

A Study of Evaluate and Select e-Business Strategy

呂建成、陳振東

E-mail: 9121386@mail.dyu.edu.tw

ABSTRACT

In the age of uncertainty, how to regulate business model is the most important issue about raising enterprise's competitiveness. The key point is how to transform an enterprise into e-Business enterprise successfully. To make sure the transformation success, it needs chief managers making right e-Strategy. The initial stage about transform into e-Business is determining the suitable e-Strategy. Based on the fuzzy AHP, an e-Strategy selection model is proposed in this study to evaluate the suitable e-Business transformation solution. The e-Strategy matrix can provide more information to chief manager, in order to increase the e-Strategy correctness. Besides, we developed an e-Strategy selecting system to help enterprises to find out the suitable e-Business strategy. Applying this system, it is expected that companies will select the suitable strategy to transform into e-Business objectives more smoothly and speedily.

Keywords : e-Business ; e-Strategy ; fuzzy AHP

Table of Contents

目錄封面內頁簽名頁授權書	iii	中文摘要	v	英文摘要	viii
誌謝	vi	目錄	vii		
圖目錄	x	表目錄	xii		
第一章 緒論		第一節 研究背景與動機	1	第二節 研究目的	2
		第三節 研究流程	3	第四節 研究範圍與限制	6
第二章 文獻探討	16	第一節 電子化演進	7	第二節 電子化企業	16
		第三節 企業策略制定	22	第四節 企業電子化策略	28
		第五節 策略方案評選方法	34	第三章 策略評估方法	39
		第一節 模糊理論	39	第二節 層級分析法	43
		第三節 模糊層級分析法	46	第四章 企業電子化策略評選模式	60
		第一節 電子化企業架構	53	第二節 企業電子化策略方案評選架構	60
		第三節 評選模式	64	第四節 模糊判斷矩陣的一致性	66
		第五節 企業電子化策略矩陣	69	第六節 範例說明	70
第五章 系統設計與個案分析	75	第一節 系統架構與功能	73	第二節 系統建構環境	75
		第三節 個案研究	76	第六章 結論與建議	84
		第一節 結論	84	第二節 後續研究與建議	85
		參考文獻	87	附錄	92

REFERENCES

- 丁惠民, 電子化企業時代的供應鏈管理與全球運籌模式, 電子化企業:經理人報告, 1999.12, 第15-21頁。丁惠民等編輯研究部, What Is eBusiness? What eBusiness Can Do For You?, 電子化企業:經理人報告, 1999.9, 第17-25頁。王勝宏、吳博雯等, e化狂潮, 大橡股份有限公司, 2000。江勤毅、曾國雄, 新的DEA效率衡量方式:以模糊多目標規劃建立之效率達成度, 管理學報, 民89年6月, 第17卷, 第2期, 第369-388頁。呂執中譯, 電子化策略與經營模式, 美商麥格羅·希爾國際股份公司, 2001。吳明璋、陳俊明、韓文彬, 企業e化策略與實務, 商周出版, 2001.3。吳思華, 策略九說:策略思考的本質, 城邦文化, 2000。賴玲如, 「企業e化, 再造台灣競爭力」推廣活動調查各地中小企業e化現況, 資訊與電腦, 2002.3, 第100-103頁。樂為良譯, 數位神經系統 - 與思考等快的明日世界, 商周出版, 1999。鄧振源、曾國雄, 層級分析法(AHP)的內涵特性與應用(上), 中國統計學報, 民78年6月, 第27卷, 第6期, 第5-22頁。鄧振源、曾國雄, 層級分析法(AHP)的內涵特性與應用(下), 中國統計學報, 民78年6月, 第27卷, 第7期, 第1-20頁。Buckley J. J., "Fuzzy Hierarchical Analysis", Fuzzy Sets and Systems, No. 17, 1985, pp.233-247。Buckley J. J., T. Feuring and Y. Hayashi, "Fuzzy hierarchical analysis revisited", European Journal of Operational Research, No. 129, 2001, pp.48-64。Charnes A., W. W. Cooper, and E. Rhodes, "Measuring the efficiency of decision making units", European Journal of Operational Research, Vol. 2, 1978, pp. 429-444。Chatterjee S., "Delivering Desired Outcomes Efficiently: The Creative Key To Competitive Strategy", California Management Review, Vol. 40 No. 2, 1998, pp. 78-95。Chen C. T., "Extensions of TOPSIS for group decision-making under fuzzy environment", Fuzzy Sets and Systems, Vol.114, 2000, pp.1-9。Chen S. J. and C. L. Hwang, "Fuzzy Multiple Attribute Decision Making Methods and Applications", Springer-Verlag, 1992。Craig J. and D. Jutla, "e-Business Readiness: A Customer-Focused Framework", Addison Wesley, 2000。Csutora R. and J. J. Buckley, "Fuzzy

hierarchical analysis: the Lambda-Max method ” , Fuzzy Sets and Systems, Vol. 120, 2001, pp. 181-195. Damanpour F., “ E-business E-commerce Evolution: Perspective and Strategy ” , Managerial Finance, Vol. 27 No. 7, 2001, pp. 16-33. Deise M. V., C. Nowikow, P. King and A. Wright, “ Executive ’ s Guide to E-Business From Tactics to Strategy ” , John Wiley & Sons Inc., 2000. Dubois D. and H. Prade, “ Fuzzy Sets and Systems: Theory and Applications ” , Academy Press, 1980. Fingar P. and R. Aronica, “ The Death of e and the Birth of the Real New Economy ” , Meghan-Kiffer Press, 2001. Harmon P., M. Rosen and M. Guttman, “ Developing E-Business Systems and Architectures: A Manager ’ s Guide ” , Morgan Kaufmann Publishers, 2001. Jarvenpaa S. L. and E. H. Tiller, “ Integration market, technology, and policy opportunities in e-business strategy ” , Journal of Strategic Information Systems, Vol. 8, September, 1999, pp.235-249. Kalakota R. and A. B. Whinston, “ Electronic Commerce: A manager ’ s guide ” , Addison Wesley Longman Inc., 1996. Kalakota R. and M. Robinson, “ e-Business 2.0: Roadmap for Success ” , Addison-Wesley Longman Inc., 2000. Kaufmann A. and M. M. Gupta, “ Introduction to fuzzy arithmetic: Theory and applications ” , International Thomson Computer Press, London, 1991. Klir G. J. and B. Yuan, “ Fuzzy Sets and Fuzzy Logic Theory and Applications ” , Prentice-Hall International Inc., 1995. Kluyver C. A., “ Strategic Thinking: An Executive Perspective ” , Prentice Hall Inc., 2000. Lasek M., “ Hierarchical Structures of Fuzzy Ratings in the Analysis of Strategic Goals of Enterprises ” , Fuzzy Sets and Systems, Vol. 50, 1993, pp.127-134. Nprris G., J. R. Hurley, K. M. Hartley, J. R. Dunleavy and J. D. Balls, “ E-Business and ERP: Transforming the Enterprise ” , John Wiley & Sons, Inc., 2000. Patel K. and M. P. McCarthy, “ Digital Transformation: The Essentials of e-Business Leadership ” , McGraw-Hill Inc, 2000. Porter M. E., “ Competitive Strategy: Techniques for Analyzing Industries and Competitors ” , New York: The Free Press, 1980. Porter M. E. and V. E. Millar, “ How Information Gives You Competitive Advantage ” , Harvard Business Review, July-August 1985, pp.149-160. Porter M. E., “ Strategy and the Internet ” , Harvard Business Review, March 2001, pp. 63-78. Ruoning X. and Z. Xiaoyan, “ Extensions of the Analytic Hierarchy Process in Fuzzy Environment ” , Fuzzy Sets and Systems, Vol. 52, 1992, pp. 251-257. Saaty T. L., “ The Analytic Hierarchy Process ” , McGraw-Hill Inc., 1980. Zadeh L. A., “ Fuzzy Sets ” , Information and Control, Vol. 8, 1965, pp. 338-353. Zimmerman H. J., “ Fuzzy Set theory and its applications ” , 2nd, Kluwer Academic Publishers, Boston, 1991.