

**EDITORIAL PREFACE**

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**GLOBAL E-COMMERCE AND GLOBAL SUPPLY CHAIN MANAGEMENT**

**AUTHOR:** Shailendra C. Jain Palvia, Long Island University. Global E-Commerce and Global Supply Chain

The associate editor discusses the relationship between Global E-Commerce and Global Supply Chain management. He observes that electronic commerce enabled global supply chain management stands to gain from rapid data exchange resulting in faster order processing, elimination of labor-intensive data entry tasks, reduced error in transactions processing, improved billing and order cycles, improved cash flow, and better overall service to the customers.

**ARTICLES**

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**A CROSS CULTURAL STUDY ON THE ORGANIZATIONAL CONTEXT OF PROCESS REDESIGN INITIATIVES: U.S. VS. TAIWAN**

**AUTHOR:** James T.C. Teng, Kirk D. Fiedler, and Varun Grover, University of South Carolina, U.S.A.

**ABSTRACT :** The authors seek to better understand the organizational context of BPR in two different cultures: U.S. and Taiwan. The results showed remarkable consistency between the two countries and the differences may be interpreted by cultural differences. In both cultures, it was found that while factors related to IT competence may facilitate the decision to reengineer, but are not critical to project success. On the other hand, factors having significant relationships beyond the initial decision include variables pertaining to innovative capacity of the organization and Strategy-IS alignment. It appears that, to a large extent, the principles and mechanisms of organizations underlying modern business enterprises transcend cultural differences.

**INFORMATION TECHNOLOGY ADOPTION IN THE GREEK BANKING INDUSTRY**

**AUTHORS:** Subhasish Dasgupta, The George Washington University, Anthony Ioannidis, University of La Verne - Athens Campus, Greece, and Devraj Agarwal, KPMG Peat Marwick

**ABSTRACT:** In a global environment, information systems are influenced by national information technology infrastructure, government policies and cultural differences. The entire process of information technology adoption is different in different countries. Most research on information technology adoption has concentrated on firms in the UK or US. In this paper we attempt to better understand the determinants of information technology adoption in the Greek banking industry. In this empirical study we found that organizational culture, government policies, foreign exchange rates, and computer prices have significant impact on information technology adoption decisions made by banks.

## **A CROSS CULTURAL COMPARISON OF PROBLEMS IN BUSINESS PROCESS REENGINEERING INITIATIVES**

**AUTHORS:** Vijay Sethi, Nanyang Technological University, Singapore; Chung Kim, Southwest Missouri State University, USA; Christina Koh, Nanyang Technological University, Singapore; and Vikram Sethi, Southwest Missouri State University, USA

**ABSTRACT:** Reengineering is rooted in the United States and has since spread to many other NICs (newly industrialized countries) like Singapore. The study results show that many of the difficulties encountered in implementing BPR in the U.S. apply equally to Singapore. On the other hand, there are also significant differences between the two countries. While change management and management support problems have been identified as critical problems (which are severe and at the same time have a high impact on BPR success) in the U.S., project management and cultural issues are found to be critical problems in Singapore. It is concluded that culture does affect the types of problems encountered and their impact on reengineering success.

## **THE EXPERT OPINION**

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### **An Interview with Mr. Ed Toben , CIO of Colgate-Palmolive Company. Conducted by Jaak Jurison, Fordham University, New York, USA**

The interview discusses the use of SAP technology at the global level by the Colgate-Palmolive Company. Many issues are discussed including: fit of IT into business strategy, initial decision to select SAP, implementation issues, country-wide differences, architecture, and people issues

## **THE BOOK REVIEW**

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The Economics of Electronic Commerce by Soon-Young Choi, Dale O. Stahl, and Andrew B. Whinston. Review by **Mahesh S. Raisinghani**, University of Dallas, Texas, USA

The book provides an insightful analysis of the issues affecting commercial uses of the Internet and the next generation information infrastructure. It is a refreshing read for managers, consultants, economists, entrepreneurs, investors, academicians and business school students due to its application of the fundamental tenets and teachings of economics to the digital economy. It provides an economic analysis of the various aspects and issues of e-commerce. Six major issues are identified are quality and the role of intermediaries, digital copyrights, advertising, consumer searches for product information, product selection and pricing strategies, and electronic financial and payment services.