Whenever there is a new technology, innovation, or business model, business people should ask themselves the following three questions: 1) what value the innovation delivers? 2) what are the new opportunities the innovation presents? 3) how can we measure its impact? The two articles chosen for week 6 deal with these three questions.

The value and impact of business-to-business e-commerce are not as easy to measure as business-to-consumer e-commerce. As Subramaniam and Shaw pointed out in their article, eight factors affected the value of a Web-based B2B procurement system. These eight factors are type of process, complexity of process, size of the business unit, dominant type of B2B process, degree of centralization, integration of e-procurement with enterprise systems, participation of business units and partners, and industry fragmentation. Based on these eight factors, the authors provided eight propositions. All teams offered their assessment of the eight propositions. For the most part, all teams agreed with these propositions. Team1 used the procurement process of Union Pacific as the example to justify why it agreed or disagreed with the propositions. The discussion showed that while these propositions might be theoretically sound, some propositions might not be valid in certain organizations.

Chopra, Dougan, and Taylor’s article suggested three areas of opportunities in B2B e-commerce: reducing transaction costs, improving market efficiencies, and enhancing the supply chain benefits. The authors provided business managers with a roadmap for preparing their B2B e-commerce strategy. Team1 explained how some of the items in the roadmap applied to the Reinert Alumni Memorial Library’s e-commerce efforts. The examples used will give you a better understanding of the roadmap proposed by the authors.

A Study of the Value and Impact of B2B E-Commerce: The Case of Web-Based Procurement
By Chandrasekar Subramaniam and Micheal J. Shaw

Discussion Question:
Summarize the factors that affect the value of Web-based procurement. Do you agree with the eight propositions the authors proposed?

Team 1
Much research has been done to measure and determine the value of E-Commerce at the retail or B2C level, but much less research and literature has been created to measure the value of E-Commerce in the B2B or business to business field. As the article states “there are very few systematic studies in this area that try to understand the impacts comprehensively from an organizational perspective.”

The article describes a framework with several models for the creation of value for web commerce buyers. While value can be generated by several methods, all the models derive some of the value generated from disintermediation, or the by passing of a middleman, buyers dealing directly with producers.
The authors divide B2B transactions into two groups structured and unstructured. Structured procurement is considered the purchase of materials on a regular basis that are the same or very similar. Generally these would be for raw materials to be processed into produce to be sold to the companies customers. Because these are repetitive transactions they are often based on long term contracts to provide consistency and continuity for both the buyer and seller. For example at Union Pacific Railroad these transactions would be for the purchase of railroad track rails, or railroad ties.

Unstructured procurement is the purchase of items for use by the company for non-operating functions. These purchases tend to be smaller, irregular and inconsistent, are for articles obtainable from multiple sellers, and not specific to the industry of the buyer. Examples would be for office supplies or materials for specific projects. Each type of transaction benefits from being web based, but for very different reasons. Structured transactions benefit from the communications and collaboration aspects of e-commerce from the buyer’s perspective. These transactions are generally much larger, so that detailed product and delivery information is of great value to the buyer. Detailed order and material information can be requested by the buyer manually or automatically and is available 24 hours a day. The improvement in collaboration and communication between the buyer and the seller creates the added value needed to implement the system.

The article states its primary focus is unstructured procurement, but does apply to both forms. The framework for evaluation is based on the premise that value is added to the procurement process through improve search functions, process streamlining, monitor and control mechanisms, and improved coordination between buyer and seller. The search function is the commerce feature of e-commerce, allowing buyers to quickly and easily location and contact sellers. The process improvements include the rapid flow of orders and approvals. In our company the two processes are separated. While orders are done over the Internet, approval is internal, and a batch processes rather than a transaction function. Monitoring and control are very closely related to process, but are often pushed to the seller as their responsibility as an added value to the buyer. The article mentions centralized control as a means to improve monitoring and control, but this would be the creation of an intermediary function between buyer and seller. Coordination is described as the improved communication between buyer and seller for problem resolution.

At Union Pacific the major advantage to e-procurement is the de-centralization of the procurement function. The individual buyer does searching either over the Internet or at a specified vendor that provides processing, monitor, control, and coordination functions as an added value. The use of company procurement credit cards in encouraged and limits have been raised since the program has been started. This system saves both time and money by not going through the formal supply department intermediary. The framework described is used to define characteristics of the B2B process and propose eight propositions.

**Proposition 1:** Use of web-based procurement for unstructured procurement results in greater value than its use for structured procurement. Aggregate cost benefits are greater for unstructured procurement, which is a large number of smaller transactions, because saving are on a per transaction basis. Structured procurement involves much larger sums of money and is strategic in nature so that it
includes competitive and political factors. Costs savings are not always the primary factor.

**Proposition 2:** The value of Web-based procurement increases with the complexity and transaction volume of the process.

This proposition encompasses the communication and collaboration characteristics of e-commerce. The issue with this proposition is as complexity and volume increase at some point structured procurement will be more efficient than unstructured. At that point web-based procurement is simply an extension of business procurement.

**Proposition 3:** Among business units with similar distributions of different types of B2B processes, larger business units realize higher values from the implementation of Web-based procurement.

This proposition is correct for the same reason proposition 1 is valid. Web-based procurement savings are per transaction, the more transactions the more savings.

**Proposition 4:** Business units can derive higher value from Web-based procurement only by Web-enabling the dominant type of procurement process.

Again savings are based on volume of transactions. When the dominant type of procurement is Web-based the value will be higher. In manufacturing areas where most transactions are structured that is the dominant form. Where most transactions are unstructured, such as in administrative groups it would be the dominant form and would derive the most benefit from web-based procurement.

**Proposition 5:** The value of a Web-based procurement system will be higher for a business unit that achieves a greater increase in centralization because of its use of the Web.

I disagree with this proposition based on the fact that centralization implies an intermediate between the buyer and seller. The primary cost savings of e-commerce is from the removal of intermediaries. The article mentions combining many smaller purchases into larger ones to achieve economies of scale. This also reduces the number of transactions where the biggest benefits are where transaction volume is high.

**Proposition 6:** Web-based procurement systems that have greater integration with existing enterprise and closely related systems result in higher value.

Integration of systems increases the automation of all processes. The addition of procurement into existing enterprise and closely related systems extends the advantages of Web-based procurement to other functions and can automate the interaction between departments.

**Proposition 7:** The value realized from Web-based procurement is higher where adopted by larger numbers of buyers and sellers and where participates have closer business relationships in supply chain.

This relates to the value of communication e-commerce function in web-based procurement. Where participates are in larger number and closely related communication between them has a higher value.

**Proposition 8:** The value of Web-based procurement is greater if the existing product supply chain is more fragmented on the demand side, the supply side, or both.

Fragmented markets place higher value on commerce. Web-based commerce allows small parties access to the market at low costs.
Overall we agree with most of the propositions presented. We do disagree with proposition 5 and the premise that centralized web-based procurement adds value for the buyer.

**Team2**

- **B2B Process**
  The processes that we deal here with are different depending on dimensions like specificity, structuredness, variation in demand, frequency of orders, value of product, amount of human intervention, and complexity of the tasks involved. However, all these dimensions can be tied into two different groups: Type of Process and Complexity of Process.
  
  - **Type of Process** – We can identify two different types of processes in Web procurement: structured and unstructured. The former deals with any kind of task that can be easily automated, whereas the latter, in consequence, is related to those tasks where automation requires a lot of effort and are more subject to errors due to human interaction.
  
  - **Complexity of Process** – This refers to those additional efforts to fulfill a transaction successfully. As a specific task becomes more complex, there are more variables associated with its completion, such as need for more data processing, increase in coordination requirements, search time, and chance of errors. Complexity of Process is also related to the volume of the transaction.

- **Organization of Business Units**
  There are different variables that constitute the outcome of this factor, as follows:
  
  - **Size of Business Unit** – The level of operational benefits for each transaction increases as the volume of transactions of the business unit increases as well.
  
  - **Dominant Type of B2B Process** – Different business units may have a different mix of both structured and unstructured processes. However, there is always a type of process that is the dominant over the others within the same business unit. Thus, it is on that type of process where the added value of Web procurement should be focused.
  
  - **Degree of Centralization** – A more centralized business unit can be beneficial in three ways: administrative costs can be spread over purchase volume, ability to negotiate lower prices for goods and services through enterprise-wide procurement, and centralized control and monitoring for reducing the number of off-contract purchases.

- **Extended Enterprise**
  Establishing business relationships with efficient external partners (e.g., suppliers) is vital to the overall value of the Web procurement. We can divide this area into three different parts, as follows:
  
  - **Integration of E-Procurement with Enterprise Systems** – Well-integrated enterprise information systems does not mean a whole lot if there are not integrated with our business partners’ information systems as well.
• Participation of Business Partners – The number of business units and suppliers is crucial in the whole structure. If the number of either one is low so it is the value added from a Web-based procurement system. The same is also true in the synergy of unrelated business partners associated with the different business units.

• Industry Fragmentation – The characteristics of the industry tie very closely to the potential benefits for Web procurement, where fragmented demand and/or supply will create more value in the implementation of this kind of system.

Proposition 1 – The idea in this proposition is clear and I completely agree with it. In the case of structured processes the costs involved in search time, order processing time, and chance for errors due to human intervention are minimal in comparison to unstructured processes. In the case of later, more manual tasks are involved making them in consequence a potential target for a Web-based system.

Proposition 2 – In continuing the idea from the proposition above, I would also agree that the more complex the processes are and the larger the transaction volume is, the greater value we can get out of Web procurement. Once again, transaction costs in complex processes can increase considerably by having to spend more time searching and processing data, for instance. Therefore, having a Web-based system in place will help to reduce those costs and to increase process efficiency.

Proposition 3 – The third proposition deals with the size of the business units and, even though I would also agree with this one in general terms, I would also disagree with it if we set this situation within its context. Throughout the discussion in this article, the difference between structured and unstructured processes seems to be key. Thus, even the case for implementing a Web-based system is clearly beneficial for larger business units, if the majority of processes are structured in nature the actual benefit from this kind of system is not that large.

Proposition 4 – This proposition deals with the balance between structured and unstructured processes within a same business unit. We have seen that a Web-based system can be more beneficial in unstructured processes based on the first proposition. However, a Web procurement system of this kind can also increase value for structured processes. Therefore, and agreeing with this proposition, only by focusing in the dominant type of process we can increase even higher the value contributed by a Web-based system.

Proposition 5 – In this proposition, the authors incorporated the idea of the degree of process centralization within a specific business unit. It is stated that the value contributed by a Web-based procurement system will be higher for those business units that achieve a higher degree of centralization because of the use of the Web. Once again, I will concur with this idea because a more centralized business unit in terms of processes can reduce significantly transaction and operational costs equally.
Proposition 6a & 6b – From these propositions and forward, the authors consider some of the external factors that can also affect the final value of Web procurement. Still within the company’s boundaries but closely tied to its suppliers, I will agree that a highly integrated Web system with related enterprise systems generates a higher value than little or none integration. During the ordering process, the reduction of as much paperwork as possible is crucial. By transmitting and sharing information electronically with our suppliers from and to the related departments involved in placing orders, we are reducing the potential chance for errors in the process and speeding productivity and efficiency at the same time.

Proposition 7a & 7b – In these two propositions and the next one, the authors compare the value provided by a Web-based system given the number of business units in correlation to the number of suppliers. I would agree that having a high participation in the system of a large number of business units would generate a higher value (only among related business units). However, I would also have to disagree with the idea of having a high participation from a large number of suppliers would also bring the same benefit. We, at First Data, not only process and authorize credit and debit card transactions, but also payments by personal checks, on-line payments, we produce the actual card and ship it to the final customer, and even generate the monthly statements. Therefore, any of our clients has all their business needs by dealing with only one supplier.

Proposition 7c – In the same line as the proposition number six, the authors try to convey the idea once again of establishing business relationships with those partners that are meaningful and related to in the product supply chain. As before, I would agree also here with this proposition since there will be little or no value added if a business unit creates a business relationship with an outside supply chain player that is out of business scope. Using again First Data as an example, our facilities that produce a store-value card like Home Depot will not benefit a whole lot for having a Web-based procurement system with Wells Fargo.

Proposition 8 – In the last proposition, the authors introduce another external factor also related to the overall value like the Industry fragmentation is. It is stated that we can increase the value out of a Web-based system if either the demand or supply or both are fragmented. Fragmentation is considered here as process automation. I would also agree with this proposition because if the industry is fragmented both transaction and operational costs are higher: search time is higher, more chances for human errors in manual processes, etc. Therefore, having a system like this in place will integrate both demand and supply and bring a higher value to the overall picture.

Team3

Factors affect the value of IT investment can be controllable or uncontrollable, across different levels: individual users, business process, workgroup, firm, and industry (We think to use industry rather than market is more suitable here, since market usually represents customers). Specifically, this article explores the factors that affect the value
of web-based procurement from the perspectives of transaction, business unit, and network organization, which is summarized in the table below.

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Factors</th>
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<tr>
<td>B2B Process transaction</td>
<td>Type of process</td>
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<td></td>
<td>Complexity of process</td>
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<tr>
<td>Organization of Business Units</td>
<td>Size of the business unit</td>
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<td>Dominant type of B2B process in the unit</td>
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<td>Degree of centralization within the organization</td>
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<td>Extended Enterprise</td>
<td>Integration of e-procurement with enterprise systems</td>
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<td></td>
<td>Participation of business units and partners</td>
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<td>Industrial characteristics - fragmentation</td>
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First, different dimensions to look at B2B transaction process are concluded into two factors – type and complexity. Two types of procurement process – structured and unstructured decide the value of the web-based procurement system (WBPS).

We agree that “Use of web-based procurement for unstructured procurement results in greater value than its use for structured procurement”, for example, the incremental benefits of using WBPS on regular and repetitive purchase of raw materials are not as obvious as using it on varied office supply purchase. As we know the main limitation of EDI is its incompatibility - a company has to use different sets of coding protocol in order to transmit data with different business partners. Thus if data communicated between two companies are structured and the transaction is regular, EDI has its advantage over WBPS due to its security and efficiency for dealing with huge amount of data. Otherwise, WBPS is more flexible and efficient.

As for proposition 2, we agree that when transaction is complex – require additional effort to fulfill the transaction – and when its volume is large, the value of WBPS is high. But we also notice that when transaction volume is huge at a time, WBPS is not efficient as dedicated channels, EDI. So, for WBPS to have more value the complexity is a necessary requisite rather than the volume.

Second, since a procurement system usually serves different business units at the same time, and different user groups may perceive and obtain different value from the system, how business units are organized then has impact on the value of the system.

We agree proposition 3. When business unit is large, the cost saved from WBPS is significant, and the higher transaction volume gives the large unit stronger bargaining power to negotiate a lower price.

For proposition 4, we agree that return on investment is usually larger for dominant type of transaction at least because of scale of economy. However this proposition will lead to conflict conclusion with proposition 1. When dominant type of procurement process is unstructured transaction, e.g. in manufacture department, we can’t be sure that WBPS will bring higher value than EDI in terms of efficiency.

We agree proposition 5 that the higher centralization within a business unit, the more administrative cost per unit is saved, the stronger bargaining power each unit participating the centralized procurement has, and the more possible that “off-contract” cost is saved.
Third, along the supply chain how the system is integrated, who participate and how they are organized also decide its value.

We agree that integration of procurement system with enterprise system saves time and frequent labor work of sharing data manually, reduces errors, and makes transaction automatically and streamlined, thus results in higher value. Also, integration with related systems brings more value because of more frequent transaction request or higher volume, and the synergy between systems.

Besides, the more business units or suppliers participate into the WBPS, the more value it will have. Note that because business units are reluctant to give up control upon procurement, and suppliers are not willing to see lower price, we need to provide strong incentives to motivate them to participate. In addition, closer business relationship between participators (e.g. those along a supply chain) can result in higher value.

Finally, we agree that industrial factors play an important role in realizing the value of WBPS. The more fragmented the supply chain on either demand side or supply side, the more incremental benefit WBPS can provide due to the search and other transaction costs saved.

This article provides us an instructive example to illustrate a value assessment method, and we learn from it that the understanding of factors of different levels can provide a useful framework for managers to evaluate any IT investment project.
B2B E-Commerce Opportunities
By Sunil Chopra, Darren Dougan, and Gareth Taylor

Briefly summarize the three sources of value from B2B e-commerce. Will the roadmap for B2B e-commerce implementation apply to your organization? Can your organization take advantage of any of the market options presented in the paper?

Team 1

The three sources of value of B2B commerce, according to Sunil Chopra et al., were: reduced transaction charges, improved market efficiencies and enhanced supply chain benefits. Firstly, reduced transaction charges can include lower error rates due to automatic processing and less human interaction with the data, less staff needed to process and enter the data, sped up order placement and real-time processing and retrieval of information. Secondly, improved market efficiencies include making better prices available for buyers and also making it easier to use current inventory by “matching …available capacity and demand.” (52) Thirdly, enhanced supply chain benefits would be such things as: “improv[ing] customer service while decreasing costs” and increased collaboration can be used to effect decisions on everything in the value chain and also foster collaboration on product designs as well.

Chopra et al state that there are three questions companies should ask themselves when preparing their e-commerce strategy. The questions are: Where is the potential value for the company?, What are the key success factors to extract value?, and What are the current market options?. These questions go along with the three sources of value to business-to-business commerce that the authors discussed earlier.

Some of the items in the roadmap can apply to the Reinert Alumni Memorial Library (RAL). For instance, in response to the first question about potential value, RAL has managed to reduce transaction costs through the availability of online and electronic resources that are aggregated in a searchable webpage. Patrons no longer need to request articles available this way through the Inter-Library Loan program and thus save themselves copy costs and save the library postage costs. Another way in which the library has reduced prices is through the use of the JayBucks cards to pay for items like laser prints and copies. Each of those items run ten cents if paid in cash, but when a patron uses JayBucks he/she only pays eight cents each.

RAL also can issue a response to the second question about finding the key success factors to extract value. About ten years ago, the library went from a traditional card catalog and partially searchable online catalog (in DOS format) to having almost all of their holdings in the online catalog. This made things more efficient in several ways. The time that was spent getting all four editions of a card ready and placed in the physical card catalog was no longer necessary. Now there was almost no time lag in putting the book out on the shelves and having the ability to know it was available. In addition, more than one vendor is used when ordering books, so that the best price available (in theory) will be what is paid for a book instead of a premium price levied by one vendor that has the library’s business locked in.

In examining IT requirements, the library has come a long way in the last twelve years. Not only did the library convert to an online catalog, but a web site was added through which the catalog could be readily accessed off campus as well as on. When it
comes to ordering items for the library, be it books, periodicals or supplies, a lot of it can be done online. This online format makes it easy to compare prices between vendors and select the best value. Some of these vendors offer online tracking and claiming of products that do not arrive – labor saving devices for those charged with hunting ‘missing’ items down.

When it comes to the organizational requirements, RAL is a work in progress. Ordering is done by department and not that many things need to be sent out for outside bids because of the University structure. However, all three of the University’s library collaborate on using one catalog interface program, called Sirsi Unicorn. This does provide some centralization of records and allows the three libraries to get discounts on products that are shared.

Market options are a different manner altogether. The library does have a legacy system that causes problems at time with the catalog interface program that is utilized. Because of the Oracle server that the libraries use to keep the database, there is usually a bit of a wait for an additional release from Sirsi that will work with the Oracle server. It would not be appropriate to try to migrate the database of this size to an off-the-shelf system. However, the library does increasingly use aggregated databases for electronic resources rather than cataloging urls to resources. These databases act as gateways for the patrons and look seemless to the patron who can search for a title in the database and then click through to the article or journal that is desired. RAL does participate in something called OCLC which is basically a huge online database of many of the nation’s library’s physical holdings. This database tells other libraries who has what and can be accessed through a database called WorldCat. This does make the information publicly available and makes it easier for patrons or libraries to request information from the sources listed on WorldCat.

As the authors state, a tailored approach of the use of the Internet is often needed. The undergraduate library at Creighton serves other libraries as well as patrons, staff and students of the university community. To better help serve these populations, the library website is currently undergoing a review process and will be redone in time for the Fall semester of class. The goal is to make it more user friendly and to add value to the visit (of the web site).

**Team2**

*Enhanced supply chain benefits*

Most efficiency will be seen where communication is greatest, inventory turns are low and product life cycles are short. This is simplified to increased communication leads to faster decisions. Inventory can be reduced thus increasing inventory if the proper items are stocked or the supplier knows when the peak time to produce product is. Short product life cycles require incredibly nimble market flexibility. Market knowledge needs to be studied and addressed quickly. This requires communication to different levels and quick responses.

*Improved market Efficiencies*

By utilizing e-commerce to reduce communication time and provide immediate information on changes and opportunities, e-commerce has justified its place in business.
Most of the gains in improved market efficiencies come from limited buyer/seller qualification, increased awareness of contracts and communication for reduced inefficiencies such as dead heading freight transportation by matching empty trucks with other loads, or offering promotions when suppliers need to boost sales.

**Reduced Transaction Charges**

The goal in reducing transaction charges is to supply the customer with an efficient method to search for products, identify product availability and pricing, identify substitutes and track order status and payment processing. When the customer can streamline these business functions by eliminating redundant processes and steps, transaction charges will then decrease reflecting the reduced associated costs.

Some companies will be more affected than others as some utilize EDI and may benefit some but are already eliminating redundant steps. Companies that process frequent and small transactions and companies that mainly utilize the fax machine will benefit the most from e-commerce.

Supply chain benefits:

As the organization has grown to an international company, markets need more specialized products to compete. What works in the US does not necessarily work in South Africa. This requires quick market awareness and response to international needs.

Also supply to these international markets needs to be addressed to support the needs of overseas distribution. By incorporating online awareness of inventory levels at different supply outlets and incorporating delivery times from the outlets, overseas sale turnaround time and completion have been reduced.

Market efficiencies:

By coordinating mismatched demand and supply we can transport product from a cold market with limited demand to a hot market with increasing demand. Inventory returns could thus be reduced eliminating excess warehouse space and other costs to carrying inventory. This would then increase the ROI, or allow us to invest the inventory capital into areas with better return.

**Team 3**

In the article, B2B E-Commerce Opportunities, the authors attempt to provide a framework for company executives to use in order to evaluate how their company can benefit by incorporating electronic commerce into their business strategy. Where business to business e-commerce is concerned, three distinct categories are defined. The authors believe that e-commerce can add value to a company by decreasing transaction costs, improving market efficiencies, and enhancing the supply chain benefits. Finally, the framework the authors introduce can be used to determine where the value provided
through e-commerce will lay, the degree of the value, and how the value can best be implemented after implementation efforts have been considered.

The authors use many examples to illustrate their idea that e-commerce can add value to a company positively effecting transaction costs, market efficiencies, and the supply chain. First of all, a company needs to understand these three areas of their business. Transaction costs are the charges or costs that are incurred during the process of completing a transaction with another business or customer. Examples would include the staffing necessary to process orders as well as the actual processing of orders. Market efficiencies allow businesses to benefit in two areas; prices paid for supplier bidding and the ability to match supply chain capacity with demand. Third, supply chain activities would include the flow of information and other company processes from suppliers to customers and other stages of the supply chain.

As for the framework that the authors introduced, first, a company’s executives need to determine where the value will contribute to the company in terms of transaction costs, market efficiencies, and the supply chain. Transaction costs can be decreased through an e-commerce setting in regards to order processing. When companies such as JCPenny transitions to an electronic process such things as error rates and multiple data entry can decrease. Electronic processes in the areas of market efficiency are also helpful in companies like Niche Commerce (where Alanah works). The processes they have in place allow for better forecasting and a better ability to match supply chain capacity with customer and supplier demand. Last of all, supply chain value is found due to the internet increasing supply chain visibility and increasing collaboration.

Second, companies need to consider the degree of the value offered from B2B e-commerce. Reductions in transaction costs can occur when a company has a large number of small transactions taken through phone and fax methods. Reduced prices in market efficiencies can be achieved when a number of customers can be directed to an online site. Companies should considered the industry standard in this area in order to plan the best business strategy. B2B e-commerce can also offer a lot of value when a many tiered supply chain is not very visible to the customer or supplier for a particular company. Benefits can be achieved by increasing this visibility through the use of e-commerce.

The final decision for a company working towards implementation of a B2B e-commerce would evaluate how the value can best be implemented after implementation efforts have been considered. Executives need to look at areas of supply chain strategy, IT requirements, and organizational requirements. Both factors that are already in place and factors that need to be in place will need consideration.

As a team, we believe that the roadmap for B2B e-commerce implementation has and can be successfully implemented in many organizations. Wal-Mart is one very good example of a company that has successfully implemented both business to business e-commerce applications and electronic data interchange (EDI) systems. Niche Commerce is a strictly online company that has successfully established a couple of B2B web stores (such as directorschairs.com). Alanah’s company has already taken advantage of each of the market options presented by the authors of this paper and will probably continue to do so.