

Notes from "Flip Charts"

Business Marketing Web Consortium

February 25, 1997, Dallas TX.

Issues/Ideas "Bank":

- What resource levels are currently being invested on websites? Is there any way to determine what an optimal level might be?
- What revenues/commerce and cash flows are being tracked on the web?
- We're seeing a period of transition—What sort of transitions in marketing approach are being driven by websites? Are we finding replacements for other things that are going on?
- What's really going on with our audience? How web-connected are they? What sorts of browsers, computers, etc., do they have and are likely to have?
- How does the web relate to other digital communications tools such as EDI? Other elements of the Internet? Email? Voice mail? Etc.
- A key question at several companies—can you track web leads directly to the sale—establishing a much stronger ROI equation?
- How do we avoid U.S. domination of the World Wide Web?
- What are some approaches for security and authentication of users—"Is this really a business visiting our site?"
- How can we better understand the "give/get curve," as outlined by David Siegel in his book "Creating Killer Websites?" How do you build a strategy to have these curves reach a crossover point? What are some methodologies which have worked?
- How do you work with agencies in developing your website—what's the best approach, what are issues to be aware of?
- Are there good resources for working on the web—can we make direct recommendations?
- Can we develop a list of presenters/experts, who can come to our company and discuss best practices with us?
- How about use of the web in the human resources space? What sorts of resources, uses, issues, and successes have been tracked here?
- Several companies are using the web as a crisis management tool—along with sites on their "intranet"—what are some case histories here/successes/failures/rules of the road?
- How critical is the emerging "extranet" approach—is this really the key to using the web in business-to-business situations?
- A big issue—internal education and enablement on the web? What is the best way to enlighten management at all levels on the potential uses of this new tool? How to overcome fears?
- How to set accurate customer expectation for and on your website?
- Organizational approaches for most member companies seem to be a combination: • Mostly decentral • Global/central front pages, templates, navigational approaches.
- How do we address the issue of local languages around the world? • Timing • Literature • Special products/market issues around the world
- Special considerations of customer base • How to deal with the technical support issue • Key: It's one thing to put content out there, it's another to have someone who can answer question in a local language.
- For many companies if you follow the same sort of rules on integrity that your printed material follows, web material is fine.
- Do it fast—"If it's wrong, they'll complain."
- Key insight: "If you never get it wrong, you're moving too slow." • Temper this with reasonable judgment.
- The web is a tool for product prototyping—case histories/explorations?
- A good guideline for organization design—productivity/effectiveness: • What gets you there faster/cheaper? • What eliminates customer confusion/builds customer convenience—can you build a central view of the logic of your site, and a decentral view on the content. • The key question: What's the best organizational approach to support our company's commerce on the web?
- A key question: Are companies developing "capabilities teams" to do the technical underpinnings on the web? • Some of these teams are

growing out of tech pubs, being retrained • Some are outsourcing it • Some are providing "front-page courses" for a variety of people.

- Key—establishing responsibility for the "site integration" function: ensuring that your information and interaction have integrity from the point of view of the site visitor.
- At the current time there doesn't seem to be much satisfaction in the development of consistent ROI measures: • Cost avoidance which is accurate and documentable one way • Dollar costs/apparent benefit—at some level is o.k. • Information of value for customer information of value—trade-off • Using "hits" as a measure of what to weed out, as opposed to success • A page read is a much better measure of site interaction.
- One approach—"calculated ad value"—from Bruce Amendt at Texas Instruments: • A page of print in a trade publication costs \$100 per thousand impressions. • General industry lore—25 percent of these get read. • So, most companies pay \$400 per thousand impressions. • Therefore it costs about \$.40 a person per impression. • So a page read on your Internet equals about \$.40. • If you take your page hits and divide by 10 to equal the number of people who've read your pages—you can begin calculating the net ad equivalent of your website. • So, for example, at Texas Instruments, they're getting three million hits per month. If you take three million hits per month, divide by 10 and multiply by \$.40, you get a net calculated advertising value of the website of \$120,000 per month. • The trick—will anyone buy this?
- At this time about half the company websites are being funded by a change in the advertising budget. The other half by a separate leading-edge budget.
- A key worry: ROI may be the only thing our current management understands about the web.
- Key understanding on the web—what does it do to your sale cycle?
- Objective: moving the prospect down the chain versus your objectives. How does your website help you in: • Attracting new customers • Retaining old customers • Generating new revenue • Reducing costs • Building your brand • Delivering information
- A key role for the web: providing dealer locations and data.
- An approach for getting detailed customer profiles—ask for information incrementally—as it's needed, while you're delivering information of value to your customer.

Notes on How We Should Build the Consortium:

- Allow more open-ended discussion
- Perhaps try a "topics on the table" approach so that more topics could be covered
- Provide more structure to the roundtables
- More lessons learned/failures/successes presentations
- More in-depth case studies
- A dinner the night before to allow for more informal networking.