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## **Business-to-business E-markets in textile industry: An empirical perspective**

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BUSINESS-TO-BUSINESS E-MARKETS IN TEXTILE  
INDUSTRY: AN EMPIRICAL PERSPECTIVE

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A Project  
Presented to the  
Faculty of  
California State University,  
San Bernardino

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Business Administration

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by  
Wei-Wen Wu  
March 2004

BUSINESS-TO-BUSINESS E-MARKETS IN TEXTILE  
INDUSTRY: AN EMPIRICAL PERSPECTIVE

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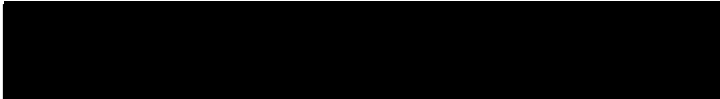
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by

Wei-Wen Wu

March 2004

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## ABSTRACT

The purpose of the research is to investigate the attitudes and perceptions of the E-Markets as members of their value chain in the textile industry. The study began by formulating a basic understanding of the nature of B2B as well as electronic marketplaces. This initial understanding was based on secondary sources including large part of material listed in the bibliography as well as website study for understanding the nature of electronic marketplaces in this specific industry. In the primary research step, the surveys were e-mailed to member companies of TextileCapital.com by using a bulk email sender. After each member received the emails they were directed to the online survey page. The online survey was sent to 1500 members, and 25 companies responded. The respond rate was 1.67%, because the scope of time for data collection was limited to a few weeks. To enhance the credibility of this research, further primary online research was conducted on the third phase. Utilizing the results of the online survey, the criteria were developed to evaluate a number of websites. The online research was based on the criteria, evaluated each B2B E-Markets in general also in textile industry, to test the validity of the summary findings.

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## CHAPTER ONE

### INTRODUCTION

Electronic Commerce has revolutionized the process of creating and distributing products and services. It is now asserted that electronic transactions can take place wherever there is access to the Internet, a development that technically erases the geographic borders of traditional markets.

Beyond the explosion of communication vehicles, E-commerce has ushered in a new breed of E-markets that in many ways are different from the traditional markets. PricewaterhouseCoopers defines E-markets as communities of companies that use the Internet to conduct business with each other electronically. By doing so, they are able to streamline communications, improve buying efficiency, and collaborate across critical business processes (www.pwc.com, 2000).

Fundamentally, E-markets change the relationship dynamics between buyers and sellers from "one-to-one" to "many-to-many." They enable trading partners to conduct business over the Internet, eliminating the need for more costly paper and custom EDI (electronic data interchange) methods.

The unique feature of a B2B Marketplace is that it brings multiple buyers and sellers together (in a "virtual sense") in one central market space and enable them to buy and sell from each other at a dynamic price which is determined in accordance with the rules of the exchange (Sculley & Woods 1999.) Very little is known about the true functions of E-markets and how they operate in the emerging E-business environment. Therefore, this study seeks to grow the existing body of knowledge in this area, specifically in the textile industry.

#### Research Objectives

The purpose of the research is to investigate the attitudes and perceptions of the E-markets as members of their value chain. More specifically, the research sought to answer the following questions:

1. What is the typical organization profile of an E-market in the textile industry?
2. What value chain functions are performed by E-markets in the textile industry?
3. How satisfied/dissatisfied are E-market managers with their relationships in the channel system?
4. What services are desired by E-market members from manufactures and other suppliers?

### Scope and Limitations

The scope of this study was limited to the Textile Industry. This industry was selected because of this researcher's access to the membership list of registered E-market channel members that could be used for data gathering. Since the entire data gathering was to be completed by the end of December 2003, the scope of time for data collection was limited to a few weeks. Cost was also a limitation in this study. Data gathering was limited to online administrating of the research instrument.

### Sampling Plans

The study involved attempting a census survey of all members listed in the TextileCapital.com. The members on their list-serve are assumed to be the representative E-markets in the textile industry. Because of the ease of an e-mailed questionnaire, a census was attempted for this group of respondents.

### Methods and Procedures

This study comprises secondary research and primary research. The study began by formulating a basic understanding of the nature of B2B as well as electronic marketplaces. This initial understanding was based on

secondary sources including large part of material listed in the bibliography as well as website study for understanding the nature of electronic marketplaces in this specific industry. For the primary data, this study used a Pluralistic Research Method which is a combination of both Quantitative Research Methods and Qualitative Research Methods.

The procedure of the research has three phases: In the first phase, the research used in-depth interviews with a representative of an E-market service provider (TextileCapital.com), also members who participate in this E-market to develop the questionnaire. After the survey instrument was designed, the researcher used computer-administered surveys to gather the firsthand knowledge of the research objectives in the second phase.

This quantitative research is twofold: In the first step, the surveys were e-mailed to member companies of TextileCapital.com by using a bulk email sender. After each member received the emails they were directed to the online survey page. Later, a reminder was sent to each of the members of TextileCapital.com who have not taken the surveys in order to encourage them to complete the survey before the deadline and increase the respondent rate. There was also a direct link on the homepage of

TextileCapital.com to the survey, which also made it easier for members to access the survey. The online survey was sent to 1500 members, and 25 companies responded. The respond rate was 1.67%, because the scope of time for data collection was limited to a few weeks.

To enhance the credibility of this research, further primary online research was conducted on the third phase. Utilizing the results of the online survey, the criteria were developed to evaluate a number of websites. The online research was based on the criteria, evaluated each B2B E-markets in general also in textile industry, to test the validity of the summary findings.

#### Method of Analysis

The collected data were coded and entered into SPSS 11.0 in order to extract the information that address the research problem and could be used in attaining the research objectives. Frequency tables, and related statistics were used to analyze the data. Cross tabulations were done where applicable in order to test for the relationship among variables.

## CHAPTER TWO

### LITERATURE RESEARCH

Electronic Commerce has revolutionized the process of creating and distributing products and services. It is now asserted that electronic transactions can take place wherever there is access to the Internet, a development that technically erases the geographic borders of traditional markets (Seninger, 2001). This paper explores the nature of E-markets, the success factors and emerging strategies of E-markets.

#### The Changing Face of Electronic Marketplace (E-markets)

PricewaterhouseCoopers defines E-markets as communities of companies that use the Internet to conduct business with each other electronically. By doing so, they are able to streamline communications, improve buying efficiency, and collaborate across critical business processes (www.pwc.com, 2000).

Fundamentally, E-markets change the relationship dynamics between buyers and sellers from one-to-one to many-to-many. They enable trading partners to conduct business over the Internet, eliminating the need for more

costly paper and custom EDI (electronic data interchange) methods.

The unique feature of a B2B Marketplace is that it brings multiple buyers and sellers together (in a "virtual sense") in one central market space and enable them to buy and sell from each other at a dynamic price which is determined in accordance with the rules of the exchange (Sculley & Woods 1999).

The important point, which differentiates a marketplace from other B2B E-commerce companies, is that an exchange involves multiple buyers and sellers and it centralizes and matches buy and sell orders, and provides post-trade information. Contrast this with the procurement process of one company, say General Motors, which set up a web site with an auction process for suppliers to bid on contracts with GM. This is not a B2B marketplace --- although it is a B2B E-commerce site --- because there is only one buyer. Similarly, a business that offers goods or services for sale to other businesses over the Internet, is not a marketplace, even if it provides a price-setting mechanism that is normally associated with an exchange, such as an auction --- because there is only one seller.



## Internal and External Drivers of E-markets

Among the internal drivers of E-markets are "Critical mass," "Deep industry knowledge/expertise, "Partnerships", "Differentiating/right/manage technology" and "Relationships and trust". Electronic marketplaces need to attract a significant number of active trading parties. Once this critical mass of transaction volume is achieved, the benefits sought (such as improved matching of buyers and sellers, better price transparency etc), can be realized.

Deep industry knowledge, or industry expertise, are a prerequisite for vertical market makers. This is so because there are great differences between industries concerning how business is done and how key activities are performed. More importantly however, it is unlikely that individuals or teams will have built up the relationships and trust necessary to take on the functions of electronic marketplaces, without extensive industry knowledge and experience.

Partnerships with clients, technology providers, value-added service providers, or other actors are often cited as key drivers for E-markets. Most significantly, it is argued by a lot of researches that it will be difficult for an independent (neutral) electronic marketplace to

attain a critical mass of transactions. If this line of reasoning is true, initiatives led by parties who intensively take part in trading are more likely to succeed.

The ability to either build or acquire the appropriate technology, and manage it, is a fundamental requirement for any business which hopes to establish and maintain a functioning electronic marketplace.

External drivers (those factors that are required for the emergence of electronic marketplaces), include, "Fragmented market/industry," "Spot purchasing/market industry," "Electronic commerce culture/history of adopting technology/customers' sophistication & confidence," "Inefficient market/industry inefficiencies/many supply chain pain points."

Independent electronic marketplaces are more likely to emerge in industries that lack dominant players. A factor that may indicate the degree of fragmentation is how evenly distributed the number of players are on both the buying and selling side but also the balance between buyers as a group compared to sellers as a group. An example of a fragmented industry is the transportation sector in the USA.

It is believed that electronic marketplaces are likely to thrive in spot markets because they could facilitate liquidation of excess supply. Another reason is that, in spot markets, the importance of existing business relationships is not that high.

An electronic commerce culture and the customers' sophistication and confidence in using information technology are supposedly influencing the degree to which electronic marketplaces gain acceptance in an industry.

Finally, markets and industries that experience many inefficiencies or supply chain pain points also hold great opportunities for improvement. Electronic marketplaces can be a means of reducing these inefficiencies, for example by increasing price and supply chain transparency.

#### Success Factors

After reviewing the literature research, several success factors can be concluded.

#### The Three C's of E-business

The evolution of E-marketplaces follows closely the evolution of e-business in general. While developing an E-marketplace strategy, it is important to take into consideration the three C's of e-business: content, community, and commerce.

1. *Content Strategies*: It all begins with the creation, updating, and publishing of content that represents one's business value propositions, one's products and services, one's brands, as well as the company's image and culture. The Internet is a content-rich environment that allows for the communication and presentation of multiple forms of content. Content can take the form of text, graphics, video, audio, or mixes of all of these mediums. *Rich media*, which is the mixture of multiple forms of media, is becoming a major factor in differentiation between companies in their content strategies. When one company publishes its content, it is important that it is tailored and customized to the audience it is addressing. In the E-markets whether it's eBay (C2C) or e-Steel (B2B), the winning sellers make the best presentation, provide enough detail about their inventory and understand their competition. The losers offer outdated, incomplete information and price themselves out of potential sales (Wilson, 2001).

2. *Community Strategies*: Communities have formed for thousands of years. With the advent of the Internet Age, communities are forming on a global basis. Communities will naturally form around the content if the tools and resources are made readily available. Two general groupings of communities are as follows:

A. *Communities of interest* – Communities of people that gather around content because they are truly interested in the subject matter (music, sports, education, news, specialty products, and so on) are referred to as *communities of interest*. These communities can be as small as two people discussing a particular content and as large as millions of people coming together around the world to discuss news issues on Yahoo.com.

B. *Communities of commerce* – Groups of people that gather around a company and its content and that are economically tied to a particular company because of a business relationship are referred to as *communities of commerce*. An example of this type of

community would be a PC manufacturer communicating with three channels of global distribution. These people are tied directly to the company's content for their very livelihood. Another example of a community of commerce would be General Motors Procurement Department communicating to their 18,000 suppliers of auto parts that are used to produce their automotive products (Lovelock, 2001).

These communities can represent a rich customer base for the company's products and services if they are provided with the right personalized information and communication tools. They also represent one of the most significant sources of information gathering that has ever been available in the history of business.

3. *Commerce:* Once content is published and communities form around the content, then the natural evolutionary next step is to provide commerce to these communities. In general, people work with whom they know and trust. If a company has done a good job with its content

publishing and community-building strategies, its commerce strategy should fit nicely into play with both the B2C (business-to-consumer) and B2B customers. Commerce enabling the E-marketplace consists of providing the functional ability to negotiate, trade, auction, and so on.

### Global Value Trust Networks

The Web enablement and improvement of business process is a critical next step and is followed by the seamless integration between multiple E-marketplaces and enterprises. This will form the foundation of global partner networks and the Global Value Trust Networks of the future. For this to occur, relationships must be increasingly based on trust and negotiation skills become paramount. There must be ample security, standards, and governance to ensure that companies are appropriately and securely exposing and integrating their enterprises into the new global digital network. A review of these areas helps to identify what is meant by each of these critical success factors.

1. Value-based Services: The future of E-marketplaces is dependent on the development and delivery of true value-added services that

are offered in both digital and physical delivery systems through the evolution of E-marketplaces into trusted intermediaries that form Value Trust Networks for their member communities. The value of the E-marketplace should be greater than the traditional means of conducting the business process and should leverage the new and old economy business models. Time-to-value is a critical success factor for E-marketplaces in today's highly competitive market.

The patience of the capital and investment markets has grown short. Expectations for true value delivery and profitability are far more demanding than they were during the Internet frenzy days.

2. **Trusted Relationships:** As the critical dependency on products or services increases, the need for trust and established relationships increases proportionately. For example, if a company is planning to purchase some standard maintenance, repair, and operations, or MRO, products, then it may be willing to try some suppliers that it has never heard of and never



worked with before to save on price. However, if a company is chartered to arrange steady procurement of mission-critical parts that feed the production of its own products or services, then it would most likely rely on trusted relationships with established suppliers. Duvall (2000) notes that a growing number of companies are resisting the call to join public E-markets because they do not feel secure having to share key business data with outsiders.

Trust is therefore a critical component for true partnering to create long-term solutions to industry pain points, and for creating new forms of value. It is imperative that a trust relationship be forged either through the E-marketplaces or that established trust relationships be given a new safe harbor to expand through the Value Trust Networks. Through this established trust, truly open communication and collaboration can occur. The trend seems to be that independently owned and operated exchanges and E-marketplaces are the venue for transacting commodity trades that require less trust and established relationships.

Industry-backed consortia have the support of major companies to move beyond commodity buying and selling. These consortia, if managed properly, can build on the well established trusted relationships that exist within the industry value chain to address true supply chain solutions.

3. Negotiation: Another key factor to consider when developing an E-marketplace or participating in one is the ability to negotiate. Digital business is still based on some basic human elements, and negotiation is one of the most human of them all. Many of the companies that are in the global procurement and sales area are seasoned negotiators and often are not satisfied with a passive exchange model. They need the thrill of the game and the sense of accomplishment that comes from the process of negotiations. They also want to know that they are dealing with another human being and somehow receive the digital equivalence of a handshake and a look in the eye.

In the digital economy, money will not remain on the table unnecessarily. Increasingly,

ecommerce solutions are providing the intelligence and means to negotiate the best terms on all types of products and services. A survey conducted by Boston Consulting Group indicates that by 2004, only 10% of all inter-company purchases will be negotiated on line. One big reason is the difficulty of gathering important qualitative information online, such as supplier's level of commitment to support buyers' product. Of course the pace of migration on line will vary by product segment. It is likely to happen faster in basic commodities (for example, oil, gas, or electricity) and more slowly in strategic components (for example, subsystems for complex products such as airplanes). In addition, buyer-driven E-marketplaces will push price negotiation online more quickly than seller-driven E-marketplaces (www.bcg.com, 2000).

Negotiation is a feature that will need to be built into the next-generation E-marketplaces and exchanges. Those businesses that offer this

feature will have a significant competitive advantage over E-marketplaces that do not.

4. Security: While transaction technology remains a major hurdle for many emerging E-marketplaces, most of E-marketplaces usually require many purchasing-related capabilities such as credit checking, shipping, ordering management, billing and financing. These capabilities are hard enough for a large company to put in place, let alone a start-up E-marketplace with limited IT resources. Many companies choose outsourcing, but there is an important security issue when it comes to E-commerce. Research indicates that there remain some challenges to be addressed. For example, doubts about reliability and security of the communication infrastructure and its vulnerability to hackers. Lessons can be learned from those banks that have been conducting electronic funds transfers for years. Also, the travel industry has been doing electronic business for many years and has tackled some of the toughest security issues (Wilson, 2000; Domaracki, & Millot, 2001).

5. Governance: As with any form of orderly social system, the new digital economy will need to have tight governance to ensure that businesses do not abuse the systems and uphold their responsibilities and obligations. In many ways, the entire global monetary system and the economies they support are based on trust and governance. Without them, businesses are all just passing around pieces of paper and metal. The digital economy is no different. Businesses are seeing the emergence and standardization of digital signatures, digital certificates, cybercash, public key technologies, and so on. The governance of electronic business practices is a critical component to global trust in the digital nervous system.

#### E-marketplace Commerce Strategies

E-marketplaces are quickly becoming relentless vehicles of efficiency, streamlining the information exchange and commercial trade between buyers and suppliers. The economics can be leveraged among buyers, sellers, and the E-marketplace itself. If a product or service offering for example, is entirely

information-based, an E-marketplace can expand to handle not only buying and selling but also manufacturing, distribution, sales, and marketing. Already, the physical markets for bonds and stock trading are evolving, with the rapid progress of electronic communications networks like Instinet and Archipelago, where trading is 100 percent digital. Also, watch for E-marketplaces to evolve for books, music, software, education, and even consulting services. The time will come when E-marketplaces for these information-based goods will evolve to dominate most of the industries' non-core activities. The information costs associated with the purchase and sale of physical goods represent at least 50 percent of the price a buyer pays. That 50 percent is up for grabs, and the exchanges are grabbing it.

According to Forrester Research (Sculley & Woods 1999), e-commerce flowing directly between pairs of trading partners will expand to \$2.7 trillion in 2004. In addition, the Gartner Group/Dataquest (Sculley & Woods 1999) has estimated total e-commerce at \$7.3 trillion in 2004. Firms in every industry will continue to invest heavily in their extranets to increase customer value and build deeper connections with channel partners. Today, most online markets are still in their infancy, but trade

through these markets will grow at a compounded rate of 200 percent. B2B trade isn't growing up in the high-tech hubs like Silicon Valley—it's developing in the industrial hubs like Cleveland and Detroit (Sculley & Woods 1999).

1. *Community E-business*: Online marketplaces provide tremendous efficiencies as well as opportunities to solve the remaining procurement challenges. Not only will existing buyer-supplier relationships thrive in these e-business communities, but new relationships are much easier to initiate. Buyers with demand are efficiently matched to partners with supply, and both are assured that the relationship is initiated at the right price, with the right lead time, the appropriate level of quality, and so on. The interaction is so easy that relationships can be created around a single transaction. No longer will companies spend countless days searching for the right supplier or the best sales opportunity. When the need arises for a one-time spot purchase, that need can be quickly and easily fulfilled. When a long-term relationship is required, the partner can be identified and the relationship initiated

through the same process. This eliminates huge headaches for both buyers and suppliers.

With a couple of mouse clicks and a few keystrokes, a buyer can select a product from an electronic catalog, enter the quantity, and click to send the purchase order. The purchase order is received by the supplier's system, which automatically verifies that the product is in stock and immediately sends an order confirmation to the buyer. Because there is no printing, no faxing, and no order reentry involved, big savings are realized.

Similarly, companies may carry vast amounts of inventory even when a surplus exists because the supply and the demand cannot be matched efficiently. Online marketplaces promise to meet the challenge with capabilities like auctioning, bid management, and spot purchasing.

Simple business communication within the E-marketplace is also much more efficient. Because everyone is connected to the same service, the need for point-to-point integration with each trading partner is eliminated. Buyers and suppliers have centralized access to



transaction details and other vital information. Overall, to be successful, an E-marketplace must do the following:

- Be open to all buyers and sellers.
- Match the right buyers to the right sellers.
- Provide relevant content that accurately represents goods and services.
- Support various transaction types.
- Provide business services and practices that are flexible enough to adapt to the differing needs of customers and market segments.
- Maintain a technological infrastructure that enables companies to seamlessly conduct business with anyone, anytime, anywhere.

2. *Global Value Trust Networks (VTNs)*: Mentioned earlier, the global VTNs contribute significantly to the success of E-markets. Therefore, the strategies must go along with the concept. The premise of global VTNs is that supply chains which have been built over years,

sometimes decades or centuries, will not be replaced overnight with the Internet. The key elements that make a supply chain work are not the underlying technologies but more importantly the established relationships and trust that exist between trading partners. For a new global supply web business model to truly work, it must offer real value to solve industry pain points. It must offer *trust* to both the suppliers and the buyers. It must leverage the Internet as the ultimate business *network*.

Global VTNs cannot just be a Web version of the physical supply chain. Too often in the rush to get business up and running on the Internet, companies have duplicated their old economy systems and process and mirrored it on the Internet. The Internet must be recognized as a new medium for conducting business that has new rules, new advantages, and new risks.

The Internet has provided us with a common platform for global communication and business transactions. The magic is in taking it to the next level towards developing true Value Trust Networks that deliver global customer value both

digitally and physically. It is the combination of digital and physical value delivery that will offer the true efficiency and competitive advantages that we are all seeking.

Value delivered can be either Digital or physical. Digital delivery can come in the form of new digital services that leverage the network advantages of the Internet such as:

- Global trading capabilities
- Mass personalization and customization
- Global knowledge exchange
- Global communities
- Collaborative workflow
- Industry-specific (vertical) marketplaces
- Horizontal marketplaces
- Enterprise-to-enterprise connectivity
- E-marketplace-to-E-marketplace connectivity

Long-term success of E-marketplace business models will depend heavily on leveraging physical value delivery such as global logistics, freight forwarding, warehousing, inspection services, and so on. E-marketplaces will not need to own these physical service

organizations, but they will need to partner with these firms on a global basis to offer complete end-to-end solutions.

CHAPTER THREE  
MAJOR FINDINGS

The data of the primary research were collected from 25 companies who took the online survey. The names of these companies are listed in the appendices 3. The following findings were organized by research objectives. Each objective is followed by survey questions and analyses which are related to that specific objective. Also tables and graphs were included with analyses when necessary to enhance the readability of the output.

Objective 1: The Typical Organization Profile of  
an E-market in the Textile Industry

Q1. *How long have you been a member of TextileCapital.com?*

This question was designed to be an open-ended question. After all the answers were listed, they were categorized into three groups. First group is "2 weeks or less," they were considered as new users who comprise 40% of respondents. Second group is "1 to 2 weeks," who consist of 48% of the respondents. The remaining 12% is third group who have been members "more than 2 months." They were considered as long-term users.

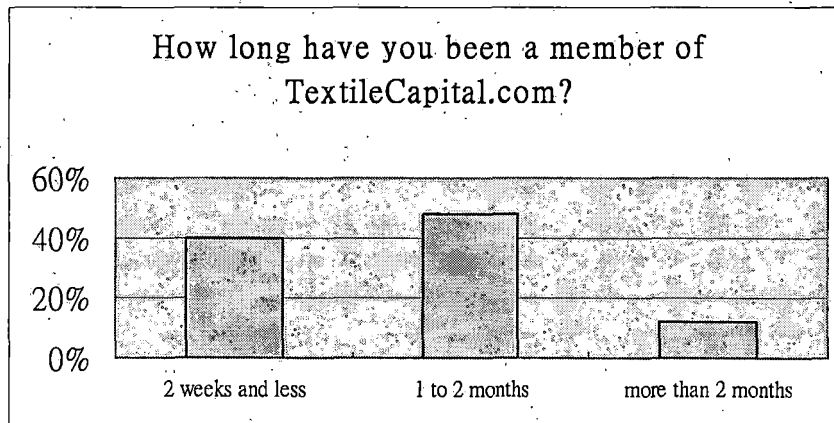


Figure 1. Length of Membership

Q2. *How often do you visit TextileCapital.com?*

Among 25 respondents, 44% visit TextileCapital.com once a day. 24% said they visit 2 to 5 times a week. 16% visit the website once a week. 8% said they visit once every other week. 4% visit once a month and the other 4% answered other which is a few times a day. The numbers shows that most of the members of TextileCapital.com visit the website frequently. This is a good indicator for an E-market because it means that the members find the E-market useful for their businesses and utilize the services provided. That is the main reason that keeps them coming back.

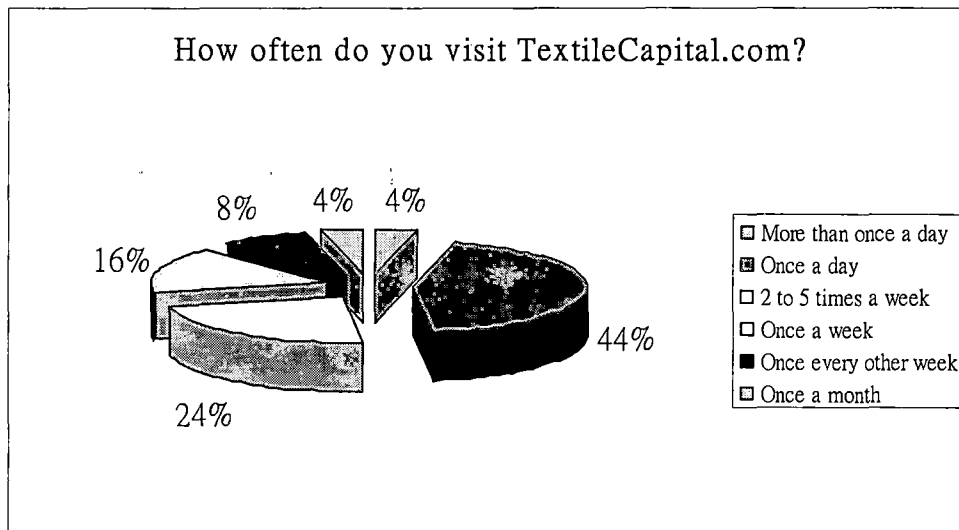


Figure 2. Frequency of Members' Visits

Q3. *On average, how long is your typical visit to TextileCapital.com?*

28% of total respondents stay at TextileCapital.com 4-8 minutes per visit. Those who visit the website for 16-30 minutes have the second highest visit duration time, 24%. Third highest visit time belongs to those who stay at TextileCapital.com for 1 hour and more and their rate is 20%. Respondents who stay at the website 31 minutes to 1 hour comprise 16% and the rest of the visitors stay 9-15 minutes. The graph below illustrates that visitors of the Textile Capital stay at the website for a very short time or rather stay much longer depending whether there is something new on the

website. If users can see any new information including trade leads, product catalogues, directories, and news...etc, he/she prefers staying at least 16 minutes or more. Therefore, visitors' duration times are highly related to the new updated information on the website.

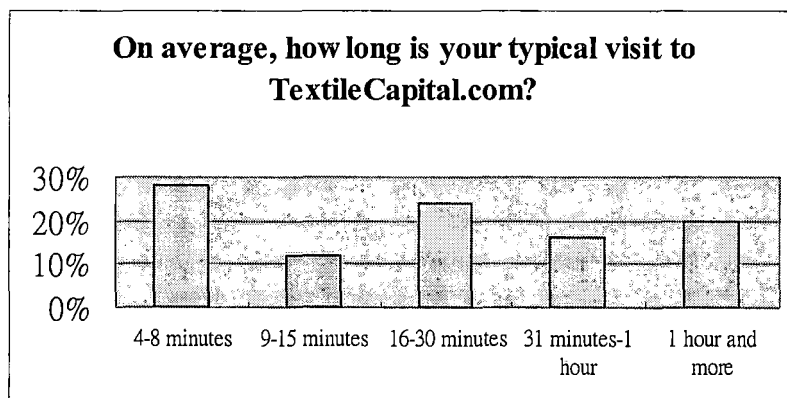


Figure 3. Duration Time of the Members' Visits

Q4. *How did you learn about TextileCapital.com? Please check all that apply.*

This question tried to find out which media are commonly used by members to firstly learn about TextilCapital.com. This information can also be used to determine what media are more effective when this E-market wants to design an advertisement campaign for its target market. Since the respondents can check more than one medium, the total responses exceed 100%. Fifty-six (56%) percent of the



respondents found TextileCapital.com via search engines. 78.57 % of these users who access to the website via search engines used "google.com" and 21.42% used "yahoo.com". Other than search engines, 20% of the members found the website by email invitation and 16% heard about it from their friends.

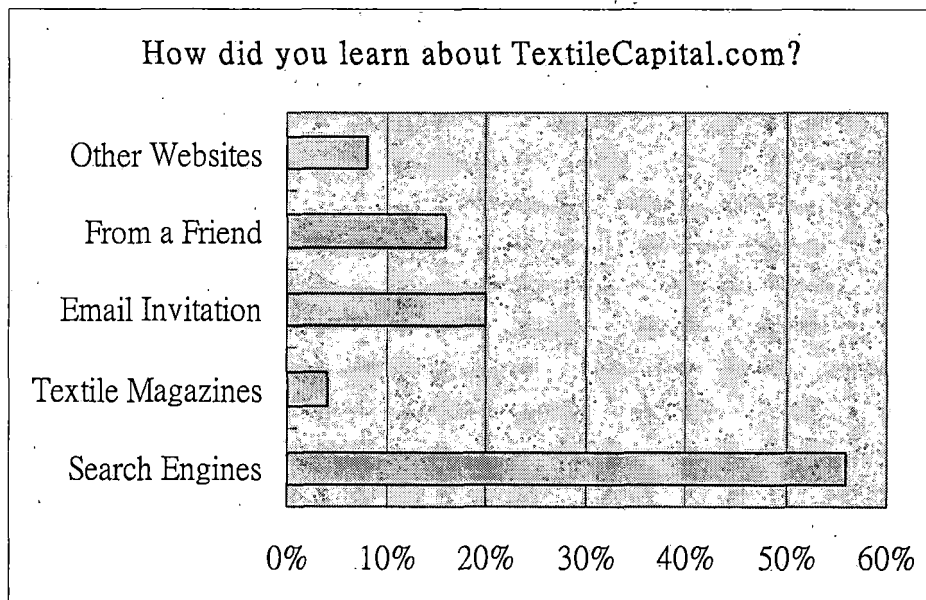


Figure 4. Media Used to Learn about TextileCapital.com

Q5. *Do you participate in other E-markets other than TextileCapital.com?*

The majority of the respondents (64%) participate in at least one E-marketplace other than TextileCapital.com. However, there are no specific E-markets that are mainly participated in. 16 respondents mentioned 20 different E-market names.

Over one third (36%) of the respondents answered this question "No", this indicating limiting their participation to TextileCapital.com. Table 1 lists the other 20 E-markets participated by respondents.

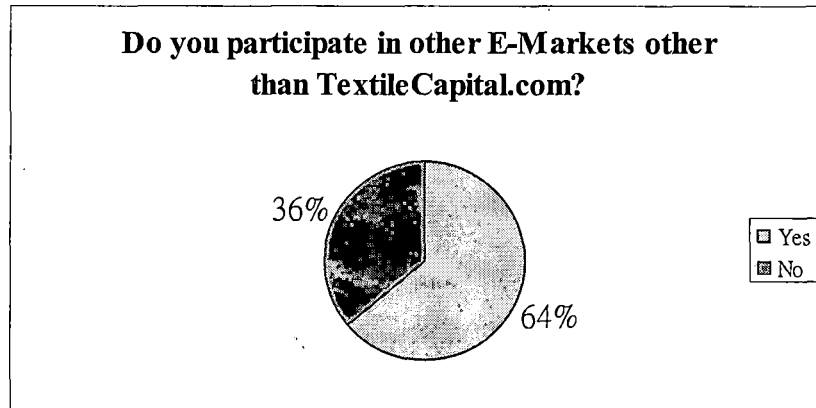


Figure 5. Do you Participate in Other E-markets?

Table 1. Other E-markets Members also Participate in

Company Name	Other E-markets you also participate		
1. Vikram Engineering Works	bharattextile.com	alibaba.com	Egytex.com
2. Cassanova textile	indiamart	garment	texweb
3. OZLER TEKSTIL	www.alibaba.com		
4. Divya Impex	alibaba.com	nudeal.com	extrade.net
6. Kintextile	21garment		
7. Tattersall International Co. Ltd	ebay		
8. Adven's, S.A. de C.V.	e-trader.com	trade-india.com	
10. MEGA INDUSTRIES	Bizeurope.com	b2b	
12. Urva Textile International	alibaba.com	e-trade.com	
14. CHIRAGH INTERNATIONAL CHIRAGH GROUP	textileguide.com		
15. CASIDA	bgtextiles.org	Italianmoda.com	
18. zhejiang chinastar textile imp. & exp. co.,ltd	ECROBOT.com	8848b2b.net	fibre2fashion.com
19. Sugraj Agencies	ECPLAZA.NET		
20. okjo co.,	texwatch.com	ingrey.com	
24. Mogul Textile	eximturk.com		
25. Commercía Casa	Alibaba	Arabnet	ecplaza

Q6. Please check your internet connection speed?

36% of total respondents have 56K and only 4% have 28.8K internet connections. ISDN, cable, ADSL/DSL, and T1 or better connection users comprise

16%, 20%, 16%, and 4% respectively. Also 4% of the users who chose other connection speed use 42.2K modem. 56% of the users have no connection problem; however 44% of all users have 56K or slower modems. Thus, designing the E-market website with animations and so many large files (images, photos...etc.) can make accessing the website difficult for half of the visitors.

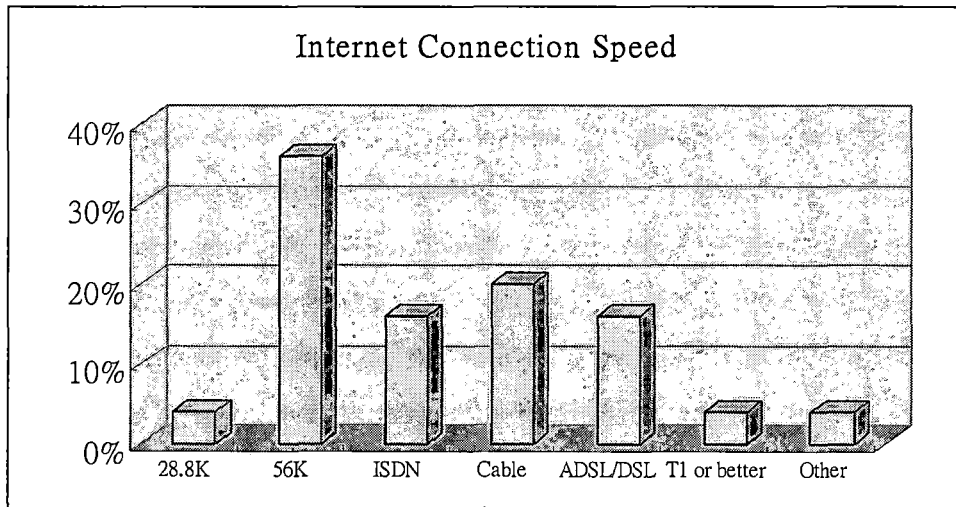


Figure 6. Members' Internet Connection Speeds

Q15. Please check your business type(s) that match your criteria.

Since one company may practice more than one business activity, total percentage exceeded 100%. Importer and buyer companies comprise 40% and 20% while exporters, sellers and manufacturers comprise

56%, 28%, and 56% respectively of total respondents. Service providers, wholesalers and retailers consist of 12%, 24%, and 8%.

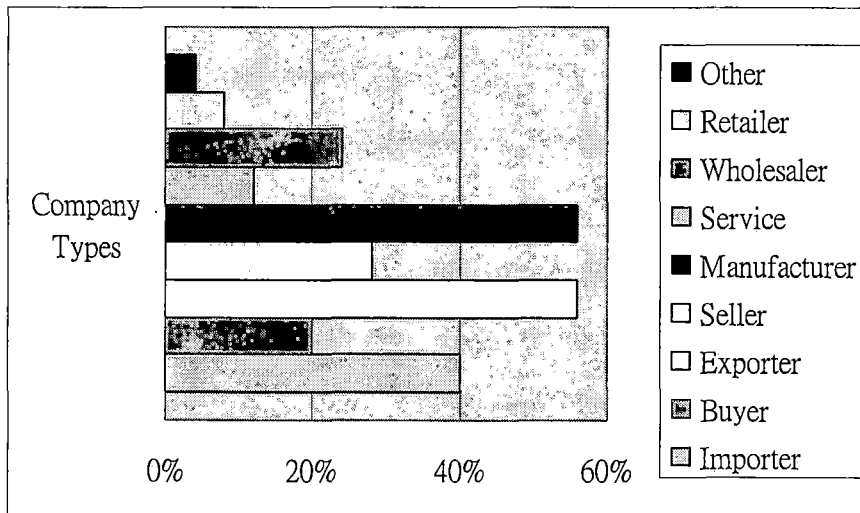


Figure 7. Members' Company Types

Q16. *What are your products and services?*

Total percentage of the product categories is more than 100% because one company can deal with more than one product category. More than half of the respondents are apparel & clothing, home textiles, and fabric companies which comprise 56%, 60%, and 52% of total respondents. 24% of the total respondents deal with yarns, threads, and fibres.

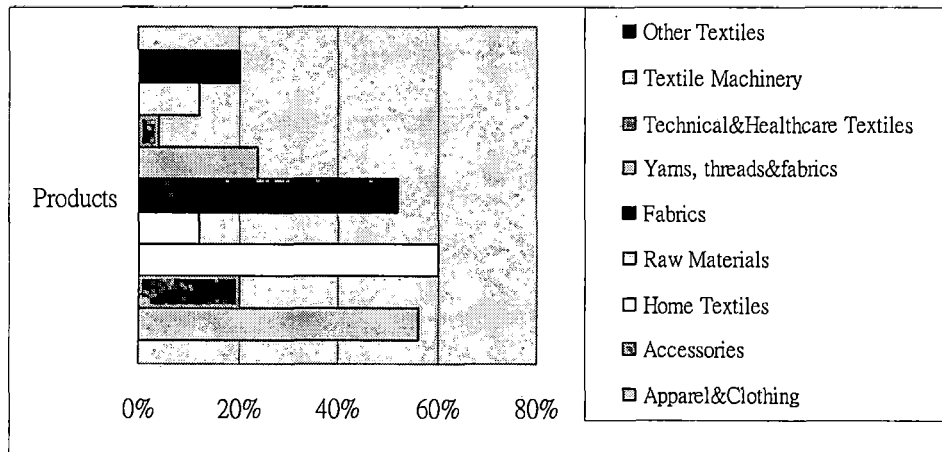


Figure 8. Members' Product and Service Categories

Q17. *What is your job title?*

36% of the company representatives who took our online survey are marketing managers/directors. CEOs, general managers, and owners comprise 24%. Other managers and directors consist of 40% of total respondents. It indicates that over one third (36%) of the respondents are marketing related managers/directors. Therefore one can assume that when they answered the survey, their answers were more likely looking for marketing related function and services from the E-markets. In fact, the result of this research did show that members took E-markets more likely as marketing function.

Q18. How many employees does your company approximately have?

29% of responding companies have 1-10 employees, 42% of these companies have between 10 and 100 employees, and finally, 29% of the responding companies have 101 to 1000 employees. It shows that almost half of the members (42%) are small-medium companies which also correspond to their annual gross sales.

Q19. What is your company's gross sales?

Almost half of the companies (48%) have \$100,000-1,000,000 gross sales. Those who have more than \$1,000,000 gross sales comprise 36% of total respondents. TextileCapital.com member companies consist of mainly mid-size companies.

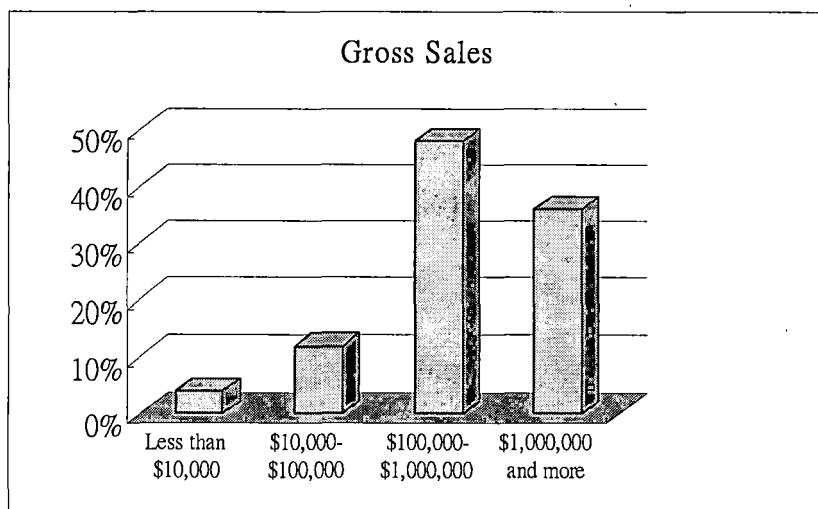


Figure 9. Annual Gross Sales of Members

Q20. *What are your primary import/export regions?*

This question is an open-ended question which enabled respondents to list all the regions they import/export, 23 respondents answered this question. Because there are a variety of import/export regions, the answers were grouped into 5 categories, and the total number exceeds 100%. 43% of the respondents import/export from/to Asia, 43% Europe, 39% North America, 17% Africa, and 13% Middle East. Textile manufacturers and exporters are mainly from Asia (China, India, Pakistan...etc.), and Middle East. These companies sell their products to the North American and European importers. Textile goods are produced especially in the Asian countries where labor is cheap. These countries are very attractive for the North American and European buyers.

Objective 2: The Value Chain Functions  
are Performed by E-markets in  
the Textile Industry

Q7. *For each of the statement below as pertaining to E-markets, please indicate the level of your agreement or disagreement by clicking on the letter(s) that best characterize your response*



(SA = "Strongly Agree", A = "Agree", N = "Neutral", D = "Disagree" and SD = "Strongly Disagree").

The table below indicates that members of the E-markets have positive attitudes toward them. 72% of the companies agreed with the statement that E-markets increase more business opportunities, 52% agreed that E-markets increase distribution channels, 60% believe that E-markets increase the exposure of their company and 64% of the members said E-markets provide more transparent competition. Generally, E-markets seem to perform more marketing functions by increasing a company's exposure, its business opportunities, and distribution channels.

Table 2. Members' Evaluations of E-markets' Value Chain Functions - Part 1

E-markets:	Mean:	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Increase more business opportunities	3.84	4%	8%	16%	44%	28%
Provide more transparent competition	3.76		12%	24%	40%	24%
Increase the exposure of my company	3.60	4%	8%	28%	44%	16%
Increase distribution channels	3.52	16%	4%	40%	40%	12%
Provide another marketing alternative	2.96		16%	28%	36%	4%
Help to reduce purchasing cost	3.16		24%	36%	40%	
Help to reduce inventory	3.20		16%	52%	28%	24%

As mentioned above member companies have positive attitudes toward E-markets however; they think E-markets should improve their customer services. In addition, although almost half of the respondents (48%) agreed on E-markets do not provide enough industry information/knowledge, only 8% agreed on E-markets are not very helpful to the industry.

Table 3. Members' Evaluations of E-markets' Value Chain Functions - Part 2

E-markets:	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Are not very helpful to the industry	2.28	24%	32%	36%	8%	
Lengthen my company's purchasing process	2.64	8%	36%	40%	16%	
Have poor customer service	3.08	4%	32%	32%	16%	16%
Do not provide enough industry Information/knowledge	3.16	8%	28%	16%	36%	12%

To summarize, E-markets are considered marketing and selling opportunities companies.

Objective 3: How Satisfied/Dissatisfied are E-market Managers with their Relationships in the Channel System?

Q10. *On a scale of 1 to 5, 1 being poor to 5 being excellent, how would you rate each of the following of your relationship with TextileCapital.com.*

Although the table below indicates that most of the respondents rated all of the services 4 or 5; there is large number of people who rated them 3. All of the items showed in the table have means between 3 and 4. Therefore, it can be assumed that members of the E-market like the provided services but expect them to be improved. The 3 top rated service

attributes are "Ease of use" (64%, Mean = 3.64),  
 "Provide business opportunities" (56%, Mean = 3.44),  
 and "Customer service" (52%, Mean = 3.40).

Table 4. Members' Satisfaction Level

Ratings:	1	2	3	4	5	Mean
Ease of use:	8%	12%	16%	36%	28%	3.64
Provided business opportunities:	8%	8%	28%	44%	12%	3.44
Customer Service	12%	4%	32%	36%	16%	3.40
Your overall experience with TextileCapital.com:	12%	4%	32%	40%	12%	3.32
Accessibility:	12%	12%	24%	32%	20%	3.36
Information Accuracy:	12%	8%	32%	36%	12%	3.28
Your Overall E-market experience:	8%	8%	36%	40%	8%	3.32
Immediate response:	20%	8%	32%	20%	20%	3.12

Q11. *What do you like most about your experience with TextileCapital.com.*

In total, 7 respondents answered this open-ended question, 5 respondents like most its help to increase business opportunities with other companies, and 2 respondents like most its good service.

Q12. *What do you like least about your experience with TextileCapital.com*

Only four respondents answered this question, the least they like about Textilecapital.com are "nothing remarkable," "communication," "not fast enough to reply their clients," and that "The

company's mailing address is not included in the company's information."

Q13. *What services or information not presently available for TextileCapital.com would you like to see added?*

Only three companies answered this question, but all of them indicated that TextilCapital.com should provide online product catalogues to the membership.

Objective 4: Services Desired by E-market  
Members from Manufactures and  
Other Suppliers

Q8. *Following are some potential services that E-markets might provide. On a scale 1 to 5, 1 being not at all important, 5 being very important, how would you rate the importance of each of the following potential services for an E-market?*

80% of total respondents rated "accurate and up-to-date information" quite important or very important, which means it is very essential for an E-market to keep the published information updated and complete.

Those who rated matchmaking service and sending business inquiries quite important or very important comprise 64%; and 48% rated trade boards, virtual showrooms as being quite important. Trading

companies, first, look for the best companies that match their business criteria including product type, business type and country. They either visit trade boards to search the trade leads, company directory to find an import/export company who might be interested in their products, or virtual showrooms to see product catalogues of members. Then, they send inquiries to import or export goods from each other.

It is also obvious, however, that the trust level among the trading companies is important. Table below indicates that managers want to learn more about how risky are the companies they intend to do business with and country/economic risks of other members. 64% of respondents rated trust authentication and verification as quite important or very important.

Table 5. Services Desired by E-market Members

Potential Services	Mean	Not at all important	Slightly important	Important	Quite important	Very Important
Accurate up-to-date Information	4.00	4%	12%	4%	40%	40%
Trust Authentication & Verification	3.76	8%	8%	20%	28%	36%
Matchmaking service	3.84	4%		32%	36%	28%
Sending Business Inquiries	3.76		12%	24%	40%	24%
Trade Board	3.68		8%	44%	20%	28%
Virtual Showrooms	3.40		24%	28%	32%	16%
Community Message Board	3.36	4%	16%	32%	36%	12%
Shipping Information	3.20	4%	32%	20%	28%	16%
Website Services	3.12	8%	24%	28%	28%	12%
Promotion and Advertising Services	3.00	8%	24%	32%	32%	4%
Industry Job Search	2.84	24%	12%	28%	28%	8%
Multi-language Services	2.88	16%	24%	28%	20%	12%
24/7 Customer Support On-line helpdesk	2.76	8%	40%	24%	24%	40%

Some of the respondents who checked the "other " category mentioned that the website should improve the trade board section to facilitate posting and viewing trade leads and stress the importance of reliability of the member companies while trading.

Q9. *Following are different types of industry information that E-markets can provide. On a scale of 1 to 5, 1*

being not at all important, 5 being very important, how important to you is each type of information.

Table 6 shows industry news, quota and tariff information, and trade fairs & events as being very important for E-market members. Most of the company representatives would like to have industry knowledge. Quota and tariff information were rated by almost half of the respondents as being important (44%). Industry news and trade fairs were also important for them.

Table 6. Importance of Different Types of Industry Information

Types of Industry Information	Mean	Not at all important	Slightly important	Important	Quite important	Very Important
Quota and Tariff Information	3.88	12%		20%	24%	44%
Industry News	3.64	4%	12%	40%	4%	40%
Trade Fairs & Events	3.80	4%	8%	28%	24%	36%
Industrial Market Indices	3.72	4%	8%	28%	32%	28%
Trade Terminology	3.56	4%	4%	48%	20%	24%
Trade Laws	3.56	4%	8%	40%	24%	24%

In addition to the services mentioned in the question, one respondent in the "other" category mentioned that textile dictionary would be important.



## Major Findings - Cross Tabulations

### Duration Time - Length of Membership

Looking at duration time, the vast majority (90%) of the respondents who have been a member of TextileCapital.com for less than 2 weeks, stay connected to the website 16 minutes or over. On the other hand, half of the members who have been using the website for 1 to 2 months stay there 15 minutes or less. One can assume that new members spend more time because they are still not familiar with the website, they may spend more time to learn what services or functions this E-market provide in the beginning. After they get familiar with the Website, they may just come back routinely to check if there is any new information or simply some business follow-up.

### Services - Product Types

The research shows half of the companies dealing with yarns, threads & fibres rated "Trade Board" service "very important". However, only 21% of apparel & clothing companies, 20% of home textiles companies, and 23% of fabrics companies rated it "very important". This information indicates yarns, threads & fibres companies have a tendency to use "trade board" more than other companies at TextileCapital.com.

The website has 4858 member listings by January 7<sup>th</sup>, 2004. Apparel & clothing companies comprise 24%, home textile companies consist of 17%, fabrics companies 15% comprise, and yarns, threads & fibres companies consist of only 9%. Nevertheless, this smallest number of companies uses TextileCapital.com "Trade Board" service more than any other categories. For the last two months 69 BUY offers have been posted by buyer members. 23% of these offers were posted by yarns, threads & fibres companies.

#### Gross Sales - Trust Services

This cross tabulation indicates companies who have larger gross sales are more likely to look for reliability and trustworthiness in the E-market than those who have smaller gross sales.

All of the companies who have more than \$1,000,000 or more gross sales rated "Trust Authentication and Verification" important or over. In fact, 78% rated it quite important or very important.

In addition, 89% of the member companies which have \$1,000,000 or more gross sales rated "community message board" important or over. Those who say "quite important" or "very important" comprise 67%. As it was mentioned in the secondary data research, community message boards provide members with opportunities to learn more about

other members, which builds trust among the members of the E-markets.

To summarize, companies who have larger gross sales seek reliable buyers/sellers to prevent themselves from business frauds.

CHAPTER FOUR  
ONLINE E-MARKETS RESEARCH: GENERAL  
OVERVIEW AND TEXTILE INDUSTRY

In this part of the thesis, the research examines 15 leading general E-markets and 14 E-markets solely focusing on Textile Industry. The list of E-markets here was developed in two ways. In one way, Alexa.com, an Amazon.com company that ranks all the websites on the basis of their website traffic, was used and high-ranked E-markets were identified. In another way, this list was combined with the list of E-markets participated by the members, as repeated in Question 5 of the survey. Most common services and ways of generating income of these E-markets are indicated. Also, the differences between the services provided by general E-markets and E-markets focusing on Textile Industry were compared in this part of research.

Most Common Services E-markets Provide

Not only mostly-participated and recognized E-markets but also the developing ones provide their members with three important services.

1. Company Directory: These pages are categorized lists of buyers and sellers who usually use the

Internet to find the right company for themselves. Getting listed is usually free of charge in most of the company directories. A buyer/seller search can access those pages to find the company contact to do business with.

2. Trade Leads/Offerboards: Trade leads pages are online bulletin boards in which companies post their sell/buy offers or view the offers that have already been posted by others. The biggest advantage of this service is that it offers companies to create a win-win situation in a short time. An offer example might be "*BUY - ABC, Inc. is looking for 10.000 pieces t-shirts, 12/09/2003*". If a t-shirt manufacturer, exporter, or seller views this offer posted by the buyer, he can contact the buyer and both parties can start a whole new business relationship. It reduces the company's procurement processes, advertising, promotion costs, and commissions paid to the middle men. However, everything may not be implemented as smooth as this example. Since the trading companies do not know each other, they might be deceived and might experience internet fraud.

Soon, we'll be talking about how E-markets try to prevent their members from these types of probabilities.

3. Virtual Showrooms: Basically, virtual showrooms are online product catalogues of member companies. A buyer can search a variety of products from sellers' showrooms. Showrooms provide product pictures, features, and even sometimes prices. Some E-markets, such as Tpage.com offers "expo center", which is a flash-designed version of a basic online product catalogue but it also provide the member companies with virtual exposition experience.

Table 7. Most Common Services Provided by General E-markets

	Company Directory	Trade Leads	Virtual Showrooms
21garment.com (T)	X	X	X
8848b2b.net (G)	X	X	X
Alibaba.com (G)	X	X	X
Bgtextiles.org (T)	X	X	
Bharattextile.com (T)	X	X	
Bizeruope.com	X	X	
Chinatextilenet.com (T)	X	X	X
Ecrobot.com (G)	X	X	X
Ec21.com (G)	X	X	X
Ecplaza.net (G)	X	X	X
Egytex.com (T)	X		
Eximturk.com (G)	X	X	X
Exporter.com.sg (G)	X	X	X
Exporterindia.com (G)	X	X	X
Extrade.net (G)	X	X	
Fibre2fashion.com (T)	X	X	
Globaltexnet.com (T)	X	X	X
Indiamart.com (G)	X	X	X
Italianmoda.com (T)	X		X
Nudeal.com (G)	X	X	
Texwatch.com (T)	X	X	
Texweb.com (T)	X	X	X
Texindex.com (T)	X	X	X
Tpage.com (G)	X	X	X
Trade-india.com (G)	X	X	X
Worldtradeaa.com (G)	X	X	X
Wotol.com (T)	X		X
Yarnsandfibres.com (T)	X	X	X

(T = Textile Industry E-market, G = General E-market)

As we see in table 7, these three services (company directory, trade leads/offerboard, and showrooms) are so

commonly used by the E-markets and these service pages are usually mostly visited web pages of the E-markets. When comparing Textile industry E-markets with the E-markets that focus on all industries, it can be easily noticed that these services are sometimes missing in the textile industry E-markets although they are very commonly provided by E-markets focusing all industries.

#### Other Services

Most of the E-markets offer their members more services than company directory, trade leads, and virtual showrooms to attract more visitors, provide superior customer service, and build trust among the members.

1. Discussion Boards: Discussion boards are very common ways to build communities for E-markets. Communities can be categorized by the number of sectors. Member companies can either discuss a topic designated by participated E-markets or create another topic by themselves. By providing discussion boards, E-markets aim to generate more members and loyalty for those members who use discussion boards. Also, with mutual information and opinion exchange, member companies trust each other more and build more



business relationships. On the other hand, most of the discussion boards are not used for discussion purposes. Most member companies post their business offers to the discussion boards to reach more buyers/seller. EC21.com, one of the leading E-markets, provides discussion board services; however, it is used as an offer board page by a vast majority of the members. Some companies actually did business through discussion boards by simply submitting their offers instead of their opinions.

2. Multi-Language Services: The purpose of offering a variety of language services is to reach more people and reduce the risk of communicating in a second language. Since most of the E-marketplaces are Asia based companies, they provide Chinese, Japanese, Korean, and Thai versions of their websites. A Japanese member of Alibaba.com can post his trade leads in his own language and view Japanese company introductions and details. If the member doesn't know English, he can benefit from all Alibaba.com services in Japanese version.

3. Trust Services: Trust is one of the most important and necessary issues for an E-market. It involves with credit of trading companies and country risks. Many E-markets make partnerships for on-line credit checking. Alibaba.com offers "trustpass" which is an online credit checking and it also indicates that the referred company has registered at its local registry, and the contact person has the authority to represent the company on Alibaba.com. Duns and Bradstreet, Asian CIS, and Huaxia Credit are partner companies of Alibaba. Exporters.com.sg, a Singaporean based E-market has an alternative to Alibaba's way. When registering to Exporters.com.sg, companies are asked for their bank information. By doing so, other members know the company actually does exist and have credit to do business.
4. Safe Trading Tips: Some E-markets publish safe trading tips including how to avoid Internet fraud in order to protect their members from the risks of doing business on the Internet.
5. Website Services: One of the most common ways to attract more customers and persuade them to keep

visiting the website is to build them websites.

Most of the E-markets such as

Exportersindia.com, provide their members with website templates. After registration process, a company can build a website from the templates available. If the company needs a more sophisticated website, the E-market can build them a professional website for a fee.

#### Observed Revenue Generation Strategies

Three common ways are used by E-markets to generate revenue:

1. Advertising:

According to the secondary research, one of the important drivers for E-markets is "critical mass." E-markets need to attract a significant number of active trading parties. Once this critical mass of transaction volume is achieved, the benefits sought (such as improved matching of buyers and sellers, better price transparency etceteras), can be realized.

When the goal of critical mass is reached, E-markets tend to seek advertisers, who might be interested in promoting their products or

services, for their banner spaces. EC21.com, one of the highest ranked on Alexa.com has a detailed advertising service with all the advertising information including banner, info, banner details, website traffic information...etc. Most of the time, E-markets collect information about the members who are interested in renting a banner place. The information may include their advertisement budget, their target market and their goals.

2. Paid Membership:

This option is the most common way to generate profit. Some E-markets design a different package for their paid-membership services. For instance, Alibaba.com, Tpage.com...etc., have this option with different names and different offers. Tpage.com has two types of paid membership options, premium membership and economy membership. These fee-based members are entitled to do more on Tpage.com. The E-market provides the premium members with auto-multi posting to all trade boards globally, listing top of the search results, prime listing on company directory

list, prime listing on offerboard page, sending inquiries, posting and viewing unlimited offers, creating showroom and booth, and website submitter, a program that can be used by premium members to submit their websites to all well-known search engines. Some E-markets offer all the services by charging their members on a monthly or yearly basis. For example, ECEurope.com charges its members \$69USD a month. The challenge of this option is that E-markets have to ensure these services are so beneficial to the members and they are a "must" for members.

3. Selling Information:

An E-market can also generate money by providing and selling industrial statistics, overviews, trends, analyses, and forecasts...etc. Yarnsandfibres.com, and India based Textile industry E-market sells professional textile, fibre, and yarn industry analyses on its website.

## How the Textile-Industry E-markets Differ from General E-markets

Textile industry E-markets are slightly different from general E-markets by providing more industrial knowledge. Other than the services mentioned above, textile-industry E-markets provide:

1. Textile News: Most of the E-markets have detailed news pages. An India based E-market, Bharattextile.com is one of the best source when it comes to textile news. The website is visited by thousands of companies every month.
2. Trade Fairs and Events: Online events calendar service. A member can reach all the information about a textile trade show. The dates of show change almost every year. Thus it is very important to keep the data updated so not to misinform members.
3. Industry Statistics, Prices and Reports: This information helps management of member companies to have an idea about the textile market.
4. Industry overviews: Some E-markets such as texindex.com have industry overviews of the country they are located.

5. Industry Links: Links to the textile organizations, chambers of commerce, and government websites.
6. Textile and trade terminology
7. Industry Jobs/Careers

Textile E-markets are providing their members with more specific information, and industrial knowledge. Table 8 shows some textile industry E-markets and the services they provide as industry information.

Table 8. Industry Information Provided by Textile Industry E-markets

	Textile News	Fairs, events	Reports, statistics	Industry Overview	Industry Links	Terminology	Careers
21garment.com	X	X					
Apparelkey.com	X			X			X
Bgtextiles.org	X	X		X			
Bharattextile.com	X	X	X				
Chinatextilenet.com		X			X		
Egytex.com	X	X	X	X			X
Fibre2fashion.com	X	X				X	
Globaltexnet.com	X	X	X	X			
Italianmoda.com				X	X		
Texindex.com	X	X		X	X	X	
Texwatch.com	X	X	X	X			
Texweb.com	X	X	X				
Wotol.com		X					
Yarnsandfibres.com	X	X	X		X	X	

As noted, many textile industry E-markets focus on industry information and knowledge. Most commonly provided industry services are textile news and textile fairs, shows & events. This result also matched findings from previous primary research that indicates that "industry news" and "trade fairs and events" are "must-have" information.



## CHAPTER FIVE

### SUMMARY, RECOMMENDATIONS, AND CONCLUSION

#### Summary and Recommendations

After examining all these E-markets, the purpose was to find out what are the real key success factors for these textile E-markets. From a marketing point of view, this primary research tried to find out who are the users and what are their unmet needs. The research shows that most of the companies participate in more than one E-market, also there are hundreds of E-markets on the Internet. But how many of them are really successful? In another word, how many of them really fulfill their customers' needs? As indicated by the research, only 52% of respondents answered that they have either good or excellent experience with E-markets, it means that a lot of improvements can be done when half of the participants did not receive the services that they expect.

Today, a lot of the E-markets are run by website designing companies or some "mom-and-pop" type of business which may not even have any business knowledge. Commonly, they are attracted by the ease of building a website. What those companies usually fail to see is that building an E-marketplace is far beyond and much more than building a

website. That is why most of the E-markets fail a few years after they establish the websites. After all these secondary and primary research, one may roughly outline a basic "know-how" conclusion.

1. Creating critical mass: According to the secondary research, one of the important drivers for E-markets is "critical mass." E-markets need to attract a significant number of active trading parties. Once this critical mass of transaction volume is achieved, the benefits sought (such as improved matching of buyers and sellers, better price transparency etceteras), can be realized. Like all the E-commerce, E-markets need to generate enough traffic then it can generate profit by charging advertisement fee, membership service, or even transaction fee. How to generate critical mass is all about content management. According to this research, important functions are:

- a. Accurate, up-to-date information:

Information always plays an important role when conducting business. Information helps to plan for the uncertainties, and to help reduce the risk. In the business world,

when one holds more accurate, up-to-date information, one has more chance to be the winner. Since E-markets make all the information flows more transparent, not only those time-sensitive industry indices, but also precise trade information for both sellers and buyers need to be updated constantly. 80% of total respondents rated "accurate and up-to-date information" quite important or very important, which means it is very essential for an E-market to keep the published information updated and complete.

- b. In depth industrial knowledge: In the secondary research, it also indicate that in depth industry knowledge, or industry expertise, are a prerequisite for an E-market. This is so because there are great differences between industries concerning how business is done and how key activities are performed. From the online research, one may conclude that it is important for a one-industry-focused E-market to differentiate itself by

providing more in depth industry information. In the survey, quota and tariff information, industry news, trade fairs and events information were ranked the top three important industry information from the survey. They were also found to be the "mostly-have" information when previous online research examined most of the textile E-markets. Trade regulations are mostly affected by unstable economies of countries or trade wars between nations. Recent China and U.S. trade war led to an economical crisis between two countries. In order to protect its national companies and products, U.S. imposed quotas and tariffs on some China textile products. This surely does affect the international marketing strategies of a China- based textile import/export company. The function of a textile industry E-market here is to provide quota & tariff information as well as textile industry news to help managers to make the right decisions.

In addition to the industrial knowledge mentioned above, textile trade fairs, shows, and events are services that have to be provided by E-markets. Not only these trade events are great opportunities for the companies to purchasing and selling but they also provide a chance to build networking with other companies. Since the trade fairs are perfect occasions for buyers and sellers, it is necessary for an E-market to provide these services.

2. Creating trust: Over the years, with tremendous impact of the Internet on e-commerce, online trust has become one of the most important issues in both business to business (B2B) and business to consumer [B2C] (Shankar, Sultan, & Glen). A Forrester research in 2000 revealed that 51% of companies would not trade with parties they do not trust over the Web. Lack of trust is one of the greatest barriers inhibiting online trade between buyers and sellers who are unfamiliar with one another (Jupiter Consumer Survey Report: Retail 2001). Also this survey shows that 64% of total respondents and 78% of

the companies who have \$1,000,000 or more gross sales rated trust authentication and verification as quite important or very important. 89% of the member companies which have \$1,000,000 or more gross sales also rated "community message board" important or over. Message boards are very important services for member companies to exchange all kinds of information on the E-market, thus building trust among each other. This research shows companies tend to know more about their trading partners. If the trading partner is seller, buyer company would like to know information like if the goods will be shipped on time. If the trading partner is a buyer, the seller company would like to know if money will be paid. In both situations, companies tend to prevent themselves from all kinds of business frauds. The role of E-markets here is to provide trust services that show how reliable are the members. Lessons can be learned from those banks that have been conducting electronic funds transfers for years. Also, the travel industry has been doing electronic business for many years and has tackled some of

the toughest security issues (Wilson, 2000; Domaracki & Millot, 2001).

When an E-market has a reliable actual company serving its members, it seems to increase its trustworthiness. Turkticaret.net was established a few years ago and built partnerships with Yapi Kredi Bankasi, one of the major banks in Turkey. With support of Yapi Kredi, now turkticaret.net has become one of the fastest developing companies in Turkey (Turkticaret.net). Also, Alibaba.com has a strong financial support from SOFTBANK, Goldman Sachs, Fidelity Capital and Investor AB. These organizations have invested a combined US\$25 million in Alibaba.com which also makes Alibaba.com a credible E-market toward its members.

#### Conclusion

The industrial revolution took over one hundred years to play out. E-markets are in the early stages of their evolution. Many exist only on paper or in pilot mode. Much of the technology to implement the functionality that is envisioned does not yet exist. Over the next few years, a

great deal of learning will take place about exactly how the promises of E-market functionality will be fulfilled. The open architecture of the Internet however allows for standardized solutions that can be used by many firms both on the buying and selling side. This is possible by the emergence of new intermediaries - electronic marketplaces - that format the content to make it accessible by all parties.

The uncertainties associated with this new phenomenon have created great demand for consultants to publish reports on how to handle the new circumstances and opportunities as well as for financial analysts to estimate the value of industries and intermediaries. This part of research provides some informative perspectives about E-markets, and the factors that contribute to their success.



APPENDIX A  
MEAN, MEDIAN, MODE, OF THE QUESTIONS

Mean, Median, Mode, of the Questions 7, 8, 9, and 10

Q. 7. For each of the statement below as pertaining to E-markets, please indicate the level of your agreement or disagreement by clicking on the letter(s) that best characterize your response (SA = "Strongly Agree", A = "Agree, N = "Neutral", D = "Disagree", and SD = "Strongly Disagree").

Mean	Median	Mode	E-markets:
3.60	4.00	4	Increase the exposure of my company
3.08	3.00	2	Have poor customer services
3.20	3.00	3	Help to reduce inventory
3.16	3.00	4	Do not provide enough industry knowledge/information
3.84	4.00	4	Increase more business opportunities
3.52	4.00	3	Increase distribution channels
2.28	2.00	3	Are not very helpful to the industry
2.96	3.00	4	Provide another marketing alternative
3.16	3.00	4	Help to reduce purchasing cost
2.64	3.00	3	Lengthen my company's purchasing process
3.76	4.00	4	Provide more transparent competition

Q. 8. Following are some potential services that E-markets might provide. On a scale of 1 to 5, 1 being not at all important, 5 being very important, how would you rate the importance of each of the following potential services for an E-market.

Mean	Median	Mode	E-markets:
3.68	3.00	3	Trade Board
3.84	4.00	4	Matchmaking services
3.76	4.00	4	Sending Inquiries
3.40	3.00	4	Virtual Showrooms
3.76	4.00	5	Trust Authentication & Verification
2.76	3.00	2	24/7 Online Customer Helpdesk
3.36	3.00	4	Community message board
3.00	3.00	3	Variety of promotion and advertising services
3.12	3.00	3	Website services
2.84	3.00	3	Industry job search
2.88	3.00	3	Multi-language services
3.20	3.00	2	Shipping Information
4.00	4.00	4	Accurate and up-to-date industry information

Q. 9. Following are different types of industry information that E-markets can provide. On a scale of 1 to 5, 1 being not at all important, 5 being very important, how important to you is each type of information.

Mean	Median	Mode	E-markets:
3.64	3.00	3	Industry News
3.88	4.00	5	Quota & Tariff Information
3.80	4.00	5	Trade Fairs & Events
3.56	3.00	3	Trade Terminology
3.56	3.00	3	Trade Laws
3.72	4.00	4	Industrial Market Indices

Q. 10. On a scale 1 to 5, 1 being poor to 5 being excellent, how would you rate each of the following of your relationship with TextileCapital.com.

Mean	Median	Mode	E-markets:
3.40	4.00	4	Customer Service
3.12	3.00	3	Immediate Response
3.44	4.00	4	Provided business opportunities
3.64	4.00	4	Ease of use
3.28	3.00	4	Information Accuracy
3.36	4.00	4	Accessibility
3.32	3.00	4	Your overall E-market experience
3.36	4.00	4	Your overall experience with TextileCapital.com

APPENDIX B  
DATA COLLECTION INSTRUMENTS

## Online Questionnaire

This research is being conducted by Gloria Wu from California State University, San Bernardino on behalf of TextileCapital.com. The purpose of the research is to assess the attitudes and perceptions of the E-Market members like yourself towards the E-Markets, like TextileCapital.com, as members of their value chain. It is easy and takes a few minutes of your time. Thanks for participating in this survey.

1. **How long have you been a member of TextileCapital.com?**

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2. **How often do you visit TextileCapital.com?**

<input type="radio"/> Once a day	<input type="radio"/> Once every other week
<input type="radio"/> 2 to 5 times a week	<input type="radio"/> Once a month
<input type="radio"/> Once a week	<input type="radio"/> Other, please specify: <table border="1" style="display: inline-table; width: 100px; height: 15px; vertical-align: middle;"></table>

3. **On average, how long is your typical visit to TextileCapital.com?**

0 - 3 minutes  
  4 minutes - 8 minutes  
  9 minutes - 15 minutes  
 16 minutes - 30 minutes  
  31 minutes - 1hour  
  1 hour and more

4. **How did you learn about TextileCapital.com? Please check all that apply.**

<input type="checkbox"/> Search Engines, please name:	<table border="1" style="width: 100%; height: 15px;"></table>
<input type="checkbox"/> Textile Magazines, please name:	<table border="1" style="width: 100%; height: 15px;"></table>
<input type="checkbox"/> E-mail invitation	
<input type="checkbox"/> From a friend	
<input type="checkbox"/> Other websites, please name:	<table border="1" style="width: 100%; height: 15px;"></table>
<input type="checkbox"/> Other, please specify:	<table border="1" style="width: 100%; height: 15px;"></table>

**5. Do you participate in other E-Markets other than TextileCapital.com?**

- Yes, please name: a  b  c
- No

**6. Please check your Internet connection speed?**

- 28.8K Modem  33.6K Modem  56K Modem  ISDN
- Cable  ADSL/DSL  T1 or better
- Other, please specify:

**7. For each of the statement below as pertaining to E-Markets, please indicate the level of your agreement or disagreement by clicking on the letter(s) that best characterize your response. (SA="Strongly Agree", A="Agree", N="Neutral", D="Disagree" and SD="Strongly Disagree").**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
E-Markets:					
a. Increase the exposure of my company	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
b. Have poor customer services	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
c. Help to reduce inventory	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
d. Do not provide enough industry knowledge/information	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
e. Increase more business opportunities	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
f. Increase distribution channels	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
g. Are not very helpful to the industry	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
h. Provide another marketing alternative	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
i. Help to reduce purchasing cost	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>
j. Lengthen my company's purchasing process	SD <input type="radio"/>	D <input type="radio"/>	N <input type="radio"/>	A <input type="radio"/>	SA <input type="radio"/>



k. Provide more transparent competition SD D N A SA

8. Folowing are some potential services that E-Markets might provide. On a scale of 1 to 5, 1 being not at all important, 5 being very important, how would you rate the importance of each of the following potential services for an E-Market.

Services	Not at all important	Slightly Important	Important	Quite Important	Very Important
a. Provide a Trade Board where you can post your offers	1	2	3	4	5
b. Matchmaking service-to find the best company to do business with	1	2	3	4	5
c. Sending Inquiries to potential buyers/sellers	1	2	3	4	5
d. Provide Virtual Showrooms where you can promote your products	1	2	3	4	5
e. Trust Authentication & Verification (Company & Country Risk)	1	2	3	4	5
f. 24 / 7 Customer support on-line help desk	1	2	3	4	5
g. Provide community Message Board where you can exchange information	1	2	3	4	5
h. Offer variety of promotion and advertising services	1	2	3	4	5
i. Website services-Creating for you a website, registering your domain name and providing you email address	1	2	3	4	5
j. Industry Job Search	1	2	3	4	5
k. Multi-language services	1	2	3	4	5
l. Shipping information	1	2	3	4	5
m. Accurate and up-to-date industry information	1	2	3	4	5
In addition to the services mentioned above, what other services do you consider important. Please list all that apply.					

9. Following are different types of industry information that E-Markets can provide. On a scale of 1 to 5, 1 being not at all important, 5 being very important, how important to you is each type of information.

	Not at all important	Slightly Important	Important	Quite Important	Very Important
a. Industry News	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
b. Quota & Tariff Information	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
c. Trade Fairs & Events	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
d. Trade Terminology	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
e. Trade Laws	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
f. Industrial Market Indices	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

Please name other type of information that you would be interested in.

▲

▼

▶

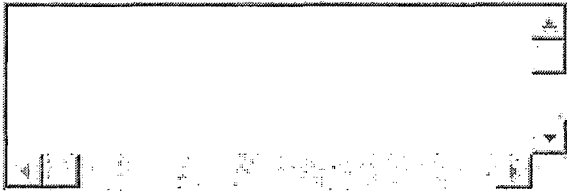
10. On a scale of 1 to 5, 1 being poor to 5 being excellent, how would you rate each of the following of your relationship with TextileCapital.com.

	Poor				Excellent
	1	2	3	4	5
a. Customer Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
b. Immediate Response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Provided business opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Ease of use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Information accuracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Your overall E-Market experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Your overall experience with TextileCapital.com	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What do you like most about your experience with TextileCapital.com.

12. What do you like least about your experience with TextileCapital.com

13. What services or information not presently available for TextileCapital.com would you like to see added?



We are already at the end of the questionnaire, just a few more questions about your company?

14. What is your company name?

---

15. Please check the business type(s) that match your business?

- Importer  buyer  exporter  seller  manufacturer  service
- wholesaler  retailer  shipping
- others, please specify:

16. What are your products or services?

- Apparel & Clothing  Accessories  Home Textiles  Raw Materials
- Fabrics  Yarns, Threads & Fibers  Technical & Healthcare Textiles
- Textile Machinery, Equipment & Software  Other Textiles  Shipping

17. What is your job title?

---

18. How many employees does your company approximately have?

---

19. What is your company's gross sales?

- Less than \$10,000  \$10,000-\$100,000  \$100,000-\$1,000,000
- \$1,000,000 and more

**20. Please list your primary import/export nations.**

---

Submit questionnaire

**Thank you for your participation!**

APPENDIX C  
RESPONSES TO OPEN-ENDED QUESTIONS

## Responses to Open-Ended Questions

1. How long have you been a member of TextileCapital.com?
  1. Two months
  2. One week
  3. Two weeks
  4. One month
  5. For just one month
  6. For one month
  7. One week
  8. Two months
  9. One year
  10. About one month
  11. One day
  12. Two weeks
  13. Half one month
  14. One month
  15. New member
  16. A month
  17. Two months
  18. Two weeks
  19. One week
  20. One week
  21. One month approximately
  22. Two months
  23. One month
  24. Five months
  25. Approximately 6 months
  
11. What do you like most about your experience with TextileCapital.com.
  3. To be able to find other home textile purchasers, buyers, importers' e-mails, tel&fax, addresses all over the world specially in USA.
  5. Buy offer given method.
  14. It's very nice
  15. The opportunity to find business contact
  16. Respond to their clients
  18. Get many opportunities with customers
  23. Good service

12. What do you like least about your experience with TextileCapital.com
  5. Nothing remarkable
  16. Communication
  17. Fast reply to their client
  18. Information for the companies are not include the mail address
  
13. What services or information not presently available for TextileCapital.com would you like to see added?
  5. Valuable inquiries.
  16. Samples
  17. Sending our price list and scanning of our product
  25. Risk assessment on companies
  
14. What is your company name?
  1. Vikram Engineering Works
  2. Cassanova Textile
  3. Ozler Tekstil
  4. Divya Impex
  5. Ace Tex
  6. Kintextile
  7. Tattersall International Co. Ltd
  8. Adven's, S.A. de C.V.
  9. Automated Tag & Label
  10. Mega Industries
  11. Odesya Trade Partners Co. Ltd.
  12. Urva Textile International
  13. Haopu headwear
  14. Chiragh International Chiragh Group
  15. Casida
  16. Rhoda Fashion Centre
  17. Nwakaego Fashion Centre
  18. Zhejiang Chinastar Textile Imp. & Exp. Co., Ltd
  19. Sugraj Agencies
  20. Okjo Co.,
  21. Pehuame Textiles MR
  22. Hun Textile
  23. Yildirmlar Textile and Food Industries Co
  24. Mogul Textile
  25. Commercia Casa



17. What is your job title?

1. Partner
2. Marketing manager
3. Marketing Manager
4. Proprietor
5. Business Development Manager
6. Marketing Manager
7. Manager
8. Marketing Director & International Sales
9. Marketing
10. Marketing Manager
11. Marketing manager
12. General Manager
13. Manager
14. Marketing Manager
15. Manager
16. Import Manager
17. Import Manager
18. Sales manager
19. Director
20. Representative
21. General Manager
22. Manager
23. Co-owner
24. Marketing Director
25. Owner

18. How many employees does your company approximately have?

1. 30
2. 100
3. 20
4. 5
5. Total Man Power Involved Around 200
6. 36
7. 6
8. 200
9. 5
10. About 50
11. 5
12. 15
13. 600
14. More than 500
15. 70
16. 18
17. 20 members
18. 30
19. 6
20. 5
21. N/A
22. 250
23. 300
24. 750
25. 2-3

20. Please list your primary import/export nations.

1. Bangladesh, Saudi Arabia, Germany, Egypt
2. UK, USA, Canada, Australia
3. N/A
4. Taiwan, Japan, China, Thailand, Indonesia, U.A.E
5. Japan, Spain, U.S. & Canada
6. America, South Africa
7. Republic of Uzbekistan
8. USA, Central and South America, Taiwan, Thailand
9. N/A
10. Europe and Far East
11. UK
12. Korea, Hong Kong, China, USA
13. USA and Europe
14. USA, Hong Kong, Korea, Europe
15. Iceland, USA, Greece, Germany
16. West Africa
17. Africa
18. China
19. Hong Kong, Singapore, Malaysia, Italy, Sri Lanka
20. China
21. N/A
22. Europe
23. USD, Europe
24. U.S., England, Belgium, Germany
25. West Africa, Middle East and USA

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