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We live in a world of high bandwidth networks and mobile Internet connection. New terminologies, strategies, and technologies are rapidly developing in the field of e-business. The development of e-business began in the 1960s and 1970s, when banks began transferring money to each other electronically using Electronic Funds Transfer (EFT), and large companies began sharing transaction information electronically with their suppliers and customers via Electronic Data Interchange (EDI) over private telecommunication networks called Value Added Networks (VAN). Until the early 1990s many Small to Medium Enterprises (SMEs) carried out the bulk of their business transactions using paper. With the introduction of information technology, the e-business revolution took place and the fast-paced electronic workplace was created. The new Internet technologies led to an explosion of business models as companies and entrepreneurs attempted to exploit perceived market opportunities.

Successful implementation of e-business necessitates the addressing of a variety of different issues including initiating and communicating a new behaviour within the organisation, the analysis of competition and risk factors, and the identification of champions for the implementation of new systems and approaches. Thus it is said that change is the only constant.

This book is a collection of works by different authors, collated by the editors into a single publication. Each chapter discusses a different aspect of the e-business environment and change management.

Chapter 1 – *Innovation and Change Management* – endeavours to survey most of the areas in e-business by comprehensively discussing published research on this topic. The author explains briefly e-business models, implementation issues and implications, and the need for change. She concludes that for businesses to thrive in the present competitive world, it is highly desirable, if not essential to improve efficiently using e-business techniques.

Chapter 2 – *Leadership in E-business* – presents an industry-based quantitative research study focusing on leadership. Within the most successful organisations, leaders demonstrate qualities like vision, risk sensitivity, approachability, good communications skills, and above all good people skills. A survey of 250 companies using an interesting technique of analysis involving four by four matrices is presented.

Chapter 3 – *Executive Judgment and the E-business Advantage* – is an extensive in-depth literature review on decision-making theories and measuring the impact of executive judgment affecting e-business strategies.

Chapter 4 – *A Change Management Framework for E-Business Solutions* – presents a study based on different change management frameworks. A systematic guide on how to e-transform a business when change is taking place is presented. A three-phase change management framework for e-business implementation is discussed in detail.

Chapter 5 – *Resistance: A Medium for the Successful Implementation of Technological Innovation* – explains that resistance from employees was a major cause of failure during the early stages of the implementation of new business processes like Business Resource Planning (BRP) and Enterprise Resource Planning (ERP). The author observes that most of the companies went for a classic adversarial approach to control employee resistance.

Chapter 6 – *Building Effective Online Relationships* – is influenced by the fact that the authors of this chapter have strong industrial and academic backgrounds. They have implemented online relationships with their consumers. The Customer Relationship Management (CRM) framework can work with different business strategies to produce improved outcomes. Future trends are discussed and future work that can be carried out is presented.

Chapter 7 – *E-Partnerships and Virtual Organisations: Issues and Options* – is a wonderfully presented chapter which explains from the basics virtual organisations and how e-partnerships are formed using the Amazon.com example.

Chapter 8 – *A B2E Solution: Change Management Perspectives* – discusses the business-to-employee (B2E) model with respect to ERP. The impact on employees in large organisation and issues associated with the results of the implementation of an ERP system are discussed. Employee Self-Service (ESS) and how valuable it could be to any organisation is also emphasized. Change Management issues resulting from above topics are explained using two Australian case studies.

Chapter 9 – *E-Government in Developing Countries: A Sri-Lankan Experience* – presents an informative and creative research study based on the experience of the introduction of information technology in Sri-Lanka. Even though IT benefits this country as a whole, there are a number of hurdles to be overcome (e.g. the availability of highly qualified individuals and training centres, lack of policy coordination, etc.) in the implementation of computerized information systems. This is a must read chapter.

Chapter 10 – *Using Actor-Network Theory to Identify Factors Affecting the Adoption of E-Commerce in SMEs* – discusses Actor Network Theory (ANT) in e-business case studies to demonstrate that it is a very important tool in SMEs. Even though the authors argue that ANT is not itself an e-business model, it can identify pointers to the successful introduction of e-business strategies into an SME.

Chapter 11 – *The Application of the Innovative Mobile Technologies in the Business Environment: Challenges and Implications* – focuses on Mobile Business (MoB). Technological, social, economic and environmental factors are discussed with respect to MoB.

BOOK REVIEW

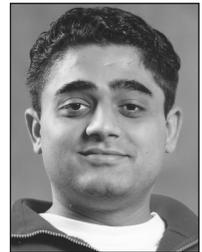
Chapter 12 – *The Evolution of Technology Innovations at Dakin Farms* – presents the technological innovation adopted by one of the family-owned speciality food businesses in Vermont, USA. How the IT development cycle was applied and implemented through different phases with respect to employees' morale and culture is also discussed. This is another must read chapter.

Chapter 13 – *From Cash to E-Money: Payment System Innovations in Australia* – discusses different tools or technologies for retail payments and innovations that occurred in Australia in the last decade in the first part of the chapter and there is a detailed discussion and conclusion based on different methods of payment is presented in the second part. This is certainly an informative chapter.

Chapter 14 – *Security Management in an E-Business Environment* – explains that security is very important in an e-business environment and illustrates the lessons learned from breaches of security in various cases since the introduction of e-business. Important issues in e-business security management are also discussed.

Chapter 15 – *Ethics and E-Business: An Oxymoron?* – tries to systematize general ethical issues in e-business. Investigation of the notion of trust in the context of online transactions and business is presented. The author concludes that even though ethics and e-business innovation are not mutually exclusive, they will continue to be a challenge to each other.

The first impression I got of the book was of its attractive cover design and its impressive title. There are books available on the market which focus either on e-business or change management. I do not know of another that not only focuses on both, but also tries to describe a relationship between the two. This book is probably the first of its kind which covers e-business and change management with an extensive discussion on innovation transformation, e-business management, human resources, leadership, skill requirements, partners and client relations via communication, e-governance, resistance to the technological innovations and security issues. It is well presented in easily readable and plain language and it allows the reader to develop an understanding of the dynamics of e-business and change management processes. The book's main contribution is that it highlights the change management process from an e-business perspective. When it comes to combining these two major issues in business – a substantial challenge – this book has a measure of success. While its lack of academic rigour does not qualify it as a textbook, I certainly recommend it as an important reference for postgraduate students and e-business and change management researchers and practitioners.



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