

Contents

Foreword	v
Acknowledgements	ix
List of Contributors	xxi
Introduction	1
IT-Enabled Transformation in Organizations	2
IT-Enabled Transformation in Electronic Markets	3
Overview of Chapters	4
References	12
Chapter 1 Information Integration: A Review of Emerging E-Business Technologies	13
1 Introduction	13
2 Information Integration	16
3 Radio Frequency Identification	20
4 E-Service Technologies	25
4.1 Web services	26
4.2 Grid services	29
5 Conclusion	31
References	33
Chapter 2 ICTs, Organizational Change and New Modes of Organizing	39
1 Introduction	39
2 ICTs and Changing Organizational Forms	40
3 Structural Approaches to ICTs and Organizational Change	42
4 ICT and Organizational Change in the Context of Globalization	46

5	Temporality, Human Agency and Organizational Change	47
6	The Role of Social Influences, Networks and Institutional Forces	48
7	Conclusion	50
	References	51
Chapter 3	Exploring the Virtual Work Environment: A Process Perspective	57
1	Introduction	57
2	Discontinuities in the VWE	58
3	Observations of the VWE	60
3.1	MTI	61
3.2	Intel	62
3.3	MyCo and IntOrg	63
4	Process Issues in the VWE	63
4.1	Increased structure	63
4.2	Shared practices	65
4.3	Membership in multiple teams	67
5	Implications for Research and Practice	68
	References	74
Chapter 4	Organizational Implementation and Integration of Information Technology	77
1	Introduction	77
1.1	Definitions and distinctions	78
1.2	Innovation	78
1.3	Electronic markets	79
2	Types of Integration	80
2.1	Outsourcing	81
2.2	Turn-key	82
2.3	Reinvention	82
2.4	Implementation	82
2.5	Assimilation	83
3	Brokers	83
3.1	Implications for practitioners and policy makers	86

3.2	Implications for future research	87
3.3	Implications for everyday life, working life and community	87
4	Conclusions	88
	References	89
Chapter 5	Implementing Enterprise Systems: A Review of Critical Success Factors	93
1	Introduction	93
2	A Historical Tour	93
3	Enterprise Systems Implementation	95
4	The Utopian Dream	96
5	A Reality Check	97
6	Flaws in the System!	98
7	A Critical Matter	102
8	Calling for Deeper Inquiry	110
9	Conclusion	112
	References	112
Chapter 6	An Interdisciplinary Research Framework to Investigate Electronic Business Models	119
1	Introduction	119
2	Studying Business Models under an Interdisciplinary Approach	120
2.1	Definitions	121
2.2	Components	122
2.3	Conceptual models	122
2.4	Design methods and tools	123
2.5	Taxonomies	124
2.6	Adoption factors	124
2.7	Evaluation of models	125
2.8	Change methodologies	126
3	Abstraction Levels of Business Models	127
3.1	IT/IS models (data models, ontologies)	129
3.2	Operational models (process models, simulation models)	129

3.3	Organizational/inter-organizational models (firm models, network models)	130
3.4	Environmental models (industry reference models, market models)	130
4	Conclusions and Further Research	131
	References	132
Chapter 7 Emerging Virtual Infrastructures in Service Delivery: Scenarios for Health Care		
		137
1	Introduction	137
2	Research Problem	138
3	Scenario Methodology	141
4	Analysis and Discussion	142
4.1	Health care system infrastructures: Evolutionary trends	142
4.2	Scenarios	148
4.2.1	Control structures and processes	148
4.2.2	Market dynamics and ideologies	149
5	Conclusions and Recommendations	153
	References	155
Chapter 8 Knowledge Transfer in Global Organizations: The Case of Siemens		
		161
1	Introduction	161
2	A Global Knowledge Network Solution: Siemens ShareNet	162
3	Conceptualizing a Knowledge-Sharing Initiative Beyond that of a Mere Data Repository	163
4	Launching a Knowledge Initiative in a Globally Dispersed Organization	166
5	Getting People to Collaborate by Using Incentives Judiciously	168
6	Transferring a Successful Initiative to Further Domains	171
7	Implications for Knowledge Management Practitioners	173
8	Limitations and Future Challenges	176
	References	177

Chapter 9	Organizational Transformation by Activating Knowledge: The Mediating Role of Collaboration Technologies	179
1	Introduction	179
2	A Framework for Knowledge Activation: Knowledge-as-Identity	182
3	Research Approach	186
4	Case Study: Knowledge Activation at Galaxy Corporation	188
5	Findings	189
5.1	Activation of accountable knowledge	190
5.1.1	Shared spaces	192
5.1.2	Support	192
5.2	Activation of discretionary knowledge	193
5.2.1	Reciprocity	195
5.2.2	Relationship	196
5.3	Activation of autonomous knowledge	197
5.3.1	Trust	198
5.3.2	Personalization	199
6	Analysis: Processes of Knowledge Activation	200
7	Implications for IT Transformation in Organizations	202
8	Conclusions, Lessons Learned and Future Directions	204
	References	205
Chapter 10	Ecological Models of Inter-Organizational Routines in Electronic Commerce	209
1	Introduction	209
2	Why an Ecology of Routines?	210
3	Definitions of Key Ecological Concepts	212
3.1	Species	213
3.2	Populations	214
3.3	Niches	216
3.4	Competition and complementarity	217
4	Example	218
5	Research Issues	219
6	Conclusion	220
	References	220

Chapter 11 Alliance Networks, Inter-Firm Learning and Communication: A Search for New Insights	223
1 Introduction	223
2 Learning within Networks: An Examination of the Alliance and Network Literature	226
2.1 Learning and innovation: From firm to network	226
2.2 Inter-firm learning and tacit knowledge transfer in alliance networks: Centrality, density and tie strength	228
2.2.1 Network position	228
2.2.2 Density and tie strength	231
2.3 Sharing tacit, non-codified technological knowledge at a distance: A need for insights from the communication literature	233
3 The Effectiveness of Face-to-Face Communication and CMC in Learning: Media Richness Theory and Beyond	235
3.1 Traditional media richness theory (MRT)	235
3.2 New views refuting MRT	236
4 Relevant Insights and Some Suggestions for Further Research	238
References	240
 Chapter 12 Strategic Planning and Outsourcing	 245
1 A Historical Perspective on Strategic Planning	245
2 Strategic Sourcing	246
2.1 A framework for strategic sourcing	247
2.2 A framework for strategy, structure and performance	248
2.3 A framework for strategic capability sourcing	249
3 Strategic Outsourcing	251
3.1 Outsourcing as part of the strategic plan	251
3.1.1 Reactive and strategic process	252
3.1.2 Outsourcing manufacturing model	252
3.2 Value from strategic outsourcing	253
3.3 The outsourcing decision	254
3.4 Outsourcing relationships and partners	254
3.5 Outsourcing — different industries	255
3.6 Globalization and offshore outsourcing	256

4	Strategic IT Outsourcing	257
5	Strategic E-Sourcing	260
5.1	E-business strategies	260
5.1.1	Virtual organizing model	261
5.1.2	Dynamic planning model	263
5.2	E-marketplace strategies	265
5.2.1	Strategic e-procurement model	265
5.3	E-supply chain strategies	267
6	Future and Changing Strategies	270
6.1	Brave new models in outsourcing	270
6.2	IT sourcing	270
6.3	Dynamic sourcing	272
6.4	Capability sourcing	272
6.5	Strategy as ecology (coopetition)	272
	References	272
Chapter 13 IT-Enabled Innovation in the Multinational Company		277
1	Introduction: Heralding a New Economy	277
2	The Ontology of IT-Enabled Innovation	279
2.1	An exemplar MNC in the New Economy?	279
2.2	The a-modern perspective	281
3	The Challenges of IT-Enabled Innovation	282
3.1	IT-enabled innovation and organizational knowledge	283
3.2	IT-enabled innovations and competition in the international context	286
3.3	The born-global corporation and the global electronic markets	289
4	Conclusions	292
	References	294
Chapter 14 The Impact of Internet on Market Structure		299
1	Introduction	299
2	Value Creation	302
2.1	Value creation and the cost side	304
2.1.1	Transaction costs	304
2.1.2	Organizational forms: Markets versus hierarchies	305

2.2	Value creation and demand	309
2.2.1	Search costs	309
2.2.2	Customization	310
3	Value Appropriation and Pricing	311
3.1	Rivalry and entry of new competitors	313
3.2	Increased market transparency	315
3.3	New products and pricing mechanisms	318
4	Conclusions	319
	References	320
Chapter 15	Strategic Transformations in Selected Productive Sectors	323
1	Introduction	323
2	Strategy, Organization and IT	324
2.1	Modularity	325
2.2	Coordination	325
3	Manufacturing Sector	327
3.1	Power/dependency relationships	328
3.2	Specialization and coordination in supply chains	330
4	Electronic Commerce	332
5	Research and Development	333
6	Discussion	335
7	Conclusion	338
	References	339
Chapter 16	The Evolution of New Social Relations and Structures	343
1	Introduction	343
2	Post-Industrialism and the Information Society: ICTs in Socio-Economic Change	345
3	Technological Determinism	347
4	Post-Modern Perspectives on ICTs	349
5	From Information to Network Society: Social Structure in the Age of the Web	350
6	Critics of Information and Network Society Theories	351

7	Culture, Community and Identity	352
8	ICTs and Changing Social Relations in the Household	357
9	Conclusion	360
	References	361
Chapter 17 Knowledge Management, Technology and Organization		365
1	Introduction: Thinking about Technologies and Organizations	365
2	A Knowledge-Based Approach	367
3	Data versus Information	370
4	From Imagination to Practice	372
5	From the Knowledge We Have to the Knowledge We Haven't	376
6	On Radical Constructivism	379
7	Pulling KM Together	383
8	Conclusion: The Relationship between Organizations and Technology	385
	References	389
Chapter 18 Knowledge and Labor Theories of Value: Can they be Reconciled?		395
1	Introduction	395
2	Has Knowledge Replaced Labor as the Loci of Value?	396
2.1	Evidence for the ascendance of knowledge and ICT processes as a source of value	397
2.2	Evidence against the notion that knowledge/learning processes have become the loci of value creation	398
2.3	Knowledge and labor in the "labor" (production) process	400
3	Reconciling Knowledge and Labor Theories of Value	401
3.1	Linkages between labor and knowledge in value-creation processes in labor processes	403
3.2	Value = "socially necessary" inputs to production, assessed by cost	405

4	Empirical Verification of Relative Contributions of Knowledge and Labor to Value	407
4.1	Knowledge and labor costs	407
4.2	Costing difficulties of informal knowledge management and learning processes	408
5	Political Implications	410
5.1	Implications for Marxian notions of “exploitation”	410
5.2	Implications for the politics of Jacques’s KTV	412
	References	413
Chapter 19	Information Technology-Enabled Innovation: A Critical Overview and Research Agenda	415
1	Introduction	415
2	Defining IT-Enabled Innovation	416
3	Establishing Causal Relationships	417
4	Strategic Management and Economic Theories	421
5	New Theoretical Developments	426
5.1	Relational and dynamic capabilities views	426
5.2	Knowledge management and organizational learning	427
5.3	Social network theory	429
5.4	Neo-institutional theory	430
5.5	Adaptive structuring and practice perspectives	433
6	Further Intersections and Research Agenda	434
	References	437
	Index	445