



# BACHELOR OF COMPUTER APPLICATIONS (B.C.A) SEMESTER – VI E - Commerce

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# UNIT - I

PART II – BUSINESS STRATEGIES



## Corporate strategy

- ▶ Corporate strategy is the pattern of major objectives, purpose or goals and essential policies or plans for achieving those goals, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be



# Strategy formulation

- ▶ Four Stages of Strategy Formulation:
  - ▶ Consideration of environmental changes that bring about new opportunities and pose new threats.
  - ▶ Assessment of the internal strengths and weaknesses of the institution and in particular its ability to respond to those opportunities and threats
  - ▶ A decision-making process influenced by the values, preferences and power of interested parties.
  - ▶ A strategy generating process concerned with generating options and evaluating them.



# Alternative strategies

- ▶ Strategy formulation is both rational and intuitive – organisations faced with the same environmental circumstances and with similar business capabilities may well develop entirely opposite strategies.
- ▶ Car assemblers may go for:
  - ▶ Volume production that competes on price, or
  - ▶ Higher margins in quality and niche markets.
- ▶ Retailers may choose to:
  - ▶ Switch strategy to online selling.
  - ▶ Develop their agent network.
  - ▶ Enhance traditional retail outlets.
- ▶ Whatever the selected strategy:
  - ▶ Strategy formation is an ongoing process.
  - ▶ The strategy needs to become part of the fabric of the organisation.



# Strategic implications of IT

- ▶ IT – initially used for administrative automation.
- ▶ ICT (information and communications technology) used for:
  - ▶ Intra-organisational systems
  - ▶ Inter-organisational systems
  - ▶ Public access networks (Internet)
  - ▶ Mobile data communications
- ▶ The use of ICTs can have strategic implications for small and large organisations.



## e-Commerce strategy inputs

- ▶ Traditionally an IT Strategy would be subservient to the Business Strategy.
- ▶ For e-Commerce the IT Strategy becomes a central component (or the determinant factor) in Business Strategy.
- ▶ Inputs to an e-Commerce Business Strategy are:
  - ▶ Technology
  - ▶ Business Environment
  - ▶ Business Capability
  - ▶ Existing Business Strategy



# Technology

- ▶ e-Commerce technologies:

- ▶ EDI:

- ▶ Streamline supply logistics.
    - ▶ Facilitate decreases in trade cycle times.

- ▶ Electronic Markets:

- ▶ Redefine the operation of a market sector.
    - ▶ Internet e-Commerce:
      - ▶ New direct sales opportunities
      - ▶ Novel business to business and business to consumer applications





# Business capability

- ▶ Gap analysis:
  - ▶ 'A knowledge of the resources and an organisation possesses, and what can be done with them, is a prerequisite for future plans and establishes whether a gap exists between what management would like to do and what they can do.'
- ▶ e-Commerce needs new skills and, in all probability, alters the ways in which business is done.



## Existing business strategy

- ▶ Very possibly the organisation already has a business strategy and this can and should be part of the evaluation of the e-Commerce strategy.



# Strategy formulation

- ▶ The Strategy Formulation is based on the inputs:
  - ▶ Technology
  - ▶ Business Environment
  - ▶ Business Capability
  - ▶ Existing Business Strategy
- ▶ Strategy Formulation then involves discussion and negotiation – stages can include:
  - ▶ Identifying Options
  - ▶ Evaluating Options
  - ▶ Selecting Strategy
- ▶ The outputs are:
  - ▶ The New Business Strategy
  - ▶ An e-Commerce Strategy



# e-Commerce implementation

- ▶ Technical implementation:
  - ▶ Ease of Use
  - ▶ Functionality
  - ▶ Back Office Systems
- ▶ Business Implementation:
  - ▶ Business Infrastructure
  - ▶ Marketing



# e-Commerce evaluation

- ▶ Evaluate:
  - ▶ Feedback from Users
  - ▶ Feedback from those who gave up?!
- ▶ Loopback:
  - ▶ Improve it
  - ▶ Revise it
  - ▶ Update it



## Exercise


- ▶ Suggest three advantages and three disadvantages for an organisation in devising and implementing a corporate strategy.
- ▶ List environmental changes that bring about new opportunities or pose new threats to the college or university at which you are studying;
- ▶ Assess the strengths and weaknesses of the institution and its ability to respond to the environmental changes;
- ▶ Suggest some strategic initiatives that your college or university might take to improve its position in the education market place.



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THANK YOU!!!