

Index

- adaptive integration pattern of development (US) 62–64, 65–67
- Adobe 71
- advertising and marketing, use of Internet for 31, 35, 36, 37
- after-sales service, use of Internet for 35, 36, 37–39
- Alapage 115–116
- Amazon (Amazon.com) 1–3, 35, 37, 51–52, 63, 86, 100–102, 116, 345–346
- online business relationships 84–86
- US consumer shopping habits 46
- Apple 99
- Asia-Pacific, integration into global production networks 22
- automobile industry
 - demands on suppliers 30–32
 - globalization 22
 - use of EDI 87–88
- B2B (business-to-business)
 - e-commerce 15–17
 - differences across economies 44, 45
 - diffusion 39–42
 - in high global and high local firms 42–44
 - online sales 41
 - online services 41, 42
 - range of data exchanges
 - reasons for online exchange failures 86–87
 - sectoral differences 44–47
 - speed of adoption of technologies 33–35
 - typical activities 47
- B2C (business-to-consumer)
 - e-commerce 15–17
 - differences across economies 44, 45
 - diffusion 39–42
 - in high global and high local firms 42–44
 - online sales 41
 - online services 41, 42
 - sectoral differences 44–47
 - typical activities 47
- banking, online 85
- Barnes and Noble 84–86
- Belgium
 - cell phone ownership 119
 - household use of the Internet 119
- Borders 84–86
- Brazil
 - B2B and B2C e-commerce 44, 45, 294–296, 297
 - barriers to e-commerce 81, 291–294, 302–303
 - competitive impacts of e-commerce 298–299
 - consumer shopping preferences 54–55
 - credit card use 291–292
 - diffusion of e-commerce 294–298
 - distribution sector 294–296, 301
 - drivers of e-commerce 278–279, 283–284, 289–291, 301–302
 - e-commerce activities 40
 - e-commerce industry 296–298
 - economic environment 26, 27, 278–280, 284–285
 - EDI use 285–287
 - efficiency and performance impacts of e-commerce 300–301
 - EFT use 285–287
 - enterprise integration strategy 287–288
 - financial sector leadership 278–279, 281–282, 284–285, 294–296, 301
 - firm size and e-commerce adoption 285–288, 289–291, 292

Cambridge University Press

978-0-521-84822-0 - Global e-Commerce: Impacts of National Environment and Policy

Edited by Kenneth L. Kraemer, Jason Dedrick, Nigel P. Melville and Kevin Zhu

Index

[More information](#)

430

Index

- Brazil (*cont.*)
- firm size and e-commerce benefits 300–301, 302
 - globalization and e-commerce 22–23, 24, 283–285
 - government policies and e-commerce adoption 291–294, 302–303
 - growth of business networks 298–299
 - impacts of e-commerce 298–301
 - industry structure 298–299
 - inflation control 280, 282, 303
 - internationalization 278–279
 - Internet access market 296–297
 - Internet banking market 297–298
 - IT infrastructure and spending 27–29, 280–281
 - large firms' advantages over small firms 282–283
 - large firms' lead in e-commerce 279
 - large firms' lead in globalization 284–285
 - legal and regulatory inadequacy 291–294, 302–303
 - lessons for other developing economies 303
 - local drivers of e-commerce 278–279, 283–284, 301–302
 - manufacturing sector 284–285, 294–296, 301
 - online marketplaces 297
 - online retail companies 297
 - online sales 33–35, 294–296
 - path dependency 282
 - privacy and security concerns 291–294, 302–303
 - readiness for e-commerce 285–288
 - scale economies in e-commerce 282–283
 - scope economies in e-commerce 282–283
 - support market for e-commerce 297–298
 - use of e-commerce technologies 285–287
 - uses for the Internet 294, 295
 - wealth distribution 278–279
 - business coordination, use of Internet for 35, 36, 37–39
 - business process outsourcing (BPO) 22
 - Buy.com 84–86
 - call centers 22
 - global relocation 51–52
 - Canada, broadband penetration 73–74
 - Caribbean, participation in global networks 22
 - cars, Internet consumer information 85
 - Cemex 336–337
 - Charles Schwab 1–3
 - China
 - B2B and B2C e-commerce 44, 45
 - banking sector IT infrastructure 218–219
 - barriers to e-commerce 81, 210, 211, 212, 229–232, 233, 241–242
 - business law and financial protection 217
 - competitive impacts of e-commerce 240, 241
 - consumer shopping preferences 54–55
 - control of Internet content 217
 - controls on Internet use 33
 - country level diffusion pattern 232–234
 - customer-oriented Internet uses 234–236
 - diffusion of e-commerce 53–54, 232–239
 - distribution sector 211–212, 218, 220
 - drivers for e-commerce 215, 227–229, 230
 - e-commerce organizational skills shortage 243
 - economic environment 26, 27, 213–215
 - economic growth rate 213–215
 - EDI usage 222–224
 - efficiency impacts of e-commerce 240, 241
 - EFT usage 222–224
 - enterprise integration 225, 226
 - evolution of e-commerce 234–235, 236

- fast technology adoption 211
- financial sector 211–212, 218–219
- firm-level impacts of e-commerce 239–241
- firm-level use of e-commerce
 - technologies 222–224, 234–236
- firms' high web presence 242–243
- geographic inequalities 209–210, 211, 213–215
- global networks participation 22
- government policies and e-commerce development 215–217
- growth potential for e-commerce 210–211, 212
- impacts of e-commerce 239–241
- industry structure 218–220
- information infrastructure 27–29
- “informatization” vision 209
- institutional barriers to e-commerce 210, 211, 212
- insurance sector IT infrastructure 219
- intellectual property protection issues 217
- internationalization of firms 214–215
- Internet access market 215–216
- Internet adoption and diffusion 210
- Internet infrastructure and usage 217, 221–222
- Internet use to reduce corruption and costs 228–229, 230
- IT infrastructure 217, 219, 220–222
- IT investment 53–54, 224–225
- knowledge activities relocation to 51–52
- ‘leapfrogging’ technology strategy 223, 227
- legal and regulatory inadequacies 229–232, 233, 243
- manufacturing sector 211–212, 213–215, 218, 219–220
- mobiles and the Internet 217, 225–227
- national impacts of e-commerce 239
- online purchasing 238–239, 242–243
- online sales 33–35, 236–238, 242–243
- ownership structures of firms 218
- privacy and security concerns 229–232, 233
- readiness for e-commerce 217, 220–227, 242
- sales impacts of e-commerce 240
- sectoral differences in e-commerce diffusion 211–212
- SMS-based services for mobiles 227
- state-owned enterprises (SOEs) 218
- sustainable growth signs in e-commerce 243–244
- technology penetration 217, 220–222
- telecommunications infrastructure 217, 221
- telecommunications sector liberalization 215–216
- wealth inequalities and e-commerce diffusion 209–210, 211, 213–215
- Cisco 1–3, 71, 87–88, 99, 345–346
- Citigroup 313
- Compaq 92–93, 99
- competitive impacts of e-commerce 50–51, 99, 100
- competitive pressure, driver of e-commerce 30–32
- computer industry
 - demands on suppliers 30–32
 - global production networks 33–35
- consumers
 - benefits from online information 47, 85
 - demand for online sales and services 30–32
 - financial transaction methods 46
 - national differences in shopping preferences 54–55
 - need for face-to-face interaction 31, 33, 81, 82, 83
 - privacy and data security concerns 81, 82, 83
 - services from high global and high local firms 42–44
 - shopping habits 46
 - use of Internet for after-sales service 35, 36, 37–39
 - variations in use of the Internet 14

- convergence (economic)
 - and diffusion of innovations 15–17
 - and global production networks 15–17
 - and spread of low-cost ICTs 13
 - global convergence at firm level 359–361, 376
 - global drivers 21–27
 - influence of local factors 13, 15–17
 - tendency in B2B interactions 15–17
 - tendency in upstream activities 15–17
- cost of e-commerce
 - implementation 81, 82, 83
- cost reductions from external integration 96–97
- Covisint 86–87
- credit card use 29–30, 31
- CRITO (Center for Research on Information Technology and Organizations) 14–15, 21
- customers *see* consumers

- Darty.com 115–116
- data security 30, 31
- Dell 1–3, 63, 86, 87–88, 92–93, 99, 102, 313–314, 345–346
- Denmark
 - B2B and B2C e-commerce 44, 45
 - e-commerce activities 40
 - firms' motivations for Internet e-commerce 126
 - information infrastructure 27–29
 - online sales 33–35
 - technology penetration 72, 73–74
 - use of EDI 120–122
- deregulation, as driver for e-commerce 50–51
- developed vs. developing countries 377–380
- diffusion of innovations
 - factors affecting 15–17
 - possible impacts 15–17
- Digital Millennium Copyright Act (1998) 71–73
- digital technologies, implications
 - of using different types 121–122
- distribution channel conflict, risk with online selling 92–93

- distribution sector
 - drivers of e-commerce 78–79, 80
 - use of the Internet (US) 88–91, 92
- divergence
 - tendency in B2C interactions 15–17
 - tendency in downstream activities 15–17
- dot.com companies 1–3
 - boom and bust 1–3, 23–25, 51–52, 53–54, 55–56, 78–79, 84–86, 165–166
 - set-up and funding 65–67 *see also* Silicon Valley model
- downstream activities (value chain), tendency towards divergence 15–17

- e-business, definition 17
- e-commerce
 - activities required to support 35, 36, 37
 - and economic environment 26, 27
 - and the Internet revolution 51–52
 - B2B and B2C interactions 15–17
 - business activities included 17–19
 - concerns about US dominance 1–3
 - costs of switching to 53–54
 - definition 17, 19
 - development by the US 13–14
 - different uses among firms 31, 35–39, 40
 - drivers for diffusion 16, 17–19, 30–32
 - early expectations and concerns 1–3
 - extent of use 33–35
 - growth in level of transactions 51–52
 - impacts 47–51, 53
 - models of “best practices” 17–18
 - national diversity in 14, 54–55
 - need for monitoring and analysis 56
 - patterns for global and local firms 37–39
 - types of application 53
 - unexpected developments 102, 103
 - uses across economies
- e-commerce adoption 349
 - patterns of motivations among firms 126
 - perceived barriers and maturity of use 128

- e-commerce diffusion 31, 33–47
 - and information infrastructure 27–29
 - and wealth 18–19, 24, 29
 - cross-country analyses 346–347, 377–380
 - differential effects along the process 380–382
 - evolutionary nature 53–54
 - firm-level factors 16, 18, 19, 53
 - global convergence and local divergence 345–346
 - global convergence at firm level 359–361, 376
 - global factors 17–18, 52
 - influence of MNCs 21–23, 24
 - model of the process 349
 - national factors 16, 18–19, 24, 26, 27, 29, 52–53
 - role of technology usage 374–376
 - technology – organization – environment (TOE) framework 350–351
 - theory of diffusion of innovations (DOI) 350
- e-commerce diffusion conceptual model 348, 351–358
 - adoption, use and impacts 352
 - contextual variables 352, 354–356
 - developed vs. developing countries 356–358
 - environmental context 352, 355–356
 - findings 348, 358–361, 362, 366, 370, 373
 - innovation attributes 352, 353–354
 - organizational context 352, 354–355
 - process orientation 347–349
 - processes
 - research of e-commerce adoption 358, 359–361, 362, 363–365
 - research of e-commerce adoption to use 358, 359–361, 366, 367–369
 - research of e-commerce use to impacts 358, 359–361, 369–373
 - technological context 352, 354, 355
- e-commerce impacts 349
- e-commerce movement 17–18, 23–25, 30–32
- E-plus (mobile phone operator) 143–145
- Eastern Europe, integration into global production networks 22
- eBay 1–3, 35, 37, 51–52, 63, 84–86, 100–102, 116, 296–297, 345–346
 - earnings platform for individuals 51
 - platform for small businesses 85, 103–104
- eBusiness Watch 4–5
- ECATT project 4–5, 21
- EDI (electronic data interchange) systems 33–35
 - description and uses 35
 - implications for online business 121–122
 - influence on e-commerce diffusion 33–35
 - use in Brazil 285–287
 - use in China 222–224
 - use in France 120–122
 - use in Germany 50, 141–142, 149–150, 154–155
 - use in Japan 183–188, 198–199
 - use in Mexico 316–319
 - use in Taiwan 255, 256
 - use in the US 74–76, 87–88
 - use to support upstream processes 54–55
 - uses among European countries 120–122
- EFT (electronic funds transfer) technology 54–55
 - use in Brazil 285–287
 - use in China 222–224
 - use in France 120, 122–123
 - use in Germany 141–142
 - use in Japan 183–185
 - use in Mexico 316–319
 - use in Taiwan 255, 256
 - use in the US 74–76
- electronic goods, Internet consumer information 85
- electronics industry
 - demands on suppliers 30–32
 - global production networks 33–35
- Empirica, GmbH 4–5
- entertainment industry, intellectual property concerns 71–73
- entrepreneurial opportunities 103–104
- eTrade (online stock trading market) 85

- EU (European Union)
 - Data Protection Directive (1998) 148
 - e-commerce directives 148
 - promotion of digital technologies 117–118
- Everysystems Informatics 297–298
- eWatch survey 21
- Excite 84–86
- external integration, and cost reductions 96–97

- Fannie Mae 88
- FedEx 64
- financial sector
 - B2B and B2C e-commerce 46–47, 88
 - drivers of e-commerce 78–79, 80
 - global relocation of back-office operations 22, 51–52
 - survey sample 19–20
- firm, place in conceptual framework 16, 17–19
- firm level
 - activities required for e-commerce 35, 36, 37
 - adoption of e-commerce 53
 - advertising and marketing 31, 35, 36, 37
 - barriers to e-commerce 16, 18, 19, 31, 32–33
 - business coordination 35, 36, 37
 - competition in e-commerce 99, 100
 - complexity of business environment 99, 100
 - cost reductions from external integration 96–97
 - diffusion of e-commerce 16, 18, 19, 31, 33–47
 - distribution channel conflict 92–93
 - drivers of e-commerce 16, 18, 19, 30–32
 - expanding business environment 99, 100
 - face-to-face interaction with customers 31, 33, 81, 82, 83
 - findings of GEC project 30–51
 - globalization level and use of e-commerce 22–23, 24
 - impacts of e-commerce 16, 18, 19, 47–50, 99, 100
 - motivations for Internet e-commerce 126
 - online purchasing 31, 35, 36, 37
 - online sales 31, 35, 36, 37
 - perceived barriers and maturity of e-commerce use 128
 - requirements of MNC customers 30–32
 - use of e-commerce technologies 74–76
 - uses for e-commerce 31, 35–39, 40
- Fnac.com 115–116
- Ford 87–88
- France
 - adoption of Internet e-commerce 53–54, 136
 - adoption of Internet technologies 108–110
 - B2B e-commerce 44, 45, 116, 136–138
 - B2C e-commerce 44, 45, 115–116, 118–119, 136–138
 - banking clearing system 120, 122–123
 - banking sector 115
 - barriers to e-commerce 124, 126–128
 - barriers to m-commerce (cell phones) 118–119, 120
 - business coordination using e-commerce 125–126, 129, 130–131
 - business uses of the Internet 119, 120, 123–124
 - cell phone ownership 118–119
 - centralized innovation system 108–110
 - competitive impacts of e-commerce 132, 133–135
 - consumer shopping preferences 54–55, 126–128
 - demographics 110–112
 - diffusion of e-commerce 119, 120, 125, 127, 129–131
 - digital bottlenecks 136
 - drivers of e-commerce 124, 125–126
 - e-commerce activities 40
 - early adoption implications 135–136
 - early–late path of e-commerce adoption 108–110

- economic characteristics 108–110
- economic environment 26, 27, 110–112
- EDI use (traditional system) 33–35, 53–54, 108–110, 119, 120–122, 124
- efficiency impacts of online business 123, 129, 131–132
- EFT technology adoption 120, 122–123
- enterprise integration 120, 123–124
- environment for e-commerce development 112–117
- EU policies on digital technology 117–118
- financial sector 115
- firm size and internationalization 114–117
- firm size and IT use 114–117
- firms' motivations for Internet use 125–126
- firms' patterns of perceived barriers 128
- French view of e-business and e-commerce 136–138
- government policy on Internet and e-commerce 117–118, 125, 126
- household use of the Internet 118–119
- impacts of e-commerce 109, 110, 123, 129, 131–135
- impacts on business partnerships 132, 133–135
- industry structure 114–117
- information infrastructure 27–29
- infrastructure for e-commerce 113–114
- internationally oriented economy 110–112
- Internet-based trading community participation 129–130
- manufacturing sector 110–112, 116
- migration to new Internet standards 124
- Minitel use 53–54, 113, 115, 124
- national diversity as dominant influence 136–138
- need for face-to-face interactions 126–128
- online sales 33–35, 119, 120, 127, 129–130, 132, 136–138
- pattern of e-commerce use 109–110
- privacy and security issues 126–128
- readiness for e-commerce 113, 114, 118–124
- retail distribution sector 46, 115–116
- staff productivity impacts of online business 123, 129, 131–132
- technology path dependency effects 135–136
- traditional bias in technologies and standards 120–122
- value chain coordination 116, 132, 133–134
- fraud, protection against 30, 31
- Freddie Mac 88
- Gates, Bill 62–63
- Gateway 102, 313–314
- General Electric 345–346
- Geocities 84–86
- Germany
 - B2B and B2C e-commerce 44, 45, 162–163, 164
 - B2G (business-to-government) processes 155
 - barriers to e-commerce 152, 155–159
 - cell phone diffusion 119, 143–145, 163–165
 - competitive impacts of online business 168, 169
 - competitive pressure to adopt e-commerce 153, 154
 - coordination benefits of Internet use 153, 154, 155
 - credit card use 156, 157, 158
 - diffusion of e-commerce 148–149, 150, 159–166
 - drivers of e-commerce 142, 152–155
 - e-commerce activities 40
 - e-commerce industry 165–166
 - e-commerce policy 147–148
 - economic environment 26, 27, 143
 - EDI use 50, 120–122, 141–142, 149–150, 154–155
 - effects of dot.com boom and bust 165–166

- Germany (*cont.*)
- EFT use 141–142
 - enterprise integration strategy 150–152
 - EU e-commerce directives 148
 - evolution of e-commerce 142
 - “fast follower” ICT adoption strategy 141–142
 - firms’ motivations for Internet e-commerce 126
 - government promotion of e-commerce 148, 155
 - household use of the Internet 119
 - impacts of e-commerce 48, 50, 166–169
 - impacts of Internet adoption 142
 - impacts on suppliers and distribution channels 168–169
 - information and communications infrastructure 27–29, 143–145
 - international orientation of the economy 141–142, 145
 - internationalization of German firms 145–146
 - Internet integration 142
 - Internet selling strategies 161–162
 - IT investment and resources 149–150, 151
 - IT staff shortage 155–158
 - large firms as technology users and innovators 146–147
 - market channel strategies 161–162
 - market expansion as driver of e-commerce 142, 152–154
 - mobile commerce (m-commerce) 163–165
 - numbers of Internet users 143–145
 - online sales 33–35, 142, 159–161, 162–163, 164
 - organizational barriers to e-commerce 156, 157, 158
 - privacy and data security issues 155, 156, 157, 158
 - readiness for e-commerce 148–152
 - SMEs (*Mittelstand*), technology use and innovation 141–142, 147, 149–150, 151, 159–161, 162–163, 164, 167, 170–171
 - telecommunications services
 - competition 143–145, 147–148
 - use of e-commerce technologies 44–46, 159–161
- Global E-Commerce (GEC) project
- benchmarking for future studies 3–4
 - case studies 20–21
 - conceptual framework 16, 17–19
 - findings (firm level) 30–51
 - findings (global environment) 21–27
 - findings (national environment) 24, 26, 27–30, 31
 - historical record 3–4
 - identification of opportunities 3
 - need for systematic analysis 1–3
 - partnerships 4–5
 - research approach 4–5
 - research methodology 19–21
 - scope of the project 14–15
 - secondary data analysis 21
 - survey 19–20
 - theory of innovation diffusion 15–17
 - understanding reasons for variations 3
 - value propositions 3–4
- global environment
- drivers of convergence 21–27
 - drivers of e-commerce 17–18, 21–27
 - e-commerce movement 17–18, 23–25
 - extent of e-commerce use 33
 - factors in e-commerce diffusion 52
 - findings of GEC project 21–27
 - influence of MNCs 21–23, 24
 - information about “best practices” 17–18
 - international policies 25–27
 - place in conceptual framework 16, 17–19
- global firms
- B2B and B2C e-commerce 42–44
 - impacts of e-commerce 47, 49
 - pattern of e-commerce 37–39
- global marketplace, Internet as driver 1–3
- Global Net Exchange 87–88
- global production networks 15–17, 22, 33–35
- global trade, World Trade Organization (WTO) 25–27

- globalization
 - and low-cost ICTs 13
 - and national economic control 55–56
 - and use of e-commerce 22–23, 24
 - concerns over invasion of American culture 55–56
 - driver of e-commerce 22, 50–51
 - Internet as a driver 13
- GM 87–88
- Google 63, 296–297
- government policy, and e-commerce development 30–32, 33–35
- Grupo Industrial Vitro 336–337
- hackers 81 *see also* privacy and data security concerns
- Hitachi Ltd. 178–180
- Home Depot 92–93
- HP (PC manufacturer) 92–93
- IBM 92–93, 297–298, 336–337, 345–346
- ICT (information and communications technology), spread of low-cost technologies 13
- India
 - participation in global networks 22
 - relocation of knowledge activities to 51–52
- information infrastructure, and level of wealth 27–29
- information sharing, use of Internet for 35, 36, 37–39
- information superhighway strategy 23–25
- innovation diffusion
 - factors affecting 15–17
 - possible impacts 15–17
- Intel 87–88
- intellectual property protection 25–27, 71–73
- inter-firm integration, and cost reductions 96–97
- International Data Corporation (IDC) 4–5, 21
- international markets, barriers to access 47
- Internet
 - complexity of business environment 99, 100
 - consumer information 85
 - creation and development 64, 70–73
 - different uses by consumers 14
 - different uses by firms 31, 35–39, 40
 - driver for globalization 1–3, 13
 - early expectations and concerns 1–3
 - enterprise integration with 77, 78
 - expanding business environment 99, 100
 - global expansion of services 25–27
 - late 1990s boom 78–79
 - reality of Internet revolution 51–52
- Internet Explorer 71
- Internet use
 - implications for online business 121–122
 - patterns of motivations among firms 126
 - perceived barriers and maturity of use 128
- Ireland
 - participation in global networks 22
 - relocation of knowledge activities to 51–52
- Israel
 - participation in global networks 22
 - relocation of knowledge activities to 51–52
- Italy
 - cell phone ownership 119
 - household use of the Internet 119
- ITU (International Telecommunications Union) 25–27
- Japan
 - 1990s economic recession 175, 183
 - adoption of e-commerce technologies 173–174
 - age-based seniority system 183
 - B2B and B2C e-commerce 44, 45, 192–193, 194–196
 - banking and finance sector 174, 180–181, 184–187
 - barriers to doing business in Japan 178

- Japan (*cont.*)
- barriers to e-commerce 188, 190–191, 192
 - Bit Valley, Tokyo 173–174
 - business coordination benefits of e-commerce 203, 204
 - business landscape 176, 177, 178
 - business impacts of Internet use 199–202, 203, 204–205
 - business uses for the Internet 199–201
 - cell phone ownership 202
 - channel conflict to improve customer service 196–198
 - channel strategies for Internet selling 196–198
 - consumer shopping preferences 46, 54–55
 - customer demand as e-commerce driver 188–190, 192–194
 - diffusion of e-commerce 192–193, 195, 196, 198, 200, 201, 202
 - distribution system hierarchy 180, 196–198
 - domestic orientation of the economy 173, 174
 - drivers of e-commerce 188–190
 - e-commerce activities 40
 - economic characteristics 173
 - economic environment 26, 27
 - EDI networks 33–35, 183–188, 198–199
 - efficiency impacts of e-commerce 202–203
 - enterprise integration strategies 185–188
 - financial sector liberalization 197–198
 - firm size and globalization 181
 - globalization 22–23, 24, 173, 174–174, 178–181, 183, 205–206
 - government policies 174, 180–181, 197–198
 - i-Mode (m-commerce platform) 202
 - ICT diffusion 175–176
 - impacts of e-commerce 48, 50, 174, 202–205
 - implementation costs concerns 190–191, 192
 - industry differences in e-commerce impacts 174
 - information infrastructure 27–29, 183–188
 - Internet marketplaces 201–202
 - “iron triangle” political economy 176, 177
 - IS spending 173–174, 182–183
 - Japanese personnel practices 183
 - keiretsu* corporate groupings 50, 173, 174, 177, 178–181, 187, 199
 - liberalization and deregulation policies 174, 180, 197–198, 206–207
 - local factors influence e-commerce diffusion 205–206
 - macroeconomy 175
 - managers’ resistance to e-commerce 173–174
 - manufacturing sector 174, 178–180, 184–187
 - mobile e-commerce 53–54, 175–176, 202
 - online procurement 198–199
 - online sales 33–35, 194–196
 - online services 192–193, 194
 - privacy and security issues 190–191, 192, 202
 - quality function deployment (QFD) approach 188–189
 - readiness for e-commerce 182–188
 - SMEs’ e-commerce opportunities 206–207
 - supply chain 199–202
 - TQM (total quality management) culture 178
 - use of e-commerce technologies 183–188
 - uses for companies’ websites 192–193, 194
 - wholesale and retail sector 174, 180, 184–187, 197
 - JIT (just in time) delivery system 198–199
 - kamban* delivery system 198–199
 - Kazaa 71–73
 - knowledge activities, global relocation 51

- Korea
 - broadband penetration 73–74
 - participation in global networks 22
- Land's End 84–86
- Latin America, integration into global production networks 22
- legal protection for Internet purchases 31, 32–33
- legal sector, global relocation of back office operations 51–52
- local firms
 - impacts of e-commerce 47, 49
 - levels of B2B and B2C e-commerce 42–44
 - pattern of e-commerce 37–39
- Malaysia, participation in global networks 22
- manufacturing sector
 - B2B and B2C e-commerce 44–46
 - drivers of e-commerce 78–79, 80
 - expansion of business environment 99, 100
 - globalization 22
 - survey sample 19–20
 - use of the Internet (US) 88–91, 92
- market coordination, driver of e-commerce 30–32
- market expansion, driver of e-commerce 30–32
- Market Probe 4–5
- m-commerce *see* mobile commerce (m-commerce)
- Mercosul Search 297
- Mexico
 - B2B e-commerce 44, 45, 308, 312–313, 316–319, 324, 327, 332–336
 - B2C e-commerce 44, 45, 308, 316–319, 324, 327, 332–336
 - banking sector 313
 - barriers/inhibiting factors for e-commerce 81, 307, 324–325, 326
 - business coordination as driver for e-commerce 321–324
 - cell phone use 316
 - competitive impacts of e-commerce 338–339
 - country-level information
 - infrastructure 315–316
 - diffusion of e-commerce 322, 327, 328–336, 340
 - distribution channel strategies 331
 - distribution sector 313–314, 329, 330, 332–334, 335–336, 340–341
 - drivers of e-commerce 308–309, 321–324
 - e-commerce activities 40
 - economic environment 26, 27
 - economic liberalization program 306–307
 - EDI use 316–319
 - EFT use 316–319
 - enterprise integration 317–319
 - financial sector 308, 313, 329, 330, 332–334, 335–336, 340–341
 - firm-level use of e-commerce technologies 316–319
 - firm size and e-commerce adoption 308
 - globalization of companies 310, 311
 - government policy and e-commerce development 308–309, 314–315
 - growth potential of e-commerce 307, 342–343
 - ICT and e-commerce adoption 306–307
 - impacts of e-commerce 48, 50, 336–340
 - income distribution 309–310, 324
 - industrial organization 311–314
 - informal sector 307
 - information infrastructure 27–29
 - internationalization 306–307, 310–311
 - Internet-based trading communities 331–332
 - IT investment 317, 319–321
 - legal/regulatory concerns 308–309, 324–325, 326
 - macroeconomic environment 309–311
 - manufacturing sector 312–313, 329, 330, 332–334, 335–336, 340–341
 - market pressures as drivers for e-commerce 321–324
 - micro and small businesses 307, 311–312

- Mexico (*cont.*)
 MNC subsidiaries 306–307, 310–311
 online purchasing 335–336
 online sales 33–35, 332–334
 online services 334–336
 organizational impacts of
 e-commerce 336–340, 342
 privacy and security concerns 308–309, 324, 325, 326
 private sector promotion of e-commerce 315
 readiness for e-commerce 315–321
 SMEs' e-commerce potential 341–342
 telecommunications infrastructure 315–316
 telecommunications market liberalization 314–315
 uses of the Internet by businesses 322, 328–336
 wholesale electronics distributors 313–314
- Microsoft 297–298
- Minitel 53–54, 113, 115, 124
- Mitsubishi 178–180
- Mitsui 178–180
- MNCs (multinational corporations)
 influence on e-commerce diffusion 21–23, 24, 52
 influence on supplier firms 30–32
 production platforms 44
 strategies 17–18
- mobile commerce (m-commerce)
 e-commerce opportunities 27–29
 Germany 163–165
 i-Mode platform (Japan) 202
 innovation in Japan 175–176
 Japanese mobile customer base 202
 potential in Taiwan 250, 251
 mobile phone diffusion
 European countries 119
 Germany 163–165
 Japan 175–176
- Modulo Security Systems 297–298
- mortgage brokerage industry 88
- multinational corporations *see* MNCs (multinational corporations)
- Napster 71–73
- national case studies 20–21
- national environment
 and e-commerce diffusion 24, 29, 52–53
 consumer use of the Internet 14
 credit card use 29–30, 31
 diversity in e-commerce 54–55
 dominant influence in France 136–138
 e-commerce uses across economies 40
 economic environment and e-commerce 26, 27
 effects of government promotion 30
 effects of national policies 29–30, 31
 elements of national policy 16, 18–19
 elements of the environment 16, 18–19
 extent of e-commerce use 33–35
 financial services competition 29–30
 findings of GEC project 24, 26, 27–30, 31
 information infrastructure 27–29
 limitations to convergence 13
 macroeconomic indicators 26, 27
 place in conceptual framework 16, 17–19
 privacy protection and data security 30, 31
 promotion of e-commerce 14
 respect for rule of law 30, 31
 technology penetration 72, 73–74
 telecommunications services 29–30
 transportation services 29–30
 wealth and e-commerce diffusion 24, 29
- national outcomes 16, 18–19
- Nissan 311–312
- Nordstrom 84–86
- NTT DoCoMo 175–176
- Office Depot 84–86
- online fraud *see* privacy and data security concerns
- online purchasing 31, 35, 36, 37
- online sales
 channel conflict risk 92–93
 complexity of 88–89, 90

- consumer demand 30–32
 - extent of 33–35
 - levels of 41, 42–44
 - rate of growth 33–35
 - use of Internet for 31, 35–37
- online services
 - consumer demand 30–32
 - levels of 41, 42–44
- organizational performance, impacts of
 - e-commerce 47–50
- path dependency in technology
 - adoption 135–136
- PC industry, impact of direct
 - selling 102
- Philippines
 - participation in global networks 22
 - relocation of knowledge activities to 51–52
- “phishing” 81 *see also* privacy and data security concerns
- pre-Internet technologies *see* EDI, Minitel
- privacy and data security concerns 31, 32–33, 81, 82, 83
- privacy protection 30, 31
 - EU Data Protection Directive (1998) 148
- product design, global
 - relocation 51–52
- Project Star 4–5
- R&D activities, global
 - relocation 51–52
- research methodology 19–21 *see* Appendix 1
 - case studies 20–21
 - secondary data analysis 21
 - survey 19–20
- retail/wholesale sector
 - B2B and B2C e-commerce 46, 87–88
 - drivers of e-commerce 78–79, 80
 - globalization 22
 - reaction to dot.com challengers 84–86
 - survey sample 19–20
 - US Internet retailers 84–86
- ring tone downloads, value of
 - business 54–55
- RosettaNet 87–88
- rule of law, and e-commerce
 - development 30, 31, 81, 82, 83
- rural areas, Internet business
 - opportunities 103–104
- Russia, participation in global
 - networks 22
- Scotland, participation in global
 - networks 22
- security concerns *see* privacy and data security concerns
- service industries, globalization 22
- SIBIS project 4–5, 21
- Silicon Valley model 62, 63–64, 65–67, 70
 - adoption in Japan 173–174
- Singapore
 - B2B and B2C e-commerce 44, 45
 - business process integration
 - controls on Internet use 33
 - globalization and e-commerce 22–23, 24
 - information infrastructure 27–29
 - online sales 33–35
 - participation in global networks 22
 - technology penetration 72, 73–74
- small business opportunities 103–104
- SMEs *see specific countries*
- SMS (short messaging service)
 - use 54–55
- sncf.com 115–116
- software development, global
 - relocation 51–52
- Spain
 - cell phone ownership 119
 - household use of the Internet 119
- Spiegel 84–86
- stock trading online (eTrade) 85
- Submarino 297
- Sumitomo 178–180
- supplier numbers, impacts of
 - e-commerce 99, 100
- supply chain coordination, use of
 - Internet for 35–39, 87–88
- Taiwan
 - 7-Eleven case study 271, 272–274
 - B2B e-commerce 44, 45, 248, 249, 250, 252–253, 254, 275–276

Taiwan (*cont.*)

B2C e-commerce 44, 45, 248, 249, 251–252, 253, 275–276

barriers to e-commerce 247–248, 251–252, 260–264, 275

commodity flows and money flows separated 271

consumer shopping habits 46

costs of e-commerce implementation 261, 263

diffusion of e-commerce 264–268

drivers for e-commerce 247, 248, 259–260, 271–275

e-marketplaces 265

economic environment and policy 26, 27, 249–254

EDI usage 255, 256

EFT usage 255, 256

financial sector 254–260, 265–267, 268–269, 271

globalization and e-commerce 22–23, 24

globalization of firms 252–253

government support for e-commerce development 44–46

hybrid nature of economy 247

ICT infrastructure and policies 249–252

impacts in large and small firms 268, 270

impacts of e-commerce 248, 268–270

information infrastructure 254–257

integration with Internet applications 257–259

international competitive environment 252–253

Internet channel strategies 267–268

Internet usage 253

IT investment 257

legal/regulatory concerns 261, 262–263, 275

macroeconomic statistics 249

manufacturing sector 254–260, 265–267, 268–269, 270–271

mobile e-commerce potential 250, 251

need for face-to-face interaction 261, 263

online sales 33–35

participation in global networks 22

policy implications from the study 276

privacy and security concerns 247–248, 251–252, 261–262, 275

readiness for e-commerce 254–259, 261, 263–264

retail/wholesale distribution sector 254–260, 265–267, 268–269, 271

strategic alliances across industries 271

supply chain integration 248

technology penetration 72, 73–74

use of e-commerce technologies 254–257

vertical disintegration within industries 270–271, 275

Target 84–86

TCP/IP (Transmission Control Protocol/Internet Protocol) 35, 71

technology adoption, path dependency effect 135–136

technology – organization – environment (TOE) framework 350–351

technology usage, role in e-commerce diffusion 374–376

telecommunications

 global expansion 25–27

 ITU (International Telecommunications Union) 25–27

textiles industry, globalization 22, 33–35

theory of diffusion of innovations (DOI) 350

toy industry, globalization 22, 33–35

Toyota Motor 178–180, 187, 198–199

trade, and e-commerce diffusion 26, 27

travel reservations, online business 85

TRIPS (trade-related intellectual property rights) 25–27

uBid 84–86

UK

 cell phone ownership 119

 household use of the Internet 119

Unisys 297–298

UPS 64

- upstream activities (value chain),
 - tendency toward convergence 15–17
- US
 - adaptive integration of e-commerce 62–64, 65–67
 - B2B e-commerce 44, 45, 81–84, 86–88
 - B2C e-commerce 44, 45, 81–86
 - barriers to e-commerce 81, 82, 83
 - barriers to major change 102–103
 - book retailing industry 53–54
 - Clinton–Gore National Information Infrastructure (NII) Initiative 71
 - competition in e-commerce 99, 100
 - competitive benefits of Internet use 97–99
 - concerns about e-commerce domination 1–3
 - consumer interest in online buying 69
 - consumer shopping habits 46, 54–55
 - cost reductions from external integration 96–97
 - diffusion of e-commerce (firm level) 79, 88–91, 92, 93, 94
 - diffusion of e-commerce (national level) 64, 81–88
 - drivers of e-commerce 78–79, 80
 - early investment in Internet and e-commerce 94–95
 - e-commerce activities 40
 - e-commerce development pattern 13–14, 65–67, 100–102
 - economic environment 26, 27
 - EDI and EFT use among firms 74–76
 - efficiency impacts of e-commerce 96–97
 - enterprise integration with the Internet 77, 78
 - entrepreneurial opportunities in the Internet 69, 70
 - environment for e-commerce 64, 67–70
 - expanding business environment 99, 100
 - financial sector e-commerce 85
 - firm-level readiness for e-commerce 74–76
 - firm-level use of e-commerce technologies 74–76
 - future changes in e-commerce 63
 - globalization and e-commerce 22–23, 24
 - government policies to support e-commerce 13–14
 - government role in Internet creation and development 64, 70–73
 - impacts of e-commerce 65, 66–67, 94–99, 100
 - information infrastructure 27–29
 - intellectual property protection 71–73
 - internationalization of US firms 67–68
 - Internet-based trading communities 93–94
 - Internet opportunities for rural areas 103–104
 - IT investment by US firms 76
 - myth of US hegemony in e-commerce 55–56
 - national productivity impacts of e-commerce 94–95
 - national transportation and distribution systems 70
 - online sales 33–35, 64, 95, 96
 - online taxation issues 71–73
 - privacy and data security concerns 71–73, 81, 82, 83
 - readiness for e-commerce 64, 72, 73–77, 78
 - retail sector B2C e-commerce 84–86
 - Silicon Valley model of development 62, 63–64, 65–67, 70
 - size of economy 67
 - small business e-commerce opportunities 103–104
 - TCP/IIP adoption 71
 - technology infrastructure 69–70
 - technology penetration 72, 73–74
 - telecoms deregulation 71
 - unexpected aspects of e-commerce 102, 103

Cambridge University Press

978-0-521-84822-0 - Global e-Commerce: Impacts of National Environment and Policy

Edited by Kenneth L. Kraemer, Jason Dedrick, Nigel P. Melville and Kevin Zhu

Index

[More information](#)

444

Index

- value chain
 - convergence in upstream activities 15–17
 - divergence in downstream activities 15–17
 - impacts of e-commerce 50–51
- value chain coordination
 - as e-commerce driver 78–79, 80
 - e-commerce application 53
- venture capital funding *see* Silicon Valley model
- Viacore 87–88
- Wal-Mart 1–3, 84–86, 345–346
 - presence in Germany 145–146
 - use of B2B e-commerce 87–88
- wealth
 - and diffusion of e-commerce 18–19, 24, 29
 - and information infrastructure 27–29
- wholesale/retail sector *see* retail/wholesale sector
- WIPO (World Intellectual Property Organization) 25–27
- Worldwide Retail Exchange 87–88
- WTO (World Trade Organization) 25–27
- XML (eXtensible Markup Language) 35, 87–88
- Yahoo! 63, 100–102, 116, 296–297