eCommerce Business Models

- eCommerce Business involves transactions between a Seller and a Buyer
  - The space of all Buyers and Sellers can be divided into 2 groups: Businesses (B) and Consumers (C), thus the combinatorials:
    - Business to Consumer (B2C): Amazon, CoPilot
    - Business to Business (B2B) e.g. Cisco, Level 3 (LVLT), Citrix (GoToMeeting.com); truck LoadMatching; PC*Miler
    - Consumer 2 Business (C2B) e.g. Elance (consumers post capabilities, Business engage them)
    - Consumer 2 Consumer (C2C) e.g. eBay; StubHub;
Key Elements of a Business Model

- **Value proposition:** Why should a buyer buy from you
- **Revenue model:** How will you earn $$$$$$$
- **Market opportunity:** What marketplace do you intend to serve
- **Competitive Environment:** Who else does this
- **Competitive advantage:** Why are you better
- **Market strategy:** How will you promote
- **Organizational development:** What organizational structure (functional organization; product organization)
- **Management team:** What kinds of experiences and backgrounds do you need
eCommerce Revenue Streams

• Sales of Products & Services
• Sponsorships (catalogues, product information, sponsorships)
• Advertising (coupons, banners, pop-ups)
• Demographic Data (User data, (Google) )
• Exit Strategy (VC’s focus: $$$ at exit, rather than ₪ along the way!! )
B2C Models

• Portals
• E-Tailers
• Content providers (offer photos, artwork, music)
• Transaction brokers (financial services)
• Market creators (parts of eBay)
• Community Providers (Facebook, iVillage)
B2B Models

• Network Market Places
  – eDistributor ([Partstore.com](http://Partstore.com) [Gainger.com](http://Gainger.com))
  – eProcurement ([Ariba](http://Ariba))
  – Exchanges ([Farms.com](http://Farms.com))
  – Industry Consortia ([Elemica](http://Elemica))

• Private Industrial Networks
  – Single Firm (Walmart, P&G, etc.) Company owned networks to coordinate supply chains with limited partners
  – Industry–wide ([W3C](http://W3C)) set standards, coordinate publishing on the web
C2C Models

• C2C (eBay, Half.com) link individual seller and buyer
• Peer to Peer (P2P) (Kazaa) C2C File sharing
• mCommerce or nCommerce (smartPhone Apps) CoPilot
eCommerce Enablers
sell the pans and shovels in the gold rush

- Hardware (IBM, HP, Apple)
- Software (Msft, Apache, Redhat, Google)
- Networking Routes (Cisco)
- Security (VeriSign, Check Point)
- eCommerce software systems (IBM, Msft, Ariba)
- Streaming, Rich Media (real networks Apple)
- Customer relationship Management (Oracle, SAP)
- Payment Systems (VeriSign, PayPal)
- Performance enhancement (Akamai, Kontiki)
- Databases (Oracle, Msft)
- Hosting Service (Interland, IBM)
- Mapping, Location (Google, ALK)
- Advertising Aggregators (Addmarketplace)