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Promotional strategies in the internet age

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PROMOTIONAL STRATEGIES IN THE INTERNET AGE

Morgan Almasi

**This thesis is presented in fulfilment of the requirements for the degree of
Bachelor of Communications Honours**

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USE OF THESIS

The Use of Thesis statement is not included in this version of the thesis.

ABSTRACT

The Internet and e-Business has experienced exponential growth over the past few years, generating significant challenges to organizations using the Internet for business, or as a communications medium. Along with the proliferation of the Internet, a number of new online-based promotional tools have been added to the overall promotional mix.

This research aims at investigating successful online promotional strategies through a comparison of a synthesis of contemporary literature and information collected from a case study based on the online recruitment industry. The findings from the case study confirmed and built upon several key points identified in the literature. However, the responses also identified contradictions between the practices of the organizations involved in the case study, and the framework developed from the synthesis of the literature.

Based on the findings, a provisional set of guidelines and procedures for successful online promotion were developed, with the aim of contributing to existing literature to help inform small to medium sized businesses how to implement an online promotional strategy.

DECLARATION

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TABLE OF CONTENTS

| | |
|---|-----------|
| Chapter 1 – Introduction | 1 |
| 1.1 Background | 1 |
| 1.2 Research Significance | 2 |
| 1.3 Research Aims and Questions | 3 |
| 1.4 Thesis Outline | 4 |
| | |
| Chapter 2 – Literature Review | 5 |
| 2.1 Literature Classification | 5 |
| 2.2 Traditional Marketing and Promotion | 6 |
| 2.3 Online Marketing and Communication | 10 |
| 2.3.1 The Four P's of Web Marketing | 12 |
| 2.3.2 Internet Branding | 13 |
| 2.3.3 Return On Investment | 15 |
| 2.3.4 Internet Fundamentals | 16 |
| 2.4 Promotional Tools | 18 |
| 2.4.1 Domain Names | 18 |
| 2.4.2 Search Engine Optimisation | 18 |
| 2.4.3 Email and Viral Marketing | 20 |
| 2.4.4 Online Advertising | 21 |
| 2.5 E-Business and New Business Models | 22 |
| 2.5.1 Electronic Payments | 23 |
| 2.6 Australian Small Business | 23 |
| 2.7 The Online Recruitment Industry | 24 |
| 2.7.1 How has it Grown? | 25 |
| 2.7.2 How's it Changed/Evolved? | 26 |
| 2.7.3 In-house Recruitment Using Online Tools | 27 |
| 2.7.4 How Is It Used? | 28 |
| 2.7.5 What Hasn't Worked? | 28 |
| 2.7.6 What Has Been Successful? | 29 |
| 2.7.7 The Commercial Market | 30 |
| 2.8 Summary of Review and Conclusions | 31 |
| | |
| Chapter 3 - Research Methodology | 36 |
| 3.1 Research Aims | 36 |
| 3.2 Ethical Concerns | 36 |
| 3.3 Research Methodology | 37 |
| 3.4 Demographics | 39 |
| 3.5 Interviews and Surveys | 40 |
| 3.5.1 Discussion Questions | 41 |
| 3.5.2 Survey Questions | 42 |
| 3.6 Limitations | 44 |

| | |
|---|-----------|
| Chapter 4 – Discussion Of Findings | 45 |
| 4.1 Category 1 – Overall Marketing Strategy | 45 |
| 4.2 Category 2 – Branding and Customer-centric Communication | 48 |
| 4.3 Category 3 – Design and Development of the Online Marketing and Promotional Tools | 53 |
| 4.4 Online Recruitment Sector Analysis | 55 |
| | |
| Chapter 5 – Conclusion | 57 |
| 5.1 Summary | 57 |
| 5.2 Recommendations | 63 |
| 5.3 Conclusion | 65 |
| 5.4 Future Research | 66 |
| | |
| References | |
| | |
| Appendix | |
| 1 Interview Question Sheet | |
| 2 Survey Questionnaire | |

Chapter 1 – Introduction

The technological development of the Internet – a global interconnected network of computers and servers, has had one of the most profound impacts on communication in history. The Internet has broken down time and geographic barriers, opening up communication on a global scale (Semenik, 2002).

Furthermore, the Internet has revolutionised business models and customer-corporation communication, giving birth to ‘e-Business’, the use of technology and a worldwide reach to enhance existing business and create new virtual businesses (Amor, 2002). Industry and government organizations have seen major change, being beneficial for the most part, enabling easier communication with customers and other businesses including suppliers. Small businesses, many of who operate in niche markets were previously restricted by communication and geographic barriers are now able to compete with national and international corporations. From a customer perspective, consumers are presented with many more choices, as well as information accessible at any time, from any location.

The proliferation of the Internet has added a changing and dynamic promotional option for businesses to consider, a powerful tool when integrated with other promotional strategies and marketing communications. The identification of guidelines and procedures demonstrating successful online promotional strategies will assist industry and small business in effectively exploiting this dynamic medium. The research framework will be developed by an analysis of the promotional strategies within the online recruitment industry, across three sectors (government, higher-education, and industry). This will be compared to general promotional strategies identified in current literature and theory, and to question its validity and practicality through the case study.

1.1 Background

The Internet is predominantly a communications technology, and thus it has fundamentally changed human communication (Semenik, 2002). The Internet is “a global collection of computer networks linking both public and private computer systems, originally designed for US military purposes before expanding into a

combination of government, educational, military and commercial systems” (Semenik, 2002, p. 305). Since its expansion from military use, the Internet has become the latest mass medium following television, radio and print.

The Internet and e-Business has been through several phases and changes, particularly the ‘dot-com crash’ of 2000. These changes have brought developments in ideas and paradigms of Internet communications. Regardless of these fluctuations, it continues to grow exponentially in the volume of pages and users, as well as its level of functionality particularly for commercial purposes. A major development for commercial business was the implementation of online transactions and payments.

As of September 2005, it was estimated that a worldwide total of 957.753 million people were connected to the Internet (Internet World Stats, 2005). The Australian Bureau of Statistics (ABS), states a ten percent (10%) increase in Internet subscribers from March 2004 to September 2004 (ABS, 2005) to a total of 5.7 million Internet subscribers in Australia. Despite continuing growth in online promotion expenditure, the medium still sits a long way behind expenditure in other mediums.

A report from PricewaterhouseCoopers, as cited in the Australian (2005), states the Internet medium held a 4% share of the \$9.4 billion media advertising market in 2004. Despite being the fastest growing medium as the article indicates, the Internet still sits significantly behind newspapers; 40% and free-to-air television; 33%, in advertising expenditure.

1.2 Research Significance

The Internet is a dynamic medium as it enables communication between businesses and consumers, and can be a lucrative way of conducting business when used to its full potential. However, many businesses continue to shy away from e-Business and the Internet despite the growing significance of implementing an integrated e-Business plan. In addressing this concern, there appears to be a lack of literature specifically addressing successful online promotion strategies, particularly within Australia. Much of the published literature focuses on large brands and corporations with large budgets, intent on global communication and marketing.

Many businesses, particularly small to medium size businesses, will never reach a global or even national status, thus the information lacks relevance to the context of their business. In small businesses there is limited management specialization, consequently the business manager is required to perform a number of roles, often including promotion and marketing (Ratnatunga & Dixon, 1988). This characteristic of small to medium businesses demonstrates the need for online promotion information applicable to these businesses. To address this lack of information, the development of guidelines and procedures for successful online promotional strategies, would prove valuable to businesses of varying size, which can effectively implement the practices into their e-Business plan.

Despite the versatility of communicating with image, video, audio, text and interaction, the cost-effectiveness, global reach and instantaneous information accessible at any time, when compared with other mediums, the Internet is under utilized as a promotional medium. This is in part due to the rapidly expanding, and changing nature of the Internet, nervous company executives, and a lack of supporting information regarding online promotional strategies (Bruner, Harden, & Heyman, 2002).

1.3 Research Aims & Questions

The primary aim of this research is the development of a set of guidelines for successful online promotion for small to medium sized business operators. The guidelines will be presented within the perspective of Australian business, whilst remaining applicable to global markets, providing businesses with the knowledge to plan, strategize and conduct a successful promotional plan online.

The secondary aim of the research concerns the integration of the online strategy into the overall promotional strategy, and how this can be most successfully executed.

The specific research aims of this study are to:

1. Synthesize the literature into a framework of guidelines and procedures that exemplify current practice for online promotion of products and services;
2. Develop an instrument to collect data from industry experts; and
3. Collect data from the local online recruitment industry to compare and contrast current, local practice with the theory.

1.4 Thesis Outline

Chapter 2 of the study consists of a literature review investigating online promotional strategies and marketing in general. A review of online recruitment in practice was also conducted to provide a background to the growth, current trends, demographics, successes and failures of the industry.

Chapter 3 documents the development of the research instrument derived from the literature review, based on various promotion tools and strategies. Furthermore, the chapter outlines the details of the online recruitment case study, and its significance to the research.

Chapter 4 compiles the data and responses from the case study, and discusses the thematic discourse patterns identified in the research data.

Finally Chapter 5 provides a summary to the research and the findings, as well as recognizing relevant areas of future research.

Chapter 2 – Literature Review

2.1 Literature Classification

The extensive application of the Internet across the world has contributed to economic growth as new business opportunities emerge. Thus increasing numbers of companies are engaging in electric commerce, Internet marketing and promotion (Becherer, Halstead, 2004). However reviewing literature relevant to the research, much of it can be classified into the following categories:

1. Traditional marketing/promotion;
2. Online marketing/branding/advertising;
3. Electronic Business (e-Business);
4. Australian small business.

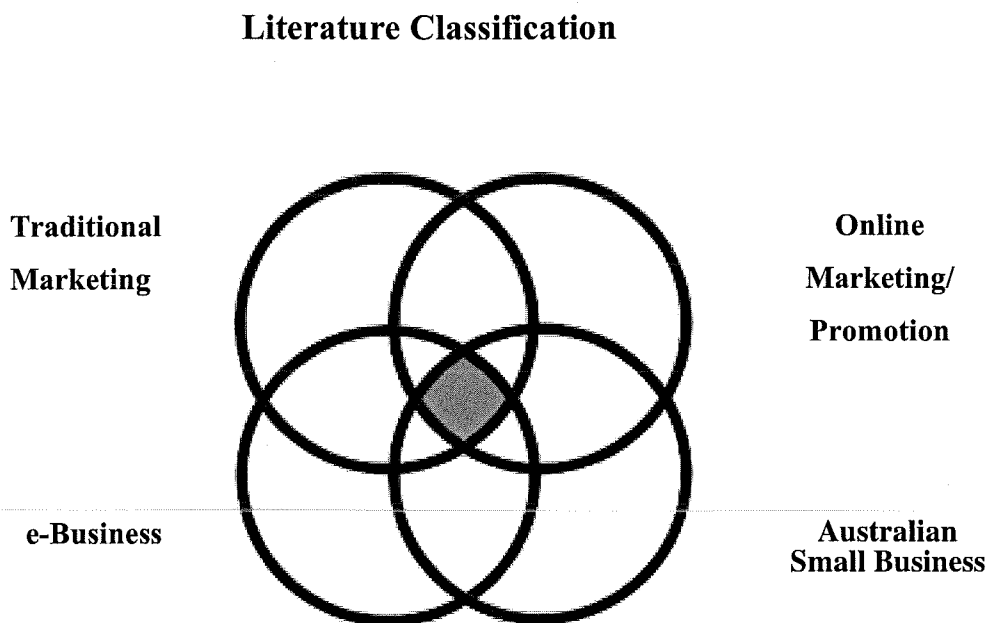


Figure 1. Literature Classification

The ability to clearly categorize the literature exposes a lack of information that specifically addresses each of the categories. Literature regarding online marketing was predominantly concerned with medium to large business in either an American or Global context. The gap between theory and practice is evident of a lack of literature detailing online promotion strategies for Australian business. Thus for this research it is necessary to extract relevant online and offline guidelines and procedures for successful online promotion, and apply these to the context of small-to-medium business environments in Australia.

Literature is predominantly found in books and journals (both electronic and paper-based), as well as magazine and newspaper articles. Though due to the rapidly changing nature of Internet technologies and communications, relevant information is continually made redundant or obsolete (O'Neil, 2000, cited in Bruner, Harden & Heyman, 2001). It is therefore necessary to evaluate the relevance and validity of the information within the context of present day. The online recruitment industry was used as a case study to assist in the collection of relevant data and contextual information needed for this study.

The study described in this paper will explore each category of the literature and investigate its value to the context of online promotion for Australian business.

2.2 Traditional Marketing and Promotion

There are many varying definitions of marketing focused on the communication of an independent product rather than a service. However, the definition offered by knowthis.com (a self-proclaimed source for marketing knowledge), is favourable in the context of the research, as this definition's central focus refers to the consumer-producer. "Marketing consists of the strategies and tactics used to identify, create and maintain satisfying relationships with customers that result in value for both the customer and the marketer" (knowthis.com, 2005). It is critical to understand that the type, method and level of marketing will dictate the quality of the consumer/marketer relationship. Misdirected or simply bad marketing can have negative consequences for the customer/marketer relationship. Similarly the aim of a marketer should not be for a 'satisfactory' relationship, but an involved, loyal and long-term relationship.

Promotion is defined as the “communications process in marketing that is used to create a favourable disposition toward a brand of product or service, an idea, or even a person” (Semenik, 2002, p. 7). It is important to note that promotion is a process within marketing; they are not one in the same. Semenik (2002, p. 8), continues to define the promotional mix; stating that it is a blend of “communications tools” used by a company to conduct the promotion process, thus communicating to the targeted audience. The Internet is one promotional medium; email campaigns, home pages and banner ads are tools within the online promotional mix.

The general meaning of marketing is more or less understood by industry as the process of selling. However as Al Ries (2005) argues, the basic issue of marketing is often mistaken. Many believe it as convincing customers that their product or service is superior to a competitor’s product or service. Ries claims, “the basic issue in marketing is creating a new category you can be first in” (Ries, 2005, p. 44). To verify his argument, Ries identifies the marketing paradox to be where ‘perception is reality’. This confusion occurs because consumers perceive the category leader to be the best product, e.g. Coca-Cola as the best cola. Yet in many cases, the product perceived to be the best is in fact not the best (Ries, 2005, p. 45). Hence attempting to market a product, as the ‘best’ is ineffective if the product is not perceived to be the best. Ries suggests that rather than trying to overtake a market leader, “brands should seek a new category for them to be first in, to be the leader in” (Ries, 2005, p. 45).

This theory of perception and creating new product categories or niche markets is especially significant to small to medium size businesses. Successful brands identified by Ries (2005, p. 45), demonstrating the creation of a new category to the best in, include:

- McDonald’s, the first hamburger chain;
- Hertz, the first rent-a-car service;
- Xerox, the first plain paper copier.

These brands were all started by small, rather than large, entrepreneurs growing over an extended period of time (Ries, 2005, p. 45). Many of the commercial online recruitment companies followed this path, gradually growing in size whilst attracting investors. This theory of perception and creating new product categories or niche markets is especially significant to small to medium size businesses looking to grow. This research will

investigate the theories of product categories and niche markets within the online recruitment case study.

Levinson (1993) compiles a set of 50 rules of 'how-to-do-it-marketing' for small business in his book, 'Guerrilla Marketing Excellence' (1993). He divides his book into four parts:

1. Golden rules to guide your thinking;
2. Golden rules to guide your effectiveness;
3. Golden rules to guide your marketing materials;
4. Golden rules to guide your actions.

These categories represent the broad areas of concern for small businesses. The first section refers to the general premise of a small business, where does it fit in the market, what category is it in, who is the audience, what category should it be in and how and where will it achieve a return on our online investment (ROI)? After this is established the business can work on its marketing effectiveness, such as its company message, level of interest, timing, and style. The third section focuses on specific techniques such as print headlines and copy. The final section of rules focuses on ensuring the actions build positive relationships with consumers.

Levinson's 50 golden rules refer to traditional marketing mediums such as television, radio, outdoor, and print. Published in 1993, prior to the digital explosion of the Internet, Levinson has written several books on 'guerrilla marketing', and been the president of his own marketing and consulting firm. His level of knowledge and experience in marketing, and his essential ideas can be applied to all mediums, including the Internet. More specific points that he raises are sometimes often not applicable to the context of online communications, however, numerous rules stand out as having a direct association to Internet marketing.

1. *"Design your business to operate for the convenience of your customers, and make it very easy to do business with you"* (Levinson, 1993, p.26).

In this rule Levinson explains practical methods of convenience, such as accepting as many types of credit cards as possible. The basic premise of this rule is directly applicable to eCommerce, web page usability and design. If the process of finding

and purchasing an item online is too difficult, customers will find a site where the process is easier.

2. *“Your marketing has an obligation to capture the attention and hold the interest of as many prospects as possible”* (Levison, 1993, p.62).

This rule applies to most promotional mediums, but is particularly critical to the Internet. Levinson acknowledges that some advertising does not capture the attention of its audience, or the attention is directed to the wrong element. The immediacy of purchasing on the Internet means that grabbing and maintaining interest can quickly convert a potential customer into a paying customer (Bruner, Harden & Heyman, 2001, p. 52).

3. *“Create a path of least resistance to the sale by paving the path with credibility”* (Levison, 1993, p.155).

It is well known that Internet credibility is a major issue. The Australian Bureau of Statistics (2005) indicates a 34 per cent increase between 2001 and 2002, of people purchasing products/services on the Internet. With increasing numbers of people purchasing online, exhibiting a level of credibility and building consumer confidence is essential to ensure a customer makes the final step of purchasing.

4. *“Many marketing methods attain their maximum effectiveness only when combined with other weapons of marketing”* (Levison, 1993, p.136).

This rule is generally accepted within a context of the Internet and will be further discussed in reference to Semenik’s arguments that the Internet and all other promotional mediums should be integrated within the overall marketing strategy (Semenik, 2002, p.301).

Levinson’s basic ideas and the above rules can be directly related to conducting effective Internet marketing communications. Levinson’s rules are written in the context of small businesses, which do not have marketing budgets akin to large national or global corporations. He gives more of a ‘how-to’ set of rules that the average small

business can implement and adhere to, whether in traditional or online mediums such as the 'golden rules to guide your thinking' (1993).

Marketing in a traditional sense should be assessed from the roots of the company's thinking, and modified accordingly. In 'Developing a marketing strategy', Ferris (1998, p. 81) insists that a market analysis and segmentation procedures should be performed so that target markets, strengths and weaknesses of the company and its competitors are well understood. After this, an overall marketing strategy can be developed. Ferris makes a valid point that many small businesses operate in niche markets, often on the fringe of broad product categories and leaders. In this case, this should be well articulated in the marketing strategy (Ferris, 1998, p. 81).

Ries and Levinson conjunctively place the highest value on the ground components of marketing such as assessing the state of the company and where it fits within the market. After identifying the deep issues within the company, the appropriate changes can be made which will define and guide a new marketing strategy. Therefore the greatest promotional campaign will be futile if the ground components of the company and the objective of the marketing are not clearly and correctly defined.

2.3 Online Marketing and Internet Communications

The Internet has brought a shift in marketing communications to the needs of the customer- thus everything has become much more customer-centric (Amor, 2002, p.35). Customer responses have become much more important and provide information back to the marketer which directs products, marketing strategies and pricing (Amor, 2002, p. 35).

Once a company has taken up an online presence, how do they then market and brand themselves effectively? Firstly, an understanding of the Internet, its dynamics, and how it differs from other promotional mediums is essential. Semenik, in 'Promotion and IMC' (2002, p. 303), identifies the Internet as a 'revolution of communication'. He continues to state: "The Internet poses an ability to alter the basic nature of communication within a commercial challenge" (2002, p. 303). The effect the Internet

has had on communication is evident and will become even more influential in the future. However, the basic laws of communication have remained unchanged.

Shirley in 'Embracing Paradigm Shifts' (2000), argues, "On-line media, such as banner ads, interstitials, sponsorships or portals, promotions, and consumer education can all be effective tactics. But gaining an understanding and appreciation of the Internet's overall effect is critical". These tools should align with the overall marketing strategy, rather than individually isolated promotional tactics. Shirley continues claiming that the strategy employed on the Internet should be integrated with other elements in the marketing mix, all-driving towards achieving the same objectives. This idea of integrating marketing across several mediums and promotional tools is consistent across most of the literature studied. Thus, the research will investigate the practicality and actuality of integration in the online recruitment case study.

Due to the Internet's rapid growth, changes, and perceptions of the Internet as a marketing medium continue to transform and evolve. Nielsen (2000, p. 163) in 'Designing web usability', comments, "the only constant of the web is change, the web is continuously changing with new technologies and uses, and forever expanding numbers of pages and users". To market successfully on the Internet, these changes (and future changes) must be acknowledged and understood in order to fulfill the potential of the Internet as a marketing medium. In her article, Shirley (2000) concludes that future success with the Internet, as an integrated marketing tool, is dependent on "continuing to seek out paradigms, accept the shifts that are bound to occur, and champion the changes". This point of constant change is central to the research and the development of guidelines and procedures for successful online promotion. Conducting a case study and comparing the findings against the literature will find changes and shifting ideologies within online promotion.

The Internet's popularity grew considerably in the year 2000. The author of 'Online branding: The retreat from euphoria' (2002), argues that the Internet was perceived as a marketer's dream. The dot COM bubble burst refers to the many start-up companies in the late 90s, selling products/services via or related to the Internet (Wikipedia, 2005). The typical business model was justified losing money by to build consumer awareness and market share, many floating on the stock market as a means of finance (Wikipedia, 2005). However, as with all booms the 'bubble' burst and many of these companies

found themselves bankrupt. Since then, the general paradigm of the Internet has been seen to have potential, “being highly effective in generating response, although not necessarily direct or immediate” (Online branding: The retreat from euphoria, 2002).

Similarly, the author of ‘When branding met the web’ (Anonymous, 2002), identifies the new business challenges and opportunities arising from the proliferation of the Internet. Nielsen’s interpretation is that the Internet is networking the economy, creating a dramatic level of change. As a result, the Internet has become too prominent for most businesses to ignore it as a marketing medium. The author (When branding met the web, 2002) continues their argument claiming the importance of a carefully planned brand role and strategy for a company, amidst the opportunities created by the Internet.

Semenik’s (2002) and the author of ‘Online branding: The retreat from euphoria’ (Anonymous, 2002), argue complementary of one another, stating that the Internet is just another marketing medium, which must be integrated and controlled alongside other mediums. As a result, there has been a shift in the marketer’s approach and expectations of the Internet. “Leading to the Internet becoming more of a brand-response medium rather than a direct-response medium” (Online branding: The retreat from euphoria, 2002).

2.3.1 The Four Ps of Web marketing

A marketing strategy could be derived by reviewing the four Ps of Web marketing as identified by O’Brien (2002, p.293) in ‘The Australian e-Business guide’; product, price, place and promotion.

Product – Are You suited to the Web

The web can be used to market a physical product or service online, or transform a traditionally physical service into an online service (O’Brien, 2002, p. 293). Regardless of the product or service, the relevant site must clearly and effectively convey its value proposition to the customer (O’Brien, 2002, p. 294).

Pricing strategies on the Web

O’Brien states that pricing on the Web can be very influential as to which company a customer buys a product from. Therefore an added incentive can be essential in a sale, however the incentive must complement the core offering (O’Brien, 2002, p. 294).

Place – The Web is different from the physical world

There are several differences from the virtual world to the physical world that affects marketing. The Web is an interactive medium with a global audience open 24 hours a day (O'Brien, 2002, p. 294).

Promotion and the Web

In line with surrounding authors, O'Brien argues "every product or service should be promoted using a 'mix' of strategies that are chosen on an understanding of the needs of the marketplace and the characteristics of the product" (O'Brien, 2002, p. 295). The aim of promotion is to create awareness of a brand or product that will satisfy the needs of its customers (O'Brien, 2002, p. 295).

2.3.2 Internet Branding

Branding is significant for both small and large businesses, particularly for those with an online presence. Branding is used to differentiate a product from other products in the marketplace as "successful branding programs are based on the concept of singularity" (Ries & Ries, 2002, p. ix). The objective of branding is to make consumers perceive that the product is unique within its market (Ries & Ries, 2002, p. ix). Recent claims indicate the importance of brands in creating "difference, relevance, and affinity" (When branding met the web, 2002).

Previous perceptions suggested the Internet would eliminate the need for brands due to customers being empowered by search (When branding met the web, 2002). However, it is since understood that branding on the Web is more important than ever. With many providers to choose from, customers select a brand they are familiar with (When branding met the web, 2002), hence the importance of branding on the Internet. Ries argues that many of the successes and failures of e-Businesses are attributable to successful or unsuccessful branding. Offering the '22 Immutable Laws of Branding' and '11 Immutable Laws of Internet Branding', Ries claims that the laws of branding are equally applicable to the Internet as in the real world, though suggesting that the Internet has unique circumstances, which "pose special problems for branding" (2002, p. xvi). Firestone in turn questions if "online brands should complement traditional branding efforts: This doesn't mean they should be exactly the same" (Firestone, 2002,

p. 11). Firestone maintains a company must listen and respond to their customers. He suggests shifting to a customer-centric approach, and not assuming that branding online and offline are one in the same.

Ries highlights the importance of understanding a brand and its place on the Internet. His first law of Internet branding refers to understanding the difference between a real world/physical brand and an Internet brand. "The Internet can be business or a medium, but not both" (Ries, 2002, p.113). For example, brands such as Levi and Ford use the Internet as a medium, whereas brands such as eBay and Yahoo, the Internet serves as their business; they are Internet brands. Ries continues to argue that attempting to have a real, physical world brand and an Internet brand will result in a fracture of the brand, "no brand can be all things to all people" (Ries, 2002, p.114). Brands using the Internet as a medium usually exhibit characteristics of intangible, non-fashionable (i.e. computers), price and shipping cost sensitive products with thousands of variations.

The second law of Internet branding according to Ries focuses on interactivity within the new communications mass medium – the Internet. Ries argues that in order to build a brand on the Internet, the brand needs to be designed for the new medium and incorporate interactivity into a site (Ries, 2002, p.131). Ries third law focuses on selecting a brand name, suggesting that many brand names on the Internet are terrible. A unique brand name becomes even more significant on the Internet as there are no brand visuals (pictures, colours, typography etc), the user simply types in a word to access a site (Ries, 2002, p.134). The most successful brands are proper nouns (such as Coca-Cola), rather than common nouns. Common noun brands such as pets are far too generic, which according to Ries is the reason why these brands like as Pets.com, have gone bankrupt or closed their operations (Ries, 2002, p.135). Ries suggests 8 rules to follow when selecting a brand name:

1. The name should be short
 - The shorter and easier to spell the better
2. The name should be simple
 - The alphabetical construction should be simple, i.e. the number of different letters used
3. The name should suggest the category
4. The name should be unique

5. The name should be alliterative
6. The name should be speakable
 - Word of mouth is the most effective medium in your entire communications arsenal; a name should encourage word-of-mouth usage
7. The name should be shocking
8. The name should be personalized

Ries admits that an Internet brand can't accommodate all of these naming rules and personalization, but when the situation allows for it, personalizing a brand should be considered.

The fifth law of Ries Internet branding, is the law of singularity. In the real world there is always room for a number two brand or competitor. On the Internet however, monopolies rule in which every product/service category tends to be dominated by a single brand. Instead of duality a brand should seek singularity (Ries, 2002, p.170).

2.3.3 Return On Investment

Bruner, Harden and Heyman authors of 'Net Results 2' (2001), stress the importance of setting clear objectives for a Return On Investment (ROI). The book argues that too many businesses spend money on the Internet without a 'clear articulation' of their return. A business should identify a source of return before they begin to worry about getting a site, and the rest of the marketing mix right (Bruner, Harden & Heyman, 2001, p. 10). The authors acknowledge that individual business goals will be different and depend on different factors, although ROI for Internet marketing can be found in;

- Brand building
 - The web is a cost-effective method of building consumer awareness for an offline brand (Bruner, Harden & Heyman, 2001, p. 14).
- Lead generation
 - The delivery of sales leads which can outperform traditional direct mail at a low cost (Bruner, Harden & Heyman, 2001, p. 17).
- Online sales
 - Bruner, Harden and Heyman (2001, p. 20) argue that not every online vendor is making money, but some are. Small businesses in niche

markets have found Web marketing profitable when “they combine unique offerings with promotional strategies that cultivate the growth of online communities” (Bruner, Harden & Heyman, 2001, p. 20).

- Customer support
- Marketer research
- Content publishing
 - Many sites publish various material and content such as news, weather, research publications and journals, for a price or subscription to the user.

(Bruner, Harden & Heyman, 2001, p. 13).

These categories cover most forms of ROI, though ROI may also be achieved through other techniques for particular organizations and products. In defining a framework for successful online marketing, a clear and measurable marketing objective will establish the foundation for any effort in the marketing mix.

2.3.4 Internet Fundamentals

Bruner, Harden and Heyman (2001, p. 35) identify other Internet fundamentals such as web propositions, design optimisation and using domain names to build a brand. Web value propositions is referred to as the beneficial value a website can grant a customer through one-to-one communication on a global scale, not possible through any other communication medium. Bruner, Harden and Heyman argue that most websites fail to take advantage of this; “Most businesses treat their web sites, not as the opportunity to develop a uniquely individualized sales experience, but as something more akin to a highly decorated trade show booth” (Bruner, Harden & Heyman, 2001, p. 35).

A set of characterizations that typify a strong, successful site, conferring with Bruner, Harden and Heyman’s idea of an individualized sales experience are:

- Interactive
 - Bruner, Harden and Heyman state that the most important value of the Internet is direct interaction with the user. Thus to fulfil the marketing potential of the Internet, a website can never be static, it must be fresh and constantly changing. The online medium is all about engaging with your audience, listening to them, and learning from them.

- Personal
 - Personalisation involves acknowledging an individual customer and customizing the website to meet their needs, whether 'visitor-centric' or 'customer-centric' (Bruner, Harden and Heyman, 2001 p. 42).
Personalisation can come in the form of technographics (i.e. IP address, browser, platform), self-customisable user-driven environments, personalisation software, that enables a site to customise content based on user preferences.
- Infocentric
 - Infocentric design follows the principle that however information-rich a site is, the greater clarity it has in presenting a complex product.
- Instantaneous information
 - Immediately accessible information, such as news.
- Measurable stats and data
 - Marketers are able to retrieve data on visitors to their site; such as how long they spent on the site, what they viewed, and what they bought.
- Flexible non-linear design
 - Websites usually have a non-linear design whereby a user can access any page in any order.
- Interlinked design
 - The use of hypertext links enables visitors to randomly jump from one page to another, giving the Web its non-linear structure.
- Economical (comparatively inexpensive medium)

Bruner, Harden and Heyman consider design optimisation as "getting the presentation of material and ease of use" (2001, p. 69) correct. A general rule of Web design is to design for the lower end of technology, to encompass all visitors regardless of the level of technology and accessibility. This means considering modem speed, monitor size, platform, browser, required plug-ins etc.

2.4 Promotional Tools

Unlike a traditional medium such as radio, the Internet is multi-faceted with numerous methods for marketing/branding/advertising. Corporate websites, domain names, banner ads, pop-up ads, inbound linking, direct email and search listings are some of the techniques employed in online marketing. Each of which holds its own importance to the promotional mix. As with all forms of marketing and advertising, the promotional tool must be designed to cater to its intended audience and meet the defined marketing objectives.

2.4.1 Domain Names

A site's domain is a cross between an identifiable brand name and an address for the site's location on the Internet (Bruner, Hardman & Heyman, 2001). Many companies fail to recognize the importance of an accurate and effective domain name; either through being too slow to get online or by choosing long, awkward domain names or ambiguous abbreviations, which invite users to make mistakes when typing in the address. Bruner, Hardman and Heyman, (2001) identify one of the most common oversights of selecting a domain name, in that companies choose one domain name and settle on that. A company should accommodate for possible variations which users are liable to try by mistake or misspelling (Bruner, Hardman & Heyman, 2001).

Bruner, Hardman & Heyman (2001, p. 101) continue to state that in choosing a domain name, a company must make it memorable, it should be easy to type and easy to recall. For new companies, it is essential to seek out what domain names are available before selecting a corporate name, as to ensure the corporate identity is consistent. In this process a company should also identify competitors domain names, so they can select a unique name within their market.

2.4.2 Search Engine Optimisation

With the vast expansion of the Internet in current day, registering a site with two or three search engines is just the beginning of being found on the Internet. Companies

should register on both search engines and directories. Search engines such as Alta Vista depend on an automated system to locate and categories the web; whilst directories like Yahoo, principally depend on manual indexation.

Once a site is ready to go live, only then should it be registered, with all the top directories and search engines (Bruner, Hardman & Heyman, 2001). First impressions last, particularly on the web, and announcing the site to the world whilst its still in a beta stage can do more harm than good (Bruner, Hardman & Heyman, 2001).

Registering with a search engine or directory is simply not enough, a user searching for a site may return thousands of results, with the desired site on page four of the results. Upon registration, a designer or marketer will be required to enter keywords or phrases that are most appropriate for their site. These should be in plural or longer forms as to increase the chance of matching various keywords (Bruner, Hardman & Heyman, 2001, p.142).

Although individual search engines and directories differ in their ranking strategies, there are some key elements that affect the ranking search results (Bruner, Hardman & Heyman, 2001, p. 139). When the automated system (spider) of a search engine is indexing a page, it creates keywords, which are determined by the following elements (Bruner, Hardman & Heyman, 2001):

1. Page Title Tag

Along with a sites domain, the page title is the single most determinant element for determining a sites contextual relevance. Titles should focus on a single theme, and for the benefit of design and search engine ranking, the title should be “short, concise, targeted message” ((Bruner, Hardman & Heyman, 2001, p. 140)

2. Headlines and Body Text

This is the second most weighted element for a search engine ranking, however it is read by users and thus cannot contain conspicuous lists of keywords (Bruner, Hardman & Heyman, 2001, p. 141). Keeping each page to a particular topic will add more weight to the results of a search engine.

3. Meta Tags

HTML meta tags can instruct search engines as to how descriptions and keywords of the page should be used, however not all search engines recognize meta tags.

4. Inbound Links

Although the designer does not control this, the number of inbound links to a site can adjust the ranking of a site, however they the quality of these links are also weighed. Inbound links can be acquired through audience development, affiliations and partnerships (Bruner, Hardman & Heyman, 2001, p.143). Affiliate and inbound links can also directly increase the traffic flowing to your website.

2.4.3 Email and Viral Marketing

The foremost rule of email marketing is to ensure your email campaigns are permission based. Spamming can destroy a company's online brand presence and reputation, thus all email marketing should be expected by the audience, targeted, and provides useful information (Bruner, Hardman & Heyman, 2001, p.143). Meaning email marketing should only be sent to subscribed users with the option to unsubscribe on each email.

Bruner, Hardman & Heyman (2001, p.159), claim that cost comparisons and return on investment is what drives Internet marketers in droves. Permission based, well-targeted email campaign can be inexpensive and highly successful.

Email addresses are highly sought after by companies, and a database of email addresses is essential to effective email marketing. Addresses can be sourced from guest book's, registration, contests and trials of a sequence or online tool (Bruner, Hardman & Heyman, 2001, p.162). There are several other methods for acquiring addresses and building a database of potential customers.

Email marketing should be designed with personalization and consistency in mind. That is each individual email looks and feels the same, creating a comfortable familiarity (Bruner, Hardman & Heyman, 2001, p.170). The email should be personalized by

addressing the user in the body of the text, as well identifying past behaviour and purchases of the user. Rich media (animation, audio, interactivity) can add a greater level of interest and response to email marketing.

Viral marketing differs from permission based email marketing, whereby it is mostly the result of word-of-mouth through email. Bruner, Hardman & Heyman (2001, p.143) suggest that viral marketing is a natural consequence of a well-presented online branding effort.

2.4.4 Online Advertising

Online advertising consists of banner ads, pop-up ads and click throughs. Despite the drop in the average click through rate (0.03 to 0.05%), web advertising has usefulness necessary to “create and sustain an active, engaged audience that drives repeat business to the Web site (Bruner, Hardman & Heyman, 2001, p.274). Online advertising has two principal objectives- branding and direct response. Bruner, Hardman & Heyman (2001, p.278), continue to state that both objectives of online advertising can come in various forms and can “give much greater control than other mediums in the area of segmentation, performance review, speed to execution, and other advantages.

However Ries (2002, p. 175) argues that advertising will never dominate the Internet, as it is an interactive medium enabling the user to control content. Users can choose to skip over ads or with the help of software block them completely.

A combination of brand and direct response advertising is often used, although the two are quite different. Despite the unfavourable paradigm attached to web ads, Bruner, Hardman and Heyman (2001, p.279), argue that the web has real potential to achieve strong branding through the likes of banner ads. Although branding may eventually lead to sales in the long term, direct response web advertising aims to achieve short-term sales. When it comes to direct response advertising, transactions not clicks are what matter.

There are some principal design rules for web advertising identified by Bruner, Hardman and Heyman (2001, p.289):

1. The use of bold, attractive colours
2. Placement at the top of the page
3. Animation
4. A call to action

These rules follow the general principles of direct marketing; grab attention, generate interest, stimulate desire, and call to action Bruner, Hardman and Heyman (2001, p.288).

2.5 E-Business and New Business Models

Amor in 'The e-Business (R)evolution' argues "in order to develop a successful e-business plan, it is necessary to embed the e-business strategy into the overall enterprise strategy" (2002, p. 14). The term e-Business, as Amor describes it is "using convenience, availability, and world-wide reach to enhance existing businesses or creating new virtual business" (Amor, 2002, p. 8). Amor also refers to the definition of e-Business given by IBM, one of the first companies to use the term. IBM define e-Business as; "a secure, flexible and integrated approach to delivering differentiated business value by combining the systems and processes that run core business operations with the simplicity and reach made possible by Internet technology" (Amor, 2002, p. 8). Both definitions indicate the development of new business models, which add value by means of the Internet, whilst also integrating with traditional offline business. It is also important to note the difference between e-Business and e-Commerce; e-Commerce is a sub-set of e-Business and refers more to the customer-business transaction (Amor, 2002, p. 8).

The technological advancements of the Internet have not only created a communication revolution, but also a business revolution. Companies can now attract, maintain and conduct business online. Green points out the 'obvious attraction' of businesses to e-Commerce as, "it replaces existing systems of communication and administration through the exploitation of technology" (2000, p. 143). A customer can now have access

to information and be able to purchase at the convenience of 24 hours a day, from anywhere in the world (Green, 2000, p. 143).

The rise of Internet communications and e-Business, adds pressure on small business to participate, or be left behind by competitors (Green, 2000, p. ix). Thus as indicated previously the networking of the economy is making e-Business an essential and integral component of business communications.

2.51 Electronic Payments

Electronic payments are one outcome of the technological advancements the Internet provides. Amor (2002, p. 619) argues that the importance of electronic payments is rising in conjunction with the rising number of online business transactions. The Internet has changed the way customers pay for goods and services (Amor, 2002, p.619). There are several systems of digital payment including Paypal and credit card payments. For any system to be successful, Amor (2002, p. 621) argues it needs to adhere to the following requirements;

- Acceptability – The payment infrastructure needs to be widely accepted.
- Anonymity – Identities should be protected if desired.
- Convertibility – The digital money should be able to be converted into other types of funds.
- Efficiency – Transaction costs should be close to zero.
- Flexibility – Several payment methods should be supported.
- Integration – Interfaces should be created to integrate with the application.
- Reliability – The system needs to be highly available and virtually flawless.
- Scalability – System should be scalable to welcome new customers and merchants.
- Usability – Payments should be easy.

2.6 Australian Small Business

The Australian Bureau of Statistics (ABS) defines small business as a business employing less than 20 people (ABS, 2002). ABS also states; “it is estimated that there were 1,233,200 private sector small businesses in Australia during 2000-01 which

represented 97% of all private sector businesses. These small businesses employed almost 3.6 million people, 49% of all private sector employment” (ABS, 2002). These statistics indicate small business to be a significant component of the Australian economy.

Ratnatunga (1988, p. xix) identifies small business by several distinguishing characteristics;

- Often the manager is the owner, the business is a means of employment and investment.
- The manager usually supplies most of the starting capital.
- Usually operates locally with local employees.
- Management specialization is usually minimal.

These characteristics identified by Ratnatunga remain true from their year of publication in 1988. However, the Internet no longer confines small business to operate locally.

Ratnatunga’s final point referring to management specialization, explains that often all aspects of the business are taken care of by the, requiring him/her to be a ‘jack of all trades’. Without a specialized marketing manager or external marketing consultant, the business manager is required to take control of the company’s marketing strategy. This characteristic of Australian small business demonstrates the need for an information source to guide and assist small businesses in online marketing.

2.7 The Online Recruitment Industry

The information age, or the Internet age, has seen the transformation of culture, such as art, music, film and literature, being converted to a digital form. Traditional means of recruitment, such as classified and employment advertising in the print medium, is increasingly being duplicated and/or replaced in the online environment. Thus the way people search for employment and the way industry search for employees have changed. Consequently a new industry has formed, comprised of commercial and non-commercial entities, including government departments. It is important to note that online recruitment is not in competition with offline recruitment; rather it is argued that

they have been merged together to exist in an integrated recruitment process (M2 Communications, 2005).

2.7.1 How's it grown?

The online recruitment industry was conceived in the early stages of the Internet, with the first business proposition emulating international job boards. In 1997 several South-African companies were up and running, offering a pool of potential employees resumes, at a fee, to recruitment agencies. The business also made online space available for advertising jobs that candidates could search. With the Internet, the industry, like many others, was no longer bound by office hours.

The first UK commercial sites were launched in 1995, when magazines and newspapers began to move hard-copy recruitment adverts online, while recruitment agencies began to solicit online applications, and many company web sites featured their own job opportunities web page (Moran, 2000).

Towards 1999, online recruitment sites had become more than simple job boards; they had become 'career centres' (Career Junction, 2005). Career seekers could manage their career online, by updating their CVs, applying for jobs, obtaining career advice, subscribing to job alerts or being made available in a candidate pool. The individual determined the nature of career seeking; they could either actively or passively search for employment or a career (Career Junction, 2005).

By the turn of the millennium, the online recruitment process was being streamlined to facilitate reductions in cost and time to hire, a higher degree of compatibility between employer and employee, real-time responses and thus a faster delivery of candidates (Career Junction, 2005). Career junction suggests that to offer an increased level of services, it was necessary to move beyond the technology. Thus many companies began developing alliances with other sites, Internet portals, as well as crossing over the Internet, incorporating newspapers. "The success of these alliances meant an ongoing emphasis on developing partnerships to extend reach.

Online recruitment is a "candidate-driven market" that has become increasingly important for agencies and employers to fill vacancies (M2 Communications, 2005).

The benefits the Internet brings to the recruitment industry, such as the breakdown of time and location barriers will ensure the industry it continues to expand, along with increasing spending on marketing. Integration between offline and online recruitment will continue, eroding traditional boundaries to the recruitment industry (M2 Communications, 2005). The integration and alliance of online and offline recruitment has in most cases resulted in extended reach rather than a decline in offline recruitment advertising. Thus, all applications are channelled to one point, streamlining the process and cutting down on time and “ensuring measurable results” (Career Junction, 2005). With ongoing technological and industry developments, the industry is steadily advancing and growing.

2.7.2 How's it changed/evolved?

Candidate Confidentiality

Confidentiality of candidate's personal details was a key concern in the 90s. Although there was options for a career seeker's CV to remain invisible, unless it was made available, by choice. However, “strict guidelines and reputable company names have allayed careerseeker fears” (Career Junction, 2005). Services offering digital watermarking have also become available, making it possible to encrypt a watermark certifying basic personal information. As the industry has matured over time and confidence has strengthened, the surrendering of personal information has generally been accepted (Career Junction, 2005).

Profiling and Filtering

By around 2003, further technology had evolved creating a more accurate matching process, “with intelligent yet user-friendly search mechanisms” (Career Junction). Competency-based assessment tools were implemented to assess the skills of the applicant against the requirements of the employer. The assessment became to be known as job profiling, and had four basic outcomes (Career Junction, 2005);

1. Define what the employer requires of the applicant?
2. What the applicant can actually do?
3. What motivates the applicant to do it?
4. What level of intelligence and decision-making is required to complete the job?

Candidate Filtering is a process involving candidates answering a series of multiple-choice questions, this process was usually the last step in online recruitment. The results of the multiple-choice are filtered and sent to both candidate and recruiter, outlining both the strengths and weaknesses of the candidate. This process is designed to control the quantity and quality of potential candidates to be interviewed, rather than replacing the human exchange (Career Junction, 2005).

2.7.3 In-house Recruitment Using Online Tools

Online recruitment has seen a trend of companies and organizations bringing their recruitment in-house. Though as argued by Career Junction (2005), the impact of this is yet to be seen on the industry. “Companies, locally and globally, are developing themselves as employer brands, where the recruitment process now includes the marketing of the company as an employer of choice”. In the attempt to attract the most successful candidates and remain competitive in their given markets (Career Junction, 2005). This approach is almost a form of push media, where companies are pushing their brand at potential employees. The majority of these companies facilitate an employment page on their corporate home page for employment application. Often the system or software for recruitment through a corporate web page is purchased from recruitment agencies. This cuts down costs and limits the purchase of additional IT infrastructure, whilst ensuring ongoing maintenance.

The Institute for Employment Studies survey of 50 organizations using online recruitment, found that the driving factors behind online recruitment were to:

- Improve corporate image and profile
- Reduce the costs and the administrative work.
- Employ more effective tools for recruitment.

(Kerrin M, Kettley, P, 2003)

The study also uncovered several factors restraining the embracement of online recruitment, such as senior management commitment and lack of knowledge, company and candidate recruitment culture. The quality and quantity of candidates also raised concern for many organizations within the study.

The concept of Business Intelligence (BI) is now entering the recruitment industry. BI denotes the process of extracting valuable information from large amounts of data; it allows recruiters to gain information helpful to decision-making in the recruitment

process (Career Junction, 2005). Career Junction introduced BI tools in 2005, which enable career seekers to view a graphical representation of the number of jobs advertised and the number of views and responses per ad. Thus candidates can compare themselves against other careerseekers, and industry trends. Recruiters are also able to track and determine the success of placements, comparing the Internet against other mediums.

2.7.4 How is it used?

Each organization has their own individualized process, although most have similarities. Jobs are advertised on the website and also through other promotional tools (offline and online), commonly newspaper recruitment and email. All of the promotional efforts drive the candidates to the appropriate website where they can complete an online application. The employer then contacts the candidate regarding the success of the application. Although the Internet is improving the recruitment process, Peter Anthony, business development director of IT recruitment agency Elan, argues that intervention will always be essential at some point (Moran, 2005). Somewhere in the recruitment process a one-on-one interview or evaluation will be critical to the employment of the applicant.

2.7.5 What hasn't worked?

One downside of online recruitment is often the excessive volumes of applications received by employers. Unsuitable candidates submit a significant proportion of these applications, often by 'resume spamming', meaning applying for large volumes of advertised positions when they are unqualified or unsuitable for that particular recruitment position. Filtering through large volumes of irrelevant applications can cost both time and money for employers, thus profiling and filtering measures have been put in place. Targeting your message to the right audience also ensures a higher proportion of relevant applications. (Elkington, 2005)

Despite the often in-depth application process, online recruitment gives no indication of the softer skills, such as character and communication skills. Thus, human intervention will always be necessary at some point in the recruitment process (Moran, 2005).

However, new innovation techniques such as web videoconferences, are overcoming this barrier.

2.7.6 What has been successful?

The recruitment process can be made faster through the immediate posting of jobs online and the ease at which “applications can be generated through the completion of online application forms and CV’s attached to email” (Career Junction, 2005).

Targeting candidates online is also cheaper than traditional mediums. Newspaper employment pages have begun to include a web address of the job advert for which the candidate can then apply. Thus all applications can be channelled to one point, reducing time and “ensuring measurable results” (Career Junction, 2005). Coles Myer Recruitment prints their web address on every job advertisement and promotional material.

Darrin Moy, founder of Justpeople.com, argues that the recruitment process has remained unchanged for the last 30 years as an inefficient model, which forces companies to spend huge amounts of time on administration, and causing frustration for candidates (Moran, 2000). However, the implementation of profiling, filtering and assessment, has increased the efficiency of the administration and application process leading up to an interview.

Online graduate recruitment has proven to be a successful component of the online recruitment industry, as graduates have Internet access via their institutions. For the new generation of job seekers the Internet is second nature, hence the large numbers of graduates seeking employment, and employers seeking graduates through online means (Chase, 1998, p.37). Universities and other forms of higher education capitalize on students and graduates use of the Internet, and via the Internet they can connect them with employers seeking graduates. In the local sense, Gradlink and ECU’s Jobs+ offer a medium for employers and graduates to contact one another, through advertising positions and submitting resumes and applications.

2.7.7 The Commercial Market

The commercial market for online recruitment consists of many companies acting as an intermediary between employers and potential candidates (people seeking employment). Acting as an employment agency and using the online medium to distribute information, the successful companies attract large numbers of job seekers who upon registering can access the database of available positions. Employers are attracted to these job boards to by large numbers of users in conjunction with the benefits of online recruitment. Commercial companies make their money by charging employers to advertise their jobs, similar to the advertising model of newspapers. Many of these companies invest large sums into marketing and promotion, in order to create awareness and attract job seekers and employers.

Monster Worldwide is the leader in online recruitment, as of June 2005 (Bary, 2005); it held a sizeable market value of \$3.3 billion. Monster dominates the US market, and is strong in the European market, through several countries. Monster does not have an Australian division, though it still has a small listing of jobs available in Australia.

SEEK Limited is the market leader by far in Australia and New Zealand, and is owned and operated in Australia. SEEK describes itself as a media company using the Internet as a distribution channel (www.seek.com.au, 2005). SEEK is an exclusive content provider for some of Australia's leading Internet portals, ensuring that non-active job seekers are exposed to the SEEK brand. The company continues to experience rapid growth, particularly since making its debut on the Australian Stock Exchange in April 2005 (Seek, 2005). SEEK claims online recruitment advertising has had significant growth in recent years, in time where employment advertising in print media has remained relatively flat. The company aims to pursue further growth through higher advertising volumes and yield, new and improved products, and possible acquisitions (Seek, 2005).

2.8 Summary of Review and Conclusions

The fundamentals of successful online marketing and promotion can be identified from each component of the literature. An examination of successful marketing and branding techniques, offline and online, reveals much of the literature essentially contains the same guidelines and framework. However, the differing context of the literature necessitates a process of application, so to constitute a successful and effective set of guidelines and procedures. The proposed case study will apply this context, and provide a basis of comparison to the literature.

The rules, methods and practices identified in the literature comprise a provisional framework for successful online promotion evident in Table 2.

Table 2: Summary of the Literature – Guidelines & Procedures

| Category | Guidelines and Procedures |
|---|--|
| <p>1. Overall Marketing Strategy</p> | <p>Strategic Principles</p> <ul style="list-style-type: none"> • Capture attention and hold the interest of as many prospects as possible (Levinson, 1993) • Online marketing/promotion tools should align with the overall marketing strategy (Shirley 2000) • Think global, act local (Amor, 2002, p. 176) • Use the available technology to maximize marketing objectives (Amor, 2002, p. 176) |
| | <p>Market Analysis</p> <ul style="list-style-type: none"> • Instead of striving to be the market leader within a product category, the brand should create a new category to be first in (Ries, 2005). • The Internet is full of niche markets and mass markets, find the right market for your business (Amor, 2002, p. 176) • Before any business is conducted, a company must be clear on the general premise of the business. Where does it fit in the market? What category is it in? What category should it be in? Who is the audience? (Levinson, 1993) • A market analysis and segmentation procedures should be performed so that target markets, strengths and weaknesses of the company and its competitors are well understood. After this an overall marketing strategy can be developed (Ferris, 1998) • Future success for online marketing is dependent on seeking out paradigms, accepting the shifts, and championing the changes (Shirley, 2000) • Take note of the changing rules on the Internet (Amor, 2002, p. 176) |
| | <p>Return On Investment</p> <ul style="list-style-type: none"> • Set clear objectives for ROI and a source of return (Net Results 2, 2001) • If ROI is to be achieved through online sales, is the product suited to the web? (Net Results 2, 2001) |
| | <p>E-Business</p> <ul style="list-style-type: none"> • Is the product suitable for the web? The site must clearly and effectively convey its value proposition to the customer (O'Brien, 2002) |

| | |
|---|---|
| | <ul style="list-style-type: none"> • In order to develop a successful e-Business plan, it is essential to embed the strategy into the overall enterprise strategy (Amor, 2002) • Payment systems should have acceptability, anonymity, convertibility, efficiency, flexibility, integration, reliability, scalability, security and usability (Amor, 2002). |
| <h2>2. Branding and customer-centric communication</h2> | <p>Integration</p> <ul style="list-style-type: none"> • Many marketing methods attain their maximum effect when combined with other weapons of marketing (Levinson, 1993) • Every product or service should be promoted using a mix of strategies that are chosen on an understanding of the needs of the marketplace and the characteristics of the product (O'Brien, 2002) |
| | <p>Branding</p> <ul style="list-style-type: none"> • Successful branding programs are based on the concept of singularity (Ries & Ries, 2002) • Branding should create difference, relevance and affinity (When branding met the web, 2002) • For online branding, a company should shift to a customer-centric approach, not assuming online and offline branding are the same (Firestone, 2002) • A company's website becomes the most important brand (Amor, 2002, p. 176) • Syndicate and co-brand products and services (Amor, 2002, p. 176) • Is your brand using the Internet as a business or a medium, it can't do both (Ries, 2002, p.114). • To build your brand online, build interactivity into it (Ries, 2002, p.133) • Select a unique brand name that is a proper noun, rather than a common noun (Ries, 2002, p.142). |
| | <p>Customer Relations</p> <ul style="list-style-type: none"> • The aim of a marketer should be for an involved, loyal and long-term relationship with the customer (knowthis.com, 2005) • Design your business to operate for the convenience of your customers (Levinson, 1993). • Create a path of least resistance by paving the way with credibility (Levinson, 1993) • Free giveaways to loyal customers (Amor, 2002, p. 176) • Employ the principles of one-to-one marketing; identification, interaction, differentiation, tracking and customisation (Amor, 2002, p. 217) |

3. Design and development of the online marketing and promotion tools

Design

- Design for the lowest end of technology (Bruner, Hardman & Heyman, 2001)
- Getting the presentation and ease of use correct will optimise the design (Bruner, Hardman & Heyman, 2001)

Home Pages

- A company's marketing initiative should be focused on their home page, as this is where most consumers can access information (Amor, 2002, p. 175)
- A website should be a unique, individualized sales experience (Bruner, Hardman & Heyman, 2001).
- Direct interaction with the user, never static, constantly changing (Bruner, Hardman & Heyman, 2001)
- Personalisation – acknowledging an individual customer and customizing the website to meet their needs (Bruner, Hardman & Heyman, 2001).
- Infocentric design (Bruner, Hardman & Heyman, 2001)
- Instantaneous information, immediately accessible (Bruner, Hardman & Heyman, 2001)
- Flexible non-linear, interlinked design (Bruner, Hardman & Heyman, 2001)
- Keep pages short and concise and spread information across several pages (Amor, 2002, p. 176).
- Create dynamic sites that use new technologies to adapt information based on user profiles (Amor, 2002, p. 176)

Domain Names

- Companies should choose a domain name that describes what they do (Bruner, Hardman & Heyman, 2001).
- Have more than one domain name to accommodate for potential mistakes by users (Bruner, Hardman & Heyman, 2001).
- For new companies, seek out available domain names before settling on a corporate name to ensure consistency in corporate identity (Bruner, Hardman & Heyman, 2001)

Search Engine Optimisation

- Register with all the top search engines and directories (Bruner, Hardman & Heyman, 2001)
- A page title should be focused on one theme and be short, concise and targeted (Bruner, Hardman & Heyman, 2001).
- Keep each single page to a single topic (Bruner, Hardman & Heyman, 2001).
- Use plural or extended versions of a keyword when registering with a search engine (Bruner, Hardman &

| | |
|--|--|
| | <p>Heyman, 2001).</p> <ul style="list-style-type: none"> • Build inbound links through audience development and affiliations (Bruner, Hardman & Heyman, 2001). |
| | <p>Direct Email</p> <ul style="list-style-type: none"> • Use permission based email only to maintain the reputation of the company (Bruner, Hardman & Heyman, 2001). • Personalization of email marketing, i.e. addressing the message and online behaviour (Bruner, Hardman & Heyman, 2001, p.143). • Maintain a consistent look and feel of each email (Bruner, Hardman & Heyman, 2001, p.172). • Rich media can possibly employ a greater response (Bruner, Hardman & Heyman, 2001). |
| | <p>Banner Ad's and Interstitials</p> <ul style="list-style-type: none"> • Bold colours • Top of page placement • Animation • Call to action (Bruner, Hardman and Heyman, 2001, p.289) • For a branding response, creative elements should be kept to a minimum |
| | <p>Measurement and Tracking</p> <ul style="list-style-type: none"> • Marketers should be able to retrieve data on visitors to their site (Bruner, Hardman & Heyman, 2001) • Try new markets with low advertising costs (Amor, 2002, p. 176) |

Chapter 3 – Methodology

This chapter discusses the method of data collection for the research, and the function of the online recruitment case study. The methodology also identifies the research model used, interview structure and questions.

3.1 Research Aims

The primary focus of this research was to investigate the field of online promotion and marketing. Through primary and secondary research, the research aims to develop tangible information and instruction on successful online promotion, for small to medium size business. The research methodology was constructed in a manner, which would successfully address the aims of the research, where the collection of data informed each of the aims of the research.

1. Synthesize the literature into a framework of guidelines and procedures that exemplify current practice for online promotion of products and services;
2. Develop a instrument to collect data from industry experts; and
3. Collect data from the local online recruitment industry to compare and contrast current, local practice with the theory.

The information gathered from the interview discussions and surveys was used to evaluate the literature, and thus draw some conclusions from a comparison of the literature and the case study. These recommendations arising from the research were intended to provide small to medium size managers with online promotion information relevant to the context of their business.

3.2 Ethical Concerns

The research was designed to comply with appropriate ethical conduct, and thus was cleared by Edith Cowan University's Ethics Committee. As the study involved human participants, it was necessary to lodge an ethics clearance application form with the ECU Ethics Committee. Permission was given by all participants through an information letter and signature of consent, prior to all interviews and surveys.

The only significant concern of the research surrounding participants was eliminating the compromise of information within their organization. As all participants and the organizations they were associated with are named in the research, there was a possibility a participant could disclose information which may have compromised their position within their company. The review of all recorded data at the conclusion of the interview ensured any possibly controversial information was censored from the research.

3.3 Research Methodology

The research methodology used for this study was conducted as follows;

1. Literature Review

An analysis of the literature surrounding Internet promotion and online recruitment provided a set of successful guidelines and procedures. A conceptual framework (Figure 1) was used to inform the literature review, which focused on marketing strategy, integrated marketing and promotional tools. These were synthesized into key procedures and guidelines that were considered important by a number of authors for successful online promotion (Table 2).

2. Instrument Development

From the established guidelines and procedures (Table 2), a research instrument was developed to help assess the effectiveness of promotional strategies in online recruitment agencies. This instrument was constructed by assessing the degree of importance and relevance of each guideline, thus creating a questionnaire for participants to complete.

In developing a research instrument it was necessary to conduct a detailed analysis of current theory. The analysis was then broken down into several categories covering online promotion and marketing, covering strategies, design principles, current trends and promotional tools. Each category identified the information available, conflicts between authors, and particular categories that were lacking in information. This information is presented in Table 2.

Secondly a survey was constructed to validate the knowledge obtained from the literature review. The objective of the survey was to identify the latest paradigms and trends within online marketing communications, and secondly to measure the effectiveness of various promotional strategies and tools.

3. Case Study Approach

Following the development of the research instrument, a number of key industry practitioners from recruitment industry were contacted across the sectors of government, higher education and the business sector. Interviews with these professionals were conducted to collect data and evaluate the guidelines and procedures synthesized from the literature. The interviews will also provide an opportunity to investigate any techniques or procedures that were not identified in the review.

The online recruitment industry was chosen as an appropriate case study, based on the following rationale:

- The industry is rapidly expanding in the volume of users and participating organizations,
- The industry represents a transfer of information from traditional mediums such as newspapers and magazines, to digital form.
- The industry and participating organizations act locally, but have a global focus.
- The consumer is highly involved in the process; they are active rather than passive.

The underlying premise of the case study was to select an industry that possesses characteristics, which are representational of the Internet as a whole. The case study is necessary to satisfy the research aims three, four and five.

The online recruitment industry provides a basis to compare practical data from actual companies and organizations, against the literature review. A comparative study between these two parts will provide a contrasting perspective of successful online promotion strategies, from which the development of guidelines and procedures can occur to fulfil the research objectives.

4. Analysis and Compilation of Data

The final step of the research was to compile and synthesize all of the data, via a comparison between the literature and the online recruitment industry. The data was also compared amongst the several participants and their individual responses to the research instrument survey. From the results, recommendations were made centred on the three categories identified in the synthesis of literature.

3.4 Demographics

To conduct this case study, interviews of significant personnel within the three sectors of the industry; government, higher education and commercial industry, will be necessary to discuss the Internet promotional strategies of the company. Key staff within the marketing and recruitment divisions of the appropriate organizations were selected for their knowledge on the promotional activities and strategies of their company, and the industry as a whole. The qualitative data gained from these interviews provided the basis of comparison to existing literature.

Each of the participants of the study was chosen for their direct involvement in the online recruitment industry. Two participants from each of online recruitment; government, higher education and business sector, were chosen to comprise the entire six participants.

The government sector represents online recruitment through government organizations and public services, such as the federal government Workplace portal and the Local Government Network. The following people were interviewed from the government sector;

- Elizabeth Cook (Department of the Premier and Cabinet). Elizabeth is the Senior Project Coordinator for Workforce Analysis and Communications with the Public Sector Management Division.
- Peter Dessent (Department of Treasury and Finance). Peter is the Coordinator of Employment Services for the D.T.F.

The higher-education sector includes universities, TAFE campuses, and other tertiary education institutions. The Internet is widely used in this sector through graduate

employment programs and in-house staff recruitment. Participants from this sector were:

- Julie Howell (Edith Cowan University). Julie is the Careers Advisor for ECU and works providing students with the resources and skills for job seeking and career building.
- Paul McGann (Edith Cowan University) Team Leader – People Resourcing and Performance.

The Business sector includes commercial companies and organizations, such as Seek.com, Australia's primary job site, and Careers One. These organizations search to make a profit from matching employers with registered candidates. Industry representatives that were interviewed were:

- Carlo Bertozzi – Clickstream Media
- Brian Jones (Coles Myer). Brian is the State Recruitment Manager for Australia's largest private employer and oversees the recruitment division of Coles Myer W.A.

Each of the participants was selected for their knowledge of online recruitment, the sector to which they are related, and the promotional strategies of their organizations.

3.5 Interviews and Survey

Participants were firstly contacted by phone, and subsequent to their consent to participate in the study, a follow-up email was sent to further outline the aims and proposed outcomes of the research, and the structure of the interview, an appropriate time was then scheduled.

The synthesis of literature provided a mechanism for which to develop a research instrument. This instrument consisted of ten open-ended discussion questions followed by a twenty-question survey with a 5 point Likert scale and was consistently used for all six participants. The questions were designed for the participant to comment on the guidelines and procedures within the three categories of online promotion, synthesised from Table 2.

Each of the interviews took between 30-45 minutes to complete and was structured into three stages. Firstly, introductions took place and the objectives of the research were outlined. The participant was asked to describe their position within the relative organization and provide any opening comments regarding online promotion. This was followed by a series of discussion questions, and the completion of a survey.

3.5.1 Discussion Questions

The discussion questions asked participants to comment on the promotional tools used in their organization, and the online recruitment industry in general. After each question the participants had time to respond and expand on their own experiences and knowledge of the online recruitment industry. Each response was recorded on an audiotape for future reference. The questions were aimed at gathering information from the participant and their personal contexts, as well as building on responses to the survey questionnaire. The complete question sheet used during the interview is available as Appendix 1.

Overall Marketing Strategy

1. What is the most central issue in developing a promotional strategy for the Internet?
2. Is maximum effect achieved by integrating many weapons of promotion, do you agree or disagree?
3. For a company using the Internet as a medium rather than as a business, how do they attain a return on their investment?

Branding and Customer Centric-communication

4. How important is it to be the leading brand in a product/service category? Can a number two brand achieve success online?
5. What are the most important factors when selecting a domain name, should it be consistent with the real world brand name?
6. Does a company's website become its most important brand? If so in what cases?
7. What do you believe to be the most critical issue for customer relationships in the online medium?

Design and Development Of Marketing and Promotional Tools

8. It is argued that search engines will become obsolete in the future, due to the promotion of brands and domain names. Consumers will have chosen a brand they want to do business with, and be able to recall it. Do you agree with this or will search engine optimisation always be critical?
9. What purpose do banner advertisements best serve? Branding response or a direct response?
10. How important is personalization online? Is it equally important to all companies and industries?

3.5.2 Survey Questions

The survey questionnaire (Appendix 2) consisted of twenty questions, where participants recorded their answers on a five-point Likert scale and was developed to measure participants responses based on varying degrees. The rationale for conducting the survey following the interview was as not to elude the participants to particular strategies and issues mentioned in the survey, which may influence their answers to the interview questions.

Overall Marketing Strategy

1. Conducting online marketing/promotion as a small to medium businesses?
2. Aligning promotional tools with the overall marketing strategy?
3. Finding a niche market for your organization to operate within?
4. Thinking from a global perspective, acting in a local perspective?
5. Seeking out changes occurring online, and adjusting to meet these changes?
6. Establishing a source of ROI (Return On Investment)?

Branding and Customer Centric-communication

7. Customer-centric branding (focusing on the needs of the customer)?
8. Designing your business to operate for the convenience of your customers?
9. Maintaining online consumer confidence and credibility in the brand?
10. Gaining permission from selected email addresses for direct email campaigns?

Design and Development Of Marketing and Promotional Tools

11. Promoting with a mix of online promotional tools (email, banner ads etc.)?

12. Designing for the lowest end of technology?
13. Focusing online marketing on the corporate home page?
14. Building interactivity into a corporate web site?
15. Providing instantaneous and immediately accessible information?
16. Retrieving and analysing data on visitors to the company website?
17. Acquiring numerous domain names to accommodate mistakes and misspelling?
18. Registering a site with search engines and directories?
19. Building audiences through inbound links and affiliate sites?
20. Using rich media (animation, audio, interactivity) in email campaigns?

To measure the responses of the participants, a Likert scale was developed as illustrated in Figure 3. A five-point scale was used, with 1 representing the lowest value and 5 representing the highest value. Participants were given the option of choosing 3 – “unsure”, so they weren’t forced to make a commitment on all questions. The questionnaire enabled comparisons between responses, as well as allowing the responses to easily be tabulated. However, it is worth noting that due to the small number of respondents in the sample, it would not be possible to derive any valid or reliable statistical results such as t-tests. The results of these surveys only serve to help complement the themes and patterns derived from the interviews.

| | | | | |
|--------------|--------------------|---------------|---------------------|-------------|
| 1 | 2 | 3 | 4 | 5 |
| Least | Very Little | Unsure | Considerable | Most |

Figure 3: Measuring Scale

3.7 Limitations

This is a case study with small numbers, the most meaningful way of analysing the data in the study is through thematic discourse analysis, clumping together logical themes and locating patterns. A larger research study would be required to validate the results of this pilot study.

1. The most prevalent limitation of the study was the small sample size that was selected to conduct the case study; therefore it is not appropriate to use statistical analysis such as t-Tests. Six participants across the online recruitment industry were chosen for an interview and survey. A sample of this size prevents statistical analysis of the data, and thus the drawing of absolute conclusions for successful online promotion. However the sample and the data collected serves to identify themes and patterns evident in the responses of the participants. From these patterns and reoccurring themes, apparent conclusions can be made on successful online promotions. A larger sample size would be required to validate these conclusions, though given the framework of the research this was not feasible.
2. Participant's responses may be biased towards providing a positive and successful representation of their organization. It is possible the interview questions and survey were answered based on ideology of the organization rather than the actuality of the organization. A larger survey sample would help validate the answers of the participants.
3. The constantly and rapidly changing nature of the Internet causes information relating to the Internet becoming dated, or obsolete within a relatively short time frame, this places two limitations on the research. Firstly the recommendations resulting out of the study were based on the context of the Internet at the time of the study. In the time between conducting and publishing the research, it is possible new or existing paradigms and technologies may have created change in the online environment. Secondly, the relevance of the study will lessen with time as the Internet continues to evolve.

Chapter 4 – Discussion Of Findings

The interviews provided an insightful means to the online promotional strategies of many organizations in a practical sense. After the completion of all six interviews and surveys, the results were collated together in the categories derived from a synthesis of literature. Each category and the consisting questions will firstly be discussed individually and finally all three categories will be compared to provide a general analysis of the data.

4.1 Category 1 – Overall Marketing Strategy

Interview Question 1

What is the most central issue in developing a promotional strategy for the Internet?

Responses to this question identified a few central issues as being critical to the development of an online promotional strategy. However Carlo, Julie, Elizabeth and Peter all identified ‘attracting the audience’ as a key concern. Gaining the audiences attention and then maintaining that interest is the first step in turning a potential customer into an actual customer. Attracting interest can be done through various promotional tools, with the objective of generating traffic to the relevant website.

This objective identified by the participants is consistent with the first point derived from the literature. Levinson (1993), states, “Capture attention and hold the interest of as many prospects as possible”. The responses to this question suggest that organizations are following through on a principle issue of promotion and marketing.

Carlo Bertozzi also added that measuring, testing and tracking should be behind every promotional effort. Measurement is critical in order to test whether a strategy or promotional medium is achieving the desired objectives, and if necessary make the appropriate changes. Other key issues raised were branding, testing and measuring, and building a database of consumers or potential customers.

The survey results showed the participants placed a high level of importance to an online promotion plan, whilst considering trends and changes in the online environment, and adjusting their strategy appropriately. Participants from the government sector placed a higher level of importance to analysing market changes than the other participants. However, they did not regard 'thinking global and acting local' as identified by Amor, as bearing significant importance.

The participants generally demonstrated a sound knowledge of critical issues surrounding online promotion, although this varied between the contexts of the individual organizations.

Interview Question 2

Is maximum effect achieved by integrating many weapons of promotion, do you agree or disagree?

All of the participants unanimously agreed that integrating several promotional tools and mediums was essential for maximum success. Each of the participants identified the system of integration and the promotional tools which they used.

Brian Jones explained the process Coles Myer took to integrate all of its brands under the Coles Myer brand for recruitment process. In turn this made streamlined the promotion process, enabling Coles Myer to promote in various mediums, all driving the audience to the one website. Furthermore, the web address is religiously printed on every promotional piece from flyers down to pens. The participants identified print, radio and some television as the main offline mediums to be integrated with email campaigns, websites, and advertisements online. However Paul and Elizabeth both stated that in some cases specific, targeted websites and publications were used to attract the desired specialist, often overseas. In the case of the online recruitment industry, targeting a small market is often critical to fill the vacant position.

The survey results reflected a consistently with the interview responses and the literature, whereby a high level of importance was placed on aligning the promotional tools with the overall strategy. Participants from industry and the government placed the highest level of importance to using a variety of online promotional strategies, whilst university participants responded intermediately on the Likert scale. Given the support

by the literature and other participants, placed on integrating the promotional mediums, and using a variety of tools, it could be concluded that ECU should make use of a wider array of promotional tools.

Interview Question 3

For a company using the Internet as a medium rather than as a business, how do they attain a return on their investment?

The online recruitment industry does not obtain much of a monetary return on investment, rather as Peter states “return on investment is the number of people that apply and are interviewed, thus finding a person to fill a vacancy, and preferably the best candidate possible”. Operating recruitment online also saves thousands if not millions of dollars, on promotion and administrative costs. Elizabeth claims the government has saved millions of dollars annually from the reduction in print advertisements in the West Australian, as the majority of advertising has shifted to the Internet. Brian added that the measurability of a website and the Coles Myer recruitment process, enabled him to forecast costs, time and new employees for training. The responses of the participants suggest that the return on investment for the online recruitment industry comes in the form of brand building and content publishing, as identified by Bruner, Harden and Heyman (2001, p. 13).

The survey showed participants placed a significant level of importance to identifying and achieving a source of return. These answers concur with the literature and the responses from the interview questions.

4.2 Category 2 – Branding and Customer-centric Communication

Interview Question 4

How important is it to be the leading brand in a product/service category? Can a number two brand achieve success online?

The participants representing the government placed a much higher importance on this than most of the other participants. Elizabeth and Peter both stated that being top of mind as a quality employer is absolutely crucial to attracting keen, new idea people that will lead the government and have a positive influence on the way society functions. Secondly, from a government perspective, the WA labour market is facing a shortage of skilled workers, if vacancies cannot be filled the consequences can be passed onto society, if hospitals cannot be staffed they may have to be closed. Peter stated the government therefore needed to paint an attractive background for the government, by having attractive graduate programs, titles, roles and classifications of job descriptions.

Paul from Human Resources at ECU also identified being the leading brand and leading university employer as paramount to everything the university is trying to achieve. Which prompted recent changes to their entire brand strategy. ECU redesigned its print advertising, making it more exciting and professional to differentiate it from the advertising of other universities, they also moved from several individual ads to one composite ad. They employed a conscious effort to brand ECU in a more exciting image, black and white ads changed to colour ads with images. In principle, Paul stated they made the website and advertising 'sexier' or more aesthetically pleasing, as well as shorter and concise, they were better designed to hook the audience and drive them to the website. The overall objective of ECU was to brand themselves as multi-faceted employers.

The branding efforts of these organizations reflected an attempt to create difference, relevance and affinity, which have been identified as vital characteristics of branding (When branding met the web, 2002). In the online recruitment industry it may not be practical to create a niche market to position a brand, however creating singularity should be a primary focus (Ries & Ries, 2002). This was reflected in the participant's

response to question 3 of the survey. Generally, a medium level of importance was placed on finding, and thus operating in a niche market. The underlying theme suggests that most organizations are unlikely to be market leaders, however a sizeable degree of success can still be achieved within that market.

Interview Question 5

What are the most important factors when selecting a domain name, should it be consistent with the real world brand name?

Carlo argues the essence of the brand must always remain the same, and the branding message and components of the branding medium do not change. However the targeting and the specific message for that target segment changes, meaning the company should communicate relative to the particular segment. Carlo adds targeting must be directed by brand values, and then measured to test its success. Thus he believes that a domain name should be consistent with the overall brand, although it can be targeted to the online audience.

The reason behind the domain name for ECU (www.ecu.edu.au/jobs) was to remain consistent with the overall brand and maintain a level of simplicity. The domain name chosen by Jobs WA (jobs.wa.gov.au) on behalf of the Department of Premier and Cabinet, was selected to remain consistent with similar government job sites in other states. However WA was the first to remove the www prefix from the URL address, creating some difference between other states. Peter added that it was essential for the web address to be short, concise and easy to remember. People should be encouraged to visit the website, and remember the address when they want to visit the site.

Overall the participants agreed that the domain name should be simple, reflect what the organization does and remain consistent with the corporate identity. However they did not believe numerous domain names were absolutely necessary, and relied on branding the domain name to ensure those wanting to visit the site actually get there.

Interview Question 6

Does a company's website become its most important brand? If so in what cases?

Following the advice of the Coles Myer Chief Executive Officer; to better harness their resources, Coles Myer streamlined their entire recruitment process through careers.colesmyer.com. Since then every piece of recruitment promotion has been branded Coles Myer and drives people to the web site.

Paul states that the Internet is the single source of information for all information on jobs@ECU, new employees are oriented to the web to discover more information. Paul believes that a website as the most important brand depends on the communication strategy of that individual organization. For some businesses this will be true, for others it won't. Julie and Peter tended to agree that the website was the centre of information and communication, but not necessarily the most important brand.

Elizabeth stated that the website may well be the most important brand of her organization, and if it wasn't, Elizabeth argued her department wanted it to be. She also stated that to do so they needed a larger budget and more advertising dollars. However the government faces a dilemma, in the public perception of government marketing. Elizabeth pointed out that the public often sees government advertising as a waste of taxpayers' money. Thus the Department of Premier and Cabinet has to limit the amount of money spent on promotion and advertising to avoid a public backlash on excessive advertising.

Amor (2002, p.176) argues that an organizations website becomes the most important brand. However, the participants from each organization, which are highly dependent on the Internet as a communications medium, did not completely embrace this idea, or failed to implement it into their promotional strategy. This was further supported by the responses to survey question 13, by which participants placed an intermediate level of importance on focusing online marketing on the home page.

The participants generally responded in agreement to the literature on issues such as incorporating interactivity into the home page, instantaneous information, and retrieving user data from the website. The general theme that came through from this question was

that where the Internet was used as a communications medium, it became the centre of information, but not the most vital brand of an organization. This pattern suggests that Amor's argument may only be inclusive to organizations using the Internet as a business, where transactions occur.

Interview Question 7

What do you believe to be the most critical issue for customer relationships in the online medium?

Brian stated that in the transition of Coles Myer recruitment online, the entire organization and subsidiaries was designed to be transparent to consumers. The entirety of information is accessible to anyone, and all vacancies are made public on the website. However, Brian conceded a number of negative impacts on the customer relationship, generated out of the transition to solely online recruitment. People that cannot access the Internet or those that are in rural and regional areas without Internet access will be cut out of the market. He also argues that although the lengthy recruitment process, including an approximately 40 minute evaluation test, may appear as an inconvenience to potential employees, though it divides the motivated and willing, the desired target, from the rest of the people.

Paul and Julie identified attracting the audience and generating interest as an important factor in the customer relationship. The design of the promotional tools is where this is of most significance, both ECU and the government admit to poor design in the past, which proved to be detrimental to the objectives of the organization.

A significant concept that was identified by the participants, and not recognized in the literature, was the consumer perception of the organization. Much of the literature focused on the branding techniques from the perspective of the organization, rather than the perspective of the consumer. The participants identified problems with consumer perception of their organization, and a significant objective of their marketing strategy was to change these perceptions.

Julie identified a perception problem with the student audience, faced by the careers advisory service. She conceded most students are not interested in the careers advisory service until they graduate or are close to graduating. However, the careers advisory

offers many services that are beneficial to all students, undergraduate or postgraduate. Students were both unaware and uninterested in the careers advisory, until they believed they needed it. Julie states that the career service is seeking a balance between push and pull communication; giving students information and presenting them with opportunities, whilst instilling resilience and job seeking skills in students. ECU also tries to provide students with all information directing them to other career services such as CareerOne, Seek and Gradlink.

From a university staff recruitment perspective, Paul identified a common misconception many people have of universities. He continues to argue that many people forget that Edith Cowan University, and other universities are businesses. They have all the typical infrastructure of a business, and the students are the paying customers. Paul believes some people often overlook employment with universities as they perceive it requires an academic and/or teaching background, when a university can offer far more positions than lecturers.

Elizabeth from the Department of Premier and Cabinet identified a well-established perception of working in the public sector. She claimed many people had the perception that working in the government was dull and boring and lacked excitement and a challenge, "it's a bunch of men in grey suits who shuffle paper all day". Elizabeth stated that it was critical to brand jobs.wa.gov.au in a way that will change these perceptions so as to increase the number of visitors to the site, and ultimately the number of vacancies filled. She acknowledged that the public sector offered many exciting, research based careers, but potential candidates because of the attached perception often overlooked them. Elizabeth states how the priority of changing this perception has shaped the promotional strategy of jobs.wa.gov.au, and the integration of the strategy into every facet of the government. This involved making print advertisements more attractive, improving the aesthetics of the web page through colours and images. Elizabeth stated jobs.wa.gov.au is competing with private employers and recruitment agencies, however the vacancies within the government are required to be filled so that public services can be maintained and improved. Furthermore, Elizabeth added that jobs.wa.gov.au, needed to promote the diversity of the jobs available in an interesting light, and present them for what they really are. Thus government recruitment needs to change the way they represent the jobs from the ambiguous job titles, and lengthy government lingo based descriptions.

Peter explained the similar problem faced by the Department of Treasury and Finance (DTF), where disconcerting job descriptions and criteria significantly reduced the level of applicants. Peter explained a job may get 300 hits on the website, but may only then generate 2 applications. Elizabeth also conceded that the jobs.wa.gov.au website has a large number of browsers yet a relatively small number of registered users. In order to appeal to a broader audience, the DTF hired consultants to assist the public sector in creating job description files (JDF's), they found the language to be very wordy and limiting to those without knowledge of ambiguous government jargon. Overall, it was found that the disconcerting and confusing communication was limiting candidate interest and applicant numbers. Furthermore jobseekers began to build a psychological contract that was adverse to government recruitment.

In addition, the survey identified that participants placed a high level of importance on customer-centric branding, being convenient for the customer, maintaining credibility, and designing for the lowest end of technology.

From the responses of the participants many believed attracting and holding attention to be a key issue in the customer-corporation environment. However, the most critical issue in the relationship that shaped the marketing strategy of each of the organizations was the consumer perception of the brand.

4.3 Category 3 – Design and Development of the Online Marketing and Promotional Tools

Interview Question 8

It's argued that search engines will become obsolete in the future, due to the promotion of brands and domain names. Consumers will have chosen a brand they want to do business with, and be able to recall it. Do you agree with this or will search engine optimisation always be critical?

Coles Myer, ECU, and the government sector did not participate in search engine marketing/optimisation. They each relied on brand awareness and the promoting the domain through every marketing exercise. Thus the response of the survey showed a

intermediate level of importance that was placed on search engine marketing and obtaining inbound links.

Carlo claimed search engine marketing to be the cornerstone of all online marketing and promotion. Carlo continued to point out that if users cannot access or find a site then it is useless, and a waste of many resources. He stated the objective of SEM (Search Engine Marketing) is to achieve a number one listing in relevant search engine results. Carlo's response is consistent with current literature, and the importance of search engine marketing as documented by Bruner, Hardman and Heyman. However, some marketers predict that in time the search engine will become obsolete, or at least less relied upon. The reasoning behind this is that they predict every product market will become dominated by a few brands with a high awareness. Thus the typical user will be able to recall a brand within the relevant product/service category and access the domain without the assistance of a search engine (Northern Ontario Business, 2002, p. 14).

Interview Question 9

What purpose do banner advertisements best serve? Branding response or a direct response?

Once again, none of the organizations in this case study engaged in banner or interstitial advertising. Again Carlo spoke of the importance and the impact this type of online promotion can achieve, which he argued was largely due to the Internet being a dynamic, innovative and versatile medium for branding. Display advertising is most powerful in its targeting ability, either through specific sites, demographics and geographics. Furthermore, display advertising can be used without a specific target in order to attract a broader audience who may not have previously been interested in the brand.

Carlo also stated that the Internet medium empowers advertising and promotional vehicles with a greater influence that can achieve more than one objective. For example an advertisement can deliver a particular message, communicate certain information, sign up a person for a mailing list, generate a call to action or provide a number of options, such as a link to the website. This versatility has attracted smaller clients that have a lower promotion presence in other mediums, argues Carlo. Many of these

advertisements have become user initiated, involving active rather than passive forms of promotion. He identifies gaining the attention, and communicating a clear brand message, leading to a call to action as the most significant factor in display advertising. This information was consistent with the guidelines and procedures synthesized from the literature. Carlo believed that display advertising was stronger at generating a brand response, although a strong brand relationship can lead to a direct response to the advertising.

Interview Question 10

How important is personalization online? Is it equally important to all companies and industries?

Currently the level of personalization implemented by Coles Myer is limited, similarly in the government sector. Though the DPC and the DTF are looking at personalization software for the future, and an in-house registration for the local Intranet. Edith Cowan offers some personalization on the Jobs+ website, where students can identify positions or content of interest via subject keywords. In the current context of these organizations they did not perceive personalization as a critical promotional objective.

The future of personalization may have a stronger impact on online promotion. Carlo explained that a site that personalises content based on the users past behaviour, or identifies particular segments, can then advertise in those areas appropriately. Yahoo is beginning to flag anonymous users who search a particular topic, than deliver advertising based on those previous searches.

4.4 Online Recruitment Sector Analysis

On comparison of the three sectors of online recruitment, several conclusions can be made. The foremost significant factor being government departments and organizations are strictly not-for-profit. Thus the level of promotion and marketing is significantly limited in the form of budget and public perception. Industry organizations with the objective of maximising profit, conduct a far more extensive promotional strategies.

The case study revealed a conservative approach to online promotion, particularly on behalf of government departments. The participants suggested that their organizations

relied on tried and trusted practices of promotion, in the offline and online sense, rather than engaging with emerging technologies and promotional tools.

The organizations representative of the industry sector acknowledged they were not restricted in their targeting, and could afford to disregard part of the population. Coles Myer exemplified this, whereby their recruitment process is purely conducted online, cutting out the offline audience and having a minimal benefit for the rural and regional audience. Higher education organizations have to consider and cater for the entire student population for graduate recruitment. Government organizations are required to be transparent and open to the entire population, thus they have a much wider target audience.

The practical differences that exist between these sectors of online recruitment affect the promotion strategies of each organization. However, they do not affect what is considered to be successful guidelines and practices of online promotion.

Chapter 5 – Conclusion

5.1 Summary

The following section (Table 4) illustrates the differences found between the guidelines and procedures synthesised from the literature, against the themes drawn from the case study. The table also identifies the recommended practices of online recruitment against the actual practices of the case study organizations.

Table 4: Comparison of Guidelines and Procedures

| Guideline / Procedure | Literature | Case Study |
|-----------------------------------|--|---|
| Overall Marketing Strategy | | |
| Strategic Principles | <ul style="list-style-type: none"> • Capture and maintain interest • Align promotional tools with overall strategy • Think global, act local • Use technology to maximise marketing objectives | <p>Capturing and maintain interest was considered to be highly important, thus the design of the promotional tools was designed to meet this objective.</p> <p>The organizations aligned the promotional tools they did use with their overall strategy.</p> <p>Thinking global and acting local was not considered to be that critical. Rather the context of the organization dictated its local and global position.</p> <p>The organizations objectives determined what technology was to be used, rather than technology being used to satisfy objectives.</p> |
| Market Analysis | <ul style="list-style-type: none"> • Create a new product category • Find the right market • Be clear on the premise of the business | <p>Each of the organizations within online recruitment found it hard to exist in a new product category given the nature of the market. However they did believe in creating difference from other companies, which is evident in their branding strategies.</p> <p>Understanding what your organization is about, identifying competitors, and what characteristics and perceptions your customers have was one of the most highly regarded principles of promotion.</p> |

| | | |
|---|--|--|
| | <ul style="list-style-type: none"> • Understand the market, competitors and your own business • Seek out changes | <p>Participants suggested that this knowledge shapes every promotional effort made by the organization.</p> <p>Seeking out changes and paradigms online was generally considered to be of importance to each organization. However in reality these changes were only met when it was appropriate and provided some sort of clear return for the organization.</p> |
| Return On Investment | <ul style="list-style-type: none"> • Set clear objectives • Is the product suited to online sales? | <p>The organizations believed that it was integral for some form of return for online promotion. These organizations received a return in filling vacancies and cost cutting traditional means of recruitment.</p> |
| E-Business | <ul style="list-style-type: none"> • Convey value proposition of the product • Embed e-Business into the overall strategy | <p>In online recruitment the consumer does purchase anything, although they are engaging in a service. Each of the organizations gave significant attention to communicating the value of seeking and applying for employment to their audience.</p> |
| Integration | <ul style="list-style-type: none"> • Combine marketing weapons • Choose strategies based on needs of market and characteristics of the product | <p>Integrating the promotion and marketing efforts was identified as a significant procedure. The participants demonstrated ideas that were consistent with the literature. This was strongly seen as an integral practice to promotion and marketing.</p> |
| Branding and Customer-centric Communications | | |
| Branding | <ul style="list-style-type: none"> • Base branding on singularity • Create difference, | <p>The organizations attempted to establish a unique brand from their competitors. ECU's</p> |

| | | |
|---------------------------|---|--|
| | <p>relevance and affinity</p> <ul style="list-style-type: none"> • Shift to customer-centric approach for online branding • Website becomes the most important brand • Co-brand products | <p>promotional strategy in particular, was driven at separating itself from the recruitment promotion of other universities. Jobs WA also considered it vital to differentiate government employment from private employment, and present it in an appealing manner.</p> <p>The organizations appeared to brand online in a similar fashion to their offline brand strategy. Branding was not generally directed at the customers needs, more so at satisfying the company's needs. The literature suggests this may not be the most effective approach. However Coles Myer specifically branded itself as a career provider, which is a direct need of the customer.</p> <p>Participants did not believe that the website was the most important brand, despite it being the centre of communication. Rather the most important brand may be the word-of-mouth perception people passed onto one another.</p> |
| | <ul style="list-style-type: none"> • The Internet as a business or medium? • Build interactivity • Unique brand name | <p>Each of the organizations acted consistent with this guideline and used the Internet solely as a medium.</p> <p>Interactivity was deemed to be of medium importance, and was generally not a primary focus within the case study.</p> |
| Customer Relations | <ul style="list-style-type: none"> • Create an involved, long-term relationship • Be convenient for | <p>This was a key issue for each of the organizations, and was evident in their branding strategy.</p> |

| | | |
|---|---|---|
| | <p>customers</p> <ul style="list-style-type: none"> • Be credible • Free give-aways • One-to-one marketing: identification, interaction, differentiation, tracking and customisation. | <p>Establishing a positive relationship meant that the audience would remain involved even after they had satisfied their need of employment.</p> <p>Establishing and maintaining credibility was considered important. However the participants believed this flowed on from the offline brand.</p> |
| Design and Development of the Online Marketing and Promotion Tools | | |
| Design | <ul style="list-style-type: none"> • Design for lowest end of technology • Get presentation and ease of use correct | <p>Designing for the lowest end of technology was considered essential. Particularly for the government who must cater for the entire population.</p> |
| Home Pages | <ul style="list-style-type: none"> • Focus marketing on the home page • Be a unique sales experience • Direct interaction • Personalisation • Infocentric design • Instantaneous information • Flexible, non-linear, interlinked design • Short and concise pages • Adapt information to dynamic user profiles | <p>The participants, who relied on a more integrated approach, generally disagreed upon focussing marketing on the home page. However, communication and information did focus on the home page.</p> <p>Having instantaneous information was considered to be significant in the online recruitment industry.</p> |
| Domain Names | <ul style="list-style-type: none"> • Choose a domain that describes what you do • Numerous domain names to accommodate mistakes or variations • Be consistent with | <p>The choice of a domain name between the different organizations and participants was centred on maintaining the corporate identity and describing what the organization does.</p> |

| | | |
|--|---|---|
| | domain name and corporate identity | No organization found it necessary to register variations of their domain. They relied on promoting their domain name. |
| Search Engine Optimisation | <ul style="list-style-type: none"> • Register with directories • Have a short, concise and targeted title • Keep each page to a single topic • Use plurals or extended versions of keywords • Build inbound links through audience development | None of the organizations participated in search engine marketing. Again they relied on promoting the domain name and brand of their organization. |
| Direct Email | <ul style="list-style-type: none"> • Permission based personalised email only • Maintain a consistent look • Use rich media | Email campaigns were used on a minimal basis, and generally more for communication purposes. The organizations believed they did not require email campaigns at this point in time. |
| Banner Advertisements and Interstitials | <ul style="list-style-type: none"> • Use animation and bold colours • Top of page placement • Have a call to action • Minimise creative elements for a brand response | Carlo identified gaining the attention, and communicating a clear brand message, leading to a call to action as the most significant factor in display advertising. This was consistent with the literature. The organizations involved in the case study did not participate in display advertising. |
| Measurement and Tracking | <ul style="list-style-type: none"> • Retrieve user data • Try new markets with low advertising costs | Measuring and tracking user data is key to creating and implementing any promotional effort. No major promotion should take place without a background of testing and measuring. |

To following summarises the key issues derived from the above comparison table on successful guidelines and procedures of online recruitment;

- Integrating the promotional tools and aligning their objectives under the overall marketing strategy remains a critical issue, supported by the literature and the case study.
- The audience's perception of a product, brand or organization can have a significant influence on the success of any promotional effort. Consumer research should be undertaken to identify this perception, enabling the appropriate branding strategy to reinforce or change those perceptions. Thus the perception of the audience plays a role in dictating the promotional mix and strategy of an individual organization.
- The participants identified a lack of concern for online promotion tools alternative to the corporate home page, and email campaigns. As stated in the literature, adopting new business opportunities created by the Internet is essential to being a market leader (Amor, 2002). The research suggests these organizations may find it beneficial to investigate and implement alternative means of online promotion.
- The context of each organization has a dramatic impact on the promotional strategies of that organization. The audience, objectives, resources, and limitations of an organization will directly affect the promotional strategy. Thus, no single promotional strategy can be tailored to each individual organization.

5.2 Recommendations

The above table represents a comparison on the guidelines and procedures synthesised from the literature against the themes deduced from the case study on online recruitment. This comparison identifies differences in the literature and the practices of the organizations involved in the case study. The case study also provided an insight into the level and extent of online promotion in the Western Australian online recruitment context.

Using this table of comparison, several recommendations can be made on successful guidelines and procedures of online promotion in a local context, to businesses conducting online promotion. These recommendations were based on the thematic discourse patterns of the case study participants, contrasted against the literature.

The following issues should be carefully considered in the development of an organization's online promotion strategy:

- A clear understanding of the offline environment and how the business operates in the physical world, including trends, competitors, the strengths and weaknesses of the company, promotional mediums and specific tools. Defining the premise of the business and where it is positioned within the market is integral to the success and development of the company.
- Conjunctively, an understanding of the online environment and how the business and the brand, operates on the Internet. One of the most important decisions for a brand is to decide if the Internet is being used as a business or as a medium. Particular consideration should be made to ensure corporate consistency in both the online and offline world.
- The offline and online environments should be integrated to achieve the objectives of the promotional strategy to maximum affect. Thus a seamless brand image and objective is conveyed in every promotional medium.
- An extensive selection of promotional tools should be used to construct the promotional mix. The specific tools that are used, and how they are designed, should be targeted to the desired audience.
- Investigating audience/consumer factors such as who is the audience, how can they be targeted, what do they think of our company, brand and product? Audience perceptions can have a significant impact on the success of a brand or product, thus identifying these perceptions and either reinforcing them or changing them is imperative to connecting with the audience.
- The relationship and level of communication between the company and the consumer must be a priority of any business. Establishing an involved, loyal and long-term relationship should be a primary objective of a company.

5.3 Conclusion

The fundamentals of successful online marketing and promotion can be identified from the literature. An examination of successful marketing and branding techniques, offline and online, reveals much of the literature essentially contains the same guidelines and framework. However, the differing context of the literature necessitates a process of application, so to constitute a successful and effective set of guidelines and procedures. A synthesis of this literature into a table of guidelines and procedures for successful online promotion (Table 2) fulfilled the first aim of the research.

Table 2 formed the basis for the development of a research instrument that was implemented in the online recruitment case study, thus satisfying the second aim of the research. The case study enabled an insightful perspective and a collection of data within a local and present context of online promotional strategies. This data formed a basis of comparison between the case study and the literature (Table 4), satisfying the third and final research aim.

Finally, comparing and contrasting the literature and the findings of the case study, enabled a set of recommendations to be formed within a local and present context. These recommendations serve to inform businesses in developing and managing a successful online promotional strategy.

5.4 Future Research

The scope of this research was designed as a pilot study to reveal general themes and patterns from an analysis of literature and a case study. The case study was shaped within the context of the research and thus only consisted of a sample size of six. The boundaries of such a sample size have been identified in the research methodology limitations. Future research could possibly undertake this same study using a much larger sample size that would enable valid statistical analysis. Such a sample size may reduce the need for a case study, thus online promotion could be assessed across the entire Internet. Such research would provide greater validation or dispute, to the literature and the findings of this research.

This research used the online recruitment as a case study, as it was an industry justifiably representative of the Internet as a whole. The study investigated the promotional practices employed by this industry and applied them to the complete Internet. However this case study and supporting literature suggests that particular industries or product markets employ a particular promotion strategy appropriate to their industry. For example online recruitment use a considerable amount of press advertising, which has the objective of driving people to the corporate website. Thus the integration of print advertising and online promotion becomes integral to the strategy of online recruitment organizations. A research focussing on the promotional practices of the online recruitment industry would reveal industry specific techniques that would be of a highly relevant nature. The presumption of this research would find that the industry has specific techniques and practices that differ from other industries.

- A larger sample size of a case study industry could be used to statistically validate the guidelines and procedures developed from this research.
- A study focusing specifically on successful promotional practices of organizations practicing online recruitment, and the impact on traditional media of in-house recruitment via corporate web sites.
- A future study could be conducted to investigate the hesitation and reservations a significant proportion of businesses hold to online marketing.

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Appendix

1. Short Answer Question Sheet
2. Survey Questionnaire

Discussion Questions

Overall Marketing Strategy

1. What is the most central issue in developing a promotional strategy for the Internet?
2. Is maximum effect achieved by integrating many weapons of promotion, do you agree or disagree?
3. For a company using the Internet as a medium rather than as a business, how do they attain a return on their investment?

Branding and Customer-centric Communications

4. How important is it to be the leading brand in a product/service category? Can a number two brand achieve success online?
5. What are the most important factors when selecting a domain name, should it be consistent with the real world brand name?
6. Does a company's website become its most important brand? If so in what cases?
7. What do you believe to be the most critical issue for customer relationships in the online medium?

Design and Development of the Online Marketing and Promotion Tools

8. It's argued that search engines will become obsolete in the future, due to the promotion of brands and domain names. Consumers will have chosen a brand they want to do business with, and be able to recall it. Do you agree with this or will search engine optimization always be critical?
 9. What purpose do banner advertisements best serve? Branding response or a direct response?
 10. How important is personalization online? Is it equally important to all companies and industries?
-

Survey Questionnaire

Judge the importance of the following strategies, ideas, tools and mediums, and their significance to successful online promotion.

1. Conducting online marketing/promotion as a small to medium businesses

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

2. Aligning promotional tools with the overall marketing strategy

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

3. Finding a niche market for your organization to operate within

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

4. Thinking from a global perspective, acting in a local perspective.

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

5. Seeking out changes occurring online, and adjusting to meet these changes

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

6. Establishing a source of ROI (Return On Investment)

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

7. Customer-centric branding (focusing on the needs of the customer)

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

8. Designing your business to operate for the convenience of your customers

| | | | | |
|--------------------|------------------|--------------|--------------|-------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|--------------------|------------------|--------------|--------------|-------------------|

9. Maintaining online consumer confidence and credibility in the brand

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

10. Gaining permission from selected email addresses for direct email campaigns

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

11. Promoting with a mix of online promotional tools (email, banner ads, inbound links etc.)

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

12. Designing for the lowest end of technology

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

13. Focusing online marketing on the corporate home page

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

14. Building interactivity into a corporate web site

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

15. Providing instantaneous and immediately accessible information

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

16. Retrieving and analyzing data on visitors to the company website

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

17. Acquiring numerous domain names to accommodate mistakes and misspelling

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

18. Registering a site with search engines and directories

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

19. Building audiences through inbound links and affiliate sites

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|

20. Using rich media (animation, audio, interactivity) in email campaigns

| | | | | |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|
| 1. Least Important | 2. Not Important | 3. Uncertain | 4. Important | 5. Most Important |
|---------------------------|-------------------------|---------------------|---------------------|--------------------------|