ONLINE MARKETING: A STUDY IN E–SERVICE SECTION WITH A CASE STUDY OF JOBSTREET.COM

Thesis

Kajaani University of Applied Sciences

School of Business

International Business

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Online business as well as its beneficial marketing has quickly become an indispensable part of today’s global economy. Such an increasingly important topic is significantly broad; therefore this thesis merely focuses on studying the most popular e-marketing practices using a generalized approach. The study includes an overall analysis of electronic economy environments as well as a detailed analysis about basic e-marketing concepts and principles. Afterwards, specific investigations and research on popular online marketing strategies and practices, such as website design, social media, etc. are conducted. Subsequently, a case study of Jobstreet.com – an online recruiting company which is leading the commercial recruitment industry in the Asia Pacific region, is analyzed to illustrate how to apply studied principles into practical efforts.

This study has concluded that the most significant goals of any marketing strategies are to increase customers’ satisfaction, their loyalty and a solid trust relationship with them. Besides, one of the key points of the paper is even though online marketing is vital; offline efforts should not be neglected. A company needs to align their marketing activities in order to deliver an wholly integrated experience to customers.
PREFACE

This thesis was written in the period from September to November 2013. It was accomplished in the form of a phenomenal research with the topic that is related to the author’s specialization in Marketing.

This work could not have been completed without my supervisor, Ms. Liisa Mikkonen. I would like to send Ms. Mikkonen all my gratefulness for her valuable support and incredible advices as well as her trust in my ability to carry such a heavy subject.

Furthermore, I would like to send my thankfulness to all my close friends who have supported me during my whole stay in Finland. Without them, I could have not finished my study as well as this thesis this smoothly.

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Kajaani, November 2013.
# CONTENTS

1 INTRODUCTION 1

2 RESEARCH METHODOLOGY 3  
   2.1 Definition of research problem and objectives 3  
   2.2 Research design 4

3 THEORETICAL BACKGROUND 6  
   3.1 Definition 6  
   3.2 Electronic Economy Environment Analysis 7  
      3.2.1 Economy 7  
      3.2.2 Enterprises 8  
      3.2.3 Society 8  
      3.2.4 Analysis 9  
   3.3 Fundamental E – Marketing Principles 12  
      3.3.1 Definitions 12  
      3.3.2 Market Research 14  
      3.3.3 Personalization and Behavioral Marketing 16  
   3.4 Popular E – Marketing Strategies 21  
      3.4.1 Website Design 21  
      3.4.2 Social Media 26  
      3.4.3 Emails Marketing 35  
      3.4.4 Mobile Communications Marketing 38  
      3.4.5 Search Engine Marketing 41  

4 EMPIRICAL STUDY AND RECOMMENDATION 54  
   4.1 Company overview 55  
   4.2 Business Environment Analysis 56  
   4.3 Analysis of Applied Marketing Strategies 58
4.3.1 Jobstreet.com Website Design 58
4.3.2 Social Media Marketing 62
4.3.3 Email Marketing 70
4.3.4 Mobile Marketing 72
4.3.5 Search Engine Marketing 75

4.4 Suggestions 77

5 CONCLUSION 80

REFERENCES & BIBLIOGRAPHY 82

ELECTRONIC SOURCES 84

APPENDICES
LIST OF FIGURES

Figure 1: The New Marketing Model ................................................................. 13
Figure 2: Factors that Impact Consumer Experience with Virtual Shopping ........... 18
Figure 3: The Conversion Funnel .................................................................... 23
Figure 4: Bloomberg Pressroom ..................................................................... 32
Figure 5: Share of Total Time Spent Online, PC vs. Mobile ............................. 40
Figure 6: Google search engine result page for keywords “Music” .................... 42
Figure 7: Stages to create search engine listing .............................................. 43
Figure 8: Rank Correlation 2013 for Google USA ........................................... 46
Figure 9: Flattened site structure (with at most 3 clicks to the deepest level) is better for SEO ................................................................. 48
Figure 10: Example of Pay-per-click results in Google for the keyphrase "Mobile marketing" ............................................................ 49
Figure 11: Example of Pay-per-click results in Google for the keyphrase "Online Clothes Shopping” ............................................................... 52
Figure 12: Example of Pay-per-click results in Google for the keyphrase "Online Games” 53
Figure 13: Welcoming page of Jobstreet.com ................................................ 58
Figure 14: Analysis of Jobstreet homepage .................................................... 60
Figure 15: Jobstreet.com localized Facebook pages ......................................... 63
Figure 16: Jobstreet.com localized Twitter Accounts ......................................... 63
Figure 17: Jobstreet.com offers its customers valuable contents at their social media channel ................................................................. 64
Figure 18: Jobstreet.com Singapore Pressroom versus News Room .................. 65
Figure 19: Jobstreet.com offline events are promoted in online channel) ............ 66
Figure 20: YouTube channel of Jobstreet.com is not sufficiently active ............ 67
Figure 21: Content Performance of Jobstreet.com Singapore Fan Page from 30/10/2013 to 13/11/2013 ................................................................. 68
Figure 22: Example of a LiNA email to a jobseeker ......................................... 71
Figure 23: Mobile version of Jobstreet.com.sg ................................................. 73
Figure 24: Jobstreet Android App Screenshots ................................................ 74
Figure 25: Search result page for Jobstreet.com as keyphrase ......................... 76
Figure 26: Link Analysis of Jobstreet.com ........................................................ 77
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>CTA</td>
<td>Call – to – action</td>
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<tr>
<td>PC</td>
<td>Personal Computer</td>
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<td>PPC</td>
<td>Pay Per Click</td>
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<td>Return of investment</td>
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<td>Search Engine Optimization</td>
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<tr>
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<td>Small – Medium Sized Enterprises</td>
</tr>
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<td>Search Page Results</td>
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<td>Uniform Resource Locator</td>
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<tr>
<td>ESP</td>
<td>Email Service Provider</td>
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1 INTRODUCTION

Electronic business has become an important puzzle piece in the global economic scene, especially with how fast the world progresses, in terms of technological advancement as well as economic development. The global competition is getting tougher; therefore every company needs to have right directions as well as executing them properly to survive and benefit from them. One of the most critical decisions that can either make or break a firm is its marketing strategies. Despite the ubiquity of marketing in real life, the phenomenon of online marketing has only emerged since the increasing popularity of the Internet. Especially, since the Internet is a gigantic place with a lot of redundant information, online marketing strategies have become extremely important. Therefore, this thesis is devoted to exploring the options available for strategizing one’s e-marketing efforts.

The increasingly importance of the virtual economy raises the demand for better understanding of it, as well as how entrepreneurs/enterprises could utilize such knowledge to better strategize their business. This paper is to serve such demand with the focus on the marketing practices in such environment. The main goals of this thesis are (1) to offer the readers with the basic understanding on virtual economy and (2) to provide them with guidelines on how to design an effective efficient online marketing strategy. To accomplish the later, several evaluation tools which would be useful to evaluate given marketing efforts will be provided; however such will not be the primary focus on this research.

In order to assist such objectives, this thesis will initially approach the issue by an overview of the online economy environments. Such prospect which demonstrates the economy’s nature is followed by a carefully investigation on basic virtual marketing fundamental principles. Afterwards, a set of commonly – used online marketing strategies is studied in order to provide readers with guidelines on how to apply such tools in practical situation. The thesis focuses on popular means such as website design, social media, email communication; mobile strategies and search engine marketing. Such tools may seem to be quick and easy to implement, but there are key and fundamental elements that separate success from failure. Those matters will also be discussed with the thesis.

After building such foundation, the author applies the theories into reviewing the case of Jobstreet.com – one online recruitment company in Asia Pacific area. The company marketing
strategies will be analyzed in every aspect that is concerned within the paper. The recruiting giant is operating in a lot of nations which are using different languages; therefore almost all examples used in this thesis are from the sites of English – speaking countries. Afterwards, based on her research and analysis, the writer’s suggestions on how to improve Jobstreet’s strategies is given. Due to the fact that this thesis is not commissioned by Jobstreet.com, it is not possible to access the company’s database for a more mature research; the author will analyze the effectiveness and efficiency of their marketing mostly from a customer point of view.

Finally, after the empirical study, one final conclusion which summarizes the whole thesis in key points will complete this thesis.
2 RESEARCH METHODOLOGY

The thesis is a phenomenal research about popular business topic: Online Marketing Strategies. This section will discuss the research methodology which will be used later in the paper to analyze the virtual marketing efforts of the chosen case study: Jobstreet.com.

2.1 Definition of research problem and objectives

The primary purpose of this thesis is to study online marketing practices, how they are implemented and how to evaluate the implementations’ success. In the case study section, the writer is going to employ the framework demonstrated in this section to analyze the execution of Jobstreet.com online marketing strategies.

Qualitative research will be to conduct the research because of its compatibility with this paper objectives and its approach towards them. Because, qualitative research allows researchers to elaborate interpretation of market phenomena without depending on numerical measurement (Zikmund W., Babin B., Carr J. & Griffin M. 2013, 132), it is suitable for this thesis’s main goal which is to gain new insights in marketing practices in Jobstreet.com. According to Zikmund et al (2013, 135), qualitative tools are not restricted into form and structure, whichs allow the main research approach of this thesis which is observation and interpretation. Moreover since the sample of this paper is small (one sample), the exploratory design is the most appreciated to explore the research problem. As a result, qualitative research is exploited in this paper. The main research technique utilized is observation which would allow researcher more unobtrusive approach towards to subject.

The theoretical background will serve as a solid foundation of the research. The case study will be based on such study academically, but it also supports such knowledge practically and levers the importance of proper understanding about online marketing intelligence. As a result, the readers will recognize the significance of the subject and will be able to adapt such learning in practical cases.
2.2 Research design

Because the chosen research method is qualitative research, this thesis is going to exploit qualitative data to study the case of Jobstreet.com. According to Zikmund et al. (2013, 135), “qualitative data is textual, visual and oral which focuses on stories, visual portrayals, meaningful characterizations, interpretation and other expressive descriptions”. The main technique used in this research is observation which would record describing notes concerning observed events. This method allows researchers to unobtrusively discover the actual behavior pattern of sample. (Zikmund et al. 2013, 141.)

This research would also exploit secondary data, which has been collected previously for other purpose than this paper’s. Because this research is self – conducted with the limitation of money and time, secondary data’s availability is advantageous to the researcher. However, such data is not designed for researcher’s specific needs; she needs to exploit data conversion to change the data’s original form to a format suitable to achieve research objectives (Zikmund et al. 2013, 160 - 161.)

As a result, in the study case of Jobstreet.com, the writer will mostly use screen captures to describe the applications of online marketing strategies used by the company. Besides, other information, which is collected from other channels, regarding the site and its branches will also be exploited.

Moreover, in order to achieve a more quality, credible research, the research will also exploit other frameworks designed to specifically analysis this paper’s objects which are websites.

To analyze the website of Jobstreet.com, the framework of Usability designed by Mr. Jakob Nielsen from Nielsen Norman Group is being employed. Usability assesses how user – friendly of interfaces are, which means how easy to use they are. The quality attribute has five components which are (1) learnability which is the ease to accomplish the basic tasks the first time when user experience the design; (2) efficiency that is the performing speed of users once they learned the design; (3) memorability – which dedicates how easy it is to re-establish the efficiency of performing upon a design after a period of not using it; (4) errors, which means how many errors do users make, their level of severity and recovery from those; and (5) satisfaction which illustrate how pleasant it is to use the design. On the Internet, usability is an
essence for survival, the more easy and pleasant to use a website, the more likely that users will stay and comeback later. In order to evaluate the Usability of the targeted website, five user – testing sections will be conducted. There are five users that represent considerably the main customer categories of the targeted company. After the tests, there are small interviews which will further ensure the users’ experience with the sites. Such user testing and interview will validate the researcher’s judgments and opinions about the design and function of the concerned site. (Nielsen 2013.)

To analyze the social media strategies of Jobstreet.com, the researcher will use a framework for Social Analytics developed by Susan Etlinger and Charlene Li from Atimeter Group in 2011. According to the publication, social media is an importance research source for organizations, but they are difficult to read, measure and analyze. It is suggested that company should focus on measure their success firstly from a business perspective and until then from social perspective by metrics. (Etlinger & Li 2011, 3 – 8.) In the case study of Jobstreet.com, the researcher will exploit metrics to analyze the company social media marketing success. The main used measurement tool is generated by SimpleMesured.com which is available at http://goo.gl/H1vqTh.
3 THEORETICAL BACKGROUND

Business always plays a critical part in the development of civilization. Nowadays, with the development of the Internet, human being quickly takes chances and turns it into a tool for more effective, efficient and beneficial businesses and commerce. The birth of the Internet marks the birth of e – business.

3.1 Definition

E – Business is the short form of electronic business. In fact, one can easily confuse between e – business and e – commerce.

Electronic commerce, or e – commerce usually refers to the process of buying, selling or exchanging products, services or information between business partners using the computers. On the other hand, e – business refers to a much larger range of transactions conducted through the Internet. In e – business, businessmen do not conduct only trading but also customer services, business partnering as well as other electronic transaction with an organization. (Turban E. et al. 2010, 46 – 48). However, since customer satisfaction has become more crucial towards businesses in general, there is no absolute example of a pure e – commerce when only trading is executed.

Online shopping is one of the best examples of a successful e – business and e – commerce. According to author’s observation, the famous online retailers on the Internet are Ebay.com and Amazon.com. Mostly, those two stores buy products from original manufacturers to put on “shelves” of their stores. However, other sellers can also rent virtual places, under some special agreements with the hosts, to sell their products. Not only known for their vast range of products, those two websites are also very famous for their customers care services. Ebay and Amazon are excellent examples of successful e – businesses.

In addition to the going – online trend, people all over the world have started taking education on the Internet. Those attendants are mostly busy with tight schedule, stay – at – home parents or who simply just has so many obligations to fulfill along with desire to a better education. Capturing that demand, almost all of accredited universities and colleges offer online trainings providing similar certifications with those taken on-campus. Paying appropriate tuition fees, students who take part in online courses can enjoy all the benefits of a full – time student, include
taking lectures, getting consultancy and feedback for their assignment, being certificated, socializing with course mates, etc. In short, with proper investment, e-education has become a very potential business opportunity for schools and institutions worldwide.

In conclusion, there are a lot of business opportunities that can be executed electronically. With the development of the Internet, all available businesses will be transferred online in no time.

3.2 Electronic Economy Environment Analysis

To clarify the environment in which each e-business firm needs to operate, this section will analysis three most important factors, which are economy, enterprises and society.

3.2.1 Economy

An economy that operates based on digital technologies to communicate, computerize, exchange information and taking other operation actions is defined as the digital economy.

Since digital economy operates mostly in the Internet, which is available globally, it is one of the most important driven forces leading to globalization. It creates electronic marketplace, electronic competition as well as collaboration globally. Moreover, it also encourages greatly digital and Internet – based innovations. As a result, the economy environment changes in a considerably rapid pace, therefore, alongside with new opportunities, obsolescence is created at a high rate. (Turban E. et al. 2010, 62 – 64.)

The digital economy’s products are highly digitalized, such as books, music, movies, news and information, database, software, etc. Moreover, the range of electronically offered products and services is widened significantly on a daily basis. Also thanks to the Internet and its digitalized data and documents, the speed of transaction, especially the international ones, has dramatically increased. (Turban E. et al. 2010, 62 – 64.)

However, the development of digital economy also encourages digital criminals. Cyber-attacks are everywhere, aiming on every subject. They endanger especially government database which contains important and sovereign information of a country. (Turban E. et al. 2010, 62 – 64.)
In brief, with the advancement of the digital economy, a number of business opportunities as well as dangerous criminal issues are created on a daily basis.

3.2.2 Enterprises

The birth of digital economy causes the birth of digital enterprises. Those companies employ information technologies as an essential factor to reach one or more of those primary business goals: to reach and engage customers more effectively, to increase productivity and to improve operating efficiency. Generally, digital enterprises have a so-called intranet where all the internal communication is conducted, and an extranet, which is a secured Internet, where communications with business partners occur. (Turban E. et al. 2010, 62 – 64.)

Business – wide speaking, digital firms enjoys a great amount of benefits. For instance, the operating cost can be decreased by issuing electronic invoices and bills, instead of the traditional paper ones. The risks of productions can also be limited by applying build – to – order strategies in which payment is collected beforehand and the ordered products can match better to the customers’ needs. (Turban E. et al. 2010, 62 – 64.)

In short, thanks to the technological advancement, enterprises all around the world have had chances to operate their businesses more beneficially.

3.2.3 Society

As can be expected, the changes of information technologies have brought changes to almost any activities humans conduct e.g. communicating, working, shopping, relaxing, dating, etc. Digital society, as always, focuses on people. (Turban E. et al. 2010, 62 – 64.)

In this digital era, the way people interact with one another has totally changed. For example, with the birth of e-mail, text messages, and especially social network such as Facebook and Twitter, people just do not write letters anymore. The social network of ones could expand beyond boundary. In fact, now people even begin to date online with the persons they could never actually meet, thanks to online matching services. (Turban E. et al. 2010, 62 – 64.)
Busy, career–orientated people now are able to accomplish more with the help of, again, emails and telecommunication. People are working with each other even though they are in different time zones. All the documents are computerized, which means less carrying paper around. Projects’ processes can also be checked online. Overall, it just seems so much easier to do business. (Turban E. et al. 2010, 62 – 64.)

Also the way people shop has changed significantly. Online shopping for clothes, make-up, electronic devices, health care, etc. has reached peak after peak. Since every retailer brand has their own online stores; therefore people now can actually buy everything from there, from grocery to home appliances to health insurance, etc. (Turban E. et al. 2010, 62 – 64.)

Shortly, digital devices and services have brought to humanity a lot of tremendous benefits, which make life very interesting. However, there are concerns that people are interacting with one another physically less; since almost every interaction happens digitally.

3.2.4 Analysis

The Internet is developing rapidly and its usage has been bombing. E–Business has taken an important role in encouraging the development of technology and telecommunication. The beneficiaries are the companies, the consumers as well as the whole society.

First of all, the Internet provides businesses with a lot of benefits, including efficient – effective – secured transactions, wider range of partners and/or customers, precise – timely information and data, etc. The world has also witnessed the birth of new business models such as online direct marketing, electronic tendering systems, electronic marketplaces and exchanges, viral marketing, social networking and Web 2.0 tools, etc. (Turban E. et al. 2010, 75 – 76).

The Internet also encourages globalization, which helps organizations to reach their partners and customers more effectively. The operation costs also can be reduced significantly, such as production costs, inventory costs, delivery costs and communication costs, etc. The efficiency of the e–businesses can also be increased since now the transactions’ speed is dramatically improved; the supply chain management also enjoys great achievement in terms of the chain precision and its timeliness, etc. (Turban E. et al. 2010, 75 – 76).
Secondly, thanks to the technological advancements, customers can be able to customize their own items and services at cheaper prices. They can also communicate with others easier even when they do not leave the house. The relationships between them and the sellers/services’ suppliers also have been improved a lot with e-mails and telecommunications. (Turban E. et al. 2010, 75 – 76).

Finally, the society has witnessed the enhancement of working and studying conditions as nowadays people can do all that at home, at any time and from anywhere. Therefore, the overall standard of living has been significantly increased. (Turban E. et al. 2010, 75 – 76).

On the other hand, the technology also has shortcomings. As mentioned above, there are risks of cyber-attacks all over the Internet. There are issues which endanger people’s privacy over the Internet’s security. The number of online fraud and criminals has increased. Moreover, the legal formalities have not yet been fully resolved, leading to confusions when conducting e-business internationally. The quality of technologies, their security as well as reliability are not universal enough, resulting in lack of business efficiency, especially if transactions are between parties with big gaps of the technological advancement. (Turban E. et al. 2010, 78.)

Business-wide speaking, e-businesses suffer from some major pressures that can either make or break them.

Online businesses, while enjoying larger amount of customers and beneficial partners, also suffer from severe global competition and other major pressures. E.g. Markets change frequently and significantly. The bargaining power of customers increases while that of sellers decreases. Political and governmental issues which demand for businesses’ ethical and legal performances also press them hard for strategic solutions. Besides, regulations and politic change considerably fast, leading to the change in workforce’s labor. Moreover, innovation and technologies are advanced rapidly, which leads to lower technology cost. As a result, companies may be more attracted to technological workforce that they could neglect the labor ones, which may lead to higher rate of unemployment. Moreover, the advancement of the Internet and database has brought an overload amount of information, which can be hard to handle and analyze. (Turban E. et al. 2010, 78.)
In conclusion, the general environment of electrical business provides the companies within it with a lot of opportunities as well as obstacles. It is the enterprises who decide how to utilize the opportunities or convert obstacles into ones that establish the success or failure of them.
3.3 Fundamental E – Marketing Principles

Marketing plays a critical role in the success of any business nowadays. With the bombing of the virtual market place, it goes without saying that E – marketing is, and will be equally important. In this chapter, the general definitions as well as its overall analysis will be concerned.

3.3.1 Definitions

According to Mr. Kotler P. (1999, 9), he suggested that marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others. That was back in 1999.

However, with the development of the Internet, the changes of the marketplace and most importantly that of consumers’ purchasing philosophy, the concept of general marketing needed to change as well. In 2013, Mr. Kotler together with Mr. Armstrong (33) defined marketing more broadly as the whole process that creates value for customers as well as building strong relationship with them so that the company can capture value in returns.

As illustrated from two different marketing definitions, a shift of marketing’s core concept can be seen. Marketers now do not only need to create added values to offer their customers, but also need to construct more services in a long run in order to raise customers’ satisfaction; so that sustainable relationships between them and the products/brands/companies can be built and maintained. Especially with the tough ongoing global competition, this process to fully satisfy customers has become crucial to companies’ successes or failures.

Online, there has been also a shift in deciding marketing strategies; companies have implemented relationship marketing instead of the former dominant mass marketing. Mass marketing is referred to the traditional marketing activities, such as radio, television or newspaper advertisements, which target to everyone. (Turban E. et al. 2010, 191). Nowadays, those efforts cannot be enough due to the strong competition and the raising demands of the customers. Therefore, marketers have executed an evolution which resulted in one – to – one, or relationship marketing. The main difference between traditional marketing and one – to – one marketing is their targeted outcomes. Traditional marketing aims to sell a product to as many
individuals as possible, while relationship marketing’s strategy is to sell as many products as possible to one customer – during a long period of time. (Turban E. et al. 2010, 192).

With the technology advancement, the technique to collect customers’ data has also been enhanced. When an individual makes an online purchase, or even just a product search at a particular web shop, his/her profile will be created and then updated if later purchases are made. Those profiles will be collected and saved in a database, which will then allow marketers to designs personalized products and services or promotional materials to suit a particular targeted customer. For example, online retailers such as Amazon.com or Ebay.com have been following this method, and then both enjoy spectacular success. When customers search for a fictional romantic novel at Amazon.com, their action will be saved into their personal profiles. Later, when a similar love story is published, the retailer will automatically send promotional emails, with the hope to trigger other purchases, to those noted users. Once a purchase is made, the transaction detail is added to the database, and the cycle is repeated. (Turban E. et al. 2010, 192 – 193.) An IT consulting company called Gartner Inc. introduced a cycle of relationship – based marketing strategy, which is showed in Figure 1. This figure also virtualizes mainly what other online shops have done in their customer relationship building strategy.

![Figure 1: The New Marketing Model (Nelson, S. 1996)](image)
In conclusion, relationship building has become the new core concept of all current marketing strategies. The advancement of technology and the Internet plays the important role in helping companies to understand the market more carefully and provide better customer services.

3.3.2 Market Research

In any market setting, it is particular important to collect and analyze key information in order to understand properly the targeted consumers, the products and its competitors. That is why a legitimate market research needs to be conducted. A good market research will help marketers have clear visions of marketing opportunities and issues in order to evaluate all the current marketing efforts or establish effective new marketing plans. With the help of Internet, marketers will get easier access to their needed information, regardless the geographical positions, with fewer costs. Offline research can gather more detailed information with more targeted samples, but it is surely more expensive as well. Online research will be less costly but still produce an overall view of the market condition. Moreover, with bigger samples, this research method will raise the predictive capabilities and their accuracy. (Turban E. et al, 2010, 200).

In short, the ultimate goal of conducting market research is want to understand and predict consumer buying behaviors. Therefore, online market research results will be based on personal profiles with observed behaviors on the Internet. Major factors that will be analyzed are respectively named in descending order as product information requested, number of related e-mails, number of orders made, products/services orders and gender. (Turban E. et al, 2010, 200).

There are several popular approaches that researchers often use online to get their desired overall pictures.

Firstly, the researchers may divide the market of online shoppers into segments, based on their Web–usage–related lifestyle, Internet attitude, psychographic and demographics characteristics. Online segmentation usually consists of two online shopping segments and online non–shopping segments. There are four groups in online shopping segments, namely tentative shoppers, suspicious learners, shopping lovers and business users. They also classify non–shopping segments into four: fearful browsers, positive technology muddlers, negative technology muddlers and adventurous browsers. By slicing the big market into smaller segments,
marketers can use more tailored strategies to appeal to targeted audiences. However, market segmentation is not easy as it requires significant investments in terms of resources as well as technology and tools such as Data mining, Web mining and other statistical tools. (Turban E. et al, 2010, 202).

Online sampling and online surveys can also be employed quite frequently to research the market. Research will collect data by communicating with customers individually (by emails) or focus groups (in chat room), tracking customers’ movements on the Web, or simply conducting Web – based surveys and encouraging potential customers to reply. Online surveys give surveyors great controls over the speed of distributions, the filling process and collections as well as more options to design the questionnaires. There are a lot of Web – based survey providers available such as MonkeySurvey.com (free) and SurveyGizmo.com (Premium). (Turban E. et al, 2010, 203).

Another way of collecting primary data is asking them directly from customers. This can be done by using blogs, wikis, podcasts, chat rooms and, most commonly, online consumer forums. There are several tools that can be employed to conduct this research, such as Advocacy Insights (satnatrix.com), Betasphere (voc-online.com), InsightExpress (Insightexpress.com) and so on. Companies also have opportunities to inquire for customers’ opinions by applying some methods such as polling, blogging, live chat, chatterbots, etc. Through those tools, researchers can detect customers’ opinions, their arguments, the trends, etc. which can be later analyzed for more valuable data and information. (Turban E. et al, 2010, 204).

However, the most effective ways of researching is to observe customers’ movement on the Internet. Transaction logs, therefore, will be used frequently to record customers’ activities at a company’s website. Cookies and web bugs can also be used as transaction logs substitutions. A website stores data on the visitors’ personal computers by cookies, while web bugs are tiny embedded graphic files in emails that send information about users’ movements on in Internet to a monitoring site. The popular tools to track those movements are provided by Tealeaf Technology Inc., Axiom Corp. and Stat Counter. After getting that information, companies need to interpret them, mostly by using clickstream analysis. The results can unveil lots of insights that will help companies to decide, e.g. which promotion campaign will be effective, or which customer segment they should focus on, etc. These clickstream data can be analyzed
by advanced tools such as WebTrends7, Google Analytics or Compete. (Turban E. et al, 2010, 205).

Despite its cost – effectiveness and huge size of sample, online market research has some limitations. For instance, the generated date from one research can be too much, which eventually will cost resources to organize, interpret and summarize it. To overcome this limitation, it is suggested that company should automate their information analyzing process by using data mining or date warehouse. Moreover, there are also concerns about the responses’ accuracy, lack of representativeness and loss of valuable information in translation. Advisedly, companies should outsource their market research to expertise organizations so that they can limit the issues and maximize the valuable outcomes of the respondents’ input. (Turban E. et al, 2010, 206).

3.3.3 Personalization and Behavioral Marketing

After gathering the customers’ information and interpreting them, company will utilize it to create more added values for their products and services in order to appeal to their targeted audiences. As discussed above, the Internet facilitates the development of relationship marketing. It will, therefore, be followed by the increasing usage of personalization and behavioral marketing activities taken by the firms, in order to initiate sales and build customer relationships.

Personalization

Personalization is the process of matching company’s products and services to individual customers based on their preferences. After extracting that information (by the market research done above), company will correspond the results with its database of offering products and services, or promotional campaigns. The matching process will usually be done by computer agents. For example, Spotify, a music streaming app, makes recommendations according to users’ streaming, starring and following history. Ebay also sends users recommendations/ ads promotions based on their search, browsing, watching and “adding to cart” history. In fact, a lot of online retailers and service providers use the same techniques to personalize offerings for their customers. (Turban E. et al, 2010, 194).
Behavioral Marketing

Moreover, many vendors strongly believe that personalized ads could have more impacts on its customers than just randomly displayed ones on those individuals. This approach is called behavioral marketing. There are several methods for conducting this marketing effort, such as behavioral targeting, collaborative filtering, etc. Behavioral targeting means that the online vendors collect customers’ information by their transaction logs (discussed above); and then select a set of advertisement to display to those individual separately. In the meantime, using collaborative filtering methods, some retailers ask for customers’ information such as age, gender, income, etc. when they first registered to the sites, and then match those data to existing customers’ database to find transaction logs of the ones with similar characteristics, in order to build new customers’ profiles and then make products recommendations, or place ads accordingly. The statements such as “Those who bought this item also bought” (Amazon.com), or “See what other people are watching” are mostly generated by this method, which hopefully will initiate a sell by suggesting items based on others’ preferences. (Turban E. et al, 2010, 195.)

Despite all the great outcomes that personalization, behavioral targeting and collaborative filtering can generate for the firms, its legal and ethical matters are questionable; since the information has been collected mostly without users’ knowledge. Currently, companies ask customers’ permissions to store cookies (discussed above) on their PCs, send them questionnaire and ads, e.g. Asos.com, Youtube.com, etc.

In short, personalization and targeting behavioral marketing is the key strategies to initially improve the customer experience with the companies’ products and services, resulting in the raise of their satisfaction, loyalty as well as trust in the online vendors.

Satisfaction, Loyalty and Trust

Positive effects will be drawn from good marketing campaign, such as the increase of customers’ satisfaction, leading to their loyalty and trust in the merchants.

• Satisfaction
As discussed above, the main goal of one-to-one marketing strategy is to raise customers’ satisfaction, which will lead to re-purchases, positive word-of-mouth and ultimately higher customer loyalty. A survey conducted by Mr. Cheung and Lee in 2005 suggested that 80 percent of highly satisfied consumers would re-purchase during two months and 90 percent of them would recommend the retailers to others. However, the same survey also pointed out that 87 percent of customers would just leave the site permanently without making any complaint if they were not satisfied. (Cheung, C.M.K. & Lee, M.K.O. 2005, E-service Journal 3, No.3). Customers’ virtual shopping experiences can be impacted by several factors, which will be indicated in the figure 2 below.

Based on those factors, companies can predict customer satisfaction and have strategies or tactics accordingly. Moreover, since the whole shopping experience will occur in the virtual environment, the Web designer should pay extra attention when doing their jobs. A poorly executed site feature will cause great customer dissatisfaction; whereas if that same feature performs properly and make the whole experience useful and enjoyable, there can be a remarkable rise in terms of customer satisfaction.
• Loyalty

It is a matter of fact that if customers are satisfied with their experiences from one online vendor, they will most likely re-patronize that virtual shop and repurchase from it. That action is referred to as customer loyalty. According to Mr. Gillen T. (2005, 89), it costs 15 times more to attract a new customer than to retain one existing one. For example, even for a company as big as Amazon.com, it costs about 15 USD to acquire a new customer, while it is just about 2 to 4 USD to maintain an existing one (Turban E. et al, 2010, 196). Therefore, it is not only more sale guarantee, but also more cost-effective to execute customer retention. Customer loyalty can also strengthen companies’ market position as they will go back to the vendors’ shops despite the competitions, resulting in a stable market share that those will enjoy.

Online merchants can promote and enhance customer loyalty by offering suitable products, providing great customer service and communicating with them. For example, Ebay.com offers excellent customer care e.g. with their Ebay “Money Back Guarantee” program. With the ease that they are protected, there is high chance that consumers will re-purchase even if they were not satisfied with the previous transaction. Moreover, to create communication among consumers, online merchant provides ratings. Interestingly, the ratio of total online reviews to the positive ones can significantly affect the re-purchase intention of customers. Evidently, online ratings as well as word-of-mouth can increase customer loyalty. As a result it can really keep companies from entering price war with other competitors. (Turban E. et al, 2010, 197).

• Trust Relationship

Finally, the one last key factor that determines a good online marketing exercise is customer trust in E-Commerce. There are numerous factors that affect trust in the virtual environment, when sellers and buyers do not directly interact. Those factors will be demonstrated in the appendix section. It can be anticipated that the trust relationship in virtual business environment is very complex. Therefore, companies need proper strategies to raise customer trust in E-commerce. The most straightforward method is to affiliate with a trust third party e.g. well-known companies or reputable portals. For instance, Ebay uses widely trusted payment method as PayPal. Another method is that online shops can use the seals of approval by a third party, such as TRUSTe (Truste.com) and BBBOnline (bbbone.org). (Turban E. et al,
However, to build more stable and long-lasting trust relationship with customers, companies need to act from within by perfecting three key factors which are integrity, competence and security. Integrity refers to the ability of an online shop to construct its reputation with strong sense of justice and fulfillment of all the promises that have been made to the customers. Companies can also enhance their online shops’ competence by presenting a professional Website with perfect grammar and spellings, sufficient and accurate information, appealing graphics as well as other features such as internal search engine, order tracking, etc. Finally, an act of establishing secured shopping environment can really strengthen the trust relationship between the shops and its customers. (Turban E. et al, 2010, 199 - 200).

In conclusion, modern marketing efforts, especially online ones ultimate goal is to satisfy consumers enough so that they will repatronize and repurchase from ones’ companies and shops. As a result, customer loyalty and trust relationship between them and the vendors will eventually be created, which will enhance those vendors’ revenue as well as their market position. Ultimately, those online shops who have achieved higher customer satisfaction as well as their loyalty and trust will win the competition with very stable market share.
3.4 Popular E–Marketing Strategies

To achieve online marketing success, there are several common strategies that companies could consider to following and mastering them. Such strategies are (1) designing a helpful and effective website; (2) engaging in social media; (3) communicating with customers in personalized manner by email; (4) engaging customers and interacting with them even more through mobile devices and (5) using search engine marketing to raise brand awareness, etc. Such blueprints might seem easy to be employed as every company is implementing them now, but the fact is, not everyone has a successful story to tell. This chapter will discuss how to successfully strategize those actions, so that company could maximize their return on investment on virtual marketing.

3.4.1 Website Design

For e–commerce, designing the website is as important as designing the actual physical stores in the offline environment, since that the primary place that customers will come in, browse items and purchase. Therefore, it is so crucial that companies do it properly.

In order to build a functional yet appealing website is not easy. There are five key elements that will affect visitors’ experience while surfing an Internet site. They are site concept, content, navigation, decoration and marketing efficacy.

Concept

The site concept will connect the company’s brand, products and services with its targeted audiences (Zimmerman J., 2009, 67). Marketers can conceptualize their company’s website by applying marketing communication principle into the design. The first step that every web designer should take is to put the company’ brand and logo in every page, and then equip them with functions so that when customers click on them, they will be taken to the homepage. One more element that can conceptualize a website is a carefully – crafted favicon that will appear to represent the web in the browser’ addressing and bookmark bar. In addition, the right font style, graphic style, colors, etc. can have immediately positive effects on site visitors. (Zimmerman J., 2009, 70 – 72).
The second important factor that company should pay careful attention into is the web content. The impressive graphic can attract traffic for the site, but fruitful contents are what keep them staying in the site and coming back. Web contents are everything that is presented within the sites, both in written form and image form. It is essential to keep the contents informative yet entertaining. It is suggested that online marketers should tell stories about their company and its brand, products, etc. by pictures rather than a long essay, and use strong headlines to attract visitors’ attention. If there is text, it should be short and straightforward. The most weighted statement should be placed in the beginning of the text. Copywriter also needs to choose the most suitable font, size and colors for their writing in order to make them easy to read and understand. In addition, while designing web contents, marketers are advised to insert in some rich media, such as audio files or videos, or interactive images that will trigger visitors’ interaction with the sites. As a result, rich media will pass the marketing messages much faster to potential customers as well as staying in their minds much longer than a traditional paragraph or image could ever will. Besides, marketers also need to make sure to keep the sites’ contents up – to – date. Regularly updated websites are very appreciated by customers. (Zimmerman J. 2009, 73 – 83).

Navigation

After creating carefully crafted contents, companies also need to tell their web designers to keep the site user-friendly. To enhance the site’s navigation, web designers can consider several options, such as providing main menu as well as footer menus in every page of the website or offering internal search engines so that users can navigate themselves and also move easily within the site quickly. In addition, since the website is designed for human, some human factors need to be taken in consideration while composing the site navigation. For example, contrast helps human brain to filter and organize information, so it will be wise to use different colors to display visited and unvisited links. Or if the site’s targeted audience is the elderly, bigger font size would be preferred, etc. One more thing web designers should notice is their site technical issues. If the site is heavy, it is recommended that there should be a lighter version of it, because not every computer can load a heavy site sufficiently. (Zimmerman J. 2009, 83 – 89).
Decoration

One more contributor to the success of a Website is its decoration. In general, every detail that supports the overall concept of the whole website, including colors, backgrounds, textures, buttons, photos, sounds, etc. is the site’s decoration. There are also small applications called widgets that can add more personalities to the website. Briefly, decorations make the visitors’ experience while on the site more complete, effective and yet enjoyable. (Zimmerman J. 2009, 89 – 91).

Marketing Efficacy

One last key elements that will affects one website’ success is marketing efficacy, which refers to the usage of other techniques that will get users to do what the online shops want them to do e.g. register, purchase or send inquiry, etc.

![Conversion Funnel](image)

**Figure 3: The Conversion Funnel (Zimmerman J. 2009, 92)**

There is one main medium which is Call for Action, which will move visitors from one page to another within the site until he/she take the desired actions. However, as illustrated in the figure 3 above, converting actual buyers from people who see the shop’s website address is not easy. The conversion rate is just about 3% - 4%.
There are several simple methods to improve one site’s conversion rate. As can be seen from the figure, the less action that visitor needs to take in order to make the desired decisions, the better it is. Thus, as Mr. Zimmerman (2009) called it, company should set up 2 – clicks to action which allow customers to do what the company want most in less than two clicks, one is for “Add to Cart” and the other one is “Check out”. In addition, a site can also use leads generation to provoke actions (Zimmerman J. 2009, 93). For example, sites such as Forever21 and H&M encourage customers to register so that they can get first-hand information about new arrivals, sales campaign or even exclusive deals online. Moreover, Mr. Zimmerman (2009, 93) also suggested that the site copywriter can creatively phrase the link so that it will create self – motivation within customers; therefore they will take the desired actions i.e. clicking in the link. For instance, a hotel website can have links read as “Romantic Night”, or “Girl Night Out”, etc. to represent their different service packages, thus different groups of customers will develop interest and click on the link. In fact, a catchy and interesting phrase can act as a very important tool to attract the targeted customers. Another powerful “call – to – action” word is “free”. According the Mr. Zimmerman (2009, 93), people who surf the Internet always want free benefits, such as free shipping, free sample, free support, free newsletter, etc. Therefore, he suggested that companies which run online businesses should always offer their customers free added value to create impulse for their wanted actions.

Another method to enhance a site’s marketing efficacy is to update it regularly. It goes without saying that if the companies care enough to refresh their online offices/stores often, customers who visit will firstly appreciate the effort and secondly will trust the site more. They will see new contents every time they surf the Web, thus it will make them want to come back more often to find out about e.g. new arrivals, new sales promotions, etc. As a result, an often updated site will impress and attract new customers in their first visits as well as drawing repetitive visits later. (Zimmerman J. 2009, 129.)

There are several more onsite marketing techniques, such as building a community, writing blogs, establishing loyalty programs, etc. Since those techniques will increase the engagement of a site with its visitors, they help the site to gain repetitive visitors and build a stable and long lasting audience. In addition, companies are also suggested to boast in their own website, by displaying their awards, other recognitions/ certifications, or simply their own banner ads. The companies are even encouraged to collect testimonial and validations from their customers and publish them (with customers’ permissions) on the site. This marketing technique will
allow company to advertise their own achievements and the recognition they received from other organization and even individual customers. As a result, it will make a good first impression on the customers and keep them staying on the site longer. It will also help customers to view the sites and the representing products as more trustworthy. (Zimmerman J. 2009, 127 – 156.)
3.4.2 Social Media

Technology advancement has contributed greatly to revolutionize the method human beings communicate and share information. One famous revolution is social media. There are many types of social media and each one of them have different functions to serve different types of audiences. This section, author would discuss social media and their implications that marketers need to understand.

The Basic of Social Media

According to Ms. Evans (2010, 1), it is a very common misconception that social media marketing is easy, quick and cheap. In fact, it is in the contrary. Social media is all about communication and conversation. People talk; share their opinions, exchange experiences and information with others. For marketers, the challenge is to find where those conversations happen; listen and just then participate in those. However, taking part in those conversations is not an easy task, since traditional marketers usually just view social media like Facebook, Twitter, Pinterest, etc. as another channel to push their well-crafted marketing messages. Whereas, in fact, consumers who engage in online social activities don’t like to be marketed to, they like to connect, to talk, listen and share. Therefore, marketers only can participate in those conversations, they can’t control them.

Therefore, it is very important for a company to allocate properly the responsibility to manage this marketing channel. There are many options. For example, the company can completely outsource the work to a media agency since that agency can be very creative. Or they can give the job to their Public Relation department as the personnel there know how to get the press and other media attention. Or maybe the officers in the Marketing department are qualified since they have the experience to create the promotional messages and then send them all across the country/globe. There are so many candidates for the jobs, but it is very hard to choose who has the main responsibility. Ms. Evans (2009, 12) thought that the best persons to handle this channel is the team which is made of by people from all the departments named above. Most ideally, the persons who manage the social media of one company needs to understand their own company internal situations as well as know their audience.
However, a company also needs to understand that their job is not over after handing the management of their social media to the appointed persons. In fact, every person in the organization has responsibility, and can affect the whole team’s effort on social media network. In order to do that, the internal mission for the company’s management is to have the departments communicate and work with each other’s; as well as to set up organizational policies for their employees who are active in social media networks. Everyone who work for the company should also participate in the its social media marketing strategies, since everything that they say about their jobs, especially in their personal social channel such as Facebook and Twitter could affect the company’s reputation.

Types of Social Media

Before engaging itself in any social media platform, a company needs to do its research about different types of social media, its demographic segmentation, and then choose the most suitable ones for the company’s products and services. There are several types of social media.

Firstly, social news sites are the sites that allow its members to post their self – created contents, such as stories, blogs, photos, videos, etc. The community members have chance to vote up or down and add their comment on the pieces. The more ups one piece has, the more chance it will be featured on the front page of the site. Websites such as Digg, Reddit, NewsVine are all social news sites. (Evans 2009, 16 – 17.)

Secondly, social networking’s popularity now is on the rise. Social networking members can add posts, photos, videos, comments and tag others based on their appearance. They can also play games, use applications or even invite others to events. There are so many other feature that social networker can utilize to communicate with friends or entertain themselves. Several famous examples of social networking nowadays are Facebook, LinkedIn, etc. (Evans, 2009, 17 – 18.)

The third type of social media is social bookmarking which allows their members to bookmark their favorite sites and then share them with other members (Evans, 2009, 18). Popular social bookmarking sites include Delicious, Diigo, and Google Bookmarks.
The forth type of social media is social sharing which allows its users to share certain type of media, such as videos in Google’s Youtube or photos in Yahoo’s Flickr. Indeed, with its rise in popularity, social sharing sites now play an important role in each marketing strategy, when each uploaded piece can have powerful titles as well as meaningful descriptions. Youtube also allows users to embed its contents into the third party sites, such as Facebook, Twitter or other forums. (Evans 2009, 18.)

Social events are the fifth type of social media in which its members can promote their events. There are a lot of social event site with the most famous ones being Meetup and Eventful. (Evans 2009, 19.)

Blogs and microblogging are the sixth type of social media. Blog allows its owners to share their interest, thoughts, experience, etc. to the entire Internet. While each blog post can be as long as its creator wants, that of microblogging is limited (usually less than 140 characters). Popular bloggers have their niche and a sustainable audience, such as Perez Hilton with 10,200,000 estimated unique monthly visitors; or HuffingtonPost with 54 million of those (Ebizmba 2013). In the meantime, microblogging, with its limited characters, is used as a medium to connect with the community in a less formal manner. It goes without a doubt that Twitter is the most popular microblogging platform.

The seventh type of social media is known as wikis, which allows its members to share their knowledge, information and expertise about any topics. The most popular wikis known is Wikipedia; however, recently the popular of WikiHow and LyricsWiki is on the raise. The most famous feature on Wikis is that their members can modify the existing contents according to their knowledge; as a result, the reliability of Wikis site is controversial. (Evans 2009, 20.)

Finally, the last and oldest type of social media is forum and message boards. This type of social media allows its users to post thread, discussions, polls, etc. about certain topics that this forum/message boards concern. It is a common knowledge that in those sites, people are behaving like they do in the community, with built relationship, reputations, biasness and so on. To implement marketing strategies in this environment, patience and sensitiveness of marketers is needed firsthand.
As can be seen, there are a lot of social media types that can be used as a marketing tool. It is clear that each site as a social media has layers. It can have the features of both social networking and social news. The challenge of marketers is to choose the right marketing channel for their products and services; and then add layers to their channel in order to make it more dynamic and helpful for the entire marketing mix that they are using.

The Return on Conversation

As discussed above, social media is about conversations. People talk by post, photos and videos, etc. to express themselves and share with others in the community. As a marketing channel, social media helps companies/brands to connect with its customers and also the potential ones, in order to build up relationship and trust. Therefore, it is completely accurate to say that the rate of the return on conversation is the main measurement of one’s social media marketing campaign.

Companies should know that with lots of social media sites, the conversation about them could happen anywhere. One of the most important jobs of the social media management team of any company is to discover those conversations, monitor them and then participate in them. In order to do that, Ms. Evans (2009, 35) suggested companies should use buzz – monitoring tools to keep track of their keywords. Sites provide that service include Google Alerts with free of charge and Radian6 with a premium package. After registering, those providers will send back basic information about the monitoring keywords i.e. the address of the site which mentioned the words. If using a paid service, company can even get more information as well as a basic analysis and its insights. (Evans 2009, 35.)

After monitoring the conversations and understanding its participants, companies are suggested to join them. Being active in the community, the company can increase customer satisfactions, their loyalty and eventually their trust to the brand. There are tactics that every social media team should consider while conversing with the company’s customers, especially when that customer had a bad experience with their purchased products. For example, as Ms. Evans (2009, 38) called it: “Participate without expecting”. She suggested that company should initially start the conversation by genuinely caring about their customers and the society that they live within. They should do so committedly, without expecting the conversation will hap-
pen overnight. Eventually, the society will realize and then recognize those efforts; its mem-
bers will talk about the generous company with kindness and respect. In the end, those mostly
wanted conversation will happened, and they will help to brand that company in a lot of good
terms. (Evans 2009, 28.)

Recently, there is a singer called Miley Cyrus. When her fourth album was set to be released
in October 2013, she had done some major promotional campaigns, e.g. her controversial
performance at the VMAs 2013 (MTV Video Music Awards 2013). That performance helped
Cyrus’s name to get on the spotlight for a very long time. People talked about it months after
the performance in every social media such as Facebook, Twitter, YouTube, etc. Cyrus’ rate
of the return on conversation is tremendous. Set aside whether those are negative or positive
conversations, Miley Cyrus’s career has been on the raise since then. According to Bill-
board.com, her single following right after the scandal, “Wrecking Ball” topped its Hot 100
while its music video broke the previous YouTube records with 19.3 million views in 24 hours
(Ariachats). As can be concluded from Cyrus’ promotional campaign, her high rate of return
on conversation is equal to her successful career; and her name will always be branded with
“controversial”.

Social Media Marketing

There are several social marketing tactics that marketers could consider when planning their
promotional campaign.

Firstly, Ms. Evans (2009, 281) suggested that company should secure its profile on as many
social media platform as possible, even if they cannot be actively engaged in every site. How-
ever, secured profile protects company from unhealthy competition. Moreover, it also will be
wise to put one’ name on the social media platforms in which they are not very active and link
it to other sites that they are; so that the customers can still find what they are looking for
when they search for the company’s name or products in one particular social media platform.

Furthermore, one key factor that affects one social media marketing campaign success is its
ability to listen to its audience in order to produce to contents that are valuable to them. Ms.
Evans (2009, 270) recommended that enterprises should use buzz – monitoring tools such as
Google Alert or Radian6 to detect where conversations about them and their products/services happens (which will be based on the keywords that registered beforehand by the company). However, just monitoring the conversation is not good enough, companies also need to do their research to know and understand the insights factors that are critically important. After the receiving data from the buzz monitor, companies should study them to understand the context of the conversations, how and why people are behaving like that. To truly understand how customers think and behave and why they do that will surely help companies to realize how to engage them in a solid long term relationships more effectively.

In addition, people prefer watching videos to reading a text, since video is a more engaging type of media (Evans, 2009, 298). Therefore, companies are recommended to use rich media to communicate with their customers in order to increase the engagement. However, it is suggested that company also should understand the correctly the purposes of uploading a video onto a social media, such as YouTube and Facebook, so that they can measure properly the influence that this media can have on their social media marketing campaign. For example, it is impossible for a video about how to use a certain products to reach millions view, but it will be wise to expect an increase in the community’s interest in that product or its selling figure. Especially now when Google is smarter and returns its search results in video format, the firms are suggested to incorporate YouTube in their social media marketing strategies.

Another strategy that companies should consider is to build a social media friendly pressroom to public their press release, which will be the first official piece announcing the launch of a company/product/service. Ms. Evans (2009, 292) advised that firms should integrate multiple types of media, such as photos, videos, podcasts, etc. into their press release as well. There are several websites that allows its users to publish their press releases with all the potentially attached files/links, e.g. Pressfeed or Bloomberg. An example of an online pressroom will be shown at Figure 4.
The most critical matter is those media need to be easy to consume and easy to share. The journalists/bloggers who consumed those media will appreciate it. It will be wiser to send to one’s contacts a mini – press release with a brief message including the link to his/her company pressroom than to send those persons a long text with large attachments. As the competition to get the media attention is becoming tougher than ever, those long and well worded emails could eventually not be read, and even be deleted right away since they take a lot of space in one’s email inbox. Furthermore, Ms. Evans (2009, 294–295) suggested that companies should also try to build personal connections with those bloggers and journalists who are potentially interested in their products/services, and then encourage them to write their pieces from their own perspective. As a result, each piece of media about the products and services will not only deliver the company’s messages but also be unique and more trustworthy. Besides, with those pre-built connections, it will be easier for the company’s future press release to get the media covers.

According to Ms. Evans (2009, 273), social media marketing should be implemented together with other online marketing namely search engine optimization (SEO) and pay – per – click (PPC) marketing. She argues that even in social media, consumers still need to find information about their interests, and those do not just appear in the browsers. However, it must
not be confused between junk traffic and true engagement (Evans L., 2009, 282 – 283). SEO can generate traffic for a site, but its contents guarantees engagement. Moreover, in social networking i.e. Facebook, companies can buy an advertising packages so that they can have their ads running in columns within Facebook’s user page. Those ads have successfully driven awareness for lots of Facebook fan page, groups, applications, etc., according to Ms. Evans (2009, 278).

However, the most important influencer in ones’ social media marketing strategies, or any marketing for that matter, is assuring that every department works together in order to create integrated messages and get it across the Internet. All the offline marketing efforts need to be coordinated and complemented into the online ones, especially when concerning social media; and vice versa. Ms. Evans (2009, 286) assured that marketers want people to talk about their campaign with both their online community and their offline connections. The key word of social media is “sharing” as people share everything with others, from how they feel to what they think; the music they like or the funny commercials that make them laugh. From an enterprise’s viewpoint, it is vital to produce marketing material that is worth sharing among community’s members. As a result, the traditional marketing team needs to work on those materials in consultancy of people from social media teams, in order to create an ad or banners that can deliver the marketing message but still interesting enough so that viewers want to search for it and share with their friends. Furthermore, if a company has an offline event that is held by the public relation department, its people should encourage participants to visit their social media channels; and vice versa that this company’s social media team needs to tell their online community about the incoming events and persuade them to participate in those. Therefore, the offline activities can have more chance of being successful.

As a result, after offline events, the company can expect the increase in the engagement rates and the return of conversation, which will be a success in social media marketing. Additionally, Ms. Evans (2009, 290) claimed that if there is a valuable offline products, people are going to want to share it online. Hence, company should always try to make their marketing and sales material, such as their commercial, brochure, catalogue, etc. available online. If a company sells books, they are strongly encouraged to publish their products in e-books formats as well. Moreover, it is also critically important that all of company online materials as well as the offline ones need to be synced, up - dated and identical. If the information in the company website is different from the one that shared on its Facebook page, the clients are going to be
confused, leading to the decrease of customer satisfactions, and eventually their trust for the brand. (Evans 2009, 290)

In conclusion, social media marketing is all about interacting with a target audience and engaging them in that community. A successful social media marketing strategy need to coordinate a lot of research and practices. It is extremely important that the firm makes all of its department work together in order to produce an integrated strategy that can influence both online and offline consumers’ behaviors.
3.4.3 Emails Marketing

Since the birth of Internet, the way people communicate has changed. As discussed above, electronic mails have replaced traditional post and letters to be the popular way of communication, because it is faster and more secured. As a result, enterprises have realized the opportunities and utilized emails to make it a main channel of communication within as well as outside their organizations. In this chapter, the author will focus on how enterprises use email as a marketing and promotional tool.

Definition

Email marketing is the act of sending commercial messages by electronic mails to a group of people in the hope to build brand awareness, loyalty and trust. There are several purposes of conducting email marketing campaign. Firstly, it can help to enhance current relationships between the vendors and its customers, both current and previous ones. Secondly, emails can help merchants to acquire new clients or to trigger immediate purchases from the current ones. Finally, emails can be used as an affiliate marketing medium as a company can send others’ advertisement material to its customers’ inbox. (Mohammadi M., Malekian K., Nosrati M. and Karimi R., 2013, 786.)

Email Marketing Strategies

As to conduct any successful campaign, to master email marketing, a company needs a good strategy and an even better execution. First of all, they need to develop goals which should follow “SMART” (specific, measureable, achievable, realistic and timely) framework. For instance, objectives such as a specific number of sales, demo requests, meetings, call, etc. can be set up. After that, companies are suggested to do their research in order to know and understand their customers (all previous, current and potential ones), and then make their profiles. (Moderandi Inc., 2013, 86). Using emails as the main communication channel allow companies to customize their messages to appear more personal and relevant to their customers’ preferences. If that is done correctly, solid customer relationships will be built and maintained. (Mohammadi M., et al. 2013, 787).
Moreover, a good marketing email should include a solid offer which is a strong call – to – action; and those should be presented in the beginning of the mails (Moderandi Inc., 2013, 86). Because it will increase the efficiency of that mailing campaign, since customers tend to skim through the promotional emails that they received. A compelling call – to – action in the beginning of the email will catch reader’ attention and trigger desired actions easier than it does if is presented in the middle of the messages. Such statements can be presented in the form of hyperlinks, which will direct customers to the vendor’s page or his/her unprocessed shopping cart. Moreover, as Moderandi Inc. suggested, companies should expect to send multiple emails in order to get the response that they want (Moderandi Inc., 2013, 86). A series of follow-up messages will help to build and enhance customer relationships with the vendors; as a result, they will be more compelled to respond in a beneficial manner e.g. acquiring samples, making purchases, etc. Moreover, according to Mohammadi M. et al. (2013, 787), such a series of emails should be written in a soft tone that conveys the friendly nature of the customer service. They also suggest that there should not be more than three follow – up, if the desired actions is not taken. Moreover, Moderandi Inc. (2013, 86) also suggested companies should focus on the content of promotional emails, so that it will be relevant to its recipients. For example, such emails can consist of incentives as coupons, discounts, etc. Or based on customers’ transaction logs, companies could send them recommendations that might be appeal to them.

Subsequently, after receiving customers’ response, it would be better to response as quick as possible. For example, if a customer responses to express his/her anticipation to get more information about a vendor’ offering, an email or a phone call should be arranged as soon as possible before the client lose his/her interest. (Moderandi Inc., 2013, 86.)

However, it is important to remember that such service is meant to build long term relationship with customers; therefore the company should make sure its in-charge person communicate with customers in the according manner, not in a sale – focused one.

Technical issues

Email has become one of the most popular mediums of communication between Internet merchants and their customers. However, merchants should show their respect to their customers by only send them promotional emails if only the customers permit them to do so. If
a company sends emails without its clients’ permissions, those emails could be directly marked as spam. Consequently, the resource is not spent beneficially which hurts the effort of that company email marketing team, as well as the reputation of the sender. In order to prevent that, it is suggested that vendors should use double opt-in system. Double opt-in refers to a system that requires its new subscribers to open an email to confirm their subscriptions. This medium is very beneficial for marketers as well since it can assure valid subscribers as well as their willingness to communicate with the brands by email. (Mohammadi M. et al., 2013, 787.)

In addition, firms are suggested to assure that their emails recipient can opt-out easily of further communication if they want (Moderandi Inc., 2013, 86). Such action will show the companies’ respect for their customers, and will be highly appreciated. Furthermore, Moderandi Inc. (2013, 86) also recommended that companies should keep in touch with their connections regularly, as corporate email addresses can change because e.g. the person in-charge of their customer’s buying department has changed.

Moreover, in order to conduct a successful email marketing campaign, companies are suggested to use web-based email service providers (ESP) which will allow them to send their marketing massages to opt-in lists with several automated personalization. A reputable ESP can help its users not only to stay compliance with spam and scam policies but also to increase their delivery rate as well as providing reports so that they can improve their campaigns. (Moderandi Inc., 2013, 86). Besides, according to Mr. Mohammadi M. et al. (2013, 787), company should select the ESP that supports automated customization based on their customer database. Such setting can include personalized subject line; greetings as well as the messages contents which can make the whole email become relevant and interesting for the recipients.

To conclude, email has become an important marketing channel for enterprises, especially small and medium size ones because of its timeliness and cost-effectiveness. This medium can be employed easily; however, companies need proper strategies in order to conduct a successful campaign. Most importantly, email senders need to communicate with clients in the right tone and manner, so that solid relationships can be built and maintained by such electronic messages.
3.4.4 Mobile Communications Marketing

As of today, mobile communication has become an important puzzle piece of the overall marketing picture, especially for online businesses. This section will be used to discuss the significance of mobile marketing as well as how to incorporate them into ones’ online marketing strategies.

Customer Behavior in Mobile Context

Since the era of mobile communication began, especially with the birth of smartphone, consumer behaviors have changed dramatically. In order to design an effective mobile marketing strategy, marketers need to understand such changes and the cause of them, therefore they will understand their customers as well as being able to forecast the attitude movement and modify their plans accordingly.

First of all, according to Mr. Varnali K. and Toker A. (2010, 148), usefulness is not the main concern of mobile users, but convenience is. Mobile devices such as telephones, tablets, notebooks, etc. are always carried with the users, and gradually turn into must-have items of everybody. The researchers also discovered that such mobility providers its consumers both the value of utilitarian as well as that of relaxation; however, emotional value is more concerned when building new technologies. According to their research, there are relations between the customers’ maturity and their value tendency as well as their perceptions on the quality of mobile services (3G signal, phone signals, prices, etc.). The younger audience would want to be entertained while they are on mobile devices, while the audience with higher maturity would want to utilize their devices to work and be productive. Moreover, mobile customers’ hedonic tendency is claimed to be positively related with perceptions on service quality, which means the younger consumers are more pleased with the services they receive than the ones with high maturity do. (Varnali K. and Toker A. 2010, 148.) In the author opinion, those results suggested that marketers, who want to engage in mobile marketing activities, need to understand their customers’ demography characteristics, in order to plan the right strategies.

Moreover, it is argued that consumers’ acceptance of marketing messages delivered via mobile devices depends on a plenty of factors. Some major ones are personal preferences and tenden-
cies, social influences, contents (creditability, relevancy, etc.) of the messages and their frequency. It is also suggested that the level of control that consumers have over which kind of marketing texts they would like to receive and how often they want to receive them can also affect their attitude towards those messages. (Varnali K. and Toker A. 2010, 148.) One research, which was conducted in Japan in 2007, discovered that the creditability of advertising messages and their informativeness will impact strongly on consumers’ attitude towards such messages; whereas other research found that the level of informativeness and entertainment that such messages hold has no significant effect on how recipients respond toward them. (Varnali K. and Toker A. 2010, 148.) Hence, it can be said that the response to advertising messages is not universal, and it can depend significantly on demographics matters. It is also stated that people would preferred to be contacted because of marketing messages by a person, not a company. Another study showed that recipients who are more price-sensitive and more involved would usually respond positively towards mobile advertising messages. (Varnali K. and Toker A. 2010, 148.)

In conclusion, consumer attitude in the mobile marketing context is influenced by a lot of factors. At the moment, despite the lack of framework at how to effectively design mobile marketing messages, it is the strategies that no one could neglect, especially in the era of smartphone with 24/7 3G/4G and wireless access. Next section will propose some mobile marketing activities that marketers incorporate with their online ones, in order to conduct an integrated effective marketing strategy.

Mobile Strategies that Incorporate with Online Marketing

Mobile devices, such as cell phones and especially smartphones, tablets and notebooks, with their impressive array of functionalities, have revolutionized numerous aspects of human lives nowadays. As from figure 5 (MarketingCharts.com 2013) below, viewers can see how much time people consume PC and mobile to surf the Internet. The graph showed that users have preferred using mobile devices to personal computer when checking the maps, weather, listening to music and staying connected in social media, thanks to their mobility and convenience. The overtaking is predicted to continue in many other aspects, such as retail, emails, newspapers, etc.
The fact, therefore, implies a lot of business opportunities and challenges. For example, not only online vendors need to invest in a good website lay-out that is as eye-catching on a computer screen as on a mobile device. The task is not easy, since the screen of a computer is better and has better resolutions, while that of a mobile device is considerably smaller and unable to display some meticulously designed photos/icons, etc. Some vendors even go as far as releasing their own mobile apps, such as Ebay.com and Amazon.com.

Mobile Website

Nowadays, thanks to the high-end smartphones, tablets and notebooks which are increasingly functional and affordable, it is extremely easy to surf the internet on the go. According to comScore.com (June 2012), mobile traffic contributed approximately 10 percent of total Internet traffic in the US. The fact implies the importance to build mobile-optimized websites. There are a lot of techniques to construct a mobile edition of that desktop website, but most of them involve a third party vendor. Companies could consider implementing one of the following options to develop their mobile website: the fully hosted mobile site (which is completely separate from the desktop version and hosted on the server of a vendor); the reverse
proxy site (which allows vendors to redirect the existing desktop site into a mobile one); the cloud platform site (which requires site owners to create new content for the mobile site and then integrate them with web service from the vendors) and the content management system (CMS) – driven mobile site. (Pasqua R. & Elkin N. 2013, 101 – 107.) Web owners can also use responsive design, which allows site content change smoothly across multiple devices, in order to create more integrating experience for its visitors (Pasqua R. & Elkin N. 2013, 107.). Moreover, since the mobile technologies are revolutionized rapidly, companies are suggested to make continuous efforts in order to utilize the advancement to communicate and engage with their audience (Pasqua R. & Elkin N. 2013, 133).

Mobile Apps

Mobile Apps, otherwise known as mobile applications that can be downloaded and assessed from mobile devices such as mobile phones, smartphones and tablets (Syer M., Nagappan M., Hassan A. & Adams, B. 2013.)

In some enterprises’ case, it would be just enough to repurpose their desktop sites into mobile ones; however if repetitive engagement is aimed, a mobile apps should be taken into consideration. In order to reach the goal, companies need to create good contents and even conduct a proper marketing campaign for the Apps. A lot of popular online vendors have released their own Apps such as Ebay.com, Amazon.com. Almost of social media also have their Apps versions in order to get their users connected every time and everywhere, such as Facebook, Twitter, Youtube, etc.

3.4.5 Search Engine Marketing

Given the fact that the Internet is gigantic with overloaded and diluted information, it is extremely difficult for a newly established website of a company/brand to be found. In this section, author will discuss the used of search engines and how to utilize them for a better online traffic generation rate.
Search Engine Optimization

Search engine optimization, majorly focus on keywords, is undertaken to boost a website ranking considering its displayed position on the result page.

- Definition

According to Mr. Chaffey and Mr. Smith (2008, 283), companies employ search engine optimization (SEO) in order to obtain the highest ranking possible on the organic search result page after a keyword or a combination of ones (so – called keyphrase) has been entered. Figure 6 below show how these organic results will be displayed in a Google search result page for the keyword “Music”.

![Google search engine result page for keywords “Music”](image)

The ranking of each link depends on the results of a complex algorism implemented separately by each search machine. E.g. Google uses more than 200 factors for its ranking conclusion. This process which contains several stages will match the relevance of keyphrase typed in the search box with pages content, and then produce a list of result such as shown above in Figure 6. Figure 7 below will illustrate how a search engine listing is created.
According to Mr. Chaffey et al. (2008, 285 – 287), the crawling stage will be implemented by robots, spiders, which will access to sites and store the address URL for analysis and indexing later. After crawling, an index table is built so that the search engines can invert that in order to find the most matching pages immediately after the keyphrase are typed in the search box. Subsequently, the next step is to dispose orderly the most relevant set of sites in real – time for search engine result page. The ranking of each document is carefully calculated by plenty of factors, such as how many +1 (plus one) it receives at Google+, the number of Facebook shares, the number of backlinks, etc. which can be retrieved from a real – time index table at a certain data hub. Finally, when a searcher’s query is requested, his/her location (which can be known through his/her IP address) will be transferred to a relevant data center to be processed. As a result, the Search Results Pages will display the ranking position based on the runtime index of the relevant documents.

In addition, it is cost – free for these so – called organic listings to be displayed in a search result page (SRP). There is also no fee when an organic link like this is clicked upon (Chaffey
et al. 2008, 283). However, in order to appear with higher ranking in one SRP, company should consider implementing search engine optimization.

- **Critical factors**

However, the most important and practical efforts that companies can execute are submitting their sites, analyzing the critical keywords/keyphrase and improving search engine ranking through SEO. The basic concepts of those actions will be discussed below.

**Site Submission**

After a site is designed, companies need to register the URL address to search engines such as Google at \url{www.google.com/addurl.html} or Bing at \url{http://www.bing.com/toolbox/submit-site-url}. The site submission will supply the company’s site to the searching webs, and then automatically have them index all the pages within the submitted site. (Chaffey et al. 2008, 287.)

**Keyword Analysis**

As mentioned above, searcher’ query is the beginning clue so that the search engine can base on to invert its indexes in order to strive for a match. Therefore, it is extremely important to attain keyphrases that are not only relevant but also commonly used. (Chaffey et al. 2008, 287.) There are several steps to analyze such keyphrases, according to E – consultancy (2007).

Firstly, companies need to analyze the demands of and the competition on the keyphrase that are relevant to their products and services (Chaffey et al. 2008, 287). There are several tools that can support the analysis such as Google Adwords' Keyword Tools (at \url{https://adwords.google.com}) and Google Keyword Trends (at \url{http://www.google.com/trends/}) and Bing Ads Intelligence (at \url{http://advertise.bingads.microsoft.com/en-us/bing-ads-intelligence}). There are also other sources to analyze the search terms, e.g. market information, competitors’ sites, internal searching tools, etc.

Secondly, companies will need to analysis its performance on these keyphrase. In order to get such report on their average position in listings, they will need the tracking tools and tags. For
example, firms can calculate how many clicks are generated from search, or its click quality through conversion rate, etc. (Chaffey et al. 2008, 287 – 288.)

Subsequently, based on previously mentioned reports, companies will need to identify the potential of each search term, so that they can locate the resources appropriately. Finally, according to the results, companies can choose the keyphrases. There are also different types of them, such as the ones concerning quality or location or prices, etc. therefore, company should also consider such factors when select their keywords. (Chaffey et al. 2008, 288.)

SEO implementation to increase search engine ranking

After deciding which keyphrases to use, companies can implement SEO in order to improve their ranking on SRP. As noted, there are a lot of factors that affects each site’s position. Figure 8 will show the major factors that Google takes into considerations when computes the links’ ranking for its search results pages. (As can be seen from it, Google pays a lot of attentions to social media signals when ranks a site. Therefore, it is extremely important for companies to corporate SEO together with their social media strategies in order to raise their site’ ranking in search results pages. ) Such affecting factors can be classified into three categories: on-page optimization, external linking and internal link-structures. (Chaffey et al. 2008, 289.)
First of all, company can start SEO by optimizing their site. Mr. Chaffey et al. (2008, 289) claimed that search engines commonly grade the relevance of each search term with a page by the number of times it appears within that page. However, Google stated that it would test the entire page contents to decide whether the relevancy is real. Other factors that Google also takes into account are e.g. frequency of the keyphrase and its appearances in headings as
well as in link label of hyperlinks. Alternative image text (which is a text associated with the image; it is usually invisible to users while search engines can recognize and index it) and document metadata (which includes document title, its description meta-tag and the keywords meta-tag) is also considered when Google decides on the ranking of one page. (Chaffey et al. 2008, 289 – 290.)

Furthermore, according to Mr. Chaffey et al. (2008, 292), Google thinks a page’s relevance can be determined by the number of external links that direct back to it and their quality. Naturally, if a page’s content is valuable, external links will be created when users share it with their contacts. However, company also can proactively generate such external links. There are several mediums that allow doing that.

Firstly, it goes without saying that site’s owners need to create valuable contents and services on pages within it. The success of this method could be measured by the ratio of bookmarks one page gets over the number of its visitors, or how many times people share it (which can be measured by the number of clicks upon “Tell a friend” links). Mr. Chaffey also suggested web’s owner to create an information center to encourage visitors to explore not only the homepage but also other content within the site. (Chaffey et al. 2008, 292.)

Moreover, there are more proactive methods that website’s owner can consider. One of such is site partnering. There are several types of sites to be examined in order to select the right partners, e.g. blogs of customers/partners, social networks, press release distribution site, etc. Subsequently, after selecting the site partners, web’s owner need to contact them. Mr. Chaffey et al. (2008, 293) proposed a process that respectively consists of writing email/ calling to encourage links, follow-up links and finally setup links. It is important to get as many link as possible, however, it is more important to get quality ones, since search engine such as Google also examine the expert page and authority pages within the site to determine the relevance of one page. An expert page consists of outbound links about a specific topic; whereas an authority page contains inbound links about that topic. Therefore, an expert page will give more equity to its outbound links. (Chaffey et al. 2008, 292 – 294.)

Furthermore, in order to rank well in the SRPs, web’s owner also needs to pay attention to structure their own internal links. For example, using the keyphrase in the label text of a hyperlink also increases its relevancy. Moreover, using the same concept as expert page explained
above, it is also worthwhile increasing the number of internal links into one “hub” page in
order to improve its relevance and rankings in SRPs. (Chaffey et al. 2008, 294 – 295.) Accord-
ing to blogger Tony Ahn on social and content Accelerators Convince&Convert (2012), cre-
ating this kind of site structure is called to flatten the site, which will be demonstrated in figure
9 below. He suggested that a site which is aimed for SEO should have three levels at most;
meaning that it only takes 3 steps to reach the deepest level of a site.

![Flattened site structure](image)

Figure 9: Flattened site structure (with at most 3 clicks to the deepest level) is better for
SEO (Tony Ahn, 2012)

Internal links influence less compared to external link do in terms of increasing page relevancy. It
is, however, more controllable; therefore it will easier to conduct and be monitored. There
are multiple ways that will benefit SEO to build link as well as site structure. For example, site
map which contains specific categories and topics can be utilized because it is easily recog-
nizable for both human and spiders of search engines. Another method is to use alternative
image text link (which discussed above) or links from document listing (which publishes in-
ternal search results or list of news contents). Providing more links from navigation (both
standard and additional one) can also help search engines to easier realize the theme of the
page, resulting in the raise of SEO effectiveness. (Chaffey et al. 2008, 295 – 296.)
To conclude, SEO can help sites to have more organic traffic; as a result it will also quicken to customers' acquisition process. SEO requires significant resources and time to reach its expectations. Subsequently, normally it is advised that company should employ external SEO expert to modify their sites so that it will be more visible to the significant search engines.

Pay – per – click

Search engine optimization is very effective, but is time-consuming as well. If the company, however, wants to quicken the process, they can employ paid search marketing campaign, which includes the one of the most popular and effective method: pay-per-click.

- Definition

Pay-per-click (PPC) is convenient advertising that allows company to buy “place” to display their site addresses in the sponsored area when a relevant search query is entered ((Moderandi Inc., 2013, 74). Figure 10 examples how PPC ads are shown in a Google search for keyphrase “Mobile Marketing”.

Figure 10: Example of Pay-per-click results in Google for the keyphrase "Mobile marketing" (Google, 2013)
According to Mr. Chaffey et al. (2008, 296), despite most searchers prefer clinking upon organic listing, there are still a number of total clickers (approximately around a quarter or a third) will favor PPC links. In fact, PPC is one of main revenue sources for search engines such as Google or Bing. Each searching site has its own advertising programs, such as Google’s Adwords (at http://adwords.google.com), Yahoo!’s Search Marketing (at http://advertising.yahoo.com/), Microsoft’s Bing Ads (at https://secure.bingads.microsoft.com/), etc.

PPC are highly targeted ads which will only be shown in the SRPs when relevant keypharse is entered in the search box or in a publisher’s page if it has relevant contents. Since such visitors already have intentions towards particular topics or contents, they will more likely to click upon the PPC’s URL. As a result, more quality leads can be generated. In short, PPC ads are more effective and less resource-intensive. (Chaffey et al. 2008, 296.)

In addition, PPC has several other advantages. For example, it is possible to calculate the return of investment (ROI) of each keyphrase in order to measure the success/failure of a PPC campaign. Moreover, PPC makes it easier to predict rankings of links, traffic into a page as well as the results of the overall campaign. Most of all, PPC has the impact to increase brand awareness, even though searchers do not click at the ads. (Chaffey et al. 2008, 297–298.)

On the other hand, the paid search engine marketing also has disadvantages. For instance, PPC could be insignificantly expensive and competitive due to its bidding concepts. Additionally, in order to effectively manage PPC, it requires expertise as well as time. Since PPC bidding can be very competitive, companies may need to check in daily or even hourly to stay updated. For SMEs, this marketing methods is especially more irrelevant considering its limited budget and human resources. Most importantly, not everyone will click at PPC ads, which can lead to the waste of investment. (Chaffey et al. 2008, 298.)

In conclusion, PPC can be considered as an alternative for SEO since it will be faster to recognize the results of PPC. On the other hand, this method could be expensive and will require lots of resources to conduct. As a result, companies are suggested to implement both media, with PPC focuses on short-term results and SEO focus on longer-term ones.
Basic principles

The ranking of sponsored links is not only based on the bidding amount of the sponsors, but also based on the relevance of the links, which is called Quality scores by Google. Google (2013) claimed that quality scores measure the usefulness of ads to its users; therefore will create a win – win situation at which the search engine receives ads revenue and its searchers get quality search results. According to Google’s Adsense (Google 2013), an ad’s Quality score is determined by several factors, including its broadcasted click-through rate based on its previous performance, its keyword relevancy and that of the ad’s landing page. In short, in order to rank high even within the sponsored placements, a company needs quality links with relevant contents as well, not just the highest bid amount as most people assumed. (Google 2013.)

Moreover, as indicated above, to handle a PPC account will be time – consuming. One medium which can control ads for related products is campaign. Using this method, company should project the daily cost per click (CPC) that they are willing to pay for each keyword/keyphrase or an Ad Group. Subsequently, depending on the budget, there are two strategies which are premium strategy and a low – cost one to be considered. The earlier one allows advertisers to bid on popular keywords at the highest amounts; whereas the later will target at less popular search terms. Companies are also recommended to create plenty of niche Ad Groups which each focus on specific searching methods, so that they can increase the relevancy of their ads. Furthermore, in order to utilize PPC and make it a profitable form of advertisement, it is also suggested that companies should invest in designing effective landing pages for their sponsoring links, which will effectively convert visitors into buyers. (Chaffey et al. 2008, 298 – 301.)

In addition, since each given company runs their PPC in multiple services (Google, Bing, etc.), Mr. Chaffey et al. (2008, 301) suggested them to employ Bid Management Software which will allow advertisers to manage keywords and optimize the CPC in several PPC networks. Such tools can also adjust the actual CPC according to the bidding competition as well as broadcasting the number of click-through and the conversion rate. (Chaffey et al. 2008, 301.) Some popular Bid Management Software providers include Efficient Frontier (which has been acquired by Adobe in 2012), Kenshoo (at http://www.kenshoo.com/) and Aquisio (at http://www.acquisio.com/), etc.
Last but not least, companies need to invest in good advertising materials in order to lower to cost and maximize its effectiveness (Chaffey et al. 2008, 301 – 302). According to Mr. Chaffey’s guidelines (2008, 302), ads should not be lengthy; the more comprehensive they are, the better. Figure 11 and figure 12 below will example some PPC ads which are being implemented in Google as of October 2013 (Google 2013).

As can be seen from figure 11 below, sponsored results should consist of relevant keyphrase in body and headline (which are “clothes”, “online” and “shopping”). Moreover, those ads also specify their shops’ offers with low – price and discount deals. They also capitalize to emphasize the impactful number (the deals of 20% - 40% discount as well as items starting from 7 USD) as visitors will scan the ads and have bigger impressions at those number. To serve the same purpose, ads copywriters are also suggested to add capitalized letters to capture attentions better. Moreover, in order to highlight its offering, Dresssilly.com capitalized the name of its sub – folders of different categories of products.

Figure 11: Example of Pay-per-click results in Google for the keyphrase "Online Clothes Shopping" (Google, 2013)

Moreover, figure 12 below also gives another example how to design the PPC ads. Firstly, all of the ads consisted of relevant keywords in the headlines as well as the body. Besides, as can
be seen from the www.ray.fi/onlinegames ads, they also emphasize their differentiated offering which is casino and gambling games. They also classified them into several categories such as poker games, casino games, etc. Other site i.e. www.aq.com included an obvious call – to – action, which is “Play Now!” that can encourage searchers to take further step i.e. clicking upon the link. Moreover, since the searcher’s location is Finland, this information is also taken into account by Google; so that they returned the third ads as a recommendation for the user.

Figure 12: Example of Pay-per-click results in Google for the keyphrase "Online Games" (Google, 2013)

In conclusion, Pay – per – click campaigns can significantly improve one’s brand awareness as well as its online sale revenue. However, it requires a lot of financial resources as well as human investments in order to implement PPC. Hence, it is advised that companies should research carefully and utilize existing Bid Management Software; so that their PPC biddings, ads writing, etc. can be effective and beneficial to their businesses.
4 EMPIRICAL STUDY AND RECOMMENDATION

The practical section will apply the empirical framework discussed in the theoretical one, in order to study the case of online business in Southeast Asia: Jobstreet.com. The business is a proven – successful online recruitment service. After analyzing the current marketing activities of the recruitment giant, author will then produce her own conclusions as well as recommendations.
4.1 Company overview

JobStreet.com (at www.jobstreet.com) is an online recruitment company which is founded in 1995 in Kuala Lumpur, Malaysia. The company is listed on the Main Board of Bursa Malaysia Securities (JOBST). (Jobstreet.com 2013)

Jobstreet.com has been active in the Asia – Pacific region, especially in Southeast Asian area. The recruitment service is named number 1 Recruitment Website in Singapore (Jobstreet Singapore 2013), Malaysia (Jobstreet Malaysia). The company also runs its business in Philippines, Indonesia, Thailand, Vietnam, India, Japan and Hong Kong. Jobstreet.com has developed highly localized websites for each country that it operates in. For example, Jobstreet Vietnam can be browsed in Vietnamese and displaying job-posts specifically.

At the moment, The Group currently has over 80,000 corporate customers and over 12 million jobseekers in its database; and the numbers are expected to increase more (Jobstreet 2013).

Jobstreet.com is operating with the mission of “Improving life through better careers”.

The company has two categories of customers: the jobseekers and the employers who need employees. According to the company, people who search for a job within its service can range from fresh graduates to senior managers; as well the companies which post job ads into its sites could be either small – medium size enterprises or multinational companies.

In short, the company targets individual who needs assistance with their career path as well as organization with their human resource management process.
4.2 Business Environment Analysis

As stated above, it is critical for enterprises to understand its surrounding in order to know the operating environments, the market demands and the customers’ expectations. This section, therefore, will be devoted to analyzing the physical as well as virtual business environment that Jobstreet.com needs to operate within.

Jobstreet.com is a leading recruitment service in Asia Pacific region, and it is one of the biggest in Southeast Asia (Jobstreet.com 2013). Since the company mainly operates online, it can be listed as an e-business model within a digital economy which is based primarily in Southeast Asia.

The digital advancement has benefited Jobstreet.com greatly by e.g. giving the company the opportunities to reach it potential customers regardless of geographical issues and in a cost-effective manner. As previously mentioned, Jobstreet.com service and operation is highly digitalized: when a customer registers and finishes his/her profile on any of the company regional site, his/her information would be transfer to two organizational integrated data hubs: one for jobseekers and the other for employers. The information is exchanged throughout the company, so in case there is suitable job match in Vietnam for a customer who registered in Singaporean branch site, he/she would still be informed about the opportunities and vice versa for the employers. Jobstreet.com has utilized the Internet in general and their intranet in specific, so that the data and information can flow across borders entirely and securely, as a results they can it can serve the company as a whole and its branches evenly. (Jobstreet.com 2013.) In short, the technology advancement has given the company great business opportunities; and they have utilized such to build a proven successful business model.

Jobstreet.com, as most of others online enterprises, has enjoyed a great amount of benefits from operating within the virtual economy. For example, as can be seen from its wide range of operation, the Internet has given the company a chance to reach more customers, both individual and legal entities. Moreover, as mentioned above, the Internet has helped the recruitment giant to collect, organize to process and utilize information it obtained from its customers more effectively and efficiently. Thanks to the Internet as well, according the Jobstreet.com FQA sections, customers can also pay their service fees with just several clicks
with faster and more secure transactions (Jobstreet.com.my 2013). In short, the technological developments have benefited both the enterprise and the consumers greatly.

Moreover, the birth of the Internet has changed significantly in how the society and its people behave and communicate, as well as how they work or search for career opportunities. Jobstreet.com has captured such changes and utilized them for their operation’s benefits.

Jobstreet.com founders, Mr. Chang and Mr. Yip, realized the changes that the Internet brought to the world and business opportunities that came with those changes. That was the faster economy developments and higher demand on the human recruitment market (Jobstreet.com 2013.) Using Internet as the base of the company recruiting platform, it is doubtless that the company offers its users the convenience as well as efficiency to discover career opportunities and apply for them easily and more effectively. The service platform is also simple to consume and share, as a result the site’s users can comfortably save the opportunities which they are interested in or share those to whom might be interested.
4.3 Analysis of Applied Marketing Strategies

This section will discuss how Jobstreet.com has conducted its Online Marketing activities. The analysis would be based on previously mentioned framework. The author would love to provide a more mature research on such efforts; however due to confidential matters, it is not possible. As a result, the research will be conducted from the viewpoint of a customer who specifically analyzes Jobstreet.com online marketing efforts.

4.3.1 Jobstreet.com Website Design

Jobstreet.com website is a very typical example of a very simple but functional and powerful site. Figure 13 shows how the site owners visualized several major conceptualized factors in order to make better first impressions on their first-time visitors.

Figure 13: Welcoming page of Jobstreet.com (Jobstreet.com 2013)

As can be seen from the above figure, every element displayed in the design of Jobstreet.com page is necessary to illustrate a statement about the company, which is the simplicity and professional of its services. The site is simplified to emphasize the professional and efficiency of the company. Site boosters are used to not only create to earn visitors impression, but also
to initially build their trust relationships. There is also a call to action to encourage people to click and then be directed to their country specifically localized site.

In addition, figure 14 will illustrate how Jobstreet.com.sg (Jobstreet Singapore) improve their site’s marketing efficacy by including lots of powerful call to action and useful navigations. With CTAs, the sites encourage visitors to login or signup for free, search normally or in advance mode for suitable career opportunities, etc. With such navigations, the site’s users can easily not only navigate themselves in the web but also go to the page they need within the sites.
Figure 14: Analysis of Jobstreet homepage (Jobstreet.com.sg 2013)
It is obvious that Jobstreet.com utilizes the simplicity to design its website. All the sections are displayed logically and orderly. As can be seen, the font of letters is easy to read. The sites are also equipped with internal search engines in order to help their users to browse jobs quickly and efficiently. Jobseekers, with all the helpful navigations, however will not even need to search for suitable jobs; they just need a single click in order to browse all the applicable jobs on the sites.

According to Nielsen’s Usability, Jobstreet.com website has nailed its 5 attribute quality components which are learnability, efficiency, memorability, errors and satisfaction. In order to ensure above evaluation about quality of the site, the researchers has recruited five representative users to conduct a user testing according to Mr. Nielsen’s framework (Nielsen 2003). Five chosen users represent the main customer categories of Jobstreet.com, as named respectively: (1) Mr. Andy Chang (40s, Malaysia) represents cooperation customers – employers; (2) Ms. Trinh Thi Vinh (50s, Vietnam) represents senior executive; (3) Mr. Nguyen Dang Quang represents junior executives; (4) Ms. Nguyen Hoang (20s, Vietnam) represents employees at entry – level; and Mr. Nguyen Van Bach (19, Vietnam) represents part-time jobseekers. Based on Nielsen’s user testing proposal in 2012, the researcher observed tester reactions and their experiences with the sites. The researcher witnessed the users’ testing experiencing time by herself if they are in Finland; otherwise the observation occurred thanks to software such as Team Viewer and Skype. Afterwards, there were small interviews to ensure the tester’s experience and satisfactions with the sites. The site testing was run from 12th November 2013 to 15th November 2013.

According to the test results, all five users though that Jobstreet.com sites were easy to learn as they were able to perform most of the basic tasks such as going to their countrified sites, searching and browsing jobs, etc. at the first time they encountered the design. Afterwards, according to the researcher’s observations, the testers performed tasks such as ones listed previously and e.g. registering, submitting resume, etc. quickly and efficiently. For example, Ms. Hoang Nguyen was able to register within three minutes and submit her previously prepared resume in another one minute. After three – day hiatus, the test continued as the researchers wanted check the sites’ memorability. Not surprisingly, all five testers could still perform mentioned tasked relatively fast as Mr. Nguyen Van Bach said: “It was not that hard to remember. The sites are simple so I would be an idiot if I don’t know how to use it.” Moreover, according to researcher’s observation during both two testing sections, the site
Jobstreet.com did not have any errors. However, concerning the users’ satisfaction with the sites, while Mr. Andy Chang were very pleased with the professional of the services as well as the performance of the sites; Ms. Hoang Nguyen thought she would prefer the site to be more colorful and cheerful since she was already very stressed with her job hunting process to face yet another serious job-seeking site. Readers can find the questionnaire used in the tests in the Appendix.

On one hand, according the Mr. Nielsen J.’s Usability, Jobstreet.com sites are very functional and user-friendly. On the other hand, as can be seen from the web's snapshots, the site is lack of colors and other visual aspects such as graphics and photos, the sites are not eye-catching. The design is sometimes over-simplified, which would eventually not offer its visitors interesting and entertaining browsing experiences. Moreover, sites’ contents are highly specialized in career and job seeking aspects. Consequently, people are not likely to visit the site if they do not need to. In fact, however, there is always an unemployed labor force in the maker who desires to work as well as a number of people who want to change their career regularly. As a result, Jobstreet.com sites usually generate sufficient traffic despite its monotonous display.

In conclusion, the recruiting website is very professional and functional, and the site owners have utilized simple design to emphasis that. All the Jobstreet.com websites are built following the same template as discussed above.

4.3.2 Social Media Marketing

In terms of utilizing social media to engage its customers, the company participates actively in mainstream sites such as Facebook and Twitter; and it also committedly engages in professional site i.e. LinkedIn. Visitors can easily go to their social media channels by clicking at the social media icons displaying in the footer navigation section of the site’s main menu (Figure 14).

Strategically, Jobstreet.com conducts their social media marketing by using the exact strategy they have to design their website: conceptualization and localization (shown in Figure 15 & Figure 16).
The recruiting company uses the identical yellow display picture for all of their Facebook pages and Twitter accounts; however, they also added symbols representing the country, e.g. there is ID which stands for Indonesia in Indonesian page, and MY for Malaysia, etc. Each page uses the local language of the country in which it is representing for. E.g. Malaysian page uses Bahasa Malaysia, and English is used in Singapore site and Philippines site.

![Jobstreet.com localized Facebook pages](https://facebook.com)

**Figure 15:** Jobstreet.com localized Facebook pages (Facebook.com 2013)

![Jobstreet.com localized Twitter Accounts](https://twitter.com)

**Figure 16:** Jobstreet.com localized Twitter Accounts (Twitter.com 2013)

Due to language barrier, author will focus on only analyzing how Singaporean and Philippines Jobstreet Facebook page engages its users.

As can be seen from Figure 17, the recruiting company does not use its Facebook page merely to advertise its services; it utilizes the channel to engage its customers and build relationships
with them. The page offers its visitors tips on a lot of subjects such as how to dress appropriately for job, how to eat healthily, or any advices to improve your performance at work, etc.

Moreover, they also post pictures containing funny and inspirational statements. As a result, the page visitors would repeatedly visit the pages, not only to look for vacancy advertisements, but also for information, advices and entertainment. Briefly, the page’s owners are extremely conscious of the return in conversion; thus they are “saying” (by posting) statements and pictures that can provide values for its visitors, and therefore will generate conversations from them.

In addition, Jobstreet.com also invests in building their own pressroom, which publishes press releases and other publications. The pressroom displayed articles in the order of releasing. Additionally, they also build a news room that allows readers to share their favorites in social

Figure 17: Jobstreet.com offers its customers valuable contents at their social media channel (Facebook of Singapore Jobstreet.com 2013)
media. The articles which are posted in this page are often the public versions of the press releases with more reader-friendly layout (less formal font with more pictures). Figure 18 shows the comparison between such two publication channels.

Figure 18: Jobstreet.com Singapore Pressroom versus News Room (Jobstreet.com.sg 2013)

In both publishing rooms, Jobstreet.com employs several methods to convey its messages: text, pictures, graphs, info-graphics, etc. Those media help to keeps the articles easy to consume and sufficiently interesting, so that the readers would want to share them to their connections.

Moreover, together with all the online marketing efforts, the recruiting site also holds offline events such as career fairs, job fairs, conferences, etc. Figure 19 below would illustrate how Jobstreet.com Philippines utilized virtual channel i.e. Facebook to promote it offline career fair.
As can be seen, all the necessary information such as time, place of the event is listed on its Facebook Event Page; people are invited and welcomed to participate. Page owners used the channel to communicate with the participants by providing them with information and advices. Participants are also free to post their questions, recommendations, etc. As can be seen, marketing efforts of Jobstreet.com, especially their Philippines branch in this case, are significantly integrated.

However, although video is the richest type of media, Jobstreet.com does not seem to utilize it. The recruiting site does not own a Youtube channel, expect for the Philippines branch. The Filipino has a channel described as “The job you want”. Although the responses have been significant with more than 2000 subscribers and more than 2 million views, the company has been hardly active there. There are 25 videos available at their channel; including the latest was uploaded 2 years ago. There are neither display picture nor cover photo, which would possibly decrease the trust relationships between the company and their customers who are sufficiently interested in the company to search for their videos on the video – sharing site. Figure 20 will visualize above observation.
The researcher will apply several metrics proposed by Ms. Etlinger and Ms. Li from Altimeter in order to evaluate Jobstreet.com social media marketing more thoroughly. Because the ultimate goal of this thesis is to discuss the success of the company’s marketing activities across all social media channels, Ms. Etlinger’s Marketing Optimization Metrics (2011, 10 - 11) will be exploited. The following analysis will focus mainly on content performance as well as channel performance of Jobstreet.com. Because Facebook is the main social media that Jobstreet.com is actively engaged in, such channel is the core material of this research. Moreover, in order to conduct a more integrated study, the Singaporean Fan page will also be exploited in this section.

The content performance of Jobstreet.com Facebook Fan Page will give the insights about how many people viewed, liked and shared the site contents; as well as the effectiveness of videos and CTAs. The channel performance metrics will evaluate the effectiveness of programs in social media. (Etlinger et al. 2011, 11.) Figure 21, which was extracted from SimplyMeasured.com, will illustrate the content performance of Jobstreet.com Singaporean
Fan Page in the period from 30 October 2013 to 13 November 2013. As can be seen from the graph, multimedia was the type of posts that get uploaded the most frequently and also received the most positive engagement. (Total engagement was the combination of the amount of likes, shares and comments on the post.) Other types of uploads such as links and statuses which got low engagement rate were less welcomed by the people.

![Post Type Mix Over Time](image)

**Figure 21: Content Performance of Jobstreet.com Singapore Fan Page from 30/10/2013 to 13/11/2013 (SimplyMeasure.com)**

Table 1, which was also extracted from SimplyMeasured.com, emphasizes the channel performance of the page in the same period as above.
### Table 1: Channel Performance of Jobstreet.com Singapore Fan Page from 30/10/2013 to 13/11/2013 (SimplyMeasured.com)

<table>
<thead>
<tr>
<th>Outbound</th>
<th>Community Health</th>
<th>Optimization</th>
<th>Content Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 Brand Posts</td>
<td>23K Total Page Fans</td>
<td>Most Engaging Content Type: Photo</td>
<td>Most Engaging Post</td>
</tr>
<tr>
<td>584 Total Engagement per Brand Post</td>
<td>34 Average People Talking About This Engagement:</td>
<td></td>
<td>&quot;JobStreet.com IT &amp; Engineering e-Fair 2013 Stand a chance to win yourself S$10 shopping voucher by ...&quot;</td>
</tr>
<tr>
<td>45 Engagement per Post</td>
<td>2.5% Engagement as % of Fans</td>
<td>1:00 AM – 2:00 AM</td>
<td>235 interactions (5.2 x average)</td>
</tr>
</tbody>
</table>

As can be seen from the table, such performance of the page is not as promising with small number of interactions and engagements. Based on an equation proposed by SocialBakers, a social media writer, the average engagement rate of Jobstreet.com Singaporean Fanpage was 0.2% in the concerning period of time. Also according to SocialBakers, such engagement rate is lower than its average of a fan page which has 20 000 – 50 000 fans. As a result, it required the page’s owners to take actions to improve such an important metric.

In conclusion, Jobstreet.com has an appropriate strategy to conduct its social media marketing campaign. Hence, its users are actively engaged in the conversations, resulting in the increase of their engagement rate. On the other hand, the company is suggested to utilize the media in form of video, in order to increasingly engage its customers and build the strong and committed communities.
4.3.3 Email Marketing

As nature of the industry, Jobstreet.com needs to contact and communicate with its customers regularly. In this era of technology development, email is the dominating communication method thanks to its cost – effectiveness and timeliness. The recruiting company, therefore, also employ this methods to send messages to their over eleven million people network.

Jobstreet.com employs email marketing as a long – term strategies. There are two emails systems: LiNa and SiVA used by jobseekers and employers respectively. As mentioned above, email marketing’s ultimate purpose is to create and maintain customer relationships. Jobstreet.com has achieved that purpose effectively. To create a sense of personal, the recruiting company composed their email – robot names as two relatively common names: Lina and Siva. Figure 22 examples one particular email that LiNA sent to the author in November 2013. (Jobstreet.com 2013.)
As can be seen from the example, a LiNA message is customized according to the recipient’s profile which is recorded in Jobstreet.com database. The robot sent email with personalized subject line which could conclude the most significant factor of the entire message. The official logo of Jobstreet.com is included, in order to impress receivers by the professional of the company. Although there is no greeting at the beginning, which should be improved, the closing lines gave the recipients the feeling that they received their messages from a real human being, which is very positive; and therefore could help to build stronger relationship between the company and its customers. Moreover, including with the message is several call-to-actions which are made considerably powerful because of the use of verbs and that of hyperlink and graphic technology i.e. such CTAs accompanied by according small icon are marked by blue ink to catch readers’ eyes easily. Furthermore, LiNA’s email provides the recipients to opt – out of future communication, which as discussed above is appreciated.
Moreover, as far as the observations of the author concerns, the company sends emails to its jobseekers customers according to their profiles and preferences, which are recorded at Jobstreet.com database, in a daily basis. Usually, the message will consist of job alerts which are match significantly with recipient’s resumes, location and salary preferences. However, if there is no match, LiNa will offer jobs recommendations by emails. On the other hand, after employers publish their vacancy advertisement, SiNA will forward them once she receives candidates’ applications. After that, SiNa will also help employers to inform the candidates about their application process i.e. whether they are shortlisted, rejected or their resumes are kept for reference.

In conclusion, Jobstreet.com email marketing strategies are effective and very helpful especially from the viewpoint of the customers. However, according to the author, the company should also utilize the communicating channel to engage their customers more e.g. by sending them useful tips and advices on how to compose an impressive and effective resume, and how to make a good first impression at a job interview, etc.

4.3.4 Mobile Marketing

As an addition to its increasing customer satisfaction and engagement, Jobstreet.com also has mobile versions of its sites as well as apps as a whole rendition of the recruiting service.

In terms of mobile website, customers can get access to Jobstreet.com via their mobile devices by adding the combination “m.” in front of the original URL. As a result, http://www.jobstreet.com will become http://www.m.jobstreet.com and so on. Jobstreet.com mobile website is also design based on simplicity and functionality, as demonstrated in Figure 23 which is extracted from an Android mobile device. As can be seen, a simpler version of Jobstreet.com also has a lot of CTAs (marked with red ovals) which would help to improve customer convenience and therefore their overall experiences while browsing the site. For example, visitors can choose to browse the site as its desktop version, or download the Android App for further usage.
In terms of mobile apps, Jobstreet.com has invested to develop free apps for the most popular mobile operators which are iOS, Android, Windows and BlackBerry. Such Apps can be found at http://www.jobstreet.com/mobile-app/.

Although Jobstreet apps across all system are similar, the Android version will be discussed in this section.

Jobstreet.com Apps is designed based on simplicity and functionality as its website is. Customers, after register and update their resume at http://www.Jobstreet.com, would be able to login the apps and begin their job hunting process. Hence, the App is not a standalone mobile work, it is meant to be used with the desktop version of the site. Customers can search and apply for jobs conveniently, or they can save the jobs for later application or even share the opportunities with their contacts. There are a lot built-in of search filters that can enhance the matching process, therefore will help the recruiting sites display more appropriate options for the searchers. Figure 24 visualizes the Apps by its screenshots.
Although the mobile app is promising move to increase customer satisfaction as well as their brand loyalty; the customer feedback has not been positive lately. With the rating of 4.0/5 at Google Play Store and 3.5/5 at Apple App Store, however Jobstreet app is receiving negative response for its recent update (Google Play Store 2013) (Apple App Store 2013). Users are claiming that the App had flaws such as not showing the latest vacancies and the currency option which did not working properly. (Google Play Store 2013). With 500,000 – 1 000 000 downloads from Google (Google Play Store 2013); the company and app developers should fix the bugs immediately in order to recover the app reputation and ultimately the customer satisfaction.

In addition, Jobstreet.com has another mobile approach in order to improve its service in Philippines. The recruiting company has established a partnership with number one Filipino broadband service provider – Tattoo powered by Globe, to offer fresh graduating students a limited job hunting prepaid kit. Subscribers of this service can search and apply for jobs at Jobstreet.com at anytime, anywhere and free even without Wi-Fi connections. This service is unlimited during one year; therefore customers can continue their dream job search even with zero phone balance. (Globe.com.ph 2013)

In conclusion, although having strategize their mobile marketing in the right directions and received significant achievements, it is suggested that Jobstreet.com should invest more in developing their mobile Apps in order to deliver more throughout and satisfying experiences to their customers.
4.3.5 Search Engine Marketing

As discussed above, search engine marketing is crucial for an online business’s succeed. There are two popular categories of such marketing effort: SEO and PPC. Jobstreet.com, however, with its existing popularity, gigantic customer-base and its focus on long – term values, does not include the paid method into its current strategy.

First of all, thanks to the helpful navigations on the sites (which is shown in figure 15), Jobstreet.com becomes a flat site. Such site structure, therefore, makes it easier for searches to browse jobs, even when they make their inquiry at a search engine. Company information is structured under “About Jobstreet”, thus those information is put under several layers. As a result, such information will be ranked lower in SRPs and be harder to search. They, therefore, will not interfere with other jobs search inquired by both internal and external search engines.

Moreover, Jobstreet.com page’s URL is not just combination of random letters and numbers and symbols, but it has meaning related to its contents. As a result, it is easier for search engines to index and then invert the pages when a search inquiry is made. For example, Jobstreet.com will include country initials to its national branches such as Sg for Singapore, Vn for Vietnam, etc. Another instance is that the recruiting company has a program to support newly graduated students which is called Jobstreet Campus, and its page’s URL is http://www.jobstreet.com.sg/campus/. Or a job search with specified specialty which is accounting/ finance and location which is Singapore will return a SRP with the following URL: http://job-search.jobstreet.com.sg/singapore/accounting-finance-jobs/#home. As can be seen, almost links on the site are well – phrased so it would be easier for search engines to index those links and invert to them if requires are to be made; therefore it would increase the chances that such links and pages would be rank high in SRPs.

As results, according to SEOMastering.com (2013) – a site that analyzes the SEO efforts of other webs, Jobstreet.com has its sites indexed at several giant engines namely Google, Bings and Yandex (a Russian Search Engine). The recruiting site has 156 backlinks at Google.com and 31 Bing reference links. According to figure 25 which demonstrates the first SRP of the keyword “Jobstreet.com” at Google.com, the SEO of the recruiting company is considerably successful as all the high ranking results belong to the company and its branches.
Moreover, according to the SEO analysis site, the strategies of Jobstreet.com have had significant results. The sites scores 7.00 out of 10 for its real page rank (which is an algorithm used to determine the importance of a web page (About.com 2013)), and that of Google search engine is also 7.00/10. Another important factor is TrustRank, which is also an algorithm to determine the trustworthy of a site and identify it from a spam one (SEObook.com 2013), at which Jobstreet.com is graded as 7.88/10. (SEOMastering.com 2013.)
In addition, another important factor in SEO is external and internal links, which Jobstreet.com has its partnering strategy to acquire. In total, the recruiting site has fourteen external links, which will be shown in figure 26. As can be seen, external links, which will be weighted more significantly by search engines, are either from national branch sites of the multinational recruiting company or from the groups that it is a member of. Most importantly, all of these websites are real and offering valuable and relevant contents. Moreover, the anchor texts for both internal and external links convey the overall content of the pages, which would help search engines to find them more easily, and therefore improve its as well as Jobstreet.com rankings on SRPs.

![Internal/External Link Analyzer](image.png)

**Figure 26: Link Analysis of Jobstreet.com (SEOChat.com 2013)**

In conclusion, Jobstreet.com has a long term search engine marketing strategy, and according to the analysis above, such strategy has worked effectively and efficiently. Since SEO is an ongoing process with severe competition, the recruiting company is suggested to continue its strategy with updated enhancements.

### 4.4 Suggestions

Jobstreet.com has an impressively successful online marketing strategy, according to the above analysis and the proven dominance of the company in the Asia Pacific, especially in Southeast Asia. Although the success of such strategy, there are some suggestions for improvement that the recruiting site should consider. All the below opinions are from author’s perspective.
Firstly, in terms of Jobstreet.com website design, although it is good to keep the site simple, clean and professional, it could be improved further. For example, the site owners could add decorations such as widgets, photos or even videos that can enhance the overall visitor experiences while browsing the web. More colors could also be preferred to make the site more interesting. Additionally, since people tend to get stressed easily while seeking for jobs, it is recommended to insert elements such as flashes and funny pictures which could loosen the tension and let them relax while browsing the site. Such additions would increase the loading time; however with the technology advancement in the area at the moment, that should not cause any inconvenience for visitors.

Secondly, in terms of Jobstreet.com social media marketing, although the amount of conversations that has been generated is considerable, it could achieve further. For instance, the company should utilize Youtube in order to interact more with customers and create solid relationships with them. The recruiting company could upload videos on e.g. tips for writing resume and being interviewed, or the overviews of company’s offline events, etc. Most importance matter is that the uploading materials can offer customers values, so that more engagements would be created while the existing ones would be strengthen. Moreover, it is suggested that after each event e.g. career fair, Jobstreet.com could have its minutes uploaded on social media such as Facebook and Twitter. Thus, customers who participated could be allowed to join the conversations, share their experience and feedback; and those who did not could follow and also join the conversations. Subsequently, their expectation for future happenings as well as willingness for participation could be raised. In addition, Jobstreet.com could also arrange occasional online events such as Facebook LiveChat, Google Hangout, Twitter Takeover, etc. which would allow company to interact with their customers real-time. The events could be about the never – get – old topic on how to create positive impression at an interview, how to handle tricky questions that employers may ask, etc. Such events will surely increase the rate of return in conversations, customer satisfactions, and ultimately their engagement and loyalty.

Moreover, in terms of email marketing, it is doubtless that Jobstreet’s emails to its customers are very professional and helpful; however there are some actions that the company can take to improve the helpfulness even more. For example, in order to engage customers more effectively, besides daily jobs alert, the company could send to their customers emails about the
their overall job hunting process, the company’s expert advise on how to improve their resume, etc. Other tips on how to act professional and trustworthy at job interviews as well as at work which are always needed by almost of jobseekers and employees alike should also be a cause to send to for customers. Furthermore, since the recruiting company usually holds offline events e.g. job fairs, it is appropriated to send their customers at the respective location invitations. Besides, as there is a lot of valuable information at company’s News pages, such as info on the current statistic of unemployment versus the number of opening vacancies, etc. it may occur that the jobseekers would be interested in such material. The links that would lead to the actual articles are suggested to be included in the emails. Subsequently, they will acknowledge the helpful content as well as the effort to increase their satisfaction of the company. As a result, customer engagements would be stably created and maintained; as well as the main website traffic could see an increase.

Furthermore, in terms of Jobstreet’s mobile marketing strategy which is working smoothly, there are also some recommendations. First of all, as mentioned above, the company app is currently updated but not receiving positive response from users. Learning from the experience, the company’s mobile development team is suggested to test the applications more carefully before releasing it. In the event of negative feedback (which could be recognized by following customers’ reviews at application stores), the team should fix the bugs immediately. Secondly, since releasing the job hunting prepaid kits in Philippines is a truly good plan, it is suggested that the recruitment site should conduct the same plan with appropriate partners in every country it is operating in. With the currently high unemployment rate (Matikas Santos 2012), such job seeking method which is effective and inexpensive would be extremely appropriated in the ASEAN countries.

Finally, as the search engine marketing of Jobstreet.com has worked effectively, the company should continue the strategies with consistent enhancements. The technology of SEO is very competitive and constantly changing as well; therefore it requires such department of the recruiting company to keep optimizing the sites, the contents and the links’ URL, etc. and keep researching for more metrics to analyze the ongoing strategies and then modify them accordingly.
5 CONCLUSION

It can be concluded that in this era of technological advancement, every business along with its operating activities goes online. So does marketing. In fact, online marketing has become so vital to one’s success that almost any businesses have taken one approach or another toward it.

It is not easy to be successful with E-commerce. In fact, entrepreneurs who want to go virtual need to fully understand the general environment of an online business. Such a step may seem useless and be neglected by the young starters; however it is critical to build a strong foundation for their organization. Such knowledge can also help entrepreneurs to not only operate well and smoothly at a given time, but also predict the surrounding environment in order to make changes accordingly.

Moreover, businesses’ owners are suggested to understand the basic of electronic marketing in order to have a solid understanding of what activities, how and why they benefit their business. Such fundamental knowledge will support entrepreneurs when they conduct market research and strategize their business. The ultimate goals of all strategies is to win the competition and therefore the customers by creating and reaching their expectations, hence gaining their satisfaction, loyalty and building a solid trust relationship with them. In short, merely by understanding customer perception and their desiring values, companies can begin their success. Thanks to advancement in technology and the Internet, companies and marketers who are working on the Internet now are able to roughly measure the satisfaction, loyalty of their customers based on their transaction logs, cookies, or even by online anonymous survey, etc.

Subsequently, companies and marketers need to plan and execute online marketing activities. There are several critical elements in an integrated and comprehensive online marketing strategy, including the vendor’s websites, their search engine marketing plans, their communication based channels such as emails, social media and mobile which allows company to connect and interact with their customers regardless of time and place. More importantly, it is essential that enterprises understand that their online marketing efforts must be aligned with their offline ones.
Afterward, qualitative research is selected as the main research methods to review an actual business case of Jobstreet.com. The main research techniques are observations together with small interview after the user testing. Other information is acquired as secondary data from other internet sources. Besides, in order to conduct more throughout and credible research, several reputable frameworks are also chosen to work within the core of this research. Such frameworks are Jakob Nielsen’s Usability and Altimeter Group’s Social Analytics Marketing Optimization. More data and analysis metrics were attained by Internet tools (free and premium). Although such data as well as information could not cover every aspect of the research case, they were still throughout to provide readers with credible viewpoints and opinions about the object of the case study. The restraint of the exploited research method is the limited scale of attained information that may cause misjudgments among readers.

In empirical review, Jobstreet.com, as a leading online recruitment service in Asia Pacific region, has executed their online marketing quite impressively. The success of the company has proven the effectiveness and efficiency of company’s efforts including marketing ones. The recruiting company’s marketing strategies are based on simplicity and functionality, not floridity. Their website is designed simply with maximized usability; while their social media channels are striving for more engagement from their customers. Jobstreet.com also utilizes email as the mail communication for professional purposes. Moreover, the company has begun to embark in mobile marketing by launching its Apps targeting customers who value mobility. Jobstreet.com has conducted search engine marketing which has been considerably successful as well. Even though the company’s achievements are significant, they could have achieved more. There are several suggestions that the company should consider in order to take the success of Jobstreet.com to the next step.
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Appendix 1: E – Commerce Trust Model

Appendix 2: Interview questions used at Usability user testing

1. What is the website that you are asked to try?

2. What is the website’s owner business?

3. What are your first impressions with the designs of the web?

4. How long does it take you to learn how to use and navigate the site?

5. What do you think about your overall performance with the tasks on the site? Do you think you could perform faster and more efficiently if the design were different?

6. If you do not need to browse the site for a relatively long time, do you think you can still remember how to use it?
   Why/Why not?

7. How is your overall experience with the web? Do you have any particular obstacles while browsing the site? If yes, please specify.

8. Do you satisfy with your experience with the site?

9. What are your suggestions to make browsing Jobstreet.com a more pleasant experience?
Appendix 3. Facebook Engagement Rate Formula & Evaluation Matrics


SocialBakers Engagement Matrix

<table>
<thead>
<tr>
<th>Number of Fans/Likes</th>
<th>Average Engagement Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 10 000</td>
<td>0.96%</td>
</tr>
<tr>
<td>10 000 – 20 000</td>
<td>0.29%</td>
</tr>
<tr>
<td>20 000 – 50 000</td>
<td>0.21%</td>
</tr>
<tr>
<td>50 000 – 100 000</td>
<td>0.19%</td>
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</tr>
<tr>
<td>---------------------</td>
<td>-----------------</td>
</tr>
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<td>100 000 – 200 000</td>
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<td>More than 1 000 000</td>
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</tbody>
</table>

*Source: Michaelleander.me 2013. What is a good Engagement Rate on a Facebook Page? Here is a benchmark for you. Available at [http://www.michaelleander.me/blog/facebook-engagement-rate-benchmark/](http://www.michaelleander.me/blog/facebook-engagement-rate-benchmark/) (Read 15/11/2013)