

Introduction to e-Commerce

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The Monitor MarketSpace Center

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The Monitor MarketSpace Center

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MARKETSPACE/McGraw-Hill “Mission Statement”

Marketspace McGraw-Hill was created to develop exceptional higher education teaching materials on the latest business practices and theories by leading thinkers in the field of e-commerce. Marketspace McGraw-Hill is committed to providing the business instructor a comprehensive set of pedagogical tools with the most current materials in an easy-to-use learning system that include textbooks, casebooks, video interviews, and Web support for teaching the state-of-the-art in e-commerce business practice and theory. We aim to equip present and future executives, managers, and strategists in becoming successful creators of value in then new economy.

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ABOUT THE AUTHORS

Jeffrey Rayport

Jeffrey Rayport, founder of the Monitor Marketspace Center, is regarded as one of the most influential thinkers in the field of e-commerce. He launched the first e-commerce strategy course at the Harvard Business School nearly six years ago, and to date has written nearly 100 case studies on e-commerce. His second year elective course on this subject consistently enrolled nearly half of the Harvard Business School class of 800 students. For the past three years, he was voted “best professor” at Harvard Business School by the student body, the first Harvard Business School professor to receive this award three years in a row.

Dr. Rayport’s research has focused on the impact of information technologies on service management and marketing strategies for business and has involved a wide array of high-tech and service firms, industry associations, and professional practices. In addition to his HBS case studies, he has written numerous articles on New Economy topics that have appeared in industry and popular business publications.

Dr. Rayport earned an A.B. from Harvard College, an M.Phil. in International Relations at the University of Cambridge (U.K.), and an A.M. in the History of American Civilization and Ph.D. in Business History at Harvard University. His doctoral research examined diversification strategies among the regional Bell operating companies after the break-up of AT&T, with a focus on the transformation of high-tech companies from technology-driven to marketing-oriented firms.

Bernie Jaworski

Bernard J. Jaworski is a co-founder and senior advisor at the Monitor Marketspace Center and holds the Markets Chair within Monitor University. He has been the Jeanne and David Tappan Marketing Fellow and a tenured Full Professor of Marketing at the University of Southern California. He previously served on the faculty at the University of Arizona and was a visiting professor at the Harvard Business School. In 1997, he received the Golden Apple Award as the MBA teacher of the year at USC. Dr. Jaworski is one of a few two-time winners of the prestigious Alpha Kappa Psi award for best marketing practice article published in the Journal of Marketing. He currently serves on the review board of the Journal of Marketing, Journal of Marketing Research, Journal of Business-to-Business Marketing, Asian Journal of Marketing and other journals.

ABOUT MARKETSPACE AND CONTRIBUTING AUTHORS

MarketspaceU is a community of award-winning academics and talented business practitioners dedicated to developing managers for the new economy. We are part of Marketspace, a Monitor Group company, founded in 1998 as a multimedia enterprise to provide advice on, research about, and analysis of the impact of new media and

technology on businesses. Marketspace activities include consulting to freshly minted dot-coms, as well as to Global 1000 companies, and providing new economy insights to the public through a variety of media that include the Web, television, and print.

Drawing upon the resources at Marketspace and at other Monitor Group companies, as well as from a network of academic institutional partners and CEO visionaries, MarketspaceU.com brings together the diverse talents of practitioners, management consultants, academic experts, and writers.

PREFACE

We are in the midst of a social, business, and cultural revolution. This revolution was enabled and accelerated by technology change. At the center of this change is the Internet, and, more specifically, e-commerce. Our purpose in writing this comprehensive textbook was to take a point of view about the scope of activities that fall within the responsibilities of business practitioners who must cope with this change.

Narrowly conceived, it is possible to write a book about the technology that underlies the Internet. More broadly, one can address how firms compete and win in this arena—that is the heart of business strategy. Alternatively, one can address the culture of capital formation and investments that have paved the way for the revolution. We believe that each of these views provides only one piece of the more general understanding that is necessary. The successful practitioner must know all of the above—and more—for he must also know how to deal with the fundamental changes in laws, public policy, and regulation. Moreover, the Internet is a media vehicle at its core. Therefore, the manager must also know the economics and design considerations of media businesses.

So, how can all of this be accomplished? We believe that this textbook captures all of the above issues in a simple “four infrastructures plus strategy” framework. Strategy will always be center stage in the board room. However, a deep understanding of the four infrastructures—technology, media, policy, and capital—is also a requirement for the senior executive.

Approach

This book is written for present and future practitioners who desire to know more about all aspects—strategy, technology, policy, and financing—of the new economy. As such, it provides both a deep exploration of core concepts of new-economy strategy and associated enablers, and it is enriched by a wide variety of examples, case studies, and explanations culled directly from practice.

We take this approach for a variety of reasons: new-economy management and strategy are being invented in real time as we go to press. Every MarketSpace business we have studied—and our work is based on nearly one hundred case studies completed at the Harvard Business School over the last six years—has been engaged in the creation of “new science” for doing business. The true insights will be generated at this stage by deep observation of both new and established businesses wrestling with new-economy challenges. Thus, we take a militantly field-based and practitioner-focused perspective on this work. This is not to say that management theory is irrelevant. Existing concepts and theories such as “network effects” and “increasing returns to scale” do apply. However, in general, that practice is far ahead of theory at this time in history.

The result presented in this book is a collection of rigorous concepts, frameworks, and approaches that represent an entire applications suite of tools for doing business in the new economy. Observation of business practices, while often fascinating and instructive, is not enough. We have taken our knowledge of practice as developed through case

studies and followed through with conceptualization. Our tools represent a critical source of competitive advantage for companies and their managers, and we have tested them with our own students in MBA and executive education programs and with our consulting clients in the context of their own businesses. In other words, these are “road-tested” approaches to new-economy business, developed out of rigorous observation from the inside of such businesses and then tested in real firms.

Because new-economy businesses operate in rich media or new media environments, we have endeavored to make this book reflect that environment. We provide deeper exploration of topics that appear in the text through Drill-Down sidebars. Point-Counterpoints highlight the two sides to some of the unresolved debates in new-economy businesses. POVs are sidebar commentary from leading practitioners in the new-economy. We transcribe excerpts from our videotaped conversations with thought leaders in the new economy into Sound Byte sidebars. And at the end of every chapter in the strategy module, MarketWatch.com serves as a living case study to which we apply the ideas and concepts presented in each chapter. We show exactly how these ideas apply, and how they have created real and substantial value for a company doing business in the real world.

Content and Organization

This book serves as a comprehensive introduction to the field of e-commerce. At the core of e-commerce activities is the strategy of the enterprise. Wrapped around this strategy process are four critical infrastructures: technology, capital, public policy, and media. These four infrastructures provide the context—both the opportunities and the constraints—upon which the strategy operates.

The Strategy Process.

We begin with a discussion of the strategy process. There are six interrelated, sequential decisions to this strategy—market opportunity analysis, business model, customer interface, market communications and branding, implementation, and evaluation. In order to fully understand how these six decisions interrelate we apply them to the well-known CBS.MarketWatch.com web site. This includes both our secondary analysis of the MarketWatch.com strategy, as well as our interviews with their senior management team.

Technology Infrastructure.

In this five chapter sequence, we take the reader through two basic chapters on how the Internet and World Wide Web work—the core software, applications, and hardware. After discussing strategy formulation, we turn our attention to the B2B marketplace to discuss the more complex technology associated with the B2B marketplace and collaborative commerce more generally. We conclude with a discussion of the evolution of these critical technologies.

Capital Infrastructure.

Where does the money come from to launch these new businesses? How does the process work—from finding the right managers to building the business plan and seeking funding sources. This chapter provides a primer on what we term the capital infrastructure of the new economy.

Media Infrastructure.

Just as we observe the convergence of multiple technologies, we have also observed the convergence of digitized content—radio, TV, magazines, books, and other print media. Here we discuss the evolution of each of these media and the emergence of a “convergence” of this media on the Internet. We also discuss the evolution of rich media interfaces—and project several interesting developments in this cross industry evolution.

Public Policy Infrastructure.

All of the decisions above—related to the strategy, technology, capital, and media—are based on public policy decisions. In this two chapter sequence, we introduce and discuss some of the most important regulatory issues that confront firms in this space.

The sequence and topics of chapters reflect the intellectual architecture of our approach to managing in this field. Our chapters are organized to reflect the framework sequence of the strategy process and associated infrastructures.

Overview of the Book

Chapter 1—Overview. Many of our students and clients have asked us what’s different about managing in the New Economy. In this chapter, we set forth those differences in detail, attempting to frame the unique attributes of the New Economy and the implications for managers and strategists. In doing this, we present a working definition and framework for the study and practice of electronic commerce, discussing both the strategy involved in running an e-commerce company and the four infrastructures—technical, capital, media, and public policy—that can influence that strategy.

The Basic Technology of the Internet and Web

Chapter 2—Introduction to the Web and Internet. In this chapter we give a basic history of the Internet and the underlying technology involved to provide a framework for the proceeding chapters on technology. This chapter explains basic technology concepts, including Web pages, hyperlinks, and protocols. Web pages are documents whose content (which can include text, images, and multimedia) is most often described with a text-based language called HTML. Using hyperlinks, web pages can connect to other related web pages to form a web site and can also be connected to any

other page in the world automatically. Web browsers are programs that interpret the HTML on the web page and display it in a form that is most suitable for the device on which the browser is running. World-wide acceptance of standards such as HTML and TCP/IP have helped fuel the explosive growth of the Internet by making the process of creating and consuming content on the Net inexpensive and easy.

Chapter 3—The Basics of Selling on the Internet. Selling on the Internet requires several abilities above and beyond page creation skills. Web merchants need to be able to drive traffic to their site through the use of search engines, affiliate and viral marketing programs, online and offline media buys, by building customer loyalty and through other means. Once an e-commerce storefront is up and the buyers have arrived, the site needs to be able to provide secure transactions over fast and reliable connections. Finally, Web marketers must be able to contend with the logistics of inventory management and order fulfillment to keep customers satisfied and coming back.

Strategy Formulation for New-Economy Firms

Chapter 4—Framing the Market Opportunity. In this chapter, we revisit the basics of any business to construct an original New Economy approach to formulating business strategy. In so doing, we focus on the players who make up the dynamics of any business—customers, competitors, and strategic partners. The goal here is to understand what market analysis becomes in this new world and to introduce a process not only to understand the market but also to identify those portions of the market that are unserved or underserved. This chapter identifies five conditions that must be carefully analyzed to determine if there is a market opportunity for the firm.

Chapter 5—Business Models. While many believe that Internet businesses in many cases do not have business models, we strongly disagree. There may be poorly articulated models out there, but that business model definition is essential to competition in this new space. Here we introduce the four components of the MarketSpace business model. These are: (1) the value proposition or “cluster”, (2) the product offering which we call a “marketSpace” offering, (3) the resource system that the firm selects to deliver the offering, and (4) a financial model that enables the business to generate revenues, cash flows, and, ultimately, profit margins or valuation potential. These four choices constitute the foundation of the strategy decisions that we explore throughout the book.

Chapter 6—The Customer Interface. The visible presence of most e-commerce businesses is a digital or rich media interface. While new-economy businesses may make substantial use of traditional off-line interfaces—such as retail points of sale, printed catalogs, stand-alone kiosks, and call centers—they rely primarily on a virtual storefront connected to the Internet. In this chapter, we fully develop the set of design tools and elements that we refer to as the Seven C’s of the customer interface. These elements include: Content, Context, Community, Commerce, Customization, Communications, and Connection. In particular, we focus on the levers management can use to create

competitive advantage and generate customer value through these essential elements of interface design.

Chapter 7—Communications and Branding. In the demand-oriented world of the new economy, there is nothing more valuable than mind share or the ability to attract and hold the attention of markets and customers. The traditional tools of attention management are marketing communications. In this chapter, we explore the variety of traditional and new media communications approaches that provide competitive advantage to New Economy businesses. And we delve into the extraordinary power of brands in this new information-enabled world. Many believed that the Web would create a world of downward price pressures and rapid commoditization of goods and services of all kinds. As we explain, the opposite has occurred. Brands are more important than ever—and some would argue that, at least in business-to-consumer ventures, they are essential to success.

Chapter 8—Implementation. If strategy is about “what to do,” implementation is about “how to do it.” In most management texts focused, as this one is, on strategy, implementation is often left to the last chapters. Indeed, in the management literature, it has constituted a “poor cousin” of fashion-forward fields such as strategy, marketing, and finance. Doing business in the New Economy demands a different approach. Because such businesses operate in constant dynamic dialogue with their markets, it is difficult—and unproductive—to approach strategy and implementation in a linear, sequential fashion. Rather, they are two elements in a real time cycle, wherein each set of decisions pertaining to strategy and implementation must constantly be re-evaluated based on new data one from the other. In this chapter, we consider both the “delivery system” and innovation components of strategy implementation.

Chapter 9—Metrics. The dynamic relationship between strategy and market feedback demands new approaches to measurement and evaluation of business results. We know that e-commerce businesses offer unprecedented opportunities for capturing information on how markets operate and how customers engage in search and shopping behavior. Because this kind of data is available in rich granular forms and, as importantly, in real time, we introduce a new management tool called the “Performance Dashboard.” It is a set of metrics that reflect both the “early warning” indicators of the progress of an e-commerce strategy, as well as outcome measures such as customer satisfaction and financial performance.

Technology Infrastructure

Chapter 10—The Emergence and Growth of B2B Marketplaces. This chapter covers the key technologies that provide the foundation for B2B marketplaces. The chapter is organized in three broad sections: MRO procurement, net marketplaces, and how businesses “stay connected” with one another. With respect to MRO procurement, the chapter covers the technology components, including multi-supplier

catalog management, approval workflow, and supplier integration. In the domain of net marketplaces, we cover alternative types of marketplaces, including vertical vs. horizontal, focus of value creation (i.e., buyer, seller, neutral), and public vs. private marketplaces. Four alternative technology approaches are considered, including building from scratch, all-encompassing solutions, point solutions, and outsourced marketplaces. Regardless of approach, four technology areas need to be addressed: commerce, content, community and third-party service suppliers. In the third and final section, we discuss the technologies that enable businesses to stay connected

Chapter 11—Collaborative Commerce. This chapter discusses how collaborative commerce unfolds in the marketplace—with a particular emphasis on supply-chain and demand-chain management. All organizations must engage in several basic activities, including product design, planning, sourcing materials, selling, making, fulfilling, and service functions. In order to run an effective online organization, software and applications related to each of these functions need to be designed and implemented. Consider, for example, the design phase: An organization needs to make choices related to engineering and product development (new product introductions, engineering change management) and project management (engineer-to-order, collaborative planning and execution). For each of these eight key functions, we discuss the relative software and applications that the collaborative enterprise must consider in the design of its technology infrastructure.

Capital Infrastructure

Chapter 12—Early Stage Business Development: Human and Financial Capital. While a business may have the best idea or new technology, getting capital—both human and financial—is critical. Choosing the right management team and writing an effective business plan are often the most important—and overlooked—elements in getting a company off the ground. In this chapter, we explore the relationship between human and financial capital, namely, the elements of a business plan, the roles and responsibilities of an entrepreneur, articulating the idea, and forming the management team. In this chapter we also discuss different sources of financing.

Chapter 13—Working with Funders: From Seed Stage to Liquidity. Once a startup has its business plan and management team together, it's ready to look for financing. This chapter goes into greater depth on the sources of funding and how to choose the right mix for a startup. It describes the various stages of funding, with emphasis on the beginning and liquidity stages (including explanations of the IPO process and mergers and acquisitions). We will also discuss various methods of valuation and how the negotiation process works. The chapter ends with a discussion of where the capital market is heading.

Media Infrastructure

Chapter 14—Media Transformation. This chapter discusses the transformation of media. It covers the past three decades, from analog to digital platforms. Among the key issues are the increased fragmentation of media usage among consumers and the resulting mega-mergers of the past decade, such as the AOL-Time Warner, Viacom-CBS, and Disney-ABC/Capital Cities deals, where the ultimate goal is to maximize the use of similar content across multiple media platforms. Case examples of media convergence—ABCNews.com, Sony Playstation2, MSNBC, and Time-CNN-Netscape—will be discussed, along with the economics of various media, including newspapers, television, and radio.

Chapter 15—The Future of Media Usage. In this chapter, we preview the future of media usage. With continued media fragmentation expected—especially with the increased usage of new applications such as broadband, video game players, and personal digital assistants (PDAs)—several possible scenarios emerge. What will the world be like with the increased usage of smart phones and PDAs? Will video-game players replace home computers as the primary way for consumers to access media? How will increased use of broadband impact consumer demand for content-based products? The scenarios are endless, but this chapter provides a beginning point for a lively discussion about the future of the media.

Public Policy Infrastructure

In this two-chapter section, we introduce and discuss some of the most important regulatory and societal issues confronting firms in this space.

Chapter 16—Regulation. In this chapter, we explore how government is currently regulating the Internet and what it may regulate in the future. We discuss self-regulation vs. government regulation, and how the Internet's new technology and lack of boundaries have created regulatory challenges. We explore issues such as privacy, free speech, intellectual property, and gambling—and determine how the laws and regulation currently governing these issues will affect e-commerce and Internet businesses.

Chapter 17—Internet and Society. We explore how the Internet is changing society, and how society is changing the Internet. With issues such as community, education, e-government, and the Digital Divide, the Internet is changing how people communicate, seek information, shop, and even how they interact with the government. These changes have implications for society, but also for the e-commerce businesses working with this new society.

Supporting Materials

To facilitate the teaching of the book content, we realize that instructors need teaching support materials. In an effort to assist instructors, we have developed a support package that includes: (1) an online instructor's manual, (2) the Irwin/Mc-Graw-Hill website for this book and its companion textbooks and casebooks, and (3) our website (www.marketspaceu.com) that includes advanced supplemental materials.

USER'S GUIDE

Textbook Navigation

Because New Economy businesses operate in rich media or new media environments, we have endeavored to make this book a rich information environment. You will see that every chapter has a variety of standard features that augment the text. You can count on these to enrich your understanding of the material covered, to introduce new and often controversial perspectives, and to provide greater detail on topics of current and future salience. Look for these features as you read:

- *Drill Downs*: These side-bars provide deeper explorations of topics that appear in the text, by taking a focused approach to issues that some readers will find essential at a level of detail inappropriate to the main body of our work. For example, not every reader will want to explore the intricacies of collaborative filtering or viral marketing, but many will find these additional materials useful. Think of double-clicks as hyper-text—there when you need them, out of your way when you don't.
- *Point-Counterpoints*: These segments acknowledge the reality that many debates in New Economy businesses—such as whether profits matter or whether Internet company valuations are rational—remain unresolved. Rather than take an artificial approach to these issues and present the “right” answers, we make the case for and against. Of course, we do have our points of view, and you will find these clearly indicated.
- *POVs (Points of View)*: Throughout the chapters, we have included sidebar commentary from leading practitioners in the New Economy—people who have invented new business approaches, developed new network architectures, created major Web brands, and influenced policy in the field. These comments are excerpted from articles published in leading periodicals of the New Economy such as the Industry Standard, Upside, and Business 2.0.
- *Sound Bytes*: The Marketspace Center has invested heavily in new media and video products that also lend unique insights into the New Economy. These interviews are transcribed excerpts from our on-going research and videotaped conversations with thought leaders in the New Economy such as Netscape co-founder, Marc Andreessen; Ethernet inventor, Bob Metcalfe; creators of ICQ instant messaging, Yair Goldfinger and Sefi Vigiser. These interviews represent fresh, up-to-date, and exclusive perspectives on the state of play in our field. Longer streaming video excerpts are available on our web site at <http://www.marketspaceu.com> and full interviews are available on videotape for purchase.
- *MarketWatch.com Case Study*: At the end of every strategy chapter, we visit one company, the financial news site CBS.MarketWatch.com

(www.cbs.marketwatch.com), that the world has come to admire as a the leading example of a content provider in the new economy. Despite a raft of competitors from the Internet world, MarketWatch.com serves as a living case study to which we apply the ideas and concepts presented in each chapter. We show exactly how these ideas apply, and we help you see the ideas in action in ways that have created substantial value for a company doing business in the real world. Furthermore, we provide relevant interviews with key executives within MarketWatch.com to obtain a richer, “inside” view of the strategy.

Supporting Materials

To facilitate the teaching of the book content, we realize that instructors need teaching support materials. In our effort to assist instructors, we have developed a comprehensive support package that includes materials available in print and the Web.

- *e-Commerce Casebook* Available separately for purchase, our casebook complements our textbook and charts an educational course through the key practical issues in the New Economy business landscape. Case studies—long used in clinical psychology, medical, and business school programs—are designed to facilitate a dialogue, or more appropriately, *a healthy debate* on the alternative solutions to a particular problem. Today, there are precious few case studies that illustrate “what works” in the new economy, and in our casebook we have assembled a unique and comprehensive selection that is directly relevant to the new economy.
- *Online Instructor’s “Manual”* Our instructor’s manual is designed and written to help Faculty using our textbook to teach an e-commerce course or module. Our online manual offers a concise summary of each chapter’s key themes, class room questions (and answers) that highlight those themes and spur lively classroom debates, and relevant student project assignments (and answers) designed to reinforce key learning points in each chapter. The *Introduction to e-Commerce Instructor’s Manual* provides teaching tips and suggestions for presenting each chapter, Powerpoint slides for each of the chapters (10-15 slides per chapter), suggested test/discussion questions for each chapter, and suggested exercises and associated Web sites that illustrate the chapter content.
- *MarketspaceU Multi-Media Materials* We draw upon the extensive professional media capabilities of the Marketspace media group and of our partners to let the New Economy speak for itself.
 - The Marketspace media archives contain over 100 focused broadcast-quality interviews with leading CEO’s, investors, inventors, and implementers, conducted at leading new economy conferences around the world. Streaming video excerpts are available on our web site at <http://www.marketspaceu.com> and full interviews are available on videotape for purchase.
 - We have captured Professors Rayport and Jaworski in a series of “Dot-com Debates” on live and lively issues in the new economy. Does profit matter? Do the valuations make sense? Who’s got it better, dot-com startups or dot-

coms backed by bricks-and-mortar giants? Does segmentation matter on the Web? Tune in by visiting us at <http://www.marketspaceu.com> as Dr. Rayport and Dr. Jaworski provide an educational—and entertaining—Point-Counterpoint discussion.

- *Our Cases* Our library includes cases written for top business schools and our own cases written by our team of scholars and practitioners. Case studies—long used in clinical psychology, medical, and business school programs—are designed to facilitate a dialogue, or more appropriately, a *healthy debate* on the alternative solutions to a particular problem.

Today, there are precious few case studies that illustrate “what works” in the New Economy. Our casebook provides a unique and comprehensive selection of cases that are directly relevant to the new economy. The interesting challenge in crafting cases on new- economy firms is that the “solution” seems to be changing as rapidly as the practitioner is able to diagnose the problem. We use the term “seems” since there are some basic strategy principles that do last the test of time. Our intent in providing the following set of case studies is to challenge your thinking—and debate with your classmates, colleagues, or friends—about the lasting principles that will emerge in the new economy.

- *Our Teaching Notes* We offer teaching notes to assist instructors that are using our cases in an e-commerce course or module. Our concise teaching notes help instructors understand the case and teaching themes and provide several helpful resources. Each teaching note offers a case synopsis, case teaching objectives, several case analysis questions (and answers), potential problems with teaching the case, an end note that provides a general update on what has happened to the company since the case was written, and several board plans that offer suggestions on how the class room boards should be organized when teaching a case.
- *Case Dashboards at MarketspaceU.com.* For each case, we offer an enhanced multi-media teaching note to keep instructors informed on the cases and in control in the classroom. Each dashboard provides a quick summary of the case—since the date it was written, key articles, teaching aids (e.g., a timeline of company developments), discussion questions and focused point-counterpoint debates, and real-time updates powered by our sister site, tnbt.com. Every 30 days we update the teaching note, the case history, discussion questions, and ways to teach the case.
- *Lecture Dashboards at MarketspaceU.com.* For each textbook chapter, we offer both enhanced PowerPoint slide decks designed to capture key chapter themes and insights. These slide decks offer visual aids to assist instructors that are using our textbook to teach an e-commerce course or module presentations on various new economy topics. Similar to the case dashboards, we provide 24×7 newsfeeds on themes related to the lectures as well as streaming videos with various new-economy leaders.
- *Our Syllabi* For instructors using our textbook to teach an e-commerce course or module, we offer three types of suggested syllabi (all case format, all lecture format, combination case/lecture format) to use for their course.

- All Case Teaching Format. For instructors using an all case format, we offer a syllabus that outlines a 13 week course structure that specifies suggested course timing, class session summaries, recommended cases that illustrate important e-commerce themes, and class preparation questions.
- All Lecture Teaching Format. For instructors using an all lecture format, we offer a syllabus that outlines a 13 week course structure the specifies suggested course timing, class session summaries, and class preparation questions.
- Combination Case/Lecture Format. For instructors using a combination case/lecture format, we offer a syllabus that outlines a 13 week course structure that specifies suggested course timing, class session summaries, recommended cases to augment textbook based lectures, and class preparation questions.
- *Irwin/McGraw-Hill Website* Irwin/McGraw-Hill continues its leading role in providing excellent support to instructors in higher education. Instructors using our textbook to teach an e-commerce course or module are able to access the Irwin/McGraw-Hill website for sample syllabi—for different approaches to teaching the material; descriptions of how to use the various pedagogical features—such as the POVs, Point-Counterpoints, and videos; suggested test/discussion questions for each chapter; guidelines for different types of projects; and Powerpoint slides for each of the chapters—these vary from 10 to 15 slides per chapter.

For Faculty

The changes taking place in real-time in the new economy have both energized the classroom and have brought a new set of challenges to Faculty teaching in this space. Students have unprecedented access to sources of information and data, they have had a greater range of experiences—from investments in new economy companies to their own start-up battle-scars—so support for teachers in the classroom has advanced from a blackboard or two to a multi-media tool kit to make lessons more immediate.

These developments make the job of staying on top of the new economy and of effectively conveying its lessons more difficult. Given the speed of change, how can we prevent being blind-sided by late-breaking developments? Since the “old war horse” cases often no longer work, what can we repurpose, and where do we turn for new frameworks?

- Our e-commerce textbook provides a strong knowledge foundation to help chart your course through the new economy
- Our casebook and stand-alone cases raise the key issues to show how new-economy knowledge is applied in the business world and to drive productive discussions
- Our teaching support materials give you unequalled confidence in the classroom: our teaching notes outline the issues and chart the questions; our Case Updates

- give you real-time intelligence on the case, timelines of case developments, key articles, and focused point-counterpoint questions.
- Our articles and forums provide in-depth insights on what academic and New Economy business leaders are thinking and doing.
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For Students

You are riding the wave of a technological revolution that is changing the way the economy operates. Businesses, entrepreneurs, governments, academic institutions, non-profit organizations—they all are scrambling to hire students that understand, can operate in, and can lead in the New Economy.

- Our e-commerce textbook provides a strong New Economy knowledge foundation.
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