Learning Objectives

Upon completion of this unit, students should be able to:

1. Describe online implementation.
2. Identify the challenges faced by firms implementing their online strategies.
3. Discuss the four tasks involved in developing human assets.
4. Compare the advantages of a single versus dual organization structure.
5. Discuss the different supply chains found online.
6. Explain how organizational culture affects e-commerce.
7. Explain why metrics are important to senior managers.
8. Summarize how to assess the relative health of an online company.
9. Explain the balanced scorecard and describe its limitations.
10. Explain the performance dashboard and the steps involved in implementation.

Unit Summary

Once an online firm has attracted target customers to its website, it must be able to deliver the goods/services. This unit focuses on successful implementation of the firm’s strategy, and ways to measure its progress.

In order to achieve its strategic goals, a firm should be able to create an infrastructure that includes a strong resource system. Several factors need to be considered during implementation. Human assets refer to selecting, developing, and retaining a firm’s most important resource - its employees. The processes within an organization must be configured during implementation. Systems will set a structure for how the organization works, while culture refers to how people work in an organization and the social context that influences actions. Leadership affects all areas of implementation and performance. Finally, partnerships have taken on a new significance in the online environment as resources and exposures are shared.

After the implementation of the online strategy is achieved, how can managers measure the firm’s performance? This unit will also examine new approaches to measuring and evaluating business results.

Senior managers can use several metrics to assess the health of their online business.

Market opportunity metrics focus on the customer and competitors. Business-model metrics focus on the business model components. Marketing and branding metrics focus on the effectiveness of marketing communications and branding. Customer metrics measure how well customers relate to the website. Additional tools used by e-commerce managers include the Balanced Scorecard and Performance Dashboard.