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Optimizing Customer Service with a Business-to-Employee (B2E) E-Business Model

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Abstract: One of the biggest changes to the corporate environment in the last ten years has been brought about by the development of digital technology and the internet. As businesses move toward a digital world fueled by online business models and digital marketing (DM) strategies, their internal structures and organizational structures have changed. To further explain how these three parts contribute to enhancing supply chain activities' competitive outcomes, researchers employ "resource orchestration theory" to describe two managerial activities: resource organizing and capabilities leveraging in the utilization of e-business system elements. While e-business procedures have the potential to enhance supply chain management, realizing the full potential of e-business requires a deeper comprehension of how these activities provide company value. This study examines a framework for planning and refining the components of e-business systems so that managers can better understand the key drivers of increased IT business value. In order to gather factual and statistical data, this research study examines a mixed approach of data gathering that combines secondary qualitative and primary quantitative or survey data.

Keywords: Supply Chain Management, Digital Innovation, Resource Orchestration Theory, E-Business Models and Technology

Introduction: An enormous amount of credible evidence from businesses like Amazon, Dell, and Lenovo indicates that e-business strategies are now increasing cooperative efficiency within the supply network and producing significant economic payoff by aiding in the improvement of digital interconnection beyond boundaries and combining various organizational resources and expertise. Many excellent e-business processes practices suggest that a corporation better able to materialize the benefits of electronic supply chain management is a focused organization that can effectively manage staffing and resource sets (Harsono 2014).

Figure 1: Components of E-Business model

Source: www.temok.com

E-business has several components including BI (Business Intelligence), CRM (Customer Relationship Management), ERP (Enterprise Resource Planning), SCM (Supply Chain Management), Collaboration, online activities, and electronic transactions within the firm. But following three areas have great importance for e-business:
Rather than entering the business world, an e-business could be a means of conducting small- and large-scale digital business transactions. It also suggests changing the current trade forms into ones that are more lucrative. It caters to customers who would like to order something online and have it delivered rather than visit a store. This study looks at e-business strategies to determine whether, how, and when they benefit businesses (Al-Gahtani, 2003). Real-time data sharing across a company's value chain is made possible by e-business technology, which can benefit the operations management system. Yet, the ease of use and accessibility of e-business technology, compared to most large corporations, has limited its potential to yield long-term, useful advantages.

The primary research question of this paper is,

- How does a business's resource management system evolve over time due to investment in e-business technology?

A business plan provides a plethora of information about a company, e-commerce, and electronic business culture; nevertheless, client expectations may cause this information to change over time. To address these issues, the Internet of Things (IoT) is used to capture sales and processing data in addition to e-commerce company characteristics. The e-business industry is expected to reach $2.5 billion by 2020 thanks to the proven IoT-based approach (Abid & Rahim, 2010). The purpose of this article is to discuss the influence of the Business to Employee (B2E) E-business model on business efficiency as well as how it might improve customer service.

Literature Review

E-business technology can help create a greater likelihood of success by promoting the growth of net profit, job performance, functional talent acquisition, and high performance. E-business solutions can help the organization maintain profitable product margins. With the use of internet technology, the business may efficiently manage product margins by exchanging real-time, precise, and fast manufacturing cost information with both external suppliers and end users. E-business technologies can also be utilized to increase employee productivity. Thank you to the company's web-based communications infrastructure (emails, Intranet, etc.) for enabling workers to acquire and exchange more heterogeneous/diverse content (e.g., data about the manufacturing process personnel) and learn to execute various activities.

E-business solutions can aid in recruiting personnel for operations. To attract and enroll talent, the company uses e-business technology to obtain accurate and relevant information from the market. Excellent processability is necessary to

formulate and integrate the firm's level of talent (Al-Ghaith, Sanzogni, & Sandhu, 2010). For instance, Cortefiel uses online social media platforms like Facebook, Twitter, and LinkedIn to find operationally qualified candidates that fit the profile needed for its talent design process. The organization uses web-based technology to manage flexible work schedules and sites, as well as to provide precise statistics on target attainment, performance evaluation, and career training, all in an effort to develop and retain operational talent.

E-business processes are supply chain participant-inclusive e-business interactions supported by web-based technology platforms. Consequently, it can be separated into three categories: commercial (activities), relational (actors), and technological (assets). The technological aspect of an e-business plan is the digitalization infrastructure that uses open-standard apps to promote knowledge and information exchange (Rahim, Abid, & Scheepers, 2010). In particular, platform infrastructure adaptability is examined by researchers to pinpoint the technological elements of e-business operations.

The present study examines e-business procedures, which are defined as a kind of business activity that illustrates the flow of Web data across organizational boundaries and links suppliers and customers to facilitate digital transactions. Businesses still struggle to reap the financial rewards of their investments in digital supply chain activities, even if e-business procedures have been heralded as an affordable way to facilitate those activities. This is because there is a lack of inter-firm resource orchestration. E-business, or electronic business, is the term used to describe an efficient online payment that transmits information about various companies, products, people, or organization operations. This crucial e-business venture was started in 1994 by IBM Ogilvy & Mather, and by 2000, when IBM debuted a $300 million advertisement for their e-business network, it had achieved success. Additionally, it is possible to provide facilities and data without disclosing revenues, which has a big effect on the entire business deal and increases the cost of the business plan (Bharadwaj, & Soni, 2007). Therefore, certain profit characteristics that are used to boost the overall company strategy, item specifics, services, finance plan, and end-user data must be included in the business strategy.

Businesses invest millions of dollars on information technology (IT) in an effort to increase productivity and profitability. But not every IT project yields the expected results. Because of this, management must thoroughly (re)evaluate all IT initiatives. The majority of earlier research looked at how IT affected industrial processes and the supply network using a cross-sectional methodology. Long-term effects of IT initiatives on a wider variety of organizational competencies and performance are still unknown (Mohammad Shafiee, 2021). There seems to be a significant research need in our topic given the dynamic nature of IT and technical competence, as well as their relationship to and influence on business management.

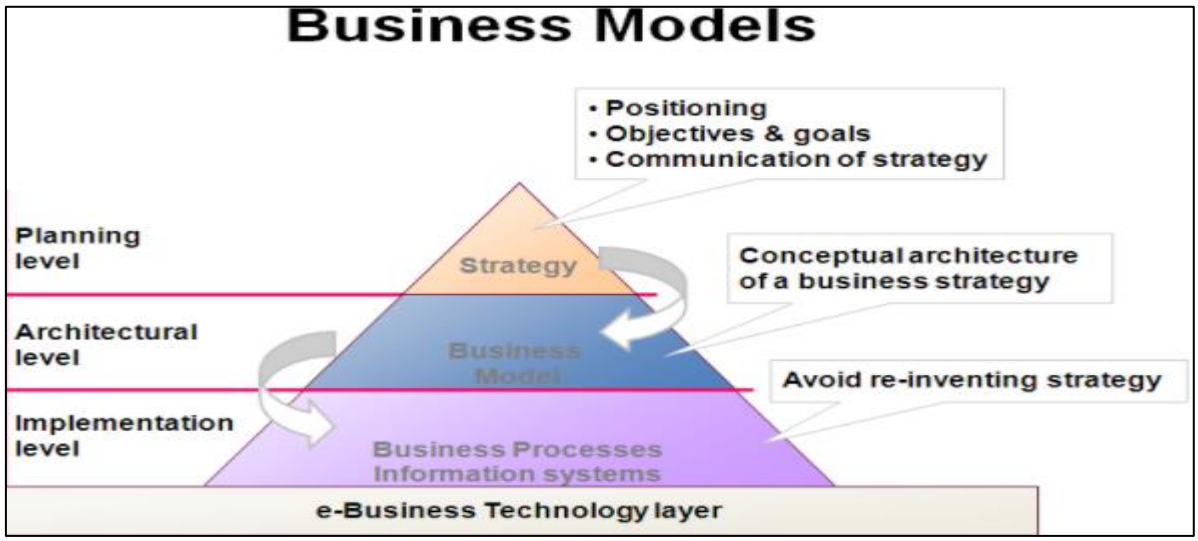

Figure 3: Structure of E-Business model

(Source: Saura, Palos-Sanchez, & Correia, 2019)

Platform architectural adaptability allows a focal firm and its partners to increase coordination and development and distribution, achieve flexible connection and real-time sharing across remote applications, and establish business processes and operational procedures. The relationship component identifies the supply chain's players, who comprise upstream suppliers, downstream advertisers, and final consumers (henceforth referred to as "clients"). The involvement of supply chain stakeholders in electronic business processes is becoming more and more crucial for companies (Jain, Kumar, & Shrivastava, 2021). By increasing partner participation in e-business operations activities, a focused organization may find and source high-quality resources, improve connections with markets and customers, and quickly comprehend and address customer requests. According to Sakura, Palos-Sanchez, and Correia (2019), partner involvement refers to the extent to which a targeted firm has procedures and policies in place to encourage supply chain colleagues' engagement in e-business activities. Three distinct types of involvement will be examined by researchers in this article: The three forms of participation are supplier involvement, distributor collaboration, and customer engagement. Referred to as "business components," these digital operational actions enable a business to accomplish collaboration, transaction, and service operations in order to enhance business performance. "E-business operations capabilities, or EBOCs," are the study's term for the commercial component of e-business procedures. Researchers define e-business operations skills as the digital operational capabilities of a focus firm, such as transactions, cooperation, and assistance, to execute supply chain procedures in a digital format and transmit information. Researchers divide various e-business operation capabilities into three categories based on the supply chain participants a focused firm interacts with:

- e-procurement competence
- web-based channel management effectiveness
- online service potential.

The process component lens proposes that the elements of business operations maintain structural linkage through integrating and utilising organisational assets to attain value creation (Patulak, Firdaus, & Dengen, 2018). Identifying the links between components of e-business technologies for producing business performance is aided by resource orchestration theory.

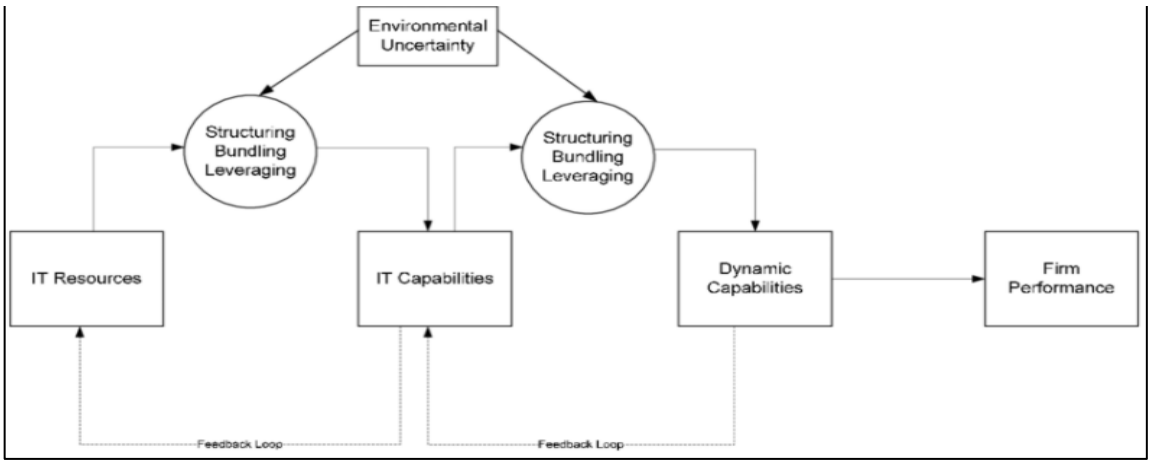

Figure 4: Concept of "Resource Orchestration Theory"
(Source: Devianto, & Dwiasnati, 2018)

The basic reasoning behind the resource orchestration idea, which derives from the resource-based approach, suggests that using a variety of resources through a series of managerial actions establishes the success of organizational resource utilization. Through effective resource reorganization, a company can buy asset portfolios, merge the organized resources, and produce original ideas (Jain, Kumar, & Shrivastava, 2021). A group of management strategies known as "capability leveraging" let businesses use their strengths to capitalize on certain market opportunities. For a corporation to have a competitive advantage, these two managerial acts must be coordinated. The focal organization should develop

purchasing resource portfolios that incorporate platform architectural adaptability and collaborator involvement in order to establish e-business management competencies. According to Devianto and Dwiasnati (2018), platform structure adaptability is a technological component of an e-business activity that provides an electronic connection of an e-business method that is changeable via standard protocols, cross-functional comparability, and modular architecture. Online platform standardization enables business partners to swiftly integrate, link, and establish automatic connectivity to support digital business operations. Cross-functional compatibility facilitates digital communication across functional units, opening up new collaborative business opportunities. Furthermore, by implementing a modular platform architecture to dynamically rearrange technology resources to meet shifting business requirements, an organization can significantly increase the functionality of its business processes. Thus, a corporation can maintain adaptive digital operations engagement with several partners thanks to platform design flexibility. Moreover, partner involvement is necessary for effective digital operations in order to invest in the right technology and competences (Huang et al., 2021). The idea of resource dependency states that because few organizations possess the internal authority to manage all the resources required for a successful operation, they must establish relationships and forms of governance with other businesses in order to obtain resources. In order to guarantee access to essential resources from their partners, businesses ought to implement procedures and policies that promote supplier involvement.

Research methodology

This research paper has considered mixed method of data collection such as primary quantitative and secondary qualitative to gather mixed data from different sources. Implementing E-business model helps to create maximum advantageous environment withing organisations. For conducing survey, randomly 150 employees from different business sectors have been selected. Among them, 101 employees have responded in the survey. Thus, population size was 150 however, sample size is 101. Survey responses were analysed through excel graphs and charts. On the other hand, secondary qualitative method was also used to collect factual and theory-based information. For that, different journals and articles are considered by using keyword search.

Analysis and interpretation

Primary quantitative or survey has been done by using closed-ended questions to the respondents for collecting the responses. Survey responses have been collected through excel graphs and charts.

Survey Questions

Q1 Do you believe that implementing a Business-to-Employee (B2E) E-business model can improve customer service through continuous communication?

Options provided	Total respondents	Collected responses	Percentile
Highly Agree	101	37	37%
Agree	101	25	25%
Neutral	101	4	4%
Disagree	101	20	20%
Highly Disagree	101	15	15%

Table 1**:** E-Business model increases customer services

(Source: Created by the researchers)

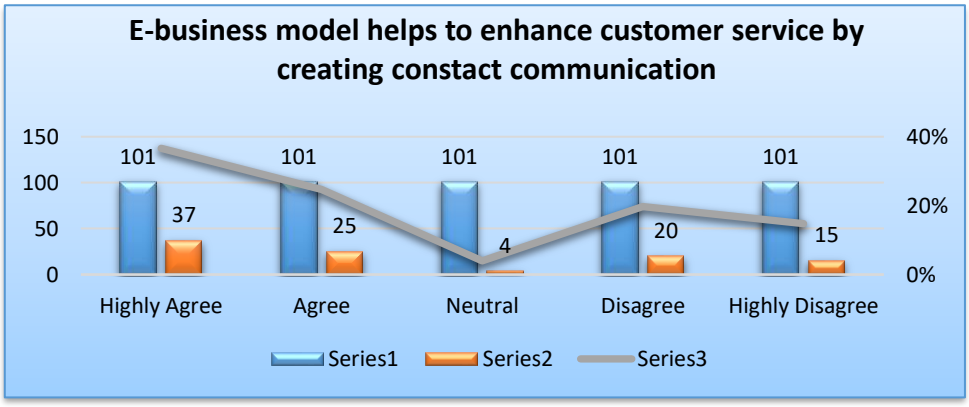

Figure 5: E-Business model increases customer services

(Source: self-developed)

Based on the above diagram, it has been observed that majority of respondents are strongly agreed that E-business model really helps to enhance customer services and future business growth in a significant manner. Approximately 60% respondents are agreed whereas around 15% are disagreed that E-business helps to enhance customer service.

Q2. Do you believe that digital connectivity enhances between retailers and customers through implementing E-business model?

Table 2**:** Enhances digital connectivity through implementation of E-Business model

(Source: Created by the researchers)

Options provided	Total respondents	Collected responses	Percentile
Yes	101	83	0.8217822
No	101	18	0.1782178

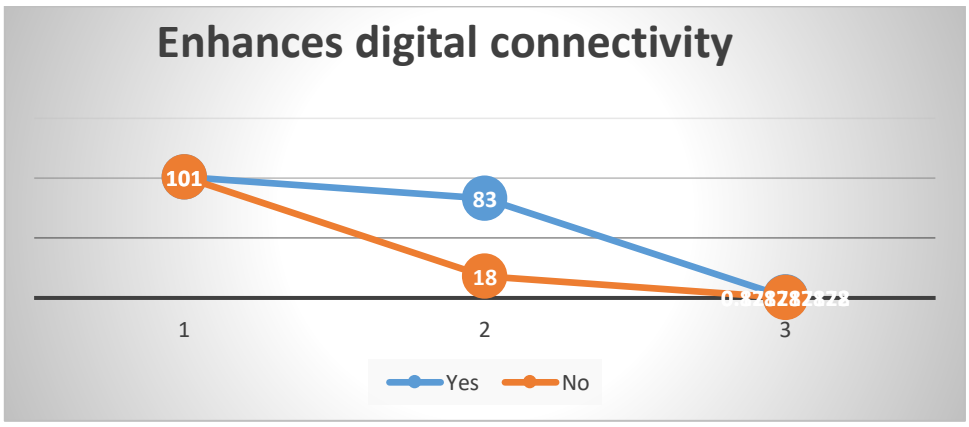

Figure 6: Enhances digital connectivity through implementation of E-Business model

(Source: self-developed)

Above figure shows that most of respondents are agreed that due to implementation of E-Business model, organisations are able to enhance their digital connectivity in a positive manner.

Q3. What are the business improvements have been observed among SMEs or local firms during Covid situation after adopting E-Business model?

Table 3**:** Business improvements areas due to adopt E-Business model

(Source: Created by the researchers)

Options provided	Total respondents	Collected responses	Percentile
increase customers' engagement	101	45	45%
provide 24*7 hours customer support	101	20	20%
placing new orders through online	101	15	15%
online transaction	101	10	10%
avoid physical shopping	101	11	11%

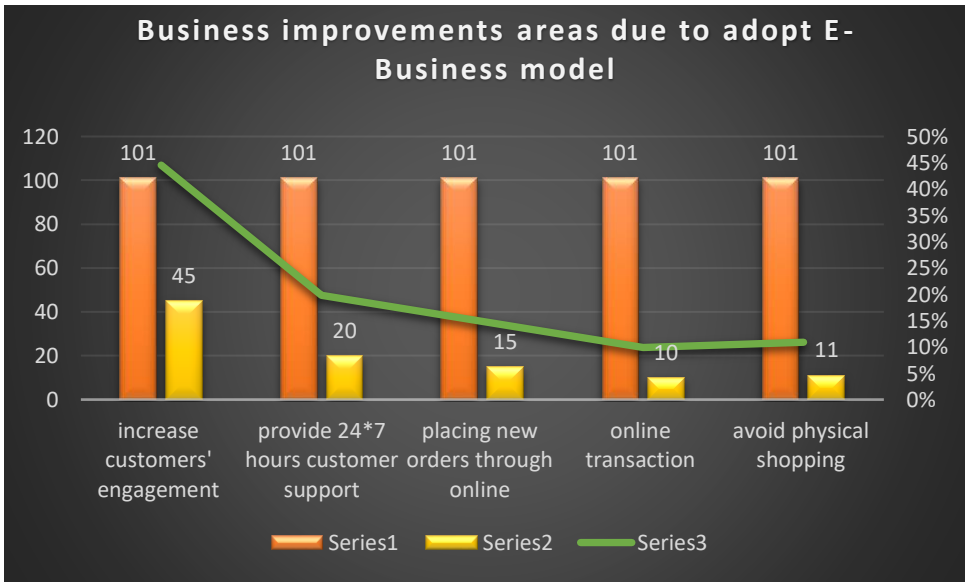

Figure 7: Business improvements areas due to adopt E-Business model

(Source: self-developed)

Due to use of E-business model in business, several business improvements are observed that may help to achieve competitive business market in this era.

Discussion and findings

A sound resource structure strategy creates the vital link that unites partners' resources to boost digital operations competencies. It takes partner engagement and flexible framework design to develop e-business management skills in information processing. In an e-procurement process, an adaptable marketplace infrastructure not only enables the focal firm to optimize operations and improve collaborative effort functions to modify or build innovative suppliers' management framework as needed, but it also enables the focal firm to increase collaborative effort initiatives and optimize processes (Jain, Yadav & Shrivastava, 2019).

On the other hand, these digital activities cannot function well without the assistance of suppliers. Creating procedures and regulations that encourage supplier involvement can increase collaborative investments in the essential physical and intangible resources that facilitate digital transactions and cooperation while also reducing partnership uncertainty. For example, suppliers will be encouraged to work together early in the procurement process by developing cooperative concepts or exchanging materials that require the information to optimize acquisition plans if policies that promote balanced and long-term collaboration are in place (Kabrilyants et al., 2021).

The risk of a long-term investment in e-procurement will be reduced and continued supplier participation will be ensured by open and trustworthy partnerships. However, a dynamic platform architecture improves the efficacy of channel management by enabling the focus firm to coordinate operations in its promotional delivery mechanism and combine channel resources from several partners. By continuing to support cooperative efforts of advancement, concurrency control, and order fulfillment across numerous operational networks, the digital platform enables the focal firm to build opportunities for continuous improvement and establish an IT-enabled brand management plan. Conversely, distributor engagement is essential to the growth of online channel management support. E-commerce customer service focuses on responding to customers' questions, needs, and concerns before, during, and after online transactions. In order to capture committed leads, it involves quickly replying to messages on social media or e-commerce platforms, as well as via email, SMS, or phone call. It may also mean employing customer service agents to ensure that client conversations receive the attention they merit across a variety of platforms. In any business, customer service is essential, but in e-commerce it is even more important. This is because customer assistance is often, if not always, the consumer's first point of contact during a self-guided e-commerce journey (Jain, & Pandey, 2019). In a physical store, customers can feel, touch, and ask questions in real time, engage with staff, and generally have a solitary experience with e-commerce. A portion of the appeal is that. Customers are free to shop whenever they want, whenever they want, and however they want. Everything depends solely on their terms. As a result, customers seek out customer care for assistance with any queries or issues they may have, be it choosing a size, acquiring a service contract, keeping an eye on a product, scheduling maintenance, or returning (Zhu, Zhao, & Bush, 2020). Additionally, a versatile digital platform boosts internet services by fusing a business's offerings, website, and user experience data to provide individualized support and prompt responses to customer inquiries. These links depend on adaptable architectural solutions for cross-functional operational optimization and cooperative management in order to maximize online service opportunities for clients.

On the other hand, the effectiveness of these digital activities depends on customer interaction. Developing a new set of service standards for online service procedures that encourage supplier participation is essential. For instance, co-creation-oriented service practices will promote client contact to identify client preferences and respond promptly to consumer issues (Jain, & Pandey, 2019). A successful service system that can establish an agile service capacity to better identify and adapt to market trends will be one that engages customer support procedures. The company's ability to differentiate itself through online procurement skills could be aided by system infrastructure and supplier contact. Profitability is achieved through flexible supplier participation, lower supply chain and procurement costs, and more (Kabrilyants et al., 2021). The e-procurement cycle achieves consistent performance through supplier involvement and platform architectural adaptability, which enable vendors to exchange important planning, scheduling, and purchasing information. To better coordinate design and shipment schedules with providers and minimize inventory and obsolescence, firms should fortify their online procurement operations. These intricately linked procedures and coordinated efforts also help organizations adapt to shifting market conditions and lessen uncertainty, which enhances performance.

Conclusion:

E-business innovation has a positive impact initially, but this effect decreases over time and eventually becomes insignificant. However, a company's ability to use various operational skills significantly improves its financial performance, with benefits increasing over time. The findings highlight that early investment in IT is essential for operational success and long-term profitability. Companies that develop IT-enabled skills early in their growth can maximize their income over time. This study breaks down the e-business system into technological, operational, and business elements, suggesting two methods to show how these components create business value. The paper provides evidence that firms can improve their results through e-business operations and capabilities (EBOCs) by using flexible

system design and involving partners. This research explores the detailed workings of e-business systems and offers a multidisciplinary view on how e-business strategies add value to supply chain management.

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