

e-Business Innovation

Surviving the Coming Decades

David A. Marca

Welcome!

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July 26, 2008

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Disclaimers

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e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
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Part I

If markets change...

e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining

Part I

If markets change...

Then If products change...

e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol

Part I

If markets change...
Then If products change...
Then e-Business needs...

e-Business Innovation

Surviving the Coming Decades

Part I

If markets change...

Then If products change...

Then e-Business needs...

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol
Profitable Operations	Adaptive Web Services

e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol
Profitable Operations	Adaptive Web Services
Redesigned Distribution	Layered Technologies

Part I...

If markets change...
Then If products change...
Then e-Business needs...

Part II

If technology changes...

e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol
Profitable Operations	Adaptive Web Services
Redesigned Distribution	Layered Technologies
Individual Branding	Broadband + Video

Part I...

If markets change...
Then If products change...
Then e-Business needs...

Part II

If technology changes...
Then If business changes...

e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol
Profitable Operations	Adaptive Web Services
Redesigned Distribution	Layered Technologies
Individual Branding	Broadband + Video
Instant, Virtual Companies	World-Wide Platforms

Part I...

If markets change...
Then If products change...
Then e-Business needs...

Part II

If technology changes...
Then If business changes...
Then e-Business needs...

e-Business Innovation

Surviving the Coming Decades

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Business Replicas	Dynamic Load, Trade Protocol
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Redesigned Distribution	Layered Technologies
Individual Branding	Broadband + Video
Instant, Virtual Companies	World-Wide Platforms
Real-Time Decisions	Business Intelligence

Part I...

If markets change...
 Then If products change...
 Then e-Business needs...

Part II

If technology changes...
 Then If business changes...
Then e-Business needs...

e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
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If markets change...

Mass Market → Long Tail Market

Birth Wave

Family Formation

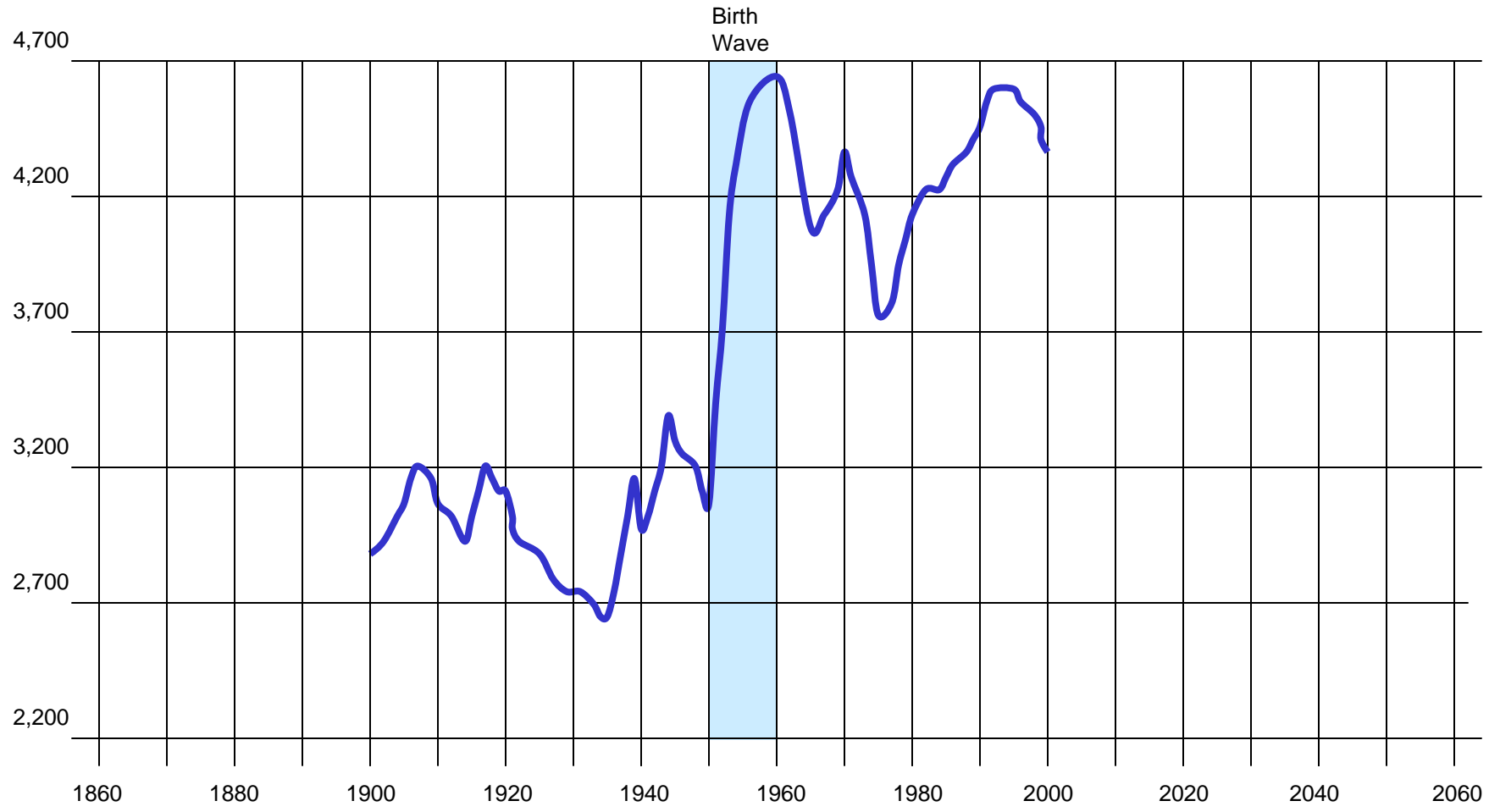
Peak Spending

Austerity Spending

U.S. Births

1900–2000

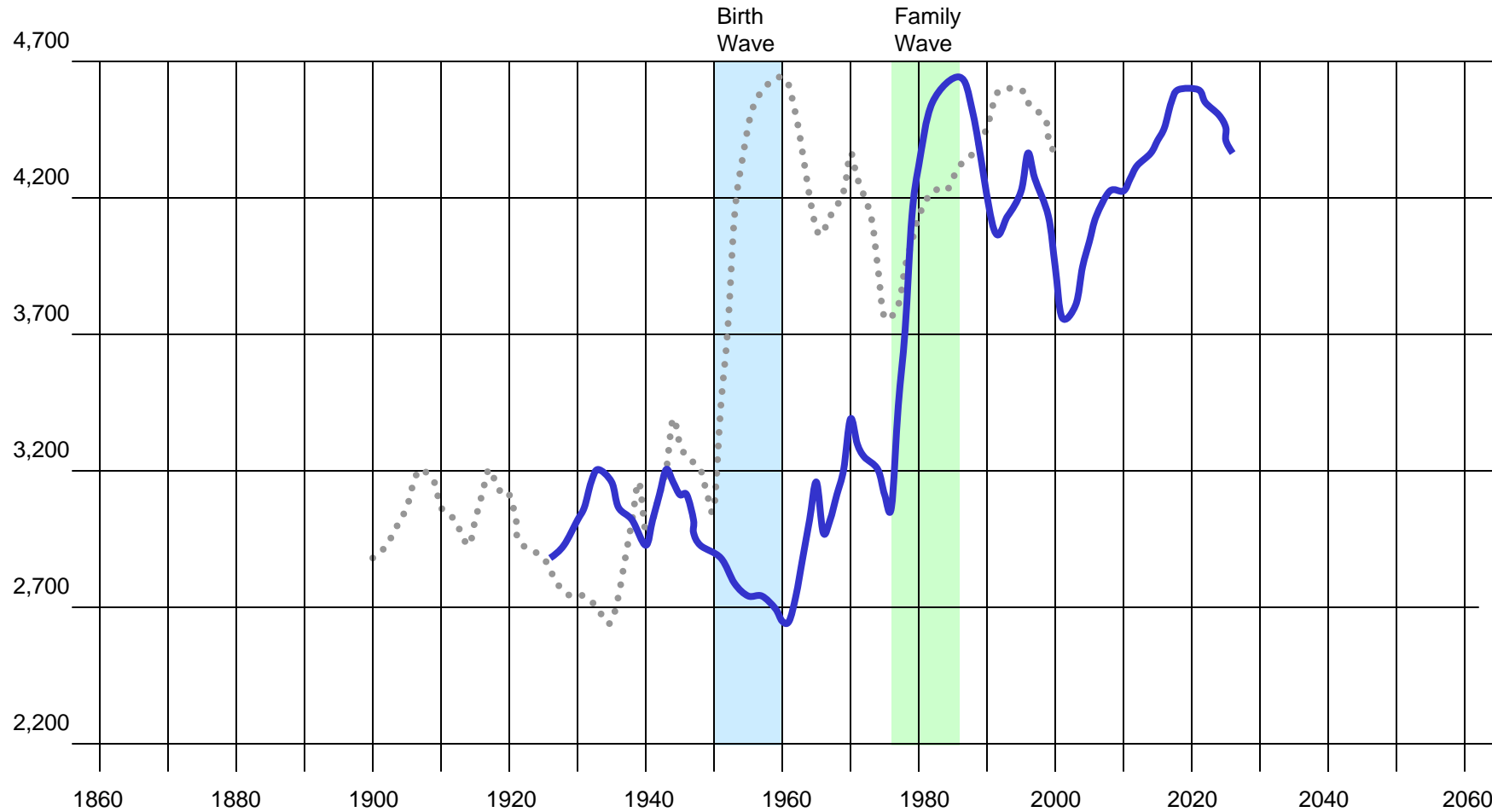
Dent, H. (2000). The Next Great Bubble Boom. The Free Press.



U.S. Family Formation

1925–2025 (25 year lag)

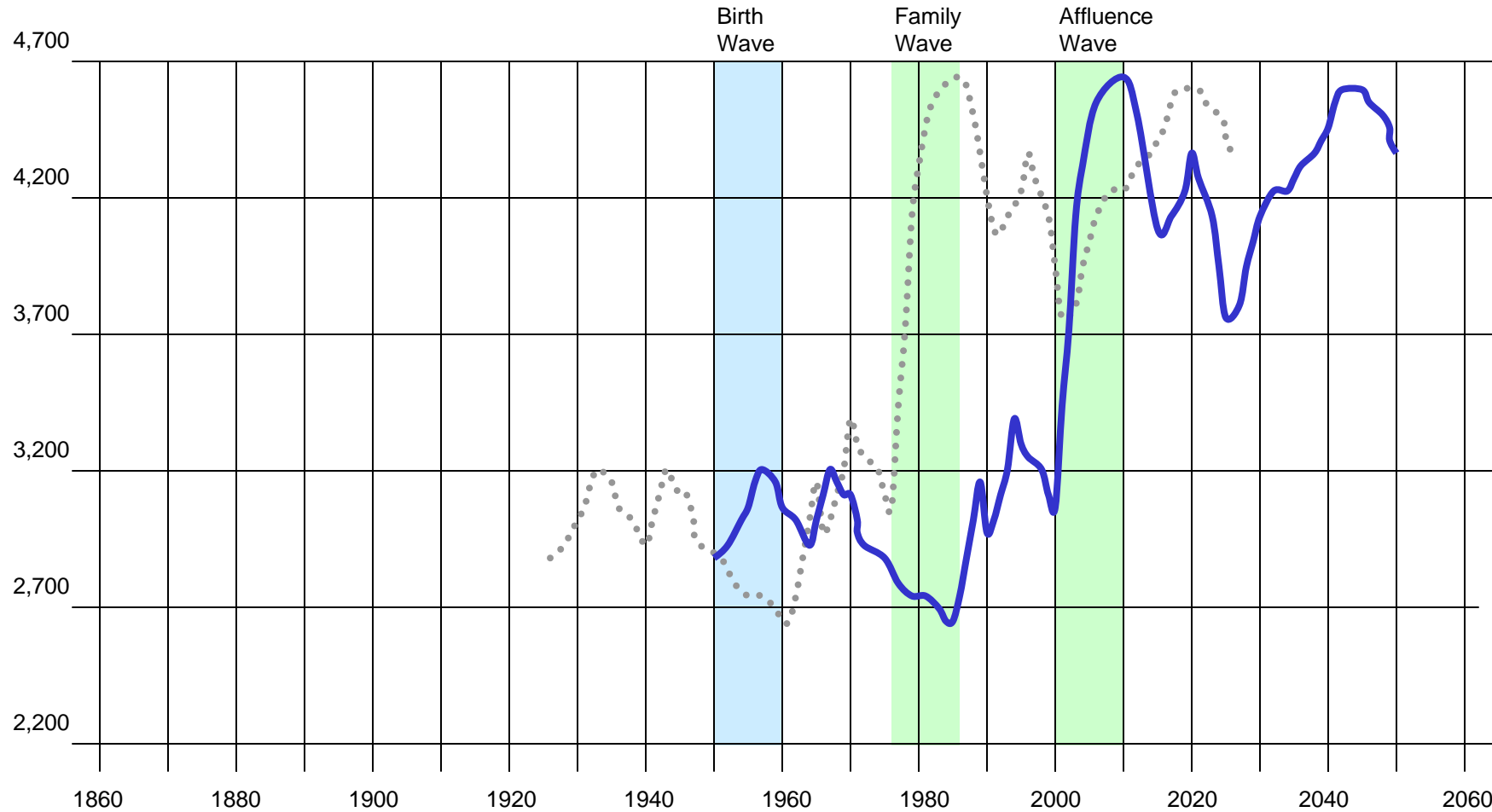
Dent, H. (2000). The Next Great Bubble Boom. The Free Press.



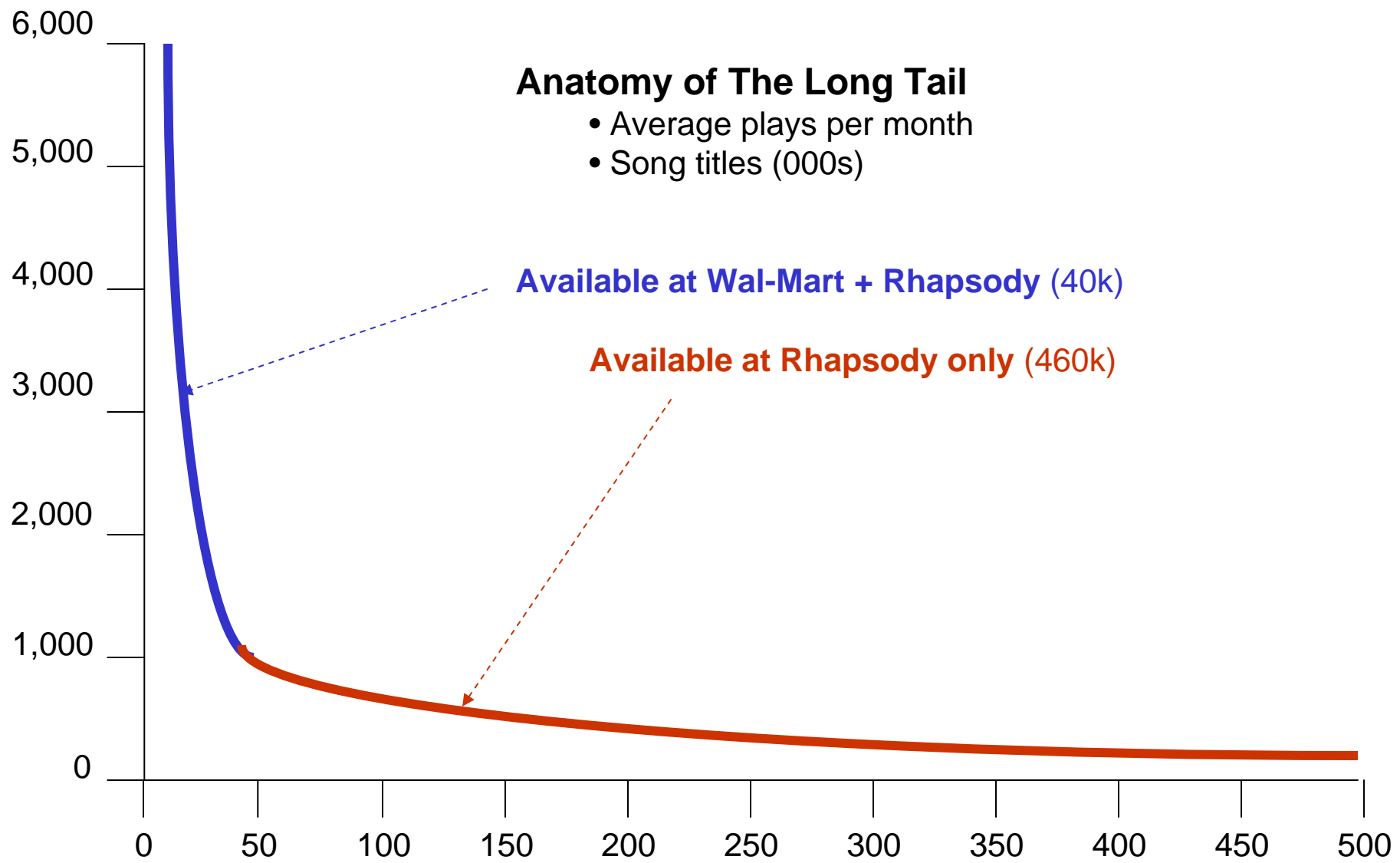
U.S. Peak Spending

1950-2050 (50 year lag)

Dent, H. (2000). The Next Great Bubble Boom. The Free Press.



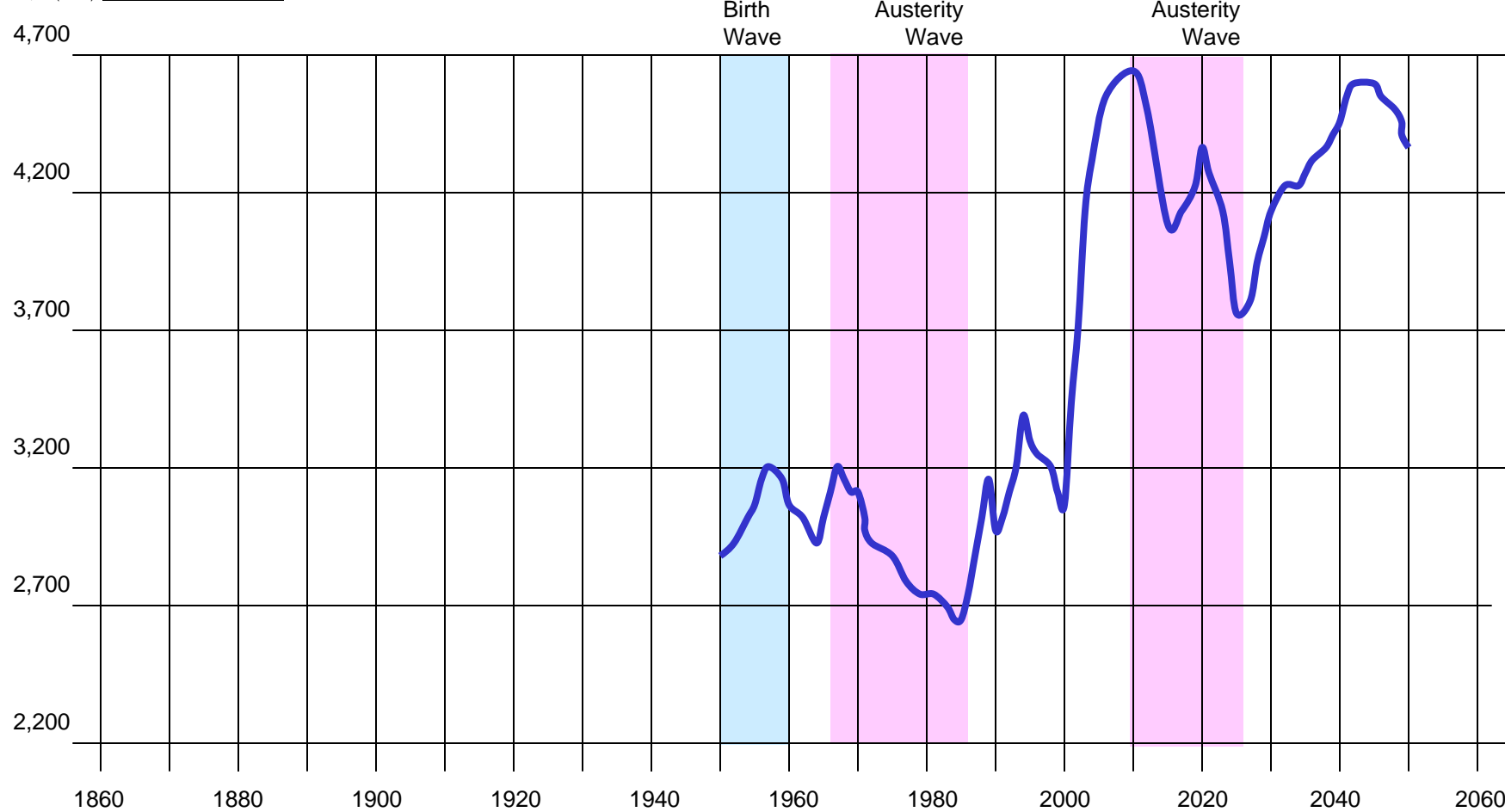
Anderson, C. (2004). "The Long Tail," Wired Magazine, October.



U.S. Peak Spending Declines

1965-1985 and 2010-2025

CNN. (2008). "Americans Tightening Their Belts," Money.CNN.com, April 25.
Fox, J. (2008). "10 Ideas that are Changing the World: The New Austerity," Time Magazine, March 24.
Dent, H. (2000). The Next Great Bubble Boom. The Free Press.



e-Business Innovation

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Premium at Discount	Electronic Bargaining

If markets change...

Mass Market → Long Tail Market

Then If products change...

Standard → Value

Standard

Discount

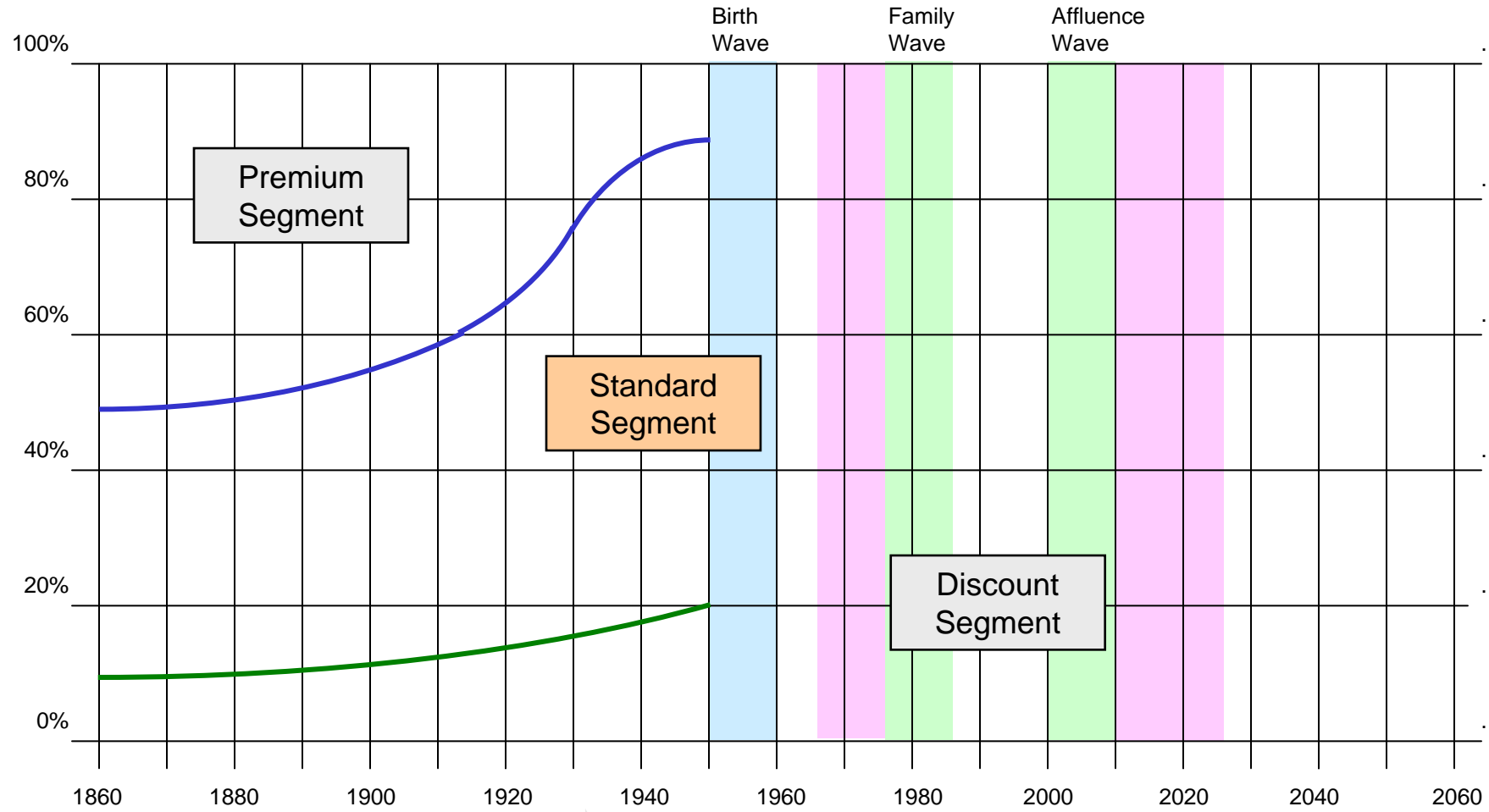
Premium

Value

Product Change

Standard Segment

Dent, H. (2000). *The Next Great Bubble Boom*. The Free Press.



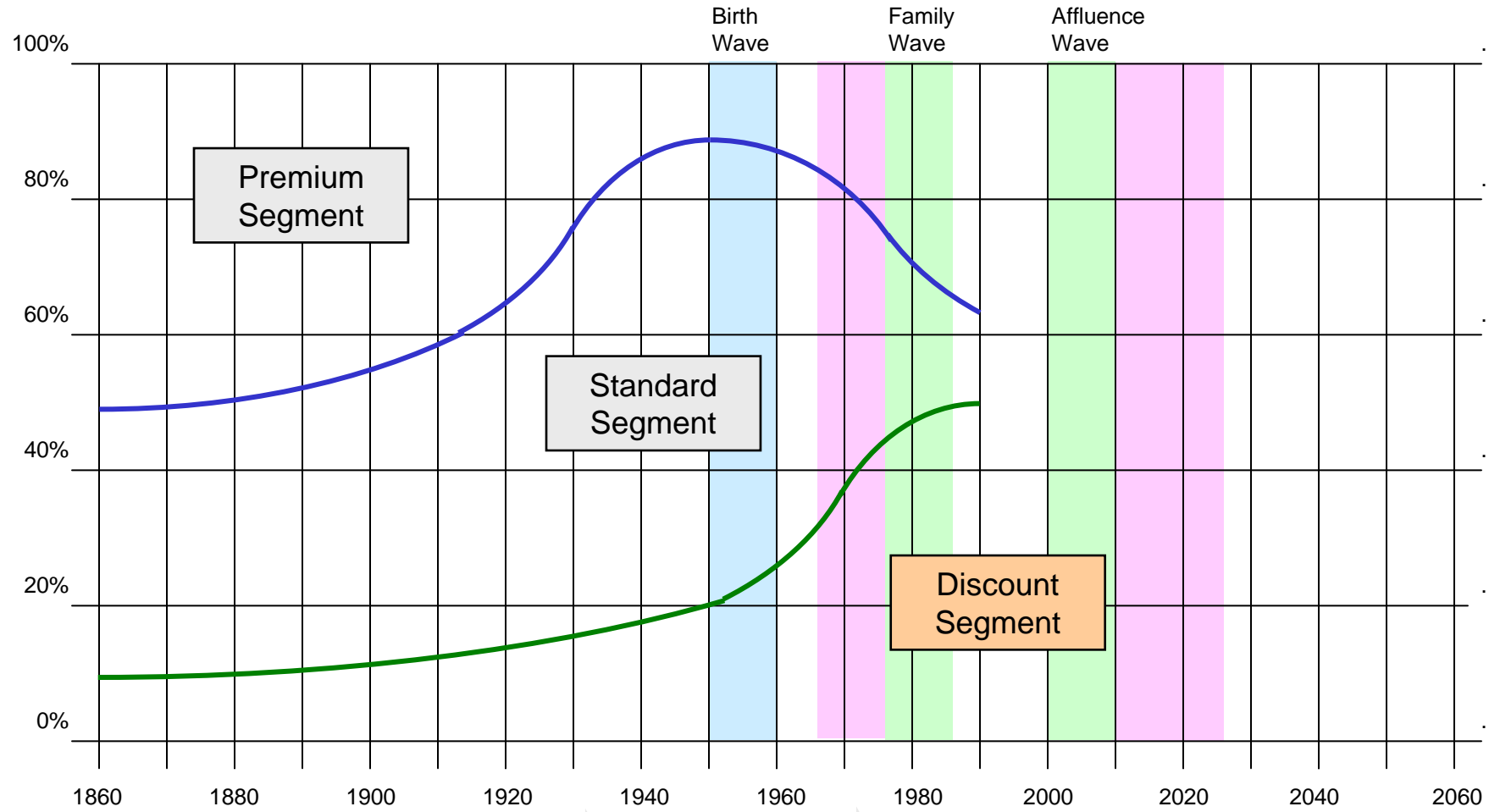
Manufacturing
Urbanization
Standard Products



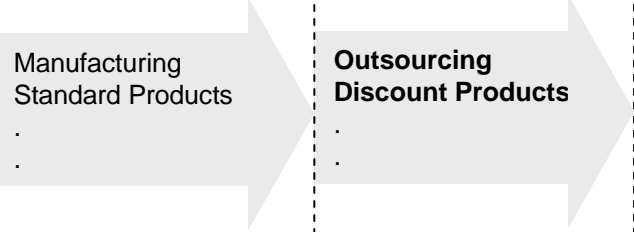
Product Change

Discount Segment

Dent, H. (2000). *The Next Great Bubble Boom*. The Free Press.



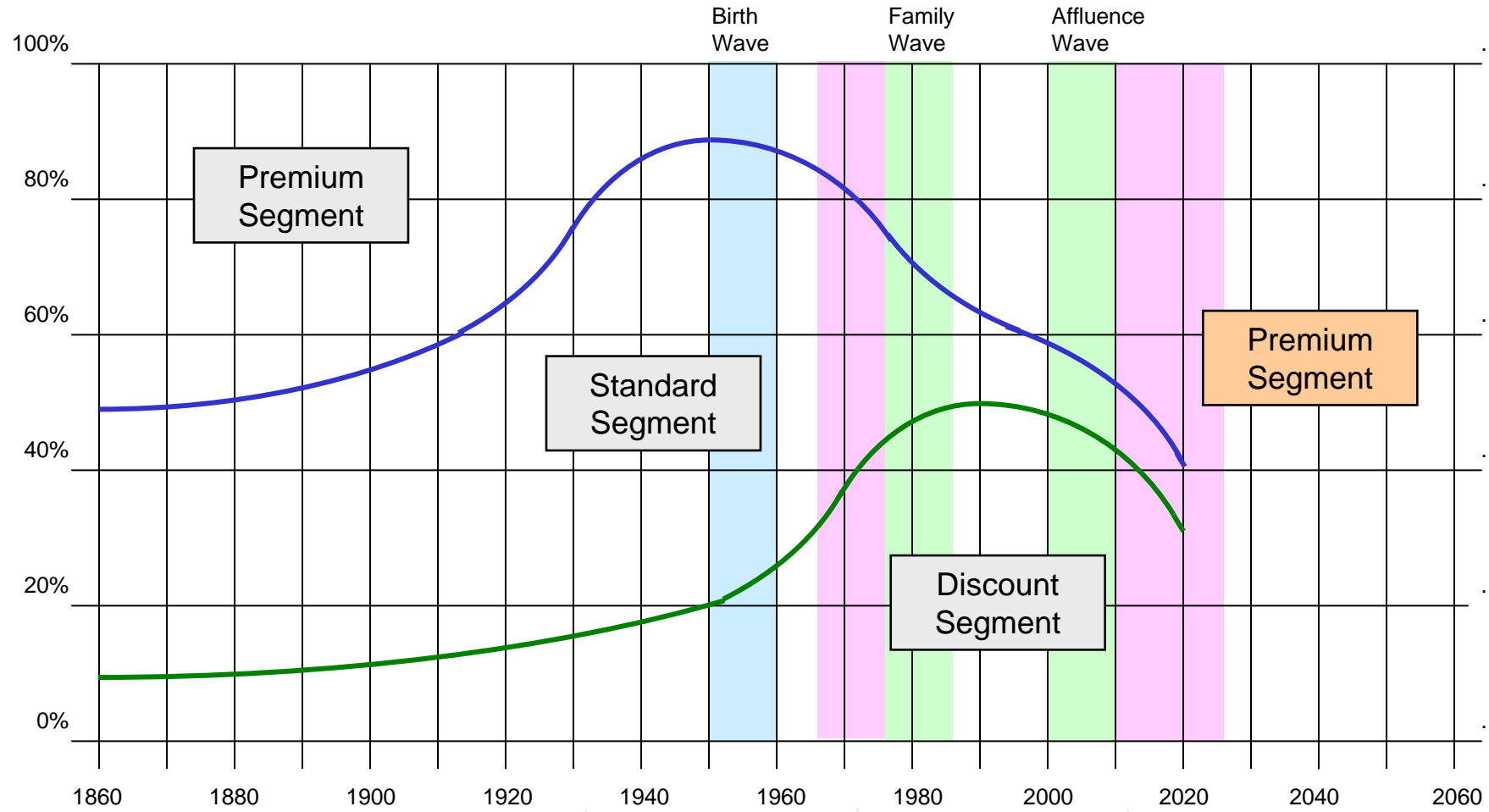
Outsourcing
Strong Brands
Discount Products



Product Change

Premium Segment

Dent, H. (2000). *The Next Great Bubble Boom*. The Free Press.



Affluent Consumers
Small Markets
Premium Products

Manufacturing
Standard Products

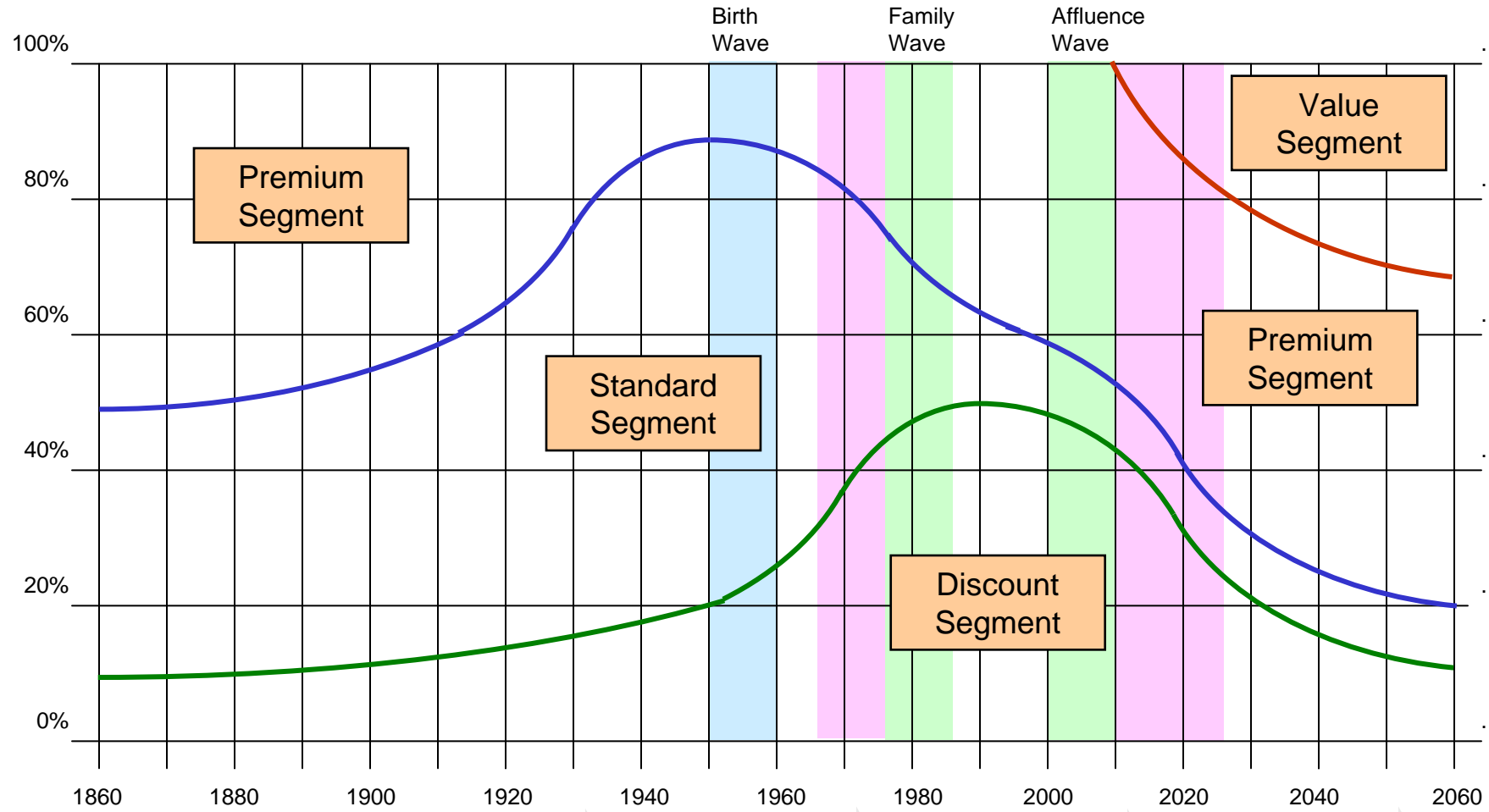
Outsourcing
Discount Products

e-Business 1.0
Premium Products

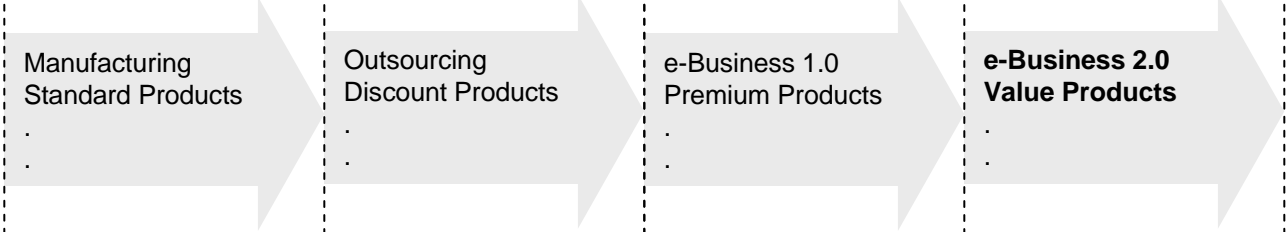
Product Change?

Value Segment

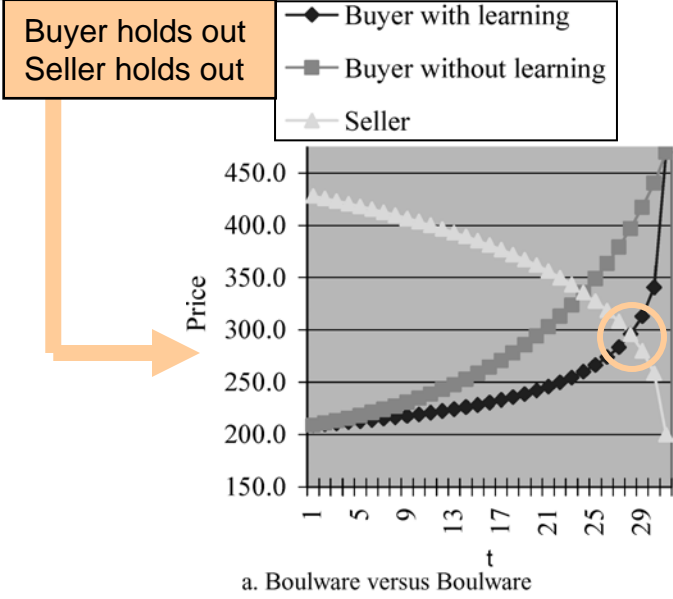
Resinas, M., et. al. (2006). "Towards Automated Service Trading," in proc. ICE-B'06.



Software Bargaining
Instant Small Markets
Premium @ Discount



Mok, W., Sundarraj, R. (2005). "Learning Algorithms for Single-Instance Electronic Negotiations Using the Time-Dependent Behavioral Tactic," ACM Trans. on Internet Technology, 5(1), February.

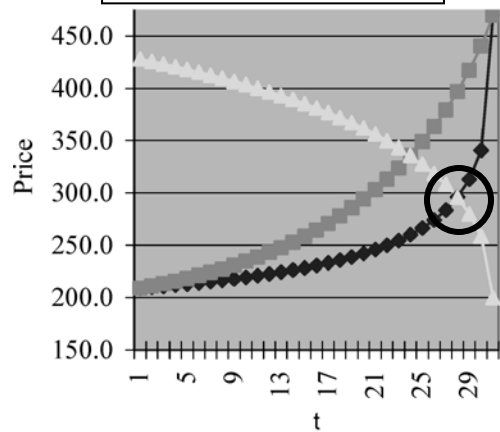
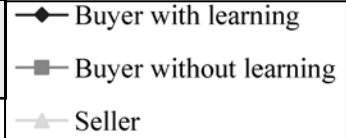


Electronic Bargaining Agents

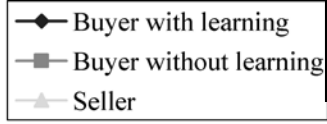
Instant Small Markets!

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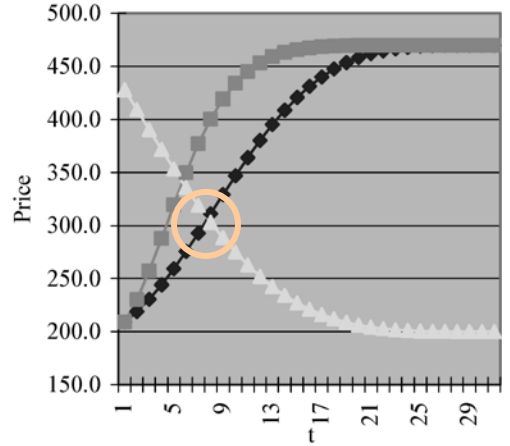
Buyer holds out
Seller holds out



a. Boulware versus Boulware



Buyer concedes
Seller concedes



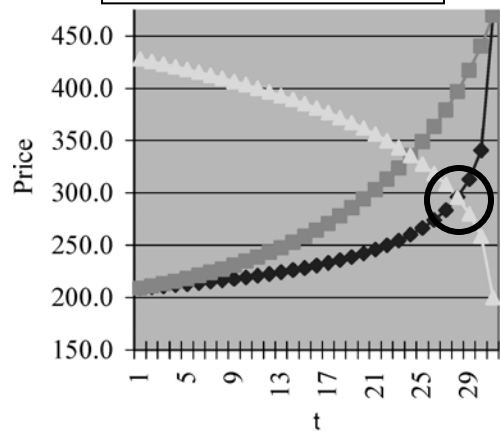
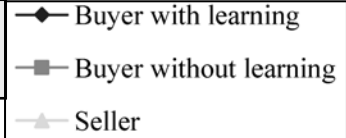
b. Conceder versus conceder

Electronic Bargaining Agents

Instant Small Markets!

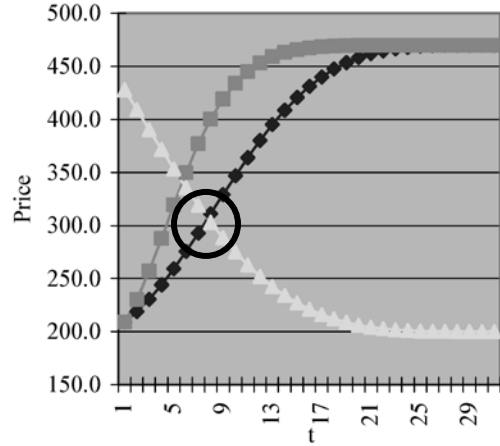
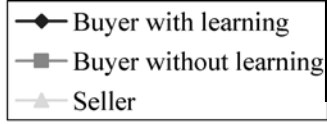
Mok, W., Sundarraj, R. (2005). "Learning Algorithms for Single-Instance Electronic Negotiations Using the Time-Dependent Behavioral Tactic," ACM Trans. on Internet Technology, 5(1), February.

Buyer holds out
Seller holds out



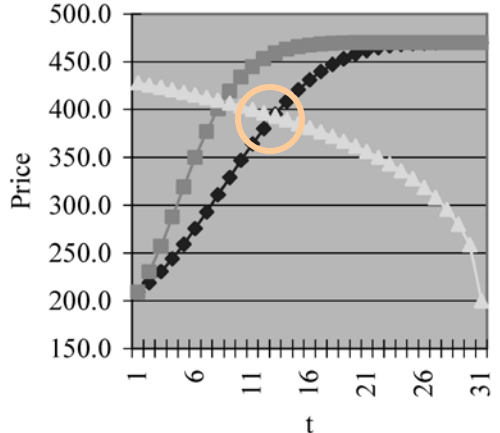
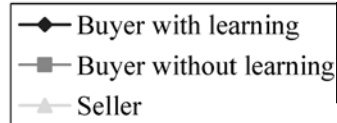
a. Boulware versus Boulware

Buyer concedes
Seller concedes



b. Conceder versus conceder

Buyer concedes
Seller holds out



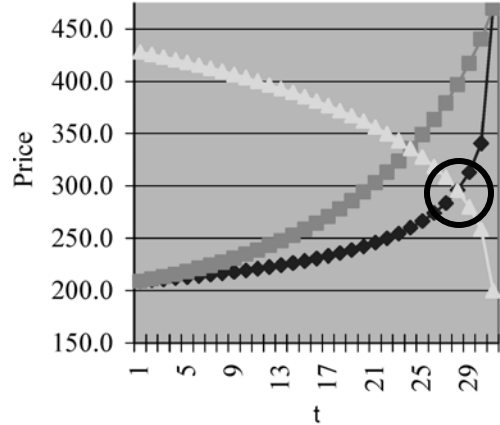
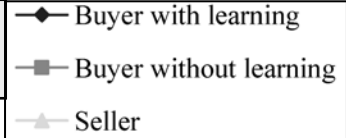
d. Conceder versus Boulware

Electronic Bargaining Agents

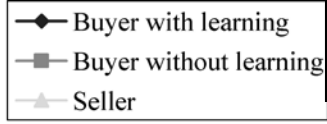
Instant Small Markets!

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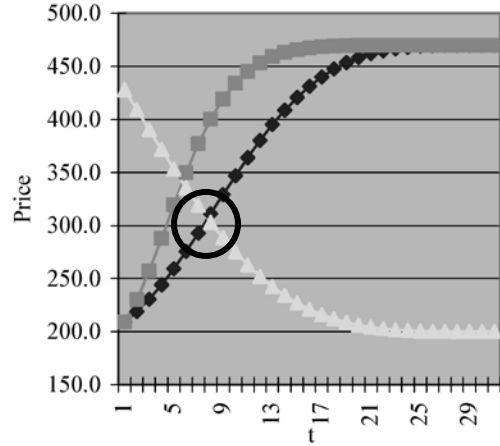
Buyer holds out
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a. Boulware versus Boulware

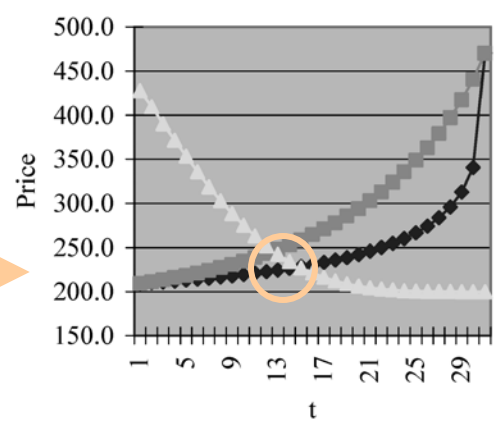
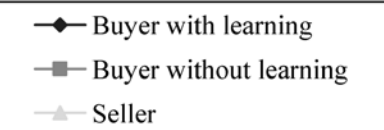


Buyer concedes
Seller concedes



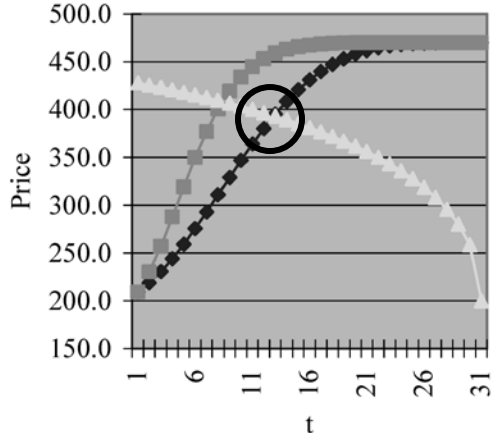
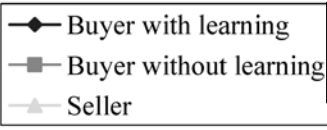
b. Conceder versus conceder

Buyer holds out
Seller concedes



c. Boulware versus conceder

Buyer concedes
Seller holds out



d. Conceder versus Boulware

e-Business Innovation

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Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol

If markets change...

Mass Market → Long Tail Market

Then If products change...

Standard → Value

Then e-Business needs...

Customer-Based Design

Authentic Interactions

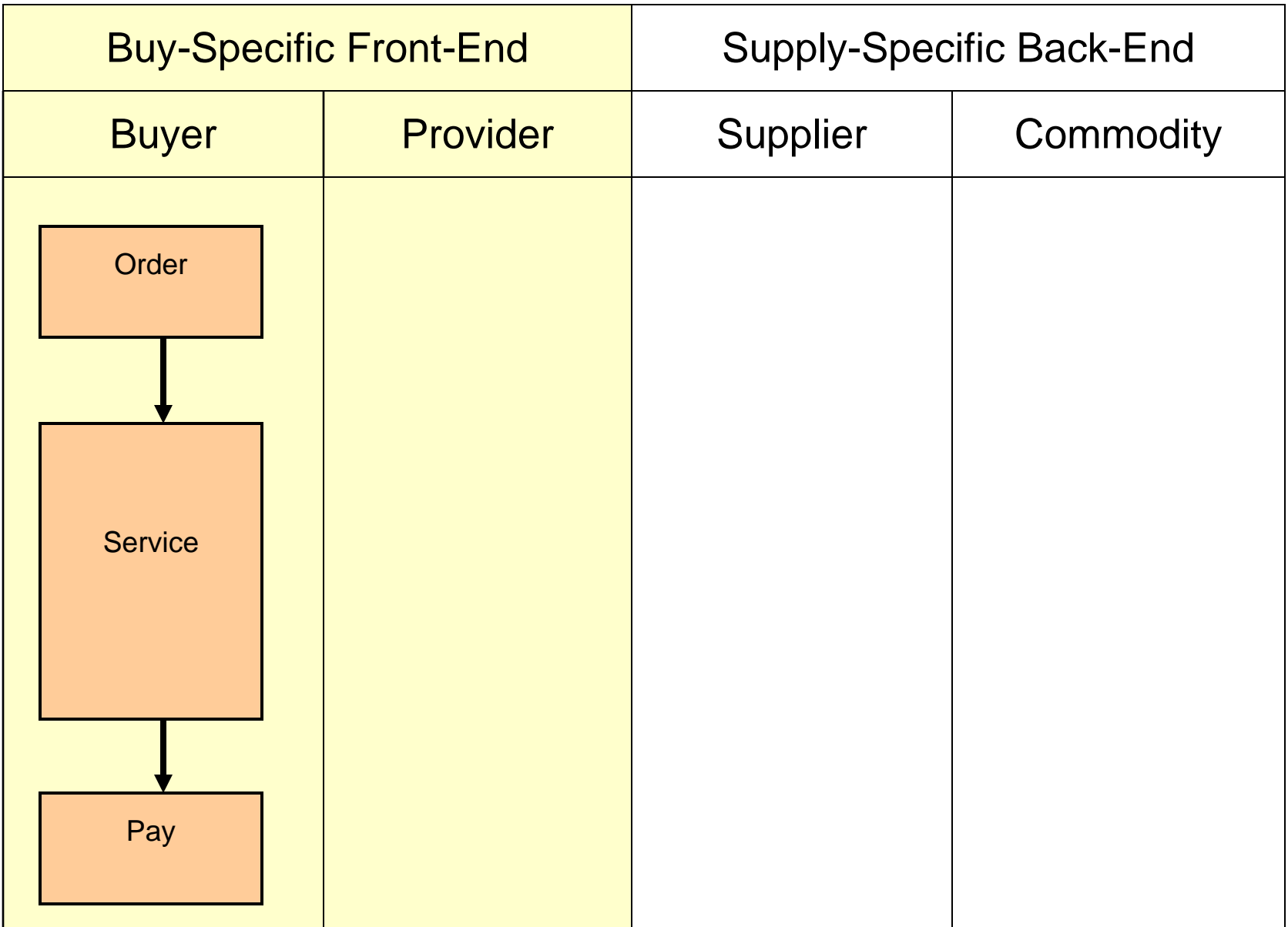
Business Replicas

Profitable Operations

Grover, V., (2007). "An Empirically Derived Model for the Adoption of Customer-based Inter-organizational Systems," Decision Sciences, July.

Buy-Specific Front-End		Supply-Specific Back-End	
Buyer	Provider	Supplier	Commodity

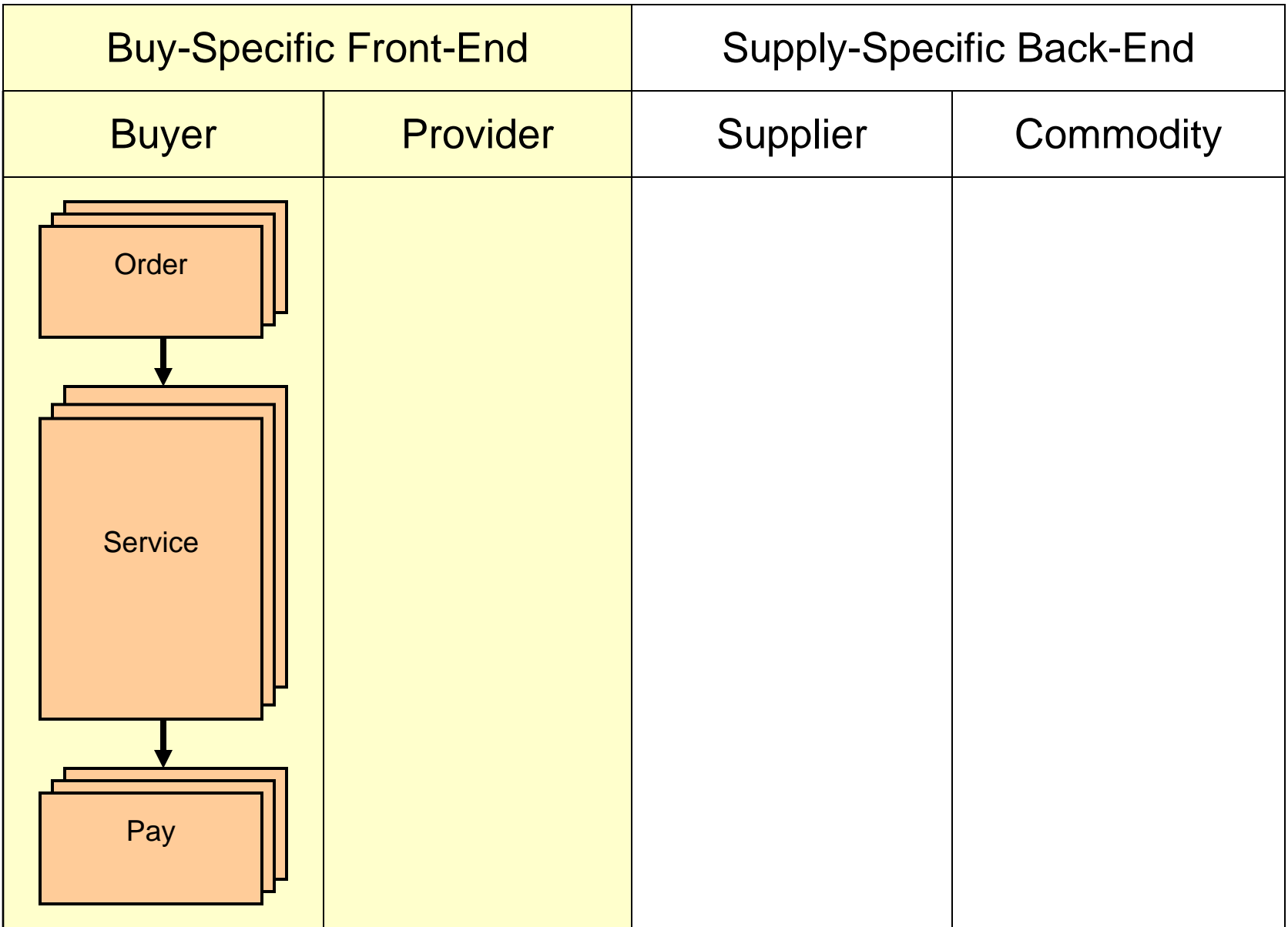
Cloud, J. (2008). "10 Ideas that are Changing the World: Synthetic Authenticity," Time Magazine, March 24.



Replication by Market

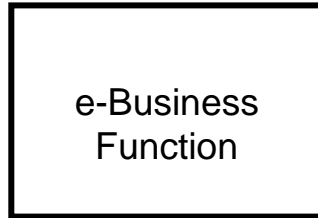
Business Replicas for Small Markets

Dent, H. (2000). The Next Great Bubble Boom. The Free Press.



Resinas, M., et. al. (2006). "Towards Automated Service Trading," in proc. ICE-B'06.
Sponziello, A. (2007). "Design Strategies for Web Based ITS Applications," in proc. ICE-B'07.
Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.

Electronic Trading Protocol



Dynamic Class Loading

Business Replicas

XML Contracts → Data

Resinas, M., et. al. (2006). "Towards Automated Service Trading," in proc. ICE-B'06.
 Sponziello, A. (2007). "Design Strategies for Web Based ITS Applications," in proc. ICE-B'07.
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Electronic Trading Protocol

Interface	Scope	Contents	How Implemented
Input	What	Data Definitions	XML, XML Schema
Output	What	Data Definitions	XML, XML Schema

Dynamic Class Loading

XML:
 - general-purpose specification for creating custom markup languages.

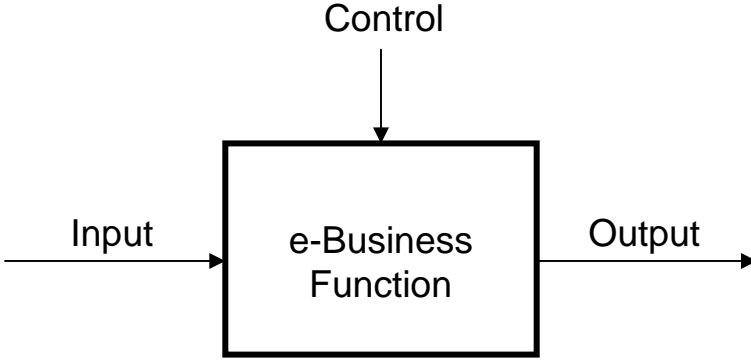
ebXML:
 - a family of XML standards
 - enable the global use of electronic business information
 - interoperable, secure, and consistent manner by all trading partners.

XML schema:
 - an XML document type description
 - expressed in terms of constraints of structure and content
 - above & beyond syntax constraints imposed by XML itself.

Business Replicas

XML Contracts → Behavior

Resinas, M., et. al. (2006). "Towards Automated Service Trading," in proc. ICE-B'06.
 Sponziello, A. (2007). "Design Strategies for Web Based ITS Applications," in proc. ICE-B'07.
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Electronic Trading Protocol

Interface	Scope	Contents	How Implemented
Input	What	Data Definitions	XML, XML Schema
Output	What	Data Definitions	XML, XML Schema
Control	When	Events, Triggers, Coordination	XML, XML Schema, ebXML

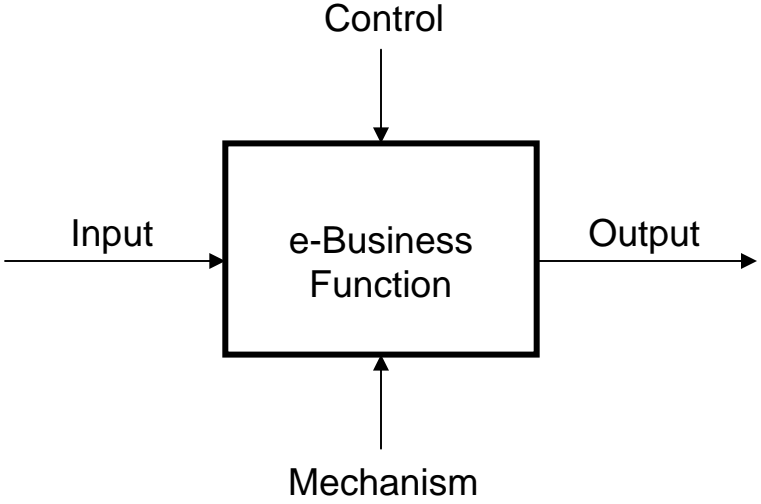
Dynamic Class Loading

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Electronic Trading Protocol

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Input	What	Data Definitions	XML, XML Schema
Output	What	Data Definitions	XML, XML Schema
Control	When	Events, Triggers, Coordination	XML, XML Schema, ebXML
Mechanism	How	Algorithms, Standards, Regulations	ebXML

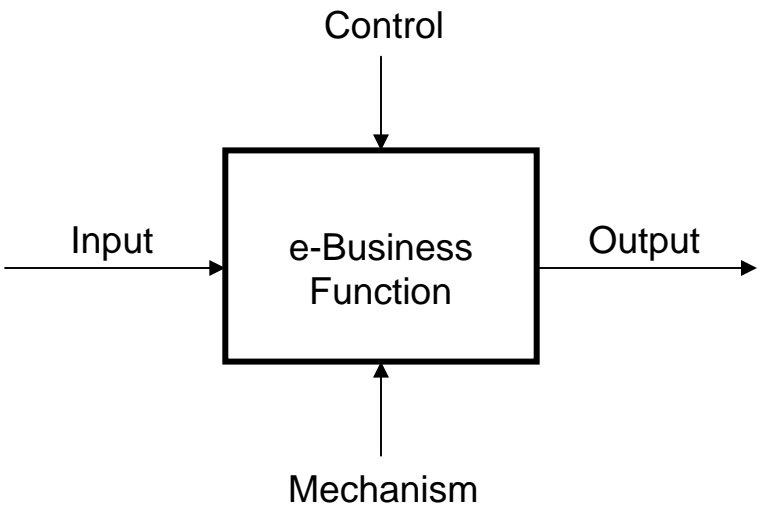
Dynamic Class Loading

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Electronic Trading Protocol

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Control	When	Events, Triggers, Coordination	XML, XML Schema, ebXML
Mechanism	How	Algorithms, Standards, Regulations	ebXML

Dynamic Class Loading

Interface	Focus	Industry Standard
Input	Language	Ontology
Output	Language	Ontology
Control	Service	Benchmarks
Mechanism	Practice	Best Practices

Overlay Sequence →

1. Achieve Parity with Industry

XML:
 - general-purpose specification for creating custom markup languages.

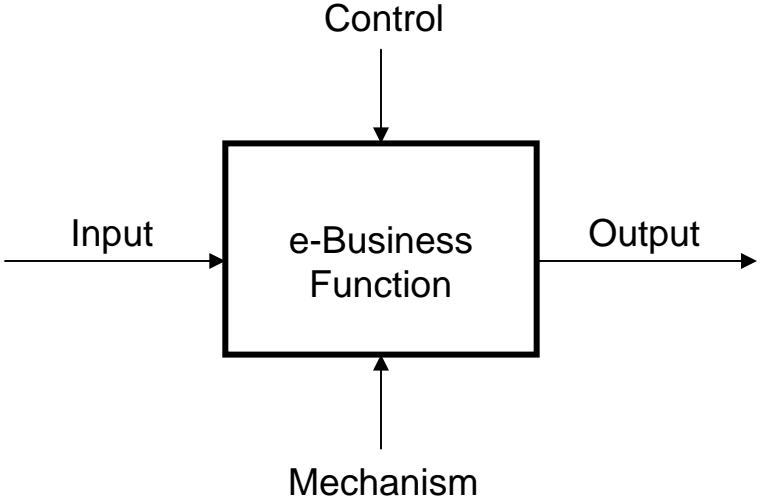
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Business Replicas

XML Contracts → Company SOP

Resinas, M., et. al. (2006). "Towards Automated Service Trading," in proc. ICE-B'06.
 Sponziello, A. (2007). "Design Strategies for Web Based ITS Applications," in proc. ICE-B'07.
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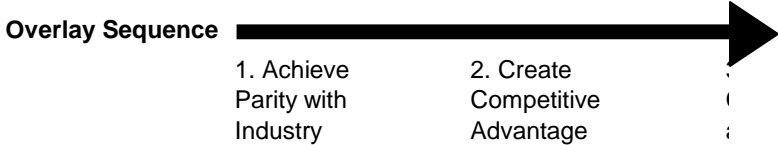


Electronic Trading Protocol

Interface	Scope	Contents	How Implemented
Input	What	Data Definitions	XML, XML Schema
Output	What	Data Definitions	XML, XML Schema
Control	When	Events, Triggers, Coordination	XML, XML Schema, ebXML
Mechanism	How	Algorithms, Standards, Regulations	ebXML

Dynamic Class Loading

Interface	Focus	Industry Standard	Company Standard
Input	Language	Ontology	Meta Data
Output	Language	Ontology	Meta Data
Control	Service	Benchmarks	Company SLAs
Mechanism	Practice	Best Practices	Standard Operating Procedure

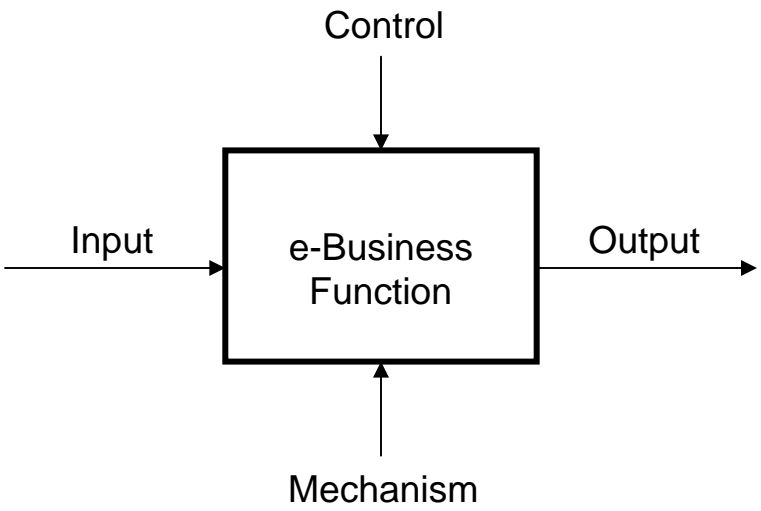


- XML:**
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Business Replicas

XML Contracts → Customer Required

Resinas, M., et. al. (2006). "Towards Automated Service Trading," in proc. ICE-B'06.
 Sponziello, A. (2007). "Design Strategies for Web Based ITS Applications," in proc. ICE-B'07.
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Electronic Trading Protocol

Interface	Scope	Contents	How Implemented
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Mechanism	How	Algorithms, Standards, Regulations	ebXML

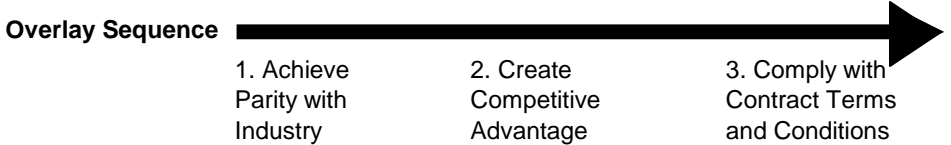
Dynamic Class Loading

Interface	Focus	Industry Standard	Company Standard	Customer Required
Input	Language	Ontology	Meta Data	Meta Data
Output	Language	Ontology	Meta Data	Meta Data
Control	Service	Benchmarks	Company SLAs	Customer SLAs
Mechanism	Practice	Best Practices	Standard Operating Procedure	Customer Functions

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If markets change...

Mass Market → Long Tail Market

Then If products change...

Standard → Value

Then e-Business needs...

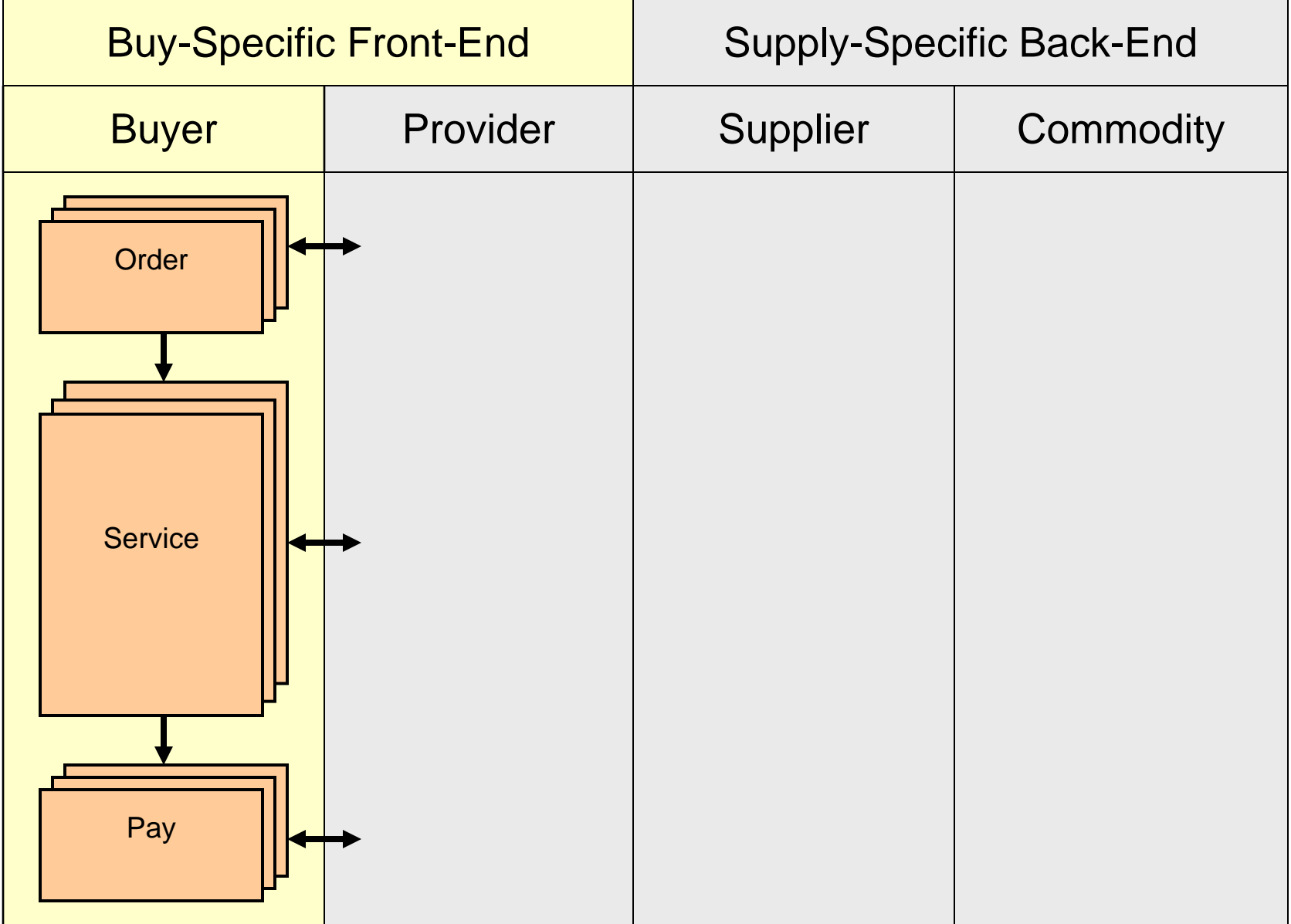
Customer-Based Design

Authentic Interactions

Business Replicas

Profitable Operations

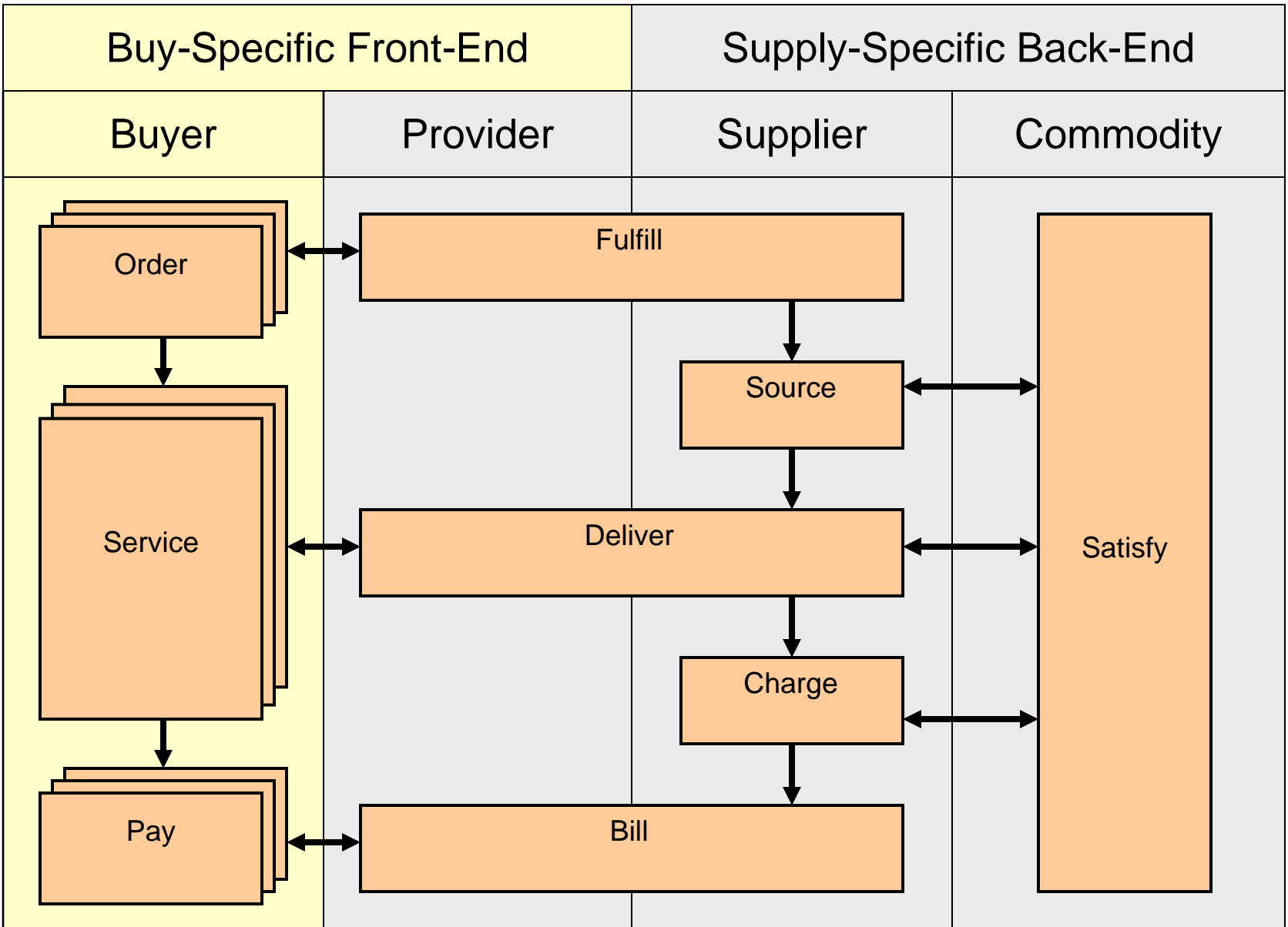
Otto, S., Kim, S. (2006). "Adaption in Distributed Systems," in proc. GECCO/06.



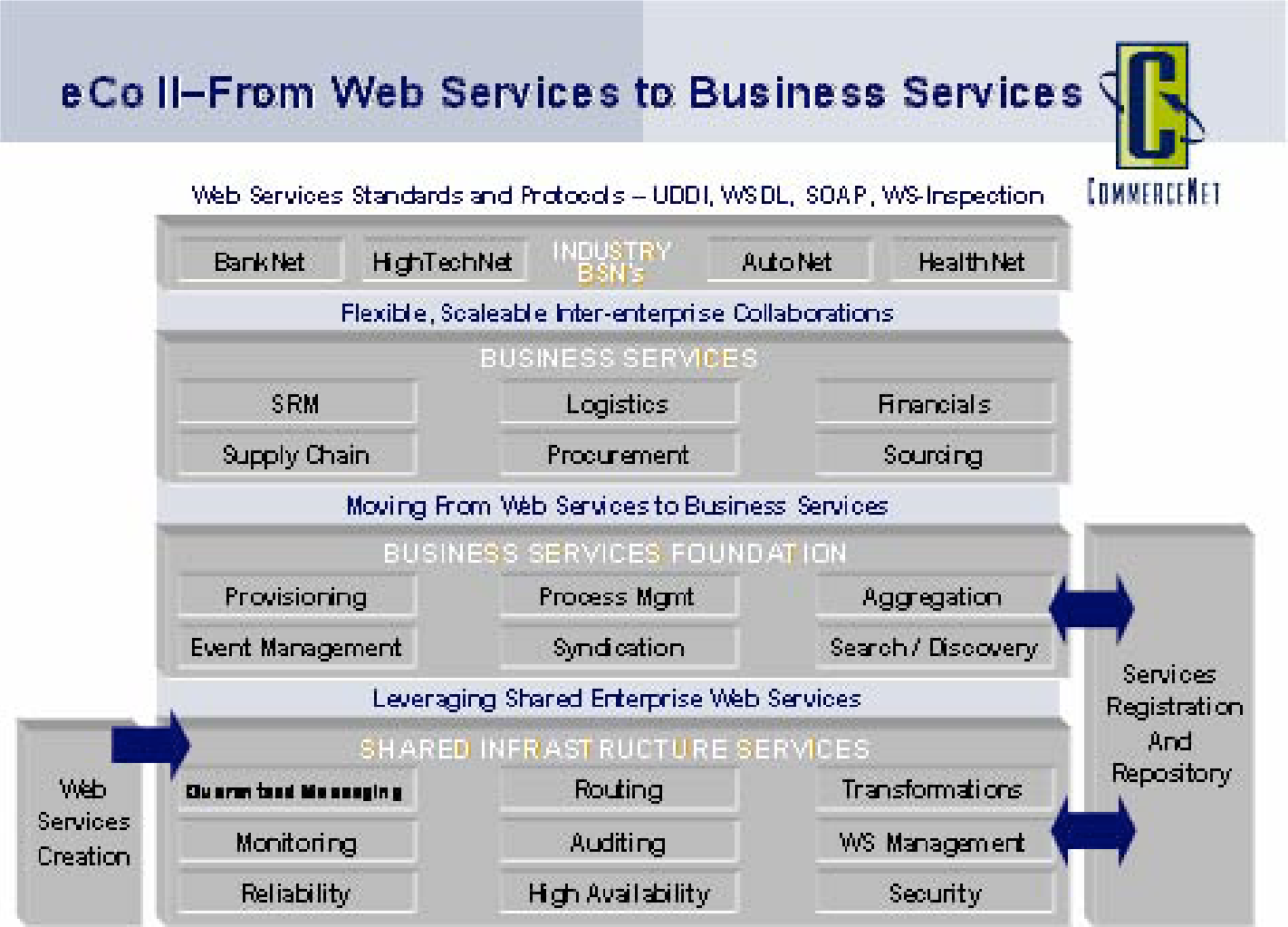
Standard, Optimized Operations

Standardize + Simplify → Optimize

Palmer, J., et. al. (2007). "Optimizing Revenue," in proc. ICE-B'07.



Tenenbaum, T., Khare, R. (2005). "Business Services Networks: Delivering the Promises of B2B," in proc. IEEE BSN05, March..



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Redesigned Distribution	Layered Technologies

If technology changes...

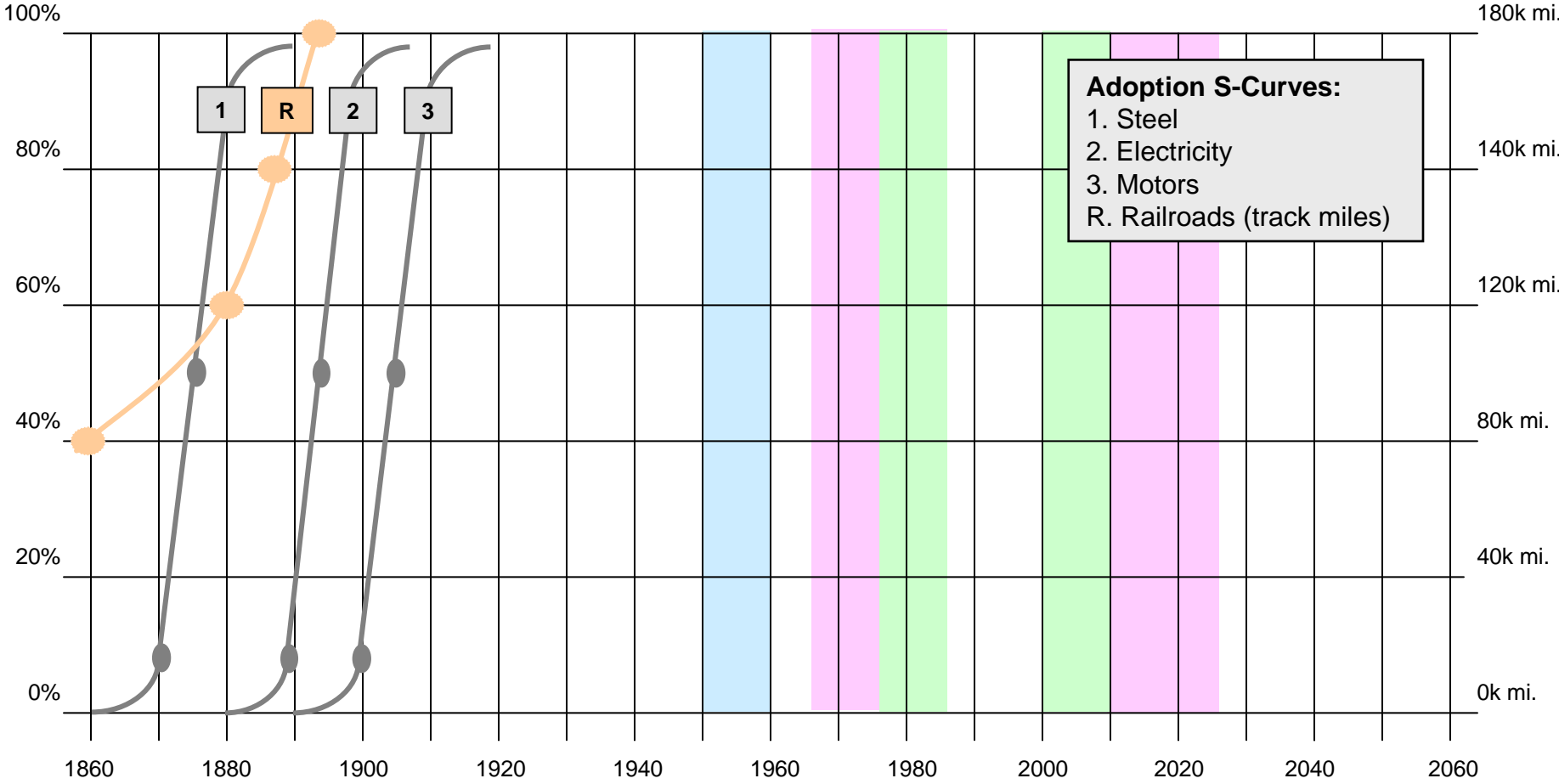
Manufacturing → Internet

Manufacturing
Transportation
Computers
Internet

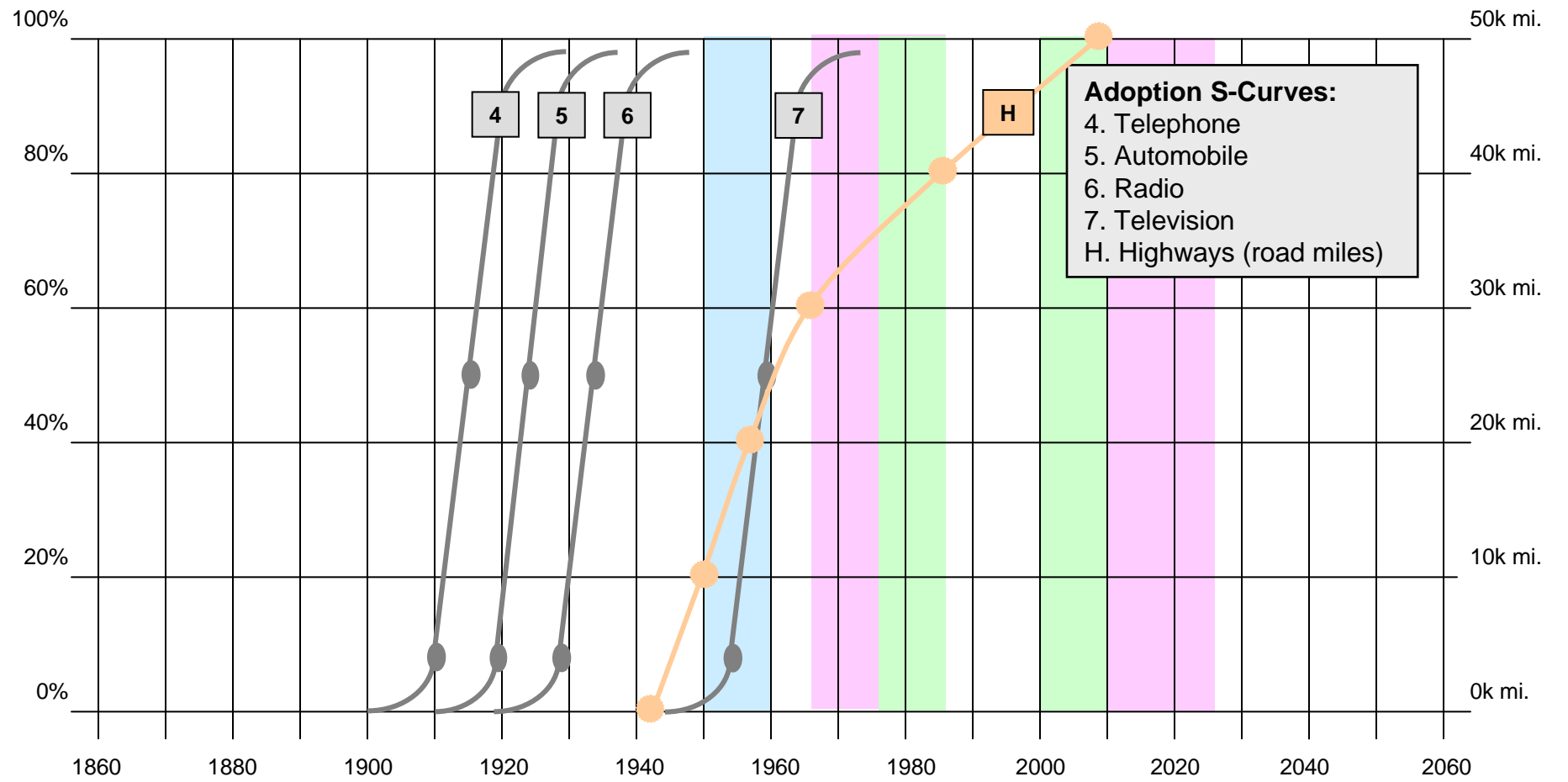
Technology Cluster #1

Manufacturing

Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



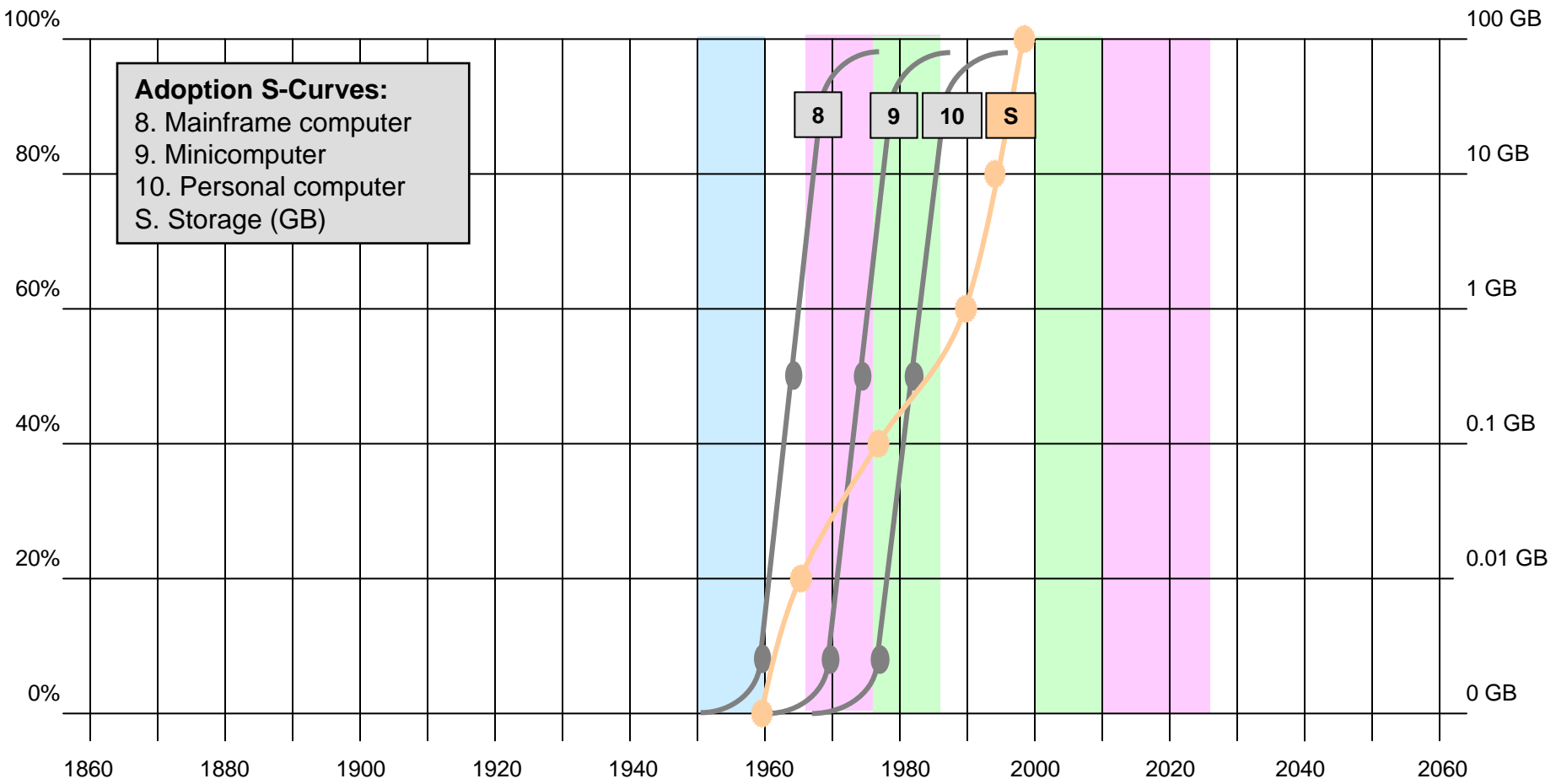
Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



Technology Cluster #3

Computers, Storage, Network

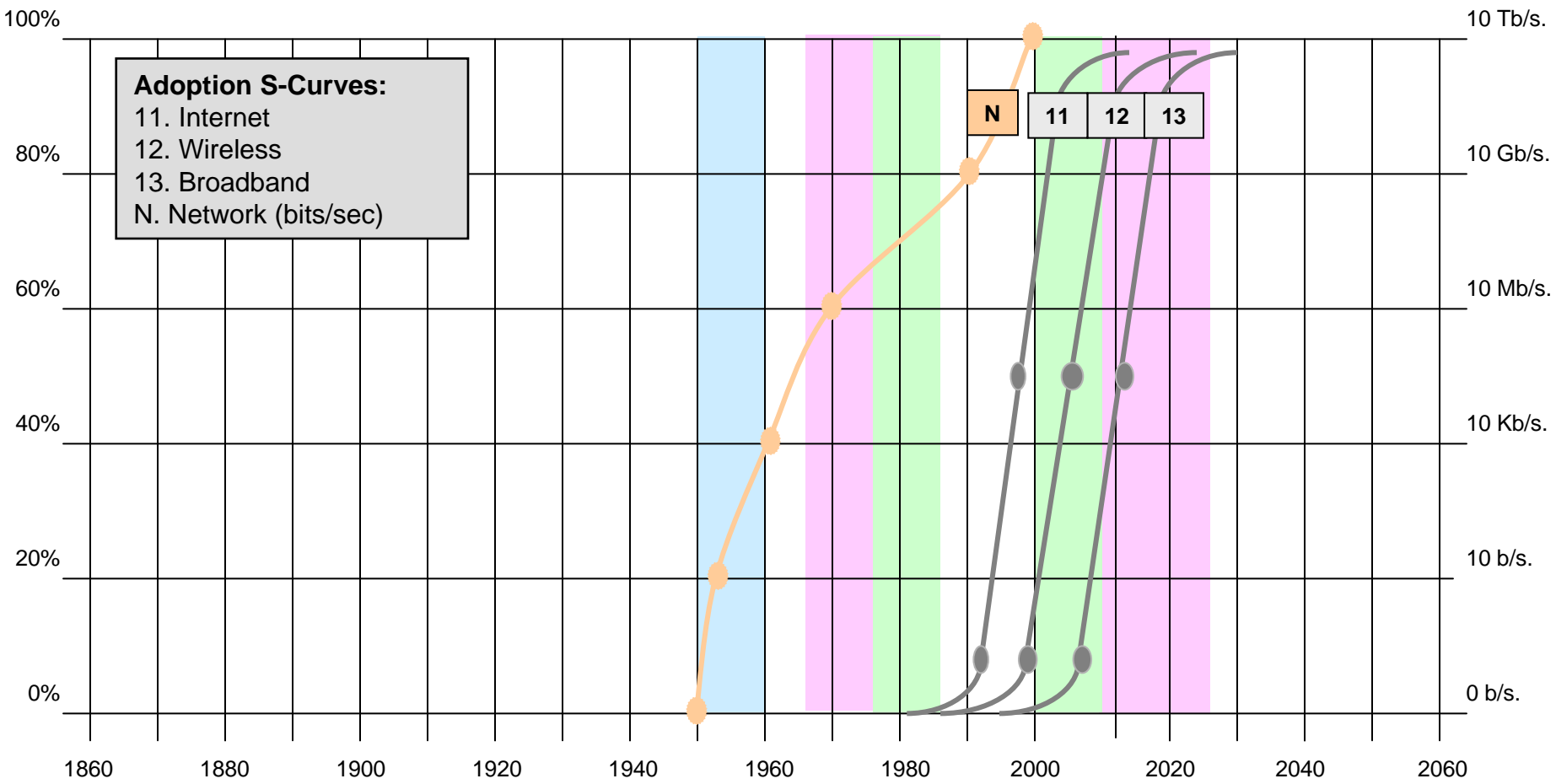
Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



Technology Cluster #4

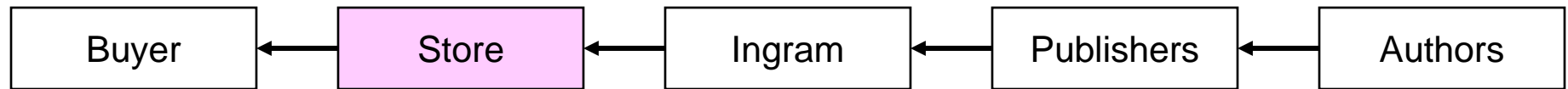
Internet, Wireless, Broadband

Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



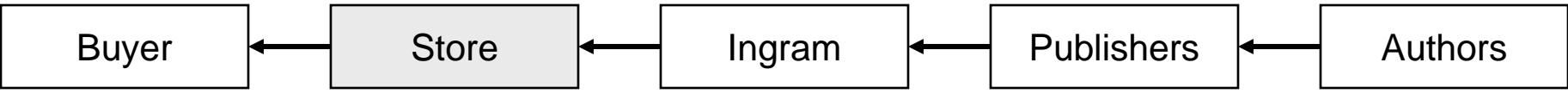
Reid, D., Sanders, N. (2007). Operations Management. John Wiley & Sons.

Stage 1: Traditional “Push” Inventory Model: Get books to the stores based on a forecast.
Profitable: Sell only those books that can be sold in stores.

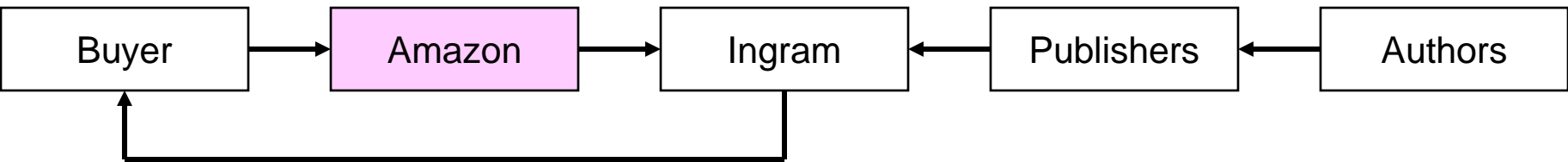


Reid, D., Sanders, N. (2007). *Operations Management*. John Wiley & Sons.

Stage 1: Traditional “Push” Inventory Model: Get books to the stores based on a forecast.
Profitable: Sell only those books that can be sold in stores.



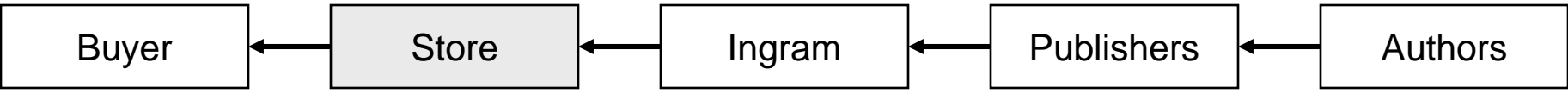
Stage 2: Simple “Pull” Inventory Model: Get books to the buyer based on the actual sale.
Not Profitable: Ingram took a large percentage of the transaction.



U.S. Department of Transportation. (2000). "Business Logistics: From Push to Pull," http://ops.fhwa.dot.gov/freight/theme_papers/final_thm3_v3.htm.

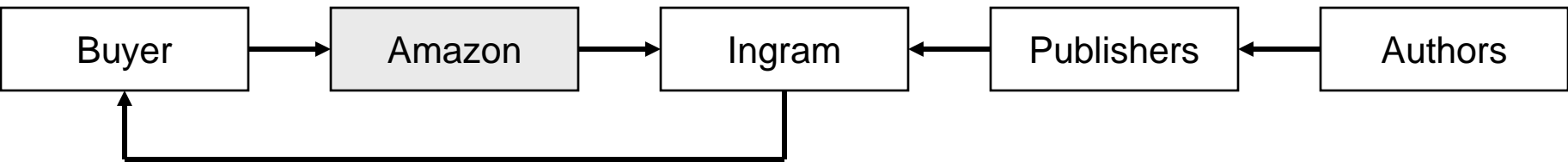
Stage 1: Traditional "Push" Inventory Model: Get books to the stores based on a forecast.

Profitable: Sell only those books that can be sold in stores.



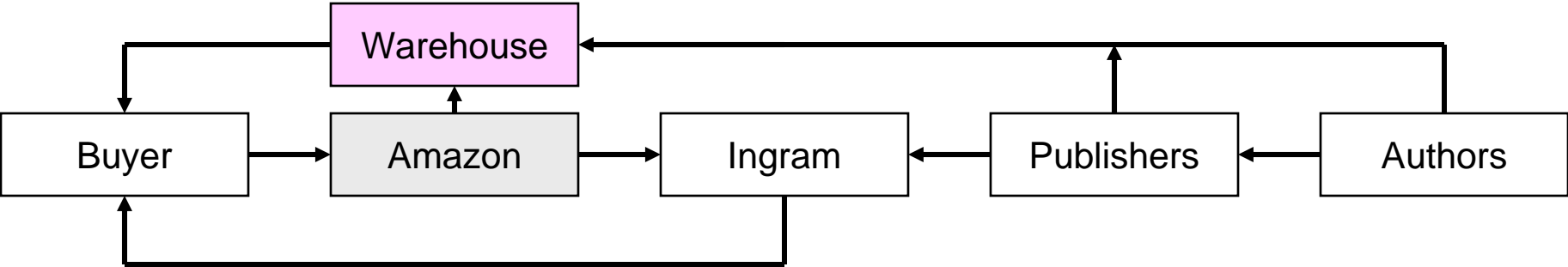
Stage 2: Simple "Pull" Inventory Model: Get books to the buyer based on the actual sale.

Not Profitable: Ingram took a large percentage of the transaction.



Stage 3: Blended "Push-Pull" Inventory Model: Get items to the buyer based on the actual sale.

Profitable: Create warehouses: volume business, accurate forecasts, avoid inventory outages.



e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol
Profitable Operations	Adaptive Web Services
Redesigned Distribution	Layered Technologies
Individual Branding	Broadband + Video

If technology changes...

Manufacturing → Internet

Then If business changes...

Company Brand → Individual Brand

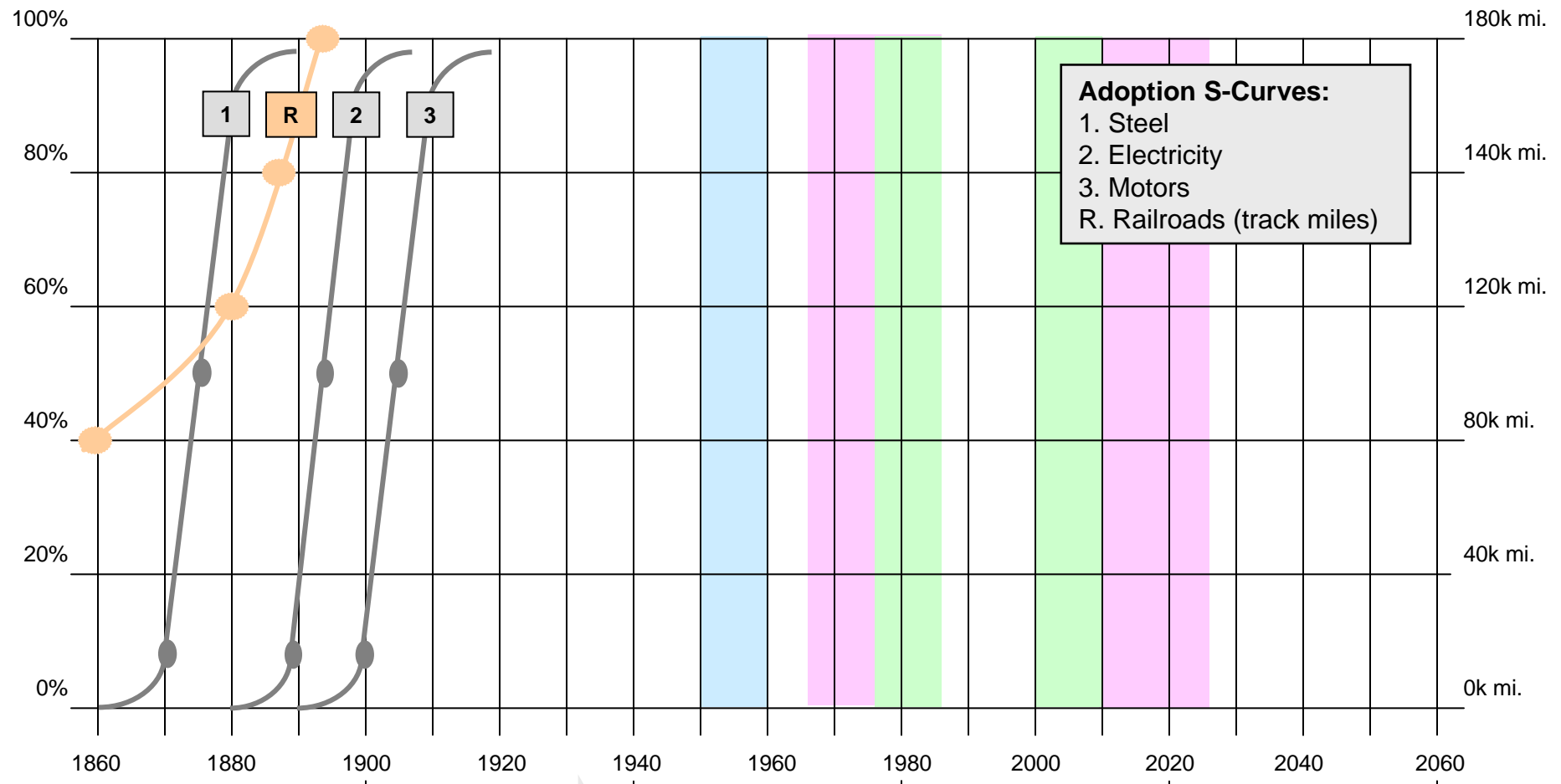
Company Brand

Trade-Up Brands

Personalized with Brand

Individual Branding

Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.

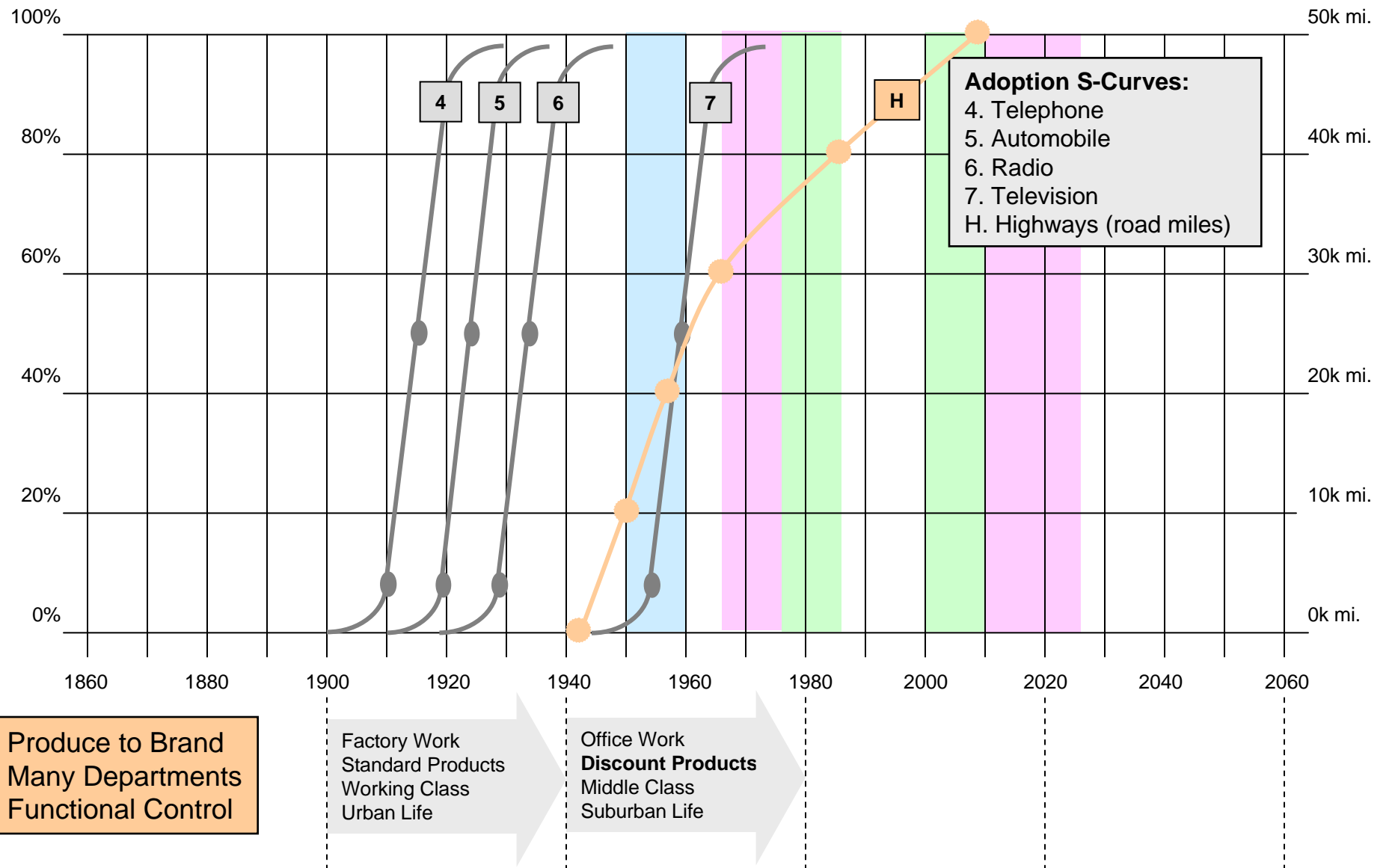


Adoption S-Curves:
1. Steel
2. Electricity
3. Motors
R. Railroads (track miles)

Produce to Affordability
One Company
Centralized Control

Factory Work
Standard Products
Working Class
Urban Life

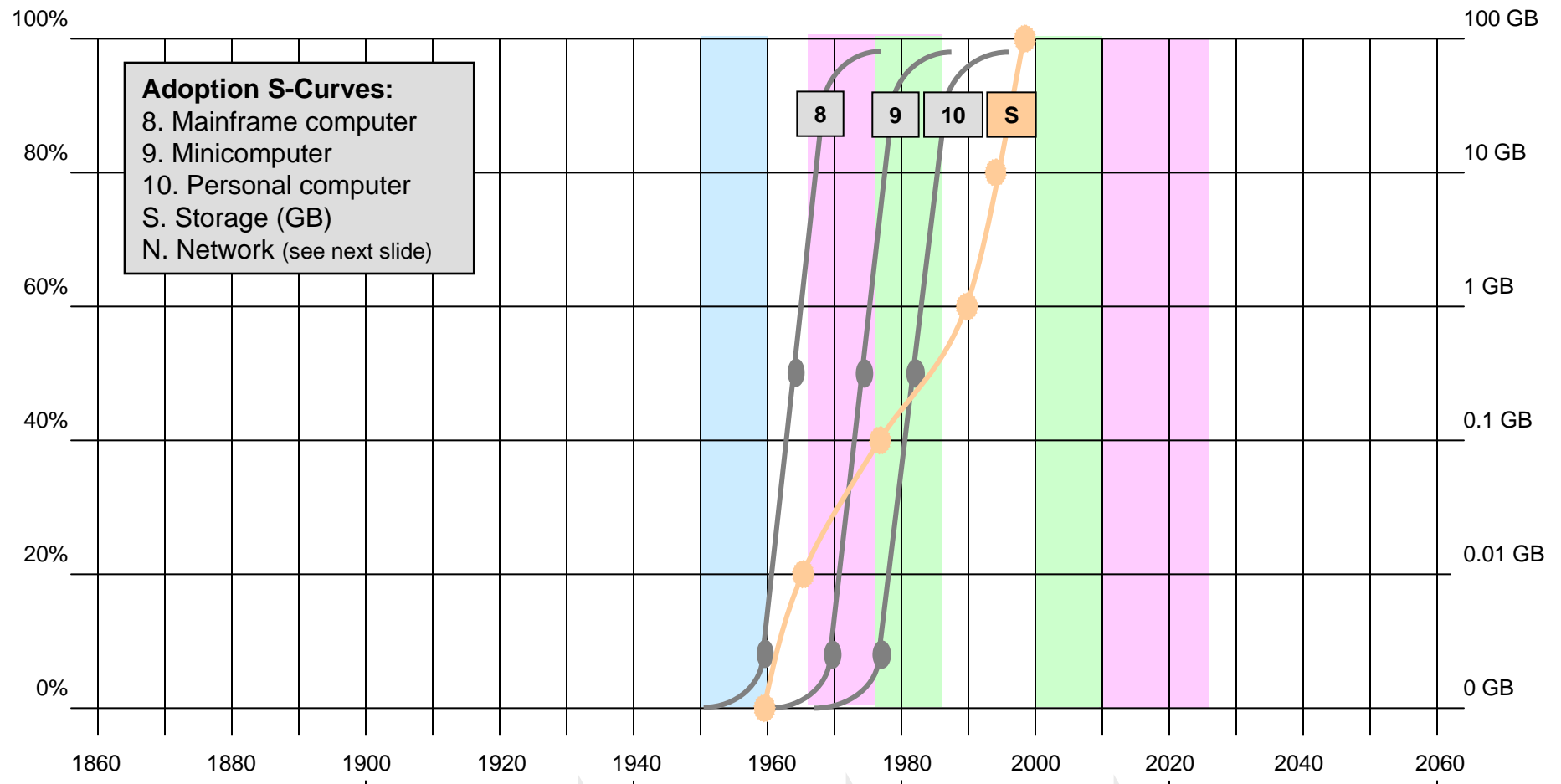
Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



Business Innovation #3

Personalized within Brand

Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



Produce to Preference
 Outsourced Depts
 Shared Control

Factory Work
 Standard Products
 Working Class
 Urban Life

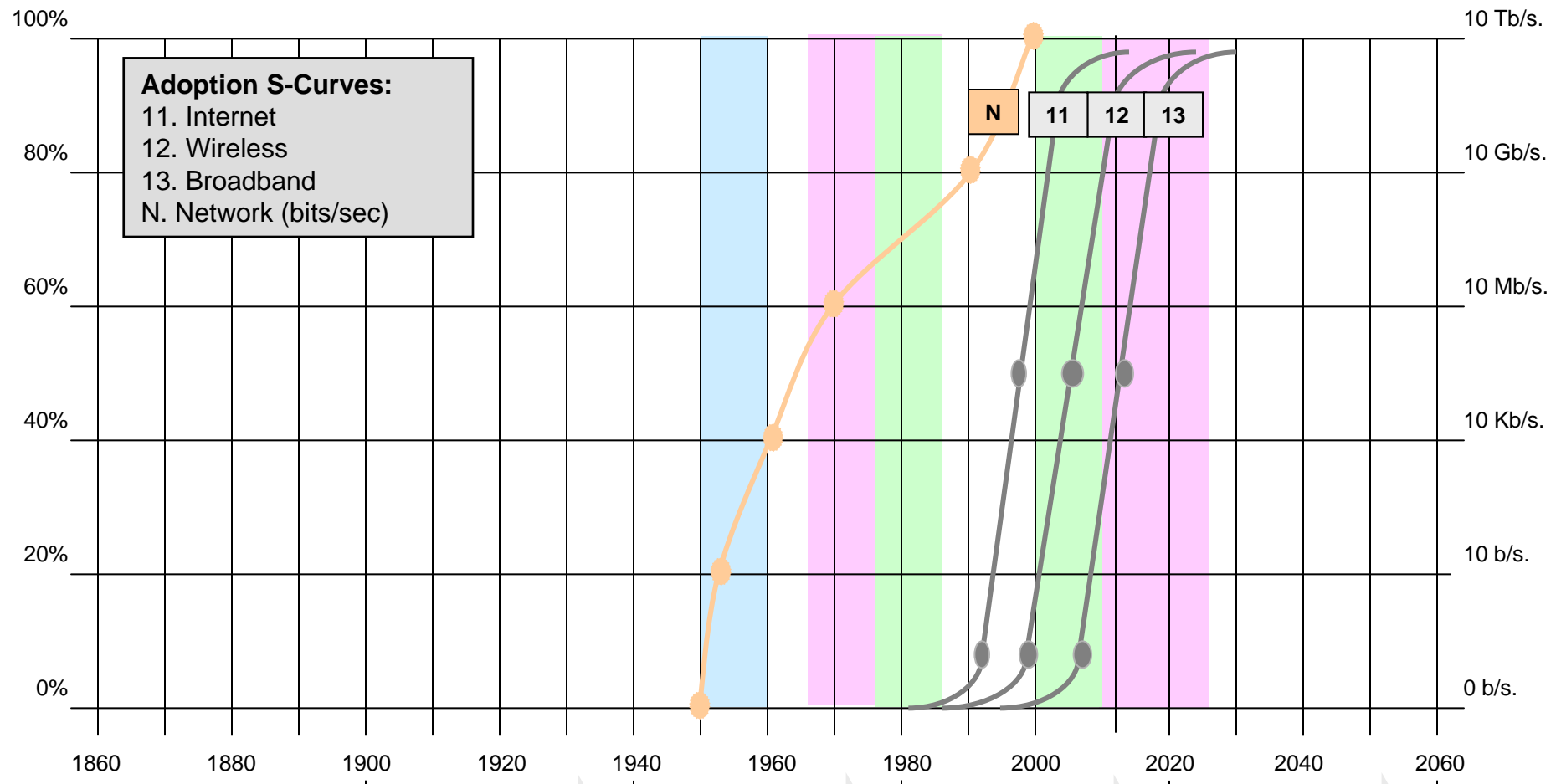
Office Work
 Discount Products
 Middle Class
 Suburban Life

Remote Work
Personalized Prod
 Affluent Class
 Exurban Life

Business Innovation #4

Individual Branding

Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



Produce to Value
 Business Replicas
 Decentralized Control

Factory Work
 Standard Products
 Working Class
 Urban Life

Office Work
 Discount Products
 Middle Class
 Suburban Life

Remote Work
 Personalized Prod
 Affluent Class
 Exurban Life

Global Work
Value Products
 Austere Class
 Quality Towns

Bonk, et. all. (2008). www.expressume.com.

Private



Company Search Job Search Group Help Logout

My Profile My Resume Document Upload My References My Jobs My Groups

Candidate Profile - Andrea

AUDIO VIDEO

00 07

Play Stop

CURRENT RECORDING

RFP BY userplane

View In Public Profile

Only Video/Audio

Only Photo

Photo Upload

Edit Photo Delete Photo

New Messages (0)

Resume

References

Pending (4)

Received (0)

Your Resume Is Complete And Active!

Change Visibility Status

Edit Personal Info

First Name: Andrea

Last Name:

Address:

Email: andrea

Home Phone:

Work Phone:

Mobile phone:

Fax:

Current	Hometown
City: Milwaukee	Brown Deer
State, Zip: WI, 53202	WI, 53223
Country: United States	United States

My Public Profile

Share Profile

My Friend List

My Widget

Active Widget

Yes No

Bonk, et. all. (2008). www.expressume.com.

References for : Andrea Manage Reference Rank Order ?

My Uploaded Letters What Others Have To Say

Reference Letters

1 Emily Send Email

16-Mar-08
Wauwatosa
Wauwatosa East
friend
C: 444-444-4444
H: 555-555-5555

Watch Video

Listen to Audio

Read Comments

Review Letters

2 John Send Email

11-Jan-08
Neenah
John Ernst Corporation
CEO
Co-worker
W: 920-751-0213
C: 000-000-0000

Watch Video

Listen to Audio

Read Comments

Review Letters

3 Tim Send Email

08-Jan-08
Hartland
Self-employed
Trader
friend
W: 222-222-2222

Watch Video

Listen to Audio

Read Comments

Review Letters

5 Andrew Send Email

03-Jan-08
Pewaukee
Expressume.com
Partner
family member
W: 262-264-5964
C: 666-666-6666

Watch Video

Listen to Audio

Read Comments

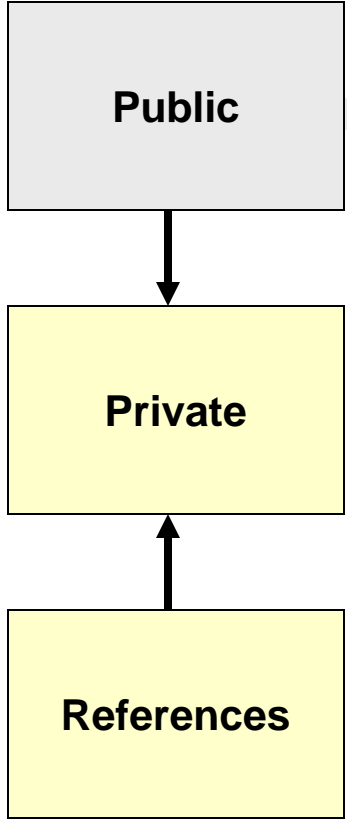
Review Letters

Private

References



Bonk, et. all. (2008). www.expressume.com.



My Profile **View/Post Jobs** **Resume Search** **Help**

Candidate Public Profile - Andrea [Save to Resume Inbox](#) [Add to Friend List](#)

Review Interview Answers ?

Video

- My Video
- How I Handle Conflict with Others
- A Principle I Try To Live By

Audio

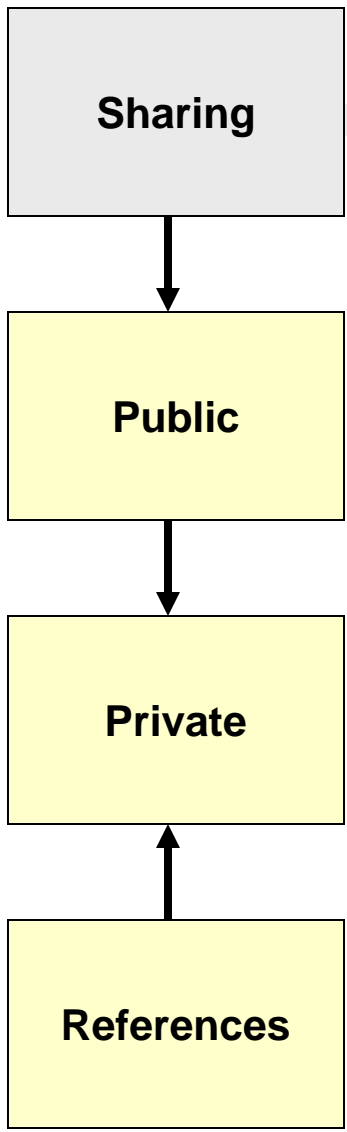
- Why sales is a good fit for me
- Motivations
- Background

References [View All ?](#)

 AUDIO VIDEO :00 1:35 P S CURRENT RECORDING APP BY : userplane More...	 AUDIO VIDEO :00 :47 P S CURRENT RECORDING APP BY : userplane More...	 AUDIO VIDEO :00 1:45 P S CURRENT RECORDING APP BY : userplane More...
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[View/Printer Resume](#) **Daytime Phone:** **City:** Milwaukee
[Leave a Message](#) **Mobile Phone:** **State, Zip:** WI, 53202
[Chat Now](#) (Online) **Email:** **Country:** United States

Bonk, et. all. (2008). www.expressume.com.



The screenshot shows the Expressume website interface. At the top, there are navigation tabs: 'Company Search', 'Job Search', 'Group', 'Help', and 'Logout'. Below these are secondary tabs: 'My Profile', 'My Resume', 'Document Upload', 'My References', 'My Jobs', and 'My Groups'. A blue banner reads 'Generate And Mail Public Profile Link'. Below the banner, a box displays the 'Social Network Link: <http://stage.expressume.com/ExpressumeCandidate/Can-F05-80Y> View Track Edit'. The main form includes fields for 'Email', 'Expire Date', and a rich text editor for a 'Brief note to e-mail recipient discussing your Public Profile'. There are checkboxes for 'Never Expires', 'Deactivate', and 'Requires Password', along with a 'Password' field. 'Generate And Mail Link' and 'Cancel' buttons are at the bottom of the form. A table below the form lists generated links for various users.

Email	Expire Date	Generated Link	Track	Required Password	Never Expires	Deactivate		
tony	20/Mar/2008	Link	1	False	False	False		
Nikkj	20/Mar/2008	Link	4	False	False	False		
andy@outsourcerecruiters.com	18/Mar/2028	Link	6	False	True	False		
kurt	30/May/2028	Link	0	False	True	False		

e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol
Profitable Operations	Adaptive Web Services
Redesigned Distribution	Layered Technologies
Individual Branding	Broadband + Video
Instant, Virtual Companies	World-Wide Platforms

If technology changes...

Manufacturing → Internet

Then If business changes...

Company Brand → Individual Brand

Then e-Business needs...

Produce to Demand

Internet Sourcing

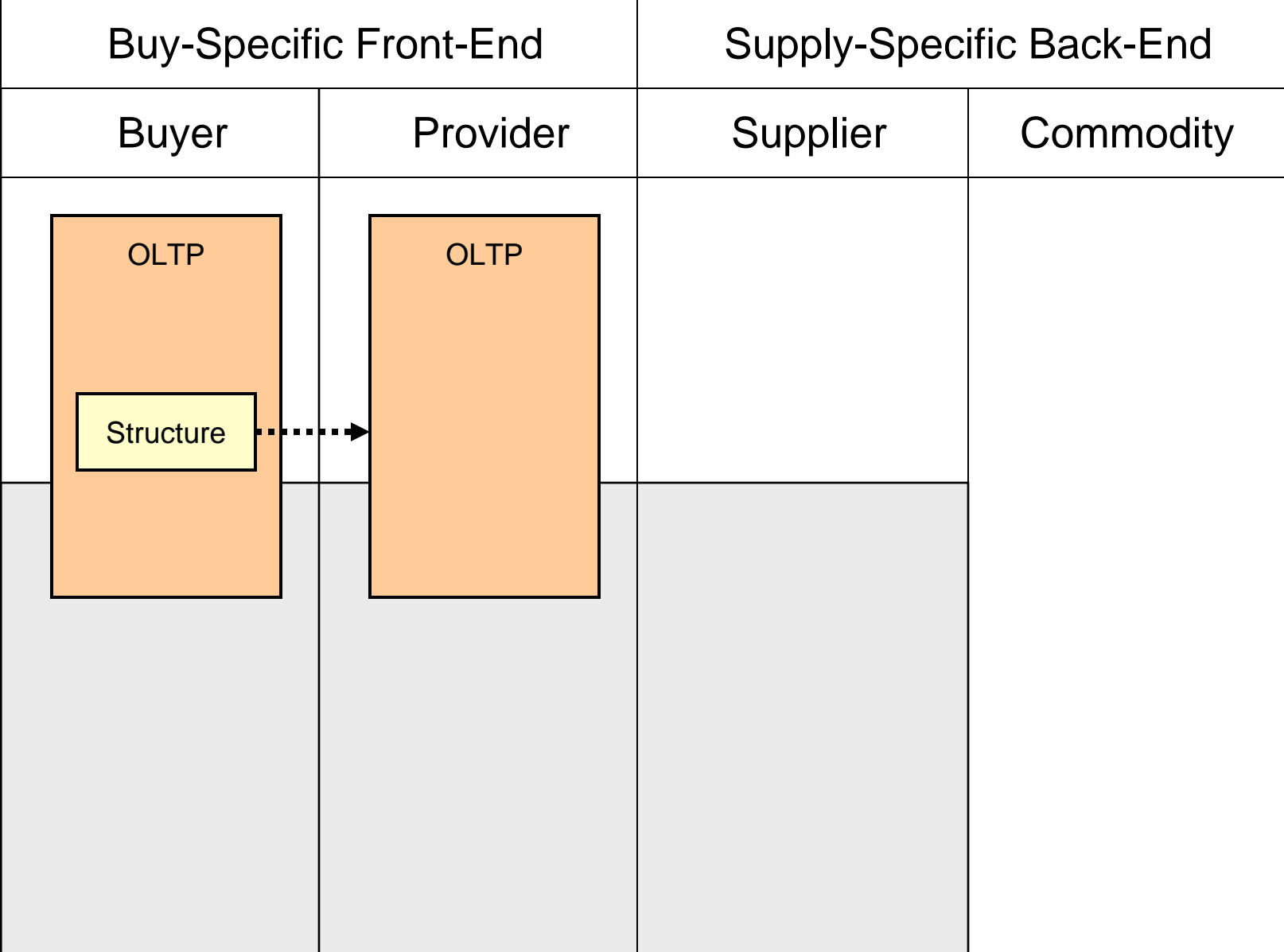
Data Privacy + Security

Real-Time Decision-Making

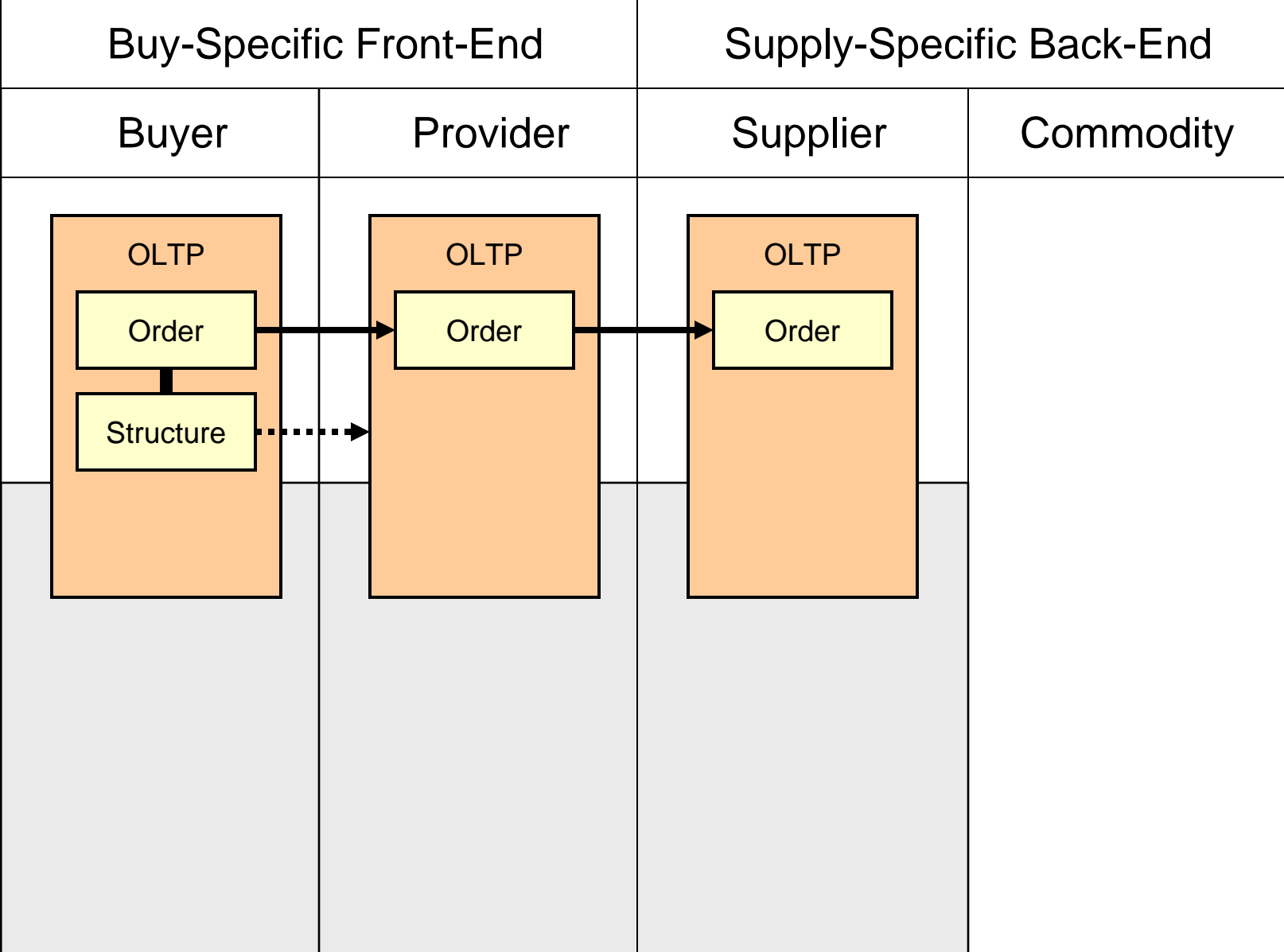
Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.

Buy-Specific Front-End		Supply-Specific Back-End	
Buyer	Provider	Supplier	Commodity

Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



Domke, F. (2008). "The Virtual VAN." <http://businessintegrationtechnology.com/>

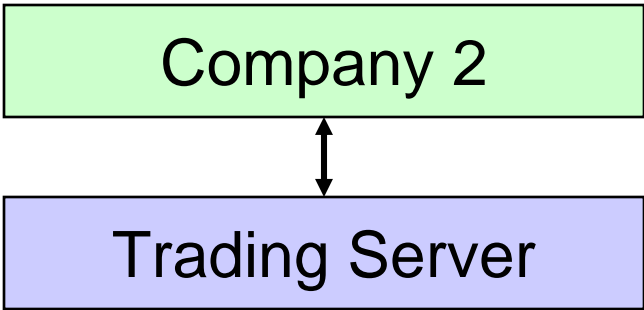
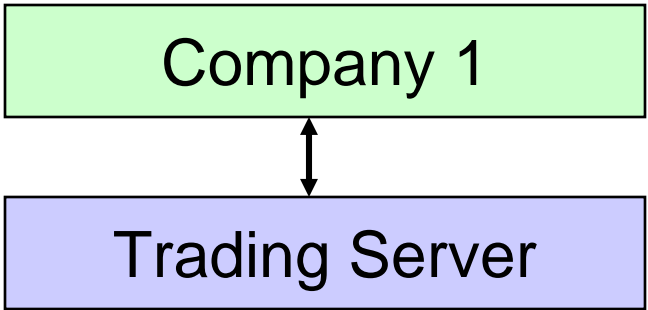
Company 1

Company 2

Virtual Value Added Network

Local Trading Server

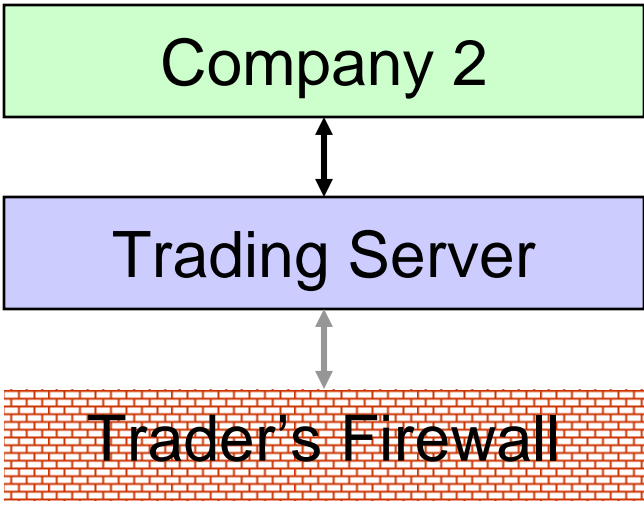
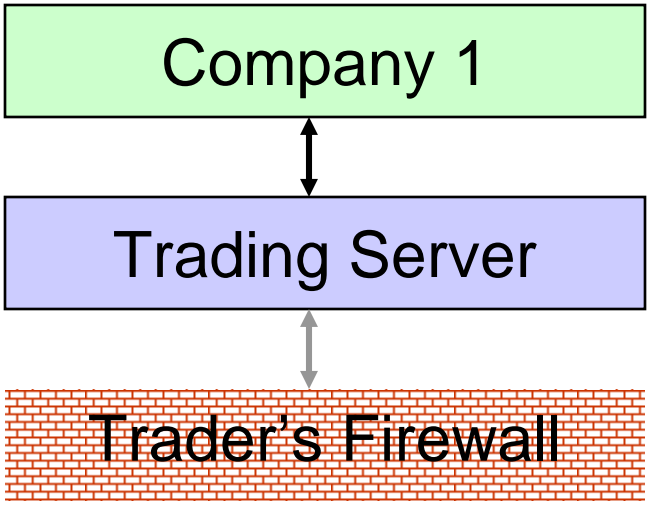
Domke, F. (2008). "The Virtual VAN." <http://businessintegrationtechnology.com/>



Virtual Value Added Network

All Within Firewall

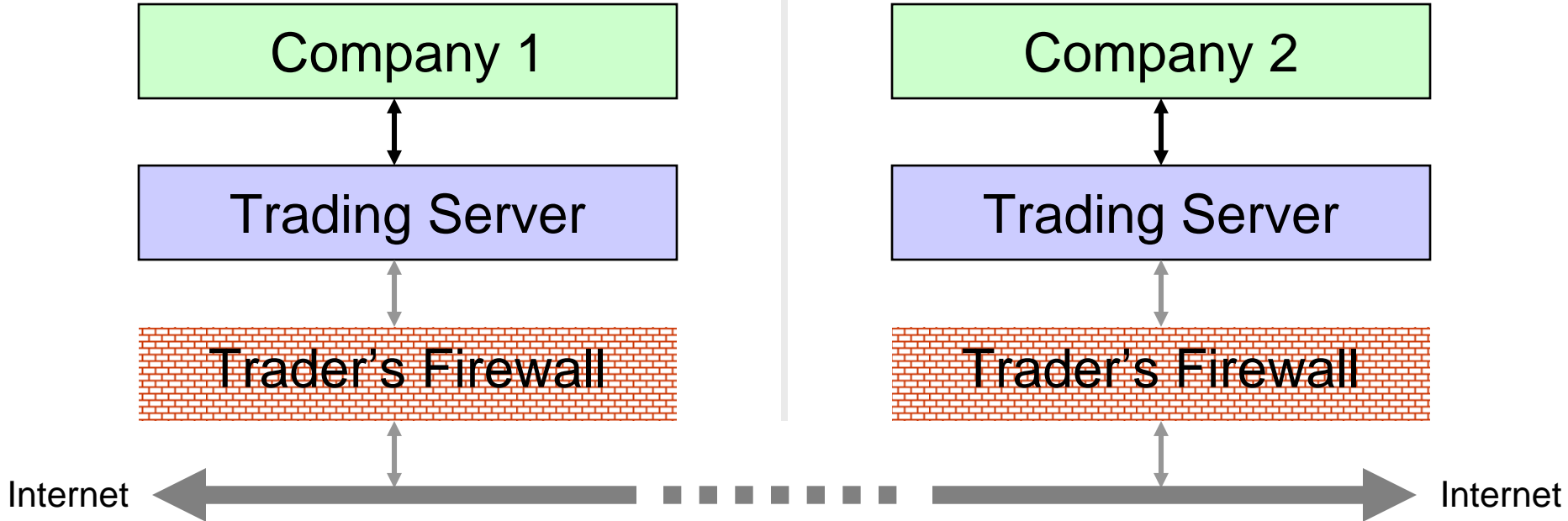
Domke, F. (2008). "The Virtual VAN." <http://businessintegrationtechnology.com/>



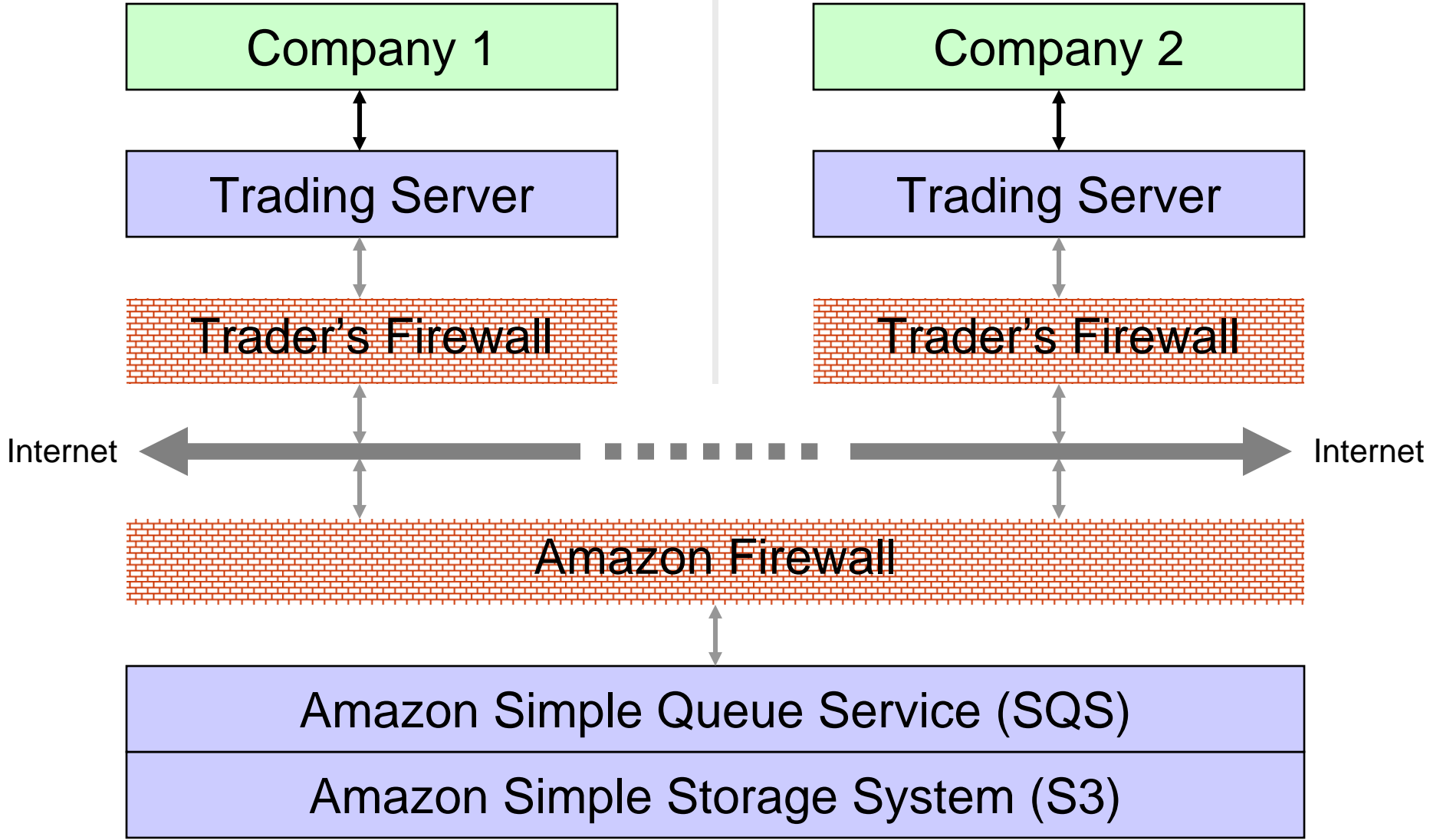
Virtual Value Added Network

Internet → Message Transport

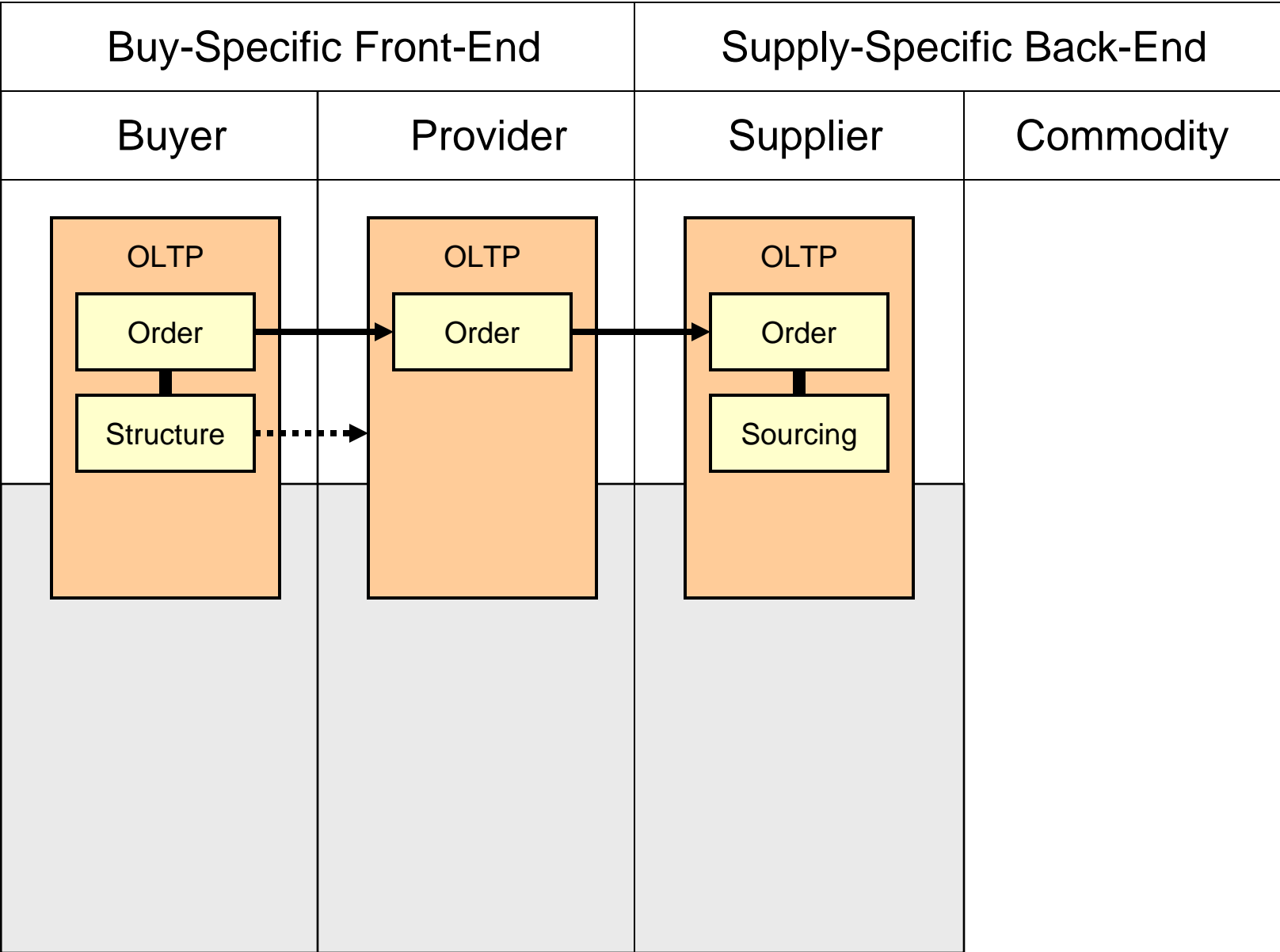
Domke, F. (2008). "The Virtual VAN." <http://businessintegrationtechnology.com/>



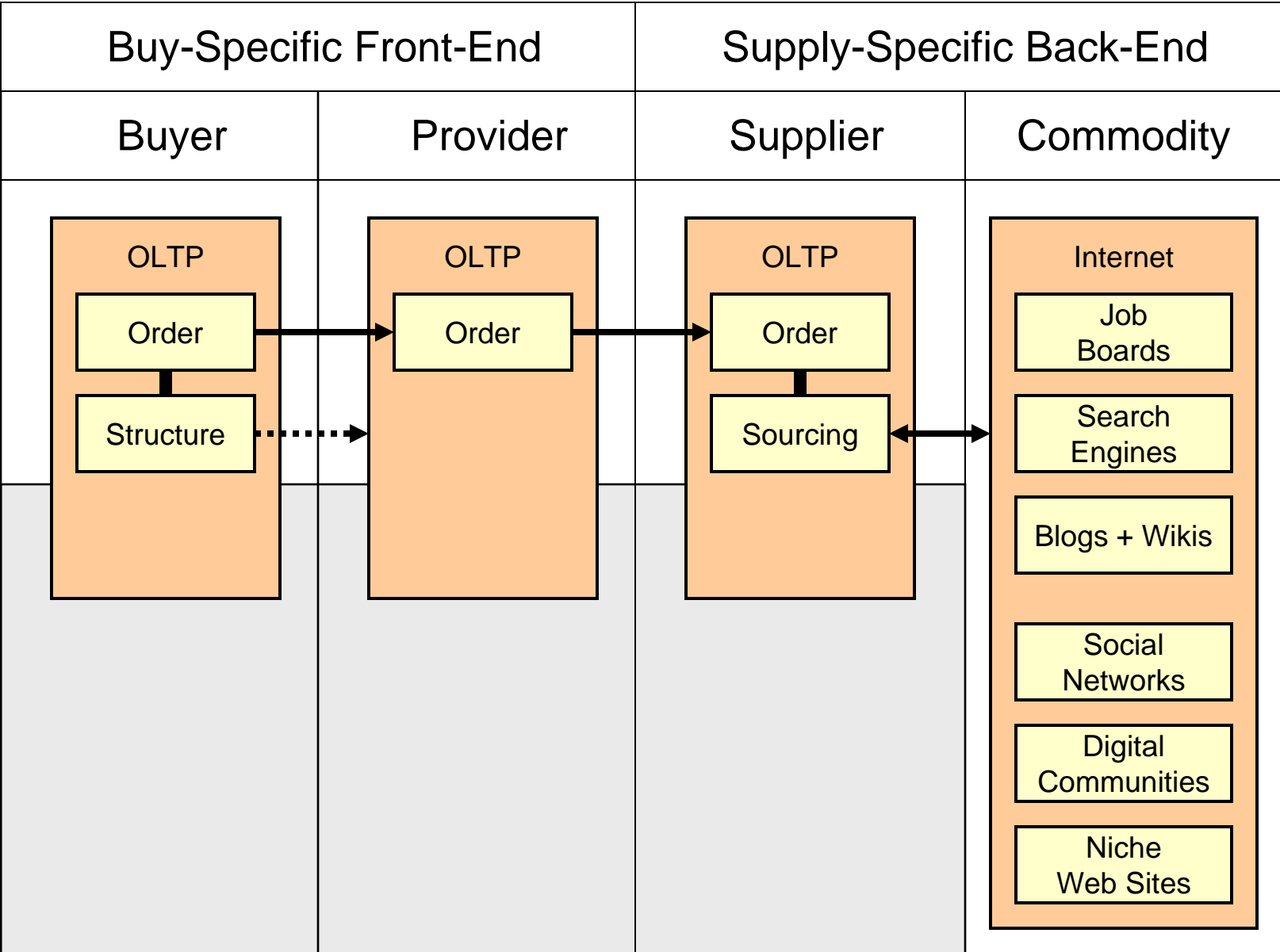
Domke, F. (2008). "The Virtual VAN." <http://businessintegrationtechnology.com/>



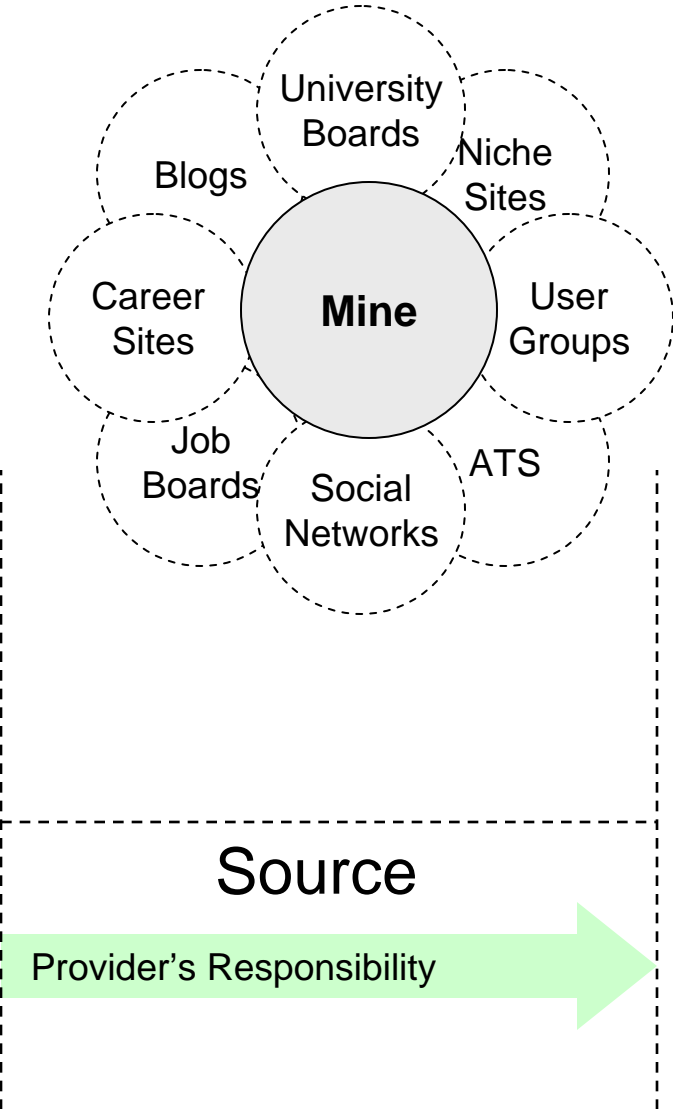
Marca, D. (2008). "e-Business Innovation," in proc. ICE-B'08.



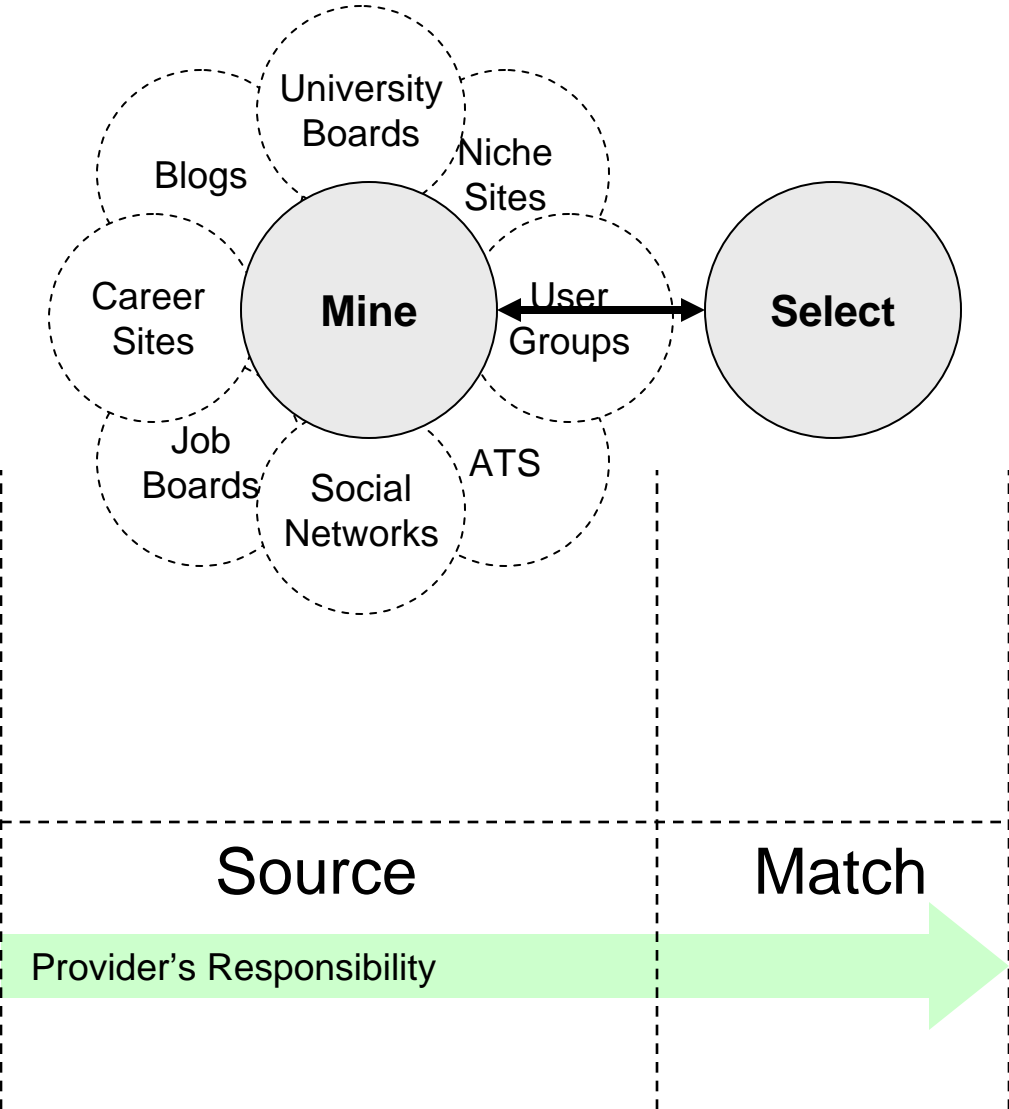
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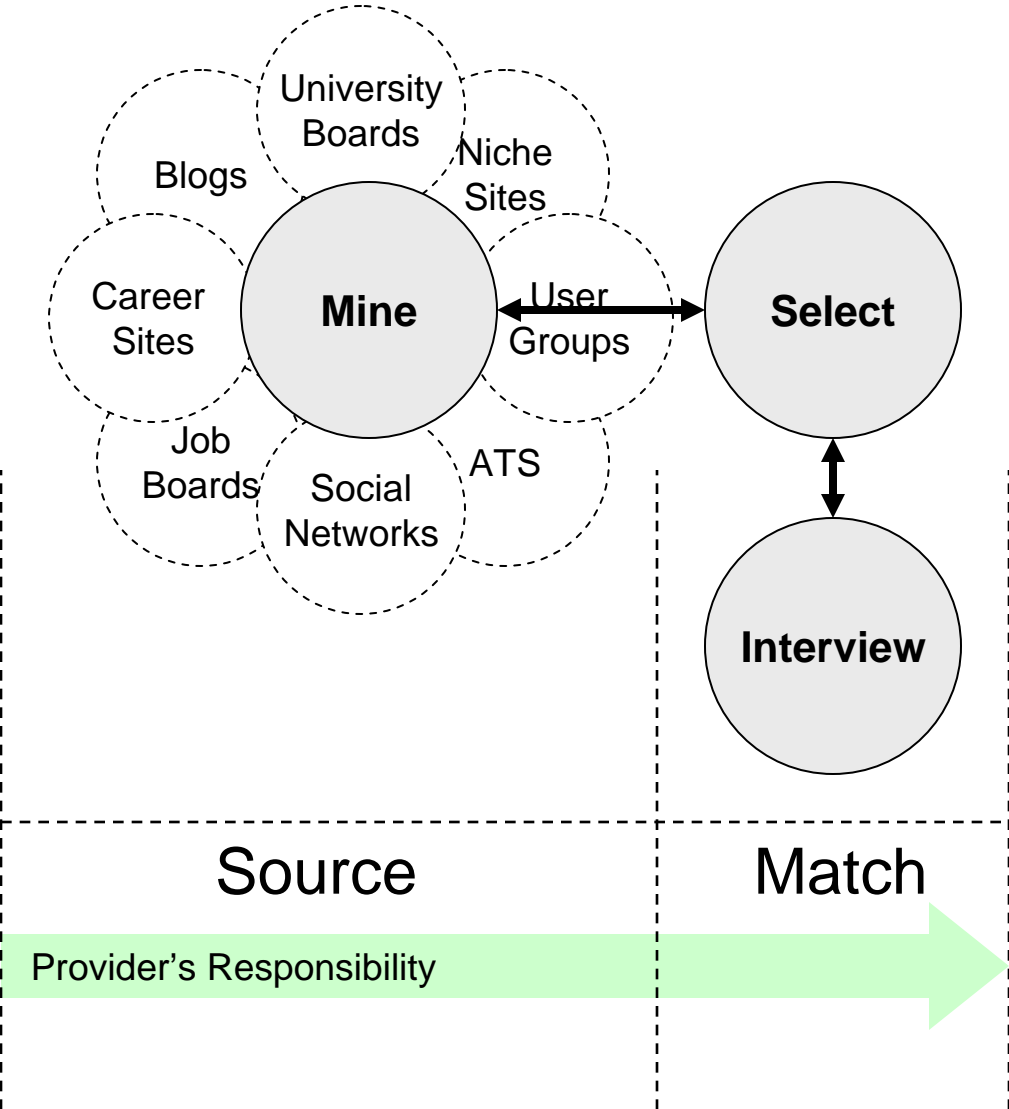
TalentDrive. (2008). "How Our Technology Works." http://www.talentdrive.com/talent_source/proprietary_technology



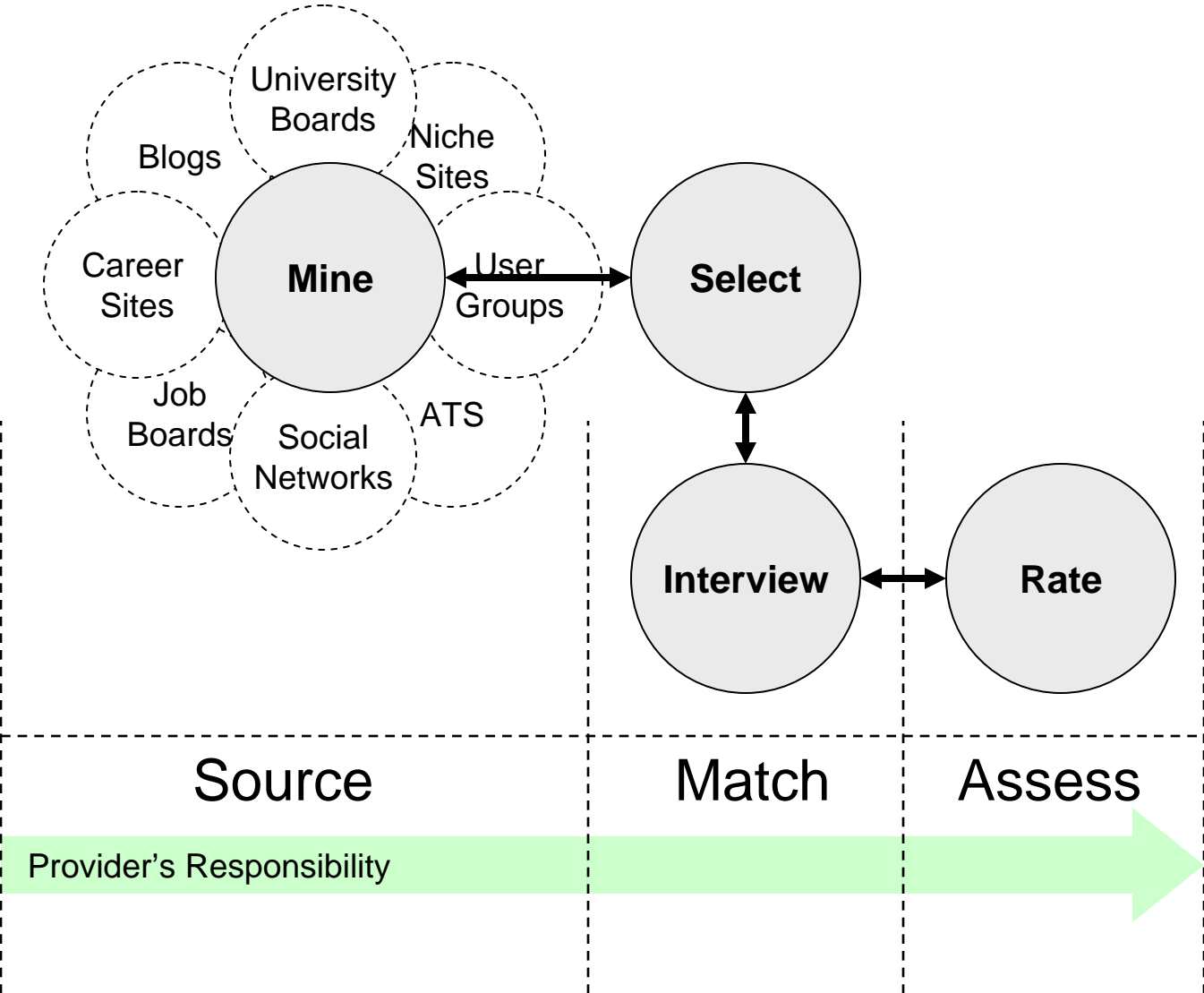
TalentDrive. (2008). "How Our Technology Works." http://www.talentdrive.com/talent_source/proprietary_technology



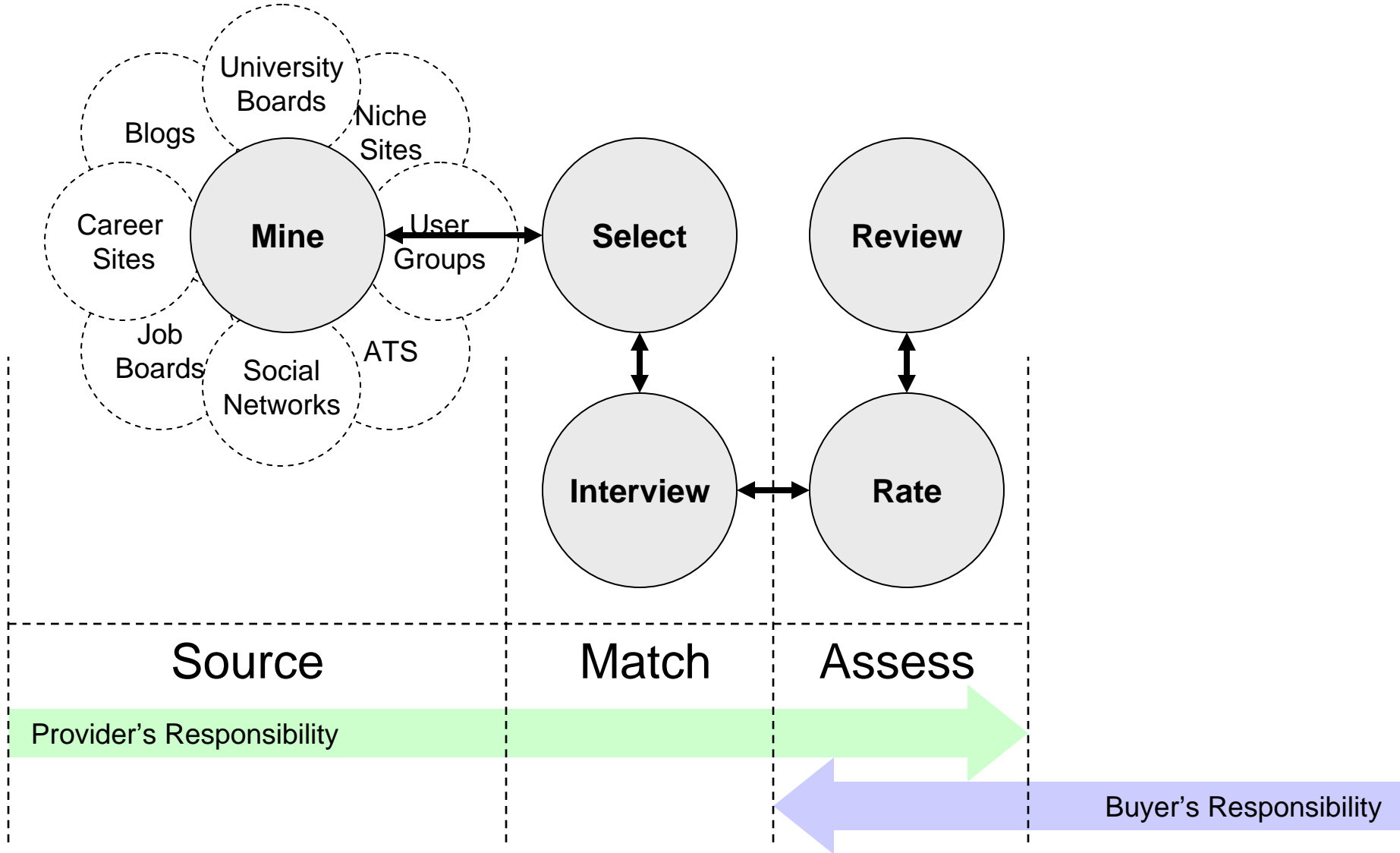
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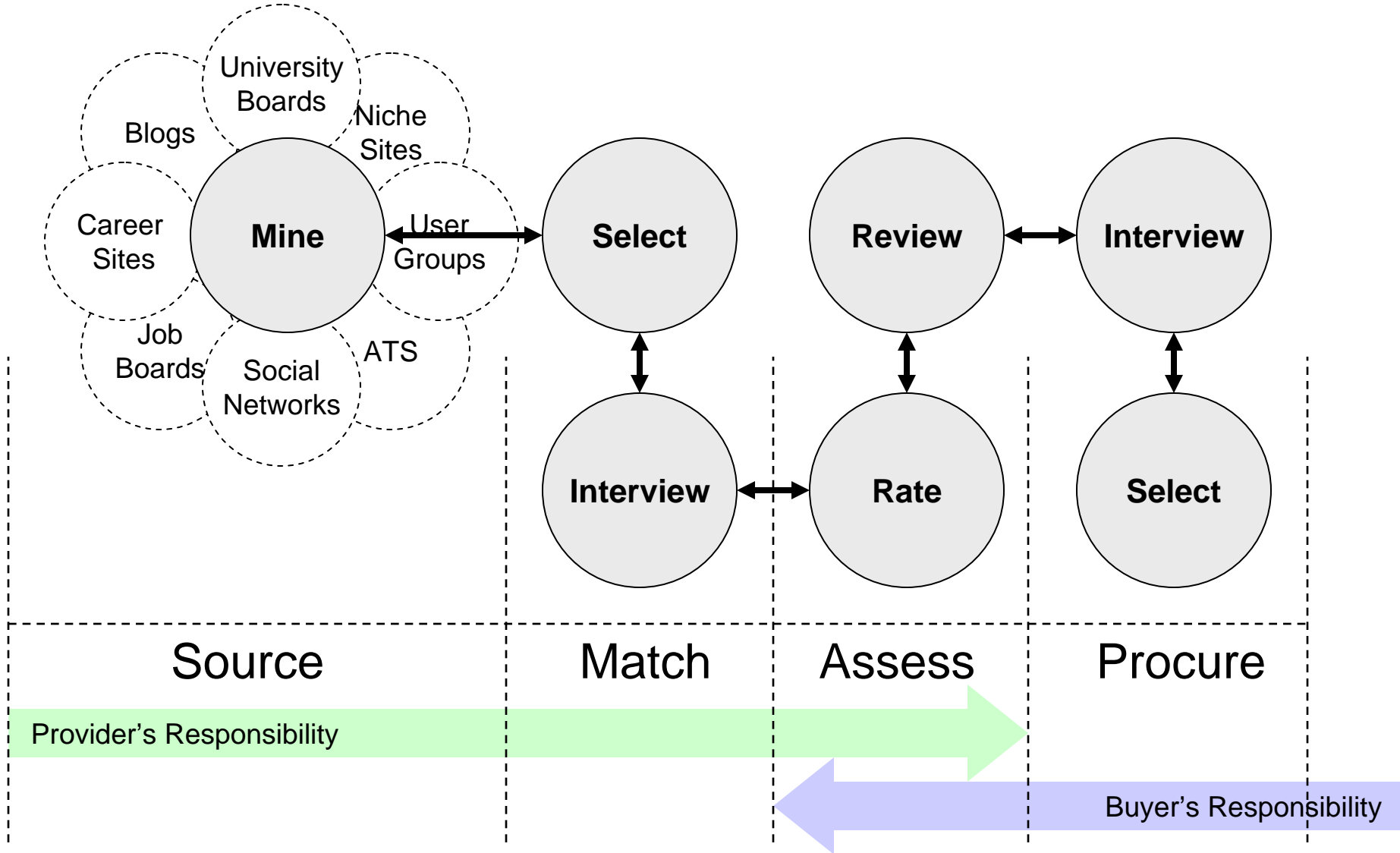
TalentDrive. (2008). "How Our Technology Works." http://www.talentdrive.com/talent_source/proprietary_technology



TalentDrive. (2008). "How Our Technology Works." http://www.talentdrive.com/talent_source/proprietary_technology



TalentDrive. (2008). "How Our Technology Works." http://www.talentdrive.com/talent_source/proprietary_technology



e-Business Innovation

Surviving the Coming Decades

Access the Long Tail	Electronic Commerce
Premium at Discount	Electronic Bargaining
Business Replicas	Dynamic Load, Trade Protocol
Profitable Operations	Adaptive Web Services
Redesigned Distribution	Layered Technologies
Individual Branding	Broadband + Video
Instant, Virtual Companies	World-Wide Platforms
Real-Time Decisions	Business Intelligence

If technology changes...

Manufacturing → Internet

Then If business changes...

Company Brand → Individual Brand

Then e-Business needs...

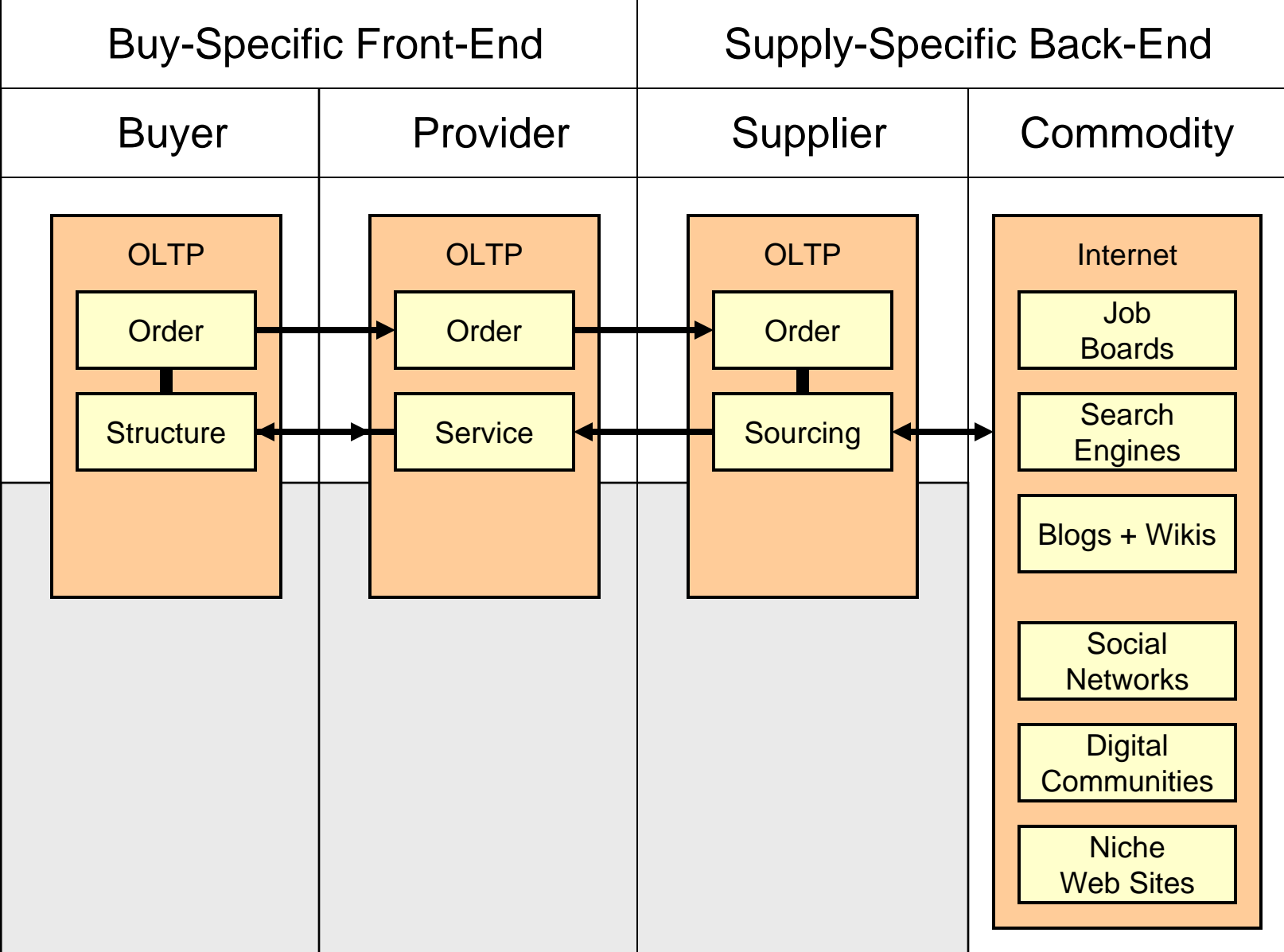
Produce to Demand

Internet Sourcing

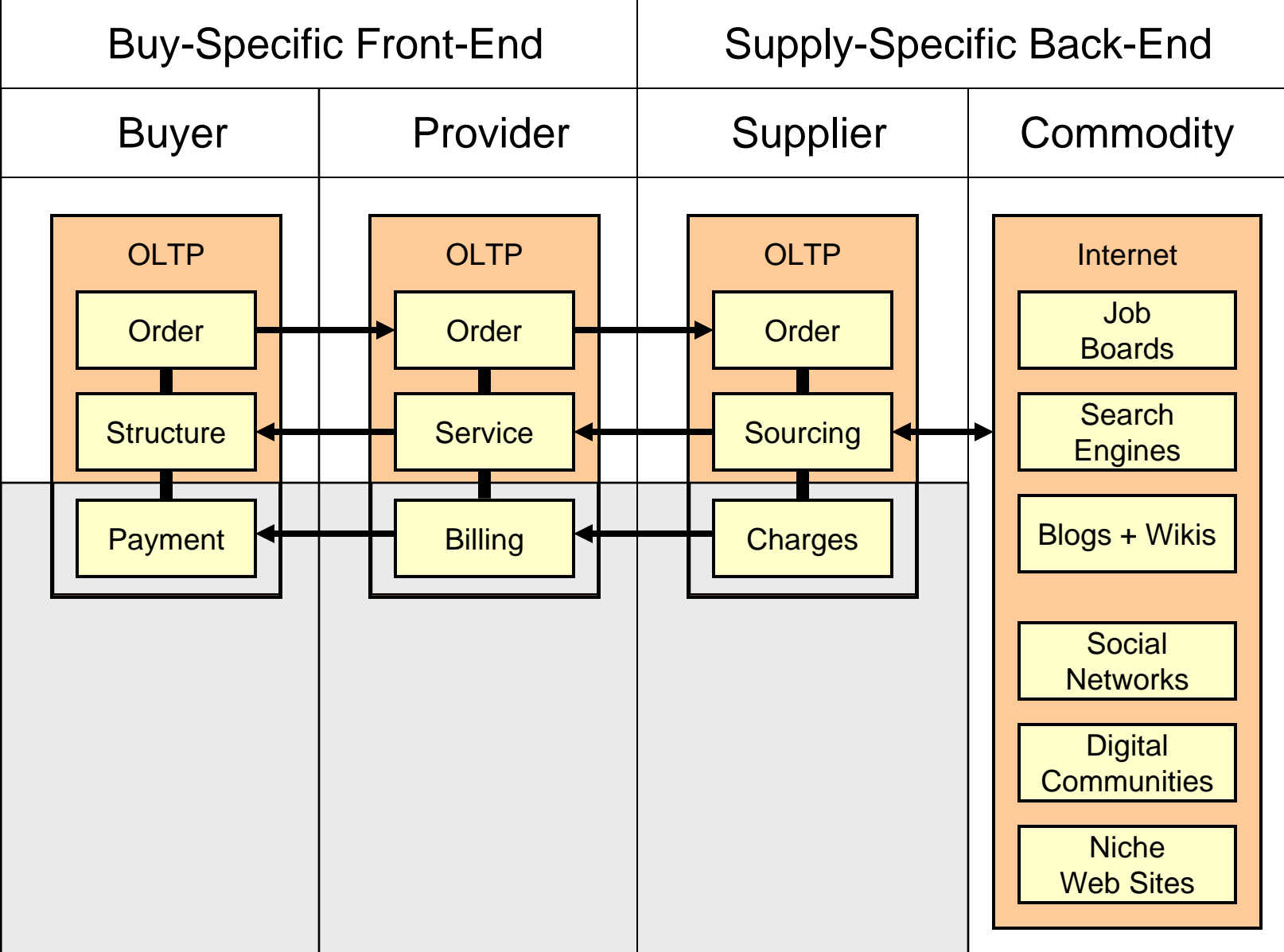
Data Privacy + Security

Real-Time Decision-Making

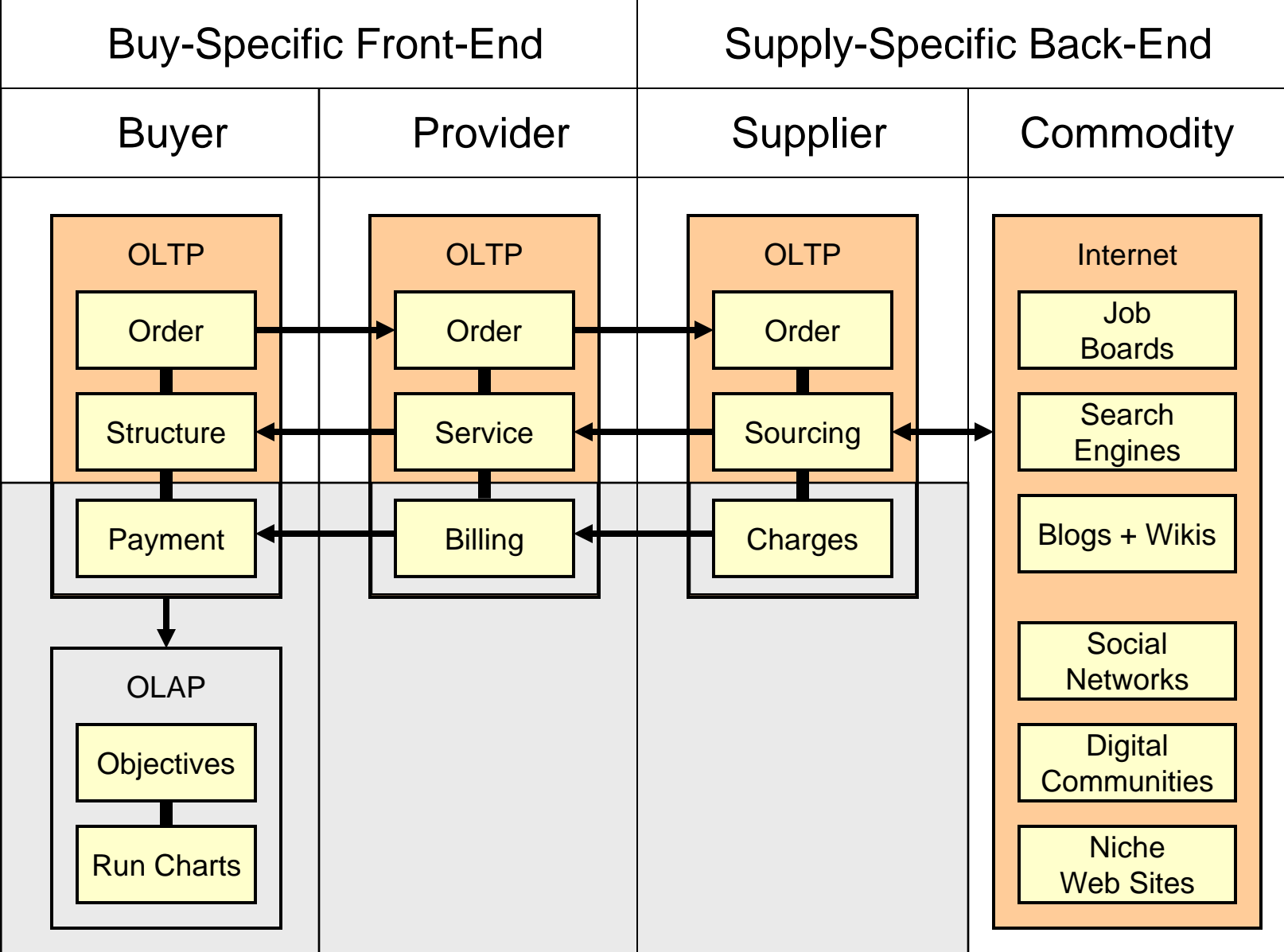
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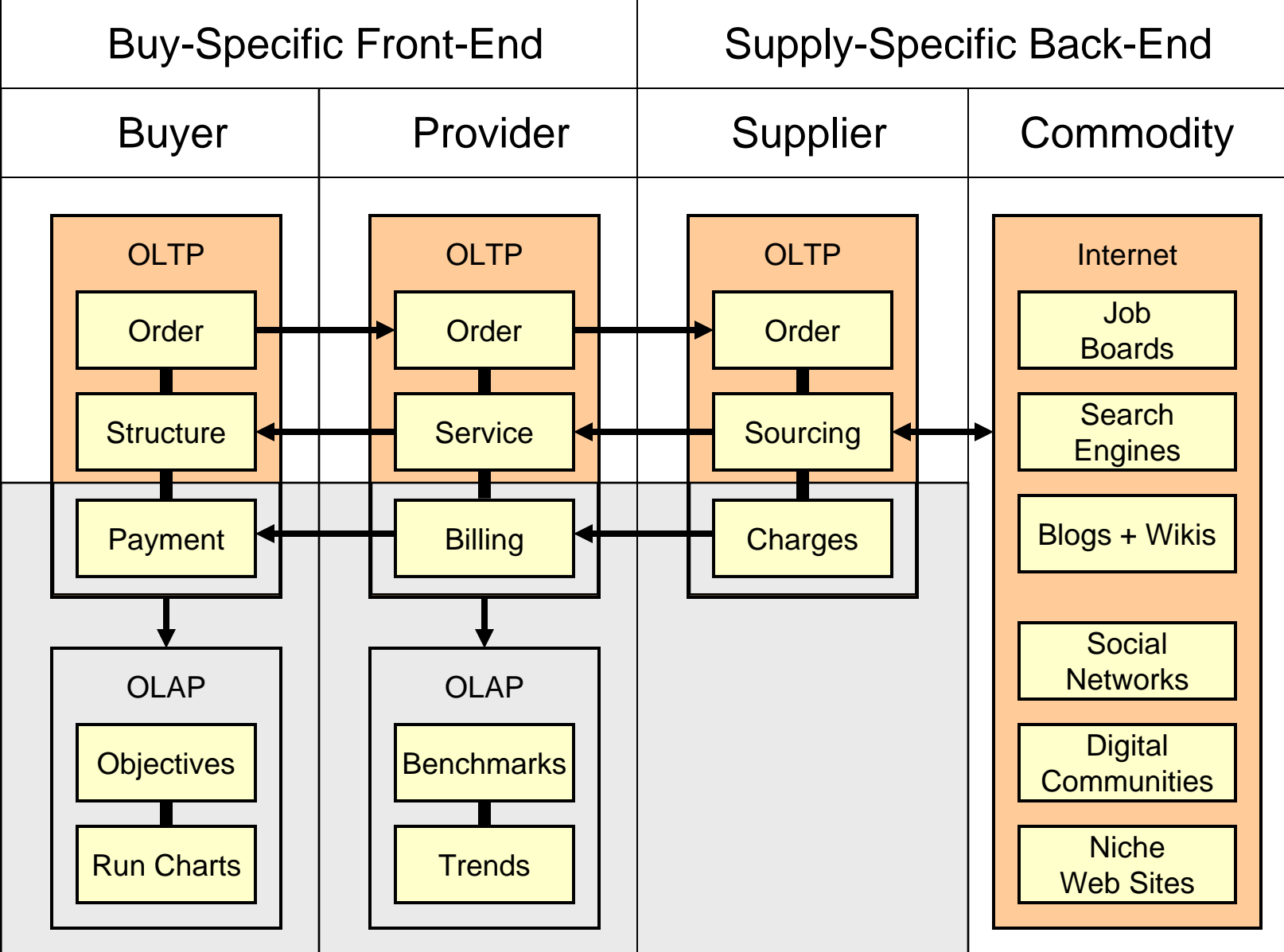
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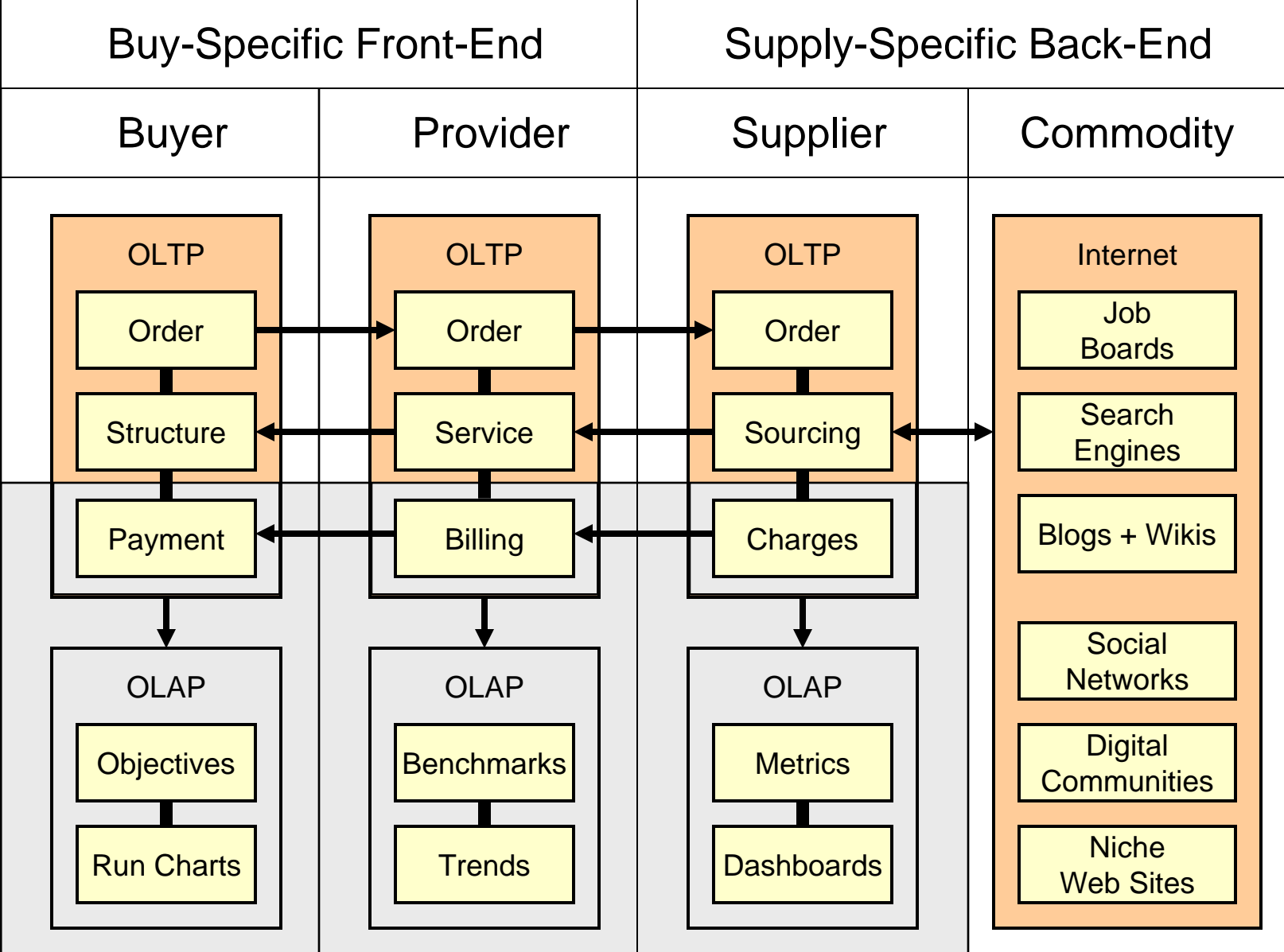
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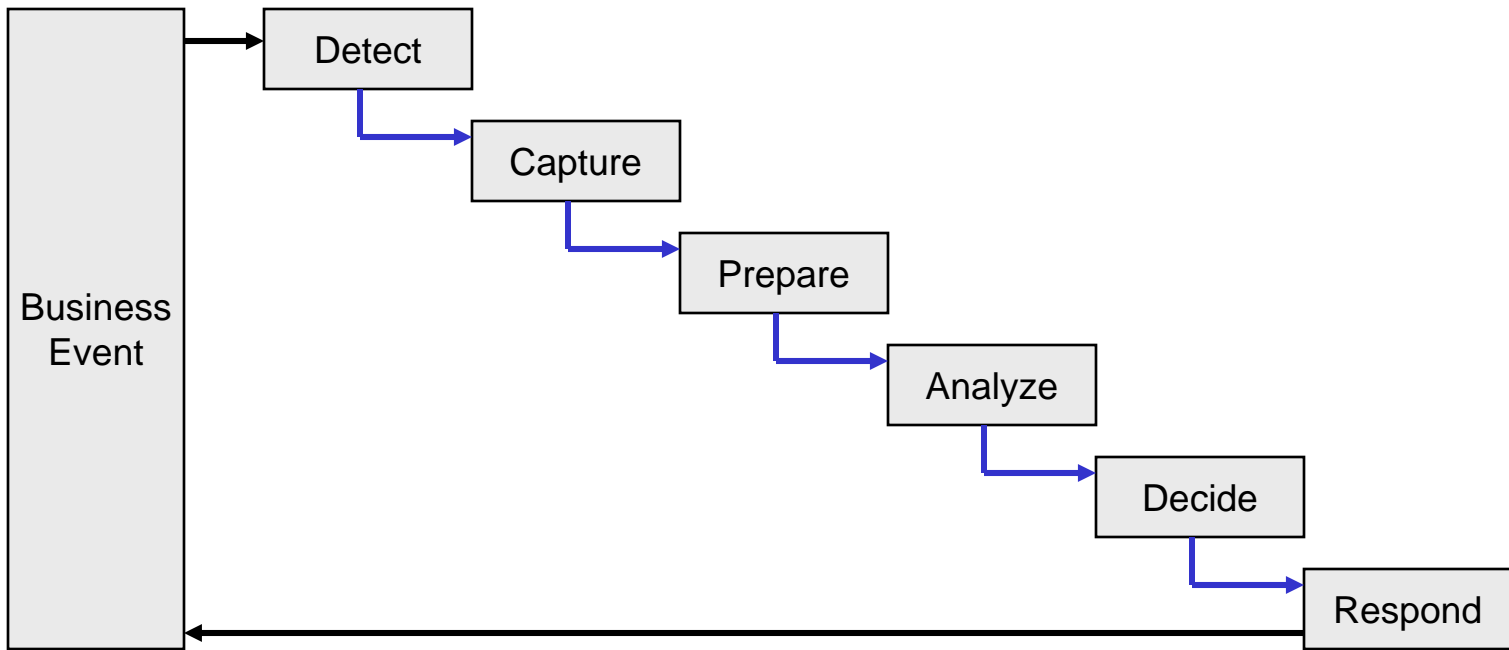
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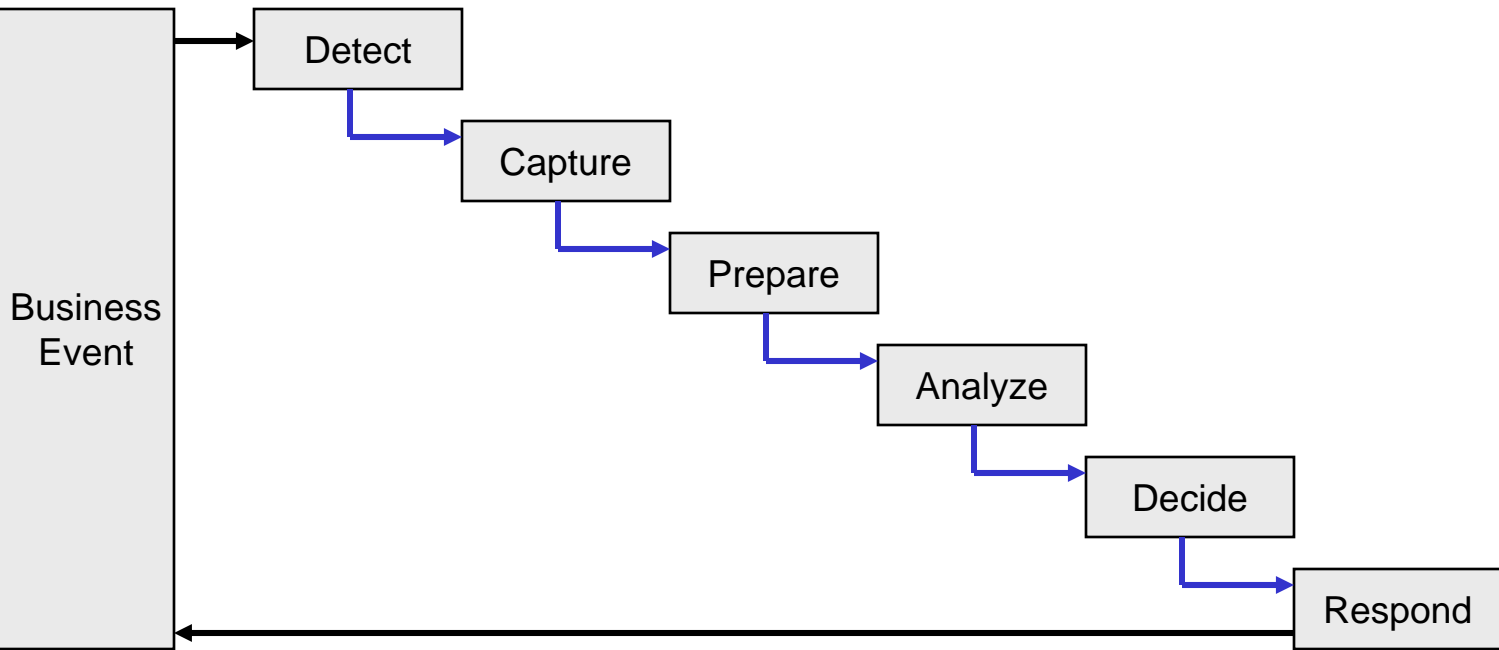
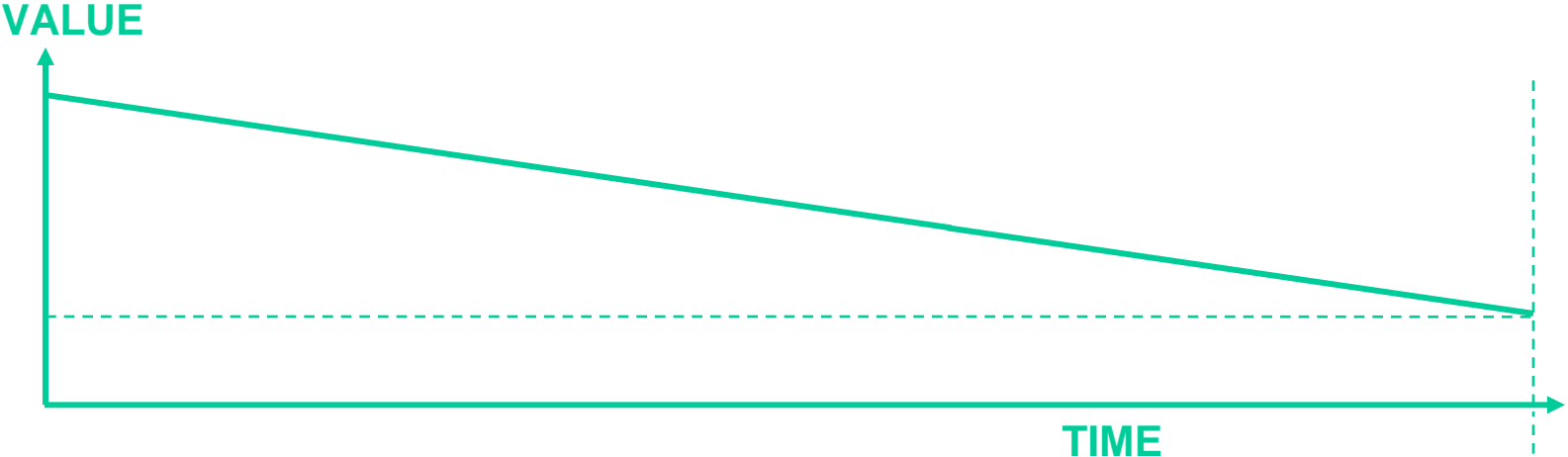
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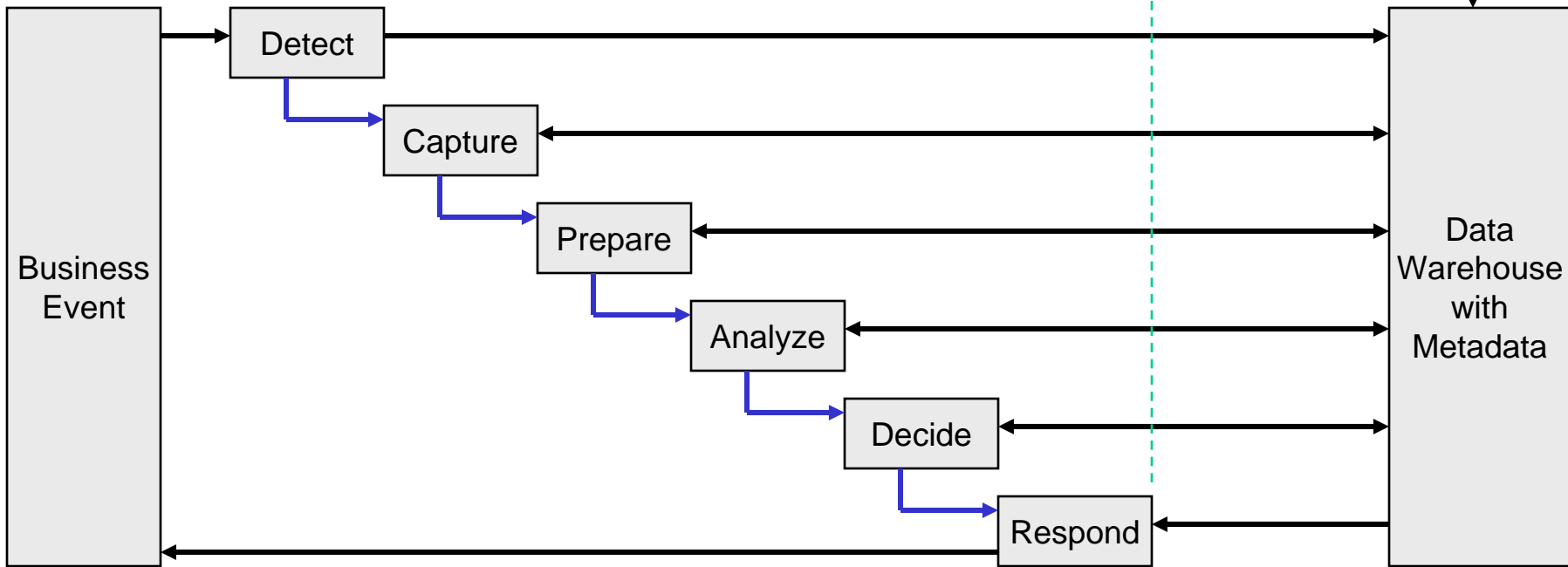
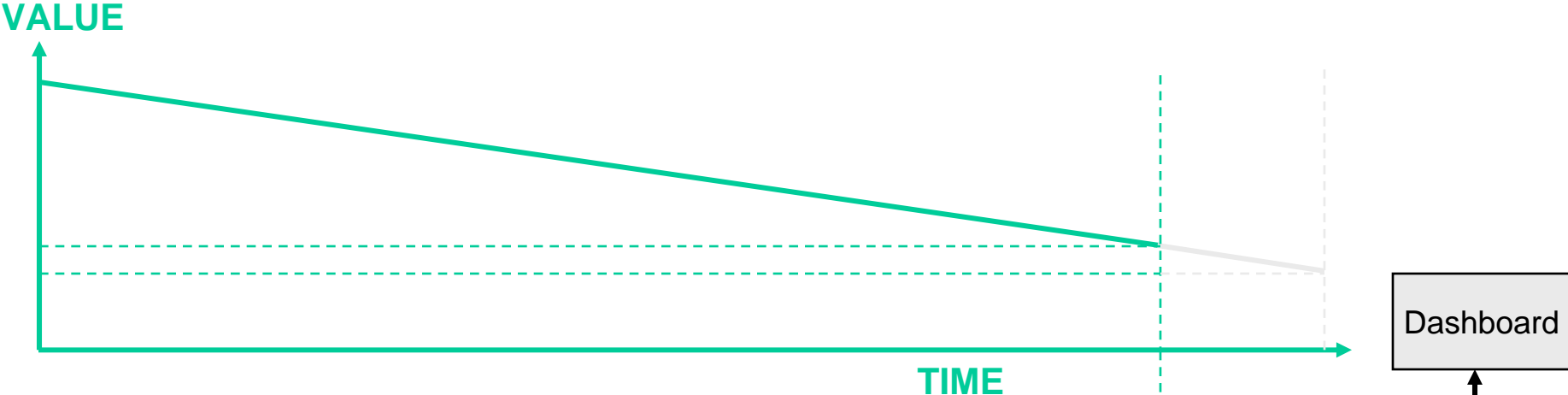
Michalewicz, et. al. (1998). *Adaptive Business Intelligence*. Springer-Verlag.



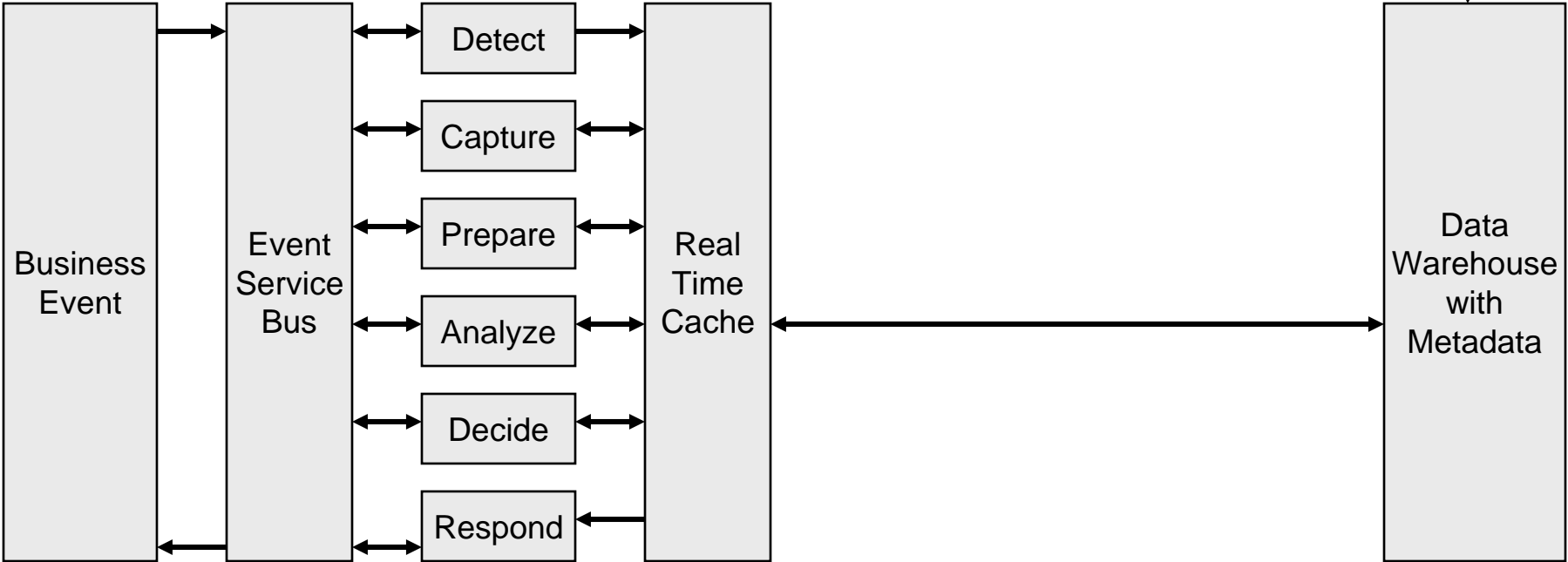
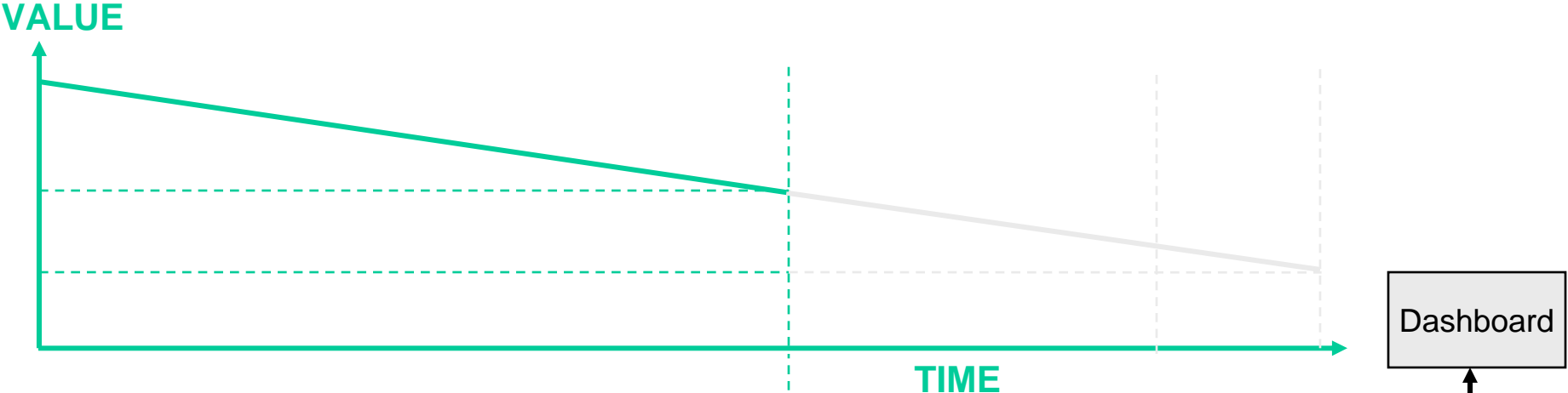
Melchert et al. (2004) "Aligning BPA and BI to support CPM," proc. 10th conf. info. sys. August.



Melchert et al. (2004) "Aligning BPA and BI to support CPM," proc. 10th conf. info. sys. August.



Nguyen, et. al. (2005). "Sense & Response Service Architecture," DOLAP'05, November.

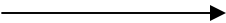


e-Business Innovation

Surviving the Coming Decades

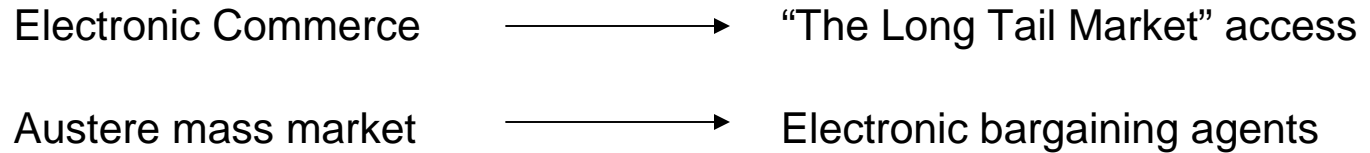
e-Business Innovation

Surviving the Coming Decades

Electronic Commerce  “The Long Tail Market” access

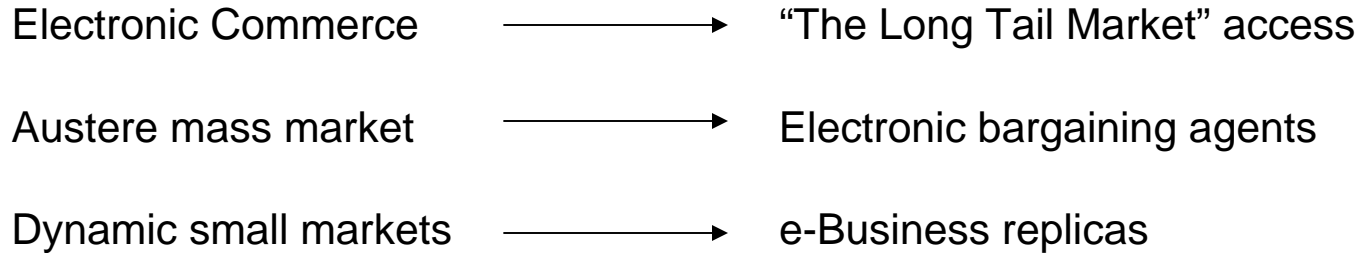
e-Business Innovation

Surviving the Coming Decades



e-Business Innovation

Surviving the Coming Decades



e-Business Innovation

Surviving the Coming Decades

Electronic Commerce	—————>	“The Long Tail Market” access
Austere mass market	—————>	Electronic bargaining agents
Dynamic small markets	—————>	e-Business replicas
Dynamic small markets	—————>	Standard, optimal operations

e-Business Innovation

Surviving the Coming Decades

Electronic Commerce	—————>	“The Long Tail Market” access
Austere mass market	—————>	Electronic bargaining agents
Dynamic small markets	—————>	e-Business replicas
Dynamic small markets	—————>	Standard, optimal operations
Layered technologies	—————>	Redesigned distribution

e-Business Innovation

Surviving the Coming Decades

Electronic Commerce	—————>	“The Long Tail Market” access
Austere mass market	—————>	Electronic bargaining agents
Dynamic small markets	—————>	e-Business replicas
Dynamic small markets	—————>	Standard, optimal operations
Layered technologies	—————>	Redesigned distribution
Broadband + video	—————>	Individual branding

e-Business Innovation

Surviving the Coming Decades

Electronic Commerce	—————>	“The Long Tail Market” access
Austere mass market	—————>	Electronic bargaining agents
Dynamic small markets	—————>	e-Business replicas
Dynamic small markets	—————>	Standard, optimal operations
Layered technologies	—————>	Redesigned distribution
Broadband + video	—————>	Individual branding
e-Business platforms	—————>	Virtual companies

e-Business Innovation

Surviving the Coming Decades

Electronic Commerce	—————>	“The Long Tail Market” access
Austere mass market	—————>	Electronic bargaining agents
Dynamic small markets	—————>	e-Business replicas
Dynamic small markets	—————>	Standard, optimal operations
Layered technologies	—————>	Redesigned distribution
Broadband + video	—————>	Individual branding
e-Business platforms	—————>	Virtual companies
Business intelligence	—————>	Real-time decision making

e-Business Innovation

Surviving the Coming Decades

David A. Marca

Thank
you

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Westborough, MA 01581
U.S.A.

dmarca@email.phoenix.edu

July 26, 2008