# E-entrepreneur

**STRATEGIC PARTNERSHIP IN THE FIELD OF YOUTH**

## Contents

# 4.1 E-COMMERCE STRATEGIES

Modern businesses are characterized by increasing demand, the existence of global competition and the constant increase in customer expectations. In order to be able to meet these requirements, companies around the globe are in the process of organizational transformation and the way they operate. E-commerce is a way to facilitate and support these changes on a global scale. For some companies, e-commerce means any financial transaction that uses information technology. For others, the notion of e-commerce covers the entire sales circuit - including marketing and sales itself. Many people consider e-commerce to be any electronically driven business transaction for the purchase of products and services such as books, travel tickets, and more. But e-commerce has, in a broad sense, a much deeper impact on business development and includes, in fact, not only new business acquisitions but also all activities that support a company's marketing objectives and may include, for example, advertising , sales, payments, after-sales activities, customer service, etc.

E-commerce enables companies to become more efficient and flexible in their internal way of working, to work more closely with suppliers and to become more attentive to customer needs and expectations. It allows companies to select the best suppliers, regardless of their geographical location and sell to a global market. This development has a major impact on the economy, in terms of creating new businesses, diversifying existing ones and, in particular, on the potential of the labor market and its future employment.

The e-commerce industry generally distinguishes between several types of transactions, some assets others pending:

- **Business-to-Business** (B-2-B or BTB) includes all transactions that take place between two or more business partners. These transactions are usually based on extranet systems, which means that business partners act on the Internet by using names and passwords for their own web pages. In practical terms, in this category of e-commerce can be any company that uses the Internet to order from suppliers, to receive invoices and make payments.

- **Business-to-Consumer** (B-2-C or BTC) refers to the relationship between the trader and the final consumer, being considered retail e-commerce. This category has expanded greatly thanks to the World Wide Web: there are now Internet malls that offer all kinds of consumer goods, from cakes or wines, to computers and cars.

- **Business-to-Administration** (B-2-A or BTA) covers all transactions between companies and local or central administrative authorities. For example, in the United States, government-run public tenders are published on the Internet and companies can respond electronically. At

present, this category of e-commerce is in a phase of primary development, but a rapid expansion is expected, especially in the context in which governments and other authorities use their own methods of promoting e-commerce.

- **Business-to-Employee** (B-2-E) refers to transactions within a company, intended for the company's staff and performed through its own intranet system.

- **Consumer-to-Administration** is a category through which governments use it, especially in the field of payments or compensation for income calculations.

Electronic trading of goods and services is an extension of current trade. In this way, an increased efficiency is obtained, in the sense of reducing costs and in terms of the marketing effect, improving the beneficiary-customer relationship.

E-commerce also facilitates cooperation between companies: it reduces marketing and delivery costs, supports the company's marketing strategy and provides access to new markets. In the near future, e-commerce will have a strong impact on the competitiveness of companies. Moreover, e-commerce is not restricted by state borders but depends on the existence or non-existence of computer networks, the existence or non-existence of banking infrastructure to allow payments via the Internet. E-commerce allows even the smallest suppliers, regardless of their geographical origin, to be ubiquitous and do business around the world. E-commerce positively influences not only the activity of small and medium enterprises, but also comes to the support of customers, offering them countless options.

The strategy for creating a website is different:

• if it is addressed to trade between enterprises or trade with natural persons

• if access is restricted or wide:

- restricted: it is limited to the notion of online transaction, electronic exchange involving an online purchase and indirect payment through the network,

- wide: includes all the functions that enter the presented sales process, up to the service provided after the sale

It is obvious that these two areas - B2B and B2C share Internet technologies and techniques, but the regulatory and contractual context is totally different. Although B2C is more advanced today, B2B offers a much larger turnover. It is noteworthy that B2B is a well-developed but short-term market, so B2C is just beginning.

The Internet is not just a technological tool like any other, its use presupposes an intellectual revolution: an immaterial universe called "virtual" must be discovered. An instrument of

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globalization, the Internet transformed the function of a transactional channel and will facilitate the trade of both tangible and intangible goods on the world market as well as on the local market. For small and medium-sized enterprises, networking means an important development opportunity, provided that they prepare for the transition to e-commerce.

## FROM WEB 1.0 TO WEB 4.0

**Web 1.0** began as an information place for businesses to broadcast their information to people. The early web provided a limited user interactions or content contributions and only allowed to search the information and read it.

**Web 2.0** is is the network as platform, spanning all connected devices; Web 2.0 applications are those that make the most of the intrinsic advantages of that platform: delivering software as a continually-updated service that gets better the more people use it, consuming and remixing data from multiple sources, including individual users, while providing their own data and services in a form that allows remixing by others, creating network effects through an "architecture of participation," and going beyond the page metaphor of Web 1.0 to deliver rich user experiences[i].

**Web 3.0** included two main platforms: semantic technologies (open standards) and social computing environment (human-machine co-operations and organizing a large number of the social web communities).

**Web 4.0** is also known as symbiotic web in which human mind and machines can interact in symbiosis.

## BUSINESS TO BUSINESS

Relationships between businesses and customers / suppliers develop through communication and the use of e-mail. Unlike businesses that sell or manufacture consumer products, businesses whose items or services are reserved for a professionally represented audience can invest more in their marketing strategy, the shorter the customer list.

The objectives can be the following:

For the company:

• Making a showcase

• Occupying a place in the world market

• Dissemination of commercial information with a vending machine

For products:

> • Announcing a new product, sometimes before the official launch
>
> • Testing certain products before launch
>
> • Dissemination of the catalog - customers will be able to search only among the products that are of interest to them

Competition:

> • Up-to-date information on the market
>
> • Watch the evolution of competitors

Product testing:

> • Global market share
>
> • Follows the evolution of market penetration
>
> • Optimizing the return of information from customers, ending with a more precise orientation of the decisions that will make the product evolve.

The sale:

> • If the goal is to sell, it will not seek to highlight all facets of the website at the same time: there must be a priority on the chosen and imposed axis.
>
> • The objectives in the catalog must be clearly defined from the design of the site. A visitor does not have to wonder about the goals that are set.
>
> • If the goal is to create an e-commerce site, the customer, depending on the parameters and items they select, must quickly achieve their goal.
>
> • The catalog must allow him to specify and confirm the order as soon as possible.
>
> • A thread must guide the customer to realize his options. The catalog must accompany the customer in the various phases ending with the order.

# BUSINESS TO CONSUMER

This tool gives a great freedom of action to the company, and the opportunities are realized, so the main axes followed are:

Proximity to the client:

> • Providing a free service for a single purpose to identify the interlocutor: the file thus constituted is a basic support for future commercial actions

> • Integration of consumers in the product design process.

> • The concretization of the promotional actions reserved for the clients as well as of the prospectuses in order to know the motivations of this type of trade.

> • Establishing a relationship with customers by e-mail.

> • Establishing discussion groups and analyzing the reactions of the participants to know their needs and to meet their expectations. These actions can be done through forums.

Pre-sale services:

> • Useful information for calculating prices or choosing products.

> • Electronic couponing is an operation that allows customers to be attracted to stores. It is a commercial offer in the form of discount vouchers, reserved for Internet users. The customer fills in a coupon and goes to the merchant to take advantage of the offer.

> • Using the network as a complementary distribution channel.

> • Sale of products.

> • Sale of services.

After sales service:

> • Customers can request all product information via e-mail integrated into web pages.

> • Generate standardized answer files, such as FAQs.

> • FAQ files are obtained from the webmaster's desire to answer customer questions. The broadcast is updated with a document in response to questions from new customers on a given topic.

• FAQ are the archives of questions already asked and treated. The information and answers in the Business FAQ make it easy to connect with customers and avoid many phone calls.

• From the first contact, clients often have questions that are relatively simple but require treatment identical to a complex question. The FAQ simplifies dealing with questions at this stage.

• You can make montage sketches, explanations through videos, images and sounds.

Customer loyalty:

• Before finding customers for products, you must find products for customers. Attention will be drawn to consumer loyalty. The quality of the relationship with a customer will become as important as the quality of the product.

**Smart multi-gallery agents** - The principle is this: the consumer indicates his preferences as accurately as possible. With this information, agents browse online stores and make proposals.

The search for the service or product is done through the smart agent. The customer can choose the stores and services offered.

**Virtual Seller** - In the same catalog, smart agents transmit and analyze customer demand. They offer the best choice in terms of quality / price.

This system therefore allows the personalization of the dialogue with the user. For example, the consumer searches the camera summary and consults a model; from that moment, hypertext links signal a promotion on certain products from the same family: this operation is generated by the intervention of intelligent agents.

On the supplier side, databases, enriched with new information are able to create user profiles allowing to make offers to each buyer. E-commerce evolves the relationship between the seller and the consumer, bringing added value and facilitating the choice.

Push technology - is the opposite of the "pull", which is the search for information by the customer. Push is information that is selected and "pushed" to the client's computer. Each subscriber has created a tailor-made channel, choosing the type and volume of information they are willing to receive. Such a channel can carry texts, sounds, images or programs. Interactivity is presented in the form of links to websites or embedded dialogue systems.

In principle, the automatic distribution of messages to subscriber groups is as old as the Internet. This allows "mailing lists" to send a file to a large number of private mailboxes.

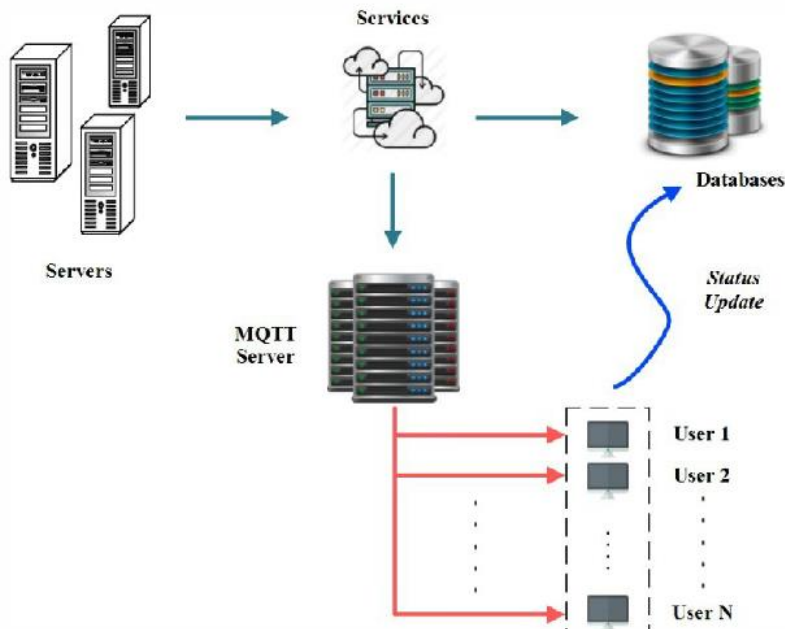Despite its limitations, this system is becoming more widespread.



Fig. 1. Push notification as a business enhancement technique for e-commerce[ii]

These new broadcast channels preserve the essence of an online service, but most channels are commercial or promotional. Many large companies such as Volvo, General Motors broadcast information about their products in the form of text, sound and image. Program distributors deliver demonstrations, and music sites send samples of their latest releases.

B2B commerce is focused on e-procurement. The call for e-commerce has been heard by many company executives. B2B trade is inevitable even if the road is not very clear. In the next two years, 70% of total purchases and sales will take place through electronic markets.

Information about e-commerce makes its way into newspapers, economic magazines or television news. Most of this information is focused on e-procurement. Why? Analysts confirm that companies that have implemented e-procurement systems have saved savings on production costs, sometimes millions of dollars with beneficial effects on market positioning.

E-procurement solutions are in demand because they can be used in all business sectors. From production to health care services - all companies provide purchasing activities. The constant question that supply managers ask themselves is how to buy cheaper and save money. Specialist studies have shown that a saving in supply costs of 10% generates the same effect on profits as a 12% increase in sales or a 42% reduction in staff costs. The ability to achieve such
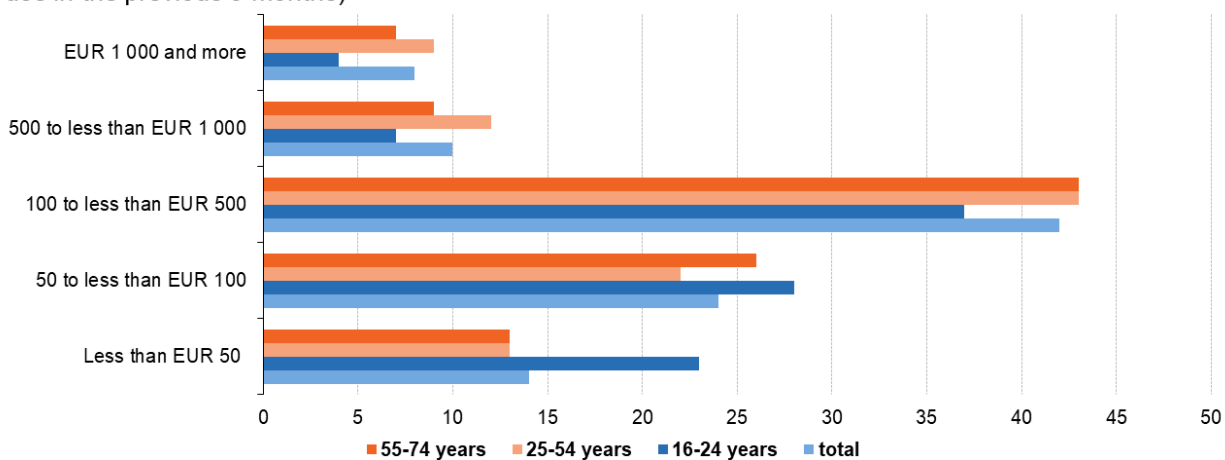
outstanding results, generated by the new currents on the Internet, has led to changes in the strategic objectives that managers set in their work.



Fig. 2 Statistics for eCommerce Stores[iii]



Fig. 3. Money spent on online shopping, EU-28, 2019[iv]

The IT solutions that intervene in the supply chain are classified in:

1. content applications

2. analytical solutions

3. services

4. applications for negotiations

5. price clearing

6. transaction applications

Content applications combine information about vendors, products, designs, and processes. This includes purchase order libraries, suppliers and component search engines. These databases are used to obtain price reductions on products common to departments. The analytical solutions include several components with the following functionalities:

• **Strategic procurement planning** - these applications are the starting point for procurement planning. The basis of these plans is the strategic objectives of the company. Thus, synchronization is achieved between the acquisition objectives and the general objectives of the company.

• **Expenditure analysis** - these applications are the foundation of negotiation and decision making. Expenditures are measured by category and the differences between them are determined. These applications allow the determination of the profitability threshold relative to acquisitions, price discounts at different volumes, the cost of ownership (an economic determinant specific to Anglo-Saxon accounting, which includes the costs of instrumentation, shipping, handling, research and development, etc.) and cost learning curves.

• **Financial risk analysis** - the ability to create and run plans to avoid the risk of supply chain disruption or depletion of stocks is very important. These applications allow companies to determine and minimize risk, as well as create optimal supply plans in a competitive climate.

• **Vendor allocation analysis** - refers to the analysis of purchase orders allocated to a supplier. Until now, this was at the discretion of the supply manager regarding the market. These applications can determine cost-saving opportunities, the impact of allocating an increased

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order volume to a supplier with longer delivery times, and what purchase order volume must be allocated to each supplier based on a multitude of constraints.

• **Optimizing the use of raw materials** - the result of these applications is used in the process of negotiation, ordering and standardization.

• **Contract management** - for a complete e-procurement solution a database with supplier contacts is required. Accessing key contract terms to support decisions is easily possible.

• **Performance analysis by supplier** - applications of this kind compare the parameters achieved with those planned, find out lead times, delays in deliveries, etc.

The services are classified into 2 categories: procurement services and consulting services. Both categories of applications are the almost exclusive prerogative of consulting firms. Procurement services may be assigned to a third party through outsourcing practices. In such a case, those third parties use their staff to find the best suppliers.

Negotiation applications allow bidders and potential buyers to meet on the Internet. The main advantage of these applications is the time saving in data processing, compared to the traditional fax or telephone version.

There are 2 categories of applications such as price clearing: reverse auctions and dynamic auctions.

Reverse bidding applications start at a maximum price from which bidders come down with their bids. The foundation of these auctions is the theory of games. Dynamic bidding is a technology in which buyers bid and sellers demand higher and higher prices in a dynamic environment.

Transaction applications are of 2 categories: electronic procurement engines and EDI / XML vectors. E-procurement engines eliminate paper operations and accelerate the process of purchasing indirect goods and services. EDI is the original archetype of e-commerce. Through this technology, purchase orders and invoices can be sent from one company to another.

**Benefits** - In addition to significant cost savings, e-procurement can have the following effects: reduced trading costs, faster procurement processes, eliminating unnecessary purchases, reducing inventory, efficient tracking of procurement orders, improving information management, reducing procurement prices, and so on.
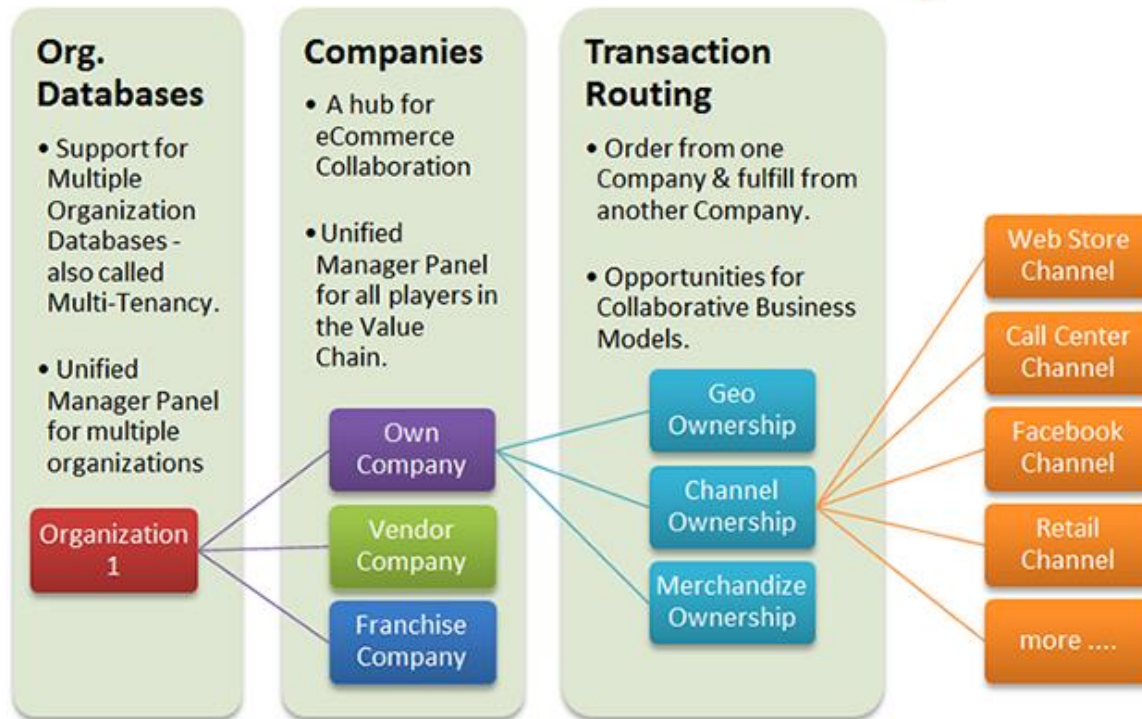
Fig. 4. Collaborative eCommerce Platform with Multi-Tenancy[v]

## COLLABORATIVE TRADE

Collaborative commerce defined as a means by which new technologies act on the processes in a company allowing each stage of the value chain access to information and decisions in order to increase the value offered. The importance of collaborative trade is growing in most industries. Almost all economic fields aggressively embrace different collaborative trade technologies.

**Private networks** will be the dominant method of collaborative commerce used to create value. Complex functions that have proven difficult to implement in public networks (Internet) are now successfully implemented in private collaboration networks. Unlike public networks, private networks can be tailored to the specific needs of business partners.

**Companies use collaborative commerce to increase added value** and achieve strategic goals. Some of the methods of collaborative trade such as e-procurement, digital auctions or RFP (request for proposal) have gained mass acceptance and are considered sources of efficiency.

**Collaborating with customers** is just as important as collaborating with suppliers. In its short existence, collaborative trade has often been confused with supply chain management.

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**The success of collaborative trade** involves more than focusing on technology. Technology is often seen as the key element of collaborative commerce. However, an unbalanced approach to it can generate a negligible or even negative rate of return. Collaborative trade involves a complex approach: alignment with the company's strategy, defining the value offered to customers, business partners, etc.

Collaborative trade has matured rapidly and a range of approaches, technologies and models have emerged. Companies in competitive environments can use them for great results. It is important that all the mechanisms used are focused on the company strategy.

Collaborative trade suits the company if:

- aims to increase performance in B2B;

- the value chain is complex or inefficient;

- there are several business partners with whom they want to be very close;

- a merger took place;

- there is a competitive environment that is already experiencing collaborative trade.

# 4.2 CYBERMARKETING

The recent development of commercial activities in cyberspace, especially on the Internet and online service networks, has led to the development of a new branch of marketing - cybermarketing. The cybermarketing can be viewed in two ways:

- **The pragmatic vision.** The cybermarketing exploits the possibilities offered by IT and telecommunications to achieve marketing objectives. In this sense, a key element is the integration in the company's strategy of the Internet and online service networks.

- **Academic vision.** The cybermarketing comprises the methods, tools and techniques related to marketing activities on online networks and especially on the Internet.

New aspects are addressed and the ways opened by these technologies are studied in order to understand how e-commerce can be achieved effectively. An extremely recent field, the cybermarketing offers many still unexplored areas of research. Researchers are currently working on building methods and models that will allow the rationalization of this discipline,

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which for now is quite empirical. The cybermarketing does not replace traditional marketing, but adds new possibilities to it, available today thanks to new information technologies.

Currently, most companies see an evolution of IT from the tool to the strategic weapon. Marketing information systems allow the integration of commercial data related to customers and markets. Companies need to move forward, building integrated information systems that will be able to deliver decisive competitive advantages in the information society of the 21st century.

The transition from operational informatics to strategic informatics requires a change in the organizational position of the informatics function. The IT function must participate in the major strategic decisions of the company, in order to anticipate the changes in the IT system that will be needed to support the decisions taken. In this sense, the role of technical-managerial interface of informatics requires that the managers of the informatics system have good organizational and commercial knowledge.

**Characteristics of the cybermarketing** - It has particular properties compared to classic marketing. Its advantages must encourage the adaptation of the company's marketing strategy. This will make it possible to better exploit the opportunities (or anticipate the risks) created by micro or macroeconomic changes in new information technologies.

The cost of traditional marketing activities is often high. For example, in direct marketing, the amounts needed to print advertising materials and send them to potential customers are very important. It limits, on the one hand, the scope of those actions, such as the number of prospectuses or catalogs, and, on the other hand, the amount of information disseminated. On the Internet, the dissemination of information requires that it be accurate and complete, and the cost is extremely low. Traditional marketing requires many delays, for example for printing advertising materials. In the field of cybermarketing, an electronic catalog does not suffer from this kind of delays, it is immediately distributable and remains available worldwide, 24 hours a day, 7 days a week.

An electronic catalog never runs out and there is no risk of it being printed in too many copies. In addition, updating information or correcting a possible error can be done instantly, at a marginal cost close to zero. The use of the electronic environment allows the rapid testing of different commercial alternatives, in order to optimize the impact of marketing actions. The company-client relationship, in the case of a printed catalog, is much weaker than the one established in the situation of visiting a website. The interactivity that is established allows a bidirectional, personalized communication. The website can be programmed to react in different ways to visitor behavior, while a printed catalog is permanently frozen.

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The global reach of the Internet makes the web a support especially adapted to the promotion of products or services on an international scale. The multimedia character of the web gives a great diversity in the communication between the company and the partners.

## CYBER-MARKET

The raison d'être of cybermarketing is the existence of a population of Internet users, which has a certain purchasing power. The act of purchase can be done online (e-commerce) or offline (through classic channels). In the latter case, the network is used as a communication medium between the customer and the company, before or after the purchase. At the heart of the marketing mix is the market, subdivided into segments. In the same way, the cybermarketing mix is modeled around current or potential customers present in cyberspace. People connected to the Internet and online service networks therefore constitute the cyber-market.



Fig. 5 The marketing mix[vi]

**Cyber-market size** - The problem of cyber-market size is directly related to the assessment of the number of Internet users. The decentralized nature of the network prevents an exhaustive census of users. Two methods can be used to quantitatively estimate the number of users in the network. The first is to perform a count of computers connected to the Internet (hosts).

**Segmentation** - The market structure of Internet users is poorly understood. Studies show that some of the particular features noted tend to normalize (for example, the ratio of male users to female users tends to one). As the number of users increases, the demographic characteristics of the cyber-market approach those of the general population.

**Behavior** - If it is possible to know approximately the origin of visitors, the way in which Internet users navigate remains quite little known. Studies conducted on various panels of Internet users are in the process of delving into the specifics of network buying behavior. At the site level, it is possible to track a customer's progress and thus analyze certain characteristics of buying behavior.

For individual buyers, Turban et al. (2017) included the factors of influence for online consumer behavior into a model that described the *controllable* and *uncontrollable* variables influencing *The Attitude-Behavior Decision Process*.
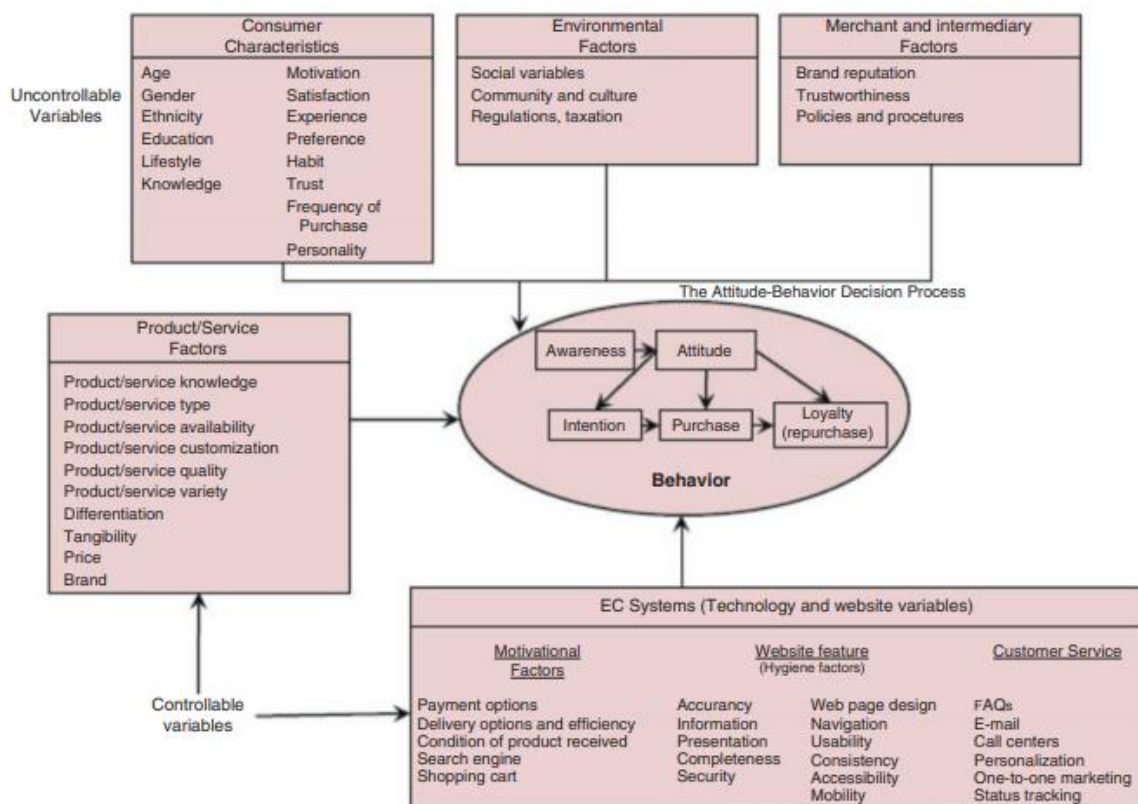


Fig. 6 Model of online consumer behavior (Turban et al., 2017, p. 263)

**Evolution** - The cyber-market, consisting of Internet users and online services, is doubling every year. However, in relation to the global consumer population, the proportion of connected people is still small. Several factors may favor the development of this market.

# CYBERMARKETING MIX

Mix marketing is the set of marketing tools that the company uses to achieve its marketing objectives on the target market. It is generally structured in four parts: product, price, promotion and distribution. Each company determines the positioning of its products and services according to the four dimensions. The cybermarketing mix is the transposition of marketing mix in cyberspace. In order to understand its components, it is necessary to analyze the changes induced by cyberspace on the components of the traditional mix.

The transition from a classic marketing strategy to cybermarketing involves the analysis of technological opportunities related to the different elements of the marketing mix.

**a) Product** - The first component of the marketing mix affected by the Internet age is the product (in a broad sense, product or service). Products are differentiated by a number of tangible attributes, for example characteristics, brand, quality, appearance, etc. To these are added the intangible attributes such as installation, delivery, warranty, returns, after-sales services and which form a unitary whole, called the global product. The advent of the Internet gives rise to new products and services. Personalized electronic journals, for example, may not be cost-effective on paper.

**b) Price** - The price of products are not affected by the introduction of the Internet. The new electronic means of payment and the globality of the network will impose a new perception on the national currency.

**c) Distribution** - For all information services and products, the network is an original distribution channel, essentially global and inexpensive.

**d) Promotion** - Promotion or communication encompasses the dialogue established between the enterprise and its partners. This dialogue includes, in chronological order: advertising, customer information, accompanies the deed of sale and continues with after-sales services. Each of these steps can be done through the Internet, which remains above all a means of communication and can therefore perfectly convey the dialogue between the customer and the company. Compared to the classical means of communication, the Internet thus offers many possibilities for mass communication.

Cybermarketing is an evolving field of activity. Marketers need to be open to seizing the business opportunities offered by the Internet and to integrate the new possibilities of the tools available to the marketing mix.

# PERFORMING CYBERMARKETING

## A. Methodology

The success of a commercial presence on the Internet implies the observance of a design and implementation methodology, structured in five fundamental stages. These will be the subject of the following chapters:

- Awareness stage

- Strategic analysis stage

- Tactical analysis stage

- Realization stage

- Tracking stage

The tracking stage is the feedback loop of the implemented cybermarketing system and can relaunch the strategic analysis, tactical analysis or implementation phase.

## B. Justification

The recent development of the Internet has led to a relatively anarchic development of websites. Often pressured by a more or less real emergency, the integration of the Internet in the commercial strategy of the enterprise was treated superficially, the attention being paid to other means - advertising campaign in the press, creation of a television spot, etc. Also, the introduction and use of e-commerce must follow the same methodology of systematic implementation. It is possible that for small projects this methodology will be used in an adapted form, focused on the implementation stage.

## C. Project outsourcing

Outsourcing the achievement of an Internet presence ensures certain advantages in terms of competence and speed of execution. The internal creation of the project requires the development of specific skills, but guarantees greater freedom for the company.

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The project to create a "commercial showcase" on the Internet involves setting up a multidisciplinary team. If the company has all the powers, then the project can be executed internally, otherwise it will be executed externally. Partial outsourcing is also possible.

## AWARENESS STAGE

This stage aims to raise awareness among the management team about the implications of implementing of the e-commerce. Examples can be presented of the opportunities, but also the risks involved by using the e-commerce. This can be done by visiting the sites of competitors or partners who are already present in the network, or by studying advanced sectors in e-commerce. At the end of this stage, the management team must have a clear idea about how to implement e-commerce.

## STRATEGIC ANALYSIS STAGE

**Justification** - The development of e-commerce and global online networks involves risks, but also important strategic opportunities for businesses, which must be identified at the stage of strategic analysis.

**Objectives** - The desire to create an online presence is too vague, because the services offered are numerous. The strategic analysis aims precisely at defining the directions of this presence. At this level you can also consider the development of Internet technologies (TCP / IP protocols and applications - Transmission Control Protocol over Internet Protocol) within the organization, or the introduction of a groupware platform (category of software for group work, for example Lotus Notes, <http://www.lotus.com/>).

Certain networked activities involve the integration of Internet technologies into the enterprise IT architecture. The introduction of the Internet in the business strategy of the enterprise will also produce a reorganization of the information system. This involves the introduction of relational databases and the client-server mode of work.

**Tools** - Strategic analysis requires a good knowledge of the Internet and the enterprise. An analysis of the impact of the Internet on the macroeconomic environment of the organization is performed, followed by an impact analysis in a microeconomic context. The main factors will be studied: the position of intermediaries on the market, the distribution of added value, competition and globalization. The parallel analysis of the different factors will allow the choice of a strategy for the enterprise, from the five possible strategies: innovation, competition, alliance, resistance or indifference.

**Intermediaries** - The development of commercial activities on the Internet is upsetting certain distribution chains. By introducing the Internet into an economic sector, the cascades of intermediaries that separate the manufacturer from the end customer can be short-circuited or reconfigured. There are phenomena of disintermediation, re-intermediation and intermediation.

**A) Disintermediation** - occurs when a traditional intermediary is removed from the distribution circuit. For example, when a publisher sells books directly through its website, the links in the distribution chain (wholesalers and booksellers) are removed. Disintermediation can suppress an entire distribution chain, for example in the case of an author who decides to publish his work directly in electronic form on the Internet.

**B) Re-intermediation** - is defined by the action of replacing a classic intermediary with an intermediary in cyberspace (cybermedia).

**C) Intermediation** - occurs when a new intermediate is inserted into the distribution chain. After the development of virtual stores, we are witnessing the emergence of intermediaries, with the role of finding the best product or service to satisfy a customer. Certain virtual commercial galleries that regroup electronic showcases also play the role of intermediary offering consultancy and technical assistance services to the enterprises present on the site. Intermediation strategies are also being tried by launching thematic or regional sites. The objective of these companies is either to sell fully made showcases or to create a virtual pole important enough to be able to request a rent from the companies present on the site.

**D) Added value** - changes induced by the Internet on distribution chains cause changes in the distribution of added value between different participants.

Cyberintermediaries generally incur lower fixed costs than traditional enterprises (no rent is paid for the commercial area, but the maintenance of the virtual showcase is paid). Some of the services can be billed to customers. Cyberspace marketers need to invest in building a brand image and maintaining the quality of services offered. However, there is a negative aspect - the necessary relationship of trust between the customer and the company is much more difficult to build virtually.

**Competition** - In cyberspace, competition is tougher than in the real world. The visibility of services and commercial conditions makes the supremacy or specificity of the services offered by the company a permanent problem. It is considered that the competitive advantage obtained is difficult to maintain. This effect is paradoxical, because the Internet generally lowers barriers to entry, allowing small and medium-sized enterprises, thanks to virtual showcases, to operate internationally in cyberspace, on an equal footing with the largest enterprises.

Any service offered over the Internet can be quickly copied by the competition. In addition, services can often be made better by the competition than the original creators. In conclusion, any minimum competitive advantage obtained on the Internet must be regularly strengthened through the supervision of competitors. In this race, the advantage can also be strengthened by strengthening the business - customer relationship, especially by personalizing services.

This relative transparency of the markets can be exploited by gathering technological - commercial information. There are small and medium-sized enterprises that integrate this information into their own strategy. The transparency offered by virtual trade showcases gives a chance to small and medium enterprises, which can thus compete with large enterprises. This chance is dangerous, on the one hand for large companies that find themselves in such a tough competition, and on the other hand for consumers, who may be victims of fictitious companies.

**Globalization** - The tools offered by the Internet can be used to support business activities on a global scale, as well as on a local scale. They meet the needs of international enterprises and can promote the development of exports.

**A) Globalization and competition** - currently telecommunications networks and the Internet cover the planet, most countries being directly connected. The globalization of markets takes on a particular meaning in cyberspace, being ubiquitous. Multinational companies thus find on the Internet a support well adapted to their operations. The Internet can also be a tool for internationalization for national enterprises. Any site is accessible to Internet users around the world; it is therefore technically possible to develop commercial activities on a global scale. The visibility of the services offered by the company becomes global, favoring the competition. In conclusion, cybermarketing is often an international marketing, but it can only serve local markets.

**B) Product differentiation** - the global character of the web tool can raise problems for companies that practice geographically differentiated business strategies. Geographical differentiation of goods can become visible and disturb the consumer. Artificially differentiated pricing policies are difficult to justify when tariffs are clearly displayed on the company's or distributors' websites.

Technology can provide answers to product location issues. The web server can, for example, propose to the client the choice of the country of origin, then allow the dissemination of appropriate information. The server may in some cases detect the Internet address of the user's computer, after which the message may be adapted.

**C) Legal and ethical issues** - globalization induces many legal issues. Many situations require an adaptation of legal texts. For example: an European citizen consults an American site located in Australia, from the hotel room in Tokyo - in the international private law there are problems

related to the legal norms that can be applied. A clear distinction must be made between commercial and criminal law. There are many regulations in force related to international trade.

On the other hand, in the field of criminal law, the law remains closely linked to a national dimension. There is talk of a universal ethic, stable in space and time, but according to some authors it is impossible to achieve. Despite these problems, Internet commerce is constantly evolving. Companies that do business in the real world can work virtually in a similar way.

**Enterprise Strategies** - The analysis conducted by an enterprise wishing to conduct e-commerce on the Internet sets out the strategic guidelines for this presence. Five cyber marketing strategies can be highlighted as follows: innovation, competition, alliance, indifference, resilience.

**A) Innovation** - The analysis carried out by an enterprise can lead to the definition of a new type of commercial activity. The innovation thus generated can be developed in the Internet and leads to a competitive advantage for the enterprise. Maintaining this advantage can be difficult due to the transparency of the virtual world.

**B) Competition** - The competition strategy is implemented when the company notices that its activities in the real world compete with those in cyberspace promoted by competing companies. The competition decision consists in offering through the Internet, the same services, exploiting the existing experience to improve the quality of services.

**C) Alliance** - The alliance strategy is one in which an enterprise prefers to delegate its presentation in cyberspace to a partner who already acts in the network. If a publisher chooses a virtual bookstore to give a good presentation of the books, a strategic alliance has been made.

Competition and alliance strategies can be linked, as a publisher can both have its own site and cooperate with other partners' sites. For example, the Amazon.com virtual bookstore encourages publishers to work with it to better present the work they distribute.

**D) Resilience** - Resilience strategy is not always possible. It consists in prohibiting or restricting the presence of the company's products on the Internet. For example, US film companies are banning cyber-videotape sellers from exporting to Europe. In the field of books, a publisher could select the e-bookstores in which he wants to be presented, based on quality and / or volume of business.

**E) Indifference** - The strategy of indifference is to choose to do nothing. A pharmaceutical company may decide that for the time being the legal instability surrounding the network is very important and will delay the entry into cyberspace. The indifference strategy can only be

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partial or temporary and can only cover part of the company's activities. This strategy does not involve giving up the other services offered by the Internet.

**TACTICAL ANALYSIS STAGE**

Justification and objectives - Once the activities have been defined and staggered, it must be specified how they will be carried out.

**Form** - The tactical analysis is performed in the form of reflection sessions, which must be attended by members of departments directly interested in the presence on the Internet.

**Analysis tools** - Tactical analysis should specify the ways to perform activities defined at the strategic level, especially in relation to the measures on the crowd that will be applied, as well as the type of dialogue established between the company and its customers.

The technologies used on the Internet allow several measures to be taken at minimal cost to the mass of customers. Products and services can be tailored to the needs and expectations of each individual customer, even if there are several hundred thousand customers. Possible and cost-effective measures through new information technologies can be achieved at several levels. Each component of the cybermarketing mix can be adapted to the customer's needs, in terms of quantity or quality.

The product itself can be made in the new coordinates. For example, some publishers, such as Harvard Business School Publishing, suggest that teachers make their course materials by choosing topics and case studies from an electronic catalog. The price of the product may be adaptable, for example, a website may indicate different prices for individuals and businesses. An enterprise that distributes computer material may indicate prices to resellers or educational institutions.

Certain adjustments can be made by the company to comply with a legal regulation (mandatory measure). In many countries, for example, sellers are required to indicate prices in local currency. If the seller knows the geographical location of the customer then he can easily achieve this.

The segmental measure can be derived from the knowledge of the socio-demographic characteristics of the clients. The knowledge is obtained from the registration questionnaires or can be extracted from the company's computer system, if the customer is older. To this knowledge of the customer can be added the information deduced from the customer's behavior on the website (behavioral measure). When a customer visits the Amazon site and

does research on a particular topic, the business may infer a special interest in the topic and reuse that information to tailor its advertising messages.

It is also possible to cross intrinsic information with behavioral observations (hybrid measure). It is thus possible to propose a product to a customer, starting from the idea that other customers with similar socio-demographic characteristics have appreciated it.

The personalization of the dialogue with the customer must be done with the idea of bringing additional added value or a better service - on the one hand the customer has a personalized showcase, and on the other hand the seller optimizes his advertising effort.

**Customer loyalty** - In some countries, laws protect citizens from the misuse of personal information. Businesses that build important databases on their customers' preferences or interests are investing large sums to better understand the potential market and provide a better service. These companies do not want to give up the information accumulated, because the correct exploitation of them leads to the maintenance of customer loyalty. For example, when an Amazon.com customer submits an order, delivery address and credit card information are recorded. Each new order will be much easier. For the client, changing the virtual library means an extra waste of time to transmit the required information again. One can thus speak of a possible customer loyalty.

Other loyalty techniques that can be used to encourage a customer to concentrate their purchases in a single store are: making a discount based on the quantity purchased, loyalty cards or clubs. These existing techniques in the real world can be extended to the virtual world.

**Technical realization** - The technical realization of a site can raise some problems: first the visitor must be identified in order to be linked to the existing information base, or in the case of a new visitor to start storing information for his account. This information may be provided directly by the visitor or may be the result of observations. Depending on the information stored, the size of the database and the frequency of access vary. Obviously, the performance of the site will depend on that of the database management system (DBMS).

Customer tracking can be done in several ways. It is possible to insert information in the web page, or identification variables (cookies) can be stored on the client's post, these being retrieved later by the server.

It is not necessary to save information about a customer in order to personalize communication with him. For example, Yahoo displays ads based on user searches without recording their characteristics.

**Ethics** - The practical implementation of these measures must be done with care for the client. The use of personal data must be clearly explained to the persons who agree to communicate it. The data collected must be in the interest of the customer and the services he is to receive.

**Automation** - New IT and telecommunications technologies enable e-commerce automation. Decisive competitive advantages derive from the optimal use of service automation. For example, the automatic confirmation of the company's offers by customers limits the risk of error or fraud, also helping to improve the image perceived by the consumer.

A true partner of the company, the customer has an electronic window in its computer system. An example of this is the parcel tracking service developed by Federal Express, or the order consultation service at Amazon.com. In these two cases, the savings are very important in terms of "after-sales staff", and the service offered is better, the customer having the opportunity to access the information that interests him 24 hours a day, at a minimum cost and with precision.

The idea of automation can be exploited when a company is building its intranet. Each official could subscribe to receive the information published periodically by the organization by e-mail. Thus, we are witnessing a materialization of the internal marketing of the enterprise to its members.

**Communication** - In the communication model of the web, companies make information available to those interested who can consult it freely (information pull). This model is the opposite of the information push model, generally used in commercial communication and which consists of broadcasting the same message to a wide, more or less homogeneous audience. Direct marketing that personalizes the message works according to the information push model.

Electronic messaging and the web allow customized information push. This model should be used with caution on the Internet, as network users generally do not like receiving unsolicited messages in their inbox. When the information is requested by the customer, its dissemination is perfectly exploitable on the Internet. Many businesses offer such information services - the user fills out a web form indicating his email address and areas of interest to automatically receive the information. For example, a publisher can provide an information service on future releases, giving other information on each title. The marginal cost of this type of activity is very low compared to the physical equivalent.

The provision of information can be made to measure (customized information pull). This requires the recording of data related to the visitor or a careful observation of his browsing behavior on a web server. This will allow the company to continuously adapt its web page according to the user who consults it.

**Advertising** - The Internet can be used as an advertising medium. The multimedia capabilities of the web contribute to this. E-mail or mailing lists can also carry advertising (in the form of text).

With the exception of corporate websites, the content of which is assimilated to advertising, many other sites (e-shops, directories and catalogs) are financed by renting advertising space. The rental may be related to the duration, the frequency of the display, the informational content of the displayed page or the users who consult it.

From a technical point of view, the advertising strips are still or animated images, hypertext linked to the site of the person who made the ad. With a single click on the advertisement, the user can receive additional information by consulting the information from the source. Most sites that offer advertising space impose rules on image format. Basically in GIF or JPEG format, creatives have a predefined size (in pixels or bytes for animated images). Some sites do not support animated images, considering that they disturb the user. Others instead accept visual or audio animations.

Tariffing and audience measurement systems provide elements of analysis, comparable to those of other media. Initially, site traffic was estimated by the number of hits. One method of measuring audience, but falsifying this information, is the increasing use of proxy servers. However, this measure remains quite widespread, as it gives the impression of an intense traffic of the site.

More reliably, the page request evaluates how many times the web server sent the content of a page to a client. Cumulatively this date describes the traffic that a server receives. The page request may also indicate that a particular page has been viewed. Sites that provide a visitor identification and tracking system can provide more accurate information about who is viewing or activating the banner. The number of visitors remains difficult to assess without using cookie identification techniques. Internet audience measurement and its metrics are evolving to provide marketers with data comparable to those obtained in classic situations.

**Financial models** - Choosing the business model is a key element of the tactical phase. The models are very different:

**- Free:** Some sites offer free information without advertising. There are two categories: enterprise sites, which have almost exclusively advertising content (product advertising and enterprise communication), and state-funded sites (university, government, etc.). Subsidized sites may include those associated with other media. For example, HotWired, a twin site with Wired magazine, is profiting from the synergy between paper and electronic publishing. Other sites exploit existing synergies with radio and television.

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**- Pseudo-free** - most sites that broadcast information like the classic media (newspapers, radio, television), are funded by hosted advertising. At the extreme, visitors can be rewarded in the form of gifts or money.

**- Global payment** - paid access sites generally use the temporary subscription form.

**- Punctual payment** - uses the pay per view or pay per use system. Some information is provided free of charge and the rest is sold. It remains closely linked to electronic means of payment.

**Registration** - Some sites want to identify their visitors and then require a registration phase before they can view the site. This allows the company a better knowledge and gives the possibility of an adapted and personalized content. The questionnaire does not have to be an interrogation, as it can be easily abandoned.

At the beginning it is important to offer a free entrance to the occasional visitor and the possibility of registration for those who want to receive a personalized service. The initial effort to provide information to the company will be offset by the added value that the company can provide based on this information, for example by personalizing the dialogue with them.

**Virtual Micro-Franchise** - The franchise generates ideas for the rapid and global development of this business concept. Virtual franchises are created. From marketing a turnkey electronic storefront to creating business partnerships, this new form of franchise allows for significant leverage. For example, the Amazon.com virtual bookstore has become a pioneer in this field. Through a partnership with it, it is possible to create a site that hosts the description of books sold by Amazon.com. Along with each title, an Amazon.com logo leads hypertext to the virtual library, which allows the visitor to quickly order the desired book. In this partnership Amazon.com manages the invoices and the shipment to the buyer. In a matter of months, Amazon.com has built up a network of hundreds of virtual franchisees around the globe. . For example, the AT&T Business Network recommends titles from the virtual bookstore and gives the possibility to order directly from Amazon.com. Automation allows you to work with micro-franchisees - for example, even at the level of an individual who presents on his site 15 science-fiction books that he liked the most; they can be purchased with a simple click, which makes the switch to Amazon.com.

Turban et al. (2017) presented a life cycle of advertising plan in 6 steps described in Fig. 7.
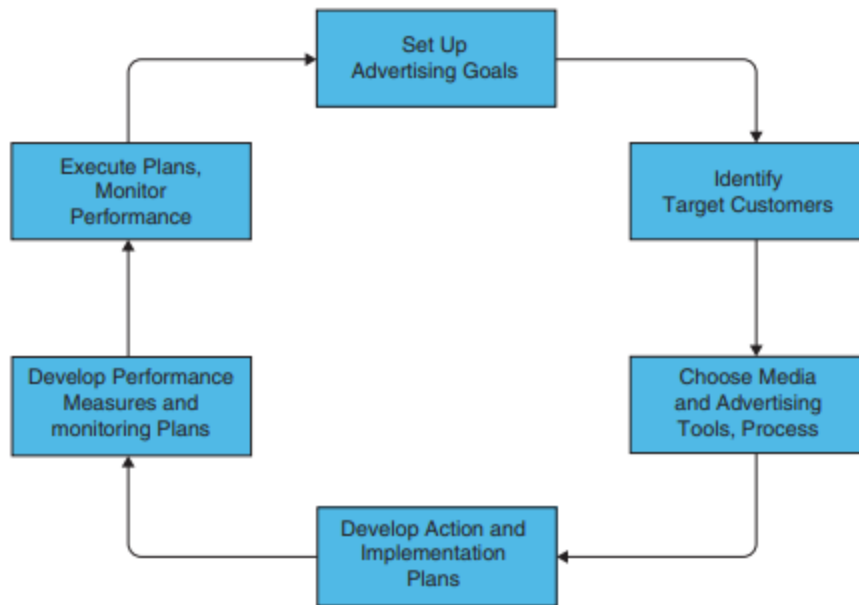
Fig. 7 Life cycle of advertising plans (Turban et al., 2017, p. 285)

# ONLINE ADVERTISING METHODS

## Banners

A banner is a display on a webpage in order to direct to a advertiser's site when is clicked on it. Banners include mainly images, but sounds or video are very often used. They are placed on websites with high traffic. As the viewers became used with type of advertising, the efficiency of this promotional tool is quite limited. Another disadvantage of this type of advertising is the ad blocker tools that many people started to install on their browsers.

## Pop-up ads

A pop-up ad (known also with the term of ad spawning) is displayed when a visitor acces or leave a website. As the pop-ups cover the entire screen and are difficult to be closed, the annoying effect could surpass the effect of being very visible. The annoying effect could become even aggresive as moving images, voice and sounds are included as a form of rich media.

## E-mail advertising

E-mail advertising or marketing is widely used for the purpose of sending commercial messages in both B2B or B2C campaigns. There are four major types of formats: 1. Ads attached to emails; 2. CRM types messages created in order to facilitate vendor-customer relationship; 3. Messages aiming for new customers acquisition; 4. Messages send via microblogs or other social media platforms.

Advantages: low cost and effective; the broad reach of consenting subscribers; interactivity for customer service purposes; can be linked with the e-commerce website; good for promotional campaigns.

Limitations: most of the messages are considered as a spam; increased used of ad blockers that send e-mail advertising messages directly to spam.

## Search Engine Optimization (SEO)

SEO is the process that improves the visibility of the e-commerce, company or brands websites when are displayed by a search engine. This process can significantly increase the number of the visitors to a website. The general process of SEO is clearly explained on Table xxy.
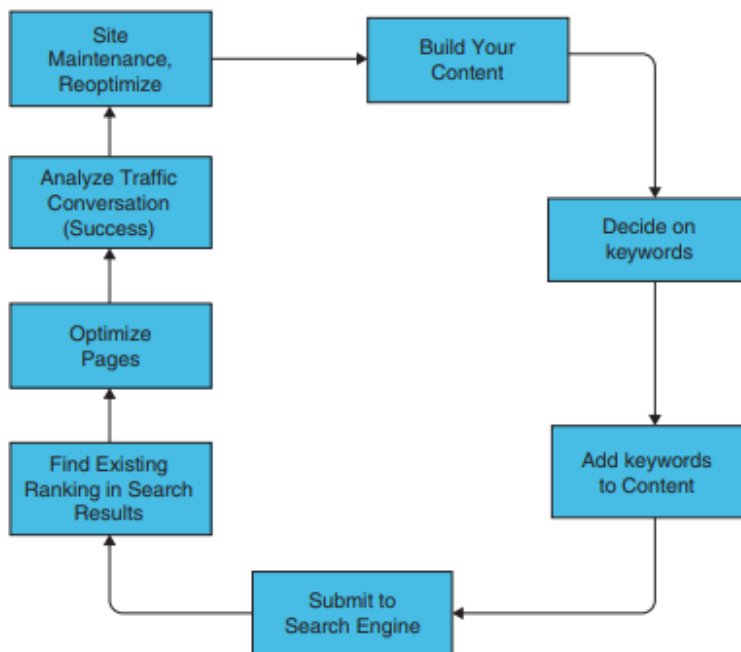


Fig. 8. The process of search engine optimization (Turban et al., 2017, p. 276)

## Search Engine Marketing (SEM), Google Ads, Google AdSense

SEM involve the registration with various search engines in order to have the site indexed by paying a higher placement fee for top positions. The position on a search page depends on both the price paid/auctioned and the algorithm a search engine uses to determine the advertisement's relevance to a particular search word or phrase. Most search engines indicate these results with a small "ad" icon by the search results in order to show that it is a paid search result.

Google Ads (formerly known as Google AdWords and Google AdWords Express) is an advertising program for sponsored ads, or "sponsored links", that are placed on the top of the page. The URLs of these ads are are created by advertisers who select a few key terms and auction a daily budget. Google uses ranking algorithms to match the key terms selected by advertisers with searchers search activities. The advertiser will be billed if the searcher clicks on the ad, and the payments are made from a prepaid budget. Since they are many advertisers

that are willing to pay in order to appear on the first system, Google's bidding system combine the criteria of the bid budget with the relevance of content for the words auctioned.

Google AdSense is an affiliate program run by Google through website publishers that provide text, images, video, or interactive media advertisements that are targeted to the site content and audience. Google administer, sort and maintain these advertisements. If someone is searching for a term related to the content of the affiliated websites, (s)he will be directed to the advertiser ads. The matching of the dispayed ad to the content of affiliate program website is based on Google's algorithms. In March 2020 it was reported that 2 million publishers earned money from their sites with Google AdSense[vii]. The affiliate publishers earn money when visitors click on the ads, as Google share the revenues paid by the advertisers.

## Augmented reality

Augmented reality (AR) can be used as an advertising tool by many industries like fashion, entertainment, or real estate and architechture. AR makes advertising interactive, allowing marketers and advertisers to reach out to consumers in totally new ways, as many companies have already embraced this cutting-edge technology[viii]. For example, the 2014 IKEA catalogue gives customers the ability to place virtual furniture in their own home with the help of augmented reality by scanning selected pages with the IKEA catalogue application (available for iOS and Android) or by browsing the pages in the digital 2014 IKEA catalogue on smartphone or tablet[ix].

## Chat rooms and forums

**Chat rooms** and **forums** are both methods to communicate with other people over the Internet, but are used **in  different** ways. Whereas **chat  rooms** allow  you  to  communicate  with people **in** real time, **forums** are more suited for discussions where not all participants have to be **online** at the same time[x].

A wide variety of businesses can benefit from setting up online customer forums and chats, in order to find how to best use the products, or customers may write in with suggestions for other uses for the products. At the same time, service companies can use the forums to answer a lot a variety of questions about their offerings[xi].

## 4.3 E-COMMERCE AND SOCIAL MEDIA

With more Internet users buying online each year, it is obvious that the e-commerce industry is booming. The consumers are advantaged because it means they have more options than ever before when looking to make a purchase. But for ecommerce store owners, it means

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that online retail is becoming an increasingly competitive industry, which is why using social media for ecommerce is so valuable.

Ecommerce social media is defined as using social media to market an ecommerce store. Social media is used in e-commerce to build brand awareness, attract online followers, and generate online sales.

The most important benefits of social media for ecommerce are[xii]:

1. EXPAND THE ONLINE REACH

2. REACH THE TARGET AUDIENCE WHERE THEY SPEND THE MOST OF THEIR TIME

3. ENGAGE THE TARGET AUDIENCE IN A CASUAL WAY

4. ENHANCING BRAND RELATED CONVERSATION ONLINE

In the future, social media will become more embedded with e-commerce and the current trends already look positive. Over 81% of UK consumers surveyed admit to purchasing a product after seeing it on social media and sales via mobile commerce are growing at an average of 16% annually.[xiii]

As social media continues to further be strongly linked to e-commerce, brands and businessed have to keep up to these trends, technologies and new approaches to better take advantage of the commercial opportunities it presents.

How people use social media continues to change every year, with it moving from a tool to upload user content (photos, posts, etc) to a tool than encompasses e-commerce.[xiv]

Many social media users are vocal and are willing to follow and interact with brands by sharing items they have purchased or publicly commenting about products. Brands also need to engage with non-vocal customers and craft engaging social media content that draws in users and results in conversions. Successful brands will be proactive about uploading content to their social channels.
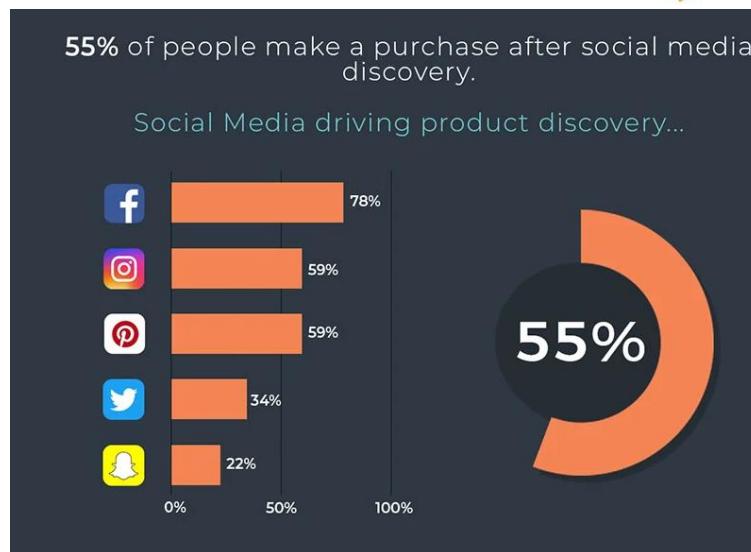
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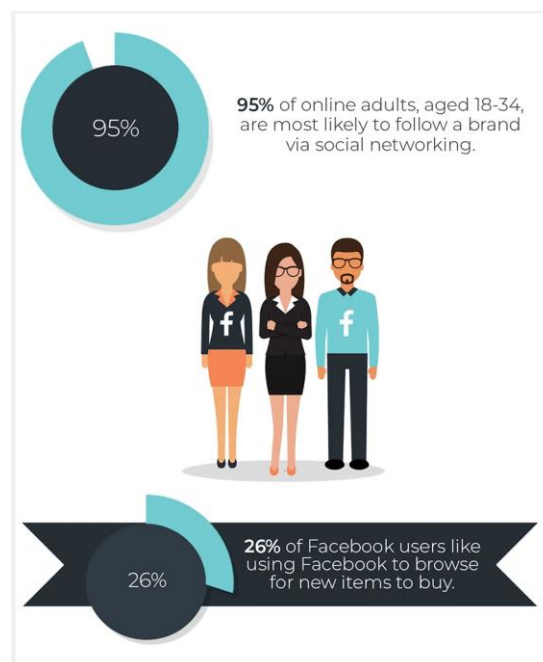
Fig. 9. Social Media driving product discovery[xv]



Fig. 10. Rise of social media in ecommerce[xvi]

The most obvious explanation behind this phenomenon is that social media is a free marketing tool that allows companies to engage customers all over the world. TV ads, radio spots, and print media still play a role in modern advertising, but nothing beats free.

However, cost only represents the tip of the iceberg. Some other benefits of using social media and eCommerce include[xvii]:

**1. Two-way communication**

When delivering your message via television or radio, you might have to wait months to see if your campaign works. Social media allows for instantaneous input from users.

**2. Segmentation by geography, demography, and interest**

Fading are the days of generic advertisements on broadcast television. It is now possible to A/B test highly individualized messages for equally individualized audiences.

**3. Multiplier effect**

With a click of the mouse, users can share the original "message" to thousands of friends or followers. One might have to spend millions of dollars to create a memorable radio jingle, but a low-cost social media campaign can go viral overnight. Because the referral is coming from friends and contacts, the message benefits from a level of social proof that few corporate advertisements ever enjoy in the world of traditional print media.

# SOCIAL MEDIA MARKETING STRATEGIES

## Content seeding

Content seeding is defined by offering consumers incentives (coupons, rebates, contests, or other forms of financial incentives) to share content about a brand. Content seeding allows brands to highlight their content in places target audiences will see and engage with it, and influencers being a prime choice as they usually have large audiences[xviii].

## Real-time marketing

Real-time marketing is when brands react quickly to events, trends, and news happening online or offline. Instead of having a pre-planned social media content strategy with a strict publishing schedule, real-time marketing is based on chasing trends or feedback from followers.Video marketing[xix].

Despite its instantaneous nature, real-time marketing still needs a plan that should include the following 4 key components: **The Trigger** ( information that creates the opportunity for real-time marketing such a weather forecasts, national celebrations, breaking news or social media trends), **The Audience** (groups or customers that will be engaged such as customers in specific locations, clients interested in a particular niche, customers searching for a keyword or people waiting for products to come back in stock), **The Method** (Social media, SMS, email or instant

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message), **The Outcome** (brand awareness, increasing customer engagement or improving revenue)[xx].

## Video marketing

Many companies create and mantain YouTube channels in order to share various types of videos in order to increase the engagement with the brands and e-commerce websites. Other types of video content is created with objectives like to inform or to instruct/educate potential customers.

Ads placed at the beginning of the video will generate more impressions, while the ads placed at the middle will have a higher completion rate and will enhance brand recognition.

## Influencer marketing

At a fundamental level, influencer marketing is a type of social media marketing that uses endorsements and product mentions from influencers–individuals who have a dedicated social following and are viewed as experts within their niche[xxi]. Influencer marketing involves individuals endorsing different brands on social media. The size of influencer's followers base is not as effective as affinity with the brand or business target customers.

## Interactive blogs

Reserches suggest that interactive blog posts that contain visually stimulating interactive content increase social media readership and sharing with a factor of 40[xxii]. Interactive blogs allow visitors to send comments or posts, making them another component of social media. There are three types of blogs: brand blogs, individuals sponsored by a brand and individuals speaking about a brand and having no financial connection to it.

More interaction with the blog visitors means visitors stay longer and creating a better chance of building a relationship with them and converting them, and this can be created some of the following tactics[xxiii]:

1. Interactive Chat

2. Build a Quiz

3. Let visitors leave a voicemail

4. Build a community

5. Implement Surveys for Site Visitors using Qualroo

6. Embed other media

7. Make it easier to find relevant sections of the blog

8. Personalization of the content

## User-generated content

User-generated content (UGC) is one of the most useful forms of free marketing that an e-commerce business could ask for: authentic, trustworthy content created by fans and influencers, sharing reviews, images and videos of your product online[xxiv].

Marketers should carefully study UGC reciews because they provide customer evaluation of products and services and valuable insights for future improvements. The growing use of online reviews by consumers has led to an increase of specialized websites such as TripAdvisor, Yelp or Foursquare.

## Viral marketing

Viral marketing describes the technique and natural occurence of web users effectively marketing on behalf of a business by sharing a campaign or any form of online media. Successful viral marketing campaigns are often extremely cost effective and can vault an online business into prominence[xxv].

Viral marketing is a marketing communication strategy based on creation of messages that should be passed from one consumer to another through digital means. It can evolve into a form of advocacy or word-of-mouth endorsement.  Viral marketing mesasages include advertisements, hyperlinked promotions, online newsletters, streaming videos and games, and are created in order to earn free media.

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