

PROPOSAL FOR A STEP OF SELECTION SUPPORT OF BEST PRACTICES FOR THE PILOTING OF THE E-MARKETING PROJECTS

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Abstract:

With 1.8 billion investments on the web in the first semester of 2008, being 14.7% of publicity investments¹, E-marketing is a discipline which is in the middle of media strategies. However, the evolutions of internet and of e-marketing tools have developed a discipline becoming increasingly complex to understand. Although there are still many different methods of piloting, essentially based on the measure via the discipline of the Web Analytics, it's difficult today to predict e-marketing actions to set up to make fluctuate key performance indicators of web site and active e-marketing lever statistic auditing solution. However it is starting from these indicators that success is measured and that the profits of the online activities are maximized. Thus we propose through this article, a method of qualification of the Best Practices in order to assist the online marketers in the choice and the selection of those to improve the performance of a site and associated actions E-Marketing.

Keywords: e-Marketing, best practices, technological watch, innovative indicators, knowledge management, decision making.

Introduction

With the advent of the Web 2.0, the techniques of promotion on the internet multiply and the quality of reference from a site is more than ever a function of the capacity **to organize an efficient watch (Chatelain, Roche, 2001)** to capitalize on innovating and differentiating best practices. But nowadays, the capitalization of these best practices is not enough anymore, it is necessary to gain the interest of evaluating and organizing these practices in order to an efficient use and a qualitative e-marketing piloting. After presenting the various vectors of communication which composes E-Marketing of today as well as the

evolution of the processes of technological watch to collect the good practices E-Marketing, we will propose a model of qualification based in particular on the contribution of subjective indicators allowing to order the Best practices, and consequently, to assist the online marketer in the selection of most relevant to achieve its goals.

Materials & methods

The e-Marketing of today

Formalized e-Marketing is a recent discipline, whose first stammerings go back to 1995, and who took his take-off especially at the last quarters 1996, in the USA (Briquet et al., 2009).

It draws its base in the traditional Marketing which can be defines today as “a whole of the means available to a company to sell its products to its customers in a profitable way” (Lendrevie et al., 2009).

We often transpose the rule of the 4P (Price, Product, Place, Promotion) popularized by Kotler extracted from the traditional Mix Marketing (McCarthy, 1960) by explaining that it is enough to transpose it to the Internet channel. However, with the development of the business models, technologies and the uses of the Web, the experts agree to say that E-Marketing became a specific discipline (Loubat, 2008) answering new rules complementary to the transpositions of the traditional rules.

In 2001, Dubois and Verneette suggested the following definition of “e-marketing”: *“mobilization of the marketing of all the potential technical dimensions offered by new technologies for a renewed approach of the company markets”*, today, the definition stays coherent but the event of Web 2.0 (O’Reilly, 2005) has recently modified the way of understanding this science. Indeed, we can speak of a participative and collaborative Web with *a gathering of new services and social usages being often innovating, gaining project of an ensemble of technologies* (Gonon, 2006).

This revolution impacts the e-marketing and is characterized for a company adopting these steps by *the participation of prospective customers, who send in their suggestions, their votes, their pictures, etc., contributing to the creation of products that they will buy. The enquiries on live are multiplying every day, their votes value their confidence...*

In 2005, certain experts of the CISCO group proposes a new definition largely wider than the preceding ones “E-Marketing is the sum of all the activities than a company makes by Internet with an aim of finding, attracting,

gaining and retaining customers” (Otlacan, 2005).

Associated with this one, it defines one Mix specific E-Marketing:

2P + 2C+ 3S

- **Personalization:**

Personalization makes possible to produce a feeling conscious or not of adaptability to the customer expectation. It necessarily passes by a marketing gear and supports relational marketing.

- **Private life:** The private life and in particular the data confidentiality are an important component to support the confidence of the Net surfers and to practice the discipline according to the book.

- **Customer service:** In coherence with relational Marketing, the service to the customers must be constant and of quality. Within this framework, certain functionalities are crucial like the FAQ, the forms, the chat rooms, the forums and the blog.

- **Community:** We will see in a forthcoming chapter the specific model business of the virtual communities. In any event, they facilitate the interactions between actors and their objectives can vary according to their typologies (interests, practices, projects) (Gonon, 2006).

- **Site:** The web site remains incontestably the point of meeting which allows the electronic interactions. On the other hand the means of access can vary, a laptop, a mobile phone... the means of connection is also variable. Accessibility is thus a point to be taken into account and the Web Analytics makes possible to evaluate the feasibility of the site.

- **Security:** The organizations Fevad/Médiamétrie//NetRatings published in 2008, a study showing that more than 9 cyber-purchasers out of 10 are satisfied with the safety of the services of online payment. This witness of confidence is beneficial for

the business models based on typologies of site E-Trade...

- **Sells promotion:** We find the P of Promotion as for Mix-Marketing. Let us recall that promotion seduce the customer and generates volume of sale but the relation with transaction marketing is tempting, but Internet is based on a relational Marketing, the possibilities of promotion are huge, remains to adapt the relational approach to favor the business.

This new rule dedicated to E-Marketing comes to supplement traditional Mix Marketing via certain specificities coming from the Web 2.0 which revolutionized the uses, the techniques but also the way to consume. Besides we speak more consumer but of consom' actor (Richard-Lanneiry, 2008).

Arnaud Briand, e-marketing consultant has drew up a global synoptic of e-marketing of today (Briand, 2007), by putting together the different vectors of communication which composes them. A vector of communication is a generic term making possible to outline the various possible segmentations. In our case, we can speak about Interactive Communication which one can define as *“the dialog between a third and a consumer”* (Lendrevie and Baynast, 2008).

By extension, they is thus interactives ways to dialog with the consuming Net surfers. On Internet, we find also the terminology of *“E-Marketing lever”* (Goube, 2008) to illustrate this various means.



Figure 1. Synoptic of internet Marketing

We will now define the vectors of communication of e-marketing :

- **The online publicity (e-Pub):** The e-publicity, like many of the innovating concepts, has numerous definitions. In 2007, Joël Moulhadeⁱⁱ established a meta-analysis (Scheen, 2003) of many propositions of definitions, allowing him to define as (Moulhade, 2007) *“The e-publicity uses numerous technologies of information. In particular, the gathering of means of visual sounds and interactions in order to privilege and assure the promotion and publicity of the services of the web sites or inform and convince the net surfers to buy a product or a service offered or not on line. It fulfills this through sales of spaces and of the profits of the sites.”*

- **Sponsored links (sponsored search):** We talk about « Search

Engine Marketing (SEM) » belonging to the « Search Marketing » sector, which includes « Sponsored links » and « Contextual links ». The contextual links are shown links in function of the editorial content visited by the net surfers. We are talking here about social demographic targeting.

Yahoo Search Marketingⁱⁱⁱ defines « sponsored links » as : *It is based on the shown links in a dimmed zone by notifying their paying character. The advertisers have paid according to a bidding system in order to enter their link in this gray space.*

- **The Co-Registration:** The principle was created in the 1990s and is initiated by Microsoft via its Hotmail service; it consists of *suggesting two subscriptions to one net surfer at the same time. An agreement running between a relay website and a*

consistent advertiser which consist in, when the net surfer subscribes to one of his offer, suggesting automatically a subscription to him to an offer from the advertiser – the net surfer being free to accept it or not.^{iv}

- **E-mailing:** The business e-mailing is an important vector of marketing, it attracts by its efficiency and its low cost, but in front of the technical and legal complexity, it constitutes a specific vector, asking a significant expertise (juristic, system and networks, tracking...).

Basically, e-mailing is the mass sending of the same message by email, with a business objective to a collection of receivers, after the segmentation, being susceptible to agree to a suggested offer (Arnoult, 2008). The tracking of efficiency of an e-mailing campaign can be operated by a Web analyst or by an e-mailing manager himself. Analyze the impact of e-mailing on the website is necessary to understand and apprehend the targeted net surfers behavior.

- **Affiliation (affiliate marketing):** It's a new vector based on the performance marketing. We use a platform of affiliation which becomes *the intermediate of confidence* (Gross, 2007) between the advertiser and another website, the affiliate or the website editor. The advertiser then pays the affiliate in proportion of his business contribution. The indicator of measure used is the CPA (Cost per Action).

- **Search Engine Optimization:** This discipline is not considered as a vector of communication as such, as it is linked directly to the organic performance^v of the website, we are therefore working on the optimization of

natural referencing by different techniques and methods evaluated by search motors. The objective of referencing (Saporta, 2007) has two sides: *on one hand, the subscription on a website in the database of search tools; on the other hand, positioning it among the first page of results.*

- **Viral Marketing:** Often assimilated to « Buzz Marketing » (Vermette & Flores, 2004), it plans to *initiate, amplify and deliberately starts a current exchange of information.* It is based on the propagation of information on a brand or product by using the innovating media supports.

The importance of qualification of technological watch actions of the Web Marketer

The jobs of Web marketing need a state of technological watch, allowing us to capture the current and future use of practices of different vectors of communication (Masson, 2009), and it is also in this frame that the qualification of best practices of e-marketing becomes essential today.

In 2004, Lebo & Meingan^{vi} defined an evolution of the technological watch procedure (Meingan & Lebo, 2004) linked to *the mutation of innovating company procedures and of the technological watch development of information system.* Therefore, the actions become less dependent on different actors centered on the Knowledge Worker, in the occurrence, the Web Marketer, who has a larger latitude on different stages of the technological watch procedure.

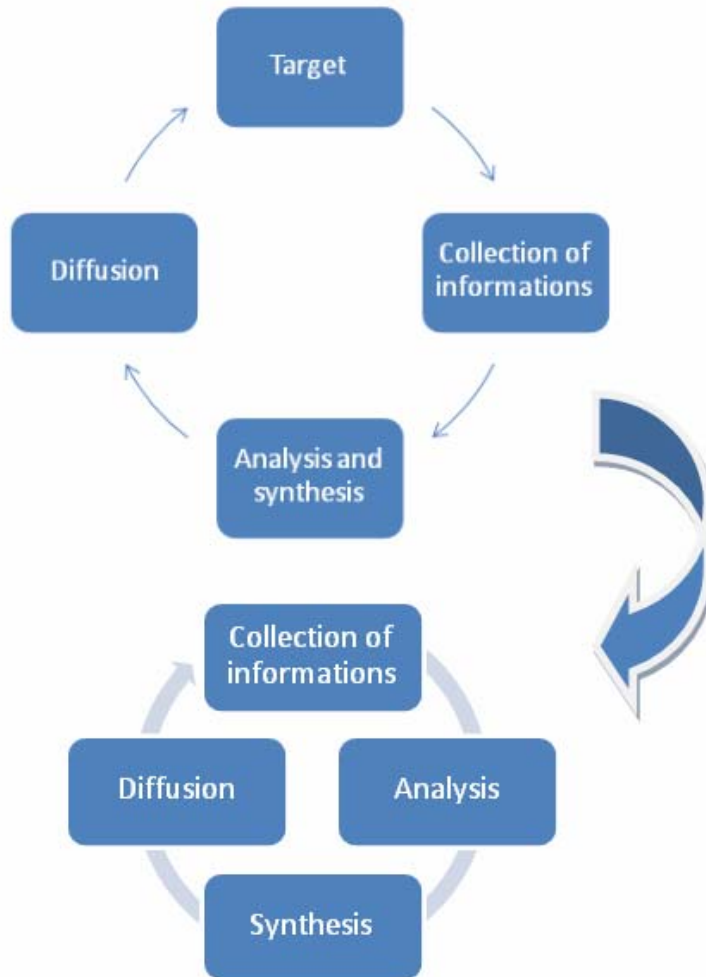


Figure 2. Evolution of the technological watch

Collecting information allow “to answer to specific questions” and “to nourish a bottom of information or documentary” (Menendez and AI, 2002). It takes place today in a dynamic way with users interactions simplified to support an interrogation of the fast sources.

The analysis and the synthesis must “allow to validate information collected, to extract the relevant contents, to integrate it in one or more syntheses and to eventually make proposals for an action from it. A classification and an information storage

“refined” are operated on this level” (Lebo and Meingan, 2004). Lexico-metric tools applied to the results of the collection allow to evaluate the relevance of the sources easily. It is however at this stage that trade knowledge is essential to manage the involved data.

Information circulation is “the routing of the information in an appropriate form (oral, written or chart) for organs which have expressed the request” (Peguiron, 2006).

The choice of the receiving actors is crucial at this stage, because if the

brought information does not correspond to expectations, the participant can ignore the step even if this one will be renewed specifically for him in the future.

The technological watch is characterized for the online Marketers in “*a crucial means to follow the current events and to be reactive opposite to the evolutions or to envisage the future modifications*” (Masson, 2009).

Thus, the Web Marketer collects information linked to the gathering of information linked to the best practices of e-marketing in a dynamic way through computer software and innovating technologies which could, by the way, recommends the promotion of internet.

For example: The RSS fluxes which allow you to gather information published on internet in an instantaneous way and also to generate the content in a dynamic way on a customer web site.

It analyses and synthesizes the best practices welcomed by the software of capitalism. The current tendency is there to make complex and expensive tools. However, a tool capable of dealing with an evaluated table can be sufficient at this stage. In the facts, this stage is often omitted for reasons of time. As information collected generally comes from Internet, this stage is substituted by the recording of the hyperlink of the website proposing information. The tools of social bookmarking are often used (Balmisse, 2009). These tools allow for most affixing key words to characterize the stored hyperlink.

The diffusion takes place by the exchange of hyperlinks or the promotion of innovations within social the bookmarking in division.

But this step proves to be insufficient for several reasons:

- On the one hand, the lack of treatment of the Best practices does not allow an effective appropriation during

the application of this one within the framework of an E-Marketing project.

- In the other hand, the efficiency and the profitability of the Best practices are not evaluated, making difficult the selection and the choice according to the objectives, of the problems met and the context which can in addition vary in time.

So, it's necessary to plan to extend the actions of analysis and synthesis. Frederic Martinet proposes ways to check the reliability, the exactitude and the authority of the sources by the qualification and the evaluation of information through 4 criteria:

- **Exactitude:** It is a question of checking if disseminated information is founded. The results of an experimentation can prove to be fundamental in E-Marketing. The cross-checking of information with other productions of knowledge can prove to be essential to validate the exactitude of information

- **Intellectual authority of the author or the editor:** Is the author recognized in the discipline? Does it hold a responsibility function?

- **The topicality (updated information):** E-Marketing is a science which evolves very quickly.

- **The treatment coverage of the subject (surface or in-depth):** Is the information sufficiently detailed so that I can apply it without omitting an element?

Then, starting from the exposed criteria, it's a question of working out “*a meta-information making possible to balance the importance to be granted to information before the information is taken into account in the decision*” (Martinet, 2009).

The author indicates then that a certain number of tools and Web platforms allows today to obtain “*a set of quantitative elements allowing to have a relatively objective lighting by dissociating subjective notions*” (Martinet, 2009).

From the generic criteria suggested for the qualification and the evaluation of information, we proposed declined criteria relating to the best practices E-Marketing.

These criteria are based on the specificity of the discipline presented this before as well as on decisional expectations related to the business expertise of the Online Marketers.

The criteria related to specificity are essentially informative and allow at the same time, a logical questioning related to the relevance of the Best practice but also a precious assistance for the implementation of this one in an environment of production.

So, the criteria related to decisional expectations of Online Marketers take place by means of an objective evaluation based on the previous logical questionings and of possible experiments realized or noticed in time. The temporal revisions are moreover take in consideration.

The added-value is brought by the expertise of Online Marketers whom we ask *“to imagine, innovate, test, measure, evaluate the returns on investment, to modify or give up, and to still begin again: it is the everyday life of the e-marketer whose slogan has to be pragmatism, efficiency and ROI”* (Dournaux, 2009). The online marketer will attribute a value to 2 objectives indicators to an efficient e-Marketing piloting.

The suggested indicators are based on the **efficiency** of the Best Practices ideally **experiment** and on its profits. Pragmatism being directly related to the ordered qualification of specificities of the Best practice indicated upstream. These two indicators are related to the return of investments for the company in charge of e-marketing projects and is therefore the final commandant of the projects.

To justify the attributed values and help putting best practices into place, it is possible to add explicit information.

Concerning the **diffusion of information**, if the analysis and synthesis previously exposed are correctly fulfilled, it will be comfortably well off to share the best practices with all the online marketers of the company.

Results

The necessary information concerning the information of best practices of e-marketing

The title of best practice: It must be expressed in a vulgarized way in order to make all the workers understand the promotional action (Step 4 of the technological watch procedure). The title is very important, as it is the first information that is given in case of a customer or incident report.

Example: Expand the content of the site by the contribution of the users (User generated content)

The communication vector: It means to class the best practices depending on the e-marketing sector of membership.

This category allows piloting by a business expertise. The agencies dispose of Web Marketers specialized in communication vectors.

Example (continuation): Viral Marketing

The set up: It is about a field helping to operationally put into place the best practices. It has to be precise and ideally contain chips of hierarchy. The information must be clear, synthetic and there is a step to follow to put a promotional action into place efficiently.

An e-Marketer has to be in measure to put the promotional action in to place and/or establish a relationship with the technical team for the set-up.

Example (following): Setting up a series of functionalities being able to impact the contents of the site.

Source of information and, if available, occurrences: This information is very important as it brings pertinence to the promotional action proposed. It must be found out by the source (Hyperlink), the date and ideally

the examples cited. The authors name must appear. In case of efficiency or of the harmful result to the chosen project, it is the source which allows the Web Marketer to explain the difficulties.

Example (following): Myrtil, Yannick. 2008. UGC campaigns or the art of generating the buzz. Garden marketing by sqli agency. July 2. SQLI Agency.

Publishing reference on the net: Campaign Walkman Project, Campaign The Simpsons Movie ...

The indicators of ROI Marketing
vii : The evaluation ladder must be quite simple (1 to 3), as these indicators are based on the experience and expertise of Web Marketers. It can be interesting to set up a validation system of notation found out by a consultant expert in order to harmonize the evaluations.

- **Indicator of efficiency of e-marketing:** The objective is to raise the results of efficiency of the publication by the set-up of promotional action of this type.

- **Indicator of profit making from e-marketing:** Based on the same principle as the last one, it consists of evaluating the time, the difficulty and the efforts necessary for the set-up of great practices, a difficult or long action to fulfill, often making the costs higher for the customer.

Periodicity of the advised control: This information allows us to revise the evaluations in function of the evolution of the techniques and practices of communication vectors, which include e-marketing.

Considering the domain, it is recommended to express it in month.

WEBMARKETING BEST PRACTICES™ GUIDELINES						
F. Marketing indicators : by ascending order of importance						
Best practices title	E-Marketing efficiency indicator	E-Marketing profitability indicator	Implementation	Information source	Control periodicity	Possible providers
Backlinks - Reference website on directory	1	2	Register carefully the website by respecting the rules of directories. Avoid accents and special characters, ideally identified by	Prat, M. (2007). Référencement de votre site Web : Google et autres moteurs de recherche (p. 269). Editions ENI.	annual	e-Marketing Pôle
Technic - dynamic URL rewriting	3	2	Depend on the integrated solution and on the platform server implementation. Make sure that the Web service (IIS or Apache) supports the URL rewriting. Parametrize in the back office or	Duffez, O. (2008). Le guide complet de l'URL Rewriting. WebRankinfo. Retrouvé de http://www.webrankinfo.com/dossiers/techniques/tutoriel-url-rewriting .	Semi-annual	Developer

Figure 3. Screenshot of the spreadsheet used to describe the model

Application

As already mentioned, it isn't necessary to have specific software for this type of application. In this example, we used an office automation table for materializing our model:

The sections (calculative sheet) of the table offer the possibility of segmenting the best practices by the communication vector. The columns

indicate the information linked to the best practices.

The Online Marketer can use the filter and sort function to class the best practices in a descending order and has therefore in priority, the most efficient promotional actions offering the best profit making scheme for an emerging e-marketing project.

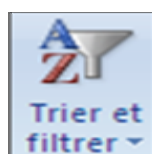


Figure 4. Filter and sort

None the less, the best practices can be used in quality of corrective actions to a fall of indicators of web analytics or publicity efficiency, in this case, the functions of filtering and sorting out are not allowed to intervene and it is up to the Online Marketer to selection the best practices, which could influence the variation of indicators in question.

The collaborative usage of the system of capitalism is naturally narrowly linked to the tool. The filings of the table are often limited to a simultaneous usage “the only reader”, which is therefore proposed. Although it is sufficient for the piloting of the project, it is seen as constraining for a multiple and simultaneous capitalism of best practices of e-Marketing.

Discussion

Piloting

The base of knowledge must be used by Online Marketers for:

- Capitalizing the best practices of e-marketing and their promotional effects.
- Disposing of another common assistance during the piloting of e-marketing projects by indicators of efficiency and of the profit making of e-marketing.
- Elaborating the reports for customers including the concrete actions fulfilled for the promoting of their activity and their service on internet.
- Having a common delay for planning preventative actions in the piloting of projects.
- Having a base of knowledge of current best practices for planning corrective actions in case of the variation of key indicators of performance (Key Performance Indicator) of Web Analytics solutions.

As a matter of fact, the application of our model allows to underline the great characteristics of the technological watch (François and Levy, on 2003):

- The organization of the step by the implementation of systematic processes.

- The strategic management: it is the vocation of the notion that to prepare decisions of strategic nature.

- The competitiveness: the step allows to reduce the sources of uncertainty while enriching the decision-making of the Online marketers.

- The collection, the treatment, the diffusion explained higher in the article.

- The control of the environment to better apprehending the e-marketing discipline in full sphere of influence

- The process of decision-making support by the preparation of good decisions via the qualification of the best practices

- The specific tools which can prove, moreover, to be very simple for capitalization: A spreadsheet.

- The mobilization of the online marketers by the integration of an organizational systemic function

- The animation of networks to federate the various actors of the E-Marketing project.

These great characteristics can gather in four principal functions which will characterize the E-Marketing service in charge of the piloting of the E-Marketing projects.

- To discover: The evaluation is done according to the experiment, the step allows to discover the efficiency and profitability.

- To anticipate: To quickly detect the changes thanks to the permanent evaluation Best practices.

- Supervise: supervise is major to follow the evolution of the technologies and the practices in the domain.

- To learn: The systemic process and capitalization associated and the revaluation with the objective indicators allows to learn more on the discipline and especially on its evolutions.

Difficulties

The difficulty of the model suggested isn't in the set up of a tool of capitalism but more in the internal procedures put in place for an efficient capitalism.

Indeed, before deploying such a device, it is better to assure oneself that the gathering of actors linked to the project must be sensitive towards different stages of the technological watch. (Andria, Chalus-Sauvannet, 2007).

It is also necessary to establish a common language by defining what is a best practice, what are the communication vectors, what represents the indicator of efficiency compared to the profitability of the indicator. (Thiriot, 2005)

If needed, the intervention of a moderator can be necessary to harmonize the evaluations of the Web Marketers; this must necessarily be considered as an expert by his rivals. (Joachim et al., 2006)

In a publication dating 2001, Talel ZID and Maryse COLLETIS-SALLES draw up the difficulties which we can encounter with in the modeling of tools of Intelligence Compétitive (Zid et Salles, 2001).

They indicate that *"the step of definition of product of decision-making support by prototyping implies that we can propose to the user a product very close to the real product (target), under all its dimensions, in particular that of the informative contents"* (Zid et Salles, 2001)

This first difficulty can be by-passed by the insertion of good practices from reference tables as the guide of the search engine optimization (SEO) proposed by Google for the vector of the search engine optimization (SEO).

They explain then a difficulty related to "the very large diversity of needs (in their most precise shape), but also of sources, of types of treatments, which were by-passed by the

proposition of standard informative contents (selected for their representativeness) and in the last phases of validation, which require more precision, by a "manual filling" of certain elements of the product." (Zid et Salles, 2001)

This second difficulty consolidates the model which is based on the insertion of typical information qualifying the best practice as well as the validation by the manual contribution of objective indicator.

Sensitivity to the procedure of technological watch

The qualification of best practices intervenes in the steps 2 and 3 of the technological watch procedure.

It does not substitute in any way the step of « Collection of information » which is essential to capture the innovation of e-Marketing.

The step « Diffusion » is certainly the greatest link to the tool as the division is essential for the development of a collective intelligence around the tool. The base of knowledge must be allowed to establish reports for the customers on these fulfilled actions. It must serve as an exchange tool through brain storming in the team in order to fulfill the representative guide lines of the expertise of the agency.

Resituating the project objective

With such a device, the industrialization of the procedure can be seen badly by the Web Marketers who could see it as either a revalorization of their skills or a substitution of their expertise. (Dos Santos, 2001).

In this matter, the person in charge of the project accompanied by the direction must be able to explain the objectives of device which qualify for best practices in order to favor the knowledge, developing the expertise, organizing and sharing the promotional actions, gaining in efficiency...

Conclusions

We suggest a global step of piloting of e-marketing in this article based on the old technology through the information qualification and the development of two innovating and representing of the retour of investments for a company.

To do it, we worked on the optimization of the process of the technological watch (François et Levy, 2003) in particular on the qualification of the information for an efficient piloting of the E-Marketing projects. This qualification takes place by a typing of the data (Zid et Salles 2001) and the contribution of objective indicators (Martinet, 2009) which can be centralized in a table by means of a simple spreadsheet software. The tools of filtering applied to the objective indicators will then allow to classify the best practices by priority of efficiency

and profitability (Dournaux, 2009). During the launch of a new project or in case of important variations indicated by the solutions of Web Analytics, Online Marketers (or the team) will have more than to follow the Best Practices proposed to optimize the E-Marketing performance of the project.

So that the step is a success, the chief of project must agree to a particular importance to the agreement with different actors because the difficulty is not in the placing of an assistant tool, but rather in the appropriation and the understanding of the device by the different company members (Andria, Chalus-Sauvannet, 2007). That could characterize itself by the elaboration of a common glossary and the putting into place of the internal procedure backed up by the direction for the collaboration and diffusion of information.

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ⁱ Source [IAB SRI Barometer's](#)

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ⁱⁱⁱ Definition extracted from the collective book of E-Marketing actors, the E-Marketing, the strategy of the performance (Maublanc & Renaud, 2006).

^{iv} Definition of Sylvain Gross extracted from the collective book Internet Marketing 2009 (Tissier, 2009) directed by Martin Tissier.

^v Preponderance to an efficient search engine optimization, to the ergonomics concept, to the accessibility and the quality of the development are the key factors.

^{vi} Isabelle Lebo & Denis Meingan are consultants within the consultancy Knowledge Consult specialized in the mobilization of knowledge to develop the performance.

^{vii} To distinguish from the indicators of the e-business ROI resulting from the Web Analytics discipline. These indicators are more general and apply to the whole of the vectors of communication of E-Marketing.