

전자상거래로 인한 기업간 관계 변화에 관한 연구

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Agenda

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- ▶ Introduction
- ▶ Electronic Commerce
 - Definition
 - Scope of the research
- ▶ Background
- ▶ IT and inter-organizational governance
 - Transaction cost economics
 - Information technology and coordination costs
 - Move to more outsourcing
 - Structure of outsourcing
- ▶ Conclusion and Suggestions

Inter-organizational governance

Introduction

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- ▶ **Information age**
- ▶ **Mode of inter-organizational governance - prediction**
 - **EMH(Electronic Market Hypothesis)**
 - **Move to the middle**
- ▶ **Motivation**
 - **To find out**
 - **Impact of information technologies on the mode of governance**
 - **Constructs influencing electronic relationship**

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Electronic Commerce - Definition

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- ▶ **The sharing of business information, maintaining business relationships, and conducting business transactions by means of telecommunication networks**
- ▶ **including the sell-buy relationships and transactions between companies as well as the corporate processes that support the commerce within individual firms**

Inter-organizational governance

Scope of the Research

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- ▶ EC - Categorization
 - Business to Business
 - Inter-organizational
 - Intra-organizational
 - Business to Consumer

- ▶ Scope of the research: Biz to Biz EC

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Background

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- ▶ Malone, T.W., Benjamin, R.I. & Yates J.
- ▶ Gurbaxani, V. & Whang, S.
- ▶ Clemons, E.K., Reddi, S.P., & Row, M.C.
- ▶ Bakos, J.Y. & Brynjolfsson, E.

- ▶ Hess, C.M. & Kemerer, C.F.
- ▶ Zaheer, A. & Venkatraman, N.

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IT and inter-organizational governance

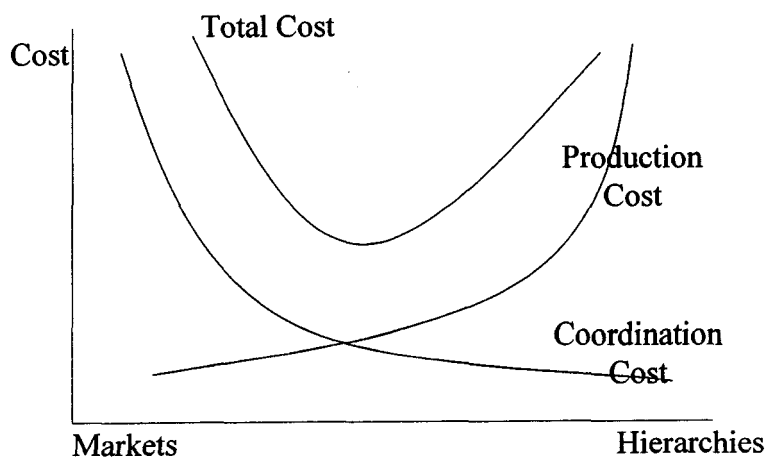
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- ▶ Transaction cost economics
- ▶ Information technology and coordination costs
 - Electronic market hypothesis
 - IT and coordination cost
- ▶ Structure of outsourcing

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Transaction Cost Economics

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TCE constructs

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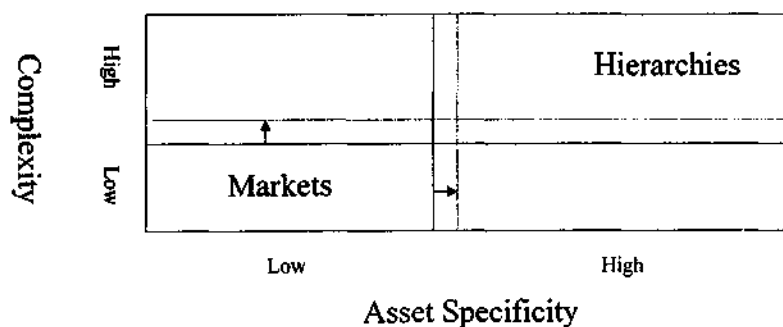
- ▶ **Market failure**
 - Bounded rationality with uncertainty & complexity
 - Opportunism with small numbers, asset specificity
 - Information impactedness
 - Atmosphere
- ▶ **Operations economy of market**
 - Economies of scale
 - Economies of scope
 - Economies of specialization

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Electronic Market Hypothesis

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- ▶ **Electronic communications effect**
- ▶ **Electronic integration effect**
- ▶ **Electronic brokerage effect**



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IT and coordination cost

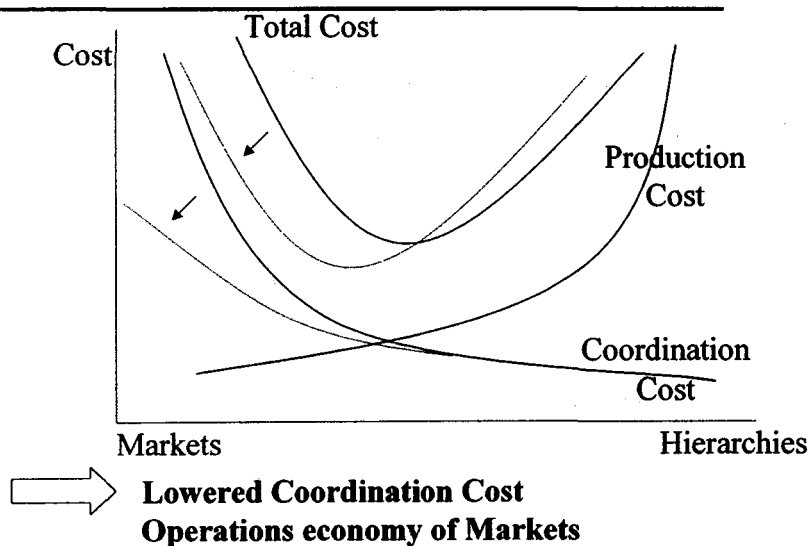
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- ▶ Coordination cost = cost + risk
- ▶ Cost of coordination
 - More information communication in the same amount of time
 - Decrease the cost of this communication
- ▶ Operations Risk
 - Improved monitoring and incentives
- ▶ Opportunism Risk
 - Reciprocal investment: reduced relationship-specificity

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Move to more outsourcing

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Structure of outsourcing

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- ▶ **Cost**
 - Search cost
 - Cost of transacting
- ▶ **Risk**
 - Asset specificity
 - Reciprocal investment
 - Technological Unpredictability
 - Knowledge asymmetry/Performance ambiguity
 - Small numbers
- ▶ **Trust**

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Cost

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- ▶ **Cost reduction**
 - Negatively related to the electronic integration
- ▶ **Moderators**
 - Benefits of search
 - Transactional economies of scale
 - Non-contractible investments

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Risk

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- ▶ **Asset specificity(Business procedural)**
 - Non-redeployable investments: High switching cost
 - Positively related to the electronic integration
- ▶ **Reciprocal investment**
 - Reduced need to safeguard assets
 - Negatively related to the electronic integration
- ▶ **Technological unpredictability**
 - Risk of technical obsolescence
 - Negatively related to the electronic integration

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Risk - continued

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- ▶ **Knowledge asymmetry/Performance ambiguity**
 - Monitoring undesirable, incentives to the partners
 - Positively related to the electronic integration
- ▶ **Small numbers**
 - Competitive environment of the partners
 - Positively related to the electronic integration

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Trust

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- Influence expectations of continuity
- Positively related to the electronic integration

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Conclusion and Suggestions

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- ▶ Move to more outsourcing
- ▶ Structure of outsourcing depends on
 - Reduced Cost of coordination
 - Risk
 - Asset specificity
 - Reciprocal investment
 - Technological Unpredictability
 - Knowledge asymmetry/Performance ambiguity
 - Small numbers
 - Trust
- ▶ Researches based on other organizational perspectives

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