

ADVANCED BOOK EXCHANGE INC.: THE BARNESANDNOBLE.COM PARTNERSHIP

The principals of Advanced Book Exchange, Inc. (ABE) looked at one another. They had come so far, so fast — and now, in August of 1998, they had an opportunity to partner with a major player in electronic book commerce. There seemed to be no downside to the offer of a relationship with Barnesandnoble.com, but was it really as good as it looked? How would their clients react? Could they make it work? They had to decide, and they had to decide quickly. In the world of the Web, he who hesitated often lost big.

COMPANY BACKGROUND

In October 1995, Cathy Waters was self-employed as a contract programmer and analyst, as were her husband, Keith Waters, and their future business partner, Rick Pura. Anxious to pursue her interest in bookselling, Cathy gave up computer work to open an antiquarian bookstore in Colwood, British Columbia. She had significant understanding of the rare-and-used book industry, combined with a technical background and grasp of the opportunities presented by the nascent World Wide Web. This combination led her to propose that Keith and Rick develop a database system and sophisticated search technology suited to making her inventory available to dealers and individual book hunters worldwide. Keith and Rick spent their free time from late October 1995, to May 1996, developing the system that would become the heart of ABE's operations. Described in detail later in this case, the system allowed book dealers to list their inventory on a database server, then link to the server via a search engine on the World Wide Web.

In May 1996, Rick quit work on all other programming contracts, and ABE went live on the World Wide Web with 13 booksellers. Its development and launch was, like many start-ups, financed solely out of the personal resources of the four partners (Keith and Cathy Waters, Rick and Vivian Pura). The company began by offering free six-month subscriptions to the first 50 booksellers who joined and free months for successful referrals. ABE signed on its first 100 dealers by August 1996, after only four months in business. In the summer of 1996, Keith wound up his contract work and joined Rick working full-time for ABE.

The company grew rapidly. By October 1996, Cathy was dividing her time between her Colwood bookstore and ABE's offices in Victoria. After a brief hiatus from ABE (spent concentrating on her physical bookstore), Cathy hired a manager for the Colwood operation and joined ABE full-time with responsibility for marketing and office management. Keith and Rick were responsible for systems and operations; Vivian oversaw financial administration. In 1998, the company moved its offices to Victoria's newly developed Selkirk Waterfront, where it occupied 5,000 square feet on two floors. ABE's staff comprised the four partners (who served as directors), 23 full-time and four part-time administrative staff, technical and support staff, and three co-op student positions.

COMPETITIVE ENVIRONMENT

Book prices fluctuated according to taste and trends in the market, similar to antiques and artwork. A single title could vary dramatically in price. Price could depend on the condition of the book, its edition, whether it was signed (which raised the value) or inscribed (which, without the author's autograph, lowered it), had a dust jacket, had the price clipped from the cover and a host of other factors. For example, a 1951 U.S. edition of *Winnie the Pooh*, by A.A. Milne, in very good condition, but the 204th printing of the book, might list for \$15.¹ On the other hand, a 1926 British first edition of the same book, described as "one of 350 numbered copies signed by Milne and Shepard. Slight offsetting on endpaper else fine in a lightly used dust jacket with a few faint traces of foxing" was listed on the ABE inventory at \$6,500. Dealing or buying such books was an information-intensive process; the more information one had about

Advanced Book Exchange

Linda S Katz



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