Contents

INTRODUCTION TO E-COMMERCE 38

	Learning Objectives 38
	Everything on Demand: The "Uberization" of E-commerce 39
1.1	The First Thirty Seconds: Why You Should Study E-commerce 44
1.2	Introduction to E-commerce 44
	What Is E-commerce? 45
	The Difference Between E-commerce and E-business 45
	Technological Building Blocks Underlying E-commerce: the Internet, Web, and Mobile
	Platform 46
	Major Trends in E-commerce 48
	Insight on Technology: Will Apps Make the Web Irrelevant? 49
1.3	Unique Features of E-commerce Technology 52
	Ubiquity 54
	Global Reach 54
	Universal Standards 54
	Richness 55
	Interactivity 55
	Information Density 56
	Personalization and Customization 56
	Social Technology: User-Generated Content and Social Networks 57
1.4	Types of E-commerce 58
	Business-to-Consumer (B2C) E-commerce 58
	Business-to-Business (B2B) E-commerce 59
	Consumer-to-Consumer (C2C) E-commerce 60
	Mobile E-commerce (M-commerce) 60
	Social E-commerce 61
	Local E-commerce 62
1.5	<i>E-commerce: A Brief History</i> 63
	E-commerce 1995–2000: Invention 64
	E-commerce 2001–2006: Consolidation 67

	E-commerce 2007–Present: Reinvention67Assessing E-commerce: Successes, Surprises, and Failures68Insight on Business: Rocket Internet69	
1.6	Understanding E-commerce: Organizing Themes73Technology: Infrastructure73Business: Basic Concepts75Society: Taming the Juggernaut75Insight on Society: Facebook and the Age of Privacy76	
1.7	Academic Disciplines Concerned with E-commerce78Technical Approaches78Behavioral Approaches78	
1.8	Careers in E-commerce79The Company79Position: Category Specialist in the e-Commerce Retail ProgramQualifications/Skills80Preparing for the Interview80Possible First Interview Questions80	79
1.9	Case Study: Puma Goes Omni 82	

1.10 Review 85

Key Concepts85Questions87Projects88References88

2 E-COMMERCE INFRASTRUCTURE 90

Learning Objectives 90

Tech Titans Target a Prize: Bringing Internet Access to Rural India 91

2.1	The Internet: Technology Background	94
	0, 0	

The Evolution of the Internet: 1961—The Present 96 The Internet: Key Technology Concepts 100 Packet Switching 100 Transmission Control Protocol/Internet Protocol (TCP/IP) 102 IP Addresses 102 Domain Names, DNS, and URLs 104 **Client/Server** Computing 104 The Mobile Platform 106

The Internet "Cloud Computing" Model: Hardware and Software as a Service107Other Internet Protocols and Utility Programs111

2.2 Internet Infrastructure and Access 113 The Internet Backbone 115 Internet Exchange Points 117 **Tier 3 Internet Service Providers** 117 Campus/Corporate Area Networks 120 Mobile Internet Access 121 Telephone-based versus Computer Network-based Wireless Internet Access 121 Other Innovative Internet Access Technologies: Drones, Balloons, and White Space 124

 The Internet of Things
 125

 Insight on Business: The Apple Watch: Bringing the Internet of Things to Your Wrist
 127

 Who Governs the Internet?
 129

Insight on Society: Government Regulation and Surveillance of the Internet 131

2.3 The Web 134

Hypertext 135 Markup Languages 137 HyperText Markup Language (HTML) 137 eXtensible Markup Language (XML) 139 Web Servers and Clients 140 Web Browsers 142

2.4 The Internet and the Web: Features and Services 142

Communication Tools 142 E-mail 143 **Messaging Applications** 143 **Online Message Boards** 143 Internet Telephony 144 Video Conferencing, Video Chatting, and Telepresence 144 145 Search Engines Downloadable and Streaming Media 146 Web 2.0 Applications and Services 149 Online Social Networks 149 149 Blogs 149 Wikis Virtual Reality and Augmented Reality 150 Insight on Technology: Leaping into the Future with AR and VR 151 Intelligent Digital Assistants 153 2.5 Mobile Apps: The Next Big Thing Is Here 153

Platforms for Mobile Application Development		154
App Marketplaces	154	

2.6 Careers in E-commerce 155

The Company 155 Position: E-commerce Specialist 155 Qualifications/Skills 156 Preparing for the Interview 156 Possible First Interview Questions 156

- 2.7 Case Study: Akamai Technologies: Attempting to Keep Supply Ahead of Demand 158
- 2.8 Review 161

Key Concepts161Questions162Projects163References163

3

BUILDING AN E-COMMERCE PRESENCE 166

Learning Objectives 166

The Financial Times: A Remodel for 21st Century Publishing Profitability 167

3.1 Imagine Your E-commerce Presence 170

What's the Idea? (The Visioning Process) 170 Where's the Money: Business and Revenue Model 170 Who and Where Is the Target Audience? 171 What Is the Ballpark? Characterize the Marketplace 171 Where's the Content Coming From? 172 Know Yourself: Conduct a SWOT Analysis 173 Develop an E-commerce Presence Map 174 Develop a Timeline: Milestones 175 How Much Will This Cost? 175

3.2 Building an E-commerce Presence: A Systematic Approach 176

The Systems Development Life Cycle 178

Systems Analysis/Planning: Identify Business Objectives, System Functionality, and Information
Requirements 179System Design: Hardware and Software Platforms 180
Building the System: In-house Versus Outsourcing 180Insight on Business: Weebly Makes Creating Websites Easy
Testing the System 187
Implementation, Maintenance, and Optimization 188

Alternative Web Development Methodologies 190

3.3 Choosing Software 191

Simple Versus Multi-Tiered WebSite Architecture 191

Web Server Software 193 Site Management Tools 194 **Dynamic Page Generation Tools** 194 **Application Servers** 196 E-commerce Merchant Server Software Functionality 197 **Online** Catalog 197 Shopping Cart 197 Credit Card Processing 197 Merchant Server Software Packages (E-commerce Software Platforms) 197 Choosing an E-commerce Software Platform 199 3.4 Choosing Hardware 200 Right-sizing Your Hardware Platform: The Demand Side 200 Right-sizing Your Hardware Platform: The Supply Side 201 3.5 Other E-commerce Site Tools 204WebSite Design: Basic Business Considerations 205 Tools for Search Engine Optimization 205 Tools for Interactivity and Active Content 206 Common Gateway Interface (CGI) 207 Active Server Pages (ASP) and ASP.NET 207 Java, Java Server Pages (JSP), and JavaScript 208 ActiveX and VBScript 209 ColdFusion 209 PHP, Ruby on Rails (RoR), and Django 209 Other Design Elements 210 Personalization Tools 211 The Information Policy Set 211 Insight on Society: Designing for Accessibility 212 3.6 Developing a Mobile Website and Building Mobile Applications 214 Planning and Building a Mobile Presence 215 Mobile Presence: Design Considerations 216 Cross-platform Mobile App Development Tools 217 Mobile Presence: Performance and Cost Considerations 218 3.7 Careers in E-commerce 219 The Company 219 Position: UX Designer 219 Insight on Technology: Carnival Cruise Ships Go Mobile 220 Qualifications/Skills 222 Preparing for the Interview 222 Possible First Interview Questions 223

- 3.9 Review 228
 - Key Concepts228Questions230Projects231References231

4 E-COMMERCE SECURITY AND PAYMENT SYSTEMS 232

	Learning Objectives 232
	The Rise of the Global Cyberattack: WannaCry and NotPetya 233
4.1	The E-commerce Security Environment236The Scope of the Problem237The Underground Economy Marketplace: The Value of Stolen Information238What Is Good E-commerce Security?240Dimensions of E-commerce Security241The Tension Between Security and Other Values242Security versus Ease of Use242Public Safety and the Criminal Uses of the Internet243
4.2	Security Threats in the E-commerce Environment244Malicious Code244Potentially Unwanted Programs (PUPs)248Phishing250Hacking, Cybervandalism, and Hacktivism252Data Breaches253Insight on Society: Equifax: Really Big Data Hacked254Credit Card Fraud/Theft256Identity Fraud257Spoofing, Pharming, and Spam (Junk) Websites257Sniffing and Man-in-the-Middle Attacks258Denial of Service (DOS) and Distributed Denial of Service (DDOS) Attacks259Insider Attacks260Poorly Designed Software260Social Network Security Issues261Mobile Platform Security Issues262Cloud Security Issues263Insight on Technology: Think Your Smartphone Is Secure?264Internet of Things Security Issues266
4.3	Technology Solutions 267

Protecting Internet Communications 267 Encryption 268

	Symmetric Key Cryptography269Public Key Cryptography270Public Key Cryptography Using Digital Signatures and Hash Digests270Digital Envelopes273Digital Certificates and Public Key Infrastructure (PKI)274Limitations of PKI276Secure Sockets Layer (SSL) and Transport Layer Security (TLS)277Virtual Private Networks (VPNs)278Wireless (Wi-Fi) Networks279Protecting Networks279Firewalls279Proxy Servers280Intrusion Detection and Prevention Systems281
	Protecting Servers and Clients 281
	Operating System Security Enhancements 281
	Anti-Virus Software 282
4.4	Management Policies, Business Procedures, and Public Laws 282
	A Security Plan: Management Policies 282
	Insight on Business: Are Biometrics the Solution for E-commerce Security? 285
	The Role of Laws and Public Policy 287
	Private and Private-Public Cooperation Efforts 289
	Government Policies and Controls on Encryption 289
4.5	E-commerce Payment Systems 290
	Online Credit Card Transactions 292
	Credit Card E-commerce Enablers 293
	PCI-DSS Compliance 294
	Limitations of Online Credit Card Payment Systems 294
	Alternative Online Payment Systems 295
	Mobile Payment Systems: Your Smartphone Wallet 296 Blockchain and Cryptocurrencies 297
4.6	<i>Electronic Billing Presentment and Payment</i> 302
	Market Size and Growth 303
	EBPP Business Models 303
4.7	Careers in E-commerce 305
	The Company 305
	The Position: Cybersecurity Threat Management Team Trainee 305
	Qualifications/Skills 306
	Preparing for the Interview 306
	Possible First Interview Questions 307

4.8 Case Study: Alipay and WeChat Pay Lead in Mobile Payments 309

```
4.9 Review 314
Key Concepts 314
Questions 317
Projects 317
```

References 318

E-COMMERCE BUSINESS STRATEGIES 322

Learning Objectives 322 Ace & Tate: Disrupting the European Eyewear Industry 323 5.1 E-commerce Business Models 326 Introduction 326 Eight Key Elements of a Business Model 326 Value Proposition 326 **Revenue Model** 328 Market Opportunity 329 Insight on Society: Foursquare: Check Your Privacy at the Door 330 **Competitive Environment** 332 Competitive Advantage 333 Market Strategy 334 Organizational Development 335 Management Team 335 **Raising** Capital 336 Categorizing E-commerce Business Models: Some Difficulties 338 Insight on Business: Crowdfunding Takes Off 339 5.2 Major Business-to-Consumer (B2C) Business Models 341 E-tailer 341 Community Provider 344 **Content Provider** 345 Insight on Technology: Connected Cars and the Future of E-commerce 346 Portal 348 **Transaction Broker** 348 Market Creator 349 Service Provider 350 5.3 Major Business-to-Business (B2B) Business Models 351 E-distributor 351 E-procurement 352

Exchanges 353 Industry Consortia 353 Private Industrial Networks 354

5.4 How E-commerce Changes Business: Strategy, Structure, and Process 354

Industry Structure 355 Industry Value Chains 358 Firm Value Chains 359 Firm Value Webs 360 Business Strategy 361 E-commerce Technology and Business Model Disruption 363

5.5 Careers in E-commerce 366

The Company 366 Position: Assistant Manager of E-business 366 Qualifications/Skills 367 Preparing for the Interview 367 Possible First Interview Questions 367

5.6 Case Study: Dollar Shave Club: From Viral Video to \$1 Billion in Just Five Years 370

5.7 Review 374

> **Key Concepts** 374 Questions 375 376 Projects References 376

E-COMMERCE MARKETING AND ADVERTISING 6 378

Learning Objectives 378

InMobi's Global Mobile Ad Network 379

6.1	Consumers Online: The Internet Audience and Consumer Behavior	
	Internet Traffic Patterns: The Online Consumer Profile 382	
	Intensity and Scope of Usage 383	
	Demographics and Access 383	
	Type of Internet Connection: Broadband and Mobile Impacts 384	
	Community Effects: Social Contagion in Social Networks 385	
	Consumer Behavior Models 386	
	The Online Purchasing Decision 387	
	Shoppers: Browsers and Buyers 389	
	What Consumers Shop for and Buy Online 390	
	Intentional Acts: How Shoppers Find Vendors Online 391	

Why Some People Don't Shop Online391Trust, Utility, and Opportunism in Online Markets391

6.2 Digital Commerce Marketing and Advertising Strategies and Tools 392

Strategic Issues and Ouestions 392 394 The Website as a Marketing Platform: Establishing the Customer Relationship Traditional Online Marketing and Advertising Tools 395 Search Engine Marketing and Advertising 397 Display Ad Marketing 401 E-mail Marketing 407 Affiliate Marketing 409 Viral Marketing 410 Lead Generation Marketing 410 Social, Mobile, and Local Marketing and Advertising 411 Multi-channel Marketing: Integrating Online and Offline Marketing 412 Other Online Marketing Strategies 413 **Customer Retention Strategies** 413 Insight on Business: Are the Very Rich Different from You and Me? 414 **Pricing Strategies** 420 Long Tail Marketing 425 Insight on Technology: The Long Tail: Big Hits and Big Misses 426 6.3 Internet Marketing Technologies 428The Revolution in Internet Marketing Technologies 428 Web Transaction Logs 428 Supplementing the Logs: Cookies and Other Tracking Files 430 Databases, Data Warehouses, Data Mining, and Big Data 432 Databases 432 Insight on Society: Every Move You Take, Every Click You Make, We'll Be Tracking You 433 Data Warehouses and Data Mining 435 The Challenge of Big Data 436 Marketing Automation and Customer Relationship Management (CRM) Systems 437 6.4 Understanding the Costs and Benefits of Online Marketing Communications 440 Online Marketing Metrics: Lexicon 440How Well Does Online Advertising Work? 443 The Costs of Online Advertising 445 Marketing Analytics: Software for Measuring Online Marketing Results 447 449 6.5 Careers in E-commerce The Company 449 The Position: Digital Marketing Assistant 450 Qualifications/Skills 450

Preparing for the Interview 451

Possible First Interview Questions 451

6.6 Case Study: Programmatic Advertising: Real-Time Marketing 453

6.7 Review 458

Key Concepts458Questions459Projects460References460

7 SOCIAL, MOBILE, AND LOCAL MARKETING 464

Learning Objectives 464

Pinterest Expands Around the Globe 465

7.1 Introduction to Social, Mobile, and Local Marketing 468
From Eyeballs to Conversations 468
From the Desktop to the Smartphone and Tablet 468
The Social, Mobile, Local Nexus 469

7.2 Social Marketing 470

Social Marketing Players 471 The Social Marketing Process 472 Facebook Marketing 473 **Basic Facebook Features** 474 Facebook Marketing Tools 474 Starting a Facebook Marketing Campaign 478 Measuring Facebook Marketing Results 480 **Twitter Marketing** 482 Insight on Technology: Optimizing Social Marketing with Sprout Social 483 Basic Twitter Features 485 **Twitter Marketing Tools** 485 Starting a Twitter Marketing Campaign 487 Measuring Twitter Marketing Results 488 Pinterest Marketing 489 **Basic Pinterest Features** 490 Pinterest Marketing Tools 490 Starting a Pinterest Marketing Campaign 493 Measuring Pinterest Marketing Results 495 Marketing on Other Social Networks: Instagram, Snapchat, and Linkedin 496 The Downside of Social Marketing 498

7.3 Mobile Marketing 498

Overview: M-commerce Today	498			
Insight on Society: Marketing to C	hildren of the	Web in the Age of Social Ne	tworks	499
How People Actually Use Mobil	e Devices	501		

Contents

In-App Experiences and In-App Ads 502 How the Multi-Screen Environment Changes the Marketing Funnel 503 **Basic Mobile Marketing Features** 504 The Technology: Basic Mobile Device Features 505 Mobile Marketing Tools: Ad Formats 507 Starting a Mobile Marketing Campaign 508 Insight on Business: Mobile Marketing Revs Up with 3D and Augmented Reality 509 Measuring Mobile Marketing Results 511 7.4 Local and Location-Based Mobile Marketing 513 The Growth of Local Marketing 513 The Growth of Location-Based (Local) Mobile Marketing 514 Location-Based Marketing Platforms 515 Location-Based Mobile Marketing: The Technologies 515 Why Is Location-based Mobile Marketing Attractive to Marketers? 517 Location-Based Marketing Tools 517 A New Lexicon: Location-Based Digital Marketing Features 518 Proximity Marketing with Beacons 519 Starting a Location-Based Marketing Campaign 520 Measuring Location-Based Marketing Results 521

7.5 Careers in E-commerce 521

The Company522The Position: Social Media Associate522Qualifications/Skills522Preparing for the Interview523Possible First Interview Questions523

- 7.6 Case Study: ExchangeHunterJumper.com: Building an International Brand with Social Marketing 525
- 7.7 Review 531

Key Concepts531Questions533Projects534References534

8 ETHICS, LAW, AND E-COMMERCE 536

Learning Objectives 536

The Right to Be Forgotten: Europe Leads on Internet Privacy 537

8.1 Understanding Ethical, Social, and Political Issues in E-commerce 540
 A Model for Organizing the Issues 541

Basic Ethical Concepts: Responsibility, Accountability, and Liability543Analyzing Ethical Dilemmas545Candidate Ethical Principles546

8.2 Privacy and Information Rights 547

What Is Privacy? 547

Privacy in the Public Sector: Privacy Rights of Citizens 548 Privacy in the Private Sector: Privacy Rights of Consumers 549 Information Collected by E-commerce Companies 553 Key Issues in Online Privacy of Consumers 555 Marketing: Profiling, Behavioral Targeting, and Retargeting 555 Social Networks: Privacy and Self Revelation 558 Mobile Devices: Privacy Issues 559 Consumer Privacy Regulation and Enforcement: The FTC 560 Consumer Privacy Regulation: The US Federal Communications Commission (FCC) 564 Privacy and Terms of Use Policies 564 Privacy Protection in Europe: The General Data Protection Regulation (GDPR) 566 Industry Self-Regulation 568 **Technological Solutions** 569 Privacy Protection as a Business 572 Privacy Advocacy Groups 573 Limitations on the Right to Privacy: Law Enforcement and Surveillance 574 Insight on Technology: Apple: Defender of Privacy? 576

8.3 Intellectual Property Rights 579

Types of Intellectual Property Protection 580 Copyright: the Problem of Perfect Copies and Encryption 581 Fair Use Doctrine 582 The Digital Millennium Copyright Act of 1998 583 Copyright Protection in the European Union 587 Patents: Business Methods and Processes 588 E-commerce Patents 589 Trademarks: Online Infringement and Dilution 590 Trademarks and the Internet 593 Cybersquatting and Brandjacking 593 Cyberpiracy 595 Metatagging 595 Keywording 596 Linking 597 597 Framing Trade Secrets 598 Challenge: Balancing the Protection of Property with Other Values 598

8.4 Governance 599

Can the Internet Be Controlled? 599 Taxation 600

9

	Net Neutrali	ty 601
	Insight on Bu	usiness: New Rules Extend EU Taxation of E-commerce 602
	Antitrust, M	pnopoly, and Market Competition in the Internet Era 605
8.5		y and Welfare 605
	Protecting C	
	Cigarettes, G	ambling, and Drugs: Is the Web Really Borderless? 608
	Insight on S	Society: The Internet Drug Bazaar Operates Around the Globe 609
8.6	Careers in E	commerce 612
	The Compar	ny 612
	Position: E-c	ommerce Privacy Research Associate 613
	Qualification	ns/Skills 613
	Preparing fo	r the Interview 614
	Possible Firs	t Interview Questions 614
8.7	Case Study:	Are Big Tech Firms Getting "Too Big"? 616
8.8	Review	623
	Key Concept	s 623
	Questions	625
	Projects	626
	References	626
_		
ONLINE	MEDIA	532
	Learning Ob	jectives 632

Spotify and Deezer: European Streaming Music Services Spread Around the Globe 633

9.1 Online Content 636

Content Audience: Where Are the Eyeballs? 636 Content Market: Entertainment and Media Industry Revenues 639 Insight on Society: Are Millennials Really All That Different? 640 Online Content: Consumption, Revenue Models, and Revenue 643 Digital Rights Management (DRM) and Walled Gardens 645 Media Industry Structure 645 Media Convergence: Technology, Content, and Industry Structure 646 Technological Convergence 646 **Content Convergence** 646 Industry Structure Convergence 648

9.2 The Online Publishing Industry 649 Online Newspapers 649

From Print-centric to Digital First: The Evolution of Newspaper Online Business Models, 1995-2017 651 Online Newspaper Industry: Strengths and Challenges 654 Insight on Business: Vox: Native Digital News 660 Magazines Rebound on the Digital Platform 662 E-Books and Online Book Publishing 663 Amazon and Apple: The New Digital Media Ecosystems 665 E-book Business Models 666 Interactive Books: Converging Technologies 667 9.3 The Online Entertainment Industry 667 Home Entertainment: Television and Movies 671 Insight on Technology: Hollywood and Big Tech: Let's Have Lunch 677 Music 680 Games 683 9.4 Careers in E-commerce 687 The Company 687 Position: Digital Audience Development Specialist 687 **Oualifications/Skills** 688 Preparing for the Interview 688 Possible First Interview Questions 689 9.5 Case Study: Netflix: How Does This Movie End? 691 9.6 Review 695

Key Concepts 695 Questions 697 Projects 697 References 698

10 **ONLINE COMMUNITIES** 700

	Learning Objectives 700
	LinkedIn: A Tale of Two Countries 701
10.1	Social Networks and Online Communities 703
	What Is an Online Social Network? 704
	The Growth of Social Networks and Online Communities 705
	Turning Social Networks into Businesses 707
	Types of Social Networks and Their Business Models 709
	Insight on Society: The Dark Side of Social Networks 710
	Social Network Technologies and Features 713

10.2	Online Auctions 715
	Insight on Technology: Trapped Inside the Facebook Bubble? 716
	Benefits and Costs of Auctions 720
	Benefits of Auctions 720
	Risks and Costs of Auctions 720
	Auctions as an E-commerce Business Model 721
	Types and Examples of Auctions 722
	When to Use Auctions (and for What) in Business 723
	Auction Prices: Are They the Lowest? 724
	Consumer Trust in Auctions 725
	When Auction Markets Fail: Fraud and Abuse in Auctions 725
10.3	E-commerce Portals 726
	The Growth and Evolution of Portals 727
	Types of Portals: General-Purpose and Vertical Market 728
	Insight on Business: Verizon Doubles Down on Portals 729
	Portal Business Models 732
10.4	Careers in E-commerce 733
	The Company 733
	Position: Social Marketing Specialist 733
	Qualifications/Skills 734
	Preparing for the Interview 734
	Possible First Interview Questions 734
10.5	Case Study: eBay Evolves 736
10.6	Review 740
	Key Concepts 740
	Questions 741
	Projects 742
	References 742
E-COMM	ERCE RETAIL AND SERVICES 744

Learning Objectives 744

11

Souq.com: The Amazon of the Middle East Gets Acquired by Amazon 745

11.1 The Online Retail Sector 748

The Retail Industry749Online Retailing750E-commerce Retail: The Vision751The Online Retail Sector Today752

11.2	Analyzing the Viability of Online Firms 757
	Strategic Analysis 758
	Financial Analysis 759
11.3	E-commerce in Action: E-tailing Business Models 760
	Virtual Merchants 760
	Amazon 762
	The Vision 762
	Business Model 762
	Financial Analysis 764
	Strategic Analysis—Business Strategy 764
	Strategic Analysis—Competition 767
	Strategic Analysis—Technology 768
	Strategic Analysis—Social and Legal Challenges 768
	Future Prospects 769
	Omni-Channel Merchants: Bricks-and-Clicks 769
	Catalog Merchants 771
	Manufacturer-Direct 772
	Common Themes in Online Retailing 773
11.4	The Service Sector: Offline and Online 775
	Insight on Technology: Big Data and Predictive Marketing 776
11.5	Online Financial Services 778
	Fintech 779
	Online Banking and Brokerage 779
	Multi-Channel vs. Pure Online Financial Services Firms 780
	Financial Portals and Account Aggregators 781
	Online Mortgage and Lending Services 781
	Online Insurance Services 782
	Online Real Estate Services 784
11.6	Online Travel Services 785
	Why Are Online Travel Services So Popular? 785
	The Online Travel Market 786
	Online Travel Industry Dynamics 786
11.7	Online Career Services 788
	Insight on Society: Phony Reviews 789
	It's Just Information: The Ideal Web Business? 791
	Online Recruitment Industry Trends 792
11.8	On-Demand Service Companies 794
	Insight on Business: Food Delivery on Demand in the Middle East 795
11 9	Careers in E-commerce 798
11.0	

The Company798Position: Associate, e-Commerce Initiatives798Qualifications/Skills799Preparing for the Interview799Possible First Interview Questions800

11.10 Case Study: OpenTable: Your Reservation Is Waiting 801

11.11 Review 804

Key Concepts804Questions807Projects807References808

12 B2B E-COMMERCE 810

	Learning Objectives 810
	Alibaba: China's E-commerce King 811
12.1	An Overview of B2B E-commerce 815
	Some Basic Definitions 817
	The Evolution of B2B E-commerce 817
	The Growth of B2B E-commerce 819
	Potential Benefits and Challenges of B2B E-commerce 821
12.2	The Procurement Process and Supply Chains 822
	Insight on Society: Where's My iPad? Global Supply Chain Risk and Vulnerability 823
	Steps in the Procurement Process 825
	Types of Procurement 825
	Multi-Tier Supply Chains 826
	Visibility and Other Concepts in Supply Chain Management 827
	Visibility and Other Concepts in Supply Chain Management827The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828
12.3	
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828Trends in Supply Chain Management and Collaborative Commerce828
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828Trends in Supply Chain Management and Collaborative Commerce828Just-in-Time and Lean Production829
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828 <i>Trends in Supply Chain Management and Collaborative Commerce</i> 828Just-in-Time and Lean Production829Supply Chain Simplification829
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828Trends in Supply Chain Management and Collaborative Commerce828Just-in-Time and Lean Production829Supply Chain Simplification829Supply Chain Black Swans: Adaptive Supply Chains830
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828Trends in Supply Chain Management and Collaborative Commerce828Just-in-Time and Lean Production829Supply Chain Simplification829Supply Chain Black Swans: Adaptive Supply Chains830Accountable Supply Chains: Labor Standards831
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828Trends in Supply Chain Management and Collaborative Commerce828Just-in-Time and Lean Production829Supply Chain Simplification829Supply Chain Simplification829Supply Chain Black Swans: Adaptive Supply Chains830Accountable Supply Chains: Labor Standards831Sustainable Supply Chains: Lean, Mean, and Green832
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828Trends in Supply Chain Management and Collaborative Commerce828Just-in-Time and Lean Production829Supply Chain Simplification829Supply Chain Simplification829Supply Chain Black Swans: Adaptive Supply Chains830Accountable Supply Chains: Labor Standards831Sustainable Supply Chains: Lean, Mean, and Green832Electronic Data Interchange (EDI)833Mobile B2B835B2B in the Cloud836
12.3	The Role of Existing Legacy Computer Systems and Enterprise Systems in Supply Chains828Trends in Supply Chain Management and Collaborative Commerce828Just-in-Time and Lean Production829Supply Chain Simplification829Supply Chain Simplification829Supply Chain Black Swans: Adaptive Supply Chains830Accountable Supply Chains: Labor Standards831Sustainable Supply Chains: Lean, Mean, and Green832Electronic Data Interchange (EDI)833Mobile B2B835

Collaborative Commerce840Insight on Technology: Blockchain Takes on the Diamond Supply Chain841Collaboration 2.0: Cloud, Web, Social, and Mobile844Social Networks and B2B: The Extended Social Enterprise844B2B Marketing845

12.4 Net Marketplaces: The Selling Side of B2B 846

Characteristics of Net Marketplaces 846 Types of Net Marketplaces 847 E-distributors 847 E-procurement 849 Exchanges 851 Industry Consortia 853

12.5 Private Industrial Networks 856

Objectives of Private Industrial Networks857Private Industrial Networks and Collaborative Commerce858Insight on Business: Walmart's Private Industrial Network Supports Omni-channel Growth859Implementation Barriers861

12.6 Careers in E-commerce 862

The Company862Position: Junior Supply Chain Analyst862Qualifications/Skills863How to Prepare for the Interview863Possible First Interview Questions863

12.7 Case Study: Elemica: Cooperation, Collaboration, and Community 865

12.8 Review 870

Key Concepts 870 Questions 873 Projects 874 References 874

Index 877