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## **Planning and management of E-commerce Website**

Guide for startup B2C E-commerce companies

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Guide for startup B2C E-commerce companies

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Business Information Technology  
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## ABSTRACT

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The purpose of this thesis is to help startup B2C E-commerce companies to plan and manage e-commerce website. This thesis is intended to equip current and future e-commerce managers or entrepreneurs with some basic knowledge and practical skills to help them navigate their organizations towards e-business. It does not have any specific commissioner. Thesis will contain most aspects when plan and manage e-commerce website for startups.

Source materials are used as references and these materials were the basis of the research. Book (i.e. Janice Reynolds, The complete E-Commerce Book: Design, Build & Maintain a Successful Web-bases Business) and articles (e.g. Jenny Grannas 2007, What factors are Important in Developing a Successful E-commerce Website?) had a major role in the results of thesis.

This thesis can be continued by another author in the future. The next step for it would be to consider a specific e-commerce company and to find solutions for the company's main problems.

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Keywords:

E-commerce website, Implementation, Management

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# 1 INTRODUCTION

According to new survey reveals from eMarketer, the number of Internet users worldwide will surpass 3 billion in 2015 which is 42.4% of the entire world's population. As the internet has become an increasingly growing market for companies, it has also subsequently revolutionized shopping. (eMarketer 2014, cited 13.1.2016)

Some of the major companies today have grown by taking advantage of the efficient nature of low-cost advertising and commerce through the Internet, also known as e-commerce (Electronic Commerce). At its core, e-commerce refers to the purchase and sale of goods and/or services via electronic channels such as the Internet. It is the fastest system to spread information simultaneously to a vast amount of people. For the buyer, this means that almost everything can be bought online. E-commerce consists primarily of the distributing, buying, selling, marketing and servicing of products or services over electronic systems such as the Internet and other computer networks.

The changing market represents a vast opportunity for businesses to improve their relevance and expand their market in the online world. By 2013, worldwide e-commerce sales reached \$1.2 trillion, according to Statista. More than 40 percent of Internet users — 1 billion in total — have purchased goods online. (Richter, Cited 13.1.2016)

There are countless different e-commerce websites for the users to choose from. This raises the demands on the retailers. It might be fairly simple to start up an e-commerce website, but it is far from unproblematic to make that website successful. There are numerous aspects should be taken into consideration when operating and managing a successful e-commerce website.

E-commerce has become an important part of national economy and social informatization. With the increasing demand for companies with online service, many companies realized that there are several aspects that should be concerned when operating e-commerce website. In the process of running e-commerce website, successful planning, promotion, daily management and maintenance, effect on e-commerce plays a vital role.

The purpose of this thesis is to provide practical skills from real examples to help companies operate and manage a successful e-commerce website. It does not have any specific commissioner, but real

examples about how to deal with various situations in different process of implementation of e-commerce website will be included. The objective of the thesis was to make a guide with the most perspective as possible and to highlight applying theory to practice. The thesis is divided into three parts, e-commerce site planning, e-commerce website management and website optimization with promotion.

Source materials are used as references and these materials were the basis of the research. Book (i.e. Janice Reynolds, The complete E-Commerce Book: Design, Build & Maintain a Successful Web-bases Business) and articles (e.g. Jenny Grannas 2007, What factors are Important in Developing a Successful E-commerce Website?) had a major role in the results of thesis.

This thesis can be continued by another author in the future. The next step for it would be to consider a specific e-commerce company and to find solutions for the company's main problems.

## **2 E-BUSINESS WEBSITE PLANNING**

### **2.1 Background**

Electronic commerce (E-commerce) is the buying and selling of goods and services, or the transmitting of funds and data, over an electronic network, primarily the Internet. (SearchCIO 2014, cited 6.9.2015) Nowadays, Internet has changed the way we do business, whether it's finding new streams of revenue, acquiring new customers, or managing a business's supply chain. (Reynolds 2004, 6) E-commerce is mainstream — enabling businesses to sell products and services to consumers on a global basis.

The web's influence on the world's economy is truly astonishing. The business world knows that the web is one of the best ways for business such as manufacturers to sell their products directly to the public, brick-and-mortar retailers to expand their stores into unlimited geographical locations, and for entrepreneurs to establish a new business inexpensively. (Reynolds 2004, 6)

### **Differences of E-commerce and traditional businesses**

#### **1. The physical characteristics**

Traditional retail stores: a physical store, products visibility, limited coverage area, limited shelf, working hours restrictions, shops rent, property and store managers.

Online retail: products display through images, text and so on. The coverage area depends on distribution capacity. Geographic location is no longer a limit when cooperating with delivery firms. Products can be delivered to home. The Internet made place less important and allows many buyers and sellers to bypass traditional intermediaries. Online stores can be open 24/7; people can communicate as their schedules permit. (Smartamarketing 2012, cited 15.9.2015) In addition, shop operation and customer service staff cost should be considered.

## 2. Products search and display

Traditional retail: Right place for items putting is important for retail store. Generally, products display in accordance with customer shopping behavior. For example, high-profile brand merchandise and promotional merchandise will be placed on the bright location that customers can easy reach shelves.

Online retail: Customer can find satisfying products by search keyword, category, and price range. Pictures and product details description can provide customers with a variety of shopping decision support, such as selling products list, multi-angle pictures show the appearance of the products, video presentation on merchandise, a variety of sort (such as price, inventory, selling, ranking and etc.), personalized recommendation, clear category and display, related product recommendations, product parity function, the combination of commodities and so on. (Zhang &Wang 2009, 9)

## 3. Marketing strategies

Traditional retail: DM (direct marketing), advertising (such as outdoor, newspapers, TV, etc.), text messaging, store and workplace environment of sound, light, smell and other effects can be used to stimulate the purchase, face to face recommend communication through sales staff.

Online retail: SEO / SEM (search engines optimization / search engine marketing), EDM (email marketing), network alliance, the portal advertising, SNS cooperation. Online sellers can use customer purchase information to marketing. In the digital world, customer information is easy and inexpensive to gather, store and analyze. Managers can track marketing results as plans are implemented, receiving play-by-play reports. However, turning huge databases into meaningful knowledge to guide strategic decisions is a major challenge. (Smartamarketing 2012, cited 15.9.2015)

## 4. Personnel structure

Traditional retail: a wealth of retail experience in human resources is important, the number of staff depending on the size of the store operations.

Online retail: IT personnel and network operations personnel is very important. Marketers must understand technology to harness its power. They do not have to personally develop the technologies,



but they need to know enough to select appropriate suppliers and direct technology professionals. (Smartmarketing 2012, cited 15.9.2015)

## **Type of E-commerce**

According to trading partners, e-commerce can be divided into business-to-business e-commerce (B2B), business-to-consumer e-commerce (B2C), consumer-to-consumer e-commerce (C2C) and consumer-to-business e-commerce (C2B).

### **B2B = Business to Business**

It refers to the e-commerce transactions supply and demand sides are business (or business, the company), they use Internet and business networking platform to complete the business transaction process. These processes include: supply and demand information, make order, the payment process, delivery, receive, to determine the distribution plan and monitor the distribution process. (Wikipedia 2015, cited 15.9.2015)

### **B2C = Business to Consumer**

Website following B2C business model sells its product directly to a customer. In a Business-to-Consumer E-commerce environment, companies sell their online goods to consumers who are the end users of their products or services. Usually, B2C E-commerce web shops have an open access for any visitor and user. (Wikipedia 2015, cited 15.9.2015)

### **C2C = Consumer to Consumer**

C2C with B2B, B2C, are one of several modes of electronic commerce. C2C commerce platform provides an online trading platform for buyer and seller. So that the seller can take the initiative to provide goods online auction, and the buyer can choose to bid on their own merchandise. (Wikipedia 2015, cited 15.9.2015)

### **C2B = Customer to Business**

In a Consumer-to-Business E-commerce environment, consumers usually post their products or services online on which companies can post their bids. A consumer reviews the bids and selects the company that meets his price expectations. (Wikipedia 2015, cited 15.9.2015)

## **2.2 Positioning**

Positioning is a strategy that aims to make a brand occupy a distinct position, relative to competing brands, in the mind of the customer. Companies apply this strategy either by emphasizing the distinguishing features of their brand (what it is, what it does and how, etc.) or they may try to create a suitable image (inexpensive or premium, utilitarian or luxurious, entry-level or high-end, etc.). Once a brand is positioned, it is very difficult to reposition it without destroying its credibility. (Wikipedia 2015, cited 13.1.2016)

Positioning helps to establish the product or service's identity within the eyes of the purchaser. A company's positioning strategy is affected by a number of variables related to customers' motivations and requirements, as well as by its competitors' actions.

### **2.2.1 What is positioning?**

In 1970s, American marketing professional and author Al Ries and Jack Trout create "position" theory. In their opinion, the human brain capacity is limited, only limited information can be remembered. But by "positioning" enables the target audiences occupy a place in the brain. (Cui 2015, 15)

Classic "STP" steps of positioning theory:

- (1) Segmentation - defining and subdividing a large market.
- (2) Targeting - determining the target market.
- (3) Positioning - creating an image for a product in a particular sector of a market.

Positioning as fundamental of business operations is the core aspect of e-business strategic direction. On the one hand, e-commerce relies on the Internet to break the traditional commercial channel that is facing distance constraints. In theory, range of customers would be infinitely expanded. On the other hand, the network channels will bring unlimited competition. Effective positioning will help companies stand out from the crowd competitors' offering in ways that hold value for their target market. (Leigh & Demand. Cited 21.9.2015)

## 2.2.2 How to position for E-commerce?

### Industry trend analysis

Industry trend analysis will show overviews of industries with current development situation. Industry trend analysis can be conducted by such questions: what is current value of this industry? How is this industry, is it growing or not? Who are the main competitors or companies in this industry? How is the market share like market size, share and segmentation data? (Michigan State University, cited 27.9.2015)

Companies who are ready to enter a field of electronic commerce must first clear the following problems:

- (1) Does this market exist or not?
- (2) Is it big enough?
- (3) How is annual growth rate in the number?

We take example for global mobile phone industry analysis.

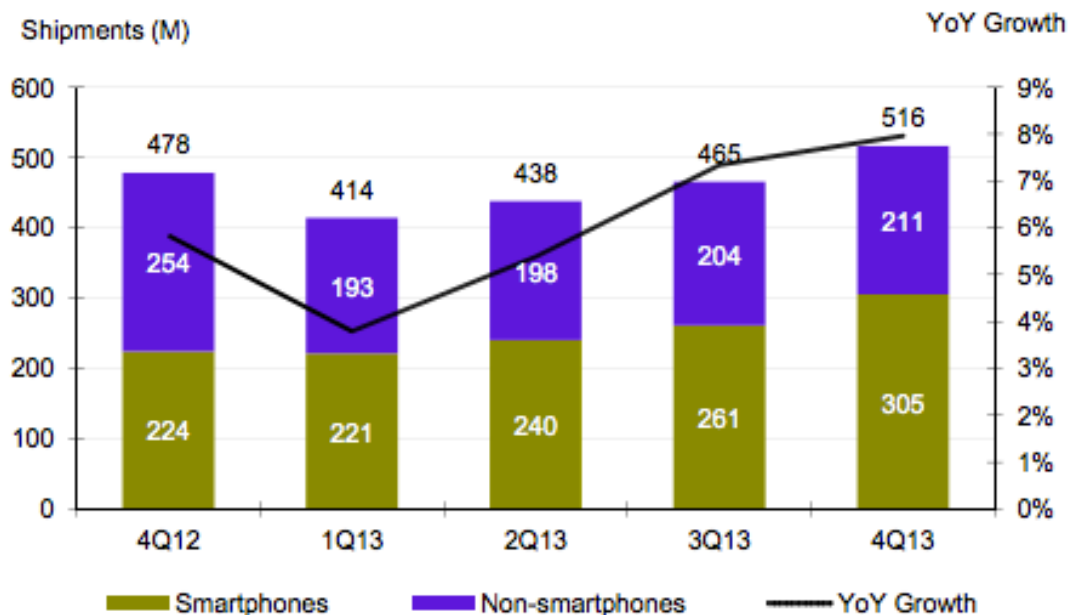


FIGURE 1. Mobile Phone Shipments by Category, 4Q12-4Q13 (CCS Insight 2014, cited 5.10.2015)

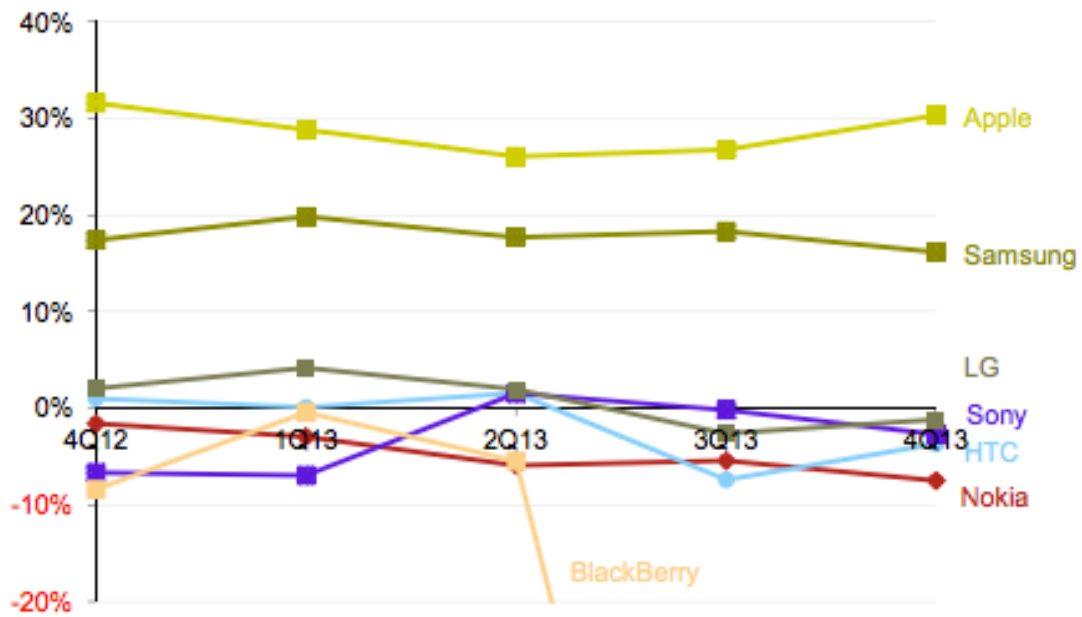


FIGURE 2: Phone manufacturers; operating margin 4Q12-4Q13 (CCS Insight 2014, cited 5.10.2015)

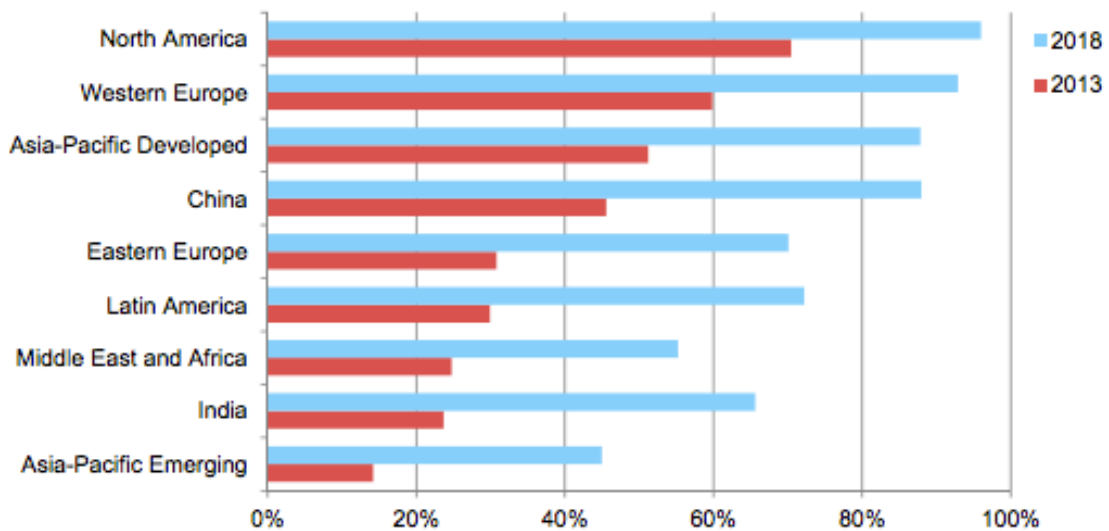


FIGURE 3. Smartphone installed base as a percentage of mobile phone base by region, 2013 and 2018 (CCS Insight 2014, cited 5.10.2015)

As like global smartphone market analysis, three figures show how is smartphone market going on in these years. Industry trend analysis needs to know from several aspects: how big is industry market,

how is the market share, and how is future of this industry. The accuracy of the data directly affects the accuracy of decisions. Purchasing core data from third parties is necessary. There are a variety of free trade analytical data or reports on the Internet. But those data is only for decision consideration, not as a basis for decision-making.

## SWOT

SWOT analysis is used to determine companies' competitive advantage, competitive weaknesses, opportunities and threats. It is a scientific method of analysis to organically combine the company's strategy, internal resources and external environment. S is strengths, W is weakness, O is opportunities and T is threats. SWOT analysis is one of the work that must be done before the e-commerce positioning. Rational and objective analysis is the beginning of a good strategy. (Chapman 2015, cited 13.11.2015)

TABLE 1. SWOT analysis method (Baidu 2015, Cited 5.10.2015)

<b>SWOT ANALYSIS</b>		
	<b>Strengths</b> 1. 2. 3. 4.	<b>Weaknesses</b> 1. 2. 3. 4.
<b>Opportunities</b> 1. 2. 3. 4.	<b>Opportunity-Strength strategies</b> <i>Use strengths to take advantage of opportunities</i> 1. 2.	<b>Opportunity-Weakness strategies</b> <i>Overcome weaknesses by taking advantage of opportunities</i> 1. 2.
<b>Threats</b> 1. 2. 3. 4.	<b>Threat-Strength strategies</b> <i>Use strengths to avoid threats</i> 1. 2.	<b>Threat-Weakness Strategies</b> <i>Minimize weaknesses and avoid threats</i> 1. 2.

Steps of SWOT analysis:

1. Confirm the S (strengths)

- What are you good at?
- Do you have any new technology?
- In which aspect you are better than others?
- Difference between yourself and others?
- Why do you get the customer's attention?
- Why did you get successful in the past?

2. Looking for W (weaknesses)

- What are you not good at?
- What do you lack?
- What cannot meet customer needs?
- Why fail in the past?

3. Identify O (opportunities)

- Unmet needs in market?
- What is the market opportunity for your company?
- What can you offer, new products and services?
- How can attract new customers?
- What is your company development plan in 3 to 5 years?

4. Identify T (threats)

- Market has changed recently?
- What are your competitors doing?
- Can you keep up with changing customer needs?
- Political and economic environment will change? Business environment will affect the healthy development of enterprises?

### **Competitor analysis**

1. Who are your competitors? Competitors are those who have similar products and service with your offer. For example, A Category Top 50 selling shops.

2. What are competitors' most popular products? Competitors' popular products are its core competence. For example, Amazon A Category Top 100 selling products.

By analyzing the data of competing products to help companies develop product strategies.

3. Analysis of competitors' marketing activities. Analyse competitors' store advertising and promotional activities. (Cui 2015, 23)

### **Target market positioning**

Firstly, we need to accurately describe the characteristics of the target consumer:

1. Age range
2. Gender
3. Educational background
4. Income level
5. Life style
6. When do they buy it? When to use?
7. Purchase frequency

Understanding customers is the key to give them good service. Only by getting to know target customers well that company can meet customers' needs. The potential benefits are great, customer loyalty can be increased through positive word-of-mouth recommendation.

### **Products positioning**

The principle of product line:

1. Stay focus. Pre-promotion should focus on products that have biggest advantage and great response by customer. For example, Adidas focus on the clothing and shoes and got great success, then launched the body care products. (Cui 2015, 31)
2. Products rational layout. Product inventories will affect business operations. Too much categories will cause management problems like high management cost and inefficient work, less categories is unable to meet customer need. Products should be divided into 4 categories: flow product (low price products to bring customers to the site), promotional products (to attract customers by promotion activities), profitable product (higher margin products) and the image section (not for seeking sales, but improve store image). (Cui 2015, 31)

3. New product launch strategy. New release is a good opportunity for the site to attract buyers. Shops need to introduce new products regularly and quickly to attract new buyers. Remember to inform buyers by send private messages, mail or magazines when new products launched, (Cui 2015, 31)

The principle of products prices:

1. Price system optimization. High prices will affect sales, whereas low price will affect company image. For product pricing, analyze the target consumer shopping historical data or refer to the average price of competitors' product.

2. Reasonable profit. Product design directly determines the profits of future products. All the costs of a new product should be taken into consideration, like advertising, promotional activities, customer services, develop new products, build efficient logistics warehousing system and so on. Unprofitable product has no future.

3. How to deal with online and offline price-conflict. Prices conflict is bound to happen, consumers have formed that online should be cheaper than offline. If online products are cheaper, the physical store sales will be affected. The more common strategy is to put different product line on online, so prices are not comparable.

## **2.3 Website Planning**

A successful e-commerce company requires a well-coordinated plan. Many elements should be taken into consideration like design competency, public relations, server configuration and sales. If website cannot provide user effective navigation, offer an easy-to-use process for ordering and fulfillment, and maintain high standards of quality control, it will never achieve consistent customer satisfaction. A website is a number of web pages connected by a common theme and purpose. A good design is important to provide customers with easy access to all of website's pages. Careful consideration of the numerous design possibilities for website is essential. (Reynolds 2004, 23)



### 2.3.1 Website design

The successful website starts with a home page that is attractive, easy to understand, and fast loading. When designing your site, there are certain categories of rules or guidelines that people should follow. (Reynolds 2004, 20)

The acronym SPEC can be used to remember the key categories:

1. S - Stickiness and traffic generation: a sticky website is one that keeps visitors not only within its web pages, but also keeps them coming back for more. This dynamic is created with a mix of good content and good design. (Reynolds 2004, 20)

- Content: the content must be presented in such a manner as to draw a visitor's immediate interest and even more importantly, it must turn that visitor into a loyal customer. Website content should include all the needed information for a customer to make intelligent purchases in an easily accessible way. By updating website content to make website fresh and new, so that it can always attract customers' interest and they will be more likely to "bookmark" website, or at least a specific page within your website. Curiosity is a powerful lure and customers will come back to site repeatedly just to see what is changed and what is new. It's the good way to keep customers coming back again by update information. (Reynolds 2004, 20)

- Search engines: Make a list of the top ten items that customers could use to search for website when using search engine. Then incorporate these words in web page content, i.e. make sure web pages include text relevant to those ten terms. The majority of search engines do not index by keyword submissions alone, they send out spiders to crawl your site to check that the keywords you submitted are relevant to the content contained within your website. (Reynolds 2004, 20)

2. P – Performance:

- Speedy downloads: Long download times are unprofitable and unnecessary. There are many reasons why a page may load slowly, e.g. the size of the pipe to the Internet, etc. But at this juncture, just need to ensure that your website's design is not a contributing factor when a customer experiences a slow download..

- Tables: Using HTML tables on a web page allow the organized and specific arrangement of data. The data can be text, images, links, forms, form fields, other tables, etc., arranged into rows and columns of cells. (Reynolds 2004, 21)

### 3. E - Ease of use

- Site Navigation: Make sure that customer can access to all areas of website from the main page. Sitemap is very important function that help customer to go everywhere they want easily. And it is convenience for customer to find right information. Sitemap has a significant feature - search engine optimization which can help website place in top when customer search in relevant keywords. Consider using graphics like images, a clickable picture or video as an attractive means of navigation.

### 4. C - Content visibility

- Viewable: Make sure website can be found as different browsers, and website should have various versions that can suit for different browsing device.

- Plug-ins: When a customer tries to view something that requires a plug-in, which their browser does not support or they have not previously installed, they will get a message asking them whether they would like to install the plug-in. (Reynolds 2004, 21)



FIGURE 4. A simple structure to be used to design online store (Reynolds 2004, 24)

Figure 4 is an example of a simple structure that might be used to design online store. Here are some links about good e-commerce website examples:

[www.kipling.com.br](http://www.kipling.com.br)

[www.reebok.com](http://www.reebok.com)

[www.myownbike.de](http://www.myownbike.de)

[discover.store.sony.com](http://discover.store.sony.com)

[wineshop.hunters.co.nz](http://wineshop.hunters.co.nz)

### 2.3.2 Website features

An e-commerce website should provide the following features:

1. Change content, query and modify functions. Products should be classified according by certain ways. Different companies should find most suitable way for themselves to arrange products.

2. Products display features. Product can be demonstrated in a certain way when the administrator builds product categories.

3. Register as membership. Website should allow every visitor is able to register as member. Membership can help company turn visitors to the loyal customers.

4.The shopping carts function. When the user selected products, they can put products in the shopping cart. After finished picking products, customers are allowed to check and pay from shopping cart.

5. Make and query orders function. When the user picked products, they can form an order with user's contact information and submit to the system. After submitted the order, user can check their order statement by order inquiry program.

6. The order processing functions. E-commerce sites generally use online payment. Once the administrator gets an order and receipt of payment from customers, staffs can start processing orders. If order cannot meet customer's requirements, administrator should inform customer immediately with relevant reason and then turn order processing in the "void" state. Next is logistics, multi-use courier delivery. When the products are sent to the user, administrator can change the status of the order into "has been successful." This system simplifies the procedure of this series in the logistics management.

Detail of features: (Smith, cited 1.12.2015)

- Ordinary users can browse items through the system (by category, type, price, date and so on)
- Ordinary users can register to become members of the website (free registration)
- Members can view and retrieve goods
- Members can order (enjoy the member price)
- Members can view their own orders
- Members can manage their own information (self-service system):
  - Change password
  - Modify the delivery address
  - Modify contact
- Members are divided into sub-level
  - Different levels of membership enjoy different levels of preferential
  - Determine the level by shopping amount

- Membership management by administrators
  - Browse members' history order and information
  - Delete member
  - Specify the membership level
- Administrator can manage product classifications
  - Modify product category
  - Modify products
  - Product sales statistics
- Administrator can manage orders
  - Order inquiry
  - Modify order status
  - Order tracking
  - Orders reminder

E-commerce is as much about selling services and technology. Good shopping experience is key for company remaining customers. If website cannot provide intuitive navigation, offer a user-friendly process for shopping, and maintain high standards of quality control, it will never achieve consistent customer satisfaction.

## 2.4 Case study

Beardband(<https://www.beardbrand.co.uk/>)

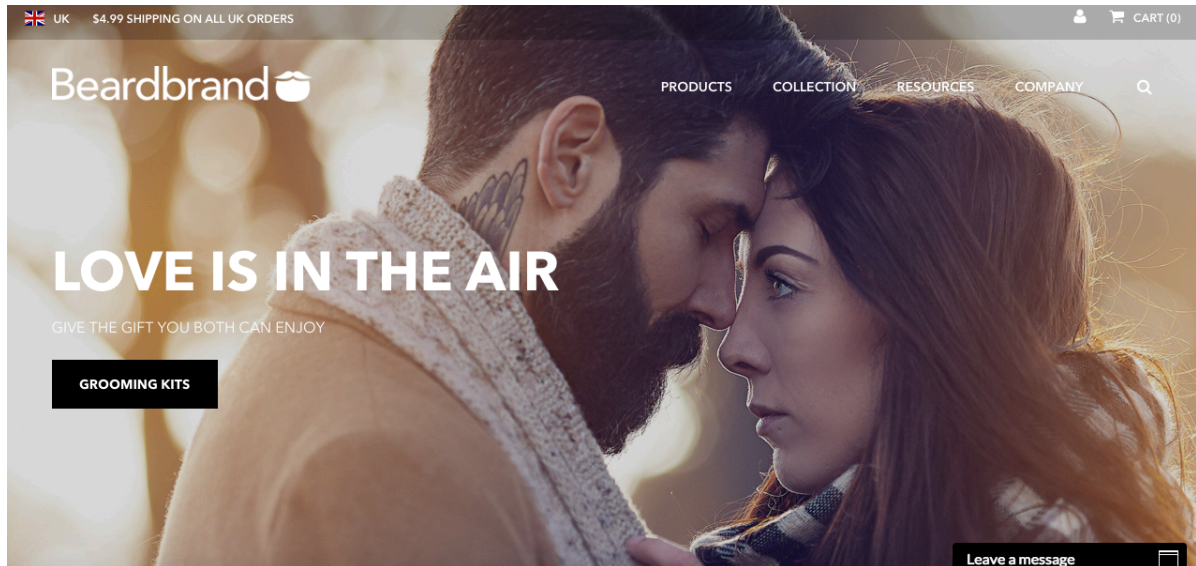


FIGURE 5. Website screenshot of Beardbrand (Beardbrand, cited 20.1.2016)

Beardbrand is an ecommerce store that sells beard oil and beard care products which was founded in 2012. For a new company, how to let people get know this brand is very important. During brand development, company found out two main challenges: (Receiptful, cited 20.1.2016)

More expensive and more exhaustive efforts needed: Eric, Beardman's founder recognizes that building a reputable brand for store takes more time and more money for the long-term.

Staying true to brand by maintaining consistency: Beardbrand chose not to put ads or not to put products on sale because they want their brand to be as consistent as possible in providing premium customer experience. (Receiptful, cited 20.1.2016)

Here are three main points how Eric and his team does it:

1. Focus on the target customer. To start with the branding process, Beardbrand identified who their target market is: an "urban beardsman" and focused all their branding efforts to meet their target market's needs.

2. Redesign the website content. Visual branding is just as important as storytelling branding. In this regard, Eric and his team invested on redesigning their brand's overall such as in logo, website emails and business cards, among others.

3. Create brand image. Eric focused on offering premium customer experience by using high-quality products and service, short shipping time and offering no discounts on products.

We could learn from this case study that if company has a specific positioning strategy, the audience will see its appeal and recognize all the effort you've put into developing a story behind it. Commitment to consistency is key. If you're not willing to be committed to uphold your brand and your company's culture, then you're not willing to develop your brand.

### **3 WEBSITE MANAGEMENT**

Establishing a fully functional, beautiful interface and matching with company positioning e-commerce website is important guarantee for the successful implementation of e-commerce. Establishing e-commerce sites are not the ultimate goal, but only the beginning of e-commerce activities. After the operation of the site, only by continuing to improve the design, provide more services, constantly update, e-commerce site will achieve the goal of establishing the site.

Maintenance and management of e-commerce site is the longest part in the site construction lifecycle, and is also the largest investment of resources. The purpose of e-commerce website maintenance is to allow sites to run long-term stable in the Internet. Timely adjust and update the site's content can seize more networking opportunities in a rapidly changing information society. The quality level of this phase is directly related to the goal of e-commerce site.

#### **3.1 Website maintenance**

E-commerce website management start from establishing a maintenance and management system. Use the Internet — take advantage of its dynamic and interactive attributes. The first step is collecting feedback from customer. Feedback form or advice box can be placed on the website. Encourage customers to involve in it through giving them a little benefit. Customers' suggestions must be taken into consideration. (Reynolds 2004, 161) Make sure that site always achieves optimum performance from customers' point of view and constantly monitor the results. In this way can guide company to make the best-performing choice.

The establishment, management, and maintenance of a website requires a significant investment of time and resources. The best approach is to start with the basics:

- Design site for ease of modification.
- Avoid sloppy formatting, numerous and gratuitous image maps, and superfluous links on every page.
- Know who will maintain and update website and have more than one person that can easily step in and take control.



### 3.1.1 Website content

Today in the information age, people prefer to concern the reliability of information and whether the information is up to date or not. After an e-commerce website set up, make it possible to play a large role in attracting more visitors and expanding customer base. It is necessary to study and track the latest changes, the timely release of the latest product, price, services and other information to maintain the effectiveness of site content. Update website content includes the following three aspects:

1. Maintain the news columns. Website news section is portal of the customer to understand company services that should truthfully present a major activity of enterprises, the latest developments in products, business trends and customer service measures timely.
2. Maintain product information. Product information is subject of the e-commerce site. The site must follow the change, constantly update on product information for maintenance to reflect the true state of the goods.
3. Ensure unobstructed site links, site should always be tested for all the links, to ensure that all links are correct.

How to update the website quickly and easily and how to improve update efficiency, we can take into account the following three aspects:

1. During the website design, full consideration should be given to the site maintenance plan. The overall operation of the site is open, dynamic and scalable, so the maintenance of the site is a long-term work, which aims to provide a reliable and stable system. Making information and content more integrated and make content richer, innovative, and continuously to meet the higher requirements for users.
2. In the web development process and site planning design of the structure, it is not only necessary to ensure the ease of information browsing environment, but also to ensure that the information easy to maintain.

3. Develop a set of information collection, information review, information management system to ensure that release information smoothly. It is necessary to consider both the accuracy and security of information.

## **Annual Maintenance**

Following points are very important and should be checked annually.

### **Copyright Date**

If copyright date is old, customers are sure to question the reliability of the rest of the information on website site and wonder the service that website offered. Whether prefer to continue to update your copyright date manually or add a snippet of JavaScript to have it done automatically, be sure this gets done in a timely manner. (Limon 2015, Cited 6.11.2015)

### **Website Contact Information**

Updates should happen immediately on website when contact information is changed. (Limon 2015, Cited 6.11.2015)

### **Review Policies**

Any time internal procedures are changed, add third-party tracking software, or make even the slightest operational change that will affect anyone visiting website, make sure that update policy page immediately. So add this task to annual web maintenance checklist. For a thorough annual review, be sure to include decision makers in the company that impact company policies such as management, IT, Human Resources and the marketing team. (Limon 2015, Cited 6.11.2015)

### **Company Services**

Whether its upgrades or downgrades to company, it's important that the current services offering are on website. This part of maintenance may seem miniscule, but looking into it deeper, the effects can be pretty damaging—losing potential customers and sales, even current customers losing trust because they are not informed that service was available. (Limon 2015, Cited 6.11.2015)

### 3.1.2 Security

The lack of security of web-based transactions and the ease with which the privacy of online communications can be violated are e-commerce's main stumbling blocks. Internet's openness means that all communication traveling over it is inherently difficult to secure. E-commerce is always facing a wide range of security threats. (Reynolds 2004, 82)

#### **E - commerce security risks**

E-commerce security risks faced by both buyers and sellers in the transaction process are:

- Invasion causing business information has been tampered, stolen or lost by illegal invaders.
- Trade secret leaked to a third party during transmission
- False identity of trading partners and false orders, contracts
- Trading objects repudiation
- Business information security damage due to a computer system failure on the transaction process

There are many security solutions available to minimize information risk:

1. Limit outside access - the first line of defense for any website.

- Firewalls.

- User account security. Never transmit user IDs and passwords in the clear — use encryption techniques. Make the passwords a combination of mixed-case letters and numbers.

- Software security. Every application running on a website must consistently apply a clear security architecture (and must consistently fit within your site's overall security architecture). And another step is to keep abreast of all security alerts for threats against your type of systems. (Reynolds 2004, 90)

- Additional protection for sensitive data.

2. Implement monitoring and analysis solutions - the next line of defense is putting into place routine monitoring. At least, installs log analysis software to monitor system logs and network traffic for anomalies. If budget allows, get a good monitoring system that enables to analyze internal and external firewall activity and identify attempted security breaches.

3. Encryption - this refers to a system that uses encoding algorithms to construct an overall mechanism for sharing sensitive data. Encryption is the security cornerstone for most e-commerce sites.

4. Use a Web-hosting Service - the last line of defense is to consider using a web-hosting service. These businesses provide a professional staff that has the skill and wherewithal to keep abreast of the latest news and technology updates as well as the ability to implement fixes and upgrades at a moment's notice. (Reynolds 2004, 85)

All the security elements involved in business transaction online should be considered:

- Routers: be sure it is appropriately configured
- Firewall: install a firewall
- Disable nonessential service
- User account security: Authentication and authorization are basic way to improve user account security.
- Data confidentiality: ensure that only authorized people can view data.
- Software security: install safety software.
- Content security: avoid website defacement and sabotage.
- Monitoring website: monitor website's usage and take proactive action on security bugs.
- Credit card security: with proper precautions.

## **3.2 Management**

### **3.2.1 Customer service**

Customer service is for consumers (which can be an individual, it can also be organization) to provide professional services to help them buy and experience products, after-sales service and other related aspects of the service. For e-commerce, the customer service line is generally divided into two major categories: online customer service and voice customer service. And online customer service can be subdivided into two types: sales and dealing with problems service. E-commerce customer service in corporate image maintenance, product sales, after-sales maintenance, data collection and other aspects play a crucial role.

A successful e-commerce website must have a good customer service strategy. For e-commerce companies, customers are more cautious since they see the goods only from pictures and text. Therefore at this time, the customer service is particularly important. Through customer communication service, buyers can gradually understand the business services and attitude that company can build customer loyalty and fulfill a broader range of customer needs.

### **Role of customer service**

#### **1. Company image maintenance**

What does E-commerce sell? It is selling trust and real services. When consumers enter the website to browse products, the message which affect purchase decision is only from product pictures and description. And customers are always filled with fear for the unknown products that will lead to a sense of distance and suspicion. Because of this, customer service as important part in the middle of shopping process can clearly explain to consumers shop philosophy, attitudes and other services. Good customer service could help company establish a good corporate image in consumers' mind. (Beard 2014, cited 5.11.2015)

#### **2. Product sales**

Improve the transaction rate through guidance and good customer service. Customers can successfully complete the order with nice customer service. When the buyers have completed a good deal in good customer service, they not only buy products online but also understand the attitude of the seller. When buyers need to buy same product again, they will tend to choose familiar store that has good service.

#### **3. After-sales maintenance**

When consumers bought the product that has quality problems in the physical store, discontent will be reduced if problems can be properly handled. And that will make consumers trust in the brand and business. Similarly, online e-commerce customer service requires even higher professional service than offline customer service, because the initial troubleshooting needs to have very strong professional customer service skills.

#### 4. Data collection

In the actual process of business operations, any department must have real and effective customer information as basis before making relevant decision. Otherwise it will inevitably go into errors. Customer service as an only one that have close conversation with customer is responsible for collecting accurate customer information (such as consumer for amendments to clothing styles, shopping habits of consumers in general, etc.) to help to provide better service.

#### **Customer service strategy**

The pre-sale customer service responsibilities:

1. Good communication skill and computer skill to help improve customer transaction rate.
2. Understand customer needs and provide effective tracking and service, good pre-sales guidance and services.
3. Have clear understanding of company products to answer customers' problems in the shopping process.
4. Maintain existing customer relationship, remind customer promotional activities regularly.
5. Collect customer data and record customer need.
6. Through good service to reduce customer rejection rates and returns rates.

After-sales customer Service responsibilities:

1. Use telephone, online chat work, etc. to fully communicate with customers and help customers to use their products.
2. Understand the real needs of customers, and properly handle customers' complain.
3. Be familiar with the actual use of the products, in professional view to give customers real experiential recommendations.

### 3.2.2 Order and logistics

E-commerce system is system based on Internet and other network which involves many objects like an enterprise, consumer, and government to achieve business objectives.

Logistics plays very important roles in e-commerce system. Logistics is the flow of receiving goods process from suppliers to the physical in order to meet requirements of customers or corporations. The logistics of physical items usually involves the integration of storage, handling, transportation, packaging, distribution processing and security. The concept of logistics management refers to the lowest logistics costs reached the level of user satisfaction with the service, planned for logistics activities, organization, coordination and control. (Wikipedia 2015, cited 20.11.2015)

In logistics functions, the "flow" is the core. Task of e-commerce logistics sector is the using most reasonable cost and time to send products to customers. In order to ensure implementation of this mandate, storage and warehouse supplies being high-efficient management are necessary. Logistics management refers to use basic principles and scientific methods to plan, organize, coordinate, control and supervise logistics activities to reduce logistics costs and improve logistics efficiency and economic benefits. (Ramírez Nicolás 2014, cited 20.11.2015)

Electronic supplier logistics management has the following five sub-goals, referred to "5S goals" :(Cui 2015, 102)

Service – high quality service: no stock, no damage and cheaper costs.

Speed – rapid and timely: quickly served according to user-specified need.

Space – space saving: take full advantage of space and develop three-dimensional facilities logistics machinery to ease the problem of shortage of urban land.

Scale - scale optimization: optimize the layout, a reasonable scale logistics facilities, automation and mechanization of the logistics network.

Stock - stock control: reasonable inventory strategy.

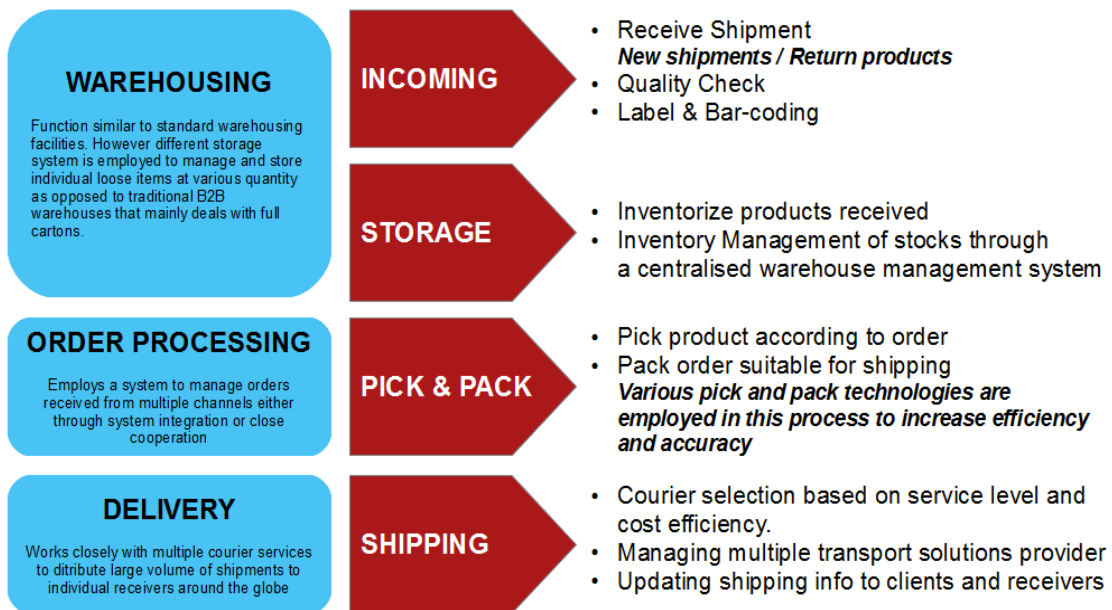


FIGURE 6. E-commerce logistic process (Ecommercemilo 2013, Cited 16.11.2015)

Figure 6 shows that e-commerce logistic process involves several steps: incoming, storage, pick pack and shipping. A logistics and fulfillment plan is necessary for every e-commerce company, which lays out the chain of events from receipt of the customer's order through delivery of the product to the post-sale processes. In order to reduce mistake, every step of logistic process should be double checked by logistic plan. It should be a guide upon which all fulfillment decisions are based.



### 3.3 Case study

Envelopes.com (<http://www.envelopes.com/>)

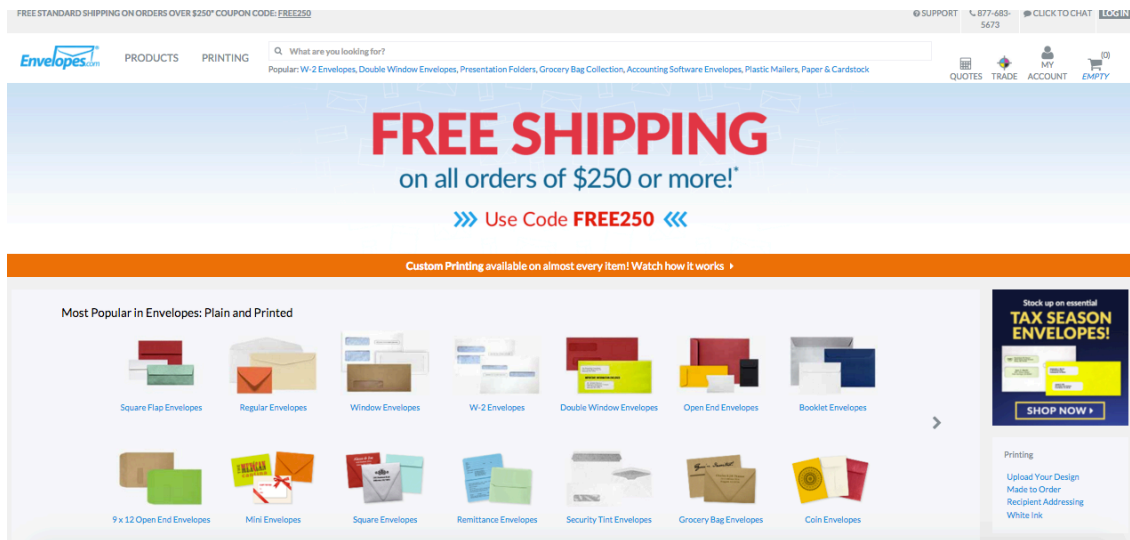


FIGURE 7. Website screenshot of Envelopes.com (Envelopes.com, cited 20.1.2016)

Envelopes.com sells a rich variety of envelopes that come in every size and style. It is an online store which attracts different types of market from individuals to corporations. Their biggest challenge is that customers who visit and leave the website multiple times before buying. Because these shoppers visit the ecommerce website and leave it without buying anything, the cart abandonment was a staggering 51.18% last 2011. (Receiptful, cited 20.1.2016)

Envelopes.com noticed that several steps had to be taken in order to make sure that the right cart abandonment email would be sent to the right audience at the right time. Here are solutions that Envelopes.com used:

Firstly, segmenting the cart abandonment email into three types ensures increased effectively because the email is personalized according to the stage that the abandonment was done:

Product category abandonment: abandonment happened while customer was browsing on different products. Shopping cart abandonment: shopping cart abandonment happened while customer was adding an item to cart. Checkout abandonment: abandonment happened while customer was filling information for checkout.

Then, Email personalization:

Product category abandonment: Email is sent on the day after abandonment and contains three elements: a product image, a “thank you” message, a “shop now” call-to-action button.

Shopping cart abandonment: Email is sent 48 hours after abandonment and contains a header, headline, a call-to-action copy, and the list and product images of the items left in the cart

Checkout abandonment: Email is sent 24 hours after abandonment and contains the lists of products left in the cart and a call-to-action copy to shop.

This simple case study focuses on the importance of sending cart abandonment emails to shoppers. To increase conversion and encourage customer loyalty, just sending is not enough. Company should revise emails according to what you’re sending and who you’re sending it to.

## **4 WEBSITE OPTIMISATION AND PROMOTION**

With the advent of Internet technology and e-commerce, the traditional sales channels have had a great impact. It completely changed the technical basis of the original marketing theory and practice. Business environment has changed, the market has changed and followed by marketing and management will also be fundamentally changed. With the emergence of network marketing and the opening of the Internet market, unfair competition between companies significantly reduced. The Internet has made the competition more reasonable and fair. In order to adapt to the new forms requirement, a new marketing model – Internet marketing is gradually being accepted. Internet marketing is using Internet for media to implement marketing campaigns in new ways and methods. It will more effectively contribute to the achievement of personal and corporate trading activities.

Internet marketing as a new marketing approach to help company reach sales target contains many aspects. On the one hand, the virtual network marketing is targeting for the emerging online market to understand and grasp the changes of consumer characteristics and consumer behavior. It will provide reliable data analysis and marketing data for enterprises in the online virtual market marketing activities. On the other hand, network marketing helps online marketing activities to achieve business goals.

The network has unique characteristics that traditional channels and media doesn't have: freedom of information exchange, openness and equality, and the cost of information spread is very low. Network Marketing as a marketing campaign on the Internet has same purpose with traditional marketing, but the process of its implementation and operation has a big difference.

### **4.1 Search engine optimization (SEO)**

Search engine marketing has become an important part of network marketing. How to make company website to be included in major search engines and get a higher ranking is always research orientation for website builders. Search engine optimization (SEO) is to use some technics to make website in the top places in search engine when someone is using search engine to find something. (Fishkin, cited 16.12.2015) SEO considers how search engines work, what people search for, the actual search terms or keywords typed into search engines and which search engines are preferred by their targeted

audience. Optimizing a website may involve editing its content, HTML and associated coding to both increase its relevance to specific keywords and to remove barriers to the indexing activities of search engines. (Wikipedia 2015, cited 27.11.2015)

SEO technology is not simply a few suggestions, but a need for adequate and meticulous work. Generally, SEO optimization is mainly divided into 7 small steps:

#### 1. Keyword analysis (also called keyword targeting)

It is most important part of SEO. Keyword analyses include: the amount of attention keyword analysis, competitor analysis, keyword and site-related analysis, keyword layout, keyword ranking prediction. (Fishkin, cited 16.12.2015)

#### 2. Site architecture analysis

Site structure conforming to search engine-ranking rules is good for SEO. Site architecture analyses include: removing bad site architecture design, implementation tree structure, site navigation and link optimization. (Fishkin, cited 16.12.2015)

#### 3. Site content and page optimization

SEO is not just to let home page have a good ranking in search engines, the more important is to make every page of site bring traffic.

#### 4. Content distribution and link arrangement

Search engines like regularly updated website, reasonable arrangements for the site content release schedule is one of the most important SEO optimization techniques. Link arrangement organically put the whole site together, so that search engines understand the importance of each page and the keyword.

#### 5. Create a Sitemap

According to site structure, make the site map. Let the search engines be able to access to all pages and sections throughout the site by sitemap.

It is better to have two sets of sitemap; one (html format) is better for customers to quickly find the site information. Another one (xml format) is better for search engine to know websites update frequency, update time and page weight. Established sitemap should conform website actual situation. (Google 2010, cited 20.1.2016)

## 6. High-quality links

Building quality links can improve the update rate website PR value. Links allow the search engines' automated robots, called "crawlers" or "spiders," to reach the many billions of interconnected documents on the web. Creating descriptive categories and filenames for the documents on your website can not only help you keep your site better organized, but it could also lead to better crawling of your documents by search engines. (Google 2010, cited 20.1.2016)

URLs with words that are relevant to your site's content and structure are friendlier for visitors navigating your site. Visitors remember them better and might be more willing to link to them. Use a directory structure that organizes your content well and makes it easy for visitors to know where they're at on your site. To prevent users from linking to one version of a URL and others linking to a different version, provide one version of a URL to reach a document. (Google 2010, cited 20.1.2016)

## 7. Website traffic analysis

Web site traffic analysis from the SEO results guide next SEO strategy, while is instructive for optimizing the user experience of the website. Traffic analysis tools are required. For example, Alexa Internet provides analytical insights to benchmark, compare and optimize business on the web. (Fishkin, cited 16.12.2015)

## 4.2 Marketing

Formulating a strategic marketing plan is the first step to carry out marketing activities. It is probably one of the most important elements of a successful business, especially for new business. A properly instituted marketing plan gives a guide to the entire marketing activities. Only by developing a workable marketing plan is possible to achieve good results.

A complete marketing plan needs to have a clear target market, good ideas, the right way to promote and careful planning arrangements. Overall is to answer six questions - "5W1H", namely "what", "why", "where", "when", "who", "how." Simply put, that is what you do, why to do, where to do, what time to do, who to do, how to do it. (Cui 2015, 126)

## **Preparation**

Current situation research will give company a good idea as to how should go about reaching current and potential customers. Here are some forces which should be concerned when formulate marketing plan:

Competitive Forces: Who are your major competitors now and who is likely to be future competitors? How is their business and marketing activities?

Economic Forces: How is macro and micro economic background in target market country or region? And also industry trend analysis is needed. What is target market's buying power?

Socio-cultural Forces: What is the general attitude of society regarding E-business, and its products and services? What ethical issues should you concern?

Legal and Regulatory Forces: What regulations (domestic and foreign) does target market government have?

Technological Forces: Whether technological changes will affect the way to operate website or not?

Customer needs Analysis: What are the current needs of target market? How well is website and its products/services meeting these needs?

## **Marketing Objectives**

Making marketing objectives decision is the core of corporate marketing plan based on the market analysis. Plan should establish financial goals and marketing objectives. That financial goal is determining the financial remuneration objectives for each strategic business unit, including ROI, profitability, profits and other indicators. For the marketing objectives, financial goals must be translated into marketing objectives. Marketing objectives can be composed of the following indicators, such as sales revenue, sales growth, sales volume, market share, brand recognition, and distribution range.

## **Marketing Strategy**

Developing a marketing strategy is vital for any business. The focus of strategy should be making sure that products and services meet customer needs and developing long-term and profitable relationships with those customers. To achieve this, company will need to create a flexible strategy that can respond to changes in customer perceptions and demand. It may also help company identify whole new markets that you can successfully target. The purpose of your marketing strategy should be to identify and then communicate the benefits of your business offering to your target market. (Infoentrepreneurs, cited 16.12.2015) Some important elements that fit within a good marketing plan are:

Distribution channels.

Promotion and advertising plan.

Marketing budget.

Inventory selection and management.

Visual merchandising.

## **Implementing marketing plan**

Develop a detail action plan for implementation of various marketing strategies that deals with the following questions: when does it start? When does it finish? Who is going to do? And how much it will cost. Make specify plan-checking table, which should contain activities schedule, mission requirements and expenses and so on. This team can be formed from business' internal personnel and consultants, and people who have intimate knowledge of the Web, web marketing and how the web can be integrated with current marketing plans. Marketing control should be taken in process of implement marketing plan. In order to facilitate supervision and inspection, marketing objects should be divided into small task in month or season. The person in charge of the marketing must regularly follow the marketing performance and check whether the marketing objectives are met. (Infoentrepreneurs, cited 16.12.2015)

## **On – site marketing techniques**

Blog: Blog marketing is to establish a corporate blog for interaction between users and businesses. It allows users to trust enterprises culture and deepen the brand Influence. Blog marketing can be self-built blog or through a third party BSP (Blog Services Provider), enterprise through the blog to

communicate, to enhance customer relationships, and improve the effect of business marketing activities.

Email: Email marketing is a way to send product information to user via e-mail, in order to build confidence and trust relationship between users and sellers. Most companies have been using e-mail and website marketing. After all, the message has been one of the Internet based application service. Carry out e-mail marketing needs to address three basic questions: who is email receiver, what content to be sent and how to send these messages. Email marketing advantage: customization, information-rich, comprehensive, with tracking analysis capabilities. And the biggest advantage of Email marketing is low cost. (Reynolds 2004, 223)

Social network: Core of social network marketing is relationship marketing. It focus on establish a new social relations and consolidate old relationship. Any entrepreneur needs to establish new and powerful network of relationships to support the development of its business. Advantages of social network marketing:

- Facing the consumer groups, the target population concentrated, high reliability, more conducive to word of mouth publicity.
- Less investment and high return, funds quickly withdrawn.
- Direct control the consumer feedback information, according to consumer demand, change marketing strategy and direction timely.

Affiliate programs: Affiliate programs are established by web-based businesses to drive quality traffic to website. In exchange for a host site sending a customer to website, company pay the host site a commission based on the sales they generate from the referred customer. (Reynolds 2004, 226)

Banner Ads: Banner ads are just small digital billboards that one website pays (in one way or another) to be placed on another website. When potential customers click on a banner placed within another website, they are sent to your website. Various studies have shown that the most powerful word in a banner ad is "free," that simplicity sells, and graphics enhance a message. If a banner is designed correctly, it doesn't distract from the message. (Reynolds 2004, 228)

Creating beautiful website is not enough for getting successful. The more important thing is to let more customers to know. Marketing plan helps company improve their products and service in business to



meet the needs of target market. Good marketing helps customers understand why your product or service is better than or different from the competition.

### 4.3 Case study

Diamond Candles (<https://www.diamondcandles.com/>)

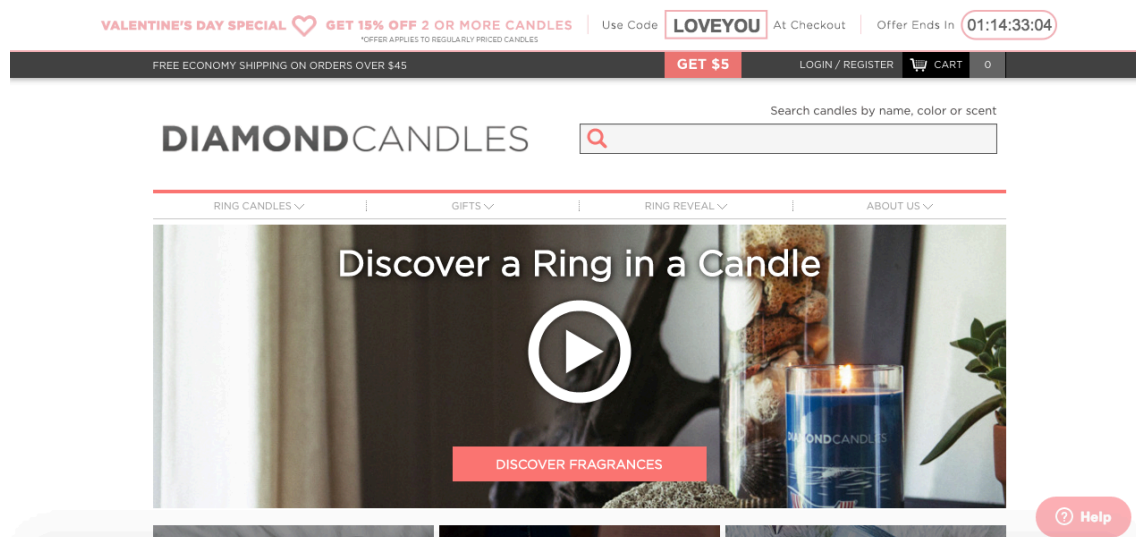


FIGURE 8: website screenshot of Diamond Candle (Diamond Candle 2016, cited 20.1.2016)

Diamond Candles is an ecommerce company offering scented, soy-based candles with a wonderful love story behind its production. Because Diamond Candles started from humble beginnings, it had this challenge Diamond Candles team needed to overcome:

Insufficient funding to implement social media marketing for the company: Diamond Candles did not have enough money to use advertisements in their social media marketing tactics. They needed to rely on word-of-mouth marketing to create a buzz and attract customers. Diamond Candles realized that everything started with the product: Justin and his team knew that for the marketing to be effective, they needed to have an enticing product that they could promote. (Receiptful, cited 20.1.2016)

Here are the top three solutions that Diamond Candles used in order to build a stable social media platform successfully:

Selling a unique product with a unique value that can't be found anywhere else: For word-of-mouth marketing to be effective, the team decided on selling a product which plays as a "conversation-starter". Rings are considered as women's best friend that most women love to talk about. So Diamond Candles prepared an amazing surprise at the end – a ring which can give the customer a chance to win a fancy ring ranging from \$100 to even \$5,000 in value. Customers who buy the candle burn them down, and then they will get ring. They don't even know what the ring looks like or if it will fit before candles burn down. (Receiptful, cited 20.1.2016)

Promoting "Ring Reveal" campaign: As such, the company collects product photos and even videos from their customers and optimizes them. So those photos and videos can be used in their website. Diamond Candles believes in "showing", not "saying". Instead of pressuring their customers into posting photos, Diamond Candles would frequently re-post photos of their customers and implicitly engage with their customers to do the same. (Receiptful, cited 20.1.2016)

Using automation to make the shopper's experience more personalized: To save on costs for photo collection, the team uses a third-party software to keep track of photos and videos on Instagram with brand-related hashtags such as #diamondcandles. The software can also automatically display these photos in the company's website with no additional effort on their part.

From case study on Diamond Candles, it can inspire those startup companies that they don't need to be a multinational corporation to do well on social media. Social media is good way to marketing with low cost when you have good marketing idea. Focus on engaging with your customers, giving them an incentive they can't refuse to try out your products, and take advantage of social proof and the power of word-of-mouth marketing.

## 5 CONCLUSION

As the Internet has become an increasingly growing market for companies, it has changed the way we do business. Many major companies and entrepreneurs today have grown by taking advantage of efficient nature of low-cost advertising and commerce through the Internet, also known as Electronic commerce (E-commerce). E-commerce is the buying and selling of goods and services, or the transmitting of funds or data, over an electronic network, primarily the Internet. (SearchCIO 2014, cited 6.9.2015)

The E-commerce web's influence on the world's economy is truly astonishing. The business world knows that the web is one of the best ways for business such as manufacturers to sell their products directly to the public, brick-and-mortar retailers to expand their stores into unlimited geographical locations, and for entrepreneurs to establish a new business inexpensively. (Reynolds 2004, 6)

E-commerce starts from positioning. Positioning is the core aspect of e-business strategic direction, is the business operations fundamental. Only by "positioning" enables the target audiences occupy a place in the brain. (Cui 2015, 15) There are several steps to complete positioning. Industry trend analysis will show overviews of industries with current development situation and analysis. SWOT analysis is used to determine companies' competitive advantage, competitive weaknesses, opportunities and threats. Competitor analysis and target market positioning are also important basis of start e-commerce.

A successful e-commerce company requires a well-coordinated plan. Many elements should be taken into consideration like design competency, public relations, server configuration and sales. A good design is important to provide customers with easy access to all of website's pages. Careful consideration of the numerous design possibilities for website is essential. (Reynolds 2004, 23) The acronym SPEC can be used to remember the key categories.

After the operation of the site, only by continuing to improve the design and content that e-commerce site will have vitality to achieve the goal of establishing the site. E-commerce website maintenance purpose is to allow sites to run long-term stability in the Internet. Timely adjust and update the site's content can seize more networking opportunities in a rapidly changing information society. During the

website management, information security is the most important element that should be concerned. Don't forget that e-commerce is always facing a wide range of security threats.

A successful e-commerce website must have a good customer service strategy. Through customer communication service, buyers can gradually understand the business services and attitude that allow them to build customer loyalty and fulfill a broader range of customer needs. A logistics and fulfillment plan is necessary for every e-commerce company, which lays out the chain of events from receipt of the customer's order through delivery of the product to the post-sale processes.

With the advent of Internet technology and e-commerce, the traditional sales channels have had a great impact. In order to adapt to the new forms requirement, a new marketing model – Internet marketing is gradually being accepted. It will more effectively contribute to the achievement of personal and corporate trading activities.

Search engine marketing has become an important part of network marketing. Optimizing a website may involve editing its content, HTML and associated coding to both increase its relevance to specific keywords and to remove barriers to the indexing activities of search engines. (Wikipedia 2015, cited 27.11.2015)

Formulating a strategic marketing plan is the first step to carry out marketing activities. It is probably one of the most important elements of a successful business, especially for new business. A properly instituted marketing plan gives a guide to the entire marketing activities. Only by developing a workable marketing plan is possible to achieve good results.

## 6 DISCUSSION

Planning and management of e-commerce website was a challenge for bachelor's thesis topic since the topic is so wide and many things involved in e-commerce website running should be concerned. I tried to narrow and summarize the topic in the most general and core aspect as possible. I hope this thesis can provide a useful guide for startup E-commerce companies.

The reason why I choose this topic is that I have a plan to start my own E-commerce companies in future. As the thesis writer I imagine that I am an entrepreneur, what kind of elements or steps I should consider. In this thesis, it doesn't have any commissioner. I want to leave space for any other student in future to continue the work. The future work can be any type like case study, analysis, deeper knowledge and IT perspective.

Even though I'm really interested in E-business, the beginning of process felt rather confusing and it was hard to know how to start because the topic was too wide. So I realized that I have to decide one main orientation which is B2C and startups.

Completing the thesis according to original plan and schedule was slightly delayed due to several reasons. At beginning of this thesis, I have a full time job; I didn't have so much time to focus on my thesis. Then I had some personal reasons that hinder me to work further. That is why I spent quite long time to complete. The biggest obstacle that I was facing is that too much knowledge and information I have to learn and search. In order to make thesis as comprehensive as possible and make sure high quality, I have to read lots of relevant books and online sources. I have learnt lots of knowledge about E-commerce from doing this thesis and provide me a clearly picture of how to plan and manage e-commerce website. I'm sure it will help me a lot to be a good entrepreneur in future.

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