

IMPLEMENTING BUSINESS TO EMPLOYEE (B2E) E-BUSINESS MODEL FOR IMPROVING CUSTOMER SERVICES

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Abstract- The advancement of digital technologies and the internet has created one of the most important transformations in the corporate environment over the previous decade. Organizations' internal structure and organisation have evolved as they transition to a digital world driven by online business models and digital marketing (DM) approaches. Researchers next use “resource orchestration theory” to define two managerial activities, resource organizing and capabilities leveraging in the use of e-business system elements, in order to explain how these three factors, work on improving supply chain activities' competitive results. Although e-business procedures promised to improve supply chain management, a greater understanding of how these activities

generate business value is required to take advantage of developing e-business potential. This research considers a framework for designing and optimising the structure of e-business system elements, which will assist managers in comprehending the important mechanisms that increase IT business value. This research paper considers mixed method of data collection (Primary quantitative or survey and secondary qualitative) for collecting statistical as well as factual data.

Keywords: E-business model, Technology, Innovation, Resource Orchestration Theory, Digital innovation, Supply chain management

Introduction

E-business strategies are now boosting cooperative efficiency inside the supply network and creating substantial economic pay out by helping to improve digital interconnection all over bounds and combining different organisational resources and expertise, according to a massive amount of realistic proof from companies like Amazon, Dell, and Lenovo. A focused company that can successfully manage staffing and resource sets is believed to be better capable of materialising the advantages of electronic supply chain management, according to several outstanding e-business processes practises (Harsono, 2014).

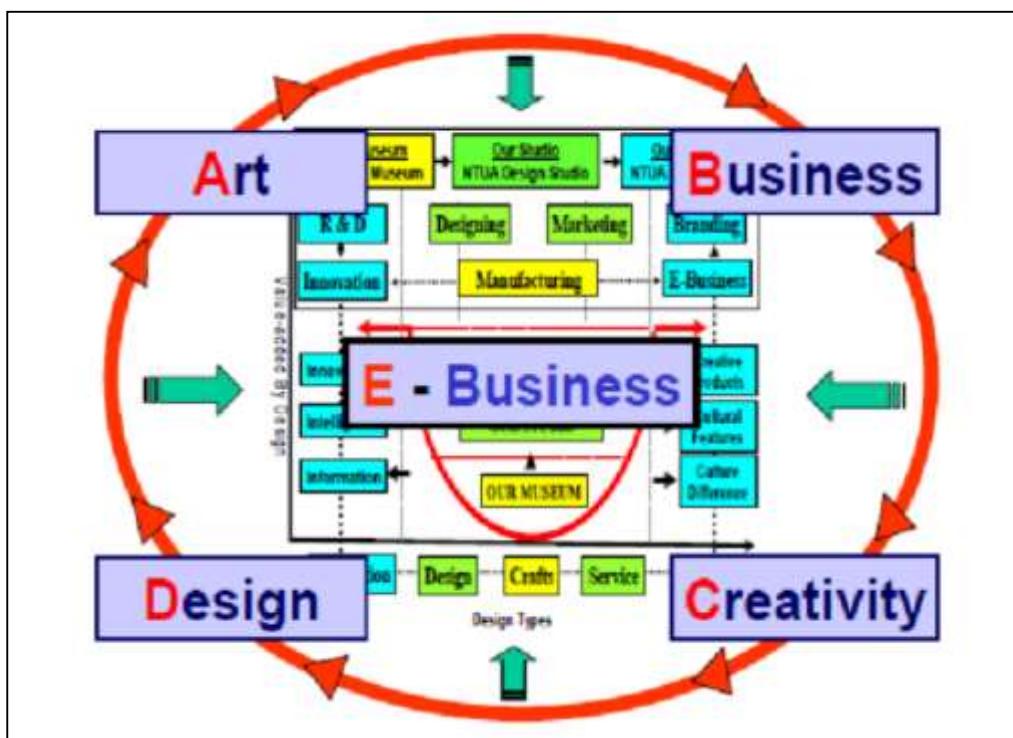


Figure 1: Concept of E-Business model
(Source: Al-Gahtani, 2003)

Instead of stepping into a business, an e-business may be a technique to perform modest and big commercial exchanges digitally. Furthermore, it advises that present trade forms be transformed

into more profitable forms. It appeals to consumers that would rather have an item delivered to them than go to a store to purchase it. The current study examines e-business techniques to see if, how, and under what circumstances it generates business benefits (Al-Gahtani, 2003). E-business technology may help a company's operations management system by allowing for real-time data exchange across its value chain. Although, e-business technology has been simplified and is now accessible like most major businesses, limiting its ability to provide practical benefits over time. The primary research question of this paper is,

- **How does the business's resources control system change over time as a result of the time spent investing in e-business technology?**

Although a business plan delivers a wealth of business-related data about a certain firm, e-commerce, or electronic business culture, client expectations might cause this data to shift over time. The Internet of Things (IoT) is utilised to record e-commerce company specifics as well as sales and processing information in order to overcome the aforementioned challenges. In 2020, the established IoT-based e-business method will boost the e-business sector to \$2.5 billion (Abid, & Rahim, 2010). This article has been carried out the role of Business to Employee (B2E) E-business model for enhancing customer service and its impact on business productivity.

Literature Review

By supporting the growth of net profit, job performance, functional talent acquisition, and high performance, e-business technology may aid in the development of a better chance of succeeding. E-business technologies can aid the company's ability to manage profitable product margins. Internet technology allows the company to exchange accurate and fast production costs and need data in real-time with external providers and end consumers, allowing it to effectively manage product margins. In the same way, e-business technologies may be used to boost staff productivity. Workers may acquire and exchange more heterogeneous/diverse material (e.g., data about the manufacturing method staff) and learn to execute numerous activities thanks to the company's web-based communications infrastructure (e.g., emails, Intranet). E-business tools can help with operations talent acquisition. The firm achieves relevant and complete information from the market using e-business technologies in order to attract and enrol excellent processability is required to formulate and combine its level of talent (Al-Ghaith, Sanzogni, & Sandhu, 2010). Cortefiel, for example, employs web-based popular media websites like LinkedIn, Facebook and Twitter to acquire operationally qualified personnel who suit the profile required for its talent design procedure. To develop and maintain operative talent, the company uses web-based technology to conduct schedule and worksite flexible operations, as well as to give accurate data on target accomplishment, performance assessment, and career training. E-business engagements, which include supply chain participants and are backed by a web-based technology platform, are referred to as e-business processes. As a result, it may be divided into three parts: technological (assets), relational (actors), and commercial (activities). The digitalization infrastructure that facilitates knowledge and information exchange utilising open-standard apps in the e-business plan is referred to as the technical element (Rahim, Abid, & Scheepers, 2010). Researchers look at

platform infrastructure adaptability in particular to identify technological components of e-business operations.

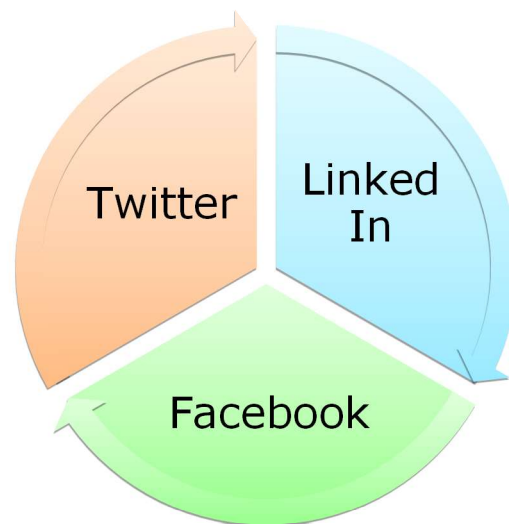


Figure 2: Web based applications enhance business communication and customer engagement

(Source: Created by Researcher)

E-business methods, described as "a type of business activity that depicts Web data flows over organisational boundaries and connects suppliers and customers to promote digital transactions," are discussed in this article. Despite the fact that e-business procedures have been hailed as a cost-effective means of facilitating digital supply chain activities, businesses continue to struggle to derive business benefits from their investments in those activities due to a lack of inter-firm resource orchestration. An effective online payment that communicates data on different firms, goods, persons, or organisation operations is referred to as e-business or electronic business. IBM Ogilvy and Mather created this essential e-business operation in 1994, and it became a success by the year 2000 when IBM unveiled a \$300 million ad for their e-business network. Furthermore, facilities and data may be specified without reporting revenues, which has a significant impact on the total business deal and raises the expenditure of the business strategy (Bharadwaj, & Soni, 2007). As a result, the business strategy must have particular profit features that are utilised to increase the overall company strategy, item specifics, services, finance plan, and end-user data. Companies spend millions of euros on information technology (IT) to improve their performance levels and profitability. However, not all IT initiatives provide the desired outcomes. This circumstance necessitates a thorough (re)evaluation of all IT initiatives by management. The bulk of the previous studies employed a cross-sectional approach to look at the influence of IT on the supply network and industrial processes. It is still unknown whether and how IT initiatives affect a larger range of organizational skills and performance in the long run (Mohammad Shafiee, 2021).

Given the dynamic nature of IT and technical expertise, as well as their link and impact on company management, there appears to be a considerable gap in our field's study.

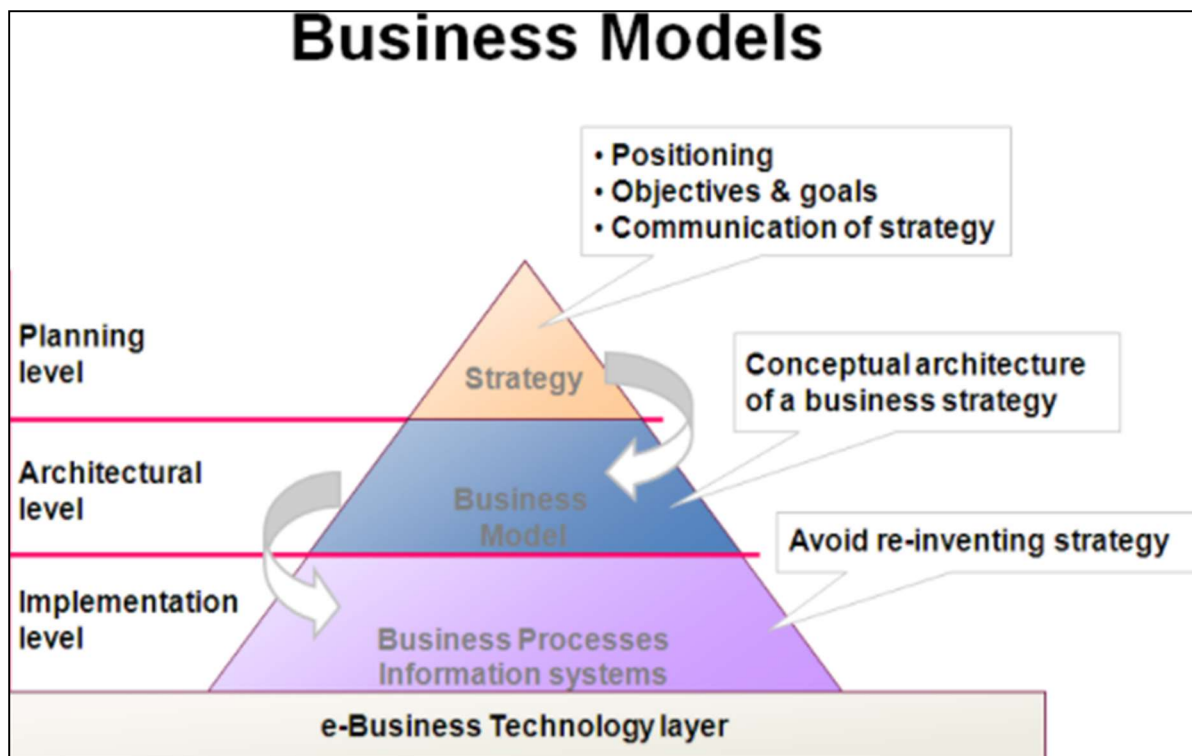


Figure 3: Structure of E-Business model
(Source: Saura, Palos-Sanchez, & Correia, 2019)

A focal firm and its collaborators may accomplish flexible connection and real-time sharing across distant applications, improve coordinate development and distribution, and develop business processes and operational procedures thanks to platform architectural adaptability. The participants in the supply chain are captured by the relational element, which includes upstream providers, downstream marketers, and ultimate consumers (subsequently referred to as 'clients'). Supply chain stakeholders' participation in e-business operations is becoming increasingly important to businesses (Jain, Kumar, & Shrivastava, 2021). A focused firm may identify and source high-quality resources, enhance relationships with markets and consumers, and swiftly understand and respond to consumer demands by boosting partner participation in e-business operations activities. The degree to which a focused firm has processes and practices in place to promote supply chain associates' participation in e-business activities is defined as partner involvement (Saura, Palos-Sanchez, & Correia, 2019). In this article, researchers will look at three different sorts of involvement: Supplier involvement, distributor collaboration, and consumer engagement are the three types of participation. The digital operational actions that allow a company to conduct a transaction, cooperation, and service operations in order to improve business

performance are referred to as business components. The commercial element of e-business procedures is captured by “*e-business operations capabilities or EBOCs*” in this study. Researchers describe e-business operations skills as a focal firm's digital operational abilities to communicate information and execute supply chain processes in a digital format, such as transactions, cooperation, and support.

Depending on the supply chain members with whom a focused firm engages, researchers classify diverse e-business operation capabilities into 3 groups:

- e-procurement competence,
- web-based channel management effectiveness, and
- online service potential.

The process component lens proposes that the elements of business operations maintain structural linkage through integrating and utilising organisational assets to attain value creation (Patulak, Firdaus, & Dengen, 2018). Identifying the links between components of e-business technologies for producing business performance is aided by resource orchestration theory.

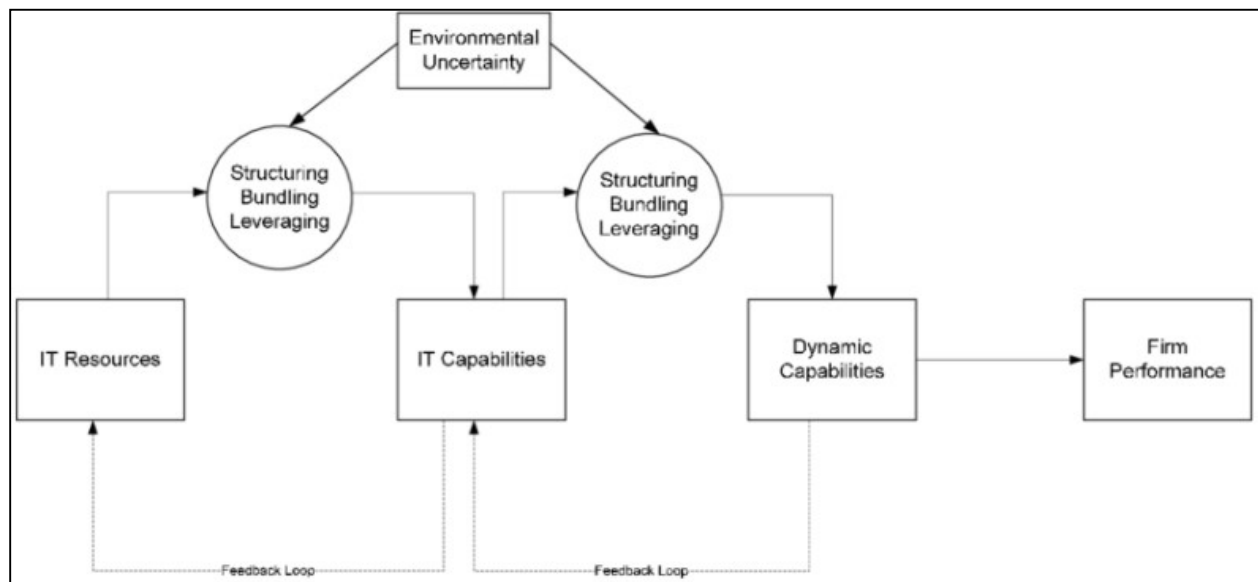


Figure 4: Concept of “Resource Orchestration Theory”

(Source: Devianto, & Dwiasnati, 2018)

The core logic of the resource orchestration concept, which extends from the resource-based approach, indicates that the success of organisational resource utilization is established by utilizing multiple resources via a sequence of managerial activities. A business can purchase asset portfolios and integrate the organized resources and generate unique innovations through successful resource restructuring activity (Jain, Kumar, & Shrivastava, 2021). Capability leveraging is a set of management measures that enables companies to deploy competencies and capitalise on specific market possibilities. The coordination of these two management acts is necessary for a firm's

comparative edge to emerge. To establish e-business management skills, the focus organization should build purchasing resources portfolios that integrate platform architectural adaptability and collaborator involvement. Platform structure adaptability, as a technical element of an e-business activity, offers an adjustable electronic connection of an e-business technique via standard protocols, cross-functional comparability, including modular architecture (Devianto, & Dwiasnati, 2018). For supporting digital business operations, standardisation for online platforms allows business associates to quickly integrate, link and create automatic connectivity. Cross-functional compatibility enables new collaborative business prospects by facilitating digital communication across functional groups. Furthermore, a company may considerably improve the functionality of its business operations by adopting a modular platform design to dynamically rearrange technological resources to meet changing business requirements. As a result, platform design flexibility allows a company to retain adaptive digital operations engagement with various partners. Furthermore, efficient digital operations necessitate partner involvement in order to invest in appropriate technology and competencies (Huang et al., 2021). According to resource dependency theory, few organisations have the power to control all assets necessary for successful operation internally, and as a result, they rely on and create connections and governance with other enterprises to get resources. To assure access to critical resources from their collaborators, companies should adopt policies and processes to encourage supplier participation.

Research methodology

This research paper has considered mixed method of data collection such as primary quantitative and secondary qualitative to gather mixed data from different sources. Implementing E-business model helps to create maximum advantageous environment withing organisations. For conducting survey, randomly 150 employees from different business sectors have been selected. Among them, 101 employees have responded in the survey. Thus, population size was 150 however, sample size is 101. Survey responses were analysed through excel graphs and charts. On the other hand, secondary qualitative method was also used to collect factual and theory-based information. For that, different journals and articles are considered by using keyword search.

Analysis and interpretation

Primary quantitative or survey has been done by using closed-ended questions to the respondents for collecting the responses. Survey responses have been collected through excel graphs and charts.

Survey questions

Q1. Do you think that Business to Employee (B2E) E-business model can help to enhance customer services by creating constant communication?

Table 1: E-Business model increases customer services
(Source: Created by the researchers)

Options provided	Total respondents	Collected responses	Percentile
Highly Agree	101	37	37%
Agree	101	25	25%
Neutral	101	4	4%
Disagree	101	20	20%
Highly Disagree	101	15	15%

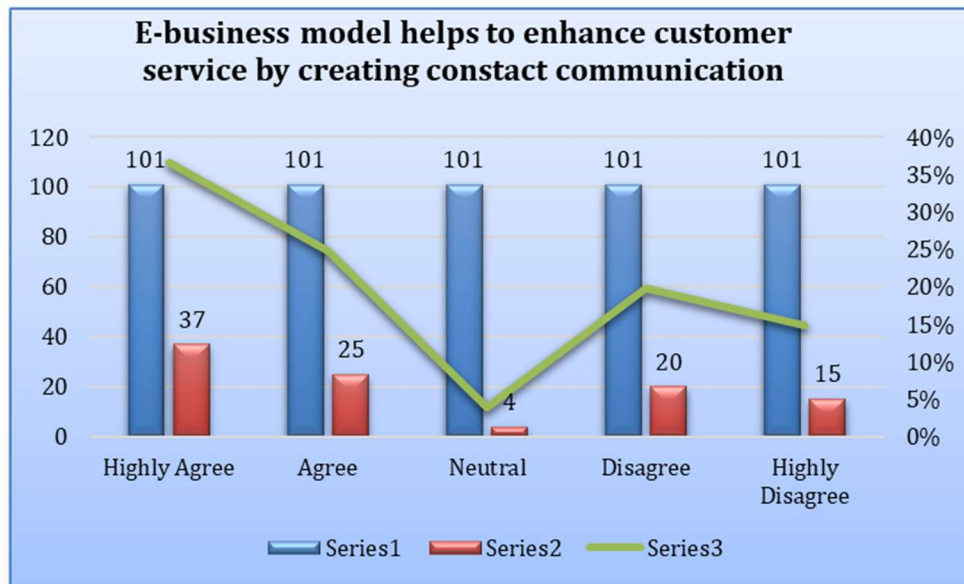


Figure 5: E-Business model increases customer services
(Source: self-developed)

Based on the above diagram, it has been observed that majority of respondents are strongly agreed that E-business model really helps to enhance customer services and future business growth in a significant manner. Approximately 60% respondents are agreed whereas around 15% are disagreed that E-business helps to enhance customer service.

Q2. Do you believe that digital connectivity enhances between retailers and customers through implementing E-business model?

Table 2: Enhances digital connectivity through implementation of E-Business model
(Source: Created by the researchers)

Options provided	Total respondents	Collected responses	Percentile
Yes	101	83	0.8217822
No	101	18	0.1782178

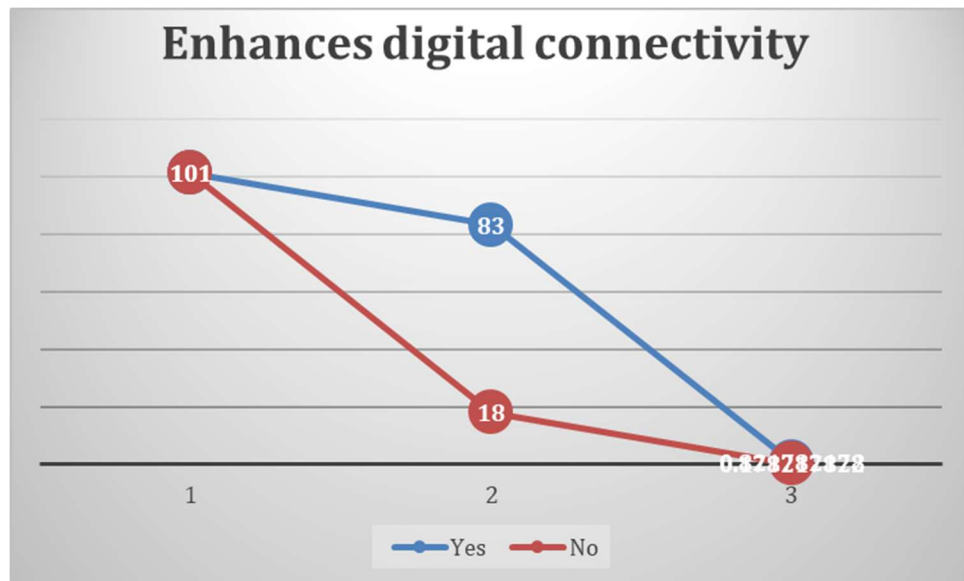


Figure 6: Enhances digital connectivity through implementation of E-Business model
(Source: self-developed)

Above figure shows that most of respondents are agreed that due to implementation of E-Business model, organisations are able to enhance their digital connectivity in a positive manner.

Q3. What are the business improvements have been observed among SMEs or local firms during Covid situation after adopting E-Business model?

Table 3: Business improvements areas due to adopt E-Business model
(Source: Created by the researchers)

Options provided	Total respondents	Collected responses	Percentile
increase customers' engagement	101	45	45%

provide 24*7 hours customer support	101	20	20%
placing new orders through online	101	15	15%
online transaction	101	10	10%
avoid physical shopping	101	11	11%

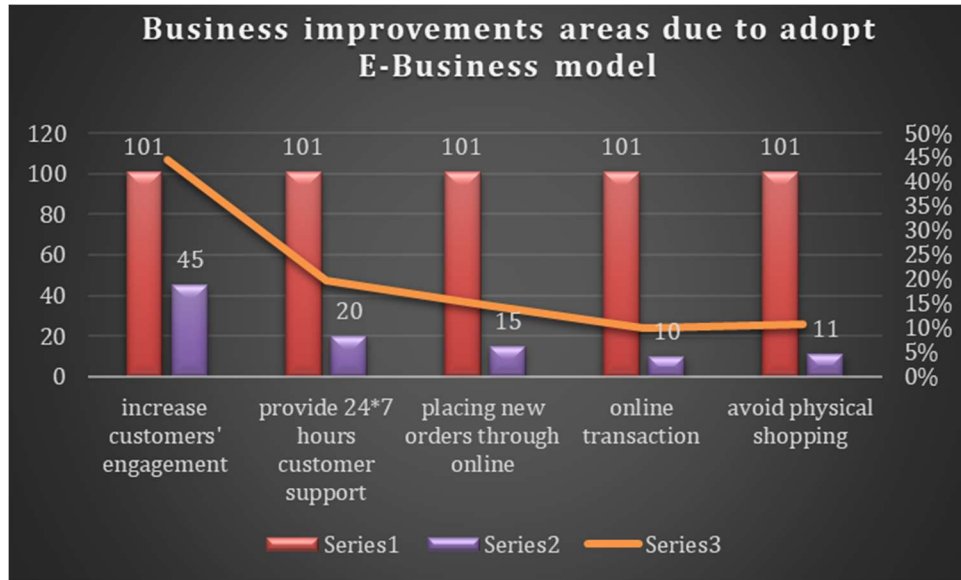


Figure 7: Business improvements areas due to adopt E-Business model
(Source: self-developed)

Due to use of E-business model in business, several business improvements are observed that may help to achieve competitive business market in this era.

Discussion and findings

A good resource structuring approach establishes an essential connection that brings together the resources of partners to increase digital operations competencies. To create e-business management skills in processes information, both framework design flexibility and partner interaction are required. An adaptable marketplace infrastructure in an e-procurement procedure not only allows the focal firm to optimise processes and increase collaborative effort initiatives to modify or build innovative suppliers' management framework as required, but it also allows the focal firm to optimise operations and improve collaborative effort functions to modify or build innovative suppliers' management framework as necessary (Jain, Yadav & Shrivastava, 2019). These digital operations, on the other hand, cannot be carried out smoothly without the involvement of suppliers. Developing policies and processes to promote supplier participation can help to minimise partnership uncertainty while also increasing collaborative investments in vital tangible and intangible resources to enable digital transactions and cooperation. Balanced and

long-term collaboration policies, for instance, will encourage suppliers to collaborate early in the purchasing process by producing joint concepts or exchanging material that need the information to optimise acquisition plans (Kabirlyants et al., 2021). Open and trusted relationships will ensure ongoing supplier participation and minimize the risk of a long-term investment in e-procurement. A dynamic platform design, however, increases channel management performance by allowing the focal business to combine channel resources from many partners as well as coordinate activities in its promotional delivery mechanism. The digital platform allows the focal firm to establish an IT-enabled brand management strategy and develop potentials for continuous improvement by continuing to support collaborative efforts of advancement, concurrency control, and order fulfilment across multiple operational networks. Distributor interaction, on the other hand, is critical to the development of online channel management support. Prior, throughout, and after online transactions, e-commerce customer support focuses on answering consumers' inquiries, requirements, and concerns. It entails promptly responding to messages received on e-commerce platforms or social media platforms (or by email, SMS, or call) in order to grab leads who are already committed. It might also imply hiring customer support representatives to guarantee that the customer conversations are given the attention they deserve across numerous platforms. Customer service is critical in every organisation, but it is more so with e-commerce. That's because, in a self-guided e-commerce journey, customer support is frequently, if not always, the consumer's primary point of contact (Jain, & Pandey, 2019). Customers interact with salespeople, see and touch things, and ask questions in real-time at a brick-and-mortar store, while e-commerce is mostly a solitary experience. That is part of the attraction. Consumers may shop whenever they choose, wherever they want, and in any manner, they would like. It is entirely on their conditions. Therefore, they look to customer support when they have questions or problems, whether it's picking a size, purchasing a service contract, monitoring a product, arranging maintenance, or making a comeback (Zhu, Zhao, & Bush, 2020). Moreover, a flexible digital platform increases internet services by combining a company's services, website, as well as user experience information to give tailored service and quick replies to consumer needs. To better use online service possibilities for clients, these linkages rely on flexible architectural solutions for cross-functional operational optimization as well as collaborative management.

Customer involvement, on the other hand, is required for these digital operations to be successful. In online service procedures, establishing a set of new service norms to promote supplier involvement is very critical. Co-creation-oriented service practises, for example, will encourage customer interaction in order to recognise client preferences and react quickly to customer concerns (Jain, & Pandey, 2019). Engaging customer support processes will result in a successful service system capable of developing an agile service capacity to better detect and adapt to market developments. System infrastructure and supplier interaction might help online procurement capabilities create a differentiated business model for the company. Reduced procurement and supply chain expenses, as well as flexible engagement with suppliers, provide profitability (Kabirlyants et al., 2021). By exchanging critical strategy, scheduling, and purchasing with vendors, platform architectural adaptability and supplier engagement generate consistent

performance in the e-procurement cycle. As a result, businesses should strengthen their online procurement operations so that they can better coordinate design and shipment schedules with providers, reducing inventory and obsolescence. Such interconnected processes and detailed collaboration actions also aid organisations in coping with market changes and reducing uncertainty, hence improving performance.

Conclusion

E-business innovation has a favourable influence on a wider range of experience that diminishes over time, eventually being non-significant, and the firm's capacity to utilize a range of operational skills has a significant effect on financial performance that grows over time. The findings suggest that early IT expenditure is crucial for the operational success and long-term profits of the company. Because enterprises have more time and experience creating IT-enabled operational skills earlier in their growth, their income is maximised. In this work, researchers break down the e-business system into technological, operational, and business elements, and propose two methods to explain how to process components that lead to business value generation. The paper presents objective support that a firm may undertake EBOCs and improve superior results through portfolio and transformative effects inherent in e-business processes by using system design flexibility and partner participation. This study looks into the enigmatic black box of e-business systems and offers an interdisciplinary view on how e-business methods create value in supply chain management.

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