

NEWSLETTER

Industry and Academia: A Cooperative Partnership

The First Year of NSF Industry/University Cooperative Research Center is off to a successful beginning...

One year after the launch of the I/UCRC, industry partners and CRITO Associates came together to discuss the progress of current research and to hear proposals for new projects to be funded by the NSF Center. The meeting was an important step in a partnership where business leaders and university professors are founding an intellectual community based upon the exchange of ideas on information technology and its managerial, economic and social impacts.

Welcome to Microsoft Newest Member of the Industry/University Cooperative Research Center

CRITO is pleased to announce that the newest firm to join the NSF I/UCRC is Microsoft of Redmond, Washington. Daniel Fay, Microsoft's Manager of University Relations will join other Industrial Advisory Board (IAB) Members in guiding the research agenda of the Center. Member companies include: ATL Products, Inc., The Boeing Company, Bristol-Myers Squibb, Canon Information Systems, IBM, Nortel Networks, Seagate Technology, Sun Microsystems, and Systems Management Specialists (SMS).

New E-Economy™, New Research

As businesses move toward embracing electronic commerce, many firms must newly create and radically re-define their strategies in order to remain competitive in the "New Economy." Such shifts necessitate changes in the traditional assumptions of how primary business functions, such as marketing, operations, finance and accounting, are conducted. The degree of change or re-invention which a firm must undertake varies depending upon the structure of the company. For example, newly conceived operations such as Internet start-ups have the opportunity to develop their business model and functional processes as they simultaneously determine their E-Commerce strategy. On the other hand, brick and mortar companies must adapt their existing structures, and consider the effect on their supplier and distribution relationships, when making the move to E-Commerce.

Two of the new projects enthusiastically supported by the IAB members specifically focus on electronic commerce. To further encourage research projects in this area, CRITO is putting out a call for papers on E-Commerce Business Models to Graduate School of Management Faculty and all CRITO Associates. Papers should explore the ways in which traditional business models are changing in the E-Commerce economy and the effect such changes are having on business strategy and functional areas. Selected papers will be circulated and discussed at the I/UCRC Industrial Advisory Board meeting on January 20-21, 2000. It is anticipated that the papers will lead to proposals for research funding in June of 2000.

CRITO Associates in the News

The Secret of Dell's Success

Professor Kenneth L. Kraemer, Director of CRITO and Taco Bell Chair of IT for Management, was recently interviewed for *Investor's Business Daily* by Nick Turner in the article, "Dealing Direct: Just the Start of Dell's Plan", July 7, 1999. In the article, Professor Kraemer credits the distinct advantage that Dell has over its competitors to the execution of its direct business model and the investment the company has made in reengineering its processes, refining and extending the working of the model, and leveraging its information technology. One way in which Dell uses IT to its advantage is by tracking orders from the moment of placement to fulfillment down to an individual user level. Another is by sharing daily order information with its 5 suppliers, allowing the suppliers to see Dell's inventory levels. Such information sharing allows Dell to achieve a high level of efficiency and turnover, turning its inventory every 7 days. Professor Kraemer stated that the model is relevant for all businesses dealing with the issues of time and perishability.

For more information, please see the working paper, "Refining and Extending the Business Model with Information Technology: Dell Computer Corporation," on the CRITO web site www.crito.uci.edu.

The Bad News about E-mail?

John King, Professor of UCI's Graduate School of Management and Information and Computer Sciences Department, was quoted in the *Lansing State Journal* article, "E-Mail eases the burden of bearing bad tidings: Study says negative messages are given more bluntly online" by John Affleck on June 29, 1999. Professor King stated that over the 20 years that he has been working with an e-mail system, he has noticed that people more freely express themselves via computer than in person. As to whether he felt that such candidness was a good or a bad thing, Professor King did not comment.

Domestic Technology

Partial results from Alladi Venkatesh's study on computers in the home are quoted in the September edition of *House & Garden* in the article, "Domestic Bliss: Laptop of Luxury", by Dan Shaw on page 63. The article features furniture designed for such lap top usage and quotes Professor Venkatesh saying that his research has shown that people use computers almost everywhere in the home – the bedroom, kitchen, living room and home office. Watch out Martha Stewart!

Center Members can access updated research findings in the NSF I/UCRC password protected section of the CRITO website.

The NAFTA Effect: No Giant Sucking Sound

In the *Wall Street Journal* article, "Rise in PC Jobs South of the Border May Benefit State", by Shirley Leung, July 28, 1999, Professor Kraemer was quoted as saying that jobs are not necessarily leaving California as a result of the North American Free Trade Agreement. Jason Dedrick and Kenneth L. Kraemer's recent study, "*Mexico IT Report, 1998*", shows that while there is an increase in the number of maquiladoras being built south of the border, the high tech research and development positions have stayed in the United States.

The study was also of interest to the Lieutenant Governor of California, Cruz M. Bustamante. Professor Kraemer was invited to attend a luncheon in honor of the trade mission visit to the Los Angeles area by Alberto Cardenas Jimenez, governor of the Mexican state of Jalisco on August 4, 1999.

*For more information, please see the Wall Street Journal Archives at www.wsj.com and/or the working paper abstract, "*Mexico IT Report, 1998*" on the CRITO web site, www.crito.uci.edu.*

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Focus on Faculty Associates

Professor Mark Ackerman, Information and Computer Sciences Department

How do you find the right people in your organization to answer your time-sensitive questions? Answer: Locate the experts.

Easier said than done. Professor Mark Ackerman conducts research with funding from the NSF Center on how to map expertise within organizations and how to understand the effect that different mechanisms and organizational conditions have on conveying this information successfully between the expert and the individual posing the question. Over the past several years, Professor Ackerman has studied how organizations can most effectively facilitate knowledge transfer among its personnel and on to its customers. In order to best understand the problems inherent with such knowledge transfer, Professor Ackerman and his team have looked at information seeking, virtual collectivities and knowledge expertise.

As more and more companies develop web sites and help lines as a means of customer service, the more they are plagued with an often overwhelming number of queries. Professor Ackerman's work stands to have great impact on the process of creating knowledge networks which allow firms to efficiently respond to routine questions from customers while also enabling company representatives to quickly and accurately locate information for more complex inquiries.

Coming soon ... Technotes exclusively available to Industrial Advisory Board Members. Look for "Creating A Knowledge Mapping Instrument", technical notes from the Expertise Network Study which provide the summary details of work in progress.

Visit CRITO's website for complete information on CRITO activities, current projects and publications.
<http://www.crito.uci.edu>

Publications

"Re-examining Organizational Memory," *Ackerman, Mark S. and Christine Halverson. Communications of the ACM*, accepted for publication.

"Privacy Critics: UI Components to Safeguard Users' Privacy," *Ackerman, Mark S. and Lorrie Cranor. Proceedings of the ACM Conference on Human Factors in Computing Systems (CHI'96)*, v. 2 (short papers), May 1999, pp. 2258-259,

"Extra-Technical Information for Method Libraries," *Gennari, John and Mark S. Ackerman. Proceedings of the Workshop on Knowledge Acquisition, Modeling, and Management (KAW'99)*, October, 1999, accepted for publication.

"Privacy in E-Commerce: Examining User Scenarios and Privacy Preferences," *Ackerman, Mark S, Lorrie Cranor, and Joseph Reagle. Proceedings for the ACM Conference in Electronic Commerce*, November 1999, accepted for publication.

Workshop Publications

"The Challenge of CSCW: Bridging the Gap Between Social Requirements and Technical Capabilities," *Ackerman, Mark S*, paper for HCI Consortium Workshop, February 1999.

"Recommenders for Expertise Management", Paper, Workshop on Recommender Systems: Algorithms and Evaluation," *Ackerman, Mark S., David McDonald, Wayne Lutters, and Jack Muramatsu, ACM Conference on Information Retrieval (SIGIR'99)*, August, 1999,

"Augmenting Expertise Networks through Recommendations," *Ackerman, Mark S*, position paper, Workshop on Recommendation Systems, ACM Conference on Human Factors in Computing Systems (CHI'96), May, 1999.

For more information about becoming a member of the Industry/University Cooperative Research Center of CRITO, please contact Leslie Fell, Director of External Relations Phone: (949) 824-1323, E-Mail: lfell@uci.edu

Faculty Updates

Speaker Series

"Information Systems Outsourcing – A Cross Cultural Comparison Framework," Dr. Armin Heinzl, University of Bayreuth, Germany, June 1999.

"Towards Agent Facilitated E-Commerce – An eConsumer Model," Bruce Cheek, University of Newcastle, Australia, May 1999.

Publications

"Executives' Perceptions of the Business Value of Information Technology: A Process-Oriented Approach," *Paul Tallon, Kenneth L. Kraemer and Vijay Gurbaxani*, forthcoming in the *Journal of Management Information Systems*.

"Use of Analytical Procedures and Information Search Given Consistent and Inconsistent Evidence Conditions," *William Wright and Joanna Ho*, forthcoming in the *International Journal of Management Theory and Practice*.

Talks, Conferences, Seminars

Mary Wolfinbarger, "E-QUAL," Conference on Telecommunications and Information Markets (COTIM99) in Rhode Island, September 26-29.

Alladi Venkatesh, "New Information Technologies: Challenges and Opportunities," Microsoft Research Division, August 19, 1999.

Paul Tallon, "Executives' Perspectives on IT: Unraveling the Link Between Business Strategy, Management Practices and IT Business Value," Association for Information Systems (AIS), August 14, 1999.

Vijay Gurbaxani and Kenneth L. Kraemer, "Business Value in the Internet Era," IBM's Annual Academic Research Conference in New York, August 9-11.

Alladi Venkatesh & Sanjoy Mazumdar, "New Information and Media Technologies for the Home: Design Considerations," the Environmental Research Design Association, Orlando, Florida, June 1999.

List of current projects funded by the Center for the 1999-2000 Research Year:

- **Best Practices for the Outsourcing of Information Systems**
Dr. Vijay Gurbaxani
- **Business Value of IT**
Dr. Kenneth L. Kraemer and Dr. Vijay Gurbaxani
- **Enhancing End User Computing through Appropriate Training and Help**
Dr. James Danziger
- **E-QUAL: A Proposal for the Development of a Measure of Customers' Perceived Quality of E-Commerce Experiences**
Dr. Mary Gilly and Dr. Mary Wolfinbarger
- **Gaining Value from Corporate Data**
Dr. Paul Gray
- **Groupware Adoption, Use and Design**
Dr. Jonathan Grudin
- **IT Structuring for E-Commerce Success**
Dr. Rebecca Grant
- **Multimedia Technologies for the Home**
Dr. Alladi Venkatesh
- **Techniques for Augmenting Expertise Networks**
Dr. Mark Ackerman
- **Use of IT to Acquire and Manage the Intellectual Capital of a Business Organization**
Dr. William Wright



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