; “Example of Insurance Process; The article “ Web and Mobile Technologies Overview” is short relatively simple overview of the key web technologies
EEB3	2/11	<p><u>Business Models and EEB</u></p> <ul style="list-style-type: none"> • CVS Case study – this case will illustrate some of the EEB issues in the context of particular eBusiness models <p><u>Overview of Key Technology Management Issues</u></p> <ul style="list-style-type: none"> • Key technologies • IT issues in organizations • Legacy systems • Introduction to Interoperability and Security 	The general eBusiness reading category, and in particular “Emerging E-Business Models: Lessons from the Field”. “Web and Mobile Technologies Overview (extracts from IBM Red Books)”
Holiday	2/18	Holiday	
EEB4	2/25	<p><u>IT Management Issues in EEB</u></p> <ul style="list-style-type: none"> • Schwab Case study – this case will illustrate issues related to strategic information technology alignment and other important topics such as processes for IT investment decisions and dealing with legacy systems. • Security 	“Detours in the Path toward Strategic Information Systems Alignment”; “Why We’re Still Talking About Alignment” ; “Intrusion Detection”
EEB5	3/4	<p><u>Managing Enabling Technologies in EEB</u></p> <ul style="list-style-type: none"> • Interoperability and integration issues • Standards • Outsourcing and Web services • Information Management and Quality 	“Web and Mobile Technologies Overview” “MS Overview of Web Services” “Overview of Information Management and Quality”
EEB6	3/11	<p><u>Channel Integration</u></p> <ul style="list-style-type: none"> • Williams-Sonoma Case study – this case will illustrate channel integration and information management issues. <p><u>Issues in B2B eBusiness</u></p> <ul style="list-style-type: none"> • Inter-organizational Processes • B2B Integration • Collaborative Product Commerce 	“Overview of B2B and Related Standards”; “ e-business and B2B Integration” IBM Patterns for B2B eBusiness”; “Collaborative Product Commerce”
EEB7	3/18	<p><u>Channel Integration and B2B</u></p> <ul style="list-style-type: none"> • Staples Case study – this case will illustrate channel integration issues in B2C and B2B contexts <p><u>eProcurement and Supply Webs</u></p> <ul style="list-style-type: none"> • Introduction to eProcurement • Strategic Sourcing 	“Office Depot” “Strategic e-Sourcing: A Framework for Competitive Advantage”

Holiday	3/25	Spring Recess Week	
EEB8	4/1	<u>eProcurement and Web Services</u> <ul style="list-style-type: none"> • Kunkle Valve and TCS Case studies discuss issues in the business value of using advanced technologies. Enabling suppliers is an important topic here. 	“Overview of MS Solution for Supplier Enablement”
EEB9	4/8	<u>eCommerce Facilitation and Supply Webs</u> <ul style="list-style-type: none"> • Case: Fedex Case study • Supply Webs and iHubs (the example of RosettaNet) 	<i>Previous Reading and RosettaNet 101 (Intel’s Presentation)</i>
EEB10	4/15	<u>Mass Customization Customer Interaction</u> <ul style="list-style-type: none"> • Self-service (is it more or less service ?) • What is personalization and how it differs from mass customization? • Personalization models 	‘Mass Customization Based e-business Strategies’; ‘Personalization? No Thanks’; ‘IBM Patterns for Self-Service’; ‘From Mass Customization to e-Personalization’
EEB11	4/22	<u>More on EEB and Customer Interaction</u> <ul style="list-style-type: none"> • Trade-e vs. e-Trade Case. This case examines the business and technology issues faced by traditional (frequently successful) companies that are in the midst of e-business transformation. Focus of the discussion is customer interaction, processes and technology. 	<i>Previous Reading</i>
EEB12	4/29	<u>Cases where the business model or technology did not work</u> <ul style="list-style-type: none"> • Cisco • Nron • GE 	Articles on Cisco, Nron, and GE
EEB13	5/6	<u>Group Project Presentations</u>	
EEB14	5/13	<u>Group Project Presentations</u>	

ARTICLES and CASES:

Note: page numbers are from Reader I; articles with no page numbers are from Reader II):

General eBusiness Overview, Models, Strategies and Transformation

1. E-Business: Revolution, Evolution, or Hype? by Coltman et al , 2001 (pp. 1-30)
2. Strategy and the Internet, by Porter, 2001 (pp. 85-104)
3. 10 Deadly Mistakes of Wanna-Dots by Kanter, HBR, 2001 (pp. 31-42)
4. Becoming a Digital Business – It's not about Technology, by Slywotzky & Morrison, 2001 (pp. 43-46)
5. Getting Real About Virtual Commerce, by Evans & Wurster, 2000 (pp. 47-60)
6. Emerging E-Business Models: Lessons from the Field, by Applegate, 2001 (pp. 61-84)
7. Is your Company Capable of Competing on the Web, by the President and Fellows of Harvard College, 1999 (pp. 105-108)
8. **Case Study:** CVS (pp. 139-154)

Technology Management

9. Intel's Next Generation eBusiness Architecture, 2001
10. Facilitating the application development process using the IBM Patterns for e-business, by Lord, 2001
11. Example of Insurance Process (extracts from IBM Red Books)
12. Web and Mobile Technologies Overview (extracts from IBM Red Books)
13. Detours in the Path toward Strategic Information Systems Alignment, by Hirschheim & Sabherwal, 2001 (pp.205-226)
14. Why We're Still Talking About Alignment (pp. 113-118)
15. Overview of Information Management and Quality
16. MS Overview of Web Services
17. Chapter 11 from Intrusion Detection, by Bace, 2000
18. **Case Study:** Charles Schwab (pp. 185-204)

Channel Integration, Mass Customization and Customer Interaction

19. Office Depot articles (pp. 263-272)
20. Mass Customization Based e-business Strategies, by Piller et al, 2000
21. Personalization? No Thanks, Nunes & Kambil, 2001 (pp. 109-112)
22. IBM Patterns for Self-Service (extracts from Red Books)
23. From Mass Customization to e-Personalization, by Segev, 2002 (tentative)
24. **Case Study:** Williams-Sonoma (pp. 165-184)

B2B, eProcurement, eMarkets and Supply Webs

25. Overview of B2B and Related Standards (extracts from IBM Red Books)
26. e-business and B2B Integration (extracts from Red Books)
27. IBM Patterns for B2B eBusiness (extracts from Red Books)
28. Collaborative Product Commerce, by Aberdeen Group, 2001
29. Strategic e-Sourcing: A Framework for Competitive Advantage, by Aberdeen Group, 2001
30. Overview of MS Solution for Supplier Enablement
31. **Case Study:** Staples (pp. 155-164)
32. **Case Study:** FedEx (pp. 119-138)
33. **Case Study:** Kunkle Valve
34. **Case Study:** TCS Corporate Services

Let's Go Wrong

35. Cisco articles (pp. 227-234)
36. Enron articles (pp. 235-250)
37. GE articles (pp. 251-262)
38. **Case Study:** Trade-e vs. e-Trade