

双语教学丛书

企业电子化运营 和电子商务管理

(第2版) (注释版)

E-Business and E-Commerce Management

(Second Edition)

戴夫·查菲 (Dave Chaffey) 著

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E-Business and E-Commerce Management

Strategy, Implementation and Practice

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前 言

1849年，一群移民向西朝着“希望之乡”加利福尼亚跋涉，进入了一个当时还未被命名的山谷。当地环境恶劣，在西边有一条山脉挡住了向西行进的道路，前行路途渺茫。一些移民在最终到达后来成为世界上最繁荣的土地之一的加州之前，在艰难寻求向西行进的路途中失去了生命。当这群人离开这个山谷时，人群中的一名妇女转过身对着山谷说道：“再见了，死亡之谷。”从此，这座山谷因此而得名。

向着成功的企业电子化运营方向前进的道路也并不是平坦笔直的，同样充满了选择正确战略方向的艰辛，而且，还要在日益激烈的竞争环境中求生存，不是所有的人都能度过这些难关。然而，沿着这条道路的竞争驱动因素，如客户需求和竞争者的应用选择，使得这一过程成为必经之路。从那些及早发现机会并努力引导公司沿着正确方向前进的实践者身上可以看出来，回报是显而易见的。

该书试图为在职经理或未来的经理提供一些知识和实践技能，以帮助他们引领他们的组织向企业电子化运营的方向发展。

该书的主要目的是介绍和回顾成为电子化企业的组织必要的关键管理决策，考察采纳这些决策的程序。其中，主要有以下一些问题：我们实现企业电子化运营遵循的途径有哪些？实现企业电子化运营需要多少投资？企业电子化主要的流程有哪些？我们是否应采用新的业务和收入模式？为促进企业电子化组织需要进行哪些主要的变革？

该书在给定的广义的企业电子化运营的背景下，采用综合的研究方法，利用包括信息系统、战略、供应链和价值链管理、运营和人力资源管理等多学科中现有的和新的研究方法和模型进行论述。

什么是企业电子化运营管理

正如我们在第1章中将看到的一样，企业电子化运营的目的是通过在整个组织内部和组织外部，通过与合作伙伴及客户的联系，部署创新的信息和通信技术来增强组织的竞争能力。它不仅包括采用新技术以实现现有流程的自动化，还包括利用新技术改变这些流程。要想取得企业电子化运营管理的成功，需要了解包括从价值链（如市场营销和销售）到新产品开发、制造和内外物流等一系列关于不同的商务流程和活动的广泛的知识。组织也需要通过传统的支持活动，如人力资源管理，管理由于采用新的流程和技术所带来的变革。

从这个定义来看，很明显，进行企业电子化运营，需要关注电子通信技术如何能够使得组织供应链管理的各个方面都能得到增强。它也包括优化组织的价值链，这是一个描述联结公司的供应方和需求方不同的价值增值活动的相关概念。企业电子化运营时代也指对相互关联的价值链或者说价值网所形成的网络的管理。

什么是电子商务管理

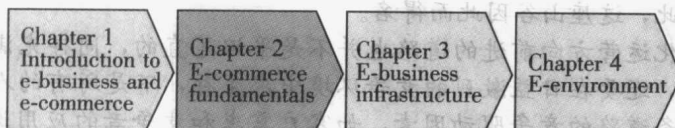
到目前为止，我们只使用了企业电子化运营这一术语，但是什么是电子商务？这两个词在很多场合都可以混用，有时它们含义相同，有时意思又不同。如同在第1章中所解释的，最重要的是在组织内部使用的一致性。这样组织内部的员工以及组织外部的利益相关者才能清楚组织是如何利用电子通信技术的。在本书中，电子商务是指组织与其外部利益相关者之间的所有交易事项，无论是财务上的交易事项，还是信息或其他服务的交换，这

些电子商务交易,要么是买方电子商务,要么是卖方电子商务。本书的第2部分将分别阐述与这两类电子商务相关的管理问题。企业电子化运营含义更广,它包括电子商务,但也包括在组织内部所有的电子化交易。

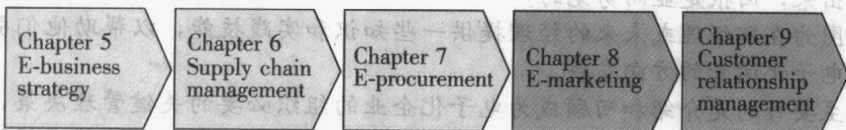
电子商务管理包括确定买方或卖方活动的重点、制定适当的计划、合理分配资源,以实现确定的效益。这些计划应重点关注成功进行电子商务的风险管理,有些风险在你使用电子商务站点时可能曾经经历过,包括从诸如失败的交易、不易使用的或速度太慢的网站,到同样表明了管理存在问题的客户服务或履行方面的问题。

本书的结构

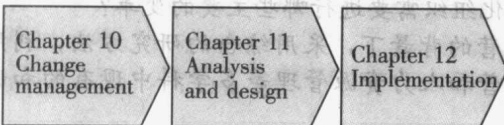
Part 1 Introduction



Part 2 Strategy and applications



Part 3 Implementation



Key

- Sell-side e-commerce emphasis
- E-business emphasis

图 p. 1

图 p. 1 所示的本书的总体结构按照以下逻辑顺序展开:第1部分介绍了有关企业电子化运营的术语、概念和发展史;第2部分回顾了企业电子化运营不同的战略方法和应用;第3部分介绍了这些战略的实施情况。在这个总体框架中,分别讨论了如何利用电子通信技术支持不同的商务流程之间的区别,这是通过分别从第6章和第7章中供应链管理的买方电子商务角度以及第8章和第9章中卖方电子商务的营销角度,对如何应用电子通信技术的论述来实现的。图 p. 1 说明了各章从不同的角度阐述的重点。

第1部分:导论(第1~4章)

第1部分介绍了企业电子化运营和电子商务。该部分力图通过案例研究讨论各术语和应用的解释以说明基本术语和概念。

- 第1章:企业电子化和电子商务概论。企业电子化运营和电子商务的范围和含义的界定,因特网商务应用的介绍——因特网商务应用的效益及阻碍因素,因特网商务应用的范围。
- 第2章:电子商务原理。介绍由于应用电子通信技术而形成的新的商务模式和市场

结构。

- 第3章：企业电子化的基础设施。企业进行电子化运营所需要的硬件、软件和电信条件的介绍。
- 第4章：电子环境。描述了对于战略和实施既提供了机会又存在限制因素的组织的宏观环境。

第2部分 战略和应用（第5~9章）

本书的第2部分将组织作为一个整体，回顾了企业电子化运营战略的制定和应用（第5章），重点介绍了买方电子商务（第6章和第7章）和卖方电子商务（第7章和第8章）。

- 第5章：企业电子化运营战略。企业电子化运营战略制定的方法，它与传统战略制定方法的区别以及与IS战略的关系。
- 第6章：供应链管理。从供应链角度探讨战略问题，给出了如何应用技术来提高供应链和价值链效率的例子。
- 第7章：电子采购。对电子化采购的效益以及应用中的实际问题进行了评价。
- 第8章：电子营销。从卖方电子商务角度讨论企业电子化运营，讨论了通过数字媒介进行市场营销的不同特点，该章围绕制定电子营销规划展开讨论。
- 第9章：客户关系管理。讨论了应用电子商务保持老客户和吸引新客户的营销技巧。

第3部分 实施（第10~12章）

本书第3部分论述了企业实施电子化运营的管理问题，我们考察了在实践中创建和维护企业电子化运营解决方案的管理问题。

- 第10章：变革管理。如何管理在迈向企业电子化运营的进程中需要进行的组织、人员和技术的变革。
- 第11章：分析和设计。我们论述了由于采用电子商务系统，需要经理们和解决方案供应商们共同讨论的主要的分析和设计问题。
- 第12章：实施和维护。一旦电子商务系统开始运行，我们应如何对其进行管理和监测。

本书的读者对象

学生

本书主要是为学习包括企业电子化运营、电子商务或网络营销内容在内的市场营销专业课程或学习模块的本科生和研究生而编写的核心教材。本书对以下读者具有阅读价值：

- 学习包括因特网和电子商务应用模块内容的商业课程的本科生。包括攻读企业电子化运营、电子商务、网络营销和市场营销专业学位的学生以及像工商研究、工商行政管理和工商经营管理等一般经管学位的学生。
- 选择这一题目作为最后一学年的课题项目或论文题目的本科生。对这些学生来说，本书是一个极好的资料来源。
- 参加涉及企业电子化运营不同方面如管理内联网或公司网站工作实习的本科生。
- 攻读企业电子化运营、电子商务或网络营销专业硕士学位和攻读普通MBA学位、管理学结业证书、管理学学位的学生。其学习内容包含电子商务和数字营销选修课或模块。

该书为教授这些课程的教师们提供了什么

该书旨在为组织内进行企业电子化运营和电子商务所涉及的各个方面提供全面的指导。该书在现有理论和概念的基础上，从因特网与其他媒介的不同点出发，探讨了现有模型的有效性。书中参考了大量有关企业电子化运营、电子商务和网络营销最新的文献资料，因而它可以跨模块使用。教师会发现该书有大量的支持教学的案例研究、课堂活动和练习题，

课堂活动有助于采用本书进行以学生为中心的指导式学习。文中及各章末给出的相关网址突出了特定主题的主要信息来源。

在职人员

该书对以下行业的专业人员也具有实用性:

- 寻求有利于组织发展的恰当的企业电子化运营和电子商务方法的高级经理和管理人员。
- 开发和实施企业电子化运营和电子商务战略的信息系统经理。
- 负责制定网络营销战略、运行和维护公司网站的营销经理。
- 需要了解实践中采用电子商务进行供应链管理最好的实例的供应链、物流和采购经理。
- 了解建立网站的技术细节,但是对商务或市场营销原理只有有限知识的技术项目经理或网络系统资源管理员。

学生学习特点

该书具有以下一些特点,能够帮助读者最大限度地从书中受益。设计这些特点有助于理解、巩固所学知识,帮助读者方便地找到所需的信息,下面按照在书中出现的顺序将这些特点列示如下:

在每章起始部分

- 本章一览: 主要问题列表、主题“聚焦”和案例研究。
- 学习目的: 列出了读者在读完该章并完成课堂活动后能够学到的内容。
- 管理问题: 该章主题相关领域的经理们面临的主要问题或需要作出的决策。
- 网站支持: 在 Companion Web Site 上的附加资料。
- 与其他各章的联系: 其他各章相关主题的小结。
- 导言: 从内容和结构两方面就与市场营销专业学生和从业者相关的话题进行简明扼要的总结。

在每章正文部分

- 课堂活动: 正文中小型的课堂活动通常会结合学生的经验或相关网站的资料,有助于学生形成概念、加深理解。在章末合适的地方会给出课堂活动的模式化答案。
- 案例研究: 案例研究是实施企业电子化运营的公司,在现实世界中所面临的问题的例子,案例研究结尾处的问题强调了各个案例研究的学习重点。
- 案例实际操作: B2B 和 B2C 公司这两类案例贯穿于全书的课堂活动中,以鼓励学生经常遇到的与特定主题相关的管理决策问题进行思考,经理们则可思考在其所在组织中应如何解决问题。第 1 章对这两类公司有简要的介绍。
- “聚焦”: 有关特定主题更详细的阐述。
- 讨论问题: 为经理们讨论像实行企业电子化运营时需要进行的转型等重要问题提供参考。
- 定义: 当重要的术语第一次被引用时,文中旁注会给出简明的定义以提供参考。
- 相关网站: 在适当的地方会给出相关的网站以提供更多的信息,特别是更新的信息。
- 本章小结: 总结该章重点以巩固所学知识。

在每章结束部分

- 自我评价练习: 考查对该章术语和概念理解程度的小问题。
- 讨论问题: 该章中需要以书面方式回答的大的讨论题目,可作为论文题目或讨论课上的题目。

- 论文问题：热点论文问题。
- 测试问题：考试中典型的简答题，也可作为复习题。
- 参考资料：包括该章中提到的参考书目、文章及论文。
- 推荐阅读材料：与该章主题相关的补充阅读书籍和论文，并在适当的地方对这些补充阅读材料进行简要的评论。
- 相关网站：能为该章概念和主题提供更进一步信息的重要的网站。所有在该章正文内提到过的网站，如公司网站，在这里不再重复。为简明起见，在 www 前的前缀“http://”在这里被省略了。

在本书结尾部分

- 术语表：列表解释了在正文中出现的主要短语和术语。

学习技巧

本书为适应不同的学习方式写作而成。本书可用于积极主动的以学生为主的学习方式，在这种方式下，学生通过思考所提出的问题，回答问题，然后将其答案与各章后给出的提示性答案进行比较，尝试进行课堂活动练习。此外，学生也可按照更传统的学习方式，直接参考给出的答案，同时仍鼓励学生对相关主题进行思考。

Preface

In 1849 a group of settlers travelling west towards the Promised Land, California, entered a then unnamed valley. The valley presented a harsh environment with a barrier of mountains to the west making the way forward unclear. Some of the settlers lost their lives as they sought to find a route west before eventually reaching California and what was to become one of the most prosperous places on Earth. As the group left the valley, one of the women in the group turned and said 'Goodbye, Death Valley' and hence the valley got its name.

The route to e-business success is also not straightforward and similarly fraught with difficulties of selecting the correct strategic direction and surviving in an increasingly harsh competitive environment. Not all who follow the route survive. However, the competitive drivers to follow this route, such as demand from customers and adoption by competitors make this journey essential. The rewards are evident from those adopters who identified the opportunity early and steered their companies in the right direction.

This book is intended to equip current and future managers with some of the knowledge and practical skills to help them navigate their organization towards e-business.

A primary aim of this book is to identify and review the key management decisions required by organizations moving to e-business and consider the process by which these decisions can be taken. Key questions are: What approach to e-business strategy do we follow? How much do we need to invest in e-business? Which processes should be our e-business priorities? Should we adopt new business and revenue models? What are the main changes that need to be made to the organization to facilitate e-business?

Given the broad scope of e-business, this book takes an integrative approach drawing on new and existing approaches and models from many disciplines including information systems, strategy, marketing, supply and value chain management, operations and human resources management.

What is e-business management?

As we will see in *Chapter 1*, **electronic business (e-business)** is aimed at enhancing the competitiveness of an organization by deploying innovative information and communications technology throughout an organization and beyond, through links to partners and customers. It does not simply involve using technology to automate existing processes, but should also involve using technology to help change these processes. To be successful in managing e-business, a breadth of knowledge is needed of different business processes and activities from across the value chain such as marketing and sales, through new product development, manufacturing and inbound and outbound logistics. Organizations also need to manage the change required by new processes and technology through what have traditionally been support activities such as human resources management.

From this definition, it is apparent that e-business involves looking at how electronic communications can be used to enhance all aspects of an organization's **supply chain management**. It also in-

volves optimizing an organization's **value chain**, a related concept that describes the different value-adding activities that connect a company's supply side with its demand side. The e-business era also involves management of a network of interrelated value chains or **value networks**.

What is e-commerce management?

To this point we have exclusively used the term 'e-business', but what of 'e-commerce'? Both these terms are applied in a variety of ways; to some they mean the same, to others they are quite different. As explained in *Chapter 1*, what is most important is that they are applied consistently within organizations so that employees and external stakeholders are clear about how the organization can exploit electronic communications. The distinction made in this book is to use **electronic commerce (e-commerce)** to refer to all types of electronic transactions between organizations and stakeholders whether they are financial transactions or exchanges of information or other services. These e-commerce transactions are either **buy-side e-commerce** or **sell-side e-commerce** and the management issues involved with each aspect are considered separately in *Part 2* of the book. E-business is applied as a broader term encompassing e-commerce but also including all electronic transactions within an organization.

Management of e-commerce involves prioritizing buy-side and sell-side activities and putting in place the plans and resources to deliver the identified benefits. These plans need to focus on management of the many risks to success, some of which you may have experienced when using e-commerce sites, from technical problems such as transactions that fail, sites that are difficult to use or are too slow, through to problems with customer service or fulfilment, which also indicate failure of management.

How is this book structured?

The overall structure of the book shown in *Figure P.1* follows a logical sequence: introducing e-business terms, concepts and history of development in *Part 1*; reviewing alternative strategic approaches and applications of e-business in *Part 2*; and how strategy can be implemented in *Part 3*. Within this overall structure, differences in how electronic communications are used to support different business processes are considered separately. This is achieved by distinguishing between how electronic communications are used, from buy-side e-commerce aspects of supply chain management in *Chapters 6 and 7*, to the marketing perspective of sell-side e-commerce in *Chapters 8 and 9*. *Figure P.1* shows the emphasis of perspective for the particular chapters.

Part 1: Introduction (Chapters 1-4)

Part 1 introduces e-business and e-commerce. It seeks to clarify basic terms and concepts by looking at different interpretations of terms and applications through case studies.

- *Chapter 1: Introduction to e-business and e-commerce.* Definition of the meaning and scope of e-business and e-commerce. Introduction to business use of the Internet-what are the benefits and barriers to adoption and how widely used is it?
- *Chapter 2: E-commerce fundamentals.* Introduction to new business models and marketplace structures enabled by electronic communications.
- *Chapter 3: E-business infrastructure.* Background on the hardware, software and telecommunications that need to be managed to achieve e-business.
- *Chapter 4: E-environment.* Describes the macro-environment of an organization that presents opportunities and constraints on strategy and implementation.

Part 2: Strategy and applications (Chapters 5-9)

In *Part 2* of the book approaches to developing e-business strategy and applications are re-

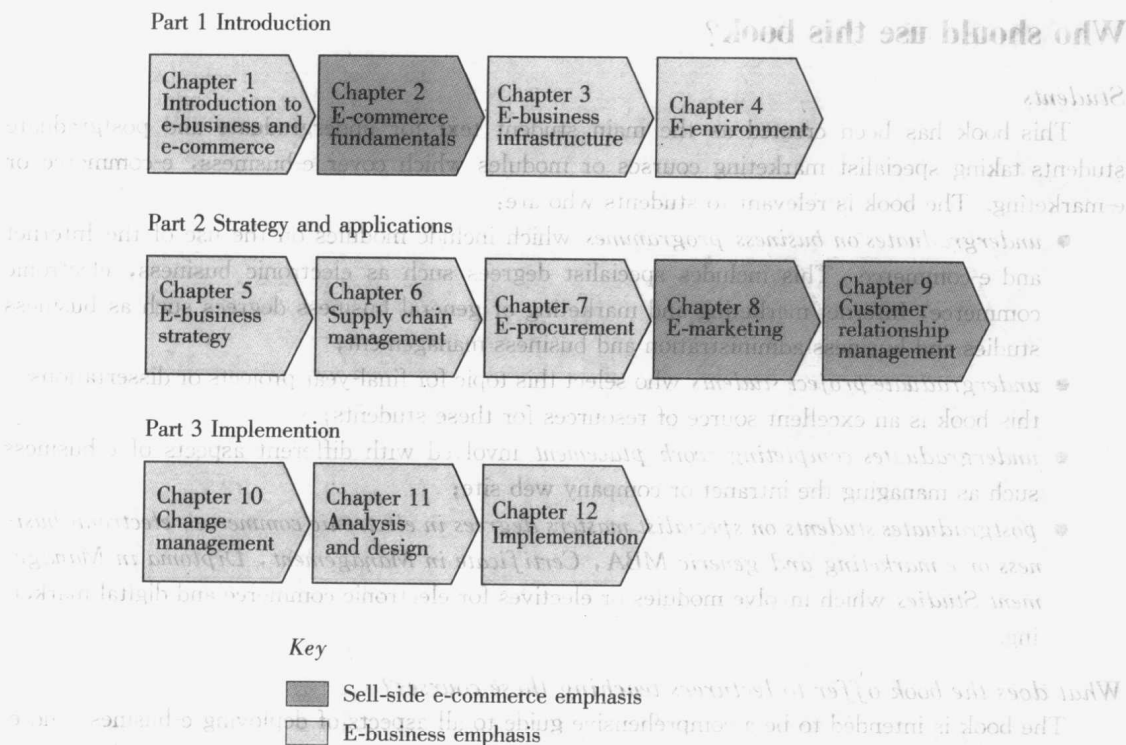


Figure P.1 Structure of the book

viewed for the organization as a whole (Chapter 5) and with an emphasis on buy-side e-commerce (Chapters 6 and 7) and sell-side e-commerce (Chapters 7 and 8).

- **Chapter 5: E-business strategy.** Approaches to developing e-business strategy. Differences from traditional strategic approaches. Relation to IS strategy.
- **Chapter 6: Supply chain management.** A supply chain perspective on strategy with examples of how technology can be applied to increase supply chain and value chain efficiency.
- **Chapter 7: E-procurement.** Evaluation of the benefits and practical issues of adopting e-procurement.
- **Chapter 8: E-marketing.** A sell-side e-commerce perspective to e-business, reviewing differences in marketing required through digital media. Structured around developing an e-marketing plan.
- **Chapter 9: Customer relationship management.** Reviews marketing techniques that apply e-commerce for acquiring and retaining customers.

Part 3: Implementation (Chapters 10-12)

Management of e-business implementation is described in Part 3 of the book in which we examine practical management issues involved with creating and maintaining e-business solutions.

- **Chapter 10: Change management.** How to manage the organizational, human and technology changes required in the move to e-business.
- **Chapter 11: Analysis and design.** We discuss the main issues of analysis and design raised by e-commerce systems that need to be discussed by managers and solutions providers.
- **Chapter 12: Implementation and maintenance.** How should e-commerce systems be managed and monitored once they are live?

Who should use this book?

Students

This book has been created as the main student text for undergraduate and postgraduate students taking specialist marketing courses or modules which cover e-business, e-commerce or e-marketing. The book is relevant to students who are:

- *undergraduates on business programmes* which include modules on the use of the Internet and e-commerce. This includes specialist degrees such as electronic business, electronic commerce, Internet marketing and marketing or general business degrees such as business studies and business administration and business management;
- *undergraduate project students* who select this topic for final-year projects or dissertations—this book is an excellent source of resources for these students;
- *undergraduates completing work placement* involved with different aspects of e-business such as managing the intranet or company web site;
- *postgraduates students on specialist masters degrees in electronic commerce, electronic business or e-marketing and generic MBA, Certificate in Management, Diploma in Management Studies* which involve modules or electives for electronic commerce and digital marketing.

What does the book offer to lecturers teaching these courses?

The book is intended to be a comprehensive guide to all aspects of deploying e-business and e-commerce within an organization. The book builds on existing theories and concepts and questions the validity of these models in the light of the differences between the Internet and other media. The book references the emerging body of literature specific to e-business, e-commerce and e-marketing. As such, it can be used across several modules. Lecturers will find the book has a good range of case studies, activities and exercises to support their teaching. These activities assist in using the book for student-centred learning as part of directed study. Web links given in the text and at the end of each chapter highlight key information sources for particular topics.

Practitioners

There is also much of relevance in this book for the industry professional including:

- *Senior managers and directors* seeking to apply the right e-business and e-commerce approaches to benefit their organization.
- *Information systems managers* who are developing and implementing e-business and e-commerce strategies.
- *Marketing managers* responsible for defining an e-marketing strategy and implementing and maintaining the company web site.
- *Supply chain, logistics and procurement managers* wanting to see examples of best practice in using e-commerce for supply chain management.
- *Technical project managers or webmasters* who may understand the technical details of building a site, but have a limited knowledge of business or marketing fundamentals.

Student learning features

A range of features have been incorporated into this book to help the reader get the most out of it. They have been designed to assist understanding, reinforce learning and help readers find information easily. The features are described in the order you will encounter them.

At the start of each chapter

- *Chapter at a glance*: a list of main topics, ‘focus on’ topics and case studies.
- *Learning outcomes*: a list describing what readers can learn through reading the chapter and completing the activities.
- *Management issues*: a summary of main issues or decisions faced by managers related to the chapter topic area.
- *Web support*: additional material on Companion Web Site.
- *Links to other chapters*: a summary of related topics in other chapters.
- *Introductions*: succinct summaries of the relevance of the topic to marketing students and practitioners together with content and structure.

In each chapter

- *Activities*: Short activities in the main text that develop concepts and understanding, often by relating to student experience or through reference to web sites. Model answers are provided to activities at the end of the chapter where applicable.
- *Case studies*: Real-world examples of issues facing companies that implement e-business. Questions at the end of the case study highlight the main learning points from each case study.
- *Running case studies*: The B2B Company and The B2C Company. These two cases are used throughout the book in activities to encourage students to think about solutions to commonly faced management decisions related to a particular topic. Managers can substitute their own organization to reflect on how they are approaching an issue. The two companies are introduced in Chapter 1.
- *‘Focus on’ sections*: More detailed coverage of specific topics of interest.
- *Questions for debate*: Suggestions for discussion of significant issues for managers involved with the transformation required for e-business.
- *Definitions*: When significant terms are first introduced the main text contains succinct definitions in the margin for easy reference.
- *Web links*: Where appropriate, web addresses are given for further information, particularly those to update information.
- *Chapter summaries*: Intended as revision aids and to summarize the main learning points from the chapter.

At the end of each chapter

- *Self-assessment exercises*: short questions which will test understanding of terms and concepts described in the chapter.
- *Discussion questions*: require longer essay-style answers discussing themes from the chapter, and can be used for essays or as debate questions in seminars.
- *Essay questions*: conventional essay questions.
- *Examination questions*: typical short-answer questions found in exams and can also be used for revision.
- *References*: these are references to books, articles or papers referred to within the chapter.
- *Further reading*: supplementary texts or papers on the main themes of the chapter. Where appropriate a brief commentary is provided on recommended supplementary reading on the main themes of the chapters.
- *Web links*: these are significant sites that provide further information on the concepts and topics of the chapter. All web site references within the chapter, for example company

sites, are not repeated here. The web site address prefix 'http: //' is omitted from www links for clarity.

At the end of the book

- **Glossary:** a list of all definitions of key terms and phrases used within the main text.
- **Index:** all key words and abbreviations referred to in the main text.

Learning techniques

The book is intended to support a range of learning styles. It can be used for an active or student-centred learning approach whereby students attempt the activities through reflecting on questions posed, answering questions and then comparing to a suggested answer at the end of the chapter. Alternatively, students can proceed straight to suggested answers in a more traditional learning approach, which still encourages reflection about the topic.

Module guide

The table below presents one mapping of how the book could be used in different weekly lectures and seminars through the core eleven weeks of a module where the focus is on management issues of e-business and e-commerce.

A full-set of Powerpoint slides and accompanying notes to assist lecturers in preparing lectures is available on the lecturer's side of the Companion Web Site.

Week	Lecture Topic	Seminar or tutorial topics		Notes
1.	L1. Introduction to e-business and e-commerce.	Activity 1.1	Introduction	Chapter 1
		Case study 1.1	Shell Chemical	Chapter 3 (technical introduction)
		Debate 1.1	E-business vs IS	
2.	L2. E-commerce microenvironment	Activity 2.1	Introduction	Chapter 2
		Case study 2.2	lastminute.com	
		Debate 2.1	Online intermediaries	
3.	L3. E-commerce macroenvironment	Activity 4.1	Introduction	Chapters 3 and 4
		Case study 4.1	Globalization	
		Debate 4.2	E-government	
4.	L4. E-business strategy: (a) Situation analysis and objective setting	Activity 5.2	B2C/B2B analysis	Chapter 5
		Case study 5.1	E-commerce strategy at Deutsche Bank	
		Debate 5.1	E-business responsibility	
5.	L5. E-business strategy: (b) Strategy and tactics	Activity 5.4	B2C/B2B Strategies	Chapter 5
		Case study 5.3	Board level IS representation	
		Debate 5.2	Board-level representation	
6.	L6. E-business applications: (a) Supply chain management	Activity 6.1	Introduction	Chapter 6
		Case study 6.1	Tesco	
		Debate 6.1	Value chain	
7.	L7. E-business applications: (b) E-procurement	Activity 7.1	Introduction	Chapter 7
		Case study 7.1	Cambridge Consultants	
		Debate 7.2	B2B Exchanges	

(Continued)				
Week	Lecture Topic	Seminar or tutorial topics		Notes
8.	L8. E-business applications: (c) E-marketing	Activity 8.2	Competitor benchmarking	Chapter 8
		Case study 8.1	easyJet	
		Debate 8.1	E-marketing planning	
9.	L9. E-business applications: (d) e-CRM	Activity 9.1	Introduction	Chapter 9
		Case study 9.1	Boots CRM	
		Debate 9.1	Permission marketing	
10.	L10. Change management	Activity 10.1	Introduction	Chapter 10
		Case study 10.1	Outsourcing	
		Debate 10.1	E-business function	
11.	L11. Evaluation and maintenance	Activity 12.1	Introduction	Chapter 12
		Case study 12.2	Sykes Cottages	
		Debate 12.2	Standards control	

Enhancements for the second edition

The successful chapter structure of the first edition has been retained, but many other changes have been incorporated based on lecturer and student feedback. The main changes are as follows:

1. The popular running case studies for the B2B and B2C companies have been enhanced with more detail and additional activities, and a table of activities is provided in *Chapter 1*.

2. The majority of cases have been updated except for those that enable learning through taking a historical perspective, e. g. lastminute. com, *Chapter 2*, Deutsche Bank, *Chapter 5* and easyJet, *Chapter 8*.

3. More detail and some additional activities and case studies have been provided for these topics:

- Managing intranets, extranets and SPAM (*Chapter 3*).
- Intranet governance and new 3G mobile access technologies (*Chapter 3*).
- Data protection and disability legislation (*Chapter 4*).
- Implications of globalization (*Chapter 4*).
- E-government (*Chapter 4*) and public-service-sector cases (*Chapter 10*).
- Content management systems (*Chapters 3 and 12*).
- How the Internet provides new opportunities to vary the marketing mix (*Chapter 8*).
- Characteristics of e-marketing communications and new online marketing tools (*Chapter 9*).
- Knowledge management (*Chapter 10*).

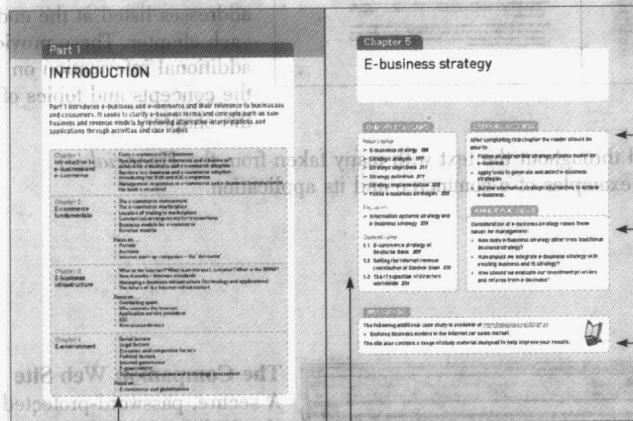
4. Smarter Searching guide detailing online e-business resources and how to find good-quality information rapidly using the Google search engine is available on the Companion Web Site ([www. booksites. net/chaffey](http://www.booksites.net/chaffey)).

The author's timeline

1960		
1963	Born	Black and white television
1970		
1976		Colour television
1980		
1982		First used computer-programmed mainframe using punched cards.
1985	BSc, Imperial College, London	
1988	PhD, University of Leeds	Wrote PhD on mainframe
1989	Project Manager in software house developing GIS for marketing planning.	First used PC
1990		
1991	Software Engineering Manager for company producing packaged and bespoke engineering software	Sent first e-mail
1994	Project Manager for customer-facing financial services systems	Started using World Wide Web
1995	Senior Lecturer, Business Information Systems, Derbyshire Business School, University of Derby	First ordered book online
1997	Delivering CIM Internet Marketing seminars	Built first web site
1998	<i>Groupware, Workflow and Intranets</i> published	Mobile phone
1999	<i>Business Information Systems</i> published	
2000		
2000	<i>Internet Marketing</i> published	Interactive digital TV
2000	MSc E-commerce course launched at Derby	WAP phone
2001	CIM E-marketing award launched at Derby	

This timeline supports *Activity 3.2*. This considers the diffusion of technological innovation at home and in the workplace. The author first started using a computer regularly when he was 18, yet his 4-year-old daughter is already an Internet user. Readers can compare their own adoption of computer technology at home and at work. How do you think the use of the Internet and its successors for e-commerce and e-entertainment will change as successive generations become increasingly computer-literate?

Guided tour



Learning outcomes

Are set out clearly at the start of each chapter.

Management issues

List the strategic and practical implications of each topic and case studies.

Web support

Highlights additional support material available on the Companion Website.

Part introduction

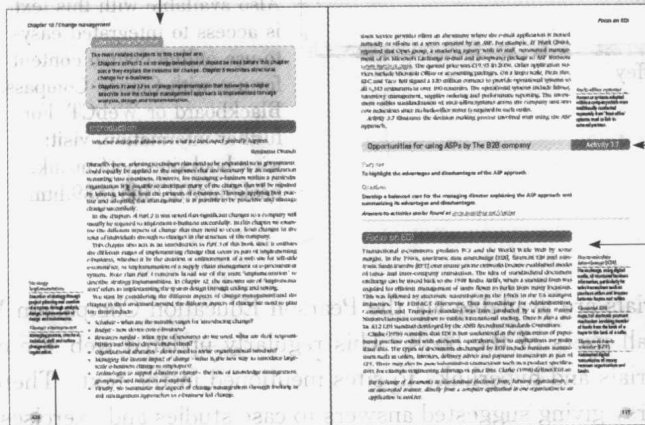
Each part of the book is summarized with a brief list of chapter contents and 'focus on' issues.

Chapter at a glance

This feature summarizes the main topics of the chapter and the case studies.

Links to other chapters

This drag-and-drop style feature highlights the connections between chapters.



Activity

Tests students' understanding of key topics

Focus on

'Focus on' sections contain more detailed coverage of key areas.

Key terms

Are explained through the text in a margin glossary