

Contents

Foreword xiii

Introduction xvii

Acknowledgments xxi

1	B2B E-Marketplace Evolutions	1
	The Evolution of E-Marketplaces	2
	The Evolution of E-Marketplaces into Value Trust Networks	2
	The Three C's of Ebusiness	4
	Global Value Trust Networks	5
	Humanizing the E-Marketplaces	11
	Computerized E-Marketplaces	12
	Digital and Physical Worlds Coincide	14
	10 Principles for the Success in the Twenty-First-Century Networked Society	16
	Electronic Value Delivery Systems	17
	Moai Perspective on Ecommerce	20
	An Introduction to Dynamic Commerce and Negotiated Ecommerce	20
	A Review and Analysis of Trends and Opportunities in Commerce on the Internet	20
	The Introduction of Ecommerce: Mapping Traditional Businesses to the Internet	21
	From Static Prices to Dynamics Commerce	22
	Key Aspects of Dynamic Commerce and Negotiated Ecommerce	24
	Flexible Market-Driven Pricing Models	24

Multiple Parameter Bidding	25
Market Aggregation and Community Cohesiveness	25
Competitive Advantages Through Improved Operational Efficiency	25
Multiple-Stage Negotiations for Complex Transactions	26
Dynamic Commerce and Emerging Negotiated Ecommerce Implementation Models	27
Chapter Summary	31

2 Twenty-First Century E-Marketplace Dynamics 32

Key E-Marketplace Trends	33
E-Marketplace Evolution	33
Transactions Drive Value-Added Services Revenues	34
E-Marketplaces Provide Transparency	34
Current Trends and Keys to Success of the E-Marketplace	35
Supply Chain Merging into Supply Webs	40
Perspective: The Rise of the B2B Marketplace by Keith Krach, chairman and CEO, Ariba	42
The Value-Driven B2B Marketplace	44
Evolution of Ecommerce Mechanisms	45
Marketplace Requirements	47
Benefits of B2B Marketplaces	49
Marketplace Principles	50
Marketplace Expansion Strategies	50
Keys to Success	52
Section Summary	53
B2B Supplier Opportunities in the New Economy	54
The New Economy	55
Requirements for the New Economy	56
Success Strategies	59
Section Summary	62
Chapter Summary	63

3 Dynamic Content Strategies 65

Content Must Adapt in the New Economy	65
Perspective by Mark Hoffman, chairman and CEO, Commerce One	68
The Role of Content in Internet Initiatives	68
Content and Context	81
Perspective by The Yankee Group	81
A Framework to Manage Pervasive Content at the Edge of the Network—Executive Summary	82
Chapter Summary	103

4	B2B Community Strategies	104
	E-Marketplaces as Communities	104
	The Evolution of the Online Community	107
	Prerequisites for Community	111
	Community Building Blocks	113
	The Web Portal: The Preferred Foundation for Community Building	115
	Key Strategies for Successful Online Community Building	117
	Trends and Future Directions	123
	The Development of Education-Based Relationships	125
	Building an Online Community ASAP	126
	Chapter Summary	128
5	E-Marketplace Commerce Strategies	129
	Community Ebusiness	130
	Supplier Networks	131
	Vertical E-Marketplaces Target Specialized Communities	132
	Collaboration Hubs	133
	The Ability to Match the Right Buyers to the Right Sellers	134
	Auctions	134
	Reverse Auctions	136
	Spot Purchasing	137
	Catalog Aggregation	137
	Content and Support for All Goods and Services	138
	All Goods and Services	139
	Full Range of Content Management Support	139
	Supplier Registry	140
	Self-Guiding Search	140
	Transaction Routing	141
	Multiple Delivery Protocols	141
	Value-Added Services	142
	E-Marketplace Commerce Trends	143
	Chapter Summary	147
6	The Global Economy	148
	We, the People	148
	We, the Builders of the New Economy	149
	Vertical and Horizontal Markets: Friends or Foes?	149
	Government Involvement	150
	The Language of Global Ecommerce	150
	Globalize or Else	152
	The Global Trading Web, Globalizing Ecommerce	153
	Interoperability Through Standards	154
	Increasing E-Marketplace Value Through Value-Added Services	155
	The Players	156

7	Global Knowledge Networks Take Flight	164
	The Foundation for the Knowledge Network Is Forming	166
	New Economy Knowledge Providers	167
	The Information Silos Problem and Knowledge Hubs	167
	Knowledge Management	168
	The Relationship of Time to the Value of Knowledge	170
	The Three C's of Knowledge	173
	Knowledge Tools for a Knowledge Economy	174
	Perspective by Gideon Gartner	175
	What Is the Future Significance of the Content Component of B2B	175
	Content Is Still King	176
	Entering the Knowledge Exchange Wars	176
	The Infoglut Phenomenon	176
	The Human Factor	178
	The Knowledge Exchange Mechanism	178
	The Need for Intermediation	178
	The Problem with Disintermediation in the Knowledge Space	179
	Section Summary	180

8	E-Marketplace Business Models	181
	Vertical Industry E-Marketplaces	181
	Interactivity Breeds Liquidity and Interdependence	182
	Liquidity Is Key	182
	Firms Will Tap Process Specialists Across an Ebusiness Network	187
	The Role of Exchanges	189
	Analysis of the Independent and Industry-Backed Models	200
	Leverage the Global Ebusiness Network	201
	Can Independent Exchanges and Consortia Survive Together?	201
	Information Will Replace Inventory	202
	Developing an Ebusiness Infrastructure	202
	Perspective by NetMarketMakers	205
	The Evolution of Business-to-Business Commerce Models	207
	New Digital Marketplace Models	211
	Digital Marketplace Solution Requirements	215
	Section Summary	223
	Connecting to Multiple E-Marketplaces	223
	Directly Extending the Enterprise into a Shared Corporate Environment	229
	Section Summary	231
	Chapter Summary	232

9	Value Trust Networks: The Future of Supply Chains	233
	Global Value Trust Networks	233
	V = Value	235

T = Trust	235
N = Network	236
Supply Chains: The Classic VTN	236
Value Trust Network Model	237
Why Supply Chains Will Embrace Internet-Based Business Models	240
Perspective: Building Value into the Supply Chain by Mark Hoffman, chairman and CEO, Commerce One	241
Point-to-Point Inefficiencies	242
Simple Buying and Selling	242
Supporting Complex Business Processes	243
Interenterprise Efficiencies	244
Section Summary	246
E-Marketplace Supporting the “New” Supply Web Through Value-Added Services	246
E-Procurement Strategies (Direct and Indirect Procurement Solutions)	246
E-Marketplaces—Advanced Planning and Scheduling Services	247
Improved Productivity Through a Value Trust Network Model	250
Chapter Summary	252

10 Customer-Centric Power Shift 253

The Three Dimensions of Customization	255
A Shift from Inward Focus to Outward Focus	259
Business Possibilities	259
Strength in Numbers	260
Building Intimate Customer Relationships	260
The Importance of Customer Lifetime Value	261
Monitor and Measure Customer Satisfaction	262
Develop a Balanced Scorecard Approach	262
The Devil Is in the Details	263
Knowledge Turnover	263
Customer Value-Added Services	264
TeleWeb Integration	266
Live Chat or Text-Based Interaction	266
360-Degree Customer Satisfaction	267
Information Empowerment	269
Mass Customization	270
CRM and Beyond	271
The Emergence of E-Customer Relationship Management	273
An Evaluation of Current Customer Service Solutions	275
Upstream, Instream, and Downstream Processes	279
CRM Technology Market Overview	279
Generations of CRM Systems and Technologies	281

CRM Market Categories	281
CRM Makes (Dollars and) Cents	294
Application Service Providers versus Enterprise Solutions	294
Chapter Summary	295

11 Developing Your E-Marketplace Organization, Culture, and Strategy 297

Innovation Organizations	297
Three Key E-Marketplace Models	298
The New Innovation Fundamentals	299
The Twenty-First-Century Organization	307
Developing an E-Marketplace Strategy	308
Focus on Core Competencies	316
E-Marketplace's Success Factors	316
Chapter Summary	318

Glossary 319

Bibliography 323

Contributors List 329

Index 335