Information systems and supply chain management via B2B Transitions

Shapoor Zarei
Post-Doc in IT Management, Arab Invention and Innovation Academy
Dubai, UAE
info@zarei.me

Nikos E.Mastorakis
WSEAS (Research and Development Department)
http://www.worldses.org/research/index.html
Agiou Ioannou Theologou 17-23
15773, Zografou, Athens, GREECE,
mastor@wseas.org

Amin Daneshmand Malayeri
World Wide Science Academy, Management Science Department, MBA College
KL, Malaysia
Also with Arab Invention and Innovation Academy
Dubai, UAE
amin.daneshmand@gmail.com

Abstract: The use of IT to share data between customers and suppliers has created an effective system. While most supply chains is incomplete visibility of actual demand, the information shared between supply chain partners can be fully leveraged from side to side process integration. This integration means a collaborative relationship between suppliers and customers, development of common products, common information systems and shared. In addition, the MRC has the advantage of improvements in the supply chain, as companies have opted for a new model that focuses on adapting the level of customer service with the individual customer and the real needs of the customer for a service. In a B2B situation, most customers will be fully developed large companies looking to automate or improve the way they treat their business with suppliers. However, the supplier also has to choose a regular and technical approach, as most companies can improve their competitive advantage through the wealth of a manager right supplier.

Keywords: information systems, supply chain management, e-SCM, CRM

1. Introduction

The twentieth century saw further economic progress in IT and new business practices, facilitated by information technology (Sweet, 2001). Although the information and knowledge have always been essential for economic growth, it was the beginning of the technology and the Internet that caused these transformational changes in the economy. Castells (2000) argues that this new economy is different from what happened before, because it gains its advantage through the effective use of information, concepts and networking among economic agents. "Technology" refers to all technology resources, skills and experience, which gives companies a competitive edge in the feature of the new global economy (Bessant and Rush, 2000).

The technology was seen as the key to traditional production in manufacturing industries. However, in recent years has greatly facilitated the exponential growth of the business sector by offering a significant competitive advantage at all. Market competition has forced companies to incorporate modern technology in their key

offerings to satisfy demanding customers with little product loyalty (Chapman et al., 2003). The technology now possible for companies to sell their functional departments deliberately international destinations. This enables companies to build a global network of knowledge and services, increasing the strength of their pre-existing superior service to their internal and external customers, 24 hours a day, seven days a week. Today, the Internet and World Wide Web are widely accepted because they expand the business partners to obtain benefits or reduce costs that increase customer satisfaction and maintaining competitive advantage.

It is a challenge for many high tech companies because of the life cycles of products become shorter and shorter. Engineering changes involved in many operations require both new suppliers, new bills of material and new requirements for existing parts. Like for example Dell, which began in 1984 in Austin, Texas, Dell Computers was ranked number one PC maker in the U.S. market in 1999. Dell computers are made by electronic controls and are delivered directly to customers. Dell direct sales model is well known to the business community. Dell has eliminated the middlemen in the supply chain and has also shown an innovative business model with efficiency SMC. Dell will continue to improve and expand their competitive advantage by integrating the Internet as a complete business process, including online sales, procurement, customer support and relationship management (Shah, 2001).

The Internet business-to-business (B2B) gap is received much attention and evaluation of B2B trading largely increasing rapidly. On the other hand, the survival of supply chains has contributed to society more efficient in allocating resources. Most producers use intermediaries to get their products on the market, they try to create a supply channel is a set of interdependent organizations involved in the process of producing a product or service available for use or the use by consumers or business users (Janta, et al., 2003). Kotler and Armstrong (2000) argues that intermediaries play an important role in matching supply and demand. However, one of the most frequently raised in the early days of e-commerce was whether the functions of the traditional supply channels to remain. Do providers retain their sites as a channel for promoting products to users (Janta, et al., 2003)? Contributions to the field are in the B2B e-commerce, the most efficiencies and reducing costs prices and improved business practices that will lead to improved international competitiveness (Mackay et al, 2003) .. It is widely accepted that companies are increasingly facing the challenge of e-business. The evolution of information technology and communication has promoted the development of powerful tools that are supposed to improve the performance of the supply chain dramatically, thanks to higher levels of process efficiency and integration. In fact, there is still insufficient data for effective implementation and effectiveness of e-business practices (Cagliano, et al., 2003).

Online exchanges are being created in almost all supply chains together buyers and sellers in ways that were not possible before the advent of the Internet. Since new technologies have created new markets and opportunities, new technologies will replace old ones. There is no argument that the rate of the cycle of new technologies allows suppliers to provide, less developed, and often several product lines made in the mix, such as the relationship with clients is always necessary, even if the Internet can travel through another vehicle completion (Janta, et al., 2003). Wigand (1996) defined the movement of disintermediation as mediators of the market that allow direct exchange between sellers and buyers without agents. However Picot et al. (1997) argues that, with the support of information technologies and communication, and enable them to complete the tasks originally delegated by their own means. In line with this argument, Pitt et al., (1999) suggests that many mediators will die, while new channels and new mediators will take their place as a result of the emergence of the Internet.

2. The expansion of information system in B2B transactions

EDI is the electronic arrangement of structured documents between trading partners. XML was designed to richly structured documents could be used on the web (and Milutinovc Particelli, 2002). EDI has played an important role in the development of the CMS, such as SCM applications used networks to control costs, reduce paperwork, lowering inventory levels, and shorter product cycles. EDI has been heavily used in

industry, with major drawback being that it does not work in real time (Graham, 2002).
The growth of high technology programs such as enterprise resource planning ERP and CRM to show that SCM is an important factor in enterprise applications in general. SMC serves as a back-end application by linking suppliers, manufacturers, distributors and retailers in a consistent production and distribution network, the IT industry with the ability to regulate a variety of services over time. During the long-term relationships, the industry will set the standard features of SCM, CRM, ERP, and other services (Chou et al., 2004).
Kumar and Van Hillegersberg (2000) described the ERP system as an integrated set of application software modules, including accounting, distribution, sales and marketing, management of material resources, human, logistic and more. Rather than focus on detailed areas that were not connected, the modules function as an integrated unit providing visibility of real-time information to all departments and to focus on business processes. ERP systems are an effect of materials requirement planning (MRP) systems that were developed in the 1970s largely out of concern for manufacturing. They were originally designed for the word order of time and gradual release system to purchase that, for many companies, possibly leading to reduced inventory, improved customer service and improved production efficiency. As these systems have evolved (eg MRPII early 1980s), they began to integrate new financial controls and measures, the master production scheduling and capacity planning.
SCM software is increasingly important as companies expand their choices. SCM encompasses the planning of the supply chain, the prediction of component and product availability, supply and delivery by the manufacturing and distribution. Some of these applications are pretty basic in what they do MRP, manufacturing scheduling and processing orders in the traditional, internal environment, but can provide for similar operations across organizational boundaries as well as software ERP does not intend to be beaten by SMC. In addition, specialized companies, called integrators, remove the key links in the chain, with software to help align the outputs of a link to entries for the next. Involvement with a capacity of software from extended supply chain is the ability to form collaborative relationships, known as intelligent supply chains. This means going beyond the immediate suppliers and customers to knowledge management in real-time "suppliers and customers from suppliers to customers (Green, 2001).

3. Collaboration in B2B

To ensure better integration of the supply chain, members of the supply chain must continue to collect and analyze information from their partners and to adjust their business strategy accordingly. The real challenge is that the practices of collaboration in the supply chain business relationships involve deeper than traditional forms of business interaction (Green, 2001). In addition to improving collaboration and planning by adopting e-business approach to supply chain integration, companies can also foster much needed cooperation and develop innovative products for the market (Tjader, 2004).
Despite the fact that the traditional supply chain was for the development of long-term relationships, the results of active e-SCM can potentially lead to less focus on collaborative efforts. The objectives of the e-SCM is the collection of goals, not to maintain collaborative relationships, compared with traditional SMC. Therefore, the relative value of partnerships and alliances has become fundamentally important (Williams, 2002).
Collaboration in the middle of e-business partnerships SCM helps participants to gain huge profits to provide end customers high quality products at low cost, thanks to a flexible and efficient distribution. Web technologies to increase the visibility of the supply chain by offering more real-time data of all links in the supply chain, resulting in greater collaboration between trading partners. Collaboration is very important because al the relevant information must be presented in the appropriate information system at the right time to the right person (Hanebeck L. and Tracey, 2003).
This collaboration has made a big e-commerce, such as B2B, known to almost everyone in the business. With the advancement of information technology, the collaboration of business partners will continuously improve the effectiveness of e-SCM. To obtain full cooperation, all trading partners have to reach a common vision about their strategies for SMC. In addition, companies need to

overcome the natural conflicts by providing them with valuable trade secrets to their partners (Chou et al., 2004).

With advances in web technology, the revolutionary MSC focuses primarily on the choice help policy makers to improve and manage customer relationships, by professionals to integrate applications and real-time collaboration with partners commercial.

For this reason, we must develop SMC. The change in business strategies has increased their reliance on suppliers. In this situation, the collaborative relationship between trading partners in the supply chain becomes dangerous, if SMC has effectively meet this challenge. The Internet offers enormous potential supply chains and completely new methods for the reorganization and coordination among trading partners and customers. The Internet improves the performance of SCM and is an essential part of electronic commerce. As CMS develops in the Information Age, networks of support for the organization between business partners need to make all information, transactions and decision flow through the network. Generally, in an environment where competition is increasingly based on the efficiency of the supply chain, companies need to put MSC in the spirit of their successful business model (Chou et al. 2004).

An e-supply chain collaboration requires a significant change in business processes, and changes in the strategic and tactical thinking. This change in thinking requires a change of mentality, that does not come easily, and therefore requires a strong management endorsement. Willingness of management to initiate and implement e-business that meets the needs of the supply chain is critical to its success (Tjader et al., 2004).

Opportunities for collaboration between business partners depends on the potential role of international supply chain. Collaboration allows partners to gain a working understanding of the demand for future products and implement more reasonable to meet this demand. As Sahay (2003) noted, collaboration with suppliers and types of customer collaboration are:

1. Collaboration with suppliers: Work with suppliers, will derive benefits in key activities such as development of new products, orders and capacity planning. It will ensure that future material needs are met.
2. Collaboration with the client: To collaborate with business partners need to share and modify plans in the demand for and forecast the other electronically. This approach ensures that consumer demands are met efficiently.

The objective of the collaboration is to increase throughput and reduce inventory costs and operating costs. As an obligation to ensure productivity, the chain must be able to quickly identify and remove constraints and ensure they can continue to meet the accuracy requirements changing customer (Simatupang et al. , 2004). A collaborative system is required to cooperate with the members and promising that their own communal interests are realized, improved and sustained.

Therefore, this kind of relationship can be managed with a small number of suppliers. In addition, the organization can work with limited strategic suppliers to maintain its collaborative relationship and also to copy the global competition in its supply chain (ICCE, and Bayraktar, 2003).

Anyway, the real value of collaboration to solve problems that check whether the participating members are to respond effectively to customer needs. Otherwise collaboration will be good for the circumstances supply chains ", but will fail to meet the real problems within the supply chain. Collaboration requires common issues and actions to locate potential areas where they may be deficient. The question is a way to provide different perspectives to explore ideas for improvement and create best practices for supply chain circumstances. And collaboration not only identifying gaps relative to their competitors, it also encourages members of the chain to find and solve basic problems. This cycle allows members to focus on ways to improve their rapid responses to customer needs and wants. Therefore, the collaboration focuses not only on questions of how to compare to other competitors but also focuses on areas that need improvement. The argument is that the supply chain should focus on activities bury the enterprise level that integrate collaboration and improve the distribution channels of the members "to achieve a best overall performance of the chain (Simatupang and Sridharan, 2004).

4. Community B2B e-SCM

Concern cultural process as provided for collaboration among trading partners of the supply chain and is based on the integration of trust and commitment (Min, 2001). In addition, successful performance of the supply chain is based on a high level of confidence and a strong commitment among the partners in the supply chain (G Kwon and Suh, 2004). This commitment is a key success factor in achieving the integration of supply chains, with trust being the root to promote such a commitment.

In general, the Internet offers the business community a range of opportunities and challenges. SMC has been enabled by convergence, which refers to the integration of computer technology and communication (Short, 2002).The communication process was followed on the website of each company to see if it was used for the web chat, web call back or e-mail. In addition, a firm may send offers to customers in the form of text messages via mobile phones, as well as allowing them to be connected to the call center to complete the transaction. Communication in B2B can also use the Windows Messenger (MSN) and Skype to communicate with each other throughout the world. It is very convenient and emotionally and immediately links suppliers to their customers.

However, the benefits in terms of convenience and subsequent customer loyalty can make the effort worthwhile (Bradshaw and Brash, 2001). The change in supply chain thinking and also thinking in marketing communications is the movement from templates by pressing the sale, or push and pull of combined approaches (Chaffey, 2002, pp216-254). The push model is illustrated by a manufacturer that develops may be an innovative product, and identifies an appropriate target market. The channel is created to push the product to market. The alternative approach which is consistent with RCT focuses on customer needs and begins with an analysis of their needs which is accumulated through market research and close cooperation with customers and suppliers to develop new products. The supply chain is built to provide customer value by reducing costs and increasing service quality. Push the supply chain is a supply chain that focuses on the distribution of liabilities to customers. Another is the supply chain Take that focuses on the use of the supply chain to provide value for customers who are actively involved in product specifications and service (Chaffey, 2002 pp216-254).

The commitment is a factor when operating an industrial customer continues to buy from a particular supplier because the customer values the relationship it has with the supplier (Abdul-Muhmin, 2002). As Barratt (2004) says , confidence inter-organizational relationships was calculated length, not only as a challenge to the supply chain, but also because the trust can add significantly to the long-term consistency of an organization. Furthermore, this argument suggests that the effective coordination of the supply chain is built on a foundation of trust and commitment. However, the implementation of such a holistic view of supply chain requires a degree of trust between all players, so it is related to partnership initiatives.

5. The value of B2B e-SCM

Effective planning of the supply chain is based on information sharing and trust between partners and is an essential requirement for successful SCM (G Kwon and Suh, 2004). Most companies developing technologies supply chain will receive a small separation of these benefits that are promised. Not that the company did not trust the technology (Sherer, 2005). However, a partnership with great confidence would enjoy open communication and a willingness to take risks. In addition, a company in a relationship of confidence are not afraid to share all their information and believe in the content of information received. A limitation should be noted here in this sharing of information and specific positive could be used as tools to improve the confidence level (Abdul-Muhmin, 2002). When members of the supply chain have a relatively balanced dependence and a high degree of confidence, the information flow in the supply chain will be. This increases the speed and volume of information transfer, and improves accuracy and transparency in the functioning of the supply chain (Tjader, 2004).

In addition to mastering technological challenges, companies will need to determine the degree of shared databases will be shared with business partners. Considered the "trust factor", shared information is the key to ensure that decisions can be made once the application is made, then

knowledge management is an advantage for the high value chain in the B2B.

6. Knowledge management in e-SCM

Knowledge management may also consider the performance of supply chains, customer value, and for members of the supply chain. Professional networks, such as a B2B "vertical-net" network, allowing members of an industry to share information with them and keep industry practices. The industrial networks also thrive in environments that are specific to industry, such as trade shows and groups based on skills that promote specific skills. When members share B2B increases, in practice, therefore, benefits from knowledge management. For example improving quality and cost reductions are possible. Providers of business must have a capacity exact technology to qualify. a business strategy for knowledge management should reflect its competitive strategy (Hansen et al., 1999).

The functions that are more likely to be replaced, suppliers should work with producers and customers to integrate their operational activities to achieve a higher level of efficiency, which will ultimately benefit all stakeholders supply chain. For functions that are less likely to be replaced, suppliers can continue to strengthen their competitive advantage and other add value to customers. Providers may need to ensure that large volumes of data on supply and demand are well managed and offers near-perfect information to buyers and sellers and ensure they are readily available. The ability of suppliers to provide business information to producers is considered an added value because it is difficult for producers to monitor each and every one of their clients. In addition, with the results, providers may make certain strategic decisions (Janta, et al., 2003). In reality, the value of supplier-to-business, is that it is reliable delivery, service, support and flexibility, all of which are more important than the nature of the product in influencing purchase decisions . With these changes have affected relations concern their values in client performance formative, as in other traditional forms of competitive differentiation, relationships are more important in determining whether companies succeed or fail (Greenberg, 2002).

7. The relationship between SCM and CRM in the B2B

What then is the CRM? This is a complete set of processes and technologies for managing relationships with existing and potential customers and business partners through marketing, sales and service, regardless of the communication channel. The goal of CRM is to maximize customer satisfaction and partners, revenue and business efficiency, strengthening the strongest possible relationships at an organizational level. Successful CRM requires a holistic approach to each relationship, with the entire organization and to help share this view (Greenberg, 2002).

CRM technology links the front office, such as sales, marketing and customer service, back office, such as finance, operations, logistics and human resources with clients of the firm (Chen and Popovich, 2003) .Communication with customers can be done by Internet, e-mail sales, direct marketing, telemarketing, call centers, advertising, fax, pagers, shops and kiosks. A CRM strategy is based on marketing, operations, sales, customer service, human resources, R & D and finance, as well as computers and the Internet to maximize productivity for client communications. For customers, CRM offers personalization, simplicity and convenience to complement their communications, regardless of the channel used to contact. It has long been recognized as a redesign of business processes, facilitating changes to work practices and develop innovative approaches that link a company with customers and suppliers. CRM takes full advantage of technological innovations to their ability to collect and analyze data on customer behavior, interpret customer behavior, develop predictive models, respond in a timely and effective personalized communications, and providing product and service value to individual customers. CRM is a broad approach that promises to improve relations with all customers, including Internet or e-customers, channel members and suppliers, learning to "know" each customer using data mining techniques business strategy and customer center that helps the organization to proactively and consistently offer more products and services that improve service and customer loyalty over longer periods of time. Organizations must now

focus on delivering the highest value customer service through better communication, faster delivery, and personalized products and services. Since a large percentage of customer connections will be on the Internet, rather than employees, the technology must adapt to changing market and changing (Chen and Popovich, 2003).
The computerization of the customer and supplier management process allows the company to fully implement the CRM strategy in each department to achieve a close relationship with suppliers and partners by combining their strategy, and consequently Manufacturer increase revenue, competitiveness and reputation in the market. It is designed to build long term relationships and profitable with selected customers and to maximize the value of a base to provide manufacturers by increasing the flexibility and responsiveness to customer needs and cycle time significantly faster (Choy et al., 2003).
CRM has been paid more attention in recent years. It has long been recognized that marketing requires a deep understanding of customers' business processes and even business processes to create value. The implementation of this change must begin by identifying the roles of the interconnection process CRM and SCM. This thesis will soon examine the CRM process in more detail, but it is first appropriate to explain why the supply chain is so important in the context of CRM. The objective of CRM and SCM in an integrated way is to allow the organization to become more agile in its response to the request (J. Baker, 2003).

8. B2B CRM , SCM

The MRC has the advantage of improvements in the supply chain, as companies have opted for a new model that focuses on adapting the level of customer service with the particular client and real needs of the customer for a service. In a B2B situation, most customers will be fully developed large companies looking to automate or improve the way they treat their business with suppliers (Poirier and Baur, 2000). Indeed, it was suggested that in a world of converging consumer tastes, technology is spreading rapidly, escalating fixed costs and growing protectionism, collaborative relationships with suppliers are key tools to serve customers in a global environment.(McHugh, et al., 2003).
B2B services cover a wide range of activities including: accounting, advertising, accounting, consulting, design and so on. Suppliers have to decide what services they want to offer their clients. Customization was the norm in B2B markets for many years. Providers regularly make adjustments to meet the needs of their customers, with it also true that customers are making adjustments to meet their suppliers (Buttle, 2004).
However, is all about communication and activities, as it involves the co-production and co-consumption in which time, location and identity of the borders between the supplier and customers. At the same time, each member of the value chain is a separate and independent organization with its own resources and management, as an integrated network of organizations and not a traditional organization built. The point is a unique aspect of CRM, in that it is a value-added activity through mutual interdependence and collaboration between suppliers and customers. Finally, with electronic and Internet commerce, it is also common for the traditional product offerings, particularly in business-to-business marketing (Parvatiyar and Sheth, 2002).
The application of IT is not only useful for transactions with end users, but also has some fundamental advantages for business transactions. The latter, widely known as business-to-business (B2B), has superior advantages to offer in the space of the traditional market.

9. The relationship between SCM and CRM

Competition among global manufacturers concentrated to coordinate the value chain of the industry from suppliers to customers and produce a quick response has made the management of customer-supplier relationship important to the new age business with the power of Customer is the crucial point because of the increased power of the community of customers, customers can share their opinions with others. Therefore, the emphasis on business management approach should be to move on to methods of dealing with customer managed relationships (Law et al., 2003).
The business process integration of CRM and SCM Further Helps companies manage customer service

and profitably, Ensuring That the Gained insights from customers in the front end of the business planning process are planning Transformed Into Profit Through Efficiencies in the supply chain (Zeng Z. A ., B. and K. Pathak, 2003). For example, a tightly integrated CRM and SCM solutions allow companies to Bring The service management business process to life, Promoting the management of everything from call center operations and field services, service-through to delivery and inventory management. True CRM and SCM integration allow companies to translate changes in the demand chain and foreign exchange market in terms Captured in the CRM system Into real-time optimization in the supply chain. This is Achieved by Integrating the campaign and demand planning and supply and the demand planning capabilities of the SCM system. The solution Further Enables organizations to manage customer expectations Effectively, based upon the capabilities of a year's supply network organization.Thesis capabilities allow companies to maximize revenue Opportunities, and more importantly, to Provide Higher level of customer satisfaction.

CRM Is A new initiative That Focus on Aligning the organization to build Whole profitable, lasting Relationships with Customers, and Malthus Presenting the trend for supply chain development. SCM, as Discussed Before, Between and Within coordinates Various supply chain members and Interdependent decision-making aligned processes. Thesis Technology With Their Existing features and functions Collectively Can Provide the ultimate end-to-end integration. The concept of integration based upon the IS Achieved Functionality of the Existing CRM, ERP, and SCM (Zeng Z. A., B. and K. Pathak, 2003).

ERP and CRM are Botha past and a future. ERP, enterprise resource planning, everyone's got it as a way of Providing companies with year integrated suite of applications together with a wide range of disparate back-office functions and information (A. Z. Zeng, B. and K. Pathak, 2003) . It Was the corporate 'killer application' of the early to mid-1990s. CRM, Which Evolved over Many Years from less able and more narrowly Focused sales automation and customer service applications, has emerged as more Recently killer application in Its Own Right and IS Some accounts by the Fastest Growing Software category. In Fact, the reach Being Granted CRM Is One That Is impelling factor to connect and integrate CRM functions with all the power latent in the living information ESTABLISHED Within the ERP?

10.Conclusion

It Is apparent form the development of the supply chain management process history. The business processes, integration, challenges, and organizational structures are common THROUGHOUT Successful CRM implementations. CRM builds long-term corporate survival and customer retention and Is Now a practical and cost-effective practice to Implement due to the Emerging Technology. The e-CRM strategy Brings affect brick and mortar companies. How Does though the high-technology help form a positive bridge from SCM to CRM? The Benefits from a positive CRM Exceed the SCM and display information from a very good linkage with the business model. Also It Will Be on research in the future.

References

[1] Fang, W. & Wang, CC *College students' perceptions of computer network and non-store retailing retailing in Taiwan,* Paper Presented at 28th Conference of Western Decision Science Institute, Nevada: Reno.

[2] Wang, CC & Fang, W. 1999. Is retailing trustworthy computer network? A survey of college students' perceptions in Taiwan. *Pan Pacific Management Review,* 3 (1), 95-104.

[3] Wang, CC & Lee, HY 2003. *E-mail forwarding rumors and Behavior*. Paper presented at the International Conference of Pacific Rim Management, Washington: Seattle.

[4] Abdul-Muhmin, AG., (2002), "Effects of Supplier's marketing program on industrial buyer's relationship satisfaction variables and Commitment", *Journal of Business and Industrial Marketing,* Vol.17, No.7, pp637-651

[5] Armstrong, G., Kolter, P., (2000), Marketing: An Introduction, 5 th ed. Prentice-Hall, Englewood Cliffs, NJ.

[6] Barratt, M. (2004), "Understanding the Meaning of collaboration in the supply chain

[7] *"Supply Chain Management: an International Journal,* Vol. 9, No.1, pp.30-42

[8] Bessant, J., & Rush H., 2000, Innovation and technology transfer agents, Boden, M., Miles, L., Services and the Knowledge-based Economy, Continuum, London, pp155-169

[9] Bradshaw., C. & Brash, (2001), "Managing customer relationship in the e-business world: how to Personalize computer INcreased Relationships for Profitability", *International Journal of Retail & Distribution Management,* Vol.29, No.12, pp .520-530

[10] Buttle, F. (2004), Customer Relationship Management: Concepts and tools, Elsève Butterworth-Heinemann, Oxford

[11] Cagliano, R., Caniato F., Spina G., (2003), "E-business strategy", *International Journal of Operations & Production Management,* Vol.23 No.10, pp1142-1162

[12] Castells M., (2000), The Rise of the Network Society, 2nd ed. Basil Blackwell, Oxford

[13] Cebi F., Bayraktar D., (2003), "An integrated approach to beg for selection", *Logistics Information Management,* Vol. 16., No. 6, pp395-400

[14] Chaffey, D. (2002), E-Business and E-Commerce --- Management Strategy, Implementation and Practice, Pearson Education Limited, British, P216-254

[15] Chapman, RL, C. Soosay, Kandampully J., (2003), "Innovation in logistic services and the new business model", *International Journal of Physical Distribution & Logistics Management,* Vol33., *No.7, p* p630-650

[16] Chen, IJ, & Popovich K., (2003), "Understanding customer relationship management (CRM) people, process and technology", *Business Process Management Journal,* Vol. 9 No.5, pp 672-688

[17] Chou, DC, Tan X., Yen, DC (2004), "Web technology and supply chain management", *Information Management & Computer Security* ", VOL12, No.4, pp338-349

[18] Choy, KL, Fan KH, Lo V., (2003), "Development of an intelligent customer-Supplier Relationship Management system: the application of case-based reasoning", *Industrial Management & Data Systems* Vol.103, No.4, pp263 -274

[19] Graha, DD, 2002, Why is translating EDI to XML so difficulty Ebizq Net, 11 February, available at: http://b2b.ebizq.net/std/graham_1.html .

[20] Green, FB (2001), "Managing the unmanageable: Integrating the supply chain with new development in software", *Supply Chain Management: An International Journal,* Vol. 6, No.5, pp208-211

[21] Greenberg, P. (2002), CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time, Second Edition, McGraw-Hill/Osborne, USA

[22] GKwon, IW, Suh T., (2004), "Factors Affecting the Level of Trust and Commitment in Supply Chain Relationships", *Journal of Supply Chain Managemnt,* Vol.40, Iss.2, P4-14

[23] Hansen, MT, N. Nohria, T. Tierney, (1999), what's your strategy for managing knowledge? Harvard Business Review, March-April, pp106-116

[24] Jantan, M., Ndubisi NO Yesn, OB, (2004), "Viability of e-commerce as an alternative distribution channel year", *Logistics Information Management,* Vol.16, No.6, pp427 *-439*

[25] J. Baker, M., (2003), The Marketing Book, Butterworh-Heinemnann, Britain, pp489

[26] Kasilingam RG., (1998), Logistics and Transportation, Kluwer Academic Publishers, Britain, PP20

[27] Kumar, K., Van Hillegersberg, J., (2000), "ERP experiences and evolution", *Communications of the ACM,* vol.43, No. 4, pp 22-26

[28] Law, M., Lau T., Wong YH, (2003), "from customer relationship management to customer-managed relationship: unraveling the paradox with a co-creative perspective", *Marketing Intelligence & Planning,* Vol. 21 No.1 PP51-60

[29] L. Hanebeck, HC and Tracey B., (2003), "The role of location in supply chain management: how mobile communication Enables supply chain best practice and allow companies to move to the next level," *Int. . J. Mobile Communiation,* Vol.1 Nos.1 / 2, pp148-166

[30] Mackay, DR, Altmann, GL, and McMichael, H., (2003), "How intimate are Australian e-business retail supply chains?" *Logistics information managemen* ", Vol.16, No.1, PP48-55

[31] McHugh, M, Humphreys P, McIvor and R, (2003), "Buyer-Supplier Relationship and Organizational Health", *Journal of Supply Chain Management,* Vol.39, Iss 2, p15-25

[32] Milutinovic, V., Particelli F., (2002), E-Business and E-Challenge, IOS Press, The Netherland, PP9-10

[33] Min, S., (2001), Inter-corporate cooperation, Mentzer, JT, Supply Chain Management, Sage Publications, Inc.., Thousand Oaks, CA.

[34] Parvatiyar, A. & Sheth, JN, (2002), "Customer Relationship Management: Emerging Practice, Process, and Discipline," *Journal of Economic and Social Research* pp.14 Preliminary Issue 1-34

[35] Picot, A., C. Bortenlanger, Hohrl H., (1997), "Organization of electronic markets: contributions from the New Institutional Economics", *The Information Society,* Vol.13, pp107-123

[36] Pitt, L., Berthon P., Berthon, J. (1999), "Changing channels: the impact of the Internet on distribution strategy", *Business Horizons,* Vol 42, No2, PP19

[37] Poirier, CC, and J. Bauer, (2000), E-supply chain using the internet to revolutionize your business --- how market leaders focus Their Entire Organization on Driving Value to Customers, Berrett-Koehler Publishers, Inc..

[38] Sahay, BS (2003), "Supply chain collaboration: the key to value creation", *Work Study,* Vol52, No.2, pp76-83

[39] Shah, JB (2001), Special report companies to watch: Dell writes the book on efficiency, EBN, December 17, 32.

[40] Sherer, SA (2005), "From supply-chain management to value network advocacy: implications for e-supply chains", *Supply Chain Management: An International* Journal, Vol.10 No. PP77-83

[41] Short, D edit Chou DC, Tan X., Yen, DC (2004), "Web technology and supply chain management", *"Information Manage ment & Computer Security",* VOL12, No.4., Pp338-349

[42] Simatupang, TM, AG Wright and R. Sridharan, (2004), "Applying the Theory of Constraints to supply chain collaboration", *Supply Chain Management: an International Journal,* Vol.9, No.1, PP57-70

[43] Simatupand, TM, and R. Sridharan, (2004), "A benchmarking scheme for supply chain collaboration", *Benchmarking: an International Journal,* Vol.11. No. 1, pp 9-30

[44] Sweet, P. (2001), "Strategic value configuration logics and the new economy: a service economy revolution", *International Journal of Service Industry* ***Management,*** No. 1 Vo.12 PP70-83

[45] Tjader, YC, Shang JS, Duh FY, Chow and TH, (2004), "Supply Chain Efficiency: E-Business Adaptation and SC Member Relationship", *Asia Pacific Management Review,* Vol, 9, No.5, pp 969-998

[46] Wigand, RT (1996), "Electronic commerce: definition, theory and context", *The Information Society,* Vol13, No1, pp1-16

[47] Williams, LR., TL Esper, and Ozment, J. (2002), "The electronic supply chain --- Its impact on the current and future structure of Strategic alliances, partnerships and logistics and leadership", *International Journal of Physical Distribution & Logistics Management,* Vol.32, No.8, pp703-719

[48] Z. Zeng, A., and K. Parthak B., (2003), "Achieving information integration in supply chain management-through B2B e-hubs: concepts and analysis", *Industrial Management & Data Systems,* Vol.103, No.9 , pp 657-665