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# E-Business

01/02

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## E-Business

01/02

*First Edition*

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*Global Entrepreneurship Institute*

Robert W. Price is a senior research fellow at the Global Entrepreneurship Institute. As a business advisor, he works with small- and medium-sized global entrepreneurial firms. As an adjunct professor, he leads classes and seminars for entrepreneurial management programs and executive MBA programs in southern California. Mr. Price received his bachelor's degree from Ohio State University and his master's degree from Pepperdine University's George L. Graziadio School of Business Management in Malibu, California.

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**2. Deciding on E-Business Models and Strategies**

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**3. Integrating the Value Chain with Web Technologies**

Unit photo—Courtesy of Tom Way/IBM Microelectronics.

**4. Creating Marketing and Branding Strategies in the New Economy**

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**5. Building Communities and Enhancing Consumer Experiences**

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**6. Going Global and Reaching Out through the Net**

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First Edition

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Members of the Advisory Board are instrumental in the final selection of articles for each edition of ANNUAL EDITIONS. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think that you will find their careful consideration well reflected in this volume.

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*Global Entrepreneurship Institute*

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In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the public press in providing current, first-rate educational information in a broad spectrum of interest areas. Many of these articles are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully collected, organized, indexed, and reproduced in a low-cost format, which provides easy and permanent access when the material is needed. That is the role played by ANNUAL EDITIONS.

New to ANNUAL EDITIONS is the inclusion of related World Wide Web sites. These sites have been selected by our editorial staff to represent some of the best resources found on the World Wide Web today. Through our carefully developed topic guide, we have linked these Web resources to the articles covered in this ANNUAL EDITIONS reader. We think that you will find this volume useful, and we hope that you will take a moment to visit us on the Web at <http://www.dushkin.com> to tell us what you think.

Internet commerce is forecasted to reach \$6.8 trillion by 2004, amounting to 8.6 percent of global sales for goods and services. Capturing some of this commercial activity has to be very high on the list of your future strategic goals. And planned or not, within a very short time when you are out in the world of business, you will feel intense pressure to keep up with e-businesses in whatever becomes your battlespace.

Just as when buying a PC, you could not afford to sit and wait for the perfect model to be released at the perfect price, you will find that early adopters of e-business will have already gained valuable insight into how they can transform their businesses or develop new niche businesses from their hard-won experiences with imperfect products.

The average cost of developing and launching an e-business solution has already reached close to \$1 million. An e-business solution is defined as (1) improving business processes using Internet technologies, (2) leveraging the Web to bring together customers, vendors, suppliers, and employees in ways never before possible, and (3) Web-enabling your business to sell products, improve customer service, and get maximum results from limited resources.

Such exploding growth means that we must take a variety of approaches to teaching e-business in college. *Annual Editions: E-Business 01/02* provides the strategic management approach with a slight marketing slant. The common understanding, or baseline, of my teaching is that in every organization (industry, retailing, government, education) there will be a person or group of persons who, knowingly or unknowingly, are in charge of getting new goods and services onto the Internet—quickly.

This first edition of *Annual Editions: E-Business* focuses on the strategic issues associated with starting a new e-business solution for an existing company or creating a new entrepreneurial e-business venture. It is framed around these seven broad units: "Understanding the E-Business Tidal Wave," "Deciding on E-Business Models and Strategies," "Integrating the Value Chain

with Web Technologies," "Creating Marketing and Branding Strategies in the New Economy," "Building Communities and Enhancing Consumer Experiences," "Going Global and Reaching Out through the Net," and "Anticipating What's Next in Solutions and Technologies." Included in each unit are some questions that should be considered when exploring e-business opportunities.

Unit overviews allow the reader to place the selections in the whole context of the subject. The book also contains a number of features that include a *topic guide* for locating articles on a specific subject and a *table of contents* with abstracts that summarize each article. Key ideas are highlighted in bold italics. Also, there are selected *World Wide Web* sites that can be used to further explore the topics. These sites are cross-referenced by number to the topic guide.

The ideas in the book have incubated over my entire business lifetime, and most have been used in many actual new e-business ventures. Creating a successful e-business solution will not be easy. It takes setting goals and objectives, planning, and strategic implementation, just like any other business venture. But, by going through the process thoroughly and thoughtfully, you'll find that the Internet can be a winning opportunity unlike any other you have studied.

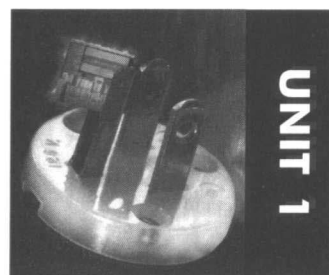
*Annual Editions: E-Business 01/02* is designed to provide you with the most complete and current selection of readings available on the subject. We would like to know what you think. Please take a few minutes to complete and return the postage-paid article rating form at the back of the volume. Any book can be improved, and we would appreciate your help to improve *Annual Editions: E-Business*.



Robert W. Price  
Editor

# Contents

To the Reader	iv
Topic Guide	2
• Selected World Wide Web Sites	4
Overview	6
1. The Internet Economy: The World's Next Growth Engine, Michael J. Mandel, <i>Business Week</i> , October 4, 1999.	8
We have entered the <b>Internet Age</b> , which has resulted in an explosion of economic and productivity growth in the United States. In this article learn how the United States has taken the lead in the Net race, but will soon be challenged by <b>global, knowledge-based economies</b> .	
2. Shaping Forces and Tidal Waves, Trevor R. Stewart, <i>The E-Business Tidal Wave</i> , Deloitte Touche Tohmatsu, 1998.	11
In the mid-1990s a <b>new industrial force</b> began to emerge that will have a more rapid and profound impact than any that has gone before. In this report, learn how this force can transform an industry.	
3. The Next Industrial Revolution? Information Technology Makes a Difference—Finally, Stephen S. Cohen, J. Bradford DeLong, and John Zysman, <i>The Milken Institute Review</i> , First Quarter 2000.	18
Many see a <b>shift in the economic landscape</b> , and different people call it by different names: the post-industrial society, the innovation economy, the knowledge economy, the network economy. The authors prefer <b>a new term: the e-economy</b> .	
4. The Trillion-Dollar Race to "E," Charles E. Lucier and Janet D. Torsilieri, <i>strategy+.business</i> , First Quarter 2000.	23
The <b>valuation of New Economy</b> players represents a bet by the world's financial markets that a few companies will leverage the Internet in such a way as to fundamentally change the competitive game in their industries.	
5. CMGI: Inside the Internet's Incubator Powerhouse, Banning K. Lary, <i>American Venture</i> , April-June 2000.	27
Having helped launch some 60 Internet companies, CMGI, now with more than \$11 billion in public holdings, is possibly the most prolific <b>venture capital incubator</b> working the Net today.	



## Understanding the E-Business Tidal Wave

The five selections in this section examine how much the Internet has impacted on the business world.





## Deciding on E-Business Models and Strategies

Five articles in this section look at some methods for using the Internet to enhance a business strategy.



## Integrating the Value Chain with Web Technologies

Seven articles in this section discuss various strategies for expanding the value of a company's product or service by utilizing the Internet.

### Overview

32

#### 6. A New Era of Bright Hopes and Terrible Fears, 34

Robert D. Hof, *Business Week*, October 4, 1999.

This **overview of the new economy** reviews the **Net's impact** on six industries that are getting hit the hardest by Internet models: computing and electronics, telecommunications, financial services, retailing, energy, and travel.

#### 7. Internet Anxiety, Business Week, June 28, 1999. 40

Traditional companies in all kinds of industries are hurriedly mapping out Net strategies. The authors explain how corporate America is embracing **a radically new business model**.

#### 8. Leveraging the Web for Corporate Success, David 47

A. Griffith and Jonathan W. Palmer, *Business Horizons*, January/February 1999.

The authors discuss how **Web-based commerce models** are created. They describe how the Net can enrich long-term corporate value and competitiveness, beyond merely adding sales, as a solid part of a firm's strategic plan.

#### 9. Where the Money Is, Douglas A. Blackmon, Wall Street 54

*Journal Interactive Edition*, April 17, 2000.

The author reports that **consumer commerce (B2C)** is attractive, but **business-to-business (B2B)** has the potential to jump to nearly \$2.7 trillion in 2004.

#### 10. From the Ground Floor: In the Internet Business 56

**World, Startups Have an Unfair Competitive Advantage**, Steve Jurvetson, *Red Herring*, April 2000.

The author is a managing director for Draper Fisher Jurvetson, a venture capital firm that invests in early-stage technology companies. He believes that in the Internet business world, startups have an **unfair competitive advantage** over existing business franchises.

### Overview

58

#### 11. Untangling the Value Web, Shawn D. Cartwright and 60

Richard W. Oliver, *Journal of Business Strategy*, January/February 2000.

In this article, learn how it takes more than traditional **value chain analysis** to understand how companies create customer value using Web technologies.

#### 12. From Reengineering to E-Engineering, Steve Hamm 65

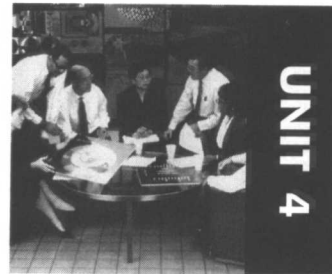
and Marcia Stepanek, *Business Week*, March 22, 1999.

To take full advantage of the Internet, companies are reinventing the way they do business and deliver value to their customers. As these authors point out, companies large and small are racing to **revamp operations** for the Internet age.

- 13. Amazon Your Industry: Extracting Value from the Value Chain,** Timothy M. Laseter, Patrick W. Houston, Joshua L. Wright, and Juliana Y. Park, *strategy+business*, First Quarter 2000. **69**  
More than \$2 billion in **additional value** lies locked inside the trade-book publishing **supply network**. The lessons the authors share in this article apply to all businesses.
- 14. Changing Channels: The Impact of the Internet on Distribution Strategy,** Leyland Pitt, Pierre Berthon, and Jean-Paul Berthon, *Business Horizons*, March/April 1999. **79**  
The new electronic medium is ravaging **traditional distribution philosophy**. The authors address how Web technologies are rendering many conventional intermediaries and channels obsolete.
- 15. How an Intranet Opened Up the Door to Profits,** Marcia Stepanek, *Business Week*, July 26, 1999. **89**  
Here's a case study about how one company was on its last legs of profitability until an **inhouse information network** showed people how to work better and smarter.
- 16. First Do No Harm,** Bob Duncan, *Inc. Technology*, No. 1, 2000. **93**  
How does a manufacturer go online without destroying its relationships with its retailers? The author describes some ideas on resolving and preventing this **channel conflict**.
- 17. From Soup to E-Nuts,** Kris Frieswick, *CFO*, February 2000. **95**  
**End-to-end e-commerce outsourcing** is becoming a reality. But, the author points out, the usual risks of information technology (IT) outsourcing contracts are greatly magnified, and require careful evaluation.

**Overview** **100**

- 18. Marketing in the Network Economy,** Ravi S. Achrol and Philip Kotler, *Journal of Marketing*, Special Issue, Volume 63, 1999. **102**  
**Marketing in the new economy** is poised for revolutionary changes in its organization context as well as in its relationship with customers. In this article, the authors suggest that a **paradigm shift for marketing** may not be far over the horizon, one in which the marketer becomes an agent of the buyer rather than of the seller.
- 19. As Good As It Gets,** Chad Kaydo, *Sales & Marketing Management*, March 2000. **120**  
The author suggests that e-mail is the **ultimate marketing tool** and offers 10 ways to use it to boost customer loyalty and build profits.



## Creating Marketing and Branding Strategies in the New Economy

Six selections in this section consider some ways to build market recognition and customer identity.





## Building Communities and Enhancing Consumer Experiences

Nine articles in this section discuss the importance of and some methods for establishing a buying community for a company's product.

20. **'Clicks and Mortar' at Gap.com**, *Business Week*, 125  
October 18, 1999.  
The stores and Web site of the clothing chain Gap work together to push up sales at both. By coordinating online efforts closely with its 2,600 retail outlets, Gap hopes to build a consistent **marketing and branding strategy**, thereby avoiding **cannibalization and channel conflict**.
21. **Electronic Marketing: What You Can Expect**, 128  
Tim Mack, *The Futurist*, March/April 2000.  
The **e-marketing industry** has a bright future, but as the author points out, it can be laced with **underhanded tactics** that will harm both business and consumers.
22. **The Internet As a Brand-Building Opportunity**, 132  
Kathleen Olvany-Riordan, *Digitrends*, Summer 1999.  
Learn from this article how today's powerful **new interactive tools** and platforms enable marketers to do more than ever before—and to do many of the same things better.
23. **Build a Strong Customer-Brand Relationship**, 134  
Doug Barton, *e-Business Advisor*, April 2000.  
The Internet gives consumers more knowledge and buying power than ever before. Learn how to make your marketing dollars work to **create online and offline brand loyalty**.

## Overview 138

24. **Let Your Customers Lead**, Katharine Mieszkowski, *Fast Company*, April 2000. 140  
The real opportunity of the Internet, Web strategist Daniel Siegel warns business leaders, is the chance to **rethink your relationship with consumers**. One way to determine which consumers are right for your company, the author asserts, is to put them in charge of your company.
25. **Building Global Communities**, Neil Gross, *Business Week*, 146  
March 22, 1999.  
From this article, learn how business is partnering with sites that draw together **like-minded consumers**. These electronic neighborhoods will become the **incubators of trends** and new product ideas.
26. **Building the E-Business Experience**, Maureen McGuire, 148  
*Digitrends*, Quarterly Review, Fall 1999.  
The author proclaims that ultimately company Web sites must **provide instantaneous value and choice** in e-business because that is what loyal customers will come to expect from any brand.

- 27. 'The Buyer Always Wins,'** Robert D. Hof, *Business Week*, March 22, 1999. **150**  
 With respect to **pricing strategies**, to a greater extent than ever before, the **customer is king**. Customers are seeking and getting lower prices on the Web.
- 28. From Shelf to Cyberspace,** Kendra L. Darko, *American Demographics*, September 1999. **152**  
 Dr. Glen Urban, professor of marketing at MIT, believes that the Internet is going to have far-reaching effects on the **development of new products and services**. Read how he is applying his forecasting models to the Internet, where the balance of power has shifted to consumers.
- 29. Learn from the Leaders,** *eBiz Solutions*, Winter 2000. **154**  
 This article has excellent quotes from the **leading e-commerce managers** from dot-coms dealing with pet suppliers to watches to travel reservations. It relates to **customer care**, advertising, marketing, and technology.
- 30. Cyberservice: Taming Service Marketing Problems with the World Wide Web,** Leyland Pitt, Pierre Berthon, and Richard T. Watson, *Business Horizons*, January/February 1999. **158**  
 How does the Web handle the differences between products and services? The authors describe how **mass customization** will come to the rescue of marketing and selling **"cyberservices"** over the Internet.
- 31. Establish an Effective Privacy Policy,** Joel B. Rothman, *e-Business Advisor*, March 2000. **166**  
 Protecting consumers' personal information isn't just a courtesy anymore but a legal obligation. A clear, **comprehensive privacy policy** can mean loyal consumers and more business. The author explores the components of such a policy.
- 32. The Real Victims of Fraud,** Miguel Helft, *The Industry Standard*, March 6, 2000. **169**  
**Credit card fraud** is the Internet's number-one concern in regard to consumers. But the real victims, as this article addresses, are not customers. They are the merchants, who have little or no recourse when they are stuck with the bill.

**Overview** **176**

- 33. The New Economy: It Works in America. Will It Go Global?** *Business Week*, January 31, 2000. **178**  
 Most corporate executives and policymakers in Europe and Asia, once skeptical about U.S. performance, have taken notice of the new economy. This article explains what countries must do to get a **high-productivity, low-inflation economy**.
- 34. Work in Progress: Signs Abound of a Nascent New Economy,** *Business Week*, January 31, 2000. **182**  
 There's no doubt that a new economy is developing in Europe. This article addresses **Europe's rapid growth** of knowledge-based businesses and its sweeping deregulation of markets.



## Going Global and Reaching Out through the Net

Seven articles in this section consider the global possibilities that open up when using the Internet.



## Anticipating What's Next in Solutions and Technologies

The eight selections in this section look to the future of the relationship between the Web and the business community.

35. **China's Internet Gold Rush**, Terry McCarthy, *Time*, 185  
February 28, 2000.  
*Ten million Chinese are now online*, up from fewer than 1 million in 1996. In this article, learn how the world's most populous country prepares for an "e-revolution."
36. **Battle for the Latin American Net**, *Business Week*, 187  
November 1, 1999.  
The Internet has the potential to transform the way millions of Latinos work, communicate, and shop. *Latin America is getting wired* in record numbers and the rush is on to cash in on the fast-growing market.
37. **Home Field Disadvantage**, William Echikson, *Business Week*, December 13, 1999.  
The author provides an insightful case study about why *Europeans lose to U.S.* rivals and how they find *competing with U.S. startups* likely to be an uphill, uneven fight.
38. **Global E-Commerce, Local Problems**, Sunny Baker, 192  
*Journal of Business Strategy*, July/August 1999.  
Technology can immeasurably *enhance the global business effectiveness* of e-commerce and of the supply chain, but it does not provide all the answers, especially with respect to *cultural differences*.
39. **Globalism vs. Nationalism vs. E-business: The World Debates**, *strategy+business*, First Quarter 2000.  
From continent to continent, governments are struggling to adjust economic regulations to a new, *transnational medium*. In this article are reports from three major markets about the *contests to control the Internet* economy.

### Overview 208

40. **Living in the Year 2025**, Randy Barrett, *Interactive Week*, January 10, 2000.  
Here are some interesting scenarios that have been set out by futurists with whom the author consulted. This is an attempt by *Interactive Week* to estimate the *impact of the Internet on society* over the next 25 years.
41. **Inflection Point: Intel Chairman Andy Grove Talks about How E-Commerce Will Transform Just about Everything**, David P. Hamilton, *Wall Street Journal Interactive Edition*, April 17, 2000.  
*Intel Corporation chairman Andrew Grove* has long been one of the business world's best deep thinkers. In this article, he talks about how e-commerce will transform just about everything.

<b>42. The Next Big Thing</b> , <i>Context</i> , April/May 2000.	<b>218</b>
<i>Yahoo! co-founder Jerry Yang</i> lays out his vision of the Internet's future. Get ready—he thinks the revolution is just getting started.	
<b>43. There's No Escaping AOL</b> , <i>Business Week</i> , December 6, 1999.	<b>222</b>
AOL has a bold new attack on the biggest opportunity to come along since the Internet began. The strategy is called <b>AOL Anywhere</b> , connecting an endless variety of <b>new information appliances</b> .	
<b>44. Full Speed Ahead</b> , Lou Dolinar, <i>Yahoo! Internet Life</i> , April 2000.	<b>225</b>
<b>High-speed broadband Net access</b> is coming. Lou Dolinar addresses the questions: how fast, how soon, how much?	
<b>45. Up for Grabs</b> , Erik Sherman, <i>CommVerge</i> , March 2000.	<b>230</b>
While virtually everyone in computing and telecommunications agrees that the <b>wireless Internet</b> will become important, that is about the last note of harmony that has been heard on the subject. Here's why.	
<b>46. Lord of the Penguins</b> , Doug Bartholomew, <i>Industry Week</i> , February 7, 2000.	<b>234</b>
There's no question that <b>Linux</b> is "where it's at" in computing today. Learn why the Internet industry is quickly adopting Linux as the alternative to Microsoft Windows NT.	
<b>47. E-Conomics Problem</b> , Christopher Swope, <i>Governing</i> , March 2000.	<b>238</b>
With the U.S. Congress's <b>Internet tax commission</b> deadlocked, governors and mayors are desperately seeking solutions to their <b>e-commerce sales-tax</b> dilemma.	
<b>Index</b>	<b>241</b>
<b>Article Review Form</b>	<b>244</b>
<b>Article Rating Form</b>	<b>245</b>

原书缺页

# Topic Guide

This topic guide suggests how the selections and World Wide Web sites found in the next section of this book relate to topics of traditional concern to E-Business students and professionals. It is useful for locating interrelated articles and Web sites for reading and research. The guide is arranged alphabetically according to topic.

The relevant Web sites, which are numbered and annotated on pages 4 and 5, are easily identified by the Web icon (●) under the topic articles. By linking the articles and the Web sites by topic, this ANNUAL EDITIONS reader becomes a powerful learning and research tool.

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
<b>Bricks-and-Mortar Model</b>	1. Internet Economy: The World's Next Growth Engine 3. Next Industrial Revolution? 4. Trillion-Dollar Race to "E" 7. Internet Anxiety 10. From the Ground Floor 11. Untangling the Value Web 13. Amazon Your Industry 18. Marketing the Network Economy 29. Learn from the Leaders 38. Global E-Commerce, Local Problems ● <b>20, 24, 29</b>	<b>Consulting Services Model</b>	15. How an Intranet Opened Up the Door 17. From Soup to E-Nuts 28. From Shelf to Cyberspace 37. Home Field Disadvantage ● <b>9, 14</b>
<b>Business Exchanges and Auctions Models</b>	5. CMGI: Inside the Internet's Incubator Powerhouse 9. Where the Money Is 27. 'Buyer Always Wins' 35. China's Internet Gold Rush 37. Home Field Disadvantage ● <b>10, 20, 21, 22, 23</b>	<b>Consumer Loyalty</b>	24. Let Your Customers Lead 26. Building the E-Business Experience 29. Learn from the Leaders 31. Establish an Effective Privacy Policy ● <b>11, 17, 18</b>
<b>Business-to-Business Model</b>	5. CMGI: Inside the Internet's Incubator Powerhouse 6. New Era of Bright Hopes and Terrible Fears 9. Where the Money Is 42. Next Big Thing 45. Up for Grabs ● <b>1, 2, 8, 9, 10, 11, 29</b>	<b>Customer Service Model</b>	4. Trillion-Dollar Race to "E" 8. Leveraging the Web for Corporate Success 16. First Do No Harm 18. Marketing in the Network Economy 19. As Good As It Gets 21. Electronic Marketing: What You Can Expect 29. Learn from the Leaders 30. Cyberservice: Taming Service Marketing Problems with the World Wide Web ● <b>11, 15, 19, 21, 22, 23</b>
<b>Business-to-Consumer Model</b>	4. Trillion-Dollar Race to "E" 6. New Era of Bright Hopes and Terrible Fears 7. Internet Anxiety 20. 'Clicks and Mortar' at Gap.com 22. Internet As a Brand-Building Opportunity 24. Let Your Customers Lead 30. Cyberservice: Taming Service Marketing Problems with the World Wide Web 32. Real Victims of Fraud 47. E-Economics Problem ● <b>8, 9, 10, 11, 14, 21, 23, 27, 29</b>	<b>Data Processing Model</b>	3. Next Industrial Revolution? 15. How an Intranet Opened Up the Door 21. Electronic Marketing: What You Can Expect 32. Real Victims of Fraud ● <b>8, 29, 30, 32</b>
<b>Business-to-Government Model</b>	11. Untangling the Value Web 13. Amazon Your Industry 14. Changing Channels 30. Cyberservice: Taming Service Marketing Problems with the World Wide Web 31. Establish an Effective Privacy Policy 42. Next Big Thing 56. Lord of the Penguins ● <b>21, 22, 26, 27, 31</b>	<b>E-Marketing</b>	19. As Good As It Gets 21. Electronic Marketing: What You Can Expect 32. Real Victims of Fraud 37. Home Field Disadvantage ● <b>6, 7, 8, 9, 23</b>
<b>Clicks-and-Mortar Model</b>	8. Leveraging the Web for Corporate Success 11. Untangling the Value Web 12. From Reengineering to E-Engineering 13. Amazon Your Industry 20. 'Clicks and Mortar' at Gap.com 23. Build a Strong Customer-Brand Relationship 24. Let Your Customers Lead 32. Real Victims of Fraud ● <b>8, 10, 12, 19, 20, 21, 24, 29</b>	<b>Entertainment Model</b>	7. Internet Anxiety 19. As Good As It Gets 23. Build a Strong Customer-Brand Relationship 29. Learn from the Leaders 43. There's No Escaping AOL 44. Full Speed Ahead
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		<b>Global Marketing</b>	33. New Economy 35. China's Internet Gold Rush 36. Battle for the Latin American Net 37. Home Field Disadvantage 38. Global E-Commerce, Local Problems 39. Globalism vs. Nationalism vs. E-Business ● <b>6, 7, 9, 18, 24, 25, 27, 28, 30, 32</b>



TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
<b>Information Services Model</b>	2. Shaping Forces and Tidal Waves 8. Leveraging the Web for Corporate Success 19. As Good As It Gets 27. 'Buyer Always Wins' 34. Work in Progress • <b>9, 10, 19</b>	<b>Network Economy</b>	3. Next Industrial Revolution? 18. Marketing in the Network Economy • <b>6, 13</b>
<b>Infrastructure Model</b>	1. Internet Economy: The World's Next Growth Engine 2. Shaping Forces and Tidal Waves 3. Next Industrial Revolution? 8. Leveraging the Web for Corporate Success 12. From Reengineering to E-Engineering 26. Building the E-Business Experience 33. New Economy 34. Work in Progress 36. Battle for the Latin American Net 39. Globalism vs. Nationalism vs. E-Business 40. Living in the Year 2025 41. Inflection Point • <b>5, 6, 7, 12, 19, 24, 26, 30</b>	<b>New Economy View</b>	4. Trillion-Dollar Race to "E" 6. New Era of Bright Hopes and Terrible Fears 18. Marketing in the Network Economy 33. New Economy 34. Work in Progress • <b>7, 20</b>
<b>Knowledge-Based Economics</b>	1. Internet Economy: The World's Next Growth Engine 3. Next Industrial Revolution? 34. Work in Progress • <b>5, 6, 7</b>	<b>Outsourcing</b>	17. From Soup to E-Nuts • <b>14</b>
<b>Manufacturing Model</b>	9. Where the Money Is 11. Untangling the Value Web 12. From Reengineering to E-Engineering 13. Amazon Your Industry 15. How an Intranet Opened Up a Door 16. First Do No Harm 33. New Economy 46. Lord of the Penguins • <b>1, 9</b>	<b>Portals Model</b>	5. CMGI: Inside the Internet's Incubator Powerhouse 8. Leveraging the Web for Corporate Success 10. From the Ground Floor 25. Building Global Communities 35. China's Internet Gold Rush 42. Next Big Thing • <b>8, 9, 10, 11</b>
<b>Marketing</b>	18. Marketing in the Network Economy 19. As Good As It Gets 20. 'Clicks and Mortar' at Gap.com 21. Electronics Marketing: What You Can Expect 22. Internet As a Brand-Building Opportunity 23. Build a Strong Customer-Brand Relationship 25. Building Global Communities 26. Building the E-Business Experience 27. 'Buyer Always Wins' 28. From Shelf to Cyberspace 29. Learn from the Leaders 30. Cyberspace: Taming Service Marketing Problems with the World Wide Web • <b>6, 9, 18, 19, 20</b>	<b>Retailing Model</b>	6. New Era of Bright Hopes and Terrible Fears 8. Leveraging the Web for Corporate Success 23. Build a Strong Customer-Brand Relationship 30. Cyberspace: Taming Service Marketing Problems with the World Wide Web 32. Real Victims of Fraud 47. E-Conomics Problem • <b>15, 21, 22, 23</b>
<b>Media and Content Model</b>	7. Internet Anxiety 17. From Soup to E-Nuts 25. Building Global Communities 43. There's No Escaping AOL 44. Full Speed Ahead • <b>6, 14, 30</b>	<b>Software Model</b>	10. From the Ground Floor 24. Let Your Customers Lead 26. Building the E-Business Experience 29. Learn from the Leaders 41. Inflection Point 46. Lord of the Penguins • <b>29, 30, 32</b>
<b>Nationalism</b>	39. Globalism vs. Nationalism vs. E-Business • <b>6, 7, 24, 25, 26, 27, 30</b>	<b>Telecommunications Model</b>	6. New Era of Bright Hopes and Terrible Fears 26. Building the E-Business Experience 33. New Economy 34. Work in Progress 35. China's Internet Gold Rush 36. Battle for Latin American Net 38. Global E-Commerce 39. Globalism vs. Nationalism vs. E-Business 44. Full Speed Ahead 45. Up for Grabs • <b>9, 26</b>
		<b>Web Technology</b>	1. Untangling the Value Web 14. Changing Channels 26. Building the E-Business Experience 29. Learn from the Leaders 33. New Economy 44. Full Speed Ahead 45. Up for Grabs 46. Lord of the Penguins • <b>2, 7, 8, 28, 29, 31, 32</b>

## ● AE: E-Business

The following World Wide Web sites have been carefully researched and selected to support the articles found in this reader. If you are interested in learning more about specific topics found in this book, these Web sites are a good place to start. The sites are cross-referenced by number and appear in the topic guide on the previous two pages. Also, you can link to these Web sites through our DUSHKIN ONLINE support site at <http://www.dushkin.com/online/>.

The following sites were available at the time of publication. Visit our Web site—we update DUSHKIN ONLINE regularly to reflect any changes.

### General Sites

#### 1. BusinessWeb—The Source for Business Knowledge

<http://www.businesswebsource.com>

BusinessWeb provides access to business-related Web content, news, resources, and services across 11 industries. The site includes b2bScene.com news, industry headlines, a business directory, and both quick and advanced search capability.

#### 2. Center for Research in Electronic Commerce

<http://cism.bus.utexas.edu>

CREC is today's leading research center in electronic commerce, digital economy, and information technology, and operates in cooperation with industry and business leaders.

#### 3. NewsLinx Web News

[http://www.newslinx.com/newsttopics/e\\_commerce\\_news.html](http://www.newslinx.com/newsttopics/e_commerce_news.html)

Visit this site for all the news that is fit to print about e-commerce. News releases are current and come from sources such as the *New York Times*, *Time*, the *Washington Post*, the AP, and Reuters.

#### 4. Wall Street Journal Interactive Edition

[http://public.wsj.com/home\\_nonsub.html](http://public.wsj.com/home_nonsub.html)

This online edition, which includes all the news from the *Wall Street Journal*, exclusive access to *Barron's Online*, in-depth coverage of technology, and much more.

### Understanding the E-Business Tidal Wave

#### 5. Canada and the Knowledge-Based Economy

<http://strategis.ic.gc.ca/SSG/it04360e.html>

This paper provides an introduction to the "knowledge revolution" and considers the changes that it may have on Canada's economy. KBE is described and analyzed, and the importance of the quality of the education system is discussed.

#### 6. E-Economy Project Working Papers—University of California

<http://e-economy.berkeley.edu/pubs/wp>

These working papers provide interesting reading on many economy subjects, for example, the future of networking in the United States, technology policy and economic growth, and the digital economy in international perspective.

#### 7. Reengineering and Management Training in the Knowledge-Based Economy

<http://www.irex.org/publications/scholarpapers/zhiping.htm>

Zhiping Wang, a China Resident Fellow at IREX, tells what lessons China can learn from America about the emerging knowledge-based economy, the digitalization of technology, the reorganization of business, and the global economy.

### Deciding on E-Business Models and Strategies

#### 8. BizTech Network

<http://www.brint.com>

Here is an example of a business and technology portal and global community network that covers all phases of e-business—everything about setting up Web-based commerce models.

#### 9. B2Bexplorer, Business to Business Solutions

<http://www.b2bexplorer.com>

This international business-to-business community provides content, communications, and commerce solutions to any size business, has a directory that is a proprietary source of detailed information, and offers Web-enabled tools to set up and establish Web sites, catalogs, and electronic marketplaces.

#### 10. Business Models on the Web

[http://ecommerce.ncsu.edu/business\\_models.html](http://ecommerce.ncsu.edu/business_models.html)

Michael Rappa gives clear-cut examples of generic forms of business models observable on the Web. Rappa's discussion includes old models from brokerages, advertising, merchants, manufacturers, subscriptions, and more.

#### 11. ZDNet: Interactive Week Online

<http://www.zdnet.com/intweek/filter/b2commerce/>

Start here to access news articles on Business to Consumer current articles; then click on "B2B" to find business-to-business news. Also click on "strategy & policy."

### Integrating the Value Chain with Web Technologies

#### 12. Business on the Web: Strategies and Economics

<http://viu.eng.rpi.edu/Persons/sompaper.html>

The importance of value chain analysis and transaction cost economics to formulating a strategy for doing business on the Internet is discussed here.

#### 13. Corporate Intranets

<http://www.erc.org/research/corpint.htm>

This article by C. David Gammel of the Employee Research Council explains how organizations use the Web within a company to make cross-platform communication possible.

#### 14. E-Commerce Times: Features

[http://www.ecommercetimes.com/news/special\\_reports/end-to-end1.shtml](http://www.ecommercetimes.com/news/special_reports/end-to-end1.shtml)

David Geller, industry analyst for *E-Commerce Times*, discusses the use of outsourcing at *Internet World*. Geller focuses on NetSales and Eliance, two companies to watch in the e-commerce end-to-end solutions category.

#### 15. E-Tailers's Digest

<http://www.gapent.com/etailer/>

Here is an excellent source of information about retailing on the Net, which includes special reports written by retailers, merchant account resources, and a rogue's gallery.

#### 16. Channel Conflict

<http://ecommerce.ncsu.edu/topics/channels/channel.html>

Michael Rappa's article offers several examples of how channel conflicts are playing out in different segments of the busi-

ness world. Companies to click on for further information include Encyclopedia Britannica, Merrill Lynch, WineShopper.com, Banana Republic, CVS, Ace Hardware, and Levi Strauss.

## Creating Marketing and Branding Strategies in the New Economy

### 17. Building Brand Equity on the World Wide Web

<http://www.haas.berkeley.edu/~wba268/brandweb.htm>

This 7-page summary of a presentation to a corporate branding symposium discusses the importance of using the Web for brand building.

### 18. Marketers Use Web As Brand Loyalty Tool

<http://www.digitrends.net/digitrends/dtonline/news/2000/05/051000.shtml>

Digitrends Online offers news every day on the interactive marketing industry. This article discusses retailers who are using the Web to develop and improve brand loyalty. The results of a survey by the Association of National Advertisers (ANA) are analyzed.

### 19. UHCN News: Chandy: 'Cannibalization' May Spell Survival for Businesses

<http://www.uh.edu/news/uhcnonline/chandy.htm>

Rajesh Chandy has discovered that truly innovative firms share a common trait—the willingness to sacrifice their own investments in order to stay ahead in business.

### 20. Why Click Is Marrying Mortar

<http://www.internetworld.com/print/1999/11/15/commerce/19991115-click.html>

Bill Roberts discusses why it would be important for Internet companies to buy actual companies, as, for example, eBay's purchase of Butterfield & Butterfield, an actual auction house. Owning the market both online and offline makes marketing sense, according to this article.

## Building Communities and Enhancing Consumer Experiences

### 21. Credit Card Fraud Bedevils Web

<http://www.wired.com/news/business/0,1367,18904,00.html>

Craig Bicknell describes credit card fraud on the Internet, which harms consumers and merchants as well.

### 22. E-Commerce and the Internet

<http://www.ftc.gov/bcp/menu-internet.htm>

This government site on consumer protection includes information tips for consumers and business, including protecting privacy, online payments, avoiding Web service scams, and an online business practices code.

### 23. The Right Stuff: America's Move to Mass Customization

<http://www.dallasfed.org/hlm/pubs/annual/arpt98.html>

This 1998 Annual Report of the Federal Reserve Bank of Dallas describes the trend toward customization in many areas, from automobiles to computers to clothing.

## Going Global and Reaching Out through the Net

### 24. Electronic Commerce and the European Union

<http://www.ispo.cec.be/ecommerce/Welcome.html>

This site is geared to keep Europe at the forefront of the digital economy, especially in the area of electronic commerce. It includes an e-mail discussion forum, news, speeches, and links to other regions.

### 25. Opportunity Beckons

<http://www.insead.fr/~mauborgn/FT180897.htm>

The *Financial Times* on the Web offers this interesting article by W. Chan Kim and Renée Mauborgne that describes Europe's many advantages that make it ripe for growth, especially in the field of e-business.

### 26. Sun Journal

<http://www.sun.com/SunJournal/v2n3/Feature3.html>

This article, "The New ISPs," describes the change in Internet service providers as a result of competition from old-line telecommunication companies.

### 27. UNESCO Observatory/Privacy/Global e-Commerce

[http://www.unesco.org/webworld/observatory/doc\\_privacy/ecommerce.shtml](http://www.unesco.org/webworld/observatory/doc_privacy/ecommerce.shtml)

These pages provide links to national and international action plans and related Web sites dealing with tariffs and protection of consumer interests and security in the development of e-commerce internationally.

## Anticipating What's Next in Solutions and Technologies

### 28. Andrew S. Grove Speech, The Louvre, Paris, France

<http://www.andygrove.com/pressroom/archive/speeches/cn092399.htm>

This 11-page speech by the chairman of the Intel Corporation puts the future of e-commerce in perspective.

### 29. Business Intelligence Center

<http://future.sri.com/ebusiness.shtml>

"E Business 2000 Report" can be downloaded from this site. It reveals best practices on an industry-by-industry basis, and includes detailed descriptions and evaluations of electronic commerce applications, hardware, and services.

### 30. Future of the Internet—What Role for Europe?

<http://www.cordis.lu/esprit/src/i2eurorepo.htm>

This 12-page interim report discusses the history of the Internet, applications and available bandwidth, twin development pushes (high-performance and commodity Internet), Europe and the United States, protocol developments for levels of service, and much more.

### 31. Governing: Internet Taxation

<http://www.governing.com/3tax.htm>

The question of collecting state sales taxes from Internet consumer purchases is a knotty one, as discussed in this article.

### 32. Linux.com—A Means to World Liberation!

<http://www.linux.com>

This Web site tells all you should know about Linux to understand why it is a strong competitor to Windows NT.

### 33. MacOPINION: Marc Zeedar: The Future of the Internet

<http://macopinion.com/columns/tangible/99/08/05.html>

Marc Zeedar discusses Custom Delivery, which he says is the future of the Internet—giving consumers the power to control the content they receive.

**We highly recommend that you review our Web site for expanded information and our other product lines. We are continually updating and adding links to our Web site in order to offer you the most usable and useful information that will support and expand the value of your Annual Editions. You can reach us at:**  
<http://www.dushkin.com/annualeditions/>