Hui-ling Wang

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School of Management & Marketing

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Research Interests and Prior Work

• **Academic Experience:**
  - Part-time lecturer: UoW Business School, Wollongong University College, Academy of IT (Sydney)
  - Occasional guest lecturing in Management (UoW)
  - Substitute teacher: TAFE
  - Offered continuing Assoc Lecturer position at Deakin (turned down for family reasons)
  - Subjects I have taught: E-commerce, project management, cross-cultural management, quantitative methods, information systems, Introduction to Management and Employment Relations (also tutored organizational behaviour)

• **Industry Experience:**
  - An international law firm in Taipei
  - An international investment advisory firm involving Taiwan and Canada
  - Founded 2 .com startups
  - Consulted on cultural/language training for DIMIA
The Project to be Discussed

- **Research interests:** Strategy, B2B e-commerce, supply chain management (also, to a lesser degree, cross-cultural mgmt.)

- **PhD Research:** How do theories of strategy apply to B2B e-commerce (or eB2B)?

- **Key outcomes:**
  - A systematic means of describing, analyzing and understanding eB2B
  - A novel view of strategy (interaction-level), motivated by eB2B considerations
  - A novel notion of strategic consistency that seems to provide a good basis for explaining success/failure of eB2B
  - A framework for modeling eB2B (hopefully extensible to modeling supply chains)
  - Approx. 9 publications, including a best paper award.
B2B e-commerce decisions: strategic or operational?

Claim: **B2B e-commerce (eB2B) decisions are strategic**
- eB2B requires that we focus on the **configuration** of a firm’s B2B interactions, while traditional B2B is focused on individual transactions
- eB2B configurations impact a firm’s **market positioning** (whether as a buyer or seller)
- eB2B configurations have **larger impact** (both in physical and temporal scope)
- eB2B configuration decisions are **on-going and long-term** (traditional B2B decisions are situational, and medium- to short-term in scope)
- eB2B configuration decisions are about **deployment of resources** (and not employment of resources)
- eB2B configuration **investments are significant**, both in size and in impact to profitability
eB2B Configuration

## eB2B Relationships

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<thead>
<tr>
<th>Traditional B2B decisions</th>
<th>B2B e-commerce decisions</th>
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# eB2B Relationships

<table>
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<tr>
<th>Traditional B2B decisions</th>
<th>Transaction-oriented</th>
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<tbody>
<tr>
<td></td>
<td><strong>Example:</strong></td>
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<td>Australian iron-ore producers (miners) and Japanese steel makers determine the price at which the latter would purchase iron-ore from the former on an annual basis via a series of meeting traditionally held in Japan.</td>
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<th>B2B e-commerce decisions</th>
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<td>General Electric’s buy-side (procurement) e-marketplace</td>
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Analyzing the Business Context: A Pyramidal Model

From Strategy point of view:

- Interaction Level
- Firm Level
- Market Level

Resource-based view

Market-based view (a.k.a. Porter’s positioning school)
Interaction-level Analysis

Interaction-level analysis refers to the analysis of individual business arrangements of a specific firm.

- **Business arrangement** is any formal or informal business contact between different business partners on trading, collaboration or any business-related activity. These activities include sharing business information, buying or selling goods and receiving or providing services, or collaborating on community projects.
No analogue for interaction-level analysis exists in the current literature on strategy


- Dyer and Singh (1998) define relational view of strategy. The unit of analysis is inter-organizational (a network or coalition of firms). Interaction-level analysis views the problems from the perspective of a single firm, and is more fine-grained.
Interaction-level View of Strategy

Addresses need for intra-organizational units of analysis and corresponding conceptions of strategic thinking
Interaction-level View of Strategy

Distinct from application of MBV or RBV notions to smaller units of analysis

- MBV or RBV-based analysis may yield very different (even inconsistent) pictures in the same business context
  - e.g., a large firm may have high bargaining power due to size and positioning in a market, but may have lower bargaining power in the instance of a specific product (possibly due availability of substitutes)

- Interaction-level strategy must be constrained by organizational strategy – these are constraints of strategic consistency
Strategic Consistency

A pair of strategies are inconsistent if any of the following hold:

- The two strategies lead to contradictory effects, e.g. a strategy that seeks to increase R&D funding and another that seeks to cut costs by reducing R&D funding.

- The two strategies have resource requirements that cannot be simultaneously satisfied.
Strategic Consistency

- Notion of strategic consistency is very general
- It is applicable in any situation involving hierarchical decomposition of strategy
- Such constraints would apply if strategies formulated by sub-organizational units needed to be consistent with organizational strategy
Potential for Academic Collaboration

- **Management**: many possibilities....
- **Information Systems**: many possibilities....
- **Marketing**: B2B relationship management, supplier relationship management, CRM, eMarketing
- **Accounting**: B2B and supply chain audits based on explicit models (of desired states of affairs)??
- **Economics**: Some existing work on quantitative models to support design of eB2B markets - this might be of interest?
- **My secondary interest in cross-cultural influences on strategy**
Potential for Industry Collaboration

• eB2B and supply chain strategy: many possibilities for medium to large firms (possibly even SMEs)
• eB2B and supply chain modeling: similarly many possibilities
• Case study of bluescopesteelconnect.com – to happen soon! (secondary data being analyzed)
• Other case studies: corprocure.com.au (now Australia Post) - many others based on secondary data
Personal Areas of Success

Good at something ?? Me ??
Discussion Points for the Audience

• How can I get research grants without holding an academic appointment?
• I would like to collaborate...