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Chapter IX

The e-ERP Transformation Matrix

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Abstract

A model of e-business transformation is developed for ERP enabled organisations, based on the findings of a longitudinal multiple case study analysis of SAP sites. The model is represented as a matrix along three stages of e-business growth. The theory embedded within the matrix recommends that successful e-business transformation with ERP systems occurs when B2B value propositions are realised through integration and differentiation of technologies, used to support new business models for delivering products and services online. In addition, the management focus evolves through employee self-service and empowerment towards extensive relationship building with e-alliances. The matrix can be used by ERP business managers to guide their strategies for organisational transformation but also highlights critical stages of change.

Introduction

This chapter presents the results of a longitudinal analysis of e-business implementations through ERP (e-ERP). This involved a study of 11 international organisations over a four-year period using multiple interviews and extensive secondary data collection. Three separate research models were used to analyse different stages of e-business growth and the results of this multi-stage analysis consolidated into a model of e-business transformation. This brings together the antecedents of e-business success using the findings from case analyses against three separate research models: B2B interaction, e-business change, and virtual organising.

A single model of e-business transformation (eBT) is proposed that focuses on realising the benefits of B2B interaction from virtual organising by utilising the facilitators of successful e-business change. This model of eBT represents a comprehensive view of e-ERP as the fusion of the three research models, mapped into various stages of e-business development: integration, differentiation, and demonstration of value propositions. The authors argue that successful e-business transformation with ERP occurs when *value propositions* are realised through *integration* and *differentiation of technologies* used to support new *business models* to deliver *products and services* online. The associated management focus evolves through self-service, care and empowerment towards extensive relationship building with e-alliances.

Theoretical Framework

A comprehensive model of e-ERP implementations may be presented simply as the fusion of three interrelated models. Figure 1 illustrates e-ERP as a primitive composite view of the three research models: *Benefits of B2B*, *e-Business Change*, and *Virtual Organising*, where:

- Benefits of B2B are illustrated by a two-dimensional model (1) where value returns are directly proportional to the level of integration of e-business activity across a set of B2B models (Carlson, 1995). B2B refers to the class of business-to-business (B2B) models that include business-

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