Chapter 6

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CASE STUDIES

6.1 B2C - Business to Consumer

6.1.1: Egypt and US

Introduction:
Electronic commerce may have good benefits in future. But there are so many problems associated with E-Commerce activities which are still not study properly by so many industries. These values give a clear cut picture that something is wrong in the implementation process of E-Commerce in India. Why E-Commerce is not able to create importance in the mind of Indian people? Do they expect some quality issues to resolve to accept E-Commerce or something more than that?

The Problem Facing E-Commerce in Developing Countries:
This is the model which shows the interaction between businesses and customers. This model is very similar to the traditional way to purchase the product from companies but omitting the chain of various parties involve in purchase procedure. The basic concept of this model is to sell the product online to the customers.

Information asymmetry is the most important problem of B2C E-Commerce. As India is the emerging market of E-Commerce, many small scale and medium sized businesses has started their online businesses, but they don’t provide the services as per the information provided on the web sites. So many bad faith businesses don’t deliver the products on right time. When customers purchase something online on the basis of the information provided by the company, many times the product can be of less quality or the quality is less than the standard defined by the company.
But this becomes unprofitable issue for the customers because if the customer gets the benefit in price compared to actual purchase of product physically, then he can think of purchasing online. Many time retailers force to pay first through credit cards before delivery of the product because every time cash-on-delivery is not possible. But this shifts the risk to customer then why should the customer take that risk?

When the customer pays the payment, many small and medium scale businesses don’t deliver the product of same feature and defined standard. Most of the time, the companies don’t deliver the products on right time. On the other hand, the customers also expect to check the quality of the product like traditional way and they also want to replace the product. In some cases, the customers refuse the payment after the delivery of the product.

When customer provides his credit card information, E-Commerce retailers ask for the type of credit card and other important details. This can become one of the risk to the customer because anybody can figure it out from his credit card number and take the offensive use of it.

Some issues are:

1. Transaction Security in Credit Cards
2. Differences in Digital Currencies
3. Risk of Changes in Electronic Payment Systems
4. Risk in Transactions
5. Customer Issues
6. Absence of Virtual Banks
Insufficient security in the controls make possible to hackers to gain sensitive information. Hackers also gain the access of financial information of the customer’s business to commit fraud or to get the knowledge of the competitors.

Many times customers face one of the major problems that when they go through the purchase procedure, customers have to choose from Indian bank cheque payment services or credit cards. Customers chose the credit card option of Visa/ Master. After providing credit card number, transaction shows the error message like session expire or network failure. This is agree that company take personal information for their security. So what happens to customer’s personal data? It can be potentially misused by somebody. This becomes one of the big security issues for the customer. There is no need to take the personal data of the customer unless and until the purchase procedure gets confirm

The situation become very worst when these companies sale this personal information to other companies for their personal business benefits which is actually a big offence as per the cyber act for data protection.

**Conclusion**

E-Commerce is a concept which nobody can assure to get success on the basis of previous implementations. Every country has its unique identity, problems, social norms, etc. As E-Commerce is speedily getting success in the United States, doesn’t mean, the same structure is applicable in Egypt also. But still E-Commerce is considered as a significant instrument in the economy of Egypt. Internet has quickly adopted in Egypt, likewise, E-Commerce will also become an important criteria to give the benefit like US.
6.1.2: Banking Industry

Introduction:
Newbank is one of the prospered banks which was established in 1952. But its main branch was established in 1949 in USA. The bank provides so many services like investments, retail and other NRI services. It provides banking facilities to its customers. However so many issues of the internet banking are need to address.

a. Issues for Regulations:
The websites and the customers both should be attached by contracts for goods and services. The contract should carefully address to owner’s responsibilities of key terms and conditions to deliver goods and services. It should address the customer’s responsibility also. Every country is different for statutory compliances and the types of activities involved. So the guidelines for the status of the product and transaction are required. These liabilities are related to provide wrong information about the products and services. Thus, the website owner is liable for the damage or the wrong information though both parties don’t have contractual relationship.

b. Issues in Illegal Activities:
Hackers can gain access to specific information. Insufficient security in the controls make possible to hackers to gain sensitive information. Hackers also gain the access of financial information of the customer’s business to commit fraud or to get the knowledge of the competitors. Collecting personal information through unnecessary registration of the customer has the integral part of the E-Commerce players.

c. Issues related to Security and Privacy:
Through personal data of customers, companies try to make the customers to survive in competition and to increase the revenue. The problem starts with the ethics of the use of customer’s private data and it starts with the conflicts of customer’s fundamental rights of own data. If they have detailed information of the customer, they can provide lots of
options based on specific type of customer. But this is one of the most important ethical offense. They don’t have right to interfere in the personal life of the customer. They should supposed to use this information for the benefit of the customer in terms of offers, but it is actually used to forcefully sell the unwanted products on accidental basis to the customer.

d. Issues related to Operations:
When customer provides his credit card information, E-Commerce retailers ask for the type of credit card and other important details. This can become one of the risk to the customer because anybody can figure it out from his credit card number and take the offensive use of it.

e. Issues related to Finance:
The big region of Indian territory creates problems to deliver products on time. In developed countries like US, USPS and Fedex are some of the logistics which deliver the products on time. But in the developing country like India, government doesn’t focus to create good logistic system. Though customer gives the perfect address, courier companies fails to deliver the product just because they don’t have bar code readers. If the customer is able to decide ship time of product, he will expect only that time which will be comfortable to him. Another problem is retailer gives the time, but don’t deliver the product on time.

f. Issues related to boundaries:
Most of the western countries can perform their transactions in english because english is their primary language, they perform their daily transactions in english and new technologies are also organized from western countries based on their understanding and knowledge. Most of the people in developing countries are illiterates and uneducated people tend to have limited access to access information on the web because information is either in a language, which assumed some degree of education. The country where maximum people are illiterate and uneducated can’t read nor understand the languages that are used to disseminate information on the Internet.
A lengthy checkout process always confuse to users. Online customers always expect to complete the process in few seconds or in a minute. And this is also what everybody expect expects compare to traditional way of purchasing the product. But if the process is very complicated, then definitely the customers prefer to cancel the process rather than to complete it. Companies always try to make maximum members for their business, they force the customers to follow their way to advertise or sell the products on the same time. And thus customer irritates.

Many times the checkout process creates so many problems to customers by selecting unwanted links. So checkout becomes a work of technically skilled person and not for the customers. This is also found that, companies also blames to customer for inability to follow the purchase procedures rather than to make it simple for the fresher to internet. This is expected that the companies should place only those images, audios or link which will help the buying process of the customers. But the companies try to find their own comfort and not the standard and simple check out process for the customers.

**Conclusion:**

So the guidelines for the status of the product and transaction are required. The websites and the customers both should be attached by contracts for goods and services. The contract should carefully address to owner’s responsibilities of key terms and conditions to deliver goods and services. It should address the customer’s responsibility also. Every country is different for statutory compliances and the types of activities involved. These liabilities are related to provide wrong information about the products and services. Thus, the website owner is liable for the damage or the wrong information though both parties don’t have contractual relationship.
6.2.1 B2B - Business to Business

6.2.1: B2B e-marketplaces: going private or public

Abstract:
In the sphere of business-to-business transactions, businesses are increasingly harnessing the potential of information and communication technologies to facilitate and consummate business-to-business (B2B) exchanges. Electronic technologies can assist business-to-business exchanges in two direct ways. The first is in simply facilitating sales transactions between businesses; the second involves facilitating the relationship between organisations and their suppliers in the value chain.

E-marketplace classifications:
Another term for a B2B exchange is an e-marketplace. E-marketplaces can be classified according to their openness, with three specific types: public, industry or consortia, and private e-marketplaces. Public e-marketplaces are generally owned by third-party providers and are open to any company that wants to purchase and/or sell products. One of the best example of online marketplace is naaptol.com.

Examples include Covisint (www.covisint.com), a leading consortium for the automotive industry; MedMarket (www.medmarket.com) for the healthcare industry; and United Raw Materials Solutions (URMS) Inc. (www.urms.com) which provides a B2B exchange centre for the raw materials industry. Private e-marketplaces, also known as virtual private networks (VPN), are the most restrictive e-marketplaces, requiring invitation from the host company, providing a collaboration network with suppliers, customers and other business parties.
For example, Ford Motor Company (www.ford.com) links 30,000 auto parts suppliers and 6900 dealers in an electronic network, resulting in an estimated US$8.9bn savings each year (Businesss Week 2000). An extranet is a VPN, also called an IP VPN as it is based on Internet Protocol (IP). With the development and commercial adoption of the Internet, IP VPN are fast gaining popularity.

Electronic Data Interchange (EDI) and extranets have at times been confused with each other, the principal difference being that an extranet operates over an internet protocol network, while EDI uses proprietary formats or legacy systems developed and implemented by the organisation. Thus, extranets allow both small and large parties to participate.

EDI is one of the traditional methods which generally use to maintain costly and complex electronic transactions. Now the time has arrived to develop extranet by which it should provide benefits to every smallest company. The cost effective businesses are the solution for the success.

**The Results**

A buyer's satisfaction with a seller's use of technology, whether it be EDI or extranets, or even videoconferencing technologies to mediate the exchange process, will directly affect the buyer's intention to do business with that seller in the future (MacDonald and Smith, 2003). With the range and sophistication of technologies available, meeting both buyer and seller expectations in terms of the type of technology used, its compatibility with supporting the buyer/seller relationship and the quality of service delivery, is of increasing importance in B2B e-marketplaces.
6.2.2: Microsoft

Abstract:
In 2012, 52% of B2B marketers plan to increase their marketing budgets, while 41% said budgets will remain flat. The constant high cost conflicts then leads to recurrences, that is, deliver the item on wrong locations and repeated order loss. If this scenario continues for some time, then it creates the fear in the employees to collapse overall B2B structure.

The resistances:
When B2B professional finds problems associated with high cost, the managers or the higher authorities of two businesses immediately behave defensive or competitive. If any manager gets that some transactions are very important for the customer, then this is expected that the manager should follow the cooperative or problem solving approach. But unfortunately this doesn’t happen. One of the main reasons of this behaviour is, employees don’t want to take risk which will create problem to their career and problem creates conflicts.

New process design always shifts responsibility and power inside the organization. Most of the organizations don’t accept these changes, because this change creates insecurity among employees as well as ego problems of seniors don’t attend their changing responsibilities and the organization becomes unable to solve any problem from root cause. The operational change or the changes in the overall system always leads resistance from employees. The resistance from employees can be psychological. In some cases, overall cultural change creates insecurity in employees and they starts to oppose.

The psychological resistances are those where the organizational routines changes as per the requirement and it force to change certain habits of the employees. If the habits of the employees are rigid from so many years, then it becomes difficult to change them. The cultural resistances are those where organization make considerable changes in overall
work structure of the system based on the requirements of changing markets. These changes lead to insecurity for the jobs or the existence of the employees in the organization. The major conflicts of the B2B businesses starts when one of the businesses fails to cooperate in problem solving stance. Manager starts to note down the minor problems of the B2B partner and the individuals of both the businesses refuse to cooperate. This is found that, if suppliers send big orders to wrong plants, the other plant stand idle for a complete day.

One of the most important adverse effect is that, savings or the improvements in the customer satisfaction becomes hard to define and usually this means the wrong projects have been undertaken, and no one takes the responsibility for the results. The situation becomes worst when there is risk in the market and the less revenue creates the defensive behavior in the employees of two organizations. The lack of cooperation creates the unfaithful environment. So the basic motive of the partnership eliminates and every employee tries to save his own job. The decrease in revenue and market starts to create the blame on other partner.

B2B E-Commerce organizations have always operated in a complex multichannel world. The 2012 survey data points to the engaging customers in that world remains increasingly complex. Companies are operating in an average of seven different languages and often in more than 100 distinct geographies. This scenario clearly shows the complexity of the social conflicts.

The first kind of social conflict find in the work of individuals. Interpersonal problems are the example where two businesses are different in cultures, the employees will be definitely different in social norms. The individual starts to refuse the orders, neglect to work and this leads to overall loss of the system.

The second type of social conflict finds when customers want data in two digit standard, the company force to follow four digit standards.
The third kind of social conflict arises when one of the organizations is traditional in thinking. The problem creates when the organization is having strong faith on their social norms and regulation for implementing policies.

**Conclusion:**

Today’s markets, competitors, and financial constraints change rapidly. Long term planning has become one of the difficult tasks. The pace of external change is unlikely to accept by the organization. But an agile organization can’t flex with these changes and it creates the question mark on the survival. Uncertainty is the parallel effect of the future risk in B2B personnel which can arise in future. The conflict starts when the businesses don’t get the solutions to come out of the problems collectively. The uncertainties in solution of the problem leads to uncertainty of the causes of the problems where businesses try to blame its partners.
6.3 C2C - Consumer to Consumer

6.3.1: eBay: “The world’s largest online marketplace”

Abstract:

eBay is known as the best internet shop for the customers. eBay itself considers the mean of quality also where it provides the trade facilities on best level whether that are national or international. It is a passionate community where small businesses are offered for online platforms where thousands of products use to trade every day.

Introduction:

eBay faces some issues like:

a. The huge number of internet users creates the need of online unique identity in the form of user name, number or any other way by which the system will authenticate exact person for transaction. In some cases, when two parties perform transaction online, they don’t have pre-existing relationships. So the need arise to find exact users having motive of same transactions.

Digital Signatures technology helps to understand online signature electronically as per defined directives of laws. There are so many forms of varieties as per the requirement. But still certain level of risk is always associated with every form. Every country follows its own standard of authentication. It also creates the bias to technology in use.
b. If the customer is able to decide ship time of product, he will expect only that time which will be comfortable to him. Another problem is retailer gives the time, but don’t deliver the product on time. Companies always fail to give updates and progress of delivery of the products. Customers are entitled to written confirmation of their order under the Distance Selling Regulations 2000. So Customers at least expect to get the information through mails or SMS.

The big region of Indian territory creates problems to deliver products on time. In developed countries like US, USPS and Fedex are some of the logistics which deliver the products on time. But in the developing country like India, government doesn’t focus to create good logistic system. Though customer gives the perfect address, courier companies fails to deliver the product just because they don’t have bar code readers.

c. But in some of the cases, it shows the rules and regulations to customer where the customer need to pay some kind of penalty or the customer will be the culprit for the risk associated to transaction. This creates the fear of them getting scammed. There is not a proper customer care from the company to tackle fake and incomplete transactions.

Another major problem of the navigation is companies don’t give complete information about what they are buying and what are the features of the products. This is understood that, navigation is very important for the small businesses. But there is the other side of the coin. To survive and growing in the E-Commerce competitive market, diversity in the products, the way of presentation and giving business education and training are important issues.

If the company has to give the promotions and products on the site, they try to show all of them on homepage. In some of the conditions, if some products are out of the stock, the home page should be cleaned and update with the existing data.

Some websites purposely slow down the purchase procedure of the customer by showing so many choices or recommendations before getting the actual choice to customer. If
customer has a very less time to complete the process and he get confused with so many unnecessary information, he better accept to leave.

**Conclusion**

eBay is one of the most important C2C companies which provides best trade on the internet. It focuses on customer value, their importance to the products, and providing a best quality medium to provide the items to the customers on immediate basis. They have formed their own policies and bounded to provide the quality to the customers. In this case study, the author is interested in analyzing the case from strategic viewpoint. This requires lot of data. But the efforts are definitely up to the level of understanding of others.
6.3.2: Privacy suits: DoubleClick and Toysmart

Introduction:
A couple of hundred years ago, if we wanted to have a private conversation with someone, we could walk out into the middle of a field with them, have a look around to see there was no one near, and securely chat away in private. Things have changed a bit since then. We've had the telegraph, the telephone, satellites, wiretapping, James Bond-type audio bugs and video cameras that let us track, hear and see everything the bad guys are plotting and doing; radio and television and Oprah Winfrey broadcasting intimate details of people's personal lives.

eBay’s strategy:
Technology will not necessarily discriminate and it will also let the bad guys monitor the good guys. So, is privacy good or bad? It is very hard to say, because ‘good’ and ‘bad’ are value judgments. ‘Privacy’ is almost as hard to define as ‘good’ and ‘bad’. Lessig talks about privacy as the power to control what others can come to know about us.

On the surface it might seem to be inherently ‘good’ that we should be able to control what others can come to know about us. The notion of privacy as a right or something good is contested, however. There is a long tradition of prohibiting links between certain people. For example, a Catholic priest is not allowed to get married. Would it be alright, therefore, for a priest to get married and keep that information private or secret? Is it OK for people with deviant behavioural tendencies (e.g. criminals) to get together in private and control what others (e.g. the police) can come to know about them? What will happen if no one had any privacy, so that the people with something to hide, like criminals, would be exposed and easier to deal with?
What constitutes privacy is itself a value judgement, and whether it is good is also a value judgement and depends on the context. You have to decide for yourself whether it is a value that is important to you.

Why does the Net change things?

Monitoring, recording, processing power, computers, the internet and very powerful database filtering tools make it possible to find out all sorts of things about people. It is relatively difficult to search and correlate paper data. The power of computers to do ‘clever’ things with data is phenomenal, and the internet allows data to be searched remotely and merged with data from other databases. Credit card companies have a huge amount of information about people on their databases – what we buy, where, when and what we eat, our choice of entertainment and holidays. They can use this to predict what we might be likely to spend money on in the future. For example, the online retailer Amazon provides personalised ‘instant recommendations’ based on the items you have previously purchased from them.

There are no easy jurisdictional or centralised constraints because the data flows don't recognise jurisdictional borders. Data can be collected, processed and used on a scale not previously imagined. What's more, it is cheap to do it and getting cheaper.

As mentioned in the Regulation of Investigatory Powers Act 2000 (RIPA), in the UK, makes it possible for a public authority to obtain details of someone's clickstream (the series of links we click on and web pages we go to when using the internet) without a judicial warrant. This facilitates the observation and (possibly limited) control of someone's behavior when using the Net. If we know we are being observed we are more careful about what we say and do. Technically the security services need a warrant to read the content of specific communications but there is no such restriction on monitoring the pattern of someone's internet travels – a good picture of someone's activities can be built up by tracking who they are corresponding with and when, how long the messages are, what kind of websites they visit, etc. This is one example of law enabling the use of
privacy-invading technologies, albeit with the intention of aiding law enforcement agencies with their work.

We saw on the previous page that there are incentives for businesses to support the development of architectures of identification. Commerce and government would both like to see architectures of identification at the code layer. Such a code layer potentially makes privacy invasion easier. It seems that there are careful policy choices to be made about changes to internet architecture to accommodate business while weighing up the implications for personal privacy.

**Conclusion:**
So the Net changes things because it fundamentally changes the boundaries of what it is possible to do with surveillance – the scale and the speed at which data can be collected and processed, the intelligence behind that processing and the apparent absence of constraints on all this. This case study is the first step of empirical data for brand communication. DoubleClick and Toysmart identifies communication with social media like twitter or facebook. Here DoubleClick and Toysmart directly or indirectly addresses stakeholders for the awareness of brands and the loyalty for the customers. The faith in the mind of customers is the key of success. Regarding the direct addressing, DoubleClick and Toysmart found that social media is one the big source to get the exact requirement of the customers.
6.4 C2B – Consumer to Business

6.4.1: ADIDAS

Abstract:
The adidas AG is the biggest manufacturers of sport items. It has a headquarters in Germany. adidas has 170 branches all over the world. More than 40 thousand employees work in it. The main focus of their products is to find the relevance of the products with comfort as well as style.

Infrastructure:
adidas is one of the big is one of the investor on image cultivation. This new kind of transactions has created new issues which are still not defined in any laws and regulations. For example, in C2B system, individual expect to get bill against transaction. But as per law, one can’t get bill unless and until, they have not formed company. Even companies can’t bill the amount to individuals straightforward. If a company want to pay wages to the employees having homogeneous activities and type of works, how can a C2B company pay bills to heterogeneous individuals with different types of products, mode of transactions and many more.

There are plenty of payment options out there. But the large options create large number of complexity. This is comfortable for those companies only which are having the dealings based on their comfort. But the customers don’t get the advantage of it. Because every time customer require to use different payment method suggested by different companies. B2C E-Commerce report has suggested guidelines for payment methods. But in India there is no strong body and regulations to formulate the common payment method.
For nearly every business, the simple act of collecting payments from consumers is also actually quite complex. Some of the key planning parameters your company should consider to best prepare for and benefit from the changing payment landscape. Above all else, the organization should have a framework for evaluating the trends and creating a comprehensive payment strategy to give the answers of:

1. Can organization justify new investments in processing infrastructure? How will they manage the cost per item as volumes shrink?
2. Does electronic bill payment solution bring the expected lower-cost results or are there unexpected factors that are actually driving up costs and hampering a positive customer experience?
3. What can the organization do to lower the cost of accepting payments from this customer segment?
4. Are you taking advantage of all the levers possible—including the environment, security concerns and convenience?

adidas uses the form of electronic brokerage, in which they match consumer’s bids for various goods and services with vendors willing to accept the bid. adidas mainly deals with travel-related services, especially airline tickets, although they attempted to expand their model to other sectors. This business approach is called a reverse auction broker model. But as in this form, the consumer initiates the transaction, the consumer need to pay high fees on the transactions. The reason behind this era is, most of the E-Commerce transactions occur in the customers and the companies in the developed countries of Europe, US and Canada. However most of the population exists in rest of the world and this rest world is still in the 90’s of these developed countries.

Language is another important hindrance to E-Commerce adoption. Language has been identified as a socio-cultural barrier that hinders both access to information and to the internet and participation in E-Commerce. The language related issues are very serious because the correct information from the language converts the knowledge into digital form. Most of the western countries can perform their transactions in english because
english is their primary language, they perform their daily transactions in english and new technologies are also organized from western countries based on their understanding and knowledge.

Most of the people in developing countries are illiterates and uneducated people tend to have limited access to access information on the web because information is either in a language, which assumed some degree of education. The country where maximum people are illiterate and uneducated can’t read nor understand the languages that are used to disseminate information on the Internet.

Governments' always concern on the outflow of foreign currency. Some political factors are always involved in it. Social factors like influence of language and symbols used on site also create impact on the site visit and purchase decision of the customer. Doing business require large experience for getting the benefits through transactions. Consumer marketers are still in the early stages of online businesses. Still consumers prefer traditional way to purchase the products. So there is a need to understand the consumers and their expectations in the businesses. Edelman Trust Barometer found that the most important source of the information is just consumer. So the key element of the transaction is just helping the buyers to buy.

Some online facilities to consumer are:

1. Protection of Consumer – Any consumer can be used as an example or case study for the benefit of the others.

2. Consumer review – sites Consumer ratings on the products and services helps to others to get the best quality products or services of market.

3. Chat rooms – Chat rooms becomes very important to share the experience and knowledge among the consumers. It also helps to marketer to get the requirements of the consumers.
4. **Blogs** – Blogs are the forums which is require to study the complaints of the consumers on goods and services.

**Conclusion:**
This case study is the first step of empirical data for brand communication. adidas identifies communication with social media like twitter or facebook. Here adidas directly or indirectly addresses stakeholders for the awareness of brands and the loyalty for the customers. The faith in the mind of customers is the key of success. Regarding the direct addressing, adidas found that social media is one the big source to get the exact requirement of the customers.
6.4.2: Australian Communications Organization

Abstract.
Consumer marketers are still in the early stages of online businesses. Still consumers prefer traditional way to purchase the products. So there is a need to understand the consumers and their expectations in the businesses. Edelman Trust Barometer found that the most important source of the information is just consumer. So the key element of the transaction is just helping the buyers to buy.

Related Work
The most important challenge in C2B E-Commerce is trust, gaining trust becomes challenging when both parties are individuals. The trust on the intermediate website performs the most important role in these types of transactions.

Sometime geographical separation of both parties in terms of visual and oral interaction creates a barrier to E-Commerce adoption in developing countries. The role of C2B website becomes very important when a good is sold, but the exchange of the money is completed same type. But other party will also expect to exchange payment when the good is delivered to it.

When two customers comes through one website, both customers should have faith on website for their security concern. There are very few E-Commerce players who are having strong shield for security. But the ultimate outcome is, customers get very few options to fulfill their requirements and that’s why they need to pay more percent share to these websites. Finding the agents is also one of the biggest challenges of the system. The website purposely doesn’t differentiate between the agents and the unwanted software. The users follow wrong procedures, select wrong software and unknowingly provide all personal information to unfaithful sources.
There is a need to protect domestic industries against predatory foreign companies. It outlaws “dumping” goods at below-market prices with the intent to injure Indian industry. This could be a major issue because auctions endorse global transactions and can drive out domestic competitors.

The introduction of a new bidding process has also created ripples. This concept is known as “reverse auction”. The speciality of this concept is that it communicates the current lowest bid to all bidders and invites them to underbid it. Therefore, a bidder gets a benefit to get the lowest price. So this becomes completely opposite type of auctions where prospective buyers bid upward.

**Conclusion:**
Online companies take the misuse of personal data of the customers. Customer data is the major asset and how to use it for the support is very serious privacy issue. The purpose of the customer data is to facilitate more options for the benefits of the customer. Companies try to survive in competitive environment and to increase the revenue through the personal data of the customers
6.5 B2E - Business to Employee

6.5.1: WSEAS Transactions on Business & Economics

Introduction:
WSEAS service provides direct access to some tools and information by which every employee can work on his own portal like his own company. This portal helps to personalize his contents as well as special services like travel, finance, training, communication, etc. So this becomes a special form of E-Commerce where employees works on the company network, for the company, but maintains their unique identity.

Information Focus:
The success of B2E Portal depends on the mindset that employees are the customers as well as the assets of the organization. But the organizations don’t give this amount of required freedom to the employees, and this ambiguity of narrow mindset becomes the reason of failure before the implementation of this concept in the organization. Business is always made up of various work forces which require keeping offices in touch with the market places to get information of the market. This information helps to take the decisions. But the new form of market like E-Commerce, the work forces are always in distributed manner due to lack of communication and this leads to company narrow mindset about employees.

Though B2E portal is an initial point of the organization for everyone doing business, it looks very similar to intranet. It provides thousands of pages thousands of employees, organization consider that B2E portal is just one application which provides work related environment to employees and customers. They consider that this is nothing but one facility which will just simplify the work of the employees. But they don’t get that B2E portal is more than that for their own organization.
But if organization leaves this narrow mindset, B2E E-Commerce can become one of the best solution of E-Business and other internet technologies. The organizations need to categorize the employee as internal customer[39]. The internal customer is the person or a group that receives the results and the quality of outputs resulting from any individual works. They provide outputs to the organization like reports, goods, services, special directives, communication system, etc which is passed between people or groups. There are various groups of people who are directly attached to work environment of the organization considered as internal customers like employees, workers, supervisors, middle management of the organization. For the expectation in the quality of the products, the need is to understand the expectations and knowledge of the internal customers

Discussion:

The required change in business environment also creates the need to make the cultural change that is required to consider the employee as the first customer of the organization. The organizations expect huge returns on investments(ROI) by selling their products to the customers, but they forget that if their own employee doesn’t purchase the product of the organization, then how can they expect the external person to purchase the products.

If the employees leave the organization, then definitely, there is something wrong which the organization is not able to satisfy the employees. This dissatisfaction always does not mean to the payment issues, they are always aware of the ground level problems of the deficiencies in manufacturing processes, lacunas in quality improvement processes, as well as the future growth of the company.

One of the most important factors for any portal implementation is to provide a consistent user experience throughout the portal environment [40]. The portal integration framework will couple usability considerations together with technology solutions to offer a set of more user centric options. But the lack of importance of this format
decreases the importance to maintain the updates with solutions. The collaborative work of the web helps to work as a team. It helps to form common views about group discussion to take decisions, documentation of the work performed, information sharing and to built inter-personal skills working in team for the organization.

**Conclusion:**
The need of continuous update of the information satisfies the current needs of organizational work activities, and not just the historical data. In order to achieve continuous development of the organization, the constant employee learning portal is very important to direct the employees towards work related learning and that can only achieve by constant updates on employee portal.
6.5.2: B2E Portal Maturity

Abstract

Forrester Research survey found that more than 60% organizations don’t integrate other systems to employee portal [42]. B2E portal is considered to be a support framework to communicate consumers and to take human research related decisions. The other departments like R&D, finance, sales and marketing are still not considered to be benefited by B2E portal. B2E portal always can help to provide the information to the decision to complete specific tasks. Many important things like integration of the processes and automation of various applications can be done on B2E portal. This supports to improve effectiveness of not only an employee but also an organization.

Introduction

Despite such interests, very little research is done about the actual benefits any B2E portal use to give to individuals [38]. Undoubtedly, the organizational view is always based on the returns in monitory terms. Thus, organizations always try to evaluate the need to find the quantitative method for the benefits. Managers should aware of the potential of B2E portal

Unlikely, there is a need to develop one model that can perform critical analysis of employee performance in behavioural theory, psychology and many more. The proper examination by domains experts require in the process. One method is also required which will increase the confidence in the employees for the ability of the employee portal. Unfortunately, there is no technology which can calculate percent benefit any organization or employee has got through B2E portal. When organization invests on B2E implementation, it thinks about the return on investments out of it and as there is no method evolved to measure the benefit in monitory terms, it is considered as the piece of cake for the benefit and fun of the employees.
The customer is not interested in what the company wants to sell, but the customer is interested in what he wants to purchase. Here the E-Commerce companies miss to find out the flexibility in demand of the customer. Companies should have the flexibility criteria to find out not only the present demands but also the future demands of the customer based on changes in expectations. Even the market decision makers expect flexibility in the systems which will quantify the abstracts of customer data and reduce the variations [60].

Since 1980, the Atkinson’s “Flexible firm” model is performing an important role to reduce the rigidity of the market and is providing flexibility in decisions. It helps to find the labor requirements in the market by differentiating in full time employees, part-time employee and workers. It provides functional flexibility to find lower jobs as well as special skills require completing one task. Iren Gyoker and Henrietta Finna in “Social Domain” provides the guidelines how to apply the flexibility in the organization

E-Commerce helps to develop smart processes to understand the changing environments. Most of the software industries just concentrate to deliver the products, but sometimes they forget to understand the quality attributes of the software.

Sometimes software developers make a best quality software, but they forget to provide best documentation which is the communication link to understand the software. The formula for the understandability is very simple. If the company expects, the customer should learn something about the product, it should provide proper understandability in software by documents, tooltips, help, comments, etc.

Furthermore, learnability is also very important for usability. Lack of proper learnability features in software doesn’t give full benefit to usability. The organization invests huge money on creating features in the software. But if the user is not using all the features then ultimately, this is a loss of the organization.
**Conclusion:**
Customer is the highest authority to judge the quality of the product and not the manufacturer. Customer perception and satisfaction of quality has highest priority in purchase procedure, ownership and services offered. Quality is a continuous improvement process which includes small or big changes in processes and leads to rapid improvements. An organization’s responsibility is to meet customer specifications beyond expectations by reducing errors and solving complaints.
There are other types of E-Commerce business models of E-Commerce that involve transactions with the government as well as they are having their own issues and challenges.

Now whatever quality issues we have discussed based on the types of E-Commerce, we propose TQM (Total Quality Management) as the best solution to fulfill all basic needs to maintain the quality of every region of E-Commerce.

Now the next point is what is this TQM? What is the definition and use of it?

And ultimately, what are the quality issues defined in it which are the solutions for E-Commerce quality issues. Let’s have a look -