

TISHK INTERNATIONAL UNIVERSITY

FACULTY OF APPLIED SCIENCE

Department of Information Technology

E-COMMERCE & E-BUSINESS
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Lecture 3

E-commerce Business Strategies

Dr. Hala Najwan Sabeh

Adapted from
E-commerce 2021–2022: business. technology. society

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Objectives

- Identify the key components of e-commerce business models
- Describe the major B2C business models



E-commerce Business Models

■ Business model

- ❖ **Business model**: is a set of planned activities designed to result in a profit in a marketplace.

■ Business plan

- ❖ **Business plan** is a document that describes a firm's business model.

■ E-commerce business model

- ❖ **E-commerce business model** is a business model that aims to use and leverage the unique qualities of the Internet, the Web, and the mobile platform.



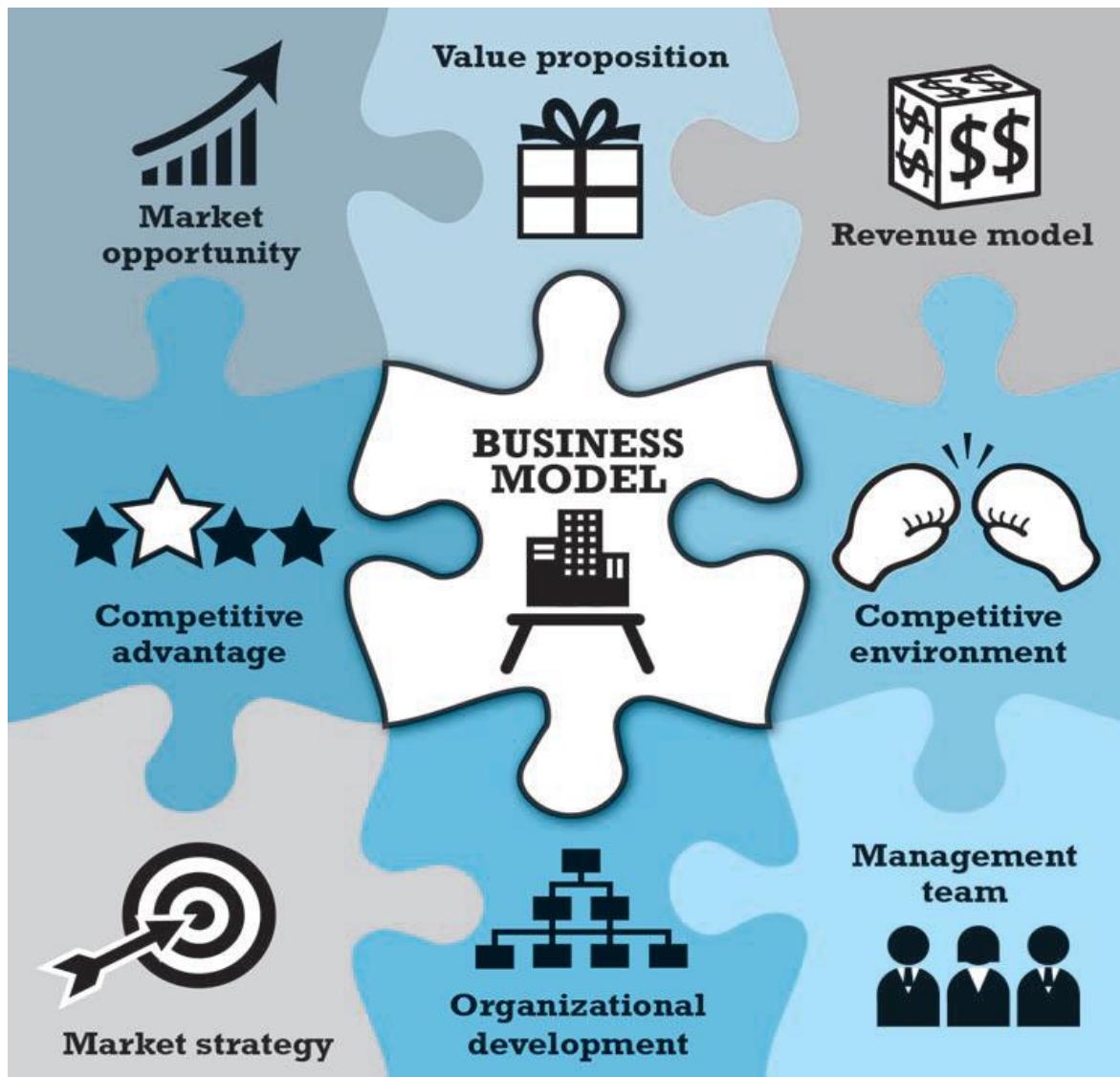
Eight Key Elements of a Business Model

To develop a successful business model in any arena, not just e-commerce, you must make sure that the model effectively addresses the eight elements listed below:

- 1. Value proposition**
- 2. Revenue model**
- 3. Market opportunity**
- 4. Competitive environment**
- 5. Competitive advantage**
- 6. Market strategy**
- 7. Organizational development**
- 8. Management team**



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1. Value Proposition

- **Value Proposition** defines how a company's product or service fulfills the needs of customers.
- From the consumer point of view, successful e-commerce value propositions include the following features:
 1. Personalization and customization of product offerings
 2. Convenience (24 hours/7 days)
 3. Price/no shipping cost
 4. Quick delivery
 5. Product/service quality



Value propositions Examples

Value propositions for Dominos Pizza

Domino's Pizza – *"You get fresh, hot pizza delivered to your door in 30 minutes or less or it's free."*



You get fresh, hot pizza delivered to your door in 30 minutes or less or it's free.



Value propositions Examples

Value propositions for Uber and Grammarly



U B E R

EVERYONE'S PRIVATE DRIVER™



Better Writing Made Easy
grammarly
The #1 Writing Tool



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2. Revenue Model

- Revenue model describes how the firm will earn revenue, produce profits, and produce a superior return on invested capital.



2. Revenue Model

Although there are many different e-commerce revenue models that have been developed, most companies rely on **one or some combination** of the following major revenue models:

■ Major types of e-commerce revenue models:

- 1. Advertising revenue model**
- 2. Subscription revenue model**
- 3. Transaction fee revenue model**
- 4. Sales revenue model**
- 5. Affiliate revenue model**



2. Revenue Model

Five Major types of e-commerce revenue models:

1) Advertising revenue model- a company provides a forum for advertisements and receives fees from advertisers.

Example 1: Yahoo, for instance, derives a significant amount of revenue from display and video advertising.

Example 2: Facebook



2. Revenue Model

Five Major types of e-commerce revenue models:

2) Subscription revenue model- a company offers its users content or services and charges a subscription fee for access to some or all of its offerings.

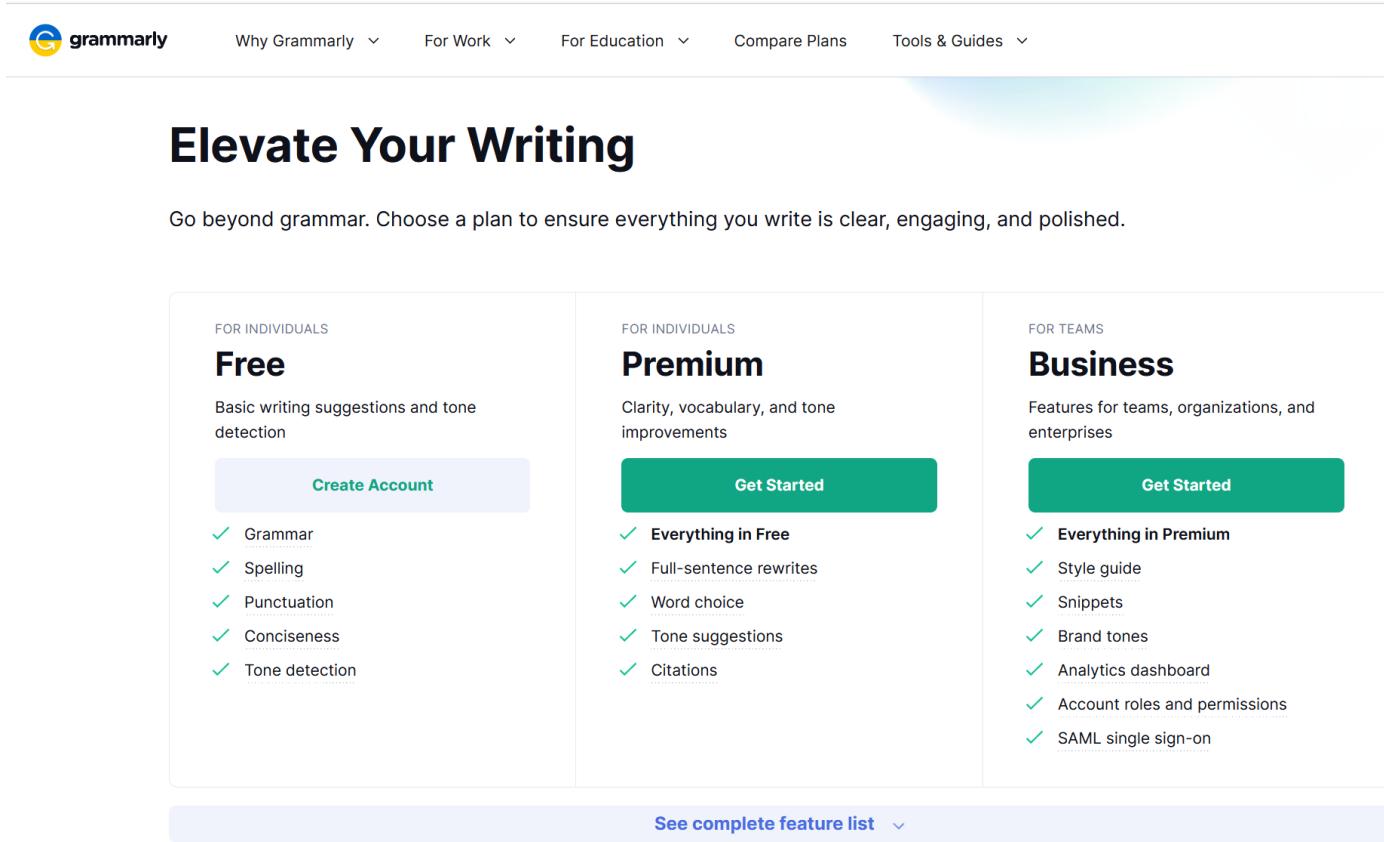
Example: Companies successfully offering content or services online on a subscription basis include **Spotify (music)**, **Grammarly** (cloud-based typing assistant that reviews spelling, grammar, punctuation, clarity, engagement, and delivery mistakes in English language text), and **Adobe products**.



2. Revenue Model

Examples of Subscription revenue model

1) Grammarly



The screenshot shows the Grammarly website with a navigation bar at the top. The main headline is "Elevate Your Writing" with a subtext: "Go beyond grammar. Choose a plan to ensure everything you write is clear, engaging, and polished." Below this are three main sections for different user groups:

- FOR INDIVIDUALS**
 - Free**

Basic writing suggestions and tone detection

[Create Account](#)

 - ✓ Grammar
 - ✓ Spelling
 - ✓ Punctuation
 - ✓ Conciseness
 - ✓ Tone detection
 - Premium**

Clarity, vocabulary, and tone improvements

[Get Started](#)

 - ✓ Everything in Free
 - ✓ Full-sentence rewrites
 - ✓ Word choice
 - ✓ Tone suggestions
 - ✓ Citations
 - Business**

Features for teams, organizations, and enterprises

[Get Started](#)

 - ✓ Everything in Premium
 - ✓ Style guide
 - ✓ Snippets
 - ✓ Brand tones
 - ✓ Analytics dashboard
 - ✓ Account roles and permissions
 - ✓ SAML single sign-on
- [See complete feature list](#)



2. Revenue Model

Examples of Subscription revenue model

2) Spotify

Pick your Premium

Listen without limits on your phone, speaker, and other devices.

3 months free

Prepaid plans available

Individual

4,500 IQD/month after offer period

1 account

Limited time offer, ends in 1h 17m

- ✓ Ad-free music listening
- ✓ Play anywhere - even offline
- ✓ On-demand playback

GET STARTED

1 month free

Duo

5,900 IQD/month after offer period

2 accounts

- ✓ 2 Premium accounts for a couple under one roof
- ✓ Ad-free music listening, play offline, on-demand playback

GET STARTED

1 month free

Family

7,200 IQD/month after offer period

Up to 6 accounts

- ✓ 6 Premium accounts for family members living under one roof
- ✓ Block explicit music
- ✓ Ad-free music listening, play offline, on-demand playback

GET STARTED

1 month free

Prepaid plans available

Student

2,250 IQD/month after offer period

1 account

- ✓ Special discount for eligible students in university
- ✓ Ad-free music listening
- ✓ Play anywhere - even offline
- ✓ On-demand playback

GET STARTED



2. Revenue Model

Examples of Subscription revenue model

3) Adobe

Plans and pricing for Creative Cloud apps and more.

Individuals Business Students & Teachers Schools & Universities

24 results in All

Categories

- All
- Photo
- Graphic Design
- Video
- Illustration
- Acrobat and PDF
- 3D and AR
- Social Media

Creative Cloud Pro
US\$69.99/mo
Annual, billed monthly

Get 20+ apps, including Photoshop, Illustrator, Premiere Pro, and Acrobat Pro, plus Adobe Firefly standard and premium creative AI features for images, video, and audio.

[See all plans & pricing details](#)

Add a 30-day free trial of Adobe Stock.*

Secure transaction

Select

Lr Ps
Photography
US\$19.99/mo
Annual, billed monthly

Lightroom, Lightroom Classic, Photoshop on desktop, web, iPhone, and iPad, and 1TB of cloud storage.

[Compare photography plans](#)

[See all plans & pricing details](#)

Add a 30-day free trial of Adobe Stock.*

Secure transaction

Select

Acrobat Studio
US\$24.99/mo
Annual, billed monthly

Get all the Acrobat Pro tools you love plus AI Assistant for Acrobat and Adobe Express Premium.

[See all plans & pricing details](#)

Secure transaction

Select

Ps
Photoshop
US\$22.99/mo
Annual, billed monthly

Fi
Adobe Firefly Pro
US\$19.99/mo

Pr
Adobe Premiere Pro
US\$22.99/mo
Annual, billed monthly

Ai
Illustrator
US\$22.99/mo
Annual, billed monthly



2. Revenue Model

Spotify

Pick your Premium

Listen without limits on your phone, speaker, and other devices.

Plan	Offer	Price	Accounts
Individual	3 months free	4,500 IQD/month after offer period	1 account
Duo	1 month free	5,900 IQD/month after offer period	2 accounts
Family	1 month free	7,200 IQD/month after offer period	Up to 6 accounts
Student	1 month free	2,250 IQD/month after offer period	1 account

Individual
4,500 IQD/month after offer period
1 account

Duo
5,900 IQD/month after offer period
2 accounts

Family
7,200 IQD/month after offer period
Up to 6 accounts

Student
2,250 IQD/month after offer period
1 account

Limited time offer, ends in 11h 17m

- ✓ Ad-free music listening
- ✓ Play anywhere - even offline
- ✓ On-demand playback

2 Premium accounts for a couple under one roof

- ✓ Ad-free music listening, play offline, on-demand playback

6 Premium accounts for family members living under one roof

- ✓ Block explicit music
- ✓ Ad-free music listening, play offline, on-demand playback

Special discount for eligible students in university

- ✓ Ad-free music listening
- ✓ Play anywhere - even offline
- ✓ On-demand playback

GET STARTED

GET STARTED

GET STARTED

GET STARTED

Recently, a number of companies have been combining a subscription revenue model with a freemium strategy.

In a freemium strategy, the companies give away a certain level of product or services for free, but then charge a subscription fee for premium levels of the product or service.



2. Revenue Model

Five Major types of e-commerce revenue models:

3) Transaction fee revenue model- a company receives a fee for enabling or executing a transaction.

Example: eBay provides an auction marketspace and receives a small transaction fee from a seller if the seller is successful in selling the item.



2. Revenue Model

Five Major types of e-commerce revenue models:

4) Sales revenue model-companies derive revenue by selling products, content, or services to customers.

Example: Companies such as **Amazon** (which sells books, music, and other products) has sales revenue model.



2. Revenue Model

Five Major types of e-commerce revenue models:

5) Affiliate revenue model-a company steers business to “an affiliate” and receives a referral fee or percentage of the revenue from any resulting sales.

Example: Website makes money by connecting companies such as (airlines/car rentals/hotels) with potential customers. When customers take advantage of an offer and make a purchase, the websites receive a fee.



A summary of the five primary revenue models

REVENUE MODEL	REVENUE SOURCE
Advertising	Fees from advertisers in exchange for advertisements
Subscription	Fees from subscribers in exchange for access to content or services
Transaction Fee	Fees (commissions) for enabling or executing a transaction
Sales	Sales of goods, information, or services
Affiliate	Fees for business referrals



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3. Market Opportunity

- ❖ **Marketspace**: Area of actual or potential commercial value in which company intends to operate.
- ❖ **Market opportunity** refers to the company's intended marketspace and the overall potential financial opportunities available to the firm in that marketspace.

- Marketspaces are composed of many market segments. Your realistic market opportunity will typically focus on one or a few market segments.
- Companies conduct marketing opportunity analyses to determine if they can introduce new products, sell more products, attract more customers and achieve company growth.



3. Market Opportunity

Get a high-level view of the market.

When analyzing a market, these high-level questions come into play:

1. What is the market size?
2. How quickly is the market expanding or contracting?
3. How many buyers are there?
4. What are the barriers to entry?
5. What is the bargaining power of suppliers?
6. What is the intensity of the competition?
7. Is there a threat of new entrants or substitute products or services?



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4. Competitive Environment

- **Competitive environment** refers to the other companies operating in the same marketspace selling similar products.
- **Who else occupies your intended marketspace?**
 - ❖ Other companies selling similar products in the same marketspace.
 - ❖ New entrants into market and substitute products.
 - ❖ Includes both **direct** and **indirect** competitors.



4. Competitive Environment

- **Competitive environment** refers to the other companies operating in the same marketspace selling similar products.

- Examples of **direct competitors**:

Direct competitors are companies that sell products and services that are very similar and into the same market segment.

For example, Priceline and Travelocity, both of whom sell discount airline tickets online, are direct competitors because both companies sell identical products—cheap tickets.



4. Competitive Environment

■ **Competitive environment** refers to the other companies operating in the same marketspace selling similar products.

■ **Examples of indirect competitors:**

Indirect competitors: are companies that may be in different industries but still compete indirectly because their products can substitute for one another.

For Example:

- **CNN.com**, (*a news outlet*), is an indirect competitor of **ESPN.com** (*sports news*), not because they sell identical products, but because they both compete for consumers' time online.
- **Automobile manufacturers** and **airline companies** operate in different industries, but they still compete indirectly because they offer consumers alternative means of transportation.



4. Competitive Environment

■ **Competitive environment** refers to the other companies operating in the same marketspace selling similar products.

Q: Competitive environment influenced by different factors. List these factors.

■ **Competitive environment Influenced by different factors such as the following:**

1. Number of active competitors
2. Each competitor's market share
3. Competitors' profitability
4. Competitors' pricing



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5. Competitive Advantage

- **Competitive advantage** achieved by a firm when it can produce a superior product and/or bring the product to market at a lower price than most, or all, of its competitors.



5. Competitive Advantage

■ Important concepts:

- ❖ **Asymmetry** exists whenever one participant in a market has more resources than other participants.
- ❖ **first-mover advantage** a competitive market advantage for a firm that results from being the first into a marketplace with a serviceable product or service.
- ❖ However, in the history of technology-driven business innovation, most first movers often lack the complementary resources needed to sustain their advantages.

Complementary resources-refer to the resources and assets **not** directly involved in the production of the product but required for success, such as marketing, management, financial assets, and reputation.



5. Competitive Advantage

■ Important concepts:

- ❖ **Leverage** when a company uses its competitive advantages to achieve more advantage in surrounding markets.
- ❖ **For instance**, Amazon's move into the online grocery business leverages the company's huge customer database and years of e-commerce experience.



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6. Market Strategy

- **Market strategy** the plan you put together that details exactly how you intend to enter a new market and attract new customers.
 - ❖ How do you plan to promote your products or services to attract your target audience?
 - ❖ Best business concepts will fail if not properly marketed to potential customers.



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7. Organizational Development

- **Organizational development plan** describes the types of organizational structures within the firm necessary to carry out the business plan.
 - ❖ As company grows, hiring moves from generalists to specialists.



7. Organizational Development

- Three general classifications of organizational structures are functional, project, and matrix.
- 1) By using the Functional organization structure, the **functional managers or vice presidents** report to the **CEO**
- 2) By using the Project organization structure, the **program managers** report to the **CEO**
- 3) **Matrix organization structure** is the middle ground between functional and project structures; personnel often report to **two or more bosses**; structure can be **weak, balanced, or strong matrix**



7. Organizational Development

- Three general classifications of organizational structures are functional, project, and matrix.

1) Functional organization structure

For example, most colleges and universities have very strong functional organizations. Only faculty members in the business department teach business courses.



7. Organizational Development

- Three general classifications of organizational structures are functional, project, and matrix.

2) Project organization structure

Their staffs have a variety of skills needed to complete the projects within their programs. An organization that uses this structure earns its revenue primarily from performing projects for other groups under contract. For example, many engineering and consulting companies use a project organizational structure. These companies often hire people specifically to work on particular projects.



7. Organizational Development

- Three general classifications of organizational structures are functional, project, and matrix.
- 3) **Matrix organization structure** is the middle ground between functional and project structures; personnel often report to **two or more bosses**; structure can be **weak, balanced, or strong matrix**.



Figure. Functional, Project, and Matrix Organizational Structures

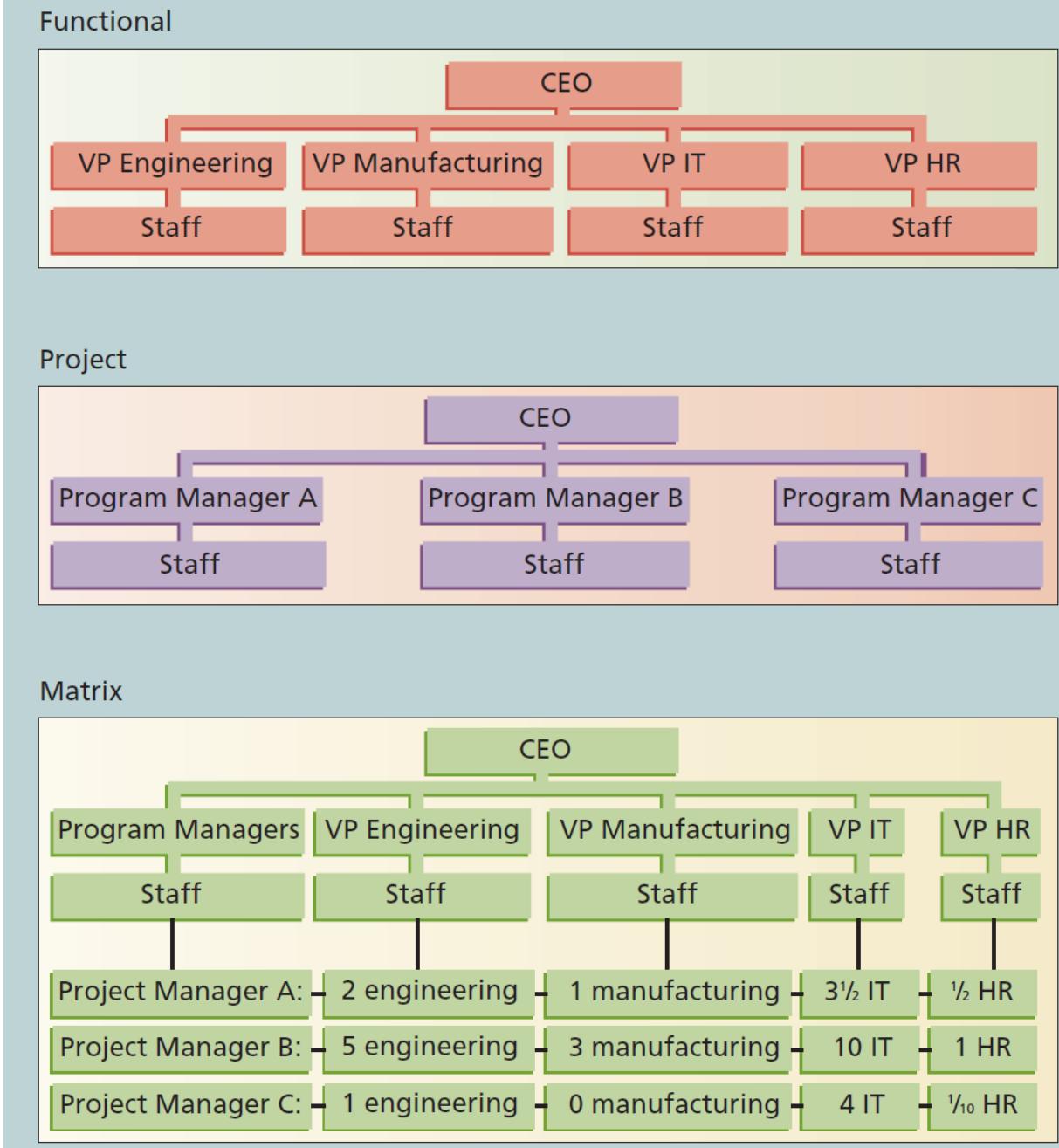


FIGURE 2-3 Functional, project, and matrix organizational structures



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8. Management Team

- The single most important element of a business model is the management team responsible for making the business model work.
- Management team-employees of the company responsible for making the business model work.



8. Management Team

- “What kinds of experiences and backgrounds are important for the company’s leaders and team members to have?”
- A strong management team:
 - ❖ Make the business model work.
 - ❖ Give credibility to outside investors.
 - ❖ Has market-specific knowledge.
 - ❖ Has experience in implementing business plans.



Eight Key Elements of a Business Model

The below Table summarizes the eight key elements of a business model and the key questions that must be answered in order to successfully develop each element.

KEY ELEMENTS OF A BUSINESS MODEL	
COMPONENTS	KEY QUESTIONS
Value proposition	Why should the customer buy from you?
Revenue model	How will you earn money?
Market opportunity	What marketspace do you intend to serve, and what is its size?
Competitive environment	Who else occupies your intended marketspace?
Competitive advantage	What special advantages does your firm bring to the marketspace?
Market strategy	How do you plan to promote your products or services to attract your target audience?
Organizational development	What types of organizational structures within the firm are necessary to carry out the business plan?
Management team	What kinds of experiences and background are important for the company's leaders to have?



Raising Capital

- **Raising capital** is one of the most important functions for a founder of a start-up business and its management team.
- **Seed capital** is an entrepreneur's personal funds derived from savings, credit card advances, home equity loans, or from family and friends.



Raising Capital

- Company is not generating enough revenue to cover operating costs, additional capital will be needed.
- Company can get the required fund from Traditional sources and the Crowdfunding.
- Traditional sources of capital include incubators, commercial banks, angel investors, and venture capital firms.



Raising Capital

- Company can get the required fund from **Traditional sources** and the **Crowdfunding**.

1. Traditional sources

- 1) Incubators
- 2) Commercial banks (Loan)
- 3) Angel investors
- 4) Venture capital firms

2. Crowdfunding



Raising Capital

■ Traditional sources

- 1) **Incubators** (sometimes also referred to as **accelerators**) typically provide a small amount of funding, but more importantly, also provide an array of services to startup companies that they select to participate in their programs, such as business, technical, and marketing assistance, as well as introductions to other sources of capital.
- 2) **Commercial banks (Loan)** obtaining a loan from a commercial bank is often difficult for a startup company without much revenue, but it may be worthwhile to investigate programs offered by governmental agencies. The advantage of obtaining capital in the form of a loan is that, although it must be repaid, it does not require an entrepreneur to give up any ownership of the company.
- 3) **Angel investors** wealthy individuals or a group of individuals who invest their own money in exchange for an equity share in the stock of a business.
- 4) **Venture capital firms** typically invest funds they manage for other investors such as investment banks and usually want to obtain a larger stake in the business and exercise more control over the operation of the business.



Raising Capital

- **Crowdfunding:** involves using the Internet to enable individuals to collectively contribute money to support a project.



Major Business-to-Consumer (B2C) Business Models

Business-to-consumer (B2C) e-commerce, in which online businesses seek to reach individual consumers, is the most well-known and familiar type of e-commerce.

- 1. E-tailer**
- 2. Community providers**
- 3. Content provider**
- 4. Portal**
- 5. Transaction broker**
- 6. Market creator**
- 7. Service provider**



B2C Models: E-tailer

- **E-tailer**: Online retail store, where customers can shop at any hour of the day or night without leaving their home or office.
- **Revenue model: Sales**
- **Barriers to entry: Low**
- **Barriers to entry** means the total cost of entering a new marketplace.
- **Variations**
 - 1) **Virtual Merchant (Amazon)**
 - 2) **Bricks-and-Clicks (Zara)**
 - 3) **Manufacturer-Direct (Nike)**



B2C Models: E-tailer

Examples of E-tailer Model:

B2C BUSINESS MODELS				
BUSINESS MODEL	VARIATIONS	EXAMPLES	DESCRIPTION	REVENUE MODELS
E-tailer	Virtual Merchant	Amazon	Online version of retail store, where customers can shop at any hour of the day or night without leaving their home or office	Sales of goods
	Bricks-and-Clicks	Walmart Zara	Online distribution channel for a company that also has physical stores	Sales of goods
	Manufacturer-Direct	Nike	Manufacturer uses online channel to sell direct to customer	Sales of goods



B2C Business Models

1. E-tailer
2. Community providers
3. Content provider
4. Portal
5. Transaction broker
6. Market creator
7. Service provider



B2C Models: Community Provider

- **Community Provider**: creates an online environment where people with similar interests can transact (buy and sell goods); share interests, photos, and videos; communicate with likeminded people; and receive interest-related information
 - ❖ Examples: Facebook, LinkedIn, Pinterest
- **Revenue models:**
 - ❖ Typically hybrid, combining advertising, sales, and affiliate referral fees



B2C Business Models

1. E-tailer
2. Community providers
3. Content provider
4. Portal
5. Transaction broker
6. Market creator
7. Service provider



B2C Models: Content Provider

- **Content provider** offers customers newspapers, magazines, books, film, television, music, games, and other forms of online content
- **Revenue models:**
 - ❖ Subscription fees; **pay per download (micropayment)**; advertising; affiliate referral, sales of digital goods



B2C Business Models

1. E-tailer
2. Community providers
3. Content provider
4. Portal
5. Transaction broker
6. Market creator
7. Service provider



B2C Business Models: Portal

- **Portal** offers users powerful search tools as well as an integrated package of content and services all in one place.
- **Portal** offers an integrated package of content, search, and social network services: news, e-mail, chat, music downloads, video streaming, calendars, etc. Seeks to be a user's home base.
- Example: Yahoo , Google.
- **Revenue models:**
 - ❖ Advertising, referral fees.



B2C Business Models

1. E-tailer
2. Community providers
3. Content provider
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5. Transaction broker
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7. Service provider



B2C Models: Transaction Broker

■ Process online transactions for consumers

- ❖ Processors of online transactions, such as stockbrokers and travel agents, that increase customers' productivity by helping them get things done faster and more cheaply.

■ Revenue model:

- ❖ Transaction fees

■ Industries using this model:

- ❖ Financial services (PayPal payments)
- ❖ Travel services and entertainment (Skyscanner)
- ❖ Job placement services



B2C Business Models

1. E-tailer
2. Community providers
3. Content provider
4. Portal
5. Transaction broker
6. Market creator
7. Service provider



B2C Models: Market Creator

- **Market creator**: businesses that use Internet technology to create markets that bring buyers and sellers together
- **Market creator** builds a digital environment where buyers and sellers can meet, display products, search for products, and establish a price for products
- **Examples:**
 - ❖ eBay
- **Revenue model:**
 - ❖ Transaction fees



B2C Business Models

1. E-tailer
2. Community providers
3. Content provider
4. Portal
5. Transaction broker
6. Market creator
7. Service provider



B2C Models: Service Provider

- Service providers Companies that make money by selling users a service, rather than a product.
- **Value proposition**
 - ❖ Valuable, convenient, time-saving, low-cost alternatives to traditional service providers.
- **Revenue models:**
 - ❖ Sales of services



References

- Laudon, K. C., & Traver, C. G. (2021). E-commerce 2021–2022: business. technology.society. Pearson Education Limited.



Review Questions

- **Q1: List the eight key elements of an e-commerce business model, then explain two of these elements in detail.**
- **Q2: List the major types of e-commerce revenue models with examples.**
- **Q3: There are five types of e-commerce revenue models; explain three of them with examples.**
- **Q4: What are the traditional sources of capital for startups? List them.**



Review Questions

- **Q5: List the major B2C business models.**
- **Q6: List the major B2C business models; then explain two of these models in detail.**
- **Q7: List the major B2C business models with examples, then state the revenue model for each.**
- **Q8: List the revenue model for each B2C business model.**
- **Q9: Competitive environment influenced by different factors. List these factors.**