



eBRC Research: Vision and Programs

Arvind Rangaswamy
(e-mail: arvindr@psu.edu)

Jonas H. Anchel Professor of Marketing
Research Director, eBusiness Research Center
Penn State University

e-Business Research Center Directors' Forum
November 16, 2001

PENNSTATE



**Our Current Corporate Sponsors: IBM, Unisys, Xerox, AT&T Wireless, Delphi
Ventures, SAP America, Cigna, Tyco International**
eBRC is a joint effort of the Smeal College of Business Administration and the School of
Information Sciences and Technology



Outline

- **eBRC Research Vision**
- **Research Program Philosophy**
- **Three Examples of Research Programs**



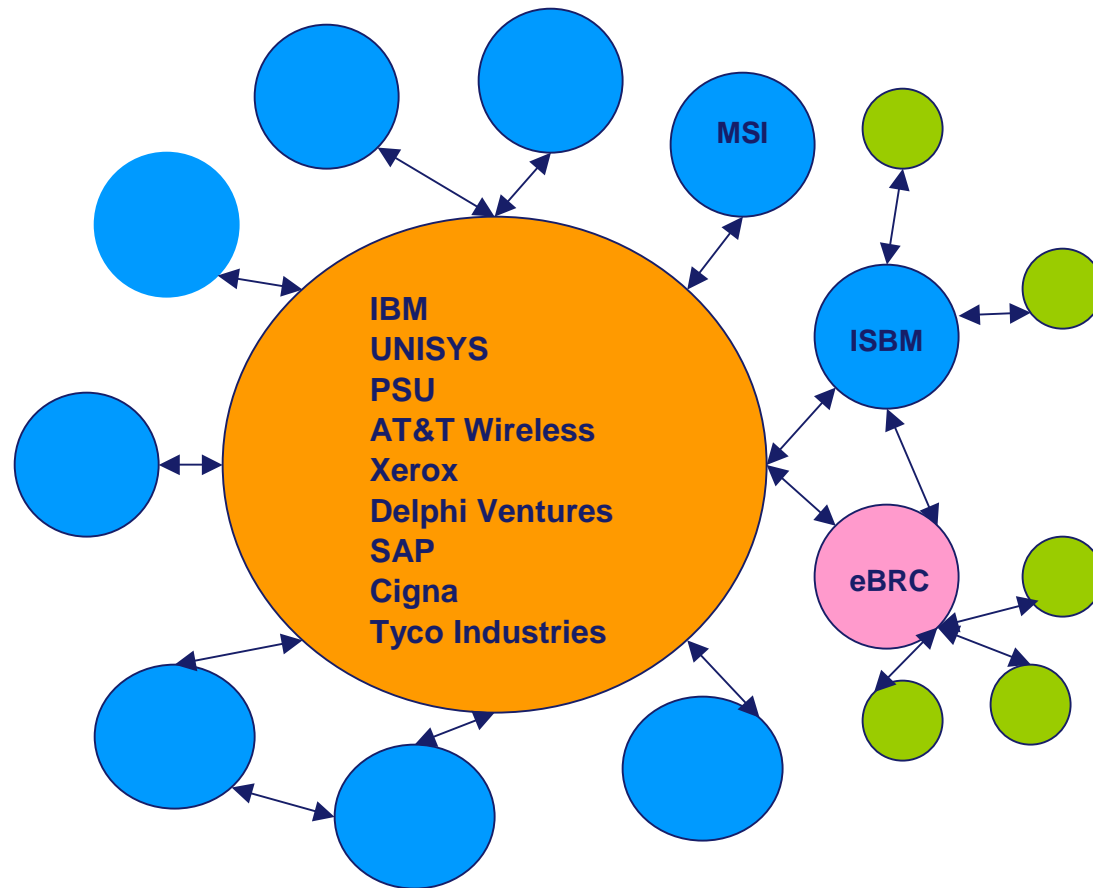
Vision for eBRC Research

- **Become a preeminent research center that is an important resource for ideas, insights, tools, and facts about e-Business for academics, executives, policy makers, and the media.**
- **Differentiate ourselves by focusing on issues where business and e-technologies intersect in a “converging economy.”**
- **Work closely with a select and involved group of sponsors to build our research agenda.**
- **Organize research activities around a network of thought leaders drawn from academia and industry all over the world.**
- **Develop partnerships with research institutes at PSU and elsewhere.**
- **Use the digital medium to enhance our presence, advance our agenda, and become a model research center for a digital, global, networked world.**
- **Use research results and insights to influence management decisions and to build education and training programs.**

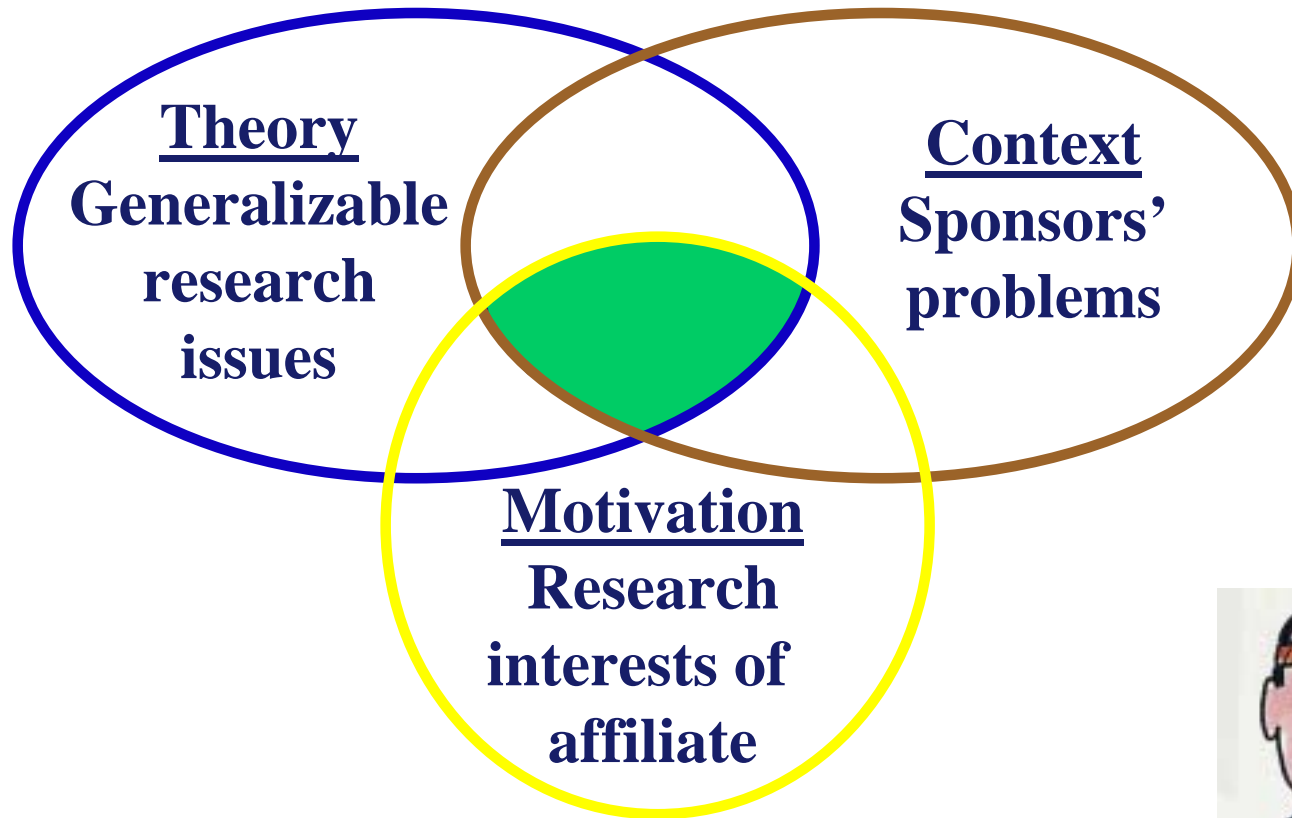


- **Identify research priorities by working with our sponsors.**
- **Find people who are doing research that fit with our priorities and support their research.**
- **Do tomorrow's research, not yesterday's.**
- **Facilitate problem-driven research (The real-world is the lab!).**
- **Promote research that overlaps technology and business issues.**
- **Help our fellows and associates find their “sweet-spot” in research.**
- **Research, Learning, Teaching, and Application are now contemporaneous, not sequential.**
- **Seed research by creating networking opportunities for industry and academic thought leaders -- operate with a small core and an expanded periphery.**

The Emerging R&D Network



The Sweet Spot in Research




[Advanced Search](#)
[Preferences](#)
[Language Tools](#)
[Search Tips](#)

The "AND" operator is unnecessary -- we include all search terms by default. [\[details\]](#)
Tip: In most browsers you can just hit the returns key instead of clicking on the search button

[Web](#)
[Images](#)
[Groups](#)
[Directory](#)

Searched the web for ebusiness and research

Results 1 - 10 of about 286,000. Search took 0.06 seconds.

[Find Research Aides at Ancestry.com](#)

www.ancestry.com Everything you need to build your family tree. Free trial!

Sponsored Link

[Doing Research? Try Questia, The Online Library w/ Research Tools](#)

www.questia.com Access 65,000 Books, Journals and Encyclopedias - Sign Up Now!

Sponsored Link

Category: [Business > E-Commerce > Education > Centers](#)

[eBRC - Penn State e-Business Research Center](#)

... The **eBusiness Research Center (eBRC)** promotes **research** by academics and practitioners on various aspects of e-Business, with emphasis on governance and ...

Description: Promotes **research** by academics and practitioners on various aspects of **eBusiness**, with emphasis on...

Category: [Reference > Education > ... > United States > Pennsylvania > Penn State > Research](#)

www.ebrc.psu.edu/ - 16k - Cached - Similar pages

Sponsored Links

Staffware
 Business Process Management
 and Workflow Solutions.
www.staffware.com
 Interest: ■■■■■

See your message here...

[MIT | eBusiness | Research](#)

Working Papers. By Author. By Number. (chronological).

Last Updated September 12, 2001.

ebusiness.mit.edu/research/papers.html - 5k - Cached - Similar pages

[MIT Center for eBusiness](#)

... Search, **eBusiness Site** Help

Description: MIT, Cambridge, Massachusetts.

Category: [Business > E-Commerce > Education > Centers](#)

ebusiness.mit.edu/ - 16k - Cached - Similar pages

| More results from ebusiness.mit.edu |

[IDC's eBusiness Advisor Research Areas](#)

... **eBusiness Advisor**, IDC's **eBusiness Advisor Research**: US. ... Mobile **eBusiness**,

download service fact sheet in .pdf file format, published **research**. ...

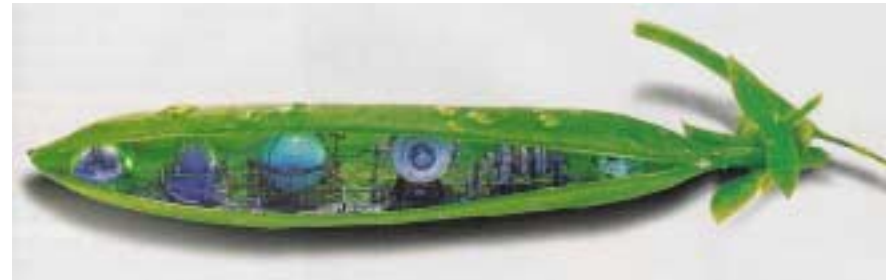
www.idc.com/eBusiness/prod_ebus_us.stm - 23k - Cached - Similar pages

[IDC's eBusiness Advisor Research Areas](#)

... **eBusiness Advisor**, IDC's **eBusiness Advisor Research Areas**: Worldwide ... Mobile **eBusiness**,

download service fact sheet in .pdf file format, published **research**. ...

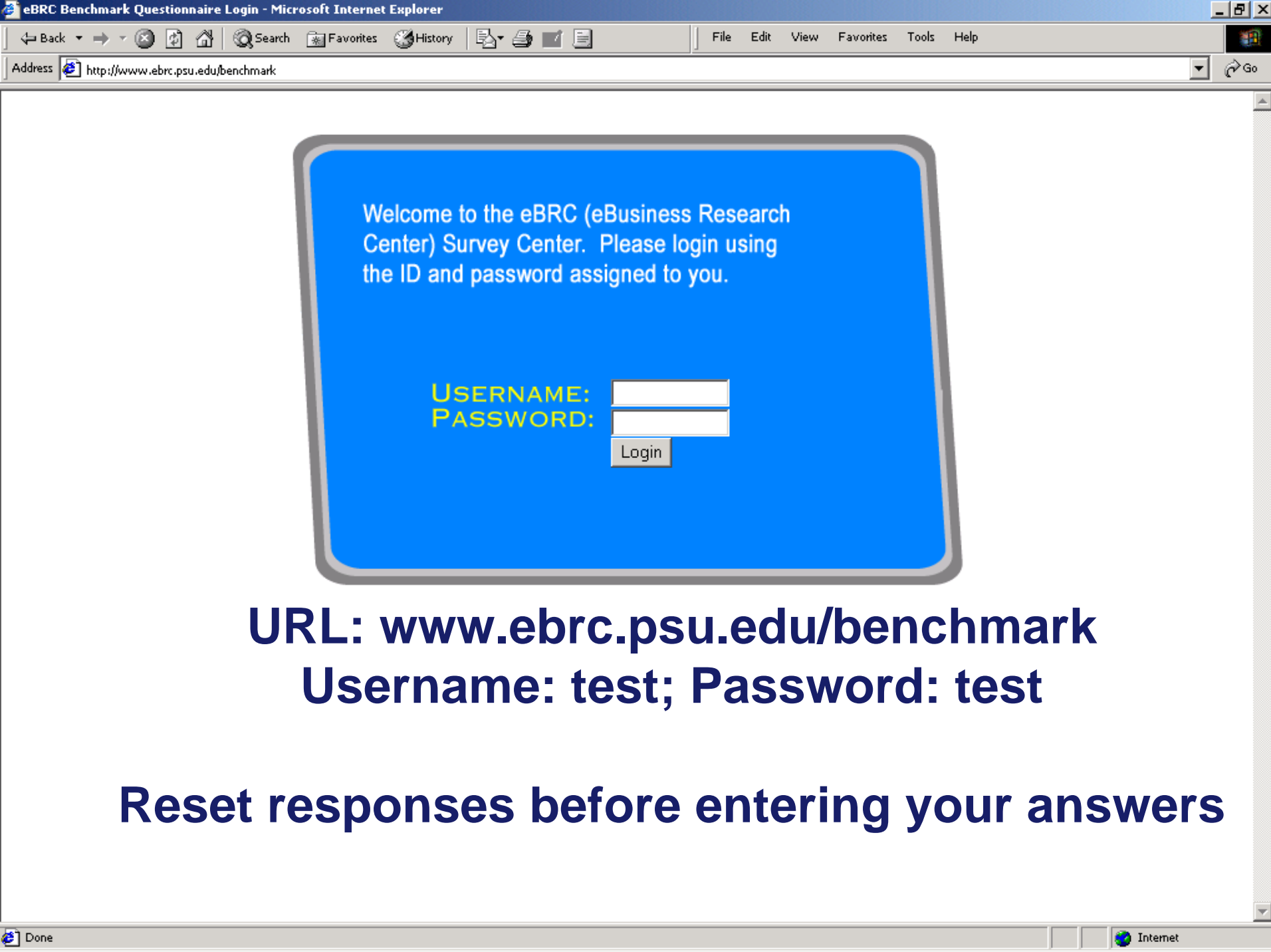
- Demand fulfillment systems (e.g., build-to-order systems; mass customerization) and their impact
- Niche search engines
- Governance and organizational dynamics
- Longitudinal study of e-Business strategies
- Multi-channel management (e.g., CRM, Brand management)
- Web-based knowledge management
- e-Marketing issues (e.g., personalization, online brand image)
- Information Technology alignment/Integration
- Auctions and price-discovery processes





Three Illustrative Research Programs

- **Longitudinal Benchmarking Studies**
- **Niche Search Engine**
- **Doctoral Award Competition**



Welcome to the eBRC (eBusiness Research Center) Survey Center. Please login using the ID and password assigned to you.

USERNAME:
PASSWORD:

**URL: www.ebrc.psu.edu/benchmark
Username: test; Password: test**

Reset responses before entering your answers



Powered by the
eBRC Survey
Engine

Help Center

[Introduction |](#)

[Glossary...](#)

[Change Password |](#) [Reset All Responses |](#) [Print/Review](#)

Please focus on the unit's website in answering the following questions. If your unit has multiple websites, please focus on the most important one. If a question does not apply, please check N/A or leave a blank. If you feel someone else is in a better position to respond to a particular question, please e-mail it to that person who will be able to e-mail it directly to the researchers.

- **Industrial Classification**

In the remainder of this survey, your unit will be considered to be a player primarily in the industry that you select below. Please use this industry as the reference in your responses throughout this questionnaire. This will assure that benchmark comparisons of firms within a given industry are valid. What is the primary industry for your enterprise?

Advertising, Marketing Aerospace Apparel, Textile, Furniture Manufacturing Banks/Savings Institutions Building Supplies/Materials, Glass Manufacturing Chemicals Computers, Office Equipment Manufacturing Conglomerate Multiple Heterogeneous Products/Services Consumer Products Manufacturing Defense Consulting: Management Consulting & Systems Integration Distribution Consulting: Outsource Provider & Service Education Electronic & Electric Equipment Manufacturing Engineering Entertainment, Media Financial Services Food & Beverage Services Food & Beverages Manufacturing

[Reset Responses](#)

[Save & Go to Next Page](#)



Powered by the
eBRC Survey
Engine

Help Center

[Introduction |](#)

[Glossary...](#)

[Change Password |](#) [Reset All Responses |](#) [Print/Review](#)

eBRC Questionnaire

I. Impetus for the 'e' Initiative(s)

- a. Please provide the approximate date when you started your first Internet/Web Initiative: (approx. month and year, example 10/99)
- b. First, please indicate the extent to which each of the following factors were influential in getting the most recent e-initiative(s) started in your unit.

[Scale anchors 1=Not at all influential; 7=Extremely influential]

	Not Influential	-----	Extremely Influential	Don't Know
Our customers demanded it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our CEO (or a senior manager) said it had to be done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our competitors were doing it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiative of operating group/unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We wanted to be part of the emerging industry trends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We felt our shareholders/investors wanted it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We needed to take our catalog online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We wanted to save money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We saw an opportunity to get ahead of the competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Powered by the
eBRC Survey
Engine

Help Center

Introduction |

Glossary...

Change Password | Reset All Responses | Print/Review

Business-to-Business Purchasing Online Questionnaire

Below you will find 36 statements reflecting attitudes about online sites. Would you please determine how these statements apply to each of the three sites you mentioned by ticking a point in the corresponding agreement scale. We would also like to know how important each question is when you choose between sites.

• Question No. 1

- a. On this site, it is easy to get answers to specific questions on the products and services being sold.

[Scale anchors 1=Strongly Agree; 7=Strongly Disagree]

Site 1: Cisco

Site 2: Boeing

Site 3: OrderZone

	Strongly Agree	-----	Strongly Disagree
Site 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Site 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Site 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- b. Importance of this dimension to me.

• Question No. 2

- a. On this site, it is possible to have access to alternative sourcing/supplier options.





What should a Web-driven business provide to help your organization be successful?

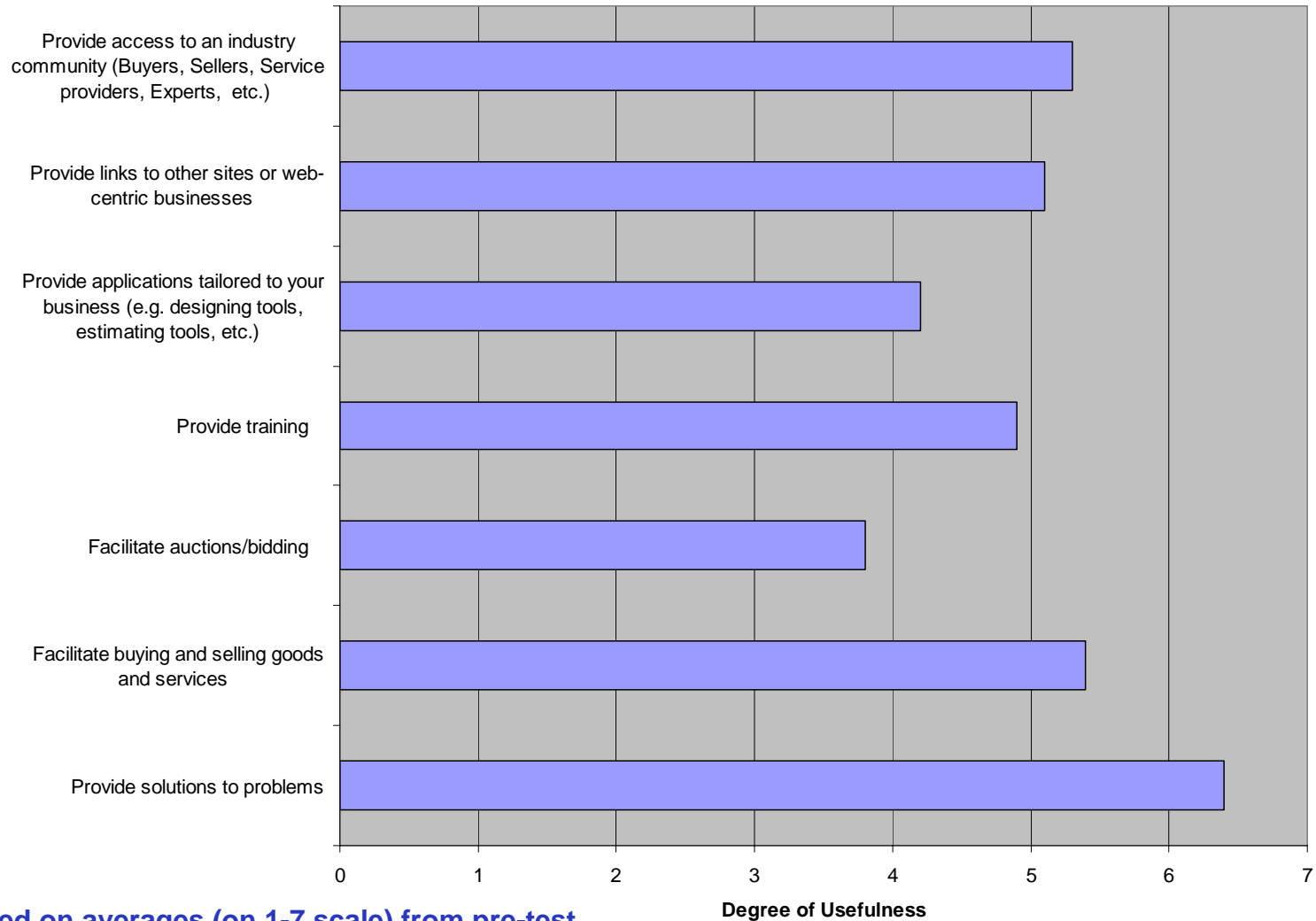
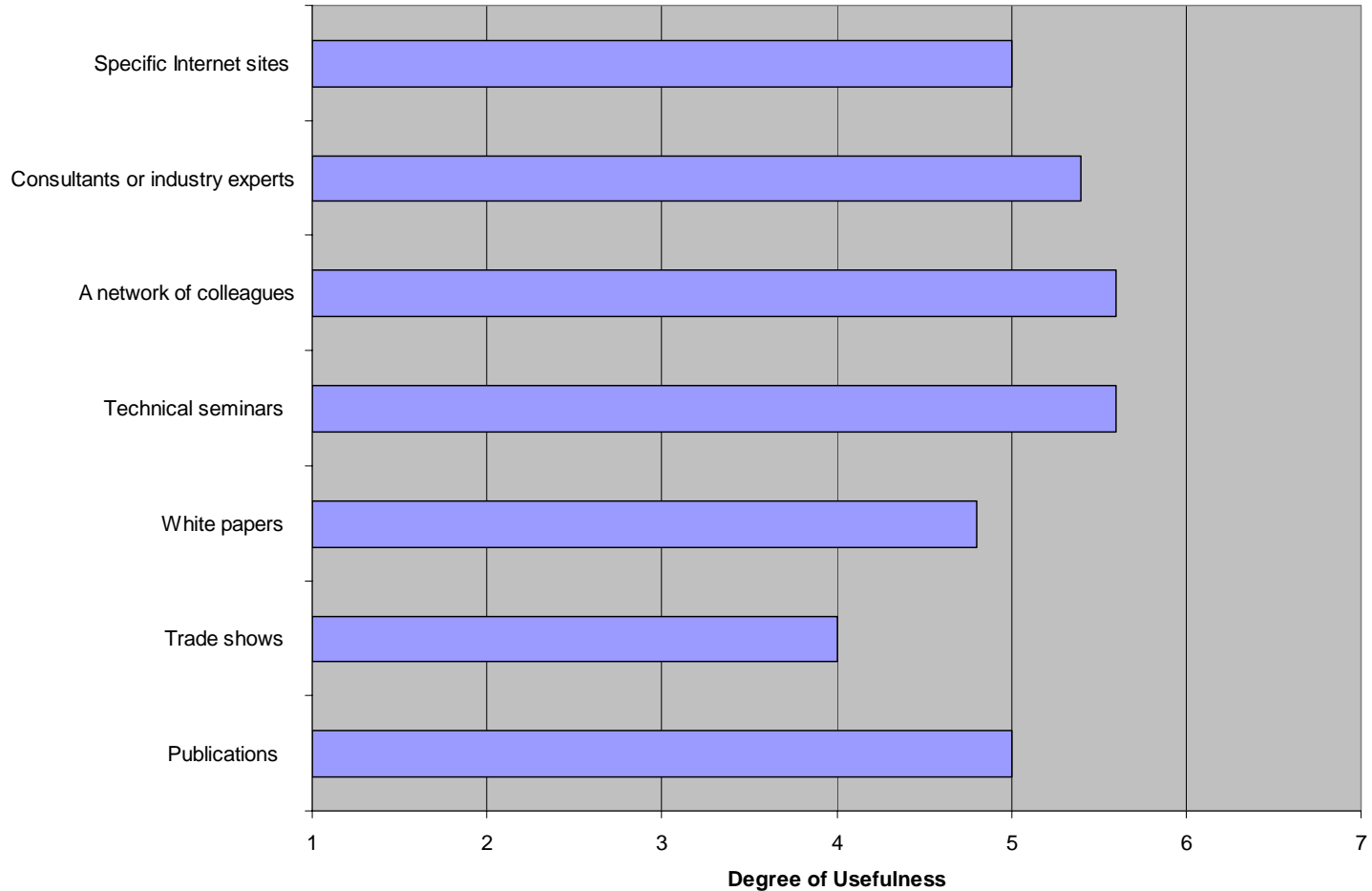


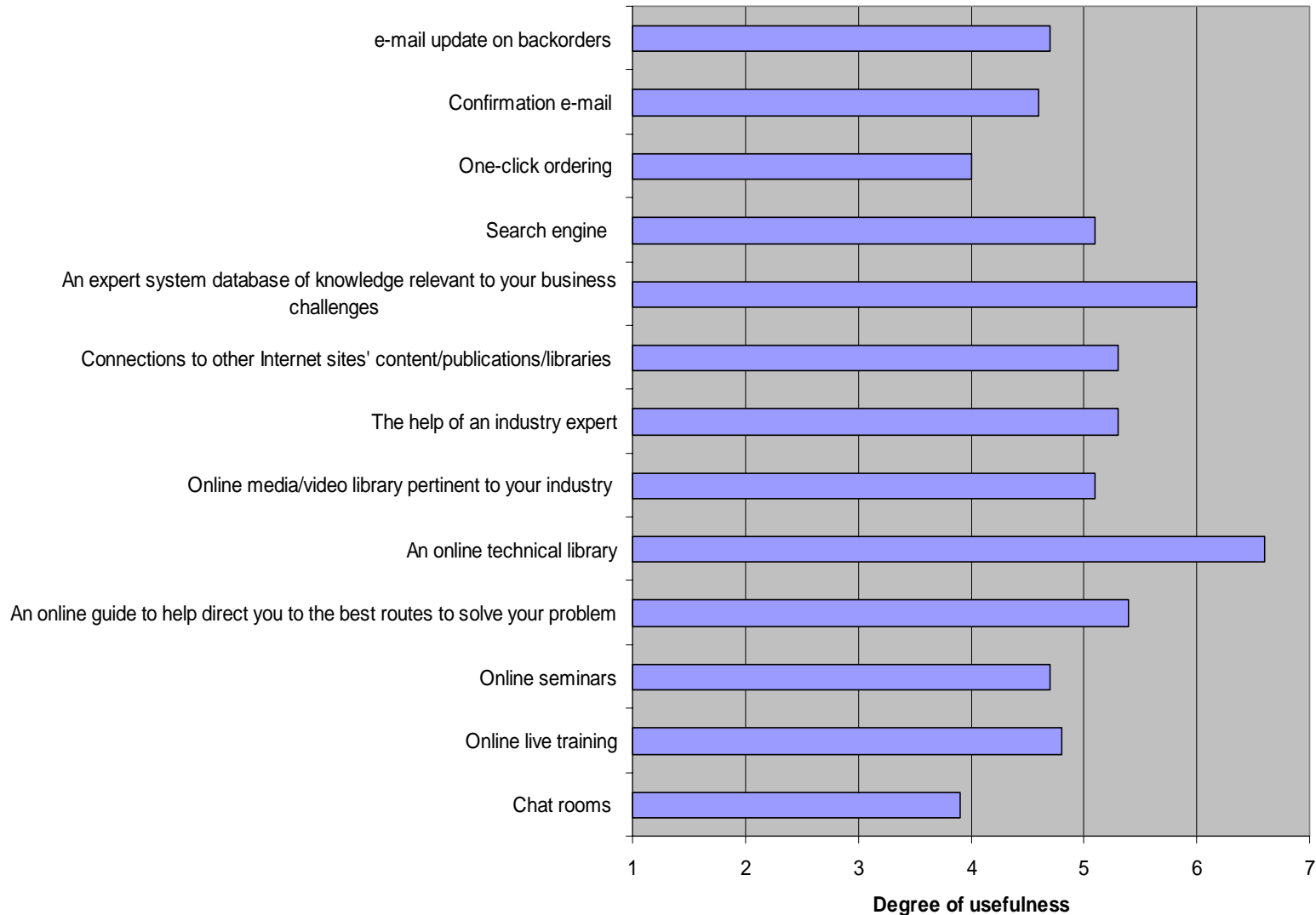
Chart is based on averages (on 1-7 scale) from pre-test

What are the best industry sources of information?





What site functions would help you most in solving problems?





[:Help](#)

Documents

Search for documents
on a specific subject
or by a specific author

Citations

See where an author
or document has
been cited

[Add A Document](#) | [Send Feedback](#) | [About eBizSearch](#)



eBizSearch is a niche search engine based on technology from:

NEC Research Institute, Inc.

©2001 eBRC, Pennsylvania State University



SAP Doctoral Award Competition

- **37 initial proposals from universities in the U.S., Europe, and Asia.**
- **11 selected for more detailed proposal.**
- **3 winners selected, with one designated as outstanding winner.**

Maytal Saar-Tsechansky, New York University

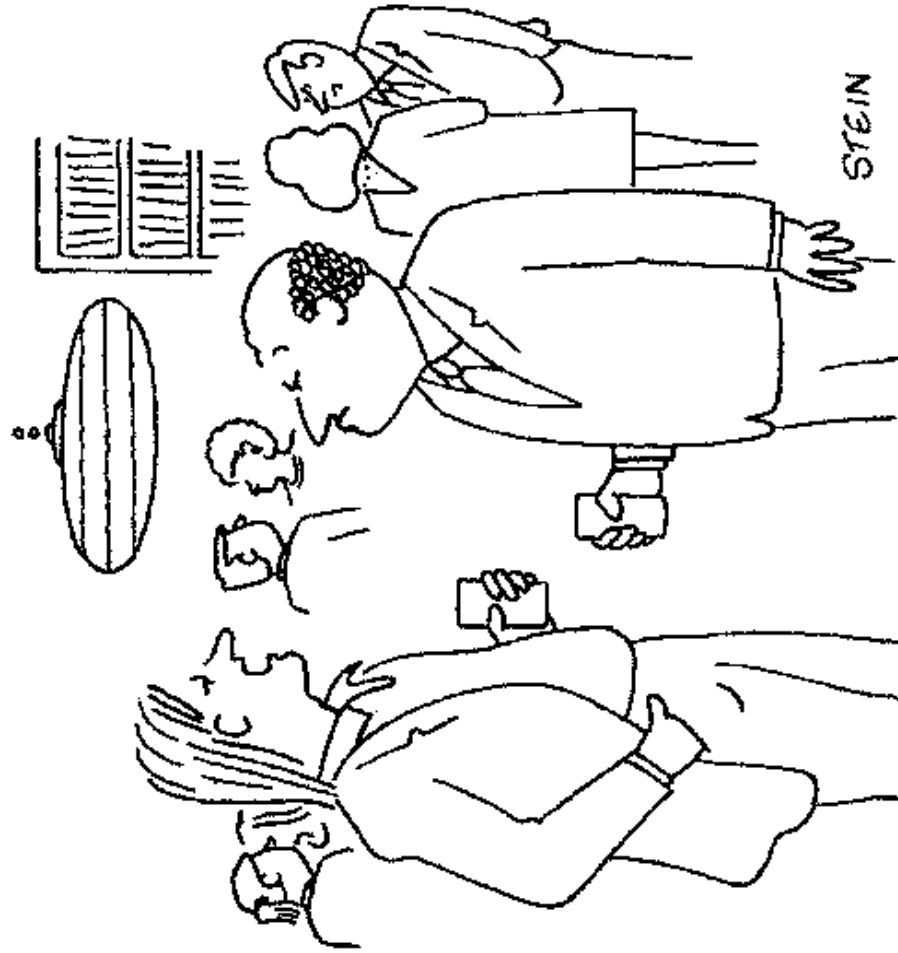
- **Cost-Sensitive Automated Modeling for e-Commerce**

Robert K. Splice, University of California, Irvine

- **A coalitional analysis of B2B electronic commerce: The interaction of industry structure with B2B exchange-design choices**

Paul A. Pavlou, University of Southern California

- **Realizing Value and Gaining Competitive Advantage in e-Business: The Role of Electronic B2B Exchanges and their Trust-Building Technologies**



“Funny. I never would have guessed you were a .com. You look more like a .org or a .edu.”

