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DEVELOPING AN INTEGRATED INTERNET PRESENCE

**A thesis in partial fulfilment of the requirements for the degree of Master of
Philosophy in Technology at Massey University**

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Developing an Integrated Internet Presence

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Part 1: Concepts

Developing an Integrated Internet Presence

Section 1.1

Introduction

Simon Lusk

This thesis aims to demonstrate a replicable process for creating an integrated internet presence¹. It has a business orientation, due to the fact that no non profit sites have been developed. Several concepts are dealt with in detail, including:

What is the Internet?

An Integrated Internet Presence

Promoting Web Sites

A Promotions or Selling Medium?

Appropriate Use of the Medium

Competitive Advantage

A series of case studies designed to support these concepts form the second half of the thesis. The case studies are predominantly based on existing web sites developed by the author in the past year and a half. Those cases not based on developed sites have been chosen as they illustrate several concepts addressed.

Due to the speed that technology is moving, a snapshot in time has been taken. The actual date of the chosen point in time, June 1996, is not as important as the sophistication of the browser. For the purposes of this thesis, the most widespread browser in use at the time of writing, Netscape Navigator 2.0², is the browser used.

¹An integrated internet presence includes the use of the World Wide Web, Email, Email Lists and Newsgroups. Using the web alone is not using the medium either appropriately or to its full advantage.

²Netscape 2.0 may be found in Appendix 2, and run either from the CDROM or from the machine of the person viewing the CDROM.

Developing an Integrated Internet Presence

Section 1.2

What is the Internet?

Simon Lusk

The Internet is a distinct communications medium in its own right. While it exhibits features of other mediums, including print, television and radio, it does not embrace each of these in its entirety, using only parts of each. The Internet also enjoys several unique features. These include the depth of information and its "on demand" availability. Interpersonal communications, by both electronic mail and telephone, are also available through the internet.

Internet users, and especially World Wide Web users, choose the information that they view to a far greater extent than is possible with newspapers, television or radio, where their choice is limited by the information that the providers choose to make available. While the information that appears on web sites is chosen by site maintainers, there is a near infinite number of "channels", so users have the ability to choose the information they view to a much greater extent than other media.

The Internet, and especially the World Wide Web can, with some justification, be described as "Multimedia"¹, with audio, video, text and images being available to internet users, as well as electronic mail and telephone services. The current download times make the use of video and audio impractical in many instances, although this is changing as download times improve².

Unlike all other media, the Internet is a global communications medium, with users anywhere in the world being able to access information on servers anywhere else in the world. The global availability of information offers astute organisations many opportunities, as they can contact a vast range of potential clients at a very low cost.

¹This passage contains the rather ambiguous use of the terms Media and Multimedia. Definitions of each may be found at the end of this passage.

²See Section 1.11, Download Times.

The Internet can provide both real time and delayed coverage information, in an entirely different manner from any other medium. The delayed information could be the same information that was available in real time, downloaded at the users convenience, or edited versions of the real time information. Delayed information makes up the bulk of that available to internet users, as vast amounts of information derive no benefit from being real time. The ability to provide on demand real time and delayed information to a global audience is one of the key benefits of the Internet. While offering endless possibilities, this is bounded by the current download times.

Another major difference that the Internet enjoys over other media is the ability for direct interpersonal communications via electronic mail (Email). Email allows a site on the World Wide Web to move from being a promotions medium to being a promotions and a selling medium. Visitors to a web site are able to contact the organisation that owns the site via email to facilitate purchasing of products or services.

The Implications to Organisations of the Internet as a Distinct Medium

To take full advantage of the Internet, organisations must view it as a distinct medium. Those who do not run the risk of spending vast amounts of money developing an internet presence that is not appropriate to the medium.

One of the most graphic and easily understood examples of organisations not using the Internet as a distinct communications medium are the current 'Electronic' Newspapers. Electronic Newspapers³ reproduce their daily print edition on the World Wide Web, once every twenty four hours, although with a reduced number of graphics.

Simple reprints of the print edition of a newspaper cannot be considered appropriate use of the medium. Not only does it not take into account the 'multimedia' available through the World Wide Web, but it does not utilise the huge advantage that web sites enjoy, derived from their easy

³A detailed discussion of using the World Wide Web for the provision of News appears in Section 3.7. Appendix 2 offers examples of two electronic News Papers, The Times, and the Electronic Telegraph.

upgradability. Especially useful examples of the ease of upgradability of web sites include the Western Province Cricket Association⁴ site, and the US Open Golf site. The cricket site has an electronic scoreboard that is updated at the end of each over of every international match that South Africa plays. The US Open site had an electronic leader board, updated every few minutes, for the duration of the tournament.

The Parts of the Internet Applicable to this Thesis

The Internet comprises of a large number of subparts, for the purpose this thesis deals only with:

- The World Wide Web, for the purposes of this paper, viewed through a Netscape browser (2.0 or higher).⁵
- Email, through any mail reading software. Netscape Mail offers this service. Eudora is very popular programme that does an adequate job of news reading. Email Lists are read through an email programme.
- Newsgroups, through any news reading software. Netscape News offers this service.

To View the Internet

To view the Internet with the best results, a relatively modern computer is needed, together with a modem. The computer should have at least 8 megabytes of RAM, preferably 16 megabytes, and full multimedia capabilities, including graphics card capable of coping with thousands of colours and a sound card. A 14 400 bps modem is adequate, but 28 800 bps modem is preferable, downloading information at twice the speed of a 14 400 bps.

How the Internet differs from CD Roms

⁴Both of these sites may be found in Appendix 2. For computer users whose machines have sufficient RAM, it is possible to have a word processing programme running simulatenously with Netscape with the golf scored being continuously updated.

⁵Netscape 2.0 is in Appendix 2.

Of all media, CDRoms are the most similar to the Internet. Both the Internet and CDRoms are currently available only through computers⁶, and both are accurately described as multimedia. CD Roms have some similarities to the Internet, although they provide static information that can not be upgraded once the CDRom has been burnt.

The advantages of the Internet over CDRoms are the ease of upgrades, discussed elsewhere in this section, the ability to communicate directly with other people through email, and the depth and breadth of information available. CDRoms are limited in the amount of information they can store. The limit is around 650 Megabytes. The information stored on a CDRom, however, may be downloaded far quicker than information from the internet. The faster download time allows CDRoms to use extensive graphics of a higher quality than is generally found on the Internet. For the same reason video and audio are more prevalent on CDRoms.

To access the Internet, a modem, and appropriate internet browsing software, is required. With a CDRom a CDRom driver is necessary to read the information available on the CD. The Internet requires independent software, where a CDRom can operate with software downloaded from itself.

Definitions

⁶This is not strictly true, with attachments to television sets allow internet access. This type of product is very new to the market and not readily available.

Media: The mass media as a whole. The plural of medium.

Usage: In the sense "means of mass communications".

Medium: A means of mass communications, such as newspapers, magazines, and television.

Multimedia: *adj.* Including or involving the use of several media of communication, such as films, records, or the like, for the purposes of education or entertainment.⁷

The above definition of "Multimedia" is dated, and while strictly true, does not take into account the development of the World Wide Web. For the purposes of this thesis a better definition is as follows:

Multimedia: *adj.* Including or involving the use of several media of communication, such as text, images, videos, audio, perhaps in both delayed and real time.

⁷The first three definitions come from the "Readers Digest Great Illustrated Dictionary L-Z", The Readers Digest Association Limited, Pleasantville, New York, USA, 1984.

Developing an Integrated Internet Presence

Section 1.3

An Integrated Internet Presence

Simon Lusk

The Internet, rather than just the World Wide Web, should be considered when developing an online presence. If the Internet is an appropriate medium for an organisation¹ to use for promotion, a comprehensive web site is a necessary focal point for it. To leave a promotion to the web site alone would not be using the internet to its full advantage. Promoting the site through both internet and non internet channels should take place². Serious consideration should be given to the use of Newsgroups and Email Lists, and to the establishment of an Email Database.

A Site on the World Wide Web

Core to any internet presence is a comprehensive site on the World Wide Web. Web sites should be appropriate to the medium, taking into account the unique features of the Web, as discussed elsewhere in this thesis. Many other parts of the medium also have a major role to play, but without a comprehensive web site an internet presence is difficult, if not impossible, to maintain. Most Internet activities, perhaps with the exception of negotiations and requests for additional information, are designed to be carried out through the web site. Negotiations and selling would usually be done through email.

Supporting the web site includes all promotional and nurturing endeavours, regularly upgrading it, measuring visitor volume and analysing visitor behaviour.

¹Appropriate Use of the Medium is discussed extensively in Section 1.5, with page 8 being especially pertinent to this point.

²See "Promoting Web Sites", Section 1.7

Promoting and Nurturing an Internet Presence

Non Internet Promotion

Web sites must be supported by a carefully planned promotions strategy, including both internet promotions and non internet promotions. [q.v. Section 1.7, "Promoting Web Sites"]. Non internet promotions should take place in media where text can be read, including television, print and direct mail. While having no personal experience in promoting a web site via radio, this seems likely to be less successful as people have to remember a web site address from an audio cue, rather than a visual one.

Making the name of a web site easy remember helps non internet promotions. Unique domain names like <http://www.hottravel.co.nz/>³ are easy to remember, and may be used on all print promotions, and on stationary.

Internet Promotion of Web Sites

The internet, especially newsgroups, email lists and email databases offer the opportunity to actively promote a web site. Each of these areas require slightly different techniques, but allow for the active and ongoing promotions of the site. [Techniques and "day-to-day" tactics for internet promotions of web sites are dealt with in Section 1.7 "Promoting Web Sites"]

Email databases appear to be one of the best features of an integrated internet presence. With an email database customers can be contacted relatively regularly, at a very low cost. Email databases also allow customers to be 'tagged' with their movement around a web site able to be closely monitored. This detailed knowledge of an individual customer's behaviour permits targeting of individuals, or groups of similarly behaving individuals. [See Section 1.10 for in depth analysis of the opportunities offered by web site traffic. "Monitoring Web Site Traffic", which appears below, is also useful].

³This is the Unique Domain Name of Stephen Parsons' House of Travel.

Less active forms of promotion include getting links from 'link sites' to your site, submitting your site's address to search engines and getting links advertisements from high traffic sites. The most compelling feature of these less active promotional methods is their cost. Apart from link advertisements from high traffic sites, they cost nothing except the time it takes to put them into action. They have varying success rates, but are all worth pursuing, as they do not take long to set up, and once in place, require almost no maintenance.

Monitoring Web Site Traffic

Tracking visitors' movement through a site using a statistical programme like 'Getstats' or 'Statsbot' allows a site maintainer to understand how they behave within a web site. Understanding visitors' behaviour enables the site to be adjusted to the organisation's best advantage - manipulating visitor traffic to high profit areas, and manipulating an item's page position to ensure that high profit items receive the maximum amount of visitor traffic possible. Statistical measurement of web page traffic is dealt with in Section 1.10.

Delivery Systems

Product or service distribution systems are a crucial part of an integrated presence. No matter how good an organisation's internet presence is, without the structure in place to deliver merchandise promised through the presence, the presence will not be as successful as it otherwise might. Part of a successful distribution system will necessarily include an organisation having members who are proficient with the use of email, as many orders and enquiries will come from email.

This assumes that the internet presence aims involve direct sales⁴. Some organisations are only attempting to promote their products or services, rather than selling them. Obviously, the distribution systems of these organisations will not affect the success of a site.

⁴See Section 1.4, A Promotions or a Selling Medium?

Conclusions

Developing an integrated internet presence involves considerably more than simply developing a web site and putting it online. Considerable thought needs to be given to the promotion of a web site, through both internet and non internet avenues. Finally, a web site needs to be backed up by adequate distribution systems. The quality of the presence will be greatly impaired if the products and services it promotes are not delivered efficiently.

Developing an Integrated Internet Presence

Section 1.4

Is the Internet a Selling or a Promotions Medium?

Simon Lusk

Whether the internet is a 'selling' or a 'promotions' medium is a misleading question that creates a degree of ambiguity. The medium is incredibly flexible, so it is reasonable to conclude that the medium is largely what an organisation makes of it.

Before this issue is discussed further, it would be prudent to define 'Selling' and 'Promotions'. For the purposes of this thesis, 'Selling' may be taken to mean; "directly attempting to sell product or service through the internet. 'Promotions', in the context of this paper, means; "to promote a product without attempting to complete a sale through the internet.

Examples of 'selling' sites include: Thomas & Thomas¹, Lite Tackle Tours, FlyLife magazine

Examples of 'promotional' sites include: Sage, Scott, Levis Jeans, Finlandia Vodka

There are certainly more categories of sites than the two mentioned above. The sites described are totally dedicated to one pursuit or the other. One of the better examples of a site that acts as both a promotional and a selling site is Fly & Field². This site sells products as well as including large amounts of high involvement information that is regularly upgraded, to encourage people to return to the site.

Arguably, no selling site only sells - it acts a promotional vehicle too. While users are still unaccustomed to buying through the internet, this fact is accentuated. As time progresses, sites will increasingly sell products or services. The site itself is important, but it must take into account the visitors' inclination to make purchases through the site. If the visitor is not buying

¹The web sites listed above may be found in Appendix 2.

²Fly & Field's web site may be found in Appendix 2 or at <http://www.flyfield.com>. Excerpts from the Fly & Field paper catalogue may be found in Appendix 1.

then the site can be set up as a selling site and not sell anything. Those sites attempting to make direct sales, are probably creating indirect sales also, especially with individuals reluctance to purchase through the internet due to security concerns.

A site that uses the medium appropriately will probably be both a selling site and a promotional site. This is due to the depth of the information that can be put online at very little cost, and is a logical step. Regular upgrades with high quality information not necessarily to the products sold through the site, that encourages visitors to return to the site. This may be prompted by regular mailouts to an email database.

Whether a site is a selling or a promotional site, or both, depends entirely on the organisation who the site is developed for. If their aims are to sell directly, then their site will reflect this. Sites that are entirely promotional are often set up by manufactures to support retail sales, a business they are not involved in³.

³Examples of this are described above. None of these organisations sell directly to the public.

Developing an Integrated Internet Presence

Section 1.5

Appropriate Use of the Medium

Simon Lusk

Essential to using the Internet successfully is using it in a manner that is congruent with the opportunities the medium offers. For the purposes of this paper this has been described as "Appropriate Use of the Medium". Each of the case studies in Section Three offers specific and detailed analysis of appropriate use of the medium by the organisation the case study is based on.

When discussing appropriate use of the medium, there are several variables that deserve consideration, including examining opportunities offered by the medium itself, and what is appropriate for a particular organisation - it is necessary to strike a balance between these features.

The underlying thesis of this passage, discussed in depth in Section 1.2, and the case studies in Section 3, is that the Internet is a distinct medium in its own right. Organisations recognising and using it as a distinct medium will enjoy an advantage over competitors who do not.

This paper deals with the World Wide Web, Email, Newsgroups and Email Lists. [A thorough discussion of parts of the internet dealt with in this paper may be found in section 1.2.]

The World Wide Web

For an organisation attempting to sell through the Internet, the World Wide Web is the most important part of the medium. A comprehensive web site is crucial to an internet presence. The World Wide Web offers text, images, video and audio, with the possibility of the last two being real time¹. More importantly, the web offers an interface for potential customers to find out what products or services an organisation is selling, without the organisation having to do anything

¹Real time audio and video is in use, although video is not used extensively. ESPNET Sports Zone offer real time audio coverage of NBA matches.

other than set up and maintain the site. Other parts of the medium demand proactivity.

While having similarities with television, radio and the print medium, the World Wide Web incorporates features of each of these, without embracing any of them in its entirety. Current download times mean that the use of video and audio has to be limited. Realtime video and audio have to be even more limited. As download² times reduce, both video and audio will be increasingly used - this could, and probably will, provide a threat to other media.

Measuring Visitor Behaviour within a Web Site

From a business perspective, the ability to monitor visitors movement through a web site offers a series of unique opportunities³.

Rather than relying on market research based on extrapolations of small samples, the total number of 'hits'⁴ may be discovered, allowing analysis to a degree of accuracy not possible with other media. Thus informed decisions relating to changes to the web site may be made, being based on fact, rather than supposition.

Knowledge of visitors' behaviour around a site allows for obvious courses of action such as placing high profit margin items in areas where they are most likely to attract 'hits'. Over time, careful analysis of statistics give a site maintainer an insight into the way visitors behave, and by altering the design of the page, their movement can be manipulated around the site.

Web site visitors appear to move about a site in a similar manner to one another. Statistical analysis of several areas of Fly Fishing New Zealand web site revealed that visitors appeared to read pages from top left to bottom right, ignoring internal links. This behaviour can be

²Download times are discussed in Section 1.11

³A page of statistics may be found in Appendix 2. For further comment on the use of web site statistics, see Section 1.10, Analysis & Manipulation of Web Site Traffic.

⁴Hits: visits to a particular page on a web site.

manipulated, by the use of techniques like a "What's New" page. [Discussion of techniques and tactics to manipulate web site traffic may be found in section 1.10].

In the case of Stephen Parsons' House of Travel, following visitors' movements around the site was initially of secondary importance to measuring the response that internet users had to a variety of promotional activities. This is discussed in full in the Stephen Parsons' House of Travel case study, Section 3.9 and in Section 1.7, "Promoting Web Sites".

On a relatively simplistic level, measuring traffic is possible at almost no cost. The analysis is straightforward, especially for smaller sites. Arguably, not to use this feature is not using the medium appropriately.

Depth of Information and "Soft Selling"

The medium allows a large amount of information to be put online at a relatively low cost. To illustrate this point, compare Fly and Field's web site⁵ with their paper catalogue. Each is trying to sell the same products, but the web site contains a vast amount of information, often not directly related to the product being sold.

The depth of information offered by the Fly & Field site is the basis for a soft sell approach that encourages visitors to return to the site regularly. This could be improved by having an email database, and regularly mailing out members when the site is upgraded. A thorough discussion of email databases may be found on page six of this passage.

As internet surfers can pick and choose where they go to, organisations that aim for repeat visitors to their web site should take into account its entertainment value. A good site will provide enough interesting information to encourage visitors to stay longer in a site and return frequently.

⁵Fly 'n' Field's web site may be found in Appendix 2, and excerpts from the Fly 'n' Field paper brochure may be found in Appendix 1.

Regularity of Upgrades to the Site

Part of maintaining the entertainment value of a web site necessarily includes regularly upgrading the site with new information. Meaningful upgrades have two effects, firstly to generate repeat visits, and secondly, to retain visitors in a site for longer.

Regular upgrades can be matched by regular mail outs to an email database, (q.v. email databases are discussed on page six below), prompting repeat visits. If a site does not proactively seek return visits through an email database, and relies on visitors returning of their own volition, regular, meaningful upgrades will increase the likelihood of return visits.

Stephen Parsons' House of Travel use of an email database has had good effect. The database members have responded well to mailouts that have supported upgrades to the web site. It appears that this email prompting has encouraged visits in excess of what would normally be expected.

'Humanising' a Web Site

Where possible, a web site should include the ability to interact with other humans, in an attempt to 'humanise' the site. A web site is very impersonal, but with a small amount of effort the people that visit the site can electronically interacting with the people behind the site. This 'humanising' concept is displayed in the Stephen Parsons' House of Travel Web Site "Staff Page", the OBO Hockey Goalie Site "Expert Page", and the Fly & Field "Ask the Expert" page⁶.

Netiquette⁷

As the World Wide Web is a self selecting medium, unlike email or newsgroups, netiquette is

⁶Each of these sites may be found in Appendix 2.

⁷Netiquette is vernacular for the etiquette of the net.

not as important. Visitors to a web site are there of their own volition, so if a site displays unethical tendencies or offensive material, they will leave. It is considered desirable, however, to keep individual pages at between 40 and 50k, so download times are not excessive. Pages in excess of this size should offer a warning, including their size, so visitors can decide whether it is worth their while to download the information. Video and audio clips, which have exceptionally long download times, certainly should have some indication of their size.

Email

The medium allows for easy contact through electronic mailing, so questions may be answered quickly and cheaply.

Email messages are often short⁸, and are best kept short. Their current form allows for very simple text only messages, without even bold or italic fonts, so long messages can be hard to read. Messages are usually informal, with grammar and spelling often not being particularly good. Email software programmes usually do not include grammar checkers, so the grammatical quality of the message is not as important as with faxes or letters.

Social niceties like the use of "Dear" and "Yours faithfully" or "Yours sincerely" are generally not observed, in keeping with the informal nature of most email communications. Letter heads are not frequently used, although signature files at the bottom of the message are common. The use of signature files is discussed in depth in Section 1.7, "Promoting Web Sites".

Email Etiquette

Unsolicited email is not considered ethical. This type of message, especially from commercial organisations, can result in strenuous complaints from recipients of the messages. While uncommon, the recipients of unsolicited mail may retaliate by sending excessively long messages or a large number of messages to the initial senders. This causes problems with email software, as it is not designed to cope with large amounts of information.

⁸A selection of email messages may be found in Appendix 2.

Unfortunately, this type of wide scale unsolicited mail appears to work, which is why it is used. Stephen Parsons' House of Travel web site was announced by a large scale mailout to Massey University Email account holders. This caused problems with the Massey mail server, and anger among some recipients. While unethical, the mailout was very effective, gaining a large number of positive responses, including some email inquiries for reservations and a large number of people joining the email database.

Email Databases

Email Databases offer the opportunity for a commercial operation to regularly contact people who may be interested in their goods or services. Preferably they should only include those who have voluntarily submitted their email address as sending out large amounts of unsolicited mail is considered unethical (q.v. the previous passage).

One of the virtues of operating an email database is that it allows for individuals behaviour and responses to be monitored. This is achieved by closely following the web site statistics. Statistics pages record the names of the machines from which visitors view a site. If this information can be found, and visitors' movement can be monitored around a site, a series of informed decisions can be made.

For example, in the case of Stephen Parsons' House of Travel, the monitoring of database members' responses to mailouts will allow for the database to be divided into sub parts. If a group of people on the database show a propensity to return to the site often when told that an upgrade has been made, they can be placed in a separate group, and mailed more frequently. Similarly, if a group of database members express an interest in a particular type of holiday, they can be divided into a separate group, and mailed when specials in this area become available.

When emailing members of a database, messages should be kept brief and to the point, as described above. An example of a message sent out to the Stephen Parsons' House of Travel which takes into account email etiquette is as follows:

"Hello Travellers,

Stephen Parsons' House of Travel web site has been updated, with some great new specials on offer. This week has shortlife fares to London, package deals to Fiji and more information on the 1997 Hong Kong Sevens. Visit the Specials page for more details.

For those of you who have not bookmarked our web site it may be found at <http://www.hottravel.co.nz/>. To get direct to the special's page go to <http://www.hottravel.co.nz/special.htm>

Best Wishes

Stephen Parsons"

Email Lists & Newsgroups

Email Lists and Newsgroups offer the opportunity to contact a large number of people with internet connections who share a particular interest⁹. Direct commercial promotion is not permitted, although sales of second hand merchandise may be made by individuals, provided postings' titles are preceded by 'FS'.

While direct commercial promotion is not permitted, both email lists and newsgroups can be used to promote a web site. A thorough discussion of how to use lists and newsgroups occurs in section 1.7 "Promoting Web Sites".

Netiquette is very important in both lists and news groups. There are general rules and group specific ones. Individual groups or lists have their own ethics, so it pays to observe a group for some weeks before posting to it.

⁹Examples of newsgroups that I have used most extensively include: rec.sport.cricket, rec.sport.hockey.field, rec.sport.rugby & rec.outdoors.fishing.fly.

Email Lists are not an area in which I have a great deal of experience in. The one I have subscribed to, **flyfish@¹⁰**, is not as genteel as the **rec.outdoors.fishing.fly** newsgroup. There are several ego maniacs with electronic personas, who hide behind their electronic anonymity, and take it upon themselves to chest beat and carry on in a most unbecoming manner. Unfortunately this is a feature of many lists, but appears less prevalent in Newsgroups.

The Organisation

While all the above is possible, any discussion of appropriate use of the medium must take into account the organisation who a presence is being developed for. Elaborate presences cost money, and a web site may not receive many hits. An organisation's customers may not be online, meaning promotions through the World Wide Web are largely useless.

There appears to have been a trend among site developers to get caught up in technically sophisticated web sites, without consideration being given to the organisation for which the site is developed. There are both internal and external issues deserving consideration, including the organisations target market and technical competencies.

The Target Market

The target market of an organisation must be considered. Certain types of people are currently online, making them susceptible to internet promotions. People currently online are usually highly educated and from higher socioeconomic groups, so organisations selling to this type of person could derive considerable benefit from an integrated internet presence.

Conversely, an organisation servicing a lower socioeconomic market, excluding tertiary

¹⁰Flyfish@ may be subscribed to by sending an email message to **FLYFISH@LSV.UKY.EDU** with the single line "subscribe flyfish".

students¹¹, probably could find more effective places to spend money on promotion. No matter how elaborate or carefully developed a presence is, if an organisation's target market is not online, an internet presence will almost certainly not be a cost effective selling mechanism.

Hunting and Fishing New Zealand, (Case Study 3.4), offer a very good example of having a web presence without their target market being online. Hunting and Fishing, a chain of New Zealand stores selling hunting and fishing products, were part of the Fly Fishing New Zealand Web Site. Hunting and Fishing's core customers are New Zealand hunters and fishers, while the web site was being visited by mainly foreigners. Hunting and Fishing do not offer mail order sales, so could not offer products for sale to overseas visitors to their site.

The Type of Product

The World Wide Web is viewed world wide, so organisations with the ability to sell products anywhere in the world will probably derive more benefit from an integrated internet presence than an organisation distributing locally. This appears to be logical, although there are cases when an integrated internet presence on a local level can be effective.

This is the case with Stephen Parsons' House of Travel, which has a web site that may only be viewed by people inside the Manawatu region. As the web site is the cornerstone of their internet presence, this effectively means that they cannot sell outside the Manawatu. As people outside the Manawatu are not in Stephen Parsons' House of Travel target audience this is not a problem.

Level of Technical Competence

The ability to sustain an integrated internet presence is greatly enhanced by an organisation being online, and with one of its members knowing how to use various parts of the internet. This allows for proactive promotion on a regular basis, often very cheaply. Stephen Parsons' House of Travel enjoys this feature, although there is some resistance to selling by email, as consultants do not

¹¹Tertiary Students are often online but without a high disposable income, meaning they are usually classed in lower socio-economic groups.

have access to itineraries and email from the same computers, meaning information has to be transferred by floppy disk.

Solitaire Lodge, part of the Fly Fishing New Zealand site and described in Case Study 3.2, are not online and suffer from extreme technophobia. Senior people in key management positions prefer to use manual typewriters to computers. This is incongruent with their detailed web site, which includes three quicktime videos.

Several other fishing industry operators also suffer from not having an internet link, or any computer skills. To get around this, bookings may be made through fax or mail, but this does not appear to be a particularly successful method, as it is substantially more complex than making bookings through email, especially with web browsers offering the ability to send email.

Conclusion

While an integrated internet presence should include more than a simple web site, due to the lack of technical sophistication in many organisations, this may not be the case. When developing an integrated internet presence consideration must be given to the organisations technical abilities, and their target audience. Sophisticated web sites that are not backed up by good service, and do not reach an organisation's target market, are a wasteful use of an organisations resources.

Developing an Integrated Internet Presence

Section 1.6

Competitive Advantage

Simon Lusk

Competitive Advantage:¹

Advantage than an organisation enjoys over its competition, through the development, maintenance and cultivation of superior skills, abilities, resources and knowledge.

An organisation developing an integrated internet presence may derive real advantage over its competitors. Competitive advantage may be derived from being online before competitors, the low cost targeting of a global marketing effort, or sales at low cost².

There may be a distinct advantage in developing a web site, especially if competitors do not. Even if competition develops web sites, proactive management of an integrated internet presence should allow a distinct competitive advantage to be established and maintained. An integrated presence is going to be substantially more effective than a simple web site, especially if the integrated presence embraces a comprehensive promotional campaign and has the facilities for sales to be made direct from the web site.

An example of this may be found when comparing the Stephen Parsons' House of Travel site and integrated presence with a competing Palmerston North Travel agent, AA Travel's³ site. AA Travel do not even have an email address, making bookings from their web site difficult. Further, AA Travel appear not to have any reason for visitors to return to their site, as it offers no logical

¹This is the authors definition, for the purposes of this paper.

²Stephen Parsons' House of Travel developed an integrated internet presence to take advantage of low cost of sales. See Section 3.9 for further details.

³Both Stephen Parsons' House of Travel and AA Travel's sites may be found in Appendix 2.

structure for upgrades, unlike Stephen Parsons' House of Travel, which encourages repeat visits through the regular upgrades of the "Specials" page and regular mailouts to their email database.

The tracking and analysis of visitor movement within a web site and their response to various marketing initiatives allow an organisation to develop superior knowledge its customers. This enables the building of relationships with customers and potential customers in a way which would otherwise be very expensive and difficult to.

Access to a global audience through the internet comes at a very low price. This allows for sales to a large number of markets that would otherwise be expensive to target. Provided an organisation is willing to send merchandise anywhere in the world, product can theoretically be sold in any country that has internet access.

In some situations, customers in store take much longer to deal with than customers who deal remotely. This was one of the fundamental reasons that Stephen Parsons' House of Travel developed an integrated internet presence. By encouraging travellers to make their reservations by email, and not come in to the store, reservations could be processed faster, which is of real advantage to Stephen Parsons' House of Travel.

Developing an Integrated Internet Presence

Section 1.7

Promoting Web Sites

Simon Lusk

This passage examines a series of measures that a web site maintainer can use to increase web site traffic. Dealt with in three sections, the results of most of these methods are able to be quantified.

Part One "Free" Mechanisms

These mechanisms enjoy a varying degree of effectiveness, and cost very little, as they require only time and text messages to be sent out. Extensive trials in some of these areas has returned a substantial number of hits¹. Other areas have not been so successful.

Promotion through Newsgroups & Lists

Direct commercial promotion on either Newsgroups or Email Lists is considered a breach of netiquette (the etiquette of the net), and in the long term, probably leads to business being driven away. This does not mean that promotion cannot be undertaken, rather it must be done in a careful and subtle manner. Postings to lists and newsgroups announcing a new web site's address are permissible, and are modestly successful.

A presence in a newsgroup or email list can be maintained over time. This is achieved without offending netiquette, by regularly answering questions asked through the news group or list, or by making regular non commercial postings. On such messages an electronic signature at the end of the message with your name and web site address is quite acceptable. This technique is practised by several individuals on the **rec.outdoors.fishing.fly** news group, including Dan

¹A hit is recorded every time a visitor downloads a page. When a page is downloaded again after a relatively short time, however, the page comes from the visitors machines cache and so is not recorded as a hit.

Garcia of the Orvis (fly fishing outfitters) Casting School and Al Beatty, who owns a Montana fly fishing store.

In the initial weeks of the Fly Fishing New Zealand site I adopted a similar approach. This approach was moderately successful. It appeared that only some of those people who read the posting went on to visit the site, and this was not necessarily very many people. It is fair to surmise, however, that these people, being news group users, were dedicated enthusiasts, and likely to visit New Zealand at some stage to fish, which made such a practice worthwhile.

In the case of OBO Field Hockey Goalie company the use of the **rec.sport.hockey.field** news group made considerable sense. The news group is followed by a fairly dedicated group of hockey enthusiasts, many of whom were encouraged to join the database. Postings by OBO's expert goalie, Hilton Munro, has increased traffic to the web site, especially hits from repeat visitors. These postings appeared to raise the net using hockey community's awareness of OBO, and of OBO's internet presence.

Submitting to Search Engines

While some search engines are robotic, searching and finding links independently, submission of links ensures all search engines include a site's address². The regularity of searches by the robotic search engines is largely unknown, so it is prudent to submit to robotic engines as well as non robotic ones.

Repeated submissions ensure that if your site's category is searched for, your site is the first that appears in any net search return. For those engines that allow submission of key words, several different submissions with variety of key words ensure that a wider category of search results return your site.

²A web site called Submit-it allows for the mass submission to a large number of search engines with little effort. Submit It may be found at <http://www.submit-it.com/>, and does not appear in Appendix 2, as its dynamic nature makes reproduction on CDROM largely a waste of time.

Building Email Databases

This approach has been adopted by Stephen Parsons' House of Travel, and OBO Field Hockey Goalie Equipment, with visitors encouraged to join an email database through an electronic form in the web site³. The initial incentive to join the Stephen Parsons' House of Travel was the chance to win a trip for two on Freedom Air across the Tasman. By building a file in the 'nicknames' section of the email programme Eudora, with database members email addresses, an email drop is seconds work and costs a very small amount.

Use of the Stephen Parsons' House of Travel database appeared to dramatically increase visitor traffic to the web site. Perhaps just as importantly, the mailout reminded Manawatu residents that Stephen Parsons' House of Travel has the facility to make travel arrangements through email.

Mail-outs to the email database must be used prudently, as there is a degree of resistance to junk email. Major upgrades to a site merit mailouts. In the case of Stephen Parsons' House of Travel pages for cruising, themeparks and adventure tourism will be added, and each will merit major mail outs. Special deals will also merit mailouts, although in the longer term it is hoped that mailouts will be divided into subcategories, so only those who are interested in deals to particular geographical areas will get mailed when these deals become available.

OBO's email database will be mailed when new products are added to the site, and when their expert adds keeping tips to the site. Excessive, self congratulatory mail outs will have a detrimental effect on the soft sell culture that both the Stephen Parsons' House of Travel and OBO have adopted, so will be avoided.

Link Sites

"Link" or "Jump" sites are sites with links to other sites. They are relatively common, as they are not hard to set up or maintain. Many sites have a "links" page. Rather than search out the better link sites, it is sensible to find every link site and send your site's address, asking the link site

³q.v. the Database Page of Stephen Parsons' House of Travel web site in Appendix 2.

maintainer to add it to their list of links. This approach ensures wide coverage, which theoretically results in an increased number of hits.

In the case of both the Fly Fishing New Zealand site, and the Massey University Agriculture and Horticulture Faculty site, this method was responsible for a dramatic increase in the number of new unique machines visiting the site. In both cases joining link sites came after some weeks of the sites being online, so it was reasonable to conclude that the traffic was coming from the link sites.

Fly Fishing New Zealand enjoyed an increase in the number of new unique machines per week of around 250 [From 150 per week to 400 per week]. While this may in part be attributable to the length of time online, it appears that a large number of these new hits are attributable to the link sites.

Part Two "Quasi Free"

Quasi Free techniques include those that cost something, but will probably only be undertaken when stationary, advertising or catalogues are upgraded. It would appear to be unnecessary to leave large numbers of old stationary or catalogues unused just to get internet details appearing on either of these items. These approaches should be adopted wherever possible.

Stationary, Advertising and Catalogues

All stationary, catalogues, advertisements and other printed matter should have email and web addresses spread liberally through them. Examples of this in practice are the Fly and Field⁴ catalogue and business card, and Kaufmann's Streamborn⁵ catalogue. Kaufmann's is an

⁴The Fly and Field web site may be viewed at <http://www.flyfield.com/> or in Appendix 2. Excerpts from the paper catalogue may be found in Appendix 1

⁵The Kaufmann's Streamborne web site may be found in Appendix 2. The excerpts from the print catalogue may be found in Appendix 1.

interesting example, as their web site is very poor, and has been for over six months, and their print catalogue is diverting people there.

Examining a Sunday Star-Times newspaper, web addresses appear on advertisements in the entertainment section, on concert promotion advertisements. In the business section of the New Zealand Herald, a recruitment company's advertisements have web addresses appearing at the bottom of their advertisements.

Measurement of the success of this method is difficult, as it is not easy to isolate its effect on web site traffic, because it is usually operating in conjunction with several other variables.

Part Three Other Methods

This is an area in which I have had limited personal experience, largely due to their expense - some options I am currently pursuing, and have observed.

CNN & ESPN

Both television stations promote their web sites heavily through advertisements on their television shows. These advertisements appear to be successful, especially in the case of ESPN Sports Zone, as this site enjoys a huge number of hits.

On a local level, Television New Zealand⁶ has a web site, although this has not been as heavily promoted as the two US sites. This may be because the site is not as elaborate as the ESPN or CNN sites. TVNZ's web site is advertised at the end of each news hour, and incorrectly titled "Internet".

Conventional Mail Drops

This mechanism will be undertaken with OBO field hockey goalie equipment. [First to US

⁶TVNZ's site is at <http://www.tvnz.co.nz/>

University Hockey Clubs, perhaps extending to all US hockey clubs, depending on the success of the initial promotion]. Letters will encourage members of the hockey clubs to visit the OBO web site, with the incentive of winning an OBO novelty hat if they join the email database. US universities were selected due to the fact that most US students have internet access, making it likely that letters will result in visits to the site. This will be able to be monitored by watching the server names in statistical outputs, as people visiting the site with machines with internet access from educational organisations will be distinguishable by the suffix ".edu".⁷

Newspaper Advertisements

This approach was adopted by Stephen Parsons' House of Travel, with advertisements placed in the Evening Standard, Palmerston North's local newspaper. The first of the series merely listed the web address, while the second listed the address and a message encouraging the joining of the email database, with members of the database going into a draw for a Freedom Air Trans Tasman trip for two, leaving Palmerston North.

Initial advertisements resulted in a substantial number of people joining the Stephen Parsons' House of Travel email database. Advertisements appearing after the first week of the site's operation were completely unsuccessful, with very few people joining the database.

Conclusions

Promoting a web site is part of using the medium appropriately. Once a web site is established taking any of the steps above usually result in an increase of traffic through the web site. Some methods will work better than others for different organisations, and it would be prudent for any organisation to experiment with most of the features discussed above to determine what works best for them.

By checking web page statistics, it is possible to work out some sort of short term cost benefit

⁷A Getstats page appears in Appendix 2.

analysis for most of the promotional methods. This allows informed decisions to be made when planning for future promotions.

Developing an Integrated Internet Presence

Section 1.9

An Optimum Commercial Environment for Internet Use

Simon Lusk

Any organisation developing an integrated internet presence will greatly enhance the presence if the internal organisational dynamics are favourable to internet use. Organisations without an internet connection, and especially without an email address, will struggle to maintain a high quality presence, as it is very difficult for people visiting their web site to contact them.

Other organisational problems exist, including the ease with which members can access their internet connection. If impediments to internet use exist, especially with email, necessary communications with customers or potential customers may not occur. [eg Stephen Parsons' House of Travel below.]

It would be foolhardy to attempt to describe an ideal commercial environment for the development and maintenance of an integrated internet presence, as this will vary from organisation to organisation. Organisation goals for its internet presence differ, making any general prescription nonsensical. There are, however, several features common to organisations successfully using the internet. These include organisation members being confident with computers and having access to a computer with email facilities. Email access probably should be on the desk of several organisation members. Access to the World Wide Web is not as important, but organisation members who are involved in maintaining an internet presence probably should have access to the web, so that they can keep abreast of changes as the web develops.

Internet access not only allows contact to be made with customers, but also allows organisation members to gain an understanding of the etiquette of various parts of the net, ensuring they do not commit any unwitting faux pas. While not crucial, someone in an organisation should be able to post to email lists and newsgroups, as these can provide a useful source of business.

Solitaire Lodge offers a very good example of how an integrated internet presence is hampered by lack of technical know how. Solitaire Lodge¹ have one 386 computer that runs a primitive version of Windows, and is used only by the receptionists, with senior management using manual typewriters. They do not have an internet connection, so do not have the ability to take reservations through email, or maintain an email database.

The lack of email is incongruent with the Solitaire Lodge web site, which is extensive, including ten pages of information, and three quicktime videos. Without email, bookings have to be made via phone, fax, or mail which makes bookings difficult for internet users to make, and this is not the service that they expect.

Another interesting example is Stephen Parsons' House of Travel². Stephen Parsons' House of Travel personnel are very good with computers, as they make all reservations through a computer system. While confident with computers, the staff have difficulties using email, as they do not have email on their desktop machines. To take a booking via email, make appropriate reservations and then send back confirmation of the booking involves reading email from one machine, making the reservation on another machine and returning to the original machine to send out the itinerary.

This somewhat labourious process does not encourage staff to use email to take bookings, which is the main aim of the Stephen Parsons' House of Travel internet presence. In the short term the problem could probably be solved by simply setting up an Ethernet network that would allow key personnel who handle email bookings to access email. In the longer term, it would be sensible for each of the staff to have an individual email address, and email access from their desktop.

¹Solitaire Lodge, Section 3.2, & Appendix 2.

²Stephen Parsons' House of Travel, Section 3.9 & Appendix 2.

Developing an Integrated Internet Presence

Section 1.10

Analysis & Manipulation of Web Site Traffic

Simon Lusk

Analysis

Analysis of visitors' behaviour in a web site is achieved by viewing site statistics through a statistics programme like 'Getstats' or 'Statsbot'. Although limited and inflexible, 'Getstats'¹ provides information on a variety of areas, including the number of unique machines, the number of 'hits' per page and a list of recent visitors to the site.

The ability to access this type of information is one of the real advantages of web sites. By careful examination of web page statistics, a site maintainer can alter the site to direct visitors to areas of the site that are beneficial for the sites owner to have them in.

Another real advantage is that responses to promotions of the web site, both internet and non internet, can be monitored. Organisations can assess the efficiency of various promotions, measuring their sites visitor traffic changes that can be attributed to specific promotions. Examples of this in practice may be found in Sections 3.1 Fly Fishing New Zealand & 3.7 Stephen Parsons' House of Travel.

Manipulating Web Site Traffic

Trial with a several web sites has shown that the way visitors move around a web site can be dramatically altered by changing the design of the site. The passages below offer an explanation of these techniques.

¹See Appendix 2 for an example of a Getstats page from Stephen Parsons' House of Travel.

Page Position

The page position that a link occupies has a dramatic effect on the number of hits that the link receives. The Fly Fishing New Zealand site offered several interesting examples of this phenomenon, of which the "New Zealand Trout Fisher" page demonstrated this most graphically. The online October edition of the New Zealand Trout Fisher² has the following format.

aafsdI afdsf
aafsdI afdsf
aafsdI afdsf
aafsdI afdsf
aafsdI afdsf
aafsdI afdsf

The first two articles received large numbers of hits. As the position of the article got lower on the list, the number of hits decreased.

Overcoming Poor Page Position

While page position is crucial, there are a series of techniques to manipulate traffic to parts of a site. The results of each appear to vary, and for consistently high traffic, page position at the top left of any page should be secured.

"What's New?"

A "What's New" page on the Fly Fishing New Zealand web site made a dramatic difference to the number of hits recorded in previously poor performing areas. The "What's New" link was

²The New Zealand Trout Fisher Online may be found on Fly Fishing New Zealand web site in Appendix 2.

placed at the top of the links section of the introduction page³, giving it prominent page position.

Blue Ribbon Wilderness Guiding's page, linked to from the guides' page, was getting very few hits. This was due to the inferior page position that the link had on the guides page. With a small amount of text and a photo on the "What's New" Page, Blue Ribbon Wilderness Guiding suddenly began to receive more hits than any other guide.

Other pages appearing on the "What's New" page enjoyed an increase in the number of hits they received, but did not illustrate the power of the page as a manipulator of traffic, partly because they were already receiving a substantial number of hits.

Internal Links

Steven Parsons' House of Travel⁴ "Specials" page offers an example of internal links. It is possible to jump to each one of the specials on the "Specials" page. The effect of this was hard to monitor, as the specials on the "Specials" page were frequently updated, making measurement difficult.

The 'Guides' Page of the Fly Fishing New Zealand site also has an internal link. Guides are listed in a geographical order, from North to South, and the Southern guides were gaining substantially less hits than their northern counterparts. The effect of the link was not great, which was a little surprising as South Island fishing is mainly sight fishing for brown trout, which is held in higher esteem by most anglers than the blind fishing for rainbows that predominates in the North Island.

Conclusions

The results of analysis of the statistics behind the Stephen Parsons' House of Travel site and the Fly Fishing New Zealand site suggests that visitors to the site were moving around the site in a

³See the Fly Fishing New Zealand web site in Appendix 2.

⁴Steven Parsons' House of Travel web site may be found in Appendix 2.

similar way to that they would if they were reading printed text, starting at the top left and moving to the bottom right.

It is possible to manipulate traffic so it behaves in a different manner, but securing premium page position is the easiest and most effective method.

Developing an Integrated Internet Presence

Section 1.11

Web Site Down Load Times

Simon Lusk

The following are theoretical maximum download speeds, and are often not realised due to a variety of factors including server speed¹, traffic loading, and international link speeds.

14400bps Modem

The fourteen-four modem, as it is colloquially known, has a theoretical maximum download speed of 1.3 kilobytes per second, with the potential to operate at up to four times this level if the data being transferred can be easily compressed. Realistically, with web pages, this will not occur, as data is usually compressed as much as possible to start with.

To give some indication of the speed of the download, a 40kB page of a web site will take approximately 40 seconds to download, give or take 10 seconds.

28800bps Modem

The 28800bps modem is the standard modem available today, with there being little market for 14400, so much so that they are often added as an extra to new machines. A twentyeight-eight modem has a theoretical maximum of 2.5 kilobytes per second, with this increase four times if data is able to be easily compressed further. The notes above relating to compression apply equally to the 28 800bps modem.

A 40k page of a web site will take around 20 seconds to download, dependant on factors

¹Compare the download speed of the Fly 'n' Field site (<http://www.flyfield.com>) with the download speed of the Flyfishers Online site (<http://flyfishers.com>). The front pages are approximately the same size, but the server that Fly 'n' Field's site resides on is substantially quicker than Flyfishers Online's server.

discussed above.

33000bps Modem

While not in extensive use, a 33000bps modem will give a superior data transmission rate to that of a 28800, although only if it is communicating with another 33000bps, of the same manufacturer. Realistically, data transfer rates of a 33000 will be very similar to those of a 28800 modem.

With Copper

Copper, with state of the art technology, offers the opportunity for data transfer rates of up to 100 megabits per second, which is roughly five million times faster than the transfer rates offered by a 28800kps modem. This type of data transfer rate will allow for the extensive use of realtime video and audio, without the constraints that these currently suffer from.

With Fibre Optic Cabling

Fibre cabling offers potential data transfer rates of up to 1 gigabit per second, approximately fifty million times more than a 28800 modem, or ten times more than the corresponding copper transfer rates.

Data Transfer Rates in the Future

Data transfer rates in the future will be greatly enhanced by new technology, and the wide spread use of fibre optical cabling. The problem at the moment, however, is that electronic components necessary for the use of fibre are very expensive. While these prices are coming down, it appears likely that data transfers will take place through a hybrid fibre and copper system, with fibre to the centre of clusters and copper from the centre of the cluster to homes. An all fibre system may be used in business areas, although there are considerable costs associated with fibre that copper does not have to bear.

Under this system, data transfer rates will increase to levels that make the use of high quality real time audio and video, and increasingly sophisticated web sites. Of the case studies discussed in this thesis, "Using the World Wide Web for the Delivery of News" - Section 3.7, will enjoy the greatest benefits of faster download speeds, as news would benefit the most from the use of video footage.

The technical information appearing above comes courtesy of John O'Connor, Network Engineer, Computing Services, Massey University.

Part 2: An Integrated Internet Presence

Developing an Integrated Internet Presence

Section 2.1

Influences needing Consideration when Developing an Integrated Internet Presence

Simon Lusk

When developing an "Integrated Internet Presence", three areas must be considered, and a balance between the three found. These broad areas are; what is technically possible, the level of technical sophistication of people who will use the internet presence, and what is required by the organisation developing the presence. Of the three, the organisation will offer more challenges than the other two.

Part 1 The Organisation

As each organisation is different, each will have different goals for their internet presence. This will reflect the organisation's target market and the ability of organisational members to use the internet. Also impacting on the form that the presence takes will be an organisation's ability to deliver products or services offered over the internet.

Aims of the Presence

Organisations' aims vary, and this is reflected in the great variance of their internet presences. Many organisations who do not sell products directly have extensive web sites, including Levi Strauss, Sage, Scott, and Finlandia Vodka¹. Others like Fly 'n' Field, Stephen Parsons' House of Travel, OBO and FlyLife Magazine are designed to sell directly to visitors to the site. The aim of the presence and the market that the organisation serves will dictate the style of presence adopted by an organisation.

The Finance Available

The finance available for the development and maintenance of an integrated presence will

¹Each of these web sites may be found in Appendix 2

constrain the extent to which the presence is allowed to develop. Limited finance will restrict promotional opportunities, especially in non internet media. It will also limit the number of upgrades to a web site, which is detrimental to the presence.

Organisations must also consider whether the internet is the most appropriate medium to spend its selling and promotions budget on. In some cases, more value for money could be gained by spending in other media.

Target Markets

Differing target markets will require a different response. If an organisation sells to a global market of higher socioeconomic groups, then an internet presence is likely to succeed. If an organisation services a domestic market where not many people are online, the benefits of an internet presence will probably be low. This does not necessarily mean that the internet cannot be used for the benefit of an organisation.

An organisation that uses the internet extensively, without actively promoting through it, is Hawkes Bay sharebroker, Somerset Smith Partnership. Somerset Smith service the Hawkes Bay market, and do not have a great number of online customers. For this very reason, it does not promote or sell through the internet, but it uses the World Wide Web extensively as a source of information from foreign markets. The Web allows Somerset Smith to access timely information quickly, easily, and at low cost.

A completely different type of internet presence is the one that Stephen Parsons' House of Travel has developed. This presence aims to create travel reservations through email from local internet users, predominantly those accessing the net from Massey University, with no attempt being made to sell to a global market.

Members' Computer Capabilities

The ability of organisation members to use a computer will have a great bearing on whether an

internet presence can be successfully sustained. The most applicable example offered in this thesis is that of Solitaire Lodge², where manual typewriters are still being used by senior management. This is incongruent with their web site, which includes extensive information on a variety of topics, as well as quicktime videos.

Part 2 Opportunities the Internet Offers

The Internet offers a plethora of opportunities to the developer of an "Integrated Internet Presence". Part of any developing any internet presence requires decisions being made about the extent to which these opportunities are taken up, especially when developing a web site.

Web sites can become incredibly complex, with video and audio footage being available in both realtime and delayed format. Extensive images can be used, and with sophisticated programming these can be made to change, either through using a "server push" or a Java Applet³. Frames can border parts of pages, with several different windows operating on the same page, each frame having the ability to scroll through independent of the behaviour of the other parts of the page. Forms for visitors to submit information to the site maintainer are also possible, and often used⁴.

²Solitaire Lodges Internet Presence is discussed in depth in Section 3.2, with page 9 of Section 1.5 also offering further analysis of this point.

³Java Applet: A Java Applet is a Java program that can be included in an HTML page, much like an image can be included. When you use a Java-compatible browser to view a page that contains a Java Applet, the applet's code is transferred to your system and executed by the browser.

(Definition from the Java Soft web site: <http://java.sun.com/java.sun.com/applets/index.html>)

Java goes beyond the scope of this thesis, as Netscape 2.0 does not 'read' Java script.

⁴See forms on the database pages of Stephen Parsons' House of Travel web site, and the OBO web site.

While less aesthetically pleasing than a well designed web site, email offers a multitude of opportunities at a very low price, as email messages are text only, so not memory intensive. Email databases are relatively easy to set up and maintain, although these can take some time to develop and get to function effectively.

Newsgroups and Email Lists are other 'text only' parts of the medium that offer the astute developer of an internet presence a variety of opportunities. Regularly posting to either a list or a newsgroup can increase the number of visitors through a web site, which should increase the success of the site.

The analysis of web site traffic, and subsequent manipulation of this traffic by altering the site should be undertaken. This should be closely linked to both internet and non internet promotional endeavours, the responses to which need to be closely monitored. Promotion of the internet presence will probably be centred around the promotion of the web site, with some consideration given to the promotion of email addresses.

Part 3 The Level of Technical Sophistication of the Target Market

The level of technical sophistication of the target market will impact mainly on the development of the web site that is central to an integrated internet presence. At this point in time, many internet users are using 14 400bps modems⁵, which offer a theoretical maximum data transfer rate of around 1.3 kilobytes per second. The design of a web site should take this into account, and restrict the size of any one page to between 40 and 50 kilobytes, so the download time is not excessive.

Developers of web sites should bear in mind the level of sophistication of the browsers in most wide spread use. More sophisticated browsers allow for the use of Java Applets, but many internet users do not have browsers capable of running them. Netscape 2.0, the browser used for the purposes of this paper, is one of the most commonly used browsers in use at the moment, and is not able to display Java Applets.

⁵Modems are discussed in depth in Section 1.1, Web Site Download Times.

Conclusion A Balanced Approach

When developing an "Integrated Internet Presence", the developer must take into account three crucial factors - the organisation, the internet and the end users that the presence targets. The influences of each of these three factors will constrain the sophistication of the presence.

The balancing of each of these three factors is necessary to ensure the internet presence achieves its full potential. Further, the needs of the organisations selling and promotions strategy need to be considered when deciding upon the extent to which an Internet Presence will be developed.

Developing an Integrated Internet Presence

Section 2.2

Hardware and Software Requirements

Simon Lusk

The development of an integrated internet presence relies on the individual or organisation developing the presence having a range of software and hardware, and the skills to use them. The development of a web site requires the most attention, with the minimum hardware required to develop web sites being sufficient to maintain email communications, and other functions discussed in Section 1.7 "Promoting Web Sites".

While it is possible to develop an internet presence using Apple computers or machines running Windows 3.11, it is preferable to use an IBM compatible computer running Windows 95. Windows 95 is the operating system that most new web editing software is written for. Those using Windows 3.11, a 16 bit application, will not be able to easily run software designed for the 32 bit Windows 95. Apple's operating system has been largely neglected by the developers of internet software. For example, Netscape, is usually several generations ahead with Windows applications compared to Apple applications. This point is strengthened further by examining the "add ons" now available to Netscape¹. Many of these are available only to Windows 95 users.

Hardware:

The following are advised, but are by no means the lowest configurations necessary for web site development.

- A Pentium 120 with 16 M of RAM, a 2 gigabyte hard drive and fully multimedia capable, including video in and out functions. A more powerful machine would be preferable, with the most powerful Pentium available, and 32 M of Ram.
- A flat bed scanner with the ability to scan to 2400 pixels per inch
- A video camera, preferably Super VHS.

¹Add ons to Netscape browsers may be downloaded from the Netscape site, at http://home.netscape.com/comprod/mirror/navcomponents_download.html

- A modem - 28 800 bps or faster

Software:

Developing web sites needs web site editing programmes, and programmes to develop the appropriate graphics, audio and video. Web site editing programmes are being upgraded frequently, so those suggested below will be obsolete by the time of printing.

- An up to date Web Editing programme, probably Netscape Gold 2.0, or a later version of this software. Netscape Gold is a WYSIWYG programme, and is very easy to use. For those familiar with HTML3, and who prefer the ability to manipulate their hypertext 'manually', Hot Dog Pro is a very good programme.
- A program for editing audio and video - perhaps Macromedia Director.
- A program for manipulating images - perhaps Adobe Photoshop.
- A scanner operations programme.
- A programme for uploading web sites or parts of web sites to servers
- An email programme and a news programme. Netscape 2.0 provides both of these services, although the layout of both news articles and email messages are not as good as other programmes available. For news Nuntius is user friendly, and Eudora is a comprehensive email package with a great deal of flexibility.

An internet connection is need, to enable any sites developed to be uploaded to the server that the site is to reside on, and newsgroups and email to be accessed. It is possible to develop a web site without an internet connection, but it is not possible to manage an integrated internet presence without an internet connection.

Part 3: Case Studies

Developing an Integrated Internet Presence

Section 3.1 Case Study

Fly Fishing New Zealand on the World Wide Web

Simon Lusk

Company Background

Fly Fishing New Zealand on the World Wide Web was set up as live case study for examining processes of Web Site development and appropriate use of the medium. Dedicated to New Zealand Fly Fishing, the site promotes New Zealand fishing to the global fishing fraternity, with special emphasis on the North American market.

Aims, Objectives and Constraints

Aims

To develop a cost-effective internet marketing tool for New Zealand Fly Fishing

Objectives

1. Develop a comprehensive, live example of a web site that other sites may be modelled on.
2. Establish a client base of New Zealand fly fishing industry service providers.
3. Have a profitable site by the completion of the Masters course.
4. When the site goes online, have the best fishing site in the world.

Constraints

1. The site must be self funding, with revenue derived from advertising and commissions offsetting all costs.
2. The site's design is constrained by the html editing ability of Simon Lusk.

Site Structure

The Fly Fishing New Zealand site is based around an index or main page and has a series of directories, each of which has a group of subdirectories.

Guides	Lodges
Regional fishing information	Books
Maps	Flies
Private Water	Equipment
Hunting and Fishing (Store)	The New Zealand Trout Fisher (Magazine)
What's New	Catch and Release
Details of New Zealand Fishing Licences	Trout Unlimited New Zealand
Fishing Photos	Recommendations
Trip Reports	Aims of the Site

Competitive Advantage

The Fly Fishing New Zealand web site has several competitive advantages, both as a web site and as a medium for promoting the fly fishing industry. This section is divided into analysing both of these factors.

Web Site Advantages

Fly Fishing New Zealand enjoys several major advantages over potential web competitors - including being first online, low cost structure and its comprehensive nature.

When the Fly Fishing New Zealand site went online in September of 1995, it was the first New Zealand fly fishing site. The newness of the medium meant that industry service providers had not been offered such a promotional opportunity before, and were willing to try it, especially due to the low cost of trial. Being first also meant that the statutory managers of the fishery, the

regional Fish and Game Councils, were receptive to requests for information, which they may not be in the future.

The low cost structure offered several opportunities. The first was the ability to offer advertising at a very low cost, meaning that potential advertisers were not put off by high prices, for what was essentially a trial.

Due to the project being part of a Massey University course server costs were nil, as the site resides on a Massey server. This offered a major advantage over competition, as other sites were forced to pay substantial amounts of money for server space. This also led to the extension of the amount of information that could be offered, allowing for trials of information that may not be profitable.

Further cost advantages were offered by the use of the Department of Consumer Technology's equipment. To effectively develop a web site the following equipment is needed:

A reasonably fast multimedia computer, with a modem.

A flat bed scanner.

A camera

A video camera

A substantial amount of computer software is also necessary:

Scanner Software

Image Manipulation Software

Video Capture and Manipulation Software

Web Editing Software

The accumulation of such equipment and software would probably cost somewhere in the vicinity of \$20 000.

Another advantage that Fly Fishing New Zealand holds over web competition is the depth of information it offers. To amass similar amounts of information would take substantial time and

considerable effort, but to have substantially less information would certainly make a site inferior, and probably not viable. While much of this information is not directly related to selling a product, the medium dictates that web sites should include amount of soft sell information.

Promotional Advantages

The major promotional advantage is cost. The World Wide Web can allow for the targeting of a global audience, all at a relatively low cost. Guides attempting to advertise in only the North American market through print media will spend US\$200 every two months for a small advertisement in the classified section of a single US fishing magazine.

The logistics and costs of getting brochures to overseas markets make this promotional avenue prohibitive. It is difficult to envisage this approach being attempted by a fishing guide, although higher priced lodges do pursue this avenue. Usually this type of promotion targets agents rather than fishermen.

Other advantages of the web are that it allows for bookings to be made directly from the computer, if the service provider has an email address or the person viewing the site has a fax modem. Feedback from satisfied clients can also feature, with an email link to the client, so prospective clients may check the authenticity of the feedback¹. When spending \$400 a day on a guide, fishermen prefer to fish with someone they know about, and this virtual "word of mouth" serves the purpose.

Appropriate Use of the Medium

When the Fly Fishing New Zealand web site went online, it probably did make effective and appropriate use of the medium. Nine months later, while the information remains as relevant as ever, the editing is a little out of date.

¹For an example of the type of feedback advocated, go to Dave Mabins page on the Fly Fishing New Zealand Web Site, which appears in Appendix 2.

As a tourism site, Fly Fishing New Zealand should offer complete email booking, which would allow closer tracking of work created. Email booking would make it easier for the visitors to the site to make bookings, which should increase the number of bookings made through the site.

The use of videos on the site may be appropriate, although this is debatable. The Solitaire Lodge videos, which are image building rather than information providing are a good example of this. The three videos include a virtual tour of the exterior of Solitaire Lodge, a sequence showing spawning fish milling around in pools and footage of fishing from the Lodges charter launch. Each of these videos is backed by soothing panpipe music.

While the videos themselves may be inherently appropriate for the medium, as part of the rest of the Solitaire Lodge internet presence they may not be, due to the lodge not having email. To book accommodation at Solitaire Lodge requires booking by fascimilie, rather than email. To have such a sophisticated site without email appears incongruent.

Fly Fishing as a Sport

Fly Fishing has undergone a dramatic world wide increase in popularity in the past five years. This may be attributed to a variety of factors, including a desire to "get back to nature", especially in the United States of America. The catalyst for this desire being translated into a boom in the numbers of Fly Fishers in the world was allegedly Robert Redford's movie "A River Ran Through It". Anglers were attracted to fly fishing, especially for trout, for its aesthetic qualities, and the elitist image that it enjoys.

This boom was sustained in the North American market by stocked waters and the relative ease of catching fish. In North America, it has developed to such an extent that most off road vehicle advertisements have some footage of fly fishing in a scenic location. [Mike Kruse, a Missouri based National Resource Director for Trout Unlimited offered this information].

This boom has greatly impacted on the number of tourists coming to New Zealand to fish. New Zealand enjoys some of the worlds best trout fishing, mainly due to the average fish being

considerably larger than elsewhere in the world. Combined with New Zealand's clean, green image, New Zealand has become a particularly appealing destination for fly fishermen around the world.

This boom, however, cannot be expected to last, as it will fall away as previous pursuits have, including jogging and aerobics. Dedicated fly fishers, and visitors to New Zealand will continue to participate in the sport, but this will be in diminishing numbers, which will be reflected in the number of fishing tourists coming to New Zealand.

The Future

Fly Fishing New Zealand will move away from the general promotion of all facets of New Zealand Fly Fishing through the World Wide Web, due to issues of control and profitability. Areas such as books and maps will be deleted due to problems with commissions being paid by the suppliers of these items.

Fly Fishing New Zealand will be moving to the US based Flyfishers Online², perhaps the most comprehensive site on fly fishing in the world. This site is essentially a big link site for a variety of fishing information, including a range of the worlds best in their product category - Umpqua flies, Thomas & Thomas Rods, and Fly Rod and Reel Magazine.

Flyfishers Online is a live trial vehicle for eChannel, a Seattle based organisation that is working to discover a replicable economic model for web sites. This organisation is many steps ahead of the competition, due to having serious financial backing, and several highly skilled programmers available to it.

Fly Fishers Online offer a comprehensive electronic booking and payments mechanism, which Fly Fishing New Zealand cannot. They also offer up to date programing skills, a valuable commodity in a field changing as rapidly as the World Wide Web.

²This site may be visited at <http://flyfishers.com/> or in Appendix 2.

As part of such a move, Fly Fishing New Zealand should seek a unique name domain like <http://www.flyfishnz.com>, to make it easier for the site to be promoted through non electronic mediums. Such a succinct name domain should be easy for people to remember, making easy for them to return to the Fly Fishing New Zealand without doing a net search if they have not bookmarked the site.

Other Internet Opportunities

Through the move to Flyfishers Online, a variety of opportunities arise. Perhaps the most interesting is the development of "magazine" articles for Flyfishers Online that make full use of the medium.

This kind of article will definitely include video and images, as well as a a substantial depth of information. For example, an article on "Getting Nymphs to Sink" would probably feature information on a variety of products, techniques and options, with video footage and sketches to support the description and points made.³

Further opportunities include the setting up of a New Zealand Fly Fishing Help Desk, where questions on New Zealand Fly Fishing may be asked and answered through email. This service will have to be monitored as it may be abused by people looking for free fishing information and who will not subsequently use any of the services advertised through the site. This would, however, personalise the Fly Fishing New Zealand site and would be a mechanism for questioners to be directed to service providers on the site.

³See Appendix 2 or <http://tef.massey.ac.nz/flyfish/sink.htm> to view this document.

Developing an Integrated Internet Presence

Section 3.2 Case Study

Solitaire Lodge

Simon Lusk

Company Background

Solitaire Lodge is a luxury lodge on the shores of Lake Tarawera, 20 minutes drive from Rotorua. The clientele of Solitaire Lodge predominantly are wealthy couples, with accommodation at the lodge starting at \$900 per night.

Lake Tarawera offers the opportunity to fish for large rainbow trout in a lake regarded as challenging. The Lodge promotes itself as fishing lodge, so a prominent page position on the Fly Fishing New Zealand web site made considerable sense.

The lodge's clientele are congruent with web users, making a comprehensive and extensive web site a pragmatic and potentially cost effective marketing tool.

Aims, Objectives and Constraints of the Web Application

Aims

To trial the World Wide Web as a Promotional Tool.

Objectives

1. Create a new clientele through the World Wide Web.
2. Develop an understanding of the web as marketing tool.

Constraints

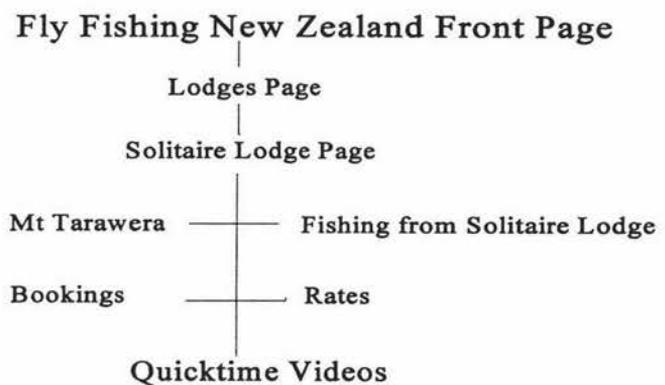
1. To set up and maintain the site at minimal cost.
2. Pay a commission for new clients created, rather than web development completed.
3. Promote using the web without having an internet connection.

Site Structure

Currently Solitaire Lodge¹ has an active presence on the internet through the Fly Fishing New Zealand Web site, including three quicktime movies. There is detailed information on the Lodge, fishing, the surrounding environment, and the provision to make reservations through facsimile, mail or telephone from the internet site. Due to the relatively short time on the Web it is not possible to quantify the success of this promotion.

Logic Structure of the Solitaire Lodge Web Site

The Solitaire Lodge Page may be reached via the Lodges Page, which is reached from the front (Home) page of Fly Fishing New Zealand. There is a subsidiary link direct to the Solitaire Lodge Page from the Eastern Fish and Game Region Page - the region in which Solitaire Lodge is situated.



The Solitaire Lodge Page details information about the Lodge, and links to the Mt Tarawera Page, the Bookings Page, the Rates Page, the Quicktime Video Page and the Fishing from Solitaire Lodge Page. Each of the pages link back to the main Solitaire Lodge Page, which has links to the Lodges and the Home page.

Competitive Advantage

The Solitaire Lodge Web Site is the most comprehensive site of any lodge in New Zealand. This offers advantages over its competition, as it gives the impression that Solitaire Lodge is up to

¹The site itself may be viewed at <http://tef.massey.ac.nz/flyfish/solitaire.html> or in Appendix 2.

date with technology. As with any service, quality cannot be measured until the service is experienced, and customers look for cues or proxies for quality. By being up to date with technology, the lodge provides potential customers a cue suggesting high quality.

The competitive advantage that a proactive web presence offers extends beyond being merely a cue for quality. A good web site could reduce the amount of commission paid for work gained. Agents' fees of 20% may be negotiated to a lower level, or not paid at all to an internet site owner, thus saving a considerable amount in commission.

A secondary advantage Solitaire Lodge has already gained is an early presence on the web, pre-empting New Zealand competition. This has meant that Solitaire Lodge web site has had several thousand hits before any of its direct competition have got online.

Another advantage is the World Wide Web's global audience. It is possible that a web presence may create bookings from a category of user who would not otherwise have access to information on Solitaire Lodge, due to being outside the Solitaire Lodge promotional catchment.

Further competitive advantage may be derived from having an email booking system when competitors do not. If web users are able to make reservations with little effort, which email allows, they may be inclined to make reservations at Solitaire Lodge in preference to making reservations with a competitor.

Comments

The Solitaire Lodge site contains almost enough information to be complete. The following suggestions may enhance the use of the internet as a promotional tool for the lodge.

1. A unique name domain. Currently the site address is <http://tef.massey.ac.nz/flyfish/solitaire.html>. This does not lend itself to promotional use. A unique name domain will overcome this problem. Potential unique name domains include <http://www.solitairelodge.com/> or <http://www.solitairelodgenz.com/> - short and easy to

remember names that web users will be able to return to with ease.

2. Establishing an Email connection. This would enhance communication with clients and allow site visitors to easily make reservations from the web site. Please see the passage "Other Opportunities" for further details of the benefits to Solitaire Lodge of email. For ease of use an email address like **solitaire@solitaire.co.nz** should be sought.
3. Additions to the site. The site could build its fly fishing information substantially. The nature of fly fishers is that they see their sport as the one best way and view trolling and harling as distinctly inferior. Please see the Fly Fishing New Zealand Case Study for details of how fly fishing world wide is evolving.
4. The building of an electronic database through the site would allow cost effective targeting of parties interested in the Lodge, both as potential clients and as agents for the Lodge. A simple email system, regularly sending out messages to database members is easily developed, and would keep the lodge on the minds of database members. Details such as how the fishing season is progressing, changes to the lodge and upgrades to the web site would all merit mail outs, if performed in a systematic and logical manner.
5. Site Promotion. In the short term, the promotion of the site is probably best left to those mediums that are largely free - internet search engines and link sites. The site address should be placed on all new stationery, when a unique name domain has been obtained. Longer term, it may be advisable to pursue other promotional avenues, especially if the web site is creating direct bookings.
6. Link sites. The Solitaire Lodge site should be linked to a variety of fishing and tourism sites. Some considerable time should be spent pursuing this avenue, as it appears to be a good method of increasing the visitor numbers to a site.
7. The Solitaire Lodge site probably should be moved to the largest fishing site on the web, Flyfishers Online. This site takes advantage of state of the art technology, a sound capital base,

and a developing list of high quality clients - Umpqua, Thomas and Thomas, Winston and Fly Rod and Reel are all multimillion dollar companies. It is hard to do justice to Flyfishers Online with the written word, but it may be viewed at <http://flyfishers.com/>

8. Visitor tracking. The ability to track visitors behaviour within a site is perhaps the most important feature of the web². This allows for marketers to know exactly what kind of response their site is generating, allowing them to be able to work out the cost effectiveness of the site. Visitor tracking could be performed in a more systematic and comprehensive manner than it is currently. This would be further enhanced if an email database of the type discussed in part 4 of this passage is adopted and carried out.

It must be remembered that the site may also be a stimulus for travellers to book with a travel agent. This type of booking will be difficult to quantify. This effect will probably be greatest in the short term, due to the low level of confidence in buying through the net. As net users become familiar with the medium and secure servers become accepted by users, the likelihood of bookings coming directly from the web site will dramatically decrease.

Appropriate Use of the Medium

The Solitaire Lodge site appears to be making appropriate use of the medium, although this is debatable. The lack of an email link hampers further use of the medium, not allowing visitors to the site to make enquiries or bookings through the web. This may result in lost bookings, as visitors may not feel inclined to go through the protracted process of printing out a booking form, filling it in, and faxing it to the Lodge. Without email, Solitaire Lodge is unable to develop an email database and carry out the type of regular mail out suggested above.

The Future

It is important to remain detached and view the internet for what it is, not view the site as an electronic brochure, which it is not. The site has the potential to be a very good promotional tool

²See Section 1.10, Analysis and Manipulation of Web Site Traffic

in its own right, offering a fully 'interactive' marketing package. The potential to create reservations without having to pay a commission to agents must be considered.

The future, and especially web browsers with the ability to run Java, makes it necessary to view the net as a completely distinct medium. Java will allow for the embedding of audio and video in pages, which has implications for the image building and aesthetic qualities of a web site.

While such changes will need to be made, the word content of the site is as extensive as it needs to be, so few additions will have to be made in this area.

Other Internet Opportunities

The owner of Solitaire Lodge is based in London, which means necessary communications between him and the lodge are expensive. The internet offers either email or the potential to be used as a telephone, at a greatly reduced cost compared to regular telephone systems. Email would require a modem and an internet connection at the lodge end. Unfortunately the present internet service provider in Rotorua has an unfavourable pricing regime, although the cost of an email only service is less than making 30 minutes of international phone calls per month.

To use the internet as a telephone would require extensive expenditure - while the unit costs of a phone call would dramatically decrease to around \$10 to \$15 per hour for international calls. A substantial upgrade of the computer system at the lodge would need to be undertaken.

The following hardware would be required;

- A Pentium 100 computer with at least 16 M of Ram.
- A full duplex sound card or two cheaper half duplex sound cards.
- An external microphone.
- The best phone package is freeware, so does not cost anything.
- A 28 800kbs modem

This system would require a similar machine at the London end and relatively stable internet connection. The system uses GSM compression, similar to that used by Bell South Cell phones,

so the call quality is very good.

Problems

The cost of such a system may be prohibitive. Though the system is relatively simple to set up and use, the level of technical capabilities at the Solitaire Lodge end precludes its use. It is advisable, however, that an email address is obtained in the near future, as using this is well within the Lodge's technical capabilities.

Providing Email for Guests

The provision of email for guests when staying at the lodge should be examined carefully. Email allows relatively cheap global communications, and many people now have access to it. Providing email to guests would cost little, and would be an additional service that pleases guests. In the longer term, guests will expect this service to be offered, as they expect access to telephone and facsimile, so this service must be planned for.

Developing an Integrated Internet Presence

Section 3.3 Case Study

Action Downunder

Simon Lusk

Company Background

Action Downunder is a New Zealand based retailer of high quality clothing, sold under the Logan and Rodd & Gunn marques. Logan is a yachting based product and Rodd & Gunn is based around freshwater fly fishing and game bird hunting. Sales are not extensive in any of the yachting, fly fishing or hunting markets, with clothing being largely used as casual wear.

Aims, Objectives and Constraints of the Internet Presence

This is a theoretical discussion of what the internet could achieve for Action Downunder. At this stage Action Downunder is not online, but are considering developing an online presence.

Does Action Downunder need an Internet Presence?

The answer to this is 'probably' in the short term and 'definitely' in the medium term. Initially a web site may not create a major increase in revenue, but may be a good promotional tool for the Logan Cup yachting regatta, the One Fly fly fishing competition and the Sporting Clays events.

In the future an online catalogue may be a successful selling tool, especially in countries where Action Downunder has no retail presence. Such a site may also act as a very cost-effective alpha or beta test of a markets response to the product range.

As previously mentioned, Action Downunder is not online, so this case study examines the online possibilities that exist for them.

Site Structure (Theoretical)

Due to the two distinct marques that Action Downunder uses, it appears logical to run two distinct web sites for both Rodd & Gunn and Logan. This should also generate extra traffic, as sites would then be able to become subparts of fly fishing and wing shooting sites, and yachting sites respectively.

The suggested division accepted, this paper only deals with the Rodd & Gunn marque. The Logan site would probably be developed in a similar manner to the suggested Rodd & Gunn site, although this would be influenced by changes necessary due to differences in the sports.

The cost-effective nature of the Internet allows a site to contain substantially more information than a paper brochure, with use of a variety of mediums, including text, images, video, and audio. A Rodd & Gunn site should also include electronic ordering facilities and provision for joining an electronic database to allow customer tracking in greater detail.

The potential for depth of information suggests that any site should be relatively high involvement, but with a relatively soft sell approach. The site should have a similar ambience to the Action Downunder Stores.

Initially the following sections would be advisable.

An Email Database

The use of an electronic database is sensible and makes appropriate use of the medium, allowing for closer tracking of visitors through a web site. A database also allows for email drops to encourage members to return to the site when the site receives upgrades or changes.

Such a database would be simple to use, meaning that Action Downunder staff could manage it with minimal training. Further, because mail drops use email, the cost to mail out to a very large world wide database would be minimal, making regular drops to database members practical.

The ability to track customers is one of the greatest opportunities that the net offers. Theoretically, it is possible to track almost any machine through the site, monitoring how often visitors come to the site and where they go when they are visiting. This allows the site to be manipulated in such a way as to direct visitors to areas that offer the highest profit margin to the site owner. This facility means that customer behaviour can be monitored to a level not possible in physical stores, and may offer some insight into the way customers perceive the product.

Competition Information:

Sporting Clays and One Fly competition merit a distinct section each. Regular upgrades during the competitions would be a distinct possibility. Flyfishers Online are putting together such coverage for the Jackson Hole One Fly Competition, to which the Rodd & Gunn One Fly is very similar. This kind of information could also be posted to appropriate news groups and email lists. This would probably increase the visitor traffic to the web site, which, if a positive correlation between traffic and sales occurs, makes more sense.

The cost of regular updates during the competitions could be shared between all the sponsors of the competition, thus reducing the cost to Action Downunder, and making the promotion more cost effective.

New Zealand Fly Fishing Help Desk

The setting up of a New Zealand Fly Fishing help desk, or support of an existing help desk would allow the further collection of email addresses for addition to the database. Some of the One Fly Guides and prominent New Zealand Fly tiers could offer a question and answer service, and a regularly upgraded 'tips' section. The regular updates would allow legitimate email spreads to get members of the Database to return to the site.

In the long term, it may be necessary to extend this to wingshooting, although wingshooting has not enjoyed the same huge increase in popularity as fly fishing, so probably is not as important.

While this section may not directly sell anything, its soft sell approach will allow for the active push for more visitor traffic. This may be likened to being asked "do you want fries with that" at fast food restaurants, although on a slightly more complex level, and it remains to be seen if this kind of prompting will dramatically increase traffic. Early indications from trials carried out with the Fly Fishing New Zealand¹ site suggest that it will.

New Zealand Flies

Fly Fishing New Zealand's statistics state that the "Flies" section of the site has a disproportionately high number of hits, even with an inferior page position. This reflects the American fisherpersons interest in flies and may be used to Rodd & Gunn's advantage.

A regularly updated New Zealand fly section would offer a vehicle to encourage data base members to return to the site, and also offer the opportunity to sell Rodd & Gunn presentation flies and fly fishing accessories.

Catalogue

The internet's ability to provide depth of information allows for the sections above. The selling part of the web site, the catalogue must also offer information with the products, probably to a greater depth than the paper catalogue.

Download times make large images unfeasible, which substantially alters the design of a web page from the design of a paper catalogue. An aesthetically pleasing site is still possible, even if it is not as image intensive as the paper catalogue, with the lack of images being compensated for with audio and video footage.

With Java becoming standard in the next year or so, sound footage the same as the instore footage could be embedded in each page to create a similar ambience to the stores. Other options

¹See Sections 3.1, Fly Fishing New Zealand on the World Wide Web, and 1.10, Analysis & Manipulation of Web Site Traffic

include short video footage of birds on the wing, or a burbling brook, or a helicopter ride in an especially aesthetically pleasing location being embedded in pages. The sun rising or setting offers another possibility. While these later options are feasible they may not be pragmatic, due to the download time, although this will reduce in the near future.

The Sites Ethic

Fly fishers are very ethical - any Rodd & Gunn site would have to take this into account, with special emphasis on Catch and Release, and public fishing rights. Links to the Trout Unlimited and Federation of Fly Fishers² web sites would fit in with this image.

A Fashion Site as Well

As the range of clothing offers aesthetic qualities to a target market that does not only include hunters and fishers, the site should reflect this, especially in the catalogue. While the other parts of the site are designed to encourage repeat visits, the catalogue must retain the interest of those not involved in the respective sports used by Rodd & Gunn.

Rodd & Gunn may choose to have a fashion oriented site, with less emphasis placed on the outdoors. A site such as the one described above is congruent with Rodd & Gunn's image, and uses soft selling techniques that the medium demands.

Unique Name Domains

It would appear sensible for the following unique name domains to be sought.

<http://www.actiondownunder.com/>

<http://www.roddgunn.com>

<http://www.logan.com>

or similar. The reason for this is to allow the site to be promoted easily, and for potential visitors to be able to remember the site's address. The later two options appear to be the most pragmatic,

²Each of these organisations is dedicated to protecting and sustaining trout stocks.

as these closely reflect the names that are perhaps the most readily identifiable.

The Sites Location

Any Rodd & Gunn site probably should be moved to the largest fishing site on the web, Flyfishers Online. This site takes advantage of state of the art technology, a sound capital base and a developing list of high quality clients - Umpqua, Thomas and Thomas, Winston and Fly Rod and Reel are all multimillion dollar companies. It is hard to describe Flyfishers Online but it may be viewed at <http://flyfishers.com/>

Flyfishers Online offers a gateway to internet fly fishers. It also offers a cost effective site storage facility, being based in the USA, rather than New Zealand, where charges are by month rather than by volume of traffic, as it is in New Zealand, which is prohibitively expensive.

Competitive Advantage

Due to difficulties in establishing whom the competition is, it is difficult to describe any competitive advantage may be derived from an integrated internet presence. Concepts like low selling costs, giving the impression of being a technically sophisticated organisation and selling to a global audience all contribute to potential competitive advantage.³

Comments

Internet users would appear to be congruent with Action Downunder's customers. For this reason alone, a web site should be cost effective, although this may take some time to manifest itself.

If Action Downunder does go online in the manner suggested by this paper, it would be prudent to have streamlined mail-order distribution channels functioning before doing so. No matter how good the web site is, if it is not backed up by high quality service it will not enjoy the success that it otherwise might.

³See Section 1.6, Competitive Advantage, for an in depth discussion of this point.

Special attention must be paid to women through the site. The net is male dominated, as are the two sports, and site design must take women into consideration, especially as Rodd & Gunn sell a large amount of women's clothing. Fortunately, in the United States, the female fly fishing community is growing rapidly, so placement in a Fly Fishing gateway site such as Flyfishers Online will encourage female responses.

Appropriate use of Medium

The description of a potential Rodd & Gunn internet presence would appear to make appropriate use of the medium. This may change if the technology changes substantially before Action Downunder goes online, but at the present point in time it would appear that the above suggestions are appropriate for both Rodd & Gunn and the medium.

The Future

The fashion industry, like most others, is still working out what the internet can offer its customers. Apart from Java additions it is difficult to determine exactly where the web will lead Action Downunder in the future.

Other Internet Opportunities

Market Testing

The internet offers a cost-effective method for market testing. By having an internet site and monitoring the nationality of visitors, where orders are coming from, and where members of the database live, some idea of the response to a real store may be gained.

To proactively test a market, advertisements promoting the web site may be taken out, and the response of people in the advertisement catchment measured. This is by no means a perfect method of predicting consumer response to a physical store, but may offer some insight at a lesser cost than other forms of market research.

This market research technique, to the best of my knowledge, has not been tested, so its results may or may not offer a good extrapolation for the future success of a physical store. However, it would appear likely that as a larger proportion of society gain internet connections, this method will probably offer more accurate predictions.

Developing an Integrated Internet Presence

Section 3.4 Case Study

Hunting and Fishing New Zealand

Simon Lusk

Company Background

Hunting and Fishing New Zealand¹ operates 11 stores under franchise around New Zealand. They offer a wide range of hunting, fishing and outdoor equipment, including some under the "Hunting and Fishing" brand.

Aims, Objectives and Constraints of Web Development

Aims

To trial the internet as a marketing tool through Fly Fishing New Zealand's World Wide Web site.

Objectives

1. Establish, over a period of 6 to 12 months, whether this kind of internet promotion is cost effective.
2. Trial the internet as a selling tool for the Hunting and Fishing branded leather products and accessories.
3. Measure effectively the number of visitors to the Hunting and Fishing site and their behaviour within the site, assessing future potential for the medium.

Constraints

1. The trial must run at minimal cost.

¹Hunting and Fishing's site may be found in Appendix 2.

2. There is no obligation to continue with the advertisement in the future.

Site Structure

Hunting and Fishing's web site is a subpart of the Fly Fishing New Zealand web site. Initially it was designed to get foreign anglers to visit the Hunting and Fishing stores in the locations they were fishing in New Zealand. This expanded to selling Hunting and Fishing products branded leather accessories through the site, with provision to make credit card orders for these products via facsimile.

As an incentive to encourage foreign anglers to visit franchise stores, Hunting and Fishing offers five top producing local flies free on producing a printout from the web site. The effectiveness of this promotion is best described as marginal, although this is balanced by the fact that the Fly Fishing New Zealand site had not been on line for very long before the New Zealand fishing season began, meaning that few visitors to the site were also visitors to New Zealand.

Competitive Advantage

In its current form, the web site offers little competitive advantage to Hunting and Fishing. This is a reflection of the fact that the content of the Hunting and Fishing page does not reach Hunting and Fishing's target market. An internet presence that deliberately targets their core customers, however, could derive considerable benefit for Hunting and Fishing. Possibilities are discussed below.

Comments

After a six-month trial the site probably failed to achieve value for money for Hunting and Fishing. There were no sales of the Hunting and Fishing products through the web site, which may reflect the virtual catalogues design, which is poor, taking too long to download. It probably also reflects the lack of interest in this part of the site from visitors to the Fly Fishing New Zealand site, as it does not directly relate to fly fishing.

As a promotional tool, the site probably was not as effective as it could have been. Due to not knowing the number of visitors to New Zealand who had also visited the web site, it is not possible to measure this precisely. The trial will remain in place through the next fishing season and prominent page position should be given to the special offer, to establish whether it is effective.

Appropriate Use of the Medium

The current Hunting and Fishing site does not make appropriate use of the medium, as it is lacking in aesthetic qualities, and not using image building and soft selling techniques to the level possible.

If a broader perspective is taken, and Hunting and Fishing's core customers considered, the appropriate use of the medium will be strongly dictated by the low level of internet use by Hunting and Fishing's customer base. Due to this low level of internet use by Hunting and Fishing's main customer base, mainly New Zealand hunters and fishermen, an elaborate web site is probably not advisable, at the moment. Another factor to take into consideration is the low level of internet adoption by Hunting and Fishing stores. An elaborate web site without the support of email is illogical.

The desire not to commit vast expenditure to a developing medium that probably does not effectively serve Hunting and Fishing's customers is prudent in the short term. In the longer term, however, when more customers are online, Hunting and Fishing will have to create an online presence.

The Future

Having discussed the reason for the ineffectiveness of the present Hunting and Fishing web site other opportunities for using the web must be discussed. This discussion may be found in the section below.

Other Internet Opportunities

Perhaps the biggest opportunity is for the internet to offer an internal communications medium between Hunting and Fishing Stores. Email costs very little, so it makes some sense for each franchise to go online and use email for communication that does not have to be instantaneous. Instantaneous communication would use existing channels.

Hunting and Fishing New Zealand's target audience is New Zealand hunters and fishermen. Most of this group are probably not online as yet, making online communications impractical in the short term. Bearing this in mind, it is possible that some opportunities exist for a Hunting and Fishing web presence. Perhaps the most compelling concept is for the list of guns from all Hunting and Fishing stores to go online with descriptions and photographs, to replicate and enhance the 0800 gun telephone line that already exists. The 0800 number allows for enthusiasts around the country to check the guns that Hunting and Fishing Stores outside their geographical region are offering for sale.

To go online in this capacity would not be difficult, and probably relatively cheap. It is probably not necessary to have photos of all the guns online, which means that upgrading and maintaining the site could be performed by one of the Hunting and Fishing staff.

Developing an Integrated Internet Presence

Section 3.5 Case Study

The New Zealand Trout Fisher

Simon Lusk

Company Background

"The New Zealand Trout Fisher"¹ is a small monthly magazine dedicated to New Zealand Trout Fishing. It does not have a large advertorial content, relying on subscriptions and casual sales for revenue. The magazine enjoys good geographical coverage, especially in the North Island.

Due to the low revenue creation of the magazine, and a desire to keep it affordable, the quality of physical production is not high. This is balanced by the high quality of the information the magazine imparts.

Aims, Objectives and Constraints

Aims

To establish if the World Wide Web is a commercially viable medium for "The New Zealand Trout Fisher."

Objectives

1. Put two copies of "The New Zealand Trout Fisher" online, to establish whether the magazine's paper edition can be sold through the World Wide Web.
2. Trial the magazine in its current form on the web to gain an understanding of visitor behaviour and reaction to the magazine.

¹See Appendix 1 to view a part of a printed edition of The New Zealand Trout Fisher
The online version of "The New Zealand Trout Fisher" may be found in Appendix 2.

Constraints

1. Going online must be at a minimal cost.
2. A working payments system must be established for selling online subscriptions.
3. Online editions of the New Zealand Trout Fisher must be able to be put together by Peter Storey with minimal outside help.

The Sites Structure

The present New Zealand Trout Fisher Online has the following structure.

The Trout Fisher main page is linked to from the Fly Fishing New Zealand Home Page. From this page, the index of two Trout Fisher issues can be accessed, with the articles appearing on subsequent pages. From each page the Trout Fisher order page can also be accessed.



Competitive Advantage

The World Wide Web offers the New Zealand Trout Fisher considerable advantage if it moves quickly, and becomes New Zealand's first online Trout Fishing magazine. This advantage will be greater still if the magazine can become part of the Flyfishers Online site, which has "Fly Rod and Reel", one of the largest fly fishing magazines in the world as its part owner. This would enable "The New Zealand Trout Fisher" to enjoy some of the benefits that the development capital of "Fly Rod and Reel" offers.

Competitive advantage could be derived from the fact that one person would be able to put together most of an issue each month and use the medium appropriately, thus satisfying one of

the production requirements of "The New Zealand Trout Fisher". Appropriate use of the medium is discussed below.

Further advantage accrues from the relatively low cost of the distribution medium. The exact cost is not known, as Internet service providers are continuing to feel their way with connection pricing, and server pricing has yet to find levels acceptable to the market. In this case, Flyfishers Online may offer server space and traffic generation in exchange for a percentage of revenue from any online subscriptions generated, as they have done with other magazines.

This is balanced by the need for extensive software and hardware upgrades. A list of these may be found below.

Comments

Does the Trout Fisher want to go online? To do so would mean considerable financial expenditure and the learning of a series of new skills by the publisher. The skills, including the use of scanner software, image and video manipulation software, would not be difficult to learn. The cost of buying necessary equipment may be prohibitive, as it is by no means certain that there would be enough online demand to meet the costs of producing such a publication.

In the long term, the print medium will offer few advantages in comparison to the Internet, especially where articles describe techniques, which will benefit from the use of video footage. To continue with "flat" or print articles would appear to consign any magazine to long term loss of custom and/or failure. [Please go to Appendix 2 to view "Getting Nymphs to Sink", an example of an article that makes appropriate use of the medium.]

Appropriate Use of the Medium

The current presence on the World Wide Web is not using the medium to its full potential due to neglecting the use of video and depth of information. Video should be used but only where appropriate - specifically when discussing techniques. The number of images would probably

have to be increased also, to make further use of the medium. Image building videos of catching fish and aesthetically pleasing fishing environs may have some use and relevance, but should not be over used.

Current constraints include the download time - videos of 30 seconds can take up to 30 minutes to download. Pages with images need to take this into account, and perhaps should have a 50k per page limit, so download times are reasonable and visitors do not get annoyed at excessively long download times².

Sketches and line drawings will play some role in articles, especially those describing techniques, as without colour, they compress well, becoming less memory intensive and consequently take little time to download.

Many images may be reused, especially in areas like fly patterns, which do not change much from month to month. The medium allows a huge depth of information, so it may be that the New Zealand Trout Fisher has an online database of essential flies that can be linked to from within any article.

Articles will not remain one "page" of information, scrolling down the screen - they will divide into sub pages to allow a larger number of images to be used in the article without affecting the download time.

The Future

Download times will continue to decrease as communications move from copper wire to a hybrid copper and fibre system, and through compression technology. This will make it possible to have more image and video intensive pages, without the problems associated with long download times. The medium will continue to change, and online "publishers" will have to be aware of the changes that the medium will make.

²Download times are discussed in depth in Section 1.11.

Wider internet usage will offer distribution opportunities to a wider audience than currently available to web site maintainers. Internet browsing platforms will change, with it likely that the internet will be viewable through a combined internet/ television unit that television is also able to be viewed from. Keeping up to date and in touch with the medium will become a real problem if the New Zealand Trout Fisher does go online with only one person producing it. This problem would be reduced if the New Zealand Trout Fisher becomes part of the Flyfishers Online site, and gains access to their web site developing knowledge.

Other Internet Opportunities

While not the New Zealand Trout Fishers core business, the selling of New Zealand fishing books and maps may return a modest amount of money for a small amount of effort and no cash outlay. This has been demonstrated by the Fly Fishing New Zealand web site, but is being discontinued in its present form as the book suppliers are not diligent in their payment of commission.

Additional Hardware and Software

Hardware:

The following would be essential, and are probably the lowest configurations feasible.

A Pentium 120 with 16 M of RAM, a 2 gig Hard drive and fully multimedia capable - including video in and out functions. A more powerful machine would be preferable, with the most powerful Pentium affordable, and 32 M of Ram.

A flat bed scanner with the ability to scan to 2400 pixels per inch

A video camera, preferably Super VHS.

A modem - 28 800 kps or faster

Software:

Up to date Web Editing programs, probably Netscape Gold, or an upgraded version of this software.

A program for editing audio and video - perhaps Macromedia Director

A program for manipulating images - perhaps Adobe Photoshop

A scanner programme.

Developing an Integrated Internet Presence

Section 3.6 Case Study

Lite Tackle Tours

Simon Lusk

Company Background

Lite Tackle Tours is a Turangi based fishing guiding business, operated by the extrovert Italian - American "Louie the Fish". In its fifteenth year of operation, Lite Tackle Tours has a strong existing client base, especially in North America, which has the largest concentration of fly fishermen.

Fishing guides charge around \$400 per day for a fishing trip, providing refreshments and transport for their clients. Turangi, on the banks of the world famous Tongariro River, has one of the densest populations of guides in New Zealand. There are no licences or regulations governing who may guide so guides move in and out of the industry freely.

Aims, Objectives and Constraints

Aims

To use the World Wide Web to generate business for Lite Tackle Tours

Objectives

1. Ascertain the value of the internet as a promotional mechanism.
2. Create new clients through internet bookings.

Constraints

1. To function on as low a budget as possible, and to pay only for work created.
2. Develop a booking system that determines how new clients found out about Lite Tackle

Tours.

Site Structure

The Lite Tackle Tours¹ page is a subdirectory of the 'Guides' area of the Fly Fishing New Zealand site.

Fly Fishing New Zealand Home Page: This page has a link to the guides page.

Guides Page: This page is a 'catalogue' for all the guides on the site. It has a single image and approximately 50 words briefly describing Lite Tackle Tours service.

Lite Tackle Tours Page: This page contains several images (all catch and release photos) and a detailed description of Lite Tackle Tours service.

Lite Tackle Tours Booking Page: Louie the Fish does not have a computer, bookings are made either by phone or facsimile.

Lite Tackle Tours Feedback Page: This page provides space for anglers who have fished with Lite Tackle Tours to describe their experience. It is possible for anglers who have email to provide email backup to authenticate the information on the feedback page.

Competitive Advantage

At this point in time, Lite Tackle Tours holds a distinct advantage over most other guides in the Turangi region through World Wide Web promotion. While other guides are online, other sites are pale in comparison to the Fly Fishing New Zealand site, and are probably struggling for traffic. The biggest problem that other sites have is that they appear to be simple copies of paper brochures, rather than specifically designed 'web brochures'. There is certainly no provision for email booking or even a booking form like the one offered by Fly Fishing New Zealand.

The site is, however, by no means perfect, and substantially greater advantage could be enjoyed by Lite Tackle Tours obtaining a computer, modem and internet access. An email link would enable bookings to be made from clients' computer, easily and at almost no cost to them.

¹Lite Tackle Tours site may be viewed in Appendix 2.

Lite Tackle Tours obtaining an email address would also allow for the cost effective mailing out to old clients with email addresses, keeping them up to date with the fishing season. Lite Tackle Tours and New Zealand fishing would then seem not so distant and keep both in the minds of the clients.

An email connection would also allow Louie the Fish to join the New Zealand Fly Fishing Internet Help Desk. This would raise the profile of Lite Tackle Tours considerably, and may directly create new clientele, especially from the Asian market, who like to ask questions, and prefer to be guided.

A unique name domain such as <http://www.litetackletours.com> would allow for effective promotion of the internet site in magazine advertisements and other brochures. While having a distinct name, the Lite Tackle Tours site should remain part of the Fly Fishing New Zealand site. To move away from the Fly Fishing New Zealand site would substantially reduce the visitor numbers through the site.

Similarly, an email address such as louiethedfish@flyfish.co.nz should be sought, so the email address can be easily remembered. The aim of having such names is to make contacting Lite Tackle Tours or visiting their web site as easy as possible.

Comments

In spite of suffering from an inferior page position, the Lite Tackle Tours page has achieved a disproportionately high number of hits. Louie the Fish has guided for longer than most of the current Turangi guides, and has built up considerable goodwill.

While longevity in the market builds awareness, the success of the Lite Tackle Tours site may also be attributed to the regular advertising in North American magazines, especially Fly Rod & Reel. These bimonthly advertisements seem to have created awareness of Lite Tackle Tours among the North American fly fishing community, that exceeds the awareness of other fishing guides.

Appropriate Use of the Medium

Perhaps the most appropriate use of the medium in this case is to build an electronic database, and send regular mail outs to previous clients, and others who join the database. Please see the discussion of this concept above.

The site may also merit video, although current costs and download times probably preclude its use. There is little point in putting a video on line for the sake of it, but a carefully edited, aesthetically pleasing video may be appropriate. This may constitute a series of fishing clips in particularly scenic locations, with emphasis on the aesthetics. A catch and release video may also be an option, catch and release being an important part of the fly fishing ethic in North America.

Currently, a 30 second video² with sound that appears in a window approximately 4 cm by 5 cm takes several minutes to download. This is rather scratchy as the capture rate is about 10 frames per second, which compares very unfavourably to the capture rate used on television.

Perhaps the easiest and cheapest suggestion to make better use of the medium is the proactive use of the feedback page. This page offers the opportunity for people who have fished with Lite Tackle Tours to describe the trip on the feedback page. Where possible these fishermen should be encouraged to provide an email address and allow this to be linked to the Lite Tackle Tours feedback page. This would allow prospective clients to contact feedback providers to check if Lite Tackle Tours service is all that it claims to be. This may be described as "virtual word of mouth". Being a service, and therefore intangible, there is little that prospective clients can use to judge the likely quality of the service. Using "virtual word of mouth", clients get a first hand opinion on the quality of the service.

The Future

While the site in its present form is not perfect, future developments beyond those already

²See Appendix 2 for an example of a Quicktime Video. The videos download time from the CD will be considerably less than the download time from the net.

suggested are difficult envisage, at least in the medium term. In the longer term, the medium will undoubtedly develop further in a manner that is difficult to predict. Lite Tackle Tours need to be aware of this, and observe how the medium develops in the future.

What the future certainly holds is increased competition from other guides on the World Wide Web. It would appear likely, however, that few of the other guides will use the medium as proactively as suggested above, so Lite Tackle Tours could remain ahead of its competition by promoting in this manner.

Other Internet Opportunities

The extensive nature of the description above means that most of the internet opportunities have been dealt with already. The advent of Java may offer some additional aesthetic opportunities for the web site, but these probably will not be a major determinant of the sites success.

Louie the Fish has an inclination to sell bone carvings, carved by himself. These bone carvings may be marketable through the World Wide Web, although the form of any such advertisement would have to be dramatically different to the form of the Lite Tackle Tours advertisement.

Developing an Integrated Internet Presence

Section 3.7 Case Study

Using the World Wide Web for the Provision of News - A New Zealand Perspective

Simon Lusk

This case study differs from others offered in this thesis, as it has no single organisation that it focuses on. Rather it develops a vision for a New Zealand based internet news source, after a thorough discussion of current online news providers, and the way these providers appear to view at the internet.

Area Background

Many of the worlds major news providers have web sites, which are continually developing. The news providers appear to be testing the medium at the moment, with one of the major problems being not yet knowing how they are going to generate revenue from their web site.

What is the Internet?

The way that an organisation and its members view the internet is probably the most significant contributor to the success of their internet presence. The internet must be viewed as a distinct communications medium with many features distinguishing it from other mediums¹.

The parallel that perhaps best illustrates this is to describe Television as "Radio with Pictures", as was done when it was first broadcast. In hindsight, this is obviously nonsensical, and almost certainly cost organisations that viewed it as radio with pictures large amounts of money.

In this case, news providers must examine how they can provide news via the World Wide Web²,

¹See Section 1.2 for a thorough discussion of the Internet as a distinct medium.

²The World Wide Web is the most useful of all parts of the Internet, with the ability to display text, images, audio and video, both delayed and real time.

rather than how they can put their newspaper or television news online. Without understanding this mindset, any web endeavour appears doomed to failure.

Current News Providers using the Internet:

This paper uses the following four news providers as examples:

The Times (London)

<http://www.sunday-times.co.uk/>

The Daily Telegraph [The Electronic Telegraph] (London)

<http://www.telegraph.co.uk/>

CNN Interactive

<http://www.cnn.com/>

ESPN online - ESPN Sports Zone.

<http://espnet.sportszone.com/>

The London Papers

Both papers do a relatively straightforward content dump of each days issue, with some graphical enhancement. It appears that they view their web sites as electronic newspapers, rather than considering the medium for the provision of news.

Unlike the printed newspaper, web sites can be changed or upgraded in minutes, not once every twenty four hours. The reason for the once every twenty four hour upgrade is the difficulty in producing and distributing the papers more regularly. The internet does not suffer this problem, with upgrades or changes to a web site being straightforward and easy to make.

While each has appealing layout, neither uses audio and video, and neither makes extensive use of images. Both have developed large email databases of subscribers.

Both appear to be having problems making money from the site, although both are selling advertising space³. Subscriptions are still free, but subscribers have to submit their name and

email address and a password, and if entering the site from a different machine to the one that they first signed in from, enter their name and password. Thus far, though the papers know their visitors email address, where they come from, and how often they enter the site, they appear not to be making any use of this knowledge. Some eight months after I first subscribed to the Electronic Telegraph, I have only had one message from them, inviting me to join their "Fantasy League Online".

CNN Interactive

This site contains articles and analysis based around text with images, with the option to select audio and video footage from some articles. In depth analysis of politics is offered through the All Politics page, [<http://allpolitics.com/>], which provided exceptionally good coverage of the Republican primaries.

Pure news and information is offered in the US News, World News, Weather and Sports News sections. Analysis sections, with opinion, are very similar to areas analysed by the CNN television pages. These include financial pages, with in depth analysis provided. Other analysis areas include Style, Technology, and Food and Health. In all areas information is archived, although the archives vary in depth, but growing.

ESPNET Sports Zone

A site that is predominantly concerned with US sport. Its content is similar to the CNN site, although not concerned with general news. The most interesting feature of this site is the Real Time (as it happens) audio footage of NBA matches. It appears likely that real time information will become increasingly common, with real time video becoming more prevalent, and arguably a more important part of such sites. Delayed audio and video coverage will also play a major role in this type of site.

³Advertising usually takes the form of an image map that may be clicked on to get to the advertisers web site. Examples may be found in Appendix 2, on any of the sites discussed in this case study.

Another interesting feature of the ESPN site is "The Wire". This is an electronic version of the sports news wire, showing new sports news items as ESPN receives them.

Opinion and analysis are offered by ESPN's experts, but as a subscriber only service. ESPN charge around 11 cents US per day for a subscription. While the costs of maintaining the site may not be high, this charge suggests that they are placing a greater emphasis on advertising than subscriptions as a source of revenue.

ESPN have promoted the site heavily through their television channel for some months, with apparent success.

The Delivery Platform

A separate delivery platform, in my view, will never be widely adopted by consumers if they have to purchase, or even use, another machine to source news. Personal computers allow internet access without the need for extra products, and seem to be the likely delivery platform for internet news services in the future.

If this premise is accepted, and the Knight-Ridder Tablet⁴ experience suggests that it should be, then the only platform for the delivery of electronic news that should be examined by news providers is the internet and the delivery systems that the internet uses.

What an Internet News Service will look like in the future

A description of what an Internet news source of the future necessitates a degree of crystal ball gazing, with its inherent pitfalls. Issues such as data transfer rates and the transmission platform must be taken into account, as well as consumer response to existing sites. Trends developing on current news sites have been examined, and discussed above. These trends offer some insight

⁴The Knight-Ridder Tablet failed partly because it required a new piece of equipment to read the daily news. Other reasons included the relative difficulty in obtaining up to date information compared to the internet, and the 'once every 24 hour' information updates.

If current net precedent may be accepted, the Television companies appear able to embrace the medium better than Newspapers, or Radio stations. The television company sites make much better use of the medium than the newspapers. As the medium evolves and data transfer rates improve Television company sites will be able to take full advantage of their multimedia abilities.

Newspapers appear to be unable to use the multimedia opportunities the web offers, due to not having proficiencies in the audio and video. The twenty-four hour production 'mindset' of the Newspaper industry also hampers the development of a competitive internet news service.

From a New Zealand perspective, the news sources appear no different from their Northern Hemisphere counterparts. Theoretically, it would be possible for Television New Zealand or TV3 to develop an internet information source, although there must be grave concerns as to whether this would be a profitable exercise at the present point in time, due to the low level of both population and internet usage in New Zealand.

Newspapers would find providing an internet news service more difficult, due to the format of the information that they have available to them. This being the case, and my premise of what constitutes appropriate use of the medium being correct, it would appear likely that a newspaper would need a strategic alliance with a television station to develop a comprehensive internet news service.

Two major impediments to a New Zealand news source on the World Wide Web are how to create revenue and how to generate enough traffic through the site. Due to the ability for users to choose where they go, they can avoid advertisements relatively easily. In New Zealand this problem is exacerbated by the high charges for internet access, making it expensive to use for a simple news source, when existing sources are free or almost free.

The current method of creating revenue through a news providing web site is to use small advertisements linking the page to advertisers' pages. This technique may be viewed in practice at each of the four web sites described above.

The traffic and revenue problems are interlinked. The number of visitors to a site can be easily measured, which allows for careful evaluation of the effectiveness of a link site. The greater the number of visitors, the higher the charges for advertising.

Developing an Integrated Internet Presence

Section 3.8 Case Study

OBO Hockey Protective Gear

Simon Lusk

Company Background

OBO is a Palmerston North based company that produces and sells field hockey protective equipment to a global market. The product's manufacturing process is not copied anywhere else in the field hockey industry, offering superior performance to competitors' product.

A thorough new product development process allows OBO to maintain its position as arguably the premier field hockey protective equipment producer in the world. This process also allows for the careful development of products that take advantage of the changes to hockey, caused by the constant adaption of the rules by the sports governing body.

Aims, Objectives and Constraints

Aims

To establish an effective Internet Presence that promotes and sells OBO products' world wide.

Objectives

1. Develop a web site congruent with OBO's image.
2. Evaluate the Web as a distribution channel for OBO Equipment.
3. Use the Web to increase sales to the US market.
4. Develop a web site that can be maintained and updated by OBO staff.

Constraints

1. The cost of the presence must be reasonable.
2. The presence must reflect the OBO culture.

Site Structure¹

The site has six main pages, and several subsidiary pages branching out from the major ones. All the major pages are linked through a navigation bar at the bottom of every page. Also at the bottom of every page is an email bar, so visitors to the site who want to contact OBO can from the area they are in, with little effort. A description of the site follows:

Home Page

A description of what the site contains and a welcome to the site.

Ask OBO's Expert

To attempt to 'humanise' the web site, Hilton Munro, OBO's in house goalkeeper, features prominently through the site. He is the OBO "Expert", and will answer questions from visitors to the site, as well as offering goalkeeping advice. Regular upgrades will allow members of the Database to be emailed advising them of new information.

Viewing Tips

This page helps visitors view the site.

Technical Information

High involvement information on the technical features of the OBO products.

OBO's Database

The database page is part of an attempt to build a database of email addresses, so people can be mailed out when the site is upgraded.

Catalogue

The OBO product range with some information on the product

Subsidiary Product Pages - including two revolutionary new products, the Smarty Pants, perhaps the first purpose built, field hockey protective pants, and the Dynamitt, a blocking glove

¹The OBO site may be viewed in Appendix 2.

to take advantage of the new laws relating to keepers' gloves.

Competitive Advantage

As OBO is looking to add distribution channels to its existing ones a web site comes at an opportune time. The Web site will probably become the most important part of OBO's direct selling channel, due to its easy upgradability and relatively low cost.

The web allows for sales in markets that otherwise it would not be able to get to without considerable expenditure. Hockey is played in a large number of countries around the world, but the distribution of players is relatively fragmented and not a major sport in many of these countries. The targeting of some of these markets is very difficult - the web would appear to get around these difficulties.

The web site also offers the opportunity to test market products in a variety of countries that would otherwise be out of OBO's reach. From a central location these markets can be serviced, and their response to the web site can probably be extrapolated to the non internet hockey community in these nations.

Comments

The site must be monitored to see whether it sells products or is merely an information source that customers use to help them make their purchase decisions from. In the short term, it seems likely that the site will provide an information source to those who are new to the OBO range, who will probably want to see the product first. This may not hold true for people living in places where the product cannot be seen before being purchased.

Those people familiar with the brand will probably be more inclined to purchase the product through the web site without seeing the product itself. Over time, it is hoped that people become familiar with the product to such an extent that they are willing to purchase directly from the site without having seen the actual product they are purchasing, especially in the case of new

products.

It is possible that few sales will be created in the first few months of operation, as the demand for goalie gear fluctuates according to the season. The main buying season in the Northern Hemisphere is July and August, so sales in those months may be anticipated.

Visitors Opinions' of the Site

Visitors to the site were impressed by the comprehensive nature of the information provided. Many had anecdotes about OBO equipment, which were generally favourable. A variety of responses were received, including a Chilean who wants to become an OBO agent in Chile, and questions about how to order OBO products.

Appropriate Use of the Medium

At this stage the site appears to make appropriate use of the medium, being relatively image intensive and including a quicktime video of Hilton Munro testing some new products, emphasising the fact OBO spends considerable time and money on its product development.

While the site may not be the highest technology possible, it does appear to provide what the purchaser of Hockey Goalie equipment wants, information. The expense of fitting out a complete goalie set and the dangerous nature of the position, mean that a potential purchaser's decision process will probably be extended. To help make this decision, detailed information needs to be provided. The web site provides this type of information.

At the present time, with the medium being relatively new, orders may only be made through fax or phone call, or email, although email is not recommended due to security problems. This will change, and 'secure' servers will truly become secure, meaning that customers will have fewer problems with purchasing directly through the net.

Timeliness to the market will dictate whether the medium's use is appropriate. The medium

allows for regular changes and regular upgrades to be made, and to use the medium appropriately demands this kind of change. Fortunately, web page editing is relatively simple, so OBO staff will be able to make incremental changes easily.

Proactive, ongoing use of the Database is also necessary. It may not be possible to sell equipment now, but by continually contacting purchasers of hockey goalie equipment they have OBO in mind when they make a purchase.

Provision should also be made for satisfied OBO customers to provide testimonials, with email links to the provider so skeptics can authenticate any claims. This form of "virtual word of mouth" may help those who have not seen OBO products to decide to buy them.

The Future

Depending on the success of the initial OBO site, a major overhaul may be necessary to make the site Java capable. Sales through an email form will become necessary, as people become accustomed to purchasing through the internet.

Perhaps the depth of coverage may extend, with greater detail of each of the products needed, although the web site has extensive information about most products. Information, in a very basic sort of way, could be provided on the production process.

Internet promotion will have to be planned for and managed, with links obtained from other Hockey web sites, especially sites like Field Hockey Canada, and other national hockey organisations. This could mean buying advertising space on other web sites, a slowly developing concept.

Non internet promotion also needs to be considered, with all stationary marked with the OBO web site address and email address. Print advertisements and instore promotional boards should include the sites address, to make people aware that the site exists.

Other Internet Opportunities

OBO has two major distributors, one in Holland and one in the USA. These individuals must be contacted (relatively) frequently by OBO staff in New Zealand, and email allows cheap and effective communication. While email does have its place for much of the day to day communication, certain matters need to be discussed by voice. Using the internet as a telephone is quite possible and feasible, and well within the technical capabilities of organisation members.

To use the internet as a telephone would require extensive expenditure. While the unit costs of a phone call would dramatically decrease, to around \$3 to \$5 per hour for international calls, a substantial upgrade of the computer system at OBO's Palmerston North headquarters would need to be undertaken. The following hardware would be required;

- A Pentium 120 computer with at least 16 Meg of Ram.
- A full duplex sound card or two cheaper half duplex sound cards.
- An external microphone.
- The best phone package is freeware, so does not cost anything.
- A 28 800bps modem

This system would require a similarly configured machine at the USA and Dutch end, and relatively stable internet connection. The system uses GSM compression, similar to that used by Bell South Cell phones, so the call quality is very good.

Problems: This is such simple technology that it should be possible for OBO's personnel to run the system with minimal training. This accepted, there should be few problems with this system.

Developing an Integrated Internet Presence

Section 3.9 Case Study

Stephen Parsons' House of Travel

Simon Lusk

Company Background

Stephen Parsons' House of Travel is an aggressive and proactive travel agent in the Manawatu region. As part of the House of Travel group they offer standard travel packages to the Manawatu, as well as a variety of special in house deals that are not available through other travel agents.

Due to problems with distribution over a wider geographical area, and House of Travel franchise agreements, the only people who may access the Steven Parsons' House of Travel web site are in the greater Manawatu region. This includes the three thousand plus Massey staff, the main target market, with most of these people having email and access to the World Wide Web.

Aims, Objectives and Constraints

Aims

To become the dominant internet using travel agent in Palmerston North.

Objectives

1. Develop an integrated internet presence in the Manawatu.
2. Target Massey Extramural students using the internet.
3. Corner the internet travel market in Palmerston North.

Constraints

1. Drawdown costs. [Costs associated with visitors to the site drawing information from the site, payable by Stephen Parsons' House of Travel.]

2. Meeting of performance goals over three months.
3. Internet consultancy costs versus bookings created trade off.
4. Fulfilment of the arrangement of travel.

Site Structure

The site is a relatively simple one, due to the cost of downloads. Images are kept to a minimum and links to the rest of the world offered, encouraging people to use the internet to find out about potential destinations, but returning to the House of Travel site to make bookings.

There are seven pages to the House of Travel site¹, each interlinked by a navigation bar at the bottom of each page. At the bottom of each page there is an email bar, making emailing as easy as possible for visitors to communicate with the House of Travel.

The Pages are:

- a. **The Home Page**; which is the first page reached by visitors going to <http://www.hottravel.co.nz/> - This site is only available to those in the wider Manawatu area.
- b. **The Tips Page**; describing how to get the best from the site. This page was designed to help overcome problems people who lack confidence in using the World Wide Web, and making the site, and the medium, easier for them to use.
- c. **The Black Board Prices Page**: This page shows the prices of that appear on the Black Board in the House of Travel store on the Square, Palmerston North.
- d. **The Specials Page**: This page describes the short term specials available to travellers that they often do not hear about.
- e. **The Database Page**: The database page encourages people to submit their email address and comments so they can be mailed out when the site is significantly upgraded.
- f. **The Staff Page**: The medium can seem impersonal and distant. To try to personalise the site, photos and job descriptions of the staff appear on the staff page.
- g. **The Destinations Page**: This page offers links to tourist orientated sites around the

¹The House of Travel Site may be viewed in Appendix 2, or at <http://www.hottravel.co.nz> if in the wider Manawatu region.

world, so visitors to the site can find sites in places they intend going to.

Competitive Advantage

There is a major competitive advantage for Stephen Parsons House of Travel selling through the World Wide Web. The Web offers the following benefits.

Cost Efficiencies: Customers coming into the store take longer to process than customers booking by phone fax or email. The web site encourages bookings to be made through the email, which reduces the bookings time.

New Customers: The web offers the opportunity to target Massey University staff, a group of people who travel widely, and have a relatively high turnover. People new to Palmerston North will not have established links with any particular travel agent but will need one. Proactive promotion to these people should ensure a large percentage of them become House of Travel customers.

Cornering the Massey University Market: Due to the relatively long time it takes to set up a site and have it running effectively, Stephen Parsons' House of Travel has the opportunity to be the dominant internet using travel agent in the Manawatu. The use of the database should encourage Massey web users to become brand loyal to Steven Parsons House of Travel and also encourage them to use email to make their travel arrangements.

Comments

Due to the newness of the medium and the pioneering nature of the Steven Parsons House of Travel site, it is difficult to predict whether the site will succeed in the short term. There would appear to be a market need for people to easily make bookings through the internet, to save time, but whether this is a widespread need remains to be seen. In the long term, as people become familiar with the internet, they will become accustomed to purchasing through it.

The Travel Industry

The travel industry is adopting the internet at a rapid rate, with many airlines, railway companies, hotels and other tourist service providers going online. This offers a real threat to the travel agents in New Zealand, as the web offers the traveller the opportunity to book their entire trip without having to purchase anything from a local agent.

Examples of this in action include:

British Midlands - <http://www.iflybritishmidland.com/>

United Airlines - <http://www.ual.com/>

American Airlines - <http://www.americanair.com/>

Each of these sites may be viewed in Appendix 2.

A huge number of other tourist sites that do not offer online reservations may be found on the destinations page. As the House of Travel is attempting to act as an agent, it would defeat the purpose of the site to link to other sites that offer online bookings, as Stephen Parsons' House of Travel would not receive any reward for bookings created.

Appropriate Use of the Medium

This site would appear to be making appropriate use of the medium thus far, though the site only offers text, images and a database. The 'reduced' site is due to the cost of having individuals downloading information from the Manawatu Internet Server. To make full advantage of the medium without running a large bill at Manawatu Internet, the Destinations page allows visitors to go to more extensive tourist sites around the world.

The Future

The future will probably see competition through web sites from other travel agents in the Manawatu. This must be anticipated and planned for. Perhaps the best method of overcoming

competition is to be exceptionally proactive with the House of Travel internet presence, inspiring confidence in the people who are using the site, and attracting their loyalty.

This proactivity may not be cost effective if done on a Manawatu only basis. It appears logical for other House of Travels servicing markets near other universities to duplicate the Stephen Parsons' House of Travel internet presence, and targeting internet users in their regions. The nature of the travel industry is that agents sell the same products in different regions, meaning that changes to the site could be duplicated to five other sites around the country, thus reducing the cost of using the medium proactively to Stephen Parsons' House of Travel, as upgrade costs could be split.

The site will probably remain relatively low technology, as this is all it needs to be. As the medium changes adaptations will have to be made. The Stephen Parsons' House of Travel web site, however, is essentially a link site, and likely to remain as it is², sending potential travellers to more advanced sites around the world.

Converting Visitors to Buyers

Initially, it is anticipated that many of the visitors to the site will not make bookings through email even though the facility to do so is available to them. There are several explanations for this, including that not all visitors will be immediately planning travel. Other visitors may not be technically proficient enough to use email. In this case it may be pragmatic to offer well publicised incentives, in the form of competitions, into which people making bookings through email are automatically entered.

What Visitors think of the Site

The general consensus of the visitors to the site is that it is a very well developed site and offers them a variety of options of which they were previously unaware. While the site itself is

²The case may change if Internet Service Providers change their pricing structure from volume charges to a flate rate.

important, visitors were eager to make travel reservations by email, as it saves them time - they do not have to go in to the House of Travel premises, or play phone tag with their travel agent.

Rewarding Repeat Visitors

In the future database members may be given log in name, and offered incentives to log in each time they visit the site. This would allow closer tracking of visitors, and analysis of their response to email messages and other promotional activity. Incentives may be needed to get people to log in, although a system similar to the Electronic Telegraph's subscription system may be possible to implement, meaning that visitors do not need to login. Closely monitoring individuals responses to promotions and behaviour within the site will allow selective mailouts when specials of particular interest to individuals are received.

In essence, this system is very similar to frequent flyer programs that most airlines now use. This system would reward regular clients. If managed carefully, offering rewards for repeat email bookings would make it likely that members of the scheme would remain loyal to Stephen Parsons' House of Travel.

Other Internet Opportunities

Opportunities through the internet are difficult to discern in this case, due to problems with existing franchise arrangements. Extensions of the web site will occur with an Adventure page, a Theme Park page and a Cruise page being added in the next few months. With internal Massey University students being offered internet connections through Massey there is the potential to promote to students. The category of travel will be different, with items such as one way trips to London and multiple stop tickets around the world being the product to which this group would respond well to. To encourage people to make bookings in the short term, pages offering packages for sports events, concerts and shows and wine tours will also be offered.

The extramural Massey students offer some interesting possibilities, although this is dependant on the House of Travel franchise arrangements.

the potential to direct traffic through various parts of the site make it possible to encourage people to buy both high profit margin trips and high absolute profit trips.

Part 4: Comments & Conclusions

Developing an Integrated Internet Presence

Section 4.1

Comments

Don Lusk

Limited Internet Presences

The Internet is currently a business buzz word, and will probably be for some years to come, as it continues to become accessible to a wider number of people. Misinformation and lack of knowledge of the field have meant that many New Zealand organisations are going online in an inappropriate manner, with copies of their paper promotional material, or with one page of information on a 'yellow pages' type web site.

In the opinion of the author, the value of this type of limited internet presence is minimal, and the promotion of this type of presence is detrimental to the internet industry as a whole. Such limited presences will not create business or sales, so the organisations that these are developed will become disillusioned with their presences' lack of success, which will affect the internet industry as a whole.

Equally, it is only by providing an internet presence of the type described in this thesis that organisations will be serviced properly. A mere web site will not be as effective as an integrated presence, and will not be as cost effective in the medium to long term.

Internet Adoption in New Zealand

The cost of internet access in New Zealand remains prohibitively high. Telecoms Xtra service in almost all instances, considerably more expensive than that of regional internet service providers. Problems exist for the internet in New Zealand while the costs remain high. Current charges are either by hours used or traffic downloaded, and this is acting as a barrier for widespread internet adoption.

This contrasts greatly with the situation in the United States, where unlimited internet access is very cheap, and users usually pay a flat monthly fee. Internet users going through a Microsoft gateway in Los Angeles pay as little as US\$17.80 per month unlimited access. This type of charging regime has obviously had a great deal of influence on internet adoption rates.

While New Zealand has one of the fastest internet adoption rates in the world, this adoption rate is constrained by the cost. This cost factor is probably holding back adoption by the domestic user, which has many flow on implications for organisations wanting to use the internet for promotions and selling in New Zealand.

For exporters or service providers that rely heavily on international customers, this constraint is not a major consideration, but for organisations dealing with the domestic market, it will greatly limit their opportunities. University cities are the exception to this, with large numbers of university staff and students now online.

These problems aside, the internet offers New Zealand "for profit" organisations vast opportunities to promote and sell their product to hitherto unreachable markets, at a minuscule cost when compared to other established mediums.

Developing an Integrated Internet Presence

Section 4.2

Conclusions

Simon Lusk

This thesis began as an attempt to describe how for-profit organisations could, and indeed should, create business through the internet. As the study progressed, the concept of an "Integrated Internet Presence" developed. The "Integrated Internet Presence" embraces many aspects of the internet, combining it with non internet promotions, in an attempt to allow organisations to maximise the internet's potential for their organisation.

While parts of the "Integrated Internet Presence" are applicable to most organisations, no general description is possible. It would be foolhardy to attempt to describe any general prescription, due to the many differences between organisations. These differences dictate that each organisation's use of the internet will differ slightly from that of other organisations. Common threads, however, will be found through most internet presences, with the key of any presence being the ability of an organisation to get closer to its customers. To this end the author strongly advocates the use of email databases, and the monitoring of web site statistics. The ability to get to know customers is one of the greatest opportunities that the internet offers.

In this paper has described, the "Integrated Internet Presence" is not merely a site on the World Wide Web, and organisations that adopt this approach are not using the medium appropriately, using it to their full advantage. This premise accepted, it is strongly suggested that organisations do not trivialise their internet presence into a web site, and a mere graphic design exercise.

For small businesses, developing an internet presence can take place at a very low cost, and be an effective global marketing tool. With the use of up to date software, such as Netscape Gold, web sites can be developed by an individual with only moderate computer skills. Areas such as promoting through email lists and newsgroups require similarly moderate computer skills.

Organisations obsessed with the global audience offered by the internet may neglect other advantages, such as low cost sales to a local audience. In New Zealand, the opportunity for low cost sales currently is only available to organisations servicing university cities, as other regions do not currently have enough people online to allow for extensive localised internet promotions.

This thesis deals with the initial development of an internet presence. The issues facing the maintainer of a web site over time will be quite different from those discussed in this document, and are worthy of further consideration, but are beyond the scope of this paper. Of particular interest are the following concepts: 'virtual word of mouth', virtual impulse buying, the effective management of email databases, converting visits to a web site into sales, and building a team to manage an internet presence.

A team of people managing a high quality internet presence should have graphic design skills, web editing skills combined with general computer skills, and a variety of marketing skills including strategic planning and research. Not to be neglected are measurement skills, as the management of an internet presence will necessarily involve the ability to quantify web site visitor behaviour and measure the degree to which visitors are becoming buying customers.

Part 5: Appendix I

Developing an Integrated Internet Presence

Section 5.1

Appendix One

Simon Lusk

Part One Excerpts from Paper Catalogues, and Magazines

The New Zealand Trout Fisher

Sage Fly Rods

Scott Fly Rods

Fly & Field Catalogue & Business Card

Kaufmanns' Streamborn

Part Two News Paper Advertisements Advertising Web Sites

Morgan & Banks advertisement, the business section of "The New Zealand Herald", Saturday 22nd of June 1996.

Kdlang Concert advertisement, the entertainment section, "The Sunday Star Times", Sunday May 22nd, 1996.

Stephen Parsons' House of Travel advertisement, The Evening Standard, appearing for several nights in May and June, 1996.

The New Zealand

Trout Fisher

ISSN 1173-1761

RRP: \$2.95 (gst inclusive)



Coming to grips with winter trout ...



with Graham Pyatt

Last evening, May 21st, I was sitting at the vice, tying up a few of my own variations of the green Woolly Bugger and looking forward keen anticipation of another good day on the river and - would you believe it - overnight the heavens opened to such an extent that as I now write only the Waitohurangi and Hinemaitia are what you could truly call fishable.

These two rivers have fished consistently for several weeks now, both producing some magical moments in that time. The Waitohurangi has withstood heavy angling pressure of late and to those fish that make it past the shoulder-to-shoulder ranks at the mouth and

along the Groyne - that piece of water between there and SH1 - good luck to them. Nonetheless, plenty do make it, and anglers venturing upstream can really enjoy those deep, mystical pools that are so much a part of the Waitohurangi's attraction.

The Hinemaitia, which is closed above SH1 after May 31st, has been a joy to fish. I've done so on many occasions over the past few weeks and can really, following my own experiences of late, now understand why the Hinemaitia loyalists rant about its fishing - roll on next season.

The Taunanga-Taupo has fished well and prior to this recent downpour was settling down nicely. As it clears, the lower river will be well worth a presentation of your favourite, whilst the pools near The Crescent up will undoubtedly produce well for the nymphs. If the water has a bit of colour a very small *Chironomid* will be the answer, but in clearer conditions you'd go a long way to beat the black *Gold Head Nymph* as the point fly.

The Waimarino and Waitotaka will behave in a similar pattern. Remembering that the latter is renowned for the size and quality of its fish, then a visit is a must on the itinerary.

That brings me to the Tongariro... Again, until today (at long last) the river had remained clear enough to enable some of the new lies within the old pools, and indeed some of the totally "new" water, to be really "sussed out".

Below the SH1 bridge the somewhat extended Bridge Pool is looking terrific, and has already produced some excellent results - and hence it's this month's guide. The Jones Pool has a couple of tricky new holding areas which would be fairly evident, so that a well-presented lure trickled past a couple of "snags" will often produce a fish or two. Even more encouraging, in the lower river, is seeing some of the old pools like The Barn re-emerging - all good stuff!

So, given a few days to clear the river will fire. It has fished really well at certain times, with pools as far apart as Delours and The Sand holding good numbers of fish. Just bear in mind, however, that there is still a heaps of ash, etc. to come down and there will be many times when discoloured water will be encountered. As the old saying goes,

though: "You pays your money and takes your chances."

Over the hills... Lakes Rotoana and Ohamangakau are receiving very little pressure and are relatively quiet. Even so, a visit the Big "D" this late in the season is often very well rewarded, as just occasionally one of those bugs making its way from the lake to spawn can be intercepted, leaving a memory indelibly imprinted in your mind - such stuff as dreams are made of.

The Great Lake... is certainly quieter now from a trolling viewpoint, which is normal for the time of year. Fishing deep to 30 metres in the first few hours of the day can often be good, but then it gets increasingly more difficult. A really bright spot is the haring during daylight hours, which is producing very well to those such as Green Dabli and Ginger M. &

From a lake fly-fisher's aspect, The Hole, in Tokanui Bay, has been the place to be over the past couple of months, and still is. Whatever is lacking at the Tongariro Delta has been more than compensated for at The Hole - and bay,



gathering this year



are the fish in good condition. A large area of flies are working well with the *Heads* popularised by your trials still the most consistent fish-taker.

River mouth fishing at night has really come on again - just pick your favourite spot and you'll have some success.

Tongariro River Pool Guide - The Bridge

As mentioned earlier in the article, the last successive floods have extended and altered the familiar old pool extensively. Luckily this has been for the better, and it is now fishing better than for several seasons to both nymph and wet fly.

The true right bank can be fished without the need to enter the water.

Approach it by driving to the end of Herekakeke Street and then, standing on the new retaining wall built this summer to control major erosion, cast your wet fly on a fast-sinking shooting head.

You will curse a little as you look up to a snag or two, and maybe lose a couple of flies, but often an those casts that evade such obstacles a good fish will be the result. Then, by walking upstream towards and just below the bridge, you can drop down to the river itself and gain wet fly the obvious areas for which you gain access.

However the true left bank (lower) side is where most of the action is. There is a lot of good water here, starting with a short run at the end of the scrub about 100 metres below the road bridge - a perfect lie for left-handers or the unproving right-hander. Don't enter the water unless you absolutely need to - the fish lie in close.

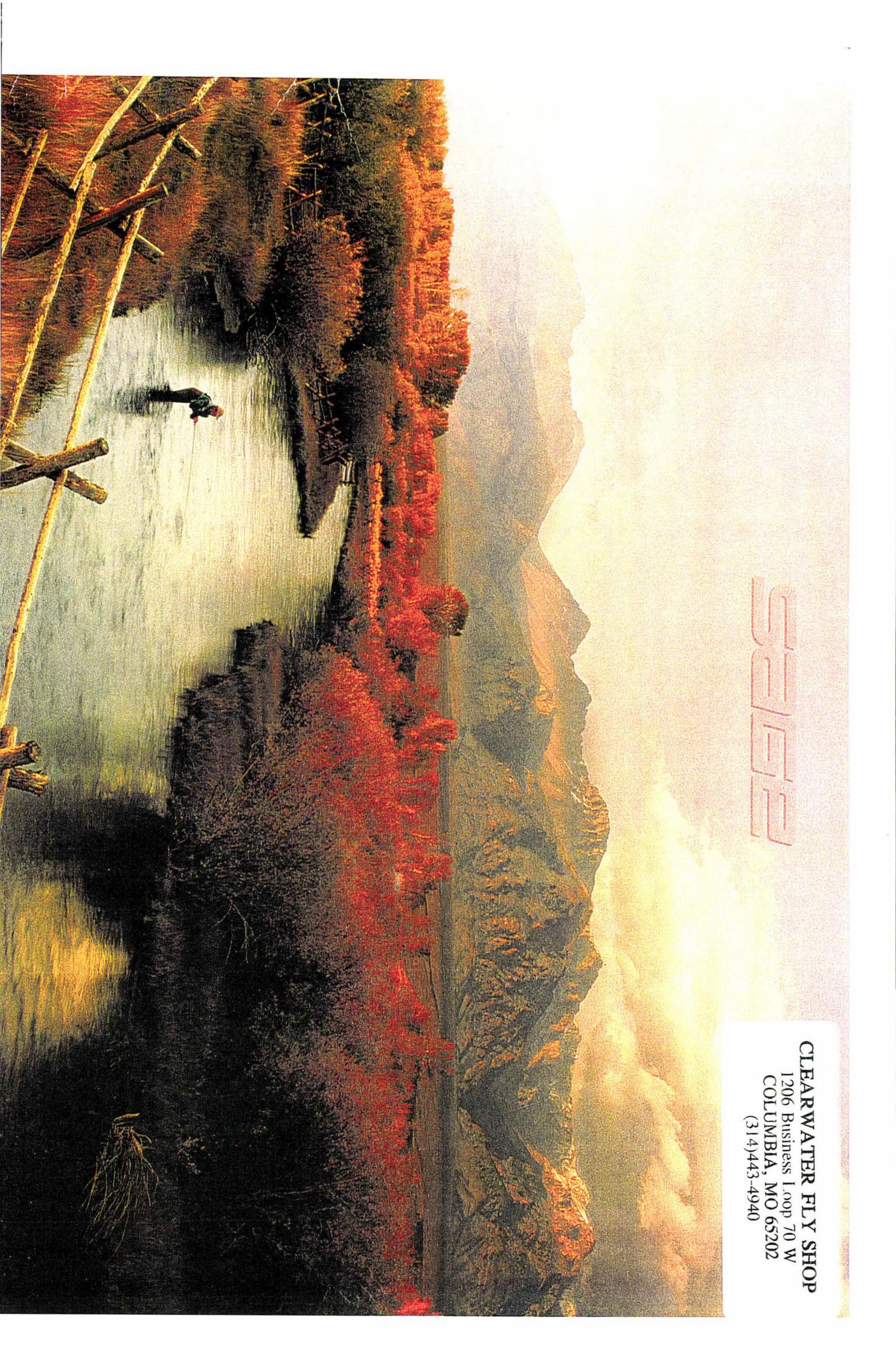
There is then a stretch of shallower water, which can be run along, before a quite sudden deepening. From this point on down to the wet-line could well spend a great hour or more carefully fishing through the pool that continues on for several hundred metres. Much of this frequently over-cooked water is full of surprises, but expect to meet up with a nymphler or three, as this very same stretch fishes extremely well to the nymph - particularly the length immediately upstream of the Herekakeke Street junction. There's plenty of room, however, and with due tolerance shown the water can be enjoyed by all.

The golden rule for the Bridge Pool? Fish carefully and slowly, investigating thoroughly the areas behind all the large boulders strewn along its length.

Flight Lines:
Graham



Graham, chairman of the Taupo Fishery Advisory Council, is a registered fishing guide who runs Venture Tours 2 - Herekakeke Street (URANGI 137). Tel: (+64 7) 3866012, fax: (+64 7) 3866112

A detailed landscape painting of a river valley. In the foreground, a fisherman in a hat and waders stands in a shallow river, casting a line. The river flows through a valley with a mix of green and autumn-colored trees. In the background, rugged mountains rise under a sky with soft, golden light, suggesting dawn or dusk. The overall style is that of a classic landscape painting.

SALE

CLEARWATER FLY SHOP
1206 Business Loop 70 W
COLUMBIA, MO 65202
(314)443-4940

SP & SP+

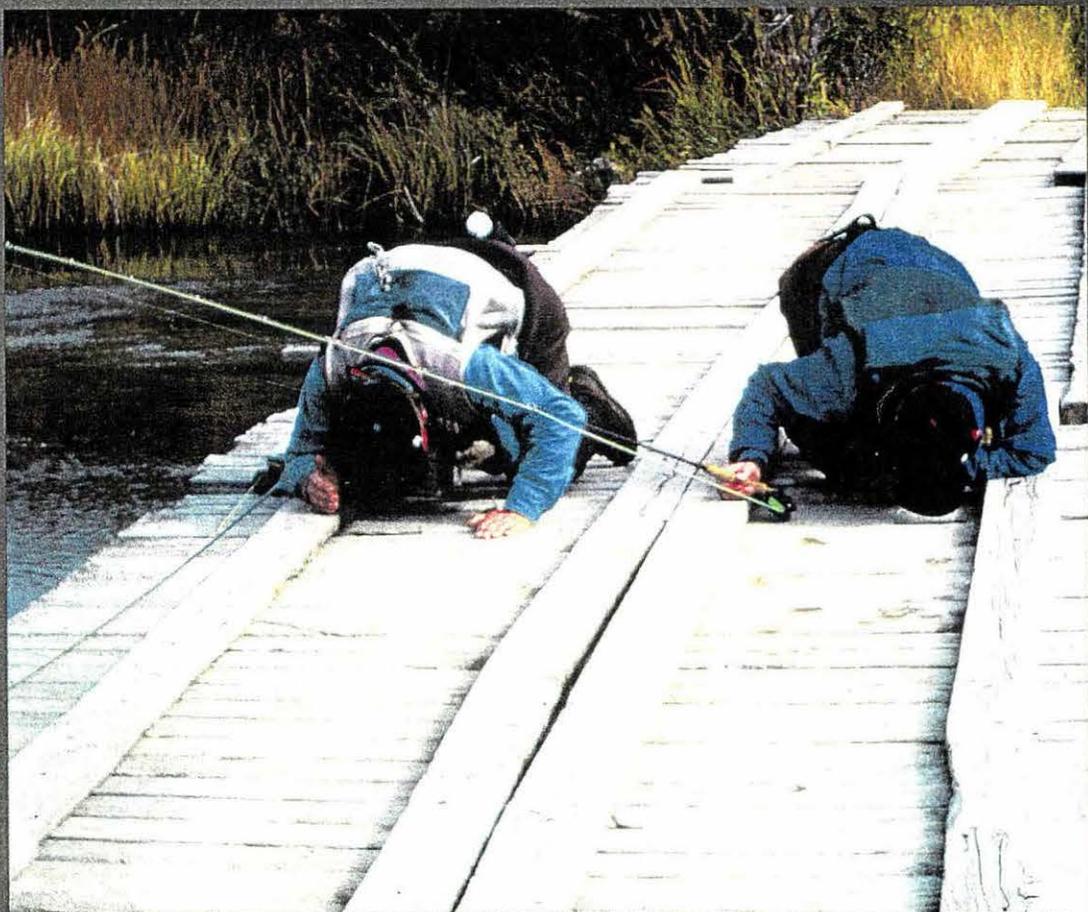
Rod Action: SP Moderate, SP+ Fast
Material: Graphite IV

The smooth-casting SP rods are designed for anglers who prefer a moderate action, but still require the superior line speed of a high-performance fly rod. Manufactured from ultra-high modulus Graphite IV, the SP's feature a "hidden power" that allows the angler to punch out the line when required, yet still maintain the silky feel of the moderate action. The SP+ rods feature the revolutionary new Plus taper designed to deliver the ultimate in line speed and performance for technically advanced casters. All SP's feature Sage's exclusive Durescra™ material, for strength up to 25% greater than other fly rods on the market.



HIGH PERFORMANCE FLY RODS

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Scott
TELLURIDE, COLORADO



SCOTT COATED SERIES (SCS)



The first thing you'll notice is the look. But there's more to SCS than meets the eye.

We began with new resin systems and two different high modulus fibers that combined uniform fiber diameters with very high tensile values. With the HeliPly layup of our saltwater rods as a model, we developed an Advanced Reinforced Carbon layup in which layers of very thin graphite fibers run around the blank, sandwiched between unidirectional fibers that run along the axis of the rod.

And because many trout anglers prefer a somewhat quicker progressive action, we developed an entirely new taper for trout models.

Finally, with ARC technology, with advances in resin and fiber chemistry, and with development of a revolutionary UV process for coating blanks, we decided that the time had come for a SCOTT fly rod with a smooth finish.

Our new SCS finish is tougher than anything on the market. So tough it actually forms a thin exo-skeleton around the rod. It is impervious to solvents, and because it has already been exposed to the intensity of our UV curing process, no amount of exposure to sun will cause it to fade. An SCS rod will look as good as the day you bought it for as long as you own it.

SCS rods are light, quick, tough and beautiful. They are available in six multipiece models, for every fish from trout to tarpon.

Model	Length	Weight	Line	Sections	Price
SCS7933	7'9"	3.0 oz.	#3line	3 pc.	\$600
SCS8843	8'8"	3.6 oz.	#4 line	3 pc.	\$600
SCS9054	9'0"	3.7 oz.	#5 line	4 pc.	\$600
SCS10084	10'0"	4.5 oz.	#8 line	4 pc.	\$640
SCS9083	9'0"	4.5 oz.	#8 line	3 pc.	\$640
SCS90113	9'0"	5.6 oz.	#11 line	3 pc.	\$640

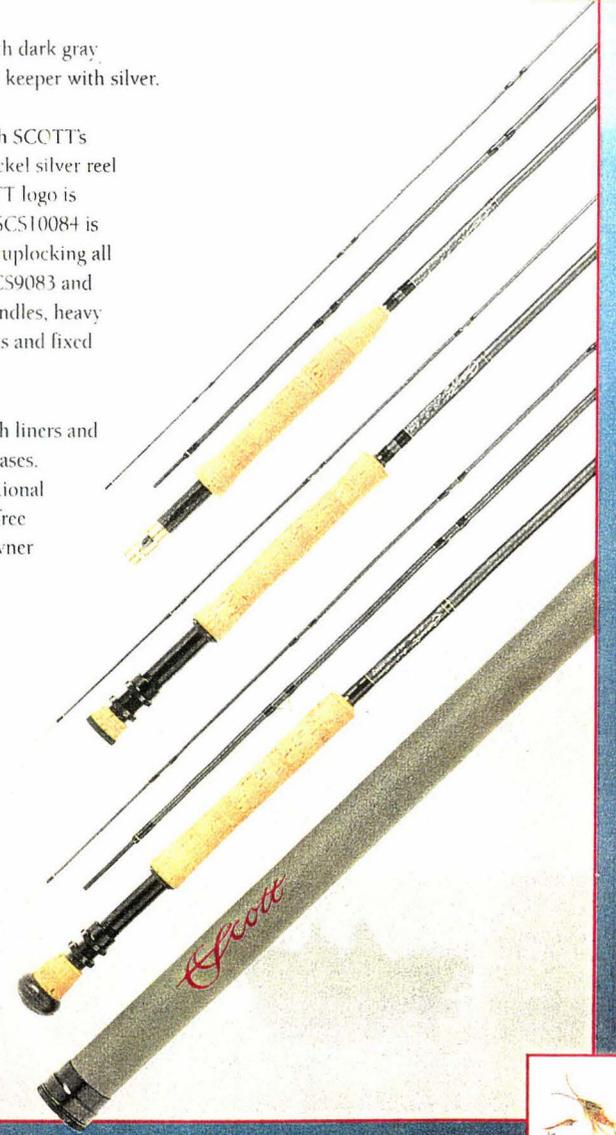
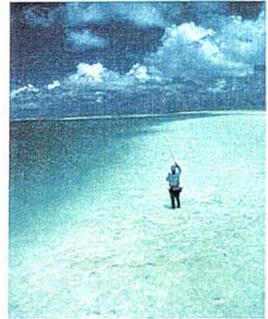
SCS blanks are not available.



SCS rods are obsidian gray in color, with dark gray wraps trimmed at tip, ferrule and hook keeper with silver.

#3,#4 and #5 line models are fitted with SCOTT's Full Taper handle and an uplocking nickel silver reel seat with ebony-gray spacer. The SCOTT logo is engraved on the butt of these models. SCS10084 is fitted with a Wells shape handle, black uplocking all metal reel seat and a fixed 5/8" butt. SCS9083 and SCS90113 are fitted with Ritz shape handles, heavy duty black all metal uplocking reel seats and fixed 1.5" saltwater fighting butts.

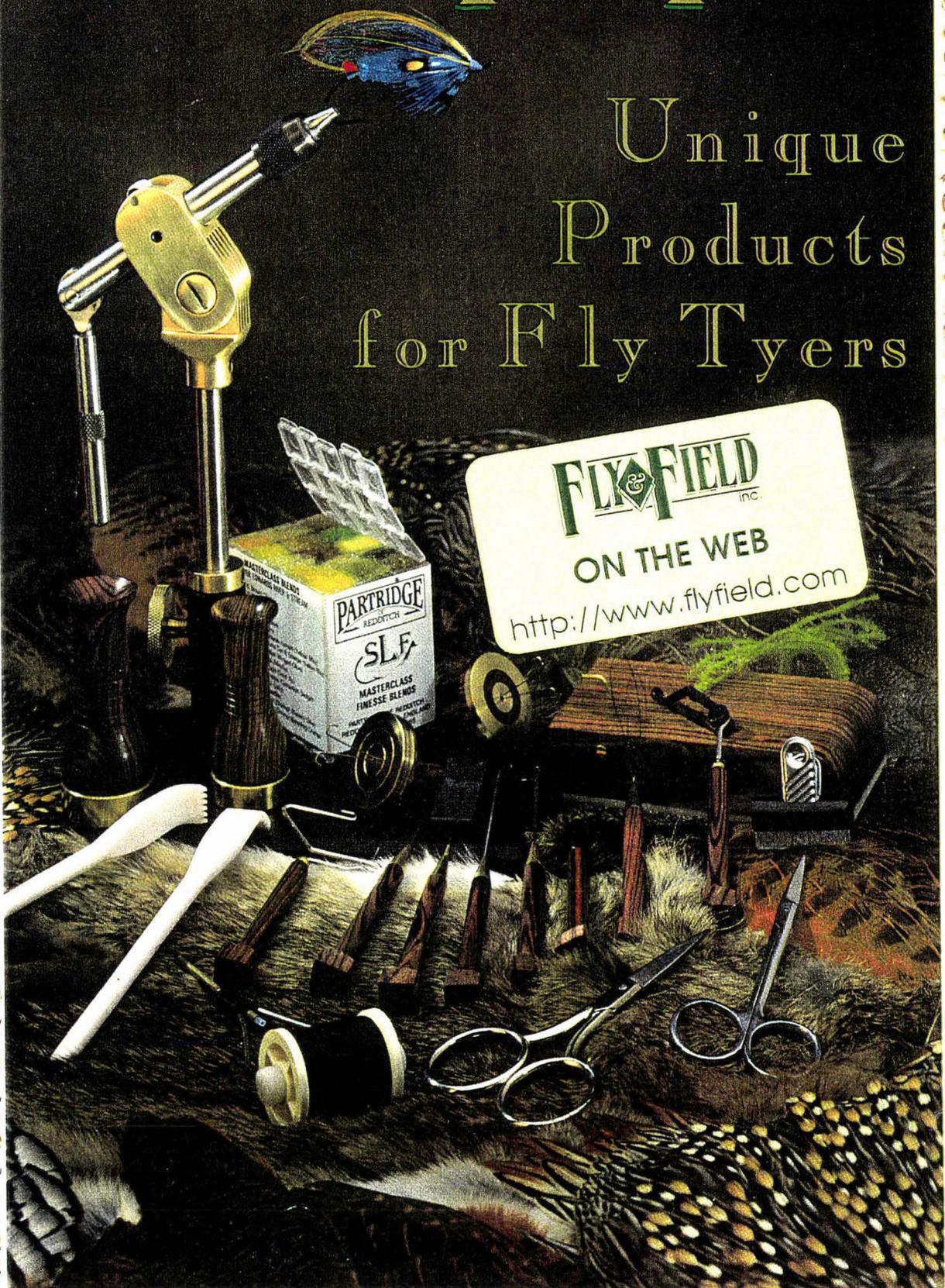
SCS models come with partitioned cloth liners and high quality, dark gray aluminum rod cases. They are covered by SCOTT's Unconditional Lifetime Guaranty, which provides for free replacement or repair to the original owner regardless of the cause of breakage.



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Unique
Products
for Fly Tyers

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Feathers

Soft hackle patterns are well favored by many fly fishers over the world, and many of the traditional patterns and materials for tying these patterns are hard to obtain. At Fly & Field we are able to offer you a select range of the correct hackles from British birds, that are hand selected and graded by Davy Worton himself. Products meet the legal D.O.E. licence requirements. The following feathers come 20 feathers per pack 4.50 ea.

- BP- English Brown Partridge
- EGP- English Gray Partridge
- G- Golden Plover
- J- Jackdaw
- GP- Grouse Pout
- RG- Red Grouse
- JW- Jay Wing Hackle
- M- Moorhen
- CT- Coot
- SP- Snipe
- SH- Shepsters
- MW- Monarch Woodcock
- WB- Woodcock Breast
- BO- Barn Owl
- TO- Tawney Owl
- MP- Melanistic Pheasant Neck

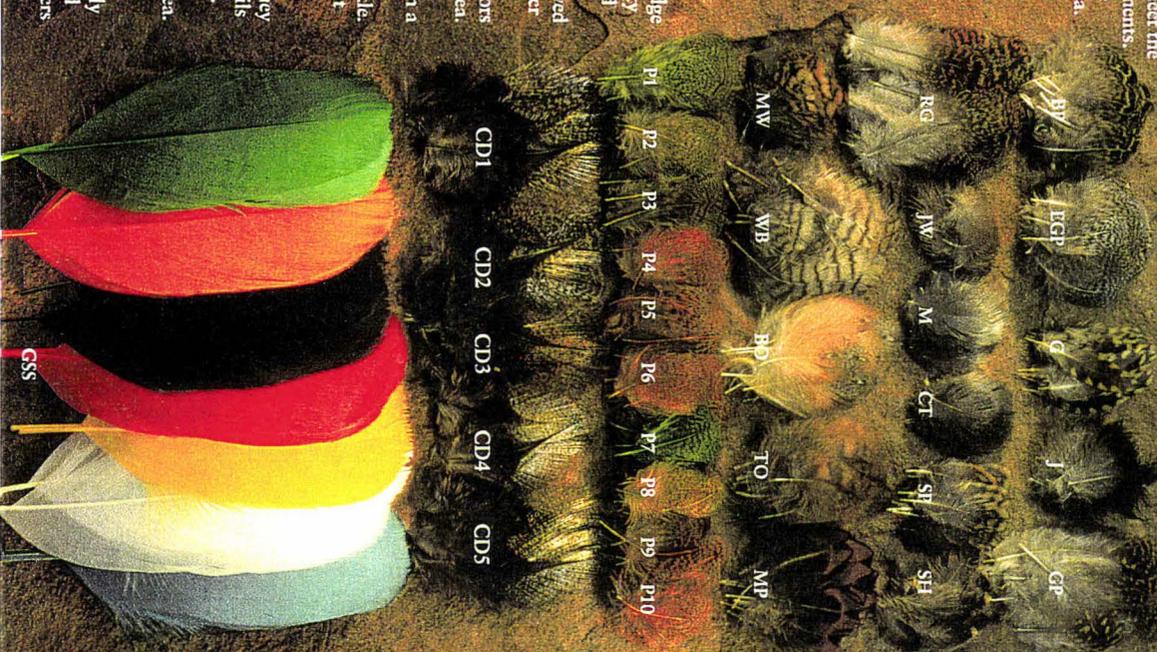
Hand selected Brown Partridge hackles provide a wide variety of feathers suited for legs and wound hackles for many patterns. These are the best dyed partridge hackles we have ever seen. *Limited Supply!!!*

Dyed partridge hackles 10 colors 40 per pack. P-series 8.00 ea.

Cock de Leon hackles contain a degree of stiffness unlike any other type of cock or hen hackle. They also contain and exhibit an unbelievable degree of translucency. Due to the characteristics of this feather they are perfectly suited for the tails and wings of dry fly patterns.

5 Feather per pack
CD-series 4.95 ea.
Limited Supply!!!

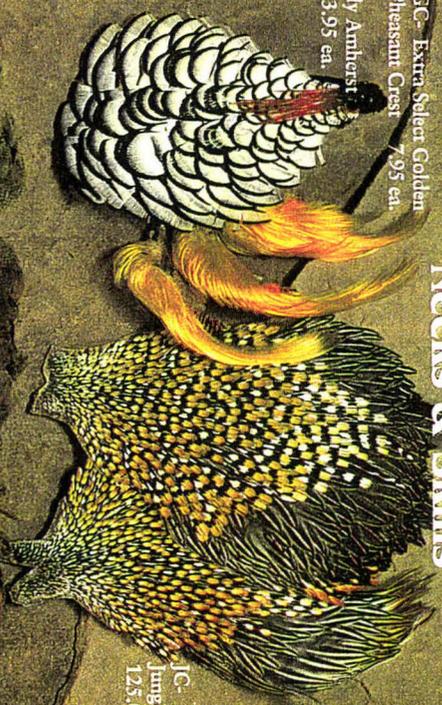
For the marrying of salmon fly wings Davy has hand selected and dyed goose shoulder feathers in a set with all the colors



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GC- Extra Select Golden Pheasant Crest 7.95 ea.

AN- Lady Amherst Neck 13.95 ea.



JC- Grade A Jungle Coot Neck 125.00 ea.

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Dyed Brown Partridge Skins 7 colors 44.00 ea.

- PS1 Light Olive
- PS2 Dark Olive
- PS3 Brown Olive
- PS4 Ginger
- PS5 Cinnamon
- PS6 Golden Olive
- PS7 Natural

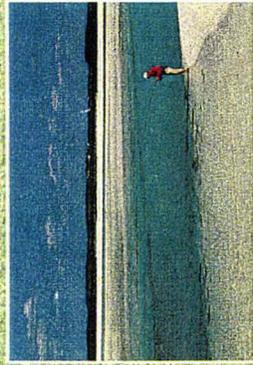
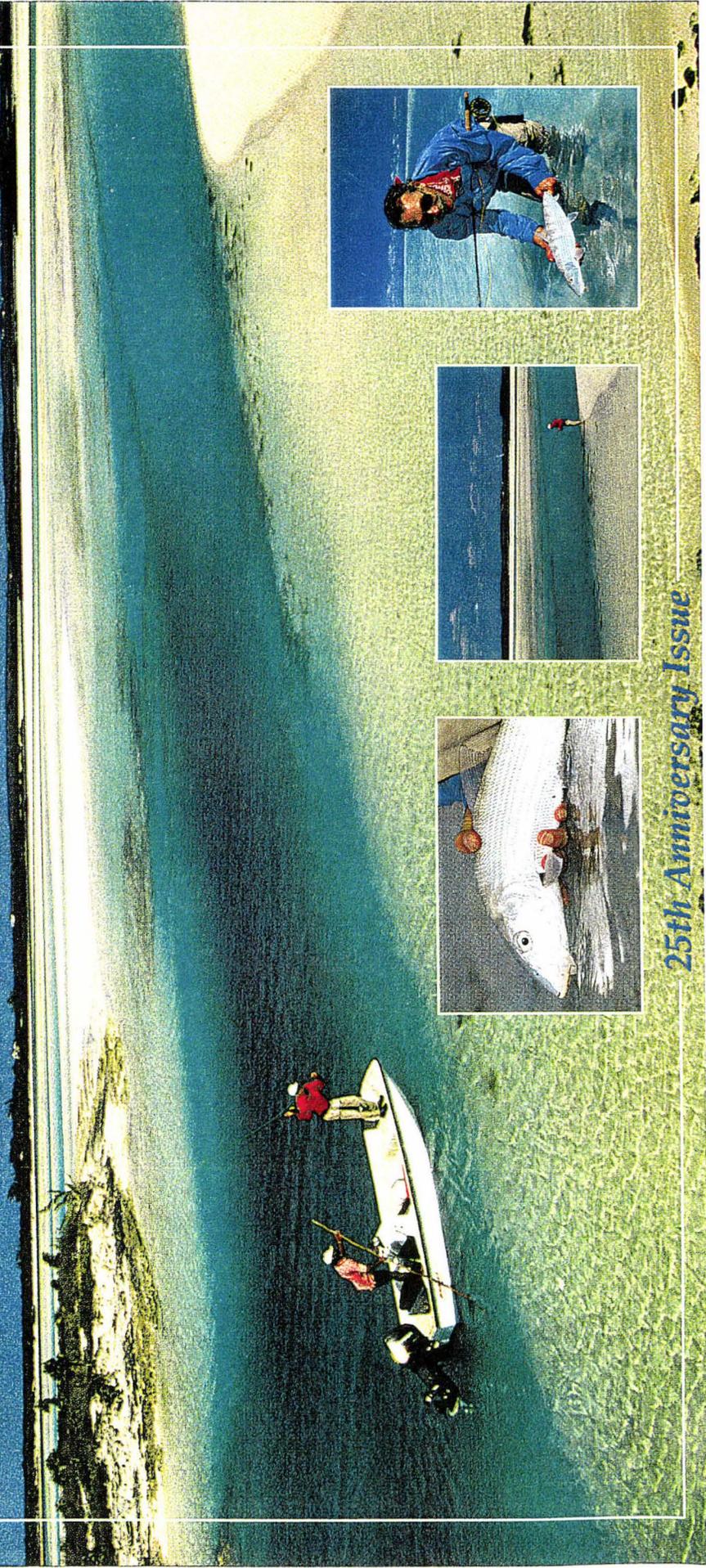


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Kaufmann's Streamborn^{INC.}

Everything For The Flyfisher

1996 Edition



25th Anniversary Issue

PATAGONIA



The word underwear is misleading, as it can be worn *almost* anywhere, any time. Get a size larger than usual in the expedition weight because the dryer will shrink it.

LIGHTWEIGHT

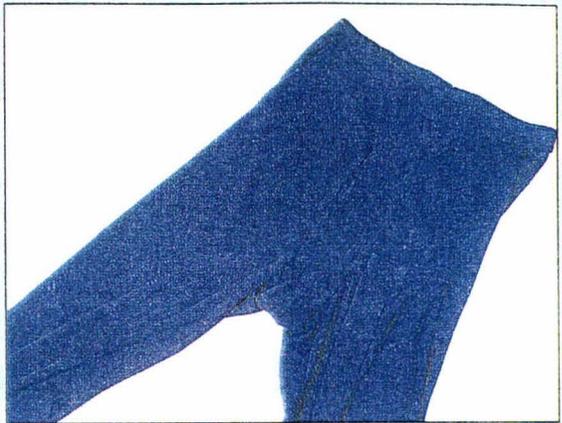
The Lightweight Stretch Capilene Underwear works well under waders in moderate and warm weather. With maximum stretch and close fit, it offers freedom of movement without binding. It works very well when layered with expedition weight.

Bottoms, S-XL: \$27.00

Zippered T-Neck Top S-XXL: \$34.00

EXPEDITION WEIGHT

The Expedition Weight Stretch Capilene Underwear is ideal for fishing in colder



weather situations. It is also the perfect choice for moderate weather when you are not walking much or being active enough to generate sufficient body heat to keep warm. It is welcome most western summer evenings. The zippered T-Neck top is versatile in regulating body temperature. The fabric is brushed on the inside, making it soft and comfortable. Color is blue black with bright blue collar.

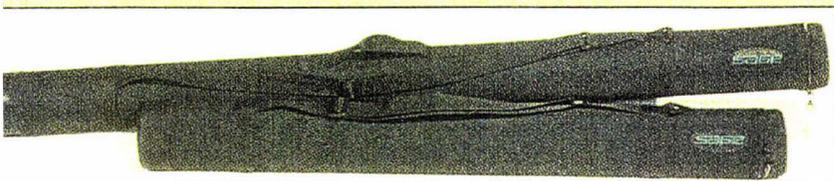
Zippered T-Neck Top, S-XXL: \$59.00

Bottoms, S-XL: \$45.00

PATAGONIA CAPILENE UNDERWEAR

The light and expedition weight are ideal attire for all of our fishing trips—Patagonia to the Arctic, alpine lakes, tropics, across the street. We love it. It lends itself perfectly to a layering system, feels wonderful, travels nicely, and doesn't retain odor.

ROD CARRIERS



CLASSIC LINE TRAVEL CARRIERS

Convenience and distinction characterize Sage rod luggage. Features nearly indestructible Propex fabric (water resistant, stain proof, and self healing). Forced PVC compartments, leather foam cap protector, handle, shoulder

strap, locking zipper, and embossed Sage logo patch. Lengths are inside dimensions; add 2" for overall length.

39" Triangle

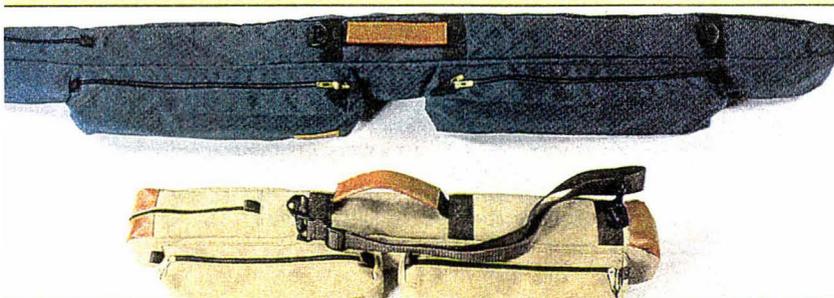
(3-piece rods up to 9')

\$86.00

59" Round

(6 to 8 2-piece rods, up to 9½')

\$90.00



AMBORN TRAVELING ROD BAG

are best transported in an aluminum bag, and multiple rods are best carried in a rod tube bag. Comfortably holds up to 64" (10' rods) standard size 1¼" aluminum tubes, plus there is room for other gear in extra large side pockets. Bag is manufactured of tough urethane coated Cordura, which is water repellent and tear-proof. Features two-way YKK zipper, lock, leather carry handle, wide nylon shoulder strap, double reinforced. Color is Navy. **\$68.95**

TRAVELING THREE OR FOUR-PIECE ROD BAGS

These are neat! Imagine boarding an airplane with all your fly rods slung over your shoulder! You know they are safe. This "shorty" rod carrying bag will easily handle three four-piece rods to 9½ feet. The three-piece bag handles three rods to 10 feet. Both handle extra gear in two large side pockets. Feature two-way YKK zippers, leather double reinforced carry handles, leather end trim, and wide nylon carrying straps. Bags are manufactured of Cordura and are tan in color.

Four-Piece Bag (33" inside length) **\$54.95**

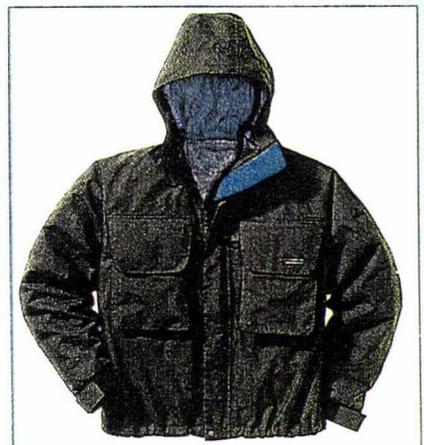
Three-Piece Bag (45" inside length) **\$62.95**

To order rods, see pages 15-19

Reach Kaufmann's via the Internet:

WEB: <http://www.kman.com> or E-MAIL: kaufmanns@kman.com

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PATAGONIA SST JACKET—RAINPROOF

The Salmon-Steelhead-Trout Jacket was inspired by horizontal rain and cold fronts that earn names like Siberian Express. Provides extraordinary protection in conditions of extreme weather. Made from tough, 4.8 oz., textured, treated nylon with H₂No Storm™ coating, jacket is completely waterproof yet supple and breathable. Linings are condensation-dispersing polyester mesh. Embossed taffeta nylon rip-stop keeps sleeves and hood lightweight and mobile; moisture-wicking Capilene® fleece adds warmth to chin flaps. Cut longer and oversized to accommodate warm layers. Wear on stream or on the street. Handwarmer pockets, inside chest pocket, and rear cargo pocket positioned so you can reach inside without removing the jacket complement storage capacity. Y-Joint™ sleeves and yoke cut from one piece to eliminate shoulder seams. Snap closing storm flap and rain gutter on the zipper, drawcord waist. Stretchcord waterproof cuffs seal out rain when your arm moves upward in a back cast. The cuffs' Velcro® closures are positioned out of the way to avoid snagging on fishing line. Hidden rod holder. Sizes: XS-XXL Hunter Green **\$260.00**

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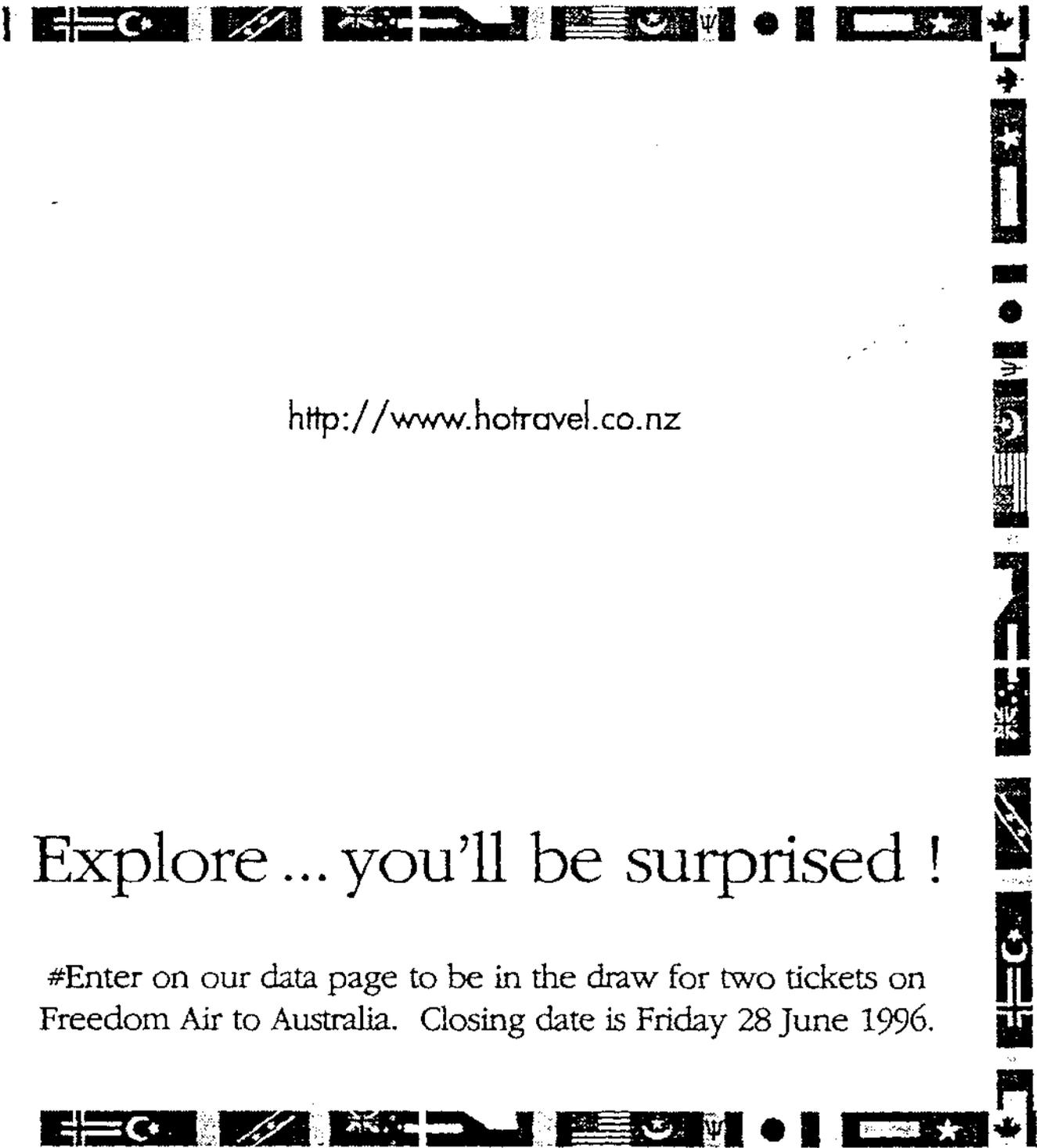
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