



美国商学院原版教材精选系列

PEARSON

电子商务

商业、技术和社会

(第5版)

E-commerce

Business. Technology. Society.

Fifth Edition

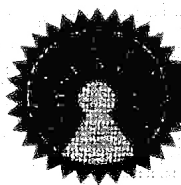
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著

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英/双语教学的成功路径与商科英文原版教材的效用

（代序）

在我国高校，用英语或双语教授专业课程（以下简称：英/双语教学）始于改革开放引进热潮，历经30年，虽发展不快，仍在缓慢推进。20世纪80年代，改革开放后留学归来的教育界学者们不仅引进了各学科先进的研究成果，也随之引进了西方高校的教材。以清华大学出版社为领军的国内出版社适时地引进了西方优秀教材的影印版，推动了一些高校开始在专业课程中开展英/双语教学。2007年以来，国家教育质量工程专设的“国家高校双语教学示范课程建设点”的评定项目被视为政府教育发展的政策风向标，正有力地推动着高校英/双语教学的发展。

但对英/双语教学的必要性，我国高校内部一直争议不断。争议首先围绕着中国人用英语教学的必要性。在公认英语是目前世界通用语言的前提下，英/双语教学的必要性取决于我国高校师生是否有必要及时汲取世界最新的知识和研究成果。答案是不言而喻的。况且英/双语教学省却了翻译过程，可以避免常见的信息减损和曲解问题。不过，信息发布者——教师的英语演讲能力和信息接收者——学生的英语解读能力不足又成为开展英/双语教学的障碍。因而常见的反对意见是，开展英/双语教学，课堂教学内容就会缩水，因为讲授者和听众都得花费精力和时间解译内容。如此看来，我国开展英/双语教学的高校教师必须应对挑战，洞察在我国现有条件下用英文原版教材开展英/双语教学的利和弊，并找到可行的扬长避短的路径。

在经济开放和全球化的大趋势推动下，我国中小学英语教学分量加重，英语普及程度逐年提高，高校新生的英语基础愈益扎实；教师的英语能力也随着师资的新陈代谢而日见增强。这一趋势无疑在为英/双语教学营造越来越有利的条件。尽管如此，不同于以英语为主要语言或官方语言的一些国家，英语在我国的普及率仍较低。在青少年中，英语的普及程度和英语应用能力还仅处于初级水平；高校中能用英语演讲的教师尚属少数，且熟练程度还有待大幅提高。这样的师生英语基础，使得英/双语教学面临巨大的挑战。

同时，在多数的中国高校课堂里，教学任务多被视为逐章讲解某本教材的内容。本土中文教材通常是400~500页的32开本，含理论框架、主要知识点、计算方法和习题，但案例和故事不在其中，多由教师在讲解时添加，以演示和诠释理论要点。迄今仍然普遍盛行的“填鸭式”、“满堂灌”的传统教学法侧重于传授知识，从多数评教指标可见，只要学生感觉教师讲得精彩、有条理、能解惑，就算教学成功。

而引进的国外教材篇幅通常较长，16开大本，500~800页。习惯于上述传统教学法和评价标准的人们自然会产生一个疑问：在有限的课时内，这么厚的教材，怎么讲得完？其实，发达国家多数高校对学生阅读量的要求远远大于我国高校（即使是中文课本和资料），名校更是如此。它们的教材不仅涵盖理论框架和基本概念，而且富含长短不一、详简各异的演示性案例、故事和大量习题，总之它便于学生自学。课堂讲解只占一半课时，其余课时常被用于师生讨论和互动。于是，教师的讲解主要是勾勒理论框架，阐释重点和难点，还需针对事先布置的阅读资料和讨论题，引导学生展开讨论。可见，大厚本的教材适合于能力培训教学法。两者相辅相成，致力于调动学生的主动性：他们必须大量阅读和思考，才能在课堂上有上好的表现，真正成为学习的主人。结果，他们的能力获得了必要和切实的磨炼。

由此可见，英/双语教学不只是教学语言的改变，它可以达到三重效用：传授专业知识；传授英语知识；同时训练专业方法和英语的应用技能。也因此，一些非英语国家的高校不惜成本，开展英/双语教学，使用与之相配的教材。对我国高校来说，要想成功开展英/双语教学，恐怕首先需要改变传统的教育思想和教学方法。换言之，如果高校想要使教育、教学接近世界先进水准，用英文原版影印教材开展英/双语教学是有效的途径。

迄今为止，原版英文教材的缺点也很明显。鉴于发达国家的作者是以其母国为背景，多数教材不涉及中国国情。教师必须在教学中紧密结合中国国情，提供相关案例、资料和思考讨论题，适时引导师生思辨现有理论的普适性，激励师生发现和创作适合我国国情的经济学、管理学、营销学规律。在我国作者编写和出版足量的优质英文教材之前，这些额外的工作必须由开展英/双语教学的教师来承担。

古今中外，成才之士都乐于阅读和探索，而这种氛围却在当今我国的大学校园里愈见淡化。加之中国学生相对薄弱的英语基础，目前英/双语教学仍面临很大的挑战：“填鸭式”的讲授与之相悖；仅靠课堂讲授和互动也很难奏效。但如能培养学生阅读和探索真理的兴趣，并营造一个全方位的孵化温床或生态环境，英/双语教学是有望成功的。根据能力培育过程的所需，这个生态环境包含师生对教育、教学的共识，好学求知的校风，富有挑战和师生互动的课堂教学，从课外讲座、项目操作到校园竞赛等第二课堂活动，便于师生交流的校园互联网等。

要做到这些，教师亟待与时俱进。随着师资的年轻化和高学历化，如今年轻教师的英语基础更好。但逆水行舟，不进则退。英语能力的进退取决于使用频率的多寡，其实英/双语教学过程既是加强英语使用、提高英语能力，也是汲取世界新知的最佳机会。不过，这一过程通常比用汉语教学的付出大得多，且因学生也需成倍地付出，英/双语教学的课程不容易像汉语教学课程那样容易在短期内获得学生的好评。因此给予英/双语教学的教师足够的激励成为生态环境的首要组成部分；缺乏对教师的足够激励，上述英/双语教学的生态环境就无法营造。

诚然，在教育体制和环境不够理想的情况下，教师和学生仍然有个人自训和奋斗的条件。英语原版教材影印版在我国的出版和更新就是对英/双语教学的及时支持。清华大学出版社近期又有一批英文原版影印教材出版，相信必将更进一步推动英/双语教学的发展。如今，已有一些本土高校的教师与英语国家的教师合著英文教材；在可见的将来，还会有中国教师编写发行到世界各地的英文教材。总之，及时用好英文原版影印教材，编写优质的英文教材是我国高校教师的历史责任。

愿英/双语教学的师资队伍愈益壮大，愿英/双语教学更加有力地推动我国教学方法与国际接轨，愿我国高校各级学生在英/双语教学中受益良多，茁壮成长！

对外经济贸易大学
傅慧芬

P R E F A C E

WELCOME TO THE NEW E-COMMERCE

In the 13 years since it began in 1995, electronic commerce has grown in the United States from a standing start to a \$258 billion retail business and a \$3.6 trillion business-to-business juggernaut, bringing about enormous change in business firms, markets, and consumer behavior. Economies and business firms around the globe, in Europe, Asia, and Latin America, are being similarly affected. In the next five years, e-commerce in all of its forms is projected to continue growing at double-digit rates, becoming the fastest-growing form of commerce in the world. Just as automobiles, airplanes, and electronics defined the twentieth century, so will e-commerce of all kinds define business and society in the twenty-first century. The rapid movement toward an e-commerce economy and society is being led by both established business firms such as Wal-Mart, JCPenney, and General Electric, and new entrepreneurial firms such as Google, Amazon, E*Trade, MySpace, Facebook, Photobucket, and YouTube. Students of business and information technology need a thorough grounding in electronic commerce in order to be effective and successful managers in the next decade. This book is written for tomorrow's managers.

The focus of the 5th edition is on the new breed of e-commerce services that have emerged since the last edition. These new online services provide social networking, video and photo-sharing, and communication services, as well as a forum for online advertising that firms of all kinds are anxious to exploit. Sometimes called Web 2.0, new sites such as Facebook, MySpace, Photobucket, Del.icio.us, YouTube, and Blinkx, have grown explosively in the last two years.

The traditional forms of retail e-commerce and services also remain vital and continue to show double-digit growth. The experience of these firms over the last decade is also a focus of this book. The defining characteristic of these firms is that they are profitable, sustainable, efficient, and innovative firms with powerful brand names. Many of these now-experienced retail and service firms, such as eBay, Amazon, E*Trade, Priceline, and Expedia, are survivors of the first era of e-commerce, from 1995 to spring 2000. These surviving firms have evolved their business models, integrated their online and offline operations, and changed their revenue models to become profitable. Students must understand how to build these kinds of e-commerce businesses in order to help the business firms they manage to succeed in the e-commerce era.

It would be foolish to ignore the lessons learned in the early period of e-commerce. Like so many technology revolutions in the past—automobiles, electricity, telephones, television, and biotechnology—there was an explosion of entrepreneurial efforts, followed by consolidation. By 2005, the survivors of the early period were moving to establish profitable businesses while maintaining rapid growth in revenues. In 2008–2009, e-commerce is entering a new period of explosive entrepreneurial activity, quite similar to the early years of e-commerce. E-commerce is alive, well, once again vibrant and exciting, and growing very fast at more than 15% a year (as traditional retail stores show little if any growth in 2008), bringing about extraordinary changes to markets, industries, individual businesses, and society as a whole. E-commerce is generating thousands of new jobs for young managers in all fields from marketing to management, entrepreneurial studies, and information systems. Today, e-commerce has moved into the mainstream life of established businesses that have the market brands and financial muscle required for the long-term deployment of e-commerce technologies and methods. If you are working in an established business, chances are the firm's e-commerce capabilities and Web presence are important factors for its success. If you want to start a new business, chances are very good that the knowledge you learn in this book will be very helpful.

BUSINESS. TECHNOLOGY. SOCIETY.

We believe that in order for business and technology students to really understand e-commerce, they must understand the relationships among e-commerce business concerns, Internet technology, and the social and legal context of e-commerce. These three themes permeate all aspects of e-commerce, and therefore in each chapter we present material that explores the business, technological, and social aspects of that chapter's main topic.

Given the continued growth and diffusion of e-commerce, all students—regardless of their major discipline—must also understand the basic economic and business forces driving e-commerce. E-commerce is creating new electronic markets where prices are more transparent, markets are global, and trading is highly efficient, though not perfect. E-commerce is having a direct impact on the firm's relationship with suppliers, customers, competitors, and partners, as well as how firms market products, advertise, and use brands. Whether you are interested in marketing and sales, design, production, finance, information systems, or logistics, you will need to know how e-commerce technologies can be used to reduce supply chain costs, increase production efficiency, and tighten the relationship with customers. This text is written to help you understand the fundamental business issues in e-commerce.

We spend a considerable amount of effort analyzing the business models and strategies of “pure-play” online companies and established businesses now forging “bricks-and-clicks” business models. We explore why many early e-commerce firms failed and the strategic, financial, marketing, and organizational challenges they faced. We also describe how contemporary e-commerce firms learned from the mistakes of early firms, and how established firms are using e-commerce to succeed. Above all, we attempt to bring a strong sense of business realism and sensitivity to the often exaggerated descriptions of e-commerce. As founders of a dot.com company and

participants in the e-commerce revolution, we have learned that the “E” in e-commerce does not stand for “easy.”

The Web and e-commerce is causing a major revolution in marketing and advertising in the United States. We spend two chapters discussing how marketing and advertising dollars are moving away from traditional media, and towards online media, causing significant growth in search engine marketing, targeted display advertising, and online rich media/video ads.

E-commerce is driven by Internet technology. Internet technology, and information technology in general, is perhaps the star of the show. Without the Internet, e-commerce would be virtually nonexistent. Accordingly, we provide three specific chapters on the Internet and e-commerce technology, and in every chapter we provide continuing coverage by illustrating how the topic of the chapter is being shaped by new information technologies. For instance, Internet technology drives developments in security and payment systems, marketing strategies and advertising, financial applications, business-to-business trade, and retail e-commerce. We describe new wireless and mobile commerce technology, new telecommunications technologies that lower business costs, new software applications such as widgets and gadgets and new software languages such as XML that enable Web 2.0, and new types of Internet-based information systems that support electronic business-to-business markets.

E-commerce is not only about business and technology, however. The third part of the equation for understanding e-commerce is society. E-commerce and Internet technologies have important social consequences that business leaders can ignore only at their peril. E-commerce has challenged our concepts of privacy, intellectual property, and even our ideas about national sovereignty and governance. Google, Amazon, and assorted advertising networks maintain profiles on millions of U.S. and foreign online shoppers. The proliferation of illegally copied music and videos on the Internet, and the growth of social networking sites, often based on displaying copyrighted materials without permission, are challenging the intellectual property rights of record labels, studios, and artists. And many countries—including the United States—are demanding to control the content of Web sites displayed within their borders for political and social reasons. Tax authorities in the United States and Europe are demanding that e-commerce sites pay sales taxes. As a result of these challenges to existing institutions, e-commerce and the Internet are the subject of increasing investigation, litigation, and legislation. Business leaders need to understand these societal developments, and they cannot afford to assume any longer that the Internet is borderless, beyond social control and regulation, or a place where market efficiency is the only consideration. In addition to an entire chapter devoted to the social and legal implications of e-commerce, each chapter contains material highlighting the social implications of e-commerce.

FEATURES AND COVERAGE

Strong Conceptual Foundation We analyze e-commerce, digital markets, and e-business firms just as we would ordinary businesses and markets using concepts from economics, marketing, finance, philosophy, and information systems. We try to

avoid ad hoc theorizing of the sort that sprang breathlessly from the pages of many journals in the early years of e-commerce.

Some of the important concepts from economics and marketing that we use to explore e-commerce are transaction cost, network externalities, perfect digital markets, segmentation, price dispersion, targeting, and positioning. Important concepts from the study of information systems and technologies play an important role in the book, including public key encryption, multi-tier server systems, Internet standards and protocols, wireless technologies, and client/server computing. From the literature on ethics and society, we use important concepts such as intellectual property, privacy, information rights and rights management, governance, public health, and welfare.

From the literature on business, we use concepts such as business process design, return on investment, strategic advantage, industry competitive environment, oligopoly, and monopoly. One of the witticisms that emerged from the early years of e-commerce and that still seems apt is the notion that e-commerce changes everything except the rules of business. Businesses still need to make a profit in order to survive in the long term.

Real-World Business Firm Focus From Akamai Technologies, to Google, Microsoft, Apple, and Amazon, to Liquidation.com, this book contains well over 100 real-company examples that place coverage in the context of actual dot.com businesses. You'll find these examples in each chapter, as well as in special features such as chapter-opening and chapter-closing cases, and "Insight on" boxes.

E-commerce in Action Cases Part IV of the book analyzes the business strategies and financial operating results of five public e-commerce companies in retail, services, B2B, auctions, and digital media content. The companies we analyze in-depth are some of the leaders of their respective industries: Amazon, Expedia, Yahoo, CNET Networks, and Ariba. For each company, we identify the vision of the company, analyze its financial performance, review its current strategy, and assess the near-term future prospects for the firm. These cases are ideal real-world instructional guides for students interested in understanding the financial foundation of e-commerce firms, their strategic visions and customer value propositions, and their changing strategic objectives. They can also be used as projects where students update the case materials using the most current financial and business news, or provide additional analysis.

In-depth Coverage of B2B E-commerce We devote an entire chapter to an examination of B2B e-commerce. In writing this chapter, we developed a unique and easily understood classification schema to help students understand this complex arena of e-commerce. This chapter covers four types of Net marketplaces (e-distributors, e-procurement companies, exchanges, and industry consortia) as well as the development of private industrial networks and collaborative commerce.

Current and Future Technology Coverage Internet and related information technologies continue to change rapidly. The most important changes for e-commerce include dramatic price reductions in e-commerce infrastructure (making it much less expensive to develop sophisticated Web sites), the explosive growth in the mobile digital platform such as iPhones, and expansion in the development of social technologies. What was once a shortage of telecommunications capacity has now turned into a surplus, PC prices have continued to fall, new client-side devices have emerged, Internet high-speed broadband connections are now typical and are continuing to show double-digit growth, and wireless technologies such as Wi-Fi and cellular broadband are playing a larger role in mobile Internet access. While we thoroughly discuss the current Internet environment, we devote considerable attention to describing Web 2.0 and Internet II technologies and applications such as the advanced network infrastructure, fiber optics, wireless Web and 3G technologies, Wi-Fi, IP multicasting, and future guaranteed service levels.

Up-to-Date Coverage of the Research Literature This text is well grounded in the e-commerce research literature. We have sought to include, where appropriate, references and analysis of the latest e-commerce research findings, as well as many classic articles, in all of our chapters. We have drawn especially on the disciplines of economics, marketing, and information systems and technologies, as well as law journals and broader social science research journals including sociology and psychology.

Special Attention to the Social and Legal Aspects of E-commerce We have paid special attention throughout the book to the social and legal context of e-commerce. Chapter 8 is devoted to a thorough exploration of four ethical dimensions of e-commerce: information privacy, intellectual property, governance, and protecting public welfare on the Internet. We have included an analysis of the latest Federal Trade Commission and other regulatory and nonprofit research reports, and their likely impact on the e-commerce environment.

OVERVIEW OF THE BOOK

The book is organized into four parts.

Part 1, "Introduction to E-commerce," provides an introduction to the major themes of the book. Chapter 1 defines e-commerce, distinguishes between e-commerce and e-business, and defines the different types of e-commerce. Chapter 2 introduces and defines the concepts of business model and revenue model, describes the major e-commerce business and revenue models for both B2C and B2B firms, and introduces the basic business concepts required throughout the text for understanding e-commerce firms including industry structure, value chains, and firm strategy.

Part 2, "Technology Infrastructure for E-commerce," focuses on the technology infrastructure that forms the foundation for all e-commerce. Chapter 3 traces the historical development of Internet I—the first Internet—and thoroughly describes how today's Internet works. A major focus of this chapter is the new Web 2.0

applications, and the emerging Internet II that is now under development and will shape the future of e-commerce. Chapter 4 builds on the Internet chapter by focusing on the steps managers need to follow in order to build a commercial Web site. This e-commerce infrastructure chapter covers the systems analysis and design process that should be followed in building an e-commerce Web site; the major decisions surrounding the decision to outsource site development and/or hosting; and how to choose software, hardware, and other tools that can improve Web site performance. Chapter 5 focuses on Internet security and payments, building on the e-commerce infrastructure discussion of the previous chapter by describing the ways security can be provided over the Internet. This chapter defines digital information security, describes the major threats to security, and then discusses both the technology and policy solutions available to business managers seeking to secure their firm's sites. This chapter concludes with a section on Internet payment systems. We identify the stakeholders in payment systems, the dimensions to consider in creating payment systems, and the various types of online payment systems (credit cards, stored value payment systems such as PayPal, digital wallets such as Google Checkout and others).

Part 3, "Business Concepts and Social Issues," focuses directly on the business concepts and social-legal issues that surround the development of e-commerce. Chapter 6 focuses on e-commerce consumer behavior, the Internet audience, and introduces the student to the basics of online marketing and branding, including online marketing technologies and marketing strategies. Chapter 7 is devoted to online marketing communications, such as online advertising, e-mail marketing, and search-engine marketing. Chapter 8 provides a thorough introduction to the social and legal environment of e-commerce. Here, you will find a description of the ethical and legal dimensions of e-commerce, including a thorough discussion of the latest developments in personal information privacy, intellectual property, Internet governance, jurisdiction, and public health and welfare issues such as pornography, gambling, and health information.

Part 4, "E-commerce in Action," focuses on real-world e-commerce experiences in retail and services, online media, auctions, portals, and social networks, and business-to-business e-commerce. These chapters take a sector approach rather than a conceptual approach as used in the earlier chapters. E-commerce is different in each of these sectors. Chapter 9 takes a close look at the experience of firms in the retail marketplace for both goods and services, including both "pure-play" online firms such as Amazon and Expedia, and also mixed strategy "bricks-and-clicks" firms such as Wal-Mart and JCPenney. Chapter 10 explores the world of online content and digital media, and examines the enormous changes in online publishing and entertainment industries that have occurred over the last two years. Chapter 11 explores the online world of auctions, portals, and social networks. We describe a number of successful ventures here, including eBay and Yahoo, and communities such as Facebook, MySpace, and iVillage. Chapter 12 explores the world of B2B e-commerce, describing both electronic Net marketplaces and the less-heralded, but very large arena of private industrial networks and the movement toward collaborative commerce.

CHAPTER OUTLINE

Each chapter contains a number of elements designed to make learning easy as well as interesting.

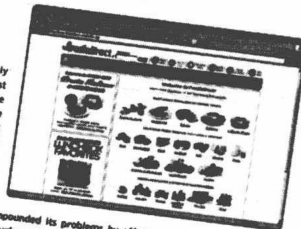
Learning Objectives A list of learning objectives that highlights the key concepts in the chapter guides student study.

Chapter-Opening Cases Each chapter opens with a story about a leading e-commerce company that relates the key objectives of the chapter to a real-life e-commerce business venture.

Online Groceries: Up from the Embers

When Webvan flamed out in July 2001 after having spent almost \$1 billion trying to build the Web's largest online grocery store based on huge distribution warehouses in seven U.S. cities, most pundits and investors thought the entire online grocery business model was either a failure or a fraud. Facing the costs of building an entirely new distribution system of warehouses and truck fleets to compete with existing grocery businesses, not to mention the expense of marketing, Webvan compounded its problems by offering below-market prices and free delivery of even small orders at just about any time of the day or night in urban areas often clogged with traffic. But the pundits did not count on Manhattan's FreshDirect—or the ability of traditional grocery chains to move into the ashes of the online grocery business to create solid, profitable businesses. Jupiter Research estimates that online grocery sales will garner sales of \$7.5 billion in 2006, and by 2012, sales are expected to grow to \$13.8 billion, a compound annual growth rate of about 17%. FreshDirect and other traditional firms are learning how to exploit this potential market with profitable business models.

Today, traditional firms such as California's huge Safeway Stores and Royal Ahold (Dutch owner of the U.S. Stop & Shop and Giant food stores, among others, and the Internet firm Peapod, which handles Internet shopping for Stop & Shop and Giant) are following the lead of the successful British grocer Tesco. Tesco is the largest chain of supermarkets in Britain and opened an online division in 1990. It differed from Webvan's effort because Tesco uses its current warehouse infrastructure and existing stores to put together the baskets of food for consumers. Customers can either pick up their baskets or have them delivered within a chosen time window for a fee that recoups most of the delivery costs. Tesco dominates the online grocery shopping market in the United Kingdom, with over 5.4 million unique visitors during the period March–May 2006, more than three times as many as its nearest competitor. Tesco takes over 30,000 online orders per day. In the United States, Safeway's wholly-owned subsidiary GroceryWorks.com provides online shopping and delivery services for Safeway stores in





"Insight on" Cases Each chapter contains three real-world short cases illustrating the themes of technology, business, and society. These cases create an integrated framework and coverage throughout the book for describing and analyzing the full breadth of the field of e-commerce. The cases probe such issues as the ability of governments to regulate Internet content, how to design Web sites for accessibility, the challenges faced by luxury marketers in online marketing, and the potential anti-competitiveness of Net marketplaces.

Margin Glossary Throughout the text, key terms and their definitions appear in the text margin where they are first introduced.

Real-Company Examples Drawn from actual e-commerce ventures, well over 100 pertinent examples are used throughout the text to illustrate concepts.



Chapter-Closing Case Studies Each chapter concludes with a robust case study based on a real-world organization. These cases help students synthesize chapter concepts and apply this knowledge to concrete problems and scenarios such as evaluating the ethics and legality of advertising spyware, the marketing plans of Liquidation.com, and the business model behind Siemens' Click2procure B2B marketplace.

Chapter-Ending Pedagogy Each chapter contains end-of-chapter materials designed to reinforce the learning objectives of the chapter.

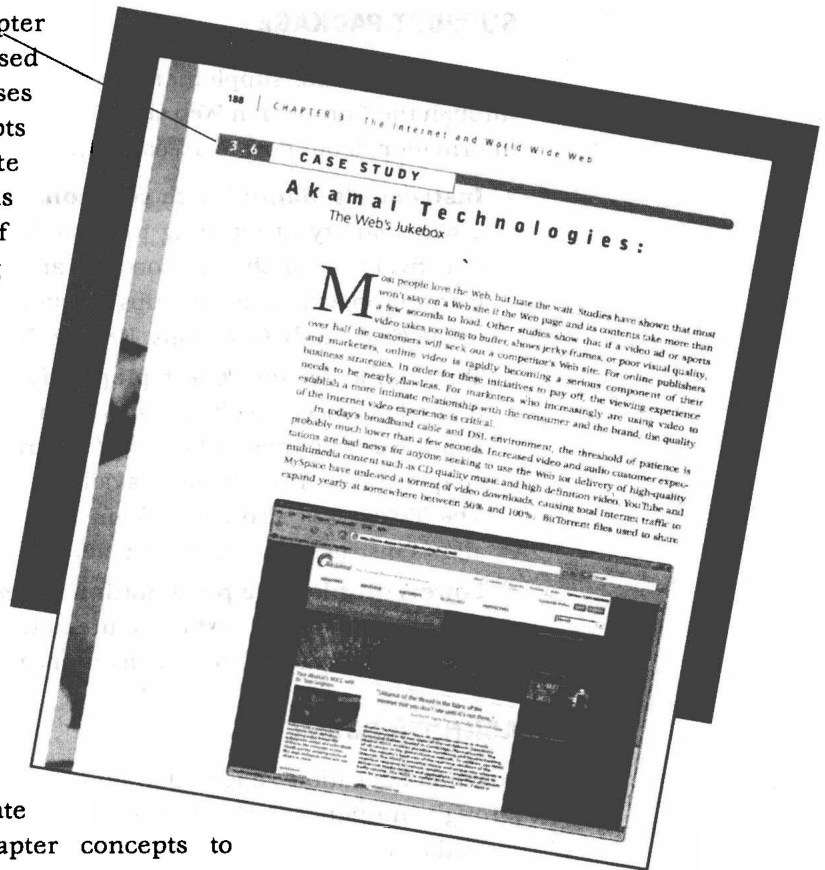
Key Concepts Keyed to the learning objectives, Key Concepts present the key points of the chapter to aid student study.

Review Questions Thought-provoking questions prompt students to demonstrate their comprehension and apply chapter concepts to management problem solving.

Projects At the end of each chapter are a number of projects that encourage students to apply chapter concepts and to use higher level evaluation skills. Many make use of the Internet and require students to present their findings in an oral presentation or written report. For instance, students are asked to evaluate publicly available information about a company's financials at the SEC Web site, assess payment system options for companies across international boundaries, or search for the top ten cookies on their own computer and the sites they are from.

Web Resources A section at the end of the chapter directs students to Web resources on the Companion Web site at www.prenhall.com/laudon that can extend their knowledge of each chapter with projects and exercises and additional content. The Web site contains the following content provided by the authors:

- Additional projects, exercises, and tutorials.
- Material on how to build a business plan and revenue models.
- Reports on the recent activities of venture capitalists in the e-commerce space.
- Essays on careers in e-commerce, including marketing, technology, web design, and web metrics.



SUPPORT PACKAGE

The following supplementary materials are available to qualified instructors through the Companion Web site. Contact your Prentice Hall sales representative for information about how to access them.

- **Instructor's Manual with solutions** This comprehensive manual pulls together a wide variety of teaching tools so that instructors can use the text easily and effectively. Each chapter contains an overview of key topics, a recap of the key learning objectives, lecture tips, discussion of the chapter-ending case, and answers to the Case Study Questions, Review Questions, and Student Projects.
- **Test Bank** For quick test preparation, the author-created Test Bank contains multiple-choice, true/false, and short-essay questions that focus both on content and the development of critical/creative thinking about the issues evoked by the chapter. The Test Bank is available in Microsoft Word and TestGen format. The TestGen is also available in WebCT and BlackBoard-ready format. TestGen allows instructors to view, edit, and add questions.
- **PowerPoint lecture presentation slides** These slides illustrate key points, tables, and figures from the text in lecture-note format. The slides can be easily converted to transparencies or viewed electronically in the classroom.

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