

Contents

I Introduction

1	Key Terminology and Evolution of e-Business.....	3
---	--	---

II The E-business Strategy Framework

2	Overview of the e-Business Strategy Framework	35
3	External Analysis: The Impact of the Internet on the Macro-environment and on the Industry Structure of e-Business Companies.....	49
4	Internal Analysis: e-Business Competencies as Sources of Strengths and Weaknesses	97
5	Strategy Options in e-Business Markets	125
6	Creating and Sustaining a Competitive Advantage over Time	173
7	Exploiting Opportunities of New Market Spaces in e-Business	205
8	Creating and Capturing Value Through e-Business Strategies.....	229
9	Choosing the Appropriate Strategy for the Internal Organization of e-Business Activities	253
10	Interaction with Suppliers: e-Procurement.....	275
11	Choosing the Appropriate e-Business Strategy for Interacting with Users	307
12	Moving from Wired e-Commerce to Mobile e-Commerce and U-Commerce.....	343
13	Strategies for Mobile Commerce	373
14	Strategies for Social Commerce.....	407
15	Unifying Channels to Reach Customers: Omni-Channel Strategies.....	447

16	The Strategic Approach of the World's Biggest e-Tailing Companies: Amazon and Alibaba	467
17	Strategic Trends for e-Business	501
III	A Roadmap for E-business Strategy Implementation	
18	A Roadmap for e-Business Strategy Implementation	537
IV	Case Studies	
19	Digital Transformation at Axel Springer	561
20	Dallara Automobili: Transforming a Racing Legend	583
21	DBS Transformation (a): Becoming a World-Class Multinational Bank	605
22	DBS Transformation (b): Going Digital and Creating a 22,000-Person Start-Up	621
23	Digital Business Transformation in Silicon Savannah: How M-PESA Changed Safaricom (Kenya)	633
24	DBS Transformation (C): The World's Best Digital Bank	659
25	AccorHotels' Digital Transformation: A Strategic Response to Hospitality Disruptor Airbnb	665
26	Disruptive Change at Bossard with SmartFactoryLogistics.com?	691
27	Mary Barra and the Lyft Investment: Leading GM into the Sharing Economy Through Acquisitions	707
28	Turkcell (A): How to Respond to Digital Disruption?	723
29	Turkcell (B): From a Telecom Network Operator to a Customer Experience Provider	733
30	Nestlé: Developing a Digital Nutrition Platform for Japan	749
31	Rabobank: Building Digital Agility at Scale	775