

E-STRATEGY

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ABSTRACT

E-Strategy is de rigueur. Unremitting revamp over different components is essential to modulate the business position. Careful consideration of different phases from institutionalizing of strategic intent to the evaluation requires a careful vigilance. Seven key facets technology, service, market, brand, infrastructure, leadership and learning serve as the pillars of progression for e-strategy. Leadership paves the pathway, learning is ceaseless, infrastructure provides an adamant support, service must not be undertaken as an instant sales conversion mechanism, brand is endorsed over the market and technology if utilised efficiently provides unwavering support. Senior executives perpend to make the business performance outlast. Prior strategy formulation is handy towards the web presence. Its constituents must be value additive for the customers.

Keywords: *Brand, E-Strategy, Infrastructure, Leadership, Learning, Market, Service, Technology Etc.*

I. INTRODUCTION

Strategic Management plays a decisive role in the erection of different organizational strategies which ultimately lead to the accomplishment of organizational objectives. It leads to the effective management of the entire organizational schematic. Portraying straightforwardly, strategic management encompasses array of activities which direct towards their execution in order to attain organizational goals. Different phases of strategic management can be described as:



Fig.1 Strategic Management Process (Source: Azhar Kazmi)

Process initiates with the establishment of strategic intent viz. setup of organizational vision, mission, goals, objectives as well as business definition. Thereafter, appraisals at environmental as well as organizational level are conducted in order to contemplate strategies at Corporate and SBU level. Implementation is snared across the levels of each project, procedure at every operational as well as functional level, after which is followed the

evaluation. Controlling is incessant. Therefore, strategic management is indispensable irrespective of any form of organization.

II. REVIEW OF LITERATURE

Conant J.S. et al (1990) proposed that the marketing orientations of prospectors are much superior than analyzers, defenders as well as reactors. Drew S (2002) presented several methodologies in context to the existent literature of E-business, in order to engender future pathways. Malhotra Y (2005) proposed that strategy-pull models are superior due to the existence of new plug and play modules than traditional set ups. Researcher undertook several genuine cases to appraise their technological set ups. Sharifabadi S.R. (2006) researched the utility of e-resources for e-learning. The paper extended the concept towards the digital library. Chadwick et al (2007) conducted case analysis as well as survey over the time period of 1997 to 2007 to assess the retailers outlook during the earlier trails of internet retailing. Their research focused whether the UK retailers have been able to engrave a competitive edge with the help of internet retailing.

III. PILLARS OF E-COMMERCE STRATEGY

Seven forces drive the e-commerce strategy as listed:

- Technology
- Service
- Market
- Brand
- Infrastructure
- Leadership
- Learning

Leadership

Karl Max once said, “Men make their own history, but not in conditions of their own making.” Businesses dwell due to the perseverance of great leaders. Their ability to steer the boat, infatuation, veracity, convictions and inquisitiveness enable businesses to attain success. They are an essence of strategy-building.

To make stratagem a success, Leaders have to cultivate. They need to infuse motivation. Leader hence, always need to be a metaphor of inductive reasoning, initiator, dynamic, pragmatic, accommodating as well as whole brainy. Hence, it can be said that they are their own raw material. They serve as guiding force in the strategy formulation. Chief Executive Officer, Director or President contemplates more about the future course of action.

Infrastructure

To craft e-commerce strategy as a success, infrastructure plays a pivotal role. Infrastructure span needs to permeate the following layers:

- Strategic

For business subsistence, an ally of technology as well as business policy is paramount. Technological reformations must yield towards organizational restructuring, for which a relentless orientation towards the development of the different strategic facets is essential.

➤ Organizational

The change would transfigure organization, since the adaption of new technology would introduce change in the aspects of many. Entire work-flow, organizational structure and the processes subset need to be aligned in consonance with the current technological paradigm, because of which the attainment of organizational mission would become uncomplicated.

➤ Physical

All repercussions have to be dealt at both the physical as well as software level. Adamant changes have to be ensnared in accordance to the telecommunication network.

Learning

In order to institutionalise learning into organizational setup, an environment set-up is crucial. Not only, this will divulge techies, rather would head the organization towards success. Strategic-Focus driven learning and that too, from all prospects of technology, marketing, branding, servicing etc. would definitely make it more empathetic. Learning must be continuous as it would instil different organizational facets with up-gradation.

“Leadership, Infrastructure and Learning serve as to be the cohesive forces.”

Brand

Internet now-a-days possess immense power to influence the masses. It has ability to create, to regenerate as well as bolster the brand. It serves as a catalyst for growth. Several rely on mass customization to attain growth. Those who don't wish to start-up with new channels may augment by incorporating brand reinforcement strategy. Furnishing information continuously would provide customer with qualitative inputs. Unwavering information exchange would lead to compromising results. A leading car manufacturer normally prefers to introduce subsequent change over its car series of website in order to engross customers of different platforms.

Service

Services enable to establish relationships with the customers. Sustainability of customers becomes easier, since it eases the process of information acquisition about the prospective customers thereby, enabling the prospective ones to be turned into regular ones

Market

The entire e-strategy set would turn futile, if not presented over to the accurate market. Therefore, factual market propositions are essential in context to it. Moreover, if allied with adequate prospects the lead generation process would be more simplified.

Technology

Radical changes in technology trigger the need to relinquish some former techniques and adopt the new ones in order to gain profits, lessen the cost as well as simplify the mechanism. Several tech widgets have nullified the traditional setups and executed business momentum by introducing new technology.

The 7 drivers can be presented as:

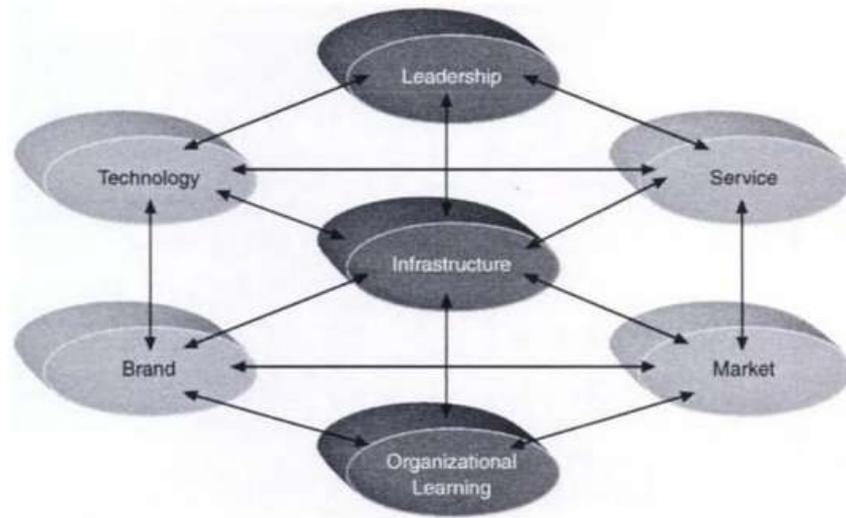


Fig2: 7 Forces of E-Strategy (Source: Robert T. Plant)

Vital components for e-strategy formulation require:

- Endorsement by senior personnel.
- Strategy formulation first, consequential of it is web existence.
- IT infrastructure in consonance to organizational objectives.
- Strategy must engulf marketing, technology, branding as well as servicing components.
- Value addition to the customer.

Therefore, if the entire process set is integrated well then only the adversities can be routed. Efficiency cannot be accustomed by mere technical collaboration, acclimatization of different facets of the technology, leadership, infrastructure, branding, learning, servicing and marketing is essential.

IV. CONCLUSION

Electronic mediums now-a-days, are way ahead the traditional. They have the power to catch up with the masses and that too within few seconds. However, prior is the strategy formulation, then only web conversion can be done in a jiffy. But the translation requires the careful consideration of the vital elements i.e. technology, service, market, brand, infrastructure, leadership and learning, amongst which leadership, infrastructure and learning serves as the guiding pillars. Henceforth, the strategy once claimed would never turn repudiated. Constant vigilance through the controlling is another requisite.

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