

Chapter 4

A Thematic Approach to Influence of Different Organization Cultures on E-Commerce Adoption Maturity

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ABSTRACT

Adapting to e-commerce change involves multiple approaches. Strategic planning, organisational restructuring, personnel training, customer experience improvement, operations optimisation, security and compliance, and market adaptation are included. By tackling these areas thoroughly, firms can overcome e-commerce adoption obstacles and use its benefits to expand and compete in the digital age. Industry, market circumstances, and leadership vision affect e-commerce adoption across organisations. As e-commerce evolves, organisations' cultural traits reflect their digital technology adoption and integration. Leaders inspire creativity and risk-taking, allowing teams to explore digital solutions and new business models.

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Online business is complicated, thus the company emphasises learning and adapting. E-commerce initiatives foster agility and flexibility. Digital technologies improve processes and consumer experiences, helping companies adapt to market changes.

INTRODUCTION

Chaparro et al. (2016) describe how people value different attributes that make up an individual product or service. The authors identify and assess the drivers and inhibitors impacting e-commerce adoption decisions. The study begins by contextualizing the rapid growth of e-commerce and its transformative effects on business practices. The authors highlight the increasing necessity for businesses to adopt e-commerce solutions to remain competitive in a digital economy. Despite its potential benefits, many businesses face challenges and barriers that hinder e-commerce adoption. This research aims to delineate these factors and understand their relative importance. The authors surveyed a diverse sample of business managers, presenting them with various hypothetical scenarios involving different combinations of drivers. This method allows the authors to quantify managers' trade-offs when considering e-commerce implementation (Tierney & Schein, 1986). The technological infrastructure is another pivotal area. The study underscores the need for robust and scalable IT systems to support the complexities of B2B transactions. This includes reliable and secure platforms for online transactions, efficient supply chain integration, and advanced data analytics capabilities to derive actionable insights from customer data. The authors also highlight the importance of technology interoperability and standardisation to facilitate seamless interactions between different systems and partners (Kotter & Heskett, 2011).

Moreover, the study examines the role of relationship management in B2B e-commerce. Building and maintaining strong relationships with business partners and customers is a critical success factor. Effective relationship management involves regular communication, trust-building, and collaboration, essential for long-term success and sustainability in B2B markets (Alavi & Leidner, 2001). Diagnosing and changing organizational culture is a complex process that requires a systematic approach. One effective framework for understanding and addressing organizational culture is the Competing Values Framework (CVF). Developed by Cameron & Quinn, (2011), the CVF identifies four major culture types based on two dimensions: flexibility versus control and internal versus external focus. The first quadrant of the CVF is the Clan culture, characterized by a flexible and internally focused environment (Zhu et al., 2006).

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