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Making the Transition to the Internet

Objective

A quick tour for marketers to consider a few key complexities of making the transition to the Internet, including:

- A transition that supports the brand
- Ongoing battles over Internet commitment
- Growing statistics that reinforce the commitment
- Devoting dollars to the Internet
- Industries taking the plunge
- Internet issues that turn into opportunities
- The smooth transition of the brand

A TRANSITION TO SUPPORT THE BRAND

Timing is a key consideration for every marketer. Amazon had impeccable timing. The site launched when the idea of a virtual bookstore intrigued and thrilled audiences who flocked to the site, first for curiosity, and then for sheer convenience. Amazon was also quick to consider the benefits of selling through personalization (without ever infringing upon the rights of the user to the extent of feeling pestered). Like the very best bookstores, it swiftly learned shoppers' preferences and made relational sale recommendations. As a result, the visitor instantly felt "involved" with the site. Amazon asks every visitor his or her opinion with respect to product reviews, and always has something new and fresh to stimulate its audiences.

The rate of change on the Amazon site excels at a pace that would crush the brick-and-mortar establishment. And to address

the privacy and credit card issues that concern so many Internet users, Amazon's emphasis on safety parallels Volvo's efforts to make a vehicle that is safe for highway driving. The list of considerations continued, with Amazon immediately taking heed of studies of how many words the normal attention span of readers can bear. With text that is minimal (a body of words never over 150) and visual face-out covers, the site is appealing to the everyday user. In terms of marketing, not a stone left unturned. It's a challenge to get a consumer to break away from an existing brand preference to try a product from a newly created company. Amazon's clever marketing strategies proved to be a key component in driving traffic to the site, retaining an audience and enticing them to make purchases.

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In 1999, during the holiday season, Amazon used something as simple as a minipostcard (gift certificate) in the form of a direct mail piece to online consumers. The card was so appealing it was enough to make a one-time purchaser into a frequent buyer. This \$10.00-off gift certificate was delivered via snail mail to Amazon customers in memorable, sheer holiday red-and-green envelopes. The card, which immediately caught your eye with its unique use of color (very bright blue and yellow), had an easy-to-read saying: "All aboard Amazon.com Toys." An interesting piece, it was "eye candy," on the one hand, and true to its word, on the other, with a fabulous discount (not requiring the online consumer to make any minimum purchase, such as spend \$50.00 and get \$10.00 off). With this type of bargain, online shoppers were searching for the Amazon toy gift cards. It was considerations such as this that put Amazon on the cybermap. However, the million-dollar question still remains. Despite all of the branding success, the company has yet to make a profit. Nonetheless, Amazon continues to motivate other companies to develop their Internet presences and to brand online.

Then there's Barnes & Noble at the other end of the spectrum. What a great place to read your favorite book, enjoy a cup of coffee, and attend an author's book signing and discussion. Barnes & Noble did not pay careful attention to the needs of its consumers and lost out on a wonderful opportunity to be the first brick-and-mortar with a virtual bookstore. Out of nowhere came Amazon and captured a sizable Internet market. When Barnes & Noble tried to play catchup, the damage was done. Visitors on the Barnes & Noble site who had previously visited Amazon.com felt that many book entries were similar, and the impression, real or imagined, was that the information may have been borrowed. At the least, the content was, for a while, not substantially different enough from Amazon.com, although prices were often lower. The Internet traveling public was savvy to the situation and felt disrespect for the Barnes & Noble brand. Although Barnes & Noble is making Internet headway, in most cases, damage to the brand is irreversible.

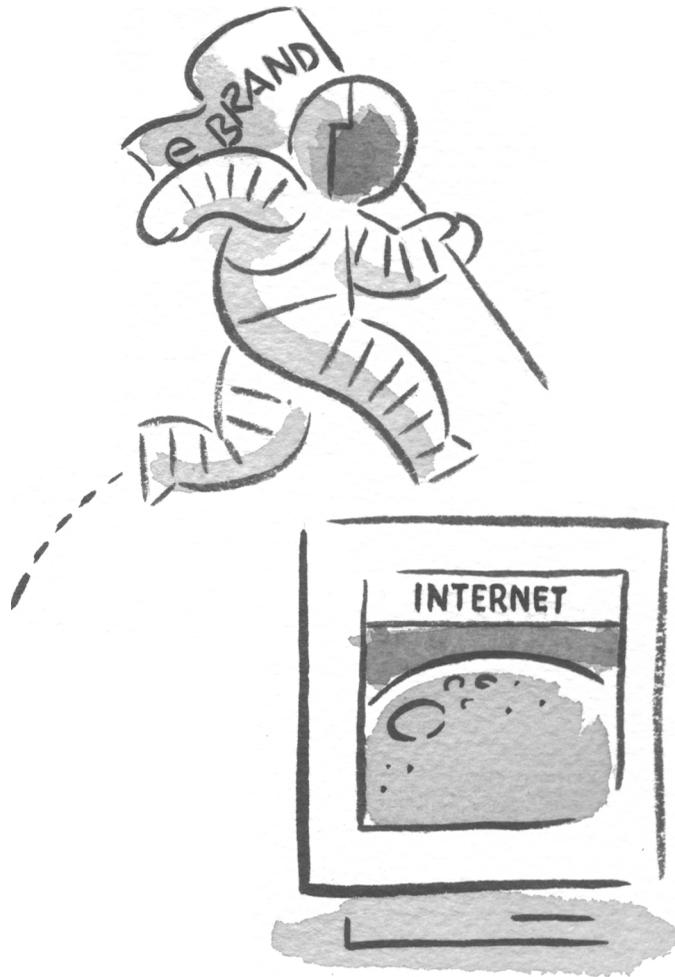
Opinion Research Corporation International includes Amazon.com among the top five net names. In addition, when Intelliquest in a survey asked approximately 10,000 Web surfers to name brands in association with a product, for books Amazon was chosen 56% of the time. Not bad at all for the new kid on the block.¹

Amazon makes the complexities of Internet branding look easy. But the truth is that marketers are struggling over how to handle cyberbrands. New dot-com companies can look forward to a laundry list of considerations with respect to site functionality, content, design, ease of navigation, customer service, or privacy, and the list goes on. But even before any of these issues are taken into consideration, you would think the first obvious question would be whether or not the brand has permission from its audience to be in cyberspace. For example, will consumers stop going to auctions and go to eBay instead? The same consideration holds true for the brick-and-mortar. Take the case of a well-known not-for-profit organization, Light-house International (an organization for the vision-impaired): has a visually im-
paired audience
that may not

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choose the Internet as its medium of choice given this organization permission to be online? The only way to find out whether consumers will go to online auctions and bid for items and whether the vision-impaired will log on to a Web site that would enable them to be a part of an Internet community (one designed for specialized needs) is to conduct market research. Without a research campaign prior to launch and subsequent postlaunch research to guide a serious effort, companies take an incredible risk. It's a myth that even the marketer of a traditional brand can throw the brand online and keep loyal followers happy with just a presence. On the contrary, having an established offline brand means there's more at risk in taking that brand to a new level. After the permission rule is satisfied, considerations filter all the way down to putting the best foot forward to execute the same efficient customer service and providing an online experience that is just as pleasurable as the offline encounter (if not more so). That's why there was no excuse for what Toys "Я" Us went through in the 1999 holiday season. Brand followers were not forgiving when Toys "Я" Us had significant problems fulfilling orders for catalog items and shipping those items. These are again considerations that cannot be taken for granted.

It's a difficult plunge to take that giant Internet step, and it bears close consideration. Once permission to be in cyberspace is granted, then companies will get there quicker by addressing organizational



challenges first: human resource availability, or finding the right people with the right skill set; cost and budget issues; evaluation of relationships with third-party suppliers; defining roles and responsi-

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bilities of employees; defining an online and offline marketing effort; providing customer service for online retail; and—

most of all—upper management support every step of the way!² Some companies, however, try to slowly get their feet wet—as evidenced in a certain brochurelike presence—in implementing their

conversion from traditional marketer to cyberbrander and do not carefully plan the transition between the existing business model and the e-business model. One possible explanation for the slow start is that the Internet does not have enough history under its belt to allow companies to analyze historical benefits. In most cases, the past dictates the future: People are driven by their successes and avoid repeating past mistakes at all costs. Without not enough history behind the Internet, and stock prices that reflect a lot of price and no earnings, some companies are leery of diving into Internet waters headfirst. But that is not to say that traditional marketers haven't come a long way. In May 2000, an article appeared in the *New York Times*

on the Web entitled "Many Tra-

ditional Marketers Are Becoming Devotees of Cyberspace." The article stresses how traditional marketers have lagged behind in the transition to the Internet but are now making up for lost time. A new study, "Web Site Management and Internet Advertising Trends," published by the Association of National Advertisers, supports the traditional marketers' Internet leap. The study concludes that advertisers are turning to the Internet for its ability to reach consumers, the benefits of two-way communication, and the high potential of Internet branding.

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THE ONGOING BATTLE OVER INTERNET COMMITMENT

Top management of brick-and-mortar businesses knows the value of online branding and how the reach of the Internet is beneficial to the brand. To date,

companies have been making the

transition, but their commitment is weaker than it should be. Maybe a motivation to reach a stronger commitment would be to consider the Barnes & Noble scenario, a slow start and then a fight to regain brand allegiance. Whether small or large, a company needs to make a firm commitment as quickly as possible with respect to the Internet. The Internet, like any other communication channel, will be a successful and profitable medium if researched, understood, and used correctly to communicate a brand message. If a firm commitment is

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made, then it should be understood that the proper amount of thought, ef-

fort, and resources must be allocated toward Internet branding strategies. The Internet is here to stay, and unfortunately, too many companies are missing out on a tremendous communication tool.

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i.e., NJ.com, with directory listings to drive traffic, to

the giants on the Internet—Yahoo!, MSN, NBC Internet, and Time Warner Online, with the millions of dollars they have spent to establish a well-known presence—Internet branding is quickly catching on and providing fruitful new opportunities to companies in cyberspace.

GROWING STATISTICS REINFORCE THE COMMITMENT

At a San Francisco conference held by the International Quality and Productivity Center in December 1999, the president of the Brand Consultancy presented a workshop entitled “Turning Your Brand into a Cyber Brand.” Back in 1999, companies were only just turning their brands into cyberbrands. The discussion focused on how in 1999 there were 92 million adult Internet users (that’s approximately 40% of the U.S. population). Further statistics project that Web growth will continue at a torrid pace with 60+ percent of U.S. households online by the year 2003. The number of women Web surfers continues to increase steadily, and senior citizens, proving to be more active and vibrant than ever, are taking advantage of the Internet.³

The steady growth of online consumer purchasing in most product categories is a driving force that convinces businesses they should make a firm commitment to Internet branding. Consumers are online doing everything from checking e-mails and bookmarking Web sites, to buying homes and making bank transactions. Even vacations can be planned online with e-tickets and an agenda to boot. And it does not stop here: Consumers are chatting more, getting financial information, and satisfying entertainment needs with

audio and video clips.⁴ It is interesting to note the most commonly purchased items and requests for information relate to travel, PC hardware, books, apparel and accessories, and PC software. E-commerce

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retail sales have skyrocketed, with over \$30 billion in the year 2000.⁵ This figure alone gives us every indication that the Internet is attracting consumers who are becoming Web-savvy, spending more time online and ultimately sinking larger dollar amounts into product purchases that at one time would never have been considered an "Internet purchase." We see the change in the last five years of consumer behavior online as people have put more trust into the Internet to satisfy their needs for shopping, banking, stock trading, and entertainment. There is a direct correlation between the amount of information that is available online and the amount of time people are spending online. The global Internet numbers are growing too. According to an article entitled "Now for the Really Worldwide Web..." in *Silicon Alley Report*, because of the adoption of

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the Internet in other countries around the globe, a dot-com must think globally as well.⁶ The Internet is not sleeping in other countries. In fact, it is emerging in more places every year. Although the United States is approximately two years ahead of foreign nations, the numbers are steadily increasing. For instance, there were approximately 5.4 million Internet users in Russia in January 2000, a dramatic increase over an estimated 1.2 million at the end of 1998. In addition, the expansion of the Internet into Latin America is driven by the rapid increase of users in this region. The numbers in Latin America are projected to grow from 9 million in 1999 to approximately 38 million by 2003.⁷ Japan is also considered among the regions with high Internet penetration, with approximately 15 million Internet users.⁸ This is a wake-up call for global brands on the Internet. The Internet will open doors to new markets, and, therefore, must focus on global needs. As a matter of fact, the most frequently visited Web sites, according to Nielsen Net Ratings Japan, are Yahoo!, NEC, MSN, Sony Online, and GeoCities.⁹ Currently, U.S. retailers expanding into these foreign markets are addressing multiple currency and multiple language issues on their sites.

DEVOTING DOLLARS TO THE INTERNET

With all of the statistics on consumer behavior on the Internet, a sizable increase of e-commerce, and overall growth in Web usage among varying audiences, a nagging question

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still remains for business owners: How much of the advertising budget should be devoted to online branding? It certainly seems to prove that the Internet is a powerful tool. However, making the transition does not mean diving into the Internet and abandoning mainstream media. That's been done too many times with little success. The advertising market, with Internet advertising to reach approximately \$7.36 billion by 2005 (with room to grow), is still dominated by other communication channels that are receiving larger ad dollar amounts. In 1999, the total advertising market was approximately \$117 billion in the United States. Of that \$117 billion, close to \$45 billion was spent on television commercials, about \$41 billion went into newspaper ads, and another \$26 billion was split between radio and magazine ads. Internet advertising is a much smaller portion of the total advertising market. Although Internet advertising will have a bright future, it should never be considered a "be all and end all" strategy when it comes to branding. Effective branding results from finding a happy medium between online and offline marketing strategies.

Then there's the extreme opposite case, the business that has all of the offline advertising (direct mail, billboards, bus advertising, newspaper ads, etc.) and makes no attempt at cyberbranding. Take a hypothetical example of a Pontiac/GMC car dealer who puts up a Web site and wants to sell cars by driving traffic to his brick-and-mortar dealership. Thousands of dollars will have been spent within the first six months to develop a Web site and the owner of the dealership will not have seen any results or profits. He wonders why his peers down the highway have sold more cars within the previous few months than he has sold in a year. By making the Internet transition and not allocating the proper resources to cyberbranding, with a plan that drives traffic to the Web site, the dealer allows an investment to go down the drain. You have heard this before: The Internet is more than just developing an aesthetic site; it's all about driving traffic to that site and utilizing offline and

online efforts in conjunction with the brand. It's imperative to utilize the Internet effectively by integrating online and offline branding. Aside from placing the car dealer's URL on every piece of collateral material and traditional ad, the dealer should have become familiar with what the regional portals (a site that provides specific regional information) had to offer with respect to directory listings and banner advertisements. Or, perhaps, as a first cyberbranding effort, enlisting in the regional search engine would have been helpful, or sponsoring an e-mail program to the subscribers of a regional online publication for increased exposure. With more consumers making major purchases online, being found on the Internet is a priority. In this extreme case, cyberbranding would have made a difference. On a national scope, when Half.com launched its branding campaign, it included advertising online as well as cable, radio, and print (and don't forget the guerilla marketing promotional stunt to have a town named on its behalf). The company targeted print ads to appear in the *New Yorker* and the *New York Times*, not to mention a host of commercials on cable channels including MSNBC and ESPN. Then, for a well-rounded campaign, Half.com aired radio spots on national live talk radio.¹⁰ If you think about it, how many dot-com ads do you hear on the radio in the morning or driving home from work? How many dot-com television commercials appeared during the Super Bowl? The market estimate is that only 1 out of every 12 companies advertising during the Super Bowl will survive post-commercial. There's a great deal to consider when it comes to advertising dollars. With noisy markets, companies need to employ online and offline strategies to reach fragmented audiences and drive traffic to a cyberbrand.

THE INTERNET IS A POWERFUL PIECE OF THE BRANDING CAMPAIGN

The Internet, like any other communication channel, is not a total and complete branding strategy. First, think of your audiences. How do they break down on the Web? Sure, there are the audiences that spend more time on the Internet choosing online media and interaction rather than the traditional media. But there will always be audiences that split Internet time with traditional media. And let's not forget the Internet disbelievers who don't spend any time surfing the

Web—are there any that still exist? In an interview with Eric Straus, president of Straus Media Group of Poughkeepsie, New York, the issue of offline and online branding surfaced (see the Straus Media Group mini-case study at the conclusion of Chapter 2). Straus bought his first radio station from his father in 1989 and since then has acquired nine more stations to assemble the largest media network in the Hudson Valley. When discussing brands and cyberbrands, Straus stated, “Mainstream media will always be a key to branding success. Banner ads will only get you so far. Take radio, for example. It did well in 1999 because of the dot-com business.” However, an article on branding appearing in *CEO Conference* magazine in February 2000 mentioned how many of the dot-com startups were not making savvy decisions on television advertising and were spending money foolishly. The article, entitled, “Branding on

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the Internet,” goes as far as saying, “Reserving dollars to improve site functionality may be

more important in the long run than pouring money into advertising.” This statement touches upon issues and certainly raises significant questions. However, both achieving the balance between offline and online advertising and site functionality are key factors to the success of the online effort.

INDUSTRIES TAKING THE PLUNGE

As traditional companies continue to make the transition, redeveloping their business models as e-business models, we still see our share of industries proceeding at a pace we’d have to call much less than warp speed. An interview with Sheila Cohen, vice president of marketing, Lawyers Homepage Network, details the progress of various industries in their attempts to move online (See “Industries Moving Online” interview).

Traditional companies are facing their fair share of challenges when journeying into cyberterritory. They have existing cus-

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tomers relationships and business paradigms to suit traditional needs. It's a matter of stepping up to a challenge the Internet poses. Larger challenges mean larger rewards. The bigger the obstacle, the larger are the profits if it is tackled successfully.

INTERNET ISSUES TURN INTO INTERNET OPPORTUNITIES

What are marketers finding to be the most common issues when making the transition to the Internet?

1. Understanding new audiences and meeting their needs
2. Making the transition from communicating as a mass-market company to the individual online consumer (and instant two-way communication)
3. Acknowledging new competition that was not a consideration pre-Internet

Opportunity number 1: New relationships are formed with new audiences as traditional businesses go online. So, for example, in the case of the Arts & Entertainment Network (A&E), its Biography.com Web site invites younger groups to partake in the site with a searchable database of 25,000 interesting biographies. Because of younger audiences, A&E must gear its site to this group in a manner that young audiences will find attractive, interactive, and appealing.

INDUSTRIES MOVING ONLINE

Sheila Cohen is vice president of marketing for Lawyers Homepage Network, a virtual law office for attorneys. Cohen has been marketing and branding products for over 22 years. In a discussion of how various industries are making the online transition, she gave her viewpoint on three industries and what seems to be a rocky road for them.

Supermarket Industry

Although many supermarkets have built their Web sites, few are making the transition to e-business smoothly. Then along comes Priceline.com, spending enormous amounts of money on star power endorsement (William Shatner singing its praises), and tries to “raise the bar.” Through Priceline.com, supermarkets and consumers were able to get a good taste of how to buy groceries online. Priceline in all of its efforts attempted to pave the way for grocery stores. In addition, you also have companies like Peapod and Net Grocer that create a network of Web-based shopping using the supermarket as a distribution channel. Who is going to win? Will it be

the Internet supermarket, where an online consumer buys and pays for groceries and then physically goes to the supermarket to pick up their prepaid items, or a full service market where groceries will be delivered to you at work or at home? It all depends on which way the market swings. This is another industry slow out of the gate—and the race continues.

Retail Industry

About a year ago, it was obvious that many retail chains were sadly behind the technology revolution, including household names like Barnes & Noble and Macy’s that have spent years and billions branding offline. However, they did not seem to fully understand e-commerce and the needs of a Web-based shopper. And, in terms of fulfillment, they must have forgotten that delivering a promise is a key to customer satisfaction and retention. The retail industry has been slow to embrace brand equity and transfer it online. Frankly, a web shopper’s expectation is the same as what he or she would expect from a brick-and-mortar location. Consumers want the same

selection and variety that they would see in a physical store setting. But when Macy's Web site did not live up to its catalog selection a couple of years ago, consumers were disappointed with slim online pickings. So, what happens? Consumers go to shop at e-toys or Amazon.com if they can't find that "cute something special" from the Macy's online catalog. Macy's then has to scramble to get the customer back.

The Legal Industry

The legal industry is long known for its paperwork court filings and long briefs. It's ironic that an industry bogged down with paper is so slow to make the transition to the Internet. Lawyers, for the most part,

are not tech savvy, making the transition even more sluggish. But, finally we are seeing lawyers who are in fact catching on—a good example is Lawyers Home Page Network (www.lawyershomenetwork.com), and its consumer site CaseMatch (www.casematch.com), founded by David Rizzo, an attorney himself. On this Web site we see lawyers utilizing the power of the Internet and conducting many functions of their daily business online. The LHN site allows member lawyers to take advantage of this virtual law office with everything from research tools to case management to marketing their firm and finding new clients. It took some time, but the legal industry is definitely catching on!

Opportunity number 2: Web sites provide one-on-one interaction and two-way communication. Companies that have traditionally engaged in mass marketing are used to reaching groups of people and must alter their methods. Mass marketers will quickly find that a Web site is all about the individual consumer and satisfying individual needs. This is a new bond that has to be developed through interaction and strategies to keep a visitor coming back to a site for more information and activity. The Internet provides this opportunity (as well as this challenge) of being able to personalize and sensitize communication. Better yet, the Internet also

allows immediate two-way communication. So, if you continue to “mass-market” to individual consumers, they will let you know exactly how they feel or they will not be back to your site. The brand will benefit from the ability to have two-way communication and implement feedback for further customer satisfaction. Otherwise, with so many choices on the Net, a consumer is just a click away from the next best thing!

Opportunity number 3: On the Internet, the whole scope of competition changes. So, for example, if A&E’s major offline com-

The Internet evokes creative thinking that is “out of the box.” petitor is the Discovery Channel, that does

not mean that in cyberspace Discovery Online poses the same kind of threat. As a matter of fact, A&E has more to worry about with Amazon when it comes to biographies. This forces A&E to think differently and evaluate competition in a whole new light. The Internet evokes creative thinking that is “out of the box,” because audiences and competitors don’t necessarily follow those traditional business plans we are all so used to.¹¹

THE SMOOTH TRANSITION OF THE BRAND

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The nature and scope of the Internet is so vast that a traditional company no longer can simply satisfy a traditional business model and expect the brand to flourish. and expect the brand to flourish. There are

new considerations for the online company. That means that not only are audiences changing, but their expectations are increasing as well. Companies must develop sites that are delightful and engaging or face the threat of losing customers to the closest competitor. And when it comes to competition, that has all changed too. Just when you think you have figured out exactly who the brick-and-mortar competitors are, in come the new dot-com start-ups and a bunch of online giants that keep merging to add more products and services to their sites.

To recap, here's an abridged list of considerations to keep in mind when it comes to transition and commitment in cyberspace:

- How much do you know about the Internet and whether or not your audience will accept your brand's presence online? Permission, permission, permission! Ask and you shall receive.
- Is the online audience the same as the offline audience? What other groups should be included in your research? The wide reach of the Internet allows new audiences to become involved with online brands. Don't overlook these secondary groups, as the Internet has incredible growth statistics.
- How can we integrate all of our offline efforts to drive traffic to the online site and vice versa? By devoting time and advertising dollars to a well-thought-out marketing plan. The plan should integrate all the branding efforts (using consistent brand communication) and be written simultaneously to fit into the e-business plan.
- Do the competitors extend beyond brick-and-mortar competitors? Yes, you will see competitors triple in numbers based upon the scope and variety the Internet has to offer.
- What are the competitors doing with their Web sites? Make sure you know how competitors are impressing online visitors. Warning—Don't just borrow content; your audience will know it and lose respect for the brand.
- How do we develop a site that is gripping and engaging, far more than just a brochure online? Interactivity and immediate and rewarding two-way communication is more than the brick-and-mortar will ever be able to offer prior to the purchase of the brand.
- What types of interaction will add a new level to the brand's promise? Audio, video, Webcasts, and the aspect of communities converging online with chat sessions, to name a few.
- How do you meet and exceed audiences' expectations of the brand online? By providing a site that allows visitors to interact with the brand online and by allowing users to find appropriate, interesting, and updated content that enhances the value of the brand.

RADIO GOING ONLINE: REGIONALHELPWANTED.COM

Eric Straus is president of Straus Media Group in Poughkeepsie, New York. For the past 10 years, he has grown his business 20-fold. Straus Media Group is the largest media network in the Hudson Valley—a \$5 billion market. Straus has radio stations in Poughkeepsie, Ellenville, Kingston, Catskill, and Hudson, as well as offices in various cities. His radio stations include program formats from adult contemporary to nostalgia to news talk radio.

Straus has been conducting the operations of his radio network in a “traditional” manner. His main objective is always to run the best programming possible while trying to cut costs. By hiring top-notch sales experts to increase sales, he is able to sell long-term business on his radio stations. Straus’s success is built upon improving his advertisers’ businesses, and Straus works to find the long-term marketing answers for long-term customers.

Even with all of the Internet hype, Straus never put much thought into the World Wide Web. Recently, as he listened to his advertisers, he found that they were always frustrated with not being

able to find good help—their dollars were constantly eaten up by newspaper classified advertising, with little or no luck with new hires. In turn, Straus saw an opportunity to solve his clients’ problems while at the same time gearing radio toward the Internet. With an idea in mind he made a deal with a computer guy (as he puts it), a deal that has the computer expert building Web sites and the two of them splitting the revenues. So, where does radio fit in? Straus joins together radio groups who are competitive in the same markets to sponsor help-wanted dot-com sites across the country. These regional help-wanted sites provide a valuable and resourceful service for individuals in regional areas seeking employment as well as for area business owners who need to post available employment opportunities. Straus’s regional help-wanted dot-com service is a completely separate venture from his traditional radio network. It is representative of how the Internet allows a vast array of opportunity for different industries. Straus was able to go beyond the conventional transition (putting his station and

programming online) and foster a business that breaks a traditional mold.

Challenges

- How does Straus convince general managers (GMs) to work together with competitors in their markets?
- How do the regional help-wanted sites reach 70% of the adults in the market when 5 out of 10 read the newspaper?
- How does a regional help-wanted site compete with daily newspapers?

Outcome

Before RegionalHelpWanted.com, no competitive radio groups in the same market attempted to work together. And although the common response from GMs was that they preferred to work alone, it's not enough to beat out the big boys. This is a business where those big boys, the daily newspapers with circulations over 50,000, are making at least \$5 million a year in

newspaper help-wanted classifieds. Straus convinces GMs that in order to compete with the big boys, radio groups must work together in order to reach enough people.

Straus tested his concept online with his first site, HudsonValley-HelpWanted.com. With much success from this site, he took his idea on the road to a conference in Colorado that was hosted by the Radio Advertising Bureau (RAB). Straus' presentation at the conference evoked interest among GMs across the county. As of March 2000, Regional Help Wanted was in four markets, with four markets expected mid-March, and another four markets by April 1, 2000. With this steady rate of growth, it was expected that Regional Help Wanted would be in 150 markets within 18 months. Is it any wonder that Smith Barney analysts predict that 70% of classified advertising will move online? It's a whole new revenue stream. Now it's working for radio as well.