Chapter XI

Market of Resources: Exploitation and Future Trends

Introduction

Electronic Marketplaces (e marketplaces) appear to be a promising solution to B2B e-commerce, however its role, as well as the role of other solutions we have identified that can be used to help or to partially support A/VE integration, must go beyond helping to identify suppliers, improving the efficiency of purchasing transactions, etc., as also confirmed by several credible analysts and information technology research sources.

Simultaneously, and considering the perspective of the recent virtual enterprise models, we could not see any other environment to cope with its requirements than the integrated environments as the one we are proposing: a Market of Resources or similar solutions.

In this chapter we analyze the context in which the Market of Resources appears, identifying favorable existing conditions and reviewing forecasts by credible analysts and consultancy houses, present a SWOT\(^1\) analysis, present
some critical success factors associated with the exploitation of the Market of Resources, identify the targeted users, and finally explore some potential opportunities and expected benefits. This chapter also identifies the opportunities for the Market of Resources, presenting the e-marketplaces’ evolution, the failure of the first generation of e-marketplaces and presenting some research forecasts for B2B Internet-based transactions. In addition, it highlights the main strengths and weaknesses of the Market of Resources’ ability to support the A/VE model requirements and the main opportunities and threats associated to its exploitation, using a SWOT analysis. This chapter presents the set of critical success factors for the Market of Resources, their definition or explanation and the competitive advantage that each critical success factor confers. It identifies the target users of the Market of Resources and reflects on the opportunities and expected benefits presented by the creation of the Market of Resources to its targeted users and to the implementation of the A/VE organisational model. Finally, it presents some conclusions and future trends.

**Opportunities for the Market of Resources**

The main opportunities for the Market of Resources deployment are related with the actual e-business situation. To plan the Market of Resources exploitation, it is important to understand the economics of e-business and of e-marketplaces, the types of e-marketplaces that are likely to emerge, how companies are likely to use them, etc. This section presents an analysis on the opportunities for a Market of Resources and it is mainly based on a review of e-business analyses and forecasts by technology analysts and consultancy houses, as GartnerGroup, Forrester Research, Aberdeen Group, Deloitte & Touche /Deloitte Consulting, AMR Research, CommerceNet, Boston Consulting Group, Inc., WorldCom and Legg Mason Wood Walker, Inc., most of them available online at the respective Web sites.

**E-Marketplaces: Past, Present and Future**

The initial wave of e-marketplaces (1998-2000) was characterized by the expectative of strong growth of the USA economy, highly supported by the valorization of the so-called “Internet economy”, a situation that was traduced on the easy access of capital of risk, in the development of new software platforms for electronic markets and simultaneously on an excessive optimism.