

# ENTITY STORE BRANCH OUT INTO VIRTUAL MARKETPLACE: THE RESEARCH LEVERAGE AND BUILDING

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## ABSTRACT

With the flourishing of dot-coms, many well-known enterprises are eager to devote themselves to the virtual marketplace. What transformation strategies should traditional entity stores adopt to enter the market? From a resource-based theory point of view, we add the dynamic analysis to the resource building and leverage. Then, we explore the relationship between resource transfer models and entity transformation strategies. By the use of case study, we try to clarify the relationship among resource transfer models, resource building/leverage methods, and transformation strategies. We like to know the policies adopted by entity stores while transforming. By researching into resource-based theory, transformation strategies, resource building/leverage and related literatures, we find that an entity store would make use of its present resources to undergo different resources building and leverage. Furthermore, it adopts different transformation strategies in different stage. According to the resource differential comparison before and after transformation, we try to classify resources building and leverage, and see how they affect transformation strategies. We interview the entity stores in Taiwan that have branched out into the virtual marketplace and utilize the secondary data to analyze case by case. We come to the following conclusion: 1. For contents of resources transfer, if the transfer/leverage method is adopted, it is much easier to have a success on present assets, such as products, brand, customer royalty, industrial knowledge and capital. 2. For contents of resource transfer, the transfer/building method is usually adopted on new accrued assets, like e-commerce knowledge, network system, network techniques, customer relationship management and distribution, due to the lack of experience and risk hedge. 3. An entity store can make use of its bricks-and-mortar shop to display and maintain products, and for customers to pick up goods. Whether the shop is used or not will depend on the entity store's distribution system and operation. 4. An entity store would consider to lever or build its data base, according to the existence/ non-existence of a data base and its suitability. 5. To transform gradually is more easily to have a success, that is, to set a business unit to run the virtual shop at the beginning, then, adopt strategy alliance and found a new company at last. 6. As the transformation progresses gradually, the knowledge of e-commerce and network techniques are internalized and accrued day by day. 7. During the process of transformation, most of the distribution work is consigned to the warehouse of the group. 8. During the process of transformation, if the resource leverage method is adopted, a new company is more likely to be founded. On the other hand, if resource building method is adopted, a business unit is more likely to be established. If the percentage of leverage and building is even, then the strategy alliance is usually adopted.

Keywords : Entity Store ; Virtual Marketplace ; Resource Building ; Resources Leverage ; Transformation Strategies

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