

The acceptance of marketplaces on the Internet in the wine industry
Difficulties in showing the advantages of marketplaces on the Internet
Applied to the purchasing of wine

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In its early stages of development, e-business was merely a new land to conquer and making profits was not the main objective. The winners were by and large shrewd people who knew how to make money. As a result, they got rich more as a result of overselling virtual myths, such as markets on the Internet, logos, trades, shares, etc., than by being paid for services and products they developed and sold. This stage quickly came to an end and the initial plan consequently gave way to an inevitable question : how can you make money on the Internet ? Thus, after the dawning stage of the Internet life cycle, the issue of e-business completely changed : the objective was no longer just to be present in cyber space but to create both value and profit. And so the question is, why is it so difficult to make money on the Internet when it is continually being improved technically and is used more and more frequently by individuals and firms ?

In fact, although studies unanimously show the exponential growth of activities on the Internet and especially in B-to-B, little attention is given to the reasons for their low profitability and even the failure of some.

The authors of these lines explain negative B-to-B experiences on the Internet as due to problems in communication, often observed between partners. The analysis of these problems is oddly absent from the studies of economic activity carried out using information and communication technologies. With the help of professional contacts and theoretical research, the authors affirm that at least the following two communicational factors explain the difficulty of imposing a model that nevertheless has every advantage in theory :

- The illusion of the Internet being freely accessible anywhere and at anytime for the products and services sold ;
- The unclear explanation of the appeal and the advantages of the economic services that the Internet can provide to partners.

To confirm this hypothesis, we will first look at marketplaces in general and then at the wine industry, specifically analysing the experience of a wine marketplace on the Internet in Quebec.

Global Wine & Spirits (GWS) : a transactional platform with an eventful fate

On 5th March 2001¹ the suppliers of the SAQ (The Alcohol Company of Quebec) received a letter stipulating that « from 1st April 2002, your registration at Global Wines & Spirits will be compulsory in order to continue supplying the SAQ » (this registration would result in annual fees of \$1395 as well as \$35 per product featured in the virtual catalogue and 2 % fees). Then on 24th April 2002, the SAQ announced the creation of a new SAQ-B2B site with no fees. Between these two dates, an intense corporate and legal battle led the SAQ, a public company whose role is to sell alcoholic beverages in Quebec, to resume its position in favour of setting up this transactional platform.

What happened ? Why was there such an outburst about a project heralded as « a virtual marketplace which will simplify transactions, lower our cost, introduce you to whole new market opportunities » ?

In order to understand the situation, it is necessary to first describe the wine distribution and purchasing systems in Quebec and the initial transactional site, then analyse the GW&S model with regard to other markets.

The wine distribution system in Quebec

In Quebec, the SAQ has a monopoly in purchasing, importing, wholesale selling and retail selling of wine, beer and spirits. Quebec's Finance Minister is a shareholder in the SAQ and the company made 1.6 billion Canadian dollars in the 2000-2001 financial year with 123 million bottles sold, marketed in 343 branches and 204 shops, 9000 grocer's shops and 14 000 hotels, restaurants, and bars licensed to sell alcohol.

To market a wine in Quebec, a wine producer is required to go through an agent who takes care of advertising and promotions between suppliers and the SAQ. The agent receives a commission included in the price offered to the SAQ, which is retroceded after payment by the SAQ. There are two kinds of agents : accredited agents who benefit from certain privileges concerning the number of products they are authorized to propose (listed from 1 to 10 according to the value of the purchases made by the SAQ from the suppliers represented by the accredited agent) and non-accredited agents who are only allowed to present a maximum of 3 reference proposals twice a year. Registering in the general index is not easy (in 2001, there were 1746 products including 1134 wines), but once a product is listed, it is automatically distributed to the 50 most important branches according to the

product category for a yearlong trial period. The product has to achieve a certain turnover, otherwise the product is withdrawn from the general index and 10 000 Canadian dollars are withheld from the amount due. If the sales quota is reached before the end of the 12 months after putting it on the market, the agent has the opportunity to propose a new product. This system clearly favours products that are sure to be successful and limits the possibilities of introducing new products. There is a more flexible system for specialty and luxury products, which are of course available in limited quantities (great wines).

The institution of monopolies in the alcohol industry was directly in response to the prohibition of the twenties : out of the 11 Canadian provinces, only Alberta (whose market is five times smaller than Quebec's) privatised its sales network and did away with the reference system used throughout Canada. The monopolies were fiercely criticized in the name of liberalism (the same situation occurred in Norway, Sweden and Finland), however their large contribution to public finances delayed the decontrolling process.

Description of the first platform model

Initially, the site was a public business platform used by firms allowing wines to be marketed to the SAQ but also to other potential buyers. Its three main roles were :

- Putting buyers and producers in contact
- Making methods available (research, negotiation, review, catalogue management, price management, transport, order follow-up, agents...)
- Integration of data into the formats required by the members' internal management systems

With reference to the shareholding of GW&S, not only the SAQ (45 % of the capital) was present but also private partners : Mediagrif (45 %) and J.F Hillebrand (10 %), a forwarding agent specialized in the wine and spirits industry. Nevertheless, this initiative was perceived as a strengthening of the hold of the State's monopoly, especially since it became an obligation in order to continue to sell to the SAQ.

We will now look at the changes in and the advantages of marketplaces.

The changes in collaborative work networks and in marketplaces. The payment for a product or a service is not the only source of payment on the Internet. Several steps to optimise processes within a firm can lead to huge savings thanks to the Internet, thus enabling

the increase of gross profits and margins. The current expansion of electronic marketplaces fits in with this method of making money.

It would be a good idea to identify the advantages that can be obtained thanks to a marketplace on the Internet concerning the processes that unite collaborators on the one hand and firms with their outside partners on the other hand. In fact, as opposed to generally accepted ideas, the winner in the new economy is not necessarily he who works the fastest but is he who best develops his networks and strengthens his links not only with his contributors and his customers, but also with his subcontractors and his partners in a broad sense : the local communities, the universities, the consumer communities, etc. or the stakeholders.

Surrounded by suppliers, providers and subcontractors, firms no longer work alone. The trend of strategic restructuring and refocusing, the externalisation of many tasks, the frequent use of subcontracting and the geographic scattering of partners force a firm to belong to a network that is often international. This idea of a partnership has given rise to several terms such as *supply chain*, which consists in pinpointing the best supply sources in the world, or *Enterprise Resource Planning* (ERP), which integrates and handles data from the firm's departments and subsidiaries located around the world using specialized software packages in the aim of contributing to the planning of the firm's activities² or also *Collaborative Product Management*, *Collaborative Product Commerce*, *Value Chain Management*, *Supplier Relationship Management*, *Enterprise Commerce Management*, etc.

Typology of marketplaces

Type	Principle	Examples
Vertical marketplace	People in the same industry	MyAircraft.com, Aeroexchange, Aeronautics ; GlobalNetExchange or RetailExchange Worldwide in mass marketing.
Horizontal marketplace	Common needs of various firms	Proxchange.com for second-hand items, Hubwoo.com Industrysuppliers.com
<i>One-to-many</i> private marketplace	An exclusive source of orders for its suppliers.	Schlumberger
Cooperative marketplace	Pooling resources	Still in a developing stage

Service integration marketplace	Place of communication between different contributors	Collabria.com in graphics, layout, printing...
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Marketplaces vary according to the level of collaboration accepted between firms

All of these terms designate one strategy of the « locked system » of a firm striving to support, attract and retain all of the contributors who work together to create value³. The applications that draw on this collaborative field aim to both replace and structure the frequent exchanges by fax, telephone or e-mail and make up the everyday life⁴ of the relationships between a firm and its suppliers, providers or subcontractors. These exchanges consume time but also energy. In addition, they are often a source of errors, delays or even misunderstandings. Virtual networks improve not only the relationships within and between firms, but also the synchronization of the network, project management and conception.

Due to the development of extranet networks and the externalisation of activities, virtual organizations, which play only a guiding role, have been created. The boundaries of organizations are also more ambiguous because many firms become involved in partnerships for activities as wide-ranging as marketing abroad or the development of a new product. With frequent changes in their activity portfolios, firms are becoming more reactive. Many firms carry out a restructuring every three or four years. These changes are partially triggered by several independent or combined forces: pressure from the shareholders to improve profitability, merger, acquisition and disinvestment, changes in equipment or software. In addition, organizations have to manage a constantly increasing level of instability in their environment. For example, some have to continually adapt to restructuring as a result of computer procedures, telecommunications or marketing on the Internet⁵ by partner firms.

In 1997, the *Lease Plan* company, specialized in automobile fleets, implemented the *Plan Net* server, an extranet for its customers enabling them to carry out analyses according to the office, driver, brand, model, or motorization and manage the running of their fleets through operation defects, create their own instrument panels and enter some or all of their data on a spreadsheet. Huge savings in administrative costs, time and effort were thus achieved.

In this way, the marketplace is gradually replacing the extranet network within a firm. Why ? The answer can be found in the power of a partnership in a network. The extranet is an internal implementation of an e-supplying project, therefore the marketplace carries out e-

supplying through several partners working together. This enables platform cost reduction by half compared to a specific internal solution. Marketplaces also provide a large amount of information on the state of the economic sector in which they are developing. This allows the different people involved to take advantage of a frequently updated database on their field of activity. The quick introduction of the Internet into the purchasing departments of firms derives from the fact that it can lower costs in almost all industries by about 30 %.

Market intelligence is a real added value in the wine industry, given that the available quantities of a vintage are limited and producers work through allocation, assigning quotas to each market. Of course, at the end of a promotion there can be leftover stock in some markets and not enough in others, and the possibility of directing and developing this stock using sales follow-up could be a real advantage. This idea was introduced from the very beginning at the press conference for the launch of the GW&S site, but the suggestion did not lead anywhere.

Some marketplaces on the Internet

Industry	Key partners	Purchasing cyber platform
Farm-produce	<ul style="list-style-type: none"> • Danone • Nestlé 	CPG market.com
Automobile	<ul style="list-style-type: none"> • Daimler Chrysler • Ford • General Motors 	
Distribution	<ul style="list-style-type: none"> • Carrefour • Sears 	GlobalNetXchange
Horizontal marketplace	<ul style="list-style-type: none"> • Crédit agricole • Société générale • BNP Parisbas • Cap Gemini Ernest & Young 	Answerwork

The marketplace is a safe site that brings firms together through a subject of mutual interest in order to carry out deals and transactions on the Internet

The principle of marketplaces on the Internet supports and expands on that of B-to-B trade in EDI systems (Exchange of computerized documents) specific to each industry : transaction documents such as order forms, delivery forms, bills, etc. are scanned and sent over the Net. B-to-B constitutes and remains by far the main type of electronic business, to such an extent

that inter-firm trade, not including EDI, will account for 90 % of business transactions on the Internet in 2002. It will alter the logistics of deals without changing the localization of partners.

Marketplaces emerged from the convergence of two important trends of modern economies :

- Looking for partners on a worldwide scale and
- The mass introduction of information technologies into the different processes within a firm.

GlobalNetXchange
Savings and profits

	Number of suppliers	Supply volume
EDI	<i>10 to 15%</i>	<i>60 %</i>
GNX	<i>100 %</i>	<i>100 %</i>

A marketplace can significantly improve the profitability and efficiency of traditional collaborative networks such as EDI through communication cost reduction, the use of an easy-to-understand language by all of the customers' computers (XML) and finally the development of collective supply management

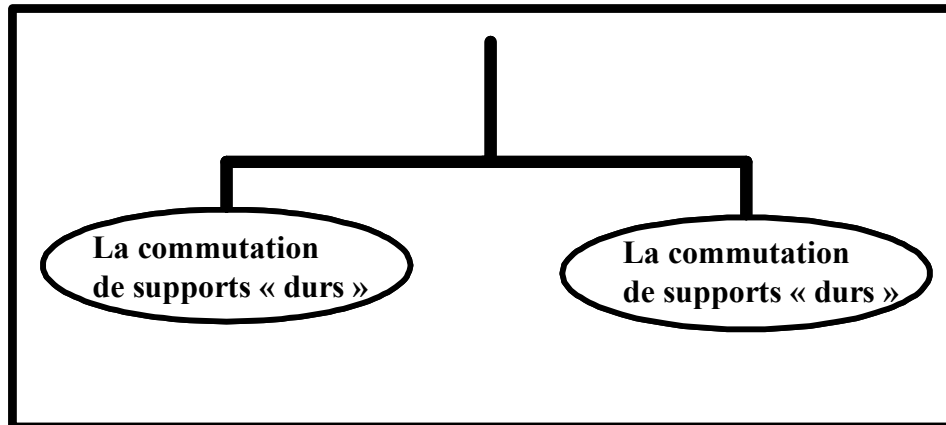
Fundamentally, these sites are modelled on the example of traditional marketplaces : one single place that gives access to a large number of offers, the ability to compare prices, the elimination of middlemen. Noticeably, they are enhanced by the countless contributions of technology : on-line product catalogues, automatic price comparison, management of invitations to tender and bids. These markets carry out tasks such as preparing order forms to be sent to suppliers, billing and on-line payment. In addition, marketplaces on the Internet provide great potential for cost reduction, enabling a real decrease in costs and an increase in productivity.

It should not be forgotten, however, that the objective of marketplaces, as opposed to the aim of the economic model of contract negotiators or arbitrators, is not for suppliers to compete with one another but to standardize the firm's buying and selling processes with its partners. The main advantage sought after is the centralization and the simplification of deals between the buyer and his suppliers. Moreover, suppliers referenced in a marketplace are often

qualified and certified by the coordinators of electronic marketplaces. Therefore, competition is more or less disciplined and a limited number of people actually compete with one another. In our Quebec example, it is obvious that having the upper hand is also a way to keep control until the end, especially in the case of liberalization and the elimination of a monopoly.

The contributions and advantages of marketplaces. Productivity, the backbone of the model of cost economies, derives from the fact that it allows as much or more production with an equal or even lower amount of investment. Achieving savings and profits simultaneously is the result of organizational changes carried out both within a firm and outside it with its partners. As an example, according to the survey « Where is reengineering today ? » carried out by the CSC France council in 1994⁶, a year after the publication of Champy and Hammer's book, half of the firms having gone through a reengineering process affirmed that they had succeeded in reducing costs and fewer than 30 % believed that they had significantly improved their productivity⁷.

**Sources of payment
in the economic model of cost economies**



The introduction of the Internet into a firm's organization can significantly reduce costs generated by each activity in the value chain internally and externally, *without disturbing the yield*

It is true that the introduction of the Internet into a firm's organization significantly reduces costs generated by each activity in the value chain internally and externally without disturbing the yield. The introduction of the Internet also makes it possible to redefine the organization of the processes within the firm and at the same time increase the productivity of each activity. When analysing the income sources of this model, we again notice cost reduction and increased productivity.

Cost reduction. If virtual networks are the means to decrease transaction costs, then which activities can they be applied to within the firm ? The production process, staff expenses and particularly purchasing are the areas where it is currently possible to achieve substantial savings, whether it be a question of computerizing acquisition procedures for spare parts and office supplies or hiring temporary staff, etc. Thanks to the Internet and more specifically to a new family of procedures, called e-supplying, any firm can achieve considerable savings in the substitution of paper media, internal operations and also the relationships established with its partners who supply the firm's sales.

Information technologies as a source of productivity

Information technology	Impact on productivity
Database	Immediate availability of information
System of experts	Development of important information
Telecommunication networks	Widespread and decentralized community
Mobile and laptop	Contact in the field

Many firms computerize transaction processes with several objectives : minimize purchasing costs, share resources, follow current events in the industry, simplify relationships between partners, etc.

- **Replacing paper media .** An obvious way to decrease the costs of circulating information would be to eliminate paper catalogues. The savings potential is huge. As a comparison, remember that the large French mail-order companies print several million copies of their catalogues whose unit price (paper, conception, distribution) is close to € 4.57 . Concerning the general public, it should not be forgotten that a paper catalogue is much easier to look through. What is more, it is interesting to observe that the setting up of a site by a mail-order company often leads to an increased number of catalogues distributed due to requests made at the site. Not using paper can, on the other hand, give the customer an impression of detachment. Nevertheless, the success of computerization can be clearly seen in the process of a repeated purchase and/or a standardized purchase.

For 2001, the general catalogue of the SAQ included 7300 products with a description of the product, its organoleptic features and its appellation, the descriptions of course being updated for each vintage. The potential savings become instantly clear in terms of paper media.

However, the potential of computerization is much more important in B-to-B dealings where associated suppliers and purchasing managers become quickly aware of the advantage of not being bogged down with literature. Several information technology and high tech firms have tackled the creation of personalized virtual catalogues for their main customers. *Cisco* and *Kodak* have achieved tens of millions of dollars of savings from their paper literature thanks to their site.

- **The decrease in operation costs.** The use of an e-supplying solution in the lighting division of General Electric resulted in purchasing time being shortened from three weeks to ten days. Consequently, the administrative fees for transactions dropped by up to 70 %. For distributors, expected savings could also be seen within administrative fees caused by orders. This is the kind of savings that the Globalnetxchange marketplace would like to achieve in the distribution industry⁸, led by Carrefour and Sears, and CPGmarket.com would like to achieve in the farm-produce industry⁹, led by Danone, Nestlé, and Heinkel. Savings obtained in non-strategic purchases that usually amount to 70 to 80 % of the expenses in several industries can be reduced to approximately 40 %.

In order to manage the 1.5 billion euros or so spent each year on purchases excluding production and on the improvement of purchasing procedures, Valeo, one of the top ten automobile equipment producers in the world, chose a purchasing software program (BuySite from Commerce One) in April 2000. The firm took advantage of the opportunity to go through a selection procedure to sift out its best suppliers, limit the number of different products available on line to 15 000 and manage the order approval system for approximately 2 000 buyers¹⁰. As a result, the implementation of this purchasing software program enabled the firm to achieve real benefits in three different ways :

- ❑ Follow-up of purchases made product by product;
- ❑ Controlling the spending of overheads;
- ❑ Optimisation of the buying process thanks to a system of automatic order approval.

Automobile marketplaces also make it possible to achieve savings in this way. For instance, six tire manufacturers (Cooper Tire and Rubber Co, Continental, Goodyear, Michelin, PirelliSpa and Sumitomo Rubber industry) put their forces together and launched their own marketplace : www.rubbertnetwork.com. Thanks to this kind of alliance, substantial savings were achieved all around, estimated at between 26 % in Europe and 33 % in the United States¹¹. Hence, for a car at an average price of \$18 600, \$639 in savings were achieved, with a drop in the selling price by 2.4 %.

One of the ways to reduce costs through the Internet that is very popular with firms is Mass Customisation, a method that offers the advantage of significantly lowering stocking costs while satisfying customers. The Build-to-order concept is based on waiting for a customer's request before manufacturing a given product. Many industries, such as photo development, distribution, contact lens manufacturing, etc. are also interested in the significant decrease in stocking time that typically elapses between manufacturing and selling. The computer group Dell is one of the founders of this concept. Nissan Motors estimates that Build-to-order manufacturing can lower the price of its cars by \$3 600¹². Setting up this new kind of organization is not without problems, of course, especially in industries like distribution that are still shifting from the previous model of stock control to the current method using just-in-time management. But the stakes are high. It is essentially a question of *the combined growth of the level of customer service and profitability*, by means of *constant coordination between marketing, R&D, production, distribution and sales*¹³. Needless to say, these organizational changes rely to a large extent on integrated computing methods and management software packages such as ERP (Enterprise Resource Planning), SCM (Supply Chain Management) and CRM (Customer Relationship Management). Each country has its own requirements concerning wine labels for different vintages (proof, organoleptic features), and along with these requirements come specific comments (warnings, quantity, manufacturer's seal), basically resulting in a customized product in terms of its labelling and sealing. Knowing how to anticipate the need for adapted labelling and sealing could lead to many benefits in productivity (for some markets, bottles must be altered by hand so that the products meet expectations).

Productivity. Although the influence of new information technologies on productivity is logical, for quite some time information technologies could be seen everywhere except in performance statistics. A gap was observed between the improvements in computers and the

downhill changes in productivity. In 1987, Nobel prize winner Robert Solow pointed out this paradox that computers were everywhere except in productivity statistics¹⁴. Several explanations were proposed to understand this paradox, and since that time it has been clarified. Computers in a production workshop do not necessarily lead to improved productivity. They can even have the opposite effect, resulting in breakdowns and additional maintenance expenses. In order for computers to have a positive effect, employees have to adjust to them and firms have to subsequently rethink their production organization. Being able to grasp a completely new technology requires time and a conscious effort, as illustrated by the example of the dynamo at the end of the 19th century. The presence of a state-of-the-art computer is not enough to improve productivity. It is also crucial to have additional technologies, train the workers and sometimes the customers and suppliers as well, and restructure the company organization¹⁵. In actual fact, in firms greatly influenced by the technological revolution, the entire organization is disrupted. In order to effectively use new technologies¹⁶, for every dollar allocated to the acquisition of computers or computer-related equipment, firms must spend approximately ten dollars on the restructuring of their computer system, production and managerial organization.

In the wine and spirits industry, firms are small and therefore organizational and staff problems are constant concerns. One of the main reservations is the problem of training staff to use a software program that is different from the others that they are familiar with, such as Internet, extranet...

***Analysis of the difficulty in setting up**

Communication problems. The arguments used to «sell» the platform when it was launched were mainly based on a promotional offer: if you sign up before the deadline, your registration fees will be reduced. The advantages of this platform were not emphasized enough and the «potential users» only saw it as another cost.

Not taking stakeholders into account A group reaction : The European Committee of Wine Firms (CEV), which groups together 17 national associations representing 15 European countries, complained to the European Commission so that Ottawa would make registration optional in the name of free trade facing pressure on the SAQ. This caused a lot of commotion at the highest level of the political arena¹⁷. As seen earlier concerning the new economy, it is essential to develop networks with all partners. In this case, the particularities of each industry were overlooked as well as the importance of professional associations, whether they be at a regional level (an appellation), a national level (a country) or a European level.

What is more, the power of middlemen (agents in this case) was also forgotten and the influence of consumers, who were taken to task in the debates.

The agents' reluctance about setting up a transactional site is certainly understandable ; reducing the number of middlemen in the sales procedure is one of the aims of these platforms. Even though it was attempted to reassure these agents particularly in terms of their communication with end consumers (arranging wine-tasting sessions, promotions and public relations events), their apprehension could not be prevented regarding their shrinking role and power in the short or middle term.

The wine market in Quebec is a dynamic market and customers expect the prices of products to drop so as to make wine more affordable. In the press, several examples¹⁸ were given of the likely increase in prices resulting from the effect of expenses triggered by GW&S (a table was shown with price increases between 4 and 12 % for the best-selling products).

It should not be forgotten that the SAQ is a public company and that the consumer therefore observed an increase in his contribution to public finances.

Wine producers' attitudes towards marketplaces in general. It is surprising to learn that many wine producers are sceptical about the worth of the Internet despite its undeniable advantages in areas such as cost reduction, market growth and transaction speed.

Patterns of purchasing behaviour take into account several factors such as environmental, situational and psychological effects and the interaction between the last two to explain the scepticism, hesitation and delay of a purchase¹⁹. Other viewpoints emphasize the descriptive analysis of the buying process and single out the factors that explain the gap between the feeling a need and making a purchase²⁰ :

- The awareness of the lack of time given to decision-making ;
- The awareness of risk ;
- The unlikelihood of quickly and easily getting reliable advice ;
- The uncertainty concerning the right way to find information, recognize good quality products and define criteria for assessing and comparing products;
- The need to find more information on rival products ;
- The hope for a drop in prices ;
- The expectation of improved technology and quality of products ;

- The tendency to avoid shopping around (picking out and comparing products), regarded as tedious.

The majority of these factors, the unavailability of information, the inability to deal with information found and the inability to assess and compare products, are linked to cognitive factors, and therefore to the communication of the right information between the salesman and the buyer. Even so, although marketplaces represent an unquestionable advantage in this way, wine sellers are not all in favour of them.

In B-to-C, thanks to the availability of information and particularly the handling of this information, the marketing strategy has already succeeded in putting the customer first. For example, the Wine.com site offers help to its visitors, who are often much less familiar with wine than the average Frenchman, and guides them through each step of the decision-making and purchasing processes²¹ so that they can identify their needs. Similar sites also exist in B-to-B, but as soon as the site requests payment for its often popular services, the customer disappears.

Deterrents from joining marketplaces. Wine producers often dislike the idea of charging for the services of marketplaces, despite the obvious economic advantages they provide. Of the deterrents noticed among wine producers, two are directly related to communication. One has to do with the incorrect view of customers as message receivers, and the other involves the portrayal of service providers as message senders.

The incorrect view of the notion of the Internet being free of charge is deeply rooted in wine producers' minds. In actual fact, the wine industry has the reputation of being traditional and vigilant as regards modern technologies and the need for direct contact between the salesman and the buyer. The first success stories in the early stages of the Internet gave a false impression of improvement without being subjected to the strict principles of the economy and markets. As a general rule, firms do understandably have fewer concerns about profitability and profits when a new life cycle emerges. This behaviour epitomizes an entrepreneur's way of thinking : you must first invest in order to make money later. During the early stages, it is acceptable for transaction costs to be higher than their real value on the market because higher returns are expected. But, the need for profits becomes imperative as

the cycle stabilizes. In these circumstances, the agents who preserved the initial mentality despite the fact that the cycle was going into a growth stage or even reached maturity were using ideas and arguments that no longer fit in with their environment. They continued to want free services even while the cycle proved its merit, became indispensable and started a new phase with economic and market principles unquestionably in control.

The other side of communication is in the delayed description of advantages that marketplaces can offer wine merchants

To face its critics, GW&S decided to set up two sites²² : a private SAQ.B2B site without membership fees for suppliers approved by the SAQ and a public site without membership fees until 2003 open to all producers with the purpose of demonstrating the advantages of using this kind of marketplace. The sales justification used and displayed on the GW&S site tried to raise all possible objections ; the main questions took up the central arguments listed above :

« Why should I use GW&S? What are the benefits?

Who is behind GW&S?

What about confidentiality and security?

What are the costs?

Will my staff need training?

We have pre-negotiated prices with some wine suppliers. Can Global Wine & Spirits accommodate these agreements?

How can I make sure that two of my staff members do not place the same purchase order?

How do I know that I have received a response? Do I have to be logged on all the time?

Who takes care of transport?

How can I make sure the labels comply with the laws and regulations of my state?

I have an internal management system (inventory system, ERP) can Global Wine & Spirits be integrated with my system or vice versa?

Will Global Wine & Spirits take possession and deliver the goods?"

A substantial investment, demands that make the government uncomfortable, a lot of discussion and misunderstanding about what should have been a way to simply and save for everyone. For us, this example clearly illustrates the communicational problems associated with selling a marketplace.

How can the added value of a platform be shown when it is necessary to explain that economic principles are not at all virtual even when pertaining to a virtual universe ?

These are the stakes of all marketplaces and in particular GW&S ; all we can do now is monitor the life of this platform to see if the temporary system and the pedagogical tactic used to win over suppliers will be enough to guarantee the success of a transactional site like Global Wine & Spirits!

¹ La SAQ passera par un intermédiaire pour tous ses achats in Cyberpresse du 23mars 2001 par Jacques Benoît

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³ **Hax** Arnold C., Dean L. **Wide II** (1999), The Delta model: adaptive management for a changing world, in Sloan Management Review, winter vol. 4, N°3.

⁴ **Dupain** Jean-Batiste (2001), L'explosion de la collaboration sur Internet, in 01 Informatique, N° 1625, 16 mars.

⁵ **Romelaer** Pierre (2000). Que seront les entreprises demain ? in Sciences Humaines, (Hors-série N° 28) Mars-Avril-Mai.

⁶ Le cabinet du conseil CSC Index dont un des coauteurs du concept de reengineering, James Champy, est également co-fondateur, est une multinationale de plus de 500 millions de dollars du CA et de 2000 consultants. En 1996, Champy quitte CSC Index pour rejoindre Perot Systems.

⁷ Rapporté in Essentiel du Management, Mai 1995.

⁸ Logistique Magazine (2000), Carrefour et Sears donnent dans le e-procurement planétaire, n° 146, pp 50-53, et LSA (2000), Achats Carrefour, Sears, e-business. Après l'annonce, les interrogations, n° 1667, pp 22-24.

⁹ Logistique Magazine (2000), n° 146, p 22.

¹⁰ **Codogan** Samuel (2001), Mieux acheter grâce à l'e-procurement, in 01 Informatique, N° 1627, 30 mars.

¹¹ Places de marché professionnelles in Enjeux n° 163.

¹² Mass customisation : A long march (2001), Special report, in The Economist, July 14th.

¹³ **Fiore** Claude (2001), Supply Chain en action : Stratégie, Logistique, Service Clients, Les Echos Edition.

¹⁴ « you can see the computer age everywhere but in the productivity statistics »

Solow Robert M. (1987), We'd better watch out in New York Times Review, July 12.

¹⁵ OCDE (1998), L'émergence d'une économie fondée sur le savoir, in OCDE, Reproduit in Problèmes économiques, N° 2.565-2.566, numéro spécial « 50 ans Entreprise », 22-29 avril 1998.

¹⁶ **Cohen** Stephen, John **Zysman** (2001), L'aube d'une ère nouvelle, entretien avec, in Sciences Humaines, Hors-Série, N° 32, mars-avril.

¹⁷ Débats de la commission des finances publiques : travaux parlementaires 36^{ème} législature 2^{ème} session

¹⁸ Les prix de la SAQ vont augmenter dans la Presse du samedi 8 décembre 2001 par Jacques Benoît

¹⁹ **Darpy** Denis, (2000), Importance de la procrastination dans le processus de décision d'achat : approche sémiotique et mesure. Cahier n° 284, centre de recherche DMSP, Université de Paris-Dauphine.

²⁰ **Greenleaf**, Eric A, Donald R. **Lehmann** (1995). Reasons for Substantial Delay in Consumer Decision Making, in Journal of Consumer Research, vol. 22, September.

²¹ **Assadi** Djamchid (1998). Comment le cyber marketing va bouleverser la relation client, in Marketing Magazine, n° 33, Octobre.

²² document de présentation : la transition vers les échanges électroniques avec la SAQ