

Do we need e-Business management or not? A Critical Literature Review

Yüksel Akay Ünvan

Ankara Yildirim Beyazit University
Business School
Ankara, Turkey
aunvan@ybu.edu.tr
<https://orcid.org/0000-0002-0983-1455>

Ahmet Şükrü Pampal

Ankara Yildirim Beyazit University
Business School
Ankara, Turkey
aspampal@ybu.edu.tr
<https://orcid.org/0000-0003-0334-8195>

Abstract—Due to technological developments and Covid-19 pandemic, a highly competitive business environment was established. It becomes more important for organizations to know their customers and partners in this environment. As known during Covid-19 pandemic all potential customers of companies stayed at home. These circumstances bring up how adaptation of electronic business technologies are essential for firms. Setting up new high technologies creates new concept e-business management. This concept proves that if companies cannot manage the adaptation process systematically, it will be waste of resources and time for that company. As a result, most of the organizations produce researches and contribute to the literature to adapt to e-business technologies. The main purpose of this article is to review the existed e-business management literature and to make a critical examination of research based on the last five year.

Keywords: E-Business Management, COVID-19, Systematic Review

I. INTRODUCTION

In the previous five years, the usage of e-business is increased rapidly and the quantity of research papers examine mostly the relationship between e-business and information technologies (Ghobakhloo & Tang, 2011). In the recent years, the COVID-19 have forced companies to adapt digital transformation to sustain their business. Firms that adopted the traditional way of doing business could not operate during the COVID-19 measures. To be successful in an uncertain and competitive business environment, organizations should devise strategies to innovate their technologies to facilitate internal knowledge transfer and adapt their e-business management to integrate internationally based systems into their operations (Kim & Ramkaran, 2004; Zhu & Kraemer, 2002; Martin et al, 2011).

The importance of e-business technologies for institutions has increased rapidly. Previously many traditional and family-owned companies reject to use new technologies (Huang, Kaigang, Kumar, Praveena, 2018). Moreover, companies did not see the importance of e-business management over time. After technological breakthrough and Covid-19, the communication between organizations and

customers are lost. They seek new ways to commerce their product or service and to strength the relationship between partners and customers. E-business management concept is adapted by company owners and top level executives. They realized that e-business technologies are must for organization success (Chaffey and Smith, 2008).

With the implementation of e-business technologies, many companies aim to integrate high technology into all business processes. Companies from various countries understand the importance of the term and are used by these organizations. At the same time, researchers realized the importance of e-commerce in the 1960s. However, the concept was not clearly defined and understood by the readers. The development of the Internet has a serious impact on the definition of the new concept of e-business management.

In the last five years it is clearly seen that many firms, non-governmental organizations, non-profit organizations and researchers clearly understand the importance of e-business management to survive in a highly dynamic business environment and to increase the business performance in internal and external work of the company (Sruamsiri et al. 2017; Lisa & Burke, 2018; Alshurideh, 2019; AL-Mansour & AL-Ajmi, 2020; Olayinka and Wynn, 2021; Attila, 2022).

A CRITICAL LITERATURE REVIEW: E-BUSINESS MANAGEMENT

Researchers realized the term “e-business” in the beginning of 1960s via development in information technologies (Zwass, 1996; Wigang, 1997). After the advancement on internet, e-business has increased its importance for organizations (Melao, 2009). Electronic business technologies have become inevitable for organizations to increase their performance. E-business technologies has increased confinity in every business operation in an organization. Biggs (2000) supports the idea that the e-business technologies are a breakthrough development for organizations created by the evolution of internet.

Chaffey and Smith (2008) define e-business technologies as usage of internet and electronic networks are key for

business success. This technology includes e-commerce which is providing services to customers and purchasing and selling goods via technological advancements (Turban et al., 2006). Electronic business technologies provide proper web-based platform for companies to establish collaboration with suppliers, agents, customers etc., and easiness of the communication between business partners to create competitive advantage over their rivals (Currie and Parikh, 2006). On the other hand, firms use the fruitful information in online platforms to identify their competitors, improve their product quality and invest in research and development in their goods and services (Singh, 2002).

The current technological development pushes businesses to be self-service businesses based on current technology (Dabhokar et al. 2003). Usage of e-business technologies support companies to explore new markets, to forge new alliances and improve their customer relationship and it rapidly increase burst velocity of using e-business in business environment (Deise et al., 2000). In other words, e-business technologies establish clear communication inside whole organization among suppliers, workers, clients, stakeholders regardless of the physical business environment (Rodgers et al., 2002). Building effective digital communication among partners help companies to reach focused customers and to find right business partners (Strauss and Frost, 2001, p:6). Follit (2000) supports that adaptation of e-business technologies increase interaction between customers and organization and improves relationship lead to loyalty in the relationship then result in gaining competitive advantage over rivals and to increase organization profits.

During Covid-19, e-business management become a widely needed concept for various institutions such as educational and public institutions and so on. Electronic websites are established to teach tutors and students how to adapt new technologies while learning how to be successful in their projects (Lisa & Burke, 2018). According to Falae (2018) e-business technologies support online learning in business via some courses aimed to teach students from different ages and countries. E-business technologies enable people to get their education anywhere and anytime (Huang et al., 2018). In public institutions governments transform their traditional public work into electronic environment such as Turkish government (Yildirim and Bostanci, 2022). As lockdowns became the new normal during Covid-19, businesses and consumers increasingly “went digital”, providing and purchasing more goods and services online, raising e-commerce’s share of global retail trade from 14% in 2019 to about 17% in 2020 (UNCTAD, 2021).

E-business is using newly emerging technologies in order to establish clear communication and manage relation between customers and business partners to improve companies’ services and products (Lin & Lin, 2008; Palacios et al., 2014; Alshurideh et al., 2015; Oliveira et al., 2016; Alshurideh, 2016; Alshurideh, 2019; Alzoubi et al., 2020). Ash and Bur (2003) supported the term e-business man-

agement as organizing internal and external processes of firms and those processes based on internet (Hinton and Barnes, 2005). Urbaczewski (2002) divides e-business in two key elements: online (network, computer based information tech etc.) processes and exchanging values (goods, services, money, information time etc) of firm. Companies adapt new technologies to integrate and manage interorganizational activities (Bolot et al., 2016) and aim to develop business models to maximize profit and improve business value (Lin, 2008).

Business Management comprehend all activities happened in internet such as online money exchange, e-commerce and e-trade transactions, digital marketing and so on (Sruamsiri et al. 2017). The common e-business management tools are listed in Figure 1 below.



Figure 1: E-Business Management Tools (Zebari, R. R., Zeebaree, S. R., Jacksi, K., & Shukur, H. M. 2019)

Adapting e-business technologies hand over priority to companies a competitive advantage in developing countries (Olayinka and Wynn, 2021). Olayinka and Wynn (2021) suggested that organizations must prepare different strategies among partners, customers and internal units. Otherwise, adapting new technologies are going to be resulted as waste of resources and decayed business performance. On the other hand, e business management must be seen as a holistic way to clarify benefits of e-business on performance (Chen, Rutkar, Carrillo, 2013). It will help organizations to consider predicted benefits and implementation of new management roles (Chaffey, 2013).

Covid-19 fastens the digital transformation process of companies and evolves the e-business management to create value added products and services (Aherinia, Shariatnej, Saedi, Moshtaghi, 2021). The world is constantly changing day by day and digital marketing tools are comprehend everywhere, which brings out the concept of e-business management (Treiblmaier & Sillaber, 2021) . During COVID-19, organizations realized that this pandemic cause lots of unemployment (Zhang et al., 2020; Kuijpers, 2020). On the other hand, it brings out some opportunities with it (AL-Mansour & AL-Ajmi, 2020).

Today's economic environment and competitive climate require innovative products and processes to survive in these business conditions. In order to gain a competitive advantage in the market, companies should focus on their customers and aim to develop e-business technologies in their work (Youniss, 2022). E Business technologies become beneficial and essential while managing customer

relationship (Siby & George, 2022). The Figure 2 shows the general framework for e-business management in a competitive environment.

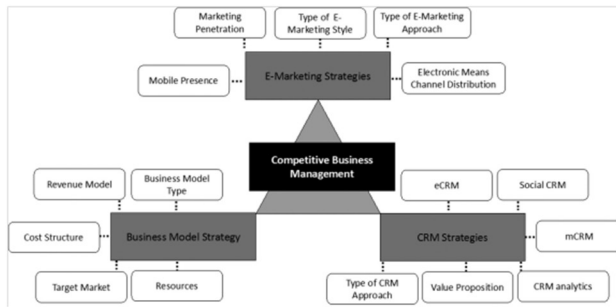


Figure 2 Framework for E-Business Management in competitive environment (Isaias, P., Carvalho, L. C., Junior, N. C., & Cassundé, F. R. 2019)

In the last twenty years, e-business management have rapidly growth its importance and many researches are completed in e-business technologies and management of those technologies (Ghobakhloo & Tang, 2011). During COVID-19, companies realized that they must adapt digital transformation and continuous update and innovation of their technologies in order to integrate all organization activities successfully (Attila, 2022; Kim & Ramkaran, 2004) and use e-business management methods to establish long term relationship among business units to sustain competitive advantage in environmental uncertainties (Zhu & Kraemer, 2002; Martin et al, 2011). Thereupon, e-business management supports companies in digital transformation while integrating relations among departments, units, customers and help firms to manage their activities effectively then create value added products or services (Attila, 2022).

III. METHODOLOGY

In this paper, a systematic review technique is applied while collecting and analyzing existing studies. In this context, it is essential to understand how e-business management is developed during last five years. Using systematic review is overwiewing main studies in the literature (Greenhalgh, 1997; Rêgo et al., 2021). In this technique, firstly the related studies are read and the existing problem is summarized and then it is aimed to identify the gap in the current literature. In summary, this paper presents a systematic review over the literature of e-business management.

In the scope of this study, the systematic review was done in three steps. Firstly, the research was done on the basis of the Web of Science database. Moreover, some filters such as “last five years, only English, articles” were applied while searching. In addition, e-business management term was added to filter in order to find the related articles. In the second step, only articles from business and management journals were searched. Finally, totally 32 articles have reviewed at the end of the study. The Figure 3 below summarizes the research details.



Figure 3 Systematic Review Process

IV. CONCLUSION

As a result, e-business management sustains its importance for companies. At the same time, following new coming technologies and adapting them to business procedures become inevitable during COVID-19. That is, e-business management technologies are adapted and used by companies (Attila, 2022; Kim & Ramkaran, 2004) and those companies reach their strategic goals and become successful in an uncertain business environment (Ghobakhloo & Tang, 2011).

Moreover, companies need to adapt to e-business technologies in order to survive the COVID-19 period with the least cost. Reaching more customers, easiness of communication with business partners and technological advancement in business processes support companies to reach upcoming opportunities in the market (AL-Mansour & AL-Ajmi, 2020). The adaptation of e-business technologies helps companies to have competitive advantage.

The implementation of systemic review of this study demonstrates that e-business management shows its importance in last twenty years period. However, the essentiality of the topic is increased in the last five years. Especially, in the last two years, that is in the COVID-19 period, the needs of e-business technologies boost the usage by firms. Currently, it becomes a hot topic for researchers to contribute the literature of e-business and COVID-19.

Finally, this literature review article aims to contribute current e-business management literature. The main input which this article provide to literature is applying a systematic review in e-business management literature. With this, there are also some limitations in this research. For example, in the recent ten years, apart from the attention of the topic, there are few researches about the subject. Moreover, it is understood that there are mostly articles from the last five years on the subject in the literature. However, this topic needs more than five years of systematic review in e-business management. In further research, researchers can extend the time and write a more comprehensive literature review on e-business management. As a result, the answer to the question, which is the title of this study, is that although traditional methods still maintain their position to a certain extent, e-business management has taken its place as an inevitable necessity to exist in the sector, as a fact confirmed by the Covid-19 process.

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