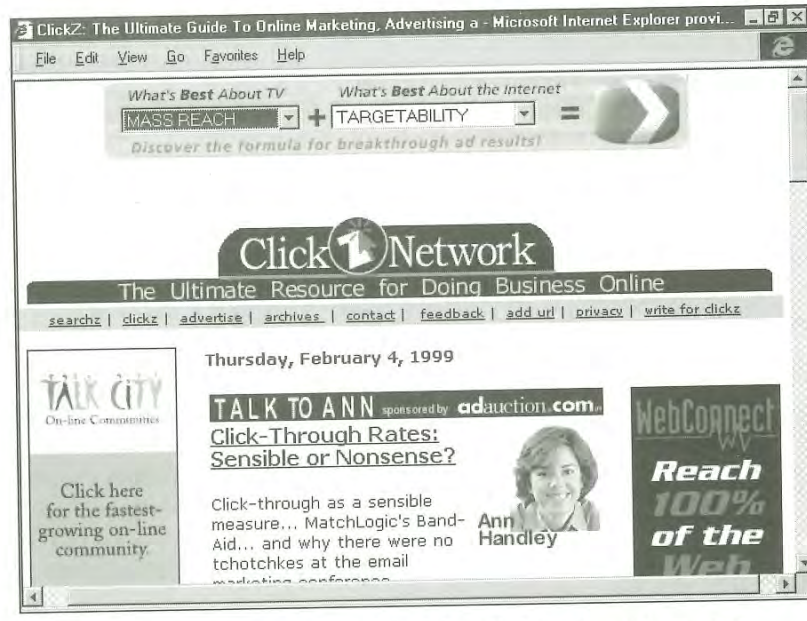


Figure 9.9 ClickZ has ads to the right, left, and above the site's content.

On the other hand, there are situations where it is inadvisable to purchase more than 10 percent of the available inventory. If you want to sell a product, unless the site is a perfect fit, test the site with a purchase of no more than 10 percent of available inventory. There are a few reasons for this. First, good marketers will always test small amounts before committing more advertising dollars. Second, the response from certain types of sites will drop after more than 10 percent of the inventory has been purchased. This could happen on a site like CNN. CNN has high traffic, but it's reasonable to assume that much of that traffic is from people who check the news every day. So, if you buy a large portion of CNN's inventory, there is a good chance that the same people will see your ad many times. If you're trying to sell a product, your response goes down as your ad is seen multiple times by the same person rather than being seen by different people. Use the 10 percent figure for testing, then see what works—for some campaigns, a buy of 75 percent of a site's inventory will produce the desired results.

Performance Guarantees

When buying on a site for the first time (actually, anytime, but especially the first time) get some sort of guarantee regarding performance. For example, a site will often promise a certain number of orders or clicks. Not all sites will offer a performance guarantee, but it is worth asking for and certainly makes a site more attractive.

Technology Capabilities

Depending on your product and target audience, you may be looking to use certain technologies, like HTML banners or Java. Make sure the sites accept these creative formats before you sign the contract. Also keep your eyes open for any sites that try to charge a premium for running HTML and rich media ads. There are sites that charge advertisers an additional $1,000 fee to use HTML advertisements. We imagine that by the time this book has been printed, this practice will stop.

Targeting Capabilities

In Chapter 6 we mentioned many of the targeting capabilities of the Web. In evaluating a site you want to try to find the placement that helps you best target your audience.

Tips for Finding the Best Sites for Your Ad Campaign

Think like your audience. Put yourself in the shoes of your target audience. If you were them, where would you go on the Web?

Ask your audience. You can even survey your target audience to get an idea of some sites that they visit.

Look in your log files. As we mentioned in Chapter 4, the log files record activity on your Web site, including the site from which visitors came to your site. Many advertisers think that they shouldn't advertise on sites that already send them a lot of traffic. They don't think they should pay when they're getting free traffic from links already provided. As we already mentioned, we've found that in almost all cases the sites that are already sending traffic to an advertiser are the best sites on which to advertise.

Check online lists. There are Web publications that list sites that accept advertising. Some of those sites are SearchZ (www.searchz.com) and ChannelSeven (www.channelseven.com).

Check subscription databases. The Web publications that list ad sites are okay, but far more comprehensive information is available from subscription databases. The two best are Planner from AdKnowledge (www.adknowledge.com), and Interactive Advertising Source, which is put out by SRDS, the leader in providing ad rates for traditional ad vehicles (www.srds.com). Planner allows advertisers to include Simmons and MRI research as well as Media Metrix data in their site research (if the advertiser subscribes to those services).

Both online planning tools allow media buyers to search Web sites by criteria. Figures 9.10 and 9.11 both show Planner menus from which media buyers can begin researching Web sites that fit their media plans.

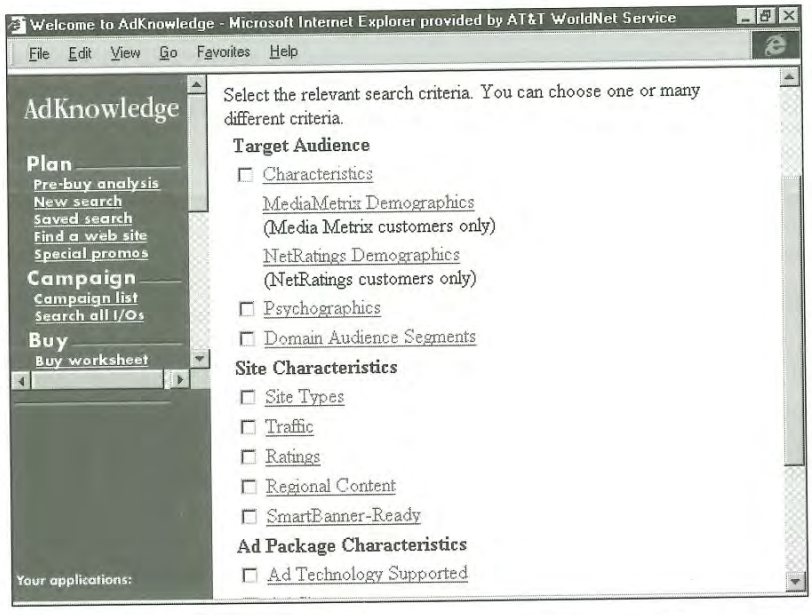


Figure 9.10 AdKnowledge planner menu helps you select your ad campaign buying profile.

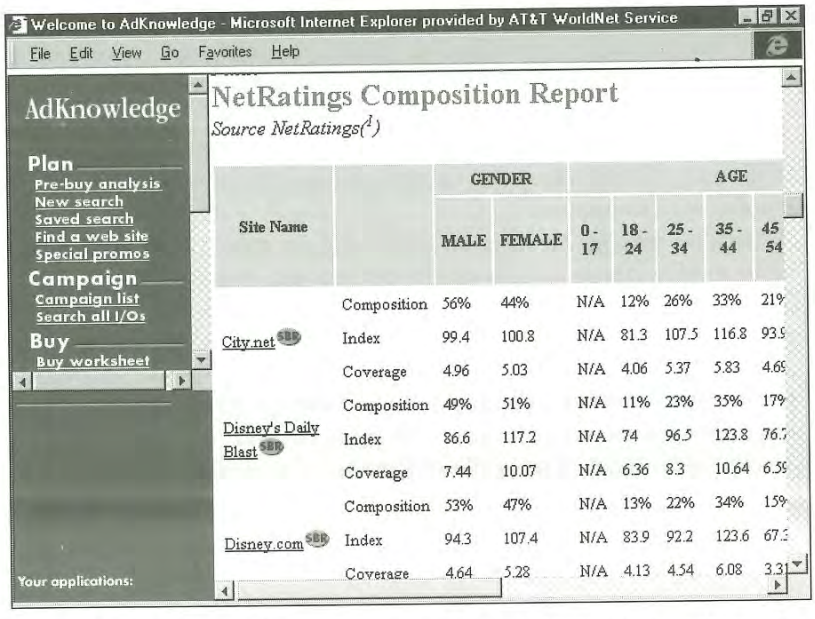


Figure 9.11 AdKnowledge recommends sites that meet your campaign profile needs.

Comparing Audience

There are several sources to help advertisers compare site audience. The leading providers of audience measurement information are Media Metrix (www.media-metrix.com) and Nielsen/NetRatings (www.netratings.com). Both of these companies track Web usage through panels. Panel participants have installed software from either of these companies on their computers, and the companies use that software to track the Web usage of these individuals. Advertisers who pay for these services receive reports on the most heavily trafficked Web sites as well as the most heavily trafficked Web sites in specific categories.

Since both of these services cost over $10,000, many small and medium-sized advertisers do not subscribe to them. One alternative is to use 100hot (www.100hot.com, see Figure 9.12), which is a Web site that offers free access to lists of the 100 top Web sites in specific categories—gaming, news, and so on. 100hot gathers its data through ISPs; the aggregate data of the sites users from some of the largest national ISPs visit is used to determine the highest traffic Web sites. We don't believe this is extremely accurate, but it is definitely worth investigating.

Types of Sites

As we've mentioned, and as you probably already know, there are hundreds of thousands of Web sites. Breaking those sites down into categories is difficult, but we think these categories can be used to classify most sites: (1) well-branded, highly recognizable

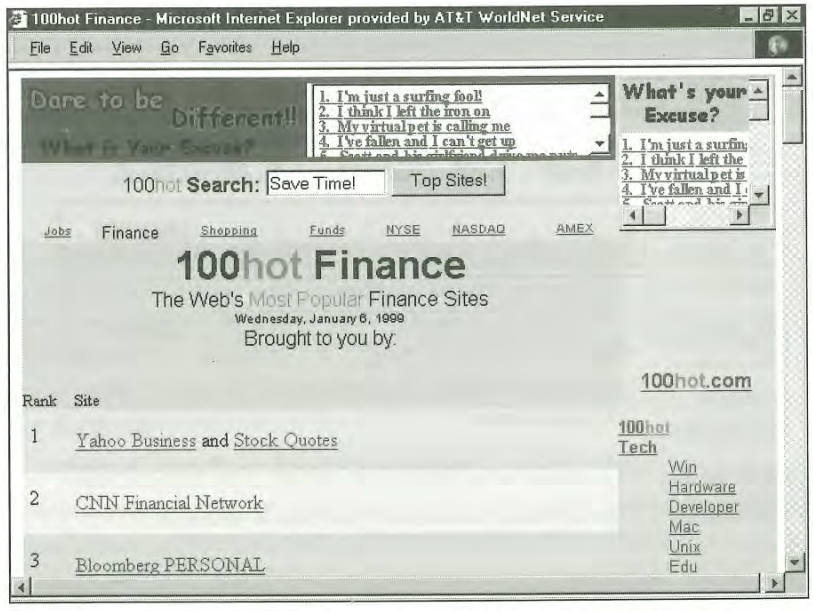


Figure 9.12 100hot offers free access to lists of the top 100 Web sites in specific categories.

sites, (2) high traffic sites with less- or non-recognizable brand names, (3) niche sites with low traffic, and (4) hobby and personal sites.

Well-Branded, Highly Recognizable Sites

These sites include the likes of Yahoo!, ESPN, and other similar sites that most people have heard of, and that receive a large number of visitors. Since these are the most recognizable sites, they are the ones where most advertisers first go to place their advertising. The prices are usually the least negotiable of any of the types of sites. For advertisers, these sites offer a good brand with which to associate their product or services and a sizable audience reach.

High-Traffic Sites with Less- or Non-Recognizable Brand Names

This category includes sites like Dogpile (www.dogpile.com, see Figure 9.13). If you've got a strong brand, you may not want to associate it with a site named Dogpile. However, the site gets a ton of traffic, so it is perfect for marketers selling products. Sites with low brand recognition and high traffic usually have a lot of unsold inventory that they will offer at a low price.

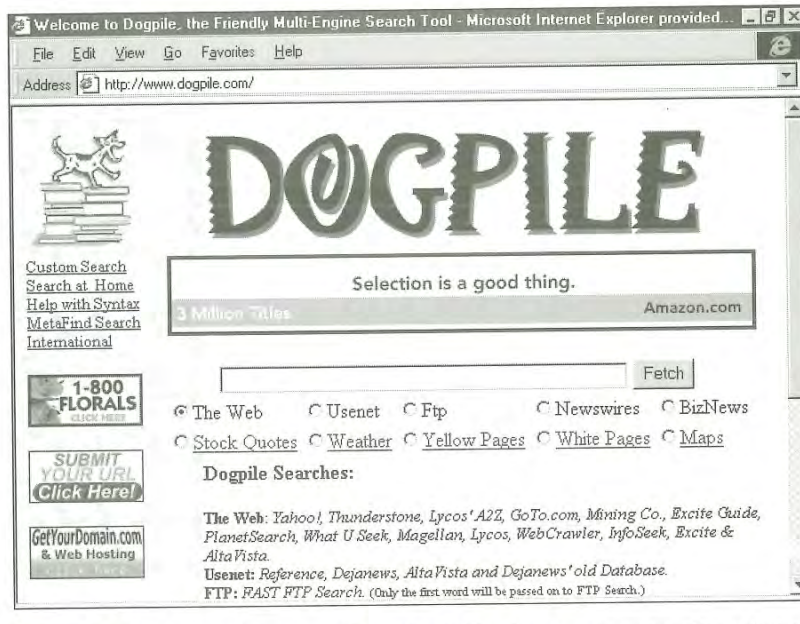


Figure 9.13 Sites with *names with attitude* like the search engine "Dogpile" can get tremendous traffic.

Niche Sites with Low Traffic

Sites in this category include ClickZ (www.clickz.com) and ChannelSeven (www.channelseven.com). Both sites are devoted to Internet advertising. They have a very high volume of traffic from Internet advertisers, but that doesn't make them high traffic sites in terms of the Internet. Since they reach such a targeted audience, there is a long line of advertisers willing to pay top dollar to advertise on their sites. ClickZ and ChannelSeven don't have to negotiate as much as other sites, because they offer a great means for reaching advertisers. Well-designed and marketed niche sites that have a good amount of traffic often have so much interest from advertisers that they can even clutter their pages with three or more ads and still be well worth the advertising expense.

Hobby and Personal Pages

These are often fan pages on a particular topic. They're not as well designed as the niche sites, and usually have much less traffic than them as well. This makes them a very inexpensive buy. Many of these sites are poorly designed, which makes advertisers unwilling to place their messages here. Also, the expense of managing an ad campaign on this type of site can be more trouble than it is worth. You have to decide the minimum amount of impressions that makes it worthwhile to negotiate with a site, deliver ads, check ads, and handle other management overhead.

Paying for Media Buys

Besides deciding on the type of site you are looking for, you should also look at the different types of media buys. Like any advertising medium, all prices are negotiable. Unless you're making a small buy on a large site, don't forget to negotiate. Below are some of the pricing models that sites are using. Chapter 7 provides a full discussion of pricing.

CPM

CPM, or cost per thousand, means that the advertiser will pay a set fee for every thousand times an ad banner is delivered. High traffic sites prefer to sell their advertising on a CPM basis. Lower traffic sites may want to price their advertising packages at a fixed sponsor price, since they don't have enough traffic to charge high ad rates based on CPM.

Cost Per Action

Cost per action means that advertisers pay for every time a specific action is taken. For example, you may pay on a per click or per order basis. Most sites don't like selling advertising on a per action basis. These types of buys compensate the sites for the performance of advertisements, but since the site has no control of the ad copy or the product, it also doesn't have control over how well the advertising works. Sites also

feel that if advertisers are only paying on a cost per action basis, there is no compensation for the branding exposure advertisers receive. However, this is a great buy for advertisers, if they can negotiate it.

Hybrid

A hybrid buy usually means that an advertiser pays a combination of CPM and cost per action. Since sites don't like to sell on a cost per action basis and advertisers clearly want to pay cost per action, a hybrid buy is a nice middle ground upon which both sides can usually agree. In a hybrid, the advertiser will usually pay a reduced CPM as well as some sort of a bonus for every click, sale, or order that is generated from the advertising campaign.

Pricing for Buys

There are a host of different types of buys with different pricing models. Here we're going to go through some of the basic pricing structures and rate card prices (see Table 9.1). The companion Web site includes sample rate cards to give you an idea of what various sites are charging for advertising space.

Search Engines and Directories

Sites, like Yahoo!, Lycos, and Excite, have a variety of buys. One is a general rotation buy. This means that the advertisement can appear anywhere in the search engine and at any time. The buy is the lowest priced of the search engine buys, because there is no targeting. The rate card price for these buys is $20 to $30 CPM. However, if an advertiser buys $25K or more for this type of a buy, there is usually substantial room for negotiation.

A more targeted search engine buy is in a topic area. For example, Figure 9.14 is the financial topic area on the GO Network (www.go.com). Marketers can purchase advertisements that rotate throughout topic areas like these. The rate card cost is typically around $40 CPM.

The most targeted search engine ad placement is by keyword. These placements allow for an advertisement to come up whenever a consumer performs a specific search. The price for these is usually between a $40 and a $70 CPM.

Content Sites

Content sites like Quote.com or CNN are usually more expensive than search engines. But content sites can be great, because you often have a very targeted audience (it's clear that ESPN is a great way to reach sports fans). However, unlike search engines, good content sites are visited to read articles or research information, which makes visitors less likely to click on an advertisement. Content site costs can be anywhere from a $25 to a $75 CPM.

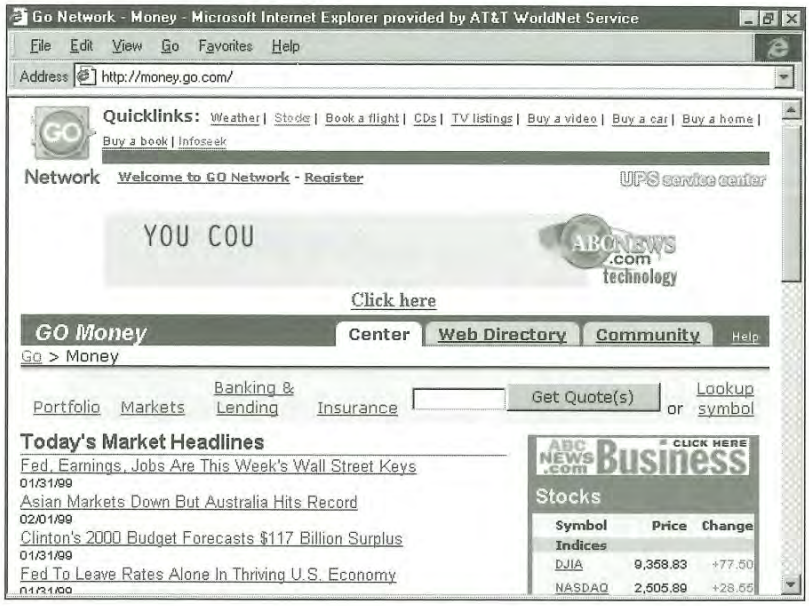


Figure 9.14 Financial topic area on the GO Network.

Network Buys

Networks sell advertising for a number of sites—see Table 10.2 in Chapter 10 for a list of ad networks. The network doesn't usually own the sites, but serves as the ad sales representative. This works well, because sites often don't have the experienced sales force (or the money to hire an experienced sales force) that will be able to sell advertisements to large advertisers and agencies. And, agencies can make large ad purchases on a variety of sites through one entity rather than negotiating with all of the network's sites individually. Another advantage to networks is that they offer great targeting capabilities. For example, if you want to target everyone using the Netscape 4 browser, you can quickly reach a large number of people by advertising across an entire network. Many networks represent enough sites that they actually offer more reach than the large search engine sites. As we mentioned earlier, network buys can range from a $30 CPM to a $35 CPM depending on targeting.

Free E-mail Services

Advertisers can purchase advertisements in many of the free e-mail services, which include Hotmail (www.hotmail.com), USA.net (www.usanet.net), Juno (www.juno.com, see Figure 9.15), and most of the major search engines. Many free e-mail services require registration from users; these services can then offer demographic targeting based on users' responses to the questions. For example, advertisers on Juno can target based on zip code, sex, and household income. The cost on these sites can range from a $10 CPM to a $35 CPM depending on how finely the advertising is targeted.

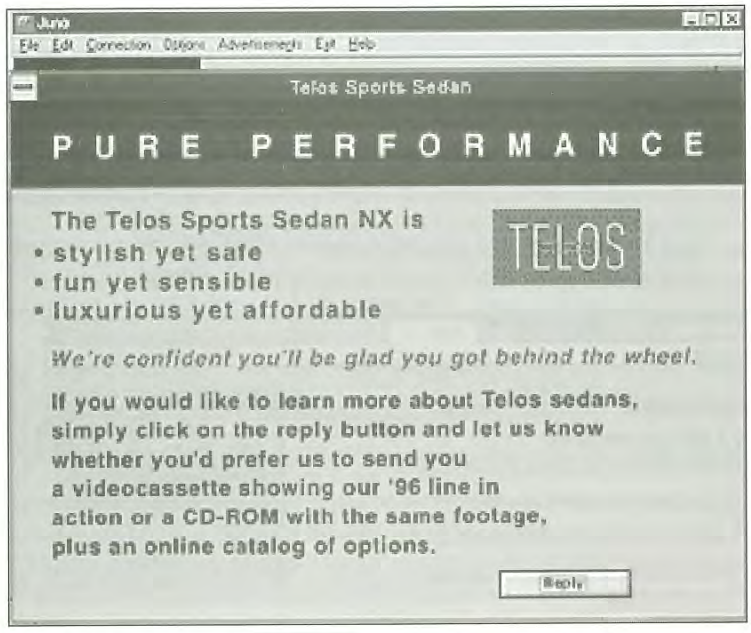


Figure 9.15 Juno offers its users free e-mail in return for ads on the e-mail reader.

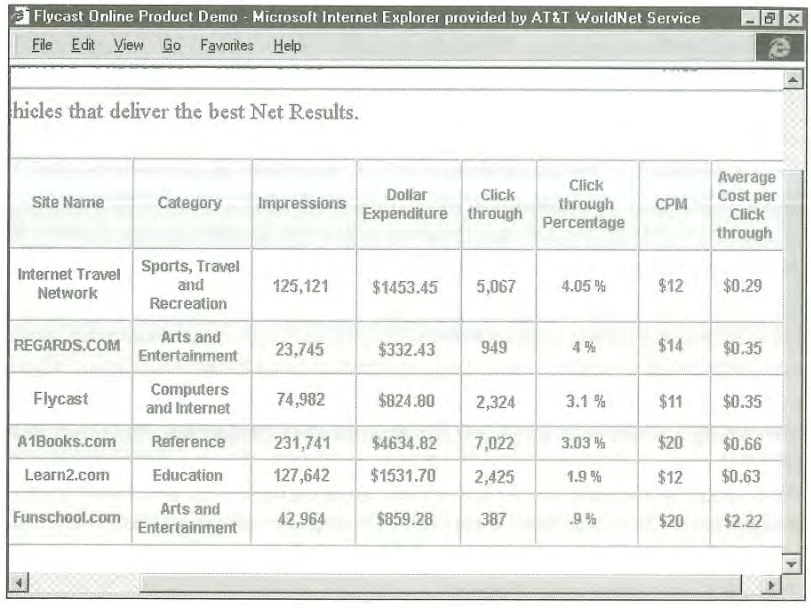
Spot Buys

These are ad buys that allow the advertiser to buy advertising space in the open market. Usually, the entity selling the advertising sets a bottom price point, and then advertisers can submit bids. Flycast (www.flycast.com) and Adauction.com (www.adauction.com) both offer these services. Figure 9.16 shows a screen in which an advertiser is offering a price for advertising on Flycast.

So far we've talked about setting campaign goals and some of the differences you'll see between different media buys. Now we're going to cover budget allocation and testing.

Allocating Your Campaign Budget

We believe that as an advertiser you should commit a maximum of 50 percent of your budget to long-term buys. If you want to dominate a category, you may have to allocate more budget to long-term buys to lock competitors out of the best targeted inventory; otherwise, there is no reason to commit more than 50 percent of your budget up front. So, what should you do with your remaining budget? For starters, once the campaign begins, you will be able to see which sites are performing best. It's nice to have extra budget to allocate to those sites that are top performers. Also, there are constantly new opportunities. The Net is a rapidly changing environment, and you should always have funds


Flycast Online Product Demo - Microsoft Internet Explorer provided by AT&T WorldNet Service

File Edit View Go Favorites Help

hicles that deliver the best Net Results.

Site Name	Category	Impressions	Dollar Expenditure	Click through	Click through Percentage	CPM	Average Cost per Click through
Internet Travel Network	Sports, Travel and Recreation	125,121	$1453.45	5,067	4.05 %	$12	$0.29
REGARDS.COM	Arts and Entertainment	23,745	$332.43	949	4 %	$14	$0.35
Flycast	Computers and Internet	74,982	$824.80	2,324	3.1 %	$11	$0.35
A1Books.com	Reference	231,741	$4634.82	7,022	3.03 %	$20	$0.66
Learn2.com	Education	127,642	$1531.70	2,425	1.9 %	$12	$0.63
Funschool.com	Arts and Entertainment	42,964	$859.28	387	.9 %	$20	$2.22

Figure 9.16 An advertiser is offered a price for advertising on Flycast.

remaining for new targeting opportunities and new ad venues. Last, there are always discounted inventory sales, and there will be nothing more frustrating than having no budget for when the inventory is at half price.

Cross-Media Promotion

There is a great benefit from advertising your Web property offline as well as online. From billboards to print ads to television commercials, ads for Web sites are appearing everywhere. In 1998 we saw many top Web sites go to TV to build brand awareness. From Amazon.com to HotBot, the irreverent humor of the Web met broadcast TV and it worked. TV advertising increased traffic and stock value.

Hollis Thomases from Web Ad.vantage (www.webadvantage.net) reminds us not to forget using targeted co-op print ads for the sole benefit of promoting Web site URLs. People who surf the Web also participate in other media, so let one help build on the other so that all roads do lead online.

For example, an American Airlines promotion placed by DDB–Dallas on the Broadcast.com site was part of a cross-media blitz that included national radio airtime, a golf "partnering" site, and a site to promote contest entries. It was the marketing mix that made the campaign work, with 93,000-plus visitors in the one-month campaign.

Continues

Cross-Media Promotion *(Continued)*

Maxim Communications International used a Web site as the destination for people responding to print, radio, and online ads about a real estate venture in Stowe, Vermont, www.stowehighlands.com. Even with a moderate budget, they were able to use the Internet to improve the effectiveness of their ads. "It also proves," says Keith Reynolds, president of Maxim Communications (www.maxim-com.com), "you don't need millions of hits to succeed if you have a narrow audience and a high-ticket product."

In addition to media costs, advertisers must also pay for creative. An agency will typically charge about $600 to $1,000 for an animated banner and $1,000 to $2,000 for an HTML banner (which includes the banner, script, and jump pages; resizes cost extra). We'd suggest that you run no fewer than three banners on a site. Having extra creative budget set aside is also very important. During the campaign, you'll learn a lot about

Table 9.1 Ad Rates and Offerings

Search Engines	$20–$50 CPM
Keyword Advertising	$40–$70 CPM
Local Advertising	$20–$80 CPM
City Guides	$20–$80 CPM
Advertising Networks	$10–$70 CPM
Auction Sites	$1–$25 CPM
Top 100 Web Sites	$25–$100 CPM
Opt-In Email Advertising	$.10–$.20 per addess
Small Targeted Content Sites	$10–$80 CPM
Sponsored Content	$45–$85 CPM
Rich Media	$35–$100 CPM
Click-Through Pricing	$.20–$1.20
Range of Click-Throughs	.5%–15%
Average Click-Through	.5%–2.5%
Overall Average CPM	$27
Pay Per Lead	$1–$15
Pay Per Sale	5%–30% of purchase price

Compiled by Ad Resource (www.adresource.com) as of 6/9/98.

what creative works best, and you'll want to have the money to change your creative to maximize response.

Don't forget that you'll also have tracking and fulfillment costs. If you offer to mail something to people, you'll have to pay for shipping and handling, not to mention purchasing or manufacturing the product.

Testing

You've already heard from us about the Internet's great ability to efficiently test campaigns. But, of course, this only works if you actually take the time to test sites, ad placements, and the ads themselves. Two good ad-testing programs are TestIt! (www.doubleclick.net/advertisers/ad_rates/network/testit.htm) and FlyCast (www.flycast.com). A small test flight, a week before your campaign, is good for ensuring that you know as much as possible about what will work before you begin your actual campaign.

Dump Your Traditional "Partner" Agency Now

Todd Tweedy, Director of Client Services <todd@ webnet-marketing.com>
web-net marketing <www.webnet-marketing.com>

Interactive media shops have dominated the digital marketing arena because they understand that customers control the flow of information and digital agencies also realize how technology can enhance online media placements. These two facts are critical when assessing the value of interactive media pricing. That's why I believe you'll find more direct marketers in the digital marketing game. It's also the reason why the traditional advertising model of pushing messages is dead in the digital age.

Traditional shops have outsourced interactive media planning and placements for one reason: The big shops still don't get it even if say they are "integrated." And although it sounds wonderful for an advertiser and its "partner" agency to have a shared vision of where the advertiser's brand will go, if the partner agency doesn't know where to go online the advertiser's online placement will go nowhere. If you want an effective online media campaign, dump your "partner" agency now.

Why take such a radical step? Because most agencies are behind the curve. They don't have the resources in staff and intellectual capital to provide the service you need and deserve. Getting the most bang for your interactive investment dollar begins with raising the bar on the services your interactive media agency provides. Interactive media planning is more than making recommendations on specific media properties to include in your plan. Your interactive media placement agency should also lead contract negotiations; provide placement verification reports, daily performance reporting, and tracking; and test methodologies to sustain and optimize creative performance, trend reporting, reconciliation of media delivery, and analysis. It's amazing, but I still hear advertisers telling horror stories that the first data they received was after their campaign concluded.

The issue isn't whether the agency is old or new. The issue isn't whether the agency is economically priced. The issue is: Can the agency help you maximize your online investment? Whether the tactic is utilizing high-reach vehicles with run-of-site positioning or site-specific content targeting, the marketing value of online media is not solely driven by media costs. An agency that understands this is worth its weight in gold.

CHAPTER 10

Selling Online Advertising

You want to sell advertising on your Web site. Who doesn't? The American Association of Advertising Agencies professes that advertising is the engine of capitalism. And, with the Internet frontier wide open, does everyone want to jump on the bandwagon?

Before you throw all your cards on the table, recognize that conducting business on the Internet is much more than a matter of point and click. Planning, persistence, and hard work are essential. And, even with all that, there is no guarantee you will make a profit from selling ads. It's a buyer's market in cyberspace. There are thousands of sites selling advertising. To succeed, you not only have to be lucky, but cyber-savvy. This means taking steps to:

- Stand out from the multitude of publishers selling advertising
- Offer inventory that meets the needs and interests of your advertisers, whether that's banners, rich media, or sponsorships
- Work to build long-term relationships with advertisers
- Be flexible with pricing and creative

The selling philosophy presented in this chapter is simple: Add value through quality—quality in measurement, management, targeting, and delivery. Whether your site receives 100,000 or 1,000,000 visits per week, whether you cater to college students or car buyers, following this rule of thumb will have your site well on its way to attracting advertising dollars. The suggestions in this chapter will help you make your site advertising-friendly, smart, and successful.

Identifying and Defining What You Have to Sell

The first step in developing an ad sales program is identifying and defining what you have to sell. As in any sales structure, you need to define your product. When you are selling online advertising, the ads are the product and need to be defined, classified, and inventoried. The entire site needs to be reviewed for ad format acceptance and ad placement possibilities so that site specifications can be determined, including:

Ad formats. The types of ads accepted: banners, buttons, logos, reciprocal linking, sponsorships.

Technical specifications. File size, dimensions.

Ad space locations. Run of site, run of category, section-specific.

Placement. Location of ads on each page (this could be literally anywhere on the page, although we recommend placing all advertising within the first fourteen inches of the page). Placement can also refer to how many ads are on a page.

Type. Static, animated, rich media.

Targeting. Demographic, collaborative filtering, behavioral, etc.

Special benefits. Exclusive agreements and other special opportunities.

Preparing Your Site's Infrastructure

Before you begin accepting advertising, you must set up your site's infrastructure. This means making certain you have the technical applications on your site to fulfill the needs of the professional advertising community, which include monitoring and measuring your site's traffic, deciding which ad models to use, and ad management. Some advertisers may also need an audit of your numbers.

Monitoring and Measuring Site Traffic

Part of knowing what you have to sell is knowing the traffic on your Web site. It is central that you employ effective measurement tools so that you can precisely calibrate the traffic to and from your site, as well as gauge the traffic patterns within your site. Being able to monitor and measure how many users are visiting your site, where they come from, and what they are doing once they get there will provide you with a blueprint for determining the best pages for placing paid advertising. For a full discussion of measurement software, revisit Chapter 4.

Ad Models

In designing your site, you must decide which ad models you'll accept: banners, buttons, product placement, interstitials, sponsorship, and so on. You can accept one or several ad types, as well as institute your own innovative ad models to intrigue cutting-edge advertisers. Chapter 2 provides a lengthy overview of all the ad models available for use.

Ad Management

Media buyers want to be confident that when they buy advertising on a site, the ad will go live at the designated time; that it will remain online for the proper period of time; and that they will receive performance reports as often as possible in an understandable format. Advertisers also like to be able to rotate multiple ads simultaneously. Fulfilling advertisers' ad management needs is a daunting task to perform manually—almost impossible to do well—even for the most organized individual. To ensure that the ads you sell are delivered professionally, it is wise to employ ad management tools; it's very difficult to sell advertising, and, the last thing you want to do is lose an advertiser because you couldn't manage the ad serving. For a full discussion of ad management tools and techniques, refer back to Chapter 5.

Auditing

If you hope to secure top-billing advertisers, you may have to provide them with the audit services they have come to expect in traditional advertising. Audit reports document the credibility of results in the form of an independent third-party analysis. Although currently, most online publishers do not provide audits, in the near future this will no doubt become standard practice. More about auditing is available in Chapter 4.

Know Your Audience

The true value of your site is its audience. If your site generates a good volume of traffic—100,000 to 1 million or more visits per month—then one of your site's asset is its traffic volume. Currently, sites with the most traffic receive the bulk of online advertising dollars. Even if getting to 100,000 visits is unrealistic for your site, you need to continually work to increase its traffic.

Increasing traffic sends two messages to advertisers. First, it says that the site is popular and servicing the needs and interests of its audience. Second, increasing traffic ensures media buyers that they will be able to continually expand their reach with the advertising they place on your Web site.

We've mentioned that it's the highest traffic sites that get the lion's share of the advertising dollars. However, even if your site is not in the top 1 percent (or even 10 percent) in traffic, you can still find buyers for your ad space if your site's visitors represent a target market. By catering to a specific audience, you can present yourself as the premier marketing opportunity for a specific consumer product or service. For example, if your site is designed for tennis enthusiasts, then it would be a prime location for advertising tennis products. If your site provides information about a particular disease, such as diabetes, or a medical condition, like high blood pressure, your site would be an excellent location for a pharmaceutical company to promote its new medications.

Advertisers want to know—indeed, they must know—who they will reach by advertising on your site. Consequently, you need to be able to provide a profile of your audience. This profile can be compiled through interactive strategies such as registration,

surveys, or even games and contests. You can also implement many of the new technologies available for greater targeting and personalization of ads. See Chapter 6 for more on targeting. The more detail you can include in your audience profile, the more valuable your advertising real estate. If your site can deliver an already targeted consumer market, your real estate has a higher value that generic "land" on another site.

The Credibility Issue

Credibility is transferable. A site with a loyal following is especially attractive to an advertiser. Advertisers expect that the goodwill and community you foster on your site will inspire response, resulting in sales, brand building, and leads.

Because audience loyalty is of prime importance, publishers must be certain that the advertising they accept won't upset their audience. Therefore, it is important to review ads, not only for spec adherence but also for contextual appropriateness. In most cases, this is a non-issue. But a site might want to establish a policy addressing unacceptable ads. Ads might be deemed unacceptable because they are too sexually provocative or contain other content that might be offensive to the site's particular audience. Or the format of the ad itself might be offensive. For example, there are a number of sites that don't allow advertisers to run banners that resemble computer-generated dialogue boxes with error messages (see Figure 10.1). When such ads ran, consumers thought the banners were actual error messages and clicked on them for that reason. When the users were transferred to the advertiser's site, they realized that they were deceived. Some sites have banned these ads because of the resulting user backlash. Publishers should also be careful not to add too many ads to a page before they are certain that it won't upset their audience.

What is appropriate for one audience may be inappropriate for another. This is especially true for children's sites. By serving an advertisement on your site, you are tacitly endorsing the company, product, or issue. You don't have to accept every ad just because someone is willing to pay for the impressions. Credibility is easier to lose than to regain. And, if you lose credibility with your audience, you may lose traffic and, subsequently, inventory available for sale.

Pricing Ads—Developing the Rate Structure

Once you know what you have to sell, then you need to decide what rate structure you are going to use. How are you going to charge for your ads: flat fee, CPM (cost per thousand), CPC (cost per click), PPS (pay per sale)? Chapter 7 provides a full discussion of pricing options. You can use one method, or offer a menu of rates for an à la carte approach to pricing. In fact, the rate menu approach is gaining popularity as ad campaigns become more customized and more representative of a partnership between the advertiser and the site property.



Figure 10.1 A banner that resembles an error dialogue box.

The primary considerations in determining your rate structure should be the size and diversity of your ad inventory, your revenue needs, and what the advertisers have come to expect and demand from the market.

Size and diversity of ad inventory. The size of your site's audience and how much ad space you have to offer are important factors in determining the best rate structure for your site. If your site only has 50,000 page views per month, then charging by CPM might not be in your best interest; if you offer one banner per page, the number of impressions you have on your site is 50,000, and if you charged a $32 CPM, the maximum revenue you could expect is $1,600. For a small site, a flat fee on a monthly, quarterly, or yearly basis offers the site more revenue potential. Also, multiple ad units may allow the publisher to sell more than one impression on a page. For example, the publisher could sell a banner impression on the top, a button on the right, and a text link somewhere else on the page. If the site is extremely well targeted, the publisher may even be able to get away with selling multiple banners on each page. A site's ad inventory (the total number of impressions available for sale) is rarely static. There are many factors that can influence the size of the inventory beyond the number of pages with ads and the number of ads per page. A site's inventory can increase or decrease by fluctuations in the number of visitors, the amount of time each visitor spends on the site, and the number of page views by a visitor. In short, if site traffic drops, ad inventory drops.

Revenue needs. This is always a loaded question. Advertising can generate revenue, but few sites rely solely on advertising. Advertising should be part of the site's overall revenue strategy. A diversified revenue approach seems to be the safest strategy on the Web. Putting that aside, keep your expectations realistic. Advertising is not the silver bullet, and only a handful of sites are making serious money. Start by trying to cover the costs of running the advertising program, and build from there.

Market structure. With so many sites accepting advertising, every site has competition. Your advertiser is probably reviewing your competition's advertising opportunities as well. Know the rates your competitors are charging and make your competitive advantage value, quality, and aggressive pricing.

As discussed in Chapter 7, there are several pricing models to choose from; CPM, flat-fee, click-through, and cost per action are among the most common. To decide this important issue, publishers need to take a realistic look at the value of the advertising they're offering. If you are building a site that will be in the top one percent of traffic generators with several million impressions per day, you can charge a lower CPM. For such high-traffic sites with broad appeal, the attraction to advertisers is simply volume.

But most sites do not fall into this category. Most cater to an identifiable group: teens with expendable income, golfers, model rocket hobbyists, doll collectors, and so on. And, this is what the Internet does best: provide access and exposure to niche markets. Such targeted sites can charge a higher CPM. They have a limited inventory to sell, but what they have is the best vehicle for reaching a particular audience.

If you are still in the process of building your site and need sponsors to provide working capital, then a flat-fee model would work best. Rob Frankel, marketing executive at Frankel & Anderson (www.frankel-anderson.com), sees a clear advantage for small sites to accept fixed pricing. "Fixed pricing gets you paid. Impression-based takes for-

ever to calculate and collect, and is almost never worth the same as fixed price. Take the money up front, not 'on the come.'" The flat-fee model also works best for small sites that don't generate enough traffic to charge reasonable CPMs. A flat fee of $250 will seem more reasonable to advertisers than a $125 CPM.

If your site generates a lot of response for advertisers, you may be able to charge a higher rate. You might be able to lure advertisers with an attractive test rate for first-time clients. If response on the site is good, the advertisers will be willing to pay a higher rate after the test. If your Web site is having trouble selling inventory, offering per-click-through advertising is usually a good way to get advertisers to test the site.

As noted earlier in the book, the market rate for impressions and click-throughs constantly changes. Therefore, the best way to find out the going rate is to compare your site with the rate sheet for similar sites.

If you are a small to medium-sized site, the best pricing model might be an individual arrangement with each advertiser. If you are a large site, this might be something you can provide only for your major advertisers. As with any sales deal, be flexible with your pricing and be prepared to customize on demand. However, if you offer someone a great deal to test your Web site, make sure he or she is aware that this is a one-time pricing break. You don't want to start a trend in which you lose out on revenues.

Since the Internet was built on barter, and it's a buyer's market, a rate sheet is often viewed as the opening bid, with the buyer and seller negotiating from there.

Once you determine the rate structure, then you are ready to calculate the rate for each ad product. The rate prices are determined by such factors as:

- size of site audience
- content of site
- ad's ability to reach and interact with the audience (targeting and ad format)
- ad placement (top or bottom of page)
- number of ads on a page
- dynamic delivery to targeted audience

Agency and Sales Commissions

In calculating your rates, don't forget agency commissions (customarily 15 percent). The agency gets their commission from the 15 percent discount that sites give agencies. The agency keeps the 15 percent so that there is no extra cost to the advertiser. This is how many agencies are paid for their services, so not offering this commission could make you a less attractive buy.

Discounts and Special Deals

As in retail, discounts and special deals work in selling advertising space. Remnant sales and end-of-quarter sales are always welcomed by media buyers.

It is not uncommon for a site to have remaining impressions at the end of month. According to Richard Hoy, moderator of the Online Advertising List, a "PR-centered" answer is to overdeliver. "The client feels like she got a little something for free, and you aren't really losing anything. I mean, what the heck are you going to do with those extra impressions anyway?" For example, if you have 100,000 impressions to sell, you may only sell 95,000 of them. Then, at the end of the month, you can give a client the 5,000 remaining impressions for "free." Because you keep track of the traffic to your site, you know you will have the impressions to deliver your minimum and more. Overdelivery builds goodwill and loyalty, or can be a safety net if something unexpected should occur. For example, if an ad campaign is pulling really poorly, the advertiser may ask for over-delivery to compensate for the poor performance.

Exclusivity is a standard in traditional advertising and a popular strategy in the arsenal of online advertising deals. Exclusivity means that for an increased price, an advertiser is the only advertiser in a specific category or is the only vendor of a type of product or service on a site. For example, a travel firm can be the exclusive travel agency for a site. Or a bookseller can be the exclusive bookstore of a site. The benefit to the advertiser is premium exposure. The benefit to the publisher is increased revenue.

Selling Day Parts

Day part advertising is starting to take hold online, and being able to offer it could give your site an advantage over competitors who don't. A commonly used tactic by television and radio advertising, careful timing of when an ad appears can result in better response. Auction sites are doing it: iDeal increases its use of banner ads in the hours before the midday bidding deadline for its auction site www.dealdeal.com. "If we get people to bid at the end of an auction," says Jamie Locke, iDeal co-founder, "that helps move prices into an acceptable range for merchants." Internet advertising veteran John Audette of MMG has found that lunch hour advertising can increase click-through rates by 25 percent. Other key times are right after work (5–6 P.M.) and after 10 P.M. In short, "Everything we know from traditional media about day parts must be translated to the Internet," says Laura Berland, of ORB Digital Direct. "There is not just a right place but also a right time to convey your message."

Competitive Analysis

It is important that you know your competition so that you can anticipate and answer advertisers' questions. Review other sites in your category, and know their audience and advertising program. Your advertisers will. Even if you see a world of difference between your site and the other sites in your category, your advertisers may not. It's best to take the philosophy that those sites are great, but your site is different, and it is that difference that will help advertisers reach their campaign objectives.

The Web offers a veritable cornucopia of tools and services for conducting competitive research and learning from other advertising campaigns. If you want to learn about banner ad and its relation to CTR (click-through rate), check out the CTR Comparison site at www.whitepalm.com/fourcorners/ctrcomparison.shtml and see how banners that ran on Yahoo!, LinkExchange, and other sites performed. If you're interested in

following an ad's placement, you can use NetRating's Online Observer (www.netratings.com), which offers ad banner tracking. This service shows you the ad, where it ran on any particular week, how many unique impressions were delivered, the demographics of those impressions, and the click-through rates achieved. You can even drill down to the individual pages on which the ads were posted.

Media Kit

Whether you are selling advertising for a Web site or an e-mail newsletter, you need a media kit that spells out your advertising opportunities (see the companion Web site for sample media kits). The online version should be a link accessible on every page and titled "media kit," "advertising opportunities," "how to advertise with us," or even just "advertising" or "sponsorships."

What makes a good media kit? One that works. Barbara Feldman, syndicated columnist and publisher of the site "Surfing the Net with Kids" (www.surfnetkids.com), has found that her simple and straightforward online media kit is producing results. "I'm selling at least one ad campaign (of various sizes, of course) per month with *only* in-bound leads. In fact, I can't even use the word 'sell.' I'm just taking orders from those that have already read my media kit."

There are nine key elements that need to be included in an online advertising program media kit. These elements can be presented as separate sections or consolidated into sections of a single page:

1. Site overview and features
2. Contact information
3. Advertising and sponsorship programs
4. Advertising rates
5. Site traffic
6. Audience demographics
7. Production specifications
8. Delivery specifications
9. Reporting

Site Overview and Features

The media kit needs an introductory page, which serves as a springboard to all of its elements. The page does not need to be lengthy. Its purpose is to set the tone and offer a text overview of the pieces in the media kit as well as a list of links to each of these elements.

Most importantly, this is the page where you put your site's best features forward. In short, this is where the hard sell occurs, with all the other pages serving as supporting documents. For a sample media kit introductory page that uses a road map format, see Figure 10.2 from Women.com. For a sample of a page that spells out the value of advertising on the site, see Figure 10.3 from PriceSCAN.

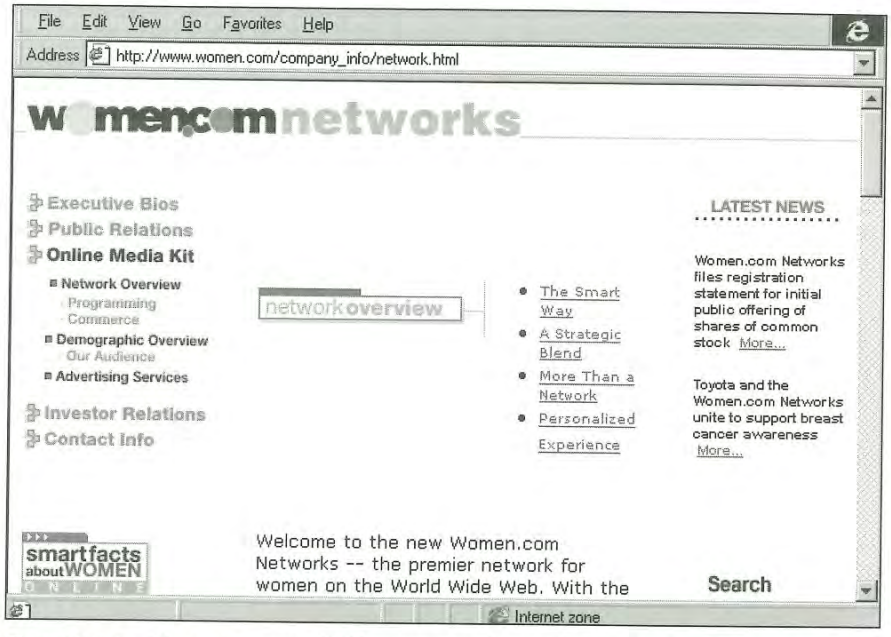


Figure 10.2 Women.com media kit uses a road map format listing the sections of the media kit in the left column.

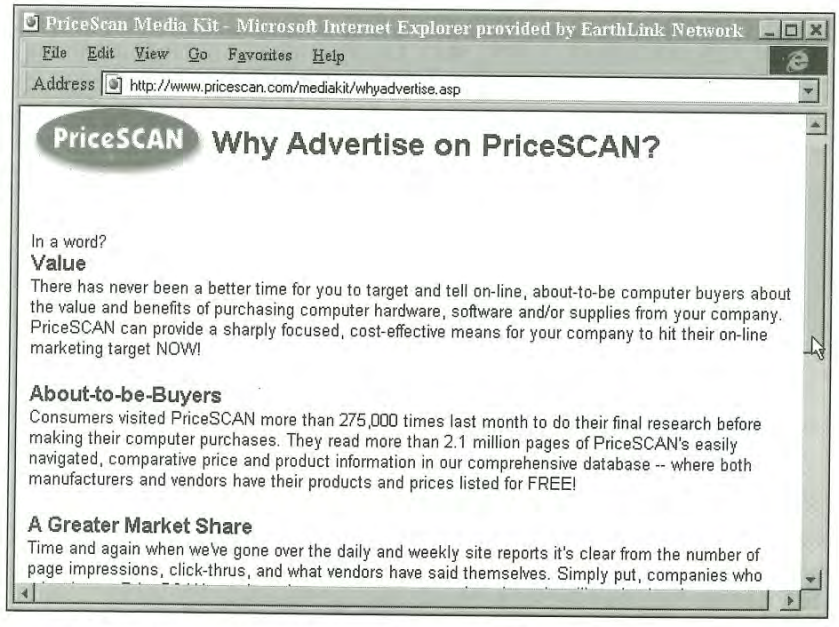


Figure 10.3 PriceSCAN media kit spells out the value of advertising on the site on the introductory page.

Contact Information

This can either be a separate page or incorporated in a page with other information. Wherever this information is placed, it should be easy to find and list full contact information for the person or persons handling the advertising and sponsorship program. Full contact information includes name, title, address, phone, fax, and e-mail (on the Web page the e-mail should be a mailto: link). Keep in mind that people buying ad space often like to deal directly with a person; a generic contact fill-in form may be efficient for you, but sales is about building relationships. There is nothing warm, fuzzy, or personal about a form. A person at the other end of the telephone is the best approach.

Advertising and Sponsorship Programs

This is where the advertising and sponsorship options are spelled out for potential advertisers. It can be in any design format—tables or text—but keep it simple and provide answers to all question you can anticipate. For example, in the Inc. Online media kit, the banner advertising program is separated out from the sponsorship program, with each receiving its own page (see Figure 10.4). A site offering advertising on many different areas of the site, such as Talk City with its multiple communities, will often spend time going into the value of the offerings in each location (see Figure 10.5).

You might also want to list some of your current advertisers, especially if the list is long and impressive. Nothing motivates an advertiser like competition—not to mention that it indicates that your site is a proven entity. However, it is important to realize that if you list

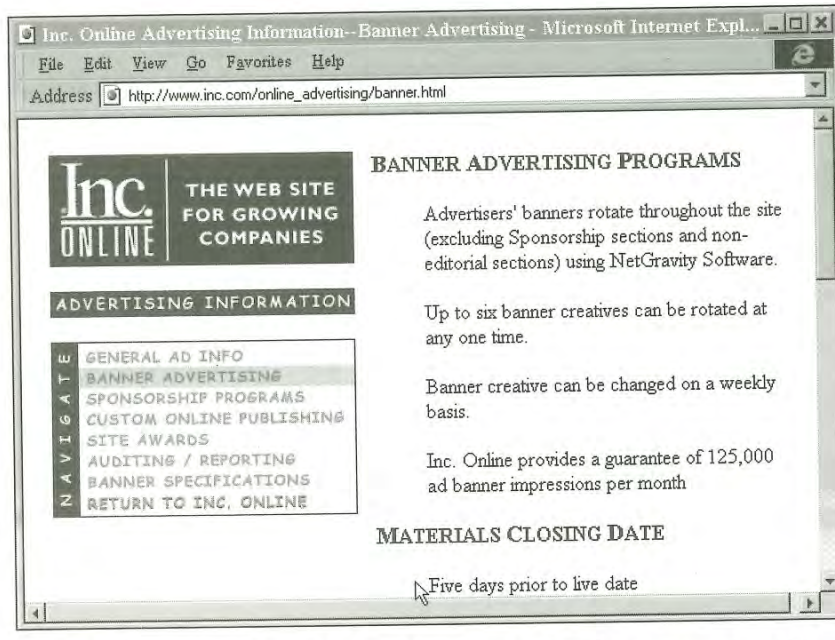


Figure 10.4 Inc. Online media kit has a separate section for banner advertising.

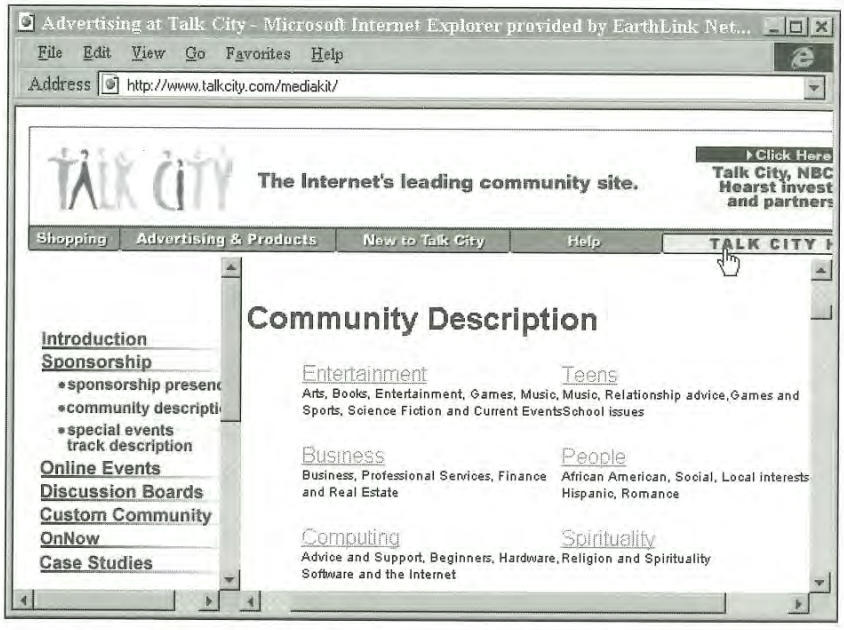


Figure 10.5 Talk City media kit has a separate section for each of its community areas.

your advertisers, that information will be accessed by your current and future competitors, who will begin to call on your clients (if they don't do so already).

Advertising Rates

This is the page where the rates are listed, and it is referred to as the "rate card." Place your rates up front and center; don't make the buyer dig for this information. There should be no mystery as to your fees. Also, date your rate card so the media buyer knows that the rates are for the current quarter or time period. The LATINOLink rate card is simple—one page, no graphics. It lists the CPM, the cost per month, insertion due dates, commission policy, and right of refusal policy, with complete contact information on the bottom of the page (see Figure 10.6). Sample rate cards are provided in this book's companion Web site.

Site Traffic

This is the area where information from the Web site measurement software is displayed. Charts and graphs work particularly well in this section. Information of particular interest to advertisers includes impressions throughout the site and in all categories where you sell advertising, and traffic growth over the past three to six months. As the saying goes, a picture is worth a thousand words, and nowhere does a chart work better than in reflecting site traffic. In the HomeArts media kit, the one page that is shortest is the one that documents the site traffic; a simple chart and table say it all (see Figure 10.7).



Figure 10.6 LATINOLink chose a simple and straightforward rate card format.

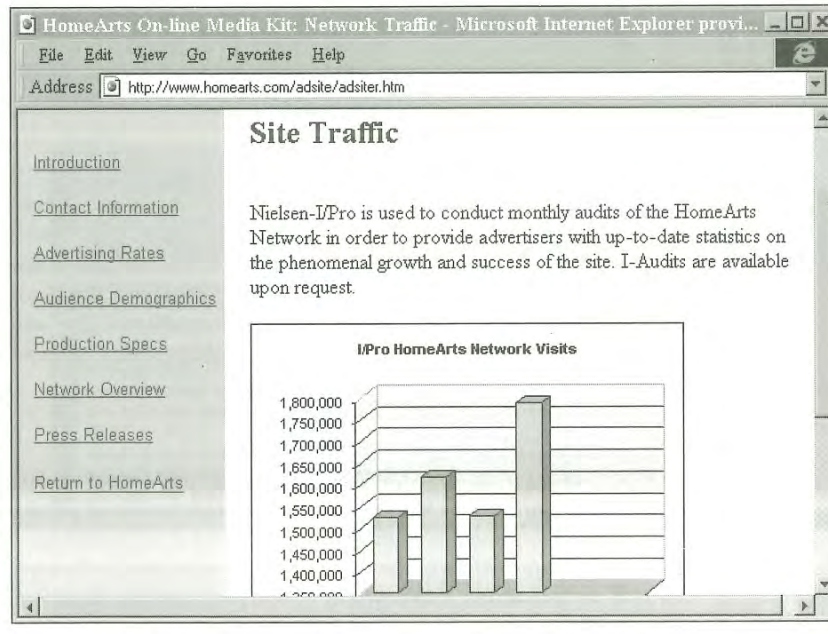


Figure 10.7 Site traffic presented as a simple chart and table in the HomeArts media kit.

Audience Demographics

This is where information on the site's audience is presented, such as age, gender, income, and geographic distribution.

Production Specifications

This is the area where the design specifications are provided for each ad product. The information needed includes:

Ad dimensions. Whether it is a button (120 × 60 pixels), a banner (468 × 60), or other dimensions.

Ad due date. How soon before a flight the creative must be delivered.

File format. Most common is GIF, with many sites accepting JPEG. Indicate type of looping allowed and rich media rules.

File size. Most sites require 12 KB or less.

ALT text. The specs for the text that will appear in the ad space before the ad downloads.

Delivery Specifications

This section delineates how ads need to be sent to the site. Options include e-mail, Web, or ftp.

E-mail. Name of the person to whom the e-mail should be sent, and how the ads should be named.

Web. Instructions for sending an e-mail with URL for pickup location of banners.

FTP. FTP address and file location (name and password as well, if necessary).

Reporting

This section denotes how you are going to provide the advertiser with reporting on the performance of their ad or sponsorship; whether this information is accessible in real time or on a daily or weekly basis; and whether this information will be e-mailed or is accessible online. Also provide information if your site is professionally audited by one of the industry firms (as discussed in Chapter 4). If your site is audited, publish this information as well. Inc. Online does this on one screen and makes the information short, sweet, and to the point (see Figure 10.8).

Deciding the Format of Your Media Kit

There is no clear-cut rule as to whether you need both an online and print version of the media kit. Many find an online-only version sufficient. Others find a value in having a print version as well. "We've found that hard copy media kits work better in terms of sales than online only," says Eric Ng of Student.com (www.student.com). Still others don't want to make their rates available online, because of a fear that their competition will see.

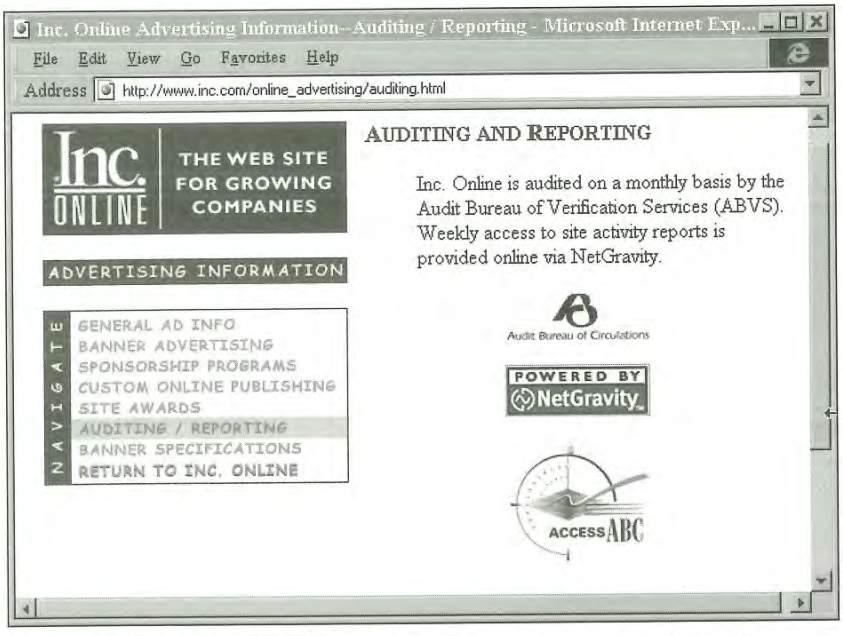


Figure 10.8 Inc. Online's audit information: short, sweet, and to the point.

Be sure that the media kit is full of good information, and doesn't simply look good on the outside. A fancy design won't answer a media buyer's questions. Dana Blankenhorn, editor of a-clue.com and veteran journalist, puts it this way: "The money spent in packaging a press announcement or media kit is often inversely proportional to its importance. An expensively wrapped announcement of little real news value is a sure sign of a company out of ideas." Whether you go paper or plastic, online-only or online and print versions, it's what's inside that counts. What's a solid media kit? One that works.

A good media kit is essential, but it doesn't substitute for strong sales. "It's hard to say exactly how much of our success had to do with the media kit," says Ann LeRoy, vice president of Marketing and Business Development at PriceSCAN, "and how much can be attributed to my kick-ass determination to make us profitable, by working, calling, writing, and pitching some more." As LeRoy states, it takes a lot more than a media kit to generate ad sales.

Sign on the Dotted Line

Consult your legal counsel to draw up an insertion order for your advertising space. The insertion order should include the specifications of the ad placement, name of advertiser, duration of the flight, cost, start and stop dates, and any other special orders. The contract should also include a payment schedule, as well as any other terms and conditions of particular importance to you and your business. A sample insertion order from Townonline (www.townonline.com) is given in Figure 10.9, which is an excellent example, but not meant to be a boilerplate. You should consult your legal counsel to have an insertion order developed for your particular needs.

Information Media Buyers Need to Know

- Size of audience
- Demographics of audience
- Targeting capabilities for ads and for content
- Flight schedules (daily, weekly, monthly)
- Guarantees and make-goods
- Reporting and measurement capabilities
- How the site defines terms like "impression" and "page view"
- What gets measured
- Availability of reports and access to data (real time)
- Rates
- Inventory available
- Ad specs
- Joint marketing opportunities (online and off)
- Sponsorship (co-branding) opportunities
- Content integration (product placements)

Selling Strategies

Selling can be the most exciting part of the advertising process, but it is also the most difficult to do right. In addition to readying your site to accept advertising, you need to get the right people to sell the ads. Those people may be an in-house sales force, a representation firm, an ad network, or an online ad auction service. It may even be all of them. To determine what will work best for you and your company, examine the benefits of all the different sales strategies; and remain flexible so you can implement an alternative approach if one proves to be ineffective.

Site Representation Firm

A site representation firm—informally known as a rep firm—specializes in selling advertising and sponsorship packages for a select slate of clients (see Table 10.1). These firms usually have an exclusive agreement with a site to act as its sales representative. Representation firms charge a commission for their services, with fees ranging from 35 to 40 percent. They carefully select properties they represent and often have a monthly impression minimum for their sites (averaging one million impressions per month). It should be noted that the monthly minimum does vary, and firms do occasionally represent sites with smaller monthly impressions if those sites are market leaders of a clearly defined and lucrative target audience. Rep firms also generally require third-party research to validate, identify, and document audience size and demographics.

Representation firms can have different clientele focuses. For example, HerAgency.com (www.heragency.com) focuses exclusively on the female demographic online by partnering with high-quality, female-focused Web sites to assist advertisers in reaching women

CNC INTERNET INSERTION ORDER/CONTRACT W00000

Account # | Account Name | Agency

Date | P.O.# | Rep. # | Rep. Ext. | Rep. Name(s) | Unit

BILLING

Payment Options: (attach yellow copy of receipt slip with payments)
☐ Visa ☐ Discover ☐ Master Card ☐ American Express ☐ Prepayment ☐ Cash ☐ Check #: _____ ☐ Bill

Ad Authorized/Contact Name | Authorized Signature

Customer signature indicates acceptance of all advertising conditions, policies and standards as specified on the reverse of this form.

Co-op Mfr. | Amount %/$

ACCOUNT ACCESS Go to: www.townonline.com/advertisers/login.html *(Minimum 6 letters or numbers, no spaces and case sensitive)*

Username/login | Password

This information is used to allow the Customer access to their account information and to check banner campaign progress.

CODE	PRODUCT	START	END	RATE/MO.		# OF MOS.		TOTAL
PREM	Premium Web Site Package *(10 pages)*	__-__-__	__-__-__	$	x		=	$
SUPR	Super Web Site Package *(6 pages)*	__-__-__	__-__-__	$	x		=	$
VALU	Value Web Site Package *(3 pages)*	__-__-__	__-__-__	$	x		=	$
BASC	Basic Web Site Package *(1 page)*	__-__-__	__-__-__	$	x		=	$
PROW	Promo Web Site Package *(listing)*	__-__-__	__-__-__	$	x		=	$
SETC	Setup Charge			$	x		=	$
XPGS	Additional Web Page(s)	__-__-__	__-__-__	$	x		=	$
YPTS	Yellow Pages - Tile Size Upgrade	__-__-__	__-__-__	$	x		=	$
YPAC	Yellow Pages - Additional Categories	__-__-__	__-__-__	$	x		=	$
YPRU	Yellow Pages - Radius Upgrade	__-__-__	__-__-__	$	x		=	$

CODE	PRODUCT *(use layout forms for targeting)*	START	END	RATE		QTY		TOTAL
TILE	Tile Impressions	__-__-__	__-__-__	$	x		=	$
SPON	Sponsorship	__-__-__	__-__-__	$	x		=	$
VIRT	Virtual Tour			$	x		=	$

Figure 10.9 Insertion order form from Townonline.

AVPR	Audio/Video Production			$	x		=	$
DOMN	Domain Name Registration			$	x		=	$
EFRM	Email Form			$	x		=	$
BANR	Banner Impressions	___-___-___	___-___-___	$	x		=	$
ANIM	Banner Animation			$	x		=	$
BACR	Banner Creative			$	x		=	$
ETPC	Extra Text/Photo Change			$	x		=	$
LAYC	Layout Change			$	x		=	$
SETC	Setup Charge			$	x		=	$
CDWK	Custom Design Work			$	x		=	$
EMAL	Email sponsorship			$	x		=	$
				$	x		=	$
TOTAL	*Bill 1st ____ month(s) @ $_____, then the next ____ month(s) @ $_____ per month.*						=	$

White ± Order Entry, Yellow ± Production, Green ± Interactive, Pink ± Salesperson, Gold ± Customer

Distribution: Give order entry White copy, advertiser Gold copy, keep Pink copy for your records and give remaining copies to the Internet Coordinator.

Figure 10.9 *(Continued)*

Terms and Conditions

1. All Products are subject to and governed by the rates, conditions, standards, terms, guidelines and policies contained in this CNC Internet Insertion Order/Contract ("Contract") and the applicable Rate Card.

2. CNC and Advertiser will cooperatively develop the "Product" specified in this Contract. CNC will accept text, graphics or other information from Advertisers to create "Content" for use with the Product. No Content will be posted unless first approved by Advertiser.

3. CNC may provide Advertiser with a "Design Document." A Design Document approved by Advertiser will become a part of this Contract.

4. Advertiser will use the minimum time period or quantity agreed upon and, if such time period or quantity is not used as specified, Set Up Fee charges will be due and the cost of the Product shall revert to the non-discounted rate retroactive to the Start Date of this Contract. **This Contract in no way binds CNC to specific rates; rather, it applies discounts on the prevailing Rate Card rates. In the event of a rate revision, the Advertiser may, at its option, terminate this Agreement without penalty upon written notice to CNC prior to the effective date of the scheduled rate revision. Advertisers will receive thirty (30) days advance notice of any rate increases. Products canceled after ordering will be charged at the rate for the minimum time period available, or for a cancellation fee as noted on the Rate Card.** Invoices for Products are due and payable upon receipt, and will be considered overdue thirty (30) days from the date of billing. Advertiser, and any third party or agency used in the order of Products, shall be jointly and severally liable for such monies as are due and payable to CNC for Products ordered by such agency or third party. CNC reserves the right to suspend any Product if invoices remain overdue for more than thirty (30) days.

5. The Advertiser shall retain all proprietary rights and interests in any Content submitted for use in the Product. Advertiser hereby grants to CNC a non-exclusive, non-restricted, worldwide license to use, or create derivative works from, all Content it submits or develops for use in providing the Product.

6. All Content is accepted and posted entirely on the representation by Advertiser that it is authorized to publish the Content and subject matter thereof, that all Content submitted is in strict conformance with the Content Guidelines and that the Content is neither unlawful nor violates the rights of any person. In consideration for providing the Product, the Advertiser (and its agent) agrees to defend, indemnify and hold CNC, its affiliates and personnel, harmless from and against any loss or expense (including, without limitation, fees and expenses of counsel), arising out of any claim, actual or threatened, resulting from the posting of Content, including, without limitation, those resulting from claims or suits for defamation, violation of privacy, trade secrets or publicity rights, plagiarism, or copyright, patent or trademark infringement. Advertiser acknowledges that CNC is relying on such indemnity and would be unwilling to enter into this Contract in its absence. CNC reserves the right to suspend any Product for any reason, and may suspend a Product if CNC becomes aware of any potential violation of third party legal rights.

7. Neither CNC, its affiliates, nor any of their personnel, will be liable to the Advertiser for: any failure to include Content, or any delay in providing the Product; any typographical, linking, formatting or other error occurring in providing the Product; any claims or threatened claims relating to Content; the existence, non-existence, functioning or non-functioning of any hypertext links provided through the Product; any material available through any hypertext links requested by Advertiser; and any interruption or unavailability of the Product as a result of technical difficulties, Acts of God or otherwise. In the event of a continuous interruption or unavailablity of the Product in excess of twenty-four (24) hours, Advertiser must notify CNC. Advertiser will be entitled to an extension of the amount of time specified in this Contract for a period of time equivalent to the time from CNC' receipt of such notice until resumption of normal services. This shall be Advertiser's sole remedy in such cases. Advertiser acknowledges that CNC is relying on this limitation of liability and would be unwilling to enter into this Contract in the absence of such limitation.

8. Under no circumstances shall CNC, its affiliates or their personnel be liable to the Advertiser under any theory for any indirect, incidental, consequential, punitive, special or exemplary damages.

Figure 10.9 Insertion order form from Townonline. *(continues)*

9. This Contract shall remain in effect for the time period specified herein (the "Term"). Either party may renew this Contract, at the then current Rate Card rates, by giving the other party notice thirty (30) days before the expiration of the then current Term.

10. It is expressly agreed that CNC and Advertiser are acting hereunder as independent contractors and neither shall be deemed to be the agent of the other. Under no circumstances shall any of the employees of one party be deemed to be the employees of the other for any purpose. Neither party has any right or authority to assume or create any obligations of any kind or to make any representation or warranty on behalf of the other party, whether express or implied, or to bind the other party in any respect whatsoever. Advertiser and its agency agree not to make promotional, merchandising or advertising references to CNC, its newspapers or Town Online without prior express, written approval.

11. All notices required or permitted under this Contract shall be deemed delivered when in writing and delivered by a reputable mail carrier to the persons on the face of this Contract at the billing address. This Contract represents the final and complete agreement of the parties. It shall be governed by Massachusetts law and shall not be assigned by Advertiser.

12. All advertising is accepted subject to the Advertiser's strict adherence to CNC's credit terms. Advertisers will be required to make application for credit and may be required to pay in advance until such time as credit has been established. CNC reserves the right to cancel advertising at any time without notice for noncompliance with the credit terms. A fifteen dollar ($15.00) charge will be applied for all returned checks.

Content Guidelines

a. Town Online reserves the right to refuse to post, or to remove after posting, any Content which in its sole judgment is not in conformance with these Content Guidelines. However, Town Online has no duty to review the Content, and Advertiser remains solely responsible for all Content at all times.

b. No Content will be posted without the express permission of Advertiser. Any self-published Content will be presumed to have been reviewed and approved. All Content is subject to federal, state and local laws.

c. The Content may not include any material that: is grossly offensive, including bigotry, racism, discrimination, hatred or profanity; is pornographic or obscene; is defamatory or libelous; results in an invasion of privacy; violates another's rights of publicity; promotes or provides instructional information about illegal activities or physical harm or injury to any group, individual, institution or property; or infringes on a proprietary interest of another, including but not limited to, copyrights, trademarks, servicemarks or patents.

d. Advertiser may not use the Product for any purpose not expressly permitted in this Contract without first obtaining the express, written approval of Town Online.

Figure 10.9 *(Continued)*

throughout the Web. .TMC (www.dottmc.com) has mostly travel clients. These specialized focuses help the firms tone their expertise in a specific area, benefiting the advertisers and publishers alike.

Pros and Cons

There are both pros and cons to using a representation firm. The number one benefit is that a representation firm can serve as a site's sales force, eliminating the need to hire an internal sales force. Another benefit is for sites with cash flow issues, since payment is based on commission, requiring less cash outlay for staff. On the negative side, representation firms have an exclusivity requirement, such that no internal sales people or ad network can be used in conjunction with them. Also, representation firms only want to represent the top tier sites, making their services inaccessible to smaller sites with more limited budgets.

Table 10.1 Representation Firms

REPRESENTATIVE FIRM	CLIENT ROSTER
2CAN Media (www.2canmedia.com)	123 Greetings, 32bit.com, Accountingjobs.com, Accountingnet.com, AFI 100 Top Movies, America's Most Wanted Ameritrade, Arthur Frommer's Encyclopedia of Travel, Bed & Breakfast Online, Body and Mind, Business Financial Network, BusinessWire, Car Wizard, Christian Science e-Monitor, Cinescape Online, City Search, College Club USA, Cool Site of the Day Cyberswap, Developer Shed Discjockey.com, Entrepreneur Magazine Online, FinanceCenter, Frommer's, Fun School, Galaxy, GoRacing, Headbone.com, Historic Wings, IEE Network, Infohiway, Internet Travel Network, IPPA, Kiplinger Online, Lease Source, Live Online, Mamma.com, MCP, Metroville.com, Motor Trend Online, Mysterynet.com, National Enquirer Online, National Geographic Online Net London, NewsBlues, On Money, Oscar Knows, PCGame, Peoplelink, Petersen Events, Pure Baseball.com, Pure Sports games.com, Radcity.com, Realnames, Rick Dees, S&P Personal Wealth, School Sucks, Smart Money, Surflink, Teen Online, The Case.com, The Wedding Channel, TheCase.com/Kids, Total News, Truck Trends, UBL, Ultimate TV, Variety, WebFlyer
Cybereps (www.cybereps.com)	Andover Network, CAD InfoNet, Cambridge Information Network (CIN), ClickZ Network, Cool Tool, CYBER Reports, Free RealTime, Hit The Beach!, Inside Dynamic HTML, Nettaxi.com, Stewart Cheifet Productions, Teen.com, The Internet Movie Database, Weather24, Win95 Mag & Go Windows NT, YNot Creations
Ken Margolis Associates (www.kenmargolis.com)	Channel A, CLIQCOLLEGE, CLIQFINANCIAL, CLIQGOLF, CLIQHOME, CLIQKIDS, CLIQSPORTS, CLIQTECH, CLIQTRAVEL, CollegeNET, Concentric Network, CyberKids, CyberTeens, Digital Music Network, GamePen, Gavin, MysteryNet, Save The Earth Artrock Auction, Sweet!, Unified Gamers Online, Women's Forum, Yack!
Online Media Partners (www.onlinemp.com)	Adletts, Childbirth.org, ClickTV, Disney Nation, Learn2, MDG, New Media Communications, San Francisco Giants, WWWomen
.tmc (www.dottmc.com)	BizTravel.com, Consumers Digest Online, LeisurePlanet.com, NetStations, ShopNow.com, TheTrip.com, Travelbase, TravelNow, TravelWeb,

Table 10.1 *(Continued)*

REPRESENTATIVE FIRM	CLIENT ROSTER
.tmc *(continued)* (www.dottmc.com)	WebOffers.com; Metropolitan-Networks: Hotelguide, EventGuide, DiningGuide, RetailGuide, and NightGuide
Unique Media Services (www.uniquemedia.net)	Childbirth.org, ClickTV, Learn2, San Francisco Giants, WWWomen
WebMedia (www.webmedia-sales.com)	Acclaim.net, Country Music Association, Information Please, Marvel, PGA.com, TalkCity, Traveller
WinStar Interactive (www.winstar.com/ims/index.html)	1travel.com, AllRecipes.com, Biztravel.com, Bloomberg Web Networks, Christmas98.com, Classical Insites, drkoop.com, Film Scouts, Gist TV Listing, HomeShark, Intellicast, Jazz Central Station, Moms Online, Music Boulevard, PGATOUR.com, Rocktropolis, SportsFan Online, Student.com, Sundance Channel, Yuckiest Site on the Internet

Ad Networks

The ad network universe just keeps growing, both in number of networks and size of networks (Table 10.2). Many of the larger networks' criteria for site selection is short and simple: at least 1 million page views per month, quality content, and a major brand name on the Web. We've touched on ad networks briefly in several other places throughout this book. To recap, an ad network brings together a group of sites with advertising inventory to sell in order to offer greater access and ease to publishers and advertisers. For publishers, this means access to more advertisers through the network's sales force;

Table 10.2 Top Ad Networks

	MEMBER SITES
LinkExchange (www.linkexchange.com)	400,000
ContentZone (www.contentzone.com)	3000
Flycast (www.flycast.com)	700
Real Media (www.realmedia.com)	560
DoubleClick (www.doubleclick.com)	300
24/7 Media (www.247media.com)	200
CLIQNOW! (www.clicknow.com)	85
@dVenture Network (www.adventure.com)	70
ADSmart (www.adsmart.com)	33

for the advertisers, this means that with one buy they can purchase impressions on a host of sites. As the cliché promises, there is power in numbers, and ad networks bring the power of a selling block to individual sites.

Benefits of Ad Networks

As already described, participating in an ad network has benefits for the advertiser and publisher alike. Media buyers like working with ad networks for many reasons, which is certainly reason enough to place inventory on a network.

For a Web site publisher, using an ad network provides three primary benefits. First, an ad network can substitute or augment in-house sales departments with the network's dedicated, aggressive, and online ad management sales team. Second, having an ad network carry all of a site's ad inventory can eliminate the need for a site to invest in sophisticated and expensive ad management software. And finally, an ad network can move remnant inventory. To summarize:

BENEFITS TO THE SITES

- Substitute or augment in-house sales departments with the network's dedicated, aggressive, and online ad management savvy sales team
- Eliminate the need for a site to invest in sophisticated and expensive ad management software by running the ads off of the network
- Sell leftover or remnant inventory

BENEFITS TO ADVERTISERS

- Consistency in ad delivery reporting
- Can work with one sales rep for multiple site buys
- Competitive pricing because of the network's economy of scale
- Targeting options over a slate of sites, reducing the number of wasted impressions

Simplifying the Buying Process

Media buyers need to purchase enough ads to reach the target audience enough times to get the desired response and be able to measure that response. The typical ad agency represents dozens of clients with dozens of products and dozens of target audiences. An ad network provides a means to buy in large enough volume while controlling the segmentation of the audience, and, in some cases, controlling the frequency and reach for maximum penetration. With an ad network, the media buyer can call in the morning and have an ad running on a slate of sites that same day. For the media buyer, networks help navigate through the high volume of sites offering advertising.

Experienced Sales Force

Buying ads separately on the ever-growing number of sites can be a daunting task; you have to make your way through separate sales forces, individual rate sheets, and a myriad of audience demographics. When you work with a network, you are in contact

with just one experienced sales force made up of people who know the online advertising business. And the ad space offered on the network usually represents prime online real estate. Ad networks function to simplify the ad buying experience for advertisers, who otherwise would face many daunting ad placement challenges on the Web such as overwhelming site choices, lack of legitimate, verifiable information, and inconsistent ad packages, rates, terms, and ad creative specifications. Ad networks streamline the entire process, benefiting the buyer and seller alike. This is not to say that ad networks are the only means through which ad agencies purchase online media. It is just often a part of their media mix.

The benefits to the publisher are equally as great. By participating in a reputable network, a site is in the hands of an experiences sales force. Thus, the publisher is free to devote time and resources to producing the best content possible. In response, some sites choose not to retain an in-house sales force in order to curb costs of hiring, training, and maintaining a sales team. Naturally, other costs are incurred, because networks command a hefty commission on all advertising space that they sell.

Inventory

Instead of buying piecemeal, an advertiser or an agency can buy large quantities of ad space over several sites. Studies show that results are better for ad placement over a wide variety of sites, in contrast to placing advertising within many layers of the same site. Networks provide a convenient way to implement these far-reaching yet targeted buys. For the publisher, working with an ad network can help move remnant or leftover inventory. It can be a great way to augment the sale of inventory.

Membership Criteria

What are networks looking for in choosing members sites? First, they want sites that service an identifiable audience, from financial to sports to parenting. Second, they seek sites with large monthly impressions levels. Most networks want a traffic level of a half million to a million-plus monthly impressions. This traffic volume signifies that the site has the draw and can deliver an audience. Third, networks want to know whether the site's audience will respond to ads. And finally, networks are looking for major online brands, because many advertisers want to place their ads on brand name sites.

Here are some issues for site publishers to address when considering working with a network. First, if your site is part of a network, you will have little control over the specific ads shown on the site. You can specify categories of ad types, but you will not receive each ad separately to review. Equally important, an ad network sales force focuses on the selling of categories of sites and not specific sites, so your site will not be receiving individual attention. And, if you are a small site, remember that the major networks are unavailable to sites with less than one million impressions per month.

Servicing Small to Medium-Sized Sites

If your monthly audience is under 500,000 impressions, you can still join an ad network. There are networks where the criteria for inclusion are not based on audience

size. These networks cater to the small and medium-sized sites and service hundreds of sites just like yours. For example, Burst Media (www.burstmedia.com) will represent sites that have as few as 1,000 requests per month.

Targeting Buyers on a Budget

Networks that cater to the small site and the buyers on a budget make it possible to get a good buy whether your Web advertising budget is $25 or $1,000 per month. What, you might ask, can someone get with just $25? At LinkExchange, 2,000 impressions. According to Tony Hsieh, co-founder of LinkExchange, "If you compare that with a $5,000 buy on Yahoo!, the CPM is a better buy on us."

Barter Networks

One of the most popular types of ad networks is one that offers a barter program. Under a barter program, sites exchange ad placements. The equation works as follows: when a site places a certain number of the network's impressions on its pages, the site receives a certain number of its ads on other network properties. One of the first barter networks, and the largest ad network in existence (over 400,000 member sites), is LinkExchange (www.linkexchange.com). Members of LinkExchange can either purchase ad space on the network or participate in the banner exchange program. LinkExchange members receive an ad placement on the network for every two ads displayed on their site (making it a 2:1 ratio).

Barter networks differ from each other in many ways. Some networks are distinguished by their exchange ratio: 1:1 or 2:1 ratio. Others differ by the size of ads they place: buttons (120 × 90) or banners (486 × 60). Some banner exchanges revolve around a topic or theme, such as sports (Basketball Banner Exchange, www.verticaljump.com/banners/, and SoccerSwap, www.soccerswap.com), gender (The Women's Hyberbanner, women.hyperbanner.net), or age (Kids Hyberbanner, kids.hyperbanner.net). There are banner exchanges for minority-owned sites such as La Camara Hispana (http://camarahispana.com), and networks focusing on European countries like EuroBanner (www.eurobanner.com). Lists of banner exchange programs can be found on SearchZ (www.searchz.com) and Adbility (http://markwelch.com/bannerad/baf_exchange.htm).

Differences Between Ad Networks and Representation Firms

An ad network and a representation firm both broker ad space, but differ in the focus of the sales process. Both serve as supplemental or replacement sales forces, but a rep firm represents the site itself. An ad network, on the other hand, is usually selling its network categories to an advertiser and presents all of its member sites as a group. In other words, the network may represent four sports-related sites, so they would sell advertisers space on the network's sports category sites, not on one individual site.

A network most often sells its inventory based on the strength of the consolidation of its member sites into categories, such as financial sites or sports sites. A repping firm, on the other hand, represents the individual sites themselves. It is the sales force for a selected group of Web sites. Whereas ad networks are looking for volume of sites, rep firms only represent a small list of sites because of the individual nature of the work. In addition, reps often request exclusive arrangements with sites whereby they are a site's

only outside sales force. They do this to limit confusion caused when an advertiser is approached by a site's internal sales force, by an ad network, and by a rep firm—each with different rates and different inventory.

Auctions

Another means to sell inventory is to auction impressions. In 1998 auctions came of age on the Internet. From consumer goods to impressions, the online community embraces the action, excitement, and potential savings involved in buying through an auction. The leader in the online auction space is Adauction.com (www.adauction.com).

Adauction.com only offers well-branded sites for auction. The auction process is very simple. Using an auction gives Web publishers an easy way to generate incremental revenue from their expiring ad inventory. Adauction.com provides exposure to the industry's top media buyers, who can use the service to save on quality Internet ad space. Adauction.com offers large quantities of banner ad impressions at prices significantly below rate card.

Words of Wisdom on Selling Online Ads from an Internet Advertising Director

Dave Coyne, Internet Advertising Director, Community Newspaper Company

- **Motivating existing staff to sell is a slow process due to need for intensive training, extensive handholding and other competing priorities for their time.**
- **Customers *hate* multiple sales reps from the same company, which is why we continue to try to leverage our existing sales force.**
- **Unlike even one year ago, we rarely find ourselves beginning an Internet sales call by giving an Internet lesson. What's more, many customers seem to be aware that having a site isn't sufficient and that advertising it is the most important part.**
- **Customers hardly ever bother to log in to check their banner stats.**
- **We have seen no cannibalization of our newspapers. Customer who have no more budget for print routinely find more money somewhere to spend on the Internet with us! We've also developed significant new business for the company in terms of new advertising accounts with no history advertising in our papers.**
- **Compensation issues are a bear!**
- **We use our standard newspaper advertising agreement with slight modification when we bother to use one at all. Although it has not been a significant issue for us so far, we are moving to tighten up our use of contracts to ensure it never becomes an issue.**

Adauction.com's Close-Out Auctions (which occur on the third Thursday of each month) offer single site buys or bundled content category packages, both of which run over a four-week flight period, starting the following month. To participate in an auction, you need to register as a bidder. Auctions are proving to be best way to unload remnant inventory.

Sales Staff

Selling is an art form, and nothing can replace raw talent, but with proper training, a young sales force can be groomed to become a dynamic team. A key component of this training is learning the medium itself.

Gina Garrubbo, executive vice president of sales at Women.com, is known for saying that her sales force is the hardest working crew at Women.com. Most online ad sales directors would make the same claim about their staff and their company. Selling online ads is tough. Really tough. Not only do you need to know your property, how to sell, and what to sell, but you also need to know the technology.

Sales Training

Whether you are looking for a job in online sales or hiring sales staff, whether you have experience in sales or are new to selling Web ads, learning the art and science of selling ads is an ongoing process. Online advertising and marketing is a new and burgeoning field, and business schools are only now adding it to the curriculum A survey conducted by The Laredo Group found that 67 percent of sales reps have under two years of Internet experience, with 22 percent having less that two years of any sales experience at all. Clearly, training is key to ensuring you that your staff is schooled in the skills needed to sell ads efficiently and effectively. Most of the material available for training the sales staff of today and tomorrow exists either online, at conferences, or through publications.

Distance Learning

Distance learning is a great training tool for busy staff in different locations. Through online courses, staff can take a class at their convenience, whether that is 10 A.M. or 10 P.M. Ziff Davis University (ZDU) offers a course on Internet Advertising as well as online business strategies and Web site promotion (www.zdu.com). These classes are extremely inexpensive: under $10 per month.

Conferences

One of the best avenues for learning about online advertising is to attend one of the outstanding conferences and seminars held every year. These events are a mix of panel discussions, exhibit hall extravaganzas, and serious industry networking in the hall. Some of the key events can be found in Table 8.4. Another option is to attend the smaller and more focused advertising seminars. These events take more of a skills-building approach:

"Advertising and Marketing on the Internet." Inexpensive, one-day conferences held in cities across the country, providing a local and statewide perspective; produced by The Zeff Group (www.zeff.com).

"How to Buy and Sell Web Ads." A comprehensive training seminar on buying and selling Web ads for the novice and professional, taught by the online ad sales experts and produced by AdWeek (www.adweek.com) and the Laredo Group (www.laredogroup.com).

Online Publications

As presented in Tables 8.1–8.3, the online advertising discussion lists and newsletters are where all the cutting edge information in the industry gets discussed on a daily basis. The first step in learning about the industry is to become a member of the online advertising community. And there is no better way to immerse yourself in the community than reading and participating in the industry's key publications.

The Never-Ending Quest to Keep Good Sales Staff

There used to be an unwritten rule that longevity at a job was the norm. The Internet, with its own sense of time, has turned job security on its head; staff changes jobs at regular intervals. However, sales are built on relationships, and a high turnover rate hurts the bottom line. High turnover in sales positions is common right now. If you want to keep qualified salespeople, you should consider giving them a bigger piece of the equity pie; according to the Laredo Group 1998 survey, 95 percent of respondents said that more equity would decrease their chances of job hopping.

Compensation Plans

There are a variety of options available for compensating sales staff: salary, base salary plus commission, or straight commission. The most common compensation package is salary plus commission. A survey conducted by the Laredo Group in 1998 found that 55 percent of sales staff are following this model. The study also found that 25 percent are on straight salary, 12 percent on straight commission, and 8 percent receive a salary plus a commission but with a maximum they can earn.

Finding a Job in Online Ad Sales

Employment is a hot topic online, and no type of job is better marketed online than positions at online companies. You can pursue jobs by going through the front door, or find other means to open doors. The front door method is to post your resume through online resume banks and dutifully surf the online job boards such as Monsterboard.com (www.monsterboard.com), under the category "Advertising/Marketing Media and Media Sales," or CareerPath.com (www.careerpath.com), which not only lists the classified ads from the nation's leading newspapers, but also lists ads taken from the Web sites of leading employers. Online sales job are also listed in the print and online versions of Advertising Age (www.adage.com) and AdWeek (www.adweek.com). Another option is to visit the Web sites of companies you find of interest and check out their job listings. If that doesn't work, then network your way in through the side door. And don't underestimate the value of selling yourself to the company by sending an unsolicited e-mail.

A full list of online advertising periodicals is given in the Resource Directory of the companion Web site.

Spread the Word about Your Advertising Opportunities

Just because you have ad space available, doesn't mean people will know to look at your site as a place to buy advertising. You need to do some advertising of your own. It is your responsibility to let media buyers know about your site. The following is a list of sites where you can post your rate cards.

You can list your site and rates the way you would in traditional media through SRDS. SRDS (www.srds.com) is the largest compiler of advertising placement information across all media, and has put together two extremely valuable resources for online advertising. The first is the SRDS Interactive Advertising Source, which is available in print and online (www.srds.com/cgi-bin/srds/iasonline/iasonline.cgi). Contact SRDS directly to be including in the source directory. They also have a free online database of 1,500 online media kits and Web sites for business publications and consumer magazines (www.srds.com/cgi-bin/srds/mediakitlink/mediakitlink.cgi).

You should also list your site with AdKnowledge (www.adknowledge.com), a database of Web sites that accept advertising, which is available to advertisers who pay AdKnowledge or use one of their services. And, finally, many online advertising resource sites—for example, SearchZ (www.searchz.com)—list media kits.

And, of course, don't overlook prominently promoting the advertising opportunities on your own site—on your home page and on every page. Make certain that a media buyer can easily find your rate card and contact information. If a prospective advertiser requests information, have a sales representative personally follow up with a phone call. (In spite of—or maybe because of—e-mail and voice mail, people appreciate when someone takes the time to establish personal contact; and it's especially valuable when you want to secure a sale.) In listing your advertising opportunities, itemize the creative opportunities you offer, from banners to full-section sponsorship; inform

Getting Your Ad Opportunities Noticed

With thousands of sites offering advertising opportunities, if you want to get noticed, you need to take extra steps to put your advertising opportunities on someone's radar screen. You can do this by:

- **Listing ad opportunities on your site and in appropriate rate card indexes**
- **Participating in ad networks**
- **Hiring a Web rep**
- **Putting together your own sales force**

potential advertisers of all that your site can do for them. And, most importantly, make sure you follow up in a timely manner.

Any veteran salesperson will tell you that sales are all based on relationships. Since the Web is a relationship technology, use all the resources at your disposal—both technological and personal—to give your site that "extra something" that will set it apart from the pack. And that "extra something" might just be that your advertising space is listed everywhere making it easy for the media buyer to find the information he needs to purchase ad space quickly on your site.

If you are just starting your ad program, you might want to put up your own "house ads" (ads that you use to advertise your products, services, or information available in specific sections of your site) until your list of paid advertisers grows.

One Last Word on Client Care and Feeding

With so much technology, how come it's still hard to connect with people? Selling online ads is like selling anything: the sale is in the relationship. The bottom line is take care of your clients. Provide multiple means of contact, not just an online form. Some advertisers still like to hear a human voice. Above all, answer e-mail requests promptly (see Figure 10.10).

This chapter presented the challenges of selling Web advertising in a way that we hope encourages responsible planning while clarifying the many opportunities available in this new medium. As we've pointed out, be flexible and ready to work with buyers; you could be—and should want to be—building the foundation for a profitable long-term advertising relationship.

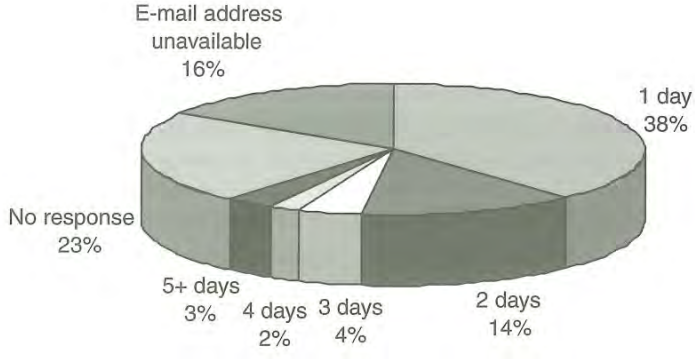


Figure 10.10 Response time to e-mailed question.

The Challenges and Future of Selling Internet Ads

Leslie Laredo, President (llaredo@laredogroup.com)
Laredo Group (www.laredogroup.com)

Internet Ad sales is one of the hardest media selling jobs. Sites and advertisers expect reps to know and understand not only their online property and media principles, but they must also be well versed in:

Technology: How Internet technology impacts their ability to create, target, and deliver advertising campaigns.

Media Measurement: Media measurement and research methodologies and why the numbers are often very different across the services and how caching and proxy servers impact the numbers.

Ad Delivery: The necessity and impact of ad operations and ad delivery options, including third-party ad serving by ad agencies and rich media technology enablers.

Business and Pricing Models: Various business models from CPM to performance-based pricing, plus hybrid options, and how to measure ROI with each.

Relationship Marketing: How to utilize advanced relationship marketing techniques within media campaigns as advertisers look to expand their online presence, improve customer relationships, increase customer involvement over a product life cycle, and increase up-sell opportunities for their brands.

Database Marketing: Selling the advantages and availability of database-derived targeting and ad delivery.

Targeting Technologies: The emerging ad targeting technologies and their impact on pricing and ROI.

Creative Technologies: Utilizing creative and rich media options for banners and evaluating the impact they have on ad effectiveness.

Ad Production: The production process for creating new ad units, micro-sites, and integrated ad programs. In traditional media selling, this would be equivalent to understanding the technologies of four-color separation, the economics of print production, the intricacies of broadcast transmission, and more. In addition it means expecting reps to be experts in all media (broadcast, print, direct marketing) and to play high level marketing consultant and technology experts.

Reps are also faced with a fast moving landscape that often means a rate card "du jour." Web sites add and change content and design frequently, and they employ new technologies. Reps must keep up with these changes and relearn the benefits of their media property.

Reps are also faced with a wide ranging and not well defined competitive environment. They are competing with like sites in their category as well as search engines, ad networks, rep firms, and traditional media.

The current shortage of seasoned Internet sales reps will continue and grow over the next five years. Most companies will not be able to hire an entire staff of seasoned Internet sales professionals so they must hire and train sales reps from other sales and media fields.

Many large, traditional media companies are watching their advertising base become more interested in their Internet properties. Advertisers are demanding integrated media proposals. Both the traditional and Internet sales organizations will have to work together and sell integrated programs. Such programs have to reach vertically across media brands (for example, a program that includes multiple Conde Nast and CondeNet properties) and horizontally to reach print and Internet audiences across one brand (for example, an integrated program that reaches Fortune magazine readers and visitors to Fortune.com).

The future of Internet selling means that traditional reps need to be conversant about their Internet properties. Internet reps need to work with their counterparts to jointly meet the needs of their common advertisers. Those companies with separate sales forces must combine their talents, experience, and sales goals—not a small feat.

From the Laredo Group's work (training the sales organizations of both Internet-only publishers and large media firms), we see a growing need to make traditional sales reps Internet literate. We also see the development of a "hybrid" or team selling approach. We believe the future success of large media companies requires training all sales organizations to sell the Internet to meet the needs of their advertisers and promote integrated media selling.

CHAPTER 11

Going Local

One of the basic rules of thumb in retail is that people spend 80 percent of their salary within 20 miles of their home. It is not surprising that local online advertising makes up a significant portion of the advertising revenue pie. Of the total 1998 U.S. advertising revenue for traditional media ($187 billion), $73 billion was spent on local and $114 billion on national advertising (see Table 11.1 for a breakdown per medium).

Up until 1998, the Internet offered few options for advertisers to reach a local audience. The ability to locally target Internet advertising has improved significantly. Why? For one thing, there are many more people online covering most cities, states, and towns in the United States. The recent growth of the local content user is fueling this surge in local online ad spending (see Figure 11.1). In fact, an entire genre of locally focused content sites has emerged. Moreover, advances in targeting technology make geographic targeting more accurate, efficient, and cost effective.

Local advertising is predicted to play an even larger role online than in traditional media. Jupiter Communications predicts that by 2002, local online advertising revenue

Table 11.1 Local Advertising Revenues in Traditional Media

MEDIA	PERCENTAGE OF TOTAL U.S. ADVERTISING SPENDING	TOTAL REVENUE
Television	20%	$9 billion
Yellow Pages	85%	$10 billion
Newspaper	80%	$35 billion
Cable	85%	$7 billion
Radio	85%	$12 billion

Source: 1998 Robert J. Coen: McCann Erikson Report; The Kelsey Group

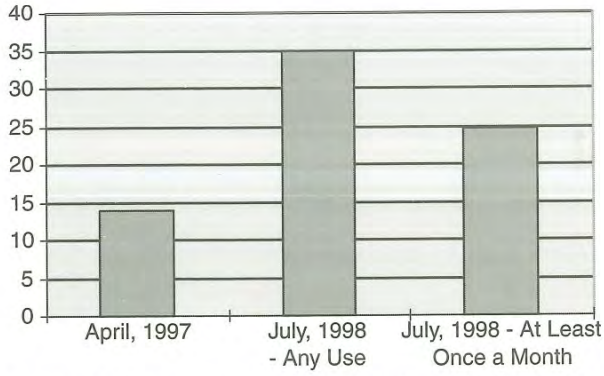


Figure 11.1 Recent growth in use of local content (millions of U.S. online adults).
Source: Cyber Dialogue.

will surpass national numbers (see Figure 11.2). In this chapter we'll examine the primary methods for taking your ad campaign to a geographically focused audience.

Profile of a Local Information User

The local online user is someone who goes online to find geographically determined information such as the local weather or movie theater schedules. As local usage

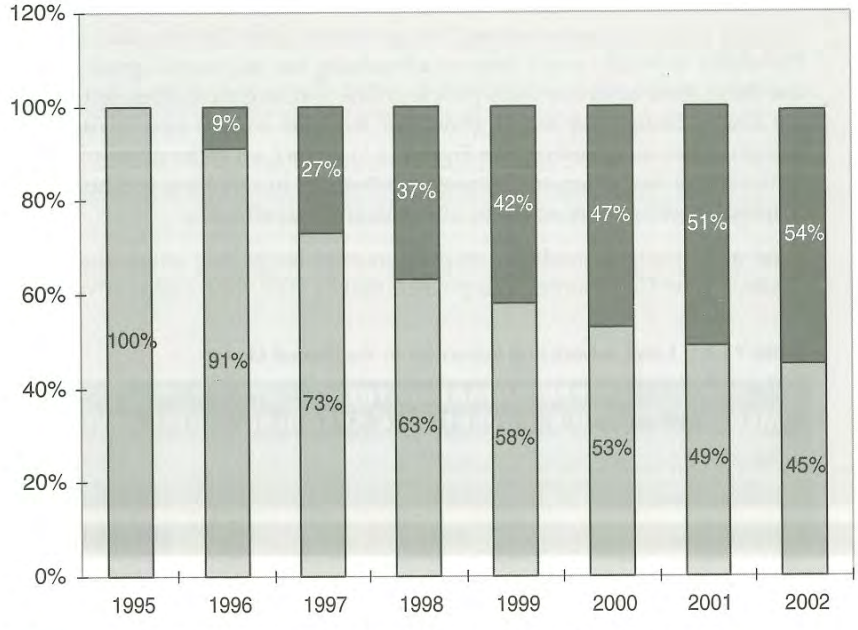


Figure 11.2 Online advertising revenues: local vs. national, 1995–2002.

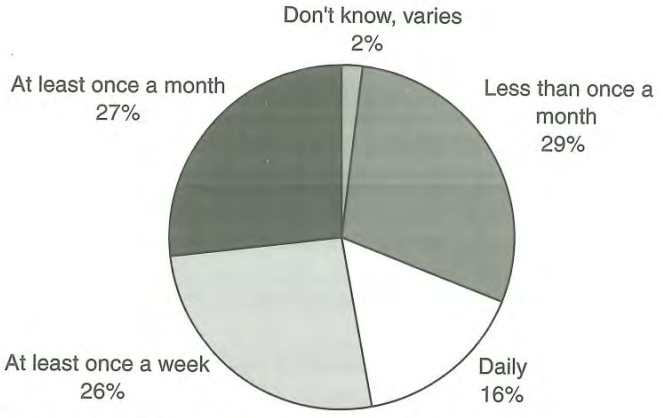


Figure 11.3 Frequency of local information retrieval.
Source: Cyber Dialogue.

grows, we are better able to understand the actions, tastes, and wants of the local online user. According to Cyber Dialogue (www.cyberdialogue.com), nearly 35 million U.S. adults use local content online, with 71 percent using local content at least once per month (see Figures 11.3 and 11.4). Local content users report weather forecasts and local news as the most useful local content (see Figure 11.5). Local users also retrieve

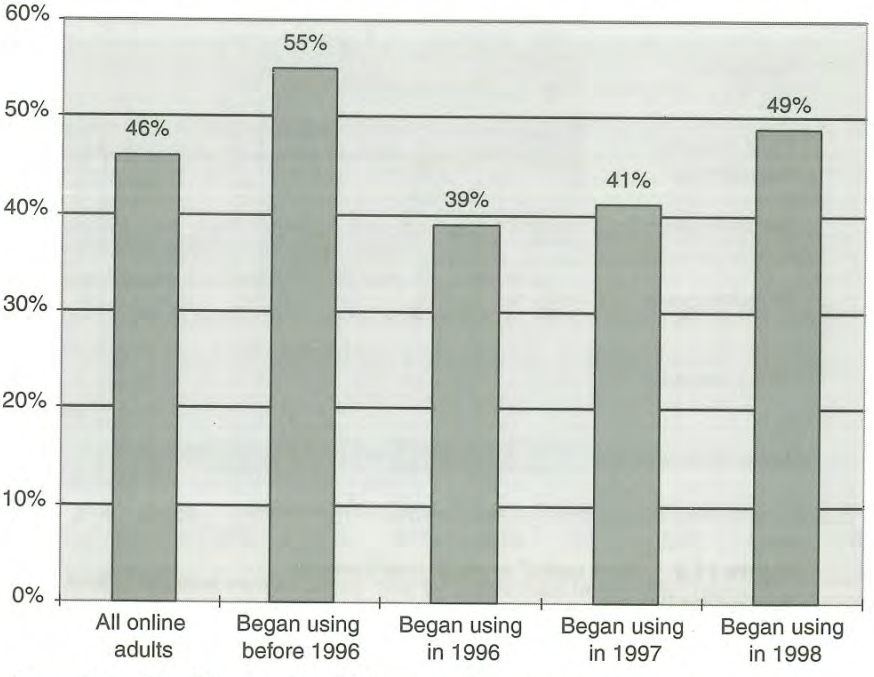


Figure 11.4 Monthly use of local information by online experience.
Source: Cyber Dialogue.

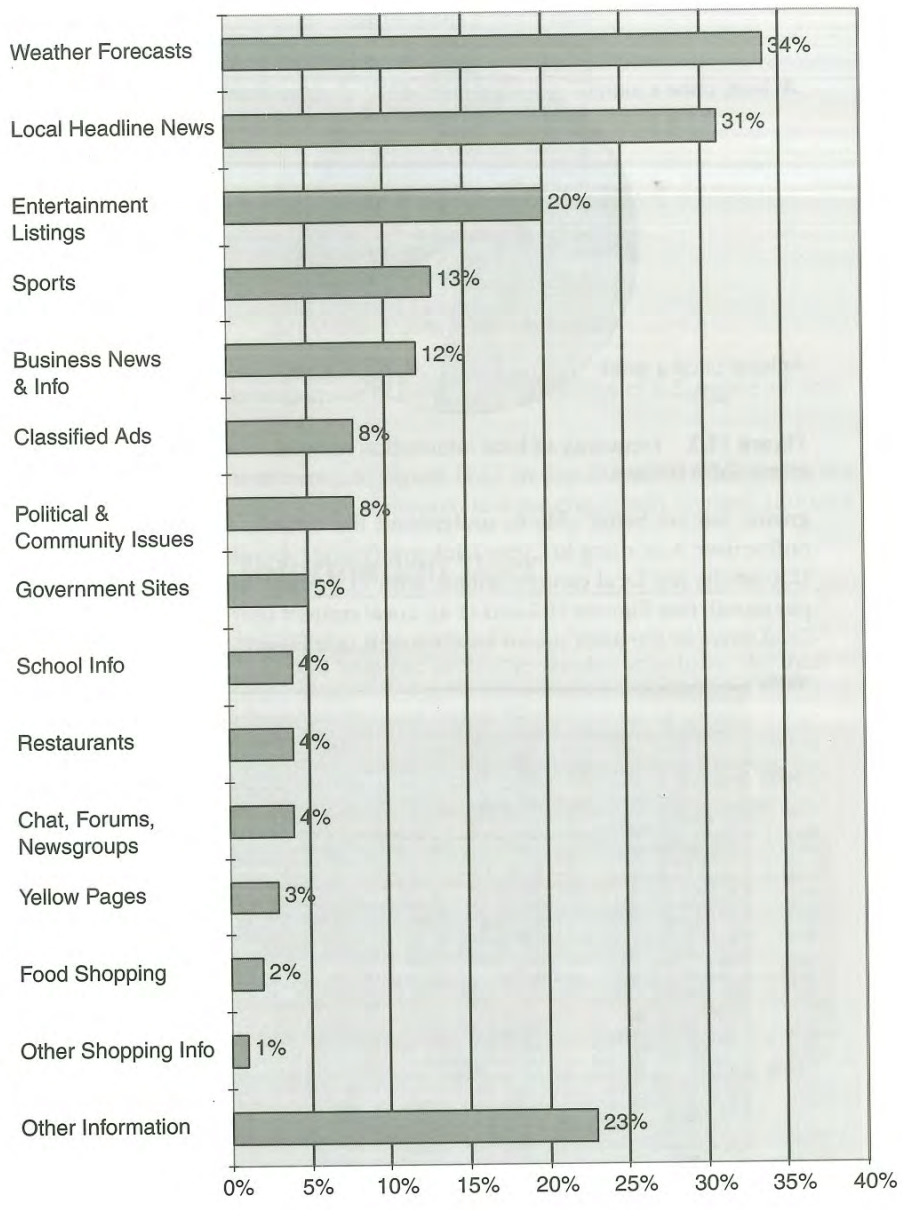


Figure 11.5 "Most useful" types of local content.
Source: Cyber Dialogue.

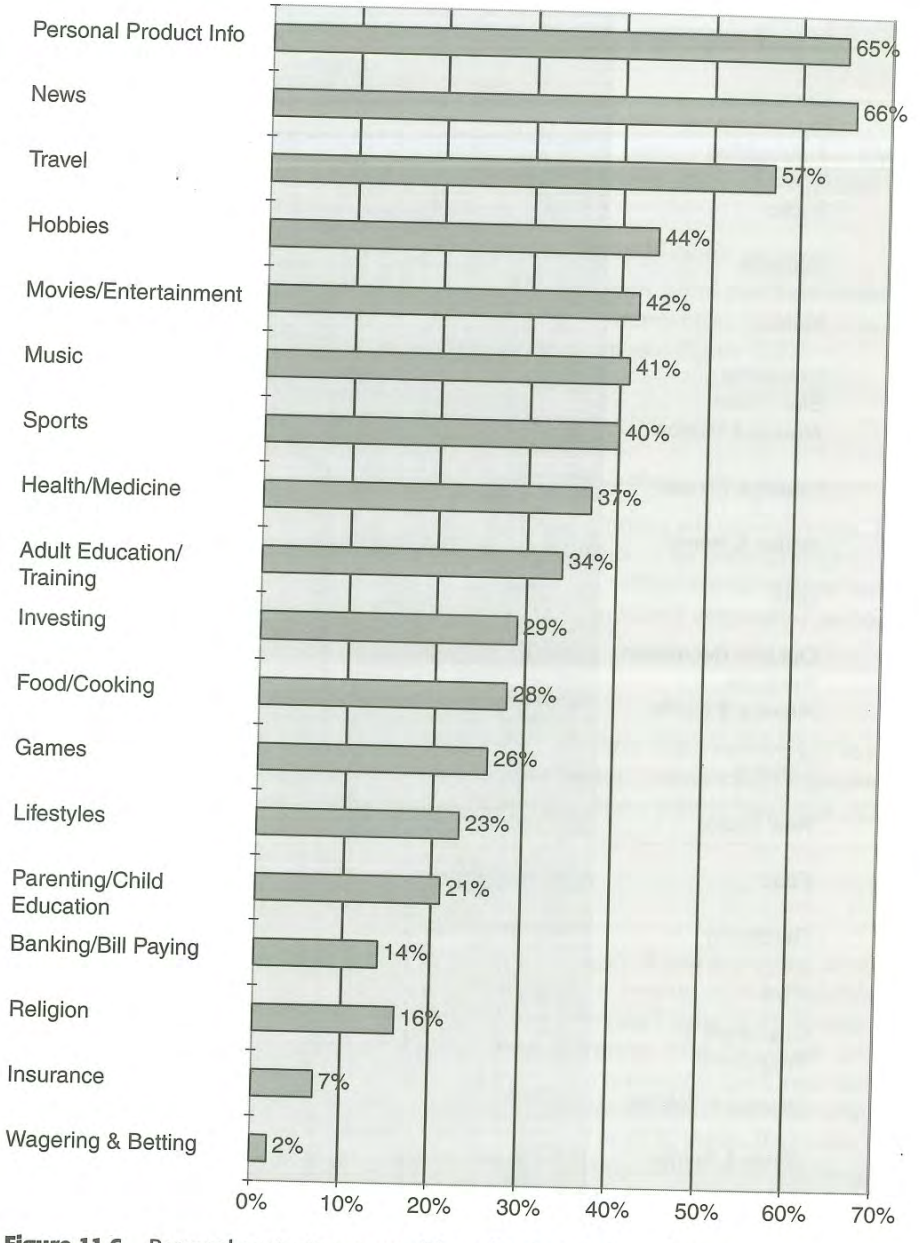


Figure 11.6 Personal content areas used by online local information users.
Source: Cyber Dialogue.

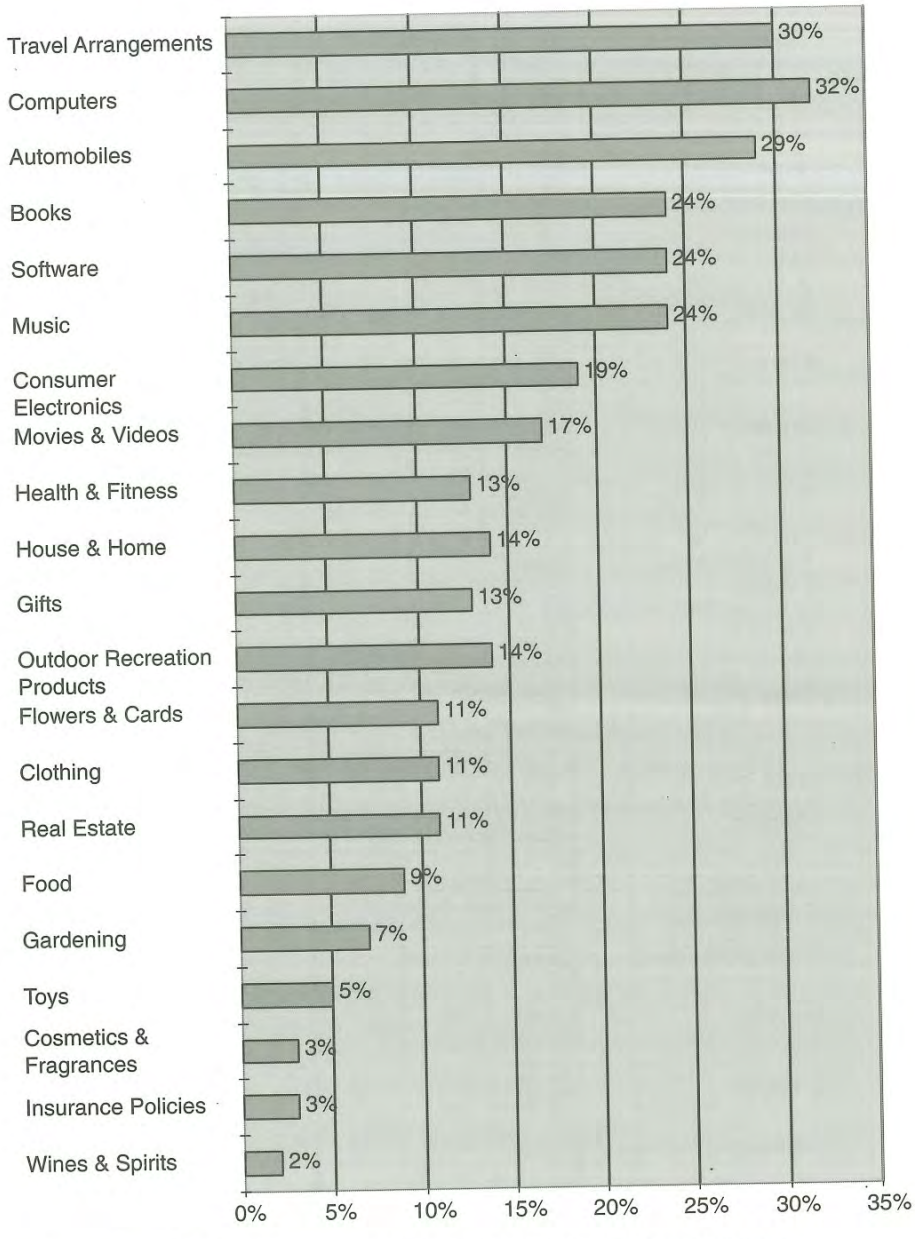


Figure 11.7 Product information retrieved by online local information users.
Source: Cyber Dialogue.

product information, with travel arrangements, computers, automobiles, and books topping the lists (see Figure 11.6). Cyber Dialogue profiles the adult using local information as follows:

Gender. 54 percent men and 46 percent women.

Age. Local information users are slightly younger than average Internet users. Cyber Dialogue places the average age of online users at 38, with users who regularly use local content at 37.

Hours per week. Local information users average nearly 10 hours per week.

Purchasing activity. Over one third of local information users purchase personal products online. Travel arrangements, computers, automobiles, books, software, and music top the list of product information retrieved (see Figure 11.7).

Targeting by Content

Most local targeting in traditional advertising is done by buying ads in local media. This means the local paper, the local radio, or the local magazine. This same strategy of targeting a local audience by placing your advertisement within a local context works online as well. There are many sites that focus on a geographically determined audience.

Online Versions of Local Media

Clearly, placing advertising on regionally specific Web sites is the easiest way to successfully target ads locally. Local media are jumping online, from local newspapers to local television to local cable channels to local radio stations even to local disk jockey personalities. These Web sites are great venues to reach a local audience.

Online Newspapers

One of the first places to look is your regional newspaper. If you are trying to reach the Philadelphia market, placing an ad on the online version of the *Philadelphia Inquirer* newspaper, phillynews.com, is a good first stop (see Figure 11.8). To find the online version of a newspaper, you can contact the paper directly or use online resources. The Newspaper Association of America (www.naa.org) hosts two sites to facilitate locating the online versions of newspapers. NewspaperLinks.com (Figure 11.9) connects you to the online versions of newspapers in all 50 states. If you want to search by topic or geographic area, then the NAA Directory (http://naa.intype.com) provides that service (see Figure 11.10). If you're already advertising in the print edition of the newspaper, you may be able to get your sales rep to throw in an advertisement on the newspaper's Web site as added value.



Figure 11.8 Philadelphia Online, the online publication of the *Philadelphia Inquirer.*

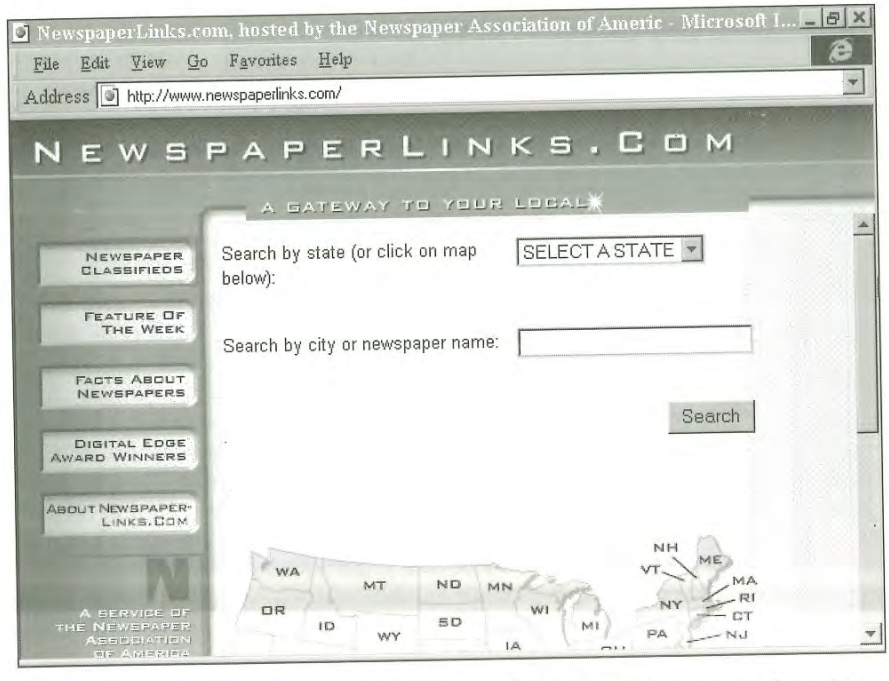


Figure 11.9 NewspaperLinks.com lets you search for the online versions of newspapers by city and state.

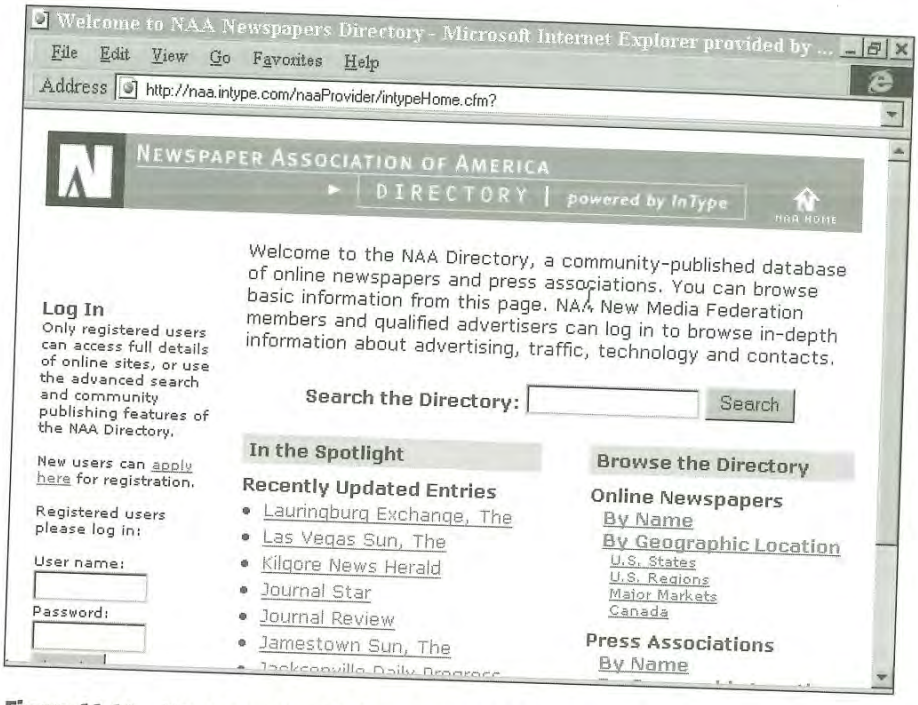


Figure 11.10 Newspaper Association of America's Directory of online newspapers.

Online Radio and Television

Local radio and television stations are now hosting their own sites to distribute content, build community, and inform their audiences of upcoming events. The audience for these sites is local by nature.

City Guides

City guides or local portals offer additional opportunities. From AOL's Digital City sites (www.digitalcity.com Figure 11.11) to Microsoft's Sidewalk (www.sidewalk.com, Figure 11.12) to CitySearch (www.citysearch.com, Figure 11.13), every city has a presence on the Net to help people find local restaurants and events and to connect with the local online community. These are premiere sites for local advertising because they reach the local audience, whether site visitors are just passing through or are permanent residents.

Many of the search engines offer local targeting. For example, you can advertise on a number of local Yahoo! guides. Figure 11.14 shows the Yahoo! Metro sites. As when you advertise in other local guides, you can assume that your advertising will reach consumers living in that area, thinking about moving to that area, or visiting that area. Moreover, you can purchase geographic keywords on search engines such as names of cities or towns.

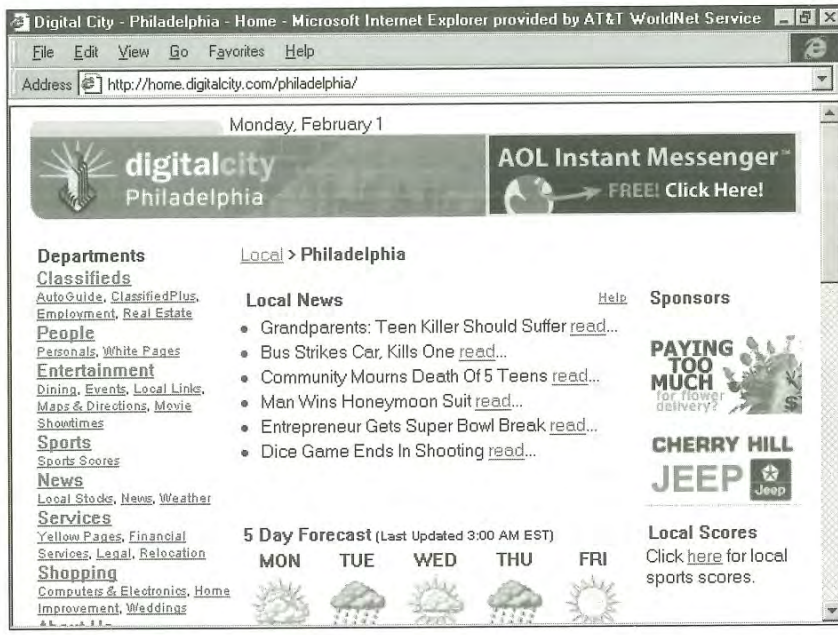


Figure 11.11 AOL's Digital City sites service local markets in town around the country such as this hub for Digital City Philadelphia.

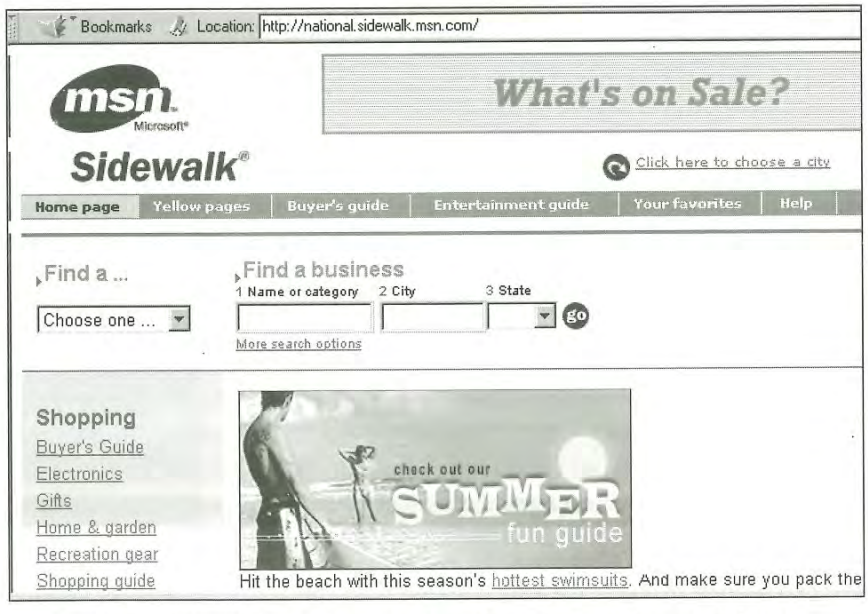


Figure 11.12 Sidewalk provides local information on entertainment and events.

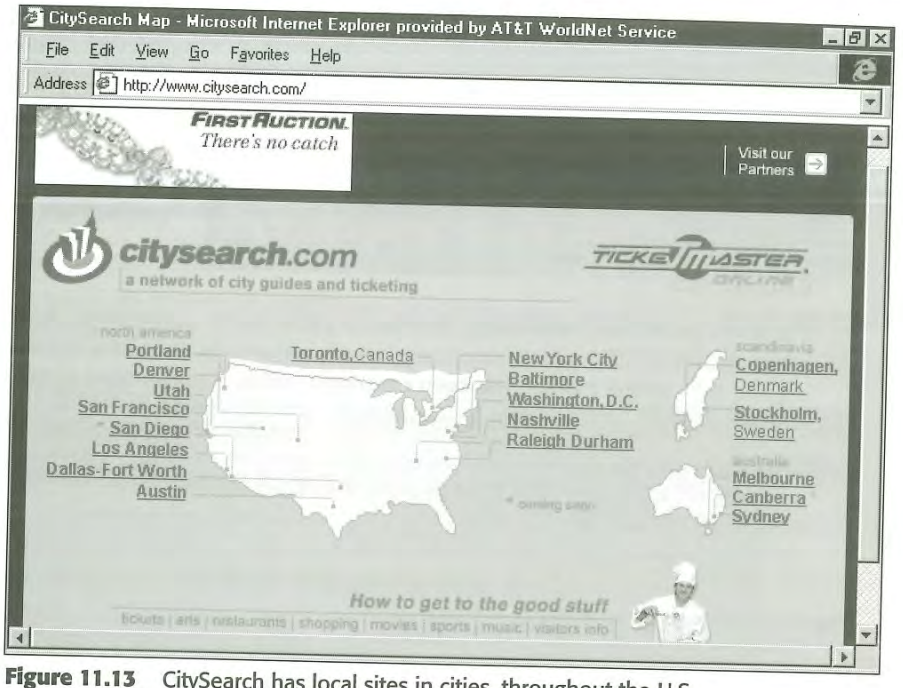


Figure 11.13 CitySearch has local sites in cities. throughout the U.S.

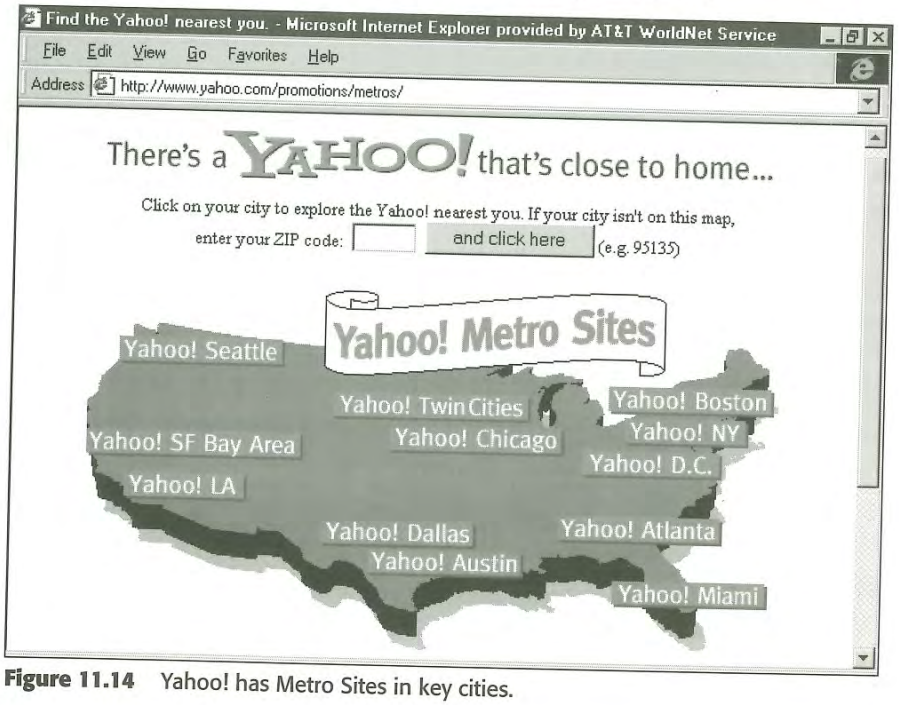


Figure 11.14 Yahoo! has Metro Sites in key cities.

Another option is the personalized home page offered by portal sites (for statistics, see Figure 11.15). From Yahoo! to Excite, users can personalize the start-up page so that it is customized to a their own interests and geographic location (see Figure 11.16).

And, of course, every region has local portal sites, which are sparked by local magazines, weeklies, or even local ISPs. For example, in Philadelphia the nonprofit ISP LibertyNet (www.libertynet.org, Figure 11.17) functions as a local portal for reaching the local audience of consumers, businesses, and nonprofit organizations.

Classifieds

The majority of local advertising revenue in print media comes from classified and directory listings. Classified advertising, which is the bedrock of newspaper advertising and a $5 billion market, has been embraced online. Today, online classifieds (see

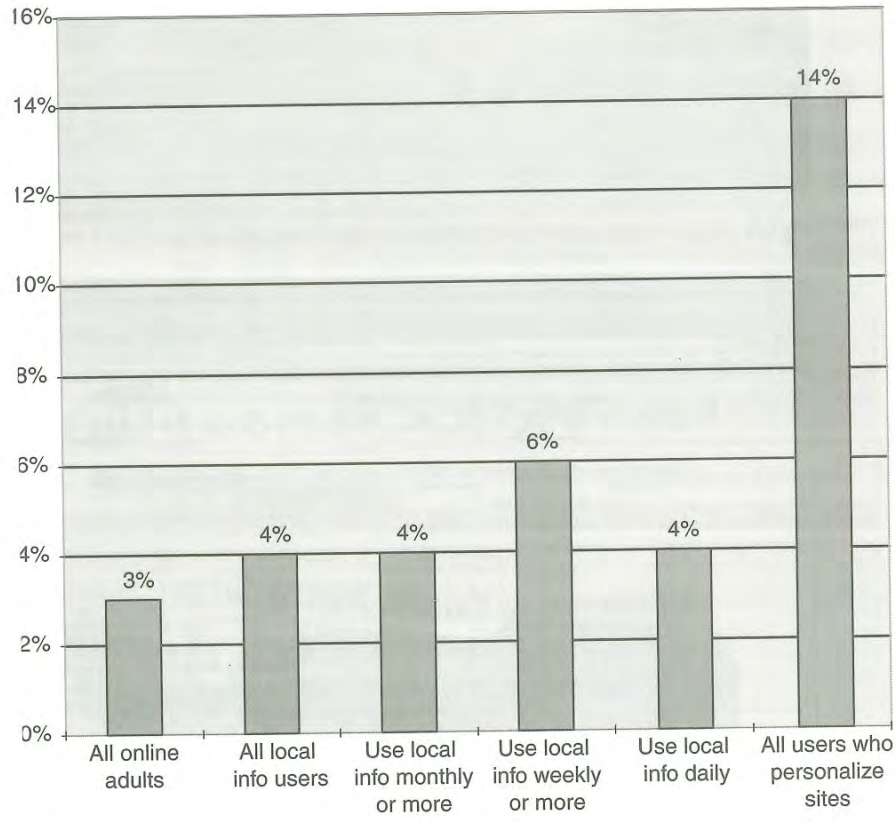


Figure 11.15 Percentage of users who personalize sites with local news and information.
Source: Cyber Dialogue.

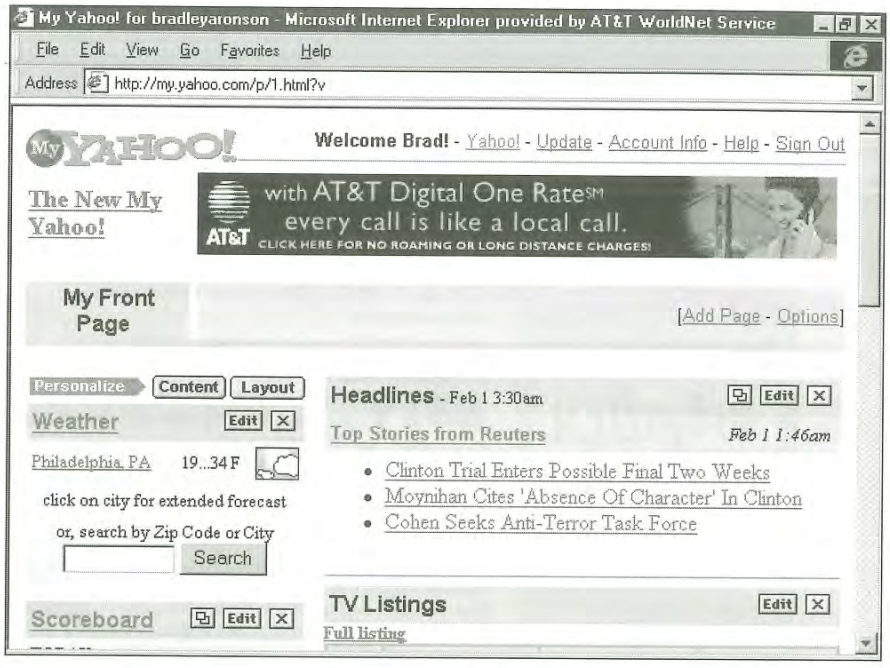


Figure 11.16 A personalized Yahoo! home page incorporates local information, such as this personalized page for Philadelphia.

Figure 11.18) are commonplace and a great way to reach a local audience, who may be searching such categories as real estate, automobiles, and employment.

Yellow Pages and Directories

Online yellow pages are another great means to reach a local audience. In fact, many search engines have bought the classifieds and directory sites and merged them into their own. In the Excite Yellow Pages (see Figure 11.19), an advertiser can target consumers searching for business listings in a specific geographic region. There is no question that online directory advertising is hot. In fact, Jupiter Communication predicts that directory revenues will reach $671 million by 2002 (see Figure 11.20).

Informational Sites with Regional Focuses

There are a host of informational sites available for local targeting. These sites service the entire U.S. market, broken down on a regional, state, city, or even street level.

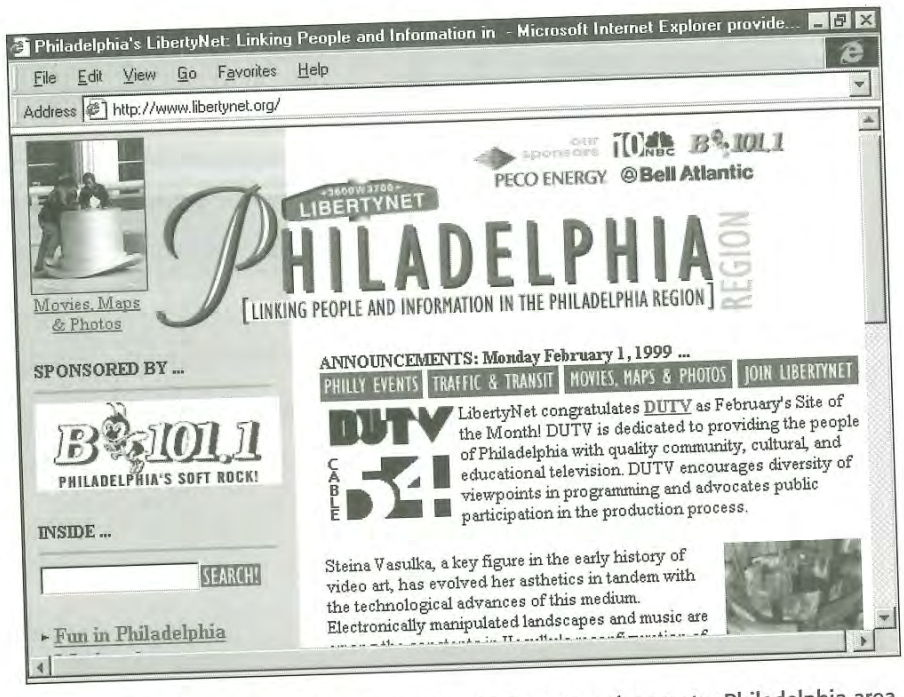


Figure 11.17 LibertyNet is a nonprofit ISP which services the greater Philadelphia area and acts as a local portal site.

Travel and mapping. Travel and mapping sites are extremely popular for finding locations and getting driving directions. Local advertising on MapQuest (www.mapquest.com) will reach users requesting travel directions in a specific region (see Figure 11.21).

Weather sites. Getting the local weather is one of the top uses of local content sites (see Figure 11.5). Specifically, the Weather Channel, www.weather.com, offers the ability to target on weather results for specific areas. If you advertise on local weather sites, you can assume you're reaching people who live in or are traveling to the geographic areas. For example, Green Mountain Energy is advertising its services to the Pennsylvania region and places banner ads on the Weather Channel targeting Pennsylvania weather (see Figure 11.22).

Address locators. Finding addresses and phone numbers of friends and colleagues is a common online action. On Switchboard (www.switchboard.com), when you search for a person, you get ads for local businesses.

Ad Networks Go Local

There are now ad network options for targeting a specific geographic region (see Table 10.2 for a list of ad networks). Real Media (www.realmedia.com) sells advertising on over 100 online regional newspapers (see Figure 11.23 for a partial list of Real Media

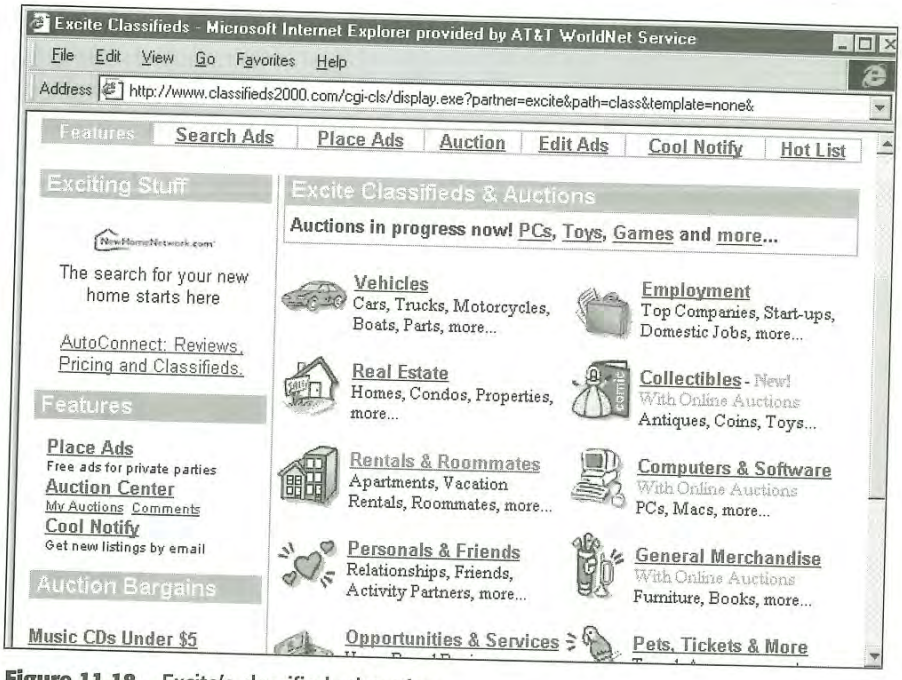


Figure 11.18 Excite's classified ad section.

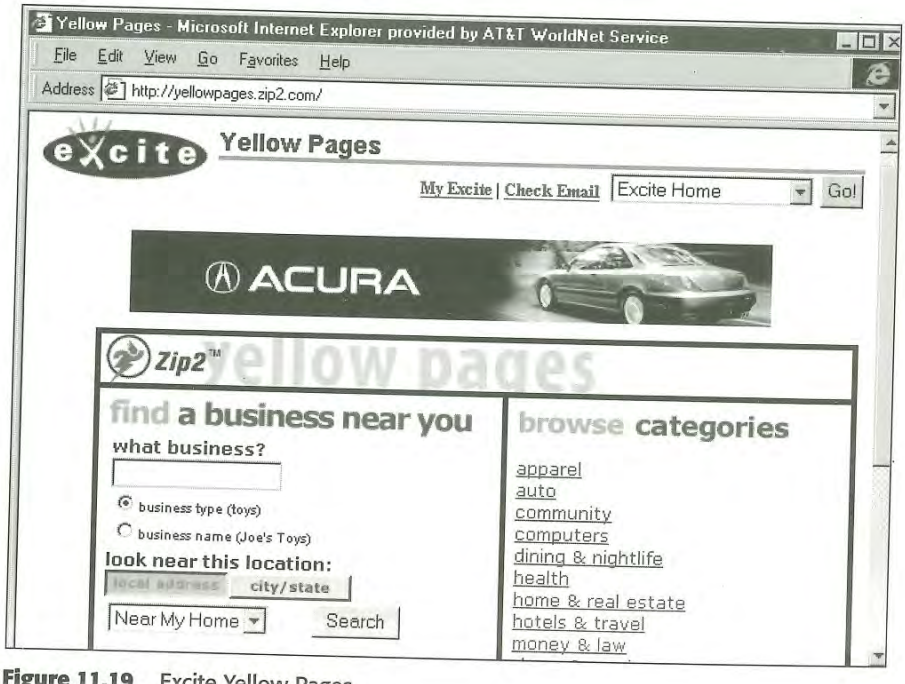


Figure 11.19 Excite Yellow Pages.

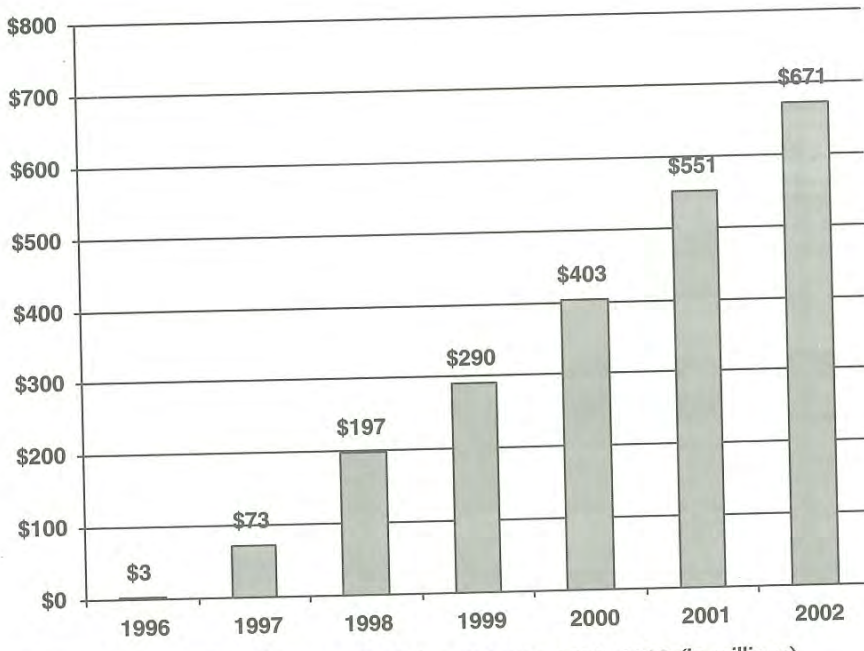


Figure 11.20 Online directory advertising revenues, 1996–2002 (in millions).
Source: Jupiter Communication.

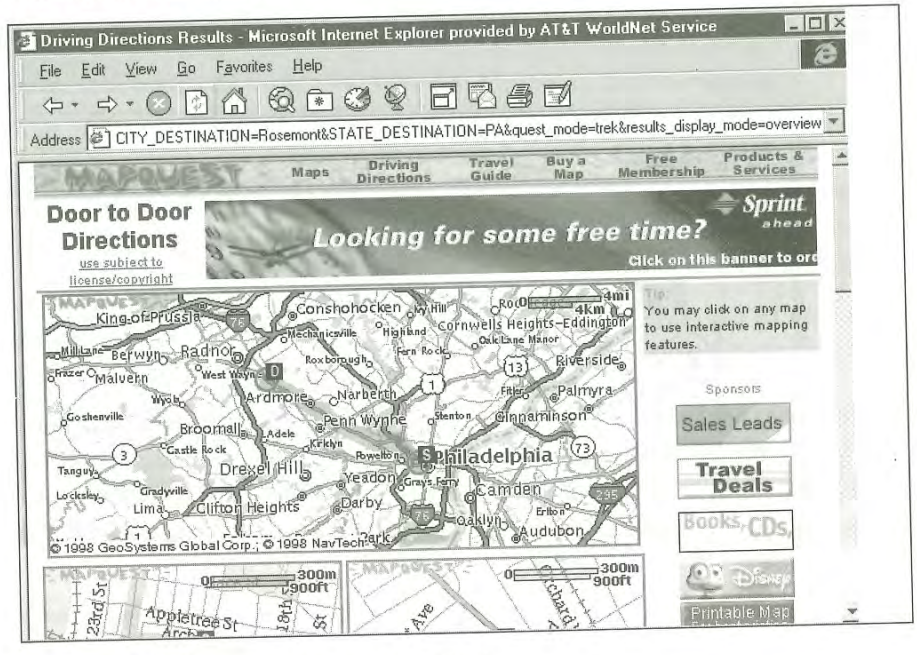


Figure 11.21 Local advertising on MapQuest.

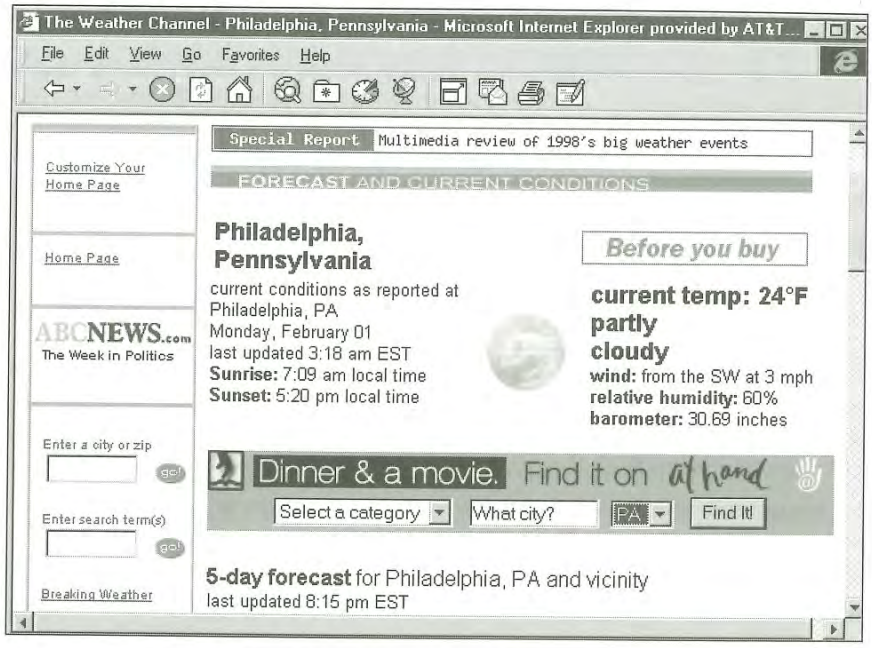


Figure 11.22 Local advertising on The Weather Channel targeting the Phildelphia area.



Site name/title	URL	CPM	Page views
New York, NY			
New Jersey Online	www.nj.com	$35	6,000,000
The Star-Ledger			
Newsday.com	www.newsday.com	$35	5,000,000
Long Island Newsday			
Village Voice	www.villagevoice.com	$30	2,000,000
Village Voice Worldwide			
Los Angeles			
Los Angeles Times	www.latimes.com	$35	11,000,000
Los Angeles Times			
OC Register	www.ocregister.com	$35	1,500,000
Orange County Register			
LA Weekly	www.laweekly.com	$30	350,000
Los Angeles Weekly			
Chicago			
Chicago Sun-Times	www.suntimes.com	$35	8,000,000

Figure 11.23 Real Media regional newspaper network sites.

network sites). DoubleClick has DoubleClick Local (www.doubleclick.net/advertisers/local) for local targeting capabilities on major brand sites. "You can leverage national brand name sites like Dilbert and AltaVista while only paying for reaching users from your local market," says Brian Hunt, marketing manager, DoubleClick Local. "We've helped everyone from movie theaters to banks reach their market online." DoubleClick determines the locality of the consumer based on the IP address.

Local Organizations

In each city, there are local organizations that use the digital medium very effectively. Many have Web sites and e-mail discussion lists or newsletters, which can be tapped to reach a local niche audience. For example, if you were trying to target the local Internet community in Philadelphia, you would want to participate in the Internet Business Alliance (www.iba.org) or the Eastern Technology Council (www.techcouncil.org, see Figure 11.24), both of which accept sponsorships for programs and events and send e-mail to their members.

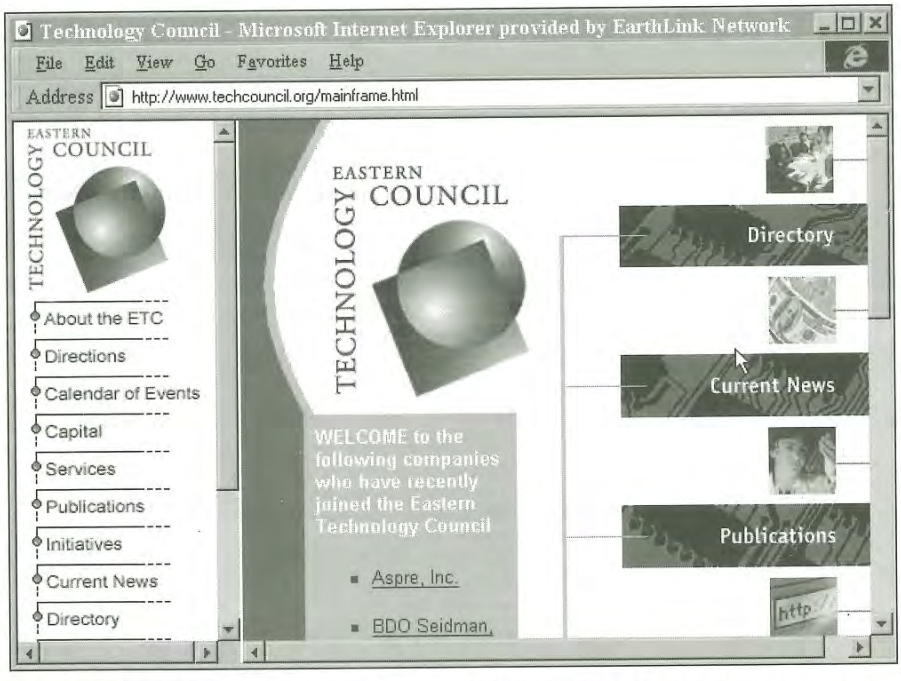


Figure 11.24 Local organizations are a great vehicle to reach local niche communities. The Eastern Technology Council services Internet business professionals in the greater Philadelphia region.

Ranking Local Sites

Media Metrix (www.mediametrix.com) has a local market report that tracks national and local market reach. The report demonstrates how national and local Web sites perform within each of 14 top local markets: Atlanta, Boston, Chicago, Cleveland, Dallas–Fort Worth, Detroit, Los Angeles, New York, Philadelphia, Phoenix, San Francisco–Oakland–San Jose, Seattle–Tacoma, Tampa–St. Petersburg–Sarasota, and Washington, D.C.

Targeting Through Registration Data

Another method of targeting geographically is through sites that collect data from their users. Some sites ask or force consumers to register, and that registration process often asks users for their zip code or address. In these cases the site has a few methods for tracking these users.

The site can force the users to enter their user names every time they return to the site. Then the site will be able to recognize the registrants and deliver them ads based on geographic data entered when they registered.

After a person registers, the site can place a cookie on his or her computer. (For more information on cookies, see Chapter 4 on Web measurement.) That cookie will contain a text string that identifies the user. When the user returns to the site, the site can look at the cookie and correlate the text string to data entered when the user registered—including geographic data.

Services that offer free e-mail or free Internet access will also ask users to provide their zip code. Of course, this also allows for geographic targeting—assuming folks are telling the truth. Figure 11.25 is an example of the New York Times registration page, and Figure 11.26 shows the registration page for the free e-mail service Hotmail.

IP Targeting

Regional targeting through IP addresses can be effective—when done properly. Every computer connected to the Internet has an identifying IP address, which is a string containing numbers and periods, such as 12.323.3213. If you have a direct connection to the Internet, you probably have an IP address for your computer, or your company's server assigns you an IP address when you access the Internet through your company's network. If you connect to the Internet through an ISP, your ISP will dynamically assign you an IP address when you dial in through their service.

When a person visits a Web site certain information is shared between the visitor's browser and the Web site's server (see Chapter 4 on Web measurement for more details). One of those pieces of shared information is the IP address. As explained in

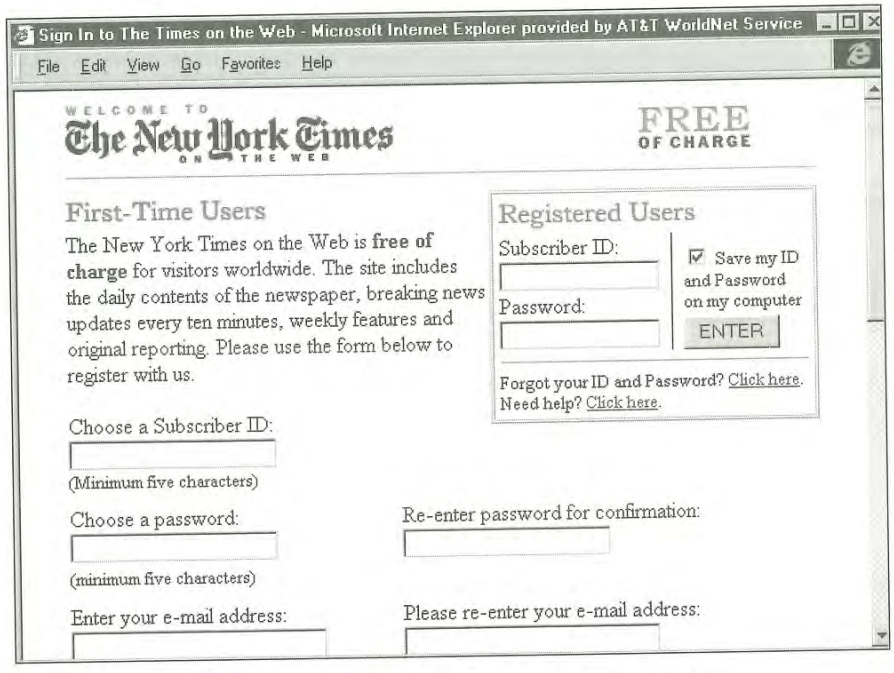


Figure 11.25 New York Times uses registration data to target locally.

Chapter 4, every IP address represents a domain name. For example, let's say 12.323.3213 is an i-frontier IP address. The Web site's ad serving software can perform a "lookup," which determines the domain of the IP address. After determining that the IP address is i-frontier, the ad server can perform a "lookup" to determine the geographic location. Here's how that works, and how mistakes are made.

When a domain is registered, it is done through Internic (www.internic.net). In the registration process, the registrant indicates what IP addresses will be associated with its domain names. For example, IBM may list a number of IP numbers that are associated with ibm.com. During that registration process, IBM has the option of associating a geographic region with each IP, but that is optional. So, a site can target using IP addresses, but the site will have to match the IP addresses to geographic information provided to Internic.

When geographic information is not provided to Internic, IP targeting can get pretty inaccurate; there's no way to really know the geographic area of the IP number. If there are a number of IP addresses associated with a company, and the company did not provide regional information for those IP numbers, a publisher can still decide to provide geographic ad targeting based on the company address (given to Internic for contact info). In that case, all users accessing the Internet from a company, regardless of their different geographic locations, are determined to be coming from the geographic location listed for the company address. In most cases this will cause errors. (This is also a

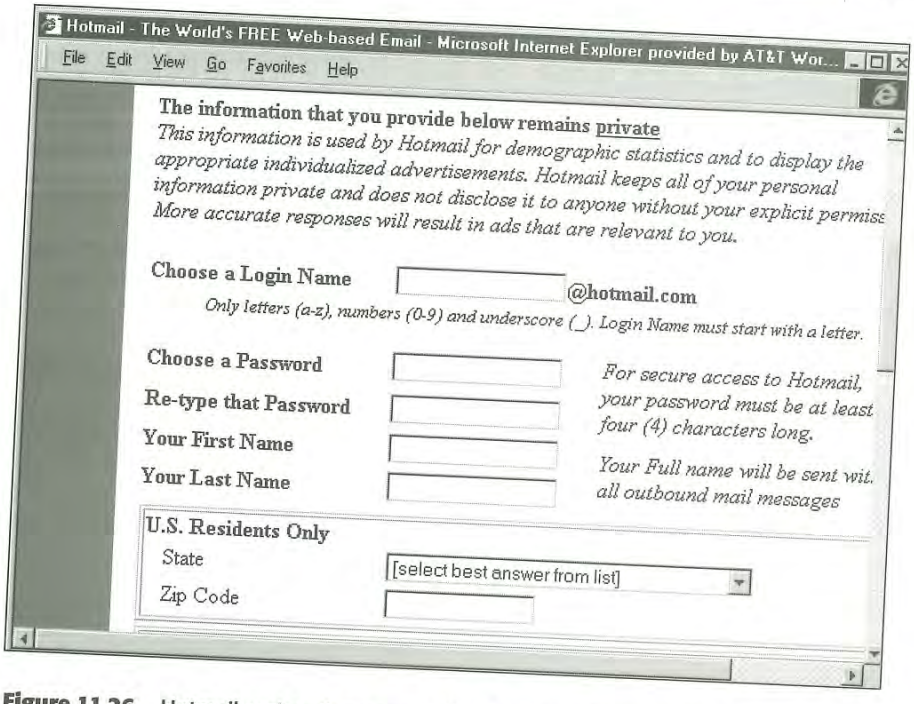


Figure 11.26 Hotmail registration page gathers geographic targeting information.

problem with large ISPs that service multiple geographic areas and don't specify the geographic location of their IPs.)

For example, Coca-Cola's main address is in Atlanta. However, Coke may have registered IP addresses for its offices across the United States. If Coke doesn't provide the regional information, and a publisher targets the ads by the company location (when no regional information is provided), all Coke employees will look like they're coming from Atlanta. Needless to say, the folks who are targeting accurately will have to be very careful in how they deal with companies with offices in different geographic locations. Publishers providing accurate targeting usually throw those IPs out of the targeting pool.

As we've mentioned, it is difficult to geographically target customers of large national ISPs. For starters, a large ISP like AOL has an incentive not to provide regional information regarding its IP numbers. AOL sells advertising, and, of course, they want the advertising they sell to be more valuable than that of their competitors. If AOL provided information that allowed their IP numbers to be identified as specific local areas, AOL's competitors would be able to sell high-priced, geographically targeted ads when AOL visitors came to *their* sites. If no one but AOL has the geographic IP information, then advertisers have to buy with AOL to target their 15 million–plus members by geographic area. AOL might sell a publisher a list of their IP numbers

broken down by geographic location, allowing the buyer to geographically target AOL users, but they would never provide that information for free.

To accurately target locally, IP numbers from AOL and other national ISPs who don't provide regional information must be disregarded, or the publisher must research and work with these companies to link their IP numbers to specific locations. Otherwise, everyone coming from AOL would be considered to be based in Virginia, which is where AOL is headquartered.

Geographic targeting is great when it works, but can be embarrassing at best when it doesn't. Tom Kuegler, director of operations at Skyline Network Technologies Inc. (www.skyline.com), tells how a friend of his was visiting a major portal/search engine when he saw an ad for a movie theater. The viewer, who lived in Maryland, had never heard of the movie theater. He clicked on the ad, which took him to the theater's site. To his surprise, the theater was located in Los Angeles. It turns out that the ad was being targeted to users in Southern California. The viewer was working in a field office in Maryland for a company headquartered in Los Angeles. Every employee of that company is served by one proxy machine located in LA, so all users appear as if they're originating from an IP in Los Angeles, and the thousands of employees at that company are geographically targeted incorrectly.

What's It Gonna Take?

Melinda Gipson, Director of New Media Business Development (gipsm@naa.org)
Newspaper Association of America (www.naa.org)

According to a Deloitte & Touche survey conducted with the National Retail Federation of the 50 top retailers, 26 percent now have Web sites. While a number of top retailers advertise on the Web without having their own bona fide site, that still indicates that 74 percent of major retailers—and millions upon millions of Main Street merchants—aren't yet taking advantage of the promotional power of the Internet.

What's it going to take?

How about envy? Added to the list in the 1998 holiday season and just following: Macy's, Nordstrom's, Victoria's Secret, Toys "R" Us. They joined the likes of Wal-Mart, Kmart, Lands' End, Barnes & Noble, and a host of other catalogers and retailers looking to counter their Web-grown competition—folks with names like Amazon.com, eBay, and Bluefly.

Greed? Certainly, all these companies were looking to cash in on the attention of the 8.7 million U.S. households that Forrester Research says shopped online for travel and retail goods (other than autos) by the end of 1998. Please note: that's households. Some 16 million people bought books online, just to pick one category. Shop.org, a new association of online merchants, estimates that 1998 online

sales should top $13 billion. Zona Research Inc. interviewed more than 1,000 Internet users, and reports that their spending online dramatically increased over last year. Whereas last year the survey group's average Net tab was $216, this year it hit $629! Spending by users in the over-50 age group grew at the fastest rate, up 545 percent over last year. E-shopping still represents a low single-digit total of the total retail pie. But many more folks browsed than bought, meaning that the Web contributes to a sizeable portion of sales offline, and is a lynchpin in the buying process of the value-conscious consumer.

As they say, "it's all good." But I'd argue that the real reason your business will want to advertise on the Net this year is growth. That Zona bunch—at least 61 percent of them—says they plan to spend even more in the coming year. They're well-off, well educated, and very, very busy. Some too busy to shop in brick-and-mortar stores, meaning this is a customer with whom you can have a relationship that you didn't before.

And since we're discussing marketing, here's my pitch for my niche. Online newspaper readers are not only better educated with more disposable income than the average Web user; in an age where there's an explosion of new media outlets competing for their attention, 45 percent of online newspaper readers come to their preferred site once a day. One in five visit more than once a day. (These figures come from a fall study by The Laredo Group for RealMedia.) INTECO Research found that online newspaper users book travel online three times as much as the average Web user, and make purchases online more than two and a half times more often. They are more likely to contact an advertiser in an online newspaper classified than one in even a big-name Internet brand. And they're people who can associate your brand—online and in print—with one they trust to run their lives. . . . I'd just like you to think of it this way: You want to be on the Net because your customers are—both the ones you could lose and the ones you haven't met yet. In the case of the former, remind them you exist. In the case of the latter, let a trusted source introduce you.

CHAPTER 12

International Online Advertising

If you look at a traffic report from any major U.S.-based branded Web site, 20 to 60 percent of users will be from outside of the home market. Users are coming from the four corners of the globe, and the savvy business is trying to figure out how to fit into the global marketing capabilities of the Internet.

Most of the online advertising dollars spent in 1998 focused on the United States. In 1998, North America accounted for 87 percent of online advertising. Forrester Research predicts that the Internet advertising gap between the U.S. market and the rest of the world will start to shrink and that by 2003, North America will only account for 70 percent, with Europe representing 18 percent, Asia 8 percent, and Latin America 4 percent. The Internet is finally becoming the global market everyone envisioned (see Figure 12.1).

This chapter will look at tips, tools, and concerns involved in advertising online to an international audience.

Why Go Global?

Just because Internet access can technically take place anywhere on the globe, it doesn't mean that your Web site will reach all potential international customers. Each country, just like any market or community, needs to be targeted strategically. To go global really means going local in each geographic area. People respond to marketing messages through their own cultural glasses. You need to present a message they can understand, relate to, and trust. This is true if you're trying to market to Paris, Texas, or Paris, France.

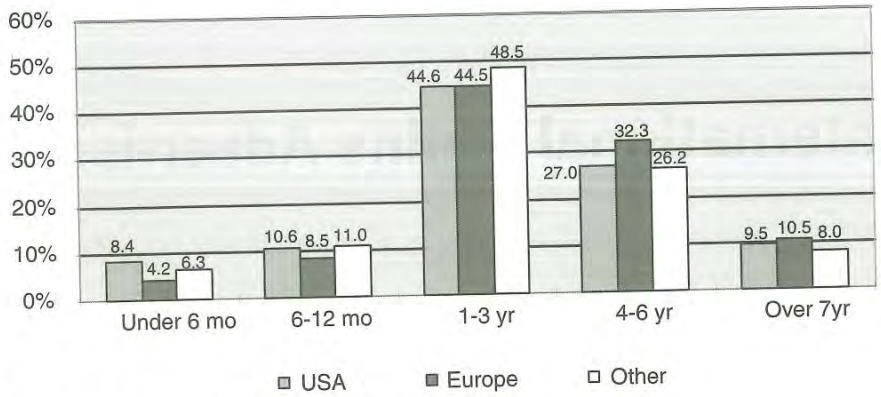


Figure 12.1 Years on the Internet by location.

Source: GVU's WWW User Survey (www.gvu.gatech.edu/user_surverys) Copyright 1994-98. All rights reserved.

Why go global? Just because you can is not a sound business reason. Advertising outside of your home market makes sense on two fronts. First, if you are looking to increase traffic to your site, there are many eyeballs to be had in the global online arena. On the Internet, the English-speaking world represents the majority of users. Computer Industry Almanac (www.c-i-a.com) projects that by the year 2000 this majority will begin to decline and there will be as many Internet users from non-English-speaking countries as from English-speaking countries (see Table 12.1). The primarily English-speaking world (Australia, Canada, Ireland, New Zealand, South Africa, United Kingdom, and United States) represents only 8 percent of the world's population and 30 percent of the world economy, so the movement of the rest of the world to get online is only going to grow the global e-commerce pie.

Second, if you are trying to expand your market in terms of sales, it might make sense to go global. However, although you can reach the online audience in France, Japan, or China, be cognizant of the fact that doing business in other countries brings up all sorts of issues, from units of currency, to shipping charges and country tariffs, to customer service and product support. Is your product really applicable in a specific country? Do you have the resources to distribute goods and services to an international audience? How about the resources to support those clients' customer service needs? If you do want to market and sell products in other countries, do your homework first. The classic story of an international Internet purchasing nightmare is about a product that is purchased online from a business in the United States by someone in Japan. When the product arrives in Japan, the purchaser is charged not only the amount of the product, but also the shipping and country tariff, making the $500 purchase turn into a $2,000 nightmare. Mistakes like this can be avoided by doing your homework first—in this example, researching shipping and tariff fees before deciding to ship to a particular country.

To get users, whether in Moscow or Milwaukee, to buy your product, to use your merchandise, or to contract you for services, means doing so has to be faster, simpler, and more convenient that using traditional channels such as local businesses. "Faster, simpler, and more convenient" means different things in different countries and cultures.

According to the Computer Industry Almanac (www.c-i-a.com), there will be over 579 million computers-in-use by year-end 2000—up from 360 million computers-in-use at year-end 1997. The United States is projected to have over 164 million computers-in-use or 28.3 percent of the total in year 2000. The top 16 countries shown in Table 12.1 account for over 70 percent of the worldwide computers-in-use in year 2000.

Table 12.1 Top 16 Countries in Computers-in-Use in Year 2000 (projected in November 1998)

2000 RANK	COUNTRY	COMPUTERS-IN-USE IN MILLIONS	% SHARE OF TOTAL
1.	United States	164.1	28.32
2.	Japan	49.9	8.62
3.	Germany	30.6	5.28
4.	United Kingdom	26.0	4.49
5.	France	21.8	3.77
6.	Italy	17.5	3.02
7.	Canada	16.0	2.76
8.	China	15.9	2.75
9.	Australia	10.6	1.82
10.	South Korea	10.6	1.82
11.	Russia	9.2	1.59
12.	Brazil	8.5	1.47
13.	Spain	8.1	1.39
14.	Netherlands	7.2	1.25
15.	India	6.3	1.08
16.	Mexico	6.3	1.08
	Total Top 16 Countries	408.6	70.52
	Europe Total	154.9	26.73
	Worldwide Total	579	100

Source: Internet Industry Almanac (www.c-i-a.com/19981103.htm)

Note: These numbers include all computers, from PCs to supercomputers, used in business, educational institutions, and homes.

Are You a Candidate for Going Global?

Should you go global? You probably already are. On close inspection of your site traffic report, you will undoubtedly find that a percentage of your visitors are originating from outside your home country. Whether you want to do business abroad or just increase your traffic, the first step is determining the makeup of your audience.

Reviewing your traffic. One way to determine if you have an international audience is to look at your traffic reports (see Chapter 4 for more information on generating and using traffic reports). If you are receiving a healthy stream of visitors from a specific country, then it makes sense to start customizing your site to visitors of that country and perhaps even to start advertising to Internet users from that country. A list of the domains for each country is available on the companion Web site for this book (www.wiley.com/compbooks/zeff).

Reviewing your sales. Another key determining factor is sales. Are the visitors from outside your home market buying your products or services? If so, then it is time to look at servicing these customers in their own language and investigating the logistics of distribution in their country.

Obstacles to Adoption

The Internet may be global in nature, but in each country there are domestic, economic, and social issues that limit Internet access.

Connection

Outside the United States and most of Canada, Internet usage is often on a pay-per-minute basis. This may not affect some business users, but it is a great deterrent against random surfing for consumers and many businesses. "In Japan, with no unlimited local call service provided by NTT, everyone has to pay ¥ 10 for every three minutes online. Couple this with ISP fees and it becomes very prohibitive to the casual user," points out Richard Lemmer, an American teacher living in Japan. The situation is even more extreme in China. "The price for one hour on the Internet equals my one day's wages," points out Li Yue of China. "I [would] rather spend half of [the] day to go shopping on [the] street than go '[shopping] on the Internet.'" In this situation, the common usage pattern is to go online to search for information. Once that information is found, it is printed and then read offline.

Moreover, there are still many countries with limited telephone access in general. From parts of Russia to parts of Africa and Central America, if there are no telephones, Internet access is out of the question.

Despite these barriers, more and more Europeans are getting on the Net; and because they are jumping on the wagon later than Americans, many new European users will

likely skip the access-by-modem model. Development for high-speed infrastructure is gaining momentum in Europe. For example, Cybercable (www.cybercable.fr) will be offering high-speed Internet access via cable in France for a flat fee, including communication charges. Free Internet access is now available in the United Kingdom through Freeserve (www.freeserve.co.uk), which offers high-speed access, local-call charges for national calls, an unlimited number of e-mail addresses, free Web site space, and free e-mail-based support.

Political momentum is also building in France and other European countries for lower communication charges for accessing the Internet. For example, the 3 million French Internet users as well as users from other European countries boycotted the Internet on December 13, 1998, to protest new taxes on telephone communications. So, although many parts of the world don't yet have a communication infrastructure that promotes Internet usage, they are making progress toward getting there.

Internet Service Provider

Another barrier is lack of choices for ISPs. This lack of choice keeps prices high and access limited. Moreover, in many countries in Africa and elsewhere in the Third World, the government acts as the ISP. Yet, many more options are quickly becoming available.

Competing Systems

France has yet another obstacle. The dominance of the Minitel network has resulted in the country's slow adoption of the more open Internet. The good news about Minitel is that the French feel comfortable using an online network to pay bills. The bad news is that there is not a great movement to switch to the more open Internet. Minitel has many advantages: It's inexpensive, already in operation, and localized.

Turning Access Obstacles into Opportunities

In playing on the international field, identifying and addressing barriers to access will help you turn these obstacles into opportunities and your competitive advantage. Let's be honest: There is not much any one business can do about the issues of lack of telephone service, ISP choice, or competing services. What you can do is make your site as user-friendly as possible to each potential audience. If you are advertising in or have traffic from a country where Internet access is still on a pay-per-minute basis, it's important to provide clear information easily accessible in the native language so they can find what they need, print, and move on. Since most of the material will be printed, make sure each page is printer-friendly (white background, with all material on one page), or have a special page identified as the one to print where all information is consolidated. Moreover, the entire site should download quickly, since every second counts. In short, "The best way to communicate with overseas visitors," says Bill Hunt of the Multimedia Marketing Group, "is to have as many details answered as you can on the Web site."

Translation Issues

There is no getting around the fact that if you want to market to a country, you have to market in the native language. In the words of former German chancellor Willy Brandt, "If I'm selling to you, I speak your language. If I'm buying, dann müssen Sie Deutsch sprechen [then you must speak German]."

Translation needs to occur on various levels. First, if you are going to service an international audience beyond the English-speaking countries, then you need to have elements of your Web site translated into the languages your audience speaks. Next, if you are going to advertise to increase traffic or generate sales or leads, then you need to develop an advertising campaign that speaks to and resonates with each specific culture. Finally, you need to be able to provide customer service to your users once they come to your site. Anthony Schneider, President of Web Zeit (www.webzeit.com), sums it up best when he says, "If content is king, then language must be queen."

Translating Your Web Site

It sounds straightforward enough. To reach a market, you need to speak to a market in its own language even if that market knows your language. Bill Dunlap of EuroMktg

Advertising Translation Bloopers

This is a list of advertisements that missed the mark when translated from English to another language. In going through the process of translating your advertising campaign message, make sure you do thorough research to avoid falling victim to a similar cultural *faux pas*. We want to thank everyone who submitted their favorite bloopers, especially Bill Dunlap and the Global Marketing Discussion List (www.euromktg.com/eng/ed/gmd.html).

Coors put its slogan "Turn it loose" into Spanish, where it was read as "Suffer from diarrhea."

The Dairy Association's huge success with the campaign "Got Milk?" prompted them to expand advertising to Mexico. It was soon brought to their attention that the Spanish translation read "Are you lactating?"

When American Airlines wanted to advertise its new leather first-class seats in the Mexican market, it translated its "Fly In Leather" campaign literally, which meant, "Fly Naked" (vuela en cuero) in Spanish.

The ever-popular introduction of Chevy's great car into Latin America: the Nova (= "no go" in Spanish), and Toyota's MR2 into Quebec: MR2 ="em-er-deux" = "merde" = "shit" in French.

Scandinavian vacuum manufacturer Electrolux used the following in an American campaign: "Nothing sucks like an Electrolux."

Clairol introduced the Mist Stick, a curling iron, into German only to find out that "mist" is slang for manure. Not too many people had use for the "manure stick."

asked a group of Swedish users who are very comfortable in English if they surfed in English or Swedish. Dunlap found that the answer was unanimous that they surfed in Swedish. "They feel strongly about their own identity," remarks Dunlap. "Just because they speak a language doesn't mean they want to or feel comfortable surfing in that language. "

Deciding to translate is just the first step. Now, new questions arise. Should you translate all of your Web site or just specific pages? If you only translate selected pages, which pages?

The 1997 Japanese Content Survey conducted by Global Promote (www.globalpromote.com) found that 88 percent of Japanese Web users would like more content translated into Japanese. When asked what information they want translated into Japanese, 68 percent said the order form, 65 percent the terms and conditions, 50 percent said the FAQ, and 8 percent responded with product information. This shows that international users want the meat of a site—hold the marketing.

Just because a person has a working knowledge of a language, doesn't mean that person feels comfortable making or executing a purchase in that language. To put it into perspective, how comfortable would you feel placing an order online using your high school French? That's the situation of many online users conducting business on English-language sites.

When Gerber started selling baby food in Africa, they used the same packaging as in the United States, with the beautiful Caucasian baby on the label. Later they learned that in Africa, companies routinely put pictures on the label of what's inside, since most people can't read.

Colgate introduced a toothpaste in France called Cue, the name of a notorious porno magazine.

An American T-shirt maker in Miami printed shirts for the Spanish market that promoted the Pope's visit. Instead of "I saw the Pope" (el Papa), the shirts read "I saw the potato" (la papa).

Pepsi's "Come alive with the Pepsi Generation" translated into "Pepsi brings your ancestors back from the grave," in Chinese.

Frank Perdue's chicken slogan, "It takes a strong man to make a tender chicken," was translated into Spanish as "It takes an aroused man to make a chicken affectionate."

The Coca-Cola name in China was first read as "Ke-kou-ke-la," meaning "bite the wax tadpole" or "female horse stuffed with wax," depending on the dialect. Coke then researched 40,000 characters to find a phonetic equivalent "ko-kou-ko-le," translating into "happiness in the mouth."

When Parker Pen marketed a ballpoint pen in Mexico, its ads were supposed to have read, "It won't leak in your pocket and embarrass you." The company thought that the word "embarazar" (to impregnate) meant to embarrass, so the ad read: "It won't leak in your pocket and make you pregnant."

Viewing a Site in Another Language

To view a site in another language, especially one that does not use the Roman alphabet, you will need language support software as well as a browser that supports that language. A listing of software options is presented in Table 12.2. MacOS 8.5 has a custom-install option to install Asian and other foreign language characters for the entire operating system, including browsers. When installing 8.5, select "Custom Install."

The other option is to use a multilingual browser like Tango (www.alis.com/internet_products/browser/browser.html) that doesn't require additional software. Tango is compatible with Windows 3.1, 95, 98, and NT.

Microsoft is progressing in localizing its operating system, assisting new users in accessing the Internet in their native language from day one. You can find a full listing of Microsoft language plug-ins for Internet Explorer at www.microsoft.com/ie/intlhome.htm.

Table 12.2 Language Software and Browser Support for Asian Languages

JAPANESE
Japanese Language Support Software
Windows 95
AsiaSurf (www.dynalab.com/)
Twinbridge (ftp://ftp.aimnet.com/pub/users/chinabus/tbjdemo.zip)
UnionWay (www.unionway.com)
Win/V (www.interchange.ubc.ca/gregsmit/winvhome.html)
Windows 3.1
Browsers That Support Japanese
Netscape Communicator (http://home.netscape.com/download/client_download.html?communicator4.02)
Microsoft Internet Explorer (www.microsoft.com/products/default.asp?divisionid=10)
Macintosh users (running System 7.1 or later) need to load the Japanese Language Kit (www.macos.apple.com/macos/easy/intl/langkitsover.html), as well as a browser that supports Japanese, like Netscape Navigator Gold 3.02 (http://home.netscape.com/download/nav_download.html?navigatorgold3.02).

Table 12.2 (Continued)

CHINESE
Chinese Language Support Software
NJStar (www.njstar.com)
TwinBridge Software (www.twinbridge.com)
UnionWay (www.unionway.com/download.htm)
Macintosh users
Elixir (www.e.kth.se/~e94_lih/html/Elixir.html)
Chinese Language Kit from Mac (www.apple.com/macos/multilingual/chinese.html)
KOREAN
Korean Language Support Software
Win 95 and NT
UnionWay (www.unionway.com)
AsiaSurf (www.dynalab.com)
Windows 3.1
UnionWay (www.unionway.com)
Browsers That Support Korean
Netscape Communicator (http://home.netscape.com/download/client_download.html?communicator4.02)
Microsoft Internet Explorer (www.microsoft.com/products/default.asp?divisionid=10)
Macintosh users (running System 7.1 or later) need to load the Korean Language Kit (www.macos.apple.com/multilingual/korean.html), as well as a browser that supports Korean, like Netscape Navigator Gold 3.02 (http://home.netscape.com/download/nav_download.html?navigatorgold3.02).

Translating Your Ad

Trying to differentiate your marketing message from the clutter is demanding. Add to that the issue of presenting your message to another culture in another language and the task gets even more daunting. Banner ads need to be translated into the native language. But this can be your competitive advantage. Often a translated banner is the only text in the native language on a page. Bill Hunt of Global Promote was in India speaking with a group of Hotmail (free e-mail service) users. He asked the users whether they would respond to an ad that came up in Hindi (one of the main languages of India). The group replied that they rarely click on ads, but any text in their native language would catch their attention immediately and they would probably click on it. Indeed, Hunt has found that his ads get a 5–25 percent boost by using localized banners.

Let's face it, you never see a Toyota ad in Japanese in an American paper; so why would you show an ad in English in Japan? In Holland, where almost everyone speaks English, ads are always in Dutch, the native language. It all boils down to trying to reach your customer. "The background language of the mind is a person's native tongue. The way you target is in the language of the country, always, 100 percent of the time," says Dunlap.

Localization

Merely translating the text of an ad doesn't mean the language usage is correct or effective from a marketing perspective. A technique used by the Multimedia Marketing Group is to invite people from the target market to critique the ad in a private area of your site. This way the ad is tested in a controlled environment and you can check to make sure the message is clean—no culturally misleading innuendoes—with an applicable call to action for that market. What is appropriate to do and say in one culture, may not work in another. For example, a typical advertising strategy with American consumers is to compare one product with another. But this technique backfires in Japan, where saying your product is better than another is frowned upon. In other words, going global really means going local in each country. See the sidebar on pages 286–287 for a humorous look at translation bloopers in advertising.

Communicating with International Customers

Marketing is all about building relationships, whether you are dealing with a customer around the corner or across the globe. The process of developing and maintaining a dialogue with your customers presents additional difficulties when dealing with a multilingual customer base. If you're going to market in different languages, be prepared to provide customer service in multiple languages. Building a banner in another language or having multiple language versions of your site is only the beginning. You need to be able to service each customer in the language in which the original advertising proposition was made. Offer multiple channels for communication: e-mail, fax, phone, and snail mail. And, whenever possible, have a local telephone number, fax number, and mailing address. Whether you have a field office or just a virtual office, make it easy for your new customers to communicate with you. Make working with your company convenient—as convenient as working with a local company. If you are going to offer a toll-free number, make sure it is accessible in the countries you are pursuing. An 800 number works in the United States and Canada, but not in Japan or the United Kingdom. In terms of translation issues, there are several options:

- You can have a local sales office in each country, with a local staff that answers the phone, mail, and e-mail, eliminating the need for translation.
- You can offer your international customers e-mail communication only, and run all e-mail out of the home office using automatic translation software such as AltaVista's free service (http://babelfish.altavista.com/) to translate the questions and answers (please note that using translation software leaves room for many mistakes).

- You can hire native speakers to handle all communication and translate the questions and answers for your staff whenever needed.

How an Online Marketing Campaign Helped the Swedish Hotel Adlon Use a Multilingual Web Site to Bring in Business

By Bill Dunlap (ema@euromktg.com)
Managing Director Euro-Marketing Associates (www.euromktg.com)

Stockholm is a bit out of the way, when you're traveling around Europe on business, and it takes a little more than usual to attract attention from businesspeople. The Adlon Hotel (www.adlon.se) realized this when they created a Web site to attract a businessperson who is keen to have PC and Internet connections in their room. To get the word out to people around Europe, they translated the main page of their Web site and sent out press releases in German, French, and Spanish. This work is equivalent in price to one month's run of a quarter-page color ad in a magazine. Yet what a difference in the results of their marketing—a print advertisement would need to keep up this monthly budget, whereas the Internet ad (that is, their Web site) continues, and the traffic increases, thanks to being in local indexes and search engines.

When designing the online marketing plan, they had to decide who their target audience was: who comes to Stockholm. Obviously the Germans (Sweden's leading trading partner), but also some French, some Spanish/Portuguese (even from Latin America), and the Italians. Hence, Adlon Hotel's director chose to have their gateway page into the Web site translated into German, French, Spanish, Portuguese, and Italian.

One year later, this is what they have to say, when asked if the multilingual approach helped them build their hotel business:

> **Yes! We are right now up to over 3,000 visits per week! And it is from the whole world. Please bear in mind that Adlon Hotel is a small hotel in a small city in the northern Europe and it is not a tourist hotel. Only businesspeople (although we keep getting a lot of tourists as well).**
>
> **From our simple e-mail booking facility we are getting more than 10 percent of our turnover! No discounts, no commissions, etc. The one and only reason for getting this kind of result is the way you are linking your site on Internet.**
>
> **The winners are the hotels who have understood the importance of being seen on the Web. The cost in money is small. The knowledge how to market your site on the Internet is the key to success.**
>
> **Bengt G. Lidforss,**
> **Director of Adlon Hotel,**
> **Stockholm, Sweden**

Continues

How an Online Marketing Campaign Helped the Swedish Hotel Adlon Use a Multilingual Web Site to Bring in Business *(Continued)*

What is important to keep in mind when one decides to internationalize a Web site is that it takes time to build traffic. The Adlon Hotel's site was not fetching that much traffic internationally 6 months after their translation and promotions, but a year afterward, it was clearly a success. This is partly because the indexes and search engines in each country attract more and more attention, as more people in other countries come online.

The Adlon Hotel made the efforts to translate a home page in 10 languages (see Figures 12 a-c), and actively promote these gateways into their Web site. During the month of August 1998, the breakdown of people using these language gateways to find the site was as follows:

German: 10%
French: 9.6%
Italian: 9.3%
Spanish: 9.2%
Portuguese: 8.9%
Scandinavian languages and English: 53%

Of course, they could handle Scandinavian languages and English themselves, and contracted out the other European languages. It's most interesting that the other European languages are now pulling in 47 percent of the traffic to these language gateways to their site.

Another lesson to be drawn from this example is the separate targeting of the U.K. Instead of going through one of the large American Web site registration services, Adlon Hotel decided to target specifically U.K. search engines and press. The American Web promotion services are excellent when broadcasting a message worldwide to anyone who is conversant in English, but it does not make sense when one is wanting to target only one or two Anglophone countries, as in this case. Many English businesspeople come to Stockholm in comparison with Americans. Hence, the need to target the U.K. alone among Anglophone countries.

Of course, the next step would be to translate their banner ad into these languages and run it in travel sites related to Stockholm. By creating several identical Web pages in each language, each with its own URL—for instance, in French this could be index-fr1.html, indexfr2.html, etc.—the webmaster could test various forms of Web promotion in different countries and see what promotion technique brings in the most people.

The conclusion is obvious: for very little outlay of advertising budget, there can be considerable yield from other countries, just by taking the pains of translating one single page of a Web site, and promoting these language gateways into the site. Let's hope that this technique will grow in popularity as businesses become more aware and interested in getting exposure to those abroad.

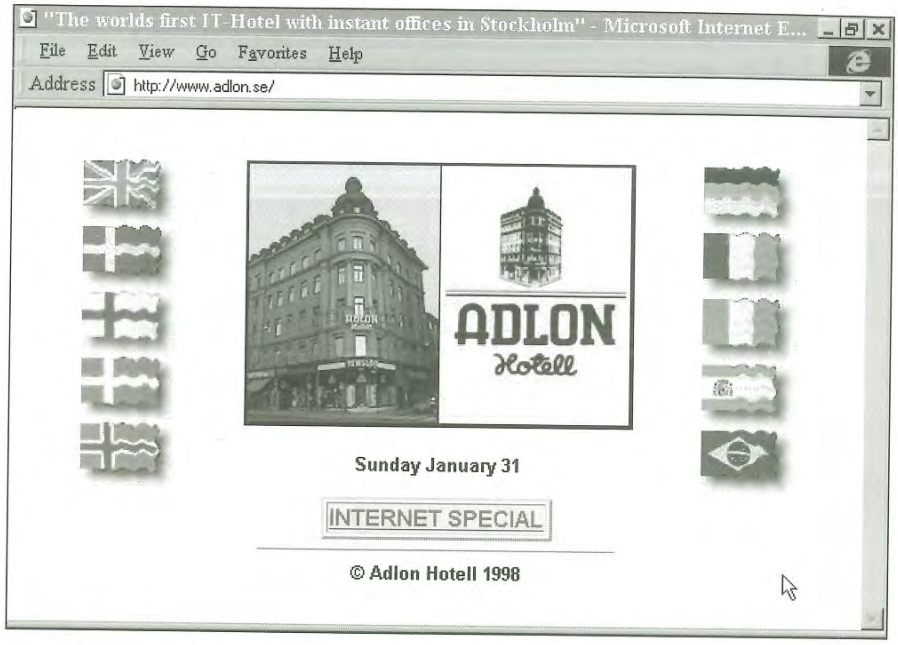


Figure 12.2a Adlon Hotel Web site homepage.

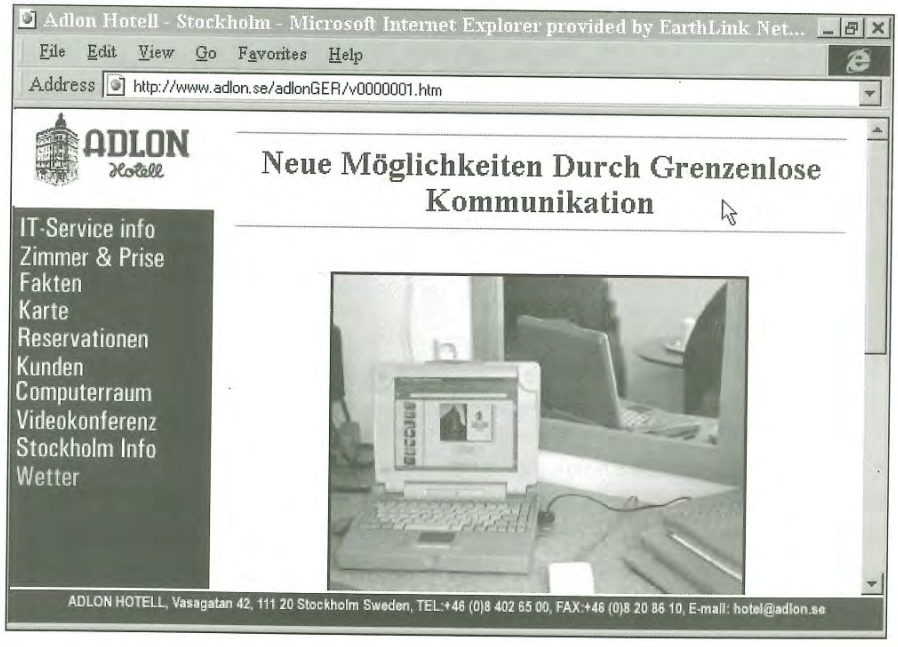


Figure 12.2b Adlon Hotel Web site in German.

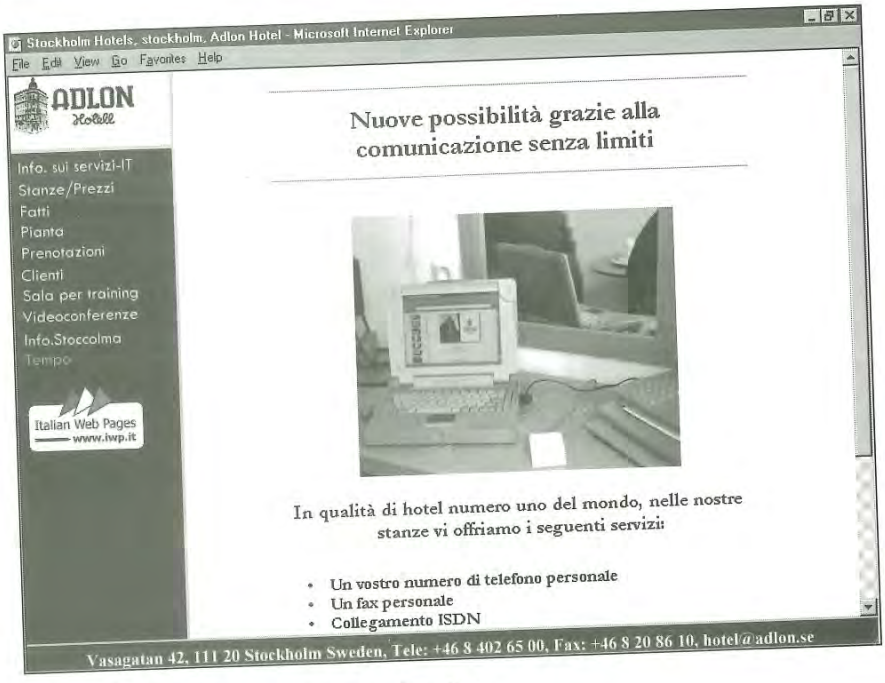


Figure 12.2c Adlon Hotel Web site in Italian.

Locating Appropriate Sites in Other Countries

Where should you advertise? Where your customers and potential customers already congregate. Find out where your audience goes and advertise there. If you are doing a brand-building campaign (where you are after reach and frequency), then you need a site that aggregates a high volume of eyeballs (like a search engine or portal site). However, if you are running a direct marketing campaign, then you want to reach an audience that is already interested in your type of product.

Portals and Directories

Most of the major search engines and directories have multiple language sites. Yahoo! and MSN are battling it out to reach out and touch the global Internet Community. Yahoo! now has a presence in 14 countries, and Microsoft projects to be in over 30 countries by 2000. Table 12.3 lists the different country and language sites of the major portals and search engines. EuroMktg has a section of its site that lists search engines, directories, and indexes around the world (www.euromktg.com/eng/GR/regis.html), and is a great stop on your search to find Web sites for reaching different countries; it covers Chinese, Danish, Dutch, Finnish, French, German, Italian, Japanese, Korean, Norwegian, Portuguese, the Pacific Rim, Spanish (including the Americas), and Swedish sites.

Table 12.3 The Major U.S. Portals, Search Engines, and Directories Affiliates Around the World

EXCITE	
Australia	http://au.excite.com
Chinese	http://chinese.excite.com
France	http://fr.excite.com
Germany	www.excite.de
Italy	http://it.excite.com
Japan	www.excite.co.jp
Netherlands	http://nl.excite.com
Sweden	http://se.excite.com
United Kingdom	www.excite.co.uk
INFOSEEK	
Brazil	www.infoseek.com/Home?pg=Home.html&sv=BR
Denmark	www.infoseek.com/Home?pg=Home.html&sv=DK
France	www.infoseek.com/Home?pg=Home.html&sv=FR
Germany	www.infoseek.com/Home?pg=Home.html&sv=DE
Italy	www.infoseek.com/Home?pg=Home.html&sv=IT
Japan	japan.infoseek.com
Mexico	mexico.infoseek.com
Netherlands	www.infoseek.com/Home?pg=Home.html&sv=NL
Spanish language	www.infoseek.com/Home?pg=Home.html&sv=ES
Sweden	www.infoseek.com/Home?pg=Home.html&sv=SE
United Kingdom	www.infoseek.com/Home?pg=Home.html&sv=UK
LYCOS	
Belgium	www.be.lycos.de/
France	www.lycos.fr
Germany	www.lycos.de
Italy	www.lycos.it
Japan	www.lycos.co.jp
Netherlands	www.lycos.nl
Spain	www.es.lycos.de
Switzerland	www.lycosch.ch
United Kingdom	www.lycos.co.uk

Continues

Table 12.3 The Major U.S. Portals, Search Engines, and Directories Affiliates Around the World *(Continued)*

MSN	
Australia	ninemsn.com.au
Canada	ca.msn.com
France	fr.msn.com
Germany	http://msn.de
Japan	www.jp.msn.com
United Kingdom	http://msn.co.uk
YAHOO!	
Europe	
Denmark	www.yahoo.dk
France	www.yahoo.fr
Germany	www.yahoo.de
Italy	www.yahoo.it
Norway	www.yahoo.no
Spain	www.yahoo.es
Sweden	www.yahoo.se
United Kingdom and Ireland	www.yahoo.co.uk
Pacific Rim	
Asia	www.yahoo.com.sg
Australia and New Zealand	www.yahoo.com.au
Chinese language	http://chinese.yahoo.com
Japan	www.yahoo.co.jp
Korea	www.yahoo.co.kr
Americas	
Canada	www.yahoo.ca

Ad Networks

One inherently efficient means to reach an audience outside of your home market is to use an ad network. As explained in Chapter 10, ad networks serve both the advertisers and publishers as an efficient means to either sell or buy online ad inventory. The major U.S.-based networks recognized the global nature of the Internet audience and set up shop in the English-speaking countries as well as other high Internet usage countries. An advertiser can use a network to make buys in multiple countries, in multiple languages, that operate under different currencies, without ever changing account executives or exchanging currency. Publishers with content that reaches

beyond national borders can offer ad inventory to advertisers they could never reach before. There's no question that ad networks make the process of buying and selling ads easy, efficient, and cost effective for both the advertiser and the publisher.

Most of the major networks have international inventory available. For example, DoubleClick International considers itself a network of networks comprised of 15 local networks in the following countries: Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Netherlands, Norway, Spain, Sweden, United Kingdom, and United States. Each network is made up of locally branded sites. A local sales force handles each network so that the network is always managed locally, but each sales representative can sell inventory on any of the networks. This means that a customer in France can buy ad space to reach French-speaking users in Canada and pay in francs.

Canadian Airlines used the DoubleClick network for its campaign to educate Web-savvy travelers on new services with the relaunch of the Canadian Plus inter@active site (www.cdnair.ca). The new site offered online reservation services, schedule checking, and frequently flyer point checking. The campaign ran ads on travel sites and other sites that attracted an affluent audience, including keyword buys on AltaVista. Canadian Airlines extended the scope of the campaign to include the position of ads with local content on clearly international sites. "When we initially were planning the Canadian Airlines online campaign," says Debra Lamb, media director at Parallel Strategies, "DoubleClick brought forward the idea of extending the campaign to include a global perspective. The results were that we were able to target Canadian users on sites around the world. This was extremely beneficial in providing more depth to an effective campaign for our client."

Indeed, the reach and immediacy of the Internet is changing the face of doing business internationally. For example, DoubleClick Japan worked with the Mitsubishi media buyer in Japan for a buy in Europe. The buy occurred in Japan; the ads had a localized message and creative for the European audience. The reporting of the campaign was done in Japanese for the advertiser and the costs were presented in yen. If this had been done in traditional media, it would have required three different media buyers in three different countries, resulting in excessive paperwork.

The LinkExchange banner network is the world's largest network, with members representing 34 languages (http://adnetwork.linkexchange.com/international.html; see Table 12.4 for the list of languages).

Testing the Market

As with all aspects of online advertising, test the waters before jumping in. Portals and search engines are a good place to start. With so many going global, many topic-specific sections, which are locked up for keyword buys and sponsorships in the English-speaking counterparts, are wide open in the other language versions of the sites. Other good starting points are local gateway sites and ad networks. Also look at regional sites. These often have more loyalty from consumers than portals, because the portals are often a U.S. product that is simply translated to try to meet another region's needs. An example of a great international site is StarMedia Network (www.starmedia.com), which

Table 12.4 Languages Represented by LinkExchange Members

Arabic	French	Polish
Bahasa	German	Portuguese
Indonesia	Greek	Romanian
Bengali	Hebrew	Russian
Chinese	Hindi	Slovak
Croatian	Hungarian	Spanish
Czech	Icelandic	Swedish
Danish	Italian	Thai
Dutch	Japanese	Turkish
English	Korean	Vietnamese
Farsi	Malay	
Finnish	Norwegian	

is the largest Internet community for Portuguese- and Spanish-speaking people. Instead of trying to be something for everyone, they've become the best at serving their specific markets (see Figure 12.3).

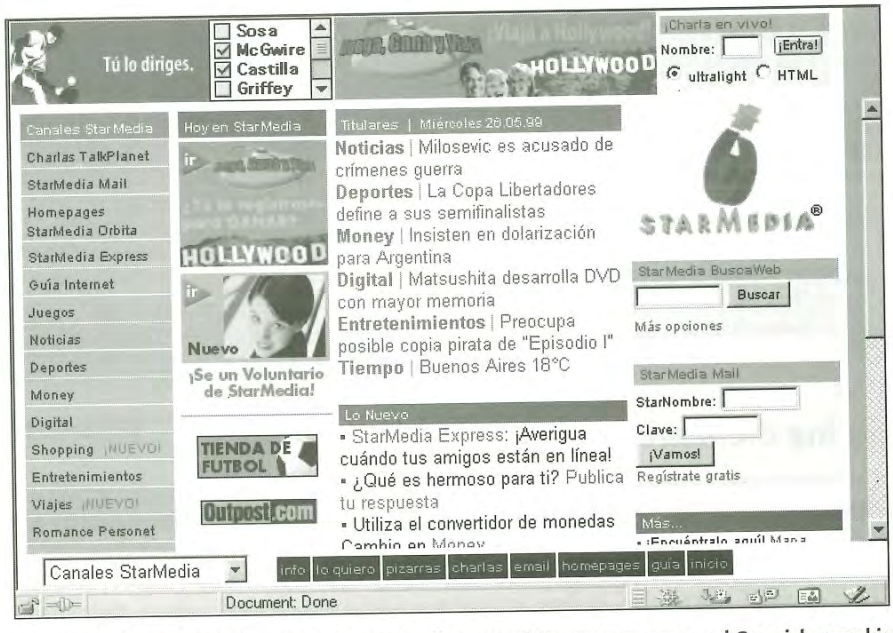


Figure 12.3 StarMedia Network, the leading portal for Portuguese- and Spanish-speaking Web users.

Targeting by Language, Not Country

Not all targeting of specific language users occurs in countries outside of one's own. In most countries, many languages are spoken. Many U.S. consumers go to U.S.-based language-specific sites. For example, there are numerous sites built in the Chinese language targeting Asian Americans, as shown in Table 12.5. These sites serve Chinese and other expatriates who live in the United States but feel more comfortable surfing in their native tongue. When Virtual Vineyards wanted to target the Chinese American population in the United States, they launched a Chinese-language ad campaign on U.S.-based Chinese-language sites. There are similar sites serving Americans who speak Spanish, Japanese, and so on.

In following the rule that the best strategy is to find out where an audience already congregates and then advertise there, advertisers are starting to follow expatriates online—from American expatriates in Japan to Japanese expatriates in American. Newspaper sites are great for this purpose. Many expatriates visit newspaper sites in their native tongue for news from home. For example, the number-one newspaper in the Philippines found that a great deal of their traffic came from the United States. The newspaper switched its advertising strategy to include American advertisers wanting to reach the Philippine American audience. Likewise, a Norwegian paper found that 60 percent of its traffic came from Norwegian Americans so they started to go after that market through their Norwegian ads.

International Advertising and Marketing Agencies

There are firms that specialize in international online marketing (see Table 12.6). One of the oldest in this field is EuroMarketing (www.euromarketing.com), which is led by Bill Dunlap and headquartered in France. For those trying to reach the Japanese audience, Bill Hunt's Global Strategies (www.globalpromote.com), now part of Multi-Media Marketing Group, is the way to go.

European firms, like U.S. firms, are opening offices in other countries. For example, InterAd (www.interadsales.net/english/index_eng.htm), the London-based European sales representative firm, has an office in California. European companies want to

Table 12.5 Sites Targeting Asian Americans

IN ENGLISH
ABC Flash (www.abcflash.com)
Astyle (www.astyle.com)
IN CHINESE
Chinese Cyber City (www1.ccchome.com/index.htm)
SINANET (www.sinanet.com)
WebUnion Media (www.webunion.com)

Table 12.6 Sample of International Online Marketing Firms

FIRM	HOME COUNTRY	COMMENTS
EuroMarketing (www.euromktg.com)	France	One of the oldest and most well-respected firms specializing in international online marketing
i-map (www.i-map.ie)	Ireland	Internet marketing, audience development, and ad placement agency focusing on Ireland
Bluesky International Marketing (www.blueskyinc.com)	France	Specializes in Europe
Multimedia Marketing Group (www.mmgco.com)	Oregon	Purchased Global Strategies, a firm specializing in Japan
Biz-Zone (www.biz-zone.com)	Canada	Specializes in Canada
Novawind (www.novawind.com)	Israel	Specializes in the Middle East and Europe

target the largest consumer market in the world, the United States. If they are handling a European or Asian account for an advertiser, it makes sense that they would want to try and handle the American account as well.

Educating the International Market

The United States is projected to be anywhere from 12 to 36 months ahead of other markets. To build the industry, a large percentage of the selling process is educational. DoubleClick International is doing this in three ways. First, all of their marketing material has a strong educational element. Second, they run a series of ads that act as public education messages for advertisers focusing on targeting and tracking. Third, they participate in local industry trade shows and events. Moreover, they run their own series of meetings in each country with guest speakers to build and educate the local advertising and marketing community.

"Going global on the Internet is different than in traditional media," says Barry Salzman, president of DoubleClick International. " In traditional media a global presence means an office in New York, Paris, and London. For an Internet business, going global means having a local presence wherever your online audiences dials in." In the words of Anthony Schneider, president of Web Zeit (www.webzeit.com), "The Internet makes molehills out of geographical mountains and fosters virtual communities of far-flung users." Indeed, going international is now a staple of online advertising. From Procter & Gamble (spending more than $3 billion on advertising outside the United States in 1997) to Virtual Vineyards, businesses are using the Internet to

Table 12.7 Global Web Advertising and Marketing E-mail Discussion Lists

TITLE	LANGUAGE	URL
Global Marketing Discussion List	English	www.euromktg.com/eng/ed/gmd.html
Marketing en Ligne	French	www.euromktg.com/fr/ed.html#mel
Netmarketing	German	www.werbeagentur.de/netmarketing.htm
PResent	Dutch	www.prconsult.nl/present/index.htm
WebIt	Italian	www-serra.unipi.it/listserver/lists/WEBIT/

reach their niche markets in every corner of the globe and through every language. The Internet is all about community, and advertising on the Internet makes it easy, cost effective, and efficient to reach your target community wherever that community resides, and in the language they speak. To keep up on global Web advertising, see Table 12.7, which lists e-mail discussion lists on the topic.

I'm OK, Euro K

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Director of International, Microsoft Online Sales (www.microsoft.com)

The Internet is a global phenomenon. In 1998, over half of the estimated 155 million online users lived outside the U.S., and international users were growing at a 30 percent CAGR, compared to 15 percent in North America. The projections for online advertising and e-commerce growth are even greater, with online advertising expected to reach $1.4 billion by the year 2000, and e-commerce $32 billion (178 percent growth). International growth is outpacing the United States, even though international users have to put up with higher local phone charges and comparatively fewer local sites than American users, to be able to join the freedom of the fray in the global Internet village.

All around barriers are coming down. The Euro became a reality on January 1, 1999, and suddenly it's springtime in "Euroland." But it's more than just trade barriers and monetary barriers that are coming down. Language, cultural, and social barriers as eroding as well. What seemed absolutely unthinkable just a few years ago is commonplace, and almost acceptable today. When I lived in Paris as a college student I thought I'd never see the day when Parisians carried knapsacks and wore sneakers. Now they not only carry knapsacks "pour faire du camping" in the mountains and around town, they can and do chose from among dozens of models from REI's French-language Web site. It's not unusual for someone to live in Belgium and work in Paris, or to live in Munich and have their country house in Northern Italy. On the weekends they drive their Ford and Renault minivans to the Toys 'R' Us.

The types of trade restrictions that manufacturers and governments created to limit the flow of goods from market to market have all but disappeared on the Internet. The Internet has suddenly made it possible for consumers to comparison shop like never before. European consumers can now see it's cheaper to buy CD's from American Internet music shops like CDnow than it is to buy them down the street, and that they may get a better deal on that new BMW in Brussels than in Bonn. And the number of consumers who are both comparison shopping and completing transactions on the Internet is growing dramatically.

Europeans will ruminate over the role of the Internet and the impact of technology on their lives and their culture. They'll debate what to do all week, then get in their minivan on the weekend and drive to the Hypermarche, which is their answer to Costco and the category killer. Asians are much less troubled by the changes, and are embracing technology as fast as they can afford it.

So what's the message here? Companies that learn to take advantage of this market will be ahead. But it's not easy. The global elite are the forerunners, who discover the American brands—Barnes & Noble, REI, Bloomingdales—while shopping in America on vacation. When they're in America, they'll put up with

only American-speaking sales assistants. But with the Internet, you can easily bring your brand to the consumer in their homes in London, Lisbon, and Kuala Lumpur. And then, they—and the next wave of the mass market—will be expected to provide local services for shipping, payment, and customer services. Because it's not enough to be "just out there" on the Internet. With increasing price comparison, there will be a need for customer service internationally, in the same way that there is in the States. U.S. sites have the technological advantage in the Internet marketing and shopping arena, but the gap is closing as international local competitors wake up and gear up to defend their local territories against the Amazon.coms and E-trades.

The realities of ramping up internationally are real, and numerous. The questions that international or "global marketers" have always faced remain in Internet advertising and marketing. That is, how much can products be marketed similarly around the world? Is there such a thing as a global brand? How much should you tailor marketing strategies to individual countries? And to compound problems, there is little or no systematic market research and assessment. There are few measurements to gauge the actual size and growth of international markets. Third-party market measurement companies like Media Metrix simply don't exist outside the United States. And despite the dedicated effort of the IAB International and Price Waterhouse Coopers to create a Global Revenue Reporting program, the network of global publishers is not yet comprehensive enough across all countries to provide sufficient global revenue figures. So it's difficult to know if you're doing well, or if your "success" is only as good as your market projections. But that's no different than in the United States.

And how do you know which markets are growing fastest and where to expand to next? You do your best to find reliable resources and build your own intelligence network to find out what's *really* happening out there. You get a general idea and hold on for the ride. It's like when you're traveling on the Eurostar from London to Paris. You zip along the English countryside, going at what you think is a fine clip. Then suddenly, *whompf*, you get sucked into the Chunnel, everything gets dark, and things really pick up. When you emerge on the other side, you're absolutely flying. No doubt about it.

Yet despite the challenges, it's surprising how many companies—whether publishers or agencies—have yet to really realize the global impact and potential of the Internet, let alone take advantage of it. Perhaps the Americans are so busy keeping pace with, or acquiring, their competitors in Silicon Valley and Redmond, that they don't have the time to do that *and* expand internationally.

After three years building and managing the international sales organization for Microsoft's Online Sales team, I've concluded that the largest obstacles in this fast-paced technological field are human- and time-based. To succeed globally in the breakneck speed of the Internet, a company must develop a global presence,

Continues

I'm OK, Euro K *(Continued)*

at least in the core markets, which requires a minimum of scale or leveraging partners' scale. At the same time, the company must be nimble and fast, which are usually attributes of small, lean teams. It must also have strong local management which is able to understand and react to local competitors, and a strong centralized management which knows when to promote and enforce consistency and when to respect local autonomy. And those things can only be built and reinforced over time through a strong network of people.

CHAPTER 13

Legal Issues Every Internet Advertiser Should Know

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In the offline world of marketing, it is accepted practice to collect demographic information, create mailing lists, sell those lists, and use them for unsolicited targeted marketing. The ease of doing all these things in the digital format has raised concerns and campaigns for protecting consumers.

Privacy has become one of the greatest concerns of consumers on the Internet. In response to this, governments have taken various actions to protect the privacy of their citizens. As with many legal issues on the Internet, the global nature of cyberspace means that the various governments have differing laws. Many of the governments have discussed ways to harmonize these laws, but the solution remains a goal for the future.

For now, we must deal with the realities that exist in the law and on the Internet. The areas of concern when marketing on the Internet include:

- collection of personal data, such as for targeted marketing
- distribution of personal data, such as sale of mailing lists
- retaining records and security for databases containing personal data
- unsolicited commercial e-mail (UCE), also known as spam

The European Experience

European law has been the most aggressive in protecting consumers' personal data on the Internet. The Council of Europe Convention on Data Protection long ago set forth principles intended to protect the rights of individuals about whom information is obtained, shared, processed, or supplied. These principles are central to various European laws, including the UK Data Protection Act of 1984.

UK Data Protection Act Guidelines, Guideline 4

The following is taken from the "Data Protection Act Guidelines, Guideline 4," published by the UK Data Protection Registrar at http://maga.di.unito.it/security/resources/laws/guide4.pdf. The Registrar permits reproduction of short extracts from the Guidelines in other publications so long as there is acknowledgment of the source of the material.

1. The information to be contained in personal data shall be obtained, and personal data shall be processed, fairly and lawfully.
2. Personal data shall be held only for one or more specified and lawful purposes.
3. Personal data held for any purpose or purposes shall not be used or disclosed in any manner incompatible with that purpose or those purposes.
4. Personal data held for any purpose or purposes shall be adequate, relevant and not excessive in relation to that purpose or those purposes.
5. Personal data shall be accurate and, where necessary, kept up to date.
6. Personal data held for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes.
7. An individual shall be entitled—
   (a) at reasonable intervals and without undue delay or expense—
      (i) to be informed by any data user whether he holds personal data of which that individual is the subject; and
      (ii) to access any such data held by a data user; and
   (b) where appropriate, to have such data corrected or erased.
8. Appropriate security measures shall be taken against unauthorized access to, or alteration, disclosure or destruction of, personal data and against accidental loss or destruction of personal data.

Sensitive Data

The UK Act is also specific about four types of sensitive personal data:

- racial origin
- political opinions or religious or other beliefs
- physical or mental health or sexual life
- criminal convictions

(See also the Convention for the Protection of Individuals with Regard to Automatic Processing of Personal Data at www.echo.lu/legal/en/dataprot/counceur/conv.html.)

More recently, the European Parliament brought these principles clearly into focus for the Internet and other digital technology with Directive 95/46/EC, a complete copy of which can be found at www2.echo.lu/legal/en/dataprot/directiv/directiv.html.

The European Directive is of particular interest to U.S. businesses, since it directs European Member States to prevent transfer of data to countries that do not ensure an adequate level of protection. Since the United States does not yet have law that protects consumers' data collection and distribution from commercial and non-commercial entities, it is feasible that European Member States could block access to at least select U.S. Web sites.

Fortunately, the Directive also contains some exceptions that Member States can rely on so that business with U.S. and other countries' Web sites can continue, under certain circumstances. These exceptions include transfer of personal data needed to fulfill a contract with the person whose data is being transferred or for the benefit of that person, or if unambiguous consent of that person is received. The latter exception is particularly useful, since measures can be taken to include request for consent as part of a Web site's activities. Posting privacy notices and obtaining agreement from consumers are discussed below.

Protection of Individuals with Regard to the Processing of Personal Data and on the Free Movement of Such Data

Article 6 of Directive 95/46/EC of the European Parliament and of the Council

1. Member States shall provide that personal data must be:

(a) processed fairly and lawfully;

(b) collected for specified, explicit and legitimate purposes and not further processed in a way incompatible with those purposes. Further processing of data for historical, statistical or scientific purposes shall not be considered as incompatible provided that Member States provide appropriate safeguards;

(c) adequate, relevant and not excessive in relation to the purposes for which they are collected and/or further processed;

(d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that data which are inaccurate or incomplete, having regard to the purposes for which they were collected or for which they are further processed, are erased or rectified;

(e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data were collected or for which they are further processed. Member States shall lay down appropriate safeguards for personal data stored for longer periods for historical, statistical or scientific use.

Continues

Protection of Individuals with Regard to the Processing of Personal Data and on the Free Movement of Such Data *(Continued)*

Article 26 includes exemptions to a European Member State's requirement to prevent transfer of personal data to third countries without adequate privacy protection laws. In summary, transfer may take place on condition that:

(a) the person has consented unambiguously to the transfer;

(b) the transfer is necessary for responding to a request from the person whose data is in question or to follow through on a contract with that person;

(c) the transfer is necessary to follow through on a contract with a third party, but for the benefit of the person whose data is in question;

(d) the transfer is legally required or required for a legal claim;

(e) the transfer is necessary to protect the interests of the person whose data is in question;

(f) the transfer is made from a legal register intended to be open to the public according to laws or regulations.

The U.S. Situation

In the United States, the laws specifically concerning personal data have been largely focused on what the government can and cannot do with that data. There is, however, legislation being considered, including the Netizens Protection Act of 1997 (HR 1748 105th Cong.), Consumer Internet Privacy Protection Act of 1997 (HR 98 105th Cong.), and the Data Privacy Act of 1997 (HR 2368 105th Cong.).

Unsolicited Commercial E-mail (Spam)

There is legislation currently pending to update the law on unsolicited advertisements to include electronic means. Even in the absence of federal legislation, Cyber Promotions, one of the larger "spammers" (as those who send electronic unsolicited advertisements are called), has already been found guilty of sending unsolicited advertisements, known as "spam." The existence of this legislation indicates that unsolicited advertising, made easier by technology, is to be approached with caution, and that the legislation should be watched carefully so that it may be complied with should it become law. This is an area where following industry guidelines can be very helpful and limit risks. Some industry guidelines for unsolicited advertising and other privacy issues are discussed below.

Pending Legislation to Prevent Unsolicited Commercial E-mail (Spam)

- Unsolicited Commercial Electronic Mail Choice Act of 1997 (S 771)
- Electronic Mailbox Protection Act of 1997 (S 875)
- Netizens Protection Act (HR 1748)
- E-mail Users Protection Act of 1998 (HR 4124)

Personal Identifying Information

The Consumer Internet Privacy Protection Act of 1997 is intended to regulate the use by interactive computer services of personally identifiable information provided by subscribers. An interactive computer service, according to HR 98 (105th Cong.), is any information service that provides computer access to multiple users via modem to the Internet, such as an Internet service provider. A related bill, the Data Privacy Act of 1997, identifies the interactive computer service as any information service, system, or access software provider that provides or enables computer access by multiple users to a computer server, including, specifically, a service or system that provides access to the Internet, and an online information service. This definition is extended to any person operating a Web site for commercial or noncommercial purposes, including anyone offering products or services for sale. It will be important to watch the progress and status of these and other legislative actions.

The Federal Trade Commission already has some authority to protect the consumers' privacy on the Internet. In August 1998, the FTC settled a suit it had brought against GeoCities for violating consumers' privacy on the Internet. Although the settlement is not law, it is the first case of privacy violations brought by the FTC, and it can offer a guideline for online conduct concerning privacy. It is particularly helpful, as it shares many principles with the European laws, and Web activity is global.

Keeping Up to Date

To keep up to date on the status of pending legislation, and to find the text of bills and laws, visit http://thomas.loc.gov to browse the database or to search by word or phrase or bill number.

A listing of "Bills and Regulations Affecting the Interactive Industry" can be found at the Association of Interactive Media's Web site, at www.interactivehq.org/html/bills_regulations.htm.

Consumers' Personal Identifying Information

The following suggestions concerning collection and distribution of personal data are taken from the settlement. The FTC administrative complaint and proposed agreement are available on the Internet at, respectively, www.ftc.gov/os/1998/9808/geo-cmpl.htm and www.ftc.gov/os/1998/9808/geo-ord.htm.

Collection of Personal Identifying Information from Consumers

An online service should not make any misrepresentation about its collection or use of personal information, including what information will be disclosed to third parties and how the information will be used. An online service should also not misrepresent the identity of the party collecting any information or the sponsorship of activity on its Web site.

An online service should not collect personal information from any child if the online service or its employees or representatives have actual knowledge that such child does not have his or her parent's permission to provide the information to the online service. (It should be noted that the FTC has obtained an order against GeoCities that places liability on that company if the child has falsely represented that he or she is not a child, although the online service does not knowingly possess information that such representation is false.)

Notice to Consumers Concerning Collection of Personal Identifying Information—Privacy Notices

An online service should provide clear and prominent notice to consumers, including the parents of children, with respect to the practices of the online service with regard to its collection and use of personal identifying information. Such notice should include disclosure of:

- what information is being collected (e.g., "name," "home address," "e-mail address," "age," "interests")
- its intended use
- the third parties to whom it will be disclosed (e.g., "advertisers of consumer products," "mailing list companies," "the general public")
- the consumer's ability to obtain access to or directly access such information and the means by which he or she may do so
- the consumer's ability to remove directly or have the information removed from respondents' databases and the means by which he or she may do so
- the procedures to delete personal identifying information from the databases of the online service and any limitations related to such deletion

The notice should appear on the home page of the Web sites of the online service and at each location on the sites at which such information is collected.

If the information is limited to tracking information and the collection of the information is described in the notice on the home page, it may be appropriate not to include the notice at the locations at which information is collected.

Adequate notice is likely to be:

- placement of a clear and prominent hyperlink or button labeled PRIVACY NOTICE on the home page, which directly links to the privacy notice screen;
- placement of the disclosure information clearly and prominently on the privacy notice screen, followed on the same screen with a button that must be clicked to make it disappear; and
- placement on the initial screen on which collection of any personal identifying information is collected of a clear and prominent hyperlink which links directly to the privacy notice and which is accompanied by the following statement in bold typeface:

NOTICE: **We collect personal information on this site. To learn more about how we use your information click here.**

Concerning Collection of Personal Information from Children

An online service should maintain a procedure for obtaining express parental consent prior to collecting and using a child's personal information.

A screening procedure is likely to be adequate if the online service collects and retains certain personal identifying information from a child, including birth date and the child's and parent's e-mail addresses (hereafter referred to as "screening information"), enabling the online service to identify the site visitor as a child and to block the child's attempt to register with the online service without express parental consent. If the on-line service elects to have the child register with it, the on-line service should:

Give notice to the child to have his or her parent provide express parental consent to register.

Send a notice to the parent's e-mail address for the purpose of obtaining express parental consent. The notice to the child or parent shall provide instructions for the parent to go to a specific URL on the Web site to receive information on the practices of the online service regarding its collection and use of personal identifying information from children.

Provide express parental consent for the collection and use of such information. The online service's collection of screening information should be by a manner that discourages children from providing personal identifying information in addition to the screening information. All personal identifying information collected from a child should be held by the online service in a secure manner and should not be used in any manner other than to effectuate the notice to the child or parent, or to block the child from further attempts to register or otherwise provide personal identifying information to the online service without express parental consent. The

personal identifying information collected should not be disclosed to any third party prior to the receipt of express parental consent. If express parental consent is not received by twenty days after the online service's collection of the information from the child, the online service should remove all such personal identifying information from its databases, except such screening information necessary to block the child from further attempts to register or otherwise provide personal identifying information to the online service without express parental consent.

Concerning Access to and Removal of Personal Identifying Information

The online service may provide a reasonable means for consumers, including the parents of children, to obtain removal of their or their children's personal identifying information collected and retained by the online service as follows.

For consumers whose personal identifying information has already been collected, the online service may provide a clear and prominent notice to each consumer over the age of twelve concerning:

1. the information that was collected (e.g., "name," "home address," "e-mail address," "age," "interests"); its use(s) and/ or intended use(s); and the third parties to whom it was or will be disclosed (e.g., "advertisers of consumer products," "mailing list companies," "the general public") and with respect to children, that the child's personal identifying information may have been made public through various means, such as by publicly posting on the child's personal home page or disclosure by the child through the use of an e-mail account;
2. the consumer's and child's parents right to obtain access to such information and the means by which (s)he may do so;
3. the consumer's and child's parent's right to have the information removed from the online service's or a third party's databases and the means by which (s)he may do so;
4. a statement that children's information will not be disclosed to third parties, including public posting, without express parental consent to the disclosure or public posting;
5. the means by which express parental consent may be communicated to the online service permitting disclosure to third parties of a child's information; and
6. a statement that the failure of a consumer over the age of twelve (12) to request removal of the information from the online service's databases within twenty (20) days of the notice will be deemed as approval to its continued retention and/or disclosure to third parties by the online service.

For all consumers, including the parents of children, the online service should provide a reasonable and secure method to request access to or directly access their or their children's personal identifying information. Similarly, the online service should provide a reasonable method to request removal of their or their children's personal identifying information from the online service's and/or any applicable third party's databases or an assurance that such information has been removed. The methods may

include direct access through password-protected personal profile, return e-mail bearing an electronically verifiable signature, postal mail, or facsimile.

The online service should provide to the parent of a child a reasonable method for communicating express parental consent to the retention and/or disclosure to third parties of the child's personal identifying information. The online service should not use any such information or disclose it to any third party unless and until it receives express parental consent.

If, in response to the notice, the online service has received a request by a consumer over the age of twelve that the online service should remove from its databases the consumer's personal identifying information, or has not received the express consent of a parent of a child to the continued retention and/or disclosure to third parties of a child's personal identifying information within twenty days after the parent's receipt of the notice, the online service should within ten days:

1. Discontinue its retention and/or disclosure to third parties of such information; and
2. Contact all third parties to whom the online service has disclosed the information, if appropriate, requesting that they discontinue using or disclosing that information to other third parties, and remove the information from their databases.

With respect to any consumer over the age of twelve or any parent of a child who has consented to the online service's continued retention and use of personal identifying information, such consumers or parents should have a continuing right to obtain access to their or their child's personal identifying information or removal of such from the online service's databases.

Exception to the above can be made for information that is retained solely for the purposes of Web site system maintenance, computer file back-up, to block a child's attempt to register with or otherwise provide personal identifying information to the online service without express parental consent, or to respond to requests for such information from law enforcement agencies or pursuant to judicial process. Except as necessary to respond to requests from law enforcement agencies or pursuant to judicial process, the online service should not disclose to any third party any information retained in its archived database.

Retaining Records Concerning Collection of Personal Identifying Information

In the event the Privacy Policy or Notice of the online service becomes an issue with another party, or in a litigation, an online service may wish to retain for five years after the last date of dissemination of a notice a print or electronic copy in HTML format of all documents relating to the notices and privacy policy, including, but not limited to, a sample copy of every information collection form, Web page, screen, or document containing any representation regarding the online service's information collection and use practices. Electronic copies should include all text and graphics files, audio scripts, and other computer files used in presenting information on the World Wide

Web, for five years after the last collection of personal identifying information from a child, all materials evidencing the express parental consent given to respondent.

Employee Education Concerning Collection of Personal Identifying Information

An online service should deliver a copy of the Privacy Policy and Notice to all current and future principals, officers, directors, and managers, and to all current and future employees, agents, and representatives having responsibilities with respect to the subject matter of this order. The online service should deliver the Privacy Policy and Notice to current personnel within thirty days of its creation and to future personnel within thirty days after the person assumes such position or responsibilities.

An online service should establish an "information practices training program" for any employee engaged in the collection or disclosure to third parties of consumers' personal identifying information. The program should include training about the privacy policies of the online service, information security procedures, and disciplinary procedures for violations of its privacy policies. The online service should provide each current employee with information practices training materials within thirty days of the creation of such materials, and each future employee within thirty days after he or she assumes his or her position or responsibilities.

Industry Guidelines

It is generally accepted that issues of concern on the Internet, including privacy issues, will require technological, legal, and industry cooperation. There are various methods of protection against cookies and other data collection devices, but that discussion is outside the scope of this topic. Industry Guidelines, however, must be part of our discussion, as they may offer neutral territory on which governments can rely as the harmonization process continues.

The Internet Alliance (IA, formerly Interactive Services Association) has taken stands on Internet privacy and spam. It has made available a "Privacy Tool Kit" for creating and noticing a Privacy Policy. The Tool Kit can be found at_www.isa.net/policy/privacy_toolkit.html. IA's Guidelines Concerning Spam can be located at www.isa.net/policy/spamming_guidelines.html. The IA principles and policy are summarized below:

Potential collection of personal data. Those who operate chat areas, newsgroups, and other public forums should indicate to users that information voluntarily disclosed in these areas may result in their receiving unsolicited messages.

Policy against collecting personal data from forums for unsolicited e-mail. Online marketers should avoid collecting personal data (including e-mail addresses) in online forums, such as chat rooms, bulletin boards, and newsgroups, for the purpose of sending unsolicited e-mail, *unless* the forum clearly displays a notice that the collection and use of personal data is permitted.

Guidelines for e-mail solicitations. Online solicitations should:

- be consistent with a forum's or service provider's stated policies
- be clearly identified as solicitations
- disclose the sender's identity
- include notice of consumer privacy practices with e-mail solicitations
- give consumers the ability to exercise choice over whether to receive future e-mails from the sender ("opt-out")
- give consumers the ability to exercise choice over whether their identities are included in any e-mailing list or database used for solicitation ("opt-out")
- give consumers the ability to exercise choice over whether their identities are included in any e-mailing list or database used for solicitation ("opt-out")

There are many laws that affect activities and marketing on the Internet, including copyright and trademark laws, regulations, tax laws, and others. We have chosen to discuss two important areas for advertising on the Internet: collection and use of personal data, and unsolicited advertisements. Information given is accurate at time of writing, but these can be quick-moving issues. Acting with knowledge of the current laws, domestically and internationally, as well as knowledge of pending legislation and court actions, can help limit risks involved in doing business on the Internet. The Internet itself has tools for keeping up with some of the changes. Some sites for doing just that have been mentioned.

CHAPTER 14

The Internet Advertising Convergence

When online advertising first appeared as a new advertising option, it was dismissed by many in professional advertising circles as a novelty or a fad. What a difference a few short years can make. Today, Internet advertising is a player and recognized as such from the investment firms on Wall Street to the advertising agencies on Madison Avenue. Not only is Internet advertising no longer the new kid on the block, but it has become a force to be reckoned with, influencing, infiltrating, and converging on all forms of communication and advertising.

Convergence means the union or merging of technologies, applications, media, world views. The word is often used to describe the inevitable merging of the Internet with TV or the Internet with the telephone. Convergence also occurs within and around Internet advertising. This convergence is taking place between online advertisers and publishers and traditional advertisers. Convergence is occurring in ad forms, their format and delivery. Convergence is also occurring in the types of products and messages being deployed and the selling strategies being used. Indeed, online advertising has taken the advertising world by storm, unabashedly staking its claim.

Convergence Is *Everywhere!*

Tony Winders, President (tony@iagency.com)
InterActive Agency, Inc. (www.iagency.com)

Media, advertising, the Internet, and communication technologies are in the midst of turning life as we know it on its head. Not just in the proliferation of the Internet, but in the consolidation of all media, business, information, and ideas.

Continues

Convergence Is *Everywhere!* (Continued)

The constant blur of information, entertainment, and news, and their cousins editorial integrity and advertising, have created an endless stream of new challenges and new ways of doing business in the marketing and communications industries. The information revolution is happening right in front of us, and nowhere faster than at the forefront of Internet advertising.

Convergence is happening in the collective skills and like minds of talented people everywhere who are talking about the exhilaration brought on by the rush of the Internet Wave and its infinite possibilities in business and life. Some of the smartest, most ambitious and caring people I have ever met work in the Internet industry and appreciate the medium for much more than for its promise of financial gain, although I've found that to be one of the biggest motivating factors.

The phenomenon of the collapsing of time, or "Internet time," is a real one. As we have connected electronically through our thoughts and words, we have created the time to do more and we're communicating faster. And it's spreading. Six degrees of separation is a thing of the past. Convergence has put us only a few clicks away from everybody; something I call "Two-Click Separation."

The most visibly powerful exhibition of convergence should be when television and the Internet merge all the way. Think about it: all of the interactivity of the Web with the broadcast quality of television and rich 3-D environments. Hello? It's almost here! Tomorrow it will be called "enhanced TV," then "broadband," and perhaps ultimately just "The Network." Couple that with more of the production and broadcasting tools in the hands of "the people" and things could get pretty wacky. And it will all carry some form of advertising. It already does.

Throughout the convergence space, there are amazing pockets of opportunity for savvy online marketers. Mine has been in providing integrated marketing services and demonstrating how messages and brands can consistently traverse multiple media, with various marketing disciplines in play. In the age of convergence, people intercept information at all levels in the information food chain, from the most expensive and highly targeted direct selling opportunity to the ability to stimulate the organic nature of word-of-mouth advertising.

A common language for Internet advertising is emerging, but it's constantly evolving too. Integration is happening quickly at all levels, but not nearly as fast as the good ideas, business relationships, and technology are propelling our industry and the world economy forward. The information revolution is in progress and the dawn of the new millennium will only intensify its effect on business and people in general.

The ultimate convergence will happen when enough people of like minds realize they *can* make a difference, and they use the Internet's potential to bring our collective best interests together in the real world. I'd love to be the agency in charge of that advertising campaign!

Digital Convergence of All Media

David Wamsley, CEO and President(dave@adauction.com)
Adauction.com (www.adauction.com)

The convergence of the Web with other forms of mass media has manifested itself in three significant ways over the past two years:

1. **Retailers have created a near-seamless migration of their products sold through:**
   - **brick-and-mortar stores and catalogs to e-commerce enterprises**
   - **Web-based businesses that regularly use traditional media to drive traffic online**
   - **Marketers—including those representing the Fortune 500—that emphasize their companies' Web presence in all branding and messaging**
2. **Online advertising not only has planted itself in mainstream media, but is also proving its worth for building brand awareness and loyalty, testing ad campaigns and creative, and filtering down to reach specific audiences. Advertisers must still compare the benefits of advertising on the Web with television, radio, print, cable, direct mail, and outdoor. The difference today is that media buyers and marketers are integrating the process of buying and selling Web advertising into their core media strategy.**
3. **Online advertising is evolving so fast that it is pushing all forms of media to become digital and more accountable—ultimately collapsing them down into one large platform. This convergence represents a giant step toward simplifying the overall media buying and reporting process. More important, we will soon see the day when all types of media will originate in a digital form—from production to sales to distribution.**

It's Everywhere, Used by Everyone

"I was quoted five years ago as saying you'd never sell toothpaste on the Internet," remarked G. M. O'Connell, chairman and CEO of True North Communications' Internet advertising unit at the Cannes Advertising Festival's first Cyber Lions awards (as reported in the September 1998 issue of *Small Business Computing & Communications*). G. M. goes on to explain that not only is toothpaste being sold online, but his firm ran a campaign for Mentadent toothpaste in 1998 with a successful sampling and conversion program. Even luminaries in the industry like O'Connell did not foresee that Internet advertising would move at lightning speed from a medium used to sell software and books to a medium used to sell everything from toothpaste to laundry detergent. Online advertising is everywhere being used to sell everything.

As a result, the small group of online advertisers and publishers has become a large group of mainstream advertisers and brand name publishers. Rather, the advertisers are now mainstream, and online publishers have recognizable brand names, with many being part of large media companies. From Procter & Gamble's pivotal role in helping push the industry along through its formation and backing of the Fast Forward organization (as described in Chapter 1) to Unilever's multimillion deal with AOL in 1998, the biggest advertisers in the world are starting to flex their muscles on the virtual landscape. Advertisers, whether trying to reach customers across town or across time zones, are harnessing the power of this digital medium and making it part of their marketing mix.

Every piece of screen real estate is for sale, and the creative talent is constantly figuring out new fun, entertaining, and informative ways to present advertising messages. For example, the online version of the newspaper *USA Today* blended its masthead with the "Got Milk?" campaign, resulting in an animated pitcher pouring milk into the *USA Today* logo (see Figure 14.1). This campaign was deemed innovative by the interactive community and suspect by others. Indeed, Internet advertising, with its technological approach to message delivery, is challenging the old grammar of advertising. With every move, online advertising raises the bar by being more measurable, accountable, targetable, and interactive than any advertising medium before it.



Figure 14.1 The "Got Milk?" campaign goes digital on the *USA Today* site.

The Internet is becoming an important part of the arsenal of political campaigning as an outreach and organizing tool. And using the Internet for political advertising is an inevitable extension. As targeting gets more precise, especially in terms of geo-targeting on the Web, we will see more political candidates use of Internet advertising.

How the Internet will be used for political campaign advertising remains to be seen. Since the technology allows for timely and sophisticated message delivery, it has the potential to live up to the greatest ideals of campaigning or the worst we've ever imagined. For example, we might see a banner ad that is literally a mudslinging contest between two candidates similar to the HP Pong game banner ad mentioned in Chapter 2. Or, on the other hand, the Internet might be declared a "no-negative-advertising campaign zone" and only feature ads that promote issues and ideas. The direction is yet to be seen.

We're even seeing the use of the Internet for issue advocacy purposes through Public Service Announcement (PSA) banner ads on everything from educating the public about a health crisis to natural disasters. Some of the best PSA banner ads today come from the American Red Cross (see Figure 14.2), one of the first nonprofits on the Internet.

Indeed, Net companies want to do good work and make a difference as they do well financially. Many of these firms are doing well on paper but are not in the position to make a financial contribution; however, they can donate excess or unsold advertising inventory.

Online publishing powerhouses like HotWired are committed to placing PSAs. Ad networks such as DoubleClick have a PSA program. NetGravity, the ad serving and management technology firm, also has its own program. In fact, the Internet Advertising Bureau helped lay the foundation for this with the Ad Council, which handles public service announcement arrangements for the traditional advertising industry.



Figure 14.2 PSA banner ads by the American Red Cross to help raise awareness and generate donations to support their disaster relief work.

Creative 101: Bandwidth No Magic Bullet for Creative Woes, or "Blue Sky" Thinking Can Obscure Current Weather

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Jupiter Communications (www.jup.com)

The Internet has disappointed some advertisers because, despite the fact that it is digital and interactive, its ad forms don't provide a sensory-heavy experience. Advertisers are accustomed to creating ads, like AT&T's "Rocket Man" spots, that make people cry (it's uncertain if they make anyone switch to AT&T, however), but even the most animated, dynamic, interactive banner won't get a viewer's juices flowing.

Barriers to burgeoning bandwidth—including equipment costs and rollout delays—will impede broadband penetration. It is Jupiter's estimation that, by 2002, only 20 percent of online households will access the Internet via a broadband (i.e., greater than 256 kbps) access solution, equaling only 11.2 million broadband-subscriber households, compared with 45.5 million dial-up households. Advertisers seem to be unaware of this fact, and appear to be willing to trade lack of reach for richness of execution when considering high-speed options as opposed to the

If you are a publisher, you have many options in setting up a PSA program. You can take any PSA ad that requests placement. Or you can designate certain charities that are of particular significance to your company for your PSA program. Or third, you can choose to accept PSAs only from organizations or charities that fit into your corporate mission. In any case, you should demand the same professional process for banner ad development and delivery from such organizations as with any advertiser.

Indeed, advertising may be on everything and everywhere, but a mantra that has continued to ring true in the industry throughout the writing of the first and second editions of this book is that ads need to be built with the technological limitations of the audience in mind. The majority of Web users access the Internet with a 28.8 modem and with a 15-inch screen. Moreover, almost half of all people online in the United States are dialing in through AOL, so that ads, like sites, needs to be built that speak to the lowest common denominator. This advice is heeded by some and dismissed by others.

At the same time, rich media requires greater bandwidth than available to most online users today (as discussed in greater detail in Chapter 2). With greater bandwidth can come more technology-rich ads, ie more television-like ads. We're close, but we're not there yet.

Watch Out E-mail, Here Comes Instant Messaging

What's faster than e-mail, occurs in real time, and is as popular among teenagers as among business professionals? Instant messaging—an AOL favorite feature—has moved onto the Web en force. With instant messaging, a user can see if a person is

plain old Web. Such a trade-off is a grave error in judgment. Though experimentation with emerging broadband formats is a savvy move, it should not come at the expense of ignoring the near-term opportunity to reach 60 million "bandwidth-challenged" individuals already online. Games are won by hitting singles and doubles, not by swinging for the fence every time.

Bandwidth + Entertainment = Branding Context. Greater bandwidth provides users with a richer experience that allows for greater usage of the Internet as an entertainment medium. This, in turn, provides the context for more emotionally appealing brand messages, because entertainment activity is generally characterized by longer engagement times and a more captive audience than in the current "quick strike" nature of information gathering online. Users become vested in a narrative or look to an outcome. It is still up to the advertisers, however, to motivate users to interact with their brand in a meaningful way.

The pipe doesn't change the message. Just as early TV commercials were merely scripts read by radio announcers, narrowband ad models, still in the early stages of execution, are simply billboards on the Web. Although bandwidth allows additional creative freedom and richness, it is still the basic concept and message of an advertisement, not the production value, that connects with consumers. Regardless of the size of the pipe, the message must speak to a consumer's needs and emotions.

online and then send a short message in real time, available for an instantaneous response. Whether using AIM or ICQ (both owned by AOL) software (see Figure 14.3), the technologies are free, easily downloadable, and build a tremendous global user base. Watch out e-mail, here comes instant messaging, which blends the best of e-mail, the telephone, and a pager.

The question on everyone's mind is, how will instant messaging incorporate advertising? There is no question that it has the reach and penetration to make the most staid marketer salivate. Ask kids today and they'll tell you that the only way to keep in touch with friends is through instant messaging. To them, this is not just a technology—it's a social necessity.

Internet, Intranet, and Extranet . . . Oh My!

Online advertising is not just for the Internet anymore. Corporations can now use their intranets (private internal Internet sites, such as for company personnel only) and extranets (semi-private Internet sites often used between companies and their suppliers) to sell corporate programs from training classes to health plans. Internets, intranets, and extranets are all ripe for in-house (internal) advertising, since selling messages works as well inside out as outside in. The government runs ads for its training programs. A company puts up ads for a blood drive. These in-house ads work. It's like the proverbial K-Mart Blue Light Special—when a person is already in your store

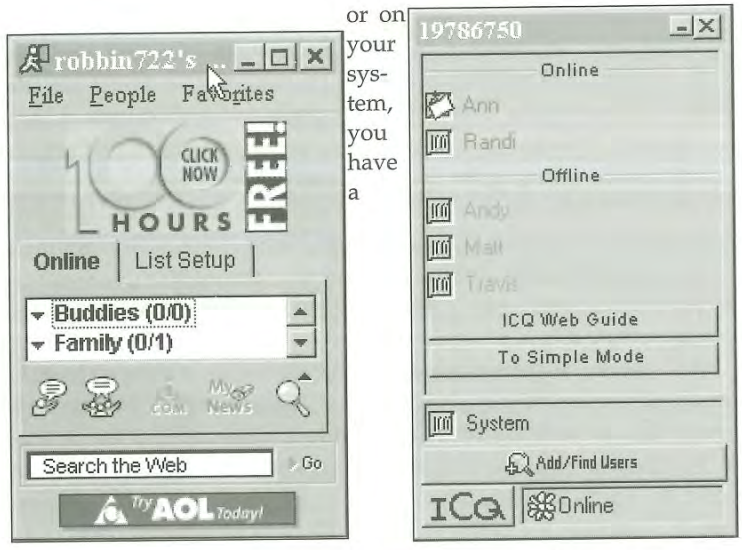


Figure 14.3 AIM (left) and ICQ (right) instant messaging software hold great advertising potential.

golden opportunity to continue the selling process. Self-promotion works and makes sense and should not be forgotten when going digital.

Moving Full Speed Ahead

Internet advertising is moving full speed ahead, as is everything Internet. Online advertising has already gone through several stages. It was first met with skepticism, then heralded as full of promise and potential fueled by hype. Today online advertising is making good on its promises and producing results. The long and short of it is that Internet advertising works. And its future looks even brighter.

Parody: Top Ten Quotes from Top Internet Industry Professionals that ClickZ *Doesn't* Expect to Print in the Near Future

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Andy Bourland, Publisher (andy@clickz.com)
The ClickZ Network (www.clickz.com)

[Note: The Internet industry, with its irreverent sense of wit, finds no greater form of humor than parody. In the spirit of good fun, the ClickZ team put together a "Top Ten Quotes" parody that summarizes the state of the online ad industry. RZ and BA]

1. "Rich media? No problem!"—Bob Pittman, AOL
2. "Our ad inventory is completely sold out. Really. There's nothing left." —Tim Koogle, Yahoo!
3. "Online advertising will represent at least 10 percent of our advertising budget in the coming year."—Denis Beausejour, Procter & Gamble
4. "All the FAST committees have reached consensus and we've accomplished our agenda. My work here is done."—Rich LeFurgy, FAST Forward Steering Committee
5. "Really? I didn't know that!"—The Jacobyte
6. "We have completed the acquisition of . . . "—Avram Glazer, Zapata Corporation
7. "We are pleased to announce a quarterly profit for the first time in our company history."—Jeff Bezos, Amazon.com
8. "To be honest, we have no idea who is on the receiving end of that banner." —Pete Estler, MatchLogic
9. "As I tell site publishers all the time, I'm very comfortable with rate-card pricing."—Brad Aronson, i-frontier
10. "The online ad industry is heading deep South."—Evan Neufeld, Jupiter Communications

How to Advertise for Free or Almost Free

Eric Ward (netpost@netpost.com)
President, The WardGroup (www.netpost.com)

First, let me give a personal thanks to Robbin and Brad for inviting me to participate in this book. I've known each of them for several years, and respect their work tremendously. Since I started in this industry back in 1994, I have purposely never written any content for any book publisher, and my decision to author this section is based on my belief in them, not just as Net professionals, but as people. I live in Tennessee and Florida, and had never met Brad until 1995, but in a remarkable coincidence, it turned out that as kids Brad and I lived on the same street in the same town, yet never knew one another.

The following section is a distillation of several presentations I've made around the world on announcing, submitting, introducing, and otherwise promoting a Web site. It is designed so that you can use it yourself to do many of the activities I will be describing. Some of the techniques and activities might seem surprisingly simple, yet they can have a surprisingly positive impact on your site. Spend some time doing some of the things I describe, and you'll see what I mean. The best way to read this section is while you are online, because I will refer to many Web sites you need to see during the process of marketing and promoting your site. Good luck,

Eric Ward

First Things First: Preparing to Announce and Submit Your Site

Everyone in the world, it seems, has a Web site. In the 10 seconds it takes you to read this sentence, another 100 companies probably will launch Web sites. Like yours, these

sites seek an audience. I've said many times that a Web site is nothing but a collection of files on a computer, unless someone decides they want to see them. Then those files come to life. I've been announcing and marketing Web sites since 1994, when I did the first launch awareness building campaign for Amazon.com Books. While my role was not the key to their success, I'd like to think I helped in my own way. There are some Web marketing and promotion techniques that are appropriate for nearly every site, like submitting the site information to Yahoo! for a listing in their well known and highly trafficked directory. To be sure, any decent Web site should be listed with the key search engines and directories. But search engine, directory, and Web guide listings represent just one part of marketing a Web site.

The Practical, Tactical Approach to Search Engine and Directory Submissions

When a Web site is launched, one of the first tasks the site's owners are faced with is making sure the site is listed with the many search engines and directories that people use to locate Web sites. Submitting a site to search engines and directories is certainly important, but truthfully, it is only one small part of marketing a Web site. Sadly, most site owners don't realize just how many other Web promotion opportunities they've missed. Too often they use a shortcut auto-submission service, and think that's all there is to it.

Think of it this way: For every Web site, there is a perfect collection of search engines, directories, Web guides, site reviewers, announce sites, "What's New" lists, and other places that should be told about it, based on the site's topic, subject, and features.

The frustrating part of this process is finding these perfect places to submit to, once you've pass those easy first 20 or so that we all know about. For example, you may know that you can announce your site at several resources designed just for that purpose. But the value and quality of these types of announce sites varies wildly, as does their impact on your site. While getting your site featured at Netscape's "What's New" (see Figure 1) typically results in tens of thousands of visitors to your site, at the resource called "What's New Too," at http://nu2.com (see Figure 2), your announcement will likely yield only a trickle of visits, maybe none at all. This is my cardinal rule of Web site submissions: All submission sites are not created equal.

In addition, the reality is that the Netscape "What's New" site is heavily reviewed, meaning that just because you submit your site to them does not mean you will be selected.

You're Ready to Submit Your Site, But Is Your Site Ready to Be Submitted?

If search engines are one of the primary ways people find Web sites, then making sure the search engines can find and properly index your site's HTML is certainly important. One of the most common mistakes I see from the sites I work with is that many of

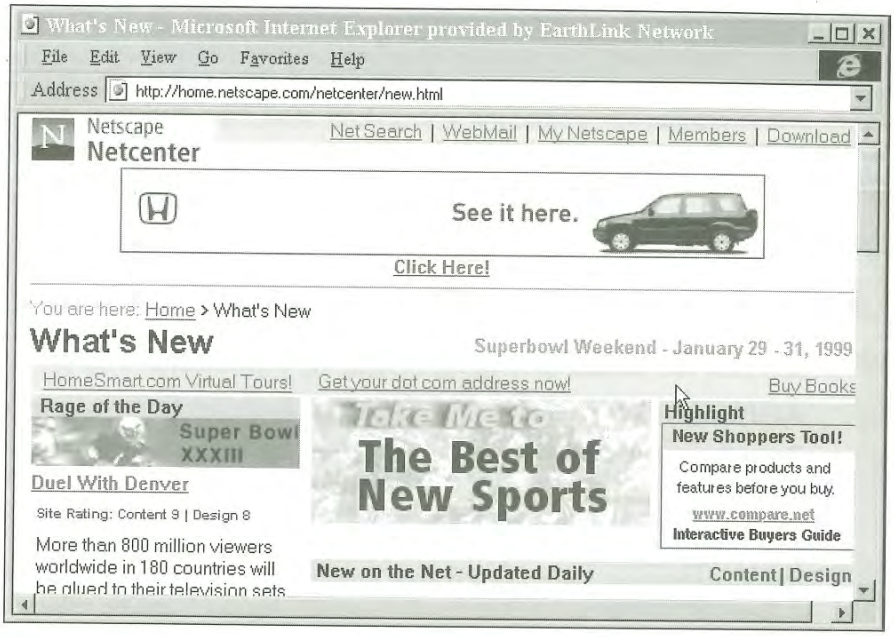


Figure 1 Netscape's "What's New" area announces new sites.

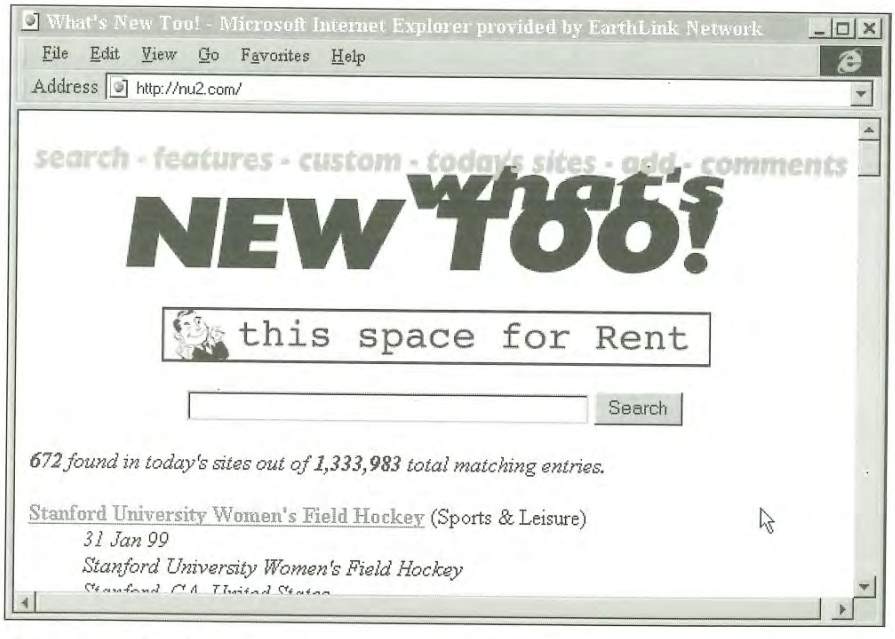


Figure 2 "What's New Too" announces new sites.

them tried to launch to the public without realizing they had serious design flaws that kept the search engines from being able to index them properly.

I realize there are some very legitimate reasons why you might not care if the big search engines can index your site, but for most Web marketers, being indexed by search engines, and available to searchers, is very important. What many Web designers don't realize is that many accepted Web designs that look nice to human viewers actually discourage search engines from being able to index them.

Search engines are also called bots, crawlers, and spiders. The key point to understand about them is that they work by accessing your Web server and downloading your site's pages into their huge database. After they've downloaded your site's pages, they use the HTML text they found on them to determine how they will rank your pages for searchers, and for various search terms.

As of January 1999, the three primary hindrances to proper search engine indexing are:

Pages that use frames. Most of the major search engines cannot follow frame links. If you use frames, be sure to use an alternative method for search engines to enter and index your site. To learn more about this, go to www.searchenginewatch.com/webmasters/frames.html.

Pages created "on-the-fly" by database programs. Generating pages via CGI or database delivery means that some of the search engines won't be able to index the resulting pages that are generated. Possible solution: Consider creating static pages (files) that can augment the database-delivered pages.

Pages that are made up only, or mostly, of images. If your site uses mostly images for content and navigation, instead of text, you can expect the search engines will have a harder time determining what your site is about. One possible fix: Make sure that any page that is primarily made up of graphics has a text HTML description of it as well. A great example of this approach can be seen at www.coolshopping.com (see Figure 3).

The bottom line is to make your site as search engine–friendly as possible. There are many sites dedicated to helping you do just that, and here are my personal selections for the most accurate information on this subject:

- Danny Sullivan's Search Engine Watch (www.searchenginewatch.com, Figure 4). Danny is a friend who not only is a nice person, but is also the single most knowledgeable authority on search engines in the world.
- Submit It: Tips for Announcing Web Sites to Search Engines (www.submit-it.com/subopt.htm).
- HTML Unleashed: "Strategies for Indexing and Search Engines" (www.webreference.com/dlab/books/html-pre/43-0.html).
- WebReference.com's search engine tutorial (www.webreference.com/content/search/).



Figure 3 The Coolshopping opening page is mostly images, so they include an HTML description.

Getting Organized: The Web Site Questionnaire

Assuming you are sure your site is search engine–ready, you can begin the process of announcing and submitting your site.

One of the first activities you should engage in is submitting the site's name and URL to the appropriate search engines, directories, Web guides, announce sites, and other outlets. Some people believe that this is an easy and quick process, best performed by an automated multi-submission program or service. Nothing could be further from the truth. After five years of doing it, I can promise you that if you use a shortcut submission service, you will be missing the very submission outlets that matter the most for your site.

Remember my earlier point: For every Web site, there is a perfect collection of search engines, directories, guides, e-zines, Web-zines, site reviewers, announce sites, and other outlets that need to know about it, based on its subject and features.

In other words, no two Web sites should have the same announcement and submission campaign, because every site has a different intended audience and features. Since automated submission services submit to the same batch of places without giving any

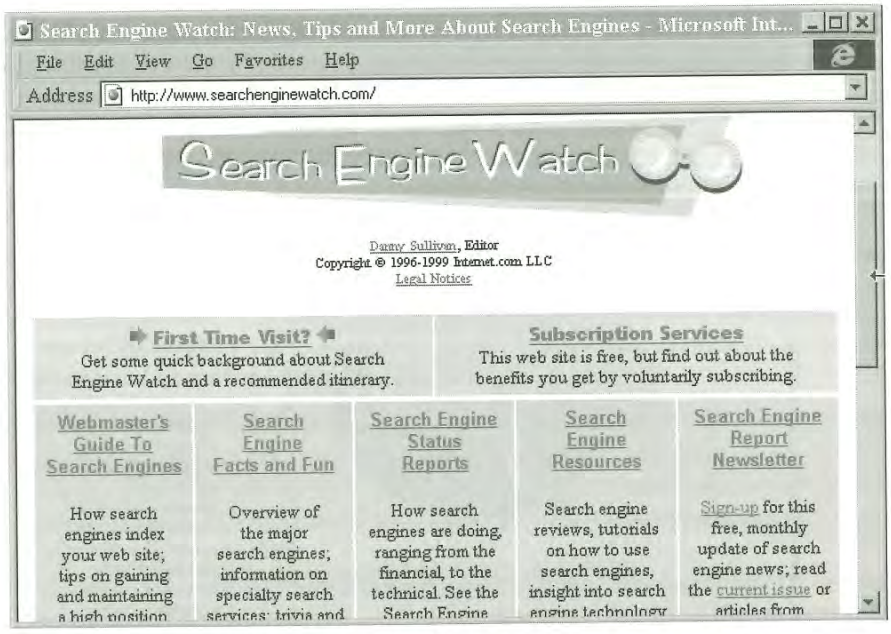


Figure 4 Search Engine Watch is the premium site for search engine registration information.

consideration to your site's specific subject matter, those directories and search engines that are a perfect match for your subject matter will be completely missed.

There are certain pieces of information about your site that you'll need to have handy as you make submissions. You'll need these bits and pieces of information over and over again during the Web promotion process, because many of the places you will be contacting or submitting to will request them. If you've ever made a submission to a search engine, you know what I'm referring to. All of them require you to submit at the very least the URL for your site, and some submission forms require 20 or 30 fields of information. Yahoo!, for example, has four screens of fields you must fill in, in order to have your site reviewed for a possible listing. Some sites request a contact name and phone number; others request a description of your site in a certain number of words.

I use a tool I created called a Web Site Questionnaire. An abbreviated version of it is included in the sidebar. If you answer each of the questions on the Web Site Questionnaire, and then save the file for future reference, you can use it over and over again during the submission process. When I'm making submissions, I have the Web Site Questionnaire open in my word processor, and open my Web browser as well, so I can cut-and-paste from one to the other as I make submissions. Yes, I know there are some programs and tools that will cut-and-paste for you. Trust me, don't use them. Once you have this sheet finished you can begin making some submissions.

Web Site Questionnaire

Company name
Address
City
County
State/Province
ZIP/Postal code
Country
Phone number
FAX number
E-mail address
800 number

Contact person for more information about this site
That person's e-mail address:
That person's phone number:
That person's title/position (e.g., Marketing Coordinator):
What is the time zone for the contact person?

Title of the Web site:
The URL of the Web site:
http://
The date this site was first made available on the Web:
How often (roughly) is this site's content updated?
(Daily, weekly, etc.)
This Web site's administrator:
(Name)
(Admin e-mail)

Do you sell products or services from your site directly via online transactions?
(Yes or No)
Are these transactions conducted using a secure server environment?
(Yes or No)
About how many products do you offer for sale from the site?
FROM what country (or countries) do you ship?
TO what regions of the world do you ship?
Languages spoken other than English:

Continues

Web Site Questionnaire *(Continued)*

Consumer Protection Databases
- Are you registered with:
  - BizRate
  - Public Eye
  - BBBOnLine

Satisfaction-refund policy
- What methods of payment do you accept for your products/services?

Technical information about the Web site
- What is the actual I.P. (Internic) number for your site?
- Does your site have any of the following technical or design features?
  - Frames
  - A non-frames version
  - Animated GIFs
  - Javascript
  - Java
  - Shockwave
  - Flash
  - VRML
  - Dynamic HTML
  - Push
  - Chat
- Does your site offer audio?
  - Yes or No, and include the type of audio below
- Video?
  - Yes or No, and include the type of video below
- Any other Web-specific technical features at the site?

E-zine/Web-zine questions
- Do you offer an e-zine or Web-zine on a particular topic that users can sign up for?
  - Description (strict 80 character maximum length):
  - Directions for how to subscribe:
  - Is there a fee for this e-zine?
  - Publication frequency:
  - Do you accept paid advertising in this zine?
  - If yes, what is the CPM? (Cost Per Thousand)

Discussion list/Listserv questions
- Do you offer a discussion list on a particular topic that users can sign up for?
- How is your list technically run?
  - (Majordomo, Listserv, Listproc, etc.)
- Name/address of list (brief: the part before the "@"):

Description (strict 80 character maximum length):
Directions for how to subscribe:
Do you accept paid advertising on this list?
If yes, what is the CPM? (Cost Per Thousand)
How many subscribers does the list currently have?
Is this discussion list moderated?
Is there a fee to belong to subscribe to this list?

Keywords

List up to 10 keywords below for the site. These words are in case you submit to a search engine or directory that asks specifically for keywords. Most do not. These words do not have to be identical to the words you have placed in your site's META keyword tag. I suggest that you use multiple words and phrases in your site's META keyword tag, but for this list, just give single words, in lower-case plural form: for example, "trips," instead of "trip" or "Trip."

1)
2)
3)
4)
5)
6)
7)
8)
9)
10)

Categories/Headings that you feel are most appropriate for your site to be listed under in directories:

1)
2)
3)
4)
5)
6)
7)
8)
9)
10)

Remember that some sites select the heading they put you under, regardless of what you ask for. Also, most directories are now running 1–5 weeks lag time from when they receive press releases/registration requests to when your site appears.

Continues

Web Site Questionnaire *(Continued)*

Site Description
Please write four versions of your site description, as you would like it to appear. (Many places allow only these amounts of text, so please stick to the numbers.)
Tip: Make these descriptions have as many of your most important keywords as possible.

Version 1) Description up to 15 words:
Version 2) Description up to 30 words:
Version 3) Description up to 60 words:
Version 4) Description up to 100 words:

Educational relevancy
If you have content that would be helpful to teachers to use in a classroom setting, what is the appropriate grade level?
Preschool, K–6, 7–8, 9–12

Press Release
Please include here a press release about your site, along with a contact name, phone number, and e-mail address for that contact person.

Finding the Most Appropriate Resources to Announce and Submit Your Site

An announcement and submission campaign for a new launch will involve making submissions to many different types of locations. Some of the most obvious are major directories like Yahoo! and search engines such as Infoseek and Lycos. There are hundreds, perhaps thousands of places exist where you could potentially announce your site's existence. The truth is that the majority of these places are useless to you, and will not serve any purpose for your site.

The key tactic I use is to hunt for and submit or announce only to the highest quality edited outlets that are used by the type of people I want to know my site exists. I say "edited" because if a submission outlet allows submissions from any and all sites (not edited for quality), then the quality of many of the sites submitted there will be awful, and the directories will be nearly worthless. While there are thousands and thousands of possible places you can submit and announce a site to, most are not edited, and contain so much spam, junk sites, pornography, and other useless content that you shouldn't waste your time with them. An edited directory like Yahoo! only lists sites that meet criteria set forth internally by its editors. There are services that can make submissions for you, as well as services that can help you find the sites you need to be submitting to, and I will discuss them later, but for now, let's proceed on our own. Also, there are some search engines and directories, like www.GoTo.com, that allow you to buy a high-ranking listing.

Keeping a History of the Submissions You Make

You have several options you can use to keep up with the many submissions you will be making. I use a paper tracking method. The reason I like a paper method over keeping records only on a PC is that often PCs crash, or get upgraded; or in a corporate setting, you might move to a new office and a new machine, or any one of a number of things. It's a nightmare if you lose a couple years' worth of submission records. If you do opt for keeping records on a PC, then at least make backups and keep a printed copy as well.

General Search Engines

Currently, the "Big Six" search engines are considered to be:

Infoseek	www.infoseek.com
AltaVista	altavista.digital.com
Lycos	www.lycos.com
Webcrawler	www.webcrawler.com
Excite	www.excite.com
HotBot	www.hotbot.com

Other lesser-known search engines you should submit to are:

PlanetSearch	www.planetsearch.com
NorthernLight	www.northernlight.com
Anzwers	http://server2.anzwers.ozemail.net/index.html

Sometime in early 1999 Microsoft is expected to begin accepting direct submissions at their new search engine.

The one thing the above search engines have in common is that they accept listings from sites regardless of the subject matter or topic of the site. This is why it's sometimes impossible to find what you're looking for when you do a search at a major search engine. There are simply too many millions of pages out there being indexed by the major search engines.

What many people fail to recognize is that there are search engines devoted to specific topics and subjects, which are much more focused than the major search engines. For example, there is a popular search engine/directory combo just for Canadian and Alaskan Web sites, called Alcanseek (www.alcanseek.com, see Figure 5). There's even a search engine devoted just to funny Web sites, called HumorSearch (www.humorsearch.com).

These niche search engines and directories have their pros and cons. On the one hand, they get far fewer searchers using them compared to the big boys like AltaVista, but on the other hand, the users of these niche search engines and directories

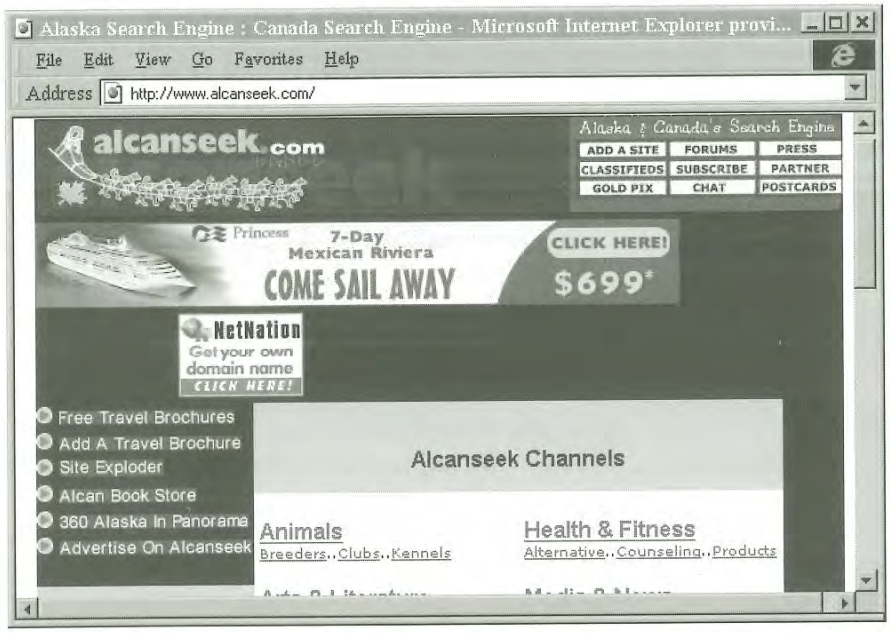


Figure 5 Alcanseek is a popular search engine/directory combination for Canadian and Alaskan Web sites.

have a far greater likelihood of finding your site, because you're not competing with millions of sites. Of course, the challenge rests in finding these niche search engines. Here's some help.

First, try Yahoo!'s excellent list of Search Engines: www.yahoo.com/Computers_and_Internet/Internet/World_Wide_Web/Searching_the_Web/Search_Engines. Then, you might also try iSleuth: www.isleuth.com (see Figure 6).

Note that almost every search engine now has a human-reviewed site guide along with the search features. If your site gets the attention of the guide editors, the results for your site can be significant.

General Directories

The big daddy, of course, is Yahoo! (www.yahoo.com), but many other excellent directories exist:

MiningCo	www.miningco.com
LookSmart	www.looksmart.com
Snap	www.snap.com (see Figure 7)
Starting Point	www.stpt.com

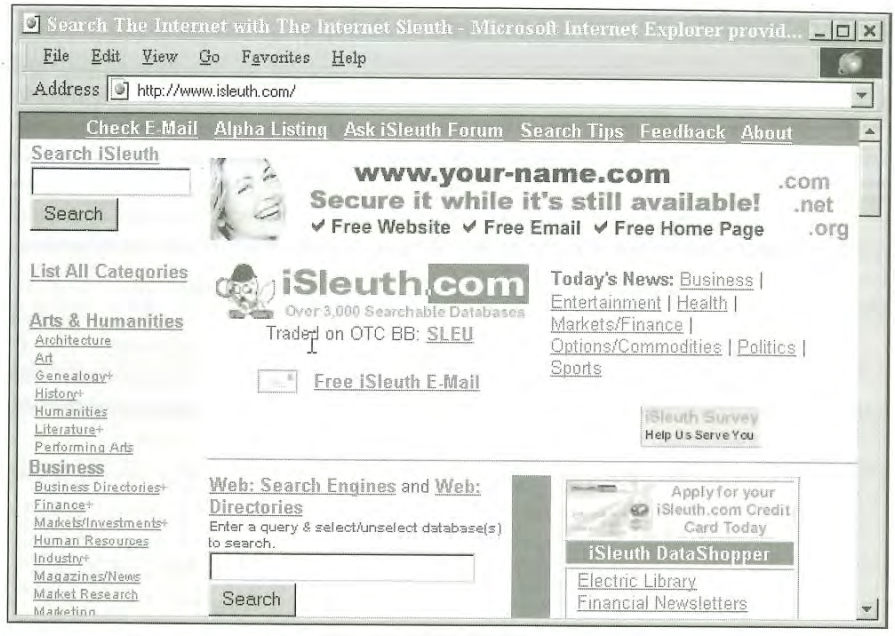


Figure 6 iSleuth is a good resource for locating niche search engines.

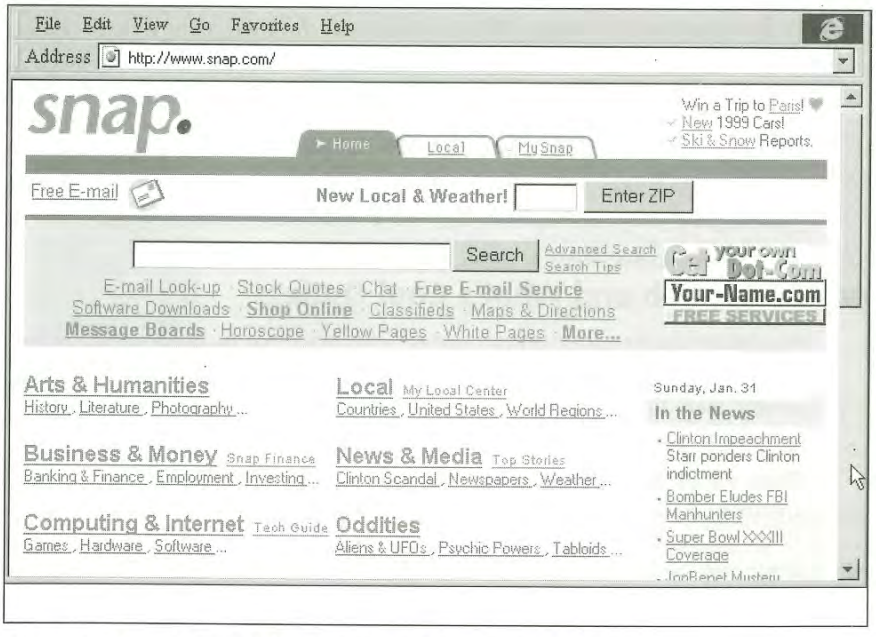


Figure 7 Snap is one of the newer search engines on the block.

"What's New" Announcement Sites

"What's New" announcement sites are designed just for announcing new Web sites, or new content additions to sites that already exist. In the early days of the Web back in 1993, one of the biggest and best places to go to find listings of new sites, or to submit a new site, was the NCSA "What's New" page. Sadly, it was closed down a few years ago. There are still many great places you can use to announce your site. Like directories, though, the best ones are the most heavily edited. An example is the Netscape "What's New" site, located at http://home.netscape.com/netcenter/new.html.

As I mentioned earlier, if the Netscape editors select your site, you could expect thousands and thousands of visits to your site as a result. This is because so many hundreds of thousands of people go to the Netscape "What's New" page daily. The difficulty is that because this site is so popular, they get literally hundreds of new submissions every day, but only feature a tiny percentage of them. Only the best of the best sites get featured here.

This is the opposite of another popular announce site, called "What's New Too" (http://nu2.com). At What's New Too, anyone can submit a site and it will automatically be featured. This sounds great, but realize that this also means the quality of the sites announced varies wildly. This is not to knock the folks at What's New Too, because they are providing a nice free service; however, don't expect that by submitting to What's New Too you will get much—if any—traffic to your site as a result.

Here's a list of some of the better known "What's New" announcement sites:

Netscape What's New	http://home.netscape.com/netcenter/new.html
What's New Too	http://nu2.com.
Net-happenings	http://scout.cs.wisc.edu/scout/net-hap/
What's Nu	http://www.whatsnu.com/index.html

To find others, and to see if any exist in your specific subject, go to:

www.yahoo.com/Computers_and_Internet/Internet/World_Wide_Web/Searching_the_Web/Indices_to_Web_Documents/What_s_New/

Best of the Web and What's Cool Outlets

You may have heard of online (and print) outlets that feature the best of the best Web sites, such as The Cool Site of the Day (http://cool.infi.net), USA Today Hot Sites (www.usatoday.com/life/cyber/ch.htm, see Figure 8), and Yahoo! Picks of the Week (www.yahoo.com/picks/).

There are literally hundreds and hundreds of similar types of outlets. While the above-mentioned "Best Of" sites are excellent and legitimate, many others are useless to you. Over the years, I've tried to become friends with the folks that make the selections at these major edited outlets. I've done so by respecting their time and quality standards. I don't send them sites that I know won't be selected. Back when I did the Amazon.com announcement campaign, it was easy to get the attention of an editor at Yahoo! Picks

of the Week. There was not as much competition, and the Amazon.com site was excellent. It was a natural to be featured as a "special pick." Times have changed, though, and the competition is now fierce.

Based on my experience with the "Best of the Web" type outlets, here are my opinions from a Web marketing perspective.

For the high end "Best Of" outlets, like Cool Site of the Day, Project Cool, and Netscape's What's Cool, it is useless to submit a site for consideration unless that site is absolutely exceptional. Glenn Davis, the founder of the original Cool Site of the Day, once told me he gets about 100 junk submissions for every one good one. He also told me that he never selects a site that is submitted to him via an automated submission service. He rightfully feels that if the person submitting won't even take the time to contact him individually, then that person's site isn't likely to be any good anyway.

The bottom line is that if your site is a few pages of company and product information, then it's not going to get selected for coverage or review by the major awards sites. Why should it? This also means you should beware of any Web promotion service that brags about how it will submit your site to 100 Best of the Web or other awards outlets. It really comes down to common sense. No editor who reviews Web sites on a daily basis wants to be spammed by impersonal bulk e-mail submissions announcing a plain vanilla site. I know this to be true, because I review Web sites for several online and print magazines myself, and I always delete e-mail submissions from people who obviously haven't taken the time to know who I am and what types of sites I like to cover.

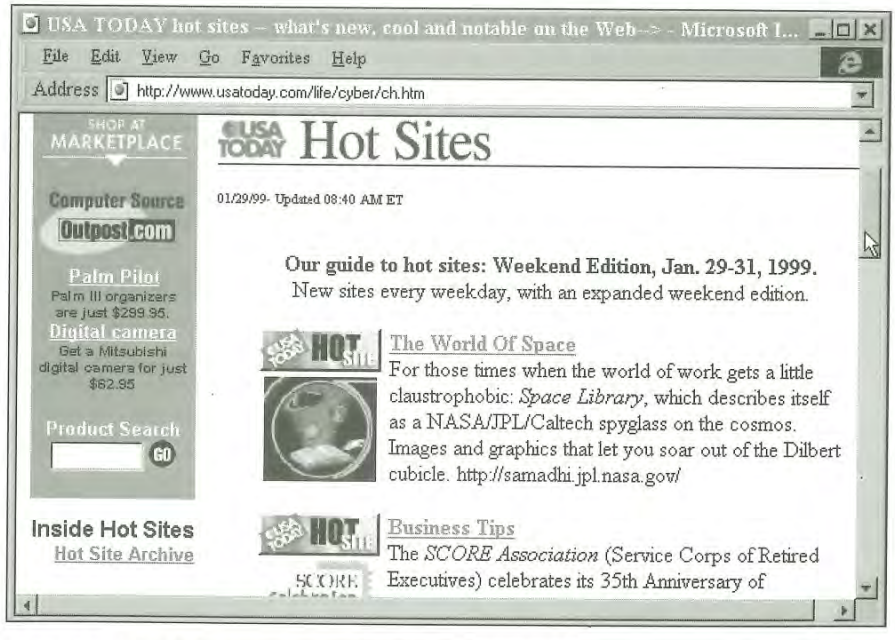


Figure 8 USA Today has its own page that lists top Web sites.

In addition to the major Best Of and awards sites I mentioned earlier, there are many hundreds of other outlets that select, review, or otherwise feature Web sites on a daily, weekly, or monthly basis. The quality of these varies significantly. Some are even scams. One scam I see often is where someone creates an awards site that presumably reviews great Web sites, and then sends e-mail to thousands and thousands of sites the scammer wants to give awards to, asking them to display the awards logo or banner at their site. The scammer does this repeatedly, so that in time she ends up with a nice collection of inbound links to her awards site from all the sites she has given awards to. See the scam here? She really just wants to build a collection of links to her own site.

How to Find the Best Awards Sites for Submissions

So how do you avoid these types of outlets and identify the ones that make sense for your site? Go to Yahoo!'s section that lists all the top Best Of and awards sites (http://dir.yahoo.com/Computers_and_Internet/Internet/World_Wide_Web/Best_of_the_Web/). Use this to research and identify the most appropriate places you can submit to. As you look at this list, you will see that the key is that you have to take the time to seek out and identify the best outlets to submit to that are a match for your site's content. Submitting to a hundred random awards sites you've never even visited and which have nothing to do with your site's content is a waste of time, and irritates the people you were trying to impress.

Usenet Newsgroups

Newsgroups often have just the niche you'd like to reach; however, not all accept blatant commercial posts. Also, the specific groups available will vary by service provider. The best way to approach them? Begin by reading the newsgroup charters, and by actually participating. Visit the Usenet Charters site at www.lib.ox.ac.uk/internet/news/faq/by_group.index.html (Figure 9).

If you are new to the world of newsgroups, one of the single best ways to learn about, search for, and participate in them is through Deja News (www.dejanews.com, see Figure 10), which offers a Web-based interface to the most popular Usenet newsgroups.

Learn Appropriate Internet Marketing Practices

One of my favorite places to recommend people visit to learn about acceptable Internet marketing practices is Tenagra's net.acceptable site at http://marketing.tenagra.com/net-acceptable.html (see Figure 11).

Sites That Help You Announce Your Site

There are sites that have been created to help you choose places to announce your site. Link Exchange's Directory Guide (www.directoryguide.com, see Figure 12) is an extensive catalog of search engines and directories that accept Web site announcements. They reviewed over 1,000 sites and selected 400 they felt provided the best promotion value to Web marketers. They regularly review and add new listings to keep the guide current. Other useful sites are the Central Registry (www.CentralRegistry.com/thelist.htm), FreeLinks (www.freelinks.com), and The Definitive Search Engine Submission

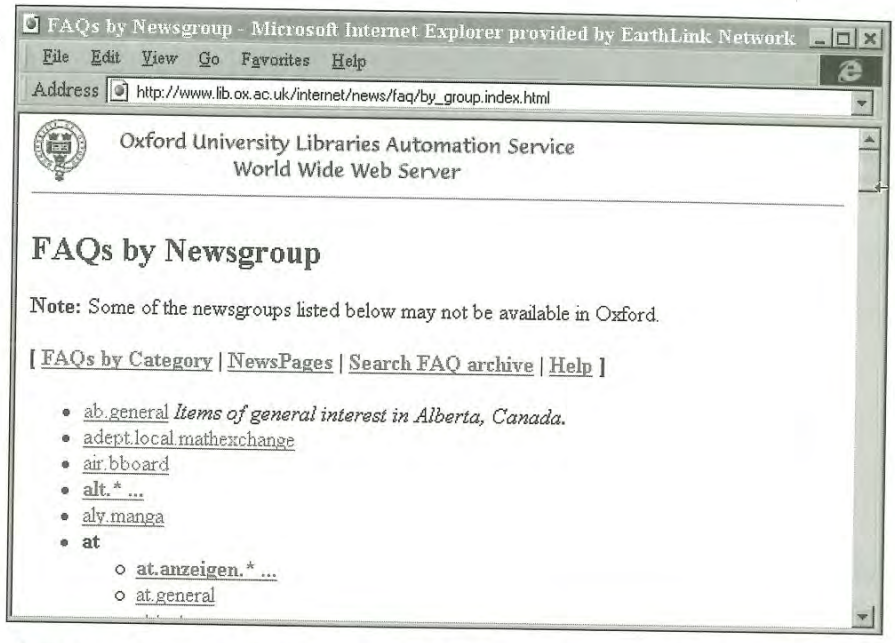


Figure 9 The Usenet Charters site lists the charters for operation of all Usenet groups.

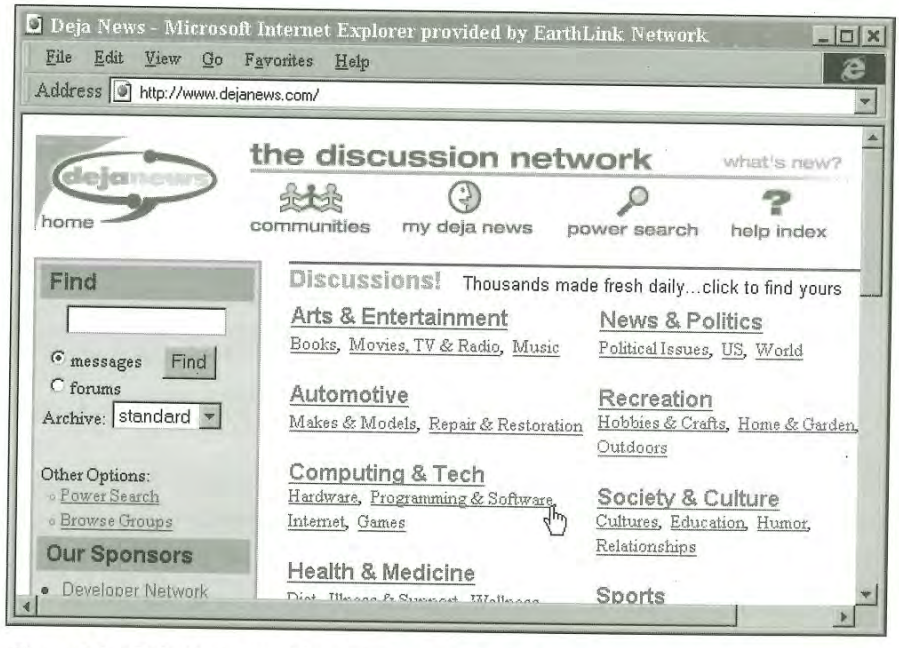


Figure 10 Deja News provides a comprehensive listing of newsgroups.

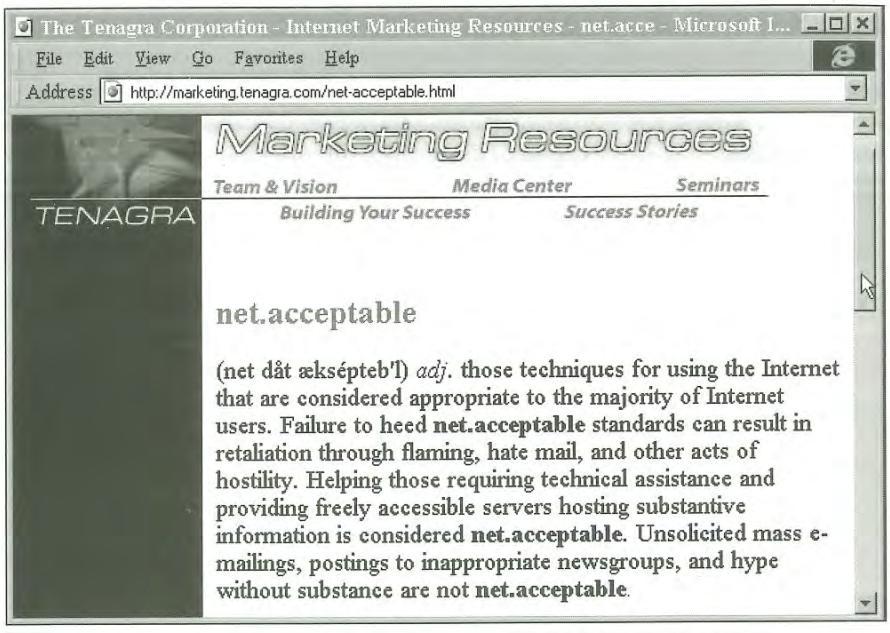


Figure 11 Tenagra's net.acceptable site gives examples of appropriate Internet etiquette.

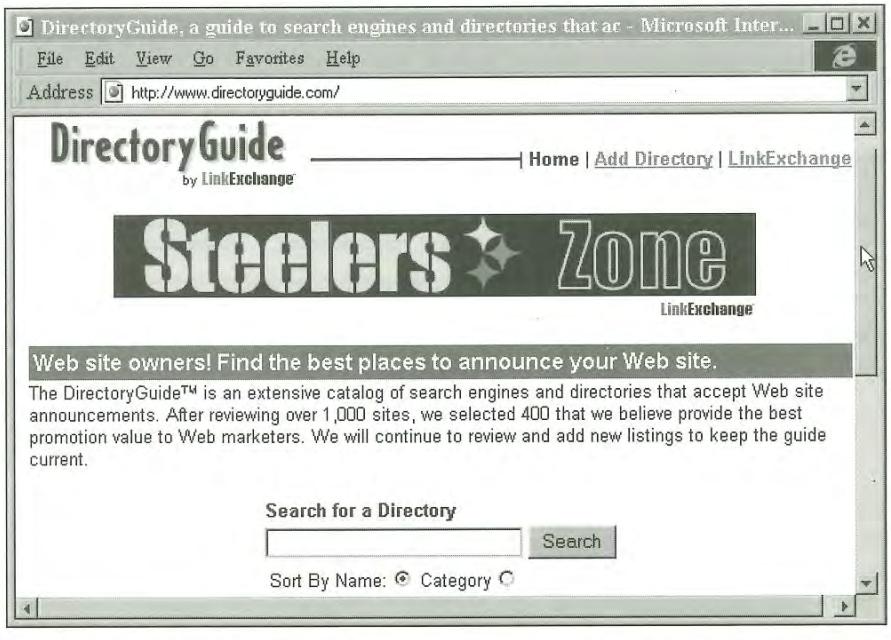


Figure 12 The Link Exchange's DirectoryGuide helps you choose places to announce your site.

Page–Finding Site (www.geocities.com/~laisha/submit/index.html). Use these resources to locate useful sites, but never submit your site to any person, search engine, directory, or Web guide without first taking a minute to visit their site and learn who they are and what they want.

Content Rating, Reciprocal Links, Offline Promotions, and Other Techniques

There are certain Web site promotion options that only the owner or publisher of the site can evaluate and pursue. Many such opportunities exist. Some are better than others, and not all are appropriate for every site.

Rating Your Web Site's Content

One of the emerging trends on the Web is rated content, where the site owners voluntarily rate the appropriateness of their sites' content for children. Regardless of your beliefs about the ethics of this, it is an issue we all must deal with, and thus I suggest you take a moment and rate the content of your site with the RSACi organization. This requires you to insert a new META tag into your site's HTML on the pages you decide to rate. All details of the RSACi system, including the online form you use to rate your site, can be found at www.rsac.org/homepage.asp (see Figure 13).

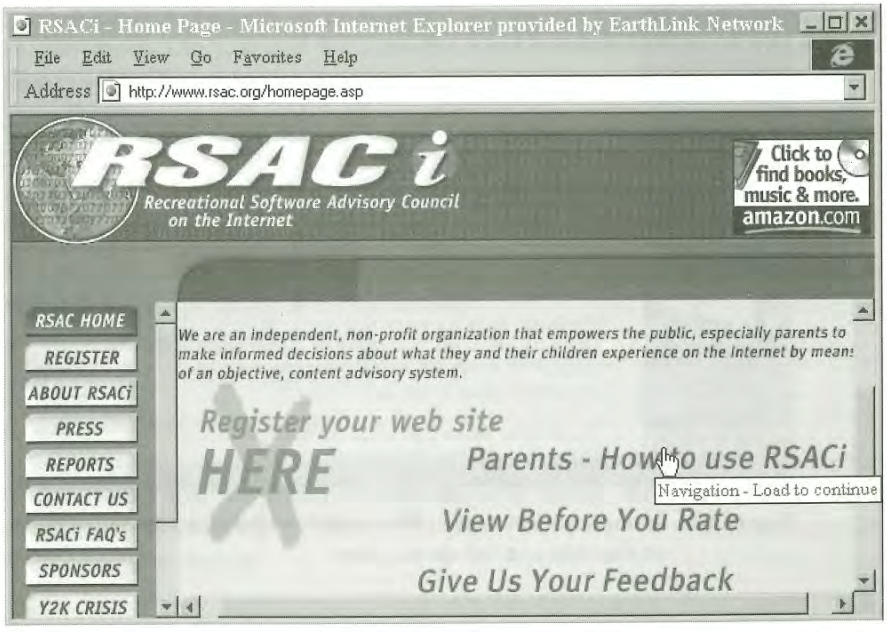


Figure 13 RSACi has a system to help you rate your site.

Similarly, an organization called "Family Friendly Sites" offers a service where they will list you in their directory in exchange for placing their "Family Friendly" logo/banner on your site. Details can be found at www.virtuocity.com/family/Index.cfm.

Offline Promotional Products

You might consider giving away T-shirts with your Web site logo on them, or offering them as an incentive for users who sign up for an e-mail newsletter. I have seen high quality work from one company that produces such T-shirts, called Web T-shirts (www.webtshirt.com). I also like Web Cards (www.printing.com, see Figure 14), which are postcard-sized cards that feature your Web site on one side and copy of your choice on the back. Think of them as extra-large business cards. I've given out hundreds at the various conferences I speak at, and everyone who looks at them loves them.

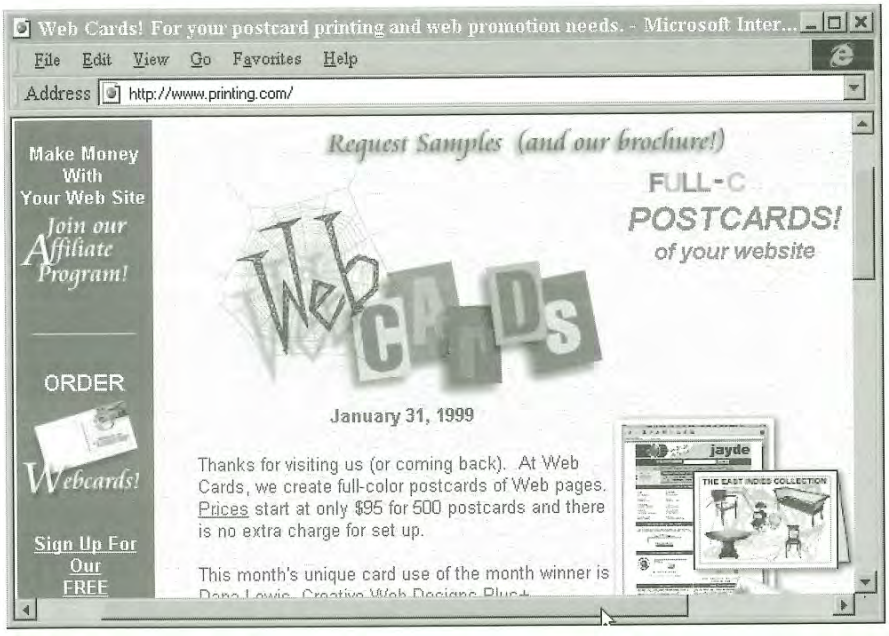


Figure 14 Promote your Web site offline with Web Cards, a postcard with your Web site on one side and text on the other.

Reciprocal Links

If you offer reciprocal links to other sites, meaning you give them a link if they give you a link, there are several directories that want to know about your site. The quality of these directories is often suspect. Use caution.

Missing Link: reciprocal link finder (www.igoldrush.com/missing/)

Link-Me: A reciprocal links exchange database (www.iwr.com/free/reciprocal.htm)

Inbound Links

In addition to reciprocal links, you may want to engage in a campaign of requesting links to your site from other sites that are either similar to yours or that offer content that is complementary to yours. For example, if you have a Web site that sells hand-made fly-fishing lures, then you may want to see if you can get a link to your site from sites that have content related to fly fishing but that aren't competing with you for the same type of product sales.

Over the past year or so the climate regarding link swapping or granting inbound links to sites has changed remarkably. While it is definitely still possible to get high-quality inbound links to your site at no cost, it is becoming harder, and the very task of managing an inbound link–seeking campaign is far more complex than it once was. Here's why. Free links are rarer these days, as folks realize that links are worth money, and services are appearing that connect buyers and sellers of links (text-based or otherwise). Let's say you have identified 50 sites that you would like to have links on pointing back to your site. Some are directories with no strings attached, some are topical site guides, some are specific to certain regions, some are even other sites in your industry that look promising. A nice mix, you think, and now you'd like to begin asking them for links.

As you approach these sites, here's what you have to keep up with.

- The name of the site
- The URL
- The name of the person who runs the site
- The e-mail address of that person
- The date you contact that person
- The date he or she responds
- The resulting deal (some will say yes, some no, others will not reply at all, others will want a link back from you, some may want money for links, some will be out of town and take weeks to reply, etc.)
- The status of the deal

- Verification of the link in place
- Checking for links over time (yes some folks swap links and then pull yours for odd reasons)

So, as you can imagine, at any given point in your inbound link–seeking campaign you have many sites and deals to keep up with. (And remember that such campaigns really never end--you should constantly be pursuing them.)

Here are my experienced-based opinions on how to do this well. I do not believe that you can out-source an inbound link–seeking campaign to a third party. There are simply too many areas for abuse and nobody will care as much about your site as you will. The main problem is judging performance. If you try and pay them only for the links they generate for you, then they will be more inclined to look for the sites that are most likely to grant a link, regardless of the quality. Heck, there are a million free-for-all-links-pages out there, but I wouldn't want to be on them, and I'd never pay a cent to be on any of them, because their quality is so bad. So, if you opt to pay based on numbers of links generated, set some quality control standards right up front. And reserve the right of approval for any link deals.

The other challenge with having someone else do your inbound link–seeking campaign is that since each site they contact will have a different demand, your third party will have to be given the right to negotiate on your behalf. Are you willing to give them that authority over your site? I'm not. If they contact someone who says they will give you a link in exchange for a link back to your site, do you want a third party telling them yes, basically giving them the control to add links to your site? And what if the site they contact says that they will give you a link for $10 a month? Do you want some third party spending your money this way?

One option is to reserve the right to say yes or no to any linking agreement someone negotiates for you, and this I encourage. However, if you do this, it slows the process so much that it makes it nearly impossible for anyone to make any money doing your link seeking. If it takes an entire day to negotiate a $25-a-month link (e-mails back and forth, phone calls, return calls, etc.), and you are paying your link seeker $20 per accepted in-link, then your link seeker isn't going to be a very happy person. These are just a couple of the sticking points in having a third party do an inbound link–seeking campaign for you. Others include the verification that the link is up and working right, reviewing the linking site from time to time to be sure the site hasn't dropped the link (it happens) or put up a porno banner right above your link (this I've seen happen). And all this before you even know if that link on their page will generate one single click and deliver someone to your page.

The truth is that an inbound link–seeking campaign is more of an administrative task than a strategic one. I can spend a few days and easily identify 50 perfect sites that I'd like a link on. It will then take weeks, even months, to coordinate and negotiate the deals with each site I located. Without a tracking tool or spreadsheet (what I use), it's impossible to do this efficiently.

All this brings me back to the key point: You must take control of your inbound linking efforts on your own. Do it in-house, yourself. Nobody cares about your site as

much as you. The logistics of it are better, as will be the quality of the sites you are linked on and the deals you negotiate on your own behalf. There is one aspect of the campaign you *can* pay a third party for: site discovery. It can take a long time to locate top-quality sites to seek a link on. My clients have me do that part for them, and I provide them with a list of 25, 50, or 100 sites that make the best strategic sense for them to be linked on. Then, they pursue the link seeking in-house, negotiating each one as they go along, using a tracking sheet as they do it. They save time and money, we each use our strengths to their best advantage, and there is no abuse of the system or cracks for things to fall through. Ask yourself this question: Would you rather pay thousands of dollars to have someone negotiate blindly for you, or pay a few hundred for the best link leads and negotiate them yourself?

Conclusion

Hopefully this section didn't scare you off. Sure, there is a lot to do, but you don't have to do it alone. There are several good third-party services, like my own, that can help you. Also, the techniques I describe above are just a part of an overall process. There are many, many other techniques you can use. Send me an e-mail (TheWardReport@netpost.com) if you'd like to subscribe to my e-mail–based newsletter that reviews the best new Web marketing techniques that you can engage in yourself.

Resource Directory

Following in the tradition of the first edition, we are including a Resource Directory of contact information of key companies, products, and services in the online advertising industry. We compiled this directory while writing the first edition because we needed the basic contact information for many companies and couldn't find this information in one place on the Net. Today, there are several search engines, directories, and resource sites of online advertising resources, but these services provide links, not straight contact information. The goal of this revised directory is to provide you with valuable contact information in one convenient place. A last word: It should be noted that companies in this industry are constantly forming, merging, and changing. It is inevitable that some of the contact information presented here will change as soon as this book is published. Companies listed here are arranged in the following categories:

- Ad Management Technologies
- Ad Networks
- Alternative Ad Models
- Associations (National)
- Auction
- Auditing Services
- Banner Exchange Programs
- Conferences and Events
- Contests
- Directories of E-mail Discussion Lists and Newsletters
- E-mail List Brokers/Services
- E-mail List Software

- Loyalty Programs
- Market Research Firms
- Measurement Technologies
- Personalization Technologies
- Promotion Services
- Rating Firms
- Representation Firms
- Resources (E-mail Discussion Lists and Newsletters, Informational Sites, and Online Publications)

Ad Management Technologies

Accipiter

URL: www.accipiter.com

E-mail: info@engage.com

Company: Engage Technologies / Accipiter

Address: 4000 Wake Forest Rd, Raleigh, NC 27609

Phone: 919.872.7755 Fax: 919.872.5060

Description: Ad serving, management, and personalization software.

Ad Cafe

URL: www.infohiway.com/adcafe/adcafe1.htm

E-mail: feedback@infohiway.com

Company: Infohiway, a division of Rocky Mountain Internet

Address: 1099 18th Street, 30th Floor, Denver, CO 80202

Phone: 303.313.0872 Fax: 303.672.0711

Description: Ad Cafe works with a simple Web interface to publish, target, track, and manage advertising on your Web site.

Ad Stream

URL: http://www.realmedia.com/rm_home.html

E-mail: rmsales@realmedia.com

Company: Real Media

Address: 32 E. 31st St., 9th Floor, New York, NY 10016

Phone: 212.725.4537 Fax: 212.725.4573

Description: Web management tool that randomly rotates banner ads throughout a site and provides reports on impressions and click-throughs.

Adfinity Service Bureau

URL: www.247media.com/techno/te_adfin.htm

E-mail: kforkish@247media.com

Company: 27/7 Media

Address: 1250 Broadway, 27th Floor, New York, NY 10001

Phone: 703.519.6816 Fax: 212.760.1774

Description: The Adfinity Service Bureau is an ad delivery system that offers advanced targeting features, extensive reporting capabilities, and accurate inventory management, giving Web publishers a turnkey ad revenue solution.

AdForce

URL: www.adforce.com

E-mail: info@adforce.com

Company: AdForce

Address: 10101 North De Anza Blvd., Suite 210, Cupertino, CA 95014

Phone: 408.873.3680 Fax: 408.873.3693

Description: AdForce services both publishers and advertisers with its system of campaign targeting and scheduling to ad delivery, reporting, auditing, and billing.

Adjuggler

URL: www.adjuggler.com

E-mail: aj@dn.net

Company: digitalNATION

Address: 5515 Cherokee Ave., Alexandria, VA 22312-2309

Phone: 703.642.2800 Fax: 703.642.0261

Description: Banner rotation tool that gives you a full range of powerful management capabilities to ensure complete control of advertising action on your Web site.

AdKnowledge

URL: www.adknowledge.com

E-mail: webmaster@adknowledge.com

Company: AdKnowledge, Inc.

Address: 2191 East Bayshore Road, Palo Alto, CA 94303

Phone: 650.842.6500 Fax: 650.842.0665

Description: Users can plan, buy and traffic, target and serve, report and analyze all Web advertising through one system.

AdKnowledge System

URL: www.adknowledge.com

E-mail: mschott@adknowledge.com

Company: AdKnowledge

Address: 2191 East Bayshore Road, Palo Alto, CA 94303

Phone: 650.842.6500 Fax: 650.842.0665

Description: The AdKnowledge System was designed with advertisers and agencies in mind and includes the Planner, Campaign Manager, SmartBanner, Reporter, and Advisor to plan, manage, and deliver an Internet advertising campaign.

AdManager

URL: www.accipiter.com

E-mail: info@engage.com

Company: Engage Technologies

Address: 100 Brickstone Square, 1st Floor, Andover, MA 01810

Phone: 978.684.3884 Fax: 978.684.3636

Description: Automates online advertising management for Web sites, automatically delivering inventory, scheduling and targeting ads, and generating up-to-the-minute, customized reports.

AdServer Enterprise & AdServer Network

URL: www.netgravity.com

E-mail: info@netgravity.com

Company: Netgravity

Address: 1900 S. Norfolk Street, Suite 150, San Mateo, CA 94403

Phone: 650.425.6000 Fax: 650.425.6060

Description: Automates the online advertising management process—from inventory management, to the targeting and delivery of ads, to the generation of performance reports.

Bannermatic

URL: www.getcruising.com/crypt/banmat.html

E-mail: crypt@getcruising.com

Company: GetCruising

Description: Free CGI scripts that make it easy to set up a banner rotation system on your home page, or set up a counter to see your hits. Not recommended for medium- and high-traffic sites.

Bondsmith

URL: www.bondsmith.com

E-mail: contact@bondsmith.com

Company: Bondsmith Inc.

Address: One Kendall Square, Bldg. 600, Suite 211, Cambridge, MA 02139

Phone: 816.471.7627 Fax: n/a

Description: Banner advertising management, and exchange for publishers, advertisers, and ad reps.

Campaign Management

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: Third-party ad management tools for publishers and advertisers.

Central Ad PRO 3.0J

URL: www.centralad.com

E-mail: support@centralad.com

Company: Central Ad Software

Address: 263 Warren St., Waltham, MA 02154

Phone: n/a Fax: n/a

Description: Banner rotation software.

Direct Media

URL: www.directmedia.com

E-mail: mbartk@ix.directmedia.com Contact: Max Bartko

Company: Acxiom

Address: 200 Pemberwick Road, P.O. Box 4565, Greenwich, CT 06830

Phone: 203.532.1000 Fax: 203.531.1452

Description: An Internet ad buying placement and testing service designed for direct marketers.

DoubleClick DART

URL: www.doubleclick.net

E-mail: info@doubleclick.net

Company: DoubleClick

Address: 41 Madison Ave., 32nd Floor, New York, NY 10010

Phone: 212.271.2542 Fax: 212.889.0062

Description: DoubleClick DART offers complete ad management including targeting, delivering, reporting, and billing.

MatchLogic

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: Matchlogic Inc+G44.

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222. 2000 Fax: 303.222.2001

Description: Ad management and measurement solutions for publishers and advertisers.

NetGravity AdServer/AdCenter

URL: www.netgravity.com

E-mail: info@netgravity.com

Company: NetGravity Inc.

Address: 1900 S. Norfolk Street, Suite 150, San Mateo, CA 94403

Phone: 650.425.6000 Fax: 650.425.6060

Description: Provides software for management of ad delivery as well as a third-party service to manage ad delivery.

Solbright

URL: www.solbright.com

E-mail: info@solbright.com

Company: Solbright Inc.

Address: 420 Lexington Ave., Suite 300, New York, NY 10170

Phone: 212.673.6100 Fax: 212.673.6166

Description: Developer of software for managing online advertising buys, trafficking, and billing.

Straight Up!

URL: www.roianalysis.com

E-mail: sales@straightupsoftware.com

Company: Straight Up! Software

Address: 3550 General Atomics Court, Building 15, San Diego, CA 92121

Phone: 619.455.3124 Fax: 619.455.3595

Description: Internet tracking and reporting service that enables a Web marketer to fully measure and understand the impact and effectiveness of Web marketing options including banners, buttons, e-mails, media sites, interstitials, and hyperlinks.

trueVu

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: Solution for advertisers interested in delivering rich media ads. Provides site clearance, compatibility assurance, plug-in determination, targeting, efficient delivery, and centralized reporting on campaign-wide advertising traffic.

Ad Networks

@dVenture

URL: www.ad-venture.com

E-mail: sales@ad-venture.com

Company: Venture Communications Electronic Marketing Inc.

Address: 60 Madison Avenue, New York, NY 10010

Phone: 212.684.4800 Fax: 212.576.1129

Description: Places advertising on its network of business-to-business and consumer sites.

24/7 Media, Inc.

URL: www.247media.com

E-mail: info@247media.com

Company: 24/7 Media Inc.

Address: 1250 Broadway, 27th Floor, New York, NY 10001

Phone: 212.231.7100 Fax: 212.760.1774

Description: Reaching more than one out of three online users, 24/7 Media, Inc., provides Internet advertising and online direct marketing solutions for advertisers and Web publishers through its national network of sites.

Ad Club Network

URL: www.adclub.net

E-mail: members@adclub.net

Company: Ad Club Network

Address: 1100 Olive Way, Suite 1270, Seattle, WA 98101

Phone: 888.907.3224 Fax: 206.521.8808

Description: Ad network that offers real-time, online reporting, major advertiser banners, and a dedicated ad serving system, as well as a focused sales force.

Ad-Net

URL: www.ad-network.com

E-mail: admin@ad-network.com

Company: Victory Information Network

Address: P.O. Box 517, Cleveland, OH 44107

Phone: 216.961.8970 Fax: 216.732.9953

Description: An advertising network with hundreds of affiliated Web sites.

ADSmart

URL: www.adsmart.net

E-mail: info@adsmart.net

Company: ADSmart Corporation

Address: 100 Brickstone Sq., 1st Floor, Andover, MA 01810

Phone: 888.559.8222 Fax: 978.684.3618

Description: ADSmart.net automates the planning, executing, and managing of campaigns for Web advertisers, and facilitates the advertisers' selection of a highly targeted audience through its national ad network.

AdSoftware Network

URL: http://E216adnet.aureate.com/advertisers.html

E-mail: info@aureate.com

Company: Aureate Media

Address: 8777 Purdue Road, Suite 225, Indianapolis, IN 46268

Phone: 800.695.5369 Fax: 317.802.5100

Description: AdSoftware Network is a client-side software application. It allows advertisers to target their messages to users who are running the software.

Area IP

URL: www.areaip.com

E-mail: info@areaip.com

Company: Area Internet Publicidad S.A.

Address: Calle Travesera de Gracia 342-344, Barcelona, Spain 08025

Phone: 34.93.446.50.33 Fax: 34.93.446.50 34

Description: Spanish advertising network with some of the most important Spanish and South American Web sites.

ASIAD

URL: www.asiad.net/english/

E-mail: service@asiad.net

Company: Asiad Corp.

Address: 7F, 267 HsinYi Road, Sec. 4, Taipei, Taiwan, R.O.C.

Phone: 886.2.2755.1755 Fax: 886.2.2755.2795

Description: Taiwan's largest ad network, providing professional quality advertising and localization services to international clients.

Burst! Media

URL: www.burstmedia.com

E-mail: bhanna@burstmedia.com

Company: BURST! Media LLC

Address: 10 New England Executive Park, Burlington, MA 01803

Phone: 781.272.5544 Fax: 781.272.0897

Description: A banner brokering service that represents both small and large Web sites both national and local in focus.

Classified Warehouse

URL: www.classifiedwarehouse.com

E-mail: advertising@classifiedwarehouse.com

Company: AdOne Classified Network

Address: 361 Broadway, Suite 100, New York, NY 10013

Phone: 212.965.2900 Fax: 212.334.3307

Description: Classified Warehouse, from AdOne Classified Network, is one of the largest networks of classified advertising for employment, autos, transportation, and real estate for sale or rent.

ClickThrough Interactive

URL: www.clickthrough.ca

E-mail: sales@clickthrough.ca

Company: ClickThrough Interactive

Address: 86 Bloor Street West, Toronto, Ontario, Canada

Phone: 416.966.2542 Fax: 416.966.3097

Description: Canadian company with exclusive sales partnerships with many well-known and popular Web sites in Canada and around the world.

CLIQNOW!

URL: www.clicknow.com

E-mail: admin@clicknow.com

Company: 24/7

Address: P.O. Box 2614, Rome, GA 30164-2614

Phone: 888.213.5635 Fax: n/a

Description: Sells advertising on Web sites.

ContentZone

URL: www.contentzone.com

E-mail: csupport@contentzone.com

Company: 24/7 Media Inc.

Address: 1250 Broadway, 27th Floor, New York, NY 10001

Phone: 212.752.3928 Fax: 212.760.1774

Description: The ContentZone Network is a community of over 2,000 Web site owners and developers which targets sites by gender, age, income, and other criteria.

DMN Media

URL: www.dmnmedia.com

E-mail: comments@dmn.com

Company: Digital Music Network, Inc.

Address: 319 Main Street (Suite 1), Stoneham, MA 02180

Phone: 781.279.2895 Fax: 781.279.3507

Description: Online advertising network for music-oriented sites.

DoubleClick Direct

URL: www.doubleclick.net

E-mail: info@doubleclick.net

Company: DoubleClick

Address: 41 Madison Ave. 32nd Floor, New York, NY 10010

Phone: 212.271.2542 Fax: 212.889.0062

Description: A cost-per-action (per click, per lead, and per download) ad network.

DoubleClick Network

URL: www.doubleclick.net

E-mail: info@doubleclick.net

Company: Doubleclick

Address: 41 Madison Ave., 32nd Floor, New York, NY 10010

Phone: 212.271.2542 Fax: 212.889.0062

Description: An Internet advertising network that has local, national, and international audiences for its top brand name sites.

eAds

URL: www.eads.com

E-mail: info@eAds.com

Company: Electronic Advertising

Address: 5200 Keller Springs Road, Suite 1012, Dallas, TX 75248

Phone: 214.696.2252 Fax: 214.696.5726

Description: An ad network where the host site gets paid based on the number of responses the ad generates, not the number of impressions provided.

Flycast Network

URL: www.flycast.com

E-mail: info@flycast.com

Company: Flycast Communication Corporation

Address: 181 Fremont St., San Francisco, CA 94105

Phone: 415.977.1000 Fax: 415.977.1009

Description: Ad Network with over 700 member sites targeting national and local audiences.

HyperAsia

URL: www.hyperasia.com

E-mail: info@hyperasia.com

Company: HyperAsia

Address: 805 Third Avenue, 8th Floor, New York, NY 10022

Phone: 212.832.7000 Fax: 212.751.8888

Description: Develops targeted Chinese ads and places them strategically throughout its network of leading Chinese Web sites.

InterAd

URL: www.interadsales.net

E-mail: corporate@interadsales.net

Company: InterAd Holdings Ltd.

Address: 49-51 Carnaby Street, London, UK WIC 1PF

Phone: 44.171.287.7300 Fax: 44.171.437.0780

Description: Provides global representation for leading European and international Web sites, giving top quality services to advertisers and Web site clients alike.

LinkExchange

URL: www.linkexchange.com

E-mail: admin@linkexchange.com

Company: Microsoft

Address: 217 Second St., San Francisco, CA 94105

Phone: 415.543.4435 Fax: 415.543.1483

Description: Largest ad network in the world.

Medius Network

URL: www.mediusnetwork.com

E-mail: media@medius.net

Company: Medius Interactive

Address: 830 4th Ave. S., Seattle, WA 98134

Phone: 206.442.9099 Fax: 206.442.9199

Description: Ad network of sports-related sites.

NarrowCast Media

URL: www.narrowcastmedia.com

E-mail: info@narrowcastmedia.com

Company: NarrowCast Media

Address: 12304 Santa Monica Blvd., Suite 101, Los Angeles, CA 90025

Phone: 310.979.4638 Fax: 310.979.4633

Description: NarrowCast Media is an advertising space brokerage and exchange service that sells banner advertising space on a click-through basis. Sites can earn cash or barter for their banner ad space inventory.

Net AD Net

URL: www.netadnet.com

E-mail: NetADNet@pobox.com.au

Company: Net Ad Net

Address: P.O. Box 521, Brentford Sq., Victoria, Australia 03131

Phone: 61.3.9803.3886 Fax: 61.3.9886.3990

Description: Australian ad banner network.

PennyWeb

URL: www.pennyweb.com

E-mail: sales@pennyweb.com

Company: PennyWeb

Address: 468 N. Camden Dr., #200, Beverly Hills, CA 90210

Phone: 888.867.3669 Fax: 213.939.9591

Description: PennyWeb allows advertisers to have their own click-through banner campaigns.

Real Media

URL: www.realmedia.com

E-mail: rmsales@realmedia.com

Company: Real Media

Address: 32 E. 31st St., 9th Floor, New York, NY 10016

Phone: 212.725.4537 Fax: 212.725.4573

Description: Sells advertising on newspaper Web sites.

Safe-Audit

URL: www.safe-audit.com

E-mail: admin@safe-audit.com

Company: Global Market Ltd.

Address: 29 Fairholme Gardens, London, UK N3 3ED

Phone: 44.0181.346.8316 Fax: 44.0181.346.0770

Description: Banner ad network with audited statisics. Also offers banner design services.

TeknoSurf Adwave

URL: www.teknosurf.com

E-mail: john@teknosurf.com

Company: TeknoSurf Teknologies, Inc.

Address: 2315 Velvet Ridge Dr., Owings Mills, MD 21117

Phone: 410.825.6143 Fax: 410.825.6147

Description: Pay-per-click banner network.

ValueClick

URL: www.valueclick.com

E-mail: robyn@valueclick.com

Company: ValueClick

Address: 1333 De La Vina Street, Suite E, Santa Barbara, CA 93010

Phone: 805.965.0543 Fax: 805.564.7151

Description: Pay-per-click banner network with premium quality ad space on over 10,000 sites.

WebCounter

URL: www.digits.com

E-mail: questions@digits.com

Company: Computer Networking Services Inc.

Address: 322 Mall Blvd., Suite 306, Monroeville, PA 15146-2229

Phone: n/a Fax: n/a

Description: Provides ad banner opportunities on the sites of its 300,000-plus active subscribers.

The Women's Forum

URL: www.womensforum.com

E-mail: jodi@womensforum.com

Company: Women's Forum

Address: 253 E. Delaware Place, Suite 21 C, Chicago, IL 60611

Phone: 312.475.0100 Fax: 312.475.0116

Description: Ad network containing sites for women of all ages.

Alternative Ad Models

Alexa

URL: www.alexa.com

E-mail: info@alexa.com

Company: Alexa Internet

Address: The Presidio of San Francisco, P.O. Box 29141, San Francisco, CA 94129-0141

Phone: 415.561.6900 Fax: 415.561.6795

Description: A free advertising-support Web navigations service that provides Web site recommendations as the user surfs.

Aureate Media

URL: adnet.aureate.com

E-mail: info@aureate.com

Company: Aureate Media Corp.

Address: 8777 Purdue Road, Suite 225, Indianapolis, IN 46268

Phone: 800.695.5369 Fax: 317.802.5110

Description: An electronic media company that distributes free software. The software is supported by advertisements.

Comet Cursor

URL: www.cometsystems.com

E-mail: info@cometsystems.com

Company: COMET Systems

Address: 180 Maiden Lane, 20th Floor, New York, NY 10038

Phone: 212.231.2000 Fax: 212.809.0926

Description: Allows customization of cursors (e.g., NBA players, Spice Girls, animals, instead of a flashing line). The user must download a plug-in to be able to see custom cursors that a site may use.

NetZero

URL: www.netzero.com

E-mail: feedback@netzero.net

Company: NetZero, Inc.

Address: 3835 R. East Thousand Oaks Blvd., #338, Westlake Village, CA 91362

Phone: 818.879.7250 Fax: n/a

Description: Offers free Internet access and e-mail through an advertising interstitial window.

Associations

Ad Council

URL: www.adcouncil.org

E-mail: info@adcouncil.org

Company: Ad Council

Address: 261 Madison Ave., New York, NY 10016

Phone: 212.922.1500 Fax: 212.922.1676

Description: A volunteer organization that conducts advertising campaigns for the public good and is the largest source of Public Service Advertising (PSA) in the country. The Ad Council's campaigns include the online industry with Internet PSAs.

American Association of Advertising Agencies (AAAA)

URL: www.commercepark.com/AAAA

E-mail: aaaa@commercepark.com

Company: American Association of Advertising Agencies (AAAA)

Address: 405 Lexington Ave., New York, NY 10174-1801

Phone: 212.682.2500 Fax: 212.682.8391

Description: National advertising agency trade association.

CASIE (Coalition for Advertising Supported Information & Entertainment)

URL: www.casie.org

E-mail: donahue@aaaa.org

Company: CASIE (Coalition for Advertising Supported Information & Entertainment)

Address: 405 Lexington Ave., New York, NY 10174-1801

Phone: 212.850.0702 Fax: 212.682.2028

Description: The CASIE mission is to create an environment where consumers have the broadest possible array of high-quality media options at the lowest possible cost.

Direct Marketing Association (DMA)

URL: www.the-dma.org

E-mail: webmaster@the-dma.org

Company: Direct Marketing Association

Address: 1120 Avenue of the Americas, New York, NY 10036-6700

Phone: 212.768.7277 Fax: 212.302.6714

Description: National organization for direct marketing professionals.

FAST

URL: www.fastinfo.org

E-mail: misc.im@pg.com

Description: An organization formed out of the Future of Advertising Stakeholders (FAST) Summit hosted by Procter & Gamble in August of 1998 and dedicated to "accelerating the development and broad use of digital advertising."

Internet Advertising Bureau

URL: www.iab.net

E-mail: barbara@iab.net

Company: Internet Advertising Bureau

Address: 1500 Broadway, 25th Floor, New York, NY 10036

Phone: 914.921.6988 Fax: 914.967.2538

Description: Association founded in 1996 to promote and foster advertising on the Internet.

Internet Direct Marketing Bureau (IDMB)

URL: www.idmb.org

E-mail: idmb@idmb.org

Company: Internet Direct Marketing Bureau

Description: Organization formed in 1998 to promote the maximum effectiveness and acceptance of direct marketing on the Internet.

Internet Society

URL: www.isoc.org

E-mail: isoc@isoc.org

Company: Internet Society

Address: 12020 Sunrise Valley Dr., #210, Reston, VA 20191

Phone: 703.648.9888 Fax: 703.648.9887

Description: A non-governmental international organization promoting and facilitating global cooperation on the Internet.

Newspaper Association of America

URL: www.naa.org

E-mail: freec@naa.org

Company: n/a

Address: 1921 Gallows Rd., Suite 600, Vienna, VA 22182

Phone: 703.902.1600 Fax: 703.902.1800

Description: NAA focuses on strategic issues of vital importance to newspapers: marketing, public policy, diversity, industry development, and newspaper operations.

Auction

Adauction

URL: www.adauction.com

E-mail: chris@adauction.com

Company: Adauction.com

Address: 188 Embarcadero, Third Floor, San Francisco, CA 94105

Phone: 415.597.4830 Fax: 415.597.4840

Description: Adauction.com is a planned buying opportunity for premium ad space at value pricing, through a real-time auction for top-branded sites.

Auditing Services

ABC Interactive

URL: www.abcinteractiveaudits.com

E-mail: hepnerea@accessabc.com

Company: ABC

Address: 900 North Meacham Rd., Schaumburg, IL 60173-4968

Phone: 847.605.0909 x282 Fax: 847.605.0483

Description: Provides independent third-party audits of Web site activity.

BPA International

URL: www.bpai.com

E-mail: info@bpai.com

Company: BPA International

Address: 270 Madison Ave., 2nd Floor, New York, NY 10016

Phone: 212.779.3200 Fax: 212.779.3615

Description: Provider of third-party interactive auditing.

I/AUDIT

URL: www.ipro.com

E-mail: info@ipro.com

Company: I/PRO

Address: 1400 Bridge Parkway, Suite 202, Redwood City, CA 94065

Phone: 650.226.2700 Fax: 650.226.2701

Description: A standard auditing solution provided by I/PRO and Nielsen Media Research.

Banner Exchange Programs

Click2Net Network

URL: www.click2net.com

E-mail: sales@click2net.com

Company: Click2Net, Inc.

Address: 1321 Birchcliff Drive, Oakville, Ontario, Canada L6M 2A5

Phone: 905.469.6680 Fax: 905.469.3327

Description: Canadian banner exchange program that provides members with a full array of reporting features for tracking site visitors..

HyperBanner

URL: www.hyperbanner.net

E-mail: info@hyperbanner.net

Company: HyperBanner

Address: 49a Ider St., Haifa, Israel 34752

Phone: 972.4.8340.936 Fax: 972.4.8346.783

Description: Free banner exchange for 33 countries and topic-based communities.

Internet Banner Network

URL: www.banner-net.com

E-mail: ibn1@savvy.com

Company: Internet Banner Network

Address: 55 Maple Avenue, Rockville Centre, NY 11570

Phone: 516.255.0500 Fax: n/a

Description: Targeted banner advertising.

LinkExchange

URL: www.linkexchange.com

E-mail: admin@linkexchange.com

Company: Microsoft

Address: 217 Second St., San Francisco, CA 94105

Phone: 415.543.4435 Fax: 415.543.1483

Description: A free service that allows publishers to advertise their Web site through the reciprocal exchange of banner ad displays with thousands of other sites. This is the granddaddy of all banner exchange programs, with over 200,000 members.

SmartClicks

URL: www.smartclicks.com

E-mail: info@smartclicks.com

Company: SmartAge

Address: 1515 Mockingbird Lane, Suite 207, Charlotte, NC 28209

Phone: 704.522.1999 Fax: 704.522.9131

Description: Free banner exchange with targeting options. When you join you are also subscribed to the SmartAge newsletter via e-mail.

TradeBanners

URL: www.resource-marketing.com/banner.shtml

E-mail: chris@resource-marketing.com

Company: Resource Marketing Inc.

Address: 61 Covert Place, Ft. Thomas, KY 41075

Phone: 606.441.8700 Fax: 606.441.8795

Description: A free banner trading program that advertises: "Do you need more hits? Don't get knocked out on the information highway—advertise your site by trading hot-link banners free!"

Conferences and Events

@d Tech

URL: www.ad-tech.com

E-mail: skip@emarketworld.com

Company: eMarketworld

Address: 700 East Franklin St., 12th Floor, Richmond, VA 23219

Phone: 800-535-1812 Fax: 804-643-8376

Description: Semi-annual conference covering the latest trends and issues in Internet marketing, public relations, and media.

Advertising & Marketing on the Internet

URL: www.zeff.com

E-mail: info@zeff.com

Company: The Zeff Group

Address: 1821 N. 21st St., #5, Arlington, VA 22209

Phone: 703.516.9091 Fax: 703.516.4357

Description: Locally and regionally focused one-day training events on online advertising and marketing held in cities throughout the United States.

AdWeek Forum at Internet World

URL: www.adweek.com/adweekconf

E-mail: mpollock@adweek.com

Company: Adweek

Address: 1515 Broadway, 12th Floor, New York, NY 10036

Phone: 212.536.6527 Fax: 212.536.5353

Description: Two-day forum about marketing, advertising, and branding on the Web.

Camp Interactive

URL: www.4interactivemarketing.com/camp99/index.html

E-mail: jjacobsen@4interactivemarketing.com

Company: Interactive Marketing, Inc.

Address: 32545 B Golden Lantern #244, Dana Pt., CA 92629

Phone: 949.249.0625 Fax: 949.249.6821

Description: A retreat for senior marketers to discuss products, services, and capabilities in interactive marketing.

Online Advertising Forum

URL: www.jup.com

E-mail: jupiter@jup.com

Company: Jupiter Communications

Address: 627 Broadway, New York, NY 10012

Phone: 212.780.6060 Fax: 212.780.6075

Description: Conference on latest developments in the online advertising industry.

Variety's Interactive Marketing Summit

URL: www.4interactivemarketing.com

E-mail: mpubentz@4interactivemarketing.com

Company: Interactive Marketing, Inc.

Address: 32545 B Golden Lantern #244, Dana Pt., CA 92629

Phone: 888.880.0625 Fax: n/a

Description: Information on how interactive marketing strategies are reshaping the future of entertainment marketing.

Web Advertising

URL: www.thunderlizard.com

E-mail: tlp@thunderlizard.com

Company: Thunder Lizard Productions

Address: 1619 Eighth Ave., North, Seattle, WA 98109

Phone: 800.221.3806 Fax: 206.285.0308

Description: Conferences on Internet advertising that stress in-depth, real-world techniques. Hands-on learning events.

Contests

High Altitude Promotions

URL: www.highaltitude.com

E-mail: info@highaltitude.com

Company: The Integer Group

Address: 10455 West 6th Ave., Lakewood, CO 80215

Phone: 303.384.3177 Fax: n/a

Description: Manages all aspects of sweepstakes and contests via any medium.

Pickem Sports

URL: http://corp.pickem.com

E-mail: info@pickem.com

Company: Pickem Sports Inc.

Address: 3260 Hillview Ave., Pao Alto, CA 94304

Phone: 650.858.2711 Fax: 650.858.3660

Description: Developers of online interactive contests and games.

Prizes.com

URL: www.prizes.com

E-mail: bauxier@prizes.com

Company: RealTIME Media

Address: 15 Haverford Station Road, Haverford, PA 19041

Phone: 610.896.9400 Fax: 610.896.9416

Description: RealTIME Media develops online sweepstakes and also operates prizes.com.

Webstakes

URL: www.webstakes.com

E-mail: curious@webstakes.com

Company: Webstakes

Address: 11 West 19th St., 10th Floor, New York, NY 10011

Phone: 212.242.8800 Fax: 212.242.8825

Description: Prize and savings club with 11 targeted consumer channels. Webstakes uses dialog marketing, which enables online merchants and consumers to interact.

Directories of E-mail Discussion Lists and Newsletters

The List of Lists

URL: http://E175tile.net/lists

E-mail: info@lyris.net

Company: Lyris Technologies

Address: 174 Santa Clara Avenue, Oakland, CA 94610

Phone: 800.768.2929 Fax: 510.597.0159

Description: Reference to all the Listserv, ListProc, and Majordomo e-mail discussion and announcement lists on the Internet.

Liszt

URL: www.liszt.com

E-mail: liszt@liszt.com

Company: Liszt

Address: n/a

Phone: n/a Fax: n/a

Description: Directory of Internet discussion groups, mailing lists, newsgroups, and IRC chat channels.

Publicly Accessible Mailing Lists

URL: www.neosoft.com/internet/paml

E-mail: arielle@taronga.com

Company: PAML

Address: P.O. Box 720711, Houston, TX 77272

Phone: n/a Fax: n/a

Description: A list of publicly accessible mailing lists.

E-mail List Brokers/Services

Acxiom DirectMedia

URL: www.directmedia.com

E-mail: mbartk@ix.directmedia.com

Company: Acxiom Direct Media

Address: 200 Pemberwick Road, Greenwich, CT 06830

Phone: 203.532.1000 Fax: 203.531.1452

Description: Off- and online solutions for direct marketers.

BulletMail

URL: www.bulletmail.com

E-mail: sales@bulletmail.com

Company: BulletMail

Address: 3215 East River Rd., Rochester, NY 14623

Phone: 716.292.6189 Fax: n/a

Description: BulletMail offers targeted opt-in direct e-mail marketing services.

CMG Direct

URL: www.cmgdirect.com

E-mail: mdrislan@cmgi.com

Company: CMG

Address: 187 Ballardvale St., Suite B110, P.O. Box 7000, Wilmington, MA 01887-7000

Phone: 978.657.7000 Fax: n/a

Description: Database management services, analytical services, and targeted opt-in e-mail lists.

DeliverE

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: Delivers sales and branding messages to pre-qualified, highly receptive opt-in e-mail audiences.

Digital Impact

URL: www.digital-impact.com

E-mail: sales@digital-impact.com

Company: Digital Impact

Address: 1730 S. Amphlett Blvd., Suite 217, San Mateo, CA 94402

Phone: 650.286.7300 Fax: 650.286.7310

Description: Customized electronic marketing campaigns.

Direct Marketing Online

URL: www.directmarketing-online.com

E-mail: dmonline@directmarketing-online.com

Company: Grizzard Communications Group

Address: 229 Peachtree St. NE, Suite 900, Atlanta, GA 30303

Phone: 404.522.8330 Fax: n/a

Description: Full array of online and offline direct marketing services such as opt-in e-mail list rental.

eGroups

URL: www.egroups.com

E-mail: info@egroups.com

Company: eGroups.com

Address: 5214-F Diamond Heights Blvd., #731, San Francisco, CA 94131

Phone: n/a Fax: n/a

Description: eGroups provides organizations and groups of people, such as alumni and sports teams, an integrated package of services for effective group communication. Also a good place to find lists of e-mail lists.

MatchLogic

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: Matchlogic INC.

Address: 10333 Church Ranch Blvd, Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: Service includes fielding target e-mail audiences, coordinating e-mail content and URLs, managing the campaign push, and monitoring the life cycle of the campaign.

PostMaster Direct Response

URL: www.postmasterdirect.com

E-mail: contact@netcreations.com

Company: Netcreations

Address: 379 West Broadway, Ste. 202, New York, NY 10012

Phone: 212 625 1370 Fax: 212.625.1387

Description: Offers e-mail list rental, list management/brokerage, and e-mail list delivery.

Sift, Inc.

URL: www.sift.com

E-mail: Sales@sift.com

Company: Sift, Inc.

Address: 155-A Moffett Park Dr., Suite 210, Sunnyvale, CA 94089

Phone: 408.541.7633 Fax: 408.541.7637

Description: Sift's Net-Lists opt-in e-mail network allows clients to reach more than 3,000,000 recipients in thousands of categories—business-to-business or consumer.

WebPromote

URL: www.webpromote.com

E-mail: manager@webpromote.com

Company: WebPromote

Address: 565 Lakeview Parkway, Suite 135, Vernon Hills, IL 60061

Phone: 847.918.9292 Fax: 847.918.9296

Description: Sends clients' e-mail messages to a targeted list of individuals who have requested announcements about sites that cater to their interests.

E-mail List Software

Cuenet

URL: www.cuenet.com

E-mail: Info@cuenet.com

Company: Cuenet Systems

Address: P.O. Box 1134, Ben Lomond, CA 95005

Phone: 408.246.3388 Fax: n/a

Description: Provides list servers, auto-responders, document distribution, and other services.

Listserv

URL: www.lsoft.com/listserv.stm

E-mail: sales@lsoft.com

Company: L-Soft International

Address: 8401 Corporate Dr., Landover, MD 20785

Phone: 301.731.0440 Fax: 301.731.6302

Description: System that allows the creation, management, and control of electronic mailing lists on corporate networks or the Internet.

Lyris

URL: www.lyris.com

E-mail: sales@lyris.com

Company: Lyris Technologies

Address: 174 Santa Clara Avenue, Oakland, CA 94610

Phone: 888.248.9519 Fax: n/a

Description: Software for running Internet e-mail mailing lists, such as newsletters, announcements, and discussion lists.

MailKing

URL: www.mailking.com

E-mail: webmaster@revnet.com

Company: Revnet Systems

Address: 3304 Westmill Drive, Huntsville, AL 35805

Phone: 888.519.4000 Fax: 256.519.9973

Description: MailKing offers an e-mail merge tool for Windows. It allows companies to open most popular databases directly, filter data into targeted e-mail lists, and send personalized e-mail to members of the list.

Revenet Express

URL: www.revnetexpress.net

E-mail: webmaster@revnet.com

Company: Revnet Systems

Address: 3304 Westmill Drive, Huntsville, AL 35805

Phone: 888.519.4000 Fax: 256.519.9973

Description: Full range of e-mail management and delivery functions as well as advanced options for targeting, personalizing messages, and tracking click-through.

Loyalty Programs

BonusMail/MyPoints

URL: www.intellipost.com

E-mail: sales@intellipost.com

Company: Intellipost Corp.

Address: 565 Commercial Street, 4th Floor, San Francisco, CA 94111

Phone: 415.676.3700 Fax: 415. 676.3720

Description: Companies can send targeted e-mail offers and offer Rew@rd points to an opt-in audience of consumers. MyPoints members earn points by filling out surveys, visiting sites, and making purchases. Points are redeemable for merchandise.

ClickRewards

URL: www.clickrewards.com

E-mail: customerservice@clickrewards.com

Company: Netcentives, Inc.

Address: 690 Fifth Street, San Francisco, CA 94107

Phone: 415.538.1888 Fax: 415.538.1889

Description: Members can earn ClickMiles for shopping at a network of retail sites. ClickMiles are redeemable for airline miles and other rewards.

Cybergold

URL: www.cybergold.com

E-mail: n/a

Company: Cybergold

Address: 2921 Adeline Street, Berkeley, CA 94703

Phone: 510.845.5000 Fax: 510.845.5257

Description: Allows marketers to pay consumers for viewing ads, visiting Web sites, or purchasing products.

FreeRide

URL: www.freeride.com

E-mail: webmaster@freeride.com

Company: FreeRide Media, LLC

Address: 460 Park Ave. South, New York, NY 10016

Phone: 212.340.3800 Fax: 212.576.1436

Description: Members collect points by browsing sponsor Web sites, answering surveys, and shopping in stores. Points are redeemable for Internet access and other products.

Market Research Firms

Aberdeen Group

URL: www.aberdeen.com

E-mail: webmaster@aberdeen.com

Company: Aberdeen Group

Address: One Boston Place, Boston, MA 02108

Phone: n/a Fax: n/a

Description: Computer industry market research, analysis, and consulting organization.

ACNielsen

URL: www.acnielsen.com

E-mail: webmaster@nielsen.com

Company: ACNielsen

Address: 177 Broad St., Stamford, CT 06901

Phone: 203.961.3000 Fax: 203.961.3190

Description: Provides television ratings and will shortly be providing Web site ratings.

ActivMedia

URL: www.activmedia.com/headlines.html

E-mail: research@activmedia.com

Company: ActivMedia

Address: 182 Hancock Rd., Peterborough, NH 03458

Phone: 800.639.9481 Fax: 603.924.2184

Description: Conducts custom and syndicated studies of online commerce.

Arbitron NewMedia

URL: www.arbitron.com/newmedia.html

E-mail: NewMedia@Arbitron.com

Company: The Arbitron Company

Address: 9705 Patuxent Woods Drive, Columbia, MD 21046-1572

Phone: 410.312.8429 Fax: n/a

Description: A provider of consumer intelligence for cable systems, advertisers, telephone companies, advertising agencies, and content developers. Partners with Next Century Media on the CyberMeasurement Index (CMI).

CalibratE

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: CalibratE gives MatchLogic clients the ability to conduct primary research online, including the testing of creatives and brand awareness studies.

Cowles/Simba Net

URL: www.simbanet.com

E-mail: info@simbanet.com

Company: Simba Information

Address: P.O. Box 4234, 11 River Bend Dr. South, Stamford, CT 06907-0234

Phone: 203.358.9900 Fax: 203.358.5825

Description: Market intelligence and forecasts in the media industry.

Cyber Dialogue

URL: www.cyberdialogue.com

E-mail: info@cyberdialogue.com

Company: Cyber Dialogue, Inc.

Address: 304 Hudson St., 6th Floor, New York, NY 10013

Phone: 212.255.6655 Fax: 212.255.6622

Description: Specializing in one-to-one marketing, online database marketing, and online market research.

Dataquest

URL: www.dataquest.com

E-mail: dpginquiry@dataquest.com

Company: GartnerGroup

Address: 251 River Oaks Parkway, San Jose, CA 95134

Phone: 800.419.3282 Fax: 408.468.8088

Description: Computer market research firm.

Dialogue Telescope

URL: www.cyberdialogue.com

E-mail: info@cyberdialogue.com

Company: Cyber Dialogue

Address: 304 Hudson St., 6th Floor, New York, NY 10013

Phone: 212.255.6655 Fax: 212.255.6644

Description: Offers primary research reports, briefs, and consulting services on consumer and small business issues for digital content, products, and services.

E Stats

URL: www.estats.com

E-mail: salfstad@eMarketer.com

Company: Emarketer

Address: 821 Broadway, 3rd Floor, New York, NY 10003

Phone: 212.677.7137 Fax: 212.777.1172

Description: Information on ad revenues, usage patterns, geography, market size and growth, demographics, e-commerce, and e-trends.

Forrester Research

URL: www.forrester.com

E-mail: info@forrester.com

Company: Forrester

Address: 1033 Massachusetts Ave., Cambridge, MA 02138

Phone: 617.497.7090 Fax: 617.868.0577

Description: Conducts market research and produces reports on the Internet and Internet advertising for the business-to-business market.

GartnerGroup

URL: www.gartner.com

E-mail: inquiry@gartner.com

Company: GartnerGroup

Address: 56 Top Gallant Rd., Stamford, CT 06904

Phone: 203.316.1111 Fax: 203.316.1100

Description: GartnerGroup Inc. is an independent advisor of research and analysis to business professionals making information technology (IT) decisions, including users, purchasers, and vendors of IT products and services.

GVU User Surveys

URL: www.cc.gatech.edu/gvu/user_surveys/User_Survey_Home.html

E-mail: www-survey@cc.gatech.edu

Company: GVU's WWW Survey Team

Address: GVU Center, College of Computing, Georgia Institute of Technology, Atlanta, GA 30332-0280

Phone: n/a Fax: n/a

Description: Surveys about the Web.

INTECO Corp.

URL: www.inteco.com

E-mail: inquiry@inteco.com

Company: INTECO

Address: 200 Connecticut Ave., Norwalk, CT 06854

Phone: 203.866.4400 Fax: 203.852.1599

Description: Conducts primary market research every 4–5 months concerning consumer usage of interactive products and services.

IntelliQuest

URL: www.intelliquest.com

E-mail: info@intelliquest.com

Company: IntelliQuest

Address: 1250 Capital of Texas Hwy., Bldg. One, Suite 600, Austin, TX 78746

Phone: 512.329.0808 Fax: 512.329.0888

Description: Market research firm that specializes in the technology industry.

International Data Corporation (IDC)

URL: www.idc.com

E-mail: idcinfo@idcresearch.com

Company: International Data Corporation (IDC)

Address: 5 Speen St., Framingham, MA 01701

Phone: 508.872.8200 Fax: 508.935.4015

Description: Market research firm. Publishes the Internet Factbook.

Internet Domain Survey

URL: www.nw.com/zone/WWW/top.html

E-mail: info@nw.com

Company: Network Wizards

Address: P.O. Box 343, Menlo Park, CA 94026

Phone: 415.326.2060 Fax: 415.326.4672

Description: Conducts the Internet domain survey.

Internet Facts

URL: www.parallaxweb.com/interfacts.html

E-mail: postmaster@parallaxweb.com

Company: Parallax Solutions

Address: 350 Cherry Hill Rd., Princeton, NJ 08540

Phone: 609.279.9299 Fax: 609.279.9406

Description: A concise compilation of statistics and research on Internet and World Wide Web demographics, usage, and growth.

Jupiter Communications

URL: www.jup.com

E-mail: jupiter@jup.com

Company: Jupiter Communications

Address: 627 Broadway, New York, NY 10012

Phone: 212.780.6060 Fax: 212.780.6075

Description: A research, consulting, and publishing firm specializing in emerging consumer online and interactive technologies.

Kelsey Group

URL: www.kelseygroup.com

E-mail: tkg@kelseygroup.com

Company: Kelsey Group

Address: 600 Executive Dr., Princeton, NJ 08540-1528

Phone: 609.921.7200 Fax: 609.921.2112

Description: Market research firm specializing in local market analysis.

Killen & Associates Inc.

URL: www.killen.com

E-mail: info@killen.com

Company: Killen & Associates, Inc.

Address: 1212 Parkinson Ave., Palo Alto, CA 94301

Phone: 650.617.6130 Fax: 650.617.6140

Description: Conducts studies on the Internet such as "Internet: Global Penetration 1996 and Forecast for the Year 2000" and "Impact of the Internet on the Global Network Information Service Business."

Laredo Group

URL: www.laredogroup.com

E-mail: info@laredogroup.com

Company: The Laredo Group, Inc.

Address: 4 Wildwood Avenue, Newton, MA 02460

Phone: 617.559.0200 Fax: 617.559.0202

Description: Research, training, and consulting firm dedicated to Internet advertising and revenue generation. Primary research conducted regarding ad sales professionals.

Market Facts

URL: www.marketfacts.com

E-mail: webmaster@marketfacts.com

Company: Market Facts, Inc.

Address: 3040 West Salt Creek Lane, Arlington Heights, IL 60005

Phone: 847.590.7000 Fax: 847.590.7010

Description: Directed marketing information company. Market Facts performs custom market research services.

Matrix Information & Directory Services (MIDS)

URL: www.mids.org

E-mail: sales@mids.org

Company: Matrix Information and Directory Services, Inc.

Address: 1106 Clayton Ln., #501W, Austin, TX 78723

Phone: 512.451.7602 Fax: 512.452.0127

Description: Examines the composition, content, and users of the Internet and presents the findings in textual and graphical representations.

Millward Brown Interactive

URL: www.mbinteractive.com

E-mail: rex@mbinteractive.com

Company: Millward Brown Interactive

Address: 425 2nd St., 6th Floor, San Francisco, CA 94107

Phone: 415.538.8300 Fax: 415.538.8305

Description: Millward Brown Interactive designs, executes, and analyzes interactive advertising research. Services include the Voyager Profile for determining the reach and frequency of online ad campaigns.

The Netcraft Web Server Survey

URL: www.netcraft.co.uk/survey/

E-mail: survey@netcraft.co.uk

Company: Netcraft

Address: n/a

Phone: 44.0.1225.447500 Fax: 44.0.1225.448600

Description: Survey of Web server software usage on Internet connected computers.

Nielsen Media Research

URL: www.nielsenmedia.com

E-mail: interactive@nielsenmedia.com

Company: Nielsen Media Research

Address: 299 Park Ave., New York, NY 10171

Phone: 212.708.7500 Fax: 212.708.7795

Description: Market research firm. Partnership with I/PRO on Web measurement and auditing services.

NPD Online Research

URL: www.npd.com/corp/interactive/interact_online.htm

E-mail: info@npd.com

Company: NPD Group, Inc.

Address: 900 West Shore Rd., Port Washington, NY 11050

Phone: 516.625.0700 Fax: 516.625.2347

Description: Offers services from Web site visitor profiling and site evaluation surveys, to more traditional marketing concerns such as concept testing, attitude and usage studies, and focus groups.

NUA Internet Surveys

URL: www.nua.ie/surveys

E-mail: web@nua.ie

Company: Nua Ltd.

Address: 400 Lafayette St., 5th Floor, New York, NY 10003

Phone: 212.358.1775 Fax: 212.358.1760

Description: Comprehensive surveys of Internet news, demographics, and use.

Roper Reports

URL: www.roper.com

E-mail: info@roper.com

Company: Roper Starch Worldwide

Address: 205 E. 42nd St., 17th Floor, New York, NY 10017

Phone: 212.599.0700 Fax: 212.867.7008

Description: The reports provide ongoing tracking of technology consumers, including Internet users and their attitudes and behaviors regarding the Internet.

SIMBA Information Inc.

URL: http://simbanet.com

E-mail: info@simbanet.com

Company: Cowles/Simba

Address: Box 4234, 11 Riverbend Dr. So., Stamford, CT 06907

Phone: 800.307.2529 Fax: 203.358.5824

Description: Conducts studies, publishes reports, and hosts conferences.

SRI International

URL: www.sri.com

E-mail: Inquiry_Line@sri.com

Company: SRI International

Address: 333 Ravenswood Ave., Menlo Park, CA 94025-3493

Phone: 650.859.4771 Fax: 650.859.4111

Description: Multidisciplinary research and consulting. Surveys users of the Web with a questionnaire at future.sir.com.

Statistical Research Inc.

URL: www.sriresearch.com

E-mail: sri@sriresearch.com

Company: Statistical Research, Inc.

Address: 111 Prospect St., Westfield, NJ 07090-4003

Phone: 908.654.4000 Fax: 908.654.6498

Description: Research on television and other media including the Internet.

Survey-Net

URL: www.survey.net/

E-mail: webmaster@survey.net

Company: Icorp/InterCommerce Corp.

Address: n/a

Phone: 504.780.9717 Fax: 504.779.5100

Description: Surveys that provide information, opinions, and demographics from the Internet community. Compiled results can be seen instantly.

Vanderbilt University Project 2000 on Internet Marketing

URL: www2000.ogsm.vanderbilt.edu

E-mail: hoffman@colette.ogsm.vanderbilt.edu

Company: Owen Graduate School of Management

Address: 401 21 Ave., Nashville, TN 37203

Phone: 615.343.6904 Fax: 615.343.7177

Description: A five-year research effort devoted to the scholarly investigation of the marketing implications of commercialization of the World Wide Web.

WebCMO

URL: www.webcmo.com

Description: Completely virtual market research firm that explores Web marketing movements, opportunities of the Web market, and Web marketing strategies.

Yankelovich Partners Inc.

URL: www.yankelovich.com

E-mail: NuBusiness@yankelovich.com

Company: Yankelovich Partners

Address: 101 Merritt 7 Corporate Park, Norwalk, CT 06851

Phone: 203.846.0100 Fax: 203.845.8200

Description: A marketing research and consulting organization with an extensive client list and experience in many industries. Their research and consulting services focus on syndicated research services and strategic market research.

Zona Research

URL: www.zonaresearch.com

E-mail: info@zonaresearch.com

Company: Zona Research, Inc.

Address: 900 Veterans Boulevard, Suite 500, Redwood City, CA 94063

Phone: 650.568.5700 Fax: 650.306.2420

Description: Qualitative and quantitative information and advice on market trends via syndicated subscriptions, services, and reports.

Measurement Technologies

Accesswatch

URL: www.accesswatch.com

E-mail: n/a

Company: Accesswatch

Address: P.O. Box 183, Fairfax, VA 22030

Phone: n/a Fax: 703.491.0996

Description: Web site traffic analysis tool designed to be easily installed and create comprehensive reports.

ARIA

URL: www.andromedia.com

E-mail: sales@andromedia.com

Company: Andromedia Inc.

Address: 818 Mission Street, Second Floor, San Francisco, CA 94103

Phone: 415.365.6700 Fax: 415.365.6701

Description: Andromedia's ARIA RecorderReporter is a tool for high-performance Internet and intranet activity tracking and analysis.

FlashStats

URL: www.maximized.com/products/flashstats/

E-mail: info@maximized.com

Company: Maximized Software

Address: 55 Santa Clara Avenue, Suite 250, Oakland, CA 94610

Phone: 888.629.7638 in U.S. and Canada only;
510.433.1903 outside U.S. and Canada Fax: 510.433.1904

Description: Server-side software for analyzing log files, for small- to medium-sized sites.

Hit List

URL: www.marketwave.com

E-mail: info@marketwave.com

Company: Marketwave

Address: 601 Union Street, Suite 4601, Seattle, WA 98101

Phone: 206.682.6801 Fax: 206.682.6805

Description: The Hit List product line consists of four products. Hit List Profes-

sional and Commerce are inexpensive log analysis solutions for the vast majority of Web sites. Hit List Enterprise and Live are high-end Web mining solutions.

LandscapE

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: Capable of generating demographic reach profiles at the click, site, and campaign levels, LandscapE provides online advertisers with a "picture" of who sees and responds to a particular message, without requiring site registrations.

Net.Analysis

URL: www.netgen.com

E-mail: sales@netgen.com

Company: Net.Genesis

Address: 215 First St., Cambridge, MA 02142

Phone: 617.577.9800 Fax: 617.577.9850

Description: A powerful tool for analyzing the traffic patterns on your Web site.

NetLine

URL: www.ipro.com

E-mail: info@ipro.com

Company: I/PRO

Address: 1400 Bridge Parkway, Suite 202, Redwood City, CA 94065

Phone: 650.226.2700 Fax: 650.226.2701

Description: This service provides an outsourced solution for understanding site traffic and user behavior including path-tracking presentation-ready reports.

SurfReport

URL: www.netrics.com/SurfReport/

E-mail: surf@netrics.com

Company: NETRICS.COM Inc.

Address: 3511 Northeast 22nd Avenue, Suite 200, Fort Lauderdale, FL 33308

Phone: 954.567.0477 Fax: 954.567.0479

Description: Web traffic analysis software that provides data on site visitors and statistics to analyze site performance.

TrueCount

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: Technology for measuring all ad impressions (including cached impressions).

TruEffect

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: TruEffect tells advertisers which ads actually generate the most online sales by tracking user behavior after a user clicks on an ad or other element.

WebResults Accelerator

URL: www.ipro.com

E-mail: info@ipro.com

Company: I/PRO

Address: 1400 Bridge Parkway, Suite 202, Redwood City, CA 94065

Phone: 650.226.2700 Fax: 650.226.2701

Description: WebResults Accelerator integrates traffic data, customer profiling, and transaction data.

WebTrends

URL: www.WebTrends.com

E-mail: sales@webtrends.com

Company: WebTrends Corporation

Address: 621 SW Morrison, Ste. 1300, Portland, OR 97205

Phone: 503.294.7025 Fax: 503.294.7130

Description: WebTrends analyzes Web site traffic and generates tables and graphs that show the site's marketing and technical effectiveness. One of the most powerful and inexpensive tools on the market. Popular with small- to mid-sized sites.

Wusage 6

URL: www.boutell.com/wusage/

E-mail: wusage@boutell.com

Company: Boutell.Com Inc.

Address: P.O. Box 20837, Seattle, WA 98102

Phone: 206.325.3009 Fax: 206.325.3009

Description: A server-based Web traffic measurement system for Linux, Solaris, and many other versions of Unix, MacOS, and Windows 95/NT.

Personalization Technologies

Art Technology Group (ATG)

URL: www.atg.com

E-mail: info@atg.com

Company: Art Technology Group

Address: 101 Huntington Avenue, Boston, MA 02199

Phone: 617.859.1212 Fax: 617.859.1211

Description: Provider of Internet products and services that enable major corporations to conduct business online.

BroadVision

URL: www.broadvision.com

E-mail: n/a

Company: BroadVision

Address: 585 Broadway, Redwood City, CA 94063

Phone: 650.261.5100 Fax: 650.261.5900

Description: Supplier of Internet application solutions for one-to-one relationship management.

Firefly

URL: www.firefly.com

E-mail: Noreen_Sewell@firefly.net

Company: Firefly Network, Inc.

Address: One Broadway, 6th Floor, Cambridge, MA 02142

Phone: 617.528.1000 Fax: 617.577.7220

Description: Personalization software that uses collaborative filtering. Sites that are Firefly enhanced distribute Firefly Passports to users to develop personal profiles inorder to give users access to personalized content and recommend products.

GuestTrack

URL: www.guesttrack.com

E-mail: info@GuestTrack.com

Company: GuestTrack, Inc.

Address: 3532 Jasmine Ave., Los Angeles, CA 90034

Phone: 310.558.3599 Fax: n/a

Description: Personalization products that add database interactivity to clients' Internet strategies.

Net Perceptions

URL: www.netperceptions.com

E-mail: info@netperceptions.com

Company: Net Perceptions, Inc.

Address: 7901 Flying Cloud Drive, Eden Prairie, MN 55344-7905

Phone: 612.903.9424 Fax: 612.903.9425

Description: Net Perceptions Realtime Recommendation Platform can be used for ad targeting, e-commerce, and call centers.

SelectCast

URL: www.aptex.com

E-mail: info@aptex.com

Company: Aptex Software Inc.

Address: 9605 Scranton Rd., Suite 240, San Diego, CA 92121

Phone: 619.623.0554 Fax: 619.623.0558

Description: Intelligent server software that uses behaviorial targeting techniques to maximize online and direct mail response rates and selectively target audiences based on real-time user behavior.

TrueSelect

URL: www.matchlogic.com

E-mail: info@matchlogic.com

Company: MatchLogic

Address: 10333 Church Ranch Blvd., Westminster, CO 80021

Phone: 303.222.2000 Fax: 303.222.2001

Description: Advanced one-to-one targeting product allows marketers to target anyone anywhere in the digital channel using traditional demographics.

Promotion Services

Exploit Submission Wizard

URL: www.exploit.com/wizard/

E-mail: admin@exploit.com

Company: Exploit Information Technology

Address: 10 York Road, Heaton Moor, Stockport, UK SK4 4PQ UK

Phone: 44.0.161.432.0394 Fax: 44.0.161.431.6140

Description: Automated submission software tool that will submit your URL automatically to hundreds of search engines.

Pointers-to-Pointers

URL: www.homecom.com/global/pointers.html

E-mail: pointers@homecom.com

Company: Homecom Communications

Address: 3535 Piedmont Rd., 14 Piedmont Center, Suite 100 3035, Atlanta, GA

Phone: 404.237.4646 Fax: 404.237.3060

Description: A fully automated submission tool to promote a URL to over 200 search engines directories and Web award sites both general and specialized. Both free and fee versions are available.

PositionAgent

URL: www.positionagent.com

E-mail: sales@positionagent.com

Company: MSN LinkExchange

Address: 217 Second St., San Francisco, CA 94105

Phone: 415.543.4435 Fax: 415.543.1483

Description: PositionAgent automatically monitors where your Web site ranks in the 10 most important search engines. Using the keywords/phrases you enter, it generates reports showing where your Web site is listed by page and position within each of the major search engines and directories.

PostMaster URL Announcement Service

URL: www.netcreations.com/postmaster/

E-mail: postmaster@netcreations.com

Company: Netcreations

Address: 379 West Broadway, Suite 202, New York, NY 10012

Phone: 212.625.1370 Fax: 212.625.1387

Description: Online site registration to hundreds of search engines. Both free and paying versions available.

Promote-It!

URL: www.iTools.com/promote-it/

E-mail: webmaster@iTools.com

Company: iTools

Address: n/a

Phone: n/a Fax: n/a

Description: Comprehensive listing of free Web advertising and classified promotion sites on the Net.

Sponsor of the Day/Sponsored Site of the Day

URL: www.cris.com/~raydaly/sponsors.shtml

E-mail: ray.daly@mailcall.com

Company: MailCall

Address: P.O. Box 324 Dunn, Loring, VA 22027

Phone: 703.560.3259 Fax: n/a

Description: Daily publication that highlights the sponsors of Internet publications, resources, information, and other sites.

Submit It!

URL: http://submitit.linkexchange.com

E-mail: n/a

Company: LinkExchange

Address: 217 Second Street, San Francisco, CA 94105-3105

Phone: n/a Fax: n/a

Description: Site promotion software that aids sites to post to directories, search engines, guides, and announcement services.

The Ward Group/Netpost

URL: www.netpost.com

E-mail: inquiries@netpost.com

Company: The Ward Group, Inc.

Address: 1015 Kenesaw Ave., Knoxville, TN 37919

Phone: 423.637.2438 Fax: 423.971.1523

Description: High-end personalized site promotion services. Non-automated approach to URL submissions and online awareness-building.

TrafficPack

URL: www.smartage.com/cgi-bin/traffic_home.pl

E-mail: info@smartage.com

Company: SmartAge

Address: 3450 California Street, San Francisco, CA 94118

Phone: 415.674.3787 Fax: 415.674.3782

Description: Packaged solutions for increasing traffic to your site, including search engine registrations, site ranking, position checking, and more.

Webstep Top 100

URL: www.mmgco.com/top100.html

E-mail: top100@mmgco.com

Company: Multimedia Marketing Group Inc.

Address: 600 SW Columbia, Bend, OR 97702

Phone: 888.699.6939 Fax: n/a

Description: Free index of the 100 best free places to list a Web site.

Webster Group International

URL: www.wgi.com

E-mail: speterson@wgi.com

Company: Webster Group International

Address: 413 Fee Fee Rd., St. Louis, MO 63043

Phone: 314.209.1005 Fax: 314.209.1126

Description: Promotion service that secures top positioning in search engines. Develops custom promotional programs to reach your target market and be included in industry product and service-specific sites and directories.

Rating Firms

Media Metrix

URL: www.mediametrix.com

E-mail: info@mediametrix.com

Company: NPD

Address: 900 West Shore Rd., Port Washington, NY 11050

Phone: 516.625.2357 Fax: 516.625.2347

Description: The online industry's first and larget market research information and analysis service providing demographic data on home PC usage patterns, including time spent on specific pages of the World Wide Web and on AOL. In 1998 Media Metrix merged with Relevant Knowledge.

NetRatings

URL: www.netratings.com

E-mail: info@netratings.com

Company: NetRatings, Inc.

Address: 830 Hillview Court, Milpitas, CA 95035

Phone: 408.957.0699 Fax: 408.957.0487

Description: Nielsen and NetRatings count traffic and research Web usage to rate sites based on traffic.

Representation Firms

.tmc F

URL: www.dottmc.com

E-mail: webguru@dottmc.com

Company: Targeted Marketing Concepts

Address: 17194 Preston Road, Suite 123-110, Dallas, TX 75248

Phone: 972.716.9616 Fax: 972.716.9621

Description: Online interactive marketing.

2CAN Media

URL: www.2canmedia.com

E-mail: info@2canmedia.com

Company: 2CAN Media, Inc.

Address: 380 Lexington Ave., Suite 1700, New York, NY 10168

Phone: 212.551.1156 Fax: 212.551.1171

Description: Site-focused sales and advertising representation. Also includes WebRep, ECG, Pinnacle Interactive, MediaPlus, and Grupo NetFuerza.

Cybereps

URL: www.cybereps.com

E-mail: sales@cybereps.com

Company: Cybereps

Address: 80 Liberty Ship Way, Suite 22, Sausalito, CA 94965

Phone: 415.289.5040 Fax: 415.289.1589

Description: Advertising sales and marketing organization specializing in representation of Internet-related properties.

CyberFirst

URL: www.cyberfirst.com

E-mail: mail@cyberfirst.com

Company: CyberFirst, Inc.

Address: 2535 152nd Avenue NE, Suite B-2, Redmond, WA 98052

Phone: 425.869.1303 Fax: 425.869.5033

Description: Represents Web sites in the sale of advertising space, including sales, scheduling, serving, tracking, reporting, billing, and collections.

Future Pages

URL: www.futurepages.com/solutions/

E-mail: emailus@futurepages.com

Company: Future Pages, LLC

Address: 817 North Vandalia Street, Suite 200, P.O. Box 130068, St. Paul, MN 55113

Phone: 651.631.2255 Fax: 651.644.9379

Description: Future Pages is an Internet-specific National Advertising Rep Firm for college media Web sites.

Ken Margolis Associates

URL: www.kenmargolis.com

E-mail: info@kenmargolis.com

Company: Ken Margolis Associates

Address: 140 2nd Street, Suite 602, San Francisco, CA 94105

Phone: 415.284.1444 Fax: 415.284.1482

Description: Online advertising, marketing consulting, and promotional activities.

Unique Media Services

URL: www.uniquemedia.net

E-mail: wizard@uniquemedia.net

Company: Unique Media Services, LLC

Address: 151 Pleasant View Road, Blythewood, SC 29016

Phone: 803.333.9700 Fax: n/a

Description: Internet marketing advertising representative firm.

WebMedia

URL: www.webmedia-sales.com

E-mail: sales@webmedia-sales.com

Company: WMS Worldwide, Inc.

Address: 301 Grant St., 1 Oxford Center, Ste. 1500, Pittsburgh, PA 15219

Phone: 412.255.3773 Fax: 412.362.2611

Description: Aids Web site publications in generating revenue via advertising, sponsorship, branding, and e-commerce.

WebRep

URL: www.wwwebrep.com

E-mail: nmonnens@webrep.net

Company: WebRep LLC

Address: 704 Sansome, San Francisco, CA 94111

Phone: 415.772.3640 Fax: 415.772.3599

Description: WebRep is a national advertising sales representation firm representing Web sites interested in generating revenue from online advertising.

Resources

The resources category is divided into three sections. The first section presents the e-mail discussion lists and newletters for the Internet advertising and marketing industry. The second section lists the search engines, directories, and resource sites on Internet advertising. And the third section includes the online versions of the major online advertising and Internet publications.

E-mail Discussion Lists and Newsletters

Banner Tips

URL: www.whitepalm.com/fourcorners/

E-mail: scanlin@whitepalm.com

Company: Four Corners Effective Banners

Address: P.O. Box 391446, Mountain View, CA 94039

Phone: 650.961.1957 Fax: 650.961.1621

Description: Tips on creating effective banners.

ChannelSeven NarrowCast Newsletter

URL: www.channelseven.com

E-mail: risse@channelseven.com

Company: ChannelSeven.com Business Alliance Network

Address: 55 John Street, New York, NY 10038

Phone: 212.962.7777 Fax: 212.962.7784

Description: A networking resource for Internet developers, marketers, and advertising executives.

ClickZ

URL: www.clickz.com

E-mail: andy@clickz.com

Company: Click Z Network

Address: 8 Liberty Street, Andover, MA 01810

Phone: n/a Fax: n/a

Description: Resource for doing online business. Covers everything from e-commerce, to a directory of marketing-related sites, to online advertising, and more.

FrankelBiz

URL: www.robfrankel.com/frankelbiz/fbintro.html

E-mail: rob@robfrankel.com

Company: Rob Frankel

Address: 17645 Royce Drive, Encino, CA 91316

Phone: 818.990.8623 Fax: n/a

Description: List devoted to doing business on the Web. List members exchange discounts, offer business leads, and do business with each other.

Global Marketing Discussion List

URL: www.euromktg.com/eng/ed/gmd.html

E-mail: ema@euromktg.com

Company: Euro-Marketing Associates

Address: 1850 Union St., #1229, San Francisco, CA 94123

Phone: 415.680.2423 Fax: n/a

Description: Advice and information for preparing Web sites (and companies) to address the world market.

ICONOCAST

URL: www.iconocast.com

E-mail: ICONOCAST

Company: ICONOCAST

Address: 150 No. Hill Dr., Brisbane, CA 94005

Phone: 415.468.4684 Fax: 415.468.4686

Description: Online newletter with analysis of Internet advertising and marketing industry trends as well as hot insider information on companies and industry leaders.

Internet Advertising Discussion List

URL: www.internetadvertising.org

E-mail: ab@internetadvertising.org

Company: The Internet Advertising Discussion List

Address: 1730 SW Skyline Boulevard, Suite 201, Portland, OR 97205

Phone: 503.292.6987 Fax: 503.614.2026

Description: E-mail discussion of various aspects of the Internet advertising industry. Directed towards businesses with a monthly or annual budget for paid advertising.

Internet Advertising Report

URL: www.internet.com

E-mail: info@internet.com

Company: Alan Meckler and Penton Media, Inc.

Address: 20 Ketchum St., Westport, CT 06880

Phone: 203.226.6967 Fax: 203.454.5840

Description: Weekly wrap-up of Internet advertising news.

Internet-Sales Discussion List

URL: www.mmgco.com

E-mail: info@mmgco.com

Company: Multimedia Marketing Group Inc.

Address: 220 Oregon Ave., Studio C, Bend, OR 97701

Phone: 541.330.1527 Fax: 541.330.1654

Description: Moderated discussion list on online sales issues; comprised of over 11,000 subscribers from more than 70 countries.

Larry Chase's Web Digest for Marketers

URL: www.wdfm.com

E-mail: Chase@wdfm.com

Company: Chase Online Marketing Strategies

Address: 847A Second Ave., Ste. 332, New York, NY 10017

Phone: 212.876.1096 Fax: 212.876.1098

Description: A bi-weekly zine containing 25 short reviews of the latest marketing-oriented sites.

LinkExchange Digest

URL: http://digest.linkexchange.com

E-mail: aa@le-digest.com

Company: LinkExchange

Address: 217 Second St., San Francisco, CA 94105

Phone: 415.543.4435 Fax: 415.543.1483

Description: Moderated discussion list for LinkExchange members focused on Web site promotion and driving traffic to sites.

Online Advertising Discussion

URL: www.o-a.com

E-mail: owner-online-ads@o-a.com

Company: The Tenagra Corp.

Address: 1100 Hercules, Suite 120, Houston, TX 77058

Phone: 281.480.6300 Fax: 281.480.7715

Description: Discussion of online advertising strategies, online promotion, and public relations.

Web Digest for Marketers

URL: www.wdfm.com

E-mail: info@wdfm.com

Company: Chase Online Marketing Strategies

Address: 847A Second Ave., Suite 332, New York, NY 10017

Phone: 212.876.1096 Fax: 212.876.1098

Description: Newsletter that provides information for marketers. Categories include research, sales support, finance, e-commerce, and others.

Webmarketing Online

URL: www.wilsonweb.com/wmt/

E-mail: rfwilson@wilsonweb.com

Company: Wilson Internet Services

Address: P.O. Box 308, Rocklin, CA 95677

Phone: 916.652.4659 Fax: n/a

Description: Online newsletter with links to articles on Internet advertising and editorials on e-commerce and marketing.

Informational Sites

Acceptable Internet Advertising Practices

URL: http://E350arganet.tenagra.com/Tenagra/net-acceptable.html

E-mail: info@tenagra.com

Company: Tenagra

Address: 1100 Hercules, Suite 120, Houston, TX 77058

Phone: 281.480.6300 Fax: 281.480.7715

Description: FAQ on acceptable advertising behavior.

Ad Resource

URL: www.adresource.com

E-mail: info@adresource.com

Company: Ad Resource

Address: 5854 N. Keating Ave., Chicago, IL 60646

Phone: 312.201.0488 Fax: n/a

Description: A site full of Web marketing and promotional resources and articles.

AdsGallery.com

URL: www.adsgallery.com

E-mail: mail@warp10.com

Company: Warp10

Address: 9120 Leslie St., Suite 101, Richmond Hill, Ontario, Canada L4B 3J9

Phone: 800.303.WARP Fax: 905.763.1360

Description: An online interactive gallery of top ads, ad campaigns, and interactive agencies.

Advertisers Internet Directory

URL: www.zenithmedia.com/mapuse00.htm

E-mail: info@zenithmedia.com

Company: Zenith Media

Address: Bridge House, 63-65 North Wharf Road, London, UK W2 ILA

Phone: 44 171.224.8500 Fax: 44 171.255.2187

Description: Provides an Internet directory of useful sites for marketers.

Advertising Law Internet Site

URL: www.webcom.com/~lewrose/home.html

E-mail: lewrose@netcom.com

Company: Arent Fox Kintner Plotkin & Kahn

Address: 1050 Connecticut Ave. NW, Washington, DC 20036

Phone: 202.857.6012 Fax: 202.857.6395

Description: Articles and other resources on advertising law.

Advertising Media Internet Center

URL: www.telmar.com

E-mail: corporate@telmar.com

Company: Telmar

Address: 148 Madison Ave., New York, NY 10016

Phone: 212.725.3000 Fax: 212.725.5488

Description: A site of links for Net advertising resources.

ChannelSeven

URL: www.channelseven.com

E-mail: risse@mercuryseven.com

Company: Mercury Seven

Address: 55 John Street, New York, NY 10038

Phone: 212.962.7778 Fax: 212.962.7785

Description: A network of interactive sites built for the Internet marketing and advertising industry.

Clickthrough Comparison Page

URL: www.photolabels.com/clickthroughcomp.shtml

E-mail: web@photolabels.com

Company: Photolabels

Address: P.O. Box 390634, Mountain View, CA 94039

Phone: 415.961.1957 Fax: 415.961.1621

Description: This page shows the click-through ratio of Link Exchange member banners and is meant as a design tool to assist in the development of more clickable banners.

The Conaghan Report

URL: http://www.naa.org/marketscope/

E-mail: conaj@naa.org

Company: Newspaper Association of America

Address: 1921 Gallows Rd., Suite 600, Vienna, VA 22182

Phone: 703.902.1757 Fax: 703.902.1751

Description: The Newspaper Association of America's top researcher shares his thoughts and findings on online research.

CyberAtlas

URL: http://cyberatlas.internet.com

E-mail: feedback@cyberatlas.com

Company: internet.com LLC

Address: 20 Ketchum St., Westport, CT 06880

Phone: 203.226.6967 Fax: 203.454.5840

Description: The site is a consolidation of Internet marketing research.

Directory of Public Relations Agencies and Resources on the World Wide Web

URL: www.webcom.com/impulse/

E-mail: impulse@impulse-research.com

Company: Impulse Research Corporation

Address: 8829 National Blvd., Suite 1006, Culver City, CA 90232

Phone: 310.559.6892 Fax: 310.839.9770

Description: A directory of public relations agencies and other resources on the Net.

E-marketer's Gateway

URL: www.egateway.com

E-mail: contactus@egateway.com

Company: ClickThrough Interactive

Address: 86 Bloor Street West, Toronto, Ontario, Canada M5S 1M5

Phone: 416.966.2542 Fax: 416.966.3097

Description: Dedicated to helping Canadian marketers find useful advertising, marketing, and research information on the Web.

Media Central

URL: www.mediacentral.com

E-mail: editor@mediacentral.com

Company: PRIMEDIA Intertec

Address: 9800 Metcalf, Overland Park, KS 66212

Phone: 913.341.1300 Fax: n/a

Description: News and information for media and marketing professionals.

Microscope

URL: www.microscope.com

E-mail: claudia@clickz.com

Company: Click Z Network

Address: 8 Liberty Street, Andover, MA 01810

Phone: n/a Fax: n/a

Description: A weekly review of top online ad campaigns.

Online Advertising Glossary

URL: www.247media.com/resource/re_gloss.htm

E-mail: info@247media.com

Company: 24/7 Media Inc.

Address: 1250 Broadway, 27th Floor, New York, NY 10001

Phone: 212.231.7100 Fax: 212.760.1774

Description: List of terms related to online advertising for beginners.

Tenagra's Marketing Resources

URL: http://marketing.tenagra.com

E-mail: info@tenagra.com

Company: The Tenagra Corp.

Address: 1100 Hercules, Suite 120, Houston, TX 77058

Phone: 281.480.6300 Fax: 281.480.7715

Description: Links to Tenagra's marketing resources for marketing, PR, and advertising on the Internet.

University of Texas "Advertising World"

URL: http://advweb.cocomm.utexas.edu/world/

E-mail: advertising@mail.utexas.edu

Company: Department of Advertising at UT Austin

Address: Advertising Department, CMA 7142, The University of Texas at Austin, Austin, TX 78712

Phone: 512.471.1101 Fax: n/a

Description: Extensive collection of advertising related links for advertising and marketing professionals, students, and teachers.

Web Marketing Info Center

URL: www.wilsonweb.com/webmarket/

E-mail: rfwilson@wilsonweb.com

Company: Wilson Internet Services

Address: P.O. Box 308, Rocklin, CA 95677

Phone: 916.652.4659 Fax: n/a

Description: Links to online articles on Web marketing and online business resources. Probably the largest collection of links to articles on Web marketing, advertising, and e-commerce.

WWW Consumer Survey Results

URL: www.cc.gatech.edu/gvu/user_surveys/

E-mail: www-survey@cc.gatech.edu

Company: GVU Center College of Computing

Address: Georgia Institute of Technology, Atlanta, GA 30332

Phone: n/a Fax: n/a

Description: WWW user surveys. Nine surveys have been conducted since January 1994.

Online Publications

Advertising Age

URL: www.adage.com

E-mail: webinfo@adage.com

Company: Advertising Age

Address: 220 East 42nd St., New York, NY 10017

Phone: 212.210.0100 Fax: n/a

Description: Web site of weekly *Advertising Age*. Also home of supplement *Netmarketing*.

BackChannel

URL: www.commercepark.com/AAAA/bc/

E-mail: tforbes@tforbes.com

Company: American Association of Advertising Agencies

Address: 405 Lexington Ave., New York, NY 10174

Phone: 212.682.2500 Fax: 212.682.8391

Description: The interactivity newsletter of the AAAA.

Digital Edge

URL: www.digitaledge.org

E-mail: gipsm@naa.org

Company: Newspaper Association of America

Address: 1921 Gallows Rd., Suite 600, Vienna, VA 22182

Phone: 703.648.1000 Fax: 703.620.4557

Description: Online publication of the Newspaper Association of America.

Direct Marketing News

URL: www.dmnews.com

E-mail: editor@dmnews.com

Company: Direct Marketing Association

Address: 100 Ave. of the Americas, New York, NY 10013

Phone: 212.925.7300 Fax: 212.925.8754

Description: The online edition of the New York–based weekly newspaper for the direct marketing industry.

The Industry Standard

URL: www.thestandard.com/metrics/

E-mail: webmaster@thestandard.com

Company: The Industry Standard

Address: 315 Pacific Ave., San Francisco, CA 94111

Phone: 415.733.5400 Fax: 415.733.5401

Description: The news magazine of the Internet economy.

Glossary

The only thing harder than keeping up with what the Internet can do is keeping up with what things are called. Indeed, no one is shy in the online world when it comes to making up new words for tools, techniques, and technologies. The following glossary covers most of the terms and buzzwords presented in this book. However, by the time you flip through it, another new word will have entered the online vernacular. Recognizing the organic nature of Internet vocabulary terms, we encourage you to bookmark some online glossaries that will keep you up to date on the latest terms to hit the industry:

- The Marketing Manager's Plain English Internet Glossary (www.jaderiver.com/gloss1.htm)
- WebPromote Glossary (www.webpromote.com/tools/glossary.asp)

Ad request. When an ad is requested from the server. This happens when someone visits a Web page that has an advertisement and the surfer's browser asks the server to deliver the ad. For a variety of reasons the ad may not always be successfully served.

Ad view. Technically this is when an ad is delivered. However, it is often used to mean ad request.

ALT tag. Code that tells your browser to show specific text while a graphic is loading. When a banner is downloading, the ALT text can be reinforcing the ad's message with a simple line of text.

Auditor. A third party that verifies ad delivery and site traffic.

Bandwidth. How much information can be transferred through an Internet connection at a given time, usually measured in seconds.

Banner. A rectangular ad usually appearing at the top or the bottom of a Web page, commonly 468 x 60 pixels in size.

Bookmark. A Web browser feature that serves as an address book for Web addresses.

Browser. The software that runs on your computer that translate the information transferred on the Internet into the Web pages that you see.

Button. A small, usually square or rectangular ad in the following dimensions: 125 × 125, 120 × 90, 120 × 60, 88 × 31, or 120 × 240 pixels.

Cache (pronounced *cash*). The temporary storing of a Web page on your computer following the page downloading. This speeds up downloading on repeated use, so that the next time you request that page, it is accessed from the cache on your computer instead of from the Web server. Proxy servers and ISPs may also cache pages to make access easier for their customers.

Click-through. The number of times an ad is clicked; when a user clicks on an ad that is linked to another page and that page downloads on to the user's browser.

Click-through rate (CTR). The percentage of times the ad is clicked on divided by the total number of times an ad is viewed.

Closed loop reporting. Measuring the achievement of goals beyond simple click-through—orders, leads, etc. that are generated from specific banners on specific sites.

Conversion. The rate at which a goal is achieved (for example, orders or leads).

Cookie. A text string that is placed on your computer (in your cookie file) by a Web site. The Web site can view the cookies it places when you move through the site, and use cookies as a means of tracking return visits and interests. (See Chapter 4.)

Cost per click (CPC). The price of placing an ad on a site based exclusively on how many times the ad is clicked on by users.

Cost per lead (CPL). The price of placing an ad on a site based on how many leads the ad generates.

Cost per sale (CPS). The price of placing an ad on a site based on how many sales result from the ad.

Counter. A program that a Web site uses to count the number of visits to a Web page.

CPM (cost per thousand). The cost of an ad for every 1,000 times the ad is shown on a Web page. (The "M" stands for the Latin mille, meaning "one thousand.")

Directory. A listing of Web sites organized into categories. The Yahoo! site is a directory.

Discussion list. An e-mail forum for people to discuss a particular topic. Discussion lists usually have a moderator who guides the discussion and ensures that it is pertinent to the discussion list's topic.

Domain name. A naming system that translates the numeric name given computers on the Internet into user-friendly addresses. Domain names are read from left to right and go from specific to general. For example, the Web address for Yahoo is www.yahoo.com and is dissected as follows. The Web addresses (URL) starts with the type of machine (www denotes a World Wide Web server), then the general domain name, which is yahoo, and then the top-level domain (.com for commercial). There are two types of top-level domains: categories (com, edu, org, etc.) and countries (uk—United Kingdom, au—Australia, etc.).

Dynamic rotation (or dynamic delivery). Ads delivered on a rotating or random basis, allowing different users to see different ads on a given page and for an ad to appear on more than one page. Ads can also be dynamically rotated through a particular section of a site or can be called up as part of a keyword search. (Contrast with *hardwired*.)

E-mail list. Similar to a mailing list, except that it contains e-mail addresses.

Exposures. The number of times that an advertisement is viewed. Commonly used interchangeably with *impressions*.

Extranet. A private network of networked computers that uses Internet protocols to share information between businesses. It is often part of a company's intranet that is shared with vendors and customers.

File. A computer document.

Firewall. A security barrier that separates a company's internal systems from outside systems.

Flame. A hostile note either posted in a discussion list or sent as an e-mail message.

Flame war. The exchange of hostile messages between two or more people.

Flight. An advertising campaign on a specific Web site for a specific time period. Also, to send out a creative to a Web site.

GIF or .gif (Graphic Interchange Format). A format for saving images for use on the Web. Mostly used for line art and simple logos and not meant for high quality art or photographic images, which require the more robust *JPEG* format.

Gross exposures. This is another term used to define an advertisement that is viewed.

Hardwired. Manner of placing an ad in a fixed position on a particular Web page so that it is delivered each time the page is downloaded (in contrast with *dynamic rotation*).

Hit. A line that is recorded in a log file when something is requested of a Web server. For example, if someone goes to a Web page that has five graphics, six hits will be recorded in the log file: one hit for the HTML page and one for each of the graphics. Hits are considered an inaccurate way to measure traffic and are no longer used by savvy advertisers.

HTML (HyperText Markup Language). The coding language used to make Web pages. HTML works by surrounding text with codes, called tags, that identify how the text should appear. For example this designates that the word **example** should be bold. HTML also lets you link one file to another.

Hypertext. Text that when clicked on causes the browser to jump to another file either on the same Web site or in another location on the Web. Browsers generally display hypertext by underlining, with the cursor changing into a hand when placed over hypertext or linked images.

Impressions. The number of times an ad is delivered. When an advertiser buys advertising on a CPM basis, the advertiser is paying for every 1,000 impressions that the site can deliver. Different sites measure an impression differently. Some sites count an impression when an ad is requested, others only when an ad is fully downloaded,

and there are other definitions that are used as well. A savvy advertiser will ask publishers how they define impressions.

Internet. The global network of networked computers.

Interstitial. An advertisement that interrupts the user. This can be a full page ad that pops up on the user's screen or a pop-up window.

Intranet. A network of networked computers that is contained within an enterprise. In other words, it is a private Web site usually servicing a single company. Its primary purpose is to share company information and computer resources with staff.

Java. The programming language developed by Sun Microsystems to create self-running applications that can be easily distributed through networks like the Web.

Java applets. Small Java programs used on Web pages to operate animation, calculators, and other tasks.

JPEG or .jpg (Joint Photographic Experts Group). A format for saving photographic and high quality images for use on the Web.

Keyword. A word or series of words that describe a page or site.

Link. A hypertext entry that lets a reader jump from one Web page to another page or file either on the same site or on another Web site.

Log file. A text file that records all activity on a server: the items that are requested (Web pages, graphics, etc.), the times they are requested, the browser used by the surfer, and other information (see Chapter 4). Traffic analysis software crunches log files to produce traffic reports that are easy to understand and use as a basis for measuring Web site success.

Meta tag. A tag that appears in the head portion of an HTML page after the title tag where you can list a series of keywords for your site.

Netiquette. Proper Internet behavior.

Newsgroup. A Usenet discussion group that talks about a specific topic

Page view. A common metric for measuring Web site traffic, usually representing the viewing of all of the elements that comprise a Web page (graphics, text, etc.). It is generally agreed that if someone looks at a Web page that has frames, a page view will be looking at all of the elements of the page. However, some advertisers will count each frame as a separate page view to boost their numbers for level of traffic.

Pay per click (PPC). An ad pricing structure by which the advertiser pays the publisher according to how many times an ad is clicked on by users (see *Cost per click*).

Pay per lead (PPL). An ad pricing structure by which the advertiser pays the publisher according to how many leads are generated by an ad, often determined by information submitted directly into the banner ad.

Pay per transaction (PPT). An ad pricing structure by which the advertiser pays the publisher according to the number of sales generated by an ad.

Plug-in. A small application file that is added on to a browser to allow it to play certain applications such as Shockwave and flash files. Microsoft Internet Explorer uses the term *ActiveX controls* instead of plug-in.

Reciprocal link. A link provided from one site to another in exchange for a link back.

Response rate. The percentage of impressions of an ad that result in the ad being clicked.

Rich-media ads. Ads incorporating video, audio, and other technology components beyond simple animation. Rich media is considered higher bandwidth advertising that delivers more of a brand impact than an animated banner advertisement.

Robot. A program that automatically surfs the Web. Search engines use robots to surf the Web and catalog different Web sites in their databases. This allows the Web pages to be found when someone performs a search. Robots are commonly referred to as bots and spiders.

Search engine. A tool for finding information on the Web. Users can type in exact text, or *keywords* representing their interests, to initiate the search. Popular search engines include Lycos, AltaVista, InfoSeek, and HotBot.

Shockwave. A program (see *Plug-in*) that allows Macromedia Director animate files to be played on a browser.

Signature. Text often appended to the end of someone's e-mail message to identify them. It can contain name, company name, and contact information. Many people use it as a form of advertising themselves when they post to an e-mail discussion list.

Site traffic. The amount of activity on a Web site. This is usually measured in page views or visitors.

Spam. On the Internet, not processed meat but unwanted and unsolicited messages, either on a discussion list or as an e-mail message.

Unique users. Individual visitors who have been to a Web site within a given amount of time.

URL (Uniform Resource Locator). A Web address.

Usenet. The Internet's bulletin board system of discussion groups on specific topics. There are more than 25,000 Usenet discussion groups today.

Visitor. A person who goes to a specific Web site. Sites often define their traffic levels in terms of the number of visitors they've had in a given time period.

Visits. Another way to compare and measure Web site traffic. A visit is activity on a Web site from a specific individual. That activity usually counts as a new visit if the individual has been away from the Web site for a period of fifteen minutes or longer.

Web page. A page of a Web site.

Web site. A collection of documents made available to users by a publisher on the Internet. These can include news and entertainment centers as well as corporate information sites.

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About the Authors



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BRAD ARONSON (brad@i-frontier.com) is president of i-frontier (www.i-frontier. com), a Philadelphia-based Internet advertising agency. i-frontier was named one of the top 100 Internet advertising agencies in the country by DoubleClick and ChannelSeven, and was recently awarded a Best of Business Online Award from the Internet Business Alliance. Brad is a recognized expert in the field of Web advertising and marketing and is a frequent speaker at Internet business conferences. He was a judge for the Tenagra Awards and has been asked to judge the Advertising Design Club of Canada's annual advertising design awards (interactive category). The *Philadelphia Business Journal* has chosen Brad as one of the city's top 40 leaders under the age of 40. Brad writes an "Expert Advice" column for *Interactive PR and Marketing News*.

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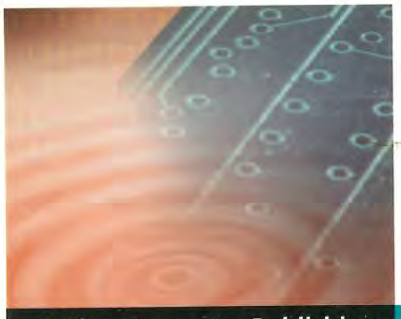
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