

E-commerce

business. technology. society.

Kenneth C. Laudon | Carol Guercio Traver

2015

11 edition



Complete Listing of Chapter Opening Cases, Insight Cases, E-commerce in Action Cases, and Case Studies

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P R E F A C E

E-commerce. Business. Technology. Society. 11E provides you with an in-depth introduction to the field of e-commerce. We focus on concepts that will help you understand and take advantage of the evolving world of opportunity offered by e-commerce, which is dramatically altering the way business is conducted and driving major shifts in the global economy.

Just as important, we have tried to create a book that is thought-provoking and current. We use the most recent data available, and focus on companies that you are likely to encounter on a daily basis in your everyday life, such as Facebook, Google, Twitter, Amazon, YouTube, Pinterest, eBay, Uber, WhatsApp, Snapchat, and many more that you will recognize, as well as some exciting startups that may be new to you. We also have up-to-date coverage of the key topics in e-commerce today, from privacy and piracy, to government surveillance, cyberwar, social, local, and mobile marketing, Internet sales taxes, intellectual property, and more. You will find here the most up-to-date and comprehensive overview of e-commerce today.

The e-commerce concepts you learn in this book will make you valuable to potential employers. The e-commerce job market is expanding rapidly. Many employers expect new employees to understand the basics of e-commerce, social and mobile marketing, and how to develop an e-commerce presence. Every industry today is touched in at least some way by e-commerce. The information and knowledge you find in this book will be valuable throughout your career, and after reading this book, we expect that you will be able to participate in, and even lead, management discussions of e-commerce for your firm.

WHAT'S NEW IN THE 11TH EDITION

Currency

The 11th edition features all new or updated opening, closing, and “Insight on” cases. The text, as well as all of the data, figures, and tables in the book, have been updated through October 2014 with the latest marketing and business intelligence available from eMarketer, Pew Internet & American Life Project, Forrester Research, comScore, Gartner Research, and other industry sources.

In addition, we have added new material throughout the text on a number of e-commerce topics that have appeared in the headlines during 2014, including the following:

- Sharing economy companies such as Uber and Airbnb (Chapters 1, 2, 6, and 9)
- Information technology and business model disruption (Chapter 2)
- Public, private, and hybrid clouds; Amazon Web Services; proposed changes in Internet governance; Internet access drones; the Internet of Things, wearable computing (Apple Watch), smart houses, and connected cars (Chapter 3)

- PHP, Ruby on Rails, Django, PHP, LAMP, Python; mobile first design, responsive Web design, and adaptive Web design; cross-platform mobile app development tools (Chapter 4)
- Heartbleed bug; Cryptolocker and other forms of ransomware; carder forums; the Target and JPMorgan Chase data breaches; DDoS smokescreening; OpenSSL flaws; code signing for mobile devices; next generation firewalls; Bitcoin and mobile payment systems such as Apple Pay (Chapter 5)
- Native advertising; Google search algorithm changes; programmatic advertising; ad fraud and viewability issues; marketing automation systems (Chapter 6)
- Dark social; changes to Facebook's marketing tools; Twitter's new marketing tools and MoPub advertising network; Pinterest's Promoted Pins; proximity marketing; BLE; and Apple iBeacons (Chapter 7)
- The Right to be Forgotten; data brokers; facial recognition technology; NSA surveillance; White House report on privacy implications of Big Data; Apple iPhone and Google Android encryption algorithms; Facebook and OKCupid social experiment furor; Google YouTube-Viacom case settlement; Alice Corporation Supreme Court patent decision; the FCC and net neutrality; ISP/cable merger proposals (Chapter 8)
- Social commerce Buy buttons; subscription-based retail business models; omni-channel retailing; the use of Big Data in retail marketing; sharing economy companies (Chapter 9)
- Amazon, Yahoo, and YouTube enter the entertainment business; new "digital-first" newspaper business models and the emergence of all-digital news sites such as Vox and Vice; e-book business model turmoil; Apple e-book price-fixing case; social TV (Chapter 10)
- Apps and social networks; mobile messaging apps such as WhatsApp, Snapchat, Slingshot, and Bolt; social network monetization; Yahoo portal struggles (Chapter 11)
- Impact of B2C e-commerce on B2B e-commerce; supply chain visibility; cloud-based B2B; mobile B2B; Collaboration 2.0 (Chapter 12)

Themes

E-commerce today is greatly different from e-commerce only seven years ago. The iPhone was introduced in 2007. The iPad tablet was first introduced in 2010 and has already gone through several generations! The smartphone and tablet devices have changed e-commerce into a social, local, and mobile experience. The 11th edition spotlights the following themes and content:

Headlines

- Social, Mobile, Local: We have included an entire chapter describing social, mobile, and local marketing. Content about social networks, the mobile platform, and local e-commerce appears throughout the book.
 - » Social networks such as Facebook, Twitter, Pinterest, and LinkedIn continue their rapid growth, laying the groundwork for a social network marketing platform

- » The mobile platform composed of smartphones and tablet computers takes off and becomes a major factor in search, marketing, payment, retailing and services, and online content. Mobile device use poses new security and privacy issues as well.
- » Location-based services lead to explosive growth in local advertising and marketing.
- Online privacy continues to deteriorate, driven by a culture of self-revelation and powerful technologies for collecting personal information online without the knowledge or consent of users.
- Internet security risks increase; cyberwarfare becomes a new way of conducting warfare among nation-states and a national security issue.

Business

- E-commerce revenues surge after the recession.
- Internet advertising growth resumes, at a faster rate than traditional advertising.
- Social marketing grows faster than traditional online marketing like search and display advertising.
- E-books take off and expand the market for text, supported by the iPad, Kindle, Nook, and iPhone.
- Newspapers struggle to define a digital first news service
- Streaming of popular TV shows and movies (Netflix, Amazon, and Hulu.com) becomes a reality, as Internet distributors and Hollywood and TV producers strike deals for Web distribution that also protects intellectual property.
- “Free” and “freemium” business models compete to support digital content.
- New mobile payment platforms emerge to challenge PayPal.
- B2B e-commerce exceeds pre-recession levels as firms become more comfortable with digital supply chains.

Technology

- Smartphones, tablets, and e-book readers, along with associated software applications, and coupled with 4G cellular network expansion, fuel rapid growth of the mobile platform.
- Investment in cloud computing increases, providing the computing infrastructure for a massive increase in online digital information and e-commerce.
- Cloud-based streaming services for music and video challenge sales of downloads and physical product.
- Software apps fuel growth in app sales, marketing, and advertising; transforming software production and distribution.
- Touch interface operating systems dominate mobile devices. Windows 8 introduced with a touch screen interface, mimicking Apple's iOS and Google Android smartphones.
- The cost of developing sophisticated Web sites continues to drop due to declining software and hardware prices and open source software tools.

- Internet and cellular network capacity is challenged by the rapid expansion in digital traffic generated by mobile devices; the use of bandwidth caps tier-pricing expands.
- Internet telecommunications carriers support differential pricing to maintain a stable Internet; opposed by Net neutrality groups pushing non-discriminatory pricing.

Society

- The mobile, “always on” culture in business and family life continues to grow.
- Congress considers legislation to regulate the use of personal information for behavioral tracking and targeting consumers online.
- European countries adopt “right to be forgotten” laws.
- States heat up the pursuit of taxes on Internet sales by Amazon and others.
- Intellectual property issues remain a source of conflict with significant movement toward resolution in some areas, such as Google’s deals with Hollywood and the publishing industry, and Apple’s and Amazon’s deals with e-book and magazine publishers.
- P2P piracy traffic declines as paid streaming music and video gains ground, although digital piracy of online content remains a significant threat to Hollywood and the music industry.
- Governments around the world increase surveillance of Internet users and Web sites in response to national security threats; Google continues to tussle with China and other countries over censorship and security issues.
- Venture capital investing in e-commerce explodes for social, mobile, and local software applications. Crowdfunding becomes a new source of funding for e-commerce start-ups.

WELCOME TO E-COMMERCE 2015

Since it began in 1995, electronic commerce has grown in the United States from a standing start to a \$470 billion retail, travel, and media business and a \$5.7 trillion business-to-business juggernaut, bringing about enormous change in business firms, markets, and consumer behavior. Economies and business firms around the globe are being similarly affected. During this relatively short time, e-commerce has itself been transformed from its origin as a mechanism for online retail sales into something much broader. Today, e-commerce has become the platform for media and new, unique services and capabilities that aren’t found in the physical world. There is no physical world counterpart to Facebook, Twitter, Google search, or a host of other recent online innovations from Pinterest and iTunes to Tumblr. Welcome to the new e-commerce!

E-commerce is projected to continue growing at double-digit rates over the next five years, remaining the fastest growing form of commerce. 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 Walmart, Ford, IBM, Macy’s, and General Electric, and pure online firms such as Google, Amazon, Apple, Facebook, Yahoo, Twitter, and YouTube. Students of business

and information technology need a thorough grounding in e-commerce in order to be effective and successful managers in the next decade.

While firms such as Facebook, Tumblr, YouTube, Twitter, Pinterest, and Uber have grown explosively in the last two years and grab our attention, the traditional forms of retail e-commerce and services also remain vital and have proven to be more resilient than traditional retail channels in facing the economic recession. The experience of these firms from 1995 to the present is also a focus of this book. The defining characteristic of these firms is that they are profitable, sustainable, efficient, and innovative, 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. Understanding how these online businesses succeeded will help students to manage their own firms in the current omni-channel business environment.

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 2014, e-commerce is in the midst of a new period of explosive entrepreneurial activity focusing on social networks and the mobile platform created by smartphones and tablet computers. These technologies and social behaviors are bringing about extraordinary changes to our personal lives, markets, industries, individual businesses, and society as a whole. In 2013–2014, the stock values of Apple, Google, and Amazon hit new highs, along with many start-ups. E-commerce is generating thousands of new jobs 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 has created new digital markets where prices are more transparent, markets are global, and trading is highly efficient, though not per-

fect. E-commerce has a direct impact on a 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 employing “bricks-and-clicks” business models. We explore why e-commerce firms fail and the strategic, financial, marketing, and organizational challenges they face. We also discuss how 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 mobile platform have caused a major revolution in marketing and advertising in the United States. We spend two chapters discussing online marketing and advertising. Chapter 6 discusses “traditional” online marketing formats like search engine marketing, display advertising, and e-mail, as well as various Internet marketing technologies underlying those efforts, and metrics for measuring marketing success. Chapter 7 provides an in-depth examination of social, mobile, and local marketing, which relies on mobile devices and social networks.

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 chapters specifically 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, media distribution, business-to-business trade, and retail e-commerce. We discuss the rapid growth of the mobile platform, the emergence of cloud computing, new open source software tools and applications that enable Web 2.0, and new types of Internet-based information systems that support digital 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, Facebook, Apple, Amazon, and assorted advertising networks maintain profiles on millions of shoppers and consumers worldwide. The proliferation of illegally copied music and videos on the Internet, and the growth of social network sites often based on displaying copyrighted materials without permission, are challenging the intellectual property rights of record labels, Hollywood 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 just like ordinary brick and mortar stores on Main Street. 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 The book emphasizes the three major driving forces behind e-commerce: business development and strategy, technological innovations, and social controversies and impacts. Each of these driving forces is represented in every chapter, and together they provide a strong and coherent conceptual framework for understanding e-commerce. We analyze e-commerce, digital markets, and e-business firms just as we would ordinary businesses and markets using concepts from economics, marketing, finance, sociology, philosophy, and information systems. We strive to maintain a critical perspective on e-commerce and avoid industry hyperbole.

Some of the important concepts from economics and marketing that we use to explore e-commerce are transaction cost, network externalities, information asymmetry, social networks, 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 Internet standards and protocols, client/server computing, multi-tier server systems, cloud computing, mobile platform and wireless technologies, and public key encryption, among many others. 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. We also provide a basic understanding of finance and accounting issues, and extend this through an “E-commerce in Action” case that critically examines the financial statements of Amazon. 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.

Currency Important new developments happen almost every day in e-commerce and the Internet. We try to capture as many of these important new developments as possible in each annual edition. You will not find a more current book for a course offered for the 2015 academic year. Many other texts are already six months to a year out of date before they even reach the printer. This text, in contrast, reflects extensive research through October 2014, just weeks before the book hits the press.

Real-World Business Firm Focus and Cases From Akamai Technologies to Google, Microsoft, Apple, and Amazon, to Facebook, Twitter, and Tumblr, to Netflix, Pandora, and Elemica, this book contains hundreds of real-company examples and over 60 more extensive cases that place coverage in the context of actual e-commerce businesses. You'll find these examples in each chapter, as well as in special features such as chapter-opening, chapter-closing, and "Insight on" cases. The book takes a realistic look at the world of e-commerce, describing what's working and what isn't, rather than presenting a rose-colored or purely "academic" viewpoint.

In-depth Coverage of Marketing and Advertising The text includes two chapters on marketing and advertising, both traditional online marketing and social, mobile, and local marketing. Marketing concepts, including market segmentation, personalization, click-stream analysis, bundling of digital goods, long-tail marketing, and dynamic pricing, are used throughout the text.

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 a sophisticated e-commerce presence), the explosive growth in the mobile platform such as iPhones, iPads, tablet computers, and expansion in the development of social technologies, which are the foundation of online social networks. What was once a shortage of telecommunications capacity has now turned into a surplus, PC prices have continued to fall, smartphone and tablet sales have soared, 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 transforming how, when, and where people access the Internet. While we thoroughly discuss the current Internet environment, we devote considerable attention to describing Web 2.0 and emerging technologies and applications such as the Internet of Things, advanced network infrastructure, fiber optics, wireless Web and 4G 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.

We do not use references to Wikipedia in this text, for a variety of reasons. Most colleges do not consider Wikipedia a legitimate or acceptable source for academic

research and instruct their students not to cite it. Material found on Wikipedia may be out of date, lack coverage, lack critical perspective, and cannot necessarily be trusted. Our references are to respected academic journals; industry sources such as eMarketer, comScore, Hitwise, Nielsen, and Gartner; newspapers such as the *New York Times* and *Wall Street Journal*; and industry publications such as *Computerworld* and *Information-Week*, among others. Figures and tables sourced to “authors’ estimates” reflect analysis of data from the U.S. Department of Commerce, estimates from various research firms, historical trends, revenues of major online retailers, consumer online buying trends, and economic conditions.

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.

A major theme throughout this chapter, and the remainder of the book, is the impact of social, mobile, and local commerce on how consumers use the Internet.

Writing That’s Fun to Read Unlike some textbooks, we’ve been told by many students that this book is actually fun to read and easy to understand. This is not a book written by committee—you won’t find a dozen different people listed as authors, co-authors, and contributors on the title page. We have a consistent voice and perspective that carries through the entire text and we believe the book is the better for it.

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 the Internet I and thoroughly describes how today’s Internet works. A major focus of this chapter is mobile technology, Web 2.0 applications, and the near-term future Internet 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 an e-commerce presence. This e-commerce infrastructure chapter covers the process that should be followed in building an e-commerce presence; the major decisions regarding outsourcing site development and/or hosting; how to choose software, hardware, and other tools that can improve Web site perfor-

mance, and issues involved in developing a mobile Web site and mobile applications. Chapter 5 focuses on e-commerce 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 e-commerce payment systems. We identify the various types of online payment systems (credit cards, stored value payment systems such as PayPal, digital wallets such as Google Wallet, and others), and the development of mobile payment systems such as Apple Pay.

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 traditional online marketing technologies and marketing strategies. Topics include the Web site as a marketing platform, search engine marketing and advertising, display ad marketing, e-mail campaigns, affiliate and lead generation marketing programs, multichannel marketing, and various customer retention strategies such as personalization (including interest-based advertising, also known as behavioral targeting) and customer service tools. The chapter also covers other marketing strategies such as pricing and long-tail marketing. Internet marketing technologies (Web transaction logs, tracking files, data mining, and Big Data) and marketing automation and CRM systems are also explored. The chapter concludes with a section on understanding the costs and benefits of various types of online marketing, including a new section on Web analytics software. Chapter 7 is devoted to an in-depth analysis of social, mobile, and local marketing. Topics include Facebook, Twitter, and Pinterest marketing platforms, the evolution of mobile marketing and the growing use of geo-aware technologies to support proximity marketing.

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 the conceptual approach 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, as well as new shared economy companies such as Uber and Airbnb. Chapter 9 also includes an "E-commerce in Action" case that provides a detailed analysis of the business strategies and financial operating results of Amazon, which can be used as a model to analyze other e-commerce firms. 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, including streaming movies, e-books, and online newspapers and magazines. Chapter 11 explores the online world of social networks, auctions, and portals. Chapter 12 concentrates on the world of B2B e-commerce, describing both Net marketplaces and the less-heralded, but very large arena of private industrial networks and the movement toward collaborative commerce.

PEDAGOGY AND CHAPTER OUTLINE

The book's pedagogy emphasizes student cognitive awareness and the ability to analyze, synthesize, and evaluate e-commerce businesses. While there is a strong data and concep-

tual foundation to the book, we seek to engage student interest with lively writing about e-commerce businesses and the transformation of business models at traditional firms.

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.





“Insight on” Cases Each chapter contains three real-world cases illustrating the themes of technology, business, and society. These cases take an in-depth look at relevant topics to help describe and analyze 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 smartphone security.

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 Pandora's freemium business model, ExchangeHunterJumper's efforts to build a brand, and the fairness of the Google Books settlement.

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

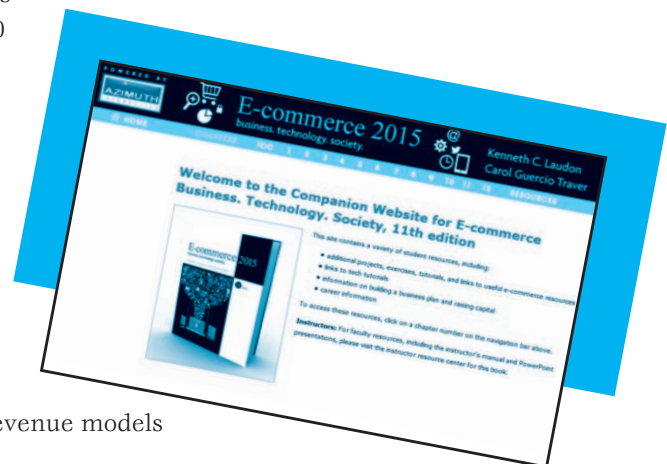
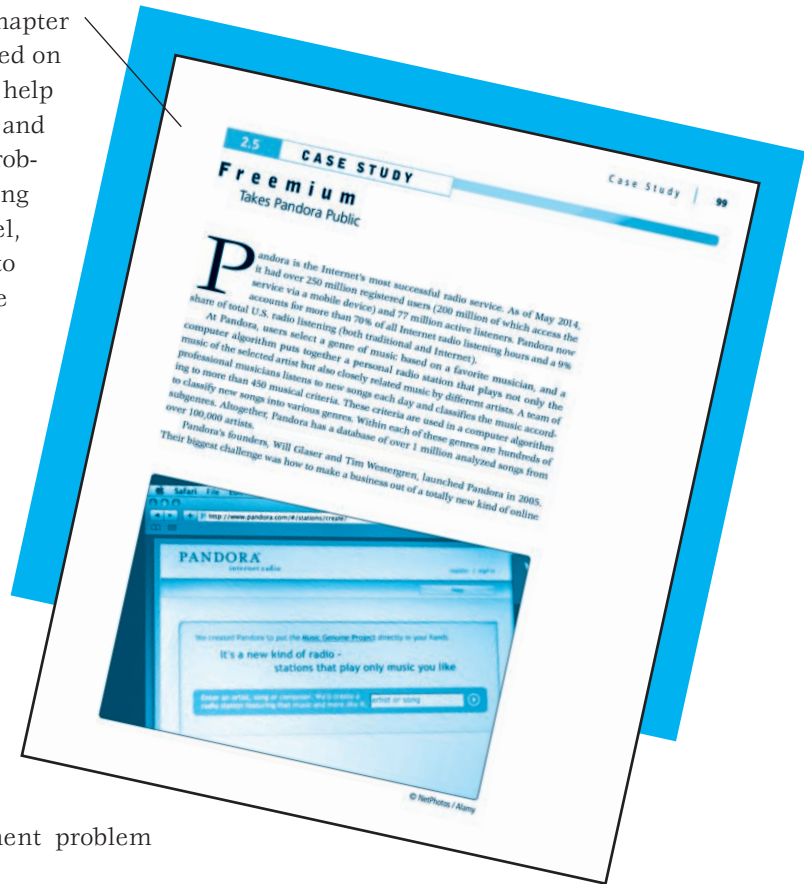
Key Concepts Keyed to the learning objectives, Key Concepts present the key points of the chapter to aid student study.

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 or electronic 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 10 cookies on their own computer and the sites they are from.

Web Resources Web resources that can extend students' knowledge of each chapter with projects, exercises, and additional content are available at www.azimuth-interactive.com/ecommerce11e. The Web site contains the following content provided by the authors:

- Additional projects, exercises, and tutorials
- Information on how to build a business plan and revenue models
- Essays on careers in e-commerce



INSTRUCTOR RESOURCES

At the Instructor Resource Center, www.pearsonhighered.com/irc, instructors can easily register to gain access to a variety of instructor resources available with this text in downloadable format. If assistance is needed, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit <http://247.pearsoned.com> for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available with this text:

- **Instructor's Resource Manual**
- **Test Bank**
- **TestGen® Computerized Test Bank**
- **PowerPoint Presentation**
- **Learning Tracks** These additional essays, created by the authors, provide instructors and students with more in-depth content on selected topics in e-commerce.

Chapter 1

- 1.1 Global E-commerce Europe
- 1.2 Global E-commerce Latin America
- 1.3 Global E-commerce China

Chapter 6

- 6.1 Basic Marketing Concepts
- 6.2 Consumer Behavior: Cultural, Social, and Psychological Background Factors
- 6.3 Social Media Marketing—Blogging

Chapter 7

- Social Media Marketing: Facebook
- Social Media Marketing: Twitter

- **Video Cases** The authors have created a collection of video case studies that integrate short videos, supporting case study material, and case study questions. Video cases can be used in class to promote discussion or as written assignments.

Chapter 1

- 1.1 The Future of E-commerce

Chapter 2

- 2.1 Deals Galore at Groupon
- 2.2 Angel Investing

Chapter 3

- 3.1 Google Data Center Efficiency Best Practices
- 3.2 NBA: Competing on Global Delivery

Chapter 4

- 4.1 ESPN Goes to eXtreme Scale
- 4.2 Data Warehousing at REI: Understanding the Customer

Chapter 5

- 5.1 Cyberespionage: The Chinese Threat
- 5.2 Stuxnet and Cyberwarfare
- 5.3 IBM Zone Trusted Information Channel (ZTIC)
- 5.4 Open ID and Web Security

Chapter 6

- 6.1 Nielsen Online Campaign Ratings

Chapter 7

- 7.1 The Power of Like

Chapter 8

- 8.1 Facebook Privacy
- 8.2 What Net Neutrality Means for You
- 8.3 Lawrence Lessig on Net Neutrality

Chapter 9

- 9.1 Etsy: A Marketplace and a Community

Chapter 10

- 10.1 YouTube's 7th Birthday

Chapter 11

- 11.1 Mint Returns for Goodwill's eBay Auctions of Thrift-Store Finds

Chapter 12

- 12.1 Ford AutoXchange B2B Marketplace
- 12.2 Flextronics Uses Elementum's Cloud-based Mobile Supply Chain Apps

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*Kenneth C. Laudon
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PART

1



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The Revolution Is Just Beginning
- **CHAPTER 2**
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