E-BUSINESS STRATEGY IN SUPPLY CHAIN
COLLABORATION: AN EMPIRICAL STUDY OF B2B
E-COMMERCE PROJECT IN TAIWAN

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ABSTRACT

With global economic development and growing international competition, supply chain collaboration (SCC) has become both an important strategic and operational issue. The organization therefore must rethink both its electronic business (e-business) and global supply chain management (SCM) strategies. This research investigates electronic supply chain (e-supply chain) integration through business-to-business (B2B) electronic commerce (e-commerce) application in Taiwan’s information technology (IT) industry. The purpose of the study is to explore the critical success factors (CSFs) of e-business strategy impacting on SCC. The qualitative case study approach was adopted to investigate and analyze six international companies in Taiwan. The cases were all participant of the government supported 'industrial automation and electronic business program' (IAEBP) and had implemented B2B e-commerce projects for SCC. A computer-assisted qualitative data analysis software - NVivo is adopted that enables data coding and analysis to be performed. The developed research conceptual framework for this study will be used in the analysis of the findings. The findings present CSFs from the cross-case analysis that are categorized and discussed in term of key collaboration issues to impact the successful implementation of B2B e-commerce project by the firms. This provides academic and practical insights into e-business strategy for SCC.

Keywords: Supply Chain Collaboration, Supply Chain Management, Electronic Commerce, Electronic Business Strategy, Critical Success Factors

1. INTRODUCTION

The Taiwan’s IT industry is currently undergoing radical changes. Technological change, firm strategies, national development and government policies are all playing a part in this process of change. In view of the importance of B2B e-commerce to Taiwan’s IT industrial competitiveness, the government of Taiwan has drawn up the 'industrial automation and electronic business program' (IAEBP). The IAEBP as a benchmark system promotes the automation of production, warehousing, shipping and marketing management together with the adoption of e-commerce technologies in the SCM. To ensure that effective e-supply chain integration can provide e-business success, the purpose of the study is to identify the CSFs in SCC. In recognizing the value of e-business strategy to SCC, both management and academics are interested in the areas of adoption and application. However the design and implementation of information system (IS) for effective SCM has not received adequate attention from both researchers and practitioners, in particular, the application of B2B e-commerce to SCC [17].

The developed research conceptual framework for this study will be used in the analysis of the findings from the empirical case study investigation, which draws on various theoretical perspectives derived primarily from the synthesis of the integrated literature.

Drawing on the research findings and analysis, the research study aims to contribute to the field of SCM by extending the knowledge on e-commerce