Class Announcements

- Group database assignment 1 due on 2/3 through ecommons
- Group homework #2 due on 2/5 through ecommons.
- Please read/bring Alibaba Case
  - Midterm: 2/16
LEARNING OBJECTIVES

• What are the unique features of e-commerce, digital markets, and digital goods?

• What are the principal e-commerce business and revenue models?

• How has e-commerce transformed marketing?

• How has e-commerce affected business-to-business transactions?

• What is the role of m-commerce in business and what are the most important m-commerce applications?

• What issues must be addressed when building an e-commerce presence?
Look for Bargains?

**Problem:** How to derive profits from large and desirable user base

**Solution:** Enable businesses to promote brand awareness and refer back to retail sites for purchasing

Groupon: https://www.youtube.com/watch?v=tgeh607ZXA0
Problem: How to derive profits from large and desirable user base

Solution? Enable businesses to promote brand awareness and refer back to retail sites for purchasing

Groupon: https://www.youtube.com/watch?v=tgeh607ZXA0

- **Groupon** invested heavily in technologies for:
  - Massive “bargain” database
  - User social networking tools, e.g., emails, facebook?
- Demonstrates use of social networking technologies in generating new business models
- Illustrates the difficulties many social networking sites have in showing a profit or monetizing.
E-Commerce and the Internet

E-Commerce Today

• E-commerce: use of the Internet and Web to transact business; digitally enabled transactions. e.g., iTunes, streamed Netflix, ebook Amazon
  • Digitally enhanced commercial transactions between and among organizations and individuals

• Began in 1995 and grew exponentially (Netscap.com); still stable even in a recession.

• Companies that survived the dot-com bubble burst now thrive.

• E-commerce revolution is still in its early stages.
Retail e-commerce revenues grew 15–25 percent per year until the recession of 2008–2009, when they slowed measurably. In 2013, e-commerce revenues are growing again at an estimated 12 percent annually.

Figure 10-1
The New E-Commerce: Social, Mobile, Local

• **Original e-commerce marketing:**
  - Web sites
  - Display ads
  - Measures “eyeballs” and impressions of display ads
    i.e., how many times a consumer sees the ad.

• **Social, mobile, local e-commerce marketing:**
  - Social media: Facebook, Twitter, Pinterest
  - Mobile, localized ads and apps
  - Measures “conversations” and “engagement”
    i.e., focus on interactions; no only a new channel but …
Why E-Commerce Is Different

Ubiquity
Global reach
Universal standards
Richness
Interactivity
Information density
Personalization/Customization
Social technology
Why E-Commerce Is Different

Ubiquity

Internet/Web technology available everywhere: work, home, and so on, anytime

- Effect:
  - Marketplace removed from temporal, geographic locations to become “market-space”
  - Enhanced customer convenience (i.e., anytime and anywhere), thereby reducing “shopping costs”
Unique Features of E-Commerce Technology

Global reach

The technology reaches across national boundaries, around Earth

- Effect:
  - Commerce enabled across cultural and national boundaries seamlessly and without modification.
  - Marketspace includes, potentially, billions of consumers and millions of businesses worldwide.
Unique Features of E-Commerce Technology

Universal standards

One set of technology standards: Internet standards

- Effect:
  - Disparate computer systems easily communicate with one another.
  - Lower market entry costs—costs merchants must pay to bring goods to market (i.e., to customers attention).
  - Lower consumers’ search costs—effort required to find suitable products.
Unique Features of E-Commerce Technology

Richness

Supports video, audio, and text messages

- Effect:
  - Possible to deliver rich messages with text, audio, and video simultaneously to large numbers of people.
  - Video, audio, and text marketing messages can be integrated into single marketing message and consumer experience.
Unique Features of E-Commerce Technology

Interactivity

The technology works through interaction with the user

• Effect:
  • Consumers engaged in dialog that dynamically adjusts experience to the individual.
  • Consumer becomes co-participant in process of delivering goods to market.
Unique Features of E-Commerce Technology

Information density

Large increases in information density—the total amount and quality of information available to all market participants

- Effect:
  - Greater price transparency (lower search cost)
  - Greater cost transparency
  - Enables merchants to engage in price discrimination. That is, consumer with higher WTP will pay more, e.g., eBay sites.
Personalization/Customization

Technology permits modification of messages, goods

• Effect:
  • Personalized messages can be sent to individuals as well as groups.
  • Products and services can be customized to individual preferences.
Unique Features of E-Commerce Technology

Social technology
The technology promotes user content generation and social networking

• Effect:
  • New Internet social and business models enable user content creation and distribution, and support social networks.
  • Many-to-many model
Unique Features of E-Commerce Technology

Social technology
The technology promotes user content generation and social networking

- Effect:
  - New Internet social and business models enable user content creation and distribution, and support social networks.
  - Many-to-many model
### How the Internet Changes the Markets for Digital Goods?

<table>
<thead>
<tr>
<th></th>
<th>Digital Goods</th>
<th>Traditional Goods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marginal cost/unit</td>
<td>Zero (why?)</td>
<td>Greater than zero, high</td>
</tr>
<tr>
<td>Cost of production</td>
<td>High (most of the cost)</td>
<td>Variable</td>
</tr>
<tr>
<td>Copying cost</td>
<td>Approximately zero</td>
<td>Greater than zero, high</td>
</tr>
<tr>
<td>Distributed delivery</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory cost</td>
<td>Low (why?)</td>
<td>High</td>
</tr>
<tr>
<td>Marketing cost</td>
<td>Variable</td>
<td>Variable (high, e.g., ??)</td>
</tr>
<tr>
<td>Pricing</td>
<td>More variable (bundling, random</td>
<td>Fixed, based on unit costs</td>
</tr>
<tr>
<td></td>
<td>pricing games)</td>
<td></td>
</tr>
</tbody>
</table>
Key Concepts: Digital Markets and Digital Goods

- Digital market effects:
  - Decreased information asymmetry (examples?)
  - Reduced search costs and transaction costs (examples?)
  - Delayed gratification: effects dependent on product
  - Reduced menu costs (machine’s cost of changing prices, example?)
  - Increased dynamic pricing (e.g., Amazon)
  - Increased price discrimination (e.g., eBay)
  - Increased market segmentation (differentiation; example?)
  - Switching costs: effects dependent on product (examples?)
  - Stronger network effects (examples?)
  - More dis-intermediation
The Benefits of Disintermediation to the Consumer

The typical distribution channel has several intermediary layers, each of which adds to the final cost of a product, such as a sweater. Removing layers lowers the final cost to the consumer.

**Figure 10-2**

<table>
<thead>
<tr>
<th>Cost per Sweater</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturer</td>
</tr>
<tr>
<td>$48.50</td>
</tr>
<tr>
<td>Manufacturer</td>
</tr>
<tr>
<td>$40.34</td>
</tr>
<tr>
<td>Manufacturer</td>
</tr>
<tr>
<td>$20.45</td>
</tr>
</tbody>
</table>
### Key Concepts: Digital Markets and Digital Goods

<table>
<thead>
<tr>
<th></th>
<th>Digital Markets</th>
<th>Traditional Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information asymmetry</td>
<td>Asymmetry reduced</td>
<td>Asymmetry high</td>
</tr>
<tr>
<td>Search costs</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Transaction costs</td>
<td>Low (sometimes virtually nothing)</td>
<td>High (time, travel)</td>
</tr>
<tr>
<td>Delayed gratification</td>
<td>High (or lower in the case of a digital good)</td>
<td>Lower: purchase now</td>
</tr>
<tr>
<td>Menu costs</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Dynamic pricing</td>
<td>Low cost, instant</td>
<td>High cost, delayed</td>
</tr>
<tr>
<td>Price discrimination</td>
<td>Low cost, instant</td>
<td>High cost, delayed</td>
</tr>
<tr>
<td>Market segmentation</td>
<td>Low cost, moderate precision</td>
<td>High cost, less precision</td>
</tr>
<tr>
<td>Switching costs</td>
<td>Higher/lower (depending on product characteristics)</td>
<td>High</td>
</tr>
<tr>
<td>Network effects</td>
<td>Strong</td>
<td>Weaker</td>
</tr>
<tr>
<td>Disintermediation</td>
<td>More possible/likely</td>
<td>Less possible/unlikely</td>
</tr>
</tbody>
</table>
Types of E-Commerce

- **Business-to-consumer (B2C)**
  - Retailing products and services to individual shoppers, e.g., BarnesandNoble.com (others?)

- **Business-to-business (B2B)**
  - Sales of goods or services among businesses, e.g., ChemConnect (chemicals & plastics) (others?)

- **Consumer-to-consumer (C2C)**
  - Consumers sell directly to consumers, e.g., eBay (others?)
E-Commerce Business Models

- **Portal** (gateway to the web, use’s homepage, e.g., google.com, revenue?): 2013: 17.5b, not including google, bing
- **E-tailer** (online retail stores, e.g., Amazon.com, revenue?): 2011, 60$b
- **Content provider** (iTunes, others? revenue?): potcasting, streaming
- **Transaction broker** (Expedia, paypal, others?, revenue?)
- **Market creator** (build digital environment so buyers and sellers meet! eBay, Amazon merchant platform, others? wevenue?)
- **Service provider** (gmail.com, dropbox, others? wevenue?)
- **Community provider** (facebook, others? revenue?)
E-Commerce Revenue Models

- **Advertising** (attracting and exposing large audiences to ads, e.g.,)
- **Sales** (sells goods, information, e.g., Amazon, gap.com)
- **Subscription** (content, service charges, e.g., Netflix)
- **Free/Freemium** (with basic service free, fee with upgrade, e.g., flickr, spotify)
- **Transaction fee** (receiving fee for executing transactions, e.g., E*Trade)
- **Affiliate** (send/refer readers to other sites, e.g., Yelp)
E-Commerce Revenue Models

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  E*Trade)
- **Affiliate** (send/refer readers to other sites, e.g., Yelp)

* A company gives away a large chunk of its services with the hope that a small # of customers will pay a premium price for extra services.
  If market is large, it’s okay... but ... Work better if marginal cost is low...
E-Commerce Revenue Models

- **Advertising** (attracting and expose large audiences to ads, e.g., ?)
- **Sales** (sells good, information, e.g., Amazon, gap.com)
- **Subscription** (content, service charges, e.g., Netflix)
- **Free/Freemium** (with basic service free, fee with upgrade, e.g., flickr, spotify)
- **Transaction** (receiving fee for executing transactions, e.g., E*Trade)
- **Affiliate** (send/refer readers to other sites, e.g., Yelp)

Discussions

1) Any other business models that take advantage of “communicating” capability of the current technologies?
2) Banner vs Popup ads?
Interactive Session: Organizations
Can Pandora Succeed with Freemium?

Read the Interactive Session and then discuss the following questions:

• Analyze Pandora using the value chain and competitive forces models. What competitive forces does the company have to deal with? What is its customer value proposition?
• Explain how Pandora’s “freemium” business model works. How does the company generate revenue?
• Can Pandora succeed with its “freemium” model? Why or why not? What people, organization, and technology factors affect its success with this business model?
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Analyze Pandora using the value chain and competitive forces models. What competitive forces does the company have to deal with? What is its customer value proposition?

- Compete with AM/FM radio (substitutes), iTunes, spotify (rivals)
- Strong consumers’ bargain power
- Value supply chain using IT to play only those songs the customers want to hear
Interactive Session: Organizations
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Read the Interactive Session and then discuss the following questions:

Explain how Pandora’s “freemium” business model works. How does the company generate revenue?
Interactive Session: Organizations
Can Pandora Succeed with Freemium?

Read the Interactive Session and then discuss the following questions:

Explain how Pandora’s “freemium” business model works. How does the company generate revenue?

- Pandora gives away a large chunk of its services with the hope that a small number of customers will pay a premium price for extra or added services: big vs small market
- bulk of its revenues from advertising fees and referrals to other sites: Amazon.com, etc.
Interactive Session: Organizations
Can Pandora Succeed with Freemium?

Read the Interactive Session and then discuss the following questions:

Can Pandora succeed with its “freemium” model? Why or why not?

What people, organization, and technology factors affect its success with this business model?

People:

Organization:

Technology:
Interactive Session: Organizations
Can Pandora Succeed with Freemium?

Read the Interactive Session and then discuss the following questions:

Can Pandora succeed with its “freemium” model? Why or why not?
What people, organization, and technology factors affect its success with this business model?

**People:** users are used to getting much of their content free. That’s a very tough habit to break.

**Organization:** the freemium model is worth the price they pay; change or renegotiate royalty agreements to reduce its costs

**Technology:** mixing up the music chosen for listeners can help reduce royalty costs, however…
Web 2.0, Social Networking, and the Wisdom of Crowds

- **Most popular Web 2.0 service:** social networking
  - Social networking sites sell banner ads, user preference information, and music, videos and e-books.
- **Social shopping sites**
  - Swap shopping ideas with friends through “like”, “+1”, etc.
- **Wisdom of crowds**
  - Large numbers of people can make better decisions about topics and products than a single person.
- **Crowdsourcing**
  - Soliciting advices through social network, e.g., 1$M reward by Netflix recommender system
- **Prediction markets:** peer-to-peer betting markets on specific outcomes (elections, sales figures, designs for new products), e.g., betfair
E-commerce Marketing

- Internet provides marketers with new ways of identifying and communicating with customers.
- Long tail marketing:
  - Traditionally, difficult, expensive, thus trying to reach out big population (general taste)
  - Sell large number of unique items
  - Relatively few of each item sold

- Behavioral targeting: tracking online behavior of individuals on thousands of Web sites.

- Advertising formats include search engine marketing, display ads, rich media, and e-mail.
## E-commerce Marketing

<table>
<thead>
<tr>
<th>Marketing Format</th>
<th>2013 Revenue</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search engine</td>
<td>$19.5</td>
<td>Text ads targeted at precisely what the customer is looking for at the moment of shopping and purchasing. Sales oriented.</td>
</tr>
<tr>
<td>Display ads</td>
<td>$8.7</td>
<td>Banner ads (pop-ups and leave-behinds) with interactive features; increasingly behaviorally targeted to individual Web activity. Brand development and sales. Includes blog display ads.</td>
</tr>
<tr>
<td>Video</td>
<td>$4.1</td>
<td>Fastest growing format, engaging and entertaining; behaviorally targeted, interactive. Branding and sales.</td>
</tr>
<tr>
<td>Classified</td>
<td>$2.7</td>
<td>Job, real estate, and services ads; interactive, rich media, and personalized to user searches. Sales and branding.</td>
</tr>
</tbody>
</table>
## E-commerce Marketing

<table>
<thead>
<tr>
<th>Marketing Format</th>
<th>2013 Revenue</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead generation</td>
<td>$1.9</td>
<td>Marketing firms that gather sales and marketing leads online, and then sell them to online marketers for a variety of campaign types. Sales or branding orientation.</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>$1.9</td>
<td>Online games, puzzles, contests, and coupon sites sponsored by firms to promote products. Sales orientation.</td>
</tr>
<tr>
<td>E-mail</td>
<td>$.22</td>
<td>Effective, targeted marketing tool with interactive and rich media potential. Sales oriented.</td>
</tr>
</tbody>
</table>
How Clickstream Tracking Work?

- The tools record the sites users visited prior to coming the website, where those users go after leaving the site, e.g., type of OS, browser info, location data, duration of visits, items purchased, etc.

- Re-target ads to you by showing you the same ads at different sites, e.g., Google’s double click, Yahoo’s right media, etc.

- Enable to understand how well their sites is, creating personalized site that display context or ads of special interests to the users.
E-commerce Web sites have tools to track a shopper’s every step through an online store. Close examination of customer behavior at a Web site selling women’s clothing shows what the store might learn at each step and what actions it could take to increase sales.

How Clickstream Tracking Work?

The shopper clicks on the home page. The store can tell that the shopper arrived from the Yahoo! portal at 2:30 PM (which might help determine staffing for customer service centers) and how long she lingered on the home page (which might indicate trouble navigating the site). Tracking beacons load cookies on the shopper's browser to follow her across the Web.

The shopper clicks on blouses, clicks to select a woman’s white blouse, then clicks to view the same item in pink. The shopper clicks to select this item in a size 10 in pink and clicks to place it in her shopping cart. This information can help the store determine which sizes and colors are most popular. If the visitor moves to a different site, ads for pink blouses will appear from the same or different vendor.

From the shopping cart page, the shopper clicks to close the browser to leave the Web site without purchasing the blouse. This action could indicate the shopper changed her mind or that she had a problem with the Web site’s checkout and payment process. Such behavior might signal that the Web site was not well designed.
Firms can create unique personalized Web pages that display content or ads for products or services of special interest to individual users, improving the customer experience and creating additional value.

**Figure 10-4**
If you are a large national ad company with many different clients trying to reach out to millions of possible customers, how to do it?

Creating a network of several thousand of the most popular websites, tracking the behaviors of those users across the entire network, building profiles of each user and sell those profiles to advisors!

Studies show that “targeted” ads are 10 times more likely to ... (2013, 25% of online displays are targeted!)
Advertising networks and their use of tracking programs have become controversial among privacy advocates because of their ability to track individual consumers across the Internet.

Figure 10-5

Discussions:

1) Do you think about how advertising networks follow you around the Internet?

2) Are you aware of it?
Social E-Commerce and Social Network Marketing

- Social e-commerce
  - Based on idea of digital social graph (offline)
    - Mapping of all significant online relationships
    - Only six links away from linking to any other person on earth
    - The purchases of one person influence others’ purchases
  - Four features of social e-commerce driving growth
    - Social sign-on
    - Collaborative shopping
    - Network notification
    - Social search (recommendations)
### Four features of social e-commerce driving growth

<table>
<thead>
<tr>
<th>Social Commerce Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social sign-on</td>
<td>Web sites allow users to sign into their sites through their social network pages on Facebook or another social site. This allows Web sites to receive valuable social profile information from Facebook and use it in their own marketing efforts.</td>
</tr>
<tr>
<td>Collaborative shopping</td>
<td>Creating an environment where consumers can share their shopping experiences with one another by viewing products, chatting, or texting. Friends can chat online about brands, products, and services.</td>
</tr>
<tr>
<td>Network notification</td>
<td>Creating an environment where consumers can share their approval (or disapproval) of products, services, or content, or share their geo-location, perhaps a restaurant or club, with friends. Facebook's ubiquitous Like button is an example. Twitter tweets and followers are another example.</td>
</tr>
<tr>
<td>Social search (recommendations)</td>
<td>Enabling an environment where consumers can ask their friends for advice on purchases of products, services, and content. While Google can help you find things, social search can help you evaluate the quality of things by listening to the evaluations of your friends, or their friends. For instance, Amazon’s social recommender system can use your Facebook social profile to recommend products.</td>
</tr>
</tbody>
</table>
Social E-Commerce and Social Network Marketing

• **Social media:** Fastest growing media for branding and marketing (44b$, 90% Facebook)

• **Social network marketing:**
  • Seeks to leverage individuals influence over others in social graph
  • Target is a social network of people sharing interests and advice
  • Facebook’s “Like button”

• **Social networks have huge audiences**
  • Facebook: 144 million U.S. monthly visitors
Business-to-Business E-Commerce: New Efficiencies and Relationships

- Business-to-business (B2B) e-commerce (2013, 10.8t$ of which 4.4t$ e-Business)
  - Commercial transactions between firms
    - Complex
    - Require considerable human intervention
    - Consume significant resources
      - For example: $100 in administrative costs for each procurement purchase, e.g., processing papers, approving purchasing decisions, phones, fax, etc.

Challenges:
- Changing (automating) existing systems of procurement
- Implementing new Internet-based B2B solutions
Business-to-Business E-Commerce: New Efficiencies and Relationships

- Electronic data interchange (EDI) 80% of B2B eCommerce
  - Computer-to-computer exchange of standard transactions such as invoices, shipping, purchase order, e.g., eliminating printing, faxing, etc.
  - Major industries use EDI standards to define structure and information fields.
  - More companies increasingly moving away from private networks to Internet for linking to other firms, i.e., not limited to partners linked through EDI network.
    - For example: procurement: businesses can now use Internet to locate most low-cost supplier, search online catalogs of supplier products, negotiate with suppliers, place orders, and so on.
Companies use EDI to automate transactions for B2B e-commerce and continuous inventory replenishment. Suppliers can automatically send data about shipments to purchasing firms. The purchasing firms can use EDI to provide production and inventory requirements and payment data to suppliers.

Figure 10-6
B2B E-commerce: New Efficiencies and Relationships

- Private industrial network (private exchange)
  - Large firm using extranet to link to its suppliers, distributors, and other key business partners
- Owned by buyer (the “firm”)
- Permits sharing of:
  - Product design and development
  - Marketing
  - Production scheduling and inventory management
  - Unstructured communication (graphics and e-mail)
A private industrial network, also known as a private exchange, links a firm to its suppliers, distributors, and other key business partners for efficient supply chain management and other collaborative commerce activities.

Figure 10-7
• **Net marketplaces (e-hubs)**
  
  • Single market for many buyers and sellers.
  • Industry-owned or owned by independent intermediary.
  • Generate revenue from transaction fees, other services.
  • Use prices established through negotiation, auction, RFQs, or fixed prices.
  • May focus on **direct (good used in production processes)** or **indirect goods (all other good, e.g., office supplies)**.
  • May be vertical (within an industry, e.g., automobiles, telecommunications, machine tools) or horizontal (across different industries e.g., office equipment) marketplaces.
Net marketplaces are online marketplaces where multiple buyers can purchase from multiple sellers.

Figure 10-8

A Net Marketplace

- Catalogs
- Sourcing
- Automated purchasing
- Processing and fulfillment

Suppliers

Net Marketplace

Buyers
• Exchanges
  • Independently owned third-party Net marketplaces.
  • Connect thousands of suppliers and buyers for spot purchasing.
  • Typically provide vertical markets for direct goods for single industry (food, electronics).
  • Proliferated during early years of e-commerce; many have failed.
    • Competitive bidding drove prices down and did not offer long-term relationships with buyers or services to make lowering prices worthwhile.
M-Commerce

• Represents 10 percent of all e-commerce
• Fastest growing form of e-commerce
  • Especially popular in online travel industry
  • Main areas of growth:
    • Retail sales at top Mobile 400 companies
      • Amazon, Apple
    • Sales of digital content
      • Music, TV and movies
Mobile e-commerce is the fastest growing type of B2C e-commerce although it represents only a small part of all e-commerce in 2011.
Mobile E-Commerce and Local E-Commerce

- **Location-based services and applications**
  - Geosocial services
  - Geoadvertising
    - Economic foundation for m-commerce
  - Geoinformation

- **Other mobile commerce services**
  - Mobile banking
  - Mobile display advertising
  - Coupon services
Building an E-Commerce Presence

- Most important management challenges
  - Developing clear understanding of business objectives
  - Knowing how to choose the right technology to achieve those objectives
- Develop an e-commerce presence map
  - **Four areas**: Web sites, e-mail, social media, offline media
- Develop a timeline: milestones
  - Breaking a project into discrete phases
An e-commerce presence requires firms to consider the four different types of presence, with specific platforms and activities associated with each.

Figure 10-10
### E-Commerce Presence Timeline

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activity</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1: Planning</td>
<td>Envision Web presence; determine personnel</td>
<td>Web mission statement</td>
</tr>
<tr>
<td>Phase 2: Web site development</td>
<td>Acquire content; develop a site design; arrange for hosting the site</td>
<td>Web site plan</td>
</tr>
<tr>
<td>Phase 3: Web Implementation</td>
<td>Develop keywords and metatags; focus on search engine optimization; identify potential sponsors</td>
<td>A functional Web site</td>
</tr>
<tr>
<td>Phase 4: Social media plan</td>
<td>Identify appropriate social platforms and content for your products and services</td>
<td>A social media plan</td>
</tr>
<tr>
<td>Phase 5: Social media implementation</td>
<td>Develop Facebook, Twitter, and Pinterest presence</td>
<td>Functioning social media presence</td>
</tr>
<tr>
<td>Phase 6: Mobile plan</td>
<td>Develop a mobile plan; consider options for porting your Web site to smartphones</td>
<td>A mobile media plan</td>
</tr>
</tbody>
</table>

Table 10-8