

Management of e-Technology in China

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The technological evolution has exploded into an “e” revolution. IT systems have become more user friendly, and dramatic gains in return on investment (ROI) appear achievable. Many companies need to put the “e” technology revolution into perspective in order to meet the challenge created by today’s rapidly changing IT business environment. Not only is it imperative for traditional companies to become e-business-enabled, it is critical that these companies devise a careful plan to manage convergence, based on the contemporary knowledge of the compatibility and survivability of technology options. However, the period of “e revolution” as just another stage (however dramatic) in the inevitable migration of traditional business structures into the new e-business business paradigm based on an IT platform. The real issue is not e-commerce, but the effective management of the traditional business and emerging IT models into a new e-business structure. The key is to put the problem into proper perspective, integrate evolving IT into a new e-business model, and manage the transition from the old brick and mortar structure into the new IT based e-business of the future.

E-business systems today are built using many different technologies such as Microsoft’s Site Server Commerce Edition, IBM’s Net.Commerce, Lotus Notes and Domino, Java, IBM WebSphere, and IBM MQSeries. These e-business applications are also hosted on many platforms including Unix, NT, AS/400 and S/390. Here, *e-technology is defined as the architecture, technologies and components that enable and support e-business*. Using e-technology, businesses can build cost-effective, high-value e-business solutions that scale with their needs and integrate with existing systems. Effective e-business technology has to deliver a coherent,

scalable architecture that can handle the complete range of e-business and enterprise solutions.

China is industrializing rapidly and the development of e-business receives a lot of attention. At the same time, there are a number of special hurdles that have to be overcome when applying e-technology in this country. The core question of this paper is:

What are management issues in implementing e-technology in China?

In order to arrive at an answer to the question the paper will describe the results of a literature survey as well as of three case studies. The review of literature highlights the enormous growth of personal computers and Internet and China and the ensuing potential. The method used to analyze the cases is to first describe the main characteristics of the case. From the different descriptions a number of management issues are derived. Next, the case results are compared and discussed in order to arrive at more general issues presented in the conclusions.

The first case study concerns the promoting of the e-technology to the Chinese market by a small Dutch company Tradeview B.V and its Chinese business partner Rayes. The second case study describes how Chinese IT company-Xunda Infolink Information Technology Co. Ltd succeeded by adapting the e-technology and became a leader in e-commerce and m-commerce in financial service field in China. The third case study discusses the implementation of the e-technology--ERP (*Enterprise Resource Planning*) package in a foreign invested enterprise Mitsubishi (Guangzhou) Compressor Co, and its potential for further e-commerce application.