

Evi Hartmann

B-to-B Electronic Marketplaces

**Successful Introduction
in the Chemical Industry**

Mit einem Geleitwort von Prof. Dr. Hans Georg Gemünden

A 235501

Deutscher Universitäts-Verlag

Table of Content

Overview of Figures.....	XIII
Overview of Tables.....	XV
A THEORETICAL PART.....	1
1 Introduction.....	1
1.1 Developments in E-procurement	1
1.2 Objectives and structure of the study.....	4
2 Determining the purchase situation: Cornerstone of supplier relationship management.....	7
2.1 Developments in procurement	7
2.2 Purchase situation classification dimensions	10
2.2.1 Product characteristics	11
2.2.2 Market characteristics	15
2.2.3 Supplier characteristics	17
2.2.4 Relationship characteristics.....	19
2.3 Purchase situation classification models.....	23
2.4 Combination of major dimensions.....	25
2.5 Relationship fit.....	27
2.6 Implications for the management of the purchase situation	30
3 Classification of B2B electronic marketplaces: a relational approach	32
3.1 Developments in E-commerce	32
3.2 B2B E-commerce – a definition.....	35
3.3 Electronic marketplace classification dimensions	37
3.3.1 Business models.....	38
3.3.2 Order processing mechanisms	40
3.3.3 Revenue models	45
3.3.4 Market characteristics	46
3.3.5 Product specifics	47
3.4 B2B electronic marketplace classification models	49
3.5 Combination of major dimensions.....	52
3.6 Relational B2B electronic marketplace model.....	54

3.7	Managerial impact.....	57
4	B2B E-marketplace introduction project	58
4.1	Set-up of the B2B E-marketplace introduction project.....	58
4.2	Project success of the B2B E-marketplace introduction project.....	60
4.3	Different facets of the appropriate project management of B2B E-marketplace introduction projects	64
5	Theoretical framework and hypotheses of the study	70
5.1	Model 1: Fit between purchase situation and B2B E-marketplace	71
5.2	Model 2: Successful project organization of the B2B E-marketplace introduction project.....	76
5.2.1	Impact of the business environment on the project organization.....	77
5.2.2	Impact of project management on the project success.....	90
5.3	Model 3: Impact of a successful project organization on the fit between purchase situation and B2B E-marketplace	94
5.3.1	Impact of the project success on the relationship success	95
5.3.2	Impact of the project success on the fit between purchase situation and B2B E-marketplace	98
5.3.3	Impact of the project management on the fit between purchase situation and B2B E-marketplace	99
5.3.4	Impact of the procurement strategy on the fit between purchase situation and B2B E-marketplace	101
5.3.5	Impact of the procurement competence on the fit between purchase situation and B2B E-marketplace	104
5.4	Summary of the hypotheses and theoretical framework of the study	107
B	EMPIRICAL PART	109
6	Process of data gathering, sample description and process of data analysis.....	109
6.1	Data gathering tool.....	109
6.2	Pretest.....	112
6.3	Data generation	113
6.3.1	Company selection process.....	113
6.3.2	Acquisition of participating entities	115
6.3.3	Data documentation	116
6.4	Sampling	116
6.5	Methodology and process of data analysis	123

7	Operationalization of the constructs	126
7.1	Operationalization of the constructs of model 1	126
7.1.1	Operationalization of the purchase situation	126
7.1.2	Operationalization of the B2B electronic marketplace	132
7.1.3	Operationalization of the relationship success	135
7.2	Operationalization of the constructs of model 2	138
7.2.1	Operationalization of procurement strategy	138
7.2.2	Operationalization of the procurement competence	139
7.2.3	Operationalization of the project management	141
7.2.4	Operationalization of the project success	144
8	Empirical analysis of the theoretical model.....	150
8.1	Hypothesis tests of model 1: Fit between purchase situation and B2B E-marketplace	150
8.2	Hypothesis tests of model 2: Successful project organization of the B2B E-marketplace introduction project	156
8.3	Hypothesis tests of model 3: Impact of a successful project organization on the fit between purchase situation and B2B E-marketplace	160
8.4	Summary	165
9	Summary and outlook	167
9.1	Summary of the study	167
9.2	Managerial implications.....	169
9.3	Future research areas.....	171
10	References	175
11	Appendix	207