DIGITAL MARKETING TOOLS

‘P’ FROM PRODUCT WITHIN THE DIGITAL MARKETING MIX: E-MARKETING TOOLS

VIRAL MARKETING

DEFINITION

Viral marketing (also known as electronic word of mouth or word of mouse) can be defined as a strategy to empower individuals to quickly transmit commercial and non-commercial messages to others in such a way that the number of recipients of the message grows exponentially. We may call it self-propagated commercial communication. The classical example regarding viral marketing is hotmail.com, one of the earliest free webmail services, which has become a growth hacking example as well. Eighteen months after its launch, the service accrued 12 million users thanks to the simple final words that appeared on every message each user sent: ‘Get your free and private e-mail at http://hotmail.com’.

IMPLEMENTATION

The main business advantage of this e-marketing tool is that once activated it does not require too much effort, since it’s the users themselves who keep it going. However, in order to succeed trying to achieve this viral effect, a basic need has to be fulfilled: finding a key appeal which propels the multiplying spread. Thus, the name of the game in order to be successful when launching a viral marketing campaign is creativity; here is where you have to invest your money in hiring the best creative agency your budget can buy. Don’t get nervous, expenses won’t be huge - just think of "Dollar Shave Club" or the ELA Ice Bucket Campaign. It’s not easy to give general recommendations, so any company in any sector can create a successful viral ad, but if you are looking for a clue, here goes: engaging content and social networks make the magic happen.

SUCCESS CASES

In 2010, Old Spice needed to boost sales in the highly competitive category of body wash for men. They decided to target both men and women to start a conversation on lady-scented body wash vs. Old Spice. Their campaign, “The man your man could smell like” was soon a great hit, garnering 12 million views on YouTube and millions of impressions in mainstream and social media. Creativity was paramount, featuring a bare-chested manly model in surreal romantic situations. Several sequels were produced, taking advantage of its viral tide, and a direct-response campaign starring the Old Spice model became the most popular interactive campaign of all time on the Internet. “The man your man could smell like” was attributed as the primary factor behind a 300% increase in traffic to the website as well as more than 100% growth in sales for Old Spice body wash.
Old Spice products

A typical Old Spice deodorant

ADDITIONAL INFORMATION

Other related areas and tools:
Brand, Communication and Advertising

Traditional tools it teams (clarify)
All those useful when launching a new product

Traditional tools it substitutes at a lower cost:
TV Spots

Online tools which reinforce it: (what)
Social Media, Mobile and Email Marketing

Online tools with similar (what)
Microsites

To learn more:
Unleashing the ideavirus. Seth Godin. ISBN: 0786887176

SEARCH ENGINE MARKETING

DEFINITION

SEM (Search Engine Marketing) techniques refer to making the most of sponsored links within the major Search Engines (such as Google, Bing and Yahoo!) while SEO (Search Engine Optimization) affects the natural, organic search results users get when they query the Search Engine. We are now focusing on SEM. There are two precisely defined areas in a SERP: the organic results, which only depend on search engine algorithm parameters, and other areas on the page with spaces which can be hired by advertisers to showcase their results. They may bid on keywords related to their activity, entitling them to a very limited space in which to produce a text (called creativity) to attract the user’s attention, as well as a URL directly linking it to their site.

IMPLEMENTATION

The name of the game is to determine which are the keywords and key phrases that potential consumers of our products/services would type into the search engine when looking for them. The copy text will be key to building an attractive advertisement, which convinces people to click on the link. You will rank higher in the SERP (Search Engine Results Page) of certain search engines depending entirely on how much you pay. Or more often, as in the case of Google, Yahoo! and
Bing, the quality and relevancy of content, as well as how high the bid (in terms of CPC - Cost Per Click) you place in the auction where keywords are sold.

Though advertisers can deal directly with search engines to bid for the keywords, the best option is to look for a specialized agency, at least in the beginning. They count on a huge keywords-efficiency history per industry that will help you avoid bidding too high in order to be top ranked.

SUCCESS CASES

Every time a major event happens in the world, people go online to search for more information. Sky News picked up on this and implemented a highly successful SEM campaign by targeting very specific keywords and key phrases related to breaking news. The TV channel had a centralized budget to spend automatically on search engine advertisements when these events occurred. Given the fact that there were few competitors bidding on these highly specific key phrases, their CPC remained relatively low and resulted in high ROI (Return On Investment). They increased their traffic with click volumes over 100,000, while their average CPC was priced under 25p. This traffic bump allowed Sky News to increase the amount of advertising sold on their pages by 400%.

Sky News are very successful with SEM

Sky were able to increase advertising

ADDITIONAL INFORMATION

Other related areas and tools:
Brand, Commercialization and Advertising.

Traditional tools it teams with: (check)
All those used when advertising specific products or lines of them.

Traditional tools it substitutes at a lower cost (what)
Product ads addressed to suitable targets

Online tools which reinforce it: (what?)
Promotional minisites and e-commerce sites.

Online tools with similar (what?)
Search Engine Optimization and Contextual Marketing.

To learn more:
ONLINE PRODUCT CONFIGURATORS / VERIFIERS

DEFINITION

An online configurator is a special software embedded into a site to allow the potential buyer to customize the product with every available option and add-on (such as a car, for example).

An Online Virtual 3D Try-on is a system focused on showing the product from all possible perspectives in order for the user to experience a kind of real experience. This tool is especially useful for products such as clothes, eyewear and furniture and is also being used more and more by luxury brands in order to try to create a feeling of trust in online purchases.

IMPLEMENTATION

From the technical point of view, maybe these two are the most complex of all digital marketing tools. You probably recall the famous Boo.com case, which was considered the biggest dotcom failure (there is even a film based on it): Back in 1999, Boo was a British portal who invested huge amounts of money in launching a new concept of selling clothes. It was online based on a 3D simulator which offered even virtual shop assistants and which could be considered and ancestor of today’s online configurators/verifiers. Unfortunately the simulator presented technical difficulties impossible to work out with last century’s technology and broadband. Users were desperate in impatience waiting for the simulations to download. These issues, although in a lesser degree, are still very relevant. Bear in mind that trying to build a product configurator from scratch is difficult and painstaking - a technical feat. Instead, it is suggested to find a third-party add-on for your e-commerce website.

SUCCESS CASES

The experience of buying glasses may be quite frustrating: it takes a lot of time to try on all of the available models, you cannot see very well without your prescription glasses and sunglasses have a tinted hue which makes it hard to see yourself in the mirror. Here is where Ditto.com comes in, developing a 3D Virtual Try-On System that allows the customer to virtually try on numerous glasses in a 180º rotation video. You can compare two models side by side, send your video to a friend and ask for advice. Expect these AR & VR experiences to become frequent in future e-commerce websites in order to build trust towards the purchase: using these technologies to increase conversion rates significantly, while reducing customer attrition and return costs.

Typical glasses frames

AR makes trying on glasses less frustrating
ADDITIONAL INFORMATION

Other related areas and tools:
Promotion and Commercialization

Traditional tools it teams with:
Sample boards

Traditional tools it substitutes at a lower cost:
Catalogs, especially the ones whose thickness is due to the big amount of available options and components of the offered products/services.

Online tools which reinforce it:
Promotional Minisites, e-commerce portals and interactive webs

Online tools with similar objectives:
Online product testing and e-catalogs

To learn more:

E-MARKETING FOR RESEARCHING MARKETS: MARKETS E-RESEARCH

RTIM: CUSTOMER PROFILING AND ENGAGEMENT

DEFINITION

Forrester defines real-time interaction management (RTIM) as “enterprise marketing technology that delivers contextually relevant experiences, value and utility at the appropriate moment in the customer life cycle via preferred customer touchpoints”.

Every swipe, scroll, click, email opening and response is recorded and added to a single-view profile of your customer thanks to Unique ID tagging. By capitalizing on this data as behavioral targeting information, we are able to determine the interests of the customer in our products. We can then offer them the information in a coherent way, through the channel they want it delivered in and at the time it is most relevant thus, increasing our online sales.

IMPLEMENTATION

From our web site’s homepage, our visitors should find a navigation interface based on marketing decision-making trees in order to have them show their preferences with every new click. By structuring the web page’s hierarchy through a profile discriminator, every link our visitor follows will become an answer to our marketing questions: What are the most interesting products? Which accessories would she/he be interested in? What price would she/he be eager to pay?

RTIM software uses the aforementioned trees to accumulate a history of visitor decision making and create multidimensional profiles for each type of visitor. So, real-time recommendations can be given to visitors when checking out products online, reinforcing and optimizing the customer-centric strategy every successful company must adopt.
SUCCESS CASES

Maybe the most famous example of RTIM use is Amazon’s functionality of making recommendations of books not only depending on our sales record (CRM) but on our navigation profile. Amazon uses VRM not only from the private side (markets e-research) but on the public one, telling visitors what others like them were also interested in.

WebCRM: Navigation tree corresponding to a prototype of visitor profile

Webtrends: Reports generation

ADDITIONAL INFORMATION

Other related areas and tools:
Marketing Audit

Traditional tools it teams with:
Focus Group and other mass media rating, such as TV

Traditional tools it substitutes at a lower cost:
Profile setting quantitative system, such as users panels and phone surveys.

Online tools which reinforce it:
E-surveys, e-datamining, web metrics/log analysis and e-CRM

Online tools with similar objectives:
Online Panels and Internet Marketing Research

To learn more:

E-SURVEYS

DEFINITION

E-surveys are powerful tools that help our marketing research from three different perspectives:

- Supporting relationships with our customers, allowing us to check if our products, services and prices are really satisfying them, as well as to deepen into their interests, likes and dislikes, in order to segment them for more accurate and personalized offers.
- Helping process evaluation, so our customer services, levels of client satisfaction and second purchase ratios can be improved.
- Defining the competitive environment, in order to achieve a better positioning for our brand, making different and more powerful value propositions than those form our competitors.
IMPLEMENTATION

Being a customer-centric organization means getting to know your customers closely. Even in today’s environment, with the wealth of data that companies have on their customers, first-hand opinions and insights are the best source of customer intelligence. Whether at the end of a checkout process on your e-commerce, on social media as part of a contest, or via email a month after the purchase, micro-surveys and pop-ups can be a powerful ally. How could you improve their experience? Do they need anything else? What did they think of the experience? Adding a strong call-to-action, as well as internal and external motivating elements (i.e. coupons, gifts, discount etc.) can help achieving two objectives: letting them know they are important and gathering useful feedback for product and service enhancement. Knowing what to ask and when to ask, as well as avoiding customer aggravation, are keys to success. There are plenty of tools to start a micro survey pop-up and some of them are even free, such as Google Consumer Surveys.

SUCCESS CASES

Zynga Inc. is the largest social game developer in the world holding nearly 300 million players, which include games such as FarmVille, CityVille, FrontierVille, Zynga Poker and Mafia Wars, among others. Zynga needed to get more rich usage data to understand how their players thought and felt. Nevertheless, getting feedback from players without interrupting the experience required it to be simple and accessible. With typical gamers taking only two minutes to respond, after launching the surveys, Zynga got thousands of player responses and large amounts of actionable information in real-time, which ended up improving the user experience. Zynga made it possible to gather feedback from their players without disruption of the gaming experience.

ADDITIONAL INFORMATION

Other related areas and tools:
Marketing Audit and Communication, if we regard scientific e-surveys. Brand and Product, if we are talking about open surveys

Traditional tools it teams
Phone surveys, better with the qualitative than the quantitative ones (in opposition to e-surveys)

Traditional tools it substitutes at a lower cost
Postal surveys

Online tools which reinforce it:
E-mail marketing, interactive webs, e-CRM and RTIM

Online tools with similar
Online panels and e-segmentation
To learn more:

PRICING

E-AUCTIONS

DEFINITION

When regarding to auctions, we are usually talking about direct or conventional auctions, in which someone offers certain services or products while the rest of the users can bid for them within an ascending (English version) or descending (Dutch version) scheme, where the best bidder normally takes it all. But the auctions that really matter to companies are not the direct but the reverse e-auctions.

A reverse e-auction is an electronic procedure by which a company—through its purchasing department—acquires products or services in a public and closed (in quantity and tech specs) contest that is theoretically won by the seller who offers not only the best prices but the best commercial and services conditions (keep in mind that not always the lowest bid takes the contracts).

IMPLEMENTATION

A reverse e-auction consists of several phases: in the first four the main player is the purchasing company, which prepares the lots, preselects participants, sends them the tech specs and asks them for initial prices and terms of service; while in the e-auction itself, selling companies access an online platform—hired or owned by the purchasing company—and place their bids; last phase corresponds to contract award.

There are several e-auction formats and lowest bid is not always king; bidding may be open or blind (without access to competitors’ bids); and there may be just one bid or a closed number of decremental ones.

SUCCESS CASES

Since the turn of the century, many industries and companies have established a reverse auction system for these goods through the implementation of exchanges and e-procurement platforms. Apparently, most success cases correspond to buyers, usually big companies like Walmart, Pfizer or Telefónica. But in the later years, SMB (Small and Medium Business) have also started to use these reverse auction systems for their supply chains. Companies like home fashion retailer Anna’s Linens which started to use reverse auctions in 2008, aimed to save $50,000 a year on purchasing blankets, but it ended up saving an amazing $250,000 instead. All major purchasers know that the advantage is not only in cost but in terms of identifying the best providers. That is the key for the success of multiples SMEs (Small & Medium Enterprises) that have joined these platforms as pre-approved vendors, accessing more and larger clients. For example, Next Day Plus, a leader in office supplies and services in the US, struggled to contact new potential clients and compete with established retailers in the same market. They then decided to join SAP Ariba’s network of preapproved vendors, in order to gain trust and visibility towards big buyers. Eventually, they entered a bid for a large national contract with an important brand. They won it, only after the client knew that Next Day Plus had already done work for many of their branch offices.
Anna’s linens is a successful SMB

Telefónica implement reverse auctions

ADDITIONAL INFORMATION

Other related areas and tools:
Commercialization

Traditional tools it teams with:
All pricing models (from Excel spreadsheets to SAP or BAAN modules), from market control based ones to those which lay on cost structure analysis systems; and all competitors control tools

Traditional tools it substitutes at a lower cost:
Competitors’ prices research

Online tools which reinforce it:
Surplus / perishable goods electronic management, prices digital temporalization and marketplaces

Online tools with similar objectives:
Offline electronic pricing models

To learn more:
Introduction to electronic auctions. Klein, S. Electronic Markets, 7, 3-6

PRICES DIGITAL TEMPORIZATION

DEFINITION

E-marketing algorithms allow products or services with inflexible due dates to have their prices electronically adapted to guarantee fixed costs and as much of the rest as possible, depending on how close the selling date is to the due date.

The most typical example is a plane ticket. According to RSR Research, 13% of retailers in 2013 have fully deployed price intelligence solutions. Another 54% of retailers surveyed were either piloting, evaluating or exploring putting one in place. Prices’ digital temporalization is also intensively used in perishable goods markets, both domestic (like online florists) and corporate ones. Marketplaces are accustomed to selling these products with hard discounts when their perishing dates get closer and closer.

IMPLEMENTATION

There are software packages (normally ERPs specific modules) especially addressed to digital prices temporization. It’s clear they need heavy parametrization and, of course, additional programming to integrate databases with products/services offering, but in fact technology is never
the challenge. The operational keys for success happen to be product selection (own or retailed) to be offered this way (please mind the quality/price ratio) and algorithm development, which needs to take into account not only price discounts depending on time passing-by but other additional circumstances, such as the competition’s prices.

SUCCESS CASES

The digital price temporization paradigm of success is Easyjet, the low-cost air company created in 1995 by Stelios Haji-Ioannou, who started with rented planes (the company didn’t own one till 1996) and operates 160 routes today. They sell online tickets straight to passengers, avoiding travel agencies and other intermediates.

Dynamic pricing also reached the online retail industry. Amazon is known for its dynamic pricing, being able to adapt the prices of their products every 10 minutes. Walmart also adapts their prices 50,000 times a month. Sears and Best Buy incorporate e-pricing into their overall strategy. All of these players have significant increased online sales volume over the years, in part thanks to its competitive pricing intelligence software

ADDITIONAL INFORMATION

Other related areas and tools:
Commercialization and brand

Traditional tools it teams with:
Traditional advertising in mass media to back the “low cost” feature of the brand

Traditional tools it substitutes at a lower cost:
Specific sales force devoted to sell products/services coming to the end of their lifecycle

Online tools which reinforce it:
E-auctions; marketplaces

Online tools with similar objectives:
Online prices customization; Online prices geographic adaptation

To learn more:
Online pricing for service providers. Shahram Esmaeilsabzali - Nancy A. Day. ISBN: 1595933964
E-MARKETING PROMOTIONAL TOOLS: E-PROMOTION

POINT OF SALE ELECTRONIC MANAGEMENT

DEFINITION

Clearly the definitive battle for the consumer breaks out in the point of sale. For this reason, all commercial establishments try their hardest, within their means (except for low cost and category killers that are only focused on price), to make their customers’ buying experience as enjoyable as possible. They take care of the furnishings, lighting, colors and even smell – and we are not just speaking about stores dedicated to luxury and design products. Large department stores have for some time evolved into not only places to shop but places where the entire family can have a good time on the weekend. However, there still exists the need to get the establishment’s average buyers (we are thinking of IKEA) to fill their shopping trolley even more by displaying ‘at eye level’ products and promotions that may interest them. The long walks and the long queues to pay have minimized all the effort made to increase the pleasure of shopping. Some time ago, this changed thanks to Proximity Marketing Technology.

RFID technology (Radio Frequency Identification), has been successfully implemented throughout several industries. Retail is the best example of the new concept of intelligent buying by use of RFID tags, maximizing the buyer’s satisfaction by guiding him or her to the nearest store where the products that interest him or her are located and offering personalized promotions based on previous interactions. The key to this is the RFID smart tags that are stuck to the products that can be identified by radio signal without any need of contact. Besides the most notable benefit, such as speeding up logistics, facilitating warehouse management and guarding against piracy and shoplifting, the basic marketing application is to personalize and automatize the client’s relationship at the point of sale. What is more, from a distribution point of view, it also avoids stockouts.

With reference to NFC technology, its strong point lies in the speed of communication, which is almost instantaneous without any need of previous matching. On the downside, NFC technology’s reach is much reduced - a maximum range of 20 cm. Nevertheless, it also has in its favor that it is transparent to users and equipment with NFC technology is capable of sending and receiving information at the same time.

NFC technology can work in two ways:

- Actively, both devices have an NFC chip that creates an electromagnetic field and data is exchanged.
- Pasively, only one device is active and the other takes advantage of this field to exchange information.

IMPLEMENTATION

Although the individual price for an RFID tag is around 0.4$, in very large orders this price can go down to 0.05. At the moment, cost is the barrier to this technology being adopted except for by large mass retailers, as its use implies not only having the tags but also a complex installation at the point of sale in order to take full advantage of the system: intelligent store aisles, customer identification cards, radio frequency devices that are fitted on the shopping trolleys where the cards can be inserted, tactile LCD screens, intelligent information points, label printers, anti-theft antennas, supply chain wipes, intelligent label decouplers, etc.

It is precisely this decoupler (that makes sure that the RFID chip becomes inactive once the customer leaves the establishment) that is fundamental for avoiding problems with groups of customers that believe this technology may be an invasion of their privacy. In the USA there have even been lobbies against this technology that consider it Orwellian and fear that it may continue to
control citizens beyond the point of sale. So, it is better to publicize the efficiency of these decouplers in the store itself.

Without any doubt the new digital star at the point of sale is the use of NFC as a means of payment through mobile phones. The convenience and that the expense can be included in our bill or bank account are very powerful arms that put this technology on the road to becoming the most common form of payment in the near future. And it is in Spain that one of the biggest tests of this technology as a method of payment has just been carried out. It was in Sitges, with the collaboration of Visa, La Caixa bank and Telefónica.

Best Practices:

An electronic management system of the point of sale should be comprehensive, fulfilling the following functions:

- Taking advantage of interactive commercialization potential by doing specific promotions resulting from being able to match available stock with clearly identified customers.
- Enabling sales associates with customer intelligence at point of sale
- Reducing unknown losses and improving stock supply through real time connection with manufacturers.
- Avoiding stockouts, guaranteeing customer loyalty.
- Improving marketing decisions by providing real time data from the point of sale.
- Maintaining a precise registration on what is happening in the aisles, such as expiration dates, etc.

SUCCESS CASES

Zara is the perfect example of use of RFID tags. They learned from the mistakes made by other retailers trying to get ahead in the game with this technology (JC Penny had to scrap their project after implementation due to an incompatibility of their security system tags with their NFC tags). According to CEO Pablo Isla, the technology rolled out in 2016 on all ZARA stores, having bought more than 500 million RFID tags. Most interesting is an innovation with their RFID tag: a recovery system. These tags were frequently non-removable, and customers would take them home attached to the products. The company had to shell out for more RFID tags every now and then, at high costs. ZARA decided to shrink the size of the device to the bare minimum, installing their chips on the security tag, which is removed at the counter for future use.

Zara use RFID tags  Zara launched this technology in 2016

ADDITIONAL INFORMATION

Other related areas and tools:
Distribution, trade e-marketing; commercialization, e-commerce
Ideal target: final individual client
Traditional tools it teams with:
Promotion and testing at the point of sale, which will depend on the human factor and its empathy

Traditional tools it substitutes at a lower cost:
Product control through barcodes

Online tools which reinforce it:
Product digital verifiers, e-tracking and e-merchandising

Online tools with similar objectives:
Electronic models of promotion

To learn more:

PROMOTIONAL MINISITES

DEFINITION

A promotional minisite is a specific type of website, much smaller than an interactive web. It is usually designed to work as a supporting site to the main one. Though it is convenient that every minisite has its own URL (and most of them do), it normally floats over the main web and, being smaller in size, it allows the parent (main) site to appear in the background so that when the visitor closes the minisite he/she is still surfing the main site. Thus, the minisite objective is clear: focusing on certain information and offering specific details not available in the main web. Minisites are typically used to give certain products a special communication treatment because of their launching, due to special promotion campaigns organized around them or simply because these products are the brand’s best-selling ones. But minisites can also be used for families of products, branding issues, anniversaries or special occasions.

Minisites’ creativity is even harder work than that of their father webs since it constitutes the central axis of all promotional activities regarding the product or event the minisite is developed for. Thus, it includes special videos, contests, screensavers, e-cards, e-quizzes, podcasts, product trials, etc. Minisites’ life is much shorter than those of their main sites since they are eliminated or substituted as soon as the event or promotion they were used for is over. This helps to keep up this tool’s freshness as the key for attracting attention.

IMPLEMENTATION

It must be eye-catching and attractive but it also has to be able to provide detailed information and count on a minimum navigation. One of the keys here is a hard copy work to extract the most relevant information regarding the product or event in the main site and to polish it with all promotional aspects to maximize the value provided to the minisite’s visitor so he finds him/herself in a very suggestive and fast evolving environment in which he can easily make the decision of not losing the special opportunity he/she is being offered. This opportunity will consist of a purchase proposition (if accepted, a link will take the user to the online shopping cart –with the product already in it- in the main site) or a registration proposal (through a brief form embedded into the minisite itself) for later commercial contacts.

SUCCESS CASES

One of the best minisites in 2016 was the one Netflix did for the season premiere of House of Cards in February. The key for its success was creative: a make-believe website starring Frank
Underwood as a rising candidate to the presidency, presenting his policy program to the public in his best suit. Making it look like a typical politician’s website, the minisite addressed most of the issues regarding presidential debates: unemployment, healthcare, taxes, energy… although the cynical nature of the series’ protagonist was evident. The minisite became extremely popular because it roughly coincided with primary elections, but also due to the billboard campaigns in major cities, making everything even more realistic.

Netflix successfully created mini-sites. The House of Cards minisite was particularly successful.

**ADDITIONAL INFORMATION**

**Other related areas and tools:**
Branding and product marketing

**Traditional tools it teams with:**
All traditional promotion tools such as discount coupons, sampling, point of sale gifts, etc.

**Traditional tools it substitutes at a lower cost:**
Promotional prospectus

**Online tools which reinforce it:**
Interactive webs; e-commerce portals; banners; search engine marketing and optimization; e-quizzes; e-cards; screensavers, wallpapers and animated cursors

**Online tools with similar objectives:**
Podcasting and online coupons

*To learn more:*
Create a minisite in 30 minutes or less. Louis Allport

**ONLINE COUPONS: E-COUPONS & M-COUPONS**

**DEFINITION**

Their basic objective does not vary substantially from traditional discount coupons. Both try to get the consumer to express preference for a brand/product/shop in exchange for a discount on purchase, a sample or even a free product. Coupon-based incentives traditionally imply cutting them out of the newspaper or magazine and then going to the establishment in order to take advantage of the discount.

The technology now simplifies this practice so that with only a click on a computer or button pressing on a mobile phone, e-coupons and m-coupons can be captured electronically and then exchanged later.
The aim is to turn an elevated conversion rate of visits into sales, turn clicks into sales or occasional clients into regular ones. These are some of the advantages the system offers with respect to the traditional one:

- Firstly, it implies an improvement in the segmentation of the promotion, given that the e/m-coupons will only be shown and offered to potential buyers.
- Considerable cost savings and greater facility in use for those responsible for the promotion since they will be able to create and manage it in less time and without being at the mercy of printing offices.
- Easy technical implementation of the system (by being transactions of little value it is not necessary for them to be encrypted) which encourages mini-purchases.
- And, above all, the coupons have greater reach, since they are all the same, they can be simultaneously posted in a multitude of supports appropriate to the target.

IMPLEMENTATION

Specifics:
E-coupons can be distributed in very diverse ways: from online stores to email, from the company’s interactive web site or commercial portal or even from a promotional minisite designed ad-hoc for the campaign. The potential client finds the e-coupons at the beginning of the web site in question, seeing the description of a certain product, just before finalizing their purchase and even when he or she becomes interested in another product related to the one being bought. A particular type of coupon now in vogue is the event-triggered pop-up coupon that appears whenever the user hovers over the navigation buttons of a browser to leave a page. It is a critical moment in which you may be able to regain the customer’s attention and make him/her stay on your site.

With reference to m-coupons, these are sent directly to the mobile phones of clients or potential clients, whose profiles fit the target and who are registered (if the campaign is to promote customer loyalty), and where legal regulations permit this with regards to personal data protection.

Groupon and its clones:
With more than 80 million users, Groupon has (along with its clones, Groupalia, LetsBonus, etc.) a failed business model. They send offers to millions of users, meaning that we can reach some clients that would otherwise be impossible to reach with paid advertising.

But the problem with Groupon is that customer loyalty is very low, some say less than 1%. For example, if we put 1,000 units of a product on offer at 20€, we may capture 10 loyal customers at a total cost of 10,000€. Their real problem is customer experiences being off target, with merchants having to downgrade and water down their products to meet their objectives. But if our product is innovative and we want to make it known, our margin could be very high, then it might be interesting to resort to these couponing apps. In any business, where the margin is higher than 75%, couponing may still be an interesting option. I would also encourage looking into the possibility of starting a self-managed coupon program.

The benefits of a coupon campaign for a company are not usually very economical since most service costs are not covered, but the benefits are good for publicity reasons. However, the benefits are worth the effort if it is a local action of strong impact that arrives directly to the local potential clients in a reduced geographical area, such as a city, and responses are received immediately. The final aim is to capture new clients and create loyalty.

Best Practices:

- As in offline marketing, a campaign of this kind is organised when you want to promote a new product, tap an existing market or get rid of accumulated stock of a product.
- Get and agreement with the campaign’s channel to avoid problems, especially if you want to make the campaign more effective, make the e-coupons exchangeable offline (printing them, taking them to the stores, to the entrance of a club, etc.).
- Organise the product and its distribution from stocks so that it does not sell out and the campaign does not “die of success”.
- Set up a system to compile the coupons accepted and rejected by our clients and potential clients, demographic information on these clients and history of transactions. If a CRM is already available, you will only have to set the parameters.

Continuing from here, we shall refer to occasions when allocating part of a company’s promotional budget to a Groupon campaign can produce interesting and measurable benefits:
- Launching a new product on the market. In these cases a Groupon campaign can help the product to get better known or for a company to establish itself in a new market. What is more, in these cases the fact that a new product or service is being offered at a reduced price does not usually affect its positioning in the market but can be understood as a strategy for penetrating the market.
- Stock liquidation. A Groupon campaign can be an excellent strategy for liquidating a company’s excess of stock.
- Fighting seasonal variation. As in the previously mentioned point, Groupon can be very useful for companies with high fluctuations in their business due to seasonal variations.

SUCCESS CASES

Procter&Gamble opened a portal for their consumers in Sweden under the name MinTid. To attract customers, the company offered discount coupons – both online and offline – that would allow consumers to get a sample of a product or a discount on their next purchase. The company used very well-known brands such as Ariel and the shampoo Herbal Essence for the coupons. Proctor&Gamble got more than 700,000 customers to register in a year.

In Spain, Carrefour has used in discount e-coupons in its promotions, which can be obtained through the web and used both in the online supermarket as well as at the physical stores – when the coupon has previously been printed. Whiskas and Johnson&Johnson have used free sample e-coupons for some of their products with good results. Amena and Caprabo are two other Spanish companies that have recently started using this promotional em-tool.

With reference to m-coupons, penetration in our country is still very low but McDonalds is using them with great success in California, sending SMSs that can be shown at the moment of a meal purchase, allowing consumers to get a free McFlurry dessert.

ADDITIONAL INFORMATION

**Other related areas and tools:**
Product, product e-marketing
Ideal targets: private end client; purchase end user; oriented towards cost
Types of appropriate companies: of basic products and services
Appropriate markets/sectors: consumer markets such as leisure, tourism, shopping centres and hypermarkets

**Traditional tools it teams with:**
CRM, to add the e-coupon data to the data from the rest of the promotion and to carry out an integrated and comparative control. Point Programmes (Customer Loyalty)

**Traditional tools it substitutes at a lower cost:**
Paper coupons (much lower cost and greater reach)

**Online tools which reinforce it:**
Promotional minisites, e-commerce portals, interactive web sites and e-CRM

**Online tools with similar objectives:**
E-mail Marketing and SMS Marketing

**To learn more:**
*Online:* [http://couponing.about.com](http://couponing.about.com)
*Offline:* To Groupon or Not to Groupon: The Profitability of Deep Discounts. HBS. 2010, 2011 by Benjamin Edelman, Sonia Jaffe, and Scott Duke Kominers

---

**PODCASTING**

**DEFINITION**

Podcasting (an acronym that stands for Public On Demand CAST) consists of creating sound archives (generally in mp3 format) and distributing them (using contents syndication systems, RSS) so users can subscribe to the service and (by using programs called RSS Readers or mobile players) listen to the archives where and when they want to. Thus a podcast is a kind of “spoken” subscription via Internet.

This new technology have been transformed into a marketing tool following two different models: developing podcasts whose contents explain companies’ products features and advantages. And sponsoring all type of third-party podcasts (there are podcasting networks in which they appear ordered by categories); this sponsorship can consist of mentioning the companies’ brands or products within the podcasts themselves or just appearing as the official sponsors of them.

**IMPLEMENTATION**

Steps to take in order to develop a podcasting campaign are very simple from the technical point of view: first and most important one is to determine a topic of interest for our targeted segments which can be associated to our brand’s values or products’ features; once topic has been defined, scripts must be developed, audios recorded and MP3 files generated. Afterwards a RSS record must be constituted containing all data needed to send the audios to final users. And to end the process, all files must be uploaded to a suitable server.

Difficulty, as usual, lies on finding the most suitable themes to gain our prospects’ interest; and, most important, to keep it. It’s not enough to develop a first very brilliant podcast. The key for success is to be able to keep up subscribers’ interest so they keep looking forward to receiving next podcast.
SUCCESS CASES
In one of their most recent podcast, Heather and Jonelle, two USA High School students talked about boys, music and the rest of teenager's hot topics. And when about to end, they said: “And now we would like to greet our sponsor: Acuvue Contact Lenses”. Johnson & Johnson, Acuvue manufacturer, hired the youths to develop and introduce a series of episodes about teenagers’ live entitled “Download with Heather & Jonelle”. According to Naomi Kelman, Acuvue president, the podcasting campaign has skyrocketed sales among teenagers. The two girls and their podcasts have a web page within Acuvue site and the program is also on sale in Apple’s digital music shop, iTunes.

ADDITONAL INFORMATION
Other related areas and tools:
From promotional point of views, all traditional promotions, in and outside the point of sale. From branding and communication point of view, traditional ads.

Traditional tools it teams with:
Loyalty magazines and paper newsletters

Traditional tools it substitutes at a lower cost:
Radio commercial breaks and, only to some extent, TV spots

Online tools which reinforce it:
Blogs and interactive webs

Online tools with similar objectives:
Promotional minisites; screensavers, wallpapers and animated cursors

To learn more:

MOBILE APPS
DEFINITION
In the last 10 years, telephones have evolved from simple devices to devices with a great processing capacity that integrate numerous resources thanks to Internet connection: smartphones. There are currently two platforms leading the market after the demise of Blackberry RIM and Windows Phone operating systems: iOS (Apple) and Android (Google).

A mobile phone app is a software developed to be used with smartphones. These apps are designed to teach, train or help users/consumers with their daily lives. Functionalities that were
only available on a PC before can now be used with mobile devices, with a high level of benefits. Given that 3/4 of smartphone users expect an App with their favorite brand of smartphone, the development of these apps was boosted in the last 5 years, leading to mixed results.

More than 2 million apps in existence had a potential audience of 2 billion of these devices in 2016, the year when the figure of 140 billion apps downloaded was reached. Nevertheless, a study conducted in 2015 by AppsFlyer revealed that most apps were deleted immediately after download or first use, with only 10% surviving the first week on the user’s mobile phone.

IMPLEMENTATION

Mobile phone applications are absolutely essential to a marketing strategy. The user's experience is fundamental and the brand's reputation is at stake. Following on from here you can find some of the best practices and recommendations for including mobile applications within a company's mobile marketing strategy:

- Integrate it into the company's marketing strategy.
- Make it simple and useful.
- Take advantage of mobile phone capacity.
- Use external Apps.
- Include social networks.
- Chooya en casa algunas veces your platform well.
- Attract the client.
- Measure results.
- Mobile phone applications are one component more of a company's marketing strategy. Investment here should focus on creating value for the client.

SUCCESS CASES

App for Groupalia
The iPhone application for the daily deals site Groupalia got 15,000 downloads in two months and good results in sales. During December 2010, the agency Elogia designed, developed and set up the first phase of Groupalia's mobile marketing strategy. It was centered on developing its native application for iOS devices (iPhone, iPod y iPad). As part of the launch, a small campaign on the AdMob network was released, accompanied by different displays from Groupalia's web site. The application arrived to the Apple Store on December 20th and it generated, until February 15th 2011, more than 15,000 downloads in Spain and Italy. These downloads attracted a total of 1,850 new users to the daily deals web platform - characterized by their enthusiasm and brand loyalty.

11% of these new users made some actual purchases (that is to say that the conversion rate was 4% higher than the web's standard user) and the shopping trolley of these clients was 53% fuller than average.

Elogia and Groupalia alone were able to identify that the user is much more loyal – since 75% of these smartphone users downloaded the updates available for the application.

A campaign of Admob was used to promote the new application and it got a 0.65% of CTR (click through rate). This reduced the CPL (cost per lead) by 10% and increased the conversion rate from 2.1% to 6%.

App for IKEA
The IKEA catalogue is one of the publications with the greatest print run. 199 million issues were distributed this year, which represents an enormous expense of paper and resources. For this reason, it is more logical to launch mobile applications that offer similar functionalities.
For the 2010 catalogue they developed an iPhone application with IKEA content that allows us to do two different things: "Arrange your furniture" and "Discover your style". This last one is the simplest and tells us what style most suits us from the answers we give to a series of questions.

But "Arrange your furniture" turns out to be much more interesting. We can select from a total of 45 pieces of furniture and different accessories and arrange them in the photo that we have taken with our mobile phone so that we can know how they would look in our homes.

**ADDITIONAL INFORMATION**

**Other related areas and tools:**
E-advertising and product e-marketing

**Traditional tools it teams with:**
Television spots, press supplements

**Traditional tools it substitutes at a lower cost:**
Promotional contests, product demonstrations

**Online tools which reinforce it:**
iAds, Twitter Marketing

**Online tools with similar objectives:**
Facebook Marketing (applications)

**To learn more:**
Mobile Applications – Mobile Marketing Association

**TOOLS FOR MARKETING CONTROL: E-AUDIT**

**E-CRM**

**DEFINITION**

It’s clear that every CRM system has such an important electronic component that several authors started talking about e-CRM. However, in the last fifteen years since the first CRMs were adopted by pioneer companies, online activities have meant a real revolution within the business world, and even more since the arrival of the cloud. Hence the need to focus on the “e” in e-CRM, since more and more data comes from digital channels, which becomes increasingly important for a company’s marketing strategy in order to integrate all the information from all these channels.
Differences between CRM and e-CRM systems lie on the following variables: availability, limited timeframe vs. a 365x24 scheme; accessibility, geographical and technical limitations vs. universal access; channels, phone, fax, sales force, etc. vs. Internet, mobile, cloud computing, etc.; interactivity, the need of middlemen vs. self-management; integration, scarce and local vs. wide and global; service level: cost-limited vs. top-range thanks to new technological developments and so on. Every feature results in a much more efficient system.

IMPLEMENTATION

System implementation requires a three levels model, of course adapted to every industry and company topology: user interface level (with query and data management functionalities, both integrated and multichannel); data level (improved to support B2B and B2C sales and including hyper-relations between all different data objects); and process level (which includes adaptable predesigned process support and customer data aggregated analysis subsystem).

But, apart from cost, which can be minimized with ASP Solutions for SMEs, the key for success is to face the e-CRM system implementation as a business challenge, not a technological one: without the correct strategic approach (including Top Management, key processes and certain officers involvement), the project will never succeed.

SUCCESS CASES

FAGRON, paneuropean leader in active ingredients production for pharmaceutical and cosmetic industries, had just dramatically increased its size by merging Fährhaus, Synopharm and Bufa. Sales forces and marketing Systems overlapping were unavoidable. So Top Management took advantage of the need of customer processes redefinition to have an e-CRM Systems put into place. Today all their commercial channels are perfectly aligned, including the online one which is bringing more and more income, and converge digitally in the suitable key account manager, who counts on all the necessary information for best possible decision making.

e-CRM system: information application control e-CRM system: general access console

ADDITIONAL INFORMATION

Other related areas and tools:
Markets e-research and e-commerce

Traditional tools it teams with:
Traditional CRM, to which e-CRM complements and develops

Traditional tools it substitutes at a lower cost:
Telemarketing Control (1% of Management costs)
Online tools which reinforce it:
Online shopping assessment and e-customer service

Online tools with similar objectives:
e-GRPs

To learn more:

COMMERCIALIZATION AND E-MARKETING TOOLS: E-COMMERCE

MARKETPLACE

DEFINITION
A marketplace (a.k.a. digital market or e-commerce community) is a meeting point for purchasing companies and others selling their products or services. Marketplaces emerge as a consequence of all these enterprises’ common interest on finding new, more agile economic models for commercial exchange.

Marketplaces may be classified into two big groups: vertical Marketplaces, which specialize in offering industry-specific services; and horizontal ones, in which trans-sector goods and/or services are traded, such as supplies, technology, financial products and so on.

Apart from a series of general benefits such as cooperation, automation, standardization and transparency, marketplaces provide companies a mixture of contents and services which help them to improve their commercialization processes and quality. Regarding content, we can find companies directories, product catalogues and markets general information (the latter only on vertical portals). When talking about services, the basic ones are financial, logistics and negotiation functionalities, apart from sector services within vertical portals.

IMPLEMENTATION
From the technical point of view, a specialized Marketplace is nothing but a B2B e-commerce portal with a technological infrastructure specially designed to be neutral between sellers and purchasers, safe (for both money transactions and companies data) and reliable (redundant systems to avoid critical failures and ensure stability). If a company decides to start its own marketplace, it shouldn’t worry about all these issues but simply choose the most suitable platform according to its needs between all the ones existing in the market.

SUCCESS CASES
Alibaba (www.alibaba.com) was founded in 1999 by Jack Ma as a global online intermediator between purchasers and sellers enabling the sales of wholesale raw goods and intermediate products through a very large network of merchants. According to their website: “Buyers on Alibaba.com, who are located in more than 200 countries and regions all over the world, are typically trade agents, wholesalers, retailers, manufacturers and SMEs engaged in the import and export business”. Their marketplace space covers areas such as merchandise, electronics, apparel, industrial components, agricultural and chemical products, among others. Their group expanded into other related business areas, offering added value services such as cloud computing (Alibaba Cloud), marketing services (Alimama) and logistics data platform operator (Cainiao).
Alibaba was founded in 1999, Alibaba are located in more than 200 countries.

Additionally:

**Additional Information**

**Other related areas and tools:**
Price and trading

**Traditional tools it teams with:**
All the commercialization ones

**Traditional tools it substitutes at a lower cost:**
Sales cooperatives

**Online tools which reinforce it:**
Interactive webs and e-auctions

**Online tools with similar objectives:**
Marketing Decision Support Systems and Profitability Online Control

To learn more:

**E-commerce Portals**

**Definition**

E-commerce Portals (apart from the obvious function of selling products) are fantastic for gathering very useful information, very specific contents with very well determined uses which are real added value generators. These contents can be classified in central ones (directly connected with portals essence) and support ones (which reinforce portals’ service).

However, e-commerce portals’ main goal is to commercialize companies’ products through the Internet providing visitors with added value services in order to convert them into clients and clients into loyal customers. According to the latest online e-commerce report released by The Boston Consulting Group, e-commerce has grown 18% in Spain during 2015, reaching an invoicing figure of 14.6 billion euros. According to IAB, 67% of the Spanish population transacted on an e-commerce platform last year, an increase of 52% from previous year figures. At a European level, a study from E-commerce Europe stated that sales amounted to 455 billion euros, from 401 billion euros in the previous period.

**Implementation**

You can find a lot of out-of-the box software solutions for creating customized portals. But, as is usual in this field, the success key does not lie in its development but in being able to aggregate
added value services to what you are selling through the portal as a sales support. Anyhow, you must take into account that developing an e-commerce portal with a certain degree of sophistication can easily cost more than 100,000€; this amount will cover a turn-key project for a regular number of portal users and you will need even more investment to maintain and make the portal viable.

Instead of contracting a regular turn key project for your portal you may consider the possibility of developing it internally, which will reduce costs dramatically, but then you should be aware that the project does not end when it starts working: you have to dedicate corporate resources to keep contents and added value services alive and attractive.

SUCCESS CASES

Spanish department stores El Corte Inglés are a unique case in Europe, with a network of more than 91 large shopping centers built over the span of the last 30 years. Currently, their e-commerce portal (www.elcorteingles.es) is the top selling e-commerce portal in the country. More than 9.5 million unique visitors shopped on it in 2014 (up from 6.8 million in 2013) having over 4.7 million registered users in their databases. According to El Corte Inglés' Víctor Del Pozo, the company managed to snatch the first position in e-commerce, rising over all the online competitors, taking 20% of total market in Spain while registering a whopping 40% YOY lift in orders.

Mango’s e-commerce portal

Caprabo’s e-commerce portal

ADDITIONAL INFORMATION

Other related areas and tools:
Branding, promotion and trading

Traditional tools it teams with:
All commercialization tools, from small shops to huge chains (trading)

Traditional tools it substitutes at a lower cost:
Catalog sales

Online tools which reinforce it:
Promotional minisites, interactive webs and e-customer service

Online tools with similar objectives:
Marketplaces and Cybermalls/Virtual Retailing

To learn more:
ADVERTISING TOOLS WITHIN E-MARKETING: E-ADVERTISING

CONTEXTUAL ADVERTISING

DEFINITION

The saturation of advertising combined with the tremendous fragmentation of media channels makes it hard for advertising messages to arrive effectively to the potential buyers. To make it happen, the key lies in creating an impact with an advertisement that will really interest your consumer. The internet has changed the rules of the game, shifting away from creativity and making context more important: if someone surfing the net is reading a web site about typical food from the North of Spain, it is very unlikely that he or she will be aggravated by an ad for an Asturian sidrería (Asturian restaurant that serves cider) in the same city. This is what we mean by contextual advertising, integrating advertising in websites with relevant content segmented by topics.

Nowadays, contextual advertising is fundamentally made up of internet content from Google, which reaches more than 60% of Internet users in more than 180 countries and in 130 languages. Google’s network content is made up of hundreds of thousands of web sites, news pages and high quality blogs that collaborate with Google to show highly targeted advertisements. If you decide to advertise in this network, it can increase your advertising reach in a target audience and to potential clients, who visit these sites every day. There is no greater network for contextual advertising in the world.

So, if we advertise both in the search engine network (SEM) and in the Google partner network, we have the chance to show our advertisements to three out of four internet surfers on the planet.

IMPLEMENTATION

Content advertisements on the Internet, which can be text, images, videos or rich media, are based on the themes that appear in their list of keywords instead of specific keywords. We can aim our ads at web sites associated with Google (Display partners), YouTube and specific Google holdings.

- **Display Network:** ad placements are another way of positioning groups of ads. By adding placements to a group of advertisements, advertisers can select the places where they would like their ads to appear, or rather make higher offers for those sites that coincide with the key words for the group of advertisements.

- **Add audiences to the Display Network campaign:** Remarketing is a function of advertising based on users’ previous navigation history. Remarketing is a function of advertising based on users’ previous navigation history. We can use remarketing to reach those users who previously visited a web site, making sure the right people receive the right message for them.

- **Through Google Doubleclick Ad Exchange you are able to access a real-time marketplace of publishers where you can buy their advertising inventory.** It is yet another marketplace for advertisers to bid on display advertising across the Internet in a practice known as **RTB (Real-Time Bidding)** with automated, high-frequency transactions for these ads.

- **New campaigns on Adwords may participate in Google Network’s distribution.** For this reason, you can have your ads appear on sites and web products of the Search and Display networks. We recommend that you target your ads towards the Search Network as much as the Display Network. To get a better return on investment for both options, revise the suggestions about the Search Network and Display Network.
Other useful tips:

- There is no additional charge for advertising on the Google Network.
- When you post ads on the Display Network, you can use additional ad formats (images, video etc.)
- Some Google Network partner sites and products only show the three best ads per page.
- The higher the average positioning of the ad, the more visibility it will have.
- All sites that appear must comply with Google’s AdSense policies.

Best Practices:

- Don’t use the same generic words that all your competitors are using – their tagging is always by auction - increasing the CPC (cost per click) and decreasing the campaign’s ROI.
- Instead, look for niche words using a procedure of trial and error, changing as many words as creativities (no other type of publicity is as cheap as this).
- Optimize the key word association algorithms so that you avoid problems with words that have many different meanings.
- Be careful with depositioning, both in terms of whom our contextual ad appears next to and in what media and digital sections our ad appears in.
- Don’t overuse the latest graphic creativities (not only text) being offered by suppliers. Although it may be worthwhile to try them out, their CTRs (click-throughs) are not proven to be significantly higher than text-only creativities.

SUCCESS CASES

Mitsubishi Electric was not unhappy with the leads generated through their search engine marketing but they were unhappy with the cost that it implied. They decided to bet more on contextual advertising, selecting their line of digital projectors in the USA to try this out. They contracted a specialised agency – MEA Digital – in whose hands they put the media planning, key word selection and creativities development. Within less than a year their CPP (cost per prospect) went down by 70% without decreasing the quality of leads.

Google search network vs. Google content network

Contextual ads in the free newspaper 20minutos’ web

ADDITIONAL INFORMATION

Other related areas and tools:
Brand, e-branding; product, product e-marketing; promotion, e-promotions; commercialization, e-commerce
Ideal targets: any kind of target but especially digital media readers (general and specific)
Types of business recommended: any kind of business
Appropriate markets/sectors: according to the Estudio Sobre Inversión Publicitaria en Medios Interactivos en España (Study on Advertising Investment in Interactive Media in Spain) by PwC
and IAB, in the first semester of 2006, the sectors where this em-tool was most used were: finance, travel, communication, teaching and culture

**Traditional tools it teams with:**
Any type of ad can be combined with them in a mixed campaign

**Traditional tools it substitutes at a lower cost:**
Although there is no exact equivalent in the offline world, radio jingles, and even including them in the classified ad sections

**Online tools which reinforce it:**
Interactive web sites, e-commerce portals

**Online tools with similar objectives:**
Sponsored search engine marketing and promotional minisites

**To learn more:**
Your guide to contextual advertising: [http://www.contextual-advertising.org](http://www.contextual-advertising.org)

**PROXIMITY MARKETING**

**DEFINITION**
Bluetooth technology allows wireless interconnection of any kind of mobile device which counts on this functionality, such as cell phones, PDAs, laptops, digital cameras, multimedia portable players of the I-pod kind, etc. Every Bluetooth compatible device counts on a unique identifier which makes it susceptible of receiving customized content. This allows any outdoor media armed with a bluetooth server to enhance its graphical advertising potential by sending a personalized message to anyone who passes by it with a Bluetooth enabled device.

**IMPLEMENTATION**
Once again, technology- no matter how innovative it results to be- is not key, but getting the user involved; no one keeps his device’s Bluetooth functionality permanently enabled so the challenge is to make him activate it. In order to meet this goal, outdoor media creativity must be engaging enough to have the user read the message which exhorts him to put the bluetooth to work; and besides the contents about to be downloaded to his device must be attractive enough to end by convincing him. This is the real key on which to focus our operative efforts.

Bluetooth beacons have been rolled out extensively since 2015 in the USA, with three platforms fighting over the market to become predominant. Apple (iBeacons), Google (Eddystone) and Facebook (FB Places Tips) are all giving out these devices for free to willing merchants under the promise of improving their customer knowledge and their marketing efforts. Who will be the winner is yet to be seen, as other proximity marketing techniques start to question the BLE beacon realm (namely Wifi, with new customer-tracking and contextualization capabilities).

**SUCCESS CASES**
Benidorm, a major Spanish vacation town on the eastern coast, installed a network of BLE beacons with the objective of positioning itself as a smart city. A new app for iOS and Android called “Visit Benidorm” teams up with the beacons in delivering content, information and
suggestions for tourists. Their behavioral and interaction patterns are also collected and mined for useful insights. Tourists can have relevant, enhanced experiences, in real-time, exactly when they need them, while city managers may obtain useful information to better delight their guests.

Bluecasting at work

Range Rover’s bluecasting in Manhattan

ADDITIONAL INFORMATION

Other related areas and tools:
Promotion and commercialization

Traditional tools it teams with:
Outdoor media advertising

Traditional tools it substitutes at a lower cost:
Sampling

Online tools which reinforce it:
Screensavers and wallpapers; m-coupons

Online tools with similar objectives:
SMS Marketing

To learn more:

RICH MEDIA ADS

DEFINITION

Traditional Internet banners consisting of cyclic animations are about to become a low cost tools for secondary media. They are being substituted by a new generation of visual e-advertisement pieces called Rich Media Advertising which, being a mixture of Internet online games and TV spots, happen to treble CTRs (Click Through Rates).

It’s a new online advertising tool based on hiring commercial space on digital media to offer the users audio and video streaming content enriched by newest animation techniques as well as downloadable software they can interact with.

IMPLEMENTATION

The Rich Media Ads with best results are those which get active when the user’s mouse moves over them launching multimedia staff to give a detailed explanation of the advertised products or services. This multimedia content is hosted on streaming (on-demand video) third-party servers,
which allow visitors of massive media (such as portals, online newspapers, etc.) to start watching the content while it is still being downloaded. This eliminates the problem of downloading much more complex creativities (up to 40 times heavier) allowing access to much more sophisticated content even to users who have no access to broadband connections.

The reader will already have realized of the two most obvious advantages: it’s much easier to gain users’ attention; and the concepts being communicated are much more easily detailed. But the main advantage is not as intuitive as these two: rich media ads efficiency can be tracked in much more detail than that of traditional banners, for which the only available information was the number of impacted users and the percentage of them who have visited our site. With this new tool we can measure users’ interactivity and detect what’s really interesting for them: the average time they devote to watch the rich media ad, which parts of it have been the most interesting ones, at which point most of the users drop, if they review it, if they activate the sound, …

SUCCESS CASES

Audi launched its A3 Sportback model wanting to target mid- to upper-class potential clients with an established idea of luxury. Through a rich media ad exclusive for tablets, their marketing department wanted to recreate the experience of a client visiting the Audi showroom. The tailored creativity made it possible for users to interact with the ad in many, many ways, such as configuring their preferred model of car, seeing it in virtual 3D, being able to rotate it from every angle, watch videos, and ask for an appointment to test-drive as well as for a detailed quote. This rich ad engaged customers immediately, garnering 18% of interactions, and at the same time at a very low cost per user.

Audi A3 advert targeted upper class clients

The ad engaged customers well

ADDITIONAL INFORMATION

Other related areas and tools:
Communication, commercialization, branding and product marketing

Traditional tools it teams with:
All media-mix tools for an advertising campaign (Ads, etc.)

Traditional tools it substitutes at a lower cost:
TV spots addressed to younger targets

Online tools which reinforce it:
Interactive Webs, e-Commerce Portals and Promotional Minisites

Online tools with similar objectives:
Banners/Skyscrapers, Interstitials/Layers/Flies, Pop-ups/Pop-unders, Microspots/m-videos
E-MAIL MARKETING

DEFINITION

E-mail is one of the most intensively used Internet services. The first thing most Internet users do once connected is check their e-mail accounts. From a company’s point of view, e-mail is essential for their communication, both internal and external. Regarding marketing, e-mail is the basic tool to keep a sustained dialogue with customers along the whole commercial relationship, but its main functionality serves advertising as one of the most powerful leads generator ever.

E-mail marketing is also a perfect complement for offline marketing; 200 billion commercial e-mails were sent in the States during 2004 generating $4,800 millions revenue and reaching a 15% average answer rate.

A good segmentation and a professional approach are the key operating factors to maximize e-mail marketing benefits (costs cuts, interactivity, customization, low intimacy invasion and time and distance reduction) and minimize its disadvantages (lists quality and legal and brand risks). If both factors are met, really cheap OTSs (Opportunities To See) will be generated to achieve the desired amount of potential customers.

IMPLEMENTATION

Key factors for defining a successful e-mail marketing strategic plan are the following:

- Planning. We should define: communications format (HTML, text, etc.); creativity type; sending frequency; degree of customization; and action total coverage (definition of our target segment).
- Management. We have to define how we are going to handle our technical (software, hardware, communications, etc.) and strategic (databases fine-tuning, hour and week day to send the e-mailing, etc.) resources.
- Testing (tracking). We need to evaluate each of the actions we are preparing to be able to determine the most effective and profitable type of communication. To meet this goal pre and post campaign tracking tests are a must.
- Measurement. CTR (click-through) and conversion rates (registered users, final buyers, etc.), drop-outs and non-delivery ratios must be weighed-up to increase our communication efficiency.

SUCCESS CASES

Microsoft Store needed a new approach to their email marketing, especially wanting to add segmentation to their lists to achieve contextual and relevant email loyalty campaigns which were attractive to their customers. Attempting to understand their cohorts, they launched large email campaigns, segmenting their database using behavioral data and analyzing the results. Looking at past interactions, they sent post-purchase emails targeting customers who had bought their Surface PC when the docking station came out. They also targeted based on predicted probable behaviors (next-best-offer), segmenting customers labeled as “Gamers” to send them blast campaigns to pre-order their next Xbox console. These predictive data-driven campaigns increased email revenue by 600% making a huge impact on their bottom line.
Microsoft store launched large email campaigns

Additional Information

Other related areas and tools:
Communication, commercialization and trade marketing.

Traditional tools it teams with:
All media-mix tools for an advertising campaign (ads, etc.)

Traditional tools it substitutes at a lower cost:
All direct marketing tools, specially postal mailing (lower cost and higher reach)

Online tools which reinforce it:
Multimedia electronic documents, Interactive Webs, e-Commerce Portals and Microspots

Online tools with similar objectives:
Newsletters, Distribution Lists, SMS Marketing and electronic transactions marketing

To learn more:
Marketing with E-mail. Shannon Kinnard. ISBN: 1885068689

IADS

Definition

iAd is the new Apple platform for advertisers to reach millions of iPhone and iPod touch users through their favourite apps, at the same time it offers a new source of revenue for developers. The idea behind iAd is to combine the emotion of the advertisements that we can see on television with the interaction that surfing the internet provides through cell phones. This means quality publicity that is more attractive to the user because of the way in which it can be integrated into the iPhone OS 4.

iAd aims not to be intrusive. The advertisements are within the application itself and permit the user to access all of the content without having to leave the app, and being able to return to it at any moment.

Implementation

iAd advertisements are done via HTML5 and come out really well, just like we can see in the cases of Toy Story 3 or Nike. What is more, thanks to the inclusion of new web standards, we can access extra information, make purchases and even play mini games.
But not everything is so easy. Apple supervises the advertisements (for example, they have already eliminated the possibility of placing iAds –no matter what kind- in applications for children), which may make advertisers a bit wary. But the motive is neither more nor less than guaranteeing good publicity, although of course this may be considered as something objective. Either way, they do not usually go any further than slight warning signals about what might not be suitable.

SUCCESS CASES

The new Nissan Leaf minivan is advertised through the iAd system allowing users not only the opportunity to win one of these incredible cars but also a trip to Disney World for the entire family.

The Nissan Leaf iAd, focuses mainly on the car's features such as interior lighting, spaciousness and efficient fuel consumption.

Using this platform, the advertisements are aired in these applications via communication media such as The New York Times, giving consumers the opportunity to take part in the contest.

iAd for Toy Story 3

iAd for Nissan Leaf

ADDITIONAL INFORMATION

Other related areas and tools:
E-commerce and e-promotion

Traditional tools it teams with:
Television: http://www.youtube.com/watch?v=8vWVtpCfLX8&feature=player_embedded

Traditional tools it substitutes at a lower cost:
Television spot

Online tools which reinforce it:
Mobile Apps

Online tools with similar objectives:
Podcasts (MP4)

To learn more:
http://advertising.apple.com/
SOCIAL ADS

DEFINITION

Social networks have been consolidated as platforms oriented towards the business world. If you are not actively present in them, it is practically impossible to achieve the necessary online reputation that leads a consolidated brand. The analyses and forecasts for this year, 2011, place the active presence of brands within social networks as an absolutely necessary starting point for achieving success in any business.

Nevertheless, each social network has its own characteristics that make it more or less adequate for one or the other marketing objectives. Facebook, with more than 2,000 million users, works just like a meeting place for people with similar needs and interest. It is a social network where users share their needs and interests as much on a professional level as on a social one. This consolidates it as the most important general social network on a global level and from a marketing point of view makes it especially interesting for products and services aimed at large markets, such as those of leading consumer products.

Facebook is more efficient at identifying needs and, based on those needs, establishing variations in marketing strategies, imbuing them with the dynamics that underlie these identified needs.

IMPLEMENTATION

Nowadays, some 60% of Spanish companies have their own Facebook page. It has become one of the best tools for the communication and distribution of cheap and efficient viral marketing.

When buying publicity space on Facebook, you have the option of dividing up you potential clients by age, sex and you can even specify the geographical area where you want your advertisement to be seen. That's quite interesting, isn't it? The price of publicity varies as much by size as by length of time on the network. Nevertheless, it is much cheaper than advertising on the other social networks. What is more, it is not necessary to advertise indefinitely, the good thing about Facebook is that it works like a chain. For example, you advertise for a week, you gain “x” number of followers. At the same time, the friends of your followers may also become interested in your product and profile, therefore, in this way, multiplying your number of followers.

With reference to unpaid communication on Facebook, the main thing is to be able to develop experiences for our clients and potential clients that are aligned with the brand's values. These values may vary in each case and may be anything from a game to a product sample via a contest, a demo or even a simple debate about the products and services being offered by the brand. In any case, the two keys to success will be in testing the experience to find out its level of engagement and the frequent publication of content related with it. In this way it is convenient to bear in mind the posts that are uploaded in the morning, these are what generate a greater quantity of commentaries and interactions (what is published in the morning generates a 39.7% greater participation than what is published in the afternoon) and that there are 3 peaks in activity during the working day: at 11am, 3pm and 8pm. These are some of the (free) ways of making our product, company or cause known on Facebook:

1. Our user profile
2. Groups
3. Pages
4. Events
5. Notes and Photos
6. Messages
7. Marketplace
8. Share / Posted Items
9. Networks
10. Mini Feed and News Feed

SUCCESS CASES

With a very low budget and one of the basic Facebook tools (tagging), Ikea has created a curious interactive campaign – unlike the usual formats found on social networks – specifically for the opening of a new store in Malmo, Sweden, which is, according to the company, the most modern store to date. It all started with the creation of a profile for the director of the new establishment, Gordon Gustavsson, who uploaded photos of store showrooms in his personal album. The first users who tagged the products that appeared in the images with their names, won them. So that is how the viral marketing started, in the most natural way, on Facebook: via news between the contacts. The Ikea campaign achieved visibility without even having to put a banner: http://www.youtube.com/watch?v=LlsyeUFK1o

IKEA: Facebook Showroom
Facebook Profile
IKEA: Facebook Showroom
Video

ADDITIONAL INFORMATION

Other related areas and tools:
e-Communication, Markets e-Research, e-Commerce

Traditional tools it teams with:
Guerrilla Marketing, TV publicity

Traditional tools it substitutes at a lower cost:
Outdoor advertising, traditional coupons

Online tools which reinforce it:
Marketing Viral, YouTube Marketing, Blogs

Online tools with similar objectives:
Twitter Marketing, LinkedIn Marketing

To learn more:
Facebook Marketing for Dummies; Paul Dunay, Richard Krueger; ISBN-10: 0470487623
E-MARKETING TOOLS FOR BRAND BUILDING: E-BRANDING

WEBS 2.0

DEFINITION

More than 15 years ago when e-marketing was born, web sites were more of an evolved virtual business card that only the trendiest companies used to introduce themselves to their potential customers across cyberspace.

Web sites today can be made into real branding tools: selling online is not mandatory or even advisable in certain occasions; sometimes the real key to success is to be able to induce the visitor to make a purchase through a different channel from your branded website. And nothing better than meeting this goal by letting users know your way of doing business via interactive websites which allow them to have a key role in the experience.

IMPLEMENTATION

The first issue to take into account when building an interactive and social web is to focus on your clients and potential customers’ peculiarities. Never mind the technological development (internal or outsourced), if user experience and design are not outstanding in the eyes of our target then it will most probably not be successful. You should seek professional advice regarding web design in the same way you hire the best agency your money can afford when designing a creative brand campaign. Please remember that developing a website is not a one-off activity, but an ongoing effort of never ending improvement. Also, brand websites need a complete redesign once in a while, being well paid off after a couple of years at most.

SUCCESS CASES

If we have a look at the webs which appear on the winners category in 2016 you will find beautiful gems like National Parks, by Google (https://artsandculture.withgoogle.com/en-us/national-parks-service/parks) where you have a full-on experience of the most amazing places in the US. You may also find Citroën’s full interactive catalog of every car model built since 1919 (http://www.citroenorigins.co.uk/en). Maybe you even stumble upon the bizarre choice of creativity for Spanish shoe-maker Camper’s fall collection website (https://www.camper.com/en--content/fall-winter-16/kings/fidelius).

Citröen’s website is featured on awwwards.com
Camper website is featured on awwwards.com

ADDITIONAL INFORMATION

Other related areas and tools:
Advertising and communication
Traditional tools it teams with:
Brochures

Traditional tools it substitutes at a lower cost:
Corporative presentations

Online tools which reinforce it:
Screensavers, wallpapers and animated cursors; e-cards; online games marketing; forums; e-quizzes; online shopping assistance

Online tools with similar objectives:
Domains management; blogs

To learn more:

BLOGS CORPORATIVOS

DEFINITION
A blog is an open web site which periodically compiles texts or articles from one or several authors regarding any theme. The contents are offered chronologically and readers are allowed to post their comments for every new entry, but the author(s) may have the right to moderate and delete the ones they consider not suitable. There are multiple kinds of blogs: personal, journalistic, entrepreneurial or corporate, technological, educational, etc.

The ones that really matter to companies are corporate blogs, released with the support of the organizations, which they use to meet their marketing and reputational goals. A blog is also an important lead magnet, attracting search engine customers through SEO efforts. Inbound marketing has perfected the art of pulling users to click on their sites and capture their emails with several content formats, such as e-books, infographics, newsletters and more.

IMPLEMENTATION
To launch a blog requires no technical skills; thousands of people with just basic IT knowledge do it everyday. There are several free tools for blog developing. Blogger (www.blogger.com) is the most famous one and besides it also offers free hosting services. However free hosting is precisely what makes this free tools so dangerous for corporative blogs: if there’s any problem all contents are hosted on third-party servers (over which you have no control) and might be lost. That’s why the best possible solution for companies is to buy a blogs releasing standard licensed engine, the most flexible and reliable of which is MovableType. Other important issues to take into account regarding corporate blogging is the need to provide visitors RSS feed services, so they can configure their RSS readers to be able to automatically receive all our new posts, and to get aggregated by sites such as www.stumbleupon.com or www.reddit.com.

SUCCESS CASES
A pleasant success case is that of Barbies’s Blog, in which the manufacturing company puts the values they want to transmit regarding their doll in its own mouth, thus being able to get much closer to their target segment: little girls who usually want to take after their playing partner and use the blogs to check its thoughts day after day.
Barbie's blog, an example of branding via blogs

Blogs aggregator from Adobe (former Macromedia)

ADDITIONAL INFORMATION

Other related areas and tools:
Product marketing and communication

Traditional tools it teams with:
All public relations and branding tools

Traditional tools it substitutes at a lower cost:
Products pre-tests, gazettes and press dossiers

Online tools which reinforce it:
RSS Marketing, direct search engine marketing and interactive webs

Online tools with similar objectives:
Forums and e-Public Relations

To learn more:

ONLINE GAMES MARKETING: E-GAMES AND M-GAMES

DEFINITION

Keeping in mind that one of the main uses of Internet is leisure, it seems clear that one of the best vehicles for transmitting a marketing message should be an online game. Newzoo’s Global Games Market Report shows the global gaming industry will amass revenues shy of $100 billion in 2016, up 8.5% against the previous year. The mobile gaming industry will overthrow PC gaming for the first time ever in 2016, accounting for $36.9 billion of total revenues.

But the Online Games Marketing concept is more oriented towards branded entertainment rather than viral marketing itself: the key idea here is to have users resend a link to a virtual game related to our company and embedded in our corporate web or a minisite.

IMPLEMENTATION

The typical marketing e-game works on a web platform is quite addictive and counts on quite simple contents. This variety of e-games goes under the name of advergaming and in all of them the users plays on his own challenging the system. But this is not the only kind of game: although less frequent, there are several others depending on the type of platform and the number of competitors: VR Advergames use virtual reality to increase playability by using special gloves,
helmets, etc. that the user finds at the point of sale as part of the promotion material; 3D Virtual Games incorporate the third dimension in web environments to provide additional amusement; and Group Virtual Games count on a double attractive: on one hand for users who compete against one another and on the other side for the audience when taking place in machines installed in promotion points with a lot of traffic (for instance, the successful Telefónica MoviStar campaign which used motorcycles racing console-games in big malls).

SUCCESS CASES

Wanting to promote their products, ice-cream brand Magnum launched The Magnum Pleasure Hunt in 2011. In this advergame, the protagonist was a young girl searching for chocolate ice-creams throughout many well-known sites and blogs, including YouTube or Spotify. The results for this mini-game were amazing, reaching 7 million people, each one playing for 5 minutes on average. A sequel was launched after that, “Magnum Pleasure Hunt: Across the Globe” generating 15 million impressions via Twitter, Facebook and other social, more than doubling the reach of the original advergame. [https://www.youtube.com/watch?v=c1PuNGYmB6Y](https://www.youtube.com/watch?v=c1PuNGYmB6Y).

Magnum launched pleasure hunt in 2011) Pleasure hunt generated 15 million impressions

ADDITIONAL INFORMATION

Other related areas and tools:
Product marketing, promotion and advertising

Traditional tools it teams with:
All branding ones, but especially print ads which include the e/m-game url/cell number to be able to access/download it.

Traditional tools it substitutes at a lower cost:
TV Spots

Online tools which reinforce it:
Promotional minisites, interactive webs and e-mail marketing

Online tools with similar objectives:
Viral Marketing and Rich Media Ads

To learn more:
LINKEDIN MARKETING

DEFINITION

LinkedIn is a social network used by professionals. It was created in 2003 and scarcely 4,500 people signed up for it in its first month. Now, after some years, LinkedIn has 500 million professionals from all over the world.

In the first years after its creation, LinkedIn was mainly used to look for a job. Nowadays LinkedIn has some new functions which considerably increase its marketing opportunities for any professional. For this reason, it is not at all unusual for the Marketing Departments of companies with products of complex sale – where many members of the client company may take part in the purchasing – to have LinkedIn as one of their favourite sources for generating leads.

Basically there are two big techniques for generating leads in LinkedIn:

- Those based on direct contact with people within our network, in our network of contacts and other members of the LinkedIn groups to which we belong or even people with whom we have no common link via LinkedIn internal e-mail or paid for messages (InMail) or directly or by telephone. We are referring to unsolicited messages, which in general would fall under the category of spam and of which we are not going to deal with in this post.

- Those based on creating and developing a relationship with our potential clients, in offering useful and relevant content and building a dialogue with them about our solutions. These are the techniques that we are going to look at in more detail following on from here.

- Investing in social ads, as the effectiveness of these has increased in the past two years, with social hyper-segmentation and targeting options, as well as added value re-marketing capabilities.

IMPLEMENTATION

LinkedIn is a means of communication that encourages us to be descriptive. We need to take each step in this social network strategically and try to explain our achievements and what we can offer in a clear and descriptive way. Here is some advice for best taking advantage of LinkedIn:

1. Contact others through groups and responses
2. Research
3. Take advantage of the applications
4. Make your profile a place of interest
5. Recommendations

SUCCESS CASES

General Electric needed to boost its reputation in energy and healthcare industries all over the globe in very specific areas. They decided to use Sponsored InMails, Banner Ads and News Feed Ads to add some support to many of their existing marketing schemes. The end goal was to build several Groups on LinkedIn around General Electric’s content. Some of the most cherished benefits of LinkedIn are its business-oriented, highly segmented user cohorts. The possibility of reaching in-fluencers and decision makers in specific industries is very appealing. It’s interesting to note the fair amount of tools you can leverage to take advantage of social media strategies. Thanks to LinkedIn, GE achieved a 6% interaction rate with their News Feed Ads, with over 1,300 downloads, and open rates for Sponsored InMails at 13%. Thanks to this activity they achieved true engagement with important industry stakeholders, generating incredible virality, traffic, conversions and growth.
The second example of an important brand using LinkedIn for its marketing is a slightly more creative and adventurous campaign launched by Volkswagen to advertise its Passat. Volkswagen’s action focused on using LinkedIn’s API to create a personalized experience similar to Facebook Connect. The application compared the profiles in LinkedIn among different contacts, encouraging users to complete their profiles. The person who had the most complete profile on LinkedIn won a prize. The beauty of this campaign was that far from distracting from the main objective of LinkedIn, it truly encouraged people to use it even more.

The campaign was a great success in Holland during the spring of 2011 and received many prizes for its innovation.

VW Passat used LinkedIn’s API

General electric achieved 6% interaction rate

ADDITIONAL INFORMATION

Other related areas and tools:
e-Advertising, e-Communication, Markets e-Research

Traditional tools it teams with:
Focus Groups, Workshops

Traditional tools it substitutes at a lower cost:
Direct Marketing by post, traditional PR professionals

Online tools which reinforce it:
Webinars, e-RRPP

Online tools with similar objectives:
Blogs, Twitter Marketing

To learn more:
Revolución LinkedIn (LinkedIn Revolution); Juanma Roca; Ed. Paidós; I.S.B.N: 9788449322785

IPTV MARKETING

DEFINITION

According to IAB (Interactive Advertising Bureau) a vast majority of marketers do not have an IPTV marketing strategy despite the fact that Smart TV will take up more than 70% of world flat screen TV shipments by 2017, up from just a third in 2013 (Strategy Analytics).

Connected TVs already offer brands the opportunity to connect their offline expenses with the rapidly growing market of online content, with applications, advertising campaigns oriented to the electronic programming guide and to home screens.
In addition, the launch of set top boxes such as YouView and TiVo Virgin Media are also ready to meet consumer demand for connected television services.

The concept of IP television (IPTV) is still hazy among the population and among many Marketing directors. Nevertheless, this system is going to become a very important ally in cross media campaigns in the coming years and an extraordinarily powerful marketing tool for clients.

IPTV is Orange TV, Movistar TV and the IP television offered by Vodafone and Ono, televisions with Internet protocol (IP) included among the group of what has come to be called triple play: offering Internet, television calls and television for a flat rate.

IMPLEMENTATION

In a practical sense and with a view to advertisers, IPTV offers various possibilities as much in cross media marketing as in the creation of a new marketing channel for clients and going through added value campaigns where premium content is offered, accessible through the web and with interactive functions; and, in this case, the creation of community.

We can imagine, for example, a buzz action for a popular consumer goods brand on an IP television channel of the company itself where an interactive promotion is developed. Or, a customer loyalty campaign consisting in offering registered users exclusive content accessible by IPTV, Internet or cell phone. The possibilities are limitless and so are the ways to make the action profitable.

Moreover, IPTV on the web (WebTV) allows the broadcast of a linear television schedule grid where the user can view different sections or contents on demand, therefore giving the user an extraordinary variety of choice unknown in the audiovisual world until now.

At the same time, the advertiser gains an additional benefit by having access to high value information for his or her company: IP technology allows statistics to be gathered on the number of viewers, the time spent in each section and users' favourite content. This provides the advertiser with greater knowledge about his or her clients that can be used for future commercial and promotional actions.

IPTV has another application that is also interesting for broadcasting on plasma screens, it presents countless opportunities for large corporations, the government and companies that have waiting rooms, common spaces and commercial spaces to offer a private television channel with ad hoc content created specifically for their target public and at a moderate price (considering what it would cost to create a real private television channel).

Besides being provided with a more personal and interactive programming, the viewer now also has the possibility of choosing the messages he or she receives. This way the publicity can and should adapt itself much more to the audience's interests. This implies developing IPTV projects based on personalizing publicity according to the television viewer's profile through new publicity formulas that allow publicity related with what the viewer is watching to be inserted within the programming. For example, if the viewer likes the clothes that the star of a programme is wearing, he or she can hit pause and buy the clothes online.

Another way to implement IPTV Marketing is to directly create an IPTV channel for the brand.

SUCCESS CASES

In 2008 Land Rover launched Go Beyond, a web site with an interactive internet television channel with a lot of variety of content and dedicated to the spirit of adventure. It was the first broadband
television channel started by an automobile company and one of the most ambitious online projects ever known.

The website and television channel Go Beyond www.gobeyond.tv is focused on real people who live their lives a little unconventionally. It can be accessed from any computer with a broadband connection. In the Land Rover website, www.landrover.com, there is also a link to this new communication channel.

"Go Beyond has to do with going beyond personal limits and experiencing adventure in different ways", according to Phil Popham, General Director of Land Rover. "This means of communication broadens the Land Rover brand's promise to go beyond. It is certainly not just a vehicle website, although you can find out about all of Land Rover's products and many of the adventures shown are experienced in a Land Rover."

The content is a mix of high quality material and covers all aspects of adventure in the 21st century: fascinating journeys; extraordinary 4×4 Land Rover events such as the G4 Challenge; food; wine people; and remarkable places.

"We tell the stories of real people who go beyond the ordinary every day," Steve Hobbs, Director of Go Beyond confirms. "Adventure means different things to different people, what we try to do is cover a wide range of extraordinary activities. It might be climbing the Everest or something as simple as coming home from work, preferably through the countryside."

Go Beyond TV is broadcast in English, which reflects the strength of Land Rover in markets such as the United States, the United Kingdom, Australia and South Africa.

ADDITIONAL INFORMATION

Other related areas and tools:
e-Advertising, e-Communication

Traditional tools it teams with:
All those of offline branding

Traditional tools it substitutes at a lower cost:
TV Spots

Online tools which reinforce it:
EM and Contextual Advertising

Online tools with similar objectives:
Rich Media Ads, Podcasts, YouTube Marketing
PRODUCTS DISTRIBUTION AND E-MARKETING TOOLS: TRADE E-MARKETING

AFFILIATE MARKETING

DEFINITION

Affiliate marketing is a type of trade marketing through paid commissions online in which a company (advertiser) financially rewards another (publisher) for bringing potential customers to it by means of a series of links the latter introduces in its web site. These hyperlinks may have two different goals: direct sales of the products/services, or simply redirecting potentially interested users to the advertiser’s web site. Affiliate agreements between advertising and publishing companies are developed through the so-called Affiliate Networks, which work following two different models:

- **Per Click.** Everytime a user visiting the editor’s web clicks on the affiliate link and visits the advertiser’s site, a certain amount of money (variable upon agreement) is earned by the publisher.

- **Per Sale.** In this case, the editor receives a comisión per every sale the advertiser completes thanks to the affiliate link, which is tagged in order to identify clients coming through this channel.

IMPLEMENTATION

The key issue here is to design the strategy that better fits each case and to develop it correctly. There are two different possible options for doing so:

- **Internal development:** the company develops its own affiliate program and asks a software developer for writing the code. In the meanwhile they may begin looking for the affiliates desiring to join in and start working with the Admin Office in order to organize commissions’ payment methods.

- **Outsourcing:** in this option the company hires a trusted and experienced affiliate programs provider which takes care of negotiating the best possible conditions with potential editors and collaborating in the program’s strategic planning. The provider will also be in charge of commissions’ administration and payment, while the advertisers will only have to face an overall monthly fee.

SUCCESS CASES

Jeff Bezos, CEO and founder of Amazon, was in a private party and started chatting with another guest who run her own web site and intended to sell books in it. Her intention gave Bezos the idea of asking the lady to link to Amazon (then in alarming red figures) and offering her a commission for every completed sale due to the link. Shortly afterwards, on July 1996, Amazon launched its affiliate program, called Associates Program, by which affiliates placed a banner or a text link in their sites addressing to either Amazon’s homepage or individual books pages. Whenever a visitor coming from an associate’s web page bought a book in Amazon, the editor made the corresponding commission. Soon Amazon P&L’s bottom line abandoned its traditional red ink to stay black since then.
Commissions’ control screen

Affiliate program template for editors’ webs

ADDITIONAL INFORMATION

Other related areas and tools:
Advertising

Traditional tools it teams with:
Agents and commercial representatives’ management

Traditional tools it substitutes at a lower cost:
Word of mouth

Online tools which reinforce it:
Interactive webs and banners

Online tools with similar objectives:
Sponsored Search Engine Marketing (SEM)

To learn more:

INFOMEDIARIES AND CYBERMEDIATION

DEFINITION

An infomediary is normally a web site offering specialized information regarding customers and companies within a certain sector or industry. They take care of compiling, analyzing and distributing all interesting information in the market. Although there are several ways of infomediation, all of them share the vocation of gathering potential customers and sellers at a same place, their site. Thus the importance for companies marketing their products: infomediaries are true catalytic channels which will act as a driving force to increase our sales. There’s an alternative use of infomediaries: as a means of obtaining target's information since some of them sell customer’s and aggregated purchases info (of course counting on all necessary legal permissions). There are four main types of infomediaries:

- Directories: they offer free information through hand-indexed data which allows visitors to easily identify the most interesting sites for their personal cases.
- Smart Assistants: these infomediaries are specialized on locating the products/services which best fit consumers needs following different criteria (such as price, delivery time, tech specs, etc.) give by their own navigation behaviour.
- Valuation e-venues: webs providing information (organized by price, range, products, customer support, etc.) about e-commerce sites as a result of previous valuations via e-surveys and direct feedback from customers.
- Online purchasing groups: these infomediaries are demand aggregators. They just gather consumers interested in purchasing the same products or services to collectively look for better offers not just in terms of price but also assistance, delivery, provision, etc.

**IMPLEMENTATION**

Using this tool does not need any kind of technical implementation but the necessary efforts to achieve a good positioning within most visited infomediaries web sites within the sector. And these efforts should be focused on negotiating with them and on convincing our customers to give positive feedback in the infomediaries’ sites that have this functionality.

**SUCCESS CASES**

One of the classical examples of infomediation is Kelkoo, which compiles information regarding 10,000 e-commerce portals all around Europe in order to help consumers to make up their purchasing decisions.

Google has also launched an infomediation tool based on the same principles; its name is Google Shopping and it sweeps the whole Internet in search for products and shops, offering users quick results perfectly backed by Google’s brand prestige and independence. Google Shopping advantage is that it acquires info by itself through active screening of companies’ webs by similar crawlers to the ones which index them for showing the search engine results, what offers a good opportunity for these companies: they may redefine their sites’ layout and programming in order to improve Google Shopping valuation.

**ADDITIONAL INFORMATION**

**Other related areas and tools:**
Commercialization and markets research

**Traditional tools it teams with:**
All tools devoted to push the channel

**Traditional tools it substitutes at a lower cost:**
Printed directories by industry
Online tools which reinforce it:
Interactive webs, e-commerce portals and marketplaces

Online tools with similar objectives:
Direct Search Engine Marketing, cybermediation, B2B purchasing centers

To learn more:

COMMUNICATION AND E-MARKETING TOOLS: E-COMMUNICATION

STAKEHOLDERS SITES

DEFINITION

This tool includes all kind of websites addressed to stakeholders (so we are talking about internal communications here): shareholders (through specific minisites within quoted companies’ corporative webs); employees (through Intranets, password-protected internal sites which use the same technology external webs do) and distributors (via extranets, semi-private sites in which they can check orders status, etc.).

A corporative intranet is a company's computers LAN which offers Internet-kind tools to simplify and improve operations regarding reports, queries, etc. in order to increase staff's productivity; it's also an excellent tool for internal communication at a workgroup level. An extranet (extended intranet) is a VPN (Virtual Private Network) which results of the interconnection of two or more intranets from different companies and which uses Internet protocols for transmitting information.

Shareholders minisites are devoted to provide them all necessary information for managing their investments.

e-Press Rooms may also be considered as stakeholders sites; an e-press room is a web space used by a corporation to provide corporative information to individuals, professionals or companies which need the info in order to communicate with the public opinion.

IMPLEMENTATION

Both Intranets and Extranets can be built using out of the box solutions which usually form part of integrated ERP systems.

Technical difficulties pop up when ad-hoc programming is the only path for integrating the old client-server applications in the new web-based environment. The key here will be to identify the information that really must be shown as well as the ways for accessing it. Last related point to take into account is safety, in order to avoid critical information robbery.

SUCCESS CASES

Regarding distributors’ Extranets, the typical success case is WallMart, the leader supermarkets chain in USA. They were able to get to this leading position mainly thanks to real-time sharing data with their providers, which allows WallMart to keep stocks to the minimum to such an extent that their main warehouses are their trucks. This system also allows manufacturers to work for them JIT (Just In Time) with huge productivity improvements.
Regarding shareholders’ digital portals, Spanish Ferrovial deserves a special mention thanks to its quality and frequency of data updating, which serves the most basic purpose of these sites: making life easier for shareholders. The website is updated in real-time and contains all the relevant information shareholders may need, including information on Ferrovial shares, an investment calculator, information on the financial results, an interactive analysis tool and an investor diary with relevant dates. In addition to the webpage, the engineering company has recently launched an App, completing the user experience with mobile accessibility.

Last but not least, Intranets: any important multinational counts on a powerful intranet which could work as an example for us, but maybe IBM’s should be considered heads and shoulders above the rest: the blue giant was a pioneer in offering its employees the opportunity of working remotely from home and its intranet was the key element for providing access to the same functionalities available while in the office.

Shareholders Minisite within Telefónica’s Portal

UNM Hospital Intranet

**ADDITIONAL INFORMATION**

**Other related areas and tools:**
Trade marketing and branding

**Traditional tools it teams with:**
Corporative Statements. Staff conventions and team building events.

**Traditional tools it substitutes at a lower cost:**
Employee Handbook. Hundreds of faxes and phone calls devoted to coordinating orders with distributors.

**Online tools which reinforce it:**
Interactive webs

**Online tools with similar objectives:**
Newsgroups and stocks electronic management

**To learn more:**
Corporate intranet: create and manage an internal web for your organization. Ryan Bernard. ISBN: 0471149292

**TWITTER MARKETING**

**DEFINITION**

Social networks have consolidated as platforms oriented towards the business world. It is practically impossible to achieve the necessary online reputation associated with a consolidated brand without having a presence in these social networks. Analyses and forecasts for the year
2011 situate the active presence of brands in the social networks as an essential starting point for achieving success in any business.

Nevertheless, each social network has its own characteristics that can make it more or less appropriate for one or the other marketing objectives. Twitter, is more a search engine in real time and a platform of viral information transmission where news is distributed in real time. What is more, Twitter works as a vital tool for SEO since the visits that it gets through different links are exponential.

Twitter promotes businesses of brand consolidation and accelerates purchasing decisions. With regards to competition and determining added value, it allows us to monitor in real time what is being said about the brand and/or the products being offered.

Direct publicity has not been very developed in Twitter although there have been various successful experiences with the so called Promoted Tweets, these are tweets sponsored by some partners (Best Buy, Bravo, Red Bull, Sony Pictures, Starbucks, Virgin America, etc.) that appear at the top of some pages that come up when twittering that are not only publicity but informative since Twitter –due to its system Resonance– only sends these when they are considered to be useful. They are easily identified, tagged as Promoted when the advertiser pays, and come with all the features: how to respond, how to retweet and how to mark as favourite; and showing only one Promoted per page result of the search.

IMPLEMENTATION

Here are some rules for marketing on Twitter as presented in twitip.com.

1. Posting occasionally is not necessarily synonymous with spamming
2. Think before you promote
3. Think before you speak
4. Learn how to communicate effectively on Twitter
5. Enter into the community
6. Take maximum advantage of your account
7. Plan your messages
8. Don’t go over the top in promoting the product
9. Facilitate conversation
10. Subscribe to relevant feeds

SUCCESS CASES

The combination of a great interactive campaign and Promoted Tweets worked spectacularly well for Toy Story 3, as can be confirmed by the action's CMO and ROI which were so tremendous that a sponsored tweet got 65 million impressions in 24 hours – although a tweet connected to Steve Jobs must have also had something to do with it...

Based on their "choose happiness" claim, Coca-Cola advertised on Twitter to make users happy and enjoy. Since 2011 when they launched the campaign, Coca-Cola went on to connect with people in happy moments such as holidays, festivities, summer travel, sport events or music festivals explaining for each moment the meaning of #ChooseHappiness. You can find the extended case here: http://www.campaignlive.co.uk/article/twitter-reveals-insights-best-social-campaigns-2015/1380415#RfQmSwHrYWw8OYcs.99
ADDITIONAL INFORMATION

Other related areas and tools:
e-Advertising, Markets e-Research

Traditional tools it teams with:
Focus Groups, Guerilla Marketing

Traditional tools it substitutes at a lower cost:
Traditional Market Studies, Press Releases

Online tools which reinforce it:
Traditional Market Studies, Press Releases

Online tools with similar objectives:
Blogs, Facebook Marketing

To learn more:
Twitter Marketing Personal y Professional (Twitter Marketing Personal and Professional), José Antonio Carballar, RC Libros. ISBN: 978-84-938312-2-6

BUSINESS VIRTUAL COMMUNITIES

DEFINITION

A Virtual Community is a social aggregation that emerges from the net when a sufficient number of people engage in public discussions long enough to develop personal relations through cyberspace. When classifying virtual communities, a distinction must be made between the user oriented ones (in which participants decide the community theme, maybe geographically, demographically or by topic) and the ones oriented towards organizations (vertical, horizontal or geographic, whose themes are defined accordingly to the objective and working areas of the firm promoting them). The latter model corresponds to Business Virtual Communities.

IMPLEMENTATION

Business Virtual Communities about to be created should fit one of the following models: communities around a product; a service; a certain professional activity; formative communities; sales networks ones; or brand reinforcement communities (either introduction or entertaining ones). In order for Business Virtual Communities to be attractive for future users, its structure must be carefully planned. This structure should consist of the following components: a set of individuals sharing a common culture, a common room (cyberspace), a group of mandatory rules or norms and a managerial team who control and administer them.
Steps to follow in order to successfully develop and maintain a Business Virtual Community are: its feasibility analysis, planning, services and technical platform selection and implementation, managers training and strong promotion till achieving a critical mass of users.

SUCCESS CASES

In Spain, Coca-Cola created the "Movimiento Coca-Cola" (Coca-cola Movement), a virtual community which offered its more than a million users the possibility of playing, chatting or exchanging promotional coupons. According to Hugo Giralt, Coca-Cola Spain's e-Marketing manager, the Movimiento community meant lower investments in markets research, promotions and logistics and a bigger and more efficient advertising impact for Coca-Cola in our country.

Regarding Business Virtual Communities as a internal Communications tool, Crédit Agricole-Lyonnais has created about 300 communities for its staff, involving above 2,500 employees within an organization's competitive turn-around program.

ADDITIONAL INFORMATION

Other related areas and tools:
Markets research, branding, promotion, advertising and commercialization

Traditional tools it teams with:
Company magazines for internal communication; corporative publications and public relations actions for external communication. Regarding Business Virtual Communities uses out of communication, we may refer to point of sale promotions as well as products and markets tests

Traditional tools it substitutes at a lower cost:
Traditional users clubs (company or product oriented), whose offline structure is much more expensive to maintain and its loyalty effect much weaker (since each members' perceived value is much smaller)

Online tools which reinforce it:
E-commerce portals, interactive webs, online coupons, forums, distribution lists and chats

Online tools with similar objectives:
Social networks and e-events

To learn more:

**RSS MARKETING VS. DISTRIBUTION LISTS**

**DEFINITION**

RSS (Really Simple Syndication) Marketing, a.k.a. Syndicated Contents Marketing, was born as a service meant to offer blogs to its frequent visitors so that they could keep up-to-date with the latest posts without the need to permanently visit the weblogs. When a client or potential customer subscribes to an RSS feed from a certain company, he starts receiving information without having to give his e-mail address since he checks it out via an RSS Reader he can download for free (there are several ones to choose). Contents reception via RSS is exclusively based on a simple text format, a feature due to its origin as a service for bloggers, who needed to distribute small doses of plain information, no images, no navigation, just text. However, according to Pew Internet, just a 5% of web users receive content frequently via RSS. That's why distribution lists continue to exist despite of their multiple problems (spamming, etc.).

**IMPLEMENTATION**

Distribution lists services are very simple to implement; just a web front office to receive subscribers data and a back office to provide marketing data mining services using those data. Besides, there’s a list server program for each existing distribution list running under several standards such as Listserv or Majordomo, which differ in the way of subscribing, sending messages or dropping from the list. But apart from technical considerations, what’s key here is to be able to offer contents attractive enough to maintain clients or potential customers’ interest. Additionally distribution lists may or may not allow public feedback from subscribers (received by all members in the list), which means the need for an administrator; however, keep in mind that this functionality is much more suitable for internal communication than for external one.

Regarding RSS Marketing, (whose orange symbols are appearing on more and more webs each passing day), three considerations must be taken into account:

- Don’t forget content is king; nothing new when compared to distribution lists.
- Don’t use the same free RSS management platform most of blogs use; they do not provide such essential marketing functionalities as targeting or tracking.

And please include links to web pages offering the possibility of downloading the main free RSS readers.

**SUCCESS CASES**

We may quote TodoPerros portal in Spain as an example of a good use of distribution lists. It started as an amateur web site for exchanging opinions and tricks for a better care of dogs, but after using this tool for promoting the site, it now counts on more than 140,000 registered users, which provides the site owners important advertising profit.

Regarding RSS Marketing, eDreams, one of the most popular online travel agencies, uses this tool for communicating latest offers to its potential customers, who do not need to visit the agency’s web in order to receive the offers which are best aligned with their personal interests.
eDreams Spain’s RSS Feed  

TodoPerros’ distribution list

**ADDITIONAL INFORMATION**

**Other related areas and tools:**
Branding and advertising

**Traditional tools it teams with:**
Conferences and press releases

**Traditional tools it substitutes at a lower cost:**
Printed bulletins

**Online tools which reinforce it:**
Interactive webs, corporative blogs and e-mail marketing

**Online tools with similar objectives:**
Newsletters and newsgroups; forums; and e-press rooms

**To learn more:**
GRPs in Internet are still low when compared to mass media such as TV since the number of people with access to Internet is still not so big as the number of people who watch TV. Besides the concept of GRP is only valid in terms of transactional marketing. GRPs have to be adapted to be effective in digital media so blended marketing campaigns can be properly measured.

Thus e-GRPs, or electronic GRPs, also named iGRPs ("i" from interactive), are born. This measurement consists of reasonably estimating the number of unique users who will be reached through any online channel and correlate it to the gross number of hired printouts. Thus a relation (e-GRPs) will be obtained which can be compatible with traditional GRPs.

IMPLEMENTATION

In the case of this tool, all the operational effort is on the provider’s side, being the advertiser’s only concern to hire this service, straight or indirectly through the agency.

It’s key to count on a significant panellist's base. If it’s properly structured regarding on and offline media usage, it will be able to provide comparable and significant measurements of the number of unique visitors who get to a site due to a certain piece of an e-marketing campaign. Then comparing this number to the exposure frequency and applying social-demographic targeting an e-GRPS figure will be obtained for each element of the campaign. Finally by confronting aggregated e-GRPs and traditional GRPs within a detailed cost-analysis environment, blended marketing campaigns could be optimized in terms of ROI.

SUCCESS CASES

Procter&Gamble has cooperated with Nielsen Netratings for developing Apollo Project, an initiative addressed to measure online campaigns success integrating digital and traditional metrics under the premise “to compare apples with apples”. The key idea is to measure one day in life of a prototype consumer, evaluating every exposition to an advertising message, no matter the media or channel, but keeping in mind that nowadays TV is no longer media king: for instance traditional radio impact is adjusted regarding online radio one and every connection to Internet is taken into account as it is time devoted to play with videoconsoles. After completing a pilot program with 500 people, a panel with 50,000 members in USA and 70,000 worldwide is in its start-up phase and will be giving P&G a good enough base to start using really significant e-GRPs in order to improve its decision making both in on and offline marketing campaigns.
Impact and exposure graphics from Nielsen-Apollo

Integral report from comScore Media Metrix regarding AOL

**ADDITIONAL INFORMATION**

**Other related areas and tools:**
Advertising

**Traditional tools it teams with:**
Online media purchasing, campaigns organization and campaign control via GRPs

**Traditional tools it substitutes at a lower cost:**
Online media purchasing based on CPM history

**Online tools which reinforce it:**
VRM and Web Metrics/Log Analysis

**Online tools with similar objectives:**
Marketing Decision Support Systems and Profitability Online Control

**To learn more:**

**AVATAR MARKETING (SECOND LIFE AND OTHER METAVERSES)**

**DEFINITION**

An avatar is the second identity a user chooses to represent himself within a virtual world he has joined. This identity consists of a 3D representation of the user based on clothes, appearance and behaviour features defined by its human ‘alter ego’. Second Life (although it might be better to say ‘The Other Life’) is the most popular of these virtual worlds: up to 4 million registered users all around the world, 66% of them between 18 and 24 years old; 1.3 millions of frequent users; 865,000 new users just during January 2007; and what’s most important: €1.14 millions electronically transferred each day. Second Life even counts on its own currency, the Linden$, which has a fixed exchange rate with the real dollar. Let’s think of how many hours younger targets are spending in this kind of worlds instead of in front of the TV.

**IMPLEMENTATION**

There are two basic options: building a virtual world around our brand or going to one of the most popular ones and organizing our marketing campaigns there. Wells Fargo, for instance, followed the first path by launching Stage Coach Island, a world designed to teach children in the right use
of money; and DaimlerChrysler launched Mokitown, a comic-looking virtual world for pre-teenagers to make them aware of traffic security; this option poses the additional problem of developing a community from scratch attracting users to the new digital world. But if what we are looking for is a deep impact in our target, the fastest solution is to use the most important virtual worlds (mainly Second Life) to establish our company there. It’s not mandatory to contact these virtual worlds’ representatives in order to settle a partnership with them to organize our marketing campaigns. Much on the contrary, David Fleck, Linden Labs Vice President of Marketing, has clearly stated that he won’t be dedicating much of his time to company’s heads contacting him. He advises them to purchase an island in Second Life and settle a head office in it; once they have done that they may contact virtual advertising agencies within the metaverse and hire their services.

SUCCESS CASES

McDonald’s has used one of these virtual worlds, Sims Online, to successfully install virtual restaurants in which automated (not controlled by humans) shop assistants sell the same menus you can find in real life: users’ avatars select different food and drink options using collapsible menus. Adidas and Nike are using Second Life to commercialize their trainers, some of which allow the avatar to run faster than usual. Levi Strauss has tested and launched new jeans models in a virtual world called There. American Cancer Society has organized a charitable gala in Second Life using avatars to sell virtual candles to get up to $5,000 donations.

ADDITIONAL INFORMATION

Other related areas and tools:
Markets research, branding, product marketing and commercialization

Traditional tools it teams with:
All the advertising ones

Traditional tools it substitutes at a lower cost:
Advertising via TV Product placement. Focus group for markets research

Online tools which reinforce it:
Forums, chats, blogs and online focus groups

Online tools with similar objectives:
E-games, microspots and rich media ads

To learn more:
PROFESSIONAL CONTACTS NETWORKS

DEFINITION

Professional contacts networks, whose most famous example used to be LinkedIn till Plaxo and Xing showed up, are one of the varieties of the wider category called social networks, like the famous MySpace or Facebook. Leisure social networks were the first to appear and once its communication power was clear, business communication didn’t take long to try to take advantage of this potential and professional contacts networks were born. These networks work on a by invitation only basis and link all professional contacts an executive counts on. When gathering and online interconnecting all executives’ contacts, multiple business possibilities (which were not visible in the offline world) emerge immediately when you realize that a contact’s contact or one of your contacts is precisely the person your company is looking for (may be as a customer, provider, distributor, employee, etc.).

As previously indicated, the most popular and general purpose network of this kind is LinkedIn, which has grown 323% in 2006 and counts on more than 10 million professionals. But there are many of them, even at a local level, like for instance Neurona or Econozco in Spain.

IMPLEMENTATION

Just in case you are thinking of developing a professional contacts network for your company within its sector, these are the minimal functionalities it must count on:

- Contact lists automatic updating.
- Visible profiles.
- Availability for creating new links through introduction services and other ways of online social connection.

If you decide to bet on using an existing professional contacts network, please find some indications you should consider:

- First of all, you should be part of it. While some networks allow straight registration, others demand a member’s introduction in order to be accepted as a new one.
- Time should be assigned for creating good profiles for each of the best executives within the company, perfectly detailing their areas of expertise and interest. And don’t forget to exclude the “career opportunities” option in their profiles if you don’t want them to start receiving job offers from your competitors; professional contacts networks are headhunters favourite weapons!

SUCCESS CASES

In early 2015 beBee, a new social network, started its activity in Spain promising to overthrow LinkedIn through better engagement among users. LinkedIn is well known to have most of its users inactive, with only 1 in 4 users actually using the social network regularly. The founder, Javier Cámara, decided to model beBee as a “social affinity” network, based on, not only professional and cv data like LinkedIn, but also on personal interests, such as hobbies, sports and culture. Hence, the affinity network. According to Javier, the rationale behind this decision was based on the fact that shared, personal interests greatly improve the chances of engaging in professional relationships. In its first year alone, beBee grew to a stunning 9 million users, of which nearly 4 million came from Spain, and the rest came from diverse countries such as Brazil, India or USA (where they opened up shop to try to take over the American territory).
BeBee was founded in 2015

LinkedIn focuses solely on professional attributes

ADDITIONAL INFORMATION

Other related areas and tools:
Branding and advertising

Traditional tools it teams with:
Offline campaigns from Public Relations Agencies

Traditional tools it substitutes at a lower cost:
Commissions to gain business contacts

Online tools which reinforce it:
Search Engine Optimization

Online tools with similar objectives:
Leisure social networks and e-Public Relations

To learn more: