Program Uczenie się przez całe życie

WIELKOPOLSKA IZBA PRZEMYSŁOWO-HANDLOWA
CHAMBER OF COMMERCE AND INDUSTRY

Lifelong Learning Programme

Online Marketing

Kaunas • 16 October 2014

Internationalisation and Commercialisation for Business Clusters and Networks (InterCom)
2013-1-PL1-LEO05-38152

HC R & D INSTITUTE
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NAVIGATOR Consulting Group

PARTNERS FOR LOCAL GOVERNMENT

Key Business Issues

1. How can business clusters in Poland and Lithuania use online marketing to achieve their strategic objectives?
2. How can online marketing support internationalisation and promotion of cluster members and activities?
3. What are the minimum website, PR and social media features necessary to succeed online?

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Internet Statistics

- ✓ Over 30 trillion webpages
- ✓ 2.010 bln internet users world-wide
- ✓ 59.7% European penetration rate
- ✓ Over 100 billion searches per month on Google
- ✓ Over 800 mln mobile internet users
- ✓ 9 out of 10 internet users use social media
- ✓ Over 1 billion Facebook members
- ✓ 1 out of every 8 minutes online is on Facebook
- ✓ 64% of Facebook users are a fan of at least 1 company

This is your new business card

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General Terms

Internet Service Provider (ISP)	The company that provides you with access to internet Bite, Teo, UPC, Polish Telecom, etc.
Web Browser	The software programme you use to access the internet MS Internet Explorer; Google Chrome; Mozilla Firefox; Apple Safari, etc.
Search Engine	The search technology that powers keyword searches (Google-86% global market share)
Web Page/Site	A web page is a single page of a site
Index/Home Page	The first page, in heirarchical order, of a web site
URL	Uniform Resource Locator: http://www.navigator-consulting.com/consultants
Domain Name	The registered name of your website: www.navigator-consulting.com www.navigator-consulting.eu
Web Host	The company providing space and functionality for hosting your website www.godaddy.com, www.networksolutions.com

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Basic Concepts

Marketing	Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others.
eMarketing	Marketing, promoting, and assuring customer quality and satisfaction through online means, including website design, email marketing, online advertising, participation in affiliation groups and other direct and indirect forms of promotion.
eBusiness[1]	Marketing, buying, selling, delivering, servicing and paying for products, services and information across networks linking an enterprise and its prospects, customers, agents, suppliers, competitors, allies and complementors.
Web 2.0	The process of interactivity between the provider of a website and the user/s of a site. Examples: Wikipedia, MySpace, Facebook, hosted services, Wikis, blogs, etc.

1 Place to Space: Migrating to eBusiness Models. Peter Weill & Michael Vitale, Harvard Business School Press, 2001

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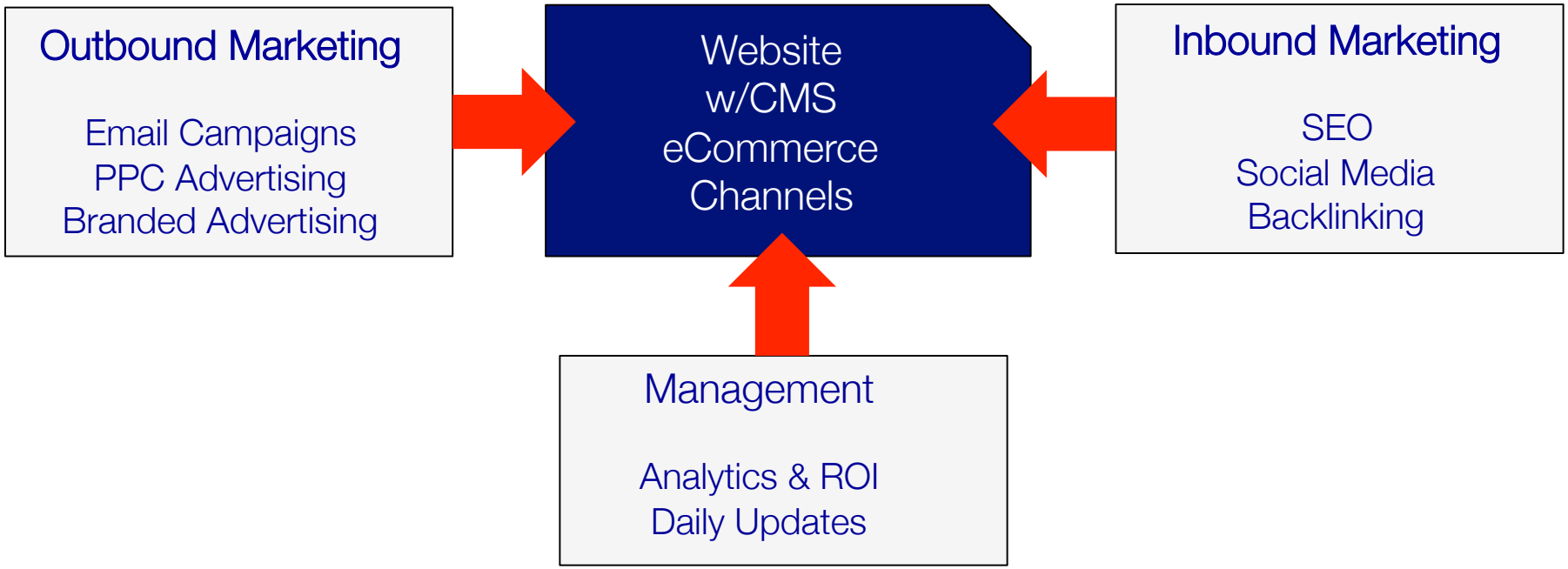
eMarketing Architecture

Your website is the starting point



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The Fishing Net

1. If a fisherman doesn't have the right net, he won't catch many fish
2. If he doesn't know where to place the net, he won't find the fish
3. If the customer doesn't like the catch he sees, he won't buy fish from the fisherman
4. The customer will always bargain for a better price

Therefore: the better the net, the more fish caught. The more fish caught, the more choice the customer has. The more choice the customer has, the more chances he will buy from the fisherman.

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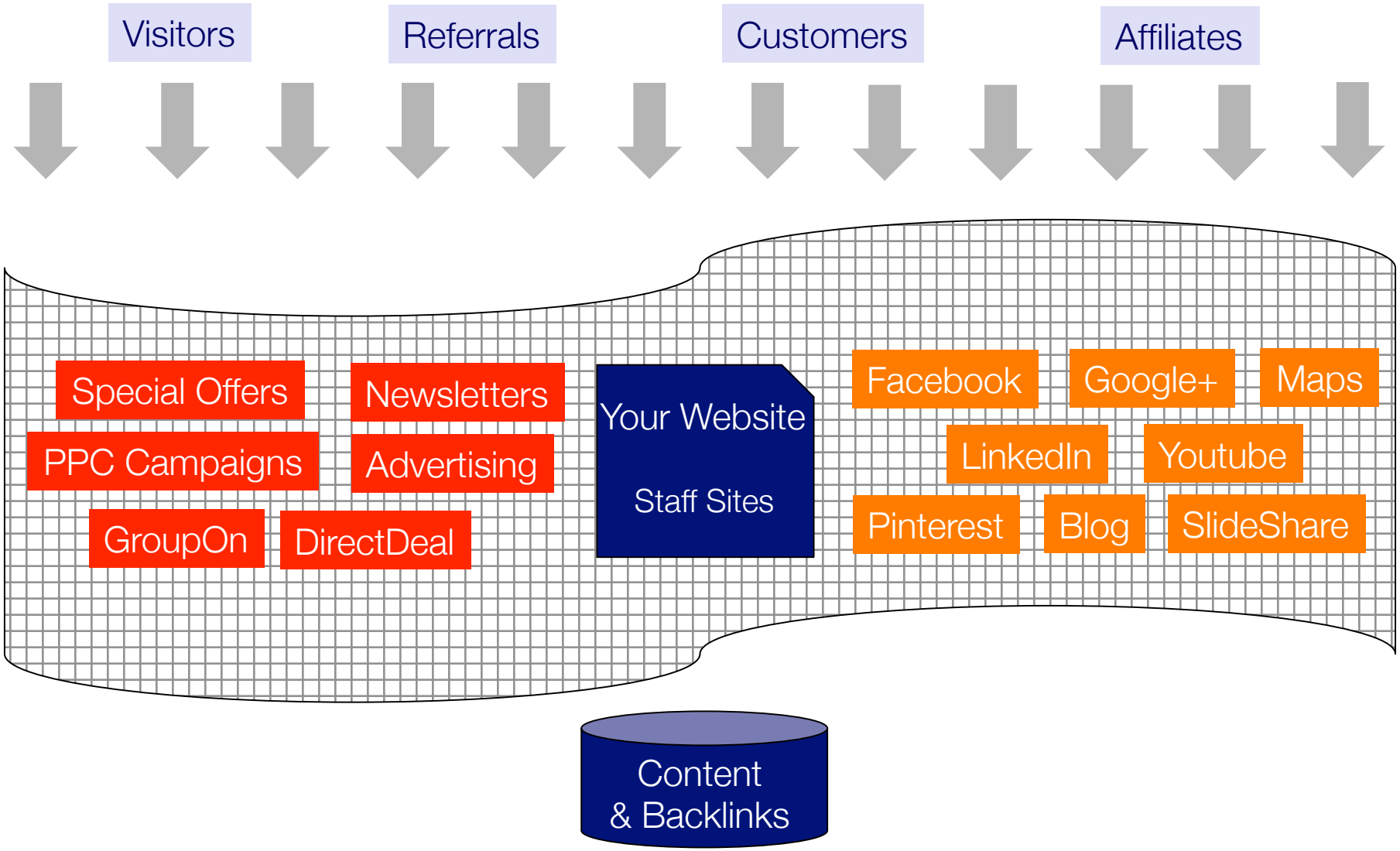
Build a Broad and Deep Net



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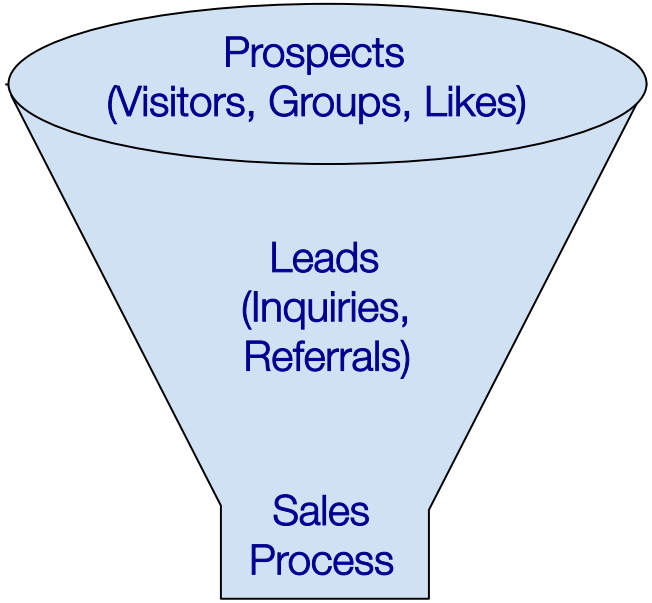
The Sales Funnel

World Wide Web

2 bln internet users
1 bln mln Facebook users
170 mln LinkedIn users

Call to Action (CTA)



Visits per day to website
Interaction on Facebook, LinkedIn, Google+
Mentions on other sites / backlinks

Online / Offline Process

Inquiries via web, or related method where first contact was via web

Special Offer USP

Negotiations with inquiries, resulting in an X% conversion rate of inquiries-to-customers

Customer Care

Customers

Converting Inquiries to contracts

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The ROI Framework

Every cluster needs a return-on-investment (ROI) framework: each framework is different

Monitoring

Monitor website and social media statistics to understand the popularity and effectiveness of your online promotion efforts. Examples:

- Unique & repeat visitors / month
- Main referring sites
- Main search engines used in search results
- Main keywords used in organic searches
- Main landing pages (entry pages)

ROI

What is the financial return of your online promotion efforts?

Gross ROI $\frac{\text{Income}}{\text{Expenditure}}$

Net ROI $\frac{[\text{Income} - \text{Expenditure}]}{\text{Expenditure}}$

If selling standard products:

- Visits per week and day
- Sales/visit
- Sales/account
- Sales growth/decline rate
- Special offer take-up

If advertising:

- # impressions
- Cost/impression (CPM)
- # clicks
- Cost/click (CPC)
- Click-through rate (CTR)
- Conversion Rate

A/B Testing of messages, special offers, advertisements

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ROI Example

Live example of an SEO campaign strategy for an international medical clinic, 30 surgeons. The campaign is based on 30 individual surgeon websites, linked to a central clinic website, and 5 customised medical websites established for this purpose.

	Campaign Month											
Per Surgeon	1	2	3	4	5	6	7	8	9	10	11	12
# Visits	600	1,000	1,400	1,800	2,200	2,600	3,000	3,400	3,800	4,200	4,600	5,000
Organic	200	400	600	800	1,000	1,200	1,400	1,600	1,800	2,000	2,200	2,400
PPC	200	200	200	200	200	200	200	200	200	200	200	200
Referrals	200	400	600	800	1,000	1,200	1,400	1,600	1,800	2,000	2,200	2,400
Repeat Visits	228	380	532	684	836	988	1,140	1,292	1,444	1,596	1,748	1,900
First-Time Visits	372	620	868	1,116	1,364	1,612	1,860	2,108	2,356	2,604	2,852	3,100
# Inquiries Submitted	6	10	14	18	22	26	30	34	38	42	46	50
Conversion Rate	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
# Customers	0.3	0.5	0.7	0.9	1.1	1.3	1.5	1.7	1.9	2.1	2.3	2.5

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Navigator Campaign Objectives

Navigator Website KPIs	Sep	Nov	Jan	Mar	May	Jul
Website Visits/Day	20	30	40	60	80	100
Website Visits/Month	600	900	1,200	1,800	2,400	3,000
Website Inquiries/Month	1	2	3	5	7	9
Website Conversions, Total	0	0	0	1	2	3

Navigator Newsletter	Sep	Nov	Jan	Mar	May	Jul
Navigator Newsletter/Month	1	1	1	1	1	1
Navigator Database	2,000	2,400	2,800	3,200	3,600	4,000

Navigator Social KPIs	Sep	Nov	Jan	Mar	May	Jul
Facebook Page Likes	112	212	312	412	512	612
LinkedIn Personal Contacts	1,151	1,351	1,551	1,751	1,951	2,151
LinkedIn Corporate Followers	18	68	118	168	218	268
LinkedIn Inquiries/Month	1	1	1	1	1	1
Google+ Personal Contacts	850	1,050	1,250	1,450	1,650	1,850
Google+ Corporate Contacts	72	172	272	372	472	572

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Content Management System (CMS)

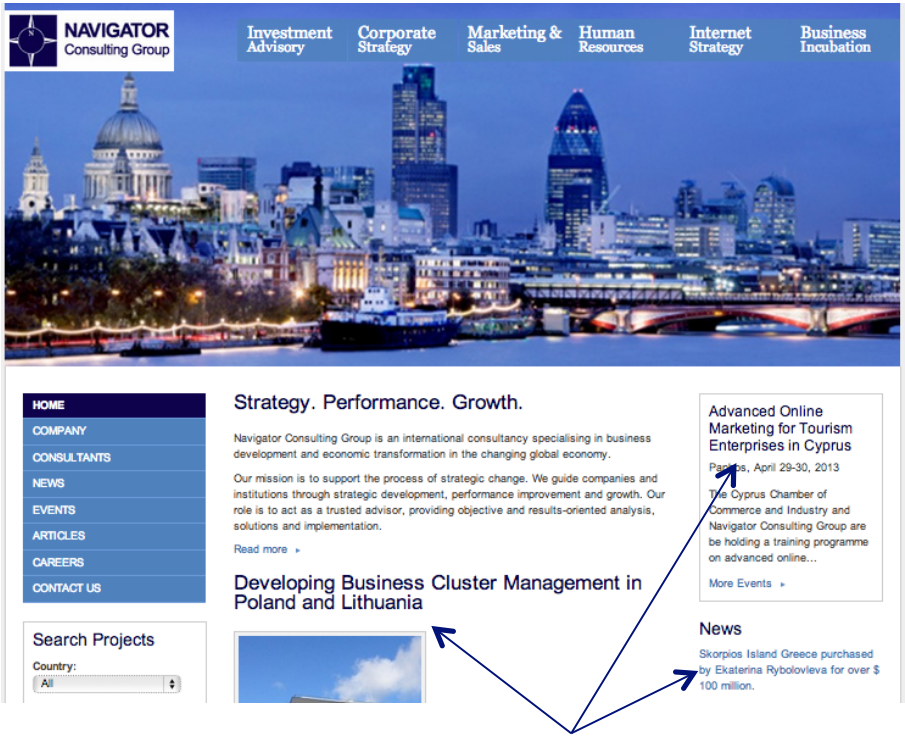
A web content management system (CMS) is an application to create, manage, store and deploy content on Web pages. (Wikipedia)

A CMS allows you to update your website without have to programme code or use a web designer for routine updates.

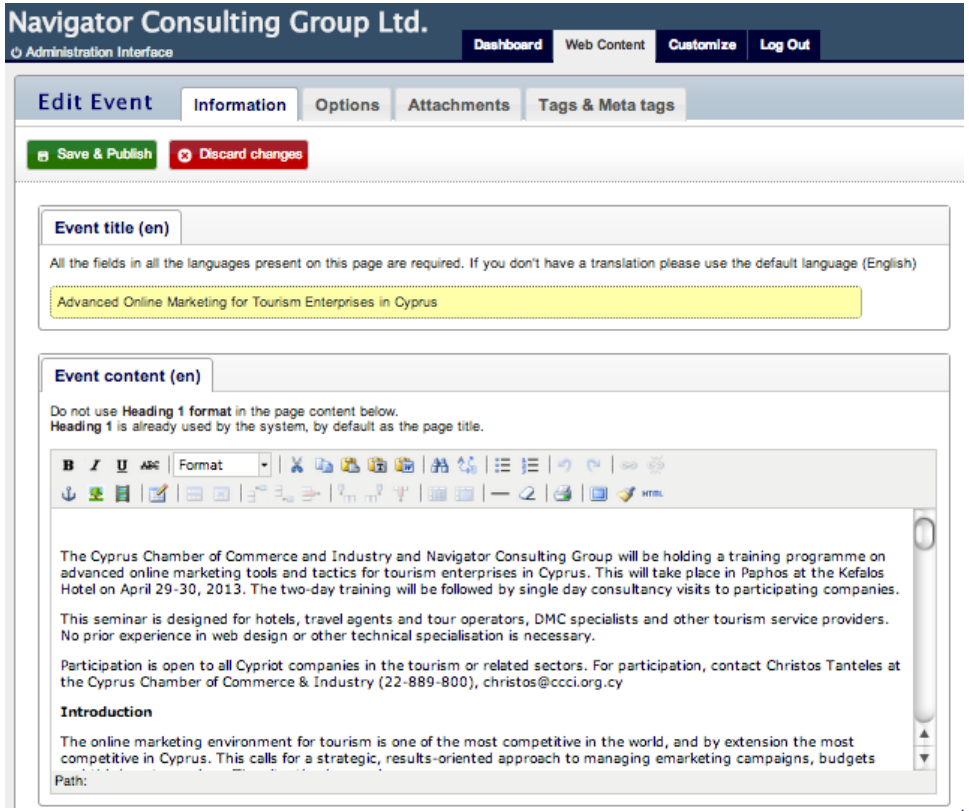
A good CMS also provides two strategic advantages:

a. You can post rotating content to a home page. By rotating content, you change html code, thus presenting updates to search engines (and scoring higher)

b. You can customise meta tags for better SEO results



Rotating content



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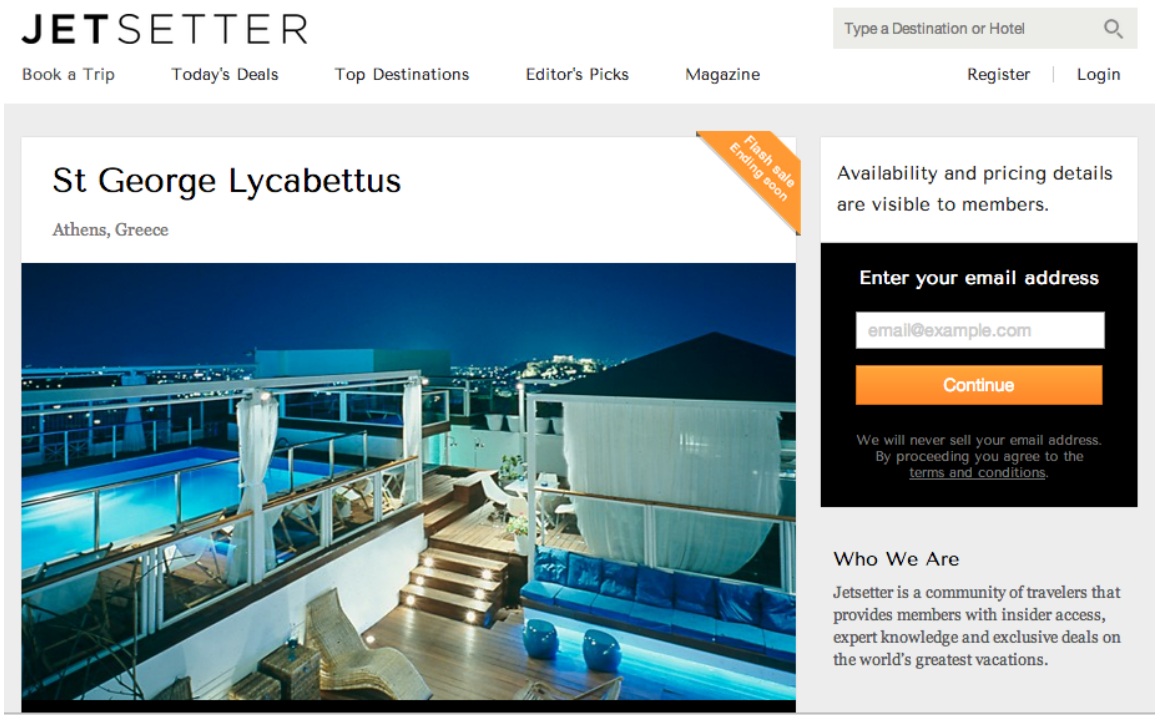
Call to Action (CTA)

A call to action, or CTA, is a banner, button, or some type of graphic or text on a website meant to prompt a user to click it and continue down a conversion funnel. It is an essential part of inbound marketing as well as permission marketing in that it actively strives to convert a user into a lead and later into a customer. (Wikipedia)

http://www.jetsetter.com/hotels/greece/athens/3280/st-george-lycabettus?nm=splash&ca=featured&cl=4&rid=1



CTAs have different objectives:

- Direct sales (e.g. special offers)
- Sales inquiries (lead generation)
- Newsletter sign-up (data capture)
- Surveys (data capture)
- Social media likes

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Strategic Planning: Online Sales Example

Year 1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	800	1,000	1,200	1,400	1,600	1,800	2,000	2,200	2,400	2,600	2,800	3,000	22,800
of which, returning	276	351	426	501	576	651	726	801	876	951	1,026	1,101	8,262
returning share	35%	35%	36%	36%	36%	36%	36%	36%	37%	37%	37%	37%	36%
# Inquiries	7	11	15	19	23	27	31	35	39	43	47	51	348
Inquiry Rate	0.9%	1.1%	1.3%	1.4%	1.4%	1.5%	1.6%	1.6%	1.6%	1.7%	1.7%	1.7%	1.5%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	1	2	3	4	5	5	6	7	8	9	9	10	70
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	70	110	150	190	230	270	310	350	390	430	470	510	3,480

Visitors per month: The number of visitors (not robots) to your website, per month

Returning visitors: Visitors returning from the same IP address (measures loyalty)

Inquiries: If you are not selling standard products, the number of requests received

Conversion Rate: Inquiries that are converted into sales contracts

Avg Sales Value: The average sales income per online transaction

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1: Uniform Sales, Conversion Rate & Sales Value

Year 1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	800	1,000	1,200	1,400	1,600	1,800	2,000	2,200	2,400	2,600	2,800	3,000	22,800
of which, returning	276	351	426	501	576	651	726	801	876	951	1,026	1,101	8,262
returning share	35%	35%	36%	36%	36%	36%	36%	36%	37%	37%	37%	37%	36%
# Inquiries	7	11	15	19	23	27	31	35	39	43	47	51	348
Inquiry Rate	0.9%	1.1%	1.3%	1.4%	1.4%	1.5%	1.6%	1.6%	1.6%	1.7%	1.7%	1.7%	1.5%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	1	2	3	4	5	5	6	7	8	9	9	10	70
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	70	110	150	190	230	270	310	350	390	430	470	510	3,480

Year 2	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	3,200	3,400	3,600	3,800	4,000	4,200	4,400	4,600	4,800	5,000	5,200	5,400	51,600
of which, returning	1,176	1,251	1,326	1,401	1,476	1,551	1,626	1,701	1,776	1,851	1,926	2,001	19,062
returning share	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%
# Inquiries	55	59	63	67	71	75	79	83	87	91	95	99	924
Inquiry Rate	1.7%	1.7%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	11	12	13	13	14	15	16	17	17	18	19	20	185
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	550	590	630	670	710	750	790	830	870	910	950	990	9,240

Year 3	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	5,600	5,800	6,000	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800	80,400
of which, returning	2,076	2,151	2,226	2,301	2,376	2,451	2,526	2,601	2,676	2,751	2,826	2,901	29,862
returning share	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%
# Inquiries	103	107	111	115	119	123	127	131	135	139	143	147	1,500
Inquiry Rate	1.8%	1.8%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	21	21	22	23	24	25	25	26	27	28	29	29	300
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	1,030	1,070	1,110	1,150	1,190	1,230	1,270	1,310	1,350	1,390	1,430	1,470	15,000

This model generates income, but essentially breaks even. There is no compelling reason for it.

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2: Sales on Site

Year 1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	800	1,100	1,400	1,700	2,000	2,300	2,600	2,900	3,200	3,500	3,800	4,100	29,400
of which, returning	276	351	426	501	576	651	726	801	876	951	1,026	1,101	8,262
returning share	35%	32%	30%	29%	29%	28%	28%	28%	27%	27%	27%	27%	28%
# Inquiries	7	11	15	19	23	27	31	35	150	40	75	250	683
Inquiry Rate	0.9%	1.0%	1.1%	1.1%	1.2%	1.2%	1.2%	1.2%	4.7%	1.1%	2.0%	6.1%	2.3%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	1	2	3	4	5	5	6	7	30	8	15	50	137
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	70	110	150	190	230	270	310	350	1,500	400	750	2,500	6,830

Year 2	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	4,400	4,700	5,000	5,300	5,600	5,900	6,200	6,500	6,800	7,100	7,400	7,700	72,600
of which, returning	1,176	1,251	1,326	1,401	1,476	1,551	1,626	1,701	1,776	1,851	1,926	2,001	19,062
returning share	27%	27%	27%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%
# Inquiries	85	255	100	104	108	175	185	120	225	135	220	350	2,062
Inquiry Rate	1.9%	5.4%	2.0%	2.0%	1.9%	3.0%	3.0%	1.8%	3.3%	1.9%	3.0%	4.5%	2.8%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	17	51	20	21	22	35	37	24	45	27	44	70	412
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	850	2,550	1,000	1,040	1,080	1,750	1,850	1,200	2,250	1,350	2,200	3,500	20,620

Year 3	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	8,000	8,300	8,600	8,900	9,200	9,500	9,800	10,100	10,400	10,700	11,000	11,300	115,800
of which, returning	2,076	2,151	2,226	2,301	2,376	2,451	2,526	2,601	2,676	2,751	2,826	2,901	29,862
returning share	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%	26%
# Inquiries	140	350	150	155	160	315	375	160	400	165	350	450	3,170
Inquiry Rate	1.8%	4.2%	1.7%	1.7%	1.7%	3.3%	3.8%	1.6%	3.8%	1.5%	3.2%	4.0%	2.7%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	28	70	30	31	32	63	75	32	80	33	70	90	634
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	1,400	3,500	1,500	1,550	1,600	3,150	3,750	1,600	4,000	1,650	3,500	4,500	31,700

This model generates higher income, through sales on the site (e.g. 2-for-1 offers). Although income grows, margin will be lower due to discounting effect.

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3: Sales on Site + EUR 1,000 ads/month for sales

Year 1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	800	1,100	1,400	1,700	2,000	2,300	2,600	2,900	7,250	7,550	7,850	16,500	53,950
of which, returning	276	351	426	501	576	651	726	801	876	951	1,026	1,101	8,262
returning share	35%	32%	30%	29%	29%	28%	28%	28%	12%	13%	13%	7%	15%
# Inquiries	7	11	15	19	23	27	31	35	350	40	75	575	1,208
Inquiry Rate	0.9%	1.0%	1.1%	1.1%	1.2%	1.2%	1.2%	1.2%	4.8%	0.5%	1.0%	3.5%	2.2%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	1	2	3	4	5	5	6	7	70	8	15	115	242
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	70	110	150	190	230	270	310	350	3,500	400	750	5,750	12,080

Year 2	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	7,900	13,500	8,200	8,500	8,800	15,000	15,500	9,200	14,500	9,800	10,100	21,000	142,000
of which, returning	1,176	1,251	1,326	1,401	1,476	1,551	1,626	1,701	1,776	1,851	1,926	2,001	19,062
returning share	15%	9%	16%	16%	17%	10%	10%	18%	12%	19%	19%	10%	13%
# Inquiries	85	450	100	104	108	550	550	120	350	135	220	750	3,522
Inquiry Rate	1.1%	3.3%	1.2%	1.2%	1.2%	3.7%	3.5%	1.3%	2.4%	1.4%	2.2%	3.6%	2.5%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	17	90	20	21	22	110	110	24	70	27	44	150	704
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	850	4,500	1,000	1,040	1,080	5,500	5,500	1,200	3,500	1,350	2,200	7,500	35,220

Year 3	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Visitors per Month	10,700	17,500	12,050	12,350	12,650	17,500	19,500	13,500	17,500	14,200	14,500	25,000	186,950
of which, returning	2,076	2,151	2,226	2,301	2,376	2,451	2,526	2,601	2,676	2,751	2,826	2,901	29,862
returning share	19%	12%	18%	19%	19%	14%	13%	19%	15%	19%	19%	12%	16%
# Inquiries	140	550	150	155	160	550	650	160	500	165	350	750	4,280
Inquiry Rate	1.3%	3.1%	1.2%	1.3%	1.3%	3.1%	3.3%	1.2%	2.9%	1.2%	2.4%	3.0%	2.3%
Conversion Rt	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
# Sales	28	110	30	31	32	110	130	32	100	33	70	150	856
Avg. Sales Value	50	50	50	50	50	50	50	50	50	50	50	50	
Online Income	1,400	5,500	1,500	1,550	1,600	5,500	6,500	1,600	5,000	1,650	3,500	7,500	42,800

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Comparison

	Year 1	Year 2	Year 3
Strategy 1: Visitors	22,800	51,600	80,400
Strategy 2: Visitors	29,400	72,600	115,800
Strategy 3: Visitors	53,950	142,000	186,950
Strategy 1: # Inquiries	348	924	1,500
Strategy 2: # Inquiries	683	2,062	4,280
Strategy 3: # Inquiries	1,208	3,522	4,280
Strategy 1: Sales	3,480	9,240	15,000
Strategy 2: Sales	6,830	20,620	31,700
Strategy 3: Sales	12,080	35,220	42,800
Strategy 3: Adverts	2,000	5,000	5,000

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Newsletter Marketing Impact

Contacts	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	1,000	1,150	1,300	1,450	1,600	1,750	1,900	2,050	2,200	2,350	2,500	2,650
2015	2,800	2,950	3,100	3,250	3,400	3,550	3,700	3,850	4,000	4,150	4,300	4,450
2016	4,600	4,750	4,900	5,050	5,200	5,350	5,500	5,650	5,800	5,950	6,100	6,250

Conversion Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Avg. Value/Sale	75	75	75	75	75	75	75	75	75	75	75	75

# Transactions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2014	3	3	3	4	4	4	5	5	6	6	6	7	55
2015	7	7	8	8	9	9	9	10	10	10	11	11	109
2016	12	12	12	13	13	13	14	14	15	15	15	16	163

Value	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2014	188	216	244	272	300	328	356	384	413	441	469	497	4,106
2015	525	553	581	609	638	666	694	722	750	778	806	834	8,156
2016	863	891	919	947	975	1,003	1,031	1,059	1,088	1,116	1,144	1,172	12,206

Newsletter marketing is decisive. If a supplier can add 150 contacts per month and commit to monthly mailings with real value offers, then:

- Average conversion rates are typically higher than normal web-based visitors
- Average sales income is typically higher per transaction

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Workshop: Visitors, CTAs, Conversions

Plan your visitor targets, inquiries and conversions for the next three years.

If you are not selling directly, stop at “inquiries”.

If you are selling directly, ignore “inquiries” and go from visitors to conversions.

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1. Define your Strategic Objectives

Online Content Reinforces Strengths/Fights Weaknesses

Your online strategy should emphasize your strengths and competitive advantages while resolving your competitive disadvantages and barriers:

Your online presence and positioning give you the chance to provide an acceptable alternative, and even to outperform larger rivals online.

Your Strengths / Advantages

- Cluster members
- Cluster / network effects
- Patents / intellectual property
- Service commitment
- Geographic location
- Minimum order size / rapid replenishment potential
- Cost advantage over Scandinavian, German R&D
- Price / Value ratio

Your Online Tools

- Strong website design
- Brilliant content which provides value to customers
- Content which fights against stereotypes or perceived (and real) weaknesses
- Social media framework which supports the main site
- Related search engine results
- Corporate and individual qualifications
- Customer References
- Cluster Member Profiles & News

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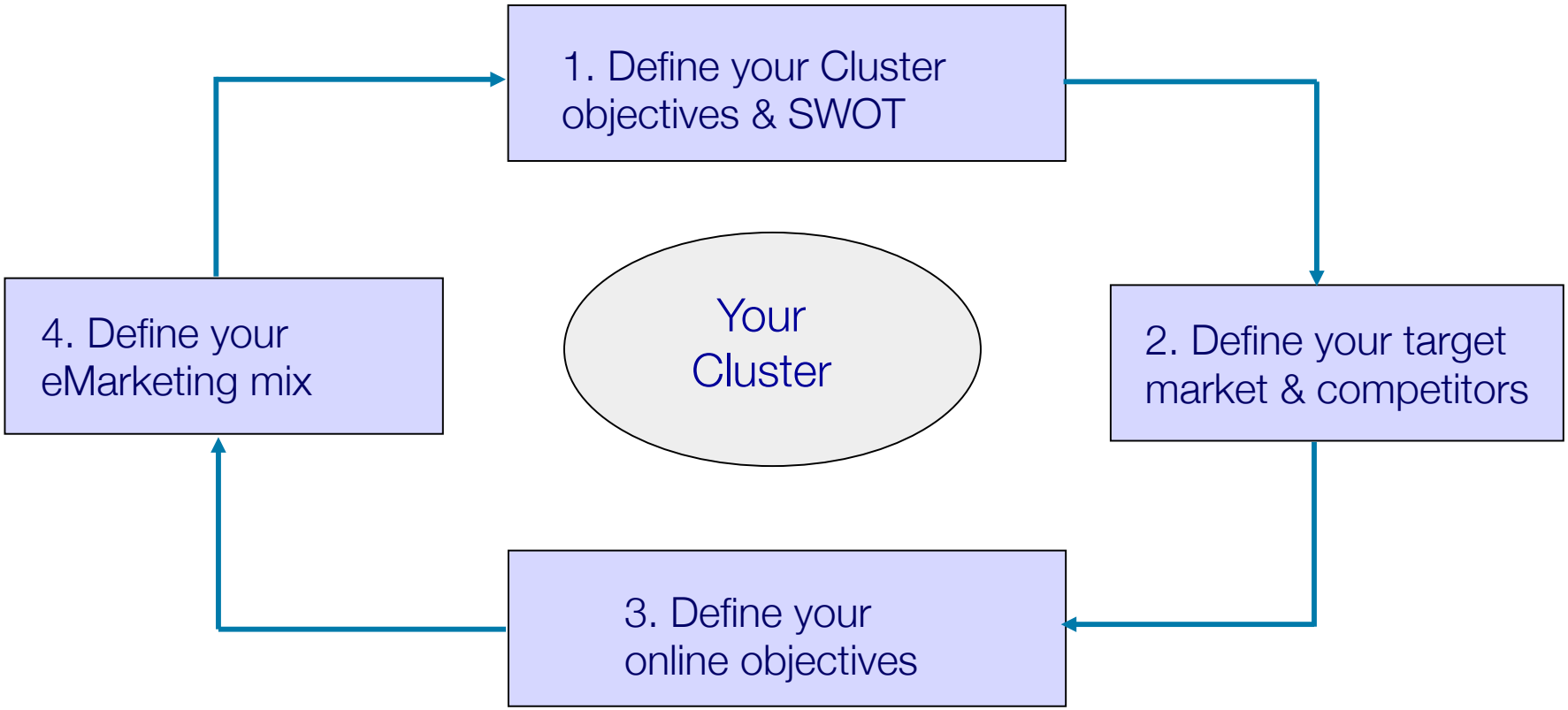
Online Objectives are Strategic



Online is not a theoretical channel, but one integrated wider corporate strategy. The most difficult thing for a cluster is to define achievable, realistic objectives for emarketing and ecommerce. Remember that the process is continual and a learning curve exists.

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1. Define Cluster Objectives

Clusters have a wide range of business services they can offer, either using in-house or subcontracted resources, to their members.

Business Intelligence & Marketing Services

Market Analysis
Market Reporting
Trend Analysis
eCommerce / eMarketing
New Market Development
B2B Matchmaking
Export Development
Internationalisation
Trade Fair Participation
Branding
Lobbying
Public Relations
Funding Intelligence
Tender Participation

Accounting, Finance & Legal Services

Office Space
Shared Services
Accounting Management
Financial Management
Legal Services
Patent Registration
Joint Procurement Platforms
International Sourcing
Temporary Staff Provision
VC Networking
Start-up Weekends
Finance Search

R&D / Innovation Brokerage

R&D Analysis
Contracted R&D
R&D Funding Brokerage
New Product Development
New Service Development
Innovation Monitoring
Innovation Development
Other Value Chain Services

Development & Standards

Quality Standards
Service Standards
Technical Standards
Systems Integration
Platform Development
Business Mediation
Business Arbitration
Training Services
Competency Standards
Common Recruitment

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2. Define your SWOT

Strengths	Weaknesses
Opportunities	Threats

A SWOT analysis provides an internal assessment of current strengths and weaknesses, and future opportunities and threats. This form of analysis can be a little simplistic, but can be combined with other forms of analysis to provide a deeper picture of the situation.

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3. Define your Competitive Position

A competitive advantage is a factor which enables you to compete more effectively. It is typically expressed as a factor which contributes to superior profitability compared to a market or segment average.

A competitive disadvantage is a factor which prevents you from competing effectively. It is typically expressed as a factor which contributes to lower profitability compared to a market or segment average.

Competitive Advantage		Navigator Consulting Group Example		
Unique insight into the business conditions in emerging markets	→	Ability to quickly implement comprehensive industry and sectoral analysis	→	Faster project completion time / higher project profitability

Competitive Disadvantage				
Macroeconomic / debt problems in Greece	→	Greek service providers are negatively impacted in terms of brand identity	→	Tender disadvantage: customer doubt of validity and competence of Greek service providers

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4. Determine Marketing & Branding Position

Your online marketing activities should:

a. Enhance and reinforce your competitive advantages

b. Answer implicit doubts / address competitive disadvantages

Example: NCG General Attributes

Competence is proved through demonstration of in-depth experience in emerging markets and transition economies.

The brand value of the consultancy is demonstrated by the brand value of our customers.

Specific Activities

- Customer references
- Customer brand logos
- Detailed project references
- Photos, graphs, data
- Industry analysis / frequent updates
- Articles in press
- Conference attendance
- Customer outreach programme
- Geographic reach

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Example: Large Scale versus Personal Service

Perceived Weaknesses	Your Online Response
A Polish / Lithuanian cluster is too small in terms of equipment and qualified staff	• We provide personalised service at a competitive price. • The procedures implemented are routine and well-established: we provide scientific documentation on the procedure/product which establishes our expertise • Our equipment (if relevant) is based on accepted international technology standards (e.g. German vs. Chinese equipment) • Customer testimonials establish that we are a “real” operation with a strong track record • We provide the full CVs and references of specialists and staff: since most of your staff have international experience, this adds a further layer of security and credentials • Our staff are on LinkedIn with full profiles, providing for professional continuity and risk reassurance • We are fully qualified and regulated by state and professional bodies (ISO, etc.)

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Define Customers and Competitors

eMarketing strategies differ depending on your target market.
The Web offers unlimited opportunities to customise, personalise and segment offers.

Who is your target customer? ▶ **Who makes the decisions?** ▶ **What are they looking for?**

- Preventative or emergency?

- geographic
- demographic
- psychographic

- B2B
- B2C
- B2B2C
- C2C

- CEO
- CFO
- CMO
- Supply Chain Manager
- Procurement Manager

- Quality Assurance
- Price
- Location
- Insurance Cover
- Safety / Quality Guarantees
- Company reputation
- Differentiation
- Prestige
- Referrals

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Competitor Evaluation

Develop a strategic framework for evaluating your main competitors according to a set of key indicators which determine market and strategic success. Do this "offline" first, taking into account your knowledge of the sector and the competitor.

Competitive Factor	Us	Competitor 1	Competitor 2
Cluster Brand Strength			
Cluster Member Brand Strength			
Equipment			
Facilities			
Staff Specialisation			
Process Specialisation			
Location (Access)			
Pricing			
Minimum Order Size			
Others			

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Competitor Online Evaluation

Implement a simple strength-weakness analysis of competitor online presence.

Competitor	Strengths	Weaknesses
Kantor Consulting http://www.kantor.gr/Public/index.php	• Lots of relevant information • Good press releases on new projects, which are major affairs (not small projects): however, no graphics, in Greek (but with English hyperlinks) • Very attractive logo	• Spacing on page is not good – too much wasted space • Photos and graphics are ABSURD • Good downloads – e.g. brochures, press releases – but terrible graphic design and content once downloaded • References/cases too vague, not personal
CRU Group http://crugroup.com/Pages/default.aspx	• Excellent website: clear navigation structure, easy reading, sharp graphics, customised and relevant photos. • Excellent functionality: log-ins, report downloads, brochure downloads, consistent design. • Site instils trust and a belief in CRU's over-riding competitive advantage against other market research firms.	• Page only takes ½ pages in laptop screen resolution; font is too small • Wasted header space on most pages. The middle column is not wide enough to show text information accurately; the right column is essentially wasted space (graphics only). The middle navigation bar is too large. • Website is impersonal (result of dealing in standard product – reports – rather than customised product)

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Navigator Website Value Matrix

Ranking	Viewer Reaction	Emotional Response	Graphics & Applications
World-Class 10/10	The viewer is personally inspired by the website. Surprised and pleased by the quality of graphics and content, the viewer spends time on the site, surfing through at least 5-8 pages and spending at least 5 minutes on the site. The visitor re-visits the site on at least one occasion.	• Trust • Respect • Empathy • Fascination • Admiration • Inspiration • Surprise / Awe / "Wow!" • Willingness to Recommend	• 3-5 Flash or GIF photo animations • Original graphic design •PPT charts and graphs adapted to html • Original and stock photos • Brochure downloads (brochure to be contracted separately) • Web presence is linked to social media and other search results
Above Expectations 7.5/10	The viewer sees a website he/she didn't expect based on the brochure, proposal or other materials submitted by our company. This confirms a positive image of the company, but in itself is not enough to clinch the deal. The viewer clicks through 4-5 pages to confirm initial impression.	• Pleasant surprise • Minor interest • Minor admiration for company	• 1 Flash or GIF photo • Attractive graphic design, text • Brochure / other downloads
Meets Expectations 5/10	The viewer sees a website which confirms his/her expectations and/or stereotypes. The viewer is reassured that a site exists, but not convinced of the quality of the company. SUCH A WEBSITE IS A VALUE FAILURE.	• Another box in decision-making process checked off • Good, but not great • Resigned acceptance	See present site for most companies
Below Expectations 3.5/10	The viewer sees a website with exaggeration, text-only, fragmented approach to business, lack of focus. The viewer suspects dishonesty. Viewer stereotypes are confirmed and enhanced	• Mild distaste • Confirms stereotypes	See present site for most companies
Unaccept-able	The viewer sees a website with 4-5 pages, static and outdated information, something very primitive.	• Strong distaste or aversion; does not want to be associated with company in any way.	

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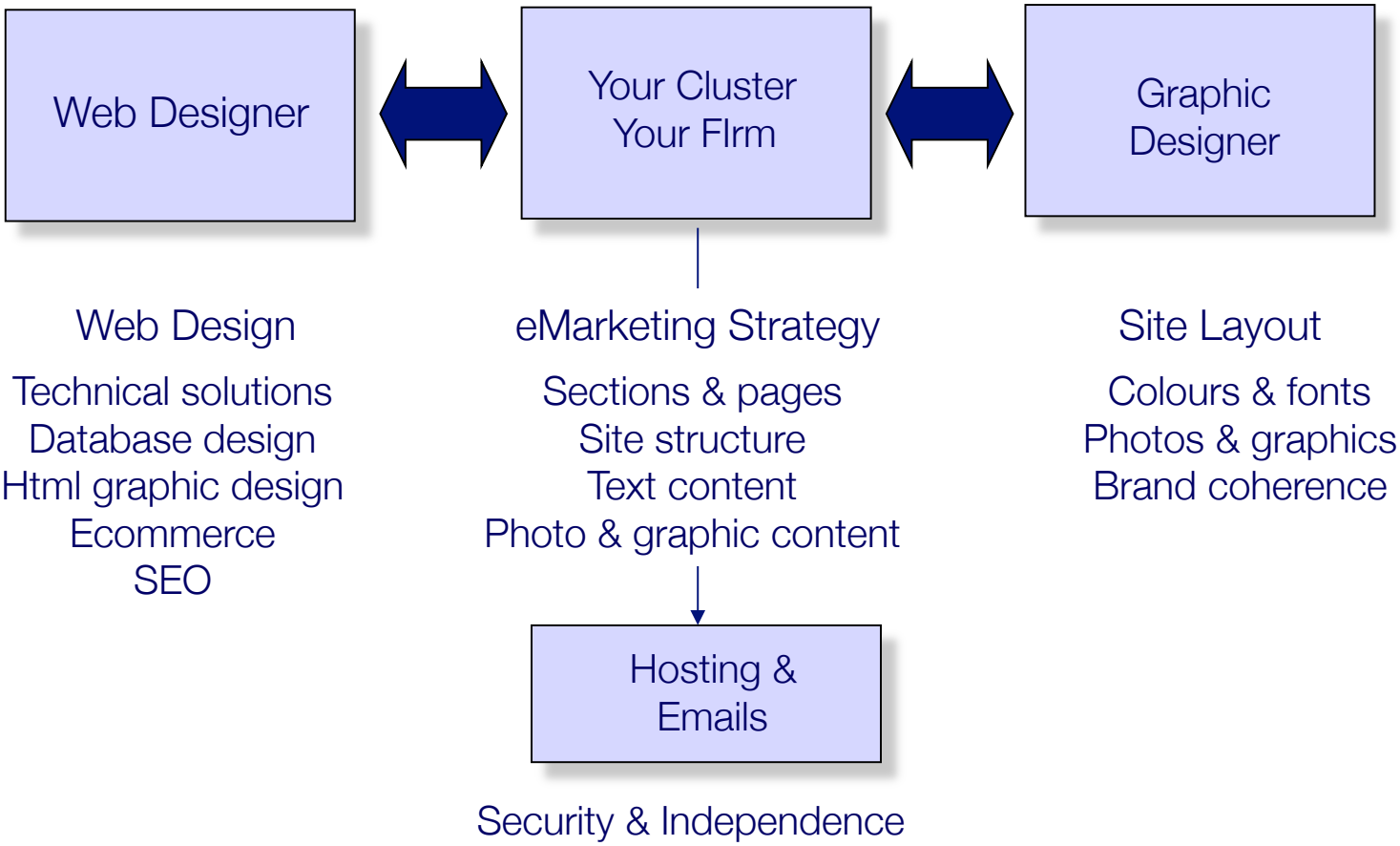
2. Web Design Basics

Web Design is Team Work

Because web design and development implies time and specialised technical knowledge, it is strongly advised to outsource the technical part of web design.



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First Look = First Impression

Your website must look professional & attractive from the 1st glance

Graphics, pictures animations	Careful selection, right amount Speak for themselves, nice, relevant to context
Colours	Right colours for background, text, links.
Page layout	Easy to reach information
Information display	Avoid 'cluttered look', prefer progressive disclosure, reveal info either when needed or when requested
Adjust design to target audience	If audience is young, design may be more graphic oriented with multimedia effects. If audience comprises business users, minimise memory, make information concise, go straight to the point.

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Design Suggestions

Content: Everything included in your site: text, graphics, features, etc.

Your primarily goal is to convey a brand image, an product/service concept

- Use the full index page to immediately establish brand value
- Avoid clutter – have a clear message
- Users 'scan' rather than read
- Keep visual integrity: colours, text, photos,.
- Use the entire page - don't waste space
- Select appropriate text size.
- Avoid ALL CAPS
- Keep text alignment to the left or justified
- Avoid scrolling marquee text
- Avoid under construction pages

Group Work:
Hotel Website Critique

Cleopatra Hotel
www.cleopatra.com.cy

Lato Boutique Hotel
www.lato.gr

The Margi
www.themargi.gr

La Mamounia
www.lamamounia.com

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Hotel Value Analysis

	Cleopatra Hotel	Lato Hotel	The Margi	La Mamounia
Target Group				
Visual Impact h/m/l				
Trust Level h/m/l				
Room Cost h/m/l				
Seduction Value h/m/l				
If money were no object, would visit this hotel? always/maybe/never				

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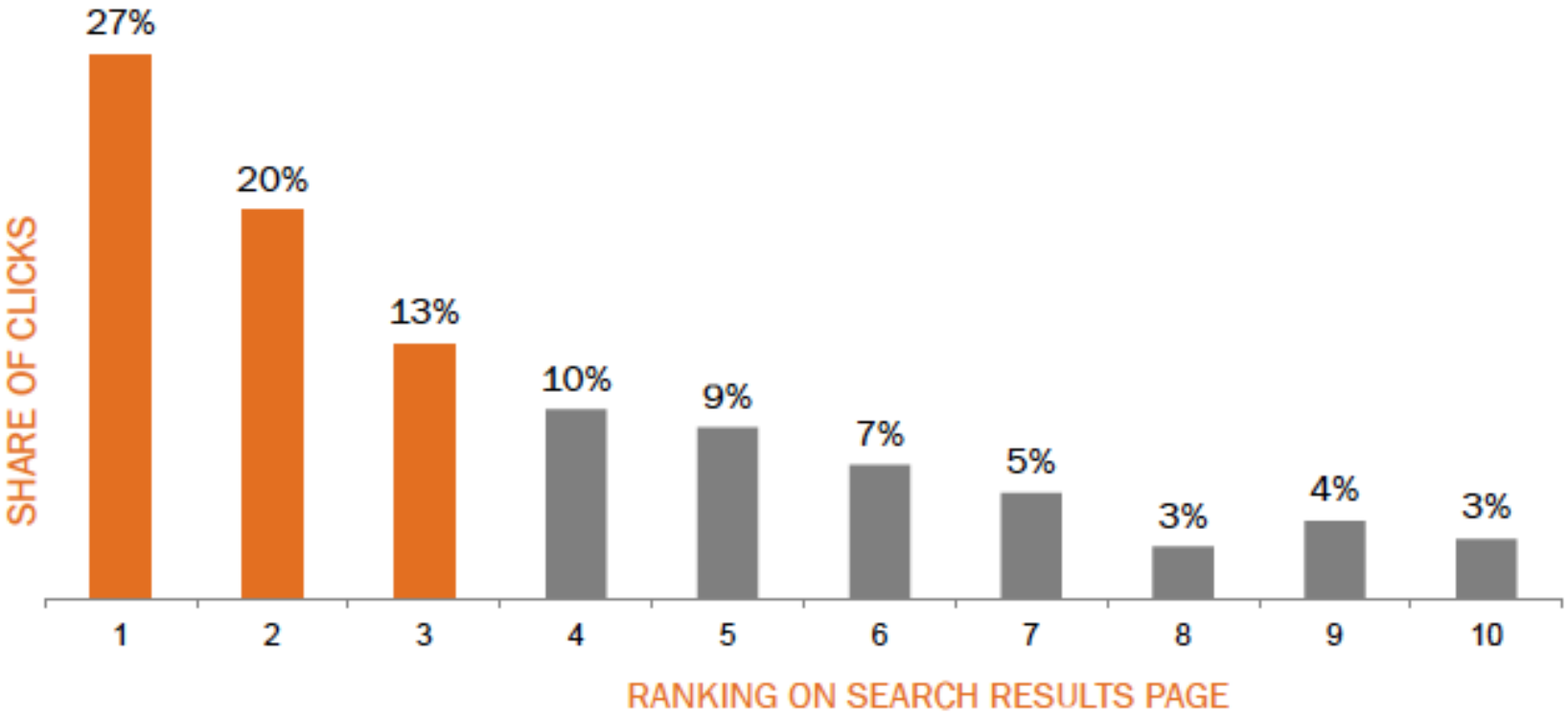
Search Engine Optimisation (SEO)

Search Results

60% of all organic search results (clicks on results, not advertisements) go to the top three organic search results



75% of all users never click past the first page of search results

HubSpot: State of Inbound Marketing, 2012

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Search Engines

Over 85% of users find web sites using search. After email, search is the most frequently-used web activity.

Web sites with a higher ranking have larger increases in traffic

Each country has its own SEs, some with unique language capabilities. Google dominates internationally.

Search Engine Optimisation (SEO):
The process of developing your website to receive a better ranking in search engines

Traffic received from search is already targeted. Visitors have entered a keyword of interest: it remains to be seen if your site meets their expectations.

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Crawler-based SE

Crawler-based SEs are a set of automated computer programmes that 'crawl' or 'spider' the web.

- A crawler programme (also called a 'spider' or a 'bot') searches web site pages, following hypertext links to travel from URL to URL. The crawler indexes each entire web page it visits.

- An index stores each entire web page found by the crawler. This matches and ranks search queries with web pages in its Index in order of what it estimates most relevant. Relevancy criteria follow a set of pre-defined rules.

If you change your website, crawler-based search engines eventually find these changes and your listing will change too: Pages Titles, content, links, etc. all play a role in ranking.

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Key Words

The main method of searching is text-based, using key words.
These can be specific, or general, and determine your search results:

Example: tourism sector

'travel Cyprus'
'Where to stay Cyprus'
'Hotel Cyprus'
'Cyprus hotels'
'Car rental Cyprus'
'Family vacation Cyprus'
'special-interest vacation Cyprus'
'Golf Cyprus' , 'hiking Europe'
'What to do Cyprus'
'Mediterranean Cruise '
'Conference hotel Cyprus'
'Cultural events Cyprus'
'Explore Troodos Mountains'

Your customers will not search only in Polish or Lithuanian: multi-language capability for different markets is needed

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Different SE rank differently for same keywords

If you search by keywords : ‘book a flight’

Top 10 URL* with Google	Top 10 URL with Yahoo
1. expedia.com	1. airpricer
2. travelocity.com	2. neworleansonline.com:book:flights
3. orbitz.com	3. flyvlm.com:emc.asp?pageld=203
4. aa.com.com	4. traveljungle.co.uk/book-flight.php
5. westjet.com	5. travel.baa.com/site/travel/flights/?partnerld=8048
6. bookaflight.com.au	6. croatiatravel.com/book.cfm
7. airtran.com	7. places.co.za:fly.html
8. easyjet.com/en/	8. saphireaviation.com/book_a_flight.html
9. delta.com/	9. flights.com
10. aircanada.com/en/home.html	10. ebookers.com/flights

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Different keyword sequence yield different ranking

'hotels Cyprus'

Top 10 URL with Google

1. cyprushotels.net
2. tripadvisor.com/Hotels-g190372-Cyprus-Hotels.html
3. louishotels.com
4. southtravels.com/middleeast/cyprus/index.html
5. ghrshotels.com
6. channels.nl/hotel_index_cy.html
7. tobook.com/Cyprus
8. amathushotel.com
9. travel.yahoo.com/p-travelguide-191501724-cyprus_vacations
10. travellerspoint.com/budget-hotels

'Cyprus hotels'

Top 10 URL with Google

1. cyprushotels.net
2. bookcyprus.com
3. southtravels.com/middleeast/cyprus/index.html
4. laterooms.com/fr/r21_hotels_in_cyprus.aspx
5. bookings.org/cy/cgi-bin/searchpage
6. channels.nl/hotel_index_cy.html
7. hilton.com/en/hi/hotels/index
8. travel.yahoo.com/p-travelguide
9. netplan.it/fr/world_europe_cyprus
10. tripadvisor.com/Hotels-g190372-Cyprus-Hotels

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Different languages yield different ranks

Top 10 URL with Google

‘5 star hotels Cyprus’

1. fourseasons.com
2. laterooms.com/fr/r21_hotels_in_cyprus.aspx?q=1_luxury-hotels
3. ghotw.com/list/country/home/cyprus.htm
4. ghotw.com/list/city/home/paphos.htm
5. louishotels.com/limassol/limassol_hotels _ apollonia.html
6. booking.com/region/cy/cyprus.fr.html
7. booking.com/region/cy/cyprus-government-controlled-area.fr
8. bookings.org/cy/cgi-bin/searchpage.pl
9. en.hotels-in-pafos-cyprus.venere.com
10. francehotelreservation.com/en/francehotelcity-14198

‘5 Stern hotel Zypern’

1. destinia.com/hotels/hotels-inzypern/europa/cyprus/de
2. vienna-tec.at/aussteller/hotelbuchung.html
3. itnt-tec.at/austeller/hotelbuchung.html
4. interpaedagogica.at/aussteller/hotelbuchung.html
5. realvienna.com/aussteller/hotelbuchung.html
6. hotels.cyprusbookingscyprusbookings.com/country/cy.de.html.com/country/cy.de.html
7. hotels.roomplease.com/country/cy.de.html
8. gastmesse.at/aussteller/hotelbuchung.html
9. modell-bau.at/aussteller/hotelbuchung.html
10. myfuture.co.at/aussteller/hotelbuchung.html

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Different SEs use different factors

Each SE uses a confidential algorithm to determine results. This is regularly changed and upgraded. Some common factors include:

1. Keywords in Text: Prominence; Proximity; Density; Frequency
2. Keywords in URL Name
3. Keywords in Links
4. Keywords in your HTML Title Tags
5. Link Popularity
6. Meta tags: Meta Description Tag; Meta Keyword Tag
7. ALT tags
8. Themes
9. (Click tracking/Stickiness= ranking is up to users)

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Group Work: Using Google Adwords

Google Adwords has a keyword finder tool which allows us to review frequently-used keywords, search terms and synonyms

https://adwords.google.com

Process:

1. Define the language and origin of the keywords
2. Enter the keywords
3. Review data
4. Download data in MS Excel

CPC = Cost per Click
Local Searches: from destination specified (e.g. London, England)
Global Searches: from entire world

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Keywords in Site Text

Keywords in your site content (text) are critical to SEO.

Four factors:

1. Prominence
2. Proximity
3. Density
4. Frequency

Step 1: Choose appropriate keywords

- Analyse your business, product/service and region
- List all relevant words or synonyms
- Check keyword popularity

Your text needs to keep interesting and relevant;
Balance SE and viewer requirements

- Don't repeat keywords too often
- Change keywords according to your pages
- Careful with translated web pages (have the keywords checked by native speakers and do a keyword popularity search in the translated language)

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Keyword Prominence

Prominence:
Keywords come first
- at the top of each page
- start of the page
- start of a paragraph
- start of a sentence, etc

SE crawlers view placement differently from human viewers

Example:

Home	Products	Travel	About Us	Cyprus

At Cyprus Travel, we offer you the best of the Mediterranean

That's how SE sees the placement:

Home Products Travel About Us Cyprus At Cyprus Travel, we offer you the best of the Mediterranean

Place keywords at the very top of the page
If you're using images at the top of your page, include ALT tags with text

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Keyword Proximity

Keyword Proximity
SE (Google) measure how close keywords are to each other

Example

Great Escape Europe has been providing travel services for over 50 years

Great Escape Europe has been providing services in travel for over 50 years

The 2 keywords used are 'travel' and 'services'. If a user search for 'travel services', the first sentence will rank higher

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Keyword Density

Keyword Density
Search Engines measure the spacing of keywords in total text

Optimal Situation:

Imagine a page with 4 paragraphs.
The same keyword sequence should be in each paragraph, as close as possible to the start of text.

Cretan feta cheese is a pure white, salty cheese….

Feta cheese has been known throughout the history of Crete….

Feta cheese from Crete is part of the Mediterranean….

Arvanitis uses traditional methods in making Cretan Feta cheese ….

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Keyword Frequency

Keyword Frequency
SE measure the number of times keywords occur within a page's text.

SE want to see more than one repetition of a keyword
in your text to make sure it's not an isolated case.

The recommended repetition is 3-7 times.

Don't use tiny or invisible text at the beginning of your pages.
Crawlers will detect it. You risk to be excluded from SE results.

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Summary

Keywords define your site content to a SE

1. Use at least 100 words in text, with keywords as close to top left of page as possible
2. Place keywords close to each other
3. Repeat keywords 3-7 times for every 100 words
4. Don't overdue use of keywords: balance SE and viewer requirements
5. Keywords should be placed throughout the text, not just at the beginning
6. If writing in a different language, make sure you are using the correct words

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Keywords in Site Structure

URL Uniform Resource Locator = your address on the web
Your Domain name is your web site name. It stands between “www” and “com”
URL = www.CyprusTravel.com

Your file name refers to a specific page in your site. It (usually) ends with “.html” “.php” or “.aspx”
URL = www.CyprusTravel.com/hotels/AmathusHotel.html

SE (Google) include keywords placed in URL’s in their ranking formulas. The name itself is a traffic builder.

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Choose your Domain Name Carefully

Get a good Domain Name (URL). It's your address on the web that identifies your site. Your Domain name is important for 2 reasons:

- It speaks to your consumers
- It can influence your ranking.

Some search engine will give you an higher ranking if the keyword being searched is found in your domain name.

Select your Name
Prefer your company's name, if not, chose a simple, easy-to-remember name, related to your operation and that internet users could look for.
ex: bookcyprus.com. Relevant domain names increase traffic.

www.aphrodite.com.cy
www.aphrodite-spa.com.cy
www.aphrodite-spa-cyprus.com.cy

http://leszczynskiesmaki.pl/
www.lesznofoodcluster.pl

www.renewable-energy.pl
www.poznan-education.pl

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File Names and Page Tags

An html title describes the contents of your web page in one sentence.

- It will appear to viewers in SE's results and bookmarks
- It's the 1st thing a crawler see on a page
- All SE include the html Title as part of their ranking algorithm

Find an attractive and relevant title for each page

Don't repeat the same keyword in your title more than twice (=spam)
Don't use ALL CAPS

Position your title right after the <head>tag

```
<head>
<title>Elysium Hotel Cyprus - 5 Star luxury Hotel Resort</title>
```

The same mistake is often made in pages developed in php or aspx:
do not accept a URL or file name such as:

http://www.ccci.org.cy/main.aspx?module=Page1&pageId=1001

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Link Popularity

Link popularity measures the number and the accuracy of links you have with other business or product related sites.

Building links should be a priority.

- Links have a major impact on SE ranking
- If rightly located, links can a good traffic builder
- Links last longer than other online promotion efforts

Where can you get free links? (Lots of places!)

Start a Link strategy to acquire appropriate links. Target high-traffic related sites: e.g. geographic-related sites; sectoral/segment sites; etc.

- Go to the major SEs
- Search for your target Keywords
- Look at top 20-30 results
- Visit high ranking sites
- Ask the site owner/webmaster for link exchange

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Use Keywords in your Links

The keywords used in the links that point to your web site are extremely important. The right keywords in links supports higher SE rankings.

Analyse the keywords that you are using.

- Avoid too many competitive keywords, you won't have much chance to get an high ranking
- Use keywords that are slightly different from very popular keywords, with better chances of getting a good position.
- If you can, target more than one keyword and enlarge your traffic possibilities from SE.

Example:

www.amathushotel.com is a "classic" link on a spa site
www.amathushotel.com/spa_and_wellness is a more effective link

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Keywords in Meta Tags

Meta Tags describe your site with keywords, giving SE crawlers a summary of your site.

Meta tags are embedded in source code, invisible to the viewer. Some SE incorporate them in their ranking criteria; others (Google) do not, or do not rank them as highly.

To view meta tags, press “right click” and “view source”

There are three types of meta-tags:

Title
Usually 25-30 characters visible on search engine results

Description
Usually 25-30 words or 160 characters visible on search engines

Keywords
Search engines will usually scan first 25-30 words

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Meta Tag Relevance

Title & Description are visible in organic SE results: they have an important marketing role

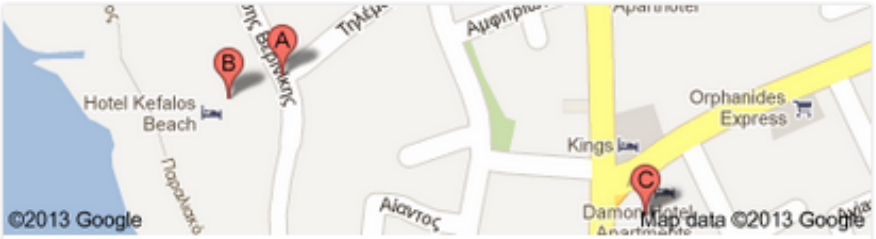
Kefalos Beach Tourist Village 4* (**Paphos**, Cyprus) - **Hotel** Reviews ...
www.tripadvisor.co.uk › ... › Paphos District › Paphos › Paphos Hotels
★★★★½ Rating: 4.5 - 1304 reviews - Price range: £
Kefalos Beach Tourist Village 4*, **Paphos**: See 1304 traveller reviews, 707 candid photos, and great deals for **Kefalos** Beach Tourist Village 4*, ranked #5 of 98 ...

Paphos Apartments | **Kefalos** Beach Tourist Village | **Hotels** in **Paphos**
www.**kefalos**.com.cy/
Paphos Apartments **Hotel**, the **Kefalos** Beach Tourist Village in the heart of the famous Tombs of the Kings tourist area offers **hotel** standard facilities with self ...
Holidays to Cyprus 2013 - Holiday Village Paphos - Contact Us - Paphos Holiday

Thomson Holidays - **Kefalos** Beach Village
www.thomson.co.uk/.../**paphos**.../**paphos/hotels/kefalos**-beach-village.ht...
Jan 11, 2010 – Holidays at the **Kefalos** Beach Village, **Paphos** with Thomson.

Kefalos Hotel Group in Cyprus | Damon **Hotel** Apartments | **Kefalos** ...
www.**kefaloshotels**.com.cy/
Kefalos Hotels Ltd, a family run company based in **Paphos**, Cyprus would like to welcome you to the island of love and to **Paphos**, the birthplace of the Goddess ...

Cyprus Weddings: **Paphos** Weddings| Beach Weddings Cyprus
www.**kefalos**cyprusweddings.com/
Cyprus Weddings **Paphos** at the **Kefalos** Beach Tourist Village the ideal place for your ... Beach Weddings in Cyprus are extremely popular, the **Kefalos Hotel** is ...



Map for **Kefalos Hotel Paphos**

Low Price Guarantee On This **Hotel**.
Save 50% on double rooms. Book now!
Venere.com has 537 followers on Google+

Kefalos Hotels
www.huno.com/**Kefalos-Hotels**
Book online. Save up to 80% now!
Compare **Kefalos Hotels**

80% OFF **Kefalos Hotels**
www.best**hotel**offers.net/**Kefalos**
Compare all **Hotels** in **Kefalos**.
Kefalos is Located on Kos Island.

See your ad here »

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html sample showing meta tags

view-source:www.kefalos.com.cy

ECN | EWD Food | Pin It | EWD Sources | IIG | Incubator | Hermes | EWD Samples | Other Bookmarks

```
<!DOCTYPE html PUBLIC "-//Template//ITE XHTML Extension//EN" "http://www.buildertemplates.com/DTDs/ITEv1.3.dtd">
<html xmlns="http://www.w3.org/1999/xhtml" xml:lang="en" lang="en">
<head class='tplblock-htmlhead tplblockstyle-htmlhead-standard'>
<title>Paphos Apartments | Kefalos Beach Tourist Village | Hotels in Paphos</title><meta http-equiv='Content-Type' content='text/html; charset=utf-8'
/><meta name='description' content='Paphos Apartments Hotel, the Kefalos Beach Tourist Village in the heart of the famous Tombs of the Kings tourist area
offers hotel standard facilities with self catering options. Part of the Kefalos Hotels Group.' /><meta name='keywords' content='Paphos Apartments,
Paphos Hotel, Cyprus holiday village, hotels in Paphos, paphos accommodation, paphos cy, beach holidays in Cyprus, family holidays in Cyprus, Paphos
holiday apartments, holidays in Cyprus 2013' /><link href='http://www.kefalos.com.cy/templates/Company/styles/styles.css' type='text/css'
rel='stylesheet' /><link href='http://www.kefalos.com.cy/templates/Company/styles/blue.css' type='text/css' rel='stylesheet' class='tplvar-site-color-
href' /><style type='text/css'>
/*<![CDATA[*/



/*]]>*/
<!--

-->
/*<![CDATA[*/



/*]]>*/
</style>
<link rel="alternate" type="application/rss+xml" title="Kefalos" href="/rss/kefalos-11.xml" /><link href="http://www.kefalos.com.cy/styles.php?
v=5108&amp;tpl=Company&amp;tplv=2.04" type="text/css" rel="stylesheet" />
<style type="text/css">
        .headerBgImage { background-image: url("/templates/Company/images/headerImage.jpg"); }
```

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Ranking using meta tags

- Title: Start with main keywords first
- Description: Keyword-optimised description (25-30 words or 150-250 characters max)
- Keywords: 4-5 lines of keywords – not so relevant for SEO in Google

- Place keywords at the beginning of your description
- Place keywords close to each other
- Avoid repeating keywords more than 3-7 times in your meta description

Use your CMS to customise the meta tags on difference pages – most CMS will use “standard” tags, i.e. by importing the first text they see on the page

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ALT Tags

ALT Tags describe in text your pictures or graphics so that SE can recognise what's in them.

Since SE don't index images, they won't index any text in image format.
To fix this problem, you need to use ALT Tags each time you have a graphic or a picture on your site

Always add ALT tags to describe your images;
Use Keywords to describe your ALT tags

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Some additional SEO points

- ✓ The higher the number of pages on your site, the better (particularly when using Google Webmaster tools and indexing)
- ✓ The longer the content per page, the better (200 words minimum; in some cases, 500 words may be better)
- ✓ Include keywords in page title and sub-headings
- ✓ Include keywords in photo captions, photo ALT tags and photo descriptions
- ✓ The higher the number of active links within your site, particularly to relevant content, the better – but not more than 100 links per page
- ✓ In some cases, using bold font for keywords is an advantage
- ✓ The longer you have registered your domain name, the better
- ✓ The older your website is, the better
- ✓ Integrate social media sharing into the text

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Google Caffeine & Google+

Google Caffeine (2010)

- Prior to Caffeine, Google would index the web every 30 days, then every 4 days. With Caffeine, it weights news in its search algorithm.
- Google is now indexing the web in real time, i.e. after every search.
- This means that you need to update your SEO to include regular updates and material relevant to international developments.

Google+ (2012)

- With the launch of Google+, Google is now weighting search results from you and your friends based on your activities on Google+
- Your activities on Google+ now impact your search results.
- Activities on YouTube are also showing signs of SEO impact on Google
- Be sure to create a personal and corporate profile on Google+; creating YouTube channels and Google Maps locations is also recommended.

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Google Panda and Google

Google Panda (2011)

- A new search algorithm variant which reduces thin sites and exact content matches from site rankings.
- In the past, SEO specialists would “game” search engines by copy-pasting the same content on a very large number of backlinked sites. This is now considered spamming
- Relevance: develop dense sites (200 pages or more) with high quality original content per site, which is different between different sites.
- Impact: news and social media sites gain importance.

Google Penguin (2012)

- A new search algorithm variant which penalises black hat SEO techniques, including keyword stuffing, closing, link farming, and duplicate content.
- Relevance: This is a welcome change which should improve rankings of genuine sites.
- Impact: Many “garbage” sites penalised: be careful of directory submission offers.

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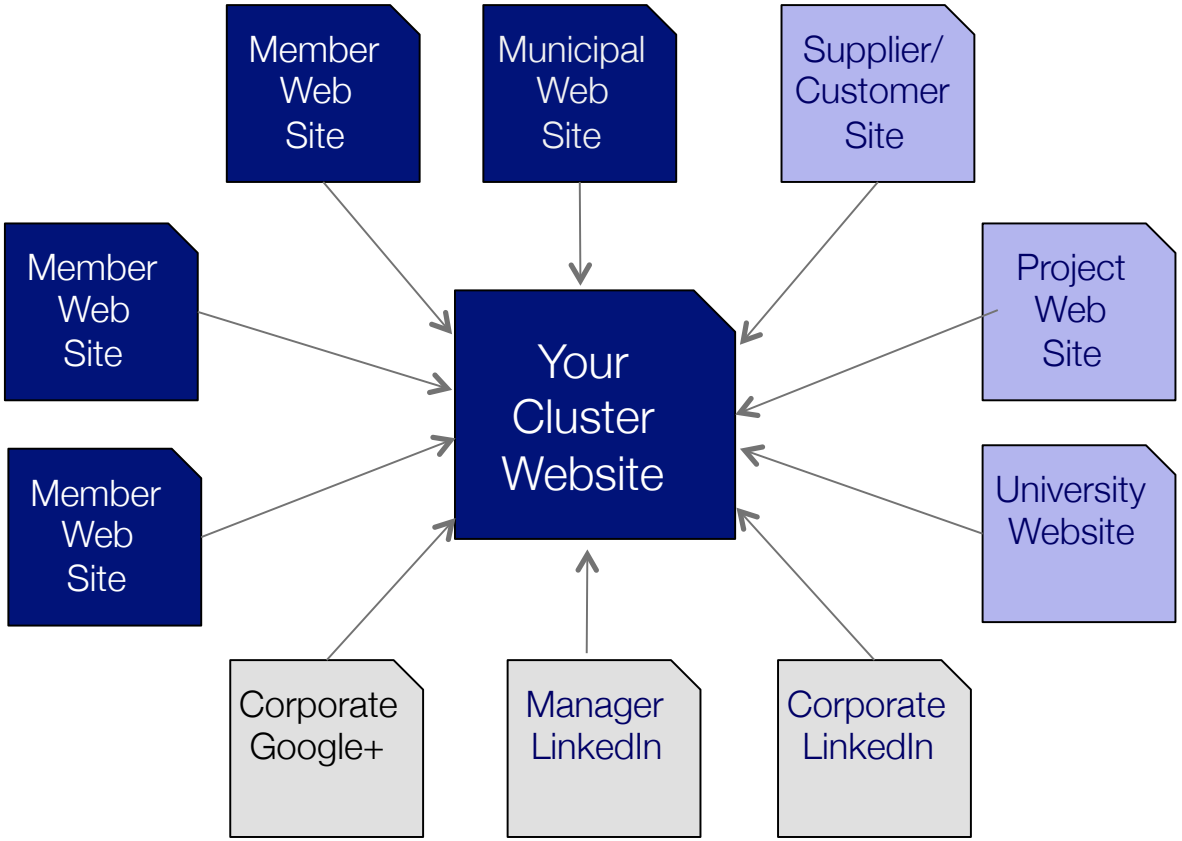
Off-page SEO: Site Ecosystem

Developing a website ecosystem

The number and quality of incoming links is a critical aspect of link building for SEO.



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Free website development platforms

You can develop free, stand-alone websites using a range of platforms, including Google Blogger, Typepad and Wordpress.

Google Blogger is entirely free (including hosting and access to a full range of tools), but it less versatile than WordPress (which requires subscriptions to access additional functions.

Follow the same rules as with SEO on a standard website:

a. Use high quality information
b. Optimise it for keywords and SEO
c. Assure that each page is at least 200 words, preferably more
d. Update it regularly with quality content (news items)
e. Providing outbound and incoming links from the other websites in your ecosystem, using keywords in the links
f. Link all websites to your social media network

Remember that the website must be of high quality.

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Writing a Press Release (News)

Rationale

A press release has two publics:

1. People searching for information

2. The search engine that ranks the information

The press release or news item reinforces your brand and reminds your existing customers of your relevance and your continued operations.

It convinces potential / new customers and search engines that you are an active company. The more frequent (and qualitative) press releases, the greater the relevance and credibility you demonstrate.

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Preparation

Start by:

1. Brainstorming what news you want to distribute:

   What news is trending in PL / LT / in your sector?
   How is your new relevant to potential customers or journalists?
   What are your competitors doing?

2. Decide how this news serves your purpose:

   What services or products do you offer relating to this news item?
   How many Calls to Action can you include in your press release?

3. What keywords will you use?

   Use Google Adwords keyword tool finder to determine synonyms and keyword importance.

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Press Release Components

Title	70-80 characters (optimal for Google, SEO): Yahoo! takes 120 char. Include keyword/s Always include a verb Use Title Case Capture attention if possible
Summary	A four-line summary, including keywords and results
Dateline	City, Country – Date (dd/mm/yyyy)
Body	4-6 paragraphs, or more 200 – 300 words, use active tense where necessary Use short, simple, not convoluted sentences Include graphics or photos if available Keyword optimised Add Calls to Action and links within your site Include a good quote, if available
Closing	1 para (4-6 lines) closing and summarising
Contact Information	Include specific person, contact information

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Typical Subjects

- ✓ Signing a contract or starting a project
- ✓ Completing a project
- ✓ Launching a new product or service
- ✓ Announcing a new partnership or distributorship
- ✓ Sharing research results or other insights
- ✓ Attending or organising a conference
- ✓ Winning an award
- ✓ Star staff hire or staff promotion
- ✓ Commenting on event or occurrence in PL / LT (or elsewhere)

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Writing a Project Reference (Case Study)

Rationale

A project reference or case study has two publics:

1. People searching for information, as well as **people searching for potential contractors or partners**

2. The search engine that ranks the information

The project reference or case study convinces potential clients that you have the specific experience or service quality they are looking for.

When you add project details and/or client brands, this reinforces your brand and reminds your existing customers of your relevance and your continued operations.

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Project Reference Components

Title	70-80 characters (optimal for Google, SEO): Yahoo! takes 120 char. Include keyword/s Always include a verb Use Title Case Capture attention if possible
Summary	A four-line summary, including keywords and results
Date/Client/Budget	Include this information, if possible, as well as hyperlinks
Body	10-15 paragraphs, or more 300 – 500 words, use active tense where necessary Use short, simple, not convoluted sentences Include graphics or photos if available Keyword optimised Include data, if available, and/or downloads List specific services, using bullet points Include a good quote, if available Add Calls to Action and links within your site
Results	Detail the specific results achieved
Contact Information	Include specific person, contact information

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Benefits

A project reference or case study supports you by:

- Boosting your page ranking in search engine
- Reassures your customers that you have detailed competencies and experience
- Results in your being short-listed or invited to participate in a tender or quote

Navigator Examples

Car Battery Study Reference, 1999 → Found online by Multinational Contractor, 2008 → Recommended to Private Equity Fund, 2013

- *Belarus property investment, $ 300 mln investment*
- *GCC automotive battery and component study*
- *Greece photovoltaic battery investment, EUR 120 mln*

Greece hotel privatisation and investment, EUR 400 million

Car Battery Study Reference, 2010 → Found online by Conglomerate, 2012

Lithium-ion battery technology assessment

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Social Media Promotion

Social Networking

The "New Frontier" of online marketing is social networking through sites like Facebook, LinkedIn, Google+, YouTube, Twitter and others.

Social networking has unique characteristics:

- PPC advertising on FB or equivalent sites has not yet taken off, but shows rapid growth
- Social networking is usually oriented towards a personal, artisanal/authentic style rather than a corporate one
- It demands lots of direct time, and is difficult to delegate
- It is more of an indirect brand-builder and means of getting traffic than selling

Social networking definitely works:

- It leads to word-of-mouth advertising which can make a major impact on sales
- It enables managers and companies to stay connected with customers or partners
- Google is integrating Google+ activity into search results.

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Social Network Categories & Related Apps

Social Networks	Facebook, Google+, vkontakte
Elite Social Networks	A Small World, Best of All Worlds
Professional Networks	LinkedIn, Zintro, Gerson Lehman, ReferralKey, eLance, ZoomInfo
Blogging/Microblogging	Blogger, Typepad, Twitter
Photo Sharing	Pinterest, Instagram, Picasa
Media Sharing	Youtube, Myspace, Vimeo
File Sharing	Slideshare, Scribd
Unique Categories	Wikipedia, Google Maps
Contacts	Plaxo

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Facebook

- ✓ The world's largest social network
- ✓ Absolutely vital for marketing in some segments (e.g. tourism)
- ✓ Important for word-of-mouth / referral marketing
- ✓ Will become increasingly important for online sales in the future

Main applications:

1. Cross-Posting News, Events, Photos, etc.
2. Online Reservations
3. Voucher Distribution / Referral Marketing
4. Facebook Events and Groups
5. Guest or Customer Promotions

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Easy Graphics

FABER-CASTELL
since 1761

ballpoint e-motion precious resin croco black
Exclusive Christmas Offer € 46.50

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Facebook Applications

You will need to use third-party applications and service providers to maximise use of Facebook. Here are some free / pay options:

Restaurant Management System – with Facebook Reservations
https://www.resmio.com/

Hotel booking app for Facebook
http://bookassist.org/facebook.jsp
https://apps.facebook.com/bookassistbooking/

Generate fan coupons and vouchers for your Facebook page
http://www.pagemodo.com/features
Free for trial and 1 page: http://www.pagemodo.com/pricing

Generate Facebook templates and manage follower interaction
http://web.emarketeer.com/web/facebook_page_builder
Free trial

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Facebook Vouchers

Vouchers = special offers or discounts

Use the vouchers as a form of marketing, including for third-party services. Consider how to make the vouchers transferrable, i.e. getting one person to recommend them to another.

Examples:

- Airport transfer voucher. Regular price of taxi transfer: EUR 35. Book 2 rooms for a minimum of 6 nights and get the return airport transfer free
- Drinks or Meal offers: Happy Hour Drinks, Children eat Free, Invite a Guest, etc.
- Rental or Try-it-Out offers: Bicycles, equipment, windsurfers, etc.
- Free Consultation Offers
- Lessons: Languages, traditional dancing, cooking, etc.

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Facebook Events, Facebook Groups

Facebook Events

Use Facebook Events to promote your events or third-party events.

Your Company
- Seminars, Training, Conferences
- Product or Service Launches
- Lessons and Learning Offers
- Charity Events

Community Events
- Concerts
- Cultural Events
- Exhibitions
- Seminars

Facebook Groups

Use Facebook Groups to set up a group affiliated with your cluster. This cannot be a "hard sell": it should address a real community interest, and it needs to be genuine.

- Lithuanian Renewable Energy Group
- Polish Traditional Food & Recipes Group

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Facebook – Final Comments

For a small enterprise, Facebook only works when:

- A charismatic individual manages the corporate site. “Pure corporates” almost never perform well: everyone wants to see an individual behind the corporate logo.
- The Facebook page manager needs to be in a customer-facing position who is visible to B2B or B2C customers. People want to meet the “real” FB profile when they visit.
- Posts must be genuine, non-repetitive and offer real value to followers and friends in order to drive a reaction.
- Posts must be positive, inspirational, or funny. Don’t mix politics and FB business
- High quality visual content (photos, videos) works best and is shared most often.
- Facebook followers or contacts cannot be exported; their value in a database is of limited use.

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Google+

Google's social network. Now the second-largest social network globally. Main points:

a. Google's first variation, Orkut, was a failure except in 2-3 regional markets. Although Google+ has a lot of members, the engagement per member is very limited.

b. Main advantage is in SEO. Google+ activity is increasingly being integrated into the Google+ algorithms.

c. Further main advantage: You can like or follow people without their consent (circles).

d. Further main advantage: With small circles, you can email members en masse.

At present, you need to be on Google+ for SEO, with personal and free profiles. This network requires active monitoring to see how additional services will convert to value. Main applications:

1. Cross-posting
2. Circles and Groups

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LinkedIn

Bills itself as the world's largest professional network. Is extremely useful for B2B-oriented companies and clusters as follows:

- Main emphasis is personal profiles (not corporate ones, although these are available)
- The main advantage is that the personal contact data is exportable and can be re-used
- Second main advantage: LinkedIn Groups, which accept posts (discussions) and promotions

Use LinkedIn for:

a. Keeping in touch with your partners, staff, customers, cooperation partners
b. Contact campaigns for events, exhibitions, etc.
c. SEO results
d. Leveraging personal profiles to boost corporate reputation

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Other Social Networks

Each region has its own emerging or well-established social networks.

Russia: vKontakte, mail.ru
China: Baidu

The rise of open networks such as Facebook or LinkedIn has given rise to the inevitable response: elite social networks. These are closed groups where an invitation or approval must be offered in order to membership to be gained.

The first such group was A Small World, which recently closed its membership, estimated at 750,000 people world-wide. The founder of ASW sold it to a venture capitalist, and has developed Best of all Worlds (BOAW).

These networks are small, but comprise very influential decision-makers and influencers. Moreover, they offer three critical advantages:

a. Business offers and solitications (under groups, discussions, offers)
b. Social meet-ups and travel meet-ups
c. VIP events

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Blogging & Microblogging

There are several points to remember:

a. Twitter is becoming an increasingly important search network: over 1 billion searches per day, together with direct communications between members.

b. You will need to manage your Twitter members: difficult to export contacts

c. Blogging is important in that it has given rise to an explosion of content. However, you want to ensure that any blogging you do is kept on your website where possible (for SEO reasons).

d. Use blogging platforms to set up related site “ecosystems” as already discussed

e. Remember that when blogging, your are sharing your personal opinion of an event or an issue. It is important to be professional, particularly when discussing politics

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Photo Sharing: Picasa, Pinterest, Instagram, etc.

Extremely important for SEO and corporate / cluster relationships

Photo sharing sites allow you to upload photos, with a commentary and space for incoming links. This is one SEO gain.

By uploading high quality content, you have a second SEO gain: others cross-post and share your photos. This gives you incoming links.

You then gain a further marketing benefit, as viewers follow links to your site.

The challenge is to gain inspirational photos and content.

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Media Sharing: Youtube, Vimeo, Myspace, etc.

Extremely important for SEO and corporate / cluster relationships

The same principles apply as with photo sharing: there are dual SEO and marketing gains.

Remember as well that you can comment on most media sharing sites: another excellent opportunity to post links.

The main challenge is the cost and complexity of producing and editing high quality video.

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File sharing: Slideshare, Scribd

Share presentations or articles using platforms such a Slideshare or Scribd.

Advantages:

- Automatic conversion of PDF or Powerpoint files to e-formats
- Automatic integration into platforms such as LinkedIn
- Social network functions: likes, comments, etc.

This is another method of reinforcing your SEO and marketing positioning with professional, high quality presentations. This is excellent for companies that produce lots of presentations, articles, or sales pitches, and can adapt / revise these for public use.

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Google Maps

GoogleMaps is becoming increasingly important for SEO and visitor interaction. Google search engine results now show Google Maps results in most cases.

Make sure to add your company to Google Maps and Google Places.

Include:

- Special offer-on-website notice or other Call to Action
- SEO text
- Photos

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Wikipedia

Wikipedia dominates page 1, rank 1 results on most organic search keywords.

Develop a Wikipedia entry for your company or cluster.

See whether you can develop additional Wikipedia entries relating to your company, e.g.

- Poznan Food Festival
- Anyksciai Summer Jazz Festival
- Kaunas Technology Week

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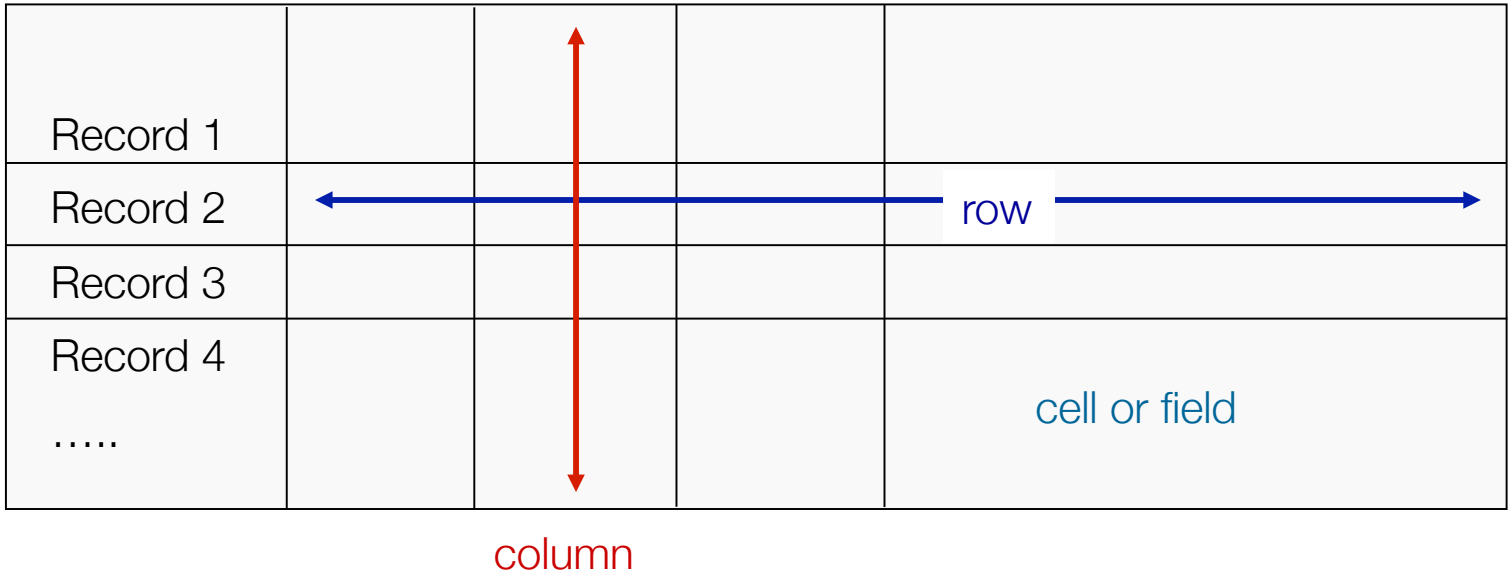
Direct Marketing

Newsletters

Setting up a Customer Database

A software application or file that stores data according to a specific structure and content definition, allowing for easy analysis and data retrieval

MS Outlook MS Outlook Express MS Excel MS Word MS Access



Personal Information: First Name, Last Name, Position, Title, Company

Contact Information: Street, Postal Code, City, Country, Tel, Fax, Email

Customer Segmentation: e.g. Business1, Business 2, Consumer 1, Consumer 2

Customer Preferences: Business Class, 5*, Suite, Vegetarian, Non-Smoker

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Gain Formal Permission to Market

"XXX Company has my permission to send me information with special offers and travel opportunities. My contact information will be stored and used for this purpose, but shall never by distributed or divulged to any third parties"

☑ ✓

_____

Signature

"By entering my name and email address, I agree to receive special offers and promotions from XXX Company. I understand that my information will be stored with Company travel and agree to this. My information shall not be distributed to any third parties, and shall not be used for any purpose other than travel promotions"

"I am interested in receiving information and promotions from XXX Company, and understand that my personal information shall never be shared with any third parties."

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Using Customer Data for Campaign Planning

Customer Loyalty	Birthdays, Namedays, Christmas and simple contact (News)
Special Offers	Supplier-driven opportunities (2 for the price of 1, free upgrades, etc.
Tactical Offers	Offers made during the year based on expected customer demand profiles and yield management
Strategic Offers	Offers made to salvage or regenerate a relationship, or take it to the next level
Quality Assurance	Customer feedback on our services, products and staff

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Mailchimp Demo

http://mailchimp.com/

Advantages:

1. Cloud-based platform: sends emails one-by-one (no anti-spam block by server)
2. Free for up to 2,000 email addresses and 8,000 emails per month
3. Manages database online
4. Free templates for emails
5. Excellent reporting and analytics

Disadvantages:

1. Soft and hard bounce policy can result in losing your access
2. Will not accept function-based emails, e.g. “info@hotel.com”

Alternatives:

Constant Contact
SendBlaster
FlexMail

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Homework – to Next Session

1. Implement a strategic analysis for your website and wider online promotion effort:

    a. What do your cluster members hope to achieve via online promotion? What do you, the cluster managers, hope to achieve?
    b. Who is your target audience?
    c. What content do you need to relate to this audience?
    d. What languages are necessary?
    e. Are your strengths and weaknesses adequately covered?
    f. Are your competitive advantages clearly expressed?
    g. Benchmark your site against competing (or exemplary) clusters

2. Let's develop an ROI Framework together. Please start by determining what kind of indicators illustrate a success to you and to your members. Remember to include specific indicators.

3. If you don't have this installed: create a Google Analytics account and add the tracking code to your side.

4. Implement a keyword search analysis using the Google tool. Compare these results to the keywords on your site content.

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