INTERNET-BASED MARKETING

Jacob M. Chacko* Randy Larson**

The popularity of the Internet makes it a powerful marketing tool for companies as well as individuals. Marketing applications on the Internet challenges the effectiveness of traditional modes used for such purposes. Businesses are vigorously exploring the possibilities of life online and have already experienced immense cost savings and successes. Individuals have found that the Internet can be an affordable and highly effective vehicle for personal marketing. This paper looks at marketing functions and explores their application over the Internet for corporate and personal marketing.

INTRODUCTION

The concept of managing a marketing program using the Internet can be referred to as "Virtual Marketing" (VM). This paper explores use of the Internet for marketing activities effectively. Both business and personal marketing issues will be discussed. In examining the potential use of VM in a marketing program, an Internet site is referred to for each stage to illustrate at least one aspect of its usefulness in business and personal marketing. The personal marketing illustrations will focus on job hunting, where job seekers are considered "products," and employers are considered "consumers." Marketing can be defined as a social process involving the activities necessary to enable individuals and organizations to obtain what they need and want through exchanges with others and to develop ongoing exchange relationships (Boyd, Walker, and Larreche 1995). In the past, marketing had been sales-driven. Organizations focused their energies on changing customers' minds to fit the product. As technology developed and competition increased, some companies shifted their approach and became customer driven. These companies expressed a new willingness to change their product to fit customers' requests. In the 1990s, successful companies are becoming market driven, adapting their products to fit their customers' preferences. It is marketing that is oriented toward creating rather than controlling a market (McKenna 1991).

^{*} Jacob M. Chacko is affiliated with the University of North Dakota

^{**}Randy Larson is affiliated with the University of North Dakota

The old approach to marketing and product development involved getting an idea, conducting traditional market research, developing a product, testing the market, and finally going to market. This typically is a slow, unresponsive, and turf-ridden method. Given the fast-changing marketplace, there is less and less reason to believe that this traditional approach can keep up with real customer wishes and demands or with the rigors of competition (McKenna 1991). The new approach is called Relationship Marketing.

Relationship marketing focuses on developing a continuous relationship with consumers across a family of related products and services. It involves the use of computer database technology to assist in filtering through masses of electronic consumer information in order to divide the entire potential market into smaller pieces, or *segments*. This helps an organization concentrate its marketing efforts on specific groups of consumers who may be the most interested in the product. These *targeted* groups of consumers will likely be the most satisfied after the sale is made since an effort was made before the sale to identify their needs and wants. The Internet represents a powerful method of reaching target customers.

The recent worldwide explosion in popularity of the Internet gives it the potential to be a perfect marketing tool. In fact, for companies of all sizes, the Net might soon replace or greatly compliment traditional business elements such as department store buildings, warehouses, paper catalogs and flyers, and TV and radio advertisements. It is entirely possible that in the not-so-distant future companies may no longer have a need for corporate offices or many of the traditional promotion and distribution vehicles. Potentially, all of these elements can be replaced by Internet applications.

Many businesses are vigorously exploring the possibilities of life online and have already experienced immense cost savings and successes. These savvy Internet optimists, or *Netrepreneurs* as they are becoming known, are moving quickly to build new forms of business that take advantage of the benefits offered by the Net.

Building an Internet program is an investment in any company's future. Skeptics wallow in short-term thinking, asking themselves "how can the Internet enhance my existing operation *today?*" They are ignoring the technological revolution that is happening all around them and they do not realize that the traditional methods of conducting business have various inefficiencies. As we will see shortly, Internet tools can be useful in all aspects of marketing.

Any good business plan includes a marketing section that addresses the specific marketing needs of the company. According to Dollinger (1995), the basic components are marketing research, marketing strategy, marketing mix, and sales forecasting. The following sections will explore how the Internet can aid in performing the various marketing activities.

VIRTUAL MARKETING

Marketing Research

Marketing research is systematic and objective process of gathering, coding, and analyzing data for aid in making marketing decisions. This includes identifying the customers, their demographic characteristics, and their locations. It also helps in identifying existing and potential competitors (Dollinger 1995).

The Internet is a technological innovation that can ideally be thought of as a gigantic database of almost infinite proportions. Various search tools, or "browsers," are available which can assist marketers in finding almost any kind of information they desire. Perhaps most of the Internet's potential for marketing researchers is to gather data for coding or analysis.

A source of secondary statistical data found on the Internet is *the U.S. Statistical Abstract website*, which contains census data published by the U.S. Government. Following is a sample of the data that can be retrieved from this site:

www.census.gov

USA Statistics in Brief			
POPULATION	1980	1990	1994
Resident population (mil.)	226.5	248.7	260.3
Percent of population			
Under 18 yrs. old	28.1	25.7	26.1
65 yrs. old and over	11.3	12.5	12.7
White	85.9	83.9	83.1
Black	11.8	12.3	12.5
Asian and Pac. Islander	1.6	3.0	3.5
Amer. Indian, Eskimo, Aleut	0.6	0.8	0.8
Hispanic	6.4	9.0	. 10.0
Northeast	21.7	20.4	19.7
Midwest	26.0	24.0	23.6
South	33.3	34.4	34.B
West	19.1	21.2	21.8
Metropolitan eres	78.1	79.5	79.7

One way this information can be utilized is by plugging it into forecasting software tools to help project future consumer populations in target markets. See the Sales Forecasting section for more details.

Another aspect of marketing research involves identifying customer demographics. To serve this need, the company *InfoSeek* has developed a browser with which it gathers detailed demographic data and builds lists of consumers with specific traits (Rebello, Armstrong, and Cortese 1996). Tools such as this can prove quite useful to marketers as a method of collecting data for conducting research on potential customers, or *prospects*, and for segmenting these markets into smaller, more attainable

pieces. Also, marketing research involves identifying customers and their locations. See the Advertising section to see how prospect information can be located on the Internet.

An aspect in personal marketing that involves marketing research is finding relevant information about companies, industries, careers and the like. There are hundreds of websites that specialize on career initiation. Few examples of such site are HOTJOBS (www.hotjobs.com) which has company profiles of over 2000 firms and CareerMosaic (www.careermosaic.com) with information on both domestic and international firms. In addition, there are web sites of public agencies that provide both industry and company information The Better Business Bureau Network (www.bbb.org/members/search.html), FedWorld Information (www.fedworld.gov), and Thomas J. Long Business Library (www.sunsite.berkeley.edu) to mention a few. There are also sites that specialize on providing comprehensive information on the topic of researching companies which take readers through several stages of searches and provides links to hundreds of sites like the ones mentioned above. One such web site is Dr. Randall Hansen's Guide to Researching Companies (www.stetson.edu/~rhansen/researching companies.html).

With increasing numbers of students opting to be entrepreneurs, there are several Internet sites that provide valuable information on setting up and running small businesses, including resources available from various public and private sources. Some of examples of such web sites are *Entrepreneur's Cyber Shop* (www.bossbiz.com), *Entrepreneur America* (www.entrepreneur-america.org), *Small Business Administration* (www.sba.gov), *National Entrepreneur Alliance* (www.nea-assoc.com), and Virtual Entrepreneur (www.virtualentrepreneur.com).

Marketing Mix

Marketing mix decisions must be made once the target market(s) are selected. The mix is commonly referred to as the Four P's-Price, Product, Place, and Promotion.

1. Price

Price decisions involve calculating the exchange value of the company's goods and services. To achieve a desired strategic competitive position for a product or service in its target market, the manager must take competitors' costs and prices into account (Boyd, Walker, and Larreche 1995). One way to quickly research competitor prices is to access their home pages and browse through their online electronic catalogs.

As an illustration, Honda positions its Accord automobile to compete with the Ford Taurus, Mazda 626, and Toyota Camry. Suppose Honda is considering following a low-priced strategy to beat the competitors' prices. By browsing the web sites of these companies, Honda can quickly and easily find out the current base price ranges of each competing model, and can use this information to set its own prices lower. The following base price listings were taken from the Ford, Mazda, and Toyota web-sites:

Ford Taurus (www.ford.com)

Welcome to the Ford Model Configurator, where you can choose the specific options to build a car you like. First, you need to pick a model. As you work your way along, don 't forget to choose "continue" in order to reach the final configuration screen and the "Window Sticker". To experience Model Configurator's full functionality, you will need Netscape 3.0 or Internet Explorer 3.0 or higher.

	Model	$MSRP^*$
③	G 4-Door Sedan	\$18,545
\circ	GL 4-Door Sedan	\$19,535
\circ	LX 4-Door Sedan	\$22,160

^{*} MSRP includes destination and delivery charge.

Mazda 626 (www.autosite.com)

	DX 4DR 5M SDN	LX 4DR 5M SDN	LX-V6 4DR 5M SDN	ES 4DR 5M SDN
Base Price	\$ 15,695.00	\$ 17,895.00	\$ 19,995.00	\$ 22,995.00
Destination Charge	\$ 450.00	\$ 450.00	\$ 450.00	\$ 450.00
Standard Engine	2.0L I4	2.0L I4	2.5L V6	2.5L V6
Standard Trans.	5 Speed Manual	5 Speed Manual	5 Speed Manual	5 Speed Manual
ABS Brakes	Not Listed	Optional	Optional	Standard
<u>Airbags</u>	Dual Standard	Dual Standard	Dual Standard	Dual Standard

Toyota Camry (www.toyota.com)

CE:

- 5-Speed Manual Overdrive 4-Cylinder: \$16,868
- 4-Speed Electronically Controlled Automatic Overdrive (ECT) 4-Cylinder: \$17,668
- 5-Speed Manual Overdrive V6: \$19,728

LE:

- 4-Speed Electronically Controlled Automatic Overdrive (ECT) 4-Cylinder: \$20,348
- 4-Speed Electronically Controlled Automatic Overdrive With Intelligence (ECT-i) V6: \$22,658

XLE:

- 4-Speed Electronically Controlled Automatic Overdrive (ECT) 4-Cylinder: \$22.298
- 4-Speed Electronically Controlled Automatic Overdrive With Intelligence (ECT-i) V6: \$24,508

1997-based MSRP as of 4/97 includes \$420 destination charge. Destination charge is \$40 higher in AL, FL, GA, NC and SC, and \$27 higher in AR, LA, MS, OK and TX. Excludes taxes, license, title, optional or regionally required equipment. Actual dealer price may vary.

Based on a quick review of the feature comparisons and price ranges listed above, it is possible for Honda to accurately set the Accord's price range to competitively position it in the marketplace. The Taurus has a base price range of \$18,545-22,160, the 626 a range of \$15,695-\$22,995, and the Camry a range of \$16,868-\$24,508. Honda can use this current and accurate information to help decide if it is feasible to follow a low-priced strategy.

Obviously, this online pricing method is not limited only to the automotive industry. Any business of any size or type can research prices on the Internet as long as the competitors have web sites.

From a personal marketing perspective, job seekers can use the Internet to prepare for salary negotiation - *Infoseek Careers Channel* (www.infoseek.com/getting it-done/find a job). To help estimate the salaries they will require (or the "prices" employers will need to pay to acquire their services) when relocating to a different city based on a cost of living index:

www.homefair.com/crime3/salcalc3/citypick.html

The Salary Calculator (TM) Choose specific cities When this page has finished loading, enter your salary (do not use dollar signs or commas), choose specific cities, and click the calculate button. The new salary will be quoted in the same currency as your current salary. (For example, if you say that you are moving from Paris to London and you give your salary in francs, the calculator will tell you how many francs you need to earn in London.) salary: 50000 e.g. 40000 Do NOT use currency symbols



calculate salary

The Salary Calculator (TM)

Results: If you make \$ 50000 in Grand Forks then you would need to make \$ 52936 in Minneapolis.

As you can see above, someone moving from Grand Forks, North Dakota to Minneapolis, Minnesota should expect a small increase in the cost of living. Therefore, if the job seeker makes \$50,000 in Grand Forks, then he or she should ask for a "price" of at least \$3,000 more when offering his or her job skills to employers in that area.

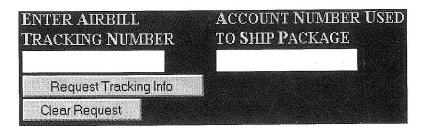
2. Product

Product decisions determine the bundle of physical and psychological attributes that form or are associated with the core benefit to be delivered. This includes packaging, colors, sizes, options, warranties, and after-sale service. These factors are directly related to quality.

Internet is an ideal medium for marketing products that are targeted toward consumers who surf the web. This is especially true for product in highly dynamic and ever-changing markets such are personal computers and other consumer electronics items. Almost every company marketing such products use the Internet to provide up to date information to their customers. In addition, a product guarantee promises exceptional, uncompromising quality and customer satisfaction (Richardson 1995). Service is a related concept. Marketers who appreciate the importance of [service] focus on building customer relationships (McKenna 1991). Companies that ignore or minimize their guarantees and services are not relationship-oriented. Following Great Plains Software's introduction of guaranteed response times with its product support services, the company has experienced many payoffs, including average renewals of 85%, and revenue from product support at nearly 20% of total revenues (Great Plains Software 1992).

By providing after-sale information to the consumer through its web-site, Federal Express believes it actually enhances the value of its products to track shipments online (Judson 1996). For instance, one of the online services Federal Express offers is package tracking, which allows customers to determine the status of their shipments after sending them:

www.fedex.com



From a personal marketing perspective, the job seeker is the product and also its marketing manager. The Internet offers several services to aid in the development and positioning of the product [job seeker] based on the target market preferences [career choice]. An example of this is the array of career planning services such as skills assessment, self evaluation, goal setting etc. available on web sites such as Career Channel (www.careerbuilder.com/), Infoseek Careers Builder and provide valuable (www.infoseek.com/getting it-done/find a job). These sites

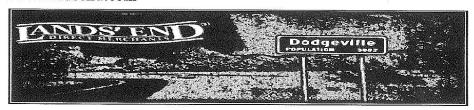
information and strategies that help individuals to be competitive in the job search process.

3. Place-Distribution

Place or distribution decisions and activities relate to the location of the business and the choice and availability of distribution channels. The major objective of a distribution or location decision is to get the venture's goods or services to the target market. The Internet as a marketing medium represents a viable method of offering and moving goods and services from sellers to consumers. Using the Net, manufacturers may find it possible to eliminate many parts of the traditional distribution elements, including retailers and wholesalers. For instance, instead of driving to a retail store to pick up their products, consumers now have the luxury of having the products delivered to them. All they need to do is *cybershop* through an electronic catalog located on the Internet, select the products they like, fill out an electronic order form, and specify the payment and shipping details (e.g., line of credit, overnight delivery, etc.).

JCPenney, L.L. Bean, and Lands' End are examples of companies who offer merchandise electronically. Below is an illustration of the Lands' End home shopping page. When entering the home page, you are presented with a list of alternative categories, or "departments" to choose from:

www.landsend.com



Welcome to Lands' End, where you can outfit everyone in comfort at comfortable Direct Merchant prices.



If we enter the Luggage department (by clicking on "Luggage"), we are offered a sublisting by luggage type. Say we select "Travel," and are interested in a sturdy three-piece set of luggage. We see this listed as an option, select it, and are presented with all relevant details including a picture of the set, its price, dimensions (not shown), and a short description:

3 Pc. Square Rigger Flight Set



From \$259.50

You save with this setup!

If you're thinking at all of buying more than one piece of this luggage somewhere down the road, you might want to consider three-at-once. Because you save about \$51.

This traveling trio includes your choice of the suit- or coat-length Solo Voyager, Medium Flight Bag and Shave Kit. All are made of rugged nylon-lined cotton canvas. And just like all our luggage, they're made in our own Iowa shops.

To order, we use the online order form. From here we can select options such as color, quantity, and monogram:

Square Rigger Suit Length Flight Set (\$259.50)

Required Selections: Color: Black Quantity: 1 Options: Monogram (\$ 5.00): Style: No Monogram Initials: -- OR -- Words: --

All that's left to enter is personal information such as name and address, and choose payment type (e.g., C.O.D., or credit) and delivery options. Companies selling online may send their customers copies of the order forms, by electronic mail if possible.

From a personal perspective, the Internet can be helpful in moving (or distributing) job seekers (the products) to the employers (the consumers). One way is by offering job search services online. The Minneapolis Star Tribune uses this technique to improve distribution by helping job seekers and employers locate each other more efficiently:

www.workavenue.com



Job Seekers -- let great jobs find you! WorkAvenue com is the address for success if you want a fast, free and easy way to

- Create a job-winning resume
- Browse great jobs as soon as they are available
 - Do a targeted job search using your resume
 Find full time, part time, temporary and contract work
 - opportunities

 Learn more about the <u>companies</u> in your area and the jobs they

Employers -- find that perfect employee! WorkAvenue com is the place to be if you need to:

- Find qualified new employees fast
- Tell Job Seekers about your company
- Search 24 hours a day, seven days a week.

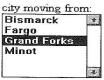
Another service available on Internet that assists with distribution in personal marketing is help in deciding on a place to live or relocate to. One example is the Home Buyer's website, which has useful information for people planning to sell or buy houses and move to a different city. For instance, a family interested in moving from Grand Forks, North Dakota to Minneapolis, Minnesota might first want to compare the crime rates between the two cities:

www.homefair.com/early97/crime/crimelab.html

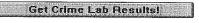


The Relocation Crime Lab (TM)

Choose specific cities









The Relocation Crime Lab (TM)

logo

Results

Here is what came back from the lab:

Grand Forks, North Dakota has a Relocation Crime Lab Index of 16, which is a lower crime rate than the national average.

Minneapolis, Minnesota has a Relocation Crime Lab Index of 250, which is a higher crime rate than the national average.

See details below

Moving from Grand Forks?

For a complete, no-cost analysis on selling your current home in today's Grand Forks area market, click on:

Moving to Minneapolis?

For other important information about relocating to the Minneapolis area, click on:

Center for Mobility Resources

Donna Wolfe

4. Promotional Mix

A promotional mix includes such activities as personal selling, advertising, sales promotions, and publicity. Promotional activities encompass the methods and techniques that businesses use to communicate with their customers and with other stakeholders. The purposes of promotion are to inform and persuade (Dollinger, 1995).

a. Personal Selling

Personal selling is oral presentation supplemented by other media (e.g., overhead slides and graphics) either in a formal setting or in informal conversation, for the purpose of making a sale to prospective buyers (Dollinger, 1995).

A relationship-oriented approach is particularly important in sales, because successful salespeople develop customer relationships, not just orders (McKenna, 1991). According to McKenna (1991), the future for selling will include voice input sales where customers use television, telephone, and computerized "salespeople" to do their in-home shopping.

A Midwest company recently used the Big Yellow online Yellow Pages research tool as an inexpensive segmentation technique to quickly and efficiently identify and contact the desired target market in its serviceable region. The electronic raw data (saved as a text file from the Internet to a PC hard drive) from Big Yellow was manipulated slightly and then transferred directly into a local office PC database system (ACT! by Symantec Corporation) for use as a contact management system.

The firm prioritizes prospective customers based on their responses to the mailings, and uses periodic reports to keep the staff up-to-date on changes in customer relationships. This information is entered into the system whenever contact (in any form - telephone, mailings, meetings, etc.) was made with prospects. In effect, this gives the company the memory of an elephant by storing a history of past contacts to be used as a basis for managing future interactions (i.e., by listing "next actions"). This helps the company sales force effectively and efficiently keep track of its customers and prospects. Most importantly, it helps them "remember" to keep their promises...a basic requirement for keeping customers satisfied and loyal!

From a personal perspective, hundreds of web sites such as *The Monster board* (www.monsterboard.com), *Infoseek Career Channel* (www.infoseek.com/getting itdone/find a job), and Career Path (www.careerpath.com) provide extensive information on developing interviewing skills, polishing one's business etiquette and on all aspect of personal selling. In addition, job seekers are able to expand their personal network using the Internet. Many personal networking services exist on the Net today. The one below is offered by Career Magazine. This website can deliver updates on personal networking techniques, including online networking strategies, directly to a subscriber's email address:

www.careermag.com/newsarts/networking.html

CAREER Magazine Mail List Using CareerMag News & Articles User Feedback JOB OPENINGS Personal Networking **EMPLOYERS** ARTICLES The Big Hurdle: Contacts and Referrals RESUME BANK by Kay Green CAREER FORUM NetKnocking: Open Virtual Doors of Opportunity With Online Networking ON CAMPUS DIVERSITY Job Search Networking

Internet technology will definitely impact networking as a means to uncover hidden job opportunities. From a job seeker's point of view, here's why.

Networking, according to Webster's, is "the exchange of information in an informal network, as to further a career." Traditional Networking involved implementing strategies that provided access to the "hidden" job market. In the old days, it wasn't WHAT you knew, but WHOM you knew. The focus was on establishing relationships with people who had the "inside" knowledge of potential job leads, accounting for 80% of unadvertised available jobs.

The Internet provides a new level of access to that "hidden" job market. The online networking strategy is different: Whom you know is not as important as WHERE you go online to let people know about you and your skills. The art of NetKnocking is using the Internet to target the right audiences for making those skills known. There are three online networking techniques that let you accomplish this:

- 1. Visit corporate home pages directly.
- 2. Take advantage of virtual job fairs.
- 3. Learn more about the job market through Web-based forums. (For further information, see www.careermag.com/newsarts/current/networking.html)

b. Advertising

Advertising can be defined as any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor, usually made using television, radio, and newspaper (Dollinger, 1995). The Internet represents a new advertisement media.

Computers and the Internet not only can help gather and analyze market data and identify target market segments, they can also help Marketers reach these markets. The Internet, for instance, can be useful to marketers as a method of collecting business addresses for direct-mail campaigns. One tool that can be used for such a purpose is the online Yellow Pages developed by Bell Labs (called "Big Yellow"). Big Yellow is a potentially less expensive data-gathering technique as opposed to purchasing addresses from an independent researcher. Below is an example of the Big Yellow search screen:

	www.bigyellow.com	
/ ES/CE	Yellow Pages On The W	еб.
Find over 16 million Category:	on businesses here. Business Name:	
Category:		F1100-171

As mentioned earlier, a Midwest company recently used Big Yellow to pinpoint specific agricultural businesses in a tri-state area for its promotional mailings. The company was able to locate and categorize prospects by using state and business type as search criteria. Big Yellow retrieved business names, addresses, telephone numbers, and in some cases, contact persons. The data retrieved from Big Yellow was imported into the company's marketing database and used for managing contacts and for printing mailing labels. Following is a subset of this data:

AG MEDIATION SERVICE STANLEY, ND 58784 (701) 628-3555

AG NEGOTIATING & CONSULTING 415 6TH AVE DEVILS LAKE, ND 58301-2513 (701) 662-7535

AG PRO CONSULTING SAINT THOMAS, ND 58276 (701) 257-6420

AG SOIL SCIENCE MINOT, ND 58701 (701) 838-9661

AGRI-MARK INC 1215 PRAIRIE PKY WEST FARGO, ND 58078-3134 (701) 282-8123

Marketing on the Internet does not necessarily have to follow the traditional one-way communication methods such as direct mail. For instance, the search tools mentioned earlier can help customers quickly and efficiently locate home page catalogs

JOURNAL OF BUSINESS AND MANAGEMENT

of information about the products and services that would best suit them, resulting in a target marketing "bullseye." Also, customers increasingly have the option to order products and services using Internet order forms.

More traditional marketing methods on the Internet may involve such technology as "webcasting" (a way to push information across the net rather than have customers find it). Webcasting involves dispatching collections of ordinary web pages, news updates, and live sound and video customized for a particular audience or person (Hof, 1996).

The TV manufacturers, retailers, and broadcasters have recognized that the Internet has huge potential to affect their industry, and are racing to prepare for the changes. For instance, combination PC/TVs are soon coming to the U.S., European, Japanese, and Asian markets (Gross, 1996). Broadcasting giant NBC is combining forces with software giant Microsoft to create MSNBC, a form of cable TV for Internet users. Together, the two companies created the MSNBC home page, where it airs its Internet broadcasts. As illustrated below, in addition to its broadcasts, this page has a variety of other information to offer on a 24 hour basis:

www.msnbc.com

MSNBC ON AIR PERSONAL



WORLD COMMERCE SPORTS SCITECH LIFE OPINION WEATHER LOCAL INDEX

dk,

NBC NEWS (1) AUDIO HEADLINES

ItO2 PM ET Wednesdau, July 09, 1995

Both NBC and Microsoft hope that MSNBC has a significant number of net viewers to prove the viability of an advertising-driven Internet site (Rebello and Lesley 1996). Other marketing methods on the Internet are likely to include direct e-mail (electronic mail), and electronic telemarketing (the Internet is currently heavily based on telephone technology).

Web advertising revenues currently do not compare to the tens of billions of dollars spent on TV spots every year. However, Jupiter Communications predicts that web ad revenue will jump to \$5 billion by the year 2000. Then, it figures, 50 million people will be connected to the Net, giving advertisers the chance to reach TV-size audiences. In fact, Forrester Research says that Net merchants will sell \$6.6 million in goods by the turn of the millennium. Presently, advertisers can expect to pay \$30-\$100 per 1,000 "impressions," counted as each time an ad is viewed (Rebello, Armstrong, and Cortese, 1996). It appears that Internet advertising represents an excellent source of potential revenue, at least in the near future.

From a personal perspective, advertising comes into play whenever job seekers attempt to promote themselves (the products) to employers (the consumers). One way to effectively package oneself is by writing a great resume. There are a plethora of career

counselors on the Internet who offer resume writing services. One counselor that offers free online resume writing tips is the Boston College Career Center. Besides using online resume, another way job seekers can promote themselves on the Internet is by posting their resumes and other personal information on their own homepages.

www.bc.edu/bc_org/svp/carct/resume.html

Resume Tips



Resumes, in general

Electronic and scannable resumes

Resume databases on the Web

Appearance

- Condense to one page (exceptions; nursing, education, experienced people).
- Center and balance your resume on the page, leaving approximately 1 inch margins.
- Original should be produced on a quality typewriter or a letter quality word processor.
 Duplicates should be professionally photocopied or typeset.
- Design your resume for easy skimming: emphasize by boldfacing, capitalizing and italicizing.

 Use \$1/2"&11" white or light-colored bond paper.
- Proofread carefully and have a Career Center staff member review your final draft.
- Select the format that best highlights your skills and experiences.

Language

- Be concise; use telegram rather than narrative style.
- Use Action words.
- · Stress your abilities and accomplishments.
- Avoid unnecessary personal information such as marital status and date of birth.
- Emphasize the data relevant to your objective.
- · Avoid use of pronoun "I".
- Cité numbers to make a point (e.g. number of people supervised, size of event).
- Include "buzz" words only if you are sure of their meaning
- Tailor separate resumes to fit each career field in which you are job searching.

c. Publicity

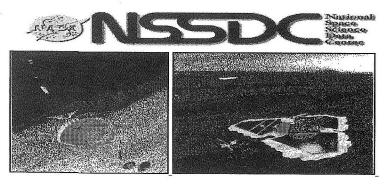
Publicity can be defined as nonpersonal stimulation of demand for product, service, or business unit by planting commercially significant news or by obtaining favorable presentation of it on a published or broadcast medium that is not paid for by the sponsor (Dollinger, 1995).

Perhaps one of the most popular web sites today is published by NASA to cover the Mars Pathfinder mission. Although NASA pays for its own website, many other organizations post Mars mission updates on their homepages, free of charge to NASA. The space agency uses this ingenious marketing tool to publicize up-to-date findings to a

JOURNAL OF BUSINESS AND MANAGEMENT

worldwide audience. This serves the multiple purposes of informing and educating the public, generating enthusiasm for space exploration, and creating lots of new tax-paying fans (which NASA hopes will result in more funding for its programs in the long-run). Following are excerpts from the Mars Pathfinder home page:

http://nssdc.gsfc.nasa.gov/planetary/mesur.html



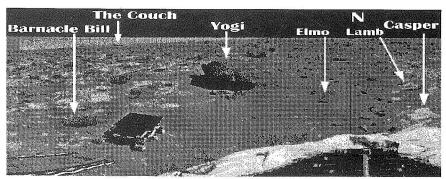
Mars Pathfinder Project Information



The rover "Sojourner" is a six-wheeled vehicle which is controlled by an Earth-based operator, who uses images obtained by both the rover and lander systems. Note that the time delay is about 10 minutes, requiring some autonomous control by the rover. The primary objectives are scheduled for the first seven sols $(1 \text{ sol} = 1 \text{ martian day} = \sim 24.7 \text{ hours})$, all within about 10 meters of the lander.

The extended mission will include longer trips away from the lander over about 30 sols.

The benefits of such a publicity approach are obvious--the Internet gives the space agency a means of dispersing controlled, varied, and easy-to-update information, especially when compared to the more traditional, one-time press-release method. Below is an illustration of online snapshots from the mission, including a panoramic view of the Martian landscape. Notice how NASA has capitalized on the tremendous attention its mission has received over the Internet, by giving the rocks in the picture nicknames of popular characters and interesting objects found in everyday life:



From a personal perspective, publicity can be an important way for job seekers to become known to employers. One way that job seekers can publicize themselves and their abilities to prospective employers is by posting their resumes at free online resume database website such as Work Avenue (located at www.workavenue.com). Another avenue for job seekers to publicize themselves is through informational interviews, where the job seekers initiates contact with prospective employers to set up meetings for sole purpose of gathering information on the employers and establishing contacts with key people in the firm. This is especially appropriate for seniors who are about a year away from graduation. Several of the web sites that have tips on interviewing have specific sections on informational interviewing.

d. Sales Promotions

Sales promotions are attention-getters designed to stimulate customer purchasing. Examples include price reductions through coupons and volume discounts, and other nonroutine selling efforts such as trade shows and exhibitions (Dollinger, 1995).

Price-oriented sales promotions (as practiced frequently in traditional marketing programs) often attract the "wrong" customers, those who are interested only in price, reducing both loyalty and profitability in the long run (Richardson, 1995). On the contrary, relationship marketing does not seek a temporarily increase in sales...the ultimate goal is increased usage over time (Richardson, 1995).

Online merchants are finding new ways to gain repeat customers. They're finding that contests, give-aways, and "sweb-stakes" keeps the clientele coming back. For example, Amazon.com, an online bookseller, has a quarterly drawing in which the winner gets a free book a week for a year. Smart Games, Inc. offers over \$50,000 in cash prizes to customers who score well on its Smart Games Challenge CD-ROM game. Its web site, smartgames.com, attracts some 500 people a day who download a demo version of the game--helping to generate \$1 million in CD sales (Rebello, Armstrong and Cortese, 1996).

Rather than using sales promotions, Virtual Marketers can use new database and communication technologies to deal with their customers as individuals in order to tailor messages that make the consumers more receptive to their claims. For example, instead of offering a temporary price reduction, a relationship-oriented software company might offer free copies of its software online for trial periods to new computer buyers, so that the potential customers can see for themselves the benefits the product has to offer. Microsoft is one of many companies offering free beta versions of its software products:

www.microsoft.com WRITE US Welcome! Download Internet Explorer 3.02 Today! Thank you for your interest in Microsoft Internet Explorer Welcome! and its related add-on products. You're just a few steps away from downloading Internet Explorer and choosing from an array of Note: Microsoft does not add-on products that let you get more out of the Web. provide phone support for Read the system requirements, and then select the beta releases. For online appropriate operating system in the list below. After support options, visit the you select your operating system, download Internet Explorer Support instructions are provided. When you're finished, Center. remember to register the software.

From a personal perspective, less-experienced job seekers such as college students or recent graduates can promote themselves by interning for companies where they might not otherwise have the opportunity to work as full-salaried employees. Internships typically pay very little (which means employees are working at a discounted "price") but the potential long-term benefits are astronomical in terms of gaining work-experience and business contacts. Some organizations can be very hard to get into without related industry experience. One example is the National Aeronautics and Space Agency (NASA). Following is online information about NASA's internship program:

http://wwwfh.fhda.edu/district/DISTNASAIntern.html NASA Internship Program



You can be a part of the FHDA paid Internship Program at NASA / Ames!

- Work at one of the nation's most unique research centers.
- Interns are paid \$6.25 an hour.
- Get hands-on training in your major.
- One-year and three-year programs.

For more information call (415) 604-5560.

D. Sales Forecasting

Sales forecasting combines marketing research and marketing efforts using databased and judgmental methods to help estimate future sales levels. Forecasts provide a basis for negotiating credit and bank financing, and give the business a set of performance standards that can be used to evaluate progress (Dollinger, 1995). Time-series forecasting is a quantitative method of predicting the future of a certain variable. In business, this method is widely used to predict future sales based on historical sales. Time-series considers only historical behavior of the variable in its attempt to predict future values (Eppen, Gould, and Schmidt, 1993). While time-series forecast methods can be fairly accurate predictors based on historical performance, they do not take into account all possible factors that might influence sales over a long-period of time (e.g., consumer population growth, new legislation, and fluctuations in the economy). Forecasters attempting to make long-run (and even short-run) predictions should be aware of these factors, and should possibly utilize a causal forecasting method such as linear regression. This model assumes there is a predictive relationship between a dependent variable (e.g., sales) and independent variables (e.g., changes in disposable income).

For a thorough estimate of potential sales, marketers should plug research data into software forecasting tools to obtain objective sales estimates. Some companies offer such tools on the Internet. Alt-C Systems, Inc., one such company, offers the TimeTrends forecasting software:

http://www.login.net/alt-c/demodownload.html **3** TimeTrends Business Forecasting Demo Software Once you've looked over the FREE Time Trends Demo Software, you'll know a lot about us. In return, we would like you to spend a little time and fill out the following form before you download the software so we can get to know a little about you. The information you provide here will not be sold for third-party mailing lists. We mean it We'll even let you download the demo without filling out the form! We'd simply like to know who's looking at our software. Name: Company: Street: City: Country: State/Prov: E-mail: Zip/P. Code: Phone: Responsibility: Management Ostaff Contact Me: Right away... Oin 2 months ODon't call Osmo. - lyr. Soft. Req'd: Tmmediately

JOURNAL OF BUSINESS AND MANAGEMENT

Business marketers can use the data retrieved from the marketing research phase (e.g., from the U.S. Census website) with the software to objectively estimate future sales.

From a personal perspective, job seekers might search the Net for information about the short-term economic outlook:

http://members.aol.com/slmdn



"SMILODON MACROECONOMIC FORECAST"

US Macroeconomic Outlook 01 July 1997

Mothing has changed in the macroeconomic forecast since 02 April 1997.

Economic growth will continue strong (4.5%) for the remainder of 1997.

Price inflation will rise to 4% by year end. (To see the 02 April 1997 report, see http://members.aol.com/smldm/apro2.html.)

The first half of 1998 will show a transition to semi-recessionary conditions (1% growth) in the last half of 1998.

Job Seekers can quickly learn from the information above that the economy is currently doing well but is expected to slow down next year. This may mean that jobs will be harder to come by a year from now, so job seekers might want to begin looking immediately for new employment while businesses are still hiring (or "buying").

CONCLUSION

With the emergence of the information age, world is relying extensively on the Internet for a variety of purposes. Organizations and individuals have the opportunity to present themselves to a captive audience. Internet by the basis of being interactive, current, and low cost, attracts customers of all economic, cultural, and educational backgrounds. Today there is no excuse for marketers to not to take the initiative in utilizing the web to their advantage. Educational institutions have the responsibility of educating both marketers and customers on the new uses of this powerful medium, and thus add value to the marketing process.

INTERNET RESOURCES

Big Yellow (http://www.bigyellow.com)

National Space Science Data Center (http://nssdc.gsfc.nasa.gov)

U.S. Statistical Abstract Census Data (http://www.census.gov)

HOTJOBS (www.hotjobs.com)

CareerMosaic (www.careermosaic.com)

The Better Business Bureau (www.bbb.org/members/search.html)

FedWorld Information Network (www.fedworld.gov)

Thomas J. Long Business Library (www.sunsite.berkeley.edu)

Dr. Randall Hansen's Guide to Researching Companies

(www.stetson.edu/~rhansen/researching companies.html).

Entrepreneur's Cyber Shop (www.bossbiz.com)

Entrepreneur America (www.entrepreneur-america.org)

Small Business Administration (www.sba.gov)

National Entrepreneur Alliance (www.nea-assoc.com)

Virtual Entrepreneur (www.virtualentrepreneur.com).

Ford (http://www.ford.com)

Mazda (http://www.autosite.com)

Salary Calculator (http://www.homefair.com/crime3/salcalc3/citypick.html)

Toyota (http://www.toyota.com)

Infoseek Careers Channel (www.infoseek.com/getting_it-done/find_a_job)

Federal Express (http://www.fedex.com)

Resume Writing Services (http://www.bc.edu/bc_org/svp/carct/resume.html)

Career Builder (www.careerbuilder.com/)

Infoseek Careers Channel (www.infoseek.com/getting it-done/find a job)

Job Search (http://www.workavenue.com)

Lands End (http://www.landsend.com)

The Monster board (www.monsterboard.com)

Career Path (www.careerpath.com)

Personal Networks-(http://www.careermag.com/newsarts/networking.html)

Microsoft NBC (http://www.msnbc.com)

Mars Pathfinder Project (http://nssdc.gsfc.nasa.gov/planetary/mesur.html)

Amazon Online Booksellers (http://www.amazon.com)

Microsoft Corporation (http://www.microsoft.com)

NASA Internship Program

(http://wwwfh.fhda.edu/district/DISTNASAIntern.html)

Smart Games, Inc. (http://www.smartgames.com)

Macroeconomic Forecast (http://members.aol.com/slmdn)

TimeTrends Forecasting Software (http://www.login.net/alt-

c/demodownload.html)

REFERENCES

- Boyd Jr., H, Walker Jr., O and Larreche, J. C. (1995). *Marketing Management A Strategic Approach With AGlobal Orientation*, 2nd ed. Madison: Irwin, 4, 305.
- Dollinger, M (1995). *Entrepreneurship-Strategies and Resources*. Austen/Irwin, 227-250.
- Eppen, G.D. Gould, F.J. and Schmidt, C.P. (1993). *Introductory Management Science*, 4th ed. New Jersey: Prentice-Hall, 785.
- Futrell, C. M. (1996). *Fundamentals of Selling Customers For Life*, 5th ed. Madison: Times Mirror Higher Education Group.
- Great Plains Software (1992), "Taking Names." Inc. Magazine, (September), 5.
- Gross, N (1996). "Defending The Living Room: How TV makers intend to fend off Cyberlopers." *Business Week*, 24 (June) 96-98.
- Hof, R. D. (1996). "Don't Surf To Us, We'll Surf To You." *Business Week*, 9 (September), 108-109.
- Hof, R. D. (1997). "Who Will Rule Digital TV?" Business Week, 21 (April), 34-36. Judson, B (1996). Netmarketing How Your Business Can Profit From the Online
- Revolution. New York: Wolff New Media, 60.
- Levinson, J, and Rubin, C (1995). Guerrilla Marketing Online The Entrepreneur's Guide To Earning Profits On the Internet. Boston/New York: Houghton Mifflin.
- McKenna, R (1991). Relationship Marketing: Successful Strategies For The Age Of The Customer. Addison-Wesley, 2-3, 16, 49, 219.
- Peppers, D, and Rogers, M (1993). The One To One Future Building Relationships One Customer At A Time, 1st ed. New York: Bantam Doubleday Dell.
- Rebello, K. Armstrong, L. and Cortese, A (1996). "Can You Make Money On the Net?" *Business Week*, 23 (September), 104-118.
- Rebello, K and Lesley, E (1996). "Network Meets Net: How big an audience is there for Microsoft and NBC's cable-Web news venture?" *Business Week*, 15 (July), 68-70.
- Richardson, J. E. (1995). *Annual Editions Marketing 95/96*, 17th ed. Guilford:Dushkin, 22, 61-62, 33.
- Smedinghoff, T. J. (1996). *Online Law The SPA's Legal Guide To Doing BusinessOn the Internet*. Addison-Wesley Developers Press.
- Wheelen, T and Hunger, J. D (1995). Strategic Management and Business Policy, 5th ed. Addison-Wesley.