Contents

INTRODUCTION TO E-COMMERCE 1 Learning Objectives Facebook: The New Face of E-commerce? 41 1.1 44 E-commerce: The Revolution Is Just Beginning The First 30 Seconds 48 What Is E-commerce? 49 The Difference Between E-commerce and E-Business 49 Why Study E-commerce? Eight Unique Features of E-commerce Technology 51 Ubiquity 51 Global Reach 53 Universal Standards 53 Richness 53 Interactivity 54 Information Density 54 Personalization/Customization 55 55 Social Technology: User Content Generation and Social Networking Web 2.0: Play My Version 55 Types of E-commerce 58 Business-to-Consumer (B2C) E-commerce 58 58 Business-to-Business (B2B) E-commerce Consumer-to-Consumer (C2C) E-commerce 58 59 Peer-to-Peer (P2P) E-commerce Mobile Commerce (M-Commerce) 60

60

Growth of the Internet and the Web

	Technology and E-commerce in Perspective 63 Insight on Technology: Spider Webs, Bow Ties, Scale-Free Networks, and the Deep Web 64 Potential Limitations on the Growth of B2C E-commerce 66
1.2	E-commerce: A Brief History 68 E-commerce 1995–2000: Innovation 69 E-commerce 2001–2006: Consolidation 72 E-commerce 2006—Present: Reinvention 73 Insight on Business: Party Like It's 1999 74 Assessing E-commerce: Successes, Surprises, and Failures 75 Predictions for the Future: More Surprises 77
1.3	Understanding` E-commerce: Organizing Themes 80 Technology: Infrastructure 80 Business: Basic Concepts 81 Society: Taming the Juggernaut 81 Academic Disciplines Concerned with E-commerce 83 Technical Approaches 83 Behavioral Approaches 83 Insight on Society: Online Privacy: Is the "Age of Privacy" Over? 84
1.4	Case Study: The Pirate Bay: The World's Most Resilient Copyright Infringer? 88
1.5	Review 93 Key Concepts 93 Questions 96 Projects 97
E-COMMERCE INFR	ASTRUCTURE: THE INTERNET, WEB, AND MOBILE PLATFORM 98

62

Learning Objectives 98

Origins and Growth of E-commerce

Augment My Reality 99

2.1 The Internet: Technology Background 102

The Evolution of the Internet: 1961—the Present 104

The Internet: Key Technology Concepts 108

Packet Switching 108

Transmission Control Protocol/Internet Protocol (TCP/IP)

98

IP Addresses 110
Domain Names, DNS, and URLS 112
Client/Server Computing 112
The New Client: The Emerging Mobile Platform 114
The Internet "Cloud Computing" Model: Software and Hardware as a
Service 116
Other Internet Protocols and Utility Programs 117
Internet Protocols: HTTP, E-mail Protocols, FTP, Telnet, and SSL 117
Utility Programs: Ping and Tracert 118
The Internet Today 119
The Internet Backbone 120
Internet Exchange Points 121
Campus Area Networks 124
Internet Service Providers 124
Intranets and Extranets 126
Who Governs the Internet? 127
Internet II: The Future Infrastructure 128
Limitations of the Current Internet 128
Insight on Society: Government Regulation and Surveillance of the Internet 129
The Internet2® Project 132
The Larger Internet II Technology Environment: The First Mile and the Last
Mile 134
Fiber Optics and the Bandwidth Explosion in the First Mile 134
The Last Mile: Mobile Wireless Internet Access 135
Benefits of Internet II Technologies 141
IP Multicasting 142
Latency Solutions 144
Guaranteed Service Levels and Lower Error Rates 144
Declining Costs 144
The Web 144
Hypertext 146
Markup Languages 146
Standard Generalized Markup Language (SGML) 148
Hypertext Markup Language (HTML) 148
Extensible Markup Language (XML) 149
Web Servers and Clients 150
Web Browsers 152

2.3

2.4

BUILDING AN E-CO	OMMERCE PRESENCE: WEB SITES, MOBILE SITES, AND APPS	78
	Projects 177	
	Questions 176	
	Key Concepts 172	
2.8	Review 172	
2.7	Case Study Akamai Technologies: When Demand Exceeds Capacity 168	
	App Marketplaces 167	
	Platforms for Mobile Application Development 167	
	Insight on Technology: Apps for Everything: The App Ecosystem 165	
2.6	Mobile Apps: The Next Big Thing Is Here 164	
		63
	Video Conferencing and Telepresence 163	
	Internet Television 162	
	Internet Telephony 161	
	Wikis 160 Music and Video Services 161	
	Podcasting 160	
	Really Simple Syndication (RSS) 160	
	Blogs 159	
	Online Social Networks 159	
	Web 2.0 Features and Services 159	
	Cookies 158	
	Streaming Media 158	
	Online Forums and Chat 157	
	Search Engines 153 Intelligent Agents (Bots) 156	
	Instant Messaging 153	
	E-mail 152	

Learning Objectives 178

Tommy Hilfiger Right-Sizes Its Web Store 179

3.1 Building an E-commerce Presence: a Systematic Approach
Pieces of the Site-Building Puzzle
Planning: The Systems Development Life Cycle
184

Systems Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements 185
System Design: Hardware and Software Platforms 186
Building the System: In-House Versus Outsourcing 187
Build Your Own Versus Outsourcing 187
Host Your Own Versus Outsourcing 190
Insight on Business: Curly Hair and Appdicted: Getting Started on the Cheap 192
Testing the System 194
Implementation and Maintenance 195
Factors in Optimizing Web Site Performance 195
Web Site Budgets 196
Choosing Software 197
Simple Versus Multi-Tiered Web Site Architecture 197
Web Server Software 198
Site Management Tools 200
Dynamic Page Generation Tools 202
Application Servers 203
E-commerce Merchant Server Software Functionality 204
Online Catalog 204
Shopping Cart 205
Credit Card Processing 205
Merchant Server Software Packages (E-commerce Suites) 205
Choosing an E-commerce Suite 206
Building Your Own E-commerce Site: Web Services and Open Source Options 207
Choosing the Hardware for an E-commerce Site 208
Right-Sizing Your Hardware Platform: The Demand Side 209
Right-Sizing Your Hardware Platform: The Supply Side 212
Other E-commerce Site Tools 215
Web Site Design: Basic Business Considerations 216
Tools for Web Site Optimization 217
Tools for Interactivity and Active Content 218
Bling for Your Blog: Web 2.0 Design Elements 218
Common Gateway Interface (CGI) 219
Active Server Pages (ASP) 219
Java, Java Server Pages (JSP), and Javascript 220
ActiveX and VBScript 221

3.3

3.4

		World 223
		Planning and Building a Mobile Web Presence 227
		Mobile Web Presence: Design Considerations 228
		Mobile Web Presence: Performance and Cost Considerations 228
	3.6	Case Study: REI Gets Mobile 230
	3.7	Review 235
		Key Concepts 235
		Questions 238
		Projects 239
E COMMEDCE	CECH	IDITY AND DAVMENT CYCTEMS
E-CUMMERCE	SECO	RITY AND PAYMENT SYSTEMS
		Learning Objectives 240
	Cyber	war: Mutually Assured Destruction (MAD) 241
	4.1	The E-commerce Security Environment 244
		The Scope of the Problem 244
		The Underground Economy Marketplace: The Value of Stolen
		Information 248
		What Is Good E-commerce Security? 249
		Dimensions of E-commerce Security 250
		The Tension Between Security and Other Values 251
		Ease of Use 251
		Public Safety and the Criminal Uses of the Internet 252
	4.2	Security Threats in the E-commerce Environment 253
		Malicious Code 254
		Unwanted Programs 257
		Phishing and Identity Theft 257
		Hacking, Cybervandalism, and Data Breaches 261
		Credit Card Fraud/Theft 262
		Insight on Business: Sony: Press the Reset Button 263
		Spoofing (Pharming) and Spam (Junk) Web Sites 265

ColdFusion

Personalization Tools

3.5

The Information Policy Set

221

221

222

Developing a Mobile Web Site and Building Mobile Applications

Insight on Society: Designing for Accessibility in a Web 2.0 and Mobile

222

Denial of Service (DOS) and Distributed Denial of Service (DDOS) Attacks 266
Sniffing 267
Insider Attacks 267
Poorly Designed Server and Client Software 268
Social Network Security 268
Mobile Platform Security 269
Technology Solutions 270
Insight on Technology: Think Your Smartphone Is Secure? 271
Protecting Internet Communications 273
Encryption 273
Symmetric Key Encryption 274
Public Key Encryption 275
Public Key Encryption Using Digital Signatures and Hash Digests 277
Digital Envelopes 279
Digital Certificates and Public Key Infrastructure (PKI) 280
Limitations to Encryption Solutions 281
Insight on Society: Web Dogs and Anonymity 282
Securing Channels of Communication 285
Secure Sockets Layer (SSL) 285
Virtual Private Networks (VPNs) 286
Protecting Networks 287
Firewalls 287
Protecting Servers and Clients 288
Operating System Security Enhancements 289
Anti-Virus Software 289
Management Policies, Business Procedures, and Public Laws 289
A Security Plan: Management Policies 290
The Role of Laws and Public Policy 292
Private and Private-Public Cooperation Efforts 294
Government Policies and Controls on Encryption Software 294
OECD Guidelines 294
Payment Systems 295
Types of Payment Systems 295
Cash 295
Checking Transfer 296
Credit Card 296
Stored Value 297

4.4

4.5

Accumulating Balance

	Payment Systems Stakeholders 297
4.6	E-commerce Payment Systems 298
	Online Credit Card Transactions 300
	Credit Card E-commerce Enablers 300
	Limitations of Online Credit Card Payment Systems 301
	Digital Wallets 302
	Digital Cash 303
	Online Stored Value Payment Systems 303
	Digital Accumulating Balance Payment Systems 305
	Digital Checking Payment Systems 305
	Mobile Payment Systems: Your Smartphone Wallet 306
4.7	Electronic Billing Presentment and Payment 307
	Market Size and Growth 307
	EBPP Business Models 308
4.8	Case Study: Online Payment Marketplace: Goat Rodeo 310
4.9	Review 316

Key Concepts

316 Questions 321

Projects 322

5 **BUSINESS MODELS FOR E-COMMERCE** 324

337

Learning Objectives 324

Tweet Tweet: What's Your Business Model? 325

5.1 E-commerce Business Models 329

Introduction 329

Eight Key Elements of a Business Model 329

Value Proposition 330

Revenue Model 330

Market Opportunity 332

Competitive Environment 334

Competitive Advantage 334

Market Strategy

Organizational Development 336

Management Team 336

	Insight on Business: Is Groupon's Business Model Sustainable? 338
5.2	Major Business-to-Consumer (B2C) Business Models 340 Portal 340 E-tailer 342 Content Provider 343 Transaction Broker 344 Insight on Technology: Battle of the Titans: Music in the Cloud 345 Market Creator 347 Service Provider 348 Community Provider 349
5.3	Major Business-to-Business (B2B) Business Models E-distributor 351 E-procurement 352 Exchanges 352 Industry Consortia 353 Private Industrial Networks 353
5.4	Other E-commerce Business Models 353 Consumer-to-Consumer (C2C) Business Models 354 Peer-to-Peer (P2P) Business Models 355 Mobile Commerce Business Models 355 E-commerce Enablers: The Gold Rush Model 356 Insight on Technology: Foursquare: Check in/Check Out 357
5.5	How the Internet and the Web Change Business: Strategy, Structure, and Process 359 Industry Structure 360 Industry Value Chains 363 Firm Value Chains 364 Firm Value Webs 365

5.6 Case Study: Pandora and the Freemium Business Model 370

366

5.7 Review 375 Key Concepts 375 Questions 377 Projects 377

Business Strategy

Learning Objectives 380

Netflix: The Next Blockbuster? 381

6.1 Consumers Online: The Internet Audience and Consumer Behavior 385

The Internet Audience 386

Internet Traffic Patterns: The Online Consumer Profile 386

Intensity and Scope of Usage 387

Demographics and Access 387

Type of Internet Connection: Broadband and Mobile Impacts 389

Community Effects: Social Contagion in Social Networks 389

Lifestyle and Sociological Impacts 391

Media Choices and Multitasking: The Internet Versus Other Media

Channels 392

Consumer Behavior Models 393

Profiles of Online Consumers 396

The Online Purchasing Decision 396

A Model of Online Consumer Behavior 398

Shoppers: Browsers and Buyers 400

What Consumers Shop for and Buy Online 402

Intentional Acts: How Shoppers Find Vendors Online 403

Why More People Don't Shop Online 404

Trust, Utility, and Opportunism in Online Markets 404

6.2 Basic Marketing Concepts 405

Feature Sets 406

Products, Brands, and the Branding Process 407

Segmenting, Targeting, and Positioning 409

Are Brands Rational? 410

Do Brands Last Forever? 411

Can Brands Survive the Internet? Brands and Price Dispersion on the Internet 411

6.3 Internet Marketing Technologies 413

The Revolution in Internet Marketing Technologies 414

Web Transaction Logs 415

Supplementing the Logs: Tracking Files 415

Databases, Data Warehouses, and Data Mining: Developing Profiles

	Insight on Society: Every Move You Take, Every Click You Make, We'll Be Tracking You 418
	Databases 421
	Data Warehouses and Data Mining 422
	Insight on Technology: The Long Tail: Big Hits and Big Misses 424
	Customer Relationship Management (CRM) Systems 426
6.4	B2C and B2B E-commerce Marketing and Branding Strategies 428
	Market Entry Strategies 429
	Establishing the Customer Relationship 431
	Advertising Networks and Ad Exchanges 431
	Permission Marketing 433
	Affiliate Marketing 433
	Viral Marketing in the Web 2.0 Milieu 434
	Blog Marketing 435
	Social Network Marketing 436
	Insight on Business: Social Network Marketing: Let's Buy Together 438
	Mobile Platform Marketing 442
	Local Marketing 443
	Leveraging Brands 443
	Customer Retention: Strengthening the Customer Relationship 444
	Personalization and One-to-One Marketing 444
	Customization and Customer Co-Production 446
	Customer Service 447
	Net Pricing Strategies 448
	Free and Freemium 450
	Versioning 451
	Bundling 452
	Dynamic Pricing and Flash Marketing 453
	Channel Strategies: Managing Channel Conflict 454
6.5	Case Study: Building a Brand: ExchangeHunterJumper.com 456
6.6	Review 461
	Key Concepts 461
	Questions 464
	Projects 465

	Learning Objectives 466
Video	Ads: Shoot, Click, Buy 467
7.1	Marketing Communications 471
	Online Advertising 472
	Display Ads: Banners and Pop-Ups 474
	Rich Media Ads 476
	Video Ads 477
	Search Engine Advertising: Paid Search Engine Inclusion and Placement 478
	Mobile and L`ocal Advertising 484
	Sponsorships 484
	Referrals (Affiliate Relationship Marketing) 485
	E-mail Marketing and the Spam Explosion 485
	Online Catalogs 488
	Social Advertising: Social Networks and Blogs 490
	Social Network Advertising 490
	Blog Advertising 492
	Game Advertising 493
	Insight on Society: Marketing to Children of the Web in the Age of Social Networks 494
	Behavioral Targeting: Getting Personal 497
	Mixing Offline and Online Marketing Communications 500
	Insight on Business: Are the Very Rich Different from You and Me? 502
7.2	Understanding the Costs and Benefits of Online Marketing Communications 505
	Online Marketing Metrics: Lexicon 506
	How Well Does Online Advertising Work? 510
	The Costs of Online Advertising 512
	Software for Measuring Online Marketing Results 515
	Insight on Technology: It's 10 P.M. Do You Know Who Is on Your Web Site? 516
7.3	The Web Site as a Marketing Communications Tool 518
	Domain Names 519
	Search Engine Optimization 519
	Web Site Functionality 520

7.4	Case Study: Instant Ads: Real-Time Marketing on Exchanges	524

Key Concepts 528

Questions 530

Review

7.5

8

Projects 531

ETHICS, LAW, AND E-COMMERCE

532

Learning Objectives 532

528

Discovering Law and Ethics in a Virtual World 533

8.1 Understanding Ethical, Social, and Political Issues in E-commerce 536

A Model for Organizing the Issues 537

Basic Ethical Concepts: Responsibility, Accountability, and Liability 539

Analyzing Ethical Dilemmas 541 Candidate Ethical Principles 542

8.2 Privacy and Information Rights 543

Information Collected at E-commerce Sites 544

Social Networks and Privacy 546

Mobile and Location-Based Privacy Issues 546

Profiling and Behavioral Targeting 547

The Internet and Government Invasions of Privacy: E-commerce

Surveillance 550

Legal Protections 551

Informed Consent 552

The Federal Trade Commission's Fair Information Practices Principles 554

The European Data Protection Directive 558

Private Industry Self-Regulation 558

Privacy Advocacy Groups 560

The Emerging Privacy Protection Business 560

Insight on Business: Chief Privacy Officers 561

Technological Solutions 563

8.3 Intellectual Property Rights 564

Insight on Technology: The Privacy Tug of War: Advertisers vs. Consumers 565

Types of Intellectual Property Protection 568

Copyright: The Problem of Perfect Copies and Encryption 568

Look and Feel 569

570 Fair Use Doctrine 571 The Digital Millennium Copyright Act of 1998 Patents: Business Methods and Processes 574 E-commerce Patents 575 Patent Reform 578 579 Trademarks: Online Infringement and Dilution Trademarks and the Internet Cybersquatting and Brandjacking 580 581 Cyberpiracy 582 Metatagging 583 Keywording Linking 584 584 Framing 585 Challenge: Balancing the Protection of Property with Other Values 585 8.4 Governance Who Governs E-commerce and the Internet? 586 Can the Internet Be Controlled? 587 Public Government and Law 588 Taxation 588 Net Neutrality 591 8.5 Public Safety and Welfare 592 Protecting Children 593 Cigarettes, Gambling, and Drugs: Is the Web Really Borderless? 595 Insight on Society: The Internet Drug Bazaar 596 Case Study: The Google Books Settlement: Is It Fair? 599 Review 603 **Key Concepts** 603

8.6

8.7

Questions 607 **Projects** 608

ONLINE MEDIA 610

> Learning Objectives 610

Information Wants to Be Expensive 611

9.1 Online Content 615

Media Utilization 616 Internet and Traditional Media: Cannibalization Versus Complementarity 617 Media Revenues 618 Three Models for Digital Content Delivery: Paid, Free, and Freemium 619 Free or Fee: Attitudes About Paying for Content and the Tolerance for Advertising 622 Media Industry Structure 622 Media Convergence: Technology, Content, and Industry Structure 623 Technological Convergence 623 Content Convergence 623 Industry Convergence 625 Online Content Revenue Models and Business Processes 626 Making a Profit with Online Content: From Free to Fee 628 Key Opportunities and Challenges Facing Content Producers and Owners 630 Technology 630 Cost 631 Distribution Channels and Cannibalization 631 Digital Rights Management (DRM) 632 The Online Publishing Industry 632 Insight on Business: Who Owns Your Files? 633 Online Newspapers 635 Audience Size and Growth 637 Newspaper Business Models 638 Convergence 639 Challenges: Disruptive Technologies 641 Books: The Evolution of E-books 642 E-books 643 Book Audience Size and Growth 645 E-book Industry Revenue Models: Agency vs. Wholesale 646 Convergence 647 Insight on Society: The Future of Books 650 The Online Entertainment Industry 652 Online Entertainment Audience Size and Growth 653 Online Traditional Entertainment 654 User-Generated Content: Where Does It Fit? 655 Content 656 Online Entertainment Industry Revenue Models 656 Convergence 656

9.2

9.3

	Insight on Technology: Hollywood and the Internet: It's Deal Time 660	
9.4	Case Study: Zynga: Online Games Get Real 663	
9.5	Review 666	
	Key Concepts 666	
	Questions 671	
	Projects 671	
SOCIAL NETWORKS	AND COMMUNITIES	672
	Learning Objectives 672	
Socia	al Network Fever Spreads to the Professions 673	
10.1	Social Networks and Online Communities 675	
	What Is an Online Social Network? 676	
	The Difference Between Social Networks and Portals 677	
	The Growth of Social Networks and Online Communities 677	
	Turning Social Networks Into Businesses 679	
	Types of Social Networks and their Business Models 680	
	Insight on Society: The Dark Side of Social Networks 681	
	Social Network Features and Technologies 684	
	The Future of Social Networks 684	
	Insight on Technology: Facebook Has Some New Friends: TumbIr and Google+ 686	
10.2	Online Auctions 688	
	Defining and Measuring the Growth of Auctions and Dynamic Pricing	689

10

Why Are Auctions So Popular? Benefits and Costs of Auctions 690 Benefits of Auctions 691 Risks and Costs of Auctions for Consumers and Businesses 692 Market-Maker Benefits: Auctions as an E-commerce Business Model 693 Types and Examples of Auctions 694 **Internet Auction Basics** 694 Types of Auctions 696

When to Use Auctions (and for What) in Business 700 Seller and Consumer Behavior at Auctions 702

Seller Profits: Arrival Rate, Auction Length, and Number of Units 702 Auction Prices: Are They the Lowest? 702 Consumer Trust in Auctions 704

When Auction Markets Fail: Fraud and Abuse in Auctions 704	
E-commerce Portals 706	
The Growth and Evolution of Portals 707	
Types of Portals: General-Purpose and Vertical Market 707	
Insight on Business: The Transformation of AOL 709	

10.4 Case Study: eBay Goes on a Shopping Spree 715

713

10.5 Review 718

10.3

11

Key Concepts 718

Questions 723

Projects 723

Portal Business Models

E-COMMERCE RETAILING AND SERVICES

724

Learning Objectives 724

Blue Nile Sparkles for Your Cleopatra 725

11.1 The Online Retail Sector 729

The Retail Industry 730
Online Retailing 732

E-commerce Retail: The Vision 732
The Online Retail Sector Today 733
Multi-channel Integration 736

11.2 Analyzing the Viability of Online Firms 737

Strategic Analysis 738 Financial Analysis 739

11.3 E-commerce in Action: E-tailing Business Models 740

Virtual Merchants 741

E-commerce in Action: Amazon.com 741

Multi-channel Merchants: Bricks-and-Clicks 749

Catalog Merchants 751
Manufacturer-Direct 752

Common Themes in Online Retailing 754

11.4 The Service Sector: Offline and Online 755

Insight on Technology: Using the Web to Shop 'Till You Drop 756

What Are Services? 758

Service Industries 758
nd Information Intensity 759
on and Customization 759
ncial Services 760
vices Industry Trends 760
cial Consumer Behavior 762
ng and Brokerage 763
annel vs. Pure Online Financial Services Firms 764
l Portals and Account Aggregators 765
age and Lending Services 766
ance Services 767
Estate Services 768
el Services 770
ine Travel Services So Popular? 770
ravel Market 771
l Industry Dynamics 771
Business: Zipcar Shifts Into High Gear 772
eer Services 775
Society: Phony Reviews 776
mation: The Ideal Web Business? 777
itment Industry Trends 780
OpenTable: Your Reservation Is Waiting 782
786
s 786
793
794

Learning Objectives

12

Volkswagen Builds Its B2B Net Marketplace 797

12.1 B2B E-commerce and Supply Chain Management 801 Defining and Measuring the Growth of B2B Commerce 801 The Evolution of B2B Commerce The Growth of B2B E-commerce 2011-2015 804

796

	Industry Forecasts 804
	Potential Benefits of B2B E-commerce 804
	The Procurement Process and the Supply Chain 806
	Insight on Society: Where's My Ipad? Supply Chain Risk and Vulnerability 807
	Types of Procurement 809
	The Role of Existing Legacy Computer Systems and Enterprise Systems 810
	Trends in Supply Chain Management and Collaborative Commerce 811
	Just-in-Time and Lean Production 811
	Supply Chain Simplification 812
	Supply Chain Black Swans: Adaptive Supply Chains 812
	Sustainable Supply Chains: Lean, Mean and Green 813
	Electronic Data Interchange (EDI) 814
	Supply Chain Management Systems: B2B in Your Palm 816
	Collaborative Commerce 818
	Insight on Technology: RFID Autoidentification: Giving a Voice to Your Inventory 819
	Main Types of Internet-Based B2B Commerce 822
12.2	Net Marketplaces 823
	The Variety and Characteristics of Net Marketplaces 823
	Types of Net Marketplaces 824
	E-distributors 825
	E-procurement 827
	Exchanges 828
	Industry Consortia 830
	The Long-Term Dynamics of Net Marketplaces 833
12.3	Private Industrial Networks 834
	What Are Private Industrial Networks? 835
	Characteristics of Private Industrial Networks 836
	Private Industrial Networks and Collaborative Commerce 837
	Insight on Business: Walmart Develops a Private Industrial Network 838
	Implementation Barriers 840
12.4	Case Study: Elemica: Cooperation, Collaboration, and Community 841
12.5	Review 846
	Key Concepts 846

Questions

Projects

851