

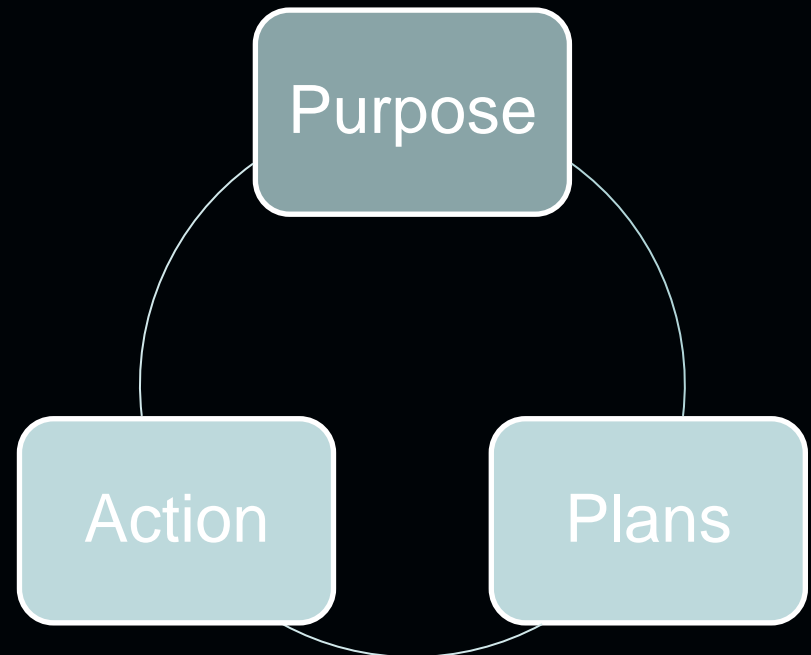


E-Business Strategy

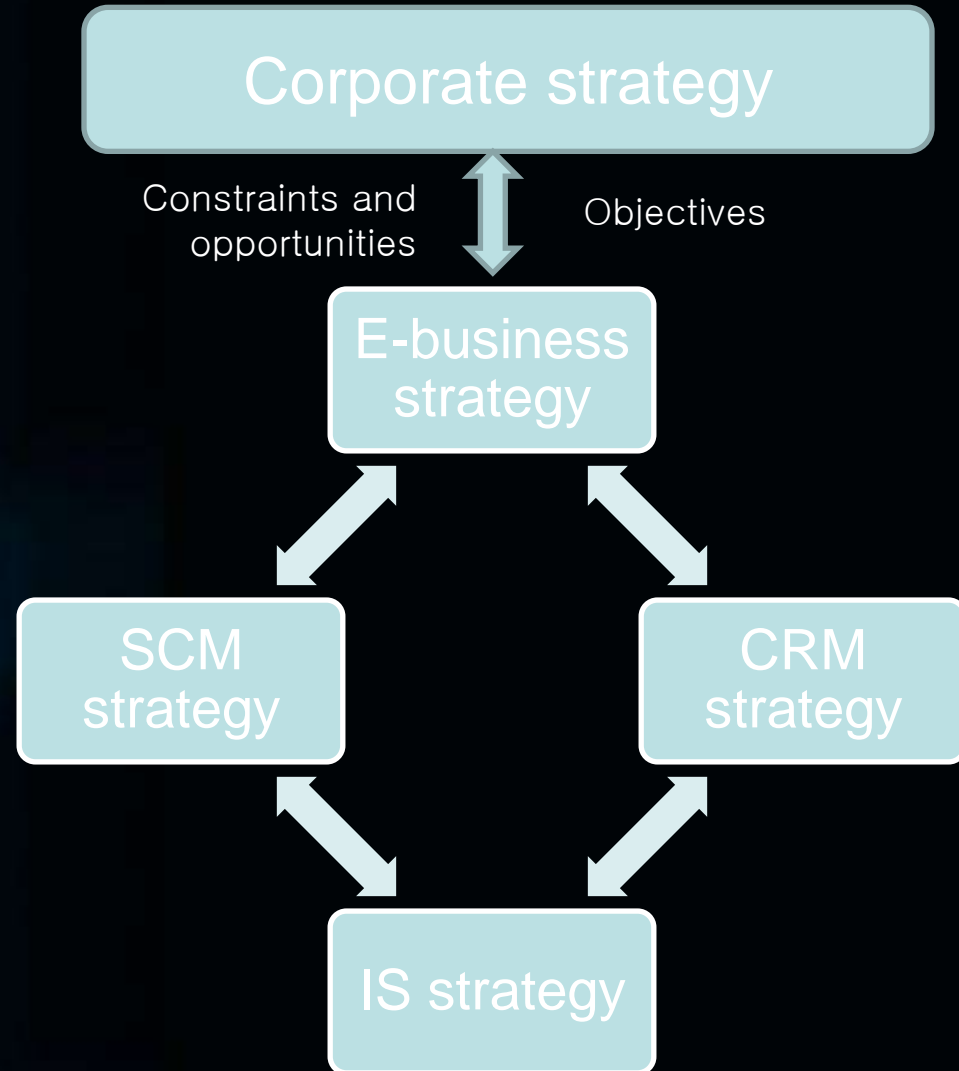
Introduction

E-business strategy :

- Definition of the approach by which applications of internal and external electronic communications can support and influence corporate strategy
- Isn't just about defining "*how to do business online*", it defines "*how to do business differently online*".



Relationship between e-business strategy and other strategies





E-channel Strategies

- An important aspect of e-business strategies is that they create new e-channel strategies for organizations.
- E-channel strategies define specific goals and approaches for using electronic channels.
- Without specific goals and strategies to communicate the benefit of e-channels for customers and partners, adoption of the new channels will be slow relative to a structured approach.



Multi-channel e-business strategy

Defines how different marketing and supply chain channels should integrate and support each to drive business efficiency and effectiveness

E-business strategy defines how we should:

1. Communicate the benefits of using e-channels
2. Prioritize audiences or partners targeted for e-channel adoption
3. Prioritize products sold or purchased through e-channel
4. Achieve our e-channel targets



Right-channeling

This is selective adoption of e-channels by business for some products or markets in order to best generate value for the organization according to stakeholder preferences

Reaching the
right customer

Using the right
channel

With the right
message or
offering

At the right time

Four-Stage Strategy Process Model



- Strategic evaluation
- Strategic objectives
- Strategic definition
- Strategic implementation

Strategic analysis

Collection and review of information about an organization's internal processes and resources and external marketplace factors in order to inform strategy definition

Strategic analysis

External environment
Internal resources

Techniques

Social
Legal and ethical
Economic
Political
Technological

Techniques

Resources analysis
Portfolio analysis
SWOT analysis
Demand analysis
Competitor analysis

E-business specific techniques

Stage models of e-business development.
Assesing sell-side, buy-side and value network opportunities and threats

Strategic objectives

Statement and communication of an organization's mission, vision and objectives

Strategic objectives

Vision
Mission
Objectives

Vision

Replace vs Complement
Extent of adaptability needed

Objectives

SMART objectives
Online revenue contribution
Customer value targets
Balanced scorecards

E-business specific techniques

Vision about capability to change, to reinvent.
Online revenue contribution



Strategic definition

Formulation, review and selection of strategies to achieve strategic objectives

Strategic definition

Option generation
Option evaluation
Option selection

Six key e-business strategic decisions

- Decision 1 : E-business channel priorities
- Decision 2 : Organization restructuring and capabilities
- Decision 3 : Business, service and revenue models
- Decision 4 : Marketplace restructuring
- Decision 5 : Market and product development strategies
- Decision 6 : Positioning and differentiation strategies

Strategic implementation

Planning, actions and controls
needed to achieve strategic
goals



Strategic implementation

Planning
Execution
Control

Implementation

Supply chain management
strategies.
E-marketing strategies
Planning, scheduling and
change management.
E-business analysis and design
Implementation, maintenance
and control