





	Cash	Credit card	Debit cards	Accumulating balance
Cost per transaction	low	high	high	low
Merchant fixed cost	low	high	high	high
User fixed cost	0	high	low	low
Merchant fee	0	3-5%		
Account required	no	yes	yes	yes
Anonymous	yes	no	no	no
Risk for consumer	yes	limited	limited	no
Risk for merchant	no	yes	no	yes



Revenue model	Examples	Revenue source
Advertising	Yahoo.com	Fees from advertizers in exchange for advertisements
Subscription	WSJ.com Sportsline.com	Fees from subscribers in exchange for access to content
Transactions	eBay.com E-Trade.com	Fees for enabling or executing a transaction
Sales	Amazon.com Sears.com	Sales of goods, information, or services
Affiliate	MyPoints.com	Fees for business referrals















		#	Total per year	Commente
Personnel	90000	100	900000	comments
Post-processing	30000	100	3000000	
Pre-paid/inter-operator	000000		2000000	
Marketing	200000	1	200000	
CAPEX/billing				
Billing system	20000000	5	4000000	Divided over 5 years
Software upgrades	20000000	0,1	2000000	10% of purchase price
OPEX, charging				
Installation and maintenance	90000	10	900000	
CAPEX, charging				
Charging system	4000000	5	800000	20% of billing system
Software upgrades	4000000	0,1	400000	10% of purchase price
CAPEX, total			7200000	
OPEX, total			13100000	
Total			20300000	
CAPEX % of total C&B costs			35 %	



