



EMERGING
BUSINESS ONLINE

GLOBAL MARKETS
AND THE POWER OF
B2B INTERNET MARKETING

LARA FAWZY | LUCAS DWORSKI

EMERGING BUSINESS
ONLINE

Praise for
Emerging Business Online

“Congratulations on taking on this critical subject and exploring the internet’s role in driving business strategies for emerging markets like ours. The ebocube approach is a timely tool which will provide marketers in emerging economies a much needed and proactive means to exploit the powers of the internet for effective reach-out. In fact, the internet can help accelerate market evolution in emerging markets, given the otherwise infrastructural constraints here. Your book is a very easy read and will be immensely helpful for business planning and execution by marketing executives across the spectrum.”

—**Prakash Bagri**, Director of Marketing,
Intel India

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*Global Markets and the
Power of B2B Internet Marketing*

LARA FAWZY AND LUCAS DWORSKI

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I would like to thank God for my ability to see, think, and write this book and for listening to my prayers.

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—Lara Fawzy

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—Lucas Dworski

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Contents

	Introduction	1
Chapter 1	Emerging Markets	9
Chapter 2	Business Strategy	31
Chapter 3	The ebocube and Business Models	53
Chapter 4	Marketing by the Dashboard Light	81
Chapter 5	Managing Customer Relationships Through the Buying Cycle	113
Chapter 6	Campaign Optimization, “Glocalization,” and the Power of Email	145
Chapter 7	Winning with Webcasts, Websites, and More	185
Chapter 8	Web Banners and Integrating Offline Channels into Your ebocube Strategy: “Offline Isn’t Dead!”	219
Chapter 9	Marketing Operations (mops)	237
	References	283
	Index	285

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About the Authors

Lara Fawzy is currently an Online Campaign Marketing Manager, for Cisco's African region (based in Cairo, Egypt). Lara is also Director and founder of her own firm, ebocube, and conducts online marketing training in the African region. She has worked for Cisco Systems in various roles, including online customer relationship marketing for emerging markets (based in the UK). In this role, she worked closely with local marketing teams, sales teams, and agencies across emerging markets. She also created and executed online marketing campaigns using complex data segmentation and tracked and reported on campaigns through advanced customer relationship management tools.

As a Marketing Operations Manager with Cisco in Cairo, she worked closely with the African and Gulf marketing teams, strengthening her experience and knowledge of emerging markets.

Previously, Lara worked for O2, Telefónica, as a Campaign Manager, launching the high-profile Apple iPhone 3G in the UK business market and helping to redesign the company website.

Lara is a qualified Chartered Marketer. She graduated from University of London, Royal Holloway, School of Management, with a Management BSc, specializing in marketing. Her degree was largely based on Harvard research; she studied management models and theories by leading management and marketing gurus such as Michael Porter, Philip Kotler, and Peter Drucker.

Lucas Dworski is originally from Poland, Central Eastern Europe. He has more than a decade's experience in marketing, including international marketing. Lucas has worked and lived in Germany, the UK, Netherlands, and Poland. He's passionate about global marketing, particularly in emerging markets. Lucas's experience is specialized in customer relationship management and complex online localized international campaigns.

Lucas has worked and consulted for global international American corporations such as Cisco and Computer Associates CA, as well as many smaller companies. Lucas has experience in campaign management and campaign execution for a wide number of countries (more than 130) in emerging markets. He has executed campaigns that have been fully measurable, trackable, and localized for local market needs. Lucas also has in-depth experience in database management, having worked in customer relationship management for several years.

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Introduction

We live in an age of information overload, significantly facilitated by the Internet. Anyone from almost anywhere can send, access, and post information across the globe in a matter of seconds. As applications and technologies continue to evolve, our ability to leverage the Internet will continue to impact the way we work and live.

The ubiquity of media connectivity also generates understandable worries about losing the benefits of face-to-face collaboration and “the human touch.” Without question, people will continue to gather and meet for business, social, and family reasons. This is in our cultural and biological DNA and will never change. Millions of people around our world dismissed aspects of email, social media, or even cell phones decades ago, only to eventually understand how they complemented or improved existing practices and connections. We should adapt and use new technologies when they serve our common interests and humanity.

A new-generation technology prompted the authors to write this book, a technology that, like social media and email before it, can become a part of the daily lives of millions of people. That technology is telepresence, the next generation of videoconferencing technology. Telepresence uses the Internet to transfer conference calls as well as high-definition images and presentations. It can provide life-size images and surround sound and can thus create the illusion that all the attendees are in the same room.

Holographic videoconferencing is an application that beams three-dimensional images of people into a room. This is but one example of existing and emerging technologies that present an effective and responsible alternative to world leaders and business executives who currently fly around the world and ride in limousines to meeting locations. Digital and information technologies are allowing businesses in emerging markets to dramatically upgrade their business processes and operations.

As billions of people now access the Internet, emerging nations and markets are increasing their investments in these technologies to give people greater access (and speed) to information. This book explores how and why the Internet and related technologies are redefining how we conduct business globally. We identify the most salient new ideas shaping the global information marketplace, and explore how these offer government and private sector managers a new generation of digitally based management and communication tools.

It's a Small World After All

The world is smaller. Distance and time no longer present insurmountable barriers to doing business on a global scale. The Internet reduces the need to travel for meetings, and it speeds up the flow of information. Co-authoring this book models the effectiveness of virtual communication. Although we reside in two different countries, interactive web conferencing tools enabled us to edit the chapters and exchange information as effectively as working face to face. We were able to share our desktops so that each one could view the document in real time as it was being edited.

Web conferencing tools allowed for the use of Voice over Internet calls, which let us talk for free or at the charge of the monthly subscription and Internet connection. We conducted research by recording Internet conference calls and then playing back the information.

We pitched the manuscript to FT Press using web conferencing tools to share presentations and creative ideas. The FT Press editors are based in America and Australia; one of us is in Africa, and the other is in Europe: four continents, connected virtually.

Both of us hold professional positions with global organizations and take part in virtual teams focused on emerging markets (EMs). Therefore, we've seen firsthand the transformational effect of web applications that enable us to share work, participate in telemeetings, and otherwise communicate with clients, vendors, and partners. Among other professional duties, we are often tasked with executing and managing online marketing campaigns for EMs. From these successes, we have perfected the ebocube (emerging business online) model.

The ebocube Model

Global corporations, private and nongovernmental organizations, small businesses, and entrepreneurs have tapped the Internet and computer reporting tools to do business in and with EMs. These organizations are learning as they go, experimenting with various digital and reporting tools and techniques. Professionals share information and ideas through informal means, but no firm or consultant has created a robust, well-defined Internet business strategy. In this early stage of transacting twenty-first century business activity through digital means, we still lack tested practices based on metrics and methods to measure return on investment. We are addressing that need with this book and the ebocube model, a framework to articulate, measure, and guide the process of Internet-based marketing and business development. This book lays out the multitude of reasons to use the Internet and ebocube model.

Emerging Markets

Many books and journals explain the benefits of the Internet. This book goes further, introducing you to an innovative Internet marketing and sales model defined for business-to-business (B2B) marketing in emerging markets. We call the model *ebocube*.

The term *emerging market* describes a region of the world with relatively recent industrial and technological change and now experiencing rapid economic growth. Goldman Sachs popularized the acronym BRIC (Brazil, Russia, India, and China)¹ to identify countries that many economists believe to be economically powerful in terms of current and future growth. However, our consideration of EMs encompasses more than just the BRIC countries. For the purpose of the *ebocube* model, we've researched regions and countries in Asia, Latin America, the Middle East and Africa, Russia and the Commonwealth of Independent States, and Central Eastern Europe. We have also worked with all these regions.

Even though developing markets are experiencing recessionary effects from the global financial crisis, many countries remain in a robust growth position. Growth will continue to come from EMs for the next "10 to 15 years, not only during this current recession," states James Cronk, Director, Financial Services Industries for Emerging Markets, for a global IT company. The CEO of our previous employer, Cisco Systems Inc., said in a speech that "emerging markets are on fire," referring to sales growth coming from these markets. Although he made that remark before the onset of the recession, economic indicators show that his conclusion still holds true.

EMs are generally characterized by large populations, as is obvious with China and India. Whereas some of these markets remain politically and economically unstable, many other EM nations have through reform successfully stabilized their economies and normalized their trade practices. EMs (130 countries and counting)

comprise more than two-thirds of the global land mass. Most are rich in natural resources (in large part because their slow industrial and economic development has left their resources untapped) and host diverse industries, including manufacturing, oil and gas, agriculture, and more. Some EM nations have the potential to leapfrog developed markets because they are not slowed by *legacy* technologies. Japan, for example, became an advanced economy post World War II by leapfrogging technology developed by countries like the UK after the Industrial Revolution, among other factors. India leapfrogged land-line telephony to become a mobile, wireless economy. Although we could debate whether some of the countries mentioned previously are still emerging economies, the strategies outlined in our book still apply.

When trading in these economies, risks and uncertainty exist, just as in any international market where businesses deal with unknowns. Some EMs we discuss in this book are politically unstable or otherwise risky, and therefore they are less predictable than developed economies, which have stable, established economic and political environments.

Emerging Markets + the Internet = the ebocube Model

ebocube stands for *emerging business online*, with *cube* referring to a visual framework of our three-phase model. The Internet underpins this model.

Internet penetration in EMs is growing, with businesses in those markets being particularly early and enthusiastic adopters. The Internet helps bridge the travel, time zone, and cost barriers necessary to successfully market and communicate business products in EM nations. The Internet makes it easier to penetrate EMs, enabling commerce at the click of a button.

Senior executives in developed economies, working in B2B organizations, small and large, are asking the following questions:

- How can we get ahead of competitors in emerging markets?
- How can our business mitigate risks when we enter risky, high-growth emerging markets?
- How can we measure marketing activities and sales-related results in these markets?

The ebocube model defines an end-to-end integrated marketing process. The authors and our colleagues have tested this model and processes across these markets. We developed ebocube for B2B marketers in developed economies targeting EMs. However, we predict that EM professionals will also use the model to market to domestic markets and to other EMs. EMs are already leveraging the power of the Internet through innovative business models to generate commerce—the Chinese site Alibaba.com, a leading online global market place for small businesses, demonstrates this.

During the dotcom boom, many companies went bust because they didn't know how to really leverage the Internet (even with all the hype!). Similarly, in recent years, social media has excited interest in the business world and also confused or even intimidated marketers. However, most companies don't yet know what they want to achieve with social media and how they will measure results or return on marketing investment. Many companies currently use social media to just post information, thus failing to engage customers and partners in sustainable relationships.

Digital applications, new technologies, and a dizzying universe of websites make for a daunting combination for marketers in developed markets and EMs. Global business managers and staff desperately need flexible and adaptable frameworks that demystify sales and marketing practices as relationships criss-cross digital, business, and national borders. The ebocube closes the loop between marketing and sales in EMs.

The ebocube is, of course, a digital model, so it has modest environmental impact. It is built to provide electronic customer relationship management (CRM) capabilities, based on metrics, data, and business intelligence.

B2B Model

We developed the ebocube as a B2B model to address the needs of global professionals over the next decades as B2B commerce shapes standards and establishes precedents. We have built ebocube to suit B2B buying cycles and requirements because these are much more predictable environments than consumer markets in relatively fragile and unequal (wealth-wise) nations. We share decades of front-line experience working in B2B in dozens of EMs.

Data, Reporting, and the ebocube

Fundamental to the ebocube is company (firmographic) and customer data. We rely on contact and company data to market effectively and directly to businesses. Digital conduits aligned with database marketing can be described as electronic customer relationship management (eCRM)—that is, using Internet tools to interact with contacts to build a commercial relationship.

Three Phases of the ebocube

- **Phase one, the dashboard and the datacube:** This phase focuses on reporting on marketing, sales, and company or contact data for the businesses you're targeting in EM. It measures what's working (or not working) and which market is generating the highest return on marketing investment (ROMI). The datacube also represents the quality of contact data to leverage an eCRM strategy. The ebocube means business decisions are not based on instinct or assumption, but on numbers and business intelligence.

- **Phase two, campaign and data planning:** Using the ebocube commercial cycle (contact buying cycle/decision-making process and data life cycle), phase two discusses the proposition used, messaging, the incentive, localization, budgeting, and integrating media mix (online and offline) to achieve ebocube commercial cycle goals.
- **Phase three, marketing operations demonstration:** In phase three, you budget, plan, execute, track, and measure campaigns to feed the dashboard with meaningful metrics, and feed your company database, which can be represented in the datacube. Phase three closes the loop on marketing, data, and sales in EMs.

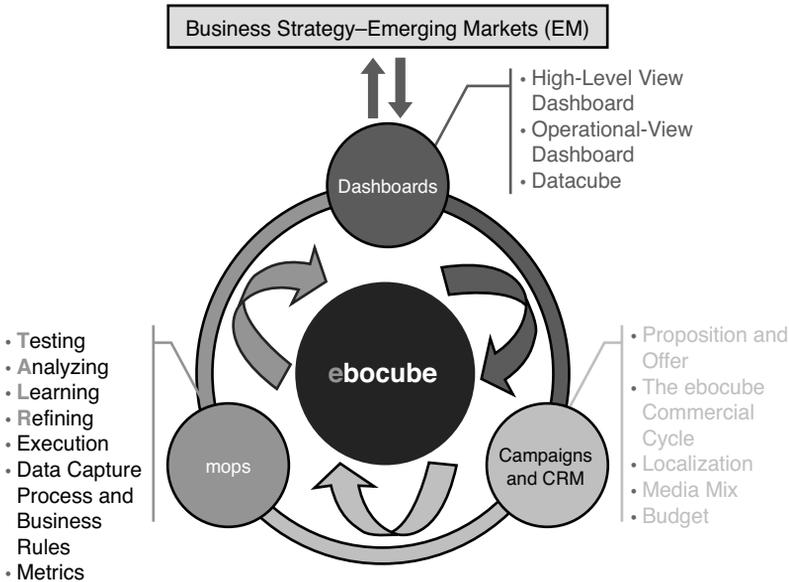


Figure I.1 The ebocube model

Endnotes

¹ Wikipedia, "BRIC," <http://en.wikipedia.org/wiki/BRIC>.

INDEX

A

- A/B splits, 164-165
- “above the fold,” email, 180
- above the line, 233-235
- account-managed calls, 233
- acquired data, quality of, 129-131
- acquisition, 118-120
 - direct mail, 229
 - events, 227
 - online acquisition, 122
 - quality versus price, 129-131
 - third-party data acquisition, 128-129
 - web banners, 223
 - websites, 204
- Africa, 16-20
- allocation process, mops, 242-244
- Alt tags, email, 175
- applications, webcasts, 189-190
- Asia, 11
- automated notifications, 250
- awareness, 138-140
 - direct mail, 229
 - events, 227
 - SMART, 161
 - technology-based awareness, 210
 - web banners, 223
 - webcasts, 192
 - websites, 204
 - data capture, 205-206*

B

- B2B (business-to-business) model, 7
- banners. *See* web banners
- BANT (budget, authority to buy, need/project, and time frame for project), 208
- behavior, tracking recipient behavior (email), 173-175
- billboards, 127-128

- borders, collaboration across, 45-49
- branding
 - co-branding, 50-51
 - policies, 49-50
- Brazil, 14
- BRIC (Brazil, Russia, India, and China), 4, 9
- briefs, 248-251
- brochures, 158
- browsers, websites (best practices), 213-216
- budget tracking, mops, 242, 244
- budgeting
 - data extraction, 274
 - mops, 245-247
 - per activity, 247*
 - sub-budget codes, 246
- budgets, email, 165-168
- business brands, 50
- business intelligence, dashboards, 85-86
- business models, 53-55
 - ebocube model, 59-60
 - commercial cycle, 63, 69-70*
 - functions, 60-61*
 - marketing campaigns, 61-63*
 - process, 56, 59
 - value, 55-56
- business strategies
 - branding policies, 49-50
 - collaboration across borders, 45-49
 - direct or indirect partner/channel marketing and distribution, 44
 - ebocube model and, 32-33
 - company culture, 35-36*
 - dashboards, 34*
 - localization, 34*
 - sales management, 35*
 - SWOT, 37-38
- buying cycles, 138

C

calendar functionality, 48
 call to action (CTA), 224
 campaign briefing tool, 274-277
 campaign landing pages, 125, 200
 campaign management, CRM and, 75-78
 campaigns, 113-115
 considerations for, 152-153
 email, 156-158
 incentives, 154
 lead-generation, 132
 loyalty, 142-143
 online communication, 154-155
 optimizing, 145-146
 planning, 116
 SMART, 158
 managing email, 158-159
 Caribbean, 14
 case studies, customer journey, 278-280
 CEE (Central and Eastern Europe), 12-14
 chief marketing officers (CMOs), 85
 child codes, 267-268
 China, 11, 24
 mobile marketing, 172
 Mobile Web, 211
 outsourcing, 23
 CIS (Commonwealth of Independent States), 20-21
 CMOs (chief marketing officers), 85
 CMS (content management systems), 202-204
 co-branding, 50-51
 collaboration across borders, 45-49
 color, campaigns, 152
 commercial cycle, ebocube model, 63, 69-70
 Commonwealth of Independent States (CIS), 20-21
 communicating with customers, increasing satisfaction, 137-138
 communication
 online, 154-155
 timing
 email, 170-171
 mobile email, 171-173
 company culture, 35-36
 competition, global competition, 25
 conferencing tools, 47, 49
 consideration
 events, 228
 SMART, 161-162
 web banners, 223
 webcasts, 192
 websites, 208-209
 consideration stage, 140

consumer brands, 50
 contact data life cycle, 69
 contact level, data cube, 110
 contacts, 125, 152
 data life cycles, 117
 merge-purge, 258-261
 nurturing prospects, 131
 planning, 116
 content management systems (CMS), 202-204
 conversion rates, 93
 cookies, 267-268
 CRM, campaign management and, 75-78
 CSS, email, 180
 CTA (call to action), 224
 cultures, 143
 researching, 147
 time zones, weekends, and work schedules, 151
 currency exchange rates, 153
 customer insight, 251-253
 data warehouses, 254-255
 customers
 case studies, 278-280
 communicating with, increasing satisfaction, 137-138
 developing, 132
 loyalty, 142-143
 retaining, 132
 RFM (Recency, Frequency, Monetary), 136-137
 cybersurveillance, 179

D

dashboards, 33-34, 81, 84-85
 business intelligence, 85-86
 designing, 100, 105
 ebocubes, 271-272
 financial results, 86-87
 marketing operational dashboards, 94-96
 operational view, metrics, 96-100
 phase one, 71-75
 views, 88
 high-level dashboard view, 89-94
 operational view, 89, 95-96
 data
 acquired data, quality of, 129-131
 challenges with, 255-257
 merge-purge, 258-261
 postal codes, 257
 data capture, 121
 email, 127
 getting into emerging markets, 118-120
 data capture, 121
 data-capture forms, 123-124
 homegrown data, 120-121

- online acquisition*, 122
 - special offers*, 123
 - homegrown data, 120-121
 - online acquisition, 122
 - third-party data acquisition, 128-129
 - data analysis, websites, 210-211
 - data capture, 121
 - offline, 122
 - webcasts, 191-193
 - websites, 205
 - data extraction, 273
 - budgets, 274
 - data life cycles, 116-118
 - data warehouses, customer insight, 254-255
 - data-capture forms, 123-124
 - special offers, 125
 - web banners, 220
 - websites, 125
 - datacubes, 33, 73-75, 90, 105-107
 - contact level, 110
 - data life cycles, 118
 - ebocubes, 273-274
 - campaign briefing tool*, 274-277
 - firmographics, 108-109
 - optimizing, 111
 - date formats, 153
 - day-to-day email, 48
 - demand generation, websites, 207-208
 - demographics, 107
 - design, websites (best practices), 212
 - designing
 - dashboards, 100, 105
 - email, 175-177
 - developed markets, maturity and decline, 27-28
 - development, SMART, 162-163
 - digital methods of data capture, 121
 - direct mail, 158, 229
 - awareness and acquisition, 229
 - purchase and development, 230
 - retention and loyalty, 230
 - versus email, 166
 - direct marketing, distribution, 44
 - distribution, 45
 - direct or indirect partner/channel marketing, 44
 - drop dates, 152
- E**
- e-newsletters, SMART, 163-164
 - ebocodes, 262-265
 - programming, 266-267
 - tracking results, 268
 - web traffic and offline data sources, 265-266
 - ebocube buying cycle, 138
 - awareness stage, 138
 - consideration stage, 140
 - loyalty stage, 142
 - purchase stage, 141
 - ebocube commercial cycle, 91, 94, 116, 146
 - incentives, 154
 - ebocube commercial cycle metrics matrix, 103-105
 - above the line, 234
 - banners, 221
 - direct mail, 229
 - email, 159
 - telemarketing, 233
 - webcasts, 189
 - websites, 203
 - ebocube data life cycle, 117
 - ebocube direct marketing split, 157
 - ebocube model, 3-7, 59-60
 - business strategies and, 32-33
 - company culture*, 35-36
 - dashboards*, 34
 - localization*, 34
 - sales management*, 35
 - commercial cycle, 63, 69-70
 - functions, 60-61
 - Internet, 24-26
 - Internet penetration
 - mobile phones*, 26-27
 - smartphones*, 27
 - marketing campaigns, 61-63
 - phases of, 7-8
 - ebocubes
 - dashboards, 271-272
 - datacube review, 273-274
 - campaign briefing tool*, 274-277
 - eCRM (electronic customer relationship management), 7
 - Egypt, outsourcing, 23
 - EM attractiveness template, 38-39
 - scoring ranges and variable analysis, 43
 - scoring variables, 42-43
 - segmenting and targeting markets, 39-42
 - email
 - achieving maximum impact, 180-183
 - Alt tags, 175
 - budget benefits, 165-168
 - campaigns, 156-158
 - data, 127
 - day-to-day email, 48
 - design and engineering, 175-177
 - footers, 179

- images, 175
- marketing, 48
- marketing best practices, 174
- mass media, 168-170
- micromarketing, 168-170
- personalization, 175
- phishing, 178-180
- size of, 176
- SMART, 158
 - managing email*, 158-159
- spam filters, 177-178
- timing communications, 170-171
 - mobile email*, 171-173
- tracking recipient behavior, 173-175
- trust, 180
- unsolicited emails, 177-178
- versus direct mail, 166
- email blasts, 276
- email client applications, 176
- email groups, 48
- emerging markets (EMs), 4-5
 - Internet, ebocube model, 5, 7
 - significance of, 22-24
 - strategies for, 29
- event costs, webcasts, 193-198
- events, 226-227
 - awareness and acquisition, 227
 - consideration, 228
 - nurture, 228
 - purchase and development, 228
 - retention and loyalty, 228
- exchange rates, 153
- execution tools, 261

F

- financial results, dashboards, 86-87
- firmographics, 108-109
- footers, 179
- forms, data-capture forms, 123-124
 - websites, 125
- functionality, websites (best practices), 213
- future superpowers, 24

G

- geographic regions, 10
 - Asia, 11
 - Central and Eastern Europe, 12, 14
 - Latin America and the Caribbean, 14
 - Middle East and Africa (MEA), 16-20
 - Russia and Commonwealth of Independent States (CIS), 20-21
- Giant of Africa (Nigeria), 17

- global competition, 25
- globalization, time zones, weekends, and work schedules, 151
- globalizing, 146-150
- Goldman Sachs, BRIC, 9
- Google, 206

H

- hard-bounce emails, 167
- Heathrow airport model, 57-59
- high-level dashboard view, 89-94
- homegrown data, 120-121

I-J

- IM (instant messaging), 46
- images
 - email, 175
 - look and feel, 152
- IMF (International Monetary Fund), 22
- incentives, 153
 - campaigns, 154
- India, 11
- indirect partner/channel marketing, distribution, 44
- instant messaging (IM), 46
- International Monetary Fund (IMF), 22
- Internet, ebocube model, 24-26
 - emerging markets, 5-7
 - mobile phones, 26-27
 - smartphones, 27
- interpretation, 150

K-L

- KPIs (key performance indicators), 90
- LatAM (Latin America), 14
- lead candidates, 92
 - qualifying, 141
- lead-generation campaigns, 132
- learning, 164-165
- links, websites (best practices), 213-216
- live chats, 126-127
- live events, 127-128
- local partners, 147
- localization, 34, 148-150
 - websites, 201-202
- loyalty, 142-143
 - direct mail, 230
 - events, 228
 - SMART, 163
 - web banners, 224
 - webcasts, 193

M

- market attractiveness, 40
 - mops, 242
- marketing campaigns, ebocube model, 61-63
- marketing email, 48
- marketing operational dashboard, 94-96
- marketing operations, 78-80
- marketing tracking tools, 91
- markets, segmenting and targeting (EM attractiveness template), 39-42
- mass media, email, 168-170
- McDonalds, 57
- MEA (Middle East and Africa), 16-20
- measurements, what to measure, 82-84
- media, sponsorships, 36
- media channels, 266
 - child codes, 267-268
 - cookies, 267-268
 - parent codes, 267-268
 - programming ebocodes, 266-267
 - tracking without ebocodes, 268-269
- merge-purge, contact records, 258-261
- metrics, 87-88
 - ebocube commercial cycle metrics
 - matrix, 103-105
 - operational view (dashboards), 96-100
 - sales metrics, 92
 - webcasts, 187-188
- Mexico, 14
- micromarketing, 36
 - email, 168-170
- microsites, 125, 199-200
- Middle East, 16-20
- mobile phones, 26-27
- Mobile Web, 211
- mops (marketing operations
 - department/role/function), 79-80, 238-240
 - allocation process, 242-244
 - budget tracking, 242-244
 - budgeting, 245-247
 - per activity*, 247
 - challenges with data, 255-257
 - merge-purge*, 258-261
 - postal codes*, 257
 - customer insight, 251-253
 - data warehouses*, 254-255
 - ebocodes, 262-265
 - web traffic and offline data sources*, 265-266
 - execution tools, 261
 - market attractiveness, 242
 - media channels, 266-268
 - online briefing and reporting, 248-251
 - planning, 242-244
 - reasons for using, 240-241
 - TALR (Test, Analyze, Learn, Refine), 270
 - web applications, 241
- Mountford, Paul, 22
- MTN Nigeria, 138

N

- newsletters, e-newsletters, 163-164
- Nigeria, 17
- notifications, automated, 250
- numeric formats, 153
- nurture
 - events, 228
 - SMART, 161-162
 - web banners, 223
 - webcasts, 192
 - websites, 208-209
- nurturing prospects, 131

O

- offers, 123
 - data-capture forms, 125
- offline data sources, ebocodes, 265-266
- offline methods, 224-226
 - above the line, 233-235
 - direct mail, 228
 - events, 226-227
 - telemarketing, *See* telemarketing
- offline methods of data capture, 122
- online acquisition, 122
- online banners, 127
- online briefs, 248-251
- online chats, 126-127
- online communication, 154-155
- online data capture, 121
- operational view (dashboards), 89, 95-96
 - metrics, 96-100
- optimizing
 - campaigns, 145-146
 - datacubes, 111
- outsourcing, 23

P

- P&Ls (profit and loss centers), 36
- parent codes, 267-268
- personalization, email, 175
- phase one, dashboards, 71-75
- phase three, marketing operations, 78-80
- phase two, campaign management and CRM, 75-78
- phases of ebocube model, 7-8
- phishing, 178-180
- phone numbers, toll-free numbers, 153

phones
 mobile phones, 26-27
 smartphones, 27

planning
 campaigns, 116
 contacts, 116
 mops, 242-244

policies, branding, 49-50

postal codes, 257

press communications, 276

process, business models, 56, 59

profit and loss centers (P&Ls), 36

programming ebocodes, 266-267

propositions, 153

prospects
 developing, 132
 nurturing, 131

public relations, 36

purchase, SMART, 162-163

purchase and development
 direct mail, 230
 events, 228
 web banners, 224
 webcasts, 193
 websites, 209-210

purchases, 141

Q

qualifying lead candidates, 141

quality of acquired data, 129-131

R

radio, 127-128

ranges, scoring (EM attractiveness template), 43

reminders, email, 170

removing hard-bounce emails, 167

reporting, 248-251

reports, time period for, 87

researching cultures, 147

retaining customers, 132

retention
 direct mail, 230
 events, 228
 SMART, 163
 web banners, 224
 webcasts, 193

return on marketing investment, 81, 92, 225

RFM (Recency, Frequency, Monetary), 134
 customers, 136-137

ROMI (return on marketing investment), 81, 92, 225

Russia, 20-21

S

sales management, 35

sales metrics, 92

satisfaction, communicating with loyal customers, 137-138

scoring (EM attractiveness templates)
 ranges, 43
 variables, 42-43

SEACOM, 26

search engines, websites, 206-207
 best practices, 213-216

second-tier leads, 99

segmenting markets, EM attractiveness template, 39-42

SMART (simple, measurable, achievable, realistic, timed objectives), 83, 158
 e-newsletters, 163-164
 managing email, 158-159
 stage four, goals for loyalty and retention, 163
 stage one, goals for awareness, 161
 stage three, goals for purchase and development, 162-163
 stage two, goals for consideration/nurture, 161-162
 websites, 201

smartphones, 27
 email, 171-173
 websites, 211

social media, business strategies, 34

South Africa, 16

spam filters, email, 177-178

special offers, 123

sponsorships, 127-128
 media, 36

strap lines, 152

strategies in emerging markets, 29

sub-budget codes, 246

superpowers, 24

surveys, 126-127

SWOT analysis
 business strategies, 37-38
 market attractiveness and capabilities, 43

symbols, 153

T

taglines, 152

TALR (Test, Analyze, Learn, Refine), 270

targeting markets, EM attractiveness template, 39-42

technology-based awareness, 210

telemarketing, 231-232, 277
 account-managed calls, 233

telepresence, 1, 138

television, 127-128

templates

- EM attractiveness template, 38-39
 - scoring ranges and variable analysis*, 43
 - scoring variables*, 42-43
 - segmenting and marketing targets*, 39-42

email, 167

testing, 164-165

third-party data acquisition, 128-129

time formats, 153

time periods for pulling reports, 87

time zones, 151

timing communications

email, 170-171

mobile email, 171-173

toll-free numbers, 153

tools, execution tools, 261

tracking, 79

recipient behavior, email, 173-175

without ebocodes, 268-269

tracking tools, 91

translation, 150

trust, 169

email, 180

Turkey

mobile marketing, 172

outsourcing, 23

U

unsolicited emails, 177-178

URLs, 269

V

value, 55-56

variables, scoring (EM attractiveness template), 42-43

video on demand (VoD), 185-186

video-sharing websites, 186

views

dashboards, operation view (metrics), 96-100

of dashboards, 88

high-level dashboard view, 89-94

operational view, 89, 95-96

VoD (video on demand), 185-186

VoIP (Voice over Internet Protocol), 47

W-X-Y-Z

web analytics reports, 202

web applications, mops, 241

web banners, 219-221

awareness and acquisition, 223

consideration, 223

data-capture forms, 220

loyalty, 224

nurture, 223

purchase and development, 224

retention, 224

web conferencing, 2

web traffic, ebocodes, 265-266

webcasts, 185-186

applications, 189-190

data capture, 191-193

event costs, 193-198

metrics, 187-188

stage four, loyalty and retention, 193

stage one, awareness/acquisition, 192

stage three, purchase development, 193

stage two, nurture/consideration, 192

tips for success, 195-198

websites, 198-199

acquisition, 204

awareness, 204

best practices for remaining relevant, 211-212

design, 212

functionality, 213

search engines, browsers, and links, 213-216

browsers, best practices, 213-216

campaign landing pages, 200

content management systems (CMS), 202-204

data analysis, 210-211

data capture, 205

awareness, 205-206

data-capture forms, 125

demand generation, 207-208

design, best practices, 212

functionality, best practices, 213

links, best practices, 213-216

localization, 201-202

microsites, 199-200

nurture/consideration, 208-209

purchase development, 209-210

search engines, 206-207

best practices, 213-216

SMART objectives, 201

weekends in other countries, 151

work schedules in other cultures, 151



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