

OPENING DIGITAL MARKETS

Battle Plans And Business Strategies For Internet Commerce

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MAIN IDEA

It's still early days in the development of Internet based commerce but the trends that are emerging are unmistakably clear. When you stand back and look at the big picture, the Internet is fundamentally transforming the way business is done. The implications of that transformation are significant for everyone, but particularly for business managers who are charged with the responsibility of successfully moving their organizations forward. From their perspective, the digital marketplace is the new battleground where market share must be won and lost. What adds to the challenge is the fact many of the battles of the future will be fought against new types of organizations that are constantly reinventing themselves every six months or so. Therefore, a complete strategic perspective is called for while this transition occurs to the open electronic marketplace. The Internet is not a passing fad but an integral and essential part of every organization in the future. Developing a structured strategy to exploit and benefit from the Internet is literally a once-in a lifetime opportunity. Managers have to continuously think about how the Internet will affect their business in the future.

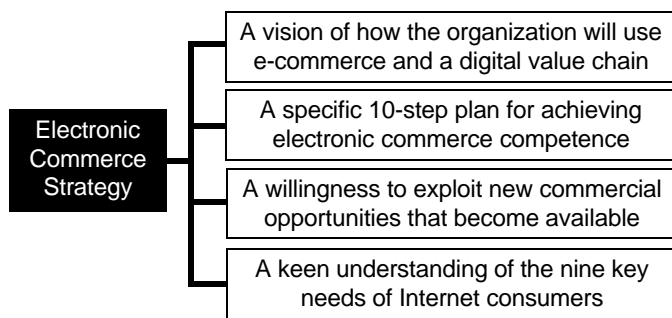
Phase 1 -- Evaluate And Understand The Digital Marketplace Page 2

There is now a broad consensus within the business community that Internet-based electronic commerce is going to be a significant part of the business marketplace of the future. The impact in every specific market niche won't, however, be uniform. Each industry and each business organization will utilize electronic commerce differently.

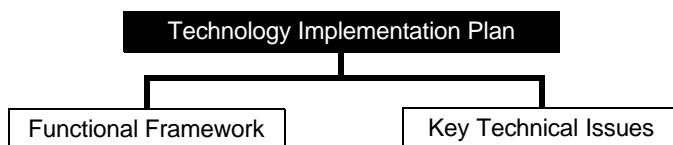
Therefore, any evaluation of the digital marketplace should take into account the key business and technology drivers.

Phase 2 -- Formulate A Viable Digital Business Strategy Page 4

An electronic commerce business strategy should include four key elements:



Phase 3 -- Develop a Technology Implementation Plan Page 7

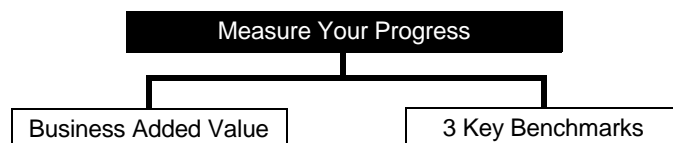


A good technology implementation plan addresses these issues:

1. Development of a robust functional framework.
2. A plan of attack for the key corporate technical issues.

Even though the Internet is becoming integrated into the genetic DNA of any organization, these technology issues will still flavor any business initiative which is ultimately taken.

Phase 4 -- Measure Your Progress Page 8



Measuring the tangible results of your electronic commerce initiatives is essential. It can and should be calculated and recorded several ways:

1. By calculating the tangible business value created.
2. By benchmarking processes, performance and strategy.

Only by documenting the success of an implementation can additional funding and resources be secured.

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