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FINAL THESIS

**INTERNET MARKETING STRATEGIES FOR
PAKISTANI & INTERNATIONAL BUSINESSES**

Submitted to

Mr. Hammad Ashraf

Submitted by

M. Ahmad Qureshi

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EXECUTIVE SUMMARY

It's a brave new world out there. Computers, Internet, e-mail, and all those dot.com commercials are dominating the Super Bowl. All the big corporations and businesses in the world are making their presence online and following very affective marketing strategies on Internet. Internet marketing is the application of a broad range of information technologies for Transforming marketing strategies to create more customer value through more effective segmentation, targeting, differentiation, and positioning strategies. More efficiently planning and executing the conception, distribution, promotion and pricing of goods, services, and ideas. In order to succeed, you must develop and implement a strategic plan that includes all of the following:

- A great product
- A website specifically designed to sell
- A killer marketing strategy

Each step plays an important role in your overall strategy and must be developed to its fullest potential. If even one step fails, your chances of success will be minimal.

The most common misconception that people has is that web sites are their end all internet marketing strategy. On the contrary a web site is merely a part of the whole marketing strategy. Proper planning and development of Internet marketing strategy is a vital ingredient in order to make your online business a successful one. There are components to guide you in coming up with your marketing strategy and these are as follows: the product, Web site and an effective marketing strategy. Each of these components must be developed into its fullest potential. The Internet has increased the power of buyers and suppliers. It has also changed the way electronic data interchange is used to establish structural relationships between suppliers and buyers. The major business models used by online intermediaries can be categorized as content sponsorship, direct selling, infomediary, or intermediary.

Usually a six step e-marketing plan is being followed to gain success in the cyber world marketing. In international business scenario the leading companies, which are famous for their e marketing, are Dell, Amazon, and Peapod who had achieved greter efficiencies in their businesses and are worth mentioning. While in Pakistani scenario the emerging businesses are of jafferjees, liberty books, airblue and Pakistan international airlines. They had some achievements while operating in Pakistani environment. A proposed e-marketing plan based on six step e-marketing plan in also being recommended for frontier cable industry, which operates in business-to-business transactions.

INTERNET MARKETING STRATEGIES FOR PAKISTANI & INETRATIONAL BUSINESSES

INTRODUCTION

It's a brave new world out there. Computers, Internet, e-mail, and all those dot.com commercials are dominating the Super Bowl. While all this cyber-talk has certainly raised our awareness of the Internet, the question that concerns most of us and small business owners is what can it do for me?

Well, to answer that question, we'll start with some background information. In America, 46% of the population has access to a personal computer at home and 50% have access at work. According to a survey from Inteco Corp., Norwalk, Conn., there was a 68% surge in the number of U.S. households with Internet access from 1997 to 1998. And the next generation will think nothing of being online - 83% of new college freshman use the Internet for research and homework and 66% communicate via e mail.

(Source: Articles of Michele Pariza Wacek)

The Internet does seem like it's here to stay. So the next question is how can one use it to market his own business? What's great about the Internet is the fact that you can do business anywhere in the world. What's bad about the Internet is the fact that anyone in the world can do business in your neighborhood. Nevertheless, having a presence on the Internet will most likely be crucial to the success of many of our businesses over the next decade.

Now, when we talk about having a presence on the Internet, we mean more than a web site. Web sites are very important, mind you, but they are only one ingredient in the cyber-marketing mix. Other ingredients include online public relations, advertising in online publications and using e-mail to generate customer interest and loyalty. So, why are those other ingredients important? Consider this: Web sites are passive. You are requiring the customer to find you - you don't seek out the customer. And when you take into account the millions of web sites out there, how easy is it to find your one site? Those other ingredients help drive people to your web site, giving customers a reason to visit your site as well as keeping your name in front of them.

INGREDIENTS OF CYBER MARKETING
Web site
Online public relations
Advertising
Customer interest and loyalty

The best part of those other ingredients is the fact you can do them for a fairly low cost - even a shoe string budget. For example, take an e-mail newsletter. An e-mail newsletter is like a print newsletter except you send it via e-mail rather than through the mail. With a print newsletter you incur costs such as printing, paper and postage. With an e-mail

newsletter, you have none of those costs. Plus, you can include a link to your web site right in the e-mail, thus making it easy for your customers to access your site.

Experts have developed some steps which should be carried out in devising any cyber marketing strategy. These steps are:

- Determine what marketing information prospects need
- Prepare your information in Internet-ready format
- Organize the information into logical units
- Plan your target market
- Prepare your information in Internet-ready format

(Source: www.roserockdesign.com)

Determine what marketing information prospects need

Brainstorm all information you have available for your customers/clients. Consider the value a customer may find in the information you plan to provide and determine the information's worthiness. Not all information is really worthy of passing on to the customer/client. The "**rule of thumb**" here is to provide the top three to five most important pieces of information. Providing more than that would either overwhelm the customer or drive the customer away.

Prepare your information in Internet-ready format

Build an inventory of electronic and physical art ready for publishing on the Internet. By doing this you will be able to keep costs down and integrate your corporate image into your web promotional material.

Organize the information into logical units

The biggest difference between the Internet and traditional marketing methods is space considerations. Consider the information that can be placed into a 30-second radio advertisement, then consider the 30-second television advertisement, and finally consider the amount of information that can be placed on the Internet. You will find that the hardest place to advertise is on the radio because you have people that, for the most part, are in a position where they are unable to record vital information or remember your product. Television commercials have more to work with - visual art being the strongest position that media has. Finally, with the Internet you are able to get the message across in print, audio, and art. Therefore, you should strongly consider the best way to group your information into logical units so that you do not detract from other areas of importance.

Plan your target market

After determining what you want your cyber-marketing to achieve, you will need to determine which areas of the Internet will enable you to reach your objectives. There is

one thing of vital importance that requires mentioning: You may know you want to sale to a particular age group or some other demographic, but you do not know what makes up that demographic. A case in point, while blind people can not drive, that does not mean they do not own cars. However unlikely this may seem the point is your target market will always consist of individuals whose abilities or disabilities of which you may not be aware or even consider. Therefore an accessible web site is your best choice in a web site.

Prepare your information in Internet-ready format

Build an inventory of electronic and physical art ready for publishing on the Internet. By doing this you will be able to keep costs down and integrate your corporate image into your web promotional material.

The Aspects of Traditional Marketing

Any marketer, when attempting to establish a marketing plan, is always faced with how to classify and sort ideas. There are six aspects of traditional marketing that can be impacted by cyberspace. Your job, or your marketing team's job, is to focus upon these areas. You must, however, determine the appropriateness of these areas as they apply to your business.

Build Brand Awareness and Loyalty

Build a community of customers who are loyal to you and your product.

Educate Your Market

Give customers and prospects an in-depth understanding of your product or service, your company, or your industry. People tend to purchase products they understand and in which they find a value (not monetary).

Demonstrate and Distribute

Distribution works hand-in-hand with demonstration. Door-to-door salesmen demonstrate their wares in hopes of gaining avenues of distribution or customers. Demonstrating the value of your product online properly will motivate people into impulse purchasing.

Public Relations

There are many journalists that hang out in the newsgroups, get e-zines, and surf the Internet in search of up and coming businesses. Search out these journalists and work with them to get coverage for your business.

Feedback

Probably the most important thing you will ever receive as a business owner working in cyberspace is feedback. The feedback you receive can come from a customer, the market in general, others in your industry, and even your competitors. The amount of information you receive can be overwhelming at times. However, you want to use this information to formulate responses with adjustments in your marketing tactics or ensuring you continue with a marketing strategy that is working for your business.

Promote Your Web Site

By developing an ongoing promotional program, you are able to keep your web pages in front of potential customers, and therefore helping generate inquiries and orders. If you don't promote your site then you will, more than likely, fade away like so many other Internet businesses.

Apart from that some rules of traditional marketing are also followed like:

- Build Brand Awareness and Loyalty
- Educate Your Market
- Demonstrate and Distribute
- Public Relations
- Feedback
- Promote Your Web Site

Objective

Theses are aimed at making the students aware about the current trends, issues and problems being faced by the industries. It gets them involved in all those complexities, so that they could get a complete knowledge of related issues.

Cyber Marketing is a current trend in online industry. For me it's something novel and I am aimed at getting into it and broaden my knowledge about this subject.

Scope

The scope of my thesis will be

- Cyber marketing-mix in international arena.
- Cyber marketing-mix in Pakistan.

Methodology

- A thorough research on the internet.
- By consultation of Text Books.
- By consultation of Cyber magazines and Journals.
- By consultation of Business magazines and Journals.

LITERATURE REVIEW

What is Internet Marketing?

Internet marketing is the application of a broad range of information technologies for:

- Transforming marketing strategies to create more customer value through more effective segmentation, targeting, differentiation, and positioning strategies.
- More efficiently planning and executing the conception, distribution, promotion and pricing of goods, services, and ideas.
- Creating exchanges that satisfy individual consumer and organizational customers' objectives.

This definition sounds a lot like the definition of traditional marketing. Another way to view it is that e-marketing is the result of information technology applied to traditional marketing. E-marketing affects traditional marketing in two ways. First, it increases efficiency in traditional marketing functions. Second, the technology of e-marketing transforms many marketing strategies. The transformation results in new business models that add customer value or increase company profitability.

(Source: Judy Strauss, Raymond Frost.)

There are significant overlaps between Internet strategy and internet marketing, particularly if a company adopts a broad perspective of marketing by engendering customer focus throughout the business. Indeed the two terms can be regarded as synonymous. According to Chaffey, "Internet marketing is a subset of internet strategy that is sell-side e-commerce, meaning that it focuses on building relationships with customers, in parallel with buy-side e-commerce that focuses on supply chain management." Likewise Chen regards internet marketing as dealing with operational rather than strategic issues, but includes customer relationship management in operational category.

(Source: Lisa Harris and Charles Dennis)

Developing a successful internet marketing strategy is an essential part of your online success. In order to succeed, you must develop and implement a strategic plan that includes all of the following:

- A great product
- A website specifically designed to sell
- A killer marketing strategy

Each step plays an important role in your overall strategy and must be developed to its fullest potential. If even one step fails, your chances of success will be minimal.

Developing Your Product

Your first step will be to develop a great product. You're probably thinking that's easier said than done, but it's really not. The absolute best product is one that you can develop yourself and deliver over the Internet. With today's technology, there is absolutely no reason why you can't create your own product. The knowledge you have within your own

mind is extremely valuable. Everybody is good at something, has a special talent or some specialized knowledge. Use this knowledge to create a product.

The key to developing a great product is exclusiveness. Your product should be unique and not be in competition with hundreds of other similar products. You must give your potential customers exactly what they want. Develop a high-quality product that fills a void to increase your chance of success.

Another consideration of great importance is your target market. Keep in mind, the Internet is a global marketplace. Develop a product with a large geographic target and a wide appeal. A great product will fulfill a need or desire and provide instant gratification.

Here are a few of the top sellers:

- Software
- Information
- Private sites
- Internet services

Before you develop your product, do some research -- find out exactly what people want and develop your product accordingly.

The most important consideration when developing your product is quality. Your product should not only deliver what you promise, but should go above and beyond the expected and over deliver. Your customers' satisfaction is of the utmost importance.

Developing Your Website

Once you've developed a great product, your next step will be to develop a great website. Your website must be specifically designed to sell your product.

Everything within your website should have one purpose -- getting your visitor to take action. Words are the most powerful marketing tool you have. The right words will turn your visitors into customers. The wrong words will cause them to click away and never return.

Your words are the entire foundation of your business. Your product, your website and your marketing strategies all depend upon your words. Fancy graphics don't make sales -- words do.

(Source: Shelley Lowery)

Every word, sentence and headline should have one specific purpose -- to lead your potential customer to your order page. Write your website copy as if you are talking to just one person. Identify a problem and validate that one visitor's need for a solution. Continue to write and explain why your product is the solution to their problem. Tell them exactly what your product will do for them -- why it will solve their problems and

how. Pack your copy with benefits and more benefits. Write to persuade -- that's the bottom line.

Developing Your Marketing strategies

Your marketing strategy is the final process of your plan. Your plan must include both short-term and long-term strategies in order to succeed.

Short term marketing strategies are those that bring you a temporary boost in traffic. Although these techniques are very important to your over-all plan, they are only a temporary traffic source and must not be solely relied upon.

Short term marketing strategies include:

- Purchasing advertising
- Bulletin Boards
- Search Engines

Long term marketing strategies are those that bring you a steady stream of targeted traffic over time. These strategies will continue to produce results even years down the road.

Long term marketing strategies include:

- Opt-in Lists
- Freebies
- Content

By creating and implementing a balanced marketing strategy, using both short-term and long-term strategies, you will drive a steady stream of targeted traffic to your website.

If you use this simple formula when creating your Internet marketing strategy and excel at all three, you can literally guarantee your success.

(Source: Shelley Lowery)

Internet Web Site Marketing Strategies

Developing a successful Internet marketing strategy is the key to your online success. Your strategy not only involves your marketing and promotional efforts, but your web site will also play an important role.

You must develop and implement both short-term and long-term marketing strategies to bring a continuous flow of targeted traffic to your web site.

Developing a powerful strategy is a very important part of your success. However, unless your web site is specifically designed to sell, your efforts will be useless. You must look at the entire picture before you begin.

Short term marketing strategies are those that bring you a temporary boost in traffic. Although these techniques are very important to your over-all plan, they are only a temporary traffic source and must not be solely relied upon.

Short-term marketing strategies include:

Purchasing Advertising

This form of short-term marketing includes ezine advertising, banner advertising and classified ads. Although it is important to occasionally purchase advertising, it is short-term and will produce short-term results.

Bulletin Boards

Although sharing your expertise at popular bulletin boards can provide you with a boost in traffic, it is a temporary boost. It will not continue to produce results. Most boards only display a certain number of posts and the rest are archived.

Search Engines

Obtaining a high ranking in the Search Engines is a never-ending battle. You may have a top ten ranking one day and the next day your site may disappear. It is very important to submit your web site to the Search Engines, but trying to keep a top ten ranking is very time consuming -- your efforts may be better spent on more effective marketing techniques.

In order to create a steady stream of targeted traffic to your web site, you must also market for the future. Long-term marketing techniques are those that will continue to produce results even years down the road.

Long-term marketing strategies include:

Opt-in lists

Ask for your visitors' name and email address. In return, provide them with a valuable publication, a free course or some other valuable information. By continuously building your opt-in lists, you're creating a long-term database of potential customers.

Freebies

Give away something of value engraved with your name, business, product or service. Your freebie might be software you've created, a free ebook, or even a free course. The key to creating a long-term marketing freebie is to allow it to be freely distributed. If your freebie is good, it will quickly saturate the Internet and continue to circulate eternally.

Content

Provide the Internet community with free content. Content comes in a variety of forms such as articles, tutorials, tips, reports or whatever you'd like. Allow your content to be freely published in ezines and web sites. Content is a highly sought after commodity and can provide you with a great deal of free exposure for years to come.

A solid Internet marketing plan will include everything from your ad to your thank you and follow-up letters. Each process in your plan must perform a specific task.

1. Your short-term marketing strategies will drive traffic to your web site in intervals. Each time you place an ad, your traffic will increase. After a few days, your traffic will drop off.
2. Your long-term marketing strategies will drive a steady stream of traffic to your web site. Your traffic will continue to increase over time.
3. Your ad must draw your potential customer's attention and create curiosity. It must lead them to click through to your web site.
4. Your web site will then take over and provide further information, while leading your potential customer to your order page.
5. Your order page will be packed with all of the benefits your product has to offer and call for action.
6. Your marketing plan will continue to be implemented by closing the sale with a thank you letter.
7. Your final step will be to send follow-up messages in the future to provide good customer service and introduce new products.

A marketing plan is an absolute must. If you have no direction, you'll travel in circles and ultimately never reach your goals. Plan your work then work your plan. You may be pleasantly surprised with the outcome.

THE WEB SITE IS NOT THE END ALL OF INTERNET MARKETING STRATEGY

The most common misconception that people has is that web sites are their end all internet marketing strategy. On the contrary a web site is merely a part of the whole marketing strategy. Proper planning and development of internet marketing strategy is a vital ingredient in order to make your online business a successful one. There are components to guide you in coming up with your marketing strategy and these are as follows: the product, Web site and an effective marketing strategy. Each of these components must be developed into its fullest potential.

In order to develop the fullest potential of your product first of all you have to have a product to develop. Next, the product must sell. Meaning, find a great product in which you have a vast knowledge of and also make sure that the product must also present opportunities for future developments. And if ever you feel that there are no products that suit your interest, you can always make your own. With today's advance technology you can do absolutely every product you desire. The good thing about creating your own product is that you become familiar with every aspect of your product as well as the processes involved in its production. Another advantage is that the product is exclusively yours alone since you can have it patented and of course if your product is exclusive then you're the only one that customers can turn to for your products.

An additional consideration is your target market. The internet offers an unlimited market that is why it is also imperative that the products you make are designed to target a large number of potential customers. Try to conduct researches in order for you to know the most bought products online by various customers.

After you have developed your product to sell, the second step is to have your own web site. The web site must be designed to effectively sell your product because if it's not designed as such then all your hardwork will be put to waste. Keep in mind that the very purpose of your web site is to encourage your visitors to buy your products. Contents are among the useful tool that can help you in selling your products inclusion of wrong contents may lead your visitors to click away and never to return. Likewise, it is important that all contents and headlines must be specifically created to aid you in selling your products. Pack your contents with the various benefits that can be derived from buying your products.

The final process is developing your marketing strategy. Your internet marketing strategy must present not only short term plans but also long-term plans. The short term composition of your plan must consist of strategies to boost in traffic for your web site, advertising, bulletin boards and search engines. On the contrary long term internet marketing strategies are those that brings you a sturdy stream of targeted traffic over time. And your other long term marketing strategy must also include opt-in lists, freebies and content. An effective implementation of both the short as well as the long term internet marketing strategies will guarantee your success in the internet market.

Source; www.sales-masters-world.com

Creating an E-Marketing Plan

The e-marketing plan is a blue print for e-marketing strategy formulation and implementation. It is a guiding, dynamic document that links the firms' e-business strategy with technology driven marketing strategies and lays out details for plan implementation through marketing management.

The e-marketing plan serves as a road map to guide the direction of the firm, allocate resources, and make tough decisions at critical junctures. Two common types of e-marketing plans are the napkin plan and the venture capital plan.

Napkin Plan

In napkin plan many dot com entrepreneurs jot down their ideas on a napkin over lunch or cocktails and then run off to find financing. These are basically ad hoc plans and are not recommended when substantial resources are involved. This is because sound planning and thoughtful implementation are needed for long-term success in business and e-business.

Venture capital e-marketing plan

Small to mid-sized firms and entrepreneurs with start up ideas usually begin with a napkin plan and do not initially go through entire traditional marketing planning process. Where does an entrepreneur go for capital? Some of it is debt financed through bank loans. Start up companies tap private funds, angel investors and venture capitalists. In general friends and family are the smallest source of capital, angel investors invest hundreds of thousands of dollars, and venture capitalists invest in millions of dollars. Even banks, corporations, and consulting firms have established venture capital branches to finance internet start ups.

The Six- Step E-Marketing Plan

The six key planning elements include:

- Situation analysis
- Link e-business with e-marketing strategy
- Objectives
- Implementation plan
- Budget
- Evaluation plan

Step 1—Situation Analysis

Some people feel that planning for e-marketing means starting from scratch. Nothing could be further from truth. Working with existing business, e-business, and marketing plans is an excellent place to start.

The organisational e- business plan might contain a SWOT analysis, leading to the firm adopting an e-business strategy of e-commerce. E-marketers take over from here, collecting information on how to sell on the web, perhaps focusing on e-mail. The current marketing plan will be loaded with information of vital importance about the firm's products, the markets currently served, and so forth. The firm's pricing philosophy may dictate online pricing strategies for electronic commerce. The distribution plan will identify areas where the products are currently sold and suggest geographic gaps that might be receptive to e-commerce. Promotion plan information will give clues about how the internet fits with firm's current advertising, sales promotion, and other marketing communications. Internet planner must decide how closely website content and promotion will follow current positioning strategies.

Step 2—Link E-Business with E-Marketing Strategy.

After reviewing the marketing and e-business plans, marketers conduct strategic planning to help achieve the firm's e-business goals. An important part of the process is to define potential revenue streams. After reviewing the e-business goals, marketers create supporting e-marketing strategies. These are presented as tier 1 and tier 2 strategies. However, in practice the two are interrelated.

Tier 1 includes:

- Design segmentation
- Targeting
- Differentiation
- Positioning strategies

Tier 2 deals with 4Ps and relationship management by creating strategies around following:

- Offer
- Value
- Distribution
- Communication
- CRM/CPM

Tier 1 E-Marketing Strategic Planning

Marketers conduct a market opportunity analysis, including both demand and supply analysis, for segmenting and targeting. The demand analysis portion includes market segmentation analysis to describe and evaluate the potential profitability, sustainability, accessibility, and size of various potential segments. Segment analysis in B2C market uses descriptors such as demographic characteristics, geographic location, selected psychographics characteristics, and past behavior toward the product. B2B descriptors include firm location, size, industry, type of need, and more. These help firms to identify potentially attractive markets.

Firms use traditional segmentation analysis when they enter new markets through online channel, however if the firm plans to serve current markets online, it will delve more

deeply into these customer needs. Marketers can use cookies, database analysis, and other techniques to discover how best to serve these new markets. The purpose of supply analysis is to assist in forecasting segment profitability as well as to find competitive advantages to exploit in online market.

Another tier 1 step toward defining e-marketing strategy includes identifying brand differentiation variables and positioning strategies. Based on understanding of both the competition and targets, marketers must decide how to differentiate their products from competitors products in a way that provides benefits perceived as important by the target.

Tier 2 E-Marketing Strategic Planning

Tier 2 is an iterative process because it is difficult to know what the brand position should be without understanding the offer that comprises the brand promise.

The Offer: Product Strategies

The organization can sell merchandise, services, or advertising on the Website. It can adopt one of e-business models such as online auctions to generate a revenue stream. The firm can create new brands for online market or simply sell selected current or enhanced products in that channel. If the firm offers current brands online, it will need to solve many different problems, such as the way colors appear differently on the computer screen than in print.

The value: Pricing Strategies

A firm must decide how online product prices will compare with offline equivalents. To do this, firms consider the differing costs of sorting and delivering products to individuals through the online channel as well as competitive and market concerns. Two pricing trends are:

- Dynamic Pricing—this strategy applies different price levels for different customers or situations. The internet allows firms to price items automatically and on the fly while users view pages.
- Online Bidding—this presents a way to optimize inventory management. Priceline.com, eBay.com, and many B2B exchanges operate exclusively using this strategy.

Distribution Strategies

Many firms use the internet to distribute products or create efficiencies among supply chain members in the distribution channel. For example:

- Direct Marketing—many firms sell directly to customers, bypassing intermediaries in traditional channel for some sales. In B2B markets, many firms realize tremendous cost reductions by using internet to facilitate sales.
- Agent e-business models—firms such as ebay and E trade bring buyers and sellers together and earn a fee for transaction.

Marketing Communication Strategies

The internet spawned a multitude of new marketing strategies, both to draw customers to a website and to interact with brick and mortar customers. Firms use WebPages and e-mails to communicate with their target markets and business partners. Companies build brand images, create awareness of new products, and position products using the web and e-mail. Database marketing is key to maintaining records about the needs, preferences, and behavior of individual customers so companies can send relevant and personalized information and persuasive communication at strategic times.

Relationship Management Strategies

Many e-marketing communication strategies also help build relationships with firms' partners, supply chain members, or customers. However, some firms up the ante by using customer relationship management or partner relationship management software to integrate customer communication and purchase behavior into a comprehensive database. They then use CRM software to retain customers and increase average order values and lifetime value.

Step 3—Formulate Objectives

In general, an objective in an e-marketing plan takes the form:

- Task
- Measurable quantity
- Time frame.

While e-commerce transactions are an exciting dimension of an e-business presence, other objectives are also worthwhile, especially when the firm is using technology. In fact most e-marketing plans aim to accomplish multiple objectives such as:

- Increase market share
- Increase revenue
- Reduce costs
- Achieve branding goals
- Improve databases
- Improve supply chain

Step 4—Design implementation

E-Marketers pay special attention in design implementation to meet the objectives. For that purpose they concentrate on information gathering tactics because information technologies are especially adept at automating these processes. Website forms, feedback e-mail, and online surveys are some of the tactics used to collect information about customers, prospects, and other stakeholders.

Step 5—Budgeting

A key part of any strategic plan is to identify the expected returns from an investment. These can then be matched against costs to develop a cost benefit analysis, ROI calculation, or IRR. During plan implementation, marketers will closely monitor actual revenues and costs to see that results are on track for accomplishing the objectives.

E-marketing entails many costs, including costs for employees, hardware, software, programming and more. In addition, some traditional marketing costs may creep into the e-marketing budget e.g. the cost of offline advertising to draw traffic to web site.

Step 6—Evaluation Plan

Once the e-marketing plan is implemented, its success depends on continuous evaluation. This means e-marketers must have tracking systems in place before electronic doors open. In general today's firms are quite ROI driven. As a result, e-marketers must show how their intangible goals such as brand building or CRM, will lead to higher revenue down the road.

(Source: Judy Strauss, Raymond Frost)

The 4Ps in e-Marketing

Product

A product is a bundle of benefits that satisfies the needs of organisational or consumers and for which they are willing to exchange money or other items of value. A product can be a tangible good, a service, an idea, a person, a place, or something else. The entire product experience provides value to customer, is defined by the customer, involves customer expectations, and applies at all price levels.

Of the five general product decisions that comprise a bundle of benefits for meeting customer needs, four (attributes, branding, support services, labeling) apply to online products. Companies creating new products for online sale must decide whether to use existing brand names or create new brand names for new products; whether to co brand; and what domain name to choose. Customer support, during and after purchases, is a critical component in the value proposition. Online labeling is the digital equivalent of product labeling and can serve many of the same purposes as offline labeling.

When developing new online products, e-marketers can turn to customer co design, invite electronic input, work on Web content development, and use internet properties to spark other opportunities. They can choose among six categories of new product strategies (discontinuous innovations, new product lines, additions to existing product lines, improvements/revisions of existing products, product repositioning, and me-too lower cost products) and are generally required to estimate revenues, costs, and ROI or payout for management review and approval. Internet products can be classified into a taxonomy using the categories of hardware, software, and services and content provider, internet infrastructure, and end user.

Among the seven key new product trends, four are in the B2B market and three operate in B2C market. However, only the products that best deliver customer value will survive for the long term.

Pricing

Price is the amount of money charged for a product or service. More broadly, it covers the sum of all values that buyers exchange for the benefits of having or using a good or service. Fixed price refers to

Distribution

A distribution channel is a group of interdependent firms that work together to transfer product and information from the supplier to the consumer. The transfer may either be direct or through a number of intermediaries that perform certain marketing functions in the channel between suppliers and customers. By specializing, intermediaries are able to perform functions more effectively than a supplier could.

Channel intermediaries include wholesalers, retailers, brokers, and agents. The length of a distribution channel refers to the number of intermediaries between the supplier and the consumer. The shortest distribution channel has no intermediaries, the producer deals directly with customers. Indirect channels include one or more intermediaries. Disintermediation describes the process of eliminating traditional intermediaries. Eliminating intermediaries can potentially reduce costs but functions must be performed by someone. Although the internet was expected to lead to disintermediation and lower prices, new intermediaries are emerging instead.

Three broad types of value-added functions performed in the channel are transactional, logistical, and facilitating functions. Transactional functions refer to making contact with buyers, using marketing communication strategies to raise awareness of products, matching product to buyer needs, negotiating price, and processing transactions. Logistical functions include physical distribution such as transportation and storing inventory and aggregating product; e-markets often providing marketing research about buyers and providing financing. The last mile problem is the added expense of delivering small quantities to individual homes or businesses.

The distribution channel is a unified system of interdependent organizations working together to build value as products proceed through the channel from producer to consumer. This perspective recognizes that channels are stronger when they compete in a unified way with other channels. Supply chain management is the coordination of flows of material (e.g. physical product), information (e.g. demand forecast), and financial (e.g. credit terms).

The internet has increased the power of buyers and suppliers. It has also changed the way electronic data interchange is used to establish structural relationships between suppliers

and buyers. The major business models used by online intermediaries can be categorized as content sponsorship, direct selling, infomediary, or intermediary.

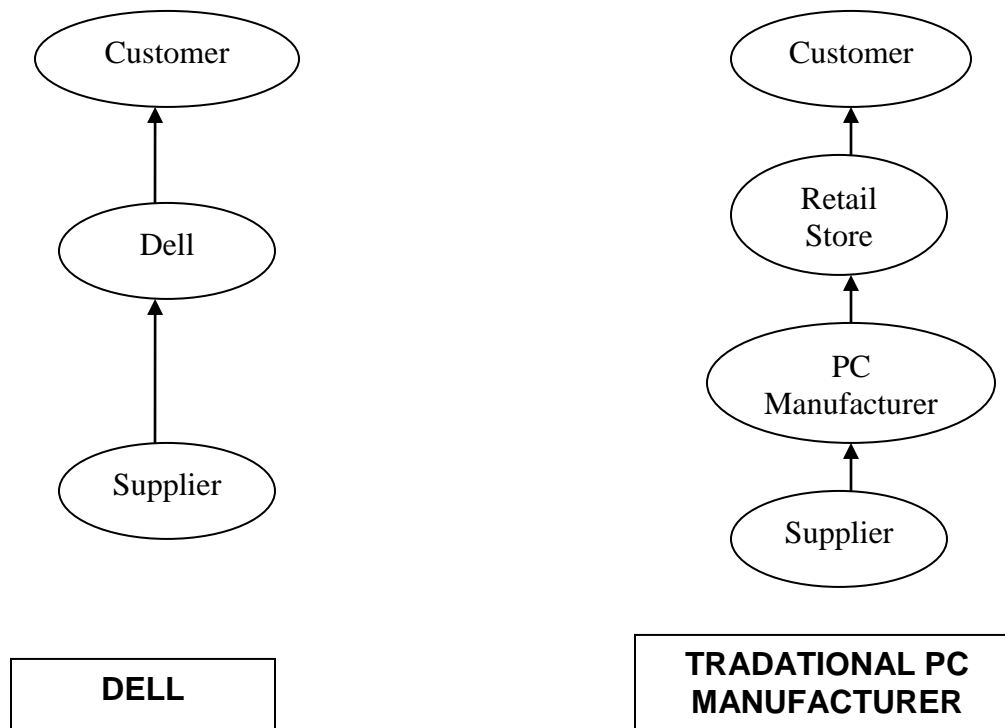
INTERNET MARKETING STRATEGIES-- INTERNATIONAL SCENARIO USING E-BUSINESS TO SELL PCs—DELL

The PC industry is well suited to exploit the opportunities the internet offers to increase profits. Dell has already used e-business extensively and virtually all PC manufacturers are working to expand their sales over internet.

Dell sells PCs directly to customers, both companies and consumers, and starts assembly after receiving a customer order. Traditional PC manufacturers, in contrast assemble the PC in the push strategy, because they have to make it available for the retail stores.

REVENUE IMPACT OF E-BUSINESS ON THE PC INDUSTRY

The main revenue disadvantage for dell of selling PCs over internet is the customers who are unwilling to wait five to ten days to receive their PC cannot be attracted. The PC, however, is usually a planned purchase and most people are wiling to wait for its delivery. Dell also does not attract customers who need a lot of help while selecting a PC. However, the segment of people that are comfortable selecting their own PC and willing to wait for its delivery is quite large and growing. Dell and other PC manufacturers selling over the internet target this group of customers.



Source; www.silicon.com

Dell is able to exploit most of the revenue enhancing opportunities offered e-business. The company uses the internet to increase revenues by offering a very large number of different PC configurations. Customers are allowed to select recommended PC configurations or customize them to have the desired processor, memory, hard drive and other components. Customization allows Dell to satisfy customers by giving them a product that is close to their specific requirements. The customization options are very easy to display over the internet and allow Dell to attract customers that value this choice. Dell also uses customized Web pages to enable large business customers to place orders.

Dell has fully exploited the internet to increase revenues by bringing new products to market faster, allowing the company to attract customers who are willing to pay higher prices to get the latest technology. This is particularly important as products in the PC industry have short life cycles of few months. Thus firms like Dell that brings products to market faster than the competition enjoys a huge revenue advantages until competing products come to market. Competing firms that sell through distributors and retailers have to fill shelves at their distributors and retailers before a product reaches the customer. Dell, in contrast, introduces a new product to the customers on the internet as soon as the first PC of that model is ready to assemble. As a result, Dell can offer new components in its products as soon as they are available. It takes PC manufacturers selling through distributors and retailers much longer to bring new components to market.

Although the company cannot compete with a retailer in terms of response time for a PC the retailer has in stock, Dell is one of the fastest at providing customers with customized PCs. The company has designed products and processes in order to assemble the customized PC after a customer order arrives.

Dell also uses the price flexibility the internet offers to increase revenues. The sales people at Dell change prices and delivery time daily based on demand and supply of components to maximize the revenue that can be extracted from available resources. The company lowers prices on configurations that contain components with excess inventory to spur sales.

By using internet to sell PCs directly to customers, Dell is able to eliminate distributor and retailer margins and increase its own margin. The internet allows Dell customers to place orders at any time of the day. Relative to other channels, the internet makes it much cheaper to provide access by decreasing the workforce required. Computer stores, for example, would likely find the cost to stay open all night unjustifiable.

E-business allows Dell to collect payment for its PCs in a matter of days after they are sold. Dell, however, pays its suppliers according to the more traditional schedules in which payment is due in weeks.

COST IMPACT

INVENTORY COST

E-business offers Dell the opportunity to reduce its inventories by geographically aggregating them in few locations. Whereas a chain of retail stores selling computers must carry inventory in each store, Dell aggregates all inventories in a few locations.

Dell products and assembly lines are designed such that all components on which customers are offered customization can be assembled in a very short period of time. Dell holds the entire inventory in the form of components that are common across multiple finished products.

FACILITY COST

E-business allows the Dell supply chain to lower facility costs because the company has no physical distribution or retail outlets. Dell only incurs the cost of manufacturing facility and warehousing space for components. A PC supply chain selling through retail stores must pay for the distribution warehouses and retail stores as well.

E-business also allows Dell to take advantage of customer participation in order placement and decrease processing cost at its facility.

TRANSPORTATION COST

As a result of e-business, total transportation costs in the Dell supply chain are higher than in supply chain selling PC through distributors and retailers. Dell sends individual PCs to customers from its factories, whereas a manufacturer selling through distributors and retailers sends large shipments on trucks to warehouses and to retailers. The Dell therefore incurs high outbound transportation costs.

INFORMATION COST

Although Dell has made a significant investment in information technology to implement their build to order model, these costs are more. Additionally, the majority of these IT costs need to be incurred regardless of whether Dell is an e-business or not. Therefore, e-business does not add incrementally to Dell's information costs but this is not significant factor.

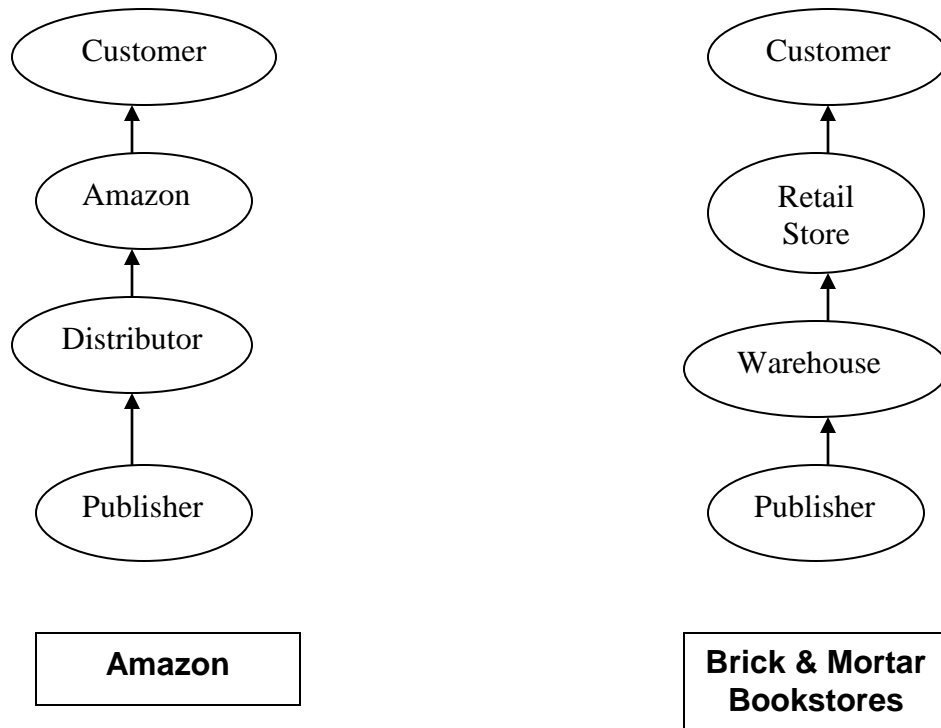
USING E-BUSINESS TO SELL BOOKS: AMAZON

Amazon.com was launched in July 1995. Since 1995, Amazon.com has added music, toys, electronics, software, and home improvement equipment to its list of product offerings. Amazon.com purchases some of its books direct from publishers and buys the remaining titles from distributors.

REVENUE IMPACT OF E-BUSINESS ON THE BOOK INDUSTRY

E-business has actually not helped profits in the book industry, as in case of Amazon.com because of the presence of an additional intermediary—the distributor. E-business has resulted in long supply chains in the book industry; it leaves lower margins for Amazon. Amazon.com only attracts customers that are willing to wait a few days to get the book. It cannot attract customers that value the ability to leaf through books. The company tried to counter this problem by providing reviews and other information on books to allow customers to get a feel for the book online.

To counter these drawbacks, Amazon.com has exploited several opportunities on the internet to attract customers and increase revenues. Amazon.com attracts many customers by offering a wide selection of millions of books. Customers can search for hard to find books or those of special interest. A large physical bookstore, in contrast, can carry less than a hundred thousand titles. Amazon.com also uses the internet to recommend books to customers based on their purchase history.



Source; www.silicon.com

Amazon.com uses the internet to allow customers to order a book anytime of the day from comfort of their own home. If customers know the books they want, they can place the order online and the books will be delivered to their door. There is no need to leave the house and spend the hour or two going to a physical book-store would take. This fact allows Amazon.com to attract customers that value this convenience and are willing to wait for delivery.

COST IMPACT

INVENTORY COST

Amazon.com is able to decrease inventories by geographically aggregating the inventories in few locations. A bookstore chain, in contrast, has higher inventories because titles are carried at every store. Amazon.com carries high demand titles in inventory while it purchases low-demand titles from the distributor in response to customer order. This allows the Amazon.com supply chain to further reduce inventories of low-demand titles.

FACILITY COST

E-business allows Amazon.com to lower facility costs because it does not need the retail infrastructure that a bookstore chain like Borders or Barnes & Noble must have. Initially, Amazon.com did not have a warehouse and purchased all books from distributors. As demand grown, Amazon.com has opened its own warehouses where it stocks high

demand books. Thus, facility costs at Amazon.com are growing though they are still much lower than the facility cost for a bookstore chain.

Amazon.com however incurs higher order processing costs than a bookstore chain. At a bookstore, the selects the books and only cashiers are needed to receive payments. At Amazon.com, no cashiers are needed but every order is picked off the warehouse shelves and packed for delivery.

TRANSPORTATION COSTS

The Amazon.com incurs higher transportation costs than a bookstore selling through retail stores. Local bookstores do not have the cost of individually shipping books to customers. Amazon.com, in contrast, incurs the costs of shipping books to its customers from warehouses. The shipping cost from an Amazon.com warehouse represents a significant fraction of cost of a book. As demand has grown Amazon.com has opened several warehouses in an effort to get closer to customers, decrease its transportation costs, and improve response time.

USING E-BUSINESS TO SELL GROCERIES—PEAPOD

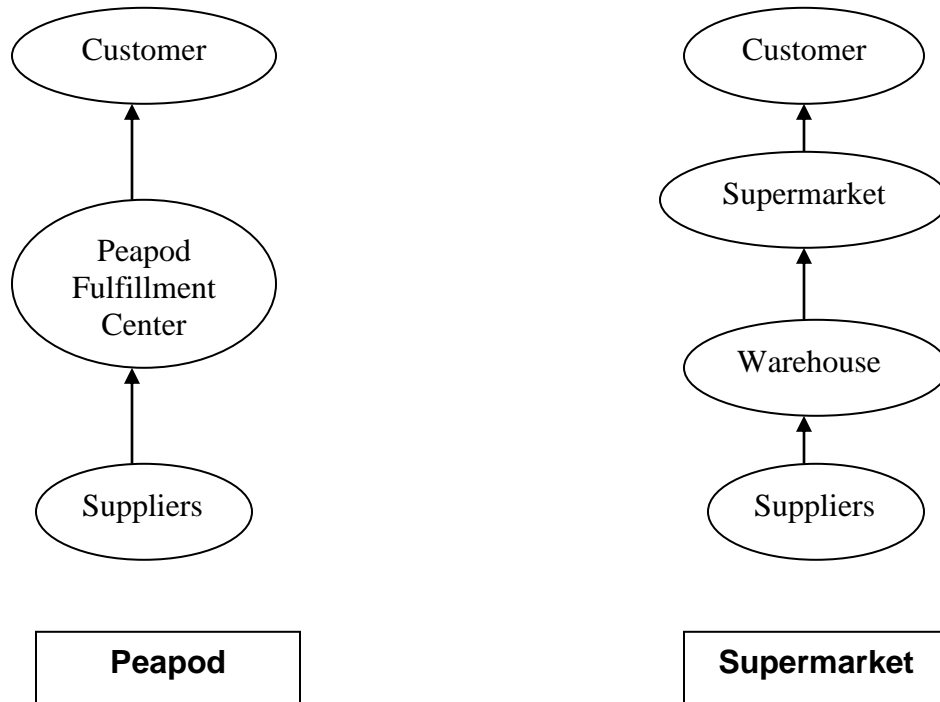
Peapod is one of the oldest online groceries store. This industry has got poor track record, one could surmise that this is an industry not well suited for e-business. Peapod started by supplying orders using workers at grocery stores to pick and deliver orders. The company has now moved to supplying orders from centralized fulfillment centers and also some large supermarkets.

REVENUE IMPACT OF E-BUSINESS ON THE GROCERY INDUSTRY

Peapod and other online groceries have tried to sell convenience and the time savings they offer to customers. For most people, grocery shopping is a chore that is time consuming and rarely enjoyable. Peapod allows customers to place orders at any time and have them delivered at home, eliminating a trip to supermarket. This can be a significant convenience especially in urban areas where customers have to walk to a supermarket and carry all their groceries home. In a suburban area, the benefit is smaller because people can drive to supermarkets with relative ease. The convenience of saving time, however, remains quite valuable.

Peapod is able to increase revenues by creating a personalized shopping experience for customers and delivering customized, one-to-one advertising and promotion. This is done using extensive member profiles that peapod creates based on online shopping behavior,

purchase histories, and surveys. Unlike a supermarket where the store does not know what the customer have selected until they check out, Peapod can guide online customers based on what they purchase. For example, if a customer wants some pasta, peapod can suggest a type of pasta sauce or some parmesan cheese. Over long periods, peapod can collect shopping patterns and suggest products that make a customer's preference.



Source; www.silicon.com

Peapod also adds to its revenues by giving consumer goods companies a formula for targeted interactive advertising and electronic coupons. Peapod increases revenues by selling data on consumer choices to product manufactures. Consumer choices available to an online grocer are more valuable than scanner data from a supermarket because scanner data only reveals the customer's final purchases. An online grocer, in contrast, can record the customer's decision process.

COST IMPACT

INVENTORY COST

Compared to a super market chain, online grocer like peapod can lower inventories by aggregating the inventory in a few large replenishment centers. The degree of aggregation, however, is less than that achieved by Amazon.com or Dell because Peapod needs fulfillment centers in every urban area it serves to get food to the customers in an acceptable condition. The benefits of aggregation are further diminished by the fact that the majority of products sold at a supermarket are staple items with steady demand.

FACILITY COST

E-business allows peapod to lower facility costs because it only needs warehouse facilities and can save on the cost of retail outlets such as supermarkets. Processing costs at Peapod to fulfill an order, however, are significantly higher than those for a supermarket, and overwhelm the savings from fewer facilities. Peapod saves on checkout clerks compared to a supermarket but must pick the customer order, a task the customer performs at a supermarket and one that is much more time consuming than checkout.

TRANSPORTATION

An online grocer like peapod has significantly higher transportation costs than a supermarket. Supermarkets have the advantage of having to bear only inbound transportation cost for products, with customers providing transportation from the supermarket to their homes. Inbound transportation costs tend to be low because supermarkets have large deliveries that enable them to exploit economies of scale in transportation. Peapod, in contrast, has to bear inbound transportation cost to its fulfillment centers and than outbound delivery costs from the fulfillment centers to customer homes. Outbound delivery costs are high because individual orders must be delivered to each customer's home. The task becomes all the more problematic given the different temperature requirements for different types of food.

Clarkes Stationers

Office supplies retailer, Clarkes, has really grasped technology to improve the way its supply chain works. As a result, the company's turnover has increased by 25 per cent and it's managed to crack the lucrative business market.

Clarkes' website is an impressive e-commerce sales tool: "We try to get all our business customers to order online. They can log on with a user name and password and get budgeting reports, customer history details, tailor-made pricing structures and bespoke products," explains Clarkes' Sales Director Kiren Patel. When it comes to ordering from its own suppliers, Clarkes does that electronically too. The company is part of a buying consortium and all members have special software to connect into the purchasing system direct from their computers. Kiren continues: "Online ordering is established for general stationery and computer consumables and contracts are arranged by our buying group – all communications in these areas are done via the web."

Launched in January 2002, the office intranet improves communication between staff members and sales reps in the field, as well as cutting down on phone bills. Kiren has seen a change for the better in Clarkes' relationship with both customers and suppliers thanks to around £55,000 of technology investment over three years: "Suppliers have opened up and offered us special deals for trying out their electronic ordering systems. And with customers it's the 'feel good' factor – we're now able to look after them better and give them a more personal service. We're all about having partnership relationships

with our long-term customers and suppliers.” One big customer has put 20 per cent more business through Clarkes since it started ordering online.

The website has also pulled in new customers, as Kiren explains: “We've just picked up our largest customer to date because they saw the website and they called us in to tender. They knew we existed but hadn't realised our B2B (Business to Business) capabilities until they'd seen the site.”

Source; www.dti.gov.uk/bestpractice

Mansfield Motors

Mansfield Motors has used e-business to open up an export market for Land Rover parts, creating a sophisticated website that focuses on brand building and community marketing.

The company saw the web as a powerful marketing tool. It has cultivated a strong customer community feel, using discussion boards and newsletters to encourage repeat visits to its site and asking users for ideas on improvements. As well as keeping customers returning to the pages, this gives the site a human touch and helps to build customer trust in the brand.

“The website has to look professional and be functional, but it also has to have a human touch,” says Director Mike Hands. “We wanted to make the online buying process as much like buying face to face as possible.” This enviable closeness with customers has opened new distribution channels – Mansfield Motors now markets to vehicle owner clubs worldwide, incentivising buyers with group discounts and using customer profiling to target relevant offers to individuals.

Having successfully implemented its internal system, Mansfield Motors has allowed major suppliers secure access to the stock database so they can check availability and place orders. With goods arriving the next day, this makes the ordering process much more efficient and timely, and strengthens the relationships between Mansfield Motors and its suppliers. “Technology has definitely had a big impact on the business,” Mike acknowledges. “Since we set up the website in 1997, we've done £100,000 worth of mail order business – it has been a significant growth contributor.”

Mike is also adamant that businesses have to put technology at the heart of their decision-making. “No business can afford to ignore any form of marketing that has the benefits that the internet brings.”

Source; www.dti.gov.uk/bestpractice

Schumacher

Technology has allowed Schumacher to turn its customer base into an online community, building loyalty and generating sales.

As one of the most famous and best-established names in the world of radio-controlled model cars, the company has always had a loyal customer base. With recent technology developments, Schumacher saw opportunities to strengthen these relationships still further. Central to its strategy was the use of the internet and e-mail to position the company not just as a supplier of cars, but as a member of the model car community of enthusiasts.

The Schumacher website has full e-commerce facilities and a strong community feels to encourage repeat visits. The front page is regularly updated with the latest news from the model car industry and the site hosts popular message boards and discussion groups. A forum on the site also enables customers to submit technical queries, and it is testament to the community nature of the site that visitors as well as staff regularly respond to the queries.

The company's large database of e-mail addresses gives scope for highly targeted, personalised e-marketing. On a monthly basis, customers receive an e-mailed company newsletter containing all the latest product information, advice, hints and tips on getting the best performance from their car. Digital images, created in CAD at the product development stage, are also used to market the products before they are even rolling off the production line.

"If you don't invest in technology, you get left behind," cautions Robin Schumacher, Managing Director. "Technology is a vital part of business planning and we're convinced that the investment we've made is for the long-term benefit of the business."

Source; www.dti.gov.uk/bestpractice

British Gaskets

British Gaskets has brought e-business to all aspects of its operations, integrating processes with the aim of e-enabling the entire customer journey and reducing costs.

Central to this has been a significant investment in CAD/CAM, which allows clients to e-mail drawings to be fed directly into the system. Formerly, material utilisation ran at between 50% and 60%. With CAM this now runs at up to 90%. "Our business is heavily dependent on materials usage so if we can save money there, it makes a big difference," says Greg Mazurkewicz, Operations Manager for British Gaskets in Sudbury.

Job analysis tools have also been introduced to help analyse the profitability of each job and pinpoint any problem areas, something the company felt would provide a significant competitive edge. Analysis revealed that the computer-aided machinery produced 6,000 gaskets in the time it would have taken to produce 1,000 manually.

Another area of real success has been the company's advance towards online tendering. British Gaskets has been successfully involved in three online bids this year alone, and this way of gaining new business is becoming more frequent. The company believes it's vital that senior managers educate themselves about technology and continuously monitor developments to secure maximum ROI (return on investment). One unanticipated benefit

of the company's investment in technology has been an improvement in clients' perceptions of the business and its capabilities. Greg explains: "Customers see our business as being innovative because of our use of IT, and that has brought us in diverse new contracts. Our website cost under £5,000 to set up and it's been money well spent."

Source; www.dti.gov.uk/bestpractice

INTERNET MARKETING STRATEGIES— PAKISTANI SCENARIO

Status of the Pakistani IT Industry

Information Technology has become an integral part of the economy, and is playing an ever increasing role in the industrial and services sector. The business community in the country has finally understood the value that automation can add to their commercial concerns, by driving down costs, improving productivity, reducing time to market and providing quality services to their customers. This is borne out by the fact that during fiscal year 2003-2004, over US\$ 200 million was invested by the financial services sector into Information Technology products and services. The banking sector in particular has dramatically increased its dependence on the use of IT, as is evident by the growth in the number of branches that are connected online. Likewise, the number of Automated Teller Machines (ATMs) and the use of automated cheque clearing and other back end systems within the banking community has increased. Customer relationship management systems typified by Siebel have been deployed, and online banking is *de rigueur*. Within the industrial sector, the use of Enterprise Resource Planning software such as SAP and Oracle has become commonplace. Companies such as ICI, Caltex, PSO, Packages, KSB Pumps, Pakistan Tobacco, Honda Atlas and tens of others have deployed high end ERP solutions.

Source; www.pseb.org.pk

The textile sector is investing heavily into specialized software and IT solutions to reduce costs and improve quality. Sapphire Textiles, Kohinoor, and Hasni Hosiery have ongoing IT projects worth millions. The government has not lagged behind, with the more mundane applications such as office automation and budgeting currently being developed, and SAP implementation with the AGPR nearly completed. CBR has massive IT projects in the pipeline, starting with the customs and taxation systems in 2005.

Hasni Hosiery Mills is one of Pakistan's largest garment manufacturers and exporters, with an annual turnover of over Rs. 1 billion. After investing nearly Rs. 20 million in implementing an ERP system, the company has seen:

- Order receipts – delivery cycle reduced from 16 weeks to just 6 weeks
- 5–10% savings on raw material costs
- Inventory costs reduced by 50%

Complex logistics systems for the armed forces, sophisticated intelligence gathering and sifting systems for the intelligence agencies, guidance and control systems for missiles, simulators for nuclear plants, avionics software for the JF-17 fighter aircraft, and computer aided design and manufacturing systems for submarines are examples from the defence sector. The airline industry is another enthusiastic user of IT, with Air Blue being totally automated, there being no paper ticket whatsoever. DHL couriers and other similar players use hand-held devices to interact with their base stations, and packages are being tracked in real time. Stocks are traded online, and the National Commodities Exchange, set to start operations in April 2005, is one of the most advanced implementations of its

kind anywhere. The electronic media has not been left behind, and state-of-the art IT solutions are being used by these companies to record, produce, edit, transmit and otherwise manage their entire operations.

Air Blue, the newest entrant in Pakistani skies, is totally IT-driven, with e-tickets being issued directly through their website, and indirectly through travel agents. With IT investments in excess of US \$ 2 million, savings of 40% over standard paper based ticketing systems are being achieved, with a corresponding improvement in efficiency.

The common thread that runs through the above illustrative examples is that IT is alive and well in the country! The skill sets in demand in the industry have changed, but the number of individuals employed, as well as the amounts of money changing hands, has increased manifold over the past few years.

Revenue Growth

All the multinational IT companies have seen dramatically increased revenues over the past couple of years, with IBM, NCR, HP, Cisco, Dell, Oracle, Microsoft and PeopleSoft all being a part of this sharp upturn. Whilst actual figures are difficult to tabulate, given that these companies are under no legal obligation to divulge these numbers, guesstimates based on insider information is that, taken together, the various industry players have annual total revenues in the range of US \$ 200 to 300 million.

Source; www.pseb.org.pk

Exports

There are many who feel that the exports of IT and IT-enabled services, in spite of the many fiscal and other incentives offered by the government over the past many years, and in spite of the best efforts of the private sector, has fallen somewhat short of the high expectations that have been placed upon it.

Global IT companies using Pakistan as a regional hub:

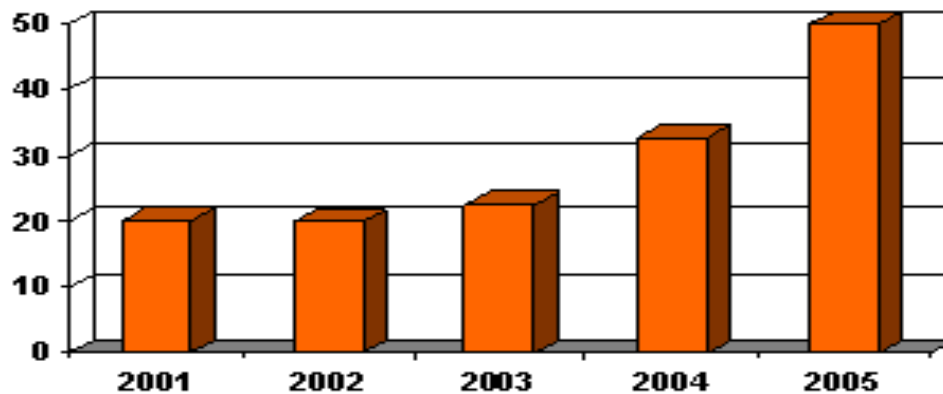
NCR – Teradata Global Consulting Center, Islamabad

IBM – Regional support office for Middle East consulting services, Karachi

Oracle – Pre- and post-sales support for the SAARC region, excluding India

Hyundai IT – Regional financial services solutions for South Asia and the Middle East

Halliburton – Global support on key petroleum software packages, Islamabad



IT & IT-enabled Exports in US \$ Millions

Source; www.pseb.org.pk

On the exports' front, the numbers that were stagnant for some years have shown good results during fiscal year 2003-2004 when exports went upto US \$ 32.88 million from US \$ 22.62 million during fiscal year 2002-2003. Export figures for year 2001-2002 were US \$ 19.85 and in 2000-2001 this number was US \$ 20.12. This growth of about 50% during the latest fiscal year has been possible due to the efforts of the private sector and the general upturn in the international marketplace. The support provided by the Ministry of IT and Telecommunications, through the Pakistan Software Export Board, has also played some part in this growth.

The Pakistani IT Industry

The IT industry within the country can be categorized as follows:

- The traditional "software house" that develops custom made applications. This sub-sector of the industry is slowly but surely declining, following trends that are visible worldwide. Custom built applications are no longer cost effective nor viable for any enterprise, given the vast array of software products that are available for companies ranging from small shops to major industrial concerns. The number of pure play software houses is declining, but those that remain are growing in terms of employees and turnover. NetSol, Techlogix and Systems are examples of this genre.
- The "System Integrators" that provide total solutions. This sub-sector of the industry is rapidly growing within the country, as more and more of the projects are being outsourced on a turn-key basis. These companies put together the hardware, the data communication infrastructure, and the software package, as well as provide the implementation support and training that is required to ensure that the entire solution is implemented and that it delivers the business benefits that were expected of it. Examples include Si3, which has recently won a US \$ 1 million contract with NLC. The PIFRA project within AGPR is being led by Price Waterhouse Coopers (PWC) and now by Siemens. Likewise, Accenture has been awarded a turn-key contract by Telenor.

- The "Internet Service Providers" and other similar entities. This sub-sector has seen growth but there has been some consolidation given the large number of companies that had mushroomed rapidly. Growth is still rapid in this sector, with the introduction of broadband services.
- The "multinationals" that sell prepackaged software or hardware. This sub-sector has also seen change take place over the past years. Nearly all the multinationals now use a channel mechanism to carry out their business, whether this be personal computers or it be software such as database management systems or office automation products. This change of approach has resulted in growth in the small to medium enterprise sector, with many Pakistani owned companies becoming business partners with the global IT giants.
- The "IT-enabled Services" or "Business Process Outsourcing" (BPO) sector.

The Call Center companies. Growth in this segment is rapid, with currently 1800 individuals employed in this industry servicing international clients and another 2500 providing call center services to domestic customers. Growth is expected to be as high as 60% per annum for the next two years.

The Medical and Legal Transcription subsector. This has been a cyclical industry but the upturn is being seen since 2003, with current employment numbers being about 1000 individuals.

Other outsourced services such as accounting and engineering design. There are a very few companies that provide such services but revenues naturally reflect the high value addition that such companies provide to their clientele. Most prominent in this sub-sector is Descon, which has about US \$ 5 million annual revenues and which employs over 300 high end mechanical engineers. Accounting outsourcing is also being carried out by a number of companies in the country.

Strategy to Promote the IT Industry

The strategy to promote the overall IT industry within the country is given below. This has been discussed at great length by various stakeholders in the country covering the entire cross section of the industry, ranging from software companies, hardware vendors, end users, corporate IT heads, academia and others. The strategy has benefited from the input of the Pakistan Software Houses Association (PASHA), as well as the Call Center Association of Pakistan (CCAP) and other similar organizations. The major point to note here is that the strategy that has been developed is not simply to replicate what other countries in our region have done, but to intelligently adapt "best practices" from the successes of others, and tailor these to suit ground realities in Pakistan, as well as the rapidly changing dynamics of the IT industry globally.

The significant elements of the strategy are:

- To offer innovative incentives to strategic foreign partners
Large IT multinationals such as IBM, Microsoft, NCR, Oracle and other similar

- companies have been selling their products in Pakistan without any thought being given to developing strategic relationships with these companies. Such relationships can take the form of these companies setting up software development centers in Pakistan, or awarding R&D projects to Pakistani Universities, or using Pakistani expertise to localize their software products.
- To approach multinationals that already have significant investment in Pakistan
A major problem faced by the Pakistani IT industry is the poor international image that inhibits potential customers from engaging with any Pakistani entity. However this issue is not a problem with companies that are already present in Pakistan, such as Philips, ICI, Siemens, Ciba, Nestle, British American Tobacco, and so on. These companies have profited greatly by their business operations in Pakistan, and any negative perception is not an issue for them.
 - To focus on selected areas for outsourcing/call center industry
 - Accounting
 - Mechanical Engineering Design (automobile spare parts) and Defense Industries
 - Insurance claim processing
 - To support the domestic software industry by encouraging government and other entities to outsource software projects to local companies
 - This is not to imply that large complex projects should be given out to inexperienced companies. Even if the solution has to be imported from abroad, the deployment, customization and training should be carried out by local partners.
 - Promote "Productization" amongst software companies
 - The global paradigm shift away from customized solutions towards the use of pre-packaged software implies that Pakistani companies should look at developing products as opposed to looking for projects that involve custom software development.
 - Strengthen academic R&D with emphasis on linkages with Industry and Defence
 - Coordinate closely with industry associations as well as EPB, BOI and other entities such as PASHA

Source; www.pseb.org.pk

LIBERTY BOOKS

Liberty Books is considered one of the leading book business in Pakistan. Established in 1980, liberty has expanded its scope of activity by not just broadening its bookseller base but also gaining sole distributorship for some of the best-known magazines in the world, which include Newsweek, National Geographic, Reader's Digest and The Economist.

With time-tested and strong relations with distributors worldwide, Liberty has a diverse and vast range of books and magazines practically on any subject in the world.

Liberty books has 14 stores all over Pakistan and is actively expanding its subscriber data base through direct mails, special saving offers and annual sales.

Over the 22 years, Liberty has actively been expanding its network all over the country. Strategically distributing throughout Pakistan, providing books and magazines to suit all ages and preferences. Students, professors, intellectuals, scientists, journalists to marketers. Liberty books has books that cater to all needs.

Source; www.libertybooks.com

JAFFERJEES

Jafferjee's an exclusive name in leather products, blends fine leather and refined accessories to bring an exquisite collection. Our experience spans over four generations. For over a hundred years jafferjee's has been producing quality leather products in a variety of in-vogue styles, materials and colors. Using the most experienced craftsmen we drive every single stitch and cut to its perfection. We know that paying attention to detail and being a little fastidious is the difference between good & great.

At jafferjee's all articles are manufactured from genuine cow and buffalo leather, unless specified otherwise. Pricing is consistent, unless there is any Special Offer either at stores or online. Any online Special Offer can only be availed by buying and paying online and vice versa. They offer FREE personalization service. Emboss any name on the item in any font. Depending on the item(s) you are ordering, it will be packed in a Jafferjee's cloth bag and/or box and wrapped in special Jafferjee's paper.

Jafferjees.com accepts the following modes of payment:

- Credit Card (Visa / Master)
- Pay Order
- Bank Draft
- Domestic Telex Transfer

As soon as you place an order jafferjee's will send an email confirming that your order has been received (your order number will be included); this e-mail should arrive within approximately 24 hours.

Depending on the availability of stock and quantities ordered, please allow 5 -15 days for deliveries within Pakistan. For international orders, customers must provide up to 2 weeks in case of Courier and 4-5 weeks in case of Airmail for processing and delivery of orders. In the event of any order that cannot be processed within specified time, Jafferjee's will inform the customer at the earliest.

Although jafferjee's make every effort to maintain stock and satisfy our customers, occasionally they are out of certain items. If they are out of stock on an item that you have ordered, they will notify you via e-mail. Any changes will be reflected in your order total as well as your shipping confirmation.

As soon as you place an order jafferjee's will send you an email that confirms that your order has been received (your order confirmation number will be included); this e-mail should arrive within approximately 24 hours. You can check status of your order by clicking on "Track Your Order" link and entering your order #. The current status of your order will displayed on screen.

Source; www.jafferjees.com

PAKISTAN INTERNATIONAL AIRLINES

Pakistan is a land richly endowed with Nature's bounty-mighty mountains, ancient deserts, lush-green valleys and sparkling rivers.

Pakistan International's biggest asset is Pakistan, an attractive tourist wonderland. Wide-open spaces, lush green fields, the world's largest collection of limitless mountain chains and peaks, lakes and rivers on the same mammoth scale, Pakistan's natural attractions have few equals. For the world's people, Pakistan presents a totally different face of Mother Nature. An off-beat, exciting place, coupled with the traditional warm hospitality of its friendly people.

As jaded tourists worldwide hunt for new settings and experiences, PIA has been playing the role of linking places and bringing people closer, from the four continents of the world. PIA has played a pivotal role in opening up the county's natural and historical riches by air linking them with the national and international mainstream.

When PIA wings to isolated scenic spots such as Gilgit, Skardu, Swat or any of the other over two dozen colourful domestic destinations, the national airline is involved in the business of meshing its international goals and targets along with its national responsibilities.

Thus, PIA assists in putting in motion a tourism nucleus, whereby a feast of sights and sounds, of action and entertainment is prepared for the tourist in search of an off-beat adventure.

The national carrier has consistently, over the last 4 decades, played an active role in the development and promotion of tourism in Pakistan. It is all geared up to give the tourists

not just good value for their money but also make their trips to this charming country truly memorable.

Source; www.piac.com.pk/profile

BIRTH OF AN AIRLINE

Orient Airways was a privately owned company, with limited capital and resources. It could not be expected to grow and expand on its own. It was then that the Government of Pakistan decided to form a state-owned airline and invited Orient Airways to merge with it. The outcome of the merger was the birth of a new airline, named Pakistan International Airlines (PIA) on 11 March, 1955.

The PIA Head Office building at Karachi airport, which houses all the major departments of the airline to date, was the brain-child of Mr. Zafar-ul- Ahsan. In fact, on his departure from the airline, the employees presented him with a silver replica of the building with the caption: "The House you Built".

Expansion, growth, development were the key-words that the new management was committed to. In March 1960, PIA launched its first jet service (Boeing 707) on the London-Karachi-Dacca, route which later proved to be most successful. This service enabled PIA to become the first Asian Airline to operate a jet aircraft. A train-blazer, this success set the trend for PIA. In 1961, the airline took on the awesome task of initiating a cross-Atlantic service from Karachi to New York. By this time, PIA had placed orders for more new aircraft, which included Fokker F-27s, Boeing 720Bs and Sikorsky helicopters. Helicopter service in East Pakistan had gained momentum by 1962 and expanded to include Sylhet, Chittagong, Dacca, Comilla and Ishurdi. PIA's helicopter operations on a scheduled basis carried over 70,000 passengers during their first year. It was, at that time, regarded as equal to any other similar operation in the world. Unfortunately, due to two mishaps, the service was discontinued in 1966.

Besides the visible development and growth in traffic and revenues in the sixties, PIA saw the advent of new destinations, new equipment, new technology

Nineties have also seen the expansion of PIA's massive Haj and Umrah operations to Pakistan's smaller cities besides the operations from the major cities of Islamabad, Peshawar, Lahore, Quetta and Karachi.

At present, PIA operates to 70 destinations (38 international and 37 domestic) in countries spread over 4 continents of the globe.

Impressive statistics for a comparatively young airline? One could say that since its inception in 1955, PIA has indeed, come a long way.

Source; www.piac.com.pk/inside_pia/history

AUTOMATION

Keeping in line with the overall PIA policy of providing maximum services and facilities to the travelling public, Information System Department has further extended automation coverage. In addition to improving existing computerized services, new functions and applications are being automated on an on-going basis. Latest technology mainframe, mini and micro computers and communication facilities are acquired and utilized to stay up-to-date with the Industry. Almost all functional areas/departments of the airline are benefiting from the computerized systems.

Automation is also being used for MIS in PIA for effective monitoring and control over performance of operational, financial and administrative functions.

Automation of reservation systems was introduced in PIA in 1980 with the sole idea of central control of all PK flights on the entire network, as such, Repak was introduced with a central control system at Karachi, and with an airline address of KHIRMPK which was assigned by IATA.

A separate section, CRC was established and assigned the job to achieve the desired result concerning centrally controlled reservation system in order to provide fast, accurate, and fool-proof airline reservation facility to the passengers.

CRC work in accordance with IATA prescribed procedures and is associated with other major Reservations Systems such as SABRE, ABACUS, GALILEO, etc. to cover global access on to Repak, where this automation facility is not available.

The entire PIA network is monitored and controlled by CRC. Information regarding the space-control of all PIA flights, spanning over the 4-continent, are fed and stored in the system, which in turn, is centrally controlled by Information Systems Department (ISD). (ISD also assists PIA in General Accounting, Revenue Accounting, Payrolls, Personnel and Engineering).

Source; www.piac.com.pk/inside_pia

AIRBLUE

Starting in 2004, airblue's fleet of next-generation Airbus A320 aircraft will offer world-class travel to many cities within Pakistan.

Led by a team with decades of experience in the industry, airblue embodies a new era in passenger air travel.

Airblue has integrated unique innovations to ensure security and affordability. Among these are complete online reservation systems, online reservation hold/in person payment at various locations, and mobile airport check in procedures.

Source; www.airblue.com

Forms of Payment

Tickets may be purchased at the airblue web site(s) using one of the following credit cards:

- American Express
- MasterCard
- Visa

Your online reservation is complete when you are prompted print your ticket receipt. Airblue ticket agents will need to scan the barcode on that ticket receipt to check you in at the airport. The confirmation number for a reservation is displayed on the itinerary and confirmation screen, which is displayed after you click on the 'Pay Now with Credit Card' or 'Hold Reservation & Pay Later' buttons in your reservation process.

You cannot look up your confirmation number online once you leave our online reservation area and close your browser. Please make note of your confirmation number when it is displayed on the itinerary and confirmation screen.

You must book your flight on Airblue at least one hour before scheduled flight time. Airblue Internet Specials are always announced on the Airblue web site. You may not personally make any changes to your reservation at this time via our website

NIRALA

Nirala's legend began with the sub continent partition when Mr. Taj Din migrated from Amritsar, India to Lahore, Pakistan. In 1952-53, Mr. Taj Din started selling methai as a complimentary line. He hired the best methai makers in the market. In 1965, Nirala became the Official Methai Supplier for the Governor House.

The business is now operating on a whole new level since its humble beginnings more than half a century ago, the tradition of taste and quality is still prevalent. Most of the products are still as original as they were two generations ago. Nirala only changes for the better.

The Nirala team consists of dedicated professionals such as MBAs, CAs, Food Technologists, Graphic Designers, who are always in quest of exceeding your expectations through latest products and work practices. The Nirala team is a select group of highly motivated professionals who reflect the highest levels of accomplishment in the industry. Together, we form a collaborative and cohesive group, which will deliver you the best products and customer service.

Nirala's management believes in people values. We build on a firm belief that only by delegating responsibility and functions can we take the holistic approach that will make our company unique - ensuring consistent and quality-focused performance on all assignments.

Nirala has taken firm steps toward building premier brand and marketing capability, having on board managers and professionals with broad industry experience to plan and drive upcoming product launches. Nirala decides on your behalf for products and services through extensive research techniques and feedback.

A mix of outdoor and indoor campaigns and number of media channels and tools are employed by Nirala to cater to various segments of markets we serve.

Source; www.nirala.com

The basic drawback with nirala is that, although it had made a good website and made its entry into cyber world with its excellent quality products, but it is not selling its products online. Nirala therefore must go for online ordering system and also the delivery of products to customers. It will help them to further enhance their image.

PROPOSED E-MARKETING PLAN FOR FRONTIER CABLE INDUSTRIES COMPANY ANALYSIS

History

Telecom oriented firm, Electro Zone Private Ltd, involved in international trading for supply of high capacity copper telephone cable, had been operating for the last 15 years in Pakistan. Having this much experience, its management decided to venture into the manufacturing of Optical Fiber cable keeping in mind the futuristic trends in data transmission and communication. Thus Pakistan's first private Optic Fiber cable industry, Frontier Cable Industry, came into being on June 4th 2003. Within a short span of time its market demand, both in the private and public sector, has tremendously increased due to comparatively lower cost and highest possible capacity. Their constant research and technology development coupled with effective management and quality system has paved substantial prospects for long term profitability. FCI has now become a reputed optical fiber cable manufacturer and it has developed special expertise to address the needs of the clients.

Source; www.frontiercables.com

What FCI believes in is to satisfy its customers while making sure that the company does not compromise on quality which is truly embedded in the mission statement of the company

In a short span, FCI has supplied Optical Fiber cable to almost every user including a bulk supply of 700 KM to Coastal Highway Project and 550 KM to PTCL. It has delivered 36km of order to Mobilink and lately it has grabbed an order worth of 6000km from Al-Warid. In the growing trends the Optic Fiber Cable based communication is the only reliable media for long-term solutions.

Initially the price of the cable was approximately Rs. 2, 35,000/km which reduced to Rs.67, 000/km with the introduction of FCI and this has broken the monopoly previously enjoyed by LTE.

Vision of FCI

FCI has envisioned to becoming the customer's First choice by offering cost effective product that is well suited to their requirements in terms of quality and convenience.

Mission Statement

“FCI has been created to efficiently serve PTCL & other Telecom Operators through international competitive bidding & providing state of the art designs which meet highest international quality standards.”

Quality Statement

“The fundamental purpose of “Frontier Cable” is to provide cost effective, highest quality products manufactured with excellence and reliable services, thus creating and delivering value to our customers.”

Policy Guidelines at FCI

The fundamental purpose of “Frontier Cable” is to provide highest quality products manufactured with excellence and reliable services, thus creating and delivering value to their customers. Frontier Cable intends to engage in business relationships that are equally beneficial to their clients and to themselves. They strive to be competitive and have solid prospects for long-term profitability and to be one of the advanced optical fiber cable manufacturer in the world.

CUSTOMERS

So far FCI has been catering to the demand within Pakistan and has made Pakistan Telecommunication Co. Ltd. Islamabad and ZTE, Chinese Company for their NLC Coastal Highway Project are the biggest customers to which it has supplied over 550 and 780 km of cable in just one year. Its major clients are *Dotcom People, Pakistan Telecommunication Company Limited (PTCL) and Xing Telecom Pakistan (pvt) LTD.*

Other than these names of some of the other small scale customers are listed below:

- ◆ M/S UCP PAKISTAN, Islamabad
- ◆ World Call Broand Ltd, Karachi
- ◆ Satcom (Pvt.) Ltd
- ◆ M/S CET (PVT.) LTD, Islamabad
- ◆ New Generation Technologies
- ◆ Logi Tech Technologies

Procurement

FCI has suppliers spread all over the world since the raw materials needed for production are manufactured by them keeping in view the international quality standards. One of the basic components i.e. fiber optic needs to be carefully produced and that requires very latest as well as highly expensive Fiber Drawing machinery. FCI did a cost /benefit analysis for importing the machine but found it feasible not to incur such a huge cost until Pakistani market demand for the cable rises significantly.

FCI even made an attempt to get one of the local manufacturers to produce Identification Tape, used in the cable production, for them but had to drop the idea after the very first delivery when they found its quality very much low. FCI has built very cordial relationship with its suppliers and the activities have been synchronized by keeping a close contact through information channels with the suppliers. The list of the suppliers is mighty long since the number of raw materials is quite large.

Source; www.frontiercables.com

Supply Chain Management

An important issue for a manufacturing plant is to minimize the level of inventory in case it is attempting to follow just-in-time (JIT). Since FCI is conducting its business in a market where public needs to be educated on the benefits of the fiber optic cable, the demand that FCI could easily fulfill that is aligned with its capacity will require some time. For this reason and the fact that it is attempting to follow JIT, FCI is provided with its raw materials only when they demand based on the customer requirement. By doing this it is making effective use of the On-demand (direct response) delivery.

But this procedure has also to do with increased lead times regarding the fact that since the raw materials are imported from international suppliers, when the order is placed it takes considerable time to reach the factory and this delays the production process. But the management has found a temporary solution and that is they insert Safety time while negotiating with the customer. This helps them to deliver their product on time and so far there have been no complaints from customers on late delivery.

Source; www.frontiercables.com

SWOT ANALYSIS

Strengths

- ✓ It is the only private sector industry to manufacture high quality fiber optic cable.
- ✓ FCI has the capability to produce a range of designs that no local manufacturer can cater for.
- ✓ FCI has the capacity to produce both the traditional jelly filled designs and the latest dry block designs of Direct Buried, Duct, Aerial, ADSS, Central Loose Tube, Tight Coated Buffer Fibre Flexible Cable and many more.
- ✓ Highly professional staff that has proficiency in the related field of telecommunication and have built relationships in the industry, thus bringing in more customers for the company.

Weaknesses

- ✓ Inadequate marketing, relying mostly on word-of-mouth
- ✓ Usage of information technology restricted to just a web site presence on the net; absence of e-business objectives and strategies
- ✓ Not making use of IT tools to project itself in the international market

Opportunities

- ✓ Develop industry linkages
- ✓ Implement EDI with suppliers to better coordinate the supply of raw materials and other products.
- ✓ Make use of information technology tools to gain prominence in the industry
- ✓ Market itself effectively to create a dominant position and gain long term benefits from it.

Threats

- ✓ Competition from LTE
- ✓ Changing political environment can result in change in regulations for the industry
- ✓ Foreign company may try to explore the local market of Pakistan
- ✓ Inability to cope up with the ever changing market needs and technology

Product Portfolio

The company is manufacturing mainly three types of cables depending on the method of laying procedures. These are:

1. Armored Direct Buried cable.
2. Duct cable
3. Aerial cable
4. Premise cable

PROPOSED BUSINESS MODEL

The business model that suits the company business and is appropriate with regards to their expending on IT is the **activity based model** because the company is in its initial years of operations and needs to go step by step to gain proficiency in this field. Its e-marketing objectives presently is to gain efficiency by making use of IT tools that lower its cost structure and bring in more profits for the company. Once the cycle is established, they will set aside a portion of their sales profit to be invested in developing e-marketing model.

Regarding the model, the nature of the product is such that it can not employ online purchasing. It can use the capabilities of the web site to create a relationship with the existing and prospective customer and its suppliers. The company will use the website capabilities to take small scale orders only. E-mail is already used by FCI to interact with its international suppliers and local customers.

The company got its website developed by outsourcing the activity but it itself works on upgrading the information to keep the viewer updated to the latest news and information about the product and company achievements.

The firm can engage in online advertising by getting space on the website of Ministry of Telecommunication Pakistan. Not only that but internationally to gain prominence, it can advertise free of cost on the websites of its suppliers, L.G Korea being the most recognized in the world over.

The company will engage in dynamic pricing by organizing its price structure based on the order size and the customer, whether existing one or new.

OPPORTUNITY ANALYSIS

DEMAND AND SUPPLY

Market segmentation

This Business to business conduct of activities has customers who are related to the telecommunication industry.

The cable operator companies are quickly laying fiber-optic lines from key signal distribution points most of the way to residential areas, and then they use the existing coaxial cables to the home.

With rapid advancement and in extending the infrastructure, the value of fiber optic cable has come to the forefront. The mobile service providers are laying out their network based on optic fiber technology in order to provide uninterrupted service where interaction takes place in a speedy and reliable manner.

Then there are the telephone exchange lines that have suffered inadequate data transmission due to defaulted copper cable. PTCL, being one of the primary customers of FCI, is working towards enhancement of its service by switching to fiber optic cable for a more reliable and hassle free service.

With respect to IT structure, high speed on Internet access is in hot demand as the need to get immediate response, fast transmission and receiving of data continues to grow.

BRAND DIFFERENTIATION AND POSITIONING

Its brand differentiation comes from its offering of Dry Block technology and customization of the product to customer specifications.

Dry Block Technology

This is not used by its one and only competitor in Pakistan but is very popular in countries outside Pakistan.

Customization

FCI manufactures optic fiber cable purely on the basis of customer requirements. It offers some standard designs and among them makes changes as customer wants. These changes may vary from color of fiber, number of fibers to be put into the loose tube, inner /outer sheathing, steel tape corrugation etc. In the designing of cable to its production, PDCA (plan, do, act and check) cycle is followed.

Customer provides the specifications and according to them FCI produces a sample after designing the cable. The sample is then tested to evaluate if it performs the functions for which it is required. After thorough inspection the production starts to deliver the product to customer on time. During this procedure contact is maintained with the customer to keep him updated to the development and also to suggest alternatives if the design fails.

Positioning

With regards to positioning it can make use of its unique selling points of customization and dry block technology. Within Pakistan, it can make use of this technology innovation while to project itself in the global world, its proposition should focus on its lower cost structure, ultimately resulting in passing on the benefit to the customer in the form of lower price while all the way focusing on providing unmatched quality. This message it can deliver by making use of the internet capabilities to reach out to the global customer. Within the country, it can create awareness of the product by effective use of e-marketing and other conventional means of marketing.

CURRENT MARKETING ACTIVITIES

In Pakistan, the problem faced by the industry is that of awareness about the new technology and when that is achieved to some extent individuals and corporations take time to adopt it. Same is the case with Fiber optic cable that has revolutionized the telecom industry world wide but is still to make its mark in Pakistan.

Due to these reasons, FCI management has to go through tough times to get appropriate orders for its survival in its first and second year of operations.

Now it regularly takes part in technology exhibitions, the most important being ITCN Asia that is held annually in Expo center Karachi from 9-11 August. It is attended by high profile corporations and individuals and act as a platform where sellers and both local and international buyers can meet and interact.

Other than that for PR activities, FCI arranges get-togethers periodically to build its relations in the industry, inviting its existing clients as well as prospective ones as well. Overall in all of its marketing efforts, it spends annually 0.1 to 0.25 millions.

FCI has created its presence on the web through its website www.frontiercable.com that has been developed through the expertise of Comsats Pakistan. It's a dynamic website that is regularly updated by the FCI related staff.

E-MARKETING PROPOSAL

On having discussed with the company as to whether it will spend on its existing marketing taking into account the e-marketing tools, it has been analyzed that the company is ready to spend a lac or 2 on this due to the reason that it still is its infancy stage. But it is firmly believed by all that by employing e-marketing strategies, it will bring in new customers and create loyalty through their performance and also create awareness about their product in Pakistan. Internationally they wish to project Pakistan in telecommunication industry and compete on lower prices and competitive quality.

Just recently they started to work upon analyzing e-marketing tools to help them generate more sales but due to engagement in their recent Al-Warid project, this was left incomplete. Now the company feels more than inclined to get the cost/benefit analysis from this report and get the work started out as early as possible.

It is also to be kept in mind that while in Pakistan, their concern is to create awareness about the product and then about brand name, in the global market they want to project Pakistan as being a provider of innovative telecom solutions.

E-BUSINESS OBJECTIVES

While e-commerce transactions are exciting dimensions of an e-business presence, other objectives are also worthwhile, especially when a firm is using technology only to create internal efficiencies such as target market communications. In case of FCI, the e-business objectives are:

- Increase market share by attracting new customers
- Increase sales revenue
- Reduce cost
- Achieve customer relationship management goals such as increasing customer satisfaction, frequency of purchase etc.
- Improve supply chain management by enhancing member coordination.

THE E-MARKETING STRATEGIES

PRODUCT

Developing a successful internet marketing strategy is an essential part of any company's online success. In order to succeed, one must develop and implement a strategic plan that includes all of the following:

- A great product
- A website specifically designed to sell
- A killer marketing strategy

Each step plays an important role in firm's overall strategy and must be developed to its fullest potential. If even one step fails, the chances of success will be minimal.

The key to developing a great product is exclusiveness. The product should be unique and not be in competition with hundreds of other similar products. The firm must give its potential customers exactly what they want. It should develop a high-quality product that fills a void to increase its chance of success.

A product is a bundle of benefits that satisfies the needs of the organizations or consumers and for which they are willing to exchange money or other items of value. There are two types of products:

- ❑ Consumer products
- ❑ Industrial products

Industrial products are used in the operations of an organization, as components of for manufacturing into final products, or for resale (B2B).

The product of Frontier Cables i.e. Optical Fiber Cable falls in the category of industrial goods. It is used in the organizations for their operations like telecommunication industry. The Internet is used as new information distribution channel for the organization.

NEW-PRODUCT TRENDS

There are four new product trends in the B2B market, with the potential to improve efficiency and effectiveness in marketing functions such as sales, distribution, supply chain management, and marketing research. The new product trends in case of FCI are:

- ❑ Value chain automation
- ❑ Information sharing
- ❑ Centralizing information access

VALUE CHAIN AUTOMATION

Software products in the B2B market enable businesses to perform important marketing functions, including specific value chain function. Through value chain automation, the Frontier Cables will be able to automate existing business processes i.e. order execution, customization as well as enabling processes of data mining to uncover consumer behavior patterns.

Today, businesses are utilizing technology to automate processes to gain a competitive advantage, reduce costs, and differentiate their services. However, many businesses are not getting the most out of their technology investment as these processes are not fully automated from beginning to end. Therefore, the processes are simply not delivering maximum value to their customers, employees, and vendors.

Business processes are no longer confined to a single office location – they can include subcontractors, vendors, remote offices, and dispersed project teams. This creates a new challenge for businesses with the transfer of information outside of the business location. Subsequently, a breakdown in the process can occur at any point, if the handoff is not clearly defined or reliable. The solution to the dilemma is to automate the entire process or value chain.

Through value chain automation, FCI will have benefits like:

- Increased operational efficiency
- Measurable productivity gain
- Reduced cycle time
- Consistent product quality from having process controls in place
- Decreased cost through the elimination of paper and manual processes
- A verifiable audit trail of all work that has been completed

- Immediate flow of information between employees, vendors, and customers
- Increased employee and customer satisfaction

PROMOTIONS

Companies can buy enabling products to help manage four key promotional activities on the Net: affiliate programs, targeted advertising, personalized promotions, and sales.

Affiliate Programs

FCI will use affiliate programs to drive traffic to its site. Affiliate marketing is a relatively low-cost way to acquire customers. For this purpose affiliation will be done with the companies and online technological journals to help FCI drive traffic on its site.

Sales

In the B2B market enabling software help to maintain relationships with customers. FCI will give its customers instant access to pricing information, product availability, and order lead-time. This will help FCI to increase its sales.

Personalized promotions

Website content becomes more valuable when it is highly customized for the user. Thus, many sites now create custom Web pages for each user, targeting specific promotions for each user's individual preferences. FCI will use personalized promotions to have better relations with the customers and to develop a strong relationship with its customers.

CUSTOMER SERVICE

Since the dawn of e-commerce, businesses have, on the whole, not responded very promptly to e-mail inquiries and complaints. Ideally all messages should be acknowledged right away and should receive a personal response within 48 hours. The enabling software will be used helps route and respond to e-mail customer inquiries. This software will immediately acknowledge the customer's e-mail and promises a response within a fixed time frame. The software will be able to compose personalized response to e-mail using artificial intelligence.

DISTRIBUTION

Through the use of Internet and website, FCI will be able to coordinate the activities with its suppliers and its supplier's supplier to ensure continued viability of the entire value chain. This will help FCI to increase the efficiency of its distribution system.

INFORMATION SHARING

FCI will be able to have information sharing within as well as outside the organization. It will reduce the company's effort to circulate the information across the organization. The information will be shared within as well as outside the organization. Through this the paper work will be reduced within the company.

PRICE

Price is the amount of money charged for a product or service. Throughout most of the history price is set by negotiation between buyers and sellers. Now, one hundred years later, the Internet is taking us back to an era of dynamic pricing – varying prices for individual customers. Information technology is changing the pricing strategy. The Internet properties, especially in the role of information equalizer, allow for price transparency – the idea that both buyers and sellers can view all competitive prices for items sold online.

PRICING OBJECTIVES

Marketers begin by setting overall pricing objectives from among those that are profit oriented, market oriented, or competition oriented. FCI goes for market-oriented objectives, as it will help the company to build large customer base, which may lead to lower costs and higher long run profits. Low prices generally build market share. Another market-oriented objective of FCI is product-quality leadership, which calls for charging a high price to cover higher performance quality and the high cost of R&D.

PRICING STRATEGY

Price setting is full of contradictions. It has become nearly as much as art as science, with lots of data needing insightful interpretation for best application. If the price is too low profits will suffer, yet if it is too high sales may decline and that is just the short-term view. In the long run, an initial low price that builds market share can create economies of scale to lower costs and, thus increase profits.

In general marketers can employ three types of pricing strategies offline and online

- ❑ Fixed pricing
- ❑ Dynamic pricing
- ❑ Barter

From these three types of pricing strategies, FCI chooses to go for Dynamic Pricing over the Internet.

DYNAMIC PRICING

Dynamic pricing is the strategy of offering different prices to different customers. Dynamic pricing means that Internet users receive up-to-date price information on demand from product databases – information that may change with the time and with the user.

The concept of dynamic pricing, commonly used in market economies and auctions, and popularized on the Internet by eBay, Priceline, eWanted, and Mercata, has extended beyond the consumer market.

(Source: <http://www.valueframeworkinstitute.org/Aug2000/management.perspective.htm>)

The Internet Exchange model is rapidly being used by both buyers and sellers in the B2B arena across a variety of industries to gain efficiencies in apparent supply, to eliminate information inequity, and to create new intermediaries and business models. Dynamic pricing is going to control a dramatically increasing proportion of transactions on the Internet.

The two types of dynamic pricing are:

- ❑ Segmented Pricing
- ❑ Negotiation

From these two types, FCI will go for Segmented pricing where the company sells goods or service at two or more prices. Segmented pricing through the use of Internet properties for mass customization will help the company to automatically devising pricing based on order size and timing, demand and supply levels, and other preset decision factors. The segmented pricing is chosen because through this pricing technique it is easy to set rules and make price changes in a second at individual customer level. Segmented pricing can be effective when the market is segmentable, and in case of FCI, its customers can easily be segmented on the basis of their geographic location and product demand.

Dynamic pricing will help FCI in a variety of ways. Dynamic pricing will create efficient markets by providing a mechanism to eliminate imperfect information, by increasing the geographic reach of smaller suppliers, and by streamlining purchasing processes. By eliminating inefficiencies, suppliers are able to decrease costs and increase revenues on inventory, decrease overhead, eliminate costly middlemen, increase inventory turns, and create new.

DISTRIBUTION CHANNEL

A distribution channel is the group of interdependent firms that work together to transfer product and information from the supplier to the consumer. Many functions must be performed in moving products from producer to consumer, regardless of which intermediary performs them. These functions can be broadly categorized as transactional, logistical, and facilitating. (Lamb, Hair, and McDaniel 2002)

TRANSACTIONAL FUNCTIONS

These functions refer to making the contact with buyers and using marketing communication strategies to make them aware of products. In case of FCI, the following transactional functions will be performed over the Internet:

- Contact with buyers
- Marketing communications

CONTACT WITH BUYERS

The Internet provides a new channel for making contact with buyers. The Internet channel adds value to the contact process in several ways. It will help FCI to customize the contact to the buyer's need. Second, the Internet will provide FCI with a wide range of referral sources such as search engines, newsgroups, chat rooms, e-mails, Web pages, and affiliate programs. Third, the FCI business will remain open 24 hours a day and 7 days a week.

MARKETING COMMUNICATIONS

Marketing communications encompasses advertising and other types of product promotion. The Internet will add value in the FCI marketing communications function in several ways. First, it will help the automation of functions that previously required manual labor. The FCI will be able to send out a promotional message to its customers without any paper to be folded, no envelopes to stuff, no postage to imprint – its marketers simply click Send to distribute the message. Second, it will help FCI to closely monitor the communications and can be altered minute by minute. Finally, the Internet will enhance the promotional coordination among intermediaries promotions. Firms e-mail ads and other material to each other, and all other firms may view current promotions on a Web site at any time.

FACILITATING FUNCTIONS

Facilitating functions performed by channel members include market research and financing. In case of FCI, the only facilitating function performed over the Internet is market research.

MARKET RESEARCH

Market research is a major function of the distribution channel. The benefits include an accurate assessment of the size and characteristics of the target audience. The Internet will help FCI to increase the value of market research in four ways. First, much of the information is available on the Internet, especially government reports, is available for free. Second, manager and employees can conduct research from their desks rather than making expensive trips to libraries and other resource sites. Third, information from the

Internet tends to be timelier. Fourth, Web-based information is already in the digital form, so e-marketers, can easily load it into a spreadsheet or other software.

Source; www.cityofbatavia.net/projects/BB/FAQ_Tech.html

E-MARKETING COMMUNICATION

Marketing strategy is the final process of e-marketing plan. The plan must include both short-term and long-term strategies in order to succeed.

Short term marketing strategies are those that bring a temporary boost in traffic. Although these techniques are very important to over-all plan, they are only a temporary traffic source and must not be solely relied upon.

Short term marketing strategies include:

- Purchasing advertising
- Bulletin Boards
- Search Engines

Long term marketing strategies are those that bring a steady stream of targeted traffic over time. These strategies will continue to produce results even years down the road.

Long term marketing strategies include:

- Opt-in Lists
- Freebies
- Content

By creating and implementing a balanced marketing strategy, using both short-term and long-term strategies, firm will drive a steady stream of targeted traffic to its website.

Marketing communication can be used to build brand equity or to elicit a direct response in the form of a transaction or some other behavior. The tools that will be used by FCI for marketing communication are:

- ❑ E-Mail Advertising
- ❑ Web Site Advertising
- ❑ Search Engine Optimization
- ❑ Opt-In Lists

E-MAIL ADVERTISING

Electronic mail, better known as email, is the most important tool used on the Internet. It's much faster than snail mail, less expensive and enables firm to instantly communicate with its visitors and customers.

Although most Internet Service Providers include email accounts for their customers, these accounts really aren't adequate for an Internet business -- especially if firm gets a large amount of email. Not only do the email addresses contain ISP's name, but they are also very limited on features and options.

There are many email programs available on the Internet. However, the best program in this regard is "Eudora". Eudora is a standalone email program that works with any ISP. It will enable the firm to easily organize its email by filtering the messages into specific mailboxes. This feature alone can save a great deal of time. What's more, email address will be firm's own domain -- not someone else's. One of favorite features is the ability to create an unlimited number of personalities. What this means is that one can specify the "from" address depending on the message one is writing. For example, if someone is answering a support request, he/she can set up a personality that displays support@yourdomain.com. Best of all, it's free.

(Source: www.eudora.com)

WEBSITE ADVERTISING

In order to be successful online, whether a firm has a new web site, product or service, it must continuously promote it, EVERYWHERE. There are many ways a firm can go about promoting just about anything.

Creating a successful Internet presence involves much more than designing a great website or having the "perfect" product. Listing the website with the Search Engines is the first step; however, organization must not solely rely on the Search Engines to bring it traffic. The organization must design a complete promotional strategy and work it every day.

DAILY PROMOTIONS

FCI daily promotions should include posting its ads to a list of free classified ad sites. Although this promotional technique isn't as effective as it once was, it will provide FCI with some additional links to its site.

There are several websites that will enable FCI to submit its classified ads to an entire network of sites with just one form. Here is a list of resources to get FCI started:

- Yahoo Classifieds
- AdlandPro Networked Classifieds 5000+
- Web Sitings Networked Classifieds 40,000+
- Epage Networked Classifieds 16,000+

(Source: www.freereports.net/classifieds.html)

MONTHLY PROMOTIONS

FCI monthly promotions will include writing an article in the area of the firm expertise, promotional exchanges with similar websites, and offline promotions.

Writing Articles

Writing articles that may be freely published with writer bylines is one of the best promotional methods online.

By writing articles and allowing them to be freely published, the articles will have the potential to be viewed by millions of Internet users. They may be published by several ezines with subscriber bases of a few hundred to several thousand.

Here are some promotional resources to help FCI get its articles published free of cost:

- IdeaMarketers
- EzineArticles
- WorldWide Information Outlet
- Syndicator
- Author Connection
- Marketing Seek
- Go Articles

Writing and distributing free articles on the Internet will be one of the best promotional decisions the organization will ever make. Not only will it provide the firm with free publicity, but if the articles are good, it will also become a trusted professional in its area of expertise.

LINK EXCHANGES

Exchange links with websites similar to FCI site, but not in competition. Many Search Engines are now utilizing a system that tracks and ranks sites according to the number of links pointing to a particular website. By exchanging links with similar websites, FCI will not only increase its Search Engine ranking, but it will also increase its website traffic. FCI will exchange links with its suppliers site to drive the traffic. This will benefit both the suppliers and FCI.

SEARCH ENGINE OPTIMIZATION

Web site optimization is the process of specifically designing web pages to rank high in the Search Engines. If a firm is serious about its business, optimizing its web pages is a

must. Internet research confirming that 70-80% of prospective web customers use search engines or search directories to find relevant content, Search engine marketing.

(Source: www.bizline.com.pk/online-marketing.html)

Although many Search Engines are no longer using Meta tags to assist them in ranking a web page, some still do, and it's worth the effort to include them.

When designing your web page, firm must specifically design it to rank high in the Search Engines. This involves much more than just including META tags. The Keywords, Title, Image Alt text, Text and overall design, all play an important role in determining how firm website will rank.

If firm site doesn't rank in the top 10 or 20 results when doing a keyword search at the Search Engines, the target audience won't be able to find the firm site.

A significant amount of website traffic originates from the major Search Engines. Most Internet users will go to a Search Engine, type in a keyword phrase and look through the top 10 - 20 results. Most of the time, they'll find what they're looking for in the first 10 results.

KEYWORDS AND KEYWORD PHRASES

The first step towards improving the of firm's website listing is selecting keyword phrases that best reflect its web page.

A *keyword phrase* is two or more words that best describe the web page e.g. If an organization web page is focusing on grooming a dog, then the best keyword phrase will be "dog grooming." When preparing the web pages, one should concentrate on just a couple of keyword phrases (for each page) used in different variations. Avoid using general one-word keywords, as in this case firm definitely won't rank high in the Search Engines.

For website and search engine optimization, the company will use the services of Bizline, a software developing company. This company will help FCI to optimize its website for quick search over the internet.

OPT-IN LISTS

The FCI will use Opt-in lists strategy for promotions. It will ask its visitors' name and email address. In return, it will provide them with a valuable publication, a free course or some other valuable information. By continuously building its opt-in lists, FCI is creating a long-term database of potential customers.

CONTENT

FCI will provide the Internet community with free content. Content comes in a variety of forms such as articles, tutorials, tips, reports or whatever you'd like. FCI will allow its content to be freely published in ezines and web sites. Content is a highly sought after commodity and can provide FCI with a great deal of free exposure for years to come.

AFFILIATE PROGRAMS

One of the most effective methods you can use to drive targeted traffic to your web site is your own affiliate program.

If a firm is selling its own products and/or services online, having its own affiliate program will not only assist it in making more sales, but it will also provide it with hundreds or even thousands of links pointing to its web site. So, FCI will go for affiliate programs. It will use its suppliers as well as its customer's websites for this purpose who are well renowned in their businesses and have a strong internet presence. Its suppliers include LG Korea, DSM USA etc well established organizations.

NETWORKING / RECIPROCAL LINKING

FCI will create partnerships with sites similar to it, but not in competition. They can promote one another, provide recommendations or exchange prominent links. Reciprocal links will also play a major role in boosting FCI rankings in search engines. www.1tsexchangelinks.com is a site that will be used to exchange links with other similar sites.

ONLINE PRESS RELEASES

Using a press release can be a highly effective way to get a rush of visitors fast to a company website. Press releases get new websites fast publicity. PRWeb.com is a free online press release distribution service. The PRWeb.com website offers helpful tips and a press release template, great for a newbie like FCI. The editors even give the press release a score out of 5 and make helpful suggestions where necessary. The editors score the press release on a number of factors based on the submission guidelines and the quality of the content, including format, grammar, spelling, use of jargon and creativity. FCI will use the service of PRWeb.com to increase its website popularity and to attract more customers to its site.

BUDGETING

A key part of any strategic plan is to identify the expected returns from an investment. This can be matched against costs to develop a cost/benefit analysis, ROI calculation, or internal rate of return, which management uses to determine whether the effort is worthwhile.

Revenue Forecast

In the proposed revenue based strategy, revenues can be generated through the following:

- Subscription/joining Fee
- Banners
- Online transaction share

Expenses

Development Costs

This head includes the salaries given to web site developers, data collectors etc who will work on the construction of the website. The total expense, according to Munir Brothers would account to almost Rs 50,000 per month. Total time taken for the design and implementation of the web portal is approximately 2 months. Therefore total development cost of the portal comes to about Rs 100,000. This is one time expense and would occur only in the first year of operations.

Maintenance

Maintenance costs include costs for web hosting and utilities and day to day, routine upgrades on the website. This expense comes to about Rs 7,000 per month or Rs 84,000 per annum.

Marketing Expense

Marketing is required for creating awareness among the target audience of our website. The marketing techniques that will be used for this purpose are as follows:

- **Adverts on websites:** Small banner ads on different websites will be placed. However other websites that we advertise on will cost the site. The websites that will be used to advertise on include;
 - Brain Net
 - WOL
 - Apni Isp
 - Spider (www.spider.tm)

We contacted these websites and their rates are as follows;

Brain Net:

Brain Net have more than 15,000 hits per day so this can be a great chance to advertise. Details are as follows:

Banner Size: 120 x 60 pixels	
Tariff	New Rates
Per Day	Rs. 500 /-
Per Week	Rs. 2000 /-
Per Month	Rs. 4000 /-

Banner Size: 468 x 60 pixels	
Tariff	New Rates
Per Day	Rs. 1000 /-
Per Week	Rs. 4000 /-
Per Month	Rs. 8000 /-

www.brain.net.pk

Advertise

Rates on SPIDER - Internet Edition

Rates	Ad Size	Impressions
\$100	Width=468 pixels; Height=60 pixels	10,000

These rates are exclusive of any graphic or image processing. We also accept payment in equivalent Pakistani Rupees.

Advertising banners should conform to the following specifications

- JPEG or GIF format, active GIFs are acceptable
- 16 colors preferred
- File Size must be less than or equal to 8 Kbytes
- No transparent background
- Images cannot be image maps
- 72 dpi at actual size

Please note that if the banner is not the specified size, it will be automatically scaled to fit. However, SPIDER will not accept responsibility for the quality of the results. If you would like further information please contact us.

Bulk Discounts

- 10% discount for 40,000 impressions.
- 20% discount for 70,000 impressions
- 30% discount for 100,000 impressions

www.spider.tm

Adverts in newspapers and magazines; We are allocating a fixed advertisement expense annually to cater for this promotional tool. The following magazines and newspapers will be advertised in;

- Spider:** Spider magazine is read by all the internet enthusiasts in Pakistan and abroad. It has a wide subscriber base comprising of people that are active on the internet and have no inhibitions about shopping online. Therefore Spider's readers form our core target market. The rates for publishing advertisement in the magazine are as follows:

Advertise		
Rates for SPIDER		
	Rs.	US \$
Color Advertisement	Per Insertion	Per Insertion
4 color Full Page	17,000	500
Contracts		
For minimum 06 insertions	16,000	450
For minimum 12 insertions	15,000	
Facing Pages Spread-Twice the application rate for one page.		
Spot Color Advertisement	Per Insertion	Per Insertion
Full Page	10,000	300
Contract for 06 insertions	8,000	250
(Colors are restricted for spot ads).		
Black & White Advertisement	Per Insertion	Per Insertion
Full Page	8,000	250
Contract for minimum 06 insertions	7,000	200
Note: (Above all contract rates are subjected to calendar year).		
Fixed Position	Per Insertion	Per Insertion
Back Cover	36,000	1,000
Inside Front Cover	34,000	900
Inside Back Cover	32,000	800

Source;www.spider.tm

Tool	Expense	
	Monthly	Yearly
Brain Net	4,000	48,000
Spider.tm		6,000
Spider Magazine (6 Insertions)	16,000	96,000
Banners		20,000
Fliers		5,000
Total		Rs.175,000

The company will utilize the services of Bizline Company. Bizline - is a web designing company dedicated to provide online solutions. The package information provided by the company for search engine optimization is given in the table below:

Featured Plans	Basic Plan	Commercial Plan	Corporate Plan
Maximum Keywords	12	25	35
Keyword Research	✓	✓	✓
Title Management	✓	✓	✓
Meta-Tag Creations	✓	✓	✓
Number Web page optimization	5-7	12-16	20-24
Unlimited Email & Phone Support	✓	✓	✓
Competitive analysis	-	-	✓
Package Fee	US\$60	US\$100	US\$150
	PKR 3562.2	PKR 5937	PKR 8905.5
Order Now	<u>Order Now</u>	<u>Order Now</u>	<u>Order Now</u>

2500 Search Engines Submission

Some Search Engines





(Source: www.bizline.com.pk/search-engine-optimization.html)

FCI will use the commercial plan to have search engine optimization of its site. It will cost the company Rs.5937.

The email program used by the company will be bought from Eudora Company. The cost of Eudora Software Email Program incurred by the company will be US\$49.95 or Rs.2965.53. In this cost, the company will be provided with 1 year free services from Eudora. (Source: www.eudora.com)

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Cyber-Marketing: Get Your Message into Cyber Space

By Michele Pariza Wacek

Michele Pariza Wacek is the owner of Creative Concepts & Copywriting

creativecopy@mail.com

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Appendix