

Cases in e-Commerce

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CASES IN E-COMMERCE

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Cases in e-Commerce

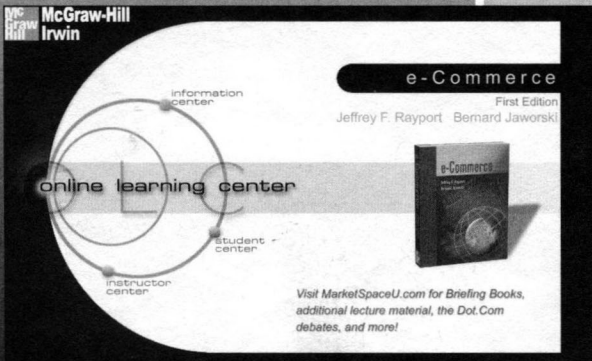
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Tools for the new economy

Cases in e-Commerce is comprised of over 40 HBS-style case studies, primarily written by Professor Rayport and a carefully selected group of case contributors. Rayport's first e-commerce class—taught in 1994—formed the initial foundation for this set of cases that covers the full range of strategy decision making in the new economy. These cases are organized according to the multistep strategy themes noted in *e-Commerce*. Teaching notes and a suite of “new to the world” supplemental materials (video, news feeds, daily newsletters, and case Dashboards that update each case online every 60 days) complete the case package.

e-Commerce provides an in-depth review of strategy formulation in the new economy. The reader is guided through a multistep process that includes focused coverage of market opportunity analysis, building a business model, designing customer interface, implementation, and metrics. Underlying this strategy foundation are network infrastructure and the convergence of new and old media. A Charles Schwab case study throughout the book demonstrates how the text concepts can be applied to a leading new economy firm.

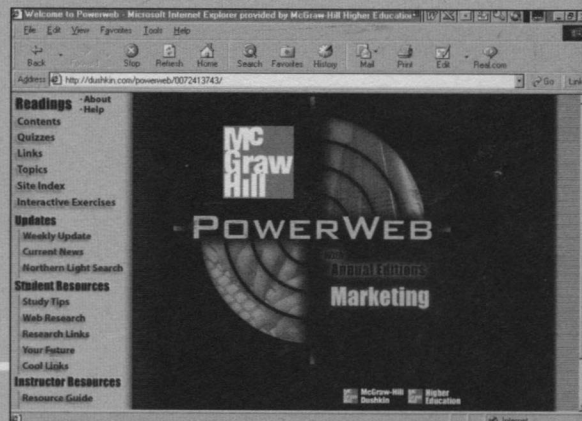
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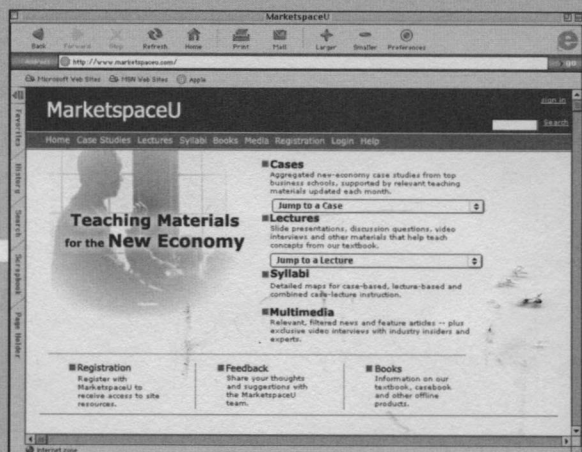
Instructors using this textbook to teach an e-commerce course or module can access the McGraw-Hill/Irwin OLC for sample syllabi that illustrate different approaches to the material. Also available for download are suggested test/discussion questions, guidelines for different types of projects, and 10 to 15 PowerPoint slides for each chapter. Students gain access to a dynamic 24/7 study companion that will help them master core concepts and competencies illustrated in the text.

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Instructors in the new economy space continually confront the problem of staying current. Securing fresh materials and cases in the classroom, and more generally, being at the cutting edge of practice and theory are among the most important—and time-consuming—of the Instructor's duties. The marketSpaceU.com site solves these problems by offering key features for the Instructor: (1) Dashboards that update cases every 60 days, (2) a newsfeed that announces developments related to the case, (3) recommended video “snippets” (5–10 minute videos) that support the lecture/case discussion, (4) recommended case mixes, and (5) e-mail support from our in-house e-commerce faculty team. <http://www.marketspaceu.com>

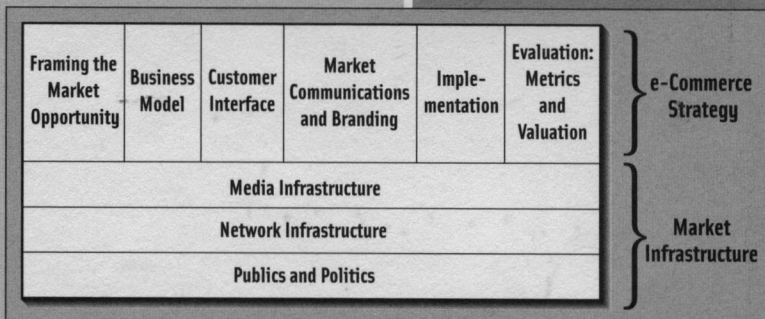


e-Commerce strategy formulation entails basic choices about how a given firm will win in the new economy. These choices include questions such as: Where does the firm play (market-opportunity analysis)? How does it win (business model)? and What is the firm worth (valuation)?

The strategy formulation framework identifies seven choice areas that confront the firm and three “market forces” that provide context for these choices. The seven choices involve:

- market opportunity analysis,
- business model selection,
- design of the customer interface,
- branding and communications,
- implementation and evaluation (including both valuation and metrics)

The three market forces involved are network infrastructure, the convergence of traditional (e.g., broadcast television, radio, magazines, newspapers) and new media (e.g., the Web, Interactive CDs), and the public policy issues that are central to sustainability of the Internet (e.g., privacy, taxes, community).



PREFACE

To say the Internet changes everything is, in some high-technology circles, almost a cliché. But the case studies contained in this volume collectively make a strong argument for the truth of that now-familiar phrase. Or, put differently, the application of new media and information technology to business—which, of course, includes the Internet and the World Wide Web—has not only changed what we know about management, strategy, and business design but also has assured us of a continuing and unfolding impact on what managers do and how businesses operate in the foreseeable future. All hype aside, there is truly a revolution here, and we have little choice but to embrace it.

With this collection of cases on businesses that are enabled by the Internet and powered by new media, we aim to equip present and future executives, managers, and strategists in becoming successful at this time of sweeping change. This book is an entry point into a learning system that includes this casebook, a separate but closely related textbook, video interviews, and integrated Web support. The result is a state-of-the-art, integrated system for teaching e-commerce business practice and theory.

The most succinct way of characterizing the business revolution unfolding today is to understand that we are operating in what some call the new economy. While there are many definitions of this concept, new economy businesses all exhibit signal attributes that identify them as such. Successful new economy firms must be able to accomplish each of the following tasks:

- Create value largely or exclusively through the gathering, synthesizing, and distribution of information. Success is predicated on creating value by tapping the power of electronic information networks and new media interfaces.
- Formulate strategy in ways that make managing the enterprise and the technology converge.
- Compete in real time rather than in “cycle time” and operate in a constantly responsive dialogue with customers and markets.
- Operate in a world characterized by low entry barriers, near-zero variable costs of operation, and, as a result, intense, constantly shifting competition.
- Organize resources around the demand side—e.g., customers, markets, trends, and needs—rather than around the supply side, as businesses have done in the past.
- Manage relationships with customers and markets through “screen-to-face” channels and interfaces, meaning that in addition to traditional face-to-face or people-mediated interfaces, technology also manages these relationships.
- Use technology-mediated channels, which means that ongoing operations are subject to measurement and tracking in unprecedented and accountable ways.

Taking these themes together does more than furnish a rigorous understanding of what business managers and pundits alike mean when they talk about doing business in the new economy. Each of these statements implies significant changes in how new economy practitioners determine strategy, deploy resources, manage firms, craft relationships with their markets, and measure results. This does not mean that everything we know about business up to this point has become irrele-

vant and obsolete, but it does mean that significant changes in the environment of business justify—indeed, demand—radically new approaches to thinking about strategy and management.

As a result, as the cases in this volume illustrate, we strongly believe that the revolution in business is, in fact, larger than any one particular technology, including the Internet, and that it is more profound than any one innovation, including the World Wide Web. We are entering a world in which a new array of considerations—issues that were once peripheral to management or completely outside its scope—have now taken center stage. These include technology, interface design, real-time performance, and market metrics, along with deep understanding of customer attitudes and behavior. For anyone who is considering a career in business of any kind that impinges on these new economy realities, understanding the complexity of these themes is essential to business success, if not business survival.

In this sense, we have developed this set of cases (and related materials) to focus not only on technology but also on a world of business activity enabled by technology. Increasingly, the new economy is built of businesses that at their core, exploit a variety of technological innovations. These innovations have proven necessary, but not sufficient, in the creation of a viable business proposition. Rather, they have created a flood of new entrants in every sector of the economy, most with some kind of technology-enabled approach to changing the way traditional industries work; this trend, in turn, has resulted in a flood of venture capital and private equity into the new economy sector that has further fueled the pace of innovation and competition.

The decline of the technology sector in the world's financial markets in mid-2000 has not wiped out the venture capital allocated to fueling this revolution, nor will the revolution necessarily slow. Instead, capital flows have slowed because investors have become more considered in their funding decisions. The result of that action is nothing but good: we will simply see better, more rigorous business plans completing their funding rounds—and more profoundly innovative business models emerge throughout the economy.

It would, however, be a mistake to interpret these developments—both the hype surrounding digital technology and its more recent deflation in the estimation of our capital markets—as a sign that technology is the new competitive weapon for business. Rather, it is part of the new definition of the minimum entry price—or what gamblers would call “table stakes”—of doing business. Put differently, technology is no longer the scarce resource. Indeed, it is as ubiquitous in the new economy as, until recently, was capital. The scarce resources are the talented individuals with management, strategy, and executive skills tailored to doing business in the new economy. And it is to those talented managers, present and future, that we dedicate these cases.

Equipping managers today and tomorrow constitutes the goal of the learning system that includes this casebook. Again, we are here to provide tools to present and future executives, managers, and strategists in becoming successful creators of value in the new economy. While this success involves a solid grasp of relevant technology and new media forms, it demands just as solid a grasp of how the functions of the manager and executive have changed in this new world.

It is no coincidence that today in Silicon Valley—easily “ground zero” of the Internet business revolution—there are hundreds of CEO positions open with few if any candidates to fill them. The Valley is a place rife with ideas, entrepreneurs, and capital; it is a place where the idea of a shortage in *anything* seems almost a con-

tradition in terms. Yet there is truly a shortage of one critical skill set, and it is the ability to manage effectively at the highest levels in the world that the new economy has wrought.

You, the reader, are the person with the potential to develop such skills—and this is an exciting notion. There could not be a better time in the history of business to have such skills. We believe that one highly effective way of acquiring those skills is through the detailed study of what other managers, entrepreneurs, and businesses have done as they grapple with their own strategic exigencies. A detailed snapshot into real businesses facing real challenges is what case studies are all about.

Indeed, every one of the cases in this book represents a capsule of our experiences visiting the companies; talking to managers, customers, suppliers, and competitors; figuring out what issues kept the CEOs up at night; and ultimately framing those issues as managerial choices for students in classrooms at Harvard Business School (HBS). Almost without exception, our classes that used these cases were blessed by the CEOs of the companies themselves, who came to HBS to tap into the high-octane blend of analytic insight, focus-group feedback, and future talent that the classrooms at the top business schools represent. Also without exception, the reactions of those CEOs and their top managers to those case discussions drove our revision of the cases, in order to highlight key details and to ensure that we got the dynamics of their businesses right. This volume is the fruit of that process. Each case truly constitutes a piece of business reality at a time of enormous, dramatic, exciting change—and at a time when managers throughout the world were truly inventing the future of business as we will know it in the digital era.

With these case studies at your fingertips—and therefore the combined managerial experience contained therein—the world will truly be your oyster—a high-technology one.

Background on Case Development

The majority of the case studies in this volume were developed at HBS to support instruction in a course that originated in the 1994–1995 academic year called “Managing in the Marketplace.” The course was created by Jeffrey F. Rayport, a member of the HBS faculty in the Service Management Unit, and John J. Sviokla, a colleague in the HBS Management Information Systems Unit. Rayport and Sviokla coined the term “marketplace” at a time when it was clear that commercial activities were taking place increasingly in the information world rather than the physical one. Indeed, it was while teaching first year marketing at HBS that this insight first became apparent. Old models such as the marketing mix (product, price, promotion, and distribution) seemed instructive but limited in a world where customer relationships and economic transactions created maximum value in technology-based information environments or through technology-mediated information channels. This conviction took the form of a simple observation—namely, that businesses were increasingly competing not in one but in two worlds, one made of physical reality (marketplace) and the other of information (marketplace).

The earliest version of the course—the first e-commerce course offered at a top-tier business school in the world—bore little resemblance to the cases in this book, in that it contained very few cases involving the Internet. After all, in 1994, Mosaic had barely seen the light of day, and the Web, therefore, was immature in every sense,

especially as a platform or arena for commerce. Instead, the course focused on case studies dealing with management of customers and markets using other kinds of network-enabled technology platforms, such as catalogs using call centers, TV-home shopping such as QVC and Home Shopping Network, auto auctions using proprietary satellite link-ups such as AUCNET in Japan, commercial dial-up services such as Prodigy and Compuserve, and, of course, all manner of CD-ROM businesses for reference materials and data retrieval. Only near the time of the second iteration of the course, in 1996, did the Web emerge to dominate all other e-commerce platforms and define the digital revolution for business. At this point, our case development shifted primarily to Web-enabled businesses (although not exclusively), and the course became a staple of the second-year curriculum at HBS.

Indeed, a fundamental tenet of our work continues to be that the revolution at hand is only exemplified by, and certainly not limited to, the Internet. Anywhere we find technology managing relationships between companies and their customers and markets—where technology rather than people drives the “front-office” interface—in that place, we can say with confidence, another aspect of this revolution is unfolding. The cases in this book reflect that bias.

The marketspace course went on at HBS to be taught successfully by a number of our colleagues, including Professor Leonard A. Schlesinger, now an executive at The Limited, and Tom Eisenmann, who remains at HBS. Meanwhile, beginning in 1997, Bernie Jaworski began using cases from the course to establish the first required curriculum e-commerce course in the United States at the University of Southern California’s Marshall School of Business. Jaworski’s teaching helped further to refine these materials and broaden their appeal as vehicles for understanding Internet businesses.

In developing and revising these cases, we are indebted to the entrepreneurs who made their time available to travel to HBS to see students there discuss the cases on their companies. The cooperation of these entrepreneurs in allowing us access to their companies and their insights as they reacted to class discussions proved invaluable to the creation of these materials. The individuals include Jeff Bezos, founder and CEO of Amazon.com; Martin Nisenholtz, founder and CEO of nytimes.com; Robert Rodin, former CEO of Marshall Industries, Inc. (the company is now part of the merged entity Avnet Marshall); Andrew Heyward, President of CBS News; Larry Kramer, founder, Chairman, and CEO of CBS.Market-Watch.com; Jeff Taylor, founder and CEO of Monster.com (a unit of TMP Worldwide); Carl Rosendorf, a top executive at BarnesandNoble.com; Stuart Spiegel, former Vice President and General Manager of iQVC; Darlene Daggett, Executive Vice President of Merchandising/Sales and Product Planning at QVC, Inc.; Kevin Newman, former CEO of first direct; Tim DeMello, founder and CEO of now defunct Streamline; Robert Olson, cofounder and former CEO of what was Virtual Vineyards (now Wine.com); Jim Griffin, now CEO of Cherry Lane Digital and formerly chief technology officer at Geffen Records; and Jack Rovner and Bob Jamieson, who together run the RCA Records label at BMG Entertainment.

Every one of these individuals worked with us on case studies concerning their businesses and joined us in one or more class discussion. We are truly the beneficiaries of their innovation and inspiration.

Approach

This casebook is written for present and future business practitioners in the new economy. As such, it provides both best of breed case studies and a preview of core concepts of new economy management and strategy. The casebook is informed and structured according to the major topics examined in our e-commerce textbook. We take this approach for a variety of reasons.

As we go to press with these cases, new economy management and strategy are, of necessity, subject to invention in real time. Every marketplace business we have studied—and our work is based on more than 100 case studies completed at the Harvard Business School over the last six years—has been engaged in the often wholesale creation of “new science” for doing business. Whether an enterprise is pioneering new forms of transactional commerce or mining customer information in new ways, thanks to the entrepreneurs building the new economy, entirely new areas of management science are unfolding around the world. We believe that resesarchers can only generate real insights for practice through deep observation of both new and established businesses as they wrestle to redefine business in light of these new economy challenges. Thus, we take a militantly field-based and practitioner-focused perspective on this work. This is not to say that management theory is irrelevant. Existing concepts and theories such as “network effects” and “increasing returns to scale” do apply. However, in general, we remain convinced that practice is far ahead of theory at this time in history.

Cases in e-Commerce provides 25 case studies that examine a broad range of business structures and core activities—from offline companies adding an online component to their business to pure “dot-com” companies attacking established players. Most of these cases represent materials developed through work at HBS; a small number are drawn from our colleagues engaged in field-based study of e-commerce at other top-flight business schools. Taken together, this case collection not only covers online renditions of retail and wholesale businesses but also provides insight into the business choices facing infrastructure, financial service, and media companies.

In this book, a collection of the freshest and most relevant case studies are presented within a structure of rigorous concepts, frameworks, and approaches that represent an entire applications suite of tools for doing business in the new economy. Observation of business practices, while often fascinating and instructive, is really just the beginning. We have taken our knowledge of practice, as developed through these case studies, and followed through with conceptualization. This collection of cases, along with our “wrap-around” conceptual structure, provides instructor and student alike with a broad, comprehensive, and rigorous survey of the challenges new economy managers must currently face, along with approaches to address them.

Content and Organization

Cases in e-Commerce is organized around the decision-making process we propose for formulating new economy enterprise strategy. There are six interrelated, sequential decisions to this strategy—market-opportunity analysis, business model, customer interface, market communications and branding, implementation, and evaluation. These decisions are made in the context of a changing market-level infrastructure. As we define it, infrastructure includes factors related to network infrastructure and media convergence.

As such, the sequence and topics of chapters reflect the intellectual architecture of our approach to managing in this field. Chapters are organized to reflect the framework sequence of the decision-making process.

- **Chapter 1—Overview:** Many students and clients ask us what is different about managing in the new economy. In this chapter, we present Amazon.com and BarnesandNoble.com as cases of quintessential new economy companies, then set forth the differences as seen through lenses of their business challenges. Through these cases we attempt to frame the unique attributes of the new economy and the implications for managers and strategists. We present a working definition and framework for the study and practice of e-commerce.
- **Chapter 2—Framing the Market Opportunity:** In this chapter, we revisit the basics for any business to construct an original new economy approach to formulating business strategy. We provide PlanetAll and CarPoint.com as examples for discussion of the process. We focus on the players who make up the dynamics of any business—customers, competitors, and strategic partners. The goal here is to understand what market analysis becomes in this new world, introducing a process for not only understanding the market but also identifying those portions of the market that are unserved or underserved.
- **Chapter 3—Business Models:** A business-model definition is essential to competition in this new space. Here we introduce the four components of the marketspace business model: (1) the value proposition or cluster, (2) the product offering that we call a marketspace offering, (3) the resource system that the firm selects to deliver the offering, and (4) a financial model that enables the business to generate revenues, cash flows, and, ultimately, profit margins or valuation potential. We introduce Egghead.com, Virtual Vineyards, Weather Services Corporation, Streamline, ChemUnity, and Independer as examples to consider when discussing these four key choices that constitute the foundation of strategy decisions.
- **Chapter 4—The Customer Interface:** The visible presence of most e-commerce businesses is a digital or rich media interface. While new economy businesses may make substantial use of traditional offline interfaces—such as retail points of sale, printed catalogs, stand-alone kiosks, and call centers—they rely primarily on a virtual storefront located on the Web and enabled by the Internet. These elements include content, context, community, commerce, customization, communications, and connection. Here we present iVillage, first direct, QVC, Inc., and Frontgate Catalog as examples for discussing the various customer interfaces that managers must consider when building online and/or offline businesses.
- **Chapter 5—Market Communications and Branding:** In the demand-oriented world of the new economy, there is nothing more valuable than mindshare or the ability to attract and hold the attention of markets and customers. The traditional tools of attention management are marketing communications and promotion. Many believed that the Web would create a world of downward price pressure and rapid margin erosion for goods and services, wherein everything sold would almost instantaneously become a commodity. But the truth is very different. In fact, differentiation of products, services, and offer-

ing is not only possible on the Web, but also enormously attractive in commercial terms, if done effectively. At the same time, brands are more important than ever—some would argue that, at least in business-to-consumer ventures, they are essential to success. We provide Monster.com and E-LOAN as examples for this discussion.

- **Chapter 6—Implementation:** If strategy is about “what to do,” implementation is about “how to do it.” Because most management texts focus on strategy, implementation is often left to the last chapter. Indeed, in the management literature, implementation has constituted a “poor cousin” of fashion-forward fields such as strategy, marketing, and finance. Doing business in the new economy demands a different approach. Because technology-enabled businesses operate in constant and dynamic dialogue with their markets, it is difficult—and unproductive—to approach strategy and implementation in a linear, sequential fashion. Rather, they are two elements in a real-time cycle, wherein each set of decisions pertaining to strategy and implementation must constantly be reevaluated, based on new data passed from one activity to the other. In this chapter, we consider both the “delivery system” and role of practice-based innovation in strategy implementation. Here iQVC and Marshall Industries serve as examples for discussing the importance of implementation in business strategy.
- **Chapter 7—Metrics and Valuation:** One of the more provocative aspects of the e-commerce revolution has been the extraordinary valuations that Web-based businesses achieved at the height of dot-com mania in capital markets around the world. These range from Yahoo!, the Web’s leading search engine, which on good days is worth more than General Motors, to America Online, which achieved a valuation so high that it was able to acquire Time Warner, the world’s largest media conglomerate. Examples also include phenomenal valuations outside the United States, such as the Hong Kong-based Pacific Century CyberWorks, a holding company of Internet business investments, which at one point achieved a valuation so rich that the company successfully acquired Hong Kong’s national telecommunications giant and the India-based Wipro, an Internet services firm that, after an IPO on India’s national stock exchange, became the most highly valued company in the nation’s history. We attempt to cut through the hype that once surrounded such valuations with the aid of one of the world’s leading experts on corporate valuation, Tom Copeland. We think the Tom.com case will enable a class to discuss the challenges of determining or projecting the valuation of an e-commerce business.
- **Chapter 8—Network Infrastructure:** In the new economy, the infrastructure of economic activity—primarily oriented around the processing and shipment of information—is both less visible and less familiar than, for example, traditional channels of distribution. In this chapter, we examine the market-level dynamics that operate outside the formal boundaries of the organization to provide the infrastructure for traditional and new business approaches. The cases “Nortel Networks: Internet Point of Presence” and “MindSpring” are good examples for discussing components of the “railroad” enabling the new economy.

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- **Chapter 9—Media Convergence:** What rides on the “rails” of this new infrastructure is a wide variety of content and media. In this chapter, we examine media undergoing transformation from analog to digital and the consequences of value migration from old media to new media, media megamergers, and synergies. We provide *The New York Times* Electronic Media Company, CBS Evening News, CBS.MarketWatch.com, and RCA Records: The Digital Revolution as points for discussing the cross-over and combining of old and new media.

Supporting Materials

For Faculty

The changes taking place in real time in the new economy have both energized the classroom and brought a new set of challenges. Students have unprecedented access to sources of information and data, they have had a greater range of experiences—from investments in new economy companies to their own startup battle scars—and support for teachers in the classroom has advanced from a blackboard or two to a multimedia tool kit designed to make lessons more immediate.

These developments make the job of staying on top of the new economy and of effectively conveying its lessons more difficult. Given the speed of change, how can we prevent being blindsided by late-breaking developments? Because the “old warhorse” cases often no longer work, what *can* we repurpose, and where do we turn for new frameworks? In an effort to assist instructors, we have developed a comprehensive support package that includes materials available on the Web.

- **e-Commerce textbook:** Available separately for purchase, *e-Commerce* complements our casebook and charts an educational course through the key practical and theoretical issues in the new economy business landscape. The textbook is a collection of rigorous concepts, frameworks, and approaches that represent an entire applications suite of tools for doing business in the new economy. Observations of business practices, while often fascinating and instructive, are not enough. We have taken our knowledge of practice as developed through case studies and followed through with conceptualization.

Qualified adopters of *e-Commerce* or *Cases in e-Commerce* will also have access to two unique supporting websites, McGraw-Hill’s Online Learning Center (OLC) and Marketspace’s www.marketspaceu.com. Also available is a wide variety of additional materials to support the text.

- **McGraw-Hill/Irwin OLC:** McGraw-Hill/Irwin continues its leading role in providing excellent support to instructors and students in higher education. Instructors using this casebook to teach an e-commerce course or module are able to access the McGraw-Hill/Irwin OLC at www.mhhe.com/marketspace to obtain a print copy of the Teaching Notes for *Cases in e-Commerce*, find out about other McGraw-Hill/Irwin/Marketspace titles, and connect to www.marketspaceu.com for faculty support. Students can also utilize the self-assessment material that supports the companion textbook *e-Commerce*

le and connect to www.tnbt.com for up-to-the-minute news on the new economy.

- **Teaching Notes:** Concise teaching notes help instructors understand the cases and teaching themes and also provide several helpful resources. Each teaching note offers a case synopsis, case teaching objectives, several case-analysis questions (and answers), warnings about potential problems with teaching the case, an endnote that provides a general update on what has happened to the company since the case was written, and several suggestions on how to organize the classroom boards when teaching a case.
- **Instructor's Manual:** Available directly from the McGraw-Hill OLC at www.mhhe.com/marketspace, the instructor's manual is designed and written to help faculty using the *e-Commerce* textbook. The manual offers a concise summary of each chapter's key themes, classroom questions (and answers) that highlight those themes and spur lively classroom debates, and relevant student project assignments (and answers) designed to reinforce key learning points in each chapter. For each chapter the instructor's manual provides teaching tips and suggestions, suggested test/discussion questions, and suggested exercises and associated websites that illustrate each chapter's content.
- **MarketspaceU Multimedia Materials:** We draw upon the extensive professional media capabilities of the Marketspace media group and of our sister website at www.tnbt.com to let the new economy speak for itself.

The MarketspaceU media archives contain over 100 focused broadcast-quality interviews with leading CEOs, investors, inventors, and implementers. All of the interviews were conducted at leading new economy conferences around the world. Streaming video excerpts are available on the website at <http://www.marketspaceu.com>, and full interviews are available on videotape for purchase.

MarketspaceU.com has captured Professors Rayport and Jaworski in a series of "dot-com debates" on live and lively issues in the new economy. Does profit matter? Do the valuations make sense? Who has it better, dot-com startups or dot-coms backed by brick-and-mortar giants? Does segmentation matter on the Web? Tune in by visiting us at <http://www.marketspaceu.com>, as Dr. Rayport and Dr. Jaworski provide an educational—and entertaining—Point-Counterpoint discussion.

- **Case DashboardTM and Lecture DashboardTM:** For each case and lecture we offer an online dashboard, an enhanced multimedia teaching note to keep instructors informed about the cases and lecture topics and in control in the classroom. Each dashboard provides a quick summary of the case or lecture, key articles, teaching aids (e.g., a timeline of company developments), discussion questions and focused Point-Counterpoint debates, and real-time updates powered by our sister site, www.tnbt.com. Designed by our unique combination of academics and practitioners, briefing books provide confidence in the classroom. They focus and enhance preparation time, reduce the chance for blindside surprises, and direct discussion to the most recent issues.

Lecture DashboardsTM include an expanded PowerPoint presentation designed to capture key chapter themes and insights. These slide decks offer visual aids. Instructors can also incorporate these slides into PowerPoint presentations on various new economy topics.

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- **Syllabi:** Also available are three types of suggested syllabi (all-case format, all-lecture format, combination case/lecture format):
 - *All-Case Teaching Format:* For instructors using an all-case format, we offer a syllabus that outlines a 13-week course structure and specifies suggested course timing, class-session summaries, recommended cases that illustrate important e-commerce themes, and class-preparation questions.
 - *All-Lecture Teaching Format:* For instructors using an all-lecture format, we offer a syllabus that outlines a 13-week course structure and specifies suggested course timing, class-session summaries, and class-preparation questions.
 - *Combination Case/Lecture Format:* For instructors using a combination case/lecture format, we offer a syllabus that outlines a 13-week course structure and specifies suggested course timing, class-session summaries, recommended cases to augment textbook-based lectures, and class-preparation questions.

For Students

You are riding the wave of a technological revolution that is changing the way that economy operates. Businesses, entrepreneurs, governments, academic institutions, nonprofit organizations—all are scrambling to hire students who understand, can operate in, and can lead in the new economy. MarkspaceU provides you with the knowledge to harness, drive, and benefit from the opportunities brought on by the new economy.

- **e-Commerce** provides a strong knowledge foundation of information about the new economy.
- **Cases in e-Commerce** show how new economy knowledge is applied in the business world.
- **Articles and forums** provide in-depth insight on what academic and new economy business leaders are thinking and doing.
- And every day **our sister site, www.tnbt.com**, provides new economy news updates—knowledge to keep you on the cutting edge of the new economy.

BRIEF CONTENTS

Preface	iii
1 Overview of e-Commerce Framework	1
2 Framing the Market Opportunity	115
3 Business Models	157
4 Customer Interface	277
5 Marketing Communications and Branding	369
6 Implementation	411
7 Valuation	455
8 Network Infrastructure	471
9 Media Convergence	513
Index	613

CONTENTS

Preface	iii
1 Overview of e-Commerce Framework	1
OVERVIEW OF e-COMMERCE FRAMEWORK	1
SYNOPSIS OF CHAPTER CASES	3
<i>Amazon.com (A) Case Overview</i>	3
<i>Amazon.com (B) Case Overview</i>	4
<i>Amazon.com (A) and Amazon.com (B) Preparation Questions</i>	4
<i>Amazon.com (C) Case Overview</i>	5
<i>Preparation Questions</i>	5
<i>Amazon.com (D) Case Overview</i>	5
<i>Preparation Questions</i>	6
<i>Barnesandnoble.com (A) Case Overview</i>	6
<i>Preparation Questions</i>	6
<i>Barnesandnoble.com (B) Case Overview</i>	7
<i>Preparation Questions</i>	7
<i>Barnesandnoble.com (C) Case Overview</i>	7
<i>Preparation Questions</i>	7
INTEGRATIVE STUDY QUESTIONS	8
SUMMARY	8
AMAZON.COM (A)	9
AMAZON.COM (B)	36
AMAZON.COM (C)	48
AMAZON.COM (D)	60
BARNESANDNOBLE.COM (A)	70
BARNESANDNOBLE.COM (B)	101
BARNESANDNOBLE.COM (C)	109
2 Framing the Market Opportunity	115
FRAMING THE MARKET OPPORTUNITY	115
SYNOPSIS OF CHAPTER CASES	116
<i>Planetall Case Overview</i>	116
<i>Preparation Questions</i>	116
<i>Microsoft CarPoint Case Overview</i>	117
<i>Preparation Questions</i>	117