

# DIGITAL COMMERCE IN B2C AND B2B MARKETS

## (SPRING SEMESTER 2021)

### Course Objective and Content

Digital Commerce has become highly relevant in many sectors in the last two decades, gaining market shares and leading to the emergence of new players, like Amazon or Zalando, who have become huge companies. Long established companies, e.g. Würth, have added digital sales channels. In addition to the already established online channels, like ordering over a PC or notebook, new channels emerge like mobile channels, scanning solutions or voice assistants as Alexa. In B2B markets, even more forms of digital ordering appear.

The objective of this course is that students understand the most important aspects of digital commerce activities, i.e. selling of goods and services via the Internet, mobile networks and other emerging channels, to private consumers (B2C) and to commercial customers (B2B).

Therefore, in this course, different aspects of Digital Commerce are presented and discussed. This covers, inter alia, the different players that are active in Digital Commerce and the changes in the competitive landscape, disintermediation and new intermediaries, different business models and business strategies in Digital Commerce (e.g. market places and the perspective of two-sided markets), theoretical foundations from a business strategy, networks and a customer behaviour perspective, marketing instruments of digital commerce companies, cross-channel and omni-channel strategies and relevant decisions along the value chain, e.g. with regard to delivery options.

Several guest lectures by digital commerce companies are included in the course to give the students practical insights.

**ECTS: 4.5**

### Schedule

**Lecture:** every Monday, 9.15-11.00 h via MS-Teams

**5 Additional lectures:** Tue, 23.3., 12.15-13.30 h; Wed., 21.4., 19.5., 2.6., 13.15-15.00 h  
(1 date cannot be announced yet and will be fixed later)

### Modules

Managing Digitalization  
Marketing

# Topics

1. Introduction: Relevance of Digital Commerce
2. Typologies and developments in digital commerce
  - 2.1. Digital commerce typology based on the exchange partners
  - 2.2. Digital channels
  - 2.3. SoLoMo (Social Commerce, Local Commerce, Mobile Commerce)
  - 2.4. Individualisation/personalisation
3. Actors in the Digital Commerce distribution channel
  - 3.1. Functions of intermediaries in Digital Commerce
  - 3.2. Disintermediation vs. intermediation
  - 3.3. Main types of intermediaries in Digital Commerce (B2B and B2C)
  - 3.4. Disintermediation: "Direct-to-Consumer"
  - 3.5. Further (non-intermediating) actors
4. Retail formats and business models in Digital Commerce
  - 4.1. Retail Formats in Digital Commerce
  - 4.2. Retail branding and brand portfolios
  - 4.3. Business models in Digital Commerce
5. Market places as two-sided markets
  - 5.1. Two-sided markets
  - 5.2. Network effects
  - 5.3. Power and market structure
  - 5.4. Marketplaces in the "Sharing Economy"
  - 5.5. Amazon and Alibaba
  - 5.6. Marketplaces and platforms in different B2C and B2B sectors
6. Multi-, Cross- and Omni-Channel-Commerce
  - 6.1. Strengths and weaknesses of different channels
  - 6.2. Characterisation of the three concepts
  - 6.3. Customer Journey
  - 6.4. O2O: Online-retailers opening Stores
7. Selected value chain activities of a digital commerce company
  - 7.1. Architecture of the IT systems
  - 7.2. Marketing and transactions in Digital Commerce
  - 7.3. Logistics (incl. returns) in Digital Commerce
8. Grocery online in selected countries

## Exercises

To ensure this course is practically orientated, some guest lectures by company executives will be integrated.

## Final Exam and Final Grade

A written final exam on all issues covered in the lecture, the executives' presentations and the mandatory readings gives the final grade.

Overall, we intend to have interactive class discussions, during the lecture and during the executives' presentations. We may reward very active class participation with extra points towards the final grade.

## Bibliography

No mandatory literature. The following are two recommendations for further reading.

Chaffey, Dave: Digital Business and E-Commerce Management, 6<sup>th</sup> ed. (Pearson) Harlow/UK 2015.

Zentes, Joachim; Morschett, Dirk; Schramm-Klein, Hanna: Strategic Retail Management, 3rd ed. (Gabler) Wiesbaden 2017.