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The Key Success Factors In E-Marketplace Implementation: A Systematic Literature Review

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***Abstract*—Globally, internet users and mobile phone are increasing significantly all the time. One of the impacts from the growth of it, there is the revolution in a traditional market. Nowadays, people tend to buy something through an online channel or electronic marketplace (e-marketplace). This study aims to obtain literature of key success factors of e-marketplace implementation. It uses Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) guidelines to articles published in 2005-2018. A total of 231 articles obtain from considerable databases for instance: IEEE Explore, ACM Digital Library, Science Direct and etc. Furthermore, it validates and examines in order to obtain 37 articles which can be used as the main study. As the result, it finds 11 key success factors for e-marketplace as follows: trust, technical, platform, platform owner, product, service operation, seller, marketing and sales, payment channel, buyer, and environmental.**

Keywords—electronic marketplace, e-marketplace, key success factor, systematic literature review

I. INTRODUCTION

The rapid development of the internet and mobile phone users will lead to the revolution in many areas of life. According to We Are Social and Hootsuite report reveals that currently there are more than 4 billion people around the world use the internet. On the other hand, the unique mobile phone users around the world are more than 5 billion [1]. One of the impacts from the condition stated above, the traditional marketplace will transform into the electronic marketplace (e-marketplace). Many people will tend to buy something using their smartphones through an online channel compared to go to a physical store.

A marketplace can be defined as a place where sellers and buyers come together to perform transactions [2]. It also can be defined where things are sold. Buyers and sellers meet directly to talk or bargain about the product, price and/or delivery arrangements. The marketplace may be a retail store, outlet, warehouse, farmer's market or flea market. Furthermore, an e-marketplace can be defined as a marketplace where sellers and buyers can perform online transactions. For example, they will sell or buy products, services, or information through a virtual or internet channel. [3]. Either traditional or e-marketplace has three main functions as follows: bringing together sellers and buyers; facilitating the exchange or transaction of products, services, and/or information, payment transactions as well as delivery arrangements; and providing institutional infrastructures such as the legal framework and the rules for all activities in traditional or e-marketplace.

The e-marketplace is an important research subject on the information systems perspective [4]. Considering the research has been conducted on e-marketplace over the two decades. If we talked about e-marketplace, the customer's trust is an essential necessity that influences directly to the transaction [5]. It is because in general, e-marketplace requires the sharing of sensitive information. It can be a personal, corporate, or financial information with third parties [6]. Subsequently, the existence of the market and the profitability of the market builder is determined by adequate trust between individual sellers and buyers [7]. Another discussion from previous work is also platform-based services. Sellers will enhance the performance properly when utilizing platform-based services, for instance, sellers should ensure platform-based services is more advanced than those undertaken by their rivals [8][9].

There are other critical factors that influence e-marketplace implementation. These are recognized as the critical success factors (CSFs). There some papers cover CSF in e-marketplace implementation [12][18][23]. Nevertheless, the subject only discusses e-marketplace for B2B and the year of publication was 2006. This study reviews 231 papers which are published after the year of

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2005 from the selected database. Moreover, it validates and examines in order to obtain 37 articles which can be used as the main study. The objective of this study is to create a research which has cover literature reviews, a structured approach systematic literature review (SLR). Furthermore, this study tries to find out "what are key success factors of e-marketplace implementation?"

II. METHODOLOGY

The way toward seeking and choosing articles is alluding to the guidelines of Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) by considering various prerequisites [10]. The workflow of the selection process can be seen in Fig. 1.

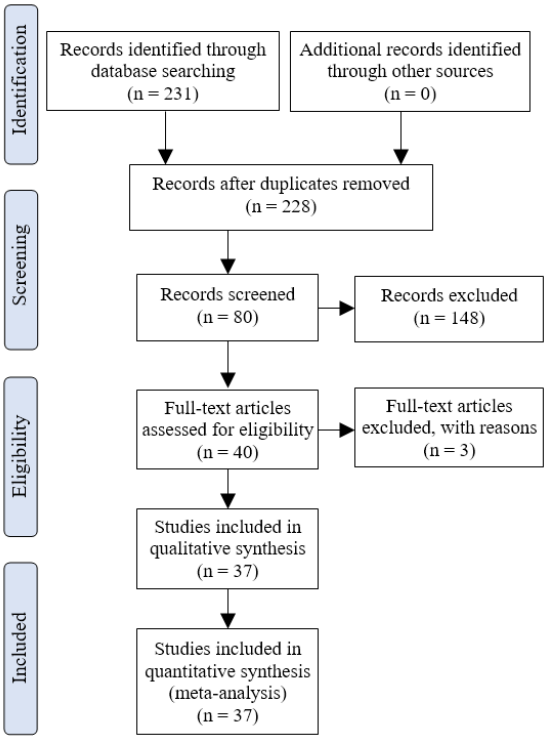

Fig. 1. PRISMA Diagram to Obtain Selected Studies [10]

This study conducts through a systematic literature review approach on the key success factor of e-marketplace implementation. The process is divided into several processes as follows: selecting online database sources as research literature; constructing keywords for performing search; determining criteria of inclusion and exclusion; extracting data; and examining and analysing the result to answer the research question.

A. Selecting Databases

The first process is selecting online database sources as research literature. It's used to discover a suitable conference, journals or other publication types. Followings are selected sources for SLR as follows:

- ACM Digital Library (https://dl.acm.org)
- AIS Electronic Library (http://aisel.aisnet.org)
- EBSCO Host (http://search.ebscohost.com)
- Emerald Insight (https://www.emeraldinsight.com)
- Google Scholar (https://scholar.google.com/)
- IEEEXplore Digital Library (https://ieeexplore.ieee.org)
- JSTOR (https://www.jstor.org)
- Science Direct (https://www.sciencedirect.com)
- Springer Link (https://link.springer.com)
- Wiley Online Library (https://onlinelibrary.wiley.com)

B. Constructing Keywords

The keyword combination is used to determine the related research paper. It also uses the Boolean operator to filter the data. Boolean operators are used in this paper such as OR, AND. Moreover, we define the symbols to prioritize the result. Ordering is also used to find out the suitable paper. The combination of it will lead to the answer to the research question. The following are combinations of the keywords as follows: (e-marketplace or electronic marketplace or online marketplace) and (key factor or key success factor or CSF). (e-marketplace or electronic marketplace or online marketplace) and (implementation or adoption).

As a note, in some databases, to search a string that consists of two words it obligates to use double apostrophe "". On the other hand, parentheses can be avoided to prevent error while performing a search.

C. Inclusion and Exclusion Criteria

The study uses the published paper from 2005 to 2018 as inclusion consideration. It is excluded the publication before 2005 and publication type only journals and conferences [11]. However, it is also considering other publication types like magazine or bulletin for the following reason: to gather recent information or knowledge from previous studies; and to gather a qualified literature from trusted database sources.

D. Data Extraction

Studied literature examines 231 papers from all database resources. Subsequently, from 231 papers, the study chooses 80 papers. It can be categorized as candidate studies. It is based on related title and abstract. Furthermore, it reviews and examines then finally chooses 37 papers which will be used in this study. The following table describes the data extraction process as follows:

TABLE I. NUMBER STUDIES IN SELECTED SOURCES

Data Sources	Studies Found	Candidate Studies	Selected Studies
ACM Digital Library	24	13	4
AIS Electronic Library	28	11	7
EBSCO Host	46	7	4
Emerald Insight	7	5	2
Google Scholar	12	3	2
IEEEXplore Digital Library	71	25	12
JSTOR	10	2	1
Science Direct	8	5	3

Springer Link	18	5	1
Wiley Online Library	7	4	1
Total	**231**	**80**	**37**

III. RESULT AND DISCUSSION

There are many published papers about e-marketplace implementation or adoption on various sectors or industries. Some of them are Journal of Pacific Asia Conference on Information Systems (PACIS) (#4), International Conference on Electronic Commerce (#3), the International Conference on Management and Service Science (#2) and etc. which be held every year. The rest of the worldwide journal and conference as seen in the Table 2. In general, there is a total of 37 journals or conferences including bulletin and magazine.

TABLE II. SOURCE OF PUBLICATION

Publication Name	Pub. Type	# of Papers	%
Pacific Asia Conference on Information Systems	C	4	10.9
International Conference on Electronic Commerce	C	3	8.1
International Conference on Management and Service Science	C	2	5.4
International Journal of Electronic Commerce	C	1	2.7
Americas Conference on Information Systems	C	1	2.7
Wuhan International Conference on E-Business	C	1	2.7
International Conference on e-Business Engineering	C	1	2.7
International Symposium on Information Technology	C	1	2.7
International Symposium on Computer Science and Computational Technology	C	1	2.7
International Symposium on Intelligent Information Technology Application	C	1	2.7
Latin American Web Congress	C	1	2.7
International Conference on Information Management and Engineering	C	1	2.7
International Conference on Management of e-Commerce and e-Government	C	1	2.7
International Conference on Electrical Engineering/Electronics, Computer, Telecommunications and Information Technology	C	1	2.7
International Conference on Informatics and Computing	C	1	2.7
International Conference on Advanced Computer Science and Information Systems	C	1	2.7
Springer Berlin Heidelberg	C	1	2.7
Bulletin of the American Society for Information Science and Technology	B	1	2.7
MIS Quarterly	J	1	2.7
Information Systems Frontiers	J	1	2.7
Scandinavian Journal of Information Systems	J	1	2.7
Computational Intelligence	J	1	2.7
International Journal of Operations and Production Management	J	1	2.7
Journal of Manufacturing Technology Management	J	1	2.7
International Journal of Engineering Research	J	1	2.7
International Journal of Information Systems and Engineering	J	1	2.7
Journal of Management Information Systems	J	1	2.7
Electronic Commerce Research and Applications	J	1	2.7
Information and Management	J	1	2.7
Decision Support Systems	J	1	2.7
Communications of the ACM	M	1	2.7
Total		**37**	**100**

Note: The abbreviation of publication type: C=Conference; B=Bulletin; J=Journal; and M=Magazine

From table 2, it can be obtained that a total of the conference paper is 23 (62.2%), the journal paper is 12 (32.4%), the bulletin is 1 (2.7%) and the magazine is 1 (2.7%). Furthermore, we can classify the country of authors as can be seen from the following table:

TABLE III. THE NUMBER AND COUNTRY OF THE AUTHORS

Country of Authors	# Papers	% Papers	# Authors	% Authors
China	12	32.5%	35	33.2%
USA	5	13.5%	13	12.3%
Australia	3	8.1%	10	9.5%
Indonesia	3	8.1%	9	8.6%
Taiwan	3	8.1%	8	7.6%
Thailand	2	5.4%	6	5.7%
Malaysia	1	2.7%	5	4.8%
Brazil	1	2.7%	4	3.8%
India	1	2.7%	4	3.8%
Canada	1	2.7%	3	2.9%
Hongkong	1	2.7%	3	2.9%
Korea	1	2.7%	2	1.9%
Germany	1	2.7%	1	1.0%
Ireland	1	2.7%	1	1.0%
Singapore	1	2.7%	1	1.0%
Total	**37**	**100.0%**	**105**	**100.0%**

From table 3, it can be obtained that the top 3 of the country of authors are China with 12 papers (35.5%), USA with 5 papers (13.5%) and followed by Australia, Indonesia, and Taiwan with 3 papers (8.1%). Furthermore, Top 3 of the total author is China with 35 authors (33.2%), the USA with 13 authors (12.3%) and Australia with 10 authors (9.5%). The rest of the papers and authors per countries as seen in Table 3. In general, there is a total of 105 authors. Moreover, the following table 4 shows the key factor of e-marketplace implementation. It maps to reference selected study. It also finds 11 key factors and its related instruments.

TABLE IV. KEY SUCCESSFUL FACTOR MAPPING TO REFERENCE

Factor	Instrument	References
Trust	Market maker	[4]; [6]
	Seller reputation	[5]; [6]; [16]; [17]; [21]
	Seller expertise	[5]; [6]
	Transaction	[2]; [6]; [33]
	Consumer personal attitude	[13]; [21]; [40]
	Public opinion	[13]
	Payment	[13]; [15]; [36]
	Funding	[15]
	Privacy	[2]; [14]; [30]; [36]; [41]
	Security	[14]; [30]; [41]
	Platform	[2]; [5]; [21]
	Information quality	[2]; [39]
	Risk control	[19]; [32]
Technical	Internet-related	[12]; [20]; [24]; [31]

Factor	Instrument	References
	technology	
	Availability	[2]; [7]; [24]; [41]
	Accessibility	[7]; [24]
	Latency	[7]; [24]
	Recovery	[7]; [24]
Platform	Volume transaction	[17]; [38]
	Number of user	[17]
	User friendly	[17]
	Mobile	[2]
	Gamification	[28]; [29]; [37]
Platform Owner	Governance	[19]; [25]; [40]
	Superior value	[19]
	The top management support	[19]; [20]; [25]
	E-readiness	[19]; [22]; [23]; [25]; [31]
	Financial resources	[19]
	Marketing	[22]
	Capital	[23]; [25]
Product	Quality	[9]; [35]; [38]
	Supply chain	[4]
	Price Transparency	[4]; [18]; [33]
	Price Competitiveness	[18]; [33]
Service Operation	Money-back guarantee	[8]
	Consumer protection service	[8]; [9]; [40]
	Delivery service	[8]; [9]; [35]; [38]
	Service quality	[2]
	Customer service	[4]; [9]; [40]
	Support/helpdesk	[7]; [40]
	Feedback	[34]
Seller	Strategic & vision	[4]; [12]; [27]
	Price offered	[27]
Marketing and sales	Discount	[9]
	Product Price	[9]; [35]
	Information Product Specifications	[9]
	Product Advertising	[9]
	Testimonials	[9]
	Rating	[9]
Payment Channel	Credit Card Service	[8]; [36]
	Cash on Delivery	[8]; [36]
	Bank Transfer	[8]; [36]
Buyer	Loyalty program	[9]; [17]; [28]
	Satisfaction	[9]; [17]; [40]
	Perceived risk	[32]
Environmental	Industry structure	[19]; [31]
	Government support	[9]; [19]; [25]; [31]; [39]
	Competitor	[23]
	Collaboration	[26]

From table 4, it can be concluded that: 1) Trust is covered by 16 papers (43.2%). It is the most influential factor. Trust is an important issue in the e-marketplace. The transaction in the e-marketplace makes buyers and seller are doubt because they interact each other in a virtual way and sometimes involved the third party like payment channel. 2) Technical is covered by 7 papers (18.9%). It is related to experience using the system. The platform owner will maintain the performance of technical issues. They may hire a consultant to ensure every technical issues are solved on-time. 3) The platform is covered by 6 papers (16.2%). It is related to experience using the system. User-friendly of user interface will give the best experience to e-marketplace users. Nowadays, gamification is the most influential instrument that will increase buyer and seller loyalty to e-marketplace. 4) Platform owner is covered by 8 papers (21.6%). It is as the foundation of e-marketplace. E-readiness is the most influential instrument. They perform hard work to ensure both technical and non-technical matters can be solved or escalated based on priority. 5) The product is covered by 7 papers (18.9%). It also determines the e-marketplace popularity. Seller will always find out what is the best seller product to be sold. Price transparency and competitiveness is also the important instrument that will influence the buyer.

Moreover, other key factors are: 6) The service operation is covered by 9 papers (24.3%). It supports day to day operation. If the service operation is well managed, then it will also increase the trust. The platform owner will spend a lot of money to ensure service operations run well. 7) Seller is covered by 3 papers (8.1%). They will think about what is the product in high demand? Price positioning also become a strategy for each seller to hire more and more buyer. 8) Marketing and sales are covered by 2 papers (5.4%). The platform owner will manage this factor very well. They may expand the business by performing cooperation with the search engine advertisement. The search engine will help e-marketplace to promote or advertise the product which is sold by sellers. 9) The payment channel is covered by 2 papers (5.4%). It will influence trust and convenience of the user. There are many channels to pay such as: credit card services, cash on delivery and bank transfer. Another approach is by using other currency such as bitcoin or use the third party financial payment such as PayPal. Nowadays, there are many third-party services that offer monthly instalments without a credit card.

Furthermore, other key factors are: 10) Buyer is covered by 5 papers (13.5%). They are also the important factor. One of the ways to keep and increase volume transaction is giving buyer and seller a loyalty program. The platform owner will implement a gamification model to reward buyer and seller. So that they will be loyal to e-marketplace and in another word, volume transaction will always increase.; and 11) Environmental is covered by 7 papers (18.9%). It is the external factor. Nevertheless, it is also important because it determines business continuity. Government support is the most influence instrument. The platform owner may expand the business by performing acquisition or merger with another e-marketplace.

Having reviewed the key success factors of the e-marketplace implementation stated above, we can propose a model based on characteristic. The following picture explains more details as follows:

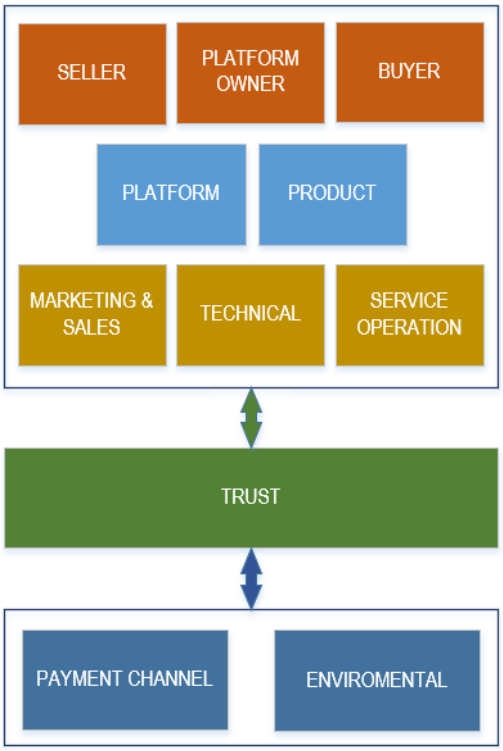

Fig. 2. Proposed Model

From figure 2, we propose a model to formulate the key success factor of e-marketplace implementation. The first part is there are three components as subject: platform owner, seller, and buyer; as object: platform and product; and as strategy: marketing and sales, technical and service operation. These components will collaborate and interact with each other to achieve win-win goals. The second part is the external part that consists of the payment channel and environmental. It will involve third parties to support implementation. The third part is trust. Trust will influence the interaction between the first and second part. Without trust, the interaction between the two components will be disturbed.

IV. Conclusion and Implications

E-marketplace study is a topic of multi-disciplinary knowledge. There are several significant researches in related fields like management, marketing, tourism, and engineering. Nevertheless, this study focused on the e-marketplace, particularly within the information system theme. The study finds 11 key success factors of e-marketplace implementation as follows: a) trust; b) technical; c) platform; d) platform owner; e) product; f) service operation; g) sellers; h) marketing and sales; i) payment channel; j) buyers; and environmental. Trust becomes the most important factor because without trust e-marketplace does not exist.

There are two implications that be obtained from this study. The first implication of this study is the theory. The finding can be explored further as a guidance or reference for study in e-marketplace fields. The second implication is practical. The finding can be explored further to identify what does the significant key factors in e-marketplace implementation. Trust becomes the most significant factor, so that, it is important to create and maintain trust value between the internal and external part in the e-marketplace.

V. Limitation and Future Research

This study contributes to the understanding of the key success factor of e-marketplace implementation. Nevertheless, it has three limitations such as the number of databases has restricted access from reputable conferences or journals. In another word, that it may not cover all information systems conferences or journals. Then, this study only uses published papers from 2005 to 2018. Moreover, it needs some experiments by using formal statistics to ensure those key success factors.

For further research, it is important to expand the number of e-marketplace papers. It will increase the scope of research. Furthermore, future research may also conduct to use other methods of analysis. There are many methods for instance: strengths, weaknesses, opportunities, and threats (SWOT) analysis framework that is used to categorize related factors. Thus, it could help to find other factors.

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