17th Bled eCommerce Conference

eGlobal

PROGRAM & RESEARCH PAPERS ABSTRACTS

Bled, Slovenia, June 21-23, 2004

www.BledConference.org
CONFERECE SPONSORED BY

Faculty of Organizational Sciences, University of Maribor
Government of the Republic of Slovenia
Organizations in Slovenia’s eCommerce Project
Chamber of Commerce and Industry of Slovenia
European Commission

INFORMATION

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Conference Chair Assistant:
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Local Transfer – Albastros, Bled:
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Andrej@Albatros-Bled.com

Registration Desk
Sunday, June 20
Monday, June 21 – Wednesday, June 23
14:00-19:00
8:00 – 17:30

Refreshments
Monday
11.00 – 11.30, 15.30 – 16.00
Tuesday - Wednesday
10.30 – 11.00, 15.30 – 16.00

Lunch - bife, Hotel Golf
Monday
13.00 – 14.00
Tuesday - Wednesday
12.30 – 14.00

INTERNET/eMAIL SERVICE

Saturday, June 19 – Wednesday, June 23
Locations:
Hotel Golf – Lobby
Hotel Kompas – 1st Floor

Wireless access to the Internet at 17th Bled eCommerce Conference
Internet access is available to the participants. Users with their own laptop computer and wireless LAN card will be able to connect to the Internet. A few wireless LAN cards will be available for borrowing at no charge. Wireless LAN Internet access will be available in the lobby and Internet room, Hotel Golf.

Internet/eMail/Wireless service provided by SRC.SI, Systems Integration (www.SRC.SI)

CONTRIBUTORS

Major Contributors
Microsoft Slovenija
www.Microsoft.com/Slovenija
Oracle Slovenija
www.Oracle.com/si

Contributors
3M (East) AG
Adria Airways
Delo, Newspaper House
Laško Brewery
Lek
SAP Slovenia
Select Technology
SRC.SI
## Parallel Sessions: Monday, June 21, 2004

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<td>Panel: Privacy And Intellectual Property In An eGlobal World</td>
<td>Panel: Profiting From Experience: Education As eCommerce</td>
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<td>Workshop panel: Building eGovernment Services And Sharing Intellectual Property Among Government Organizations</td>
<td>Workshop panel: Microsoft And eCommerce: Issues And Challenges In The Academic Space</td>
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<td>Panel: Mobile Life - Visions And Reality</td>
<td>Panel: 3G M-Commerce Services In Practice: First Reports From The Field</td>
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<td><strong>Panel:</strong> Issues And Methods For The Study Of IOS Adoption At The Industry And National Level</td>
<td><strong>Panel:</strong> Customer Driven Product Development In Mobile Media</td>
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<td><strong>Panel :</strong> Supply Chain Security Systems To Protect The Amber And Silk Road</td>
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PLENARY SESSIONS

Sunday, June 20 17:00-19:00 Hotel Golf, Concordia hall

eUniversity Forum

Co-Chairs:
John J. Burbridge, Jr., Professor and Dean
Martha and Spencer Love School of Business, Elon University, United States
Jože Florjančič, Professor and Dean
Faculty of Organizational Sciences, University of Maribor, Slovenia

Presenters:
Robert D. Galliers, Provost and Vice President of Academic Affairs
Bentley University, United States
Tapio Reponen, Rector
Turku School of Economics and Business Administration, Finland
András Gábor, Associate Professor & Head
Department of Information Systems, Director, Technology Transfer Center, Budapest University

Executive Summary of Rectors’ View on eBusiness ALADIN – ALpe ADria INitiative
Rectors & Vice Rectors to be indicated
Address by
József Györkös, State Secretary
Ministry of the Information Society, Republic of Slovenia

Monday, June 21 9:00-11:00 Hotel Golf, Concordia hall

Strategies For eGlobal

Presenters:
Contributions Of Ten New Countries In The Enlarged European Union
Pavel Gantar, Minister
Ministry of Information Society, Slovenia

European Union eGovernment Strategies In The Enlarged Europe
Paul Timmers, Head of Unit eGovernment Directorate-General Information Society, European Commission, Belgium

Government's Responsibilities In eStrategy Development And Implementation
Wieslaw Czyzowicz, Under Secretary & Vice Minister
Ministry of Finance & Commissioner of the Polish Customs Service, & Professor, Warsaw School of Economics, Poland

Bled eCommerce Manifesto
Peter G. W. Keen, Founder and Faculty Chairman
Keen Education, United States

Outstanding Paper Award
Roger Clarke, Principal & Visiting Fellow,
Outstanding Paper Award Committee Chair
Xamax Consultancy Pty Ltd, & Department of Computer Science, The Australian National University, Australia

Tuesday, June 22 9:00-10:30 Hotel Golf, Concordia hall

Exploiting Opportunities Of eGlobal

Chair:
Rolf T. Wigand, Jerry L. Maulden - Entergy Chair & Distinguished Professor of Information Science and Management
Donaghey College of Information Science and Systems Engineering, University of Arkansas at Little Rock, United States

Presenters:
Five Essential Developments of Future Electronic Commerce: Perspectives from Four Continents:
Asia:
Douglas R. Vogel, Professor & Chair of Information Systems
Department of Information Systems, City University of Hong Kong, SAR, China

Australia/New Zealand:
Roger Clarke, Principal & Visiting Fellow
The Xamax Consultancy Pty Ltd, & Department of Computer Science, The Australian National University, Australia

Europe:
Stefan Klein, John E. Sharkey Professor of Electronic Commerce

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MIS Department, University College Dublin, Ireland

North America:
Rolf T. Wigand, Jerry L. Maulden - Entergy Chair & Distinguished Professor of Information Science and Management
Donaghey College of Information Science and Systems Engineering, University of Arkansas at Little Rock, United States

From eVoting to eDemocracy: The UK's Approach to 'Joined Up' Government
Julia Glidden, Managing Director

International Accenture e-Democracy Services, United Kingdom

Exploiting Opportunities Of Trade Facilitation & eBusiness In The Supply Chain
Maria Misovicova, Trade Facilitation Expert
Global Trade Solution Branch, Trade Development and Timber Division, United Nations Economic Commission for Europe, Switzerland

Wednesday, June 23 16:00-17:30 Hotel Golf, Concordia Hall

eIntegration in Action

Chair:
Douglas R. Vogel, Professor/Chair of Information Systems, 2005 Bled Research Track Chair
Department of Information Systems, City University of Hong Kong, Hong Kong, SAR, China

Panelists:
Niels Bjørn-Andersen, Professor
Department of Informatics, Copenhagen Business School, Denmark
John J. Burbridge, Professor & Dean
The Martha and Spencer Love School of Business, Elon University, United States
Alfonso Di Ianni, Senior Vice President
European Union Enlargement Region, Oracle EMEA, Switzerland

Jožek Gruškovnjak, General Manager
South East Europe, Cisco Systems, Slovenia
Zdenek Jiricek, Public Sector Lead
Central & Eastern Europe, Microsoft Deutschland GmbH, Germany
Balaji Duraiswamy Loganathan, Project Assistant for UNeDocs
Global Trade Solution Branch, Trade Development and Timber Division, United Nations Economic Commission for Europe, Switzerland
Paula M. C. Swatman, Professor of Information Systems
School of Accounting & Information Systems, University of South Australia, Australia

Panelists:
Balaji Duraiswamy Loganathan, Project Assistant for UNeDocs
Global Trade Solution Branch, Trade Development and Timber Division, United Nations Economic Commission for Europe, Switzerland

MEETINGS

Monday, June 21 14:00-15:30 16:00-17:30 Hotel Golf, Concordia Hall

The New eSilk & eAmber Road In Perspective: Business & Government & University Meeting

Co-Chairs:
Douglas R. Vogel, Professor/Chair of Information Systems
Department of Information Systems, City University of Hong Kong, Hong Kong, SAR, China
Jože Gričar, Professor & Director
eCommerce Center, Faculty of Organizational Sciences, University of Maribor, Slovenia

Speakers Part I:
Dimitrij Rupel, Minister
Ministry of Foreign Affairs, Republic of Slovenia & Professor, University of Primorska, Slovenia

Georg-Dieter Gotschlich, Customs Consultant, Director (ret.) World Customs Organization Königswinter, Germany
Wieslaw Czyzowicz, Under Secretary & Vice Minister
Ministry of Finance & Commissioner of the Polish Customs Service, Poland
A. S. Lakshminarayanan, Vice President & Country Manager - United Kingdom & Ireland
Tata Consultancy Services, India
Dimitrij S. Chereshkin, Chairman
The Russian National Association of E-commerce (NAUET), Russia
Gerhard Schilk, Project Development / Project Manager
via donau - Donau Transport Entwicklungsgesellschaft mbH, Austria
Alastair Harris, CEO
Bolero Association Ltd., United Kingdom

Speakers Part II:

Paul Timmers, Head of Unit eGovernment
Directorate-General Information Society, European Commission, Belgium
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<td>József Györkös,</td>
<td>State Secretary, Ministry of the Information Society, Republic of Slovenia</td>
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<td>Peter G. W. Keen,</td>
<td>Founder and Faculty Chairman, Keen Education, United States</td>
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<td>Ivan Rozman,</td>
<td>Professor &amp; Rector, University of Maribor, Slovenia</td>
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<td>Richard T. Watson,</td>
<td>J. Rex Fuqua Distinguished Chair for Internet Strategy &amp; Director, Center for Information Systems Leadership, Terry College of Business, University of Georgia, United States &amp; President-elect, Association for Information Systems – AIS</td>
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<tr>
<td>Kari Korpela,</td>
<td>eBusiness Project Manager, Technology Centre KareItek Inc., Lappeenranta, Finland</td>
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<td>Mohammad al Jarf,</td>
<td>Professor</td>
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<td>Umm al-Qura University, Saudi Arabia</td>
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<td>Cene Bavec,</td>
<td>Chair of General and Strategic Management, Faculty of Management, University of Primorska, Slovenia &amp; IBM University Program</td>
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<td>Alfonso Di Ianni,</td>
<td>Senior Vice President, European Union Enlargement Region, Oracle EMEA</td>
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<td>Jacob-Jan Walburg,</td>
<td>Industry Manager, eGovernment and State Administration, Microsoft C&amp;EE HQ, Germany</td>
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<td>Jožek Gruškovnjak,</td>
<td>General Manager, South East Europe, Cisco Systems, Slovenia</td>
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**Monday, June 21 11:30-13:00 Hotel Golf, Libertas Hall**

Small eBig Countries Meeting: How Are They Preparing For eGlobal

Co-Chairs:
- William Golden, Lecturer in Information Systems, Department of Accountancy and Finance, National University of Ireland Galway, Ireland
- Franc Bračun, Executive Director & Senior Lecturer, Branch Network, Abanka Vipa & Faculty of Organizational Sciences, University of Maribor, Slovenia

Co-ordinators:
- Participating Country: Finland
  - Jussi Puhakainen, Professor, Turku School of Economics and Business Administration Administration, Finland

- Participating Country: Hong Kong
  - Douglas R. Vogel, Professor & Chair of Information Systems, Department of Information Systems, City University of Hong Kong

- Participating Country: Lithuania
  - Genadijus Kulvietis, Professor & Head, Information Technology Department, Vilnius Gediminas Technical University

- Participating Country: Portugal
  - Guillermo Barrera Fierro, Principal, Supply Chain Flow Consultants LLC

- Participating Country: Singapore
  - Margaret Tan, Managing Director, The Millennium eTrust Pte Ltd

- Participating Country: Slovenia
  - Franc Bračun, Executive Director & Senior Lecturer, Branch Network, Abanka Vipa & Faculty of Organizational Sciences, University of Maribor

**Tuesday, June 22 14:00-15:30 16:00-17:30 Hotel Golf, Concordia Hall**

Business & Government Executive Meeting On Cross-Border eCommerce Development In The Region

Co-Chairs
- Jožef Drofenik, State Undersecretary & Head, Department for Economic Diplomacy, Ministry of Foreign Affairs, Republic of Slovenia
- Jože Gričar, Professor & Director, eCommerce Center, Faculty of Organizational Sciences, University of Maribor

Speakers Part I:
- Dušan Zupančič, Advisor to the President, Chamber of Commerce and Industry of Slovenia

- Marko Hren, State Undersecretary, Ministry of the Information Society, Republic of Slovenia
- Bernard Snoj, Director

- Working Table II, Stability Pact for South Eastern Europe, Belgium
- Freek Posthumus, Manager eBusiness, European Association of Craft, Small and Medium-sized Enterprises, Brussels, Belgium

- Otto Peperna, Head of Unit, International Innovation and Technology, Federal Ministry for Economic Affairs and Labour, Austria
- Miho Pitarević, Senior Adviser, Ministry of the See, Tourism, Transportation and Development, Croatia
- Grażyna Chorążykiewicz, Commercial Counsellor, Economic and Commercial Section, Embassy of the Republic of Poland to the Republic of Slovenia
The Graduate Students Bazaar - Presentation Of eCommerce Prototypes

**Chair:** Eric van Heck, Professor of Electronic Markets, Erasmus University, Rotterdam School of Management, The Netherlands

**Co-Chair:** Robert Leskovar, Associate Professor, Faculty of Organizational Sciences, University of Maribor, Slovenia

**Use Of Oracle Exchange eMarketplace For Trading Processes: Case Of Pharmaceutical Company In Slovenia**

Petra Jurglič
Maja Papež
Urska Zupančič
Faculty of Organizational Sciences, University of Maribor, Slovenia

**Prototype Solution For Electronic Filing Of Documents Among Parties At Court**

Benjamin Lesjak
Faculty of Law, University of Maribor, Slovenia

**Concept Thesaurus In Mobile Communications**

Andrejus Baranovskis
Andrej Ruckij
Faculty of Mathematics and Informatics, Vilnius University, Lithuania

**Page Builder Server - Software Solution For Generating Teletext Page**

Smiljan Vodovnik
Faculty of Organizational Sciences, University of Maribor, Slovenia

**Prototype Solution For Content Management In IT Company**

Marko Peternelj
Hermes plus d.d.
Faculty of Organizational Sciences, University of Maribor, Slovenia

**Accessing to information about road obstruction through mobile phone via SMS service**

Sašo Božič
Faculty of Organizational Sciences, University of Maribor, Slovenia

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**Wednesday, June 23 9:00-10:30 Hotel Golf, Concordia Hall**

**eBusiness Regional Projects Network Finland & Slovenia: Challenges In Expansion To eAmber Road Countries**
Chair:

**Kari Korpela**, eBusiness Project Manager
Technology Centre Kareltek Inc., Finland

Presenters:

**Giuliano Nemarnik**, Director
South Primorska Regional Development Center, Slovenia

**Stanislav Sraka**, Director
Sinergija, Pomurje Region Development Agency, Slovenia

**Boris Kunilo**, Project Manager
Small Business Development Centre – SBDC, Slovenia

**Kristina Bogataj**, Teaching Assistant
eCommerce Center, Faculty of Organizational Sciences, University of Maribor, Slovenia

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**Wednesday, June 23**  **11:00-12:30**  **Hotel Golf, Concordia Hall**

**eBusiness ALADIN – ALpe ADria INitiative Meeting: Universities Role And Contribution**

Chair:

**Dragan Ćišić**, Assistant Professor & Chair of
University Informatics Committee
Head, Department of Electronics and Maritime Communications, Faculty of Maritime Studies
University of Rijeka, Croatia

Presenters:

- **University of Graz, Austria**
  **Otto Petrovic**, Professor

- **University of Maribor, Slovenia**
  **Jože Jesenko**, Professor

- **University of Novi Sad, Serbia & Montenegro**
  **Miroljub Klijačić**, Professor

- **University of Rijeka, Croatia**
  **Borislav Jošanov**, Professor

- **University of Trieste, Italy**
  **Dragan Ćišić**, Professor

- **University of Maribor, Slovenia**
  **Ivan Mencer**, Professor & Dean

- **University of Maribor, Slovenia**
  **Walter Ukovich**, Professor

- **University of Trieste, Italy**
  **Angelo Venchiarutti**, Professor

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**Wednesday, June 23**  **14:00-15:30**  **Hotel Golf, Concordia Hall**

**Association For Information Systems Session**

Co-Chairs:

**Richard T. Watson**, J. Rex Fuqua Distinguished Chair for Internet Strategy & Director
Center for Information Systems Leadership, Terry College of Business, University of Georgia, United States & President-elect, Association for Information Systems – AIS

**Jože Zupančič**, Professor & Head
Laboratory for Information Systems Development, Faculty of Organizational Sciences, University of Maribor & President, Slovenia Chapter, Association for Information Systems - AIS

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**WORKSHOPS**

**Monday, June 21**  **11:30-13:00**  **Hotel Kompas, Blejska Hall**

**Building eGovernment Services And Sharing Intellectual Property Among Government Organizations**

Chair:

**Josep Valor-Sabatier**, Professor of Information Systems
IESE Business School, University of Navarra, Spain

Presenters:

**Jan Brown**, XML Architect
National IT and Telecom Agency, Danish Ministry

**Mark Lange**, Senior Attorney
Microsoft EMEA HQ, France

**Jacob-Jan Walburg**, Industry Manager
eGovernment and State Administration
Microsoft C&EE HQ, Germany

**Monday, June 21**  **11:30-13:00**  **Hotel Kompas, Riklijeva Hall**

**Re-Use Of Public Sector Information And Linguistic Customisation - Presentation Of Good Practices**

Chair:

**Philippe Wacker**, Secretary General
European Multimedia Forum, Belgium
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<td>Chair: Emanuele Ognissanti, Panelists: Representatives of institutions coordinating selected programs within SPREAD Project, Presenters: Leslie Porter, Maurizio Fermeglia, Loukis Euripides, Marko Grobelnik, Kristina Bogataj</td>
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<td>Co-Chairs: Raimo Näätsaari, Franc Bračun, Panelists: Presenters: Kari Korpela, Dušan Zupančič, Margaret Tan, Other presenters to be indicated</td>
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<td>Hotel Golf, Venera Hall</td>
<td><strong>Trade Facilitation For eBusiness: A Challenge To Business Redesign In Central &amp; Eastern Europe</strong></td>
<td>Chair: Maria Misovicova, Panelists: Central &amp; Eastern Europe, Microsoft Deutschland GmbH, Germany, Balaji Duraiswamy Loganathan, United Nations Economic Commission for Europe, Switzerland, Presenters: Zdenek Jiricek</td>
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<td>Tuesday, June 22</td>
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<td>Hotel Kompas, Riklijeva Hall</td>
<td><strong>How To Prepare A European Project Proposal For eContent Companies</strong></td>
<td>Chair: Boris Cizelj, Panelists: Mauro Bianchi, Ron Weerdmeester, Gulia Costantino, Brussels, TESEO, ETS Group, Brussels</td>
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**RESEARCH TRACK & PANELS**

**eBusiness Models**
## Research Papers

**Tuesday, June 22 11:00-12:30 Hotel Kompas, Jezerska Hall**

### eBusiness Models 1

**Chair:**

**Stefan Klein**, John E. Sharkey Professor of Electronic Commerce  
MIS Department, University College Dublin, Ireland

**Presenters:**

**Open Source Software And Open Content As Models For eBusiness**  
**Roger Clarke**, Principal & Visiting Fellow  
Xamax Consultancy Pty Ltd, & Department of Computer Science, The Australian National University, Australia

**Towards a Modelling Tool For Designing Control Mechanisms For Network Organizations**

**Vera Kartseva**, Research Assistant  
**Yao-Hua Tan**, Professor of Electronic Business Information Systems Group

**Tuesday, June 22 14:00-15:30 Hotel Kompas, Jezerska Hall**

### eBusiness Models 2

**Chair:**

**Jaap Gordijn**, Assistant Professor  
Faculty of Economics and Business Administration, Free University Amsterdam, The Netherlands

**Presenters:**

**Hybrid Organization In High-Tech Enterprise**  
**Roberta Lamb**, Assistant Professor  
University of Hawaii, Manoa, United States

**The Public WLAN Market And Its Business Models**  
**Ulrike Lechner**, Professor & Head of Research Group, AG DIMSA Department for Mathematics and Computer Science, University of Bremen, Germany

**The House That Jack Built: eBusiness Models For SMEs**

**Jussi Nissilä**, Research Associate  
**Lauri Salmivalli**, Researcher  
**Reima Suomi**, Professor of Information Systems Science

**Jussi Puhakainen**, Professor  
Turku School of Economics and Business Administration, Finland

**Tuesday, June 22 16:00-17:30 Hotel Kompas, Jezerska Hall**

### eBusiness Models 3

**Chair:**

**Beat F. Schmid**, Professor & Managing Director  
Institute for Media and Communications  
Management MCM, University of St. Gallen, Switzerland

**Presenters:**

**New And Emerging Business Models For Online News: A Survey Of 10 European Countries**  
**Cornelia C. Krueger**, Research Assistant  
**Kornelia van der Beek**, Assistant  
Faculty of Informatics, University of Koblenz-Landau, Germany  
**Paula M. C. Swatman**, Professor of Information Systems, School of Accounting & Information Systems, University of South Australia, Australia
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<td><strong>GUIDE - Creating A European eGovernment Identity Management Architecture For eGovernment</strong></td>
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<td><strong>Chair:</strong></td>
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<td><strong>Lia Borthwick,</strong> GUIDE Project Coordinator</td>
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<td><strong>Panelists:</strong></td>
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<td><strong>Bernhard R. Katzy,</strong> Professor &amp; Director</td>
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<td><strong>Center for Technology and Innovation</strong></td>
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<td><strong>Management, University BW Munich, Germany</strong></td>
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<td><strong>Nancy Pouloudi,</strong> Assistant Professor</td>
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<td><strong>ELTRUN, Athens University of Economics and Business, Greece</strong></td>
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<tr>
<td><strong>Conceptual Business Models And Ontologies To Improve The Design And Interoperability Of The Networked Enterprise</strong></td>
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<td><strong>Chair:</strong></td>
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<td><strong>Alexander Osterwalder,</strong> Assistant Professor</td>
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<td><strong>University of Lausanne, Switzerland</strong></td>
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<td><strong>Stefan Klein,</strong> John E. Sharkey Professor of Electronic Commerce</td>
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<td><strong>MIS Department, University College Dublin, Ireland</strong></td>
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<td><strong>Jaap Gordijn,</strong> Assistant Professor</td>
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<td><strong>FEW/Business Informatics, Free University Amsterdam, The Netherlands</strong></td>
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<tr>
<td><strong>Issues And Methods For The Study Of IOS Adoption At The Industry And National Level</strong></td>
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<td><strong>Chair:</strong></td>
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<td><strong>Stefan Klein,</strong> MIS Department, University College Dublin, Ireland</td>
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Christopher P. Holland, Professor of Information Systems
Manchester Business School, United Kingdom

Robert B. Johnston, Associate Professor
Department of Information Systems, The University of Melbourne, Australia

Kai Reimers, Professor
RWTH Aachen, Germany

Changing Environment

Panels

Monday, June 21  14:00-15:30  Hotel Golf, Libertas Hall

Privacy And Intellectual Property In An eGlobal World

Chair:
A. Graham Peace, Associate Professor of MIS
West Virginia University, United States

Panelists:
Andreas Antonopoulos, Associate Professor & Head
IT Management Department, CEU Graduate School of Business, Hungary
Danielle Beu, Assistant Professor of Management
West Virginia University, United States
Bruno de Vuyst, Associate Professor of International Law
Vesalius College, Free University Brussels, Belgium
Alea M. Fairchild, Director
Greiner International, Boechout, Belgium

Tuesday, June 22  11:00-12:30  Hotel Kompas, Blejska Hall

Collaboration Enabled By ICT - New Value Creation Possibilities In The Global Knowledge Economy - The EU Perspective

Chair:
Bror Salmelin, Head of Unit
New Working Environments Unit, European Commission, European Union, Belgium

Panelists:
Veli-Pekka Niitamo, Mobile Research Director
Nokia Corporation, Finland
Hans Schaffers, Head Competence Group Collaborative Solutions,
Telematica Instituut, The Netherlands
Peter Tancig, Secretary General
The Researchers’ Association of Slovenia

Tuesday, June 22  14:00-15:30  Hotel Kompas, Blejska Hall

eManufacturing And eEngineering In Virtual Organizations

Co-Chairs:
Miroljub Kljajić, Professor & Head
Laboratory of Cybernetics And Decision Support Systems, Faculty of Organizational Sciences, University of Maribor, Slovenia

Bernhard R. Katzy, Professor & Director CeTIM GmbH, Center for Technology and Innovation Management, University BW Munich, Germany

Panelists:
Vasilije Vasič
Gorenje Ltd Innovation Center, Slovenia
Martin Kopač, Vice President
Alpina, Slovenia
Jan H. Voute, Professor & Chairman
University of Professional Education, Leeuwarden, The Netherlands & Business Engineering Section of KIVI, Royal Dutch Society of Engineers

Tuesday, June 22  16:00-17:30  Hotel Kompas, Blejska Hall

Perspectives On Virtual Collaboration Research

Co-Chairs:
Bernhard R. Katzy, Professor & Director
CeTIM GmbH, Center for Technology and Innovation Management, University BW Munich, Germany

Stefan Klein, John Sharkey Professor of Electronic Commerce,
University College Dublin, Ireland
Panelists:
**Ramon O’Callaghan**, Professor  
Faculty of Economics and Business Administration,  
Tilburg University, The Netherlands

**Pascal Seiber**, Partner  
Dr. Pascal Sieber & Partners AG, Switzerland

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**Mobile Commerce**

**Research Papers**

**Wednesday, June 23**

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### Mobile Commerce 1

**Chair:**  
**Christer Carlsson**, Professor & Director  
Institute for Advanced Management Systems Research – IAMSR, Åbo Akademi University  
Finland

**Presenters:**

- **A Short-Form Measure Of Attitude Towards Using A Mobile Information Service**  
  **Mark Ogertschnig**  
  Castricum, The Netherlands

- **Hans Van der Heijden**  
  Free University Amsterdam, The Netherlands

- **Mobile Community Support: A Mobile Reservation System For The Leisure Industry**  
  **J. Felix Hampe**, Professor  
  Faculty of Informatics, Institute for IS Research, University of Koblenz-Landau, Germany

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### Mobile Commerce 2

**Chair:**  
**Douglas R. Vogel**, Professor/Chair of Information Systems  
Department of Information Systems, City University of Hong Kong, Hong Kong, SAR, China

**Presenters:**

- **It’s All About My Phone!**  
  **Christer Carlsson**, Professor & Director  
  Institute for Advanced Management Systems Research – IAMSR, Åbo Akademi University, Finland

- **Kaarina Hyvönen**, Researcher  
  Åbo Akademi University, Finland

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### Panels

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**Mobile Life - Visions And Reality**

**Chair:**  
**Christer Carlsson**, Professor & Director  
Institute for Advanced Management Systems

**Research:**  
IAMSR, Åbo Akademi University, Finland
Panelists:
Ilkka Lakaniemi, Senior Manager
Nokia Corporation, Finland
Douglas R. Vogel, Professor/Chair of Information Systems
Department of Information Systems, City University of Hong Kong, Hong Kong, SAR, China
Pirkko Walden, Professor & Research Director
Department of Information Systems & Institute for Advanced Management Systems Research, Åbo Akademi University, Finland

Tuesday, June 22 16:00-17:30 Hotel Golf, Libertas Hall

3G M-Commerce Services In Practice: First Reports From The Field

Chair:
J. Felix Hampe, Professor
Faculty of Informatics, Institute for IS Research, University of Koblenz-Landau, Germany
Panelists:
Christer Carlsson, Professor & Director
Institute for Advanced Management Systems Research – IAMSR, Åbo Akademi University, Finland
Mitja Štular, UMTS Project Director
Mobitel, Slovenia

Wednesday, June 23 14:00-15:30 Hotel Golf, Libertas Hall

Customer Driven Product Development In Mobile Media

Chair:
Hans-Dieter Zimmermann, Professor
Department for Information Systems, University of Muenster, Germany & University of St. Gallen, Switzerland
Panelists:
Torsten Brodt, Research Assistant & PhD Student, Competence Center Electronic Markets (CCEM), University of St. Gallen, Switzerland
Els van de Kar, Assistant Professor
Department of Information, Communication and Systems, Systems Engineering Group, Faculty of Technology, Policy and Management, Delft University of Technology, The Netherlands
Paula M. C. Swatman, Professor of Information Systems
School of Accounting & Information Systems, University of South Australia, Australia
Douglas R. Vogel, Professor/Chair of Information Systems
Department of Information Systems, City University of Hong Kong, Hong Kong, SAR, China

Wednesday, June 23 9:00-10:30 Hotel Kompas, Blejska Hall

eApplications Panels

eHealth: A Global Phenomenon In Healthcare

Chair:
Nilmini Wickramasinghe, Assistant Professor
Computer and Information Science Department, James J. Nance College of Business Administration, Cleveland State University, United States
Panelists:
J. Felix Hampe, Professor
Faculty of Informatics, Institute for IS Research, University of Koblenz-Landau, Germany
Douglas R. Vogel, Professor/Chair of Information Systems
Department of Information Systems, City University of Hong Kong, Hong Kong, SAR, China
**Wednesday, June 23  11:00-12:30  Hotel Kompas Blejska Hall**

**Supply Chain Security Systems To Protect The Amber And Silk Road**

Chair:  
**Dennis M. Egan**, Director  
Homeland Security Intermodal Transportation,  
System Planning Corporation, United States

Panelists:  
**David Hopps**, Director  
TAG 24 Ltd, Security Specialist, United Kingdom  
**George Markowsky**, Professor & Chairman  
Department of Mathematics and Computational Sciences, University of Maine & Director of the Ayers Island LLC Homeland Security Laboratory, United States  
**Gerhard Schilk**, Project Development / Project Manager  
via donau - Entwicklungsgesellschaft für Telematik und Donauschifffahrt, Austria

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**Wednesday, June 23  14:00-15:30  Hotel Kompas, Blejska Hall**

**Integration Will Tear Us Apart? Supply Chain Management As A Source Of Disintegration Within And Between Firms**

Chair:  
**Ulf Essler**, Professor & Director  
Center for Information and Communications Research (CIC), Stockholm School of Economics, Sweden

Panelists:  
**Niels Christian Juul**, Associate Professor & HeadComputer Science Section, Department of Computer Science, Roskilde University, Denmark  
**Torild Carlsson**, Founder  
Contexture AB, Sweden  
**Frank Reichert**  
Service Layer Technologies, Ericsson Research, Sweden

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**eMarkets & eCustomer Relationship Management**

**Research Papers**

**Tuesday, June 22  11:00-12:30  Hotel Kompas, Triglavska Hall**

**eMarketPlaces 1**

Chair:  
**Rolf T. Wigand**, Jerry L. Maulden - Entergy Chair & Distinguished Professor of Information Science and Management  
Donaghey College of Information Science and Systems Engineering, University of Arkansas at Little Rock, United States

Presenters:  
**E.M.P. As Enabler Of New Organisational Architectures: An Italian Case Study**  
**Cecilia Rossignoli**, Associate Professor  
University of Verona, Italy  
**Lapo Mola**  
IULM, University Milan, Italy  
**Distinguishing Different Types Of Initial Trust In Online C2C Auction Markets**  
**Selmar Meents**, PhD. Student  
**Yao-Hua Tan**, Professor of Electronic Business  
Department of Economics and Business Administration  
**Tibert Verhagen**  
Free University Amsterdam, The Netherlands  
**Understanding Disputes In Online Auctions**  
**Ian MacInnes**, Assistant Professor  
Syracuse University, United States
### Tuesday, June 22 14:00-15:30  Hotel Kompas, Triglavska Hall

#### eMarketPlaces 2

**Chair:**

Eric van Heck, Professor of Electronic Markets  
Erasmus University, Rotterdam School of Management, The Netherlands

**Presenters:**

Performance Measurement Of eProcurement Solution With Dynamic Pricing Aspect  
Radoslav Delina, eCommerce Professional  
Anton Lavrin, Associate Professor  
Technical University in Kosice, Slovakia

Factors Facilitating Successful Adoption Of eMarketplace By SMEs: The Case In Slovenia  
Brigita Gajšek, eCommerce Manager  
Alpos, Slovenia

Andreja Pucihar, Teaching Assistant & Head eMarkets Laboratory  
eCommerce Center, Faculty of Organizational Sciences, University of Maribor, Slovenia

Operationalizing Critical Mass As The Dependent Variable For Researching The Diffusion Of eMarketplaces - Its Implications  
Ramanathan Somasundaram, Doctoral Researcher  
Department of Computer Science, Aalborg University & Department of Informatics, Copenhagen Business School, Denmark

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### Monday, June 21 16:00-17:30  Hotel Kompas, Riklijeva Hall

#### eCustomer Relationship Management

**Chair:**

Paula M. C. Swatman, Professor of Information Systems  
School of Accounting & Information Systems, University of South Australia, Australia

**Presenters:**

Purchase Frequency And Transaction Profitability: An Empirical Investigation Into The Brazilian Home Appliance eRetailing Sector  
Luiz Joia, Associate Professor and MBA Coordinator  
Brazilian School of Public and Business Administration Getulio Vargas Foundation, Rio de Janeiro State University, Brazil

Paulo Sanz, Researcher  
Brazilian School of Public and Business Administration, Getulio Vargas Foundation, Brazil

Does It Really Matter? - First Impressions From A Company's Web Site  
Joze Kuzic, Senior Lecturer  
Linda Dawson, Senior Lecturer  
Monash University, Australia

Exploring Destination Brand Communities: A Business Model For Collaboration In The Extremely Fragmented Tourism Industry  
Erik van 't Klooster, Research Assistant  
Erasmus University, Rotterdam School of Management, The Netherlands

Frank Go  
Erasmus University, Rotterdam School of Management, The Netherlands

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### Panel

**Chair:**

Gregor Lenart, Teaching Assistant  
eCommerce Center, Faculty of Organizational Sciences, University of Maribor, Slovenia

**Panelists:**

Brigita Gajšek, eCommerce Manager  
Alpos, Slovenia

David Petro, Assistant Professor  
Department of Information Systems and Technology Transfer Center, Budapest University of Economic Sciences and Public Administration, Hungary

Philip Seltsikas, Lecturer in Business Information Technology & Director  
Information Society Technologies Research Group, School of Management, University of Surrey, United Kingdom

Ramanathan Somasundaram, Doctoral Researcher  
Department of Computer Science, Aalborg University & Department of Informatics, Copenhagen Business School, Denmark

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eTechnology & Architecture

Research Papers

Monday, June 21 14:00-15:30  Hotel Kompas, Riklijeva Hall

Chair:
Ulrike Lechner, Professor & Head of Research Group, AG DIMSA  Department for Mathematics and Computer Science, University of Bremen, Germany

Presenters:
Integrating Existing Enterprise Systems With Workflow
Patrick Rushe, Lecturer
Cork Institute of Technology, Ireland

Complexity, Context, Commoditisation And Cooperation: Exploring Emerging XML-Based Inter-Organisational Systems
Martin Fahy, Senior Lecturer
National University of Ireland, Ireland

Joseph Feller, Lecturer
Patrick Finnegan, Lecturer
Ciaran Murphy, Professor
University College Cork, Ireland

The eBusiness Navigator: Implementing A Classification Scheme For The eDomain
Barbara Sigrist, Research Assistant
Petra Schubert, Professor & Research Director eBusiness Institute for Business Economics, University of Applied Sciences Basel, Switzerland

Panel

Wednesday, June 23 9:00-10:30  Hotel Golf, Libertas Hall

Next Generation Architectures for Next Generation Global Business

Chair:
Peter G. W. Keen, Founder and Faculty Chairman Keen Education, United States & University of Delft, The Netherlands

Panelists:
Steve Elliot, Professor of Business Information Systems
University of Sydney NSW, Australia

Alejandro Garcia, Technologico de Monterrey University of Monterrey, Mexico & University of Delft, The Netherlands

Mark McDonald, Research Director Gartner Executive Programs, & University of Delft The Netherlands

Margaret Tan, Managing Director Millennium eTrust, Singapore

eStrategy

Research Papers

Monday, June 21 11:30-13:00  Hotel Kompas, Jezerska Hall

Chair:
Niels Bjørn-Andersen, Professor
Department of Informatics, Copenhagen Business School, Denmark

Presenters:
Methodology For Web Presence Strategy Formulation: A Case Study
Isabel Dias

Nicolau Reinhard, Professor
School of Economics, Business Administration and Accounting, University of Sao Paulo, Brazil

Organizational Responses To Globalization In Some Developing Countries: Interviews With CIOs In Hungary, Romania, And South Africa
Laszlo Pook, Professor
Metropolitan State College of Denver, United States

Mike Hart, Professor
University of Cape Town, South Africa

Zsuzsanna Szabo, Associate Professor and Head of Management Department Petru Maior University, Romania
The Shaping Of Inter-Organisational Information System: Main Design Considerations Of An International Comparative Research Project
Kai Reimers, Professor
RWTH Aachen, Germany

Robert B. Johnston, Associate Professor
Department of Information Systems, The University of Melbourne, Australia

Stefan Klein, John E. Sharkey Professor of Electronic Commerce
MIS Department, University College Dublin, Ireland

Monday, June 21
14:00-15:30
Hotel Kompas, Jezerska Hall

eStrategy 2

Chair:
Tanya Castleman, Professor & Director of Research
School of Information Systems, Deakin University, Australia
Presenters:
Innovation-Expansion In The Information, Telecommunication And Media-Industries: R&D Acquisition And Integration Success From A Knowledge Perspective
Torsten Brodt, Research Assistant
Sebastian Knoll, Assistant
University of St. Gallen, Switzerland

eCommerce Strategy In A Multi-Sector Trading Environment – Guandaries For SMEs
Darryl Coulthard, Lecturer

Tanya Castleman, Professor & Director of Research
School of Information Systems, Deakin University Australia
Lynn Batten, Professor
Faculty of Business and Law, Deakin University, Australia

One Size Fits All? The Dialectics Of Convergence And Divergence In Electronic Commerce
Andreas Voss, Assistant
Institute of Information Systems, University of Bern, Switzerland
Stefan Klein, John E. Sharkey Professor of Electronic Commerce
MIS Department, University College Dublin, Ireland

Monday, June 21
16:00-17.30
Hotel Kompas, Jezerska Hall

eStrategy 3

Chair:
Jože Zupančič, Professor & Head
Laboratory for Information Systems Development, Faculty of Organizational Sciences, University of Maribor, Slovenia
Presenters:
Developing A Framework For Multi Channel Strategies - An Analysis Of Cases From The Grocery Retail Industry
Claas Müller-Lankenau, PhD Student
Department of Information Systems, University of Muenster, Germany
Kai Wehmeyer, PhD Student, Department of Information Systems, University of Muenster, Germany
Stefan Klein, John E. Sharkey Professor of Electronic Commerce
MIS Department, University College Dublin, Ireland

Organizational Prerequisites For Application Service Provision Adoption
David Sammon
Sarah Vaughan
Business Information Systems, University College Cork, Ireland

The Role Of Social Capital In Managing Relationships With eCommerce Suppliers
Kai Riemer, PhD. Student
University of Münster, Germany
**Trust & Security 1**

**Chair:**
Yao-Hua Tan, Professor of Electronic Business Information Systems Group, Faculty of Economics and Business Administration, Free University Amsterdam, The Netherlands

**Presenters:**

**The Influence Of Product Type On Online Trust**
Khaled Hassanein, Associate Professor
Milena Head, Professor and Director
McMaster eBusiness Research Centre
Michael G. DeGroote School of Business
McMaster University, Canada

**An Empirical Exploration Of Trust And Risk Associated With Purchasing At Electronic Marketplaces**
Tibert Verhagen
Free University Amsterdam, The Netherlands

Yao-Hua Tan, Professor of Electronic Business Information Systems Group, Faculty of Economics and Business Administration, Free University Amsterdam, The Netherlands

Selmar Meents, PhD. Student
Free University Amsterdam, The Netherlands

**TiBiD - Trust Building And Matchmaking Support For Virtual Enterprises**
Michael Koch
Technical University Munich, Germany

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**Trust & Security 2**

**Chair:**
Roger Clarke, Principal & Visiting Fellow
Xamax Consultancy Pty Ltd. & Department of Computer Science, The Australian National University, Australia

**Presenters:**

**The Importance Of eSecurity In The Overall eStrategy Of An Organisation**
Aleksander Šinigoj, President
Palsit, Slovenia

**A Theoretical Approach To Trust Services In eBusiness**
René van Buuren, Project manager

**Panel**

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**Would You Trust This Model: Current Trust Models, Analysis and Development Of an Integrative Approach in Today’s eCommerce Environment**

**Chair:**
Vivienne Farrell, Lecturer
Swinburne Human Computer Interaction Laboratory, Centre for Internet Computing and E-Commerce Swinburne University, Melbourne, Australia

**Panelists:**

Yao-Hua Tan, Professor of Electronic Business Information Systems Group, Department of Economics and Business Administration, Free University Amsterdam, The Netherlands

Michael Koch, Professor
University Dortmund & Department of Informatics, Technical University Munich, Germany
eGovernment

Research Papers

Wednesday, June 23 9:00-10:30 Hotel Kompas, Jezerska Hall

eGovernment 1

Chair: Kim Viborg Andersen, Associate Professor
Copenhagen Business School, Denmark

Presidents:
Government-to-Government Enterprises In Brazil
Luiz Joia, Associate Professor and MBA Coordinator
Brazilian School of Public and Business Administration Getulio Vargas Foundation, Rio de Janeiro State University, Brazil

Aristides Andrade Cavalcante Neto
Brazilian Central Bank, Brazil

The Implementation of ICT in Public Sector Organisations. Analysing Selection Criteria for e-Government Projects
Maddalena Sorrentino, Professor of Information Systems for Public Administration
Faculty of Political Sciences, Universita' degli Studi, Milano, Italy

A Click And Bricks Strategy For eGovernment
Murray Scott, Postgraduate Student
William Golden, Lecturer in Information Systems
Department of Accountancy and Finance
National University of Ireland Galway, Ireland

Wednesday, June 23 11:00-12:30 Hotel Kompas, Jezerska Hall

eGovernment 2

Chair: Maddalena Sorrentino, Professor of Information Systems for Public Administration
Faculty of Political Sciences, Universita' degli Studi, Milano, Italy

Presenters:
Public eProcurement In Denmark:
Measurements Of Suppliers’ eMaturity
Helle Zinner Henriksen, Assistant Professor
Department of Informatics, Copenhagen Business School, Denmark

Digital Weelbarrows In Local Government
Kim V. Andersen, Associate Professor
Copenhagen Business School, Denmark

Niels Christian Juul, Associate Professor & Head
Computer Science Section, Department of Computer Science, Roskilde University, Denmark

eEducation

Research Papers

Wednesday, June 23 9:00-10:30 Hotel Kompas, Riklijeva Hall

eEducation

Chair: Richard T. Watson, J. Rex Fuqua Distinguished Chair for Internet Strategy & Director
Center for Information Systems Leadership, Terry College of Business, University of Georgia, United States

Presenters:
Governance, Leadership, And Management In Adaptive And Inventive Digital Communities: A Research Agenda To Reduce Waste In Graduate Education
Richard T. Watson, J. Rex Fuqua Distinguished Chair for Internet Strategy & Director
Center for Information Systems Leadership

Marie-Claude Boudreau, Assistant Professor
Martina Greiner, PhD. Student
Donald Wynn, PhD. Student
Paul York, PhD. Student
Rusen Gul
Terry College of Business, University of Georgia, United States

Developing Effective Multidisciplinary, Niche-Market Education: A Study Of eBusiness Programs In The Asia-Pacific Region
Elsie S. K. Chan, Lecturer
Australian Catholic University, Australia

Paula M. C. Swatman, Professor of Information Systems

Elsie S. K. Chan, Lecturer
Australian Catholic University, Australia

Paula M. C. Swatman, Professor of Information Systems
Panel

Monday, June 21 16:00-17:30 Hotel Kompas, Libertas Hall

Profiting From Experience: Education As eCommerce

Chair: Kitty Vigo, Senior Lecturer, Swinburne University of Technology, Australia
Panelists: Josie Arnold, Principal Lecturer, Swinburne University of Technology, Australia
Jenny Davies, Principal Lecturer & Learning and Teaching Co-ordinator, University of Wolverhampton, United Kingdom
Dejan Dinevski, Assistant Professor & Head, Integrated Software Environment Development For Distance-Teaching And Distance-Learning, University of Maribor, Slovenia
Cathy Farrell, Lecturer, Swinburne University of Technology, Australia

eSocial Issues

Research Papers

Wednesday, June 23 14:00-15:30 Hotel Kompas, Jezerska Hall

eSocial Issues

Chair: Robert Leskovar, Associate Professor, Faculty of Organizational Sciences, University of Maribor, Slovenia
Presenters: What Prevents B2B eCommerce Adoption In Developing Countries?: A Socio-Cultural Perspective
Savanid Vatanasakdakul
Joan Cooper, Professor & Dean, Faculty of Informatics, University of Wollongong, Australia
William Tibben, Lecturer, University of Wollongong, Australia
Community Dynamics In An Online Law Journal
Aldo de Moor, Assistant Professor, Tilburg University, The Netherlands
Adoption of E-Commerce Terminology
Sjef van Erp, Professor, Maastricht University, The Netherlands
Marina Katic, Lecturer
Kostadin Pusara, Professor
University of Novi Sad, Serbia and Montenegro

RECEPTIONS

Sunday, June 20 at 20.00 Reception & Dinner
Grand Hotel Toplice
Sponsored by Microsoft Slovenia

Monday, June 21 at 19.00
Departure by buses for the State Protocol Services - Brdo Castle from the Bled Convention Centre
Reception and Dinner (at 20.00)
Sponsored by the Government of the Republic of Slovenia
Address by Pavel Gantar, Minister of Information Society

Tuesday, June 22 at 19.00
Departure by buses for Restaurant Kunstelj Radovljica from the Bled Convencion Centre
Picnic Dinner
Sponsored by Oracle Slovenia

Wednesday, June 23 at 19:30
Departure by buses for Bled Castle from the Bled Convention Centre
Dinner (at 20.30)
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**eBusiness Models**

**Open Source Software And Open Content As Models For Ebusiness**  
Roger Clarke

The search for viable eBusiness models continues. But important information is being overlooked. Discussions of open source software all too often focus on the limited context of Microsoft appearing to feel threatened by what it portrays as unbusinesslike competition from Linux and OpenOffice.org; whereas that debate is merely one small facet of the whole. Moreover, in addition to software, a great deal of text, image and sound content is readily available, rather than being constrained by tight copyright clauses. Because discussions have been too superficial, too little of the business world has grasped how open models are working in those organisations that have adopted them. Their experiences draw attention to several key assumptions that are inherent in conventional economic models, but that are not applicable in these new markets. Rather than being merely unworldly and communitarian, open source and open content herald a new wave of business activity that transcends naive economic rationalism, and embody implications for business models that deserve serious study by eBusiness leaders.

**Towards A Modelling Tool For Designing Control Mechanisms In Network Organisations**  
Vera Kartseva, Jaap Gordijn, Yao-Hua Tan

Contracts and organizational controls to monitor contract compliance are important tools to enhance trust in a fair business transaction in network organisations and electronic commerce in general. In this paper, we propose a design methodology for such contracts and supporting controls, utilizing inter-organisational value models. We argue that a framework for designing control mechanisms should include three steps: design of an inter-organizational value model, analysis of possible violations of contractual obligations underlying this value model, and design of control mechanisms to detect or prevent such violations. It is shown how the e³-value methodology, which was developed to design business value models, can be extended to model obligations of parties. We use concepts and ideas from deontic logic (the logic of obligations and permissions) to develop an extension of e³-value called e³-value+. The e³-value+ approach is a design tool for modelling violations of obligations and control mechanisms to prevent and correct these violations, which can be used in contract drafting and contingency planning for inter-organisational collaboration in network organisations.

**Online Supermarkets: Emerging Strategies And Business Models In The UK**  
Irene Yousept, Feng Li

The Internet has facilitated the emergence of new strategies and business models in several industries. In the UK, significant changes are happening in supermarket retailing with the introduction of online shopping, especially in terms of channel development and coordination, business scope redefinition, the development of fulfilment centre model and core processes, new ways of customer value creation, and online partnerships. In fact the role of online supermarket itself has undergone some significant changes in the last few years. Based on recent empirical evidence gathered in the UK, this paper will illustrate current developments in the strategies and business models of online supermarket retailing. The main evidence has been collected through an online survey of 6 online supermarkets and in-depth case studies of two leading players. Some of the tendencies are comparable to what happened in retail banking with the introduction of Internet banking, but other tendencies are unique to the supermarket retailing industry. This is a rapidly evolving area and further studies are clearly needed.
Hybrid Organization In High-Tech Enterprise
Roberta Lamb, Elizabeth Davidson

This paper describes research-in-progress that examines the dynamics of hybrid R&D organizations in high-tech industry, and compares them to hybrid research organizations in academia. Our preliminary definition of “hybrid organization” is based on funding: it is an enterprise that receives revenues from commercial activity (in goods and/or services), but that primarily sustains its R&D work through competitive grants and awards. Hybrid organizational forms have been studied in academia, but there is very little literature on industry hybrids. Through prior research, we have encountered several firms that we would call industry hybrids, and in our view, this finding demands further investigation. Therefore, we have launched a pilot study to characterize the “industry R&D hybrid” as an emergent organizational form. This line of inquiry explores the possibility that these hybrid forms are viable and legitimate ways of organizing R&D activities over the long term, and not simply project-based collaborations among independent firms, immature forms of the commercial firm, or corrupted forms of the academic research unit. Our study will begin to elucidate this possibility in ways that may inform policy-making and strategic planning, not only within industry and academia, but also at regional and federal levels.

The Public WLAN Market And Its Business Models - An Empirical Study
Amar Shubar, Ulrike Lechner

Wireless local area network (WLAN) is a radical technology, enabling new ways to provide mobile access. A number of established and new companies have entered the mobile market with new business models. Yet, it is not clear how these new business models affect the mobile industry and which of them will really succeed. We introduced the IDEA framework to guide the design and evaluation systems of new business models driven by new and radical technologies and applied it to the WLAN technology and business models that it enables (Shubar and Lechner 2003). This article focuses on the empiric validation of our hypotheses regarding the public WLAN (PWLAN) industry. We develop the hypotheses according to the IDEA framework for business model design and evaluation. In the empirical study we analyze business models of 118 PWLAN companies and compare them with the business model types, which we have identified according to the IDEA framework. The second subject of our empirical research are recent alliances and cooperations in the PWLAN industry. We analyse 78 alliances and co-operations. This article targets academics, who are interested in business model innovation, as well business people, who are interested in the recent development of the PWLAN industry.

The House That Jack Built: eBusiness Models For SMEs
Jussi Nissilä, Lauri A.T. Salmivalli, Reima Suomi, Jussi Puhakainen

The purpose of this paper is to study the feasibility of business models for small and medium sized enterprises (SMEs). SMEs are a demanding field of research because of their heterogeneous nature. SMEs should not be considered as smaller versions of large corporations, but instead they face somewhat different challenges. The business strategies of SMEs may vary greatly from the ones of larger companies, especially in their early growth phase. This article reports a business model planning case in an SME. First results indicate that 1) contemporary eBusiness model methods are largely founded on position or resources-based strategy approaches, and 2) current models support only weakly simple rules-based strategy thinking.

New And Emerging Business Models For Online News: A Survey Of 10 European Countries
Cornelia C. Krueger, Kornelia van der Beek, Paula M.C. SWATMAN

The online music and news markets have changed significantly and fundamentally over the past few years, as more and more new players – many of them originally from other sectors – enter the market space of the original media companies. While online news venues have been available for quite some
time, the major tragedies and news events of the past few years have highlighted their ability to provide immediate, constantly-updated information (Emmer et al., 2002). In this paper we describe the current state of play in the online news industry in ten European countries, as at May 2003. The findings are based on the first two phases of a three-phase, European-Commission-funded market survey. In the paper we consider in greater detail the Internet business models of these companies. After initially introducing some of the literature in this field and discussing the justification for our chosen research approach, we describe our research design. We then report the findings from the first two phases of the project – the “Expert talks” and our web-based survey of the online news industry. Finally we identify the key driving factors for online news today: the new competitive environment, the appropriate payment systems, the focus on core competences, end devices and the consumers.

Ontology-Based Analysis Of eService Bundles For Networked Enterprises
Ziv Baida, Jaap Gordijn, Hans Akkermans, Andrei Z. Morch, Hanne Saele

Model-based approaches to developing multi-enterprise e-Business initiatives help involved enterprises understand the initiatives by creating a shared understanding as a basis for profitability assessment. Still, when developing a business model where multiple potential enterprises may participate in offering a service bundle, complexity increases, and the need arises for automated support for the selection of services to include in the service bundle, implying also a selection of partners to work with. To put it differently, given a set of potential services to include in a business model, we need tools to configure one or more feasible service bundles, and to reason about the pros and cons of service bundles. Then the business analysis can be completed by calculating profitability of these service bundles. The configuration process takes into consideration inherent dependencies between available services. Its output is a set of suggested service bundles, based on these dependencies as well as possibly other given requirements related to service properties as price, quality and more. In this paper we present a methodology for doing all the above. We discuss and exemplify theoretical fundaments for such a methodology, in the framework of an e-Business analysis.

Evaluating eCollaboration: Toward A Positioning Map For Supply Chain Integration
Timothy McNichols, Louis Brennan

E-business systems have the potential to transform supply chain relationships into integrated collaborative networks. However many firms are hesitant to adopt e-business systems, and in particular collaborative supply chain initiatives, as the benefits often fail to fulfill the promise. To reduce this anomaly, firms need to realize the successful creation and implementation of a collaborative supply chain system is more complex than other inter-organizational systems (IOS). Decision makers need to evaluate the different options for integrating the supply chain and determine the most appropriate partners. Although previous studies have assessed e-business and IOS, few offer a predictive model that can assist decision makers with the selective deployment of an integrated supply chain system. Based upon previous research and empirical data, the authors have devised a positioning framework for prospective adopters to illustrate the potential impact of a collaborative supply chain system. This framework enables a positioning of current supply chain partners, based upon pre-adoption factors, to identify the potential level of impact achievable. An EU-Funded project, Co-Improve, provided the empirical setting to test this framework. With e-business evaluation still in its infancy, this new framework can assist managers with the complex task of instigating and implementing e-supply chain initiatives.

Mobile Commerce

A Short-Form Measure Of Attitude Towards Using A Mobile Information Service
Mark Ogertschnig, Hans van der Heijden

The psychometrical properties are studied of a scale that measures attitudes regarding mobile information services. Starting point is an attitude measure from an earlier research project, in which the HED/UT scale was used to capture hedonic and utilitarian value of an information service. The
research design for the new project involved a cross-sectional survey, and data was collected using an online survey tool. The psychometric analysis is based on a sample of students and non-students (total N = 125). Based on the analysis, we propose a new, short-form version of the attitude scale. It contains two subscales of five items each, is available in two languages (English and Dutch) and can be used by other researchers for further refinement.

Mobile Community Support: A Mobile Reservation System For The Leisure Industry
J. Felix Hampe, Petra Schubert, Frank Schneider

Communities (especially virtual communities) of Interest have recently been the focus of substantial consideration within academic literature. This paper addresses Communities of Interest within the Leisure Industry and provides an innovative value added service concept for mobile coordination support for individuals. Thus it extends the discussion to mobile communities, which in fact leads to a hybrid-solution. After briefly presenting the state of the art of IT in the leisure industry and describing the empirical aspect of the project objectives we introduce the MCOR (Mobile Community Online Reservation) system. Finally we discuss design considerations and the blueprint of our future research.

Balancing Requirements For Customer Value Of Mobile Services
Edward Faber, Timber Haaker, Harry Bouwman

Designing business models for mobile services is a complex undertaking because it requires multiple actors to balance different design requirements. A business model can be seen as a blueprint of four interrelated components or domains: service, technology, organization and finance domain. Little attention has been paid to how these different domains are related to each other. This knowledge is needed to enhance our understanding of what constitutes a viable business model. In this paper the connections between two of these domains, namely service and technology domain, are explored by analysing critical design issues in business models for mobile services, i.e. targeting, creating value, branding and customer retention in the service domain, and security, quality of service, management of service profiles, system integration and accessibility in the technology domain. A causal framework is developed, which link these critical design issues to expected customer value and business model viability.

It.s All About My Phone! Use Of Mobile Services In Two Finnish Consumer Samples
Christer Carlsson, Kaarina Hyvönen, Petteri Repo, Pirkko Walden

The technology platform for the supply of mobile services has diversified in recent years. Technologies such as WAP, GPRS, MMS and smart phones offer new possibilities to build and distribute mobile services. The platforms also offer services which potentially are both more advanced and easier to use. There are two problems with this perspective: consumers apparently are not willing to part with their old phones (and thus will not get access to the service potential) and value-added in terms of technology is not necessarily value-added in terms of services. Thus we will look at the relationship between mobile phones and services to examine their adoption and acceptance. Most importantly we focus on the mobile phones users have and how they intend to upgrade them, and then on what mobile services they use and how they intend to upgrade them. Our proposal is that the technology roadmap is not synchronised with the progress in value-added services, which potentially may cause significant disruptions in the markets for mobile applications.

The Transition From E- To M-Business Chances And Challenges For Enterprises
Katarina Stanoevska-Slabeva

Mobile technologies and m-business are considered as the next innovation potential for organizations. They provide an additional communication and transaction channel, that can be applied to enhance existing e-Business applications. However, while during the mobile hype in the years 1999-2000 there were many visions how mobile technologies can provide benefits to companies, the challenges and
necessary prerequisites related to the application of mobile technologies have been hardly addressed in literature. This paper tries to contribute to fill the gap and provides, an overview of application areas and challenges of m-business for organizations. The overview is created based on a broad literature review of published essays, cases and experiences.

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**eMarketPlaces**

**E.M.P. As Enabler Of New Organisational Architectures: An Italian Case Study**

Cecilia Rossignoli, Lapo Mola

The opportunity for organisations to manage their own processes using electronic means has lead to the development of new inter- and intra-organisational relationships and consequently to the network firm phenomenon (Fulk, De Sanctis, 1995; Powell, 1990; Malone, Yates, Benjamin, 1987; Prager, 1996). Business to Business (B2B) and electronic marketplaces (EMP) are assuming an ever-increasing role in the context of inter-organizational relationships, especially in the area of information systems. In this paper, the authors aim to show how B2B marketplaces have a significant potential impact on the structure of channel relationships and IT management arrangements. For this purpose an Italian example of an EMP called Tilesquare was analysed where the development of the digital market and all the connected technologies has brought about the creation of a new type of organisation. This paper studies this new organisational scheme in the light of Transaction Cost Theory (TCT). In the context of marketplaces, Tilesquare is a particularly important case from the points of view of both the organisational integration of the various integrated participants in the digital value chain (all the possible actors of the value chain of the building and furnishing material industry are present in the market) and of the commercial coverage represented by the various participants located in different countries all over the world and integrated in the platform. IS theory traditionally investigates these phenomena from a Transaction Cost Theory (Williamson, 1975) point of view. On the contrary, the authors of this paper have taken into consideration the limitations of this approach by showing how the Strategic Network theory could provide a useful framework in order to understand the new phenomena that are distinguishing some industries. To do this, the research work of Christiaanse and Markus (2002), who have worked on new organizational assets and the development of B2B in an EMP context, has been used.

**Distinguishing Different Types Of Initial Trust In Online C2C Auction Markets**

Selmar Meents, Yao-Hua Tan, Tibert Verhagen

Many researchers observe that trust is of importance in online transactions. Most of them have focussed on the trust a buyer has in a seller. In an online C2C auction market, such as eBay, trust in the organization that facilitates the auction is an additional trust relationship that is of importance for the outcome of the transactions. Here we investigate which types of trust relationships are present in an online C2C auction market and which differences exist between these relationships. The focus lies on situations of initial trust, in which parties have not gained experience with each other yet. We present a model of antecedents of initial trust that can be used to analyze these different types of trust relationships. These antecedents are: reputation, formal control structures, disposition to trust and communication.

**Understanding Disputes In Online Auctions**

Ian MacInnes

While much attention has been given to reputation mechanisms to deter fraudulent behavior in online auctions, we know little about the nature of disputes or the types of problems that users face. This is an exploratory analysis of 129 disputes for six different types of products that were sold on eBay. In the descriptive and multinomial analysis, we find eight different types of disputes including poor quality, slow shipping, seller withdrawal, failure to ship the product, fraud, poor communications, misunderstanding, and non-paying bidders. Of these the most common types of disputes were poor
communications, non-paying bidders and item quality. In the most serious disputes of fraud and no
shipment where the seller is at fault the reputation ratings are much lower than the ratings for other
disputes related to sellers. Similarly for buyers, the reputation ratings for the most serious disputes of
non-paying bidders are considerably lower than those of other types of disputes related to buyers. This
implies that analysis of reputation ratings is of some value in reducing the probability of dispute. Of
the types of payments methods in eBay auctions personal checks show the greatest number of
disputes. Auction sites may wish to discourage sellers from accepting this type of payment.

**Performance Measurement Of eProcurement Solution With Dynamic Pricing Aspect**
Radoslav Delina, Anton Lavrin

One of the biggest problems by decisions in the e-business investments is unclear ROI and uncertainty
about how to measure results. In this paper we present some aspects of research in measuring the
impact of web based B2B procurement. Presented approach is focused on ROI indicator, which we
have adjusted to e-commerce specifics, especially to procurement with dynamic pricing transactions.
This measuring is performed by accepting structural ROI decomposition by the level of quantification
of complexity of attributes used in this indicator. It is expressed by ROI added, i.e. value added for
enterprise due to implementation of e-procurement / commerce solution. Finally, we present a
conclusion of our research performed on Slovak mining enterprise.

**Factors Facilitating Successful Adoption Of eMarketplace By SMEs: The Case In Slovenia**
Brigita Gajišek, Andreja Pucihar

Traditional selling channels are supplemented by new ways of doing business via Internet. One of this
new ways is also electronic markets. Doing business on electronic market is not wide spread yet in
Slovenia. But on the other hand some companies in Slovenia already have some experiences with
eMarketplaces. Sharing of information will help other companies to adopt new selling channels faster.
In the paper we present the most important factors for efficient entering eMarketplaces estimated by
representatives of 3 big and 15 small and medium sized enterprises. From the seller perspective,
company is efficient when it wins and runs business on electronic market with support of Internet
intermediary. Searching for new business partners in longer period of time will bring good results
only, if it will be support by top management. For successful selling on electronic market its own trade
mark and size of the company are not crucial factors. To get the best results it is needed to educate
employees, to daily plan activities on electronic market and to acquire quality and safety certificates
for products and processes.

**Operationalizing Critical Mass As The Dependent Variable For Researching The Diffusion Of
eMarketplaces - Its Implications**
Ramanathan Somasundaram

E-market in this paper is regarded an innovation. Traditionally, researchers studying the diffusion of
information technology innovations regard “adoption” of technologies by individual and organizations
the dependent variable. This paper breaking away from tradition quips what if we regard critical mass
the dependent variable? Critical mass seems an appealing dependent variable for an e-market can
attain critical mass only when adequate number of end users adopt and participate. However, critical
mass can be regarded the dependent variable only when we are able to predictively measure critical
mass. Potential adopters’ expectation regarding an e-market’s profitability is proposed a measure for
critical mass. Critical mass is explained here a moving target. The exact point in time at which an e-
market would attain critical mass cannot be specified just as the market equilibrium in reality cannot
be specified. The dynamics of attaining critical mass and not critical mass per se should be of interest
just as it is about market equilibrium. Can critical mass theory as applied in this paper be used for
researching the emergence of open source communities? When then does an open source community
attain critical mass?
Purchase Frequency And Transaction Profitability: An Empirical Investigation Into The Brazilian Home Appliance eRetailing Sector
Luiz Antonio Joia, Paulo Sanz

The scope of this paper is to explore the transaction profitability of frequent and sporadic buyers in the Brazilian e-retailing home appliance market. Concepts in relationship marketing literature stressing the impact of purchasing frequency on customer transaction profitability, as well as recent academic research challenging this approach and pointing out the importance of sporadic clients, are analyzed. This paper uses quantitative evidence drawn from empirical investigation in a digital company to show that greater frequency of purchases does not always lead to greater transaction profitability. Qualitative evidence also drawn from the firm under analysis and regarding its managerial approach, suggests that customer transaction profitability is related to its marketing strategy. Using data triangulation, it can be concluded that the benefits of customer retention in the e-retailing realm would only seem to be interesting for firms truly oriented to their clients. Implications are presented, enabling practitioners and academics to grasp fully the real value of frequent and sporadic clients.

Does It Really Matter? . First Impressions From A Company´s Web Site
Joze Kuzic, Linda Dawson

As early as 1997 many corporate executives realised that in the network era a web site would influence a company’s image immensely. Anecdotal evidence suggests that in the electronic commerce environment nowadays this influence is becoming more visible as the customer quality perceptions of web sites play a vital role in a company’s success. Research reported in this paper investigates the influence of visiting and evaluating web sites by the customers on changing their perceptions about a company’s image; the most important features regarding first impressions about web sites; as well as possible relationships between each of these features and a company’s image.

Exploring Destination Brand Communities: A Business Model For Collaboration In The Extremely Fragmented Tourism Industry
Erik van’t Klooster, Frank Go, Peter van Baalen

Intense global competition in the tourism industry forces destinations to develop strong, unique and competitive destination brands. This is not an easy task since the sector is extremely fragmented and many images are beyond their control. This working paper explores the concept of destination brand communities which provides a platform for facilitating connectivity, trust building and decision making amongst a wide range of tourism stakeholders and other related destination image producing industries, in order to develop and maintain a sustainable destination brand strategy. Furthermore, the destination brand community should try to emotionally connect with consumer communities in order to match its narratives with the hot buttons of the tourists, thereby creating significant pull effects. The final part of the paper addresses the design of the destination brand community in a polycontextual environment as it has to connect dispersed stakeholders with different backgrounds, cultures and interests. It is argued that destination brand communities should focus on making sense of mind space, social space, information space and material space in order to facilitate effective and efficient decision making.

Integrating Existing Enterprise Systems With Workflow
Patrick Rushe, Jeanne Stynes

Reducing costs and reducing time to market are two major keys to survival in the software market. Workflow reduces costs and time dramatically where applications involve the passage of work
between recipients in order to meet certain business objectives. New projects in this area often use workflow technology. However, workflow’s applicability is often overlooked where developers are working on maintaining or upgrading existing systems. This paper discusses the work involved in integrating an existing system with a workflow management system, and examines the benefits of incorporating workflow into existing systems.

**Complexity, Context, Commoditisation And Cooperation: Exploring Emerging XML-Based Inter-Organisational Systems**  
Martin Fahy, Joseph Feller, Patrick Finnegan, Ciaran Murphy

Inter-organisational systems (IOS) have traditionally been characterised as EDI-based ‘hub and spoke’ models such as those connecting grocery retailers or large manufacturers with their suppliers. Increasing environmental complexity and technological innovation have led some organisational networks to explore more dynamic IOS models. This paper investigates emergent IOS models in three data intensive industry sectors (telecommunications, news media, and financial services). The findings illustrate that the complexity of data consumption patterns is driving increased interdependence within value webs requiring the co-operative development of context sensitive value exchanges and commodity-like IOS infrastructures.

**The eBusiness Navigator: Implementing A Classification Scheme For The eDomain**  
Barbara Sigrist, Petra Schubert

The paper describes research activity for the development of the “e-business navigator” – a graphical representation of a classification scheme for the e-business domain. The need for a common understanding of e-business terms evolved in the publicly funded project “eXperience” where case studies were to be classified according to a common standard. The authors of this paper developed a common classification scheme in order to structure relevant knowledge and make it publicly available for all interested researchers and practitioners. One of the objectives was the creation of a common language among all parties involved. A network project of European perspective is in the making and will advance the discussion about the common e-language and e-understanding. Above all, this network will work with the classification scheme and validate its use and implementation in the time to come.

**Methodology For Web Presence Strategy Formulation: A Case Study**  
Isabel de Meiroz Dias, Nicolau Reinhard

The objective of this research was to identify how a specific methodology of strategy formulation for the Internet addresses the Business Model concept. We see the Business Model concept as a basis for understanding and exploiting the value creation potential generated by the Internet technological platform (ITP). The main possibilities that the ITP offers organizations are related to the reduction of transaction and coordination costs, which facilitates the forming of strategic networks. In order to take advantage of the ITP, one should seek complementarity between the traditional activities of the organization and those based on the new platform, together with an in-depth revision of processes, searching for steps that may be optimized through the ITP. To understand and exploit the value creation potential, it is convenient to adopt the Business Model concept, analyzed from the point of view of each of the organization’s stakeholders. The Business Model as a unit of analysis integrates the different perspectives on value creation that can be found in the theory. The model suggests that the ITP value creation potential depends on four interdependent dimensions: novelty, lock-in, complementarities and efficiency. The case study of the Web Presence Strategy Formulation methodology, by AgenciaClick, an Internet development company in Brazil, describes how this methodology addresses the strategic concepts and analytical methods identified. The business model approach could cover some of the methodology’s gaps.
Organizational Responses To Globalization In Some Developing Countries: Interviews With CIOs In Hungary, Romania, And South Africa
Laszlo A. Pook, Mike Hart, Zsuzsanna Szabo

CIOs in Hungary, Romania, and South Africa (SA) are today overcoming disadvantages that their firms suffered during decades of closed national markets. This paper reports on a series of interviews conducted with CIOs in these developing countries focusing on national and organizational strategies used to prepare for international competition and globalization. They achieved competitiveness by investing in information technologies (IT) that deliver strategic information to their stakeholders. CIOs expressed their views on national economic and market policies as those policies affected their organizations, their markets, and the local economy. Many CIOs remain confident in the general benefits of globalization though some hope for government protection, they nurture local expertise and bestow upon it the best IT they can offer, use IT as a value added component and where their firms use imported technologies they improve on them. Hungarian and Romanian CIOs perceived their organizations were investing more significantly in Internet technologies than South African CIOs, however, that may be a sampling aberration or a cultural bias.

The Shaping Of Inter-Organisational Information Systems: Main Design Considerations Of An International Comparative Research Project
Kai Reimers, Robert B. Johnston, Stefan Klein

Based on a critical analysis of the literature on the development and adoption of inter-organisational information systems (IOIS) we propose a new unit of analysis for IOIS studies, define levels of analysis based on this unit in order to organize a large set of variables pertinent to the study of IOIS, and show how this design will be implemented within an international collaborative research project. The main goal of our research is to shed light on the interaction between characteristics of IOIS and their development trajectories on the one hand and characteristics of industries and countries on the other hand. We expect that both, industry characteristics and characteristics of national environments have a significant influence on the type and development of IOIS but submit that understanding of these relationships is in its infancy and that significant new insights can be gained by carefully specifying the network level of analysis. Better understanding of the way IOIS are shaped can greatly assist in evaluating the extent to which adoption experiences in one industry or country can be validly used to inform policy choices in another industry or country.

Innovation-Expansion In The ICT-Industries: R&D Acquisition And Integration Success From A Knowledge Perspective
Torsten Brodt, Sebastian Knoll

This paper investigates the role of early stage integration mechanisms in acquisitions where the prime goal is to acquire the research and development capabilities of the target firm, i.e. the knowledge of the target firm. We term this transaction ‘R&D acquisition’. This is most relevant for industries with extreme hunger for external knowledge like the IT-, telecommunication- and media- (ICT) industries. Based on a review of the related knowledge transfer and post merger integration literature and based on an existing model for clustering R&D units by Birkinshaw (2002), we develop a testable model for the relationship between the choice of early stage integration mechanisms and R&D acquisition success. We argue that this relationship is moderated by the knowledge characteristics of the target firm. We suggest specific early acquisition integration mechanisms for the successful integration of three distinct and practically observable target firm R&D constellations. We illustrate our model with a telecommunication case example.
eCommerce Strategy In A Multi-Sector Trading Environment - Quandaries For SMEs
Darryl Coulthard, Tanya Castleman, Lynn Batten

For nearly a decade the potential benefits of Business-to-Business electronic commerce for business efficiency and competitiveness have been vigorously promoted by business, industry groups and governments. The belief underpinning policy is that from a small initial step, eCommerce will become a central part of their business strategies. This paper considers the use of B-2-B electronic transactions by SME suppliers who trade with buyer companies across diverse industry sectors in Australia. We investigate the links between their business strategies and their views of electronic trading. A survey of 240 cross-sector suppliers nationwide found little evidence that electronic trading was integrated with their overall business strategy. We suggest an approach to the understanding of cross-sector electronic trading strategies that emphasises the complex, inter-connected but fragmented trading milieu rather than describing the balance between drivers and barriers that operate for the individual firm.

One Size Fits All? The Dialectics Of Convergence And Divergence In Electronic Commerce
Andreas Voss, Stefan Klein

The wild days of Electronic Commerce appear to be over. The Web has matured to an established, widely accepted medium for business. Literature on Web development and design suggests that best practices have been identified. Large, highly visible companies like Amazon, eBay or Expedia appear to be setting standards in their respective business segments. However, anecdotal evidence suggests that there is still a high level of divergence on the consumer front end: socially accepted and acknowledged routines have not yet emerged and companies are changing their Web presence regularly. This raises the question, whether online customer front ends will become more similar or more different, whether convergence or divergence will be symptomatic for the further development of the domain. In order to understand the ambiguous situation, we are discussing drivers for either divergence or convergence on different conceptual levels of a commercial Web site. For purpose of illustration we will use examples from a range of industries.

Developing A Framework For Multi Channel Strategies. An Analysis Of Cases From The Grocery Retail Industry
Claas Müller-Lankenau, Stefan Klein, Kai Wehmeyer

Based on ongoing research in multi channel management, we are proposing a simple taxonomy of multi channel strategies. Cases from the grocery retail industry are not only used to illustrate four core strategies but also to study contingencies for the choice of the respective strategies. Furthermore, the cases are used to analyze the alignment of corporate marketing and online channel strategies.

Organisational Prerequisites For Application Service Provision Adoption
David Sammon, Sarah Vaughan

The term Application Service Provision (ASP) emerged in 1998 and since then the ASP Model has experienced varying degrees of adoption success by organizations. This paper presents the results of a study of four organizations that have adopted the ASP Model. Collectively, these organizations have experienced many problems and solutions in relation to ASP adoption and these experiences are captured in a set of organizational prerequisites. The researchers believe that these prerequisites could potentially be used by organizations to internally assess and identify issues that require attention prior to ASP adoption.
The Role Of Social Capital In Managing Relationships With eCommerce Suppliers
Kai Riemer

Contemporary E-Commerce solutions are often developed and delivered in inter-firm setups that involve various business partners. Being characterised by innovative, ill-structured tasks and using new technologies to develop new business models and services, E-Commerce projects and the subsequently resulting relationships with business partners are demanding and challenging to manage. Surprisingly, project and partner management issues in E-Commerce remain largely unaddressed. This paper takes an inter-firm perspective and addresses the social dimension of E-Commerce relationships. Social capital theory, referring to the value of social relationships and networks, is used to guide this research. Based on findings from case study research, different types and episodes of E-Commerce supplier relationships are distinguished, each calling for a different role of social capital as the basis for effective inter-firm collaboration. By applying social capital theory the study enhances the understanding of E-Commerce as a network-based business as well as the general understanding of the social aspects in relationship management, which to date is largely dominated by concepts like trust and culture. The paper presents a comprehensive framework of social capital in E-Commerce relationships and points out some management implications.

Trust & Security

The Influence of Product Type on Online Trust
Khaled Hassanein, Milena Head

Trust is a critical factor in establishing a successful relationship between consumers and vendors. This paper investigates the impact of the product type being sought on consumers’ trust within an online environment. An empirical study involving 227 online shoppers was conducted to develop and validate a structural equation model for online trust incorporating the factors of perceived usefulness, perceived ease of use and enjoyment as representative variables of a consumer’s experience within a company’s Website. Results from this study indicate significant variations in the experience and trust levels of tangible versus intangible product shoppers.

An Empirical Exploration Of Trust And Risk Associated With Purchasing At Electronic Marketplaces
Tibert Verhagen, Yao-hua Tan, Selmar Meents

In this paper we report on a study into the relationships between consumer perceptions of risk and trust and the intention to purchase at a C2C electronic marketplace. Distinguishing for electronic marketplace settings is that consumer behavior is subject to perceptions of both selling party and the institutional structures of the intermediary operating the system. Building upon the well-established literature of trust we consider the concepts of institutional trust and party trust. We extend this categorization by introducing the concepts of institutional risk and party risk. Next, we adopt the process of measurement instrument development as put forward by Churchill (1979). We develop measurement instruments for institutional trust (3 items), institutional risk (4 items) and party risk (4 items). All measurement scales contain acceptable alphas and are unidimensional. An empirical study is applied to explore the relationships between the risk and trust types and consumer purchase intention. The results reveal significant, direct effects of party trust, institutional trust and party risk. The paper concludes with general observations and recommendations for further research.

TiBiD - Trust Building And Matchmaking Support For Virtual Enterprises
Michael Koch, Kathrin Möslein, Ralf Reichwald, Johann Schlichter

Virtual enterprises mostly renounce formal contractual guarantees as a coordination mechanism in order to ensure overall flexibility. However, when formal coordination mechanisms vanish, informal coordination immediately gains increasing importance. As a consequence, trust becomes a decisive...
issue for all kinds of loosely coupled organizations and especially virtual enterprises. This paper presents some of the results of the three year interdisciplinary research project TiBiD that explored the issues of trust and reputation in the initiation phase of virtual enterprises. The project brought together researchers from three different disciplines - psychology, management research and informatics – to design, explore and evaluate a field experiment on the key question of how trust is built and how trust-building can be supported in the early phase of cooperation processes between distributed and loosely coupled organizational units.

The Importance Of eSecurity In The Overall eStrategy Of An Organisation
Aleksander Šinigoj

Information security strategy is necessary in organizations in order to determine their risks and providing suitable policies and procedures for appropriate controls and countermeasures to manage those risks. Still too often the human factor is underestimated and people do not know how to choose safe passwords, how to react when they find out about a security breach, all that due to the fact that they are not properly trained or educated. Information security is not just a technical issue but also a policy and human issue that requires the use of technology to protect the business information. Our goal should be to clearly define roles and responsibilities of information security officer and all employees in an organization to improve overall security and the protection of that information.

A Theoretical Approach To Trust Services In eBusiness
René van Buuren, Patrick Strating, Edward Faber

In this paper we discuss trust services in e-business. Although the importance of trust for business transactions is generally recognized, the actual mechanism of trust is not well understood. This hampers the development and use of effective trust services, aiming at supporting business transactions between partners all over the world. In this paper, we model the amount of uncertainty in a decision process as a function of information. Trust is unambiguously linked to the remaining uncertainty and information provisioning. Trust services are defined as services aimed at reducing uncertainty through providing relevant information. Finally, a categorisation of trust services based on different types of information and phases in a business transaction is presented.

Internet Privacy, Social Awareness, And Internet Technical Literacy. An Exploratory Investigation
Tamara Dinev, Paul Hart

This study focuses on exploring Internet technical literacy and social awareness as antecedents to Internet privacy concerns. We report on the development and validation of instruments for Internet technical literacy and social awareness. Individual’s privacy concerns are then considered with respect to these two constructs. The relationships are measured and explored through Exploratory Factor Analysis (EFA) followed by linear regression models. We found that all the hypothesized relationships are statistically significant - social awareness positively and Internet technical literacy negatively related to the Internet privacy concerns. The contribution of this research is in the attempt to explore psychological antecedents to privacy concerns that could direct IS managers and e-commerce marketers towards strategies of broadening Internet user base and facilitating the interaction and usage of Internet web sites and applications, thus opening more opportunities for growth and competitive advantage.
eGovernment

Government-To-Government Enterprises In Brazil: Key Success Factors Drawn From Two Case Studies
Luiz Antonio Joia, Aristides Andrade Cavalcante Neto

Recently, various governments have seized the moment provided by Information and Communication Technology as the ideal opportunity to rethink and reformulate their administrative praxis. The digitally-enabled collaboration and cooperation perspective among different government agencies – commonly referred to by the acronym G2G (Government to Government) – is the main focus of this study. Consequently, this work seeks to analyze the key factors for successful implementation of G2G projects. In order to achieve this, multiple case study explanatory methodology based on two recent real-life cases was adopted. From these case studies, the critical success factors in the implementation of Government-to-Government processes between public agencies in Brazil are studied. Finally, some conclusions are drawn and further research is presented in order to assist policy makers and public administrators in dealing with this new field of knowledge adequately.

The Implementation Of ICT In Public Sector Organisations. Analysing Selection Criteria For eGovernment Projects
Maddalena Sorrentino

Taking as a starting point the recent approval of 138 co-financing proposals put forward by numerous Italian public bodies within the context of a national e-government plan, the article poses the question of whether these types of initiatives are really likely to unleash mechanisms capable of improving organisational performance. The evaluation criteria adopted in the course of the selection process are analysed on the basis of a model elaborated by Soh and Markus (1995). The aims are: to carry out a general assessment of the role attributed to information and communication technology (ICT) in the modernization of the public sector and to draw some conclusions from this progress towards the realization of e-government.

A Click And Bricks Strategy For eGovernment
Murray Scott, William Golden, Martin Hughes

Two of the central challenges of e-government are the need for ‘joined-up’ government through agency collaboration, and the need to provide ‘citizen-centred’ government, where services and information are integrated at the point of delivery. Electronic service delivery provides the hoped for panacea to enable not only administrative efficiencies in the functions of government, but also services that are centred on the needs of the citizen. The implementation of e-government however, presents challenges regarding the achievement of inter-agency collaboration and highlights the importance of developing multiple access channels. This paper reports from an in-depth case study detailing first, the strategy the Irish government adopted for electronic service delivery and second, provides detailed analysis from the pioneering efforts of an individual county council into agency collaboration and a unique method of service provision. Two survey questionnaires conducted with staff of the county council and citizens of the county, reveal critical success factors in developing inter-agency collaboration and raise important concerns expressed by citizens into data privacy, social inclusion and the digital divide.

Public eProcurement In Denmark: Measurements Of Suppliers´ eMaturity
Helle Zinner Henriksen, Deniz Oskan Kerstens, Kim Viborg Andersen

The paper introduces and evaluates a model for measuring the level of eCommerce maturity for suppliers to the public sector institutions in Denmark. The model comprises four distinct levels and seven parameters. These parameters are related to organizational and technological attributes relevant for eCommerce. Based on an empirical evaluation, it is found that the model is a useful tool for
suppliers wanting to evaluate their level of eMaturity. Due to specific requirements from public sector customers it is argued that suppliers to the public sector have to possess a high level of eMaturity.

**Digital Wheel Barrows In Local Government**  
Kim Viborg Andersen, Niels Christian Juul

This paper finds through a vertical and horizontal study of local municipalities and health data network, that government has excelled in acquiring and re-using data in a digital format. The continuously and successful reliance on transaction and process improvements is contrasted by no or only marginal use of data to improve the core of services. The study suggests that most data are available in the least end-user oriented processes and that government appears to be reinforcing, rather than leveling, this imbalance.

**Strategic Ehealth Planning In Healthcare Organisations In New Zealand: A Telemedicine Perspective**  
Nabeel Al-Qirim

This research reviewed the health IS (HIS) strategy of the New Zealand government and highlighted different gaps in this strategy, as raised by the different stakeholders involved in this strategy. In order to address such gaps, the government provided different Critical Success Factors (CSFs) for the successful implementation of the national HIS strategy. This research introduced the telemedicine technology, as one of the solutions for the HIS strategy with an objective to deliver integrated healthcare services to rural communities specifically. The research assessed the strategic importance of telemedicine by highlighting its Strengths, Weaknesses, Opportunities and Threats (SWOT) to healthcare providers. The research utilised the portrayed HIS strategy and the CSFs to portray a strategy for telemedicine integration in New Zealand taking into consideration its SWOT. The developed CSFs are of strategic importance to healthcare professionals, researchers and policymakers interested in integrating telemedicine in healthcare delivery at the national level in New Zealand and elsewhere.

**eEducation**

**Governance, leadership, and management in adaptive and inventive digital communities: A research agenda to reduce waste in graduate education**  
Richard T. Watson, Marie-Claude Boudreau, Martina Greiner, Donald Wynn, Paul York, Rusen Gul

Building on transaction cost economics, this work describes the four different forms of communities and introduces transaction benefits as a means of explaining their existence. A research project to investigate governance, leadership, and management in two of the four forms of communities, adaptive and inventive, is described. It is argued that these digital communities are a way of engaging graduate students in wealth creation and thus ‘waste’ in graduate education can be reduced.

**Developing Effective Multidisciplinary, Niche-Market Education: a study of eBusiness programs in the Asia-Pacific region**  
Elsie S. K. Chan, Paula M.C. Swatman

Universities have gradually moved toward a fee-for-service mode of operation over the last decade. Offering new academic programs which will attract increasing student numbers is ever more important to universities and this, in turn, requires a greater awareness of market needs and the positioning of educational offerings. A theory-based study of the literature on new service products led to the development of the New Educational Service Product Offerings (NESPO) model for universities offering such multidisciplinary, niche-focused degree programs, which forms the basis of the research project reported here. This paper begins by considering the literary foundations of the model. Using a
multiple case study of eBusiness programs in the Asia-Pacific region over the period 2000-2003, it then analyses the findings of the cases, determining whether the universities surveyed were making use of the concepts of new service product development in developing their eBusiness educational programs. Finally, the paper considers whether (and to what extent) these findings are applicable more widely to a range of niche-market, multidisciplinary degree programs.

eSocial Issues

What Prevent B2B eCommerce Adoption In Developing Countries?: A Socio-Cultural Perspective
Savanid Vatanasakdakul, William Tibben, Joan Cooper

It is widely believed that B2B e-commerce will help firms in developing countries to reduce cost and to improve their access to global market. Yet, developing countries are still some way from success in their adoption of B2B e-commerce. This paper explores social and cultural perspectives that impact on B2B e-commerce adoption in developing countries. Interviews were conducted with key informants from various industries in Thailand. Some common problems related to social and cultural issues faced by industries are presented. It was found that even though B2B e-commerce was implemented in many firms, its use was still very limited. Firms do not feel that they have benefited much from B2B e-commerce adoption. The problem identified is that the immediate social and cultural expectations of e-commerce users in Thailand are not being met by e-commerce technologies. It appears that technologies that have evolved from Western society are designed to meet needs that do not necessarily exist in the commercial environment of Thailand.

Community Dynamics In An Online Law Journal
Aldo de Moor, Sjef van Erp

Online communities are continuously evolving socio-technical systems. To provide them with better change management support, a systematic analysis of the norms that govern their evolution is required. In this paper, we present an approach that was used to analyze the community dynamics in an online law journal. Electronic journals in the legal domain are essential instruments in the validation and distribution of new legal knowledge. To ensure the high quality of these e-journals, the dynamics of the online communities in which the various journal stakeholders interact need to be well understood. We outline the evolution of one of the first successful legal e-journals: the Electronic Journal of Comparative Law. We describe the change management lessons learnt in practice and use these to illustrate our diagnostic approach for self-governance analysis in virtual communities.

Adoption Of eCommerce Terminology
Marina Katić, Kostadin Pušara

Realizing that digital technology has become a key factor of economic growth, it is necessary for South East European countries (where Serbia & Montenegro also belong to) to start overcoming numerous e-commerce barriers on their way of integrating into European Union. One of the obstacles they are encountering is the language barrier. The first problem is how to understand the meaning of certain highly specialized terms in the field of e-commerce. Solution lies in good unilingual dictionaries. Another problem is how to find the equivalent in mother tongue for abundance of quite new words and expressions. This can be solved by well concised bilingual vocabularies. However, neither unilingual vocabularies in the field of e-commerce nor bilingual vocabularies are published to greater extent. Only few have focused on the language of e-commerce. This is why the terminology of e-commerce is to be carefully collected and explained, standardized and finally adopted. Finding proper solutions for above-mentioned problems would enable South East European countries to create a proper environment for digital technology, completely in line with European standards.
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Ivan Žerko, President SRC.SI, Systems Integration, Slovenia
6th Merkur Day
Undergraduate and Graduate Students
eCommerce Conference
Merkur - Trade and Services, Naklo, Slovenia
Friday, October 22, 2004

Call For Participation

Conference History
In the late 1980s and early 1990s, the first undergraduate and graduate degrees in Electronic Data Interchange (EDI) were offered at the University of Maribor. An EDI Laboratory, established in 1991, supported and expanded development of these degrees. The prototypes developed served as a vehicle for testing business applications based on the latest electronic commerce technology. Several prototypes became a core of applications developed in Slovene business or government organizations. Students, who have graduated in the area of Electronic Data Interchange or electronic commerce, often were hired as project managers with a responsibility for electronic commerce implementation within those organizations. Some graduates also serve on the Council for Electronic Commerce Center established in 1995 at the University of Maribor.

Knowledge and experience is exceptionally important to new generations of university students. That is why it is useful to gather knowledge collected through the degrees to share with students at other universities. It is also useful to present the innovative ideas to organizations that have implemented electronic commerce or that need electronic commerce business solutions.

Conference Objectives
- Experiences exchange.
- Discussion forum on integrated projects (supply chain, business-to-business, business-to-consumer, and business-to-government relationships).
- Stimulation to undergraduate and graduate students in eCommerce research.
- Stimulation of collaboration between undergraduate and graduate students.
- Expansion of connections of students with organizations.
- Expansion of inter-university cooperation.

More information:
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In the early 1990s, student theses and prototypes occasionally appeared at meetings of organizations’ represented in Slovenia’s Electronic Commerce Project. The experience proved to be an important way of allowing young electronic commerce experts opportunities to meet with mentors to exchange ideas, to establish contacts, and to encourage further collaboration. Implementation of inter-organizational systems proved to be very important and contributions from undergraduate and graduate students were both feasible and useful. In the spring of 1999, the Faculty of Organizational Sciences, University of Maribor initiated an annual student event, supported by Merkur, Trade and Services designated as Merkur Day. The first University of Maribor student eCommerce Conference, in September 1999, presented the proceedings in Slovene language. At the Merkur Day 2000, the University of Ljubljana students also participated. In 2001, University of Zagreb students joined the group. At Merkur day 2002 a student from Austria participated with his diploma presentation. The 2003 Merkur Day involved universities in Austria, Croatia, Hungary, Italy, and Slovenia. English is the working language of the conference.

Participating Universities:
- University Graz, Austria
- University of Klagenfurt, Austria
- University of Ljubljana, Slovenia
- University of Maribor, Slovenia
- University of Rijeka, Croatia
- University of Trieste, Italy
- Novi Sad Business School, Serbia & Montenegro
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**IMPORTANT DATES**
Submission of papers: February 7
Notification of acceptance: March 28
Submission of final versions: April 25