

. :  
-

**Introduction:**

) ( )  
( )

Positioning

Goods

Marketing Focus

:

Location

Porter,2001:66)).

Transparency

- -  
Connectivity

**E-Business Organization**

Digitally ) ( (Hackbarth & Kittinger,2000).

**Statement of the Problem:**

Dot.com Companies) (

3  
4

**Importance and objectives of study:**

). ( ) (

**E-Business Concept:** :

) ( ) ( : (Robins & Coulter,2003:44-45):  
**E-Business Enhanced Organizations:** 3

) ( (

Tupperware Starbucks Office Depot -1886 Sears -  
Merrill Lynch Whirlpool).  
**E-Business Enabled Organizations:** 4

Electronic Linkages  
Levi Strauss & Co. ( Intranet –  
Software Solutions ).  
Silicon Graphics ( Internal Web Sites 800  
144,000

Enabled  
**Total E-Business Organizations :** 5

E- eBay Amazon Yahoo - - Trade

(Barnes and Hunt,2004):  
1-  
(Core Products). 2-  
(Re-Training). 3-  
(Renovation) 4-

**Business**

**Electronically Exchange**  
(Chaffey,, Mayer, Johnston, and Ellis-Chadwick, 2000):  
**Business-to-Business(B2B):** - - 1  
). (  
**Business-to-consumer(B2C):** - 2

). (

**Consumer-to-Consumer(C2C):** 3

Internet Auctions.

**Government-to-Organizations(G2B)** - - 4

). (

**Government-to-Government(G2G):** - - 5

). (

**E-Business Strategy** :

(Kleindl, 2001).

: (Cross,2000:140)

1

Leverage 2

"Co- 3

-

Opetition"

"Co- -

Complementary

Opetition"

**Strategic Development of E-Business:** :

: (Lord,2000)

: 2

3

(

...).

: 4

) ( )

Value

SCM-Supply Chain Management

CRM-Customer Relationship Management .

: Core-Business 5

) (

**Levels of E-Business Development:**

:

(Standing and Vasudavan,2001):

.Initial Experimentation \*

Integration. \*

Transformation . \*

**:Initial Experimentation : 1-**

) ( (Pile, 2000).

Brochureware

(Turban, McLean and Wetherbe,2004).

**:Integration : 2-**

) (

(Kettinger, and Hackbarth, 1999):

1

2

3

EFT.

EDI

IT

**:Transformation : 3-**

VPN

EDI

EFT.

Intellectual Capital-

E-Breakout Strategy

Win-Win -

Leverage  
Approach

(Lord, 2000):

S-CLC /

) (

(1)

\*  
\*  
\*

		(1):
E- (2):	E- (1):	Sales Proce sses
Search).	Marketing)	
E- (3):		
Evaluation).	(4):	
(6):	(5):	
Order).	(E-Bids).	
(9):	(8):	Post- Sales Proce sses
E-Delivery).	(	
E-Pay).	(10):	
(12):	(11):	
	E-Customer	
	Services).	
	(13):	

Source: Hackbarth, G., and Kettinger, W. J. (2000), Building E-Business Strategy, *Information System Management*, Summer. P. 38.

### Formulating E-Business Strategy :

Separate

Embedded

E-Business Strategy.

(Cagliano, Caniato, and

Spina,2003):

1  
2  
3  
4  
5  
6

(Broadbent, Weil, and Clair,1999):

\*  
\*  
\*  
\*  
\*  
\*

**Formulation Period:** ) (

) (

(Chircu,

and Kauffman, 2001).

**Independent Formulation of E-Business Strategy**  
(Rowley,2002)

1  
2  
3



	:	:
		.
		(Hackbarth and Kettinger,2000)
	<b>Initial Stage</b>	*
	<b>Diagnose Stage</b>	*
<b>E-Breakout Stage</b>		*
	<b>Transition Stage</b>	*
	:	
	<b>Initial Stage :</b>	4
		.
	Vision	
		.
	E-Business Initial Strategy.	
	<b>Diagnose Stage:</b>	5
	Industry Environment	
<b>E-Breakout Stage:</b>		6
		.
	SWOT	
	)	(
		(Kettinger, and Hackbarth, 1999)
Scenario Development		Brainstorming
		.
	<b>Transition Stage:</b>	7
	-:	-
(Morath, 2000):		...
		8
		9
	/ /	10
Milestones		11

(Hackbarth and Kettinger,2000):

...	(	8		
		9		
		10		
		11		
		12		
		13		
		14		
		15		
		16		
Proactive).	Reactive	(	17	
	:	)	(	:
	:	)	(	
	Environmental Analysis Stage.	1-		
	Formulating Objectives.	2-		
Strategic Alternatives of E-Business .		3-		
		4-		
	<b>Environmental Analysis:</b>	<b>1-</b>		

(Lambert, Cooper and Pagh,1998)

/ ) (

SWOT Analysis

) (

( ...).

:

:

(Standing and Vasudavan, 2001):

) ( 1  
) ( 2  
3  
4  
5  
) ( 6  
) (

—

:

1  
**(Pile,2000):**

3  
4  
5  
6  
7  
8  
9

eBay Amazon Yahoo ( ...)  
Microsoft ( ...). Intel IBM

Banks ) ( 10  
( /

...). 11

12

13

: 14

**Formulating Objectives: 2-**

(Tan, Shaw and Filkerson, 2000):

1  
2  
3  
4  
5  
6  
7

). ( \*  
\*

(Watson and Zinkhart,1997):

Off-Line	URL	3
	Campaigns	4
	)	5
	(	6
Personalization		7
		8
		9
		10
		11
Trade Shows		12
Sales Promotions		13

Smart

(Rowley,2003):	Objectives	
	Specific	1
Measurable/Quantitative.		2
Achievable .		3
		4
		5

**:Strategic Alternatives of E-Business 3-**

1  
2

	Minimization.	3
	) (	4
	Means	
(Whinston, Stahl, and		
	Choi,1997):	
		1
		2
		3
		4
		5
	(Venkatraman, 2000):	
Pure Play Internet	(	1
	Strategy).	
Mix-	(	2
	Play Strategy).	
Pure Strategy	(	
	(Useem,1999):	
	Mix Strategy)	
	) (	1
		2
	) (	3
		4
:	(Kare-Silver,1998)	
	Export Markets.	1
		2
		3
E-Wholesaling		4
	E-Tailing.	
		5

	6
(Cagliano, Caniato and Spina, 2003):	3
	4
	5
(Cross,2000):	1
	2
	3
(Grewal, Comer and Mehta, 2001):	
Spin Organizations	1
Spin-Off Organizations :	2
	(Useem,1999)
Porter	
Overall Cost Leadership Strategy .	1
Differentiation Strategy.	2
Focus Strategy.	3
<b>Ansoff's Matrix</b>	
(Rowley,2003)	
Product Positioning	
:	-
<b>Market Penetration:</b>	-

	<b>Market Development:</b>	-
	SMEs ) (	
	Website	
	<b>Product Development:</b>	-
	:	
Information	Information Services	*
	Databases.	
	Financial Services	*
	Business-to-Consumer .	Business-Business
		<b>Diversification :</b>
		-
Unique Selling Proposition-USP-		
audience		
	:	4-
	(Barnes and Hunt,2004):	
	Privacy.	14
	Payment.	15
	E-Auctions.	16
		17
		18
		19
		20
		21
	<b>Implementing E-Business Strategy</b>	:



(Lambert, Cooper and Pagh, 1998)

Actions 7

Value-Creating Activities.

Business value Chain ) (

Delivery Marketing Production Supply

Customer Support.

(Kleindl,2001)

(Sawy, Malhotra, Gosain

and Young, 1999):

- \*
- \*
- \*
- \*
- \*
- \*

Creation

Alliances

(Moore, 2004)

Framework

Delivered-Value

Processing Creation

Pervasive ) (

... ) ( Real-time data

- (Matin, Gerard and Larivere, 2001):

- Standardized Infrastructure. \*
- Interface \*
- Producers) ( : 14
- .... (... ) / (
- Intermediaries
- Disintermediation ( )
- (Sarker et al.,1996:126)
- Cyber Intermediaries
- (Lambert, Cooper and Pagh,1998):
- Indigosquare .com). ( Malls 15
- Virtual Resellers 16
- Amazon.com). ( Directories. 17
- Virtual Communities. 18
- Financial Intermediaries ( ...). 19
- : Evaluators 20
- :moneyextra.com. ... 21
- :.holidaydeals.co.uk 22
- : screentrade.com. 23
- : (Rowely,2003)
- 1
- 2
- 3
- 4

Partnerships	Partnerships (Rowley,2003:216)	15
Technology Partnerships:		1-
2- )	(	
3-		
Internet Service	Provider-ISP-	
Promotion Partnerships:		4-
(		
Ad Banners...).	Search Engines	
Reciprocal Promotion Partnerships:		5-
6-		
Distribution Partnerships:		7-
8-		
Suppliers Partnerships:		9-
) / (		
Legal Advice Partnerships :		10-
11-		
E-Business Organizations Alliance:		16
(Rowely,2003:227):	) / (	
Co-Alliance:		3
Strong Consortium		

Star Alliance : 4

/  
/

Value Alliance: 5

Market Alliance: 6

...)

**Budgets 17**

(Rowley,2003:216):

5

6

7

8

Hosting . 9

10

11

12

:

13

14

5% 15

16

17

18

: (Lord,2000)  
1  
Responsibilities 2  
) ( 3  
4  
5  
6

**Evaluating E-Business Strategy :**

Learning : (Markides,1998)  
Culture

Electronic Communications (Malone, et al. 1987)

EDI

(Cagliano, Caniato, and Spina,2003)

- 26
- 27
- 28
- 29
- 30

Supply Chain Management

(Lambert et al., 1998:112).

(Cagliano,Caniato,2003):

31

32

33

**Period of Evaluation**

)- ( :  
)

36

37

38

Knowledge

(Cagliano, Caniato and Spina, 2003)

Organizations

Marketing Research

**Indicators of Evaluating E-Business Strategy**

(Hackbarth

& Kittinger,2000):

39

40

41

42

43

44

Retention

45

Traffic. 46  
 Links ) Hits ( 47

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