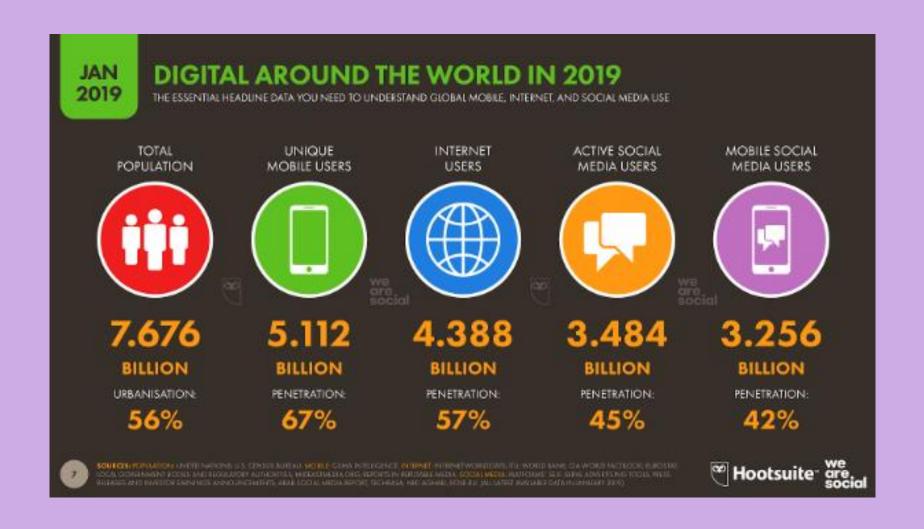
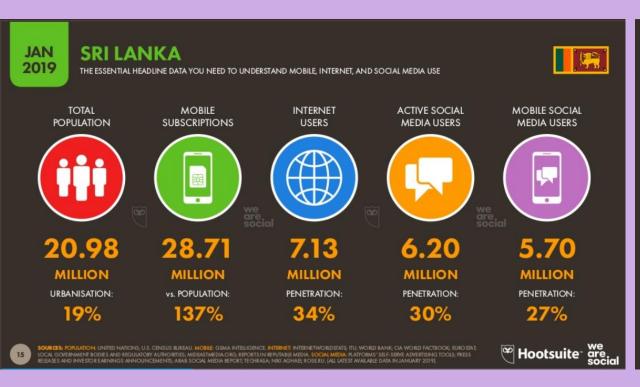
Business Information Systems

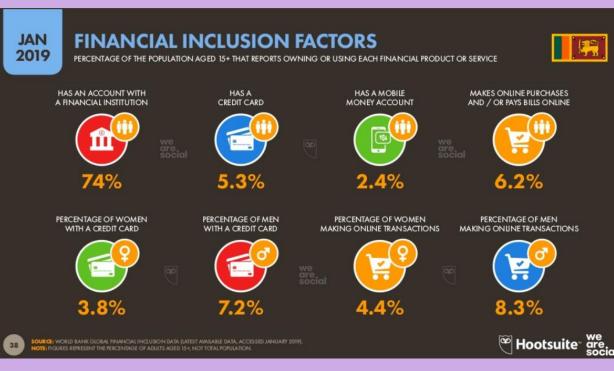
E-Commerce: Digital Markets, Digital Goods

E-Commerce Today



E-Commerce Today

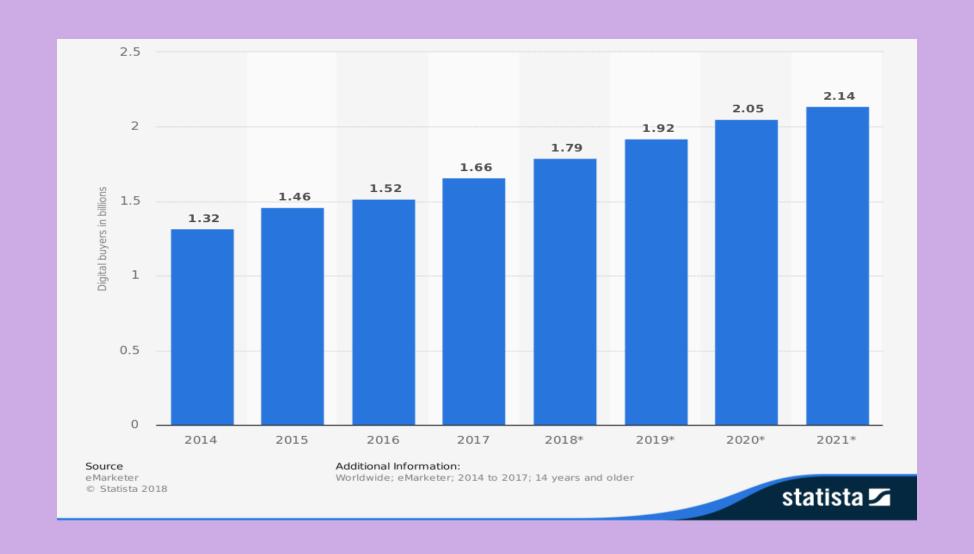




E-Commerce Today



Number of Digital Buyers

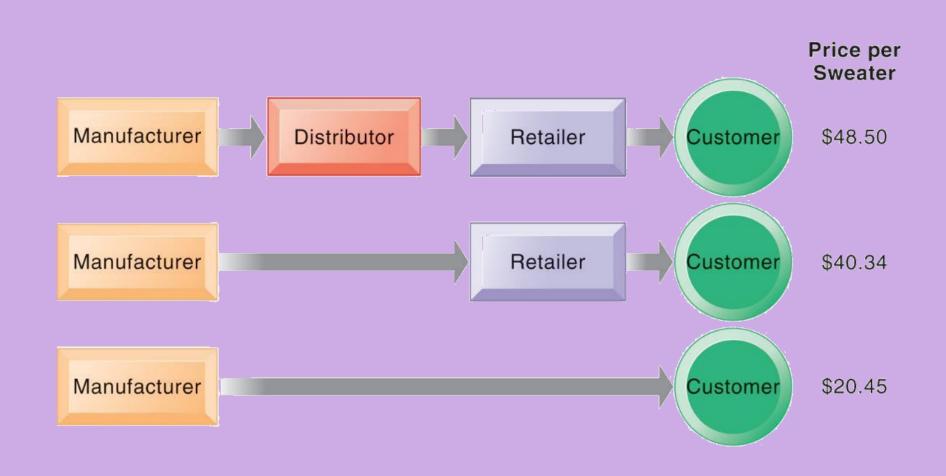


Why E-Commerce is Different

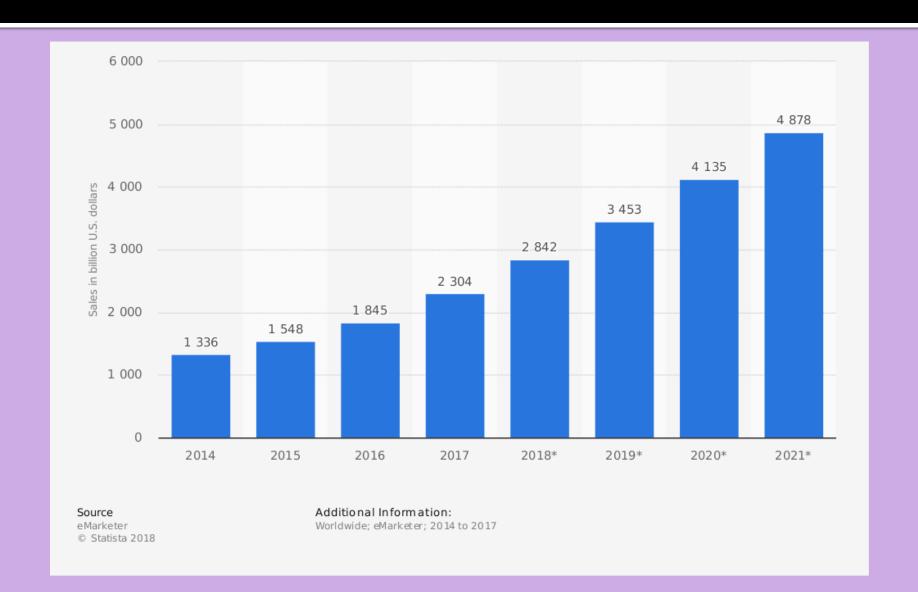
- Internet and digital markets have changed the way companies conduct business
- Information asymmetry reduced
- Menu costs, search and transaction costs reduced
- Dynamic pricing enabled
- Switching costs
- Delayed gratification
- Disintermediation

| | DIGITAL MARKETS | TRADITIONAL MARKETS |
|-----------------------|---|---------------------------|
| Information asymmetry | Asymmetry reduced | Asymmetry high |
| Search costs | Low | High |
| Transaction costs | Low (sometimes virtually nothing) | High (time, travel) |
| Delayed gratification | High (or lower in the case of a digital good) | Lower: purchase now |
| Menu costs | Low | High |
| Dynamic pricing | Low cost, instant | High cost, delayed |
| Price discrimination | Low cost, instant | High cost, delayed |
| Market segmentation | Low cost, moderate precision | High cost, less precision |
| Switching costs | Higher/lower (depending on product characteristics) | High |
| Network effects | Strong | Weaker |
| Disintermediation | More possible/likely | Less possible/unlikely |

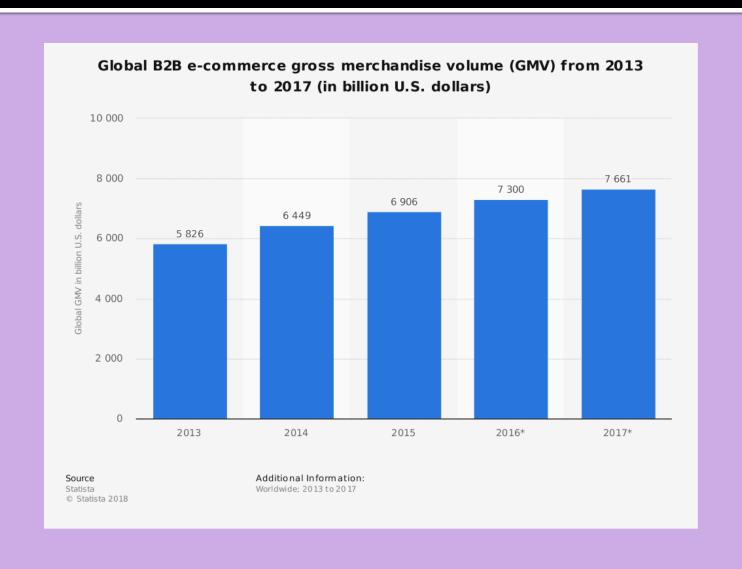
The Benefits of Disintermediation to the Consumer



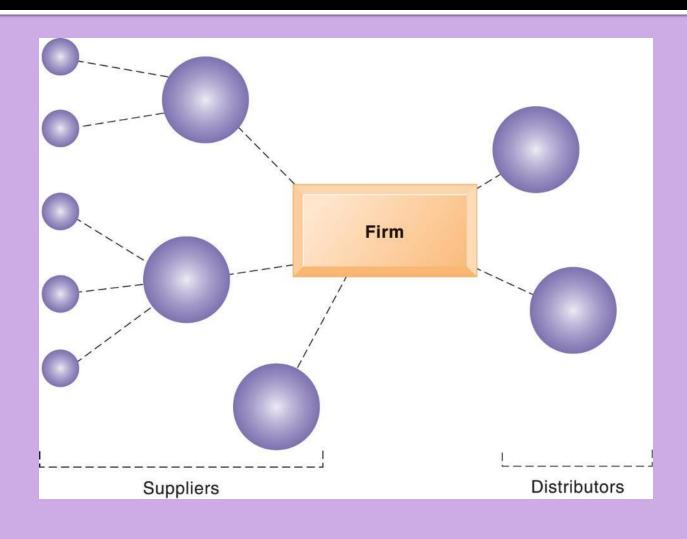
Retail E-commerce Sales Worldwide



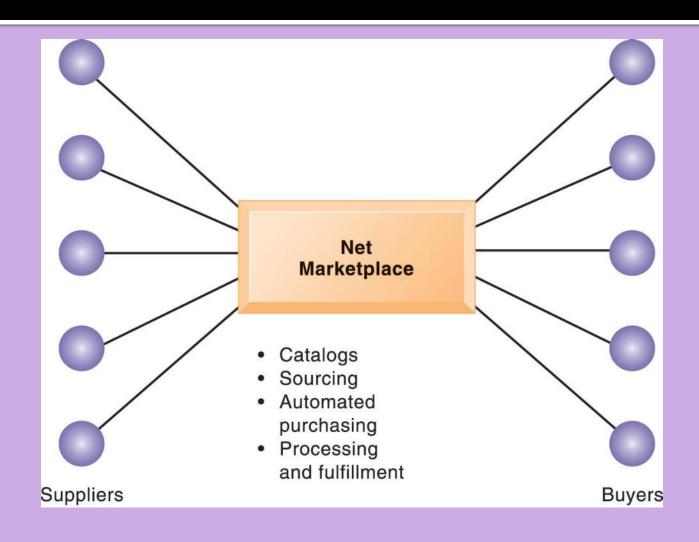
Global B2B Gross Merchandise Volume



A Private Industrial Network



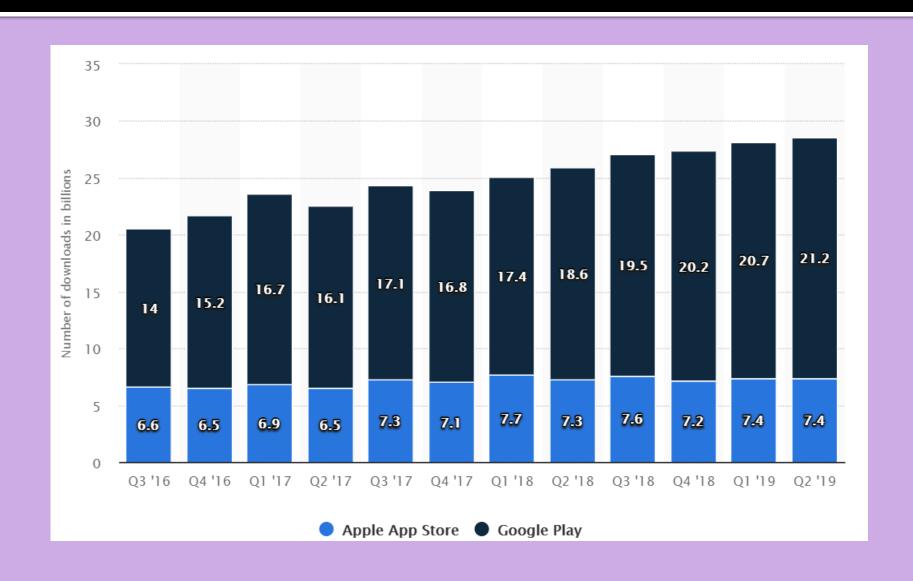
A Net Marketplace



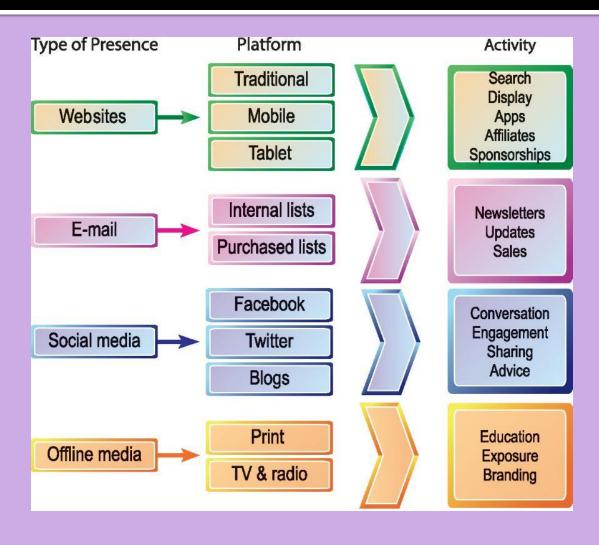
Mobile Retail Commerce Sales



Number Mobile App Downloads Worldwide



E-Commerce Presence Map



Q&A