

# Digital Revolution

The  
**7 DIGITAL**  
steps that every  
CEO must  
take now!

**Stuart Greenfield**

*Have you really joined the conversation or are you still listening in?*



The **CEO SUCCESS** Series

# Digital Revolution

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**Whatever the media,  
whatever the technology  
the quality of the  
creative idea always  
remains central to the  
success of the  
communication**

*Stuart Greenfield*



The **CEO SUCCESS** Series

# Digital Revolution

2008 will be remembered as the year when the Government intervened to prevent the collapse of the global financial markets following the credit crunch of 2007. In marketing, 2008 was also a year of a crunch, **A Marketing Crunch!**

This was the moment when smart businesses realised that digital marketing was not just an addition to the marketing mix, it was **central to all marketing!**

This book explores 7 characteristics of business communications and how they are represented in **digital solutions**. This is not a 'how to book' but an ideas catalyst for decision makers.

**Digital Revolution** is for anyone who needs a rapid overview of the key elements of digital marketing and how the technical tools fit into today's marketing communications.

Perfect for CEOs and part of '**The CEO Success Series**', Digital Revolution is semi-technical and provides an 'at a glance' overview to help you develop further thinking into the exciting opportunities that digital communications has to offer.

# Digital Revolution

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# Digital Revolution

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**Marketing  
communications  
tools are changing so  
fast it's difficult to  
even ask the right  
questions?**

**'Judge a person by their  
questions, rather than their  
answers.'**

**Santiz Voltaire 1694-1778**

**This book  
gives you the  
confidence to  
ask! (the right  
questions)**

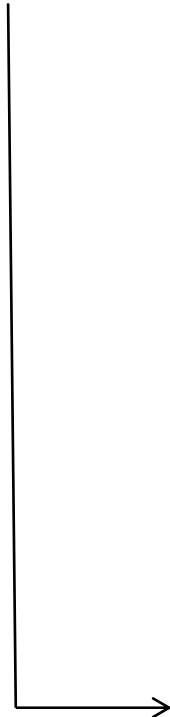
*“Confidence, like art, never comes from having all the answers; it comes from being open to all the questions.”*

The most difficult  
decisions are those  
you take alone

*ANON*



# INTRODUCTION



**Decision Makers  
Success?  
Digital Revolution  
A short History of Digital  
Marketing Denial!**

## Decision makers...

Chief Executive Officer, Managing Director, what's in a name! In the every day world you're people who run businesses of all sizes and for all reasons. They may be charities, schools, hospitals or the local shop. What's in common is that you are **responsible for other people** and you very often have to make tough **decisions in isolation.**

*Vistage is a membership organisation for CEOs*  
[www.vistage.co.uk](http://www.vistage.co.uk)

## Decision makers

You have pressure from above, the shareholders perhaps and pressure from below, your staff and customers. You can have meetings with your board of directors, if you have one, but in the end you are the person who they are looking to for **guidance** and the final **decision**.

Responsibility rests with you and decision making is what you do best!

Did you know coaching  
Is the fastest growing  
area of consultancy....  
Have you got a coach?

**Management is doing things  
right; leadership is doing the  
right things.**

Peter Drucker (1909-2005)

**Command and  
control are driven  
by fear of the  
unknown..  
..it's now time to  
know!**

**"As we look ahead into the next  
century, leaders will be those  
who empower others."**

Bill Gates

## Success

Success is not easy, being a CEO (decision maker) is not easy. It's lonely at the top, you have to work hard to get the truth, you need short cuts. You need knowledge distilled and easy to digest.

Digital Revolution gives you **7 steps** which will give you the knowledge to confidently ask questions, take action and make change happen

**Business is about relationships, digital is transforming the way to manage them, it is a revolution..**

Success is not a destination, it's a journey.

*Zig Ziglar*

## Digital Revolution

*How to re-engineer your marketing in the new era of consumer power*

This book is about **making sense of now** in terms of marketing your business.

Now is October 2008 the week the UK and USA stock markets had their biggest one day falls since 1929. £100bn wiped off share values just in the UK. And the Government began nationalising the banks.

This is the month that Gordon Brown brought Peter Mandelson back into the cabinet. This is the month that Ebay announced 1000 redundancies. This is the month most business owners, CEOs, politicians and business decision makers realised that..

---

**Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less.**

*Marie Curie (1867 - 1934)*

...the party  
is over

## A short history of digital

1980 Tim Berners Lee created the rules for the world wide web

1990 Al Gore coined the phrase 'Information Super Highway'

1996 Yahoo floated. Shares go up 300% on first day

2000 Dot com crash started March 10<sup>th</sup>

2000 AOL and Time Warner merge

2003 Ebay becomes most visited UK website

2004 Web 2 – Social Networking takes off with Youtube, Myspace, and Facebook appearing.

2006 Internet usage tops 1,022,863,307 people worldwide

2007 UK online sales grow 54% in 1 year

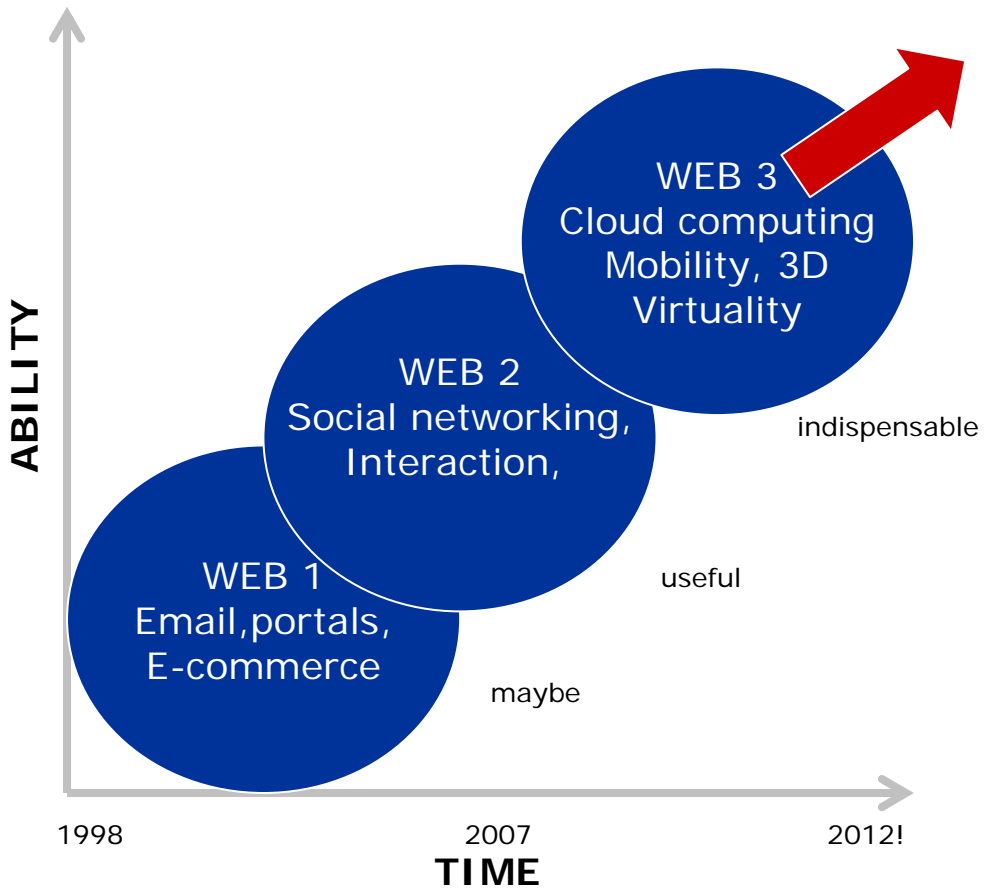
2008 Credit crunch.

---

**"We could say we want the Web to reflect a vision of the world where everything is done democratically, where we have an informed electorate and accountable officials. To do that we get computers to talk with each other in such a way as to promote that ideal."**

*Tim Berners-Lee*

## A short history of digital



**"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change. ."**

*Charles Darwin*

# Digital Denial

It's happening  
in your  
business  
today

When technology changes, things happen fast, people do things differently, laws are changed, whole markets appear.

Action speaks louder than words... send a podcast to your marketing manager. How? [www.greenfield.co.uk](http://www.greenfield.co.uk)

“We live in a moment of history where change is so speeded up that we begin to see the present only when it is already disappearing”.

*R. D. Laing*

As a CEO it is crucial that you identify digital denial in your business

You must root out negative thinking, build passion and work harder, the digital world exposes us all, there are no hiding places

## Digital Denial

### Here's a test:

When was the last time the 'music on hold' on your telephone system was changed?

When was the last time the company logo on the outside of the building was cleaned?

How many unique visitors did you have to your website yesterday?

When was the last time you read an article on your company's website?

When was the last time you wrote an article for your company's website?

Blog – As a CEO you must communicate in new ways. Set up a blog in 20mins.

[www.greenfield.co.uk](http://www.greenfield.co.uk)

**Men acquire a particular quality by constantly acting a particular way... you become just by performing just actions, temperate by performing temperate actions, brave by performing brave actions.**

*Aristotle (384 BC - 322 BC)*

This is not entirely a marketing matter it is about a fundamental change in the way business is done

**Use the 7 steps to understand digital, ask questions about digital and make change happen, it's the one job that only  
you can do**

**Technology is  
the catalyst for  
growth,  
efficiency and  
empowerment  
of people.. deny  
it at your peril**

# Notes



**The 7 digital steps  
explained to  
re-engineer your  
marketing for the  
new era of consumer  
power**

# Digital Revolution



## 7 STEPS

- Community 1
- Search 2
- Connection 3
- Sharing 4
- Enabling 5
- Interaction 6
- Empathy 7

It's time to  
mention the  
elephant that  
has been  
standing in the  
middle of your  
marketing  
department

The  
**7DIGITAL**

steps that  
every CEO  
must take  
now!

Knowing the language  
engenders confidence.  
Avoid the 'Clarkson  
approach'

Digital marketing is the **new marketing** and this book focuses on the new techniques that are needed to prosper in this new landscape.

Consumer behaviour is undergoing a fundamental change. This has been brought about by the growth in population, the realisation of the World having a finite ability to support us all and the incredible changes in communications, created by technology, that have allowed global markets and global trading to prosper.

**The Internet continues to give a greater voice to the consumer and success lies directly with your ability to connect business and brands at a much more fundamental level than ever before.**

To be a healthy business in this new digital world requires a **new approach**.

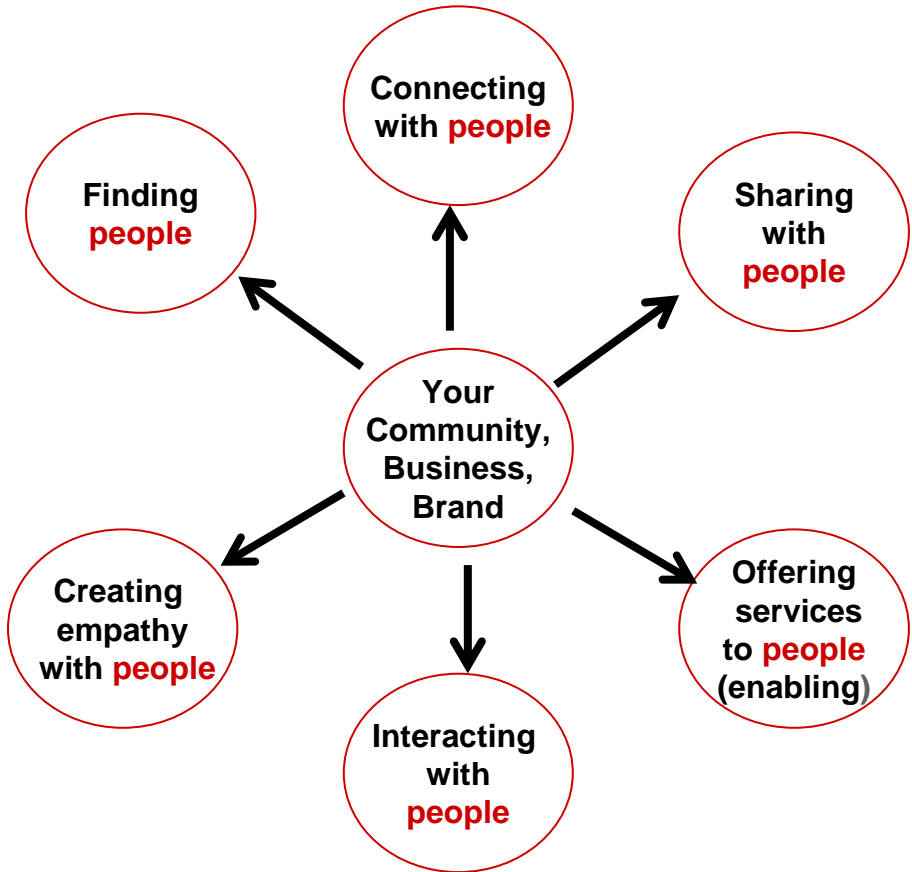
This book identifies 7 attributes of a healthy organisation and relates these strengths directly to the digital tools that must be **understood and employed** to ensure your place in the hearts and minds of your staff, suppliers and customers.

**Half the money I spend on advertising  
is wasted; the trouble is I don't know  
which half.**

*John Wanamaker (1838 - 1922)*

The healthy business  
uses digital tools to  
get more personal,  
more connected,  
more interactive  
and to create more  
empathy with  
employees,  
customers, suppliers  
and the community

Digital marketing has tools which will enable your business *community* to create the interactions required for healthy relationships to flourish - *and that means more business!*



**The Internet was always about social interaction**

Tim Berners-lee created it to  
Communicate with fellow scientists!

# The digital tools that must be adopted for the healthy business to prosper



“Our business is infested with idiots who try to impress by using pretentious jargon.”

*David Ogilvy*

# The 7 steps related to the digital tools



# Notes



# Community

B2E

Using digital tools to  
build your business  
**community**

## B2E (Business to Employee)

### Using digital tools to build your business community

You know that your business is only as **good** as the **people** in it. You know that their passion and dedication is perhaps the **only differentiation** you have in the market. Their ability to communicate the uniqueness of your product and services is the most effective sales team you have.

Empower your employees, give them reasons to be passionate about the products and services you sell. Make them part of the success.

In this new marketing landscape, the consumer is your employee, the employee is your brand, your **brand is your people**. Success lies in the way people communicate your brand. Start close to home with your own team

Be generous with technology  
Provide workplace PCs for use  
in breaks. Encourage the use  
of social networking sites

**Your people  
are your only  
difference**

Anti – Google  
One of the best known  
'hate' sites is  
[www.google-watch.org](http://www.google-watch.org)

## E-PR – Online Public Relations

Public relations has been transformed by the Internet and this has created opportunities and problems for businesses. The ability for anyone to release a story online is a reality. The public are able to upload a mobile phone film of an event which is then picked up by a network TV station and broadcast. Everyone is able to **join the conversation** if they wish.

Brands or businesses that fail their public will have hate sites created on line. Accuracy of stories may be questioned immediately and negative publicity broadcast in moments.

Your work force is crucial in managing your brand message and their ability to affect positively or negatively your position in the market is greater than ever before. Knowing what chat rooms and websites exist about your company and brand is essential. Trying to restrain such activities will almost always work against you. The corporation is rarely seen as the good guy!



### Dunkin' Donuts

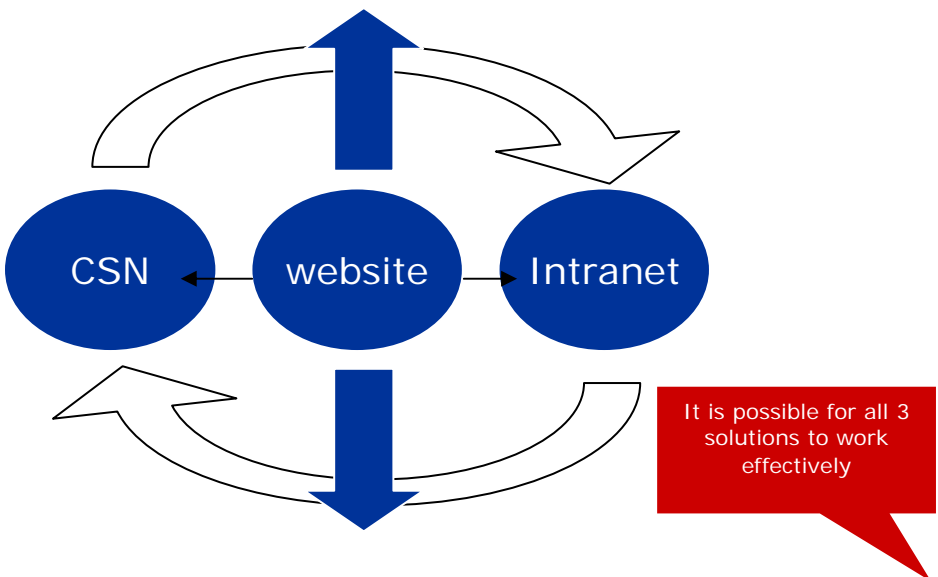
A customer created a website criticising the fast food chain and finally the Dunking Donuts purchased the site and used it to monitor and track negative feedback

## Corporate Social Networking (CSN)

Social Networking has already led to the creation of corporate groups on the main social networking sites like Facebook. But the trend will rapidly see the creation of Corporate Social Networking sites where the constraints and formality of the Intranet will be forgotten and employees will have more **freedom to communicate**.

There are huge implications here for data security control of copywrite and management of IP but these will not stop the creation of such networks.

As a CEO it is crucial you do not work against this natural development. The starting point is further education and the setting up of trial sites.



Join Linked in today and make new contacts .It's Facebook for business  
[www.linkedin.co.uk](http://www.linkedin.co.uk)

## Action

1. Employee share options and investment opportunities
2. Discounts on products and services
3. Ideas scheme – with awards
4. Corporate Social responsibility programmes
5. Crèche
6. Flexible working
7. Employee website for job share, holiday swap, buying and selling
8. Car share schemes
9. Relaxation areas
10. Discounts in community
11. Participation in advertising and marketing
12. Quality uniforms where relevant
13. Rest areas and catering facilities
14. Access to IT and web browsing
15. Education programmes
16. Social networking employee groups (blogs)
17. Home working
18. Create your own social networking site for employees, customers, suppliers and any other interested parties such as students.
19. CSR programme (Corporate Social responsibility)

Every manager should be provided with the latest web browsing and email activated mobile

# Notes



# Search

Search

How people  
**find you,**  
how you  
**find people**

## Finding people

Fundamental to the success of your business will be establishing the uniqueness of your products and services to ensure you are **found online**.

One of the most powerful online tools and one that has made Google the most successful Internet business of all time is natural and paid for search (PPC). Google's **Adwords** is the most powerful **keyword** (key phrase) advertising tool in the World.

Google is now the most well known brand on the web and fast becoming the most recalled brand of all time. Google represents over 80% of the search market so it is essential that you understand the relevance and importance of **search** in your marketing strategy.

Whether you sell direct to consumers, via distributors, are a manufacturer or service business of any size you must **optimise** your website and ensure you have established a set of keywords relevant to your business.

Eric E. Schmidt, Sergey Brin  
and Larry Page of Google




An e-commerce affiliate is a website which links back to an e-commerce site such as Amazon.com.

# Search

# 2

Search today:

August 2008	
Google	71.01%
Yahoo!	18.26%
MSN/Live	5.32%
Ask	3.45%



## Secondary search/directories:

Still important is geographic search owned by companies like Yell

## Vertical market directories:

Every industry, every sector has its own search and data bases and it is crucial that you feature in these. They will be paid for and free and you will also have the opportunity to run affiliate programs

## Other search resources:

Price comparison example: (moneysupermarket)  
Knowledge bases. Example: (wikipedia)

## Shopping search examples:

Ebay  
Amazon



Search has changed  
our view of  
information.

No-one 'surfs' the  
web anymore. We  
ask for specific  
information to be  
delivered and expect  
immediate  
satisfaction

The best book about Google is Search by John Battelle, buy it or listen to it on itunes

## Action

As a CEO of an established business with a website, the following should have been done by your IT team or digital agency but it must be managed by your marketing team:

Set up a Google account, **verify** and embed **analytics** into every page. Work on creating keywords that reflect your company and brand.

Develop **links** to partners, affiliates, suppliers and customers to improve your search position.

Check daily your Google position by searching on your brands and **keywords**

Create a strategy to develop **PPC** programs

Review your web site strategy, and optimise for e-commerce, information, investor relations and social networking.

Establish reporting and data capture to provide statistics. **Google Analytics** is fast becoming the preferred solution.

## Advantages of SEO (search engine optimisation)

Few would argue that SEO is potentially the most important search marketing approach for marketers since most searchers click on **natural listings**.

Indeed, research shows that some searchers **NEVER click on the sponsored listings**. Others still don't realise these links are paid-for.

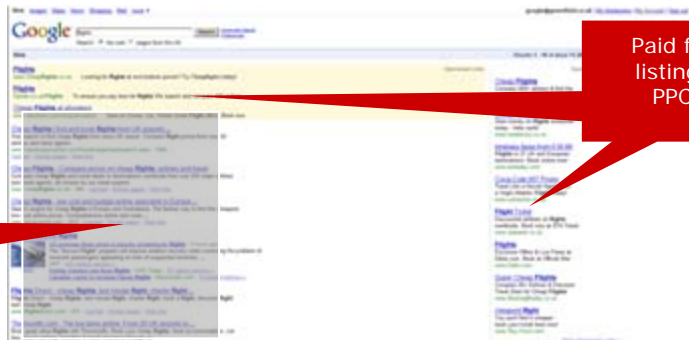
Generally, the 80:20 rule holds true with 80% of the clicks on natural listings and 20% of the clicks on the paid listings.

A key benefit of SEO is that it is relatively cost-effective since there is no payment to the search engines for being placed there.

The cost of SEO is relatively fixed, independent of click volume. Effectively, the cost per click from SEO declines through time after initial optimisation costs and lower ongoing optimisation costs. Conversely paid-search is essentially a variable cost.

So, there are **no media costs**, but resources are necessary for key phrase analysis and to complete optimisation on the website pages.

Together with paid-search it can also offer a **highly targeted audience** – visitors referred by SEO will only visit your site if they are looking for specific information on your products or related content.



Natural Listing  
Based on  
optimisation

Paid for  
listings  
PPC

Black-hat SEO  
An approach to SEO that  
pushes the boundaries of  
ethical practice

## Disadvantages of SEO

The challenge of SEO is that there are over **8 billion pages** in the search engine indexes with your position in the SERPs dependent on a **constantly changing algorithm** which is not published. So making your pages visible may require specialist knowledge, constant monitoring and the ability to respond.

As a consequence, the biggest disadvantage of SEO is a **lack of control**. You are subject to changes in the algorithm. There are other possible issues. You may be prevented from competing on a level playing field, because competitors and even affiliates may use less ethical **black hat** SEO techniques.

In competitive sectors it may be very difficult to get listed in the top few results for competitive phrases. This is when PPC may have to be used, although this can be **expensive in a competitive sector**.

This lack of visibility makes it difficult to make a definitive business case for SEO, although it is fairly obvious what a sought-after number one position on Google would do for most companies.

It is nevertheless impossible to predict and guarantee positions and click volumes from SEO, because the impact of future changes to the algorithm is unknown.

So, for a given investment of £1 it is difficult to estimate the returns compared to paid-search, or indeed traditional advertising, or direct mail, where more accurate estimates are possible.

Google  
Analytics  
give you all  
your traffic  
data



## Paid-search advantages

**Predictability.** Traffic, rankings, returns and costs tend to be more stable and **more predictable than SEO**. It is more immediately accountable, in terms of ROI, while SEO can take much longer to evaluate.

**More straightforward** to achieve high rankings – you simply have to bid more than your competitors, although Google also takes the quality Score of your ad into account. SEO requires long-term, technically **complex work** on page optimisation, site restructure and link-building, which can take months to implement and results to occur.

**Faster.** PPC listings appear much faster, usually in a few hours (or days if editor review is required).

**Flexibility.** Creative and bids can also be readily modified or turned-off for particular times. The results of SEO can take weeks or months to be achieved. Content modifications to existing pages for SEO are usually included within a few days. PPC budgets can also be reallocated to in line with changing marketing goals (eg: a bank can quickly switch paid-search budget from 'loans' to 'savings').

**Automation.** Bid management systems can help financial predictability through using rules to control bidding in line with your conversion rates to reach an appropriate cost per sale. However, substantial manual intervention is required for the best results for different search ad networks.

**Branding effect.** Tests have shown that there is a branding effect with Pay Per Click, even if users do not click on the ad. This can be useful for the launch of products or major campaigns.

## Paid-search disadvantages

**Competition.** Since Pay Per Click (PPC) has become popular due to its effectiveness, it is competitive and because it is based on competitive bids it can get expensive. CPC/bid inflation has led to some companies reducing PPC activity. Some companies may get involved in **bidding wars** that drive bids up to an unacceptable-level – some phrases such as ‘life insurance’ may exceed £10 per click.

**Higher costs.** IF SEO is effective it will almost always deliver a lower CPC.

**Favours big players.** For companies with a lower budget or a narrower range of products on which to increase lifetime value it may be not possible to compete. Large players can also get deals on their media spend through their agencies.

**Complexity of managing large campaigns.** PPC requires knowledge of configuration, bidding options of the reporting facilities of different ad networks. To manage a PPC account may require daily or even hourly **checks on the bidding to stay competitive** – this can amount to a lot of time. Bid management software can help here.

**Missed opportunities.** Sponsored listings are only part of the SEM mix. Many search users do not click on these, so you cannot maximise the effect.

### **‘keyphrase’**

(short for ‘keyword phrase’ or search term) rather than ‘keyword’ since search engines such as Google attribute more relevance when there is a phrase match on a page or the words are closer together

Google is Google's fastest growing product with over 10,000 free gadgets available!

If you have a website that is more than 2 years old and it has not been re-written this year it will not be working effectively.

Google constantly change their 'rules' and you will require expert help to understand them.

### You must:

1. Appoint in-house and provide training to a marketing executive who has **direct responsibility** for optimisation or:
2. Appoint a specific **digital search agency** to optimise and guarantee your search position or:
3. Employ a **Google qualified** consultant in house.

## How does Google work:

A Google automated programme checks your website by collecting over 100 pieces of information (Google's claim). This **algorithm** of 100 factors is used to determine your ranking.

### Ranking is altered by:

- Age of website and age of pages within it
- Frequency of page update
- New pages added
- How many links point to your website
- Rate of change (big changes may reduce rank)
- Key words and relevance to contents

Google change the algorithm on a regular basis to ensure that clever web developers do not find ways to reach the top position falsely. In fact any website seen to be breaking the rules could be **black listed** by Google. This could cause the failure of some online businesses so it is important to be cautious and use a professional SEO company.

### A search query

The average length of a Google query is three words. From this Google has to decide which links to return from the billions of page. Choose your keywords carefully! Google **Adwords** and **Analytics** are powerful tools to help you through the process.



# Connection

E-CRM

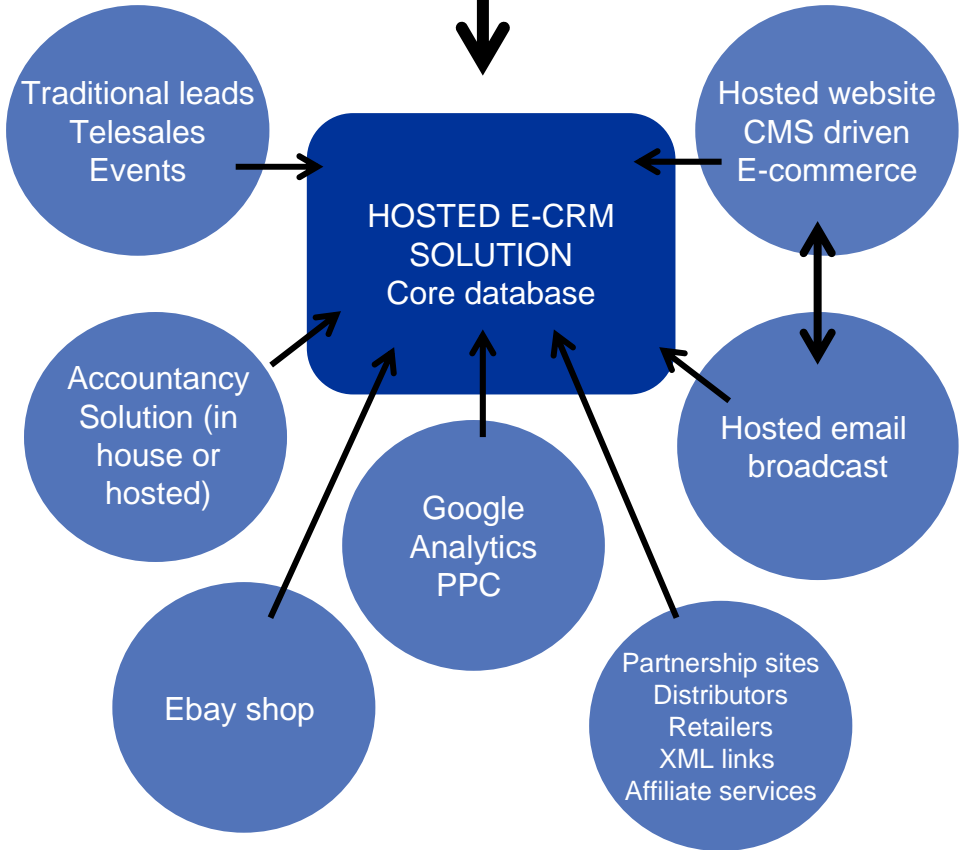


customer  
**relationship**  
management

# 3

## Connection

# YOU



The beauty is each part is independent but connected. Control is in the hands of the users not IT!

CRM was the curse of every CEO but today CRM is not about the technology. The tools are now easy use and low cost  
[www.salesforce.com](http://www.salesforce.com)

## E-CRM – Customer relationship management

One of the biggest steps forward in customer relationship management has been the improvement in online tools to manage all aspects of your sales and prospecting.

For many businesses this is a highly technical and sophisticated area which is managed by IT professionals using multiple tools from many of the most successful software companies in the world, namely Oracle, SAP, and Microsoft.

In the last 3 years the **E-CRM market has moved on rapidly.** Every company now has the opportunity to tap into the most powerful, secure and easy to use tools that require very little IT support. Today they are able to be seamlessly integrated into your existing online resources including most accountancy platforms such as the successful SME product from Sage.

A leader in this market is **Salesforce.com.** (There are now over 40 established generic e-crm products on the market plus more for specialist markets).

## Using Email to 'connect':

Once you have control of your customer and prospect data and it has been verified and checked you are then in a position to use the data proactively using email broadcast tools.

Broadcasting to consumers is regulated and it is essential to **adhere to the regulations**, the regulations are more flexible with B2B communications. But it is very easy to destroy a relationship with a customer by using indiscriminate emails. There are some simple rules:

1. Use a third party **broadcast service** which provides data analysis, and filters to improve delivery performance (email compatibility and SPAM control).
2. Each email broadcast should be as well thought through and designed as if it were an ad appearing in the press. Your marketing department must work closely with your design or marketing agency to create a keyword rich, well linked, graphic and text balanced solution which works 'above the fold'. There also needs to be a text version which must be re-written correctly.

Unsolicited email broadcast is already virtually useless. Email requires a relationship with the receiver to work.

Remember:  
Position-permission-partnership  
and performance

## Using Email to 'connect':

3. Within the E-CRM system you will also be able to create **automated email responses** to orders and enquiries. Ensure these emails are written and designed to reflect your brand and service communications

4. Open rates and click through vary enormously and **segmentation testing** is the tried and tested way to find out which combination of words and pictures will create the best pull through for you. Your e-crm and email broadcast system should automatically provide feed back and tools to enable this.

5. All these tools are available as **out sourced** and hosted solutions. They are marketing team driven projects and require little or no complex IT skills.

6. Email broadcast is a powerful tool when used correctly but the path from email, via the web, to a final sale must be created for each campaign

Segmentation ?  
Split your data and test  
different subject lines,  
headings, broadcast times,  
and graphics

## Customer **relationship** Management

More time to chat, meet, talk, laugh, share, think, brain-storm and understand exactly what your staff and customers need

Being there

A well managed CRM system should mean the only reason you are in the office is to communicate face to face with your people

## Action E-CRM

- Review your current sales and prospecting systems
- Assess the costs of managing the IT systems associated with your current solution
- Review the reporting information and its integration into on line sales and conventional sales
- Establish who manages and controls the information
- Establish the age of every record and how often they are updated
- Establish the security of the databases and controls on reporting
- Establish data backup procedures
- Ensure your current CRM systems are web enabled

Current top providers of  
e-crm solutions  
Siebel  
Sage  
Front Range  
Salesforce.com



OPEN

# Sharing

CMS

The diagram features a large, light gray watermark of the letters 'CMS' in the background. A vertical line descends from the bottom of the word 'Sharing' to the 'M' of the 'CMS' watermark. From the bottom of this vertical line, a horizontal arrow points to the right, ending at the word 'Content management systems'.

Content  
management  
systems

CRM? CMS?  
CMS is all about managing and sharing information. CRM is all about managing people, prospects and customers

## CMS content management

The goal is an effective content management system for all data which makes information available to all authorised persons 24/7 and updated in real time.

Sharing information, whether free or paid, is one of the primary functions of the Internet. Anything which slows, or creates barriers to this in your organisation will affect your ability to succeed.

Systems which empower people to update, publish and interact with knowledge is crucial to leveraging the maximum benefits from the online world. The step forward is **accessibility** and therefore quality and relevance must still remain the primary focus. (Data security and IP control is also highly relevant)

If everyone becomes a publisher **control is essential** as the skill of presentation, writing and creativity has not changed and few people are experts. (The invention of digital cameras did not improve the quality of photography, just the volume of photos).

Content Management systems are essential to any organisation and the cost to implement a solution is now **within the reach** of all businesses of any size.

## Action

1. The supporting information around your e-commerce site is crucial to convey your brand essence to your customer. Review the relevance and quality of this information
2. Templates and consistency – does your website have a style which reflects your brand? Review the design of your site based on keywords, consumer testing and click through analysis.
3. Who is responsible for updating and approval of website changes. This should be controlled by the **marketing department** and specific real time feeds for stock, product and news managed by the appropriate department.
4. Do you manage your own web servers. For most companies less than £100m turnover this is a **false economy** and should be reviewed immediately.
5. Web hosting and CMS for all but the largest organisations should be **outsourced**
6. Building any bespoke systems is a false economy.

CMS resources:  
CMS Watch  
Metatorial

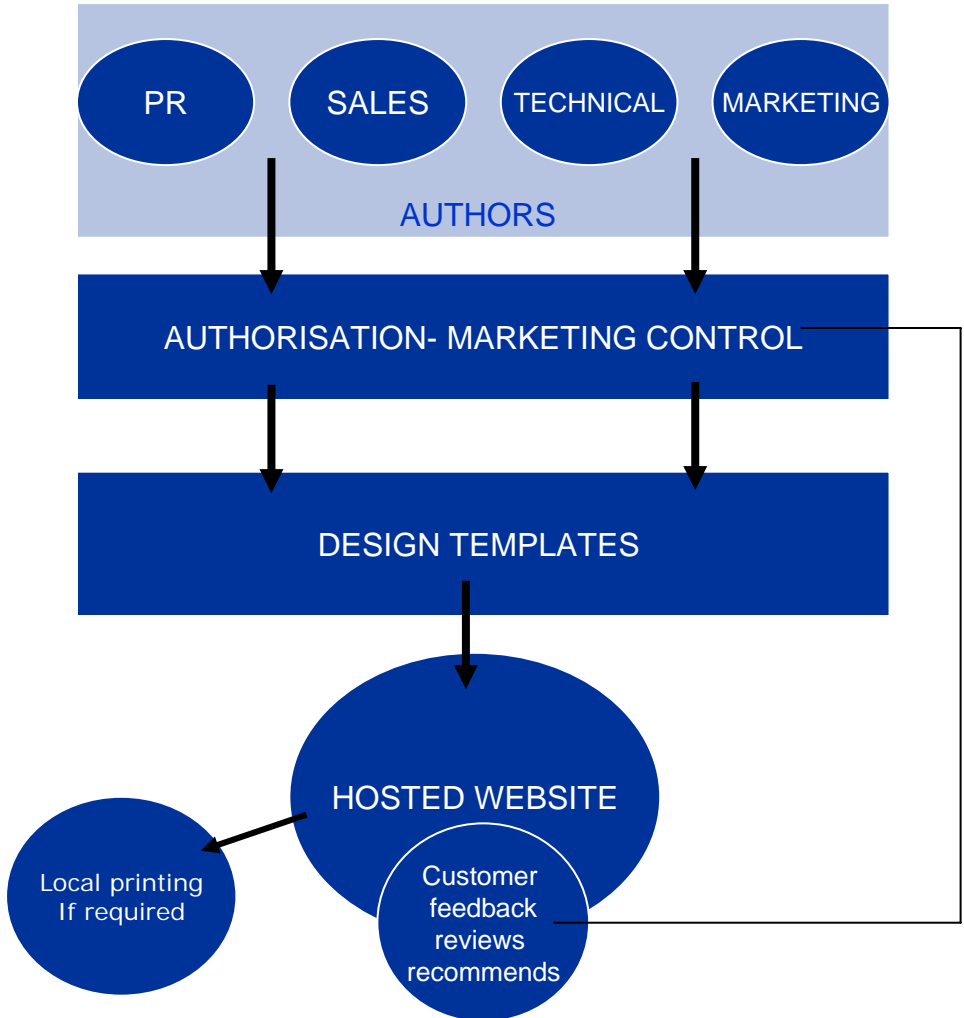
# 4

## Sharing

Publishing:

All information should be first published online as a document within your CMS system.

### CMS System fundamentals



## UK CMS providers include

- Amaxus (Box UK)
- Cascade Server (Hannon Hill)
- Contentworkz (GlobusMedia)
- Communique (Day Software)
- dotEditor (Ellipsis Media)
- Ektron
- iCM (Goss Interactive)
- Immediacy
- Microsoft Office SharePoint Server 2007
- MySource Matrix (Squiz)
- NetBuild (NetConstruct)
- Origin Content Manager (Madgex)
- RedDot (Open Text)
- Rhythmyx (Percussion)
- Sitecore
- Stellent
- Terminalfour
- Vyre
- WebDeck (Solid State Group)
- WORKSsitebuilder (eShopworks)



VIEW CART

DVD

MU

# Enabling



E-commerce

You are the  
producer and the  
consumer, selling is  
now enabling.  
Customers are  
partners, don't push  
don't pull.  
Start enabling

## The Future

The Internet will become the **dominant purchasing channel** in the next 10 years. Physical shopping will still be high on the agenda of social activities, where we interact, view, touch, learn and enjoy. But almost everything we buy will finally be transacted by a mobile device which secures a product, confirms credit and arranges for collection or delivery. Cash will become a novelty item used rarely.

The consequence of this will be the importance of social networking as you will automatically ask for a **recommendation from a friend** for almost anything you purchase - films you watch, restaurants you eat in, schools you send your children to.

I predict a new **digital artificial intelligence** which will collate, manage and advise on all your purchases, it will act as a 'personal assistant' and 'information bank' for everything you do. This will be a secure environment which contains 'you' information; medical, academic, financial, social, and creates a personal profile which will feedback to you a range of information instantly when asked. For instance you make a purchase of a particular light bulb for your home it will know if this is the correct part as you added an inventory list to your personal site. In situations where the device you own has its own unique identity (like a URL) your personal assistant will confirm once again if the seat covers you are about to purchase will fit your car.

Your purchase assistant will also be able to offer you **alternative purchases automatically** if you have asked them to recommend based on higher functionality, lower price, faster delivery, more ecological, or more local. Friends and family will also be able to store relevant information for them to ensure you are able to purchase correctly on their behalf.

Every business must use the Internet to sell, buy and communicate, there are NO businesses that cannot benefit and should not be enabled now!

Every business must have e-commerce ability as this will be the preferred and safest way for payment to be made for anything and everything... even buying a cup of coffee!

*Stuart Greenfield 2008*

## The Future – continued

Manufacturers will continue to work via distribution who will become even more important as logistics and data processing hubs, offering a range of services to retailers and consumers focused on delivery and service.

In business '**Your Digital Personal Assistant**' will store information from the business CRM system about your contacts to ensure you are efficient and aware of their buying habits and needs. Selling will be about connecting more on a trust and ethical level than just price.

In this connected world information will be a commodity, interpretation and interaction skills with people will be the asset.

The results and reason for this solution will be reduction in waste, packaging, mistakes and over production. The improvement in efficiency will help us achieve the reduction in energy usage and work towards reducing CO2 emissions.

Google has fast become the worlds most recognised brand on line, once the misgivings of internet security have been laid to rest, will Google create the 'personal assistant'? Or will this new approach come from a Facebook/social networking development?

What is essential is that all new systems built use the recognised **data standards** such as XML to ensure forward compatibility.

### XML

XML (eXtensible Markup Language) has become the industry standard way of adding structure and meaning to content. XML uses tags that define and describe individual pieces of content so that they can be intelligently understood and manipulated as part of an overall content structure.

## Back to the present... Action

1. E-commerce is becoming a very skilled science and it is essential that your solution is created by experts. (This is extremely important when establishing security and data protection issues).
2. There are a number of key providers in the market who are able to provide complete solutions allowing you to **focus on marketing and not technology** :

Suppliers include: Actinic, ATG, CommerceNow, e-InBusiness, Ekm Systems, Emojo, ePages, Fresca, hybris, IBM (WebSphere), LavaSuite, Magicalia, Maginus, Moneyspyder, Pindar Screen Pages, Shopcreator, Snow Valley, Summit Media, Truition and Venda.

3. Ensure the solution chosen is written in an open standard allowing CRM and ERP (enterprise resource planning) integration.
4. Although your products may have a high unit price do not assume e-commerce will not work for you.

Ebay  
Create an Ebay shop in less  
than an hour.  
(Ebay is second only to Google  
in visitors!!)

## Yesterday:

**product, price,  
place and  
promotion**

## Today:

**position  
permission,  
partnership and  
performance**

**Online advertising**, e-pr, promotions, affiliates

To drive traffic to your e-commerce site the consumer must become aware of your brand. For nearly 40 years major consumer brands (FMCG - fast moving consumer goods as they were and still are known) were built by intensive TV advertising, excellent distribution (retail availability) and powerful PR and promotional work.

In this digital revolution the advertising opportunities appear more complex but they are potentially **more exciting and rewarding**.

Using new digital tools the opportunities for marketing success by smaller niche companies with smaller budgets are fabulous.

Online advertising differentiates itself from the SEARCH engine advertising already discussed in that ads are placed on websites either by direct negotiation or via an agency.

Agencies will offer a number of approaches covering, **networks** and **affiliates** and choice of **formats and technology such as banners, skyscrapers, multimedia, pop ups, sponsorship** and **viral**.

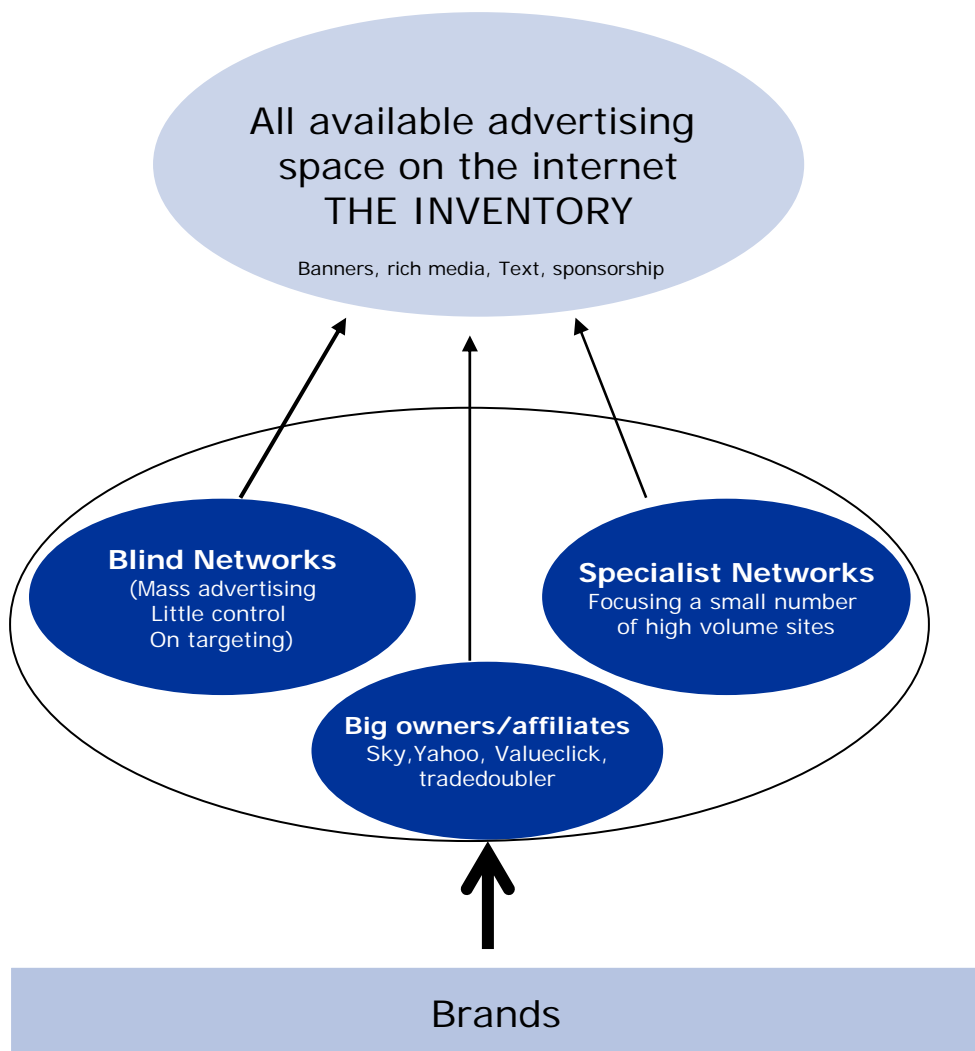
Transparency

The Internet allows Brands to be scrutinised and examined intensely. Advertising must reflect your brand truth

## Social Networking ads

There are now opportunities to place targeted ads on social networking sites such as LinkedIn, MYspace and Facebook.

## Online advertising: The networks



If you like  
it you tell 3  
people

if you don't  
you tell 11!

George Silverman

## Viral marketing

Social networking sites have allowed 'word of mouth' marketing to take on a new and exciting role in marketing. Viral relates to the way consumers will link, send and promote interesting information using social networking sites such as Youtube, Flickr, MySpace, Facebook, Ning, and Digg.

Much information could be no more than a text message about a new purchase but brands have found that by creating exciting and interesting ads, movies and games which are not overtly branded and placing them discreetly on a number of web sites, they are rapidly spread to millions of people.

This approach if abused by brand owners will rapidly have a **huge negative effect** if managed badly as statistics show negative messages move quicker than positive.



### The Gorilla

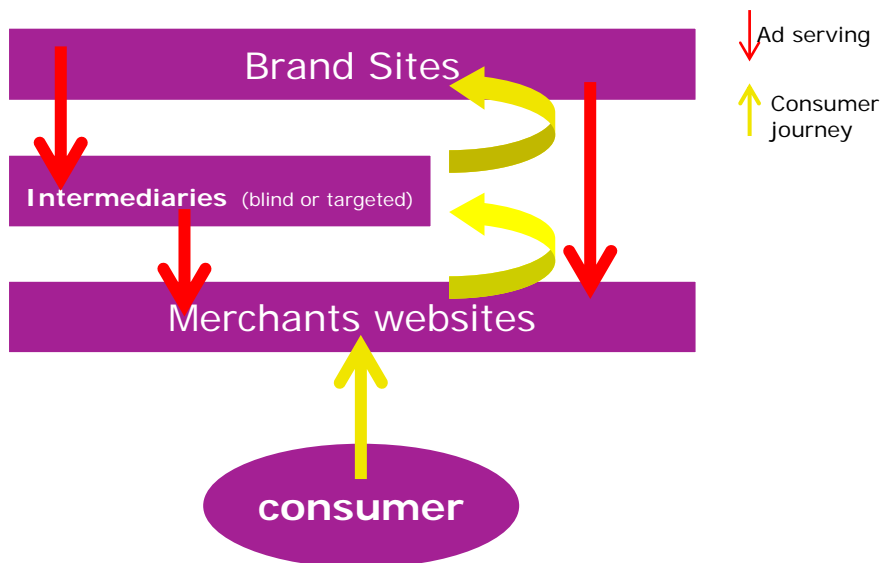
In 2007 Cadbury's Dairy Milk brand created a 90 second ad of a Gorilla playing the drums to a classic Phil Collins song.

You Tube received ½ million page views in the first 7 days

## Affiliate Marketing

Affiliate Marketing is a popular method of promoting web businesses in which an affiliate is rewarded for every visitor, subscriber and/or customer provided through his efforts. Compensation may be made based on a certain value for each visit (Pay-per-click), registrant (Pay-per-lead), or a commission for each customer or sale (Pay-per-sale).

Some e-commerce sites, such as Amazon.com run their own affiliate programs while other e-commerce vendors use third party services provided by intermediaries.



## £3billion in affiliate sales in 2007

Percentage sector sales via affiliate marketing

Financial Services	18.2%
Retail	13.57%
Telcoms/mobile	18.25%
Travel	17.79%

Example UK Affiliate intermediaries  
Advertising.com, Buy.at,  
Tradedoubler  
Affilinetuk, Affilliate future



# Interaction

M-commerce



Mobile Commerce

Moore's law: The number of semi conductors you are able to place on a circuit board will double every two years (exponential increase)

## Mobile commerce

For one of the Marketing Crunch 7 steps you may feel that mobile communications or the wireless world is surely not one of the most important issues facing the marketing of your organisation? As a device however, the mobile telephone has fundamentally changed the speed and almost the language of communication.

There are now many **more wireless devices in the UK than people**. The design, functionality and desirability of these devices is relentless. The Apple Iphone and Google G-phone continue to excite almost everyone (and at time of writing the G-Phone is not even available).

Hardware will continue to improve, still roughly following Moore's law. The improvement in battery technology will also drive the market. The network speed and reach will continue to improve with more discreet, smaller and more powerful transmitters.

**The future of communications is therefore the future of mobile.** The devices will ultimately become commodities, the service, gadgets, (applications) and communities you link to will provide tools to manage all aspects of your daily life.

### The killer application

The 'killer application' in the early history of mobile communications was, perhaps, the text message. Of course there were many break throughs in technology from analogue to digital from 1G to 3G but texting, this simple add-on and initially 'free' service, was never intended to become the de-facto communications medium for a whole generation. (SMS is a massive industry in 2006 worth over \$80billion. SMS has an average global price of \$0.11 and maintains a near 90% profit margin).

**1.7billion mobile  
web users by  
2013**

(Currently 577million worldwide)

**4,500 new users a day  
are accessing the  
mobile web**

(May 2008-UK)

## The future

Issues of data security and potential loss of information will become a distant memory as '**Cloud**' computing becomes an established solution. In cloud computing you are not responsible for the programs, applications or software gadgets you use, they are provided by your service provider.

The service provider also stores and manages all your personal data and information on a network of servers (cloud). Encrypted and stored on multi-locations **security is integral**. This approach also gives you freedom to communicate whenever and wherever you wish. Personal communication devices will vary depending on your location, occupation and habits. You will be able to use any device just by logging in.

These personal communicators will work seamlessly for your business and personal life, firstly because these will become even more closely connected and secondly because business will use similar 'cloud' computing solutions for all aspects of business communications and management.

Technologies which already exist such as **OpenID** will create a secure digital ID for you allowing you to automatically link into any virtual service you require. OpenID is a powerful idea and one which will take some time to convince the whole market, but it is already available on the major portals such as AOL, Google, MySpace, MSN Orange, verisign, and Yahoo.



<http://openid.net/foundation/>

# Interaction

## The race for the new standard

The race is now on to create the new software standard for M-commerce. **Google** have launched their new '**G-phone**'. I am not calling it a telephone or a PDA (personal digital assistant) as these new devices are more than both these things. Apple has the **Iphone** and manufacturers such as Nokia, Sony Ericsson, Motorola to name a few have created a vast range of solutions including the business product which took email mobile, the **Blackberry**. As I have mentioned the 'hardware' is of little importance in this race. The Google device is actually a product manufactured by HTC who make products for most of the branded devices we see advertised today.

Software will be the driver of this new wireless connected world and here lies a huge dilemma. Microsoft who created the personal computer with MSDOS (Microsoft disc operating system) and went on to dominate the computing world with Windows and Windows NT created standards that connected business which delivered amazing productivity, but with this success came problems.

The price Microsoft paid for maintaining compatibility with all previous versions of software and integrating thousands of applications meant that all the Microsoft operating systems have been unstable. In the telecoms industry this is not acceptable. Mobile phones rarely ask to be re-booted or just stop working. Bespoke software designed for a single application is built for robustness. This was never an option for Microsoft, competition, speed to market and demand meant that Microsoft let the user do the bug fixing in many cases. Interestingly we all love to hate Microsoft and have accepted that the problems were worth it. **Google's new Android** software could change all that.

The prize for the winner in this software race will be world dominance and a business far bigger than the combined might of both Microsoft and Google.



Mobile TV  
Is this the killer application  
and will advertising pay for it?

## Where are we today:

Approximately 89% of major brands are planning to market their products through text and multimedia mobile messaging by 2009.

One-third are planning to spend about 10% of marketing budgets through mobile marketing. Also, in about 5 years over half of brands are expected to spend between 5% and 25% of their total marketing budget on their mobile marketing.

Technology is fast becoming highly efficient and low cost with new 3G networks and handset with browsing capability now available to all users. The **tipping point** has been reached.

The undoing of the telecom monopolies continues and this will create greater flexibility in the market.

Google with the new Android operating system are now ready to go head to head with Microsoft to win the lions share of the **'cloud' computing market**. All applications will exist virtually and handsets will be low cost, ergonomic, and multi use featuring: voice, text, data, browsers, PDA's, cameras and video recorders.



The Open Handset Alliance  
has 34 member companies  
and is led by Google.

<http://www.openhandsetalliance.com/>

**95% of text  
messages are  
opened  
compared with  
less than 9.8%  
of emails**

## So many opportunities to interact

**Geographic** - New GPS enabled phones will allow you to interact in defined geographical location. You could send a text to all those in the vicinity of your restaurant. **Blue tooth** connection would alert a pedestrian passing your shop.

**Texting alerts** - News, sport, clubs, work, bank, delivery times these services are already being used, How could this help your staff and customers interact better?

**Email**- The increase in emails being opened in a mobile environment is growing exponentially with the launch of the Iphone and G-phone. Are you designing your email broadcasts to meet this growth?

**Web Browsing** - Check compatibility, build a specific website.

**MMS** - Multimedia messaging service. Photos and ringtones created the market but there are opportunities for business to business applications such as visual stock referencing, and as a quick and low cost site tool for builders, architects and anyone needing a visual record. Where could you use this? (Youtube and the Iphone and the BBC/sky will also bring mobile TV to the market).

**Mobile billing** - The sophistication and ease of providing a billing system connected to a mobile device has opened up opportunities for bookings, parking, queuing. What service could you improve by interacting with your customers by mobile?

Mobile phone used as Oyster Card!  
Just one application redefining mobile interaction

# Interaction

The incredible power of the mobile device



Near Field Communications?  
NFC  
Used in electronic funds transfer without a device touching, Oyster card for example

## Actions

1. Ensure you are using the **latest handsets** and receiving emails which are automatically pushed to you. This will be managed by your airtime provider or using solutions such as Microsoft Exchange server. This also allows you to share calendars and other collaborative solutions.
2. Invest in providing a **wireless internal telephone system** within your business that allows your managers to roam with their phones. Systems now exist to seamlessly link your mobile device to your business phone systems as well.
3. Ensure that mission critical phone numbers are **re-directed to a mobile phone** (A real person) out of hours. If you provide a personal service customers will expect to speak to someone and not get an automated reply.
4. **Collect mobile phone numbers** in all marketing and data collecting. Use this data to create services such as product and service availability information. This should be a permission only system if used directly to communicate with consumers.
5. Ensure your **website is readable** on the major manufacturers handsets. (This may mean rebuilding certain pages of your website and creating special pages but it is crucial this step is taken).
6. **Test email broadcasts** on handsets to ensure the information is understandable (Very important for B2B activity if you have a high level of Blackberry users).
7. **Use texting** yourself as an alternative to email to communicate with your key team members and staff.

Mobile information?

The MMA (Mobile marketing association) provides a huge resource at [www.mmaglobal.com](http://www.mmaglobal.com)

## M- Pesa in Kenya

### Mobile interaction at its best

In a country where bank accounts and credit cards are not greatly in evidence the mobile phone used as a secure method to send money to friends and family has taken off. Safaricom the dominant network provider runs the M-Pesa service which allow you to transfer money onto your mobile phone account.

To send money you text a secure code to another mobile and the recipient goes to a retailer, shows the code and some ID and collects the cash. This simple solution is changing the way Kenya is doing business.


Vodafone is planning to launch this solution Worldwide. With an estimated \$93bn of money being sent by immigrants around the world. The power of interaction driven by mobile technology is clear to see.





# Empathy

social  
networking



**Social**  
Networking

## Introduction:

### Social Networking – The killer application!

If anything has been mis-understood it has been the rise and rise of social networking sites. In fact calling these sites 'social networking' is in itself genius. They could have been called clubs or societies sites and as the idea did come from the concept of staying in contact with college and university friends then these sites were just a logical extension of the reunion.

But calling these sites collectively 'social networking' brings into focus the very fundamentals of the human social condition. The way we interact has been examined closely, starting in the 1800's, but it wasn't until the insight by **Robin Dunbar in 1992** when he suggested that **150** was the typical size of social group which could interact and have a level of empathy with each other. His thinking on weak and strong ties within a group and the idea of 'free riders' almost exactly mirrors what happens on social networking sites today. Even the famous phrase **'6 degrees of separation'** seems to have real relevance.

So why are we all so excited about social networking on line? Has the Dunbar number changed. What are the opportunities and threats of these sites to businesses and brands?

## Web 2

Social networking, video sharing, wikis and blogs make up our new web 2 world. Fundamentally the web is being used to create and **maintain communities** and the life blood of a community is shared ideals, goals and the creation of empathy.

Social networking sites such as MySpace, Facebook, Bebo, LinkedIn, Habbo, flickr and Youtube etc are all first generation sites which all have a single focus. These relate generally to the type of media displayed such as photos or video or the age of user. LinkedIn appears as the leading business orientated site. These first generation web 2 sites are free to use and rely on users creating their own networks, either by interests, geography or history.

The sites also offer a multiple point of contact with sophisticated instant messaging and text integration working intuitively with the users. Many teenagers today **hardly use email** but rely on their social networking site to keep them in touch.



## Social network – the challenge

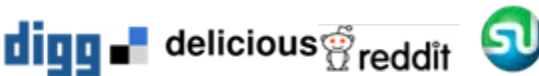
Social networking has grown phenomenally over the last 24 months and already the human tendency to roam and find other groups is showing in that many users are moving from one site to another and joining new more focused groups.

Many social networkers will have many communities they are members of and some will take a 'free ride' in a group. This mimics human behaviour in the physical world.

But social networking goes beyond just these first generation web 2 sites. The flood of new blogs and the associated sharing sites such as Digg, Delicious, reddit and Stumbleupon are all putting the power back into the users hands and allowing even more sharing of your thoughts in your community. This is real empathy at work.

Blogger.com

Google has owned Blogger since 2006. It is now the world's most successful blog site



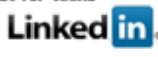
**2009 will be  
the year of the  
Corporate  
Social  
Network**

## Social networking facts:

	Monthly visitors	Monthly visits
Myspace	65,744,241	955,057,28
Facebook	28,463,983	326,418,930
Classmates	11,978,068	22,448,912
Myyearbook	3,019,762	20,022,490
Bebo	3,540,465	19,282.335
Linkedin	3,828,407	11,155,614

Facebook has grown 77% in 1 year

Niche sites such as LinkedIn, Cafemon has grown by a factor of 5 in 1 year (US statistics)



## Top 10 Social networking actions for CEOs

1. **Read 10 blogs.** Subscribe to 10 blogs about social networking; The easiest way is to go to [www.blogger.com](http://www.blogger.com) and set up your own blog then register via Google reader.
2. **Comment on 10 blogs.** Posting relevant comments on blogs you read is a simple form of social networking. It's also a good way to get extra visitors to your site or blog.
3. **Join Facebook.** You'd be surprised at how many of your existing contacts have Facebook accounts. With its rich set of tools and large community of active users, Facebook is a great place to observe how people interact in social networks. Once you get your feet wet, you can use Facebook to connect with business contacts you don't bump into often.
4. **Create a Myspace page.** This service is embraced primarily by the young set, but it's a great tool for learning how to build a presence outside of your Web site.
5. **Join Linked In.** This service has been called "the Facebook for business." It's about meeting and connecting with like-minded business people, and it's great for making connections with people who may otherwise be out of reach.

## Top 10 social networking actions for CEOs

6. **Visit Ning** This is the largest custom social networking service that allows you to create your own community.
7. **Create a Workbench profile.** It's a good example of the next wave of personalised business communities for entrepreneurs.
8. **Create a Twitter account.** Twitter is pretty silly on the surface: It gives you up to 160 characters to tell your network what you're doing right now. It feels like a giant waste of time, but a large and active community has formed around this kind of microblogging and you should understand how people are using it.
9. **Create a Stumbleupon profile.** This social network is built around discovering and recommending sites you like. Active stumblers can send a lot of traffic your way.
10. **Create a Digg account.** Keep updated with what's happening in the world of business and join other users by submitting content and voting on what you consider most important.



## The world's largest social networking site announces Myads?

(October 14<sup>th</sup> 2008)

*Will it work or have MySpace mis-judged the fundamentals of web 2. Are they panicking because of the looming recession? Do they need to monetise the site rapidly to support the huge infrastructure?*

### The issues:

- Do social networkers click?
- Myspacers design their own pages, where do the ads go?
- Targeting – surely the main point but does this compromise security in the eyes of the social networker?
- Myspace is not a search site, are users in the frame of mind to click?
- Is this just a Google model?

Social networking sites have to monetise soon, to support the overhead as VC money is in short supply

### The opportunity:

If the ads are targeted and designed well, then the 'branding' aspect will be high even without click through. Catching people when they are not 'looking' is the most effective way of introducing new ideas.

Myspace could be heralding the re-emergence of more intuitive more creative display advertising. It all comes back to the best ideas sell the best products!

## Action

Social networking cannot be ignored as it is fundamental to the way people communicate, interact, learn and create empathy. Using the Internet to do this is just a natural extension.

**Your business is a community** and therefore social networking for your people, your customers and suppliers should be encouraged immediately. The most appropriate way is to start your own community area on Facebook.

The next step is to create your own social networking site. Allowing complete freedom for users these are extremely useful for organisations with wide geography and dispersed employees.

### **LinkedIn**

LinkedIn is the most successful business social network and has created a service to encourage business communities to create their own areas. So far **1000 companies have signed up**.

What's the advantage:

1. Employee empowerment
2. Brand building
3. Recruitment (at all levels)
4. PR and advertising opportunities
5. Improved communications
6. Advertising opportunities

## Social media optimisation (SMO)

SEO (search engine optimisation) has been honed into a fine art with entire companies devoted to it. The concept behind SMO is simple: implement changes to optimise a site so that it is more easily linked to, more visible in social media searches engines such as Technorati and more frequently included in relevant blogs, podcasts and Vlogs (video logs).

### Actions:

#### 1. Increase your linkability

This is the first and most important priority for websites. Many sites are "static" - meaning they are rarely updated and used simply for a storefront. To optimise a site for social media, we need to increase the linkability of the content. Adding a blog is a great step, however there are many other ways such as creating white papers and thought pieces, or even simply aggregating content that exists elsewhere into a useful format.

#### 2. Make tagging and bookmarking easy

Adding content features like quick buttons to "add to del.icio.us" and other bookmarking sites are one way to make the process of tagging pages easier. You can go beyond this by making sure pages include a list of relevant tags, suggested notes for a link (which come up automatically when you go to tag a site), and making sure to tag pages first on popular social bookmarking sites (including more than just the homepage).

## Social media optimisation (SMO)

Actions 3-5

### 3. Reward inbound link

Often used as a barometer for success of a blog (as well as a website), inbound links are paramount to rising in search results and overall rankings. To encourage more of them, we need to make it easy and provide clear rewards.

### 4. Help your content travel

Unlike much of SEO, SMO is not just about making changes to a site. When you have content that can be portable (such as PDFs, video files and audio files), submitting them to relevant sites will help your content travel further, and ultimately drive links back to your site.

### 5. Encourage the mashup

In a world of co-creation, it pays to be more open about letting others use your content (within reason). YouTube's idea of providing code to cut and paste so you can imbed videos from their site has fuelled their growth. Syndicating your content through RSS also makes it easy for others to create mashups that can drive traffic or augment your content.

## The Intelligent Web

Web 2 is only just becoming a relevant opportunity for business and already the framework of a new age of the web has arrived. Web 3 refers to a third generation of Internet based services that might be called 'Intelligent Web'. This Web 3.0 will include the new mobile formats, cloud computing, personal assistance and artificial intelligence. It is perhaps probable that some organisations may make an almost seamless jump from Web 1.0 to web 3.0 as the speed of change continues at such a pace.

## Elements of Web 3

1. Seamless data
2. Full connectivity for mobile devices
3. Software as a service (Cloud computing)
4. Open source software and data formats (Semantic Web)
5. OpenID – portable identities
6. The Intelligent Web base known as 'Semantic Web'
7. Artificial Intelligence

Web 1.0 = Read  
Web 2.0 = Read and write  
Web 3.0 = read, write-execute

Semantic Web  
Sir Tim Berners-Lee vision of the Web as a universal medium for data, information and knowledge

# Who's doing it



## Nike

Nike is using Web2 to enable customers to create bespoke shoes online. Nikeid allows the creation of communities online which empower the user and create more brand loyalty. ([www.nikeid.nike.com](http://www.nikeid.nike.com))



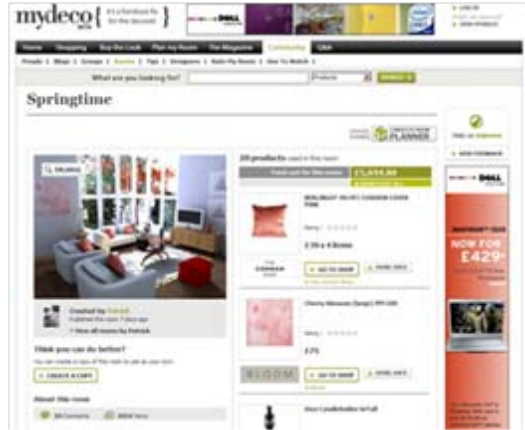
## DELL

Dell created a blog for customers called IdeaStorm and within months also created EmployeeStorm internally. Both solutions adding huge value to customer insight and window on attitudes



## Mydeco.com

Brent Hoberman of Lastminute.com fame has created a site where visitors are able to create rooms and furnish them from a range of products. These 3D room sets can be sent to friends and family and displayed on the site



## Handbag.com

Handbag is a pure play dot com and is fast becoming a subtle mixture of social network site, e-commerce, chat and news. A great site for females and very intuitive.



# Who's doing it

## BBC.co.uk

A late starter the BBC website is one of the world's most successful news, and entertainment portals. Always one to watch!



## Igoogle.co.uk

Your virtual gateway to over 10,000 gadgets, links to feeds this is a brilliant tool. Set to grow and link and providing you with a virtual window on everything everywhere.



**Where is your business on the digital scale?**

Tick the box to confirm areas you have programmes in place:

Community

Search

Connection

Sharing

Enabling

Interaction

Empathy

**Total** from above →

**RESULTS**

0. Are you in business?
1. Urgent re-think
2. Re-think
3. Help needed now
4. The average business
5. Good stuff
6. Are you a pure play dot com?
7. Are you Amazon?

**1G-4G** The generations of wireless technology

**Above the fold** The part of the web page that is visible in a browser without scrolling

**Ad impression** The downloading of a web ad

**Ad inventory** The number of ad impressions that a web site sells over a time period

**AdSense** Method of web site ad distribution (Google)

**Adserver** Third part ad server that stores adverts

**Affiliate-** Management A 3<sup>rd</sup> party service that facilitates affiliate transactions

**Algorithm** The rules by which a search engine ranks sites

**ASP** Application service provider. A third party supplier of software

**B2B** Business to business

**B2C** Business to consumer

**B2E** Business to employee

**B2G** Business to Government

**Bandwidth** The data transmission speed

**Banner** An on line ad

**Beta** An early release of software

**Blog (blogging)** Short for web log – an online personal diary or journal

**Broadband** Type of data transmission which has come to mean fast

**Clickstream** The route a user takes while navigating the web

**CMS** Contact management system

**Cookies** Electronic tags that are left on hard drives to 'remember' information

**CPA (cost per action)** A way of charging for clicks on web ads

**CPC (cost per click)** Same as pay per click

**Digital** - The use of binary data for computer communication 1 and 0's

**DNS** Domain name system A system linking names with numeric Internet protocol numbers (indexing system)

**Dot.com** Name for a pure online business such as Google.

**E-commerce** buying and selling products and services on the internet

**E-CRM** Customer relations management using the Internet

**Flash** the trade name for vector based graphics on the web (created by Macromedia)

**HTML** (hypertext mark-up language) Coding used to create documents on the web.

**Impressions** The downloading of a specific file via a browser usually an ad

**Internet** (lower case) A number of networks connected together

**Internet** (upper case) The combined network now a proper noun

**Intranet** A private network inside a company or organisation.

**IP** Internet protocol

**ISP** Internet service provider

**Java Script** A programming language used in web pages

**Keyword** The word or phrase that is used to link a site to a searcher. Web pages are optimised with keywords so they can be found easily

**M-Commerce** (mobile Commerce) E-commerce conducted on a mobile wireless device

**Meta tag(S)** words to describe the contents of web pages

**Page impression** The downloading of one web page.

**Page rank** the Google or other search engine position of your site relative to others. The greater the links the more valuable and therefore the higher the ranking

**Pay per click (PPC)** A performance based method of paying. When a click to a site occurs a charge is made.

**Pay per impression (PPI)** Charge of the downloading of an ad. (no action required)

**PDA** (persona digital assistant) A wireless personal computer

**PDF** (portable document format) A file format that allows documents to be transmitted and remain formatted for print

**Podcast** (ing) Audio version of web site content.

**Pop Up** An advertisement that appears in a separate window when browsing the web

**RSS** Really Simple Syndication. A format for syndicating web content such as news and blogs

**Search Engine** A tool which allows keyword searching for relevant information on the Internet

**Search Engine Optimisation (SEO)** The practise of marketing a web site via search engines. Organic ranking is improved by linking, keywords

**Server** A computer that stores and providers a service. Connecting to the internet and holding data

**SMS** Short messaging service

**SPAM** Bulk emails sent without recipients' permission

**Stickiness** The ability of a website to retain the attention of a visitor

**Stop words** Words that add little semantic value and are ignored by search engines (and, or, it, the)

**Streaming** A technique for transferring data in a continuous stream to the recipient.

**Superstitual** A pop up that loads behind a web page and is not seen until the browser is closed

**Surf** Time spent navigating the web

**TIFF** (tag image file format) A graphic image format for colour images

**Traffic** The visitors to a web site

**Unique visitors** Specific visitor to a web site

**URL** (uniform resource locator) A series of characters used to uniquely identify a page of information on the web

**Usability** The ability to make a website easy to use

**Viral marketing** A Strategy which motivates customers to pass on a communication online (or in any way)

**Virus** A program designed to damage a computer. It will copy itself continuously to other programs, and therefore spread rapidly – especially by email

**Visit** The time a visitor stays on a web site

**WAP** (wireless application protocol) A computer protocol which allows mobile device to link to the Internet

**Webcast** A live video or audio broadcast transmitted over the Internet

**Web Crawler** (spider) Automated programs that index web sites for search engines

**Web site analysis** The metrics of a web site that help analysis of the performance

**Wi-fi** wireless connection using radio frequency

**XML** (Extensible Markup Language)  
A specification enabling the definition, transmission and validation of data between applications. Standard language for computer programmes to communicate

What plans do we have in place to communicate in an **'opt in'** (permission based) way with our customers by email?

What plans do we have in place to create seamless **integration** of our online sales, off line, sales and marketing using an **online CRM solution** (Customer Relations Management)?

What plans do we have in place to communicate without customers using **mobile communications**?

What plans do we have to embrace **social networking** and engage with our staff, customers and prospects using this media?

What plans do we have to ensure we communicate with our customers in a multi-media way using **podcasts and webcasts**?

What plans do we have in place to **stop all physical printing** of marketing documents within 1 year?

What plans do we have in place to ensure that our customers are able to transact **business** with us **online**?

What plans do we have in place to communicate with **journalists directly**?

What plans do we have in place to evaluate the use of **online advertising**?

What plans do we have in place to ensure we are on the **first search page for Google** in 10 keywords relating to our products and services?

Who is responsible for reviewing daily our **Google Analytics log**?

What plans do we have in place to ensure all **sales and marketing teams** are able to manage accounts and prospects on line via a **fully functional CRM solution**?

What plans do we have in place to evaluate **PPC** (pay per click advertising)?

What plans do we have in place to rewrite the website in a **keyword style** which will improve our online optimisation?

What plans do we have to incorporate more than just a **credit card payment** option on our website?

What plans do we have to review our **brands and corporate identity design** on a regular basis to ensure they are relevant to our target market?

What training courses/exhibitions/conferences are we planning to go to in the next three months to keep up to date with **marketing innovation**?

What plans do we have to develop an **understanding** throughout the work force of the importance of marketing, brand and the **new digital tools** available to us?

What plans do we have to review our **channels** to market?

What plans do we have in place to review all **conventional** advertising, sponsorship, co-operative schemes?

What plans do we have to ensure our **databases** are up to date, reflect our **target market** and used effectively.

What plans do we have to show a **transparent order to delivery** profile for customers on line?

What plans do we have to create a **blog for employees**, customers, prospects and anyone with a view to join our conversation?

What plans do we have to introduce a **loyalty scheme** for customers and suppliers which is managed seamlessly online?

What plans do we have to create new online **partnerships** and **affiliates** to develop our brands, services and products?

What plans do we have to ensure our **marketing ideas** connect to our on line audience?

What plans do we have to develop on going **research** of our customers using online tools?

What plans do we have in place to create an online resource (website) which may be **updated daily** by each department?

What plans do we have to ensure we are able to manage all **procurement and payments online**?

What plans do we have to improve the **'stickiness'** of our web site?

What plans do we have in place to assess **viral marketing** in our mix?

What plans do we have in place to communicate effectively to **disabled** customers?

What plans do we have in place to ensure we provide a feedback route for all our customers with **12 hour or less response time**?

Every step  
demands a unique  
idea which reflects  
your passion, your  
brand and your  
customer



## Stuart Greenfield

Born in Kent England in 1960 Stuart was educated at Royal Hospital School, Holbrook, Britannia Royal Naval College Dartmouth and Royal Naval Engineering College Manadon, graduating as a Bachelor of Science in Electronics. After serving as a Sub Lieutenant in the Royal Navy and sailing in the British American Cup Challenge in 1982, Stuart left the Navy and continued his career in Saudi Arabia as an engineer.

Returning to the UK in 1984 Stuart entered the UK computer industry and took up a posts in marketing computer products. At 25 Stuart was a board director of Norbain Electronics and subsequently director of First Software which became the UK subsidiary of Computer2000, Europe's largest IT products distributor . Stuart's career in IT company management continued with his appointment as managing director of Aashima distribution in 1990. During this time Stuart established manufacturing of the Trust range of personal computers and successfully marketed the range via the Dixons Stores Group.

Stuart's first marketing business started in 1993 and during this time worked with a number of key technology manufacturers including BT, Epson and Fujifilm. Working as strategic marketing consultant to Fujifilm Stuart launched the first range of digital cameras into the UK market and established Fujifilm's first Internet presence.

In 1998 Stuart established the Computer Trade Show. The exhibition grew rapidly to become Europe's leading trade only fair and was sold in 2001 to Imark inc. From 1988 -2001 Greenfield Computer Marketing, Stuart's marketing consultancy, was responsible for the launch of a number of pure play digital businesses and also establishing internet solutions for a wide range of established business including VT Group plc.

In 2001 Greenfield Computer marketing was merged to create LPGF a full service advertising agency with clients from a range of sectors including property, food, manufacturing, services and government. Stuart became Chairman in 2003 and left the business in 2008 to focus on digital marketing consultancy, coaching, lecturing and change management.

## Talk to the experts

Greenfield Strategic Marketing Consultants provide the following business services:

Stuart Greenfield provides consultancy and coaching for CEOs, managing director and senior marketing personal and is an expert in creating unique and inventive programmes.

Training and lectures – A series of internal training and lectures created for your organisation focusing on your needs

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Contact:

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<b>Sell!t</b>	Sales
<b>Com!t</b>	Communications
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Brand new ideas



Stuart  
Greenfield

# Digital Revolution

B2E

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