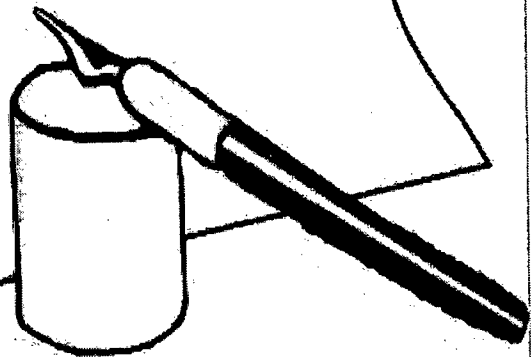


**Key Questions in Creating  
Added Value in Business  
Marketing with Information  
Technology at Developing Countries  
Dr. Abdussalam Mahmoud Abu-Tapanjeh**





## **Key Questions in Creating Added Value in Business Marketing with Information Technology at The Developing Countries**

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### **Abstract**

At this competitive environment, characterized by downsizing technological advances, a growing concern emerged with a great profile and of critical interest regarding business and added value through information and telecommunication technologies. Realizing that this high profile opportunities are mostly absorbed by some highly developed countries, creating a significant gap and inconsistent expectations with the less developed countries, hence, the purpose of this paper is to develop a bridge by setting an integral steps, mechanism, drivers and strategies of operational practices to integrate value added business cycles. It also tries to explore the extent of use and implication of on-line purchasing with a population from different Arab countries residing at Hashemite Kingdom of Jordan.

**Key Words:** Added Value, Value added, Developing Countries, Business Marketing, Information Technology, Jordan.

## المستخلص

### أدوات الضرورية لخلق القيمة المضافة في التسويق التجاري من خلال تكنولوجيا المعلومات في البلدان النامية

في ظل البيئة التنافسية والتي اصطحبت بالتقدم التقني، والنمو المتزايد ظهر الاهتمام الواضح بالقيمة المضافة من خلال التقنيات ووسائل الاتصال الحديثة وتكنولوجيا المعلومات. حيث ادرك بان هذه الفرص البارزة تخص البلدان المتطورة والذي ادى في الغالب الى خلق فجوة كبيرة وتوقعات متناقصة بين البلدان المتقدمة والبلدان النامية او الاقل تقدماً. لذلك يهدف هذا البحث الى تطوير جسر يوضح الخطوات التكاملية وألية واستراتيجيات الممارسات الهادفة الى خلق وتنمية القيمة المضافة في السوق التجاري. بالاضافة الى ما سبق ركز البحث ايضاً على مدى استخدام وتطبيق الشراء عن طريق الانترنت والذي طبق على العينة المختارة من مختلف الدول العربية والمتواجدين في المملكة الاردنية الهاشمية.

## (I) Introduction

In a competitive environment characterized by downsizing technological advances, there is a growing concern emerged with a great profile and of critical interest regarding business and added value through information and telecommunication technologies. Band (1991);Gale (1994); Naumann (1995), state that the use of added value has been widely advocated as a strategy for achieving competitive advantage in an increasingly hostile commercial environment and advice has been provided on the organizational processes involved in creating customer value. Therefore, to realize the purported advantage of added value, business should understand, what is meant by the term. The term “added value” or “value added” is defined by different scholars and researchers acknowledging the difficulties involved in deferring added value. Michael R. et. al. (1980), defined it as, “the difference between the gross revenue received by a business from the sale of its products or services and the amount paid out by it for the purchase of raw materials and for services rendered by outside suppliers”. He furthermore, explains it as, “a net output at selling price after eliminating the intermediate goods and services purchased from other producers and consumed or processed in the course of production”. Apparently, the added value emerges as a multidimensional construct with different meaning to different people.

The last decade has witnessed a rapid growth of technological - based businesses which attract many companies and business firms, leveraging consumers’ attitude, but however, the impact had not shown considerable significant result to the countries which are still facing economic growth comparing to those advanced countries. Mendel (2000) had rightly proposed that, “the impact of information and telecommunication technologies sectors on the industrial production and gross domestic product (GDP) growth has been considerable for countries like the USA. Computers, semiconductors, and telecommunications equipment accounted for roughly three-quarters of the growth in manufacturing production, and these sectors have accounted for

roughly 25 per cent of its GDP growth, whereas, in the under developing countries the situation is quite different and more complex. Therefore, a tension exists between the call to justify the added value and business activities and the challenges to measure its impact with significant result. Hence, these two expectations can be inconsistent. Within this context, this paper is to assist the developing countries in using IT infrastructure in a more effective ways by clearly setting forth the mechanisms, drivers and strategies. It also tries to explore the extent of use and implication of IT by on-line population of Middle East personnel residing in Jordan. The conclusion ended herein, this paper might not be a new suggestion, but the presentation of ideas in the manner we have chosen will provide a useful synthesis in a theoretically rigorous format. The content of this paper is divided into five sections – the second section discusses the impact of IT at the market. The next section analyzes the current perception of internet use by Arab personnel. The fourth section describes the assisting guidelines for IT based-retailers. The fifth section portrays a viable mechanism to create value added business cycle and the last section summarizes the conclusions.

## **(II) Impact of IT at the Market**

Since 1990s a tremendous impact of IT had been seen with full aspirations and expectations that innovates firms and business by changing the nature of competition in an industry. As Abu-Tapanjeh, (2008), explains, “firms and companies even considered IT as an essential element as it will help in establishing themselves and improving their productivity”. A significant prospects of IT in the companies and firms is that it can value added for a greater consumer by appealing visual dominance over competing brands in side-by-side comparisons. This can help the consumer in quality differentiation which therefore, can be used as a strategy to partition the market, which thereby reduces the pressures of price competition between different sectors. As for example, for an industrial customers IT can be a value added to the traded goods by

lowering production costs, through economies of scale and by productivity improvement, which changes the products attributes whereas, the brand and the value stays the same. Therefore, IT significantly helps in improving the goods offered to the customer or reduced costs for the same goods. The most significant result of the rapid innovations in information and communication technology is the e-commerce. E-commerce basically refers to the trade taking place over the internet where a buyer visits a seller's web site, order and makes the payment of the product over the internet and finally, goods are delivered physically to consumers. Hence, electronic commerce is becoming an important part of the growing scenario through internet. Adding and favouring this point, Brown et. al., (2003), mentioned that the key of re-tailing, the consumers is facilitated by information with regard to product attributes, comparative pricing, and overall value added. At the same time, this advantage can be exploited by charging higher prices to a supplier over other suppliers. On the other hand, application of IT had a greater significant impact to a greater number of customers. Customers enjoy the value of convenience at an unlimited access without constrain fast physical activities and therefore the control relates to fingertips of a monitor only. These are but the few of the many benefits, consumers enjoy. Hence, a number of businesses sprang up implying IT infrastructure. This opportunity and advantages at one hand is mostly absorbed by the advanced industrialized European countries and profoundly enhancing in many ways of activities and business sectors. According to OECD (2002), the number of internet host in USA had grown to 280 percent per 1000 inhabitants (from July 1997 to July 2001), Mexico's grew less than 3 per cent, and while in Mexico, the number of websites (per 1000 inhabitants in 2000), grew less than 1 per cent in the USA the growth was near 48 per cent. Comiskey (2005), conveys that e-bay is one of the most successful e-commerce. Companies with about 40 million registered users in the United States. According to Merrill Lyneh estimates, e-commerce rose 20 per cent between 2004 and 2005, reaching \$8 trillion (Internet New, 2005). On the other hand, the scenario is far

much different and complex for the under developed and developing countries. UNIDO (2002), made this statement relating this situation as, “it is impossible for slow – developing economies – to – business or e-commerce transactions attractive if more than 90 per cent total web hosts (potential global internet commerce producers) in the world are installed in industrialized countries (ICs), and the rest belonging to developing economies, are in countries with an average of only 14.2 PCs per 1000 inhabitants (vs 316PCs in ICs) and only 626 telephone lines per 1000 inhabitants.

The handling and perceiving the concept of internet is found different with different cultures and customs. The Arab countries are mostly a mixture of comparatively small states, relatively sharing similar culture and religion. In most of the countries, the communication and information media are controlled by the government or heavily censored including internet facilities. But, nevertheless, the majority of the Middle Eastern countries enjoy the facilities of internet with the changing high-tech information world. The internet in the region is growing rapidly. For example, the number of internet subscribers in the United Arab Emirates rose to approximately 10000 in 1996 from around 2500 in 1995. Egypt and Jordan are on the heels of Israel. Kuwait, Morocco and Tunisia are also rapidly expanding, while Saudi Arabia has made full access available only to academic and governmental institutions and hospitals, Hosaka, (2008). But still the content of web is still at minimal and the concern business community and the government must serve as catalysts for this expansion. At the same time, inspite of its favouring influence, adoption of IT entails to be costly, for its adjustment to new reports, statements, training or customer service, although these costs decreased after the adjustment period. The infrastructure and electronic devices, electronic entertainment, connectivity applications, skilled professional providing a growing capacity to deal with the various sophisticated resources needs to concentrate a critical cost issue and sufficient skilled personnel. This situation, however, results with a significant success to some mostly few



industrialized countries. But, the situation is different for those countries which have poor infrastructure, insufficient skilled personnels, and poor industrial conditions. Therefore, a big gap between these fast growing industrial countries and the under developed and developing countries needs to be bridged with an integral steps and organization including proper management and operational practices to IT application business.

### (III) Current Perceptions

Based on the above discussion about the extent of using IT infrastructure on e-commerce business, we perceive that a digital gap is alleviating between the advanced industrial countries and the less developed countries. To establish the current perceptions and status of business – to – consumer stores relationships and users of e-commerce consumers, a survey was conducted of 100 consumers. These include college students and business personnel's residing at Jordan, holding different nationality of Middle East countries. The researchers purposely selected the respondents on a random sampling irrespective of sex in order to elicit the values and importance and the range of acceptability of e-commerce consumers within the Arab society. The researchers, therefore, developed a questionnaire keeping in mind the main purpose and administered the questionnaires for data collection. The respondents selected includes,

10	Jordanians	10	Saudis
10	Kuwaitis	10	Bahrainis
10	Lebanese	10	Syrians
10	Omanis	10	Egyptians
10	Iraqis	10	United Arab Emirates

For the analysis, the sample was broken down by age, 39 per cent of the respondents were over 30 years of age and 61 per cent were 30 or under. Other demographic information about the respondents is included below in table 1 & 3.

**Table No. 1: Break up of the Sample According to Gender of the Respondents**

Gender	Number of the respondents	Percentage
Male	73	73 %
Female	27	27 %
Total	100	100 %

**Table No. 2: Break up of the Sample According to Age of the Respondents**

Age of the Respondents	Percentage
30 years and under	61 %
Over 30 years	39 %

**Table No. 3: Break up of the Sample According to Status of the Respondents**

Status of the respondents	Percentage
Students	60 %
Non-Students	40%

**Table No. 4: Mean, Standard Deviation, and Pearson Chi-Square Value of the Respondents**

Question No.	Survey Statement	Mean	Std. Deviation	Pearson Chi-Square Sig. (2-sided)
Q1a	Have you ever used internet to purchase on-line	1.7100	0.4560	0.000
Q1b	If the answer is "Yes", how many times have you purchased during the past three months.	0.5000	0.9898	
Q2a	Have ever purchased services (eg. Plane or concert tickets)	1.8000	0.3089	0.000
Q2b	If the answer is "Yes", how many times have you purchased during the past three months	0.3300	0.9700	
Q3a	Have ever booked hotel services over the internet.	1.7800	0.4113	0.000

Q3b	If the answer is "Yes", how many times have you purchased during the past three months.	0.4000	0.9211	
Q4a	Have you ever purchased any grocery on-line?	1.7000	0.4302	0.000
Q4b	If the answer is "Yes", how many times have you purchased during the past three months.	0.4000	0.8028	
Q5a	Have you ever purchased any cosmetics on-line?	1.7700	0.4230	0.000
Q5b	If the answer is "Yes", how many times have you purchased during the past three months.	0.4000	0.9101	
Q6a	Have ever purchased any clothing, books, toys.	1.8200	0.3871	0.000
Q6b	If the answer is "Yes", how many times have you purchase during the past three months.	0.2900	0.7823	
Q7a	Did you ever have any bad experience with Shopping on-line (eg. Unsatisfactory service, wrong, damage or late delivery)	1.8000	0.3089	0.000
Q7b	If the answer is "Yes", did they give any assurance or resolved the problem satisfactory.	1.9200	0.2727	
Q8	Did you experience total satisfaction from the on-line shopping?	1.9000	0.3015	--
Q9	The size of the company or the assurance they offer ever influence your decision on purchasing on-line?	1.9100	0.2876	--
Q10	How many hours do you estimate you spend on the internet each week?	2.1000	1.7970	--

### The Analysis :

The questionnaire was carried out among 100 participants residing at Jordan from different Arab countries; males represent 73 per cent of participants while females were just 27 per cent. The age also shows a barrier between the respondents, ranging from 61 per cent under 30 years and 39 per cent above 30 years. Students are shown having 60 per cent of using internet while 40 per cent were non-students. It also shows that the vast majority had not made an on line purchase with 71 per cent while only 29 per cent had made an online purchase with only 19 per cent purchase within the period of three months. This shows that younger generations with mostly students are likely to expose with e-commerce business. It is not surprising that this might be due to their greater familiarity with the internet, while the older respondents might have difficulty in understanding the concept of internet or may be just simply lack of interest. This result is found consistent with the studies done by Kotkin (1998), which indicates that individuals under 26 years of age are twice likely to make an online purchase as older individuals. According to information on the national association of college store website, it is estimated that college students have approximately \$ 100 billion in discretionary income and the purchasing patterns of this group often predict shopping trends of the general population (NACS, 2001). The sample also shows that purchasing online grocery with highest rate of 25 per cent, cosmetics with 23 per cent, clothing, books and toys with 18 per cent and the lowest rate with 15 per cent on purchasing services. Study done by Ghada R. et. al., (2005), also found out that 73 per cent of young educated professionals, in Cairo never shop on line, while 48 per cent shop on line very rarely, even though they are highly exposed to internet. Therefore, it can be concluded that comparing the rate of using internet, the Arab Countries is comparatively low with that of western industrialized countries. Therefore, recognizing this gap between industrialized and the less developed countries and how to fill these gaps lead to formulate some specific theoretical questions which are the main objectives of this study.

- Assisting a guideline in applying business marketing to IT-based retailers.
- Creating a more appropriate and viable mechanisms to integrate value added business cycles.

Our approach is to assist the processes of the whole business competitive drivers, do the whole job of improving, and then come out with appropriate viable mechanisms to integrate value added business cycle and to quantify this value by attracting customers to get more involved.

#### **(IV) Assisting Guideline for IT Based Retailers**

The dramatic growth in the popularity of the information technology had a revolutionary impact on the ways companies do business. Initially, doing electronic business was just a simple and takes as a part of enjoyment or considered as a technological curiosities, but slowly after the 20<sup>th</sup> century, it becomes no more an option but a necessity. Hammel and Prahalad (1994), puts that, “under this mechanism, competitive advantages are created from knowledge-based practices, such as flat learning organizations, compatibility and standardization, streamlining and downsizing, innovative processes, world class competitive strategies, etc., with a strong sense of mission and direction”. This business concept starts giving a broader and valuable dimension offering a great opportunity in enabling economic growth. Shapiro (1999), also expressed that continuous expansion of software industry results in better deals than if one stays small. Or in the case of investing large amounts in research and development for the first prototype, in the case of music, software, electronic publishing, entertainment, pharmaceuticals, and just a couple of dollars for such copies. It is a world of dynamic adaptation against a static optimization of resources. Much of the advantages offer so many possibilities in terms of outsourcing, process improvement, and enterprise solutions. At the same time, one should understand the difference of Business - to - Business (B2B) sites and Business – to – consumer (B2C) sites. In a recent study, it was found out that B2C market use internet to sell 43 per cent of manufactures and 72 per cent of retailers directly to customers, while 40 per

cent of the manufacturing respondents and 46 per cent of retailing respondents purchase products or supplies over the internet, and this referred to as the business - to - business market (Smith, Smith & Kerr. 2003). Hence, integrating all these participants and creating an interlink entity to capitalize consumers benefits and developed a sound business management principles and practices can produce a higher value added business. Therefore, these following drivers are some assistance in applying business management principles and practices in IT applying business.

- 1- Plans
- 2- Finished goods products
- 3- Security promotions
- 4- Market distribution
- 5- Suppliers
- 6- Prices
- 7- Entry Barriers

### **1. Plans:**

Any business without proper plans will surely end in a fraud. Therefore, a promising seamless integration of all the information flows with strategic plans is essential for an IT-based business. IT-based business should be no more considered as systems for technological curiosities, but as vehicles through which fundamental questions concerning the internal business and access may both be asked and answered. Stones (2005), encapsulated the thought that the strength of strong structuration theory is in its formulation of a framework that can translate the ontology of structuration theory into the epistemological, and methodological understanding required by researchers on the ground, designing and interpreting substantive, empirical work. The role and vision of the IT business environment should develop an interdependence relationship between the line managers, all the crew members and the top managers. The view and ideas of the top managers should be disclosed to the line managers and other concerned crew members to integrate company and to supply chain data. Proper and clear vision

should be direct for clear objectives, marketing vision, and clear information about the website and to reach out the information to the mass users.

- a) E-commerce should extend market offers in terms of outsourcing, process improvement, enterprise solutions, and to gathered expertise knowledge to come up with the right combination to meet a client's current and future IT needs.
- b) Establishing integrate company and supply chain data to provide access information for quick strategic decisions.
- c) Establishing corporate identity of the company.
- d) Establishing specific target market segments.
- e) Leveraging and attracting customers by providing small offers coverage or insurance etc.

## 2. Finished Goods Products:

To leverage customers' referrals, attracting visibility of the finished goods also plays a key factor in bringing success to a company. New attracting finished goods production, personnel training in these special fields, extended service agreements, with focusing customers' expectations needs to be considered and given a special care.

- a) Higher visibility added value appeals higher consumer visual dominance over competing brands in side – by – side comparisons. The difference in a products appearance can make a world of difference in customers' buying decision. This can distinguish themselves with co-competitors.
- b) Offering the customers with added product or extra services can also deal a lot change in leveraging customers. Such as e-mail on-line greeting cards, current news, weather reports, travel maps, web page, sports update etc.
- c) Providing integrate facilities at the dot.com platform to acknowledge the peripheral value of the core products before actually buying.

- d) Provides limited on-line access and multiple distribution channels.

### **3. Security Promotions**

Assuring security is both benefited for the company stakeholders as well as the on-line customers. As on-line service became a crucial aspect of business, web assurance services becomes a vital contribution for a better quality and influencing on-line customers. These processes naturally enhance customers' belief and confidence in purchasing on-line products. Therefore, the quality aspect of a web assurance service is of vital necessity for both customers and firms involved. Hunton et. al. (2000), found out that implying e-commerce assurance decrease risk for market participants, thus creating greater expectations of firm performance and value. Bruce et. al. (2008), encapsulated that web assurance services have a positive effect in convincing consumers of website reliability for on-line shopping. It also may be of importance to the external and internal executives, who primarily concerned with the internal controls pertaining to transaction processing.

### **4. Market Distribution**

Strategic management of market distribution is another important point to ponder for a gateway of a successful business. IT applying companies should facilitate adequate marketing information to the customers. Attracting and catching a long time customer can be more beneficial and rewarding. Thomas et. al. (2002), expressed that "companies can facilitate information exchange within a channel of distribution by providing on-line, real-time document sharing, interactive discussions and chats. Digital pictures, itinerary updates, and training sessions can be quickly posted and updated. IT marketing can navigate with on-line stores by a few clicks to individual items. Conversely, marketing can target customers by area, demographics, lifestyles, or past purchase behavior from the purchased record and registration. Janal (2000), furthermore, conveys that, "once



target markets are chosen and customers are attracted, e-tailors should seek to build long-term relationships with publics. Therefore, having an industry with a perfect market competitive scenario should provide:

- a) Customers should be well located giving priority to identified their specific preferences by and giving a secure assurance lock-in can tell on-line buyers how, when, and where to expect delivery – to build customer understanding and confidence (Kienan, 2000).
- b) Achieving a long-term view of customer cost and value, the better the possibility of steady single – transaction relationship.
- c) Should provide customers with personal identification code and order number, so that demand and supply could be easier, faster – cheaper and better. It also should be managed to protect confidentiality and to facilitate on-line tracking of orders.
- d) Should provide an advanced research window characterized by higher potential value to assemble audience and to attract wider audience.

## 5. Access and Suppliers

A cyber store unlike physical store provides the customer the value of convenience which comes from unlimited access. This unique network in combination of locations and the electronic links across the network provides the customers a flexible access with unlimited time of 24 hours a day, seven days a week with no holiday closures. It can also gain the outsource advantages of supplier skill, experience business contacts and up-to-date technology. But investing and providing ease of access depends on the products and consumers variables. Products purchasing on line needs transaction, buyer, and payment verification while music, video, video game require additional system capabilities for streaming graphics and sound. Hartman et. al., (2000), conveys that, “links to e-mail and live operator assistance would add complexity to the process, but would also provide for a customized communication sequence and personalized content

coverage. Furthermore, to this statement, Ramsay (2000), expressed that e-tailers should recognize technology shifts to adapt system access and operating capability for shoppers, with the rapid growth of wireless internet access. E-tailers can also shift some distribution functions to other companies. For example, on-line stores may get small order, direct delivery from producers to retail customers, Keinan, (2000). Therefore, the better the investment in access, the greater the feedback and perceived value for the company.

## 6. Prices:

The increased quality in IT industrial market should be focused on improving customer service and telemarketing functions while decreasing the customer's cost of production, which is also a key role in promoting a successful business. IT industrial business should be based on unique internet based value. This will increase the value of the company and the demand from the customers. The prices of the products should be dictated by the law of supply and demand in order to enhance consumer price shopping mobility and increasing added value for the company. A number of e-commerce business offers price discount in order to attract customers referrals, attention and interest. But, this does not mean to be the right solution in attracting customers and expanding business, while in the long run, this can even create destructive and ineffective situation for the company leaving the business at fragile. Therefore, special plans and care should be initiated while offering discount unless on occasional special scenario like grand opening, stock clearance or end of season close out etc. On the other hand, other plans and efforts can outdo at this competitive business by proving an effective use of all the above mentioned points. Horovitz (2000), says that, the best companies identify what needs to motivate customers to take action and how to create the belief that the companies will satisfy those needs. Added value to customers provided by IT can be reflected at the market prices instantly, so impact on price can be isolated by offering different delivery method or services.

## 7. Entry Barriers

E-commerce companies should apply a flexible and compatibility facility to the customers by removing or reducing the entry barriers for new entrants. This will allow the network more expanding and effective. Czerniawska and Potter (1998), portray some points mainly based on economical measurements,

- a. Economies of scale
- b. Capital requirements
- c. Product differentiation
- d. Access to distribution channels
- e. Government policies
- f. Lock-in and switching cost

These points can help the system to expand and increased larger network. Small and medium enterprises can even collaborate with bigger enterprises forming a synergistic relationship in which both parties can gain handsomely and can leverage the success of the other. Comparatively, it can even interchange new ideas, policies, new uses of materials and equipments, management and even extension of mutual business interest, so that companies can keep the satisfaction of the customers and to expand the business. This supply chain can help in increasing the added value and to compete worldwide more effectively. Therefore, these above discussed points can bring enormous consequences.

These above points have enormous consequences. These and other indicators or drivers suggest that the developing countries should concentrate their efforts more on the development of highly effective industrial eco-system to evaluate sustainable value added structure. Corporations in countries that have been able to transform their high technology cycles into business cycles, with the help of local assets (including raw materials and very low value added processes and products) from less developed economies, may affect their vulnerable local economic growth and, in this way, increase the already abysmal gap between poor and rich regions, Malecki, (1991). Therefore,

using this driver, synergic viable mechanisms can be developed to extend added value business mechanism.

### **(V) Integrating a more appropriate and viable mechanisms to create value added cycle**

After realizing and discussing the above points, business enterprises, will gain some help in creating some idea as how to operate a business effectively. It can implement the dynamics of the business eco-systems where all participants gain. Small and medium enterprises should develop synchronous relationships with the first world customers, lowering the entry barriers. Relating with poor infrastructure should follow innovative processes adaptable to its own accord with competitive mechanisms of the location. Therefore, relation from these above drivers, the followings points can be suggested as the key mechanism in improving innovative programmers and to establish industrial policies that enable to create high value added.

1. Creating and improving the physical infrastructure.
2. Developing financial support programmers.
3. Increasing advertising and target marketing programmers for customer awareness.
4. Identifying factors which lead to more positive evaluations towards on-line customers.
5. Creating positive attitude towards internet store and strengthens the willingness to buy on-line.
6. Security commitment with the customers.
7. Identifying proper and satisfied target considerations for customers demand.
8. Leveraging customers with high performance and flexibility (flexible) services.
9. Low costs, low prices, with high quality goods.
10. Instant response to customers demand.
11. Establishing well synchronized high value chains of complementary – suppliers – producers – customers – services.

## 12. Optimized market segment.

Once all these mechanisms have been established towards a common goal, the business eco-system can expand and improve enabling in creating a proper extended value added environment and achieving world – class high value positions.

## (VI) Conclusions

Today e-commerce continues to expand rapidly but not only as a net working media. It also acts as a transaction medium for consumers at global market in the world. The element of e-shopping offers a direct, interactive access. These high profile opportunities are mostly absorbed by most of the industrialized countries, lacking behind the underdeveloped and developing countries. This paper tries to collect a group of respondents as a sample residing in Jordan in order to find out the degree of using IT as an element of e-commerce business. The result from the analysis shows a significantly low rate of using internet among the Arab Countries. Therefore, making a significant gap between these fast growing industrial countries and the less developed countries. Hence, this paper tries to develop these inconsistent expectations by forming a bridge with an integral steps and organization and operational practices by providing an assisting guideline in applying business marketing and to creates a more appropriate and viable mechanisms to integrate value added business cycle.

## Suggestions

Future research might therefore, explore the business – to business (B2B) by examining managers or personals involved in applying business management principles and practice and their perspectives on IT applying business and added value process.

Furthermore, a study can be done to explore the relationships between different organizational cultural structure and their influence to IT based e-commerce and added value process.

Religion has always been enjoyed the highest communication technologies of the times, within its huge arena. Therefore, an exploration to describe the state of IT and its application from different religious views will be interesting.

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