

İSTANBUL TECHNICAL UNIVERSITY ★ INSTITUTE OF SCIENCE AND TECHNOLOGY

AN EMERGING CONCEPT : DIGITAL STRATEGIES AND I-MARKETING

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JUNE 2010

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**Date of submission : 7 May 2010
Date of defence examination: 10 June 2010**

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JUNE 2010

İSTANBUL TEKNİK ÜNİVERSİTESİ ★ FEN BİLİMLERİ ENSTİTÜSÜ

GELİŞEN KONSEPT : DİJİTAL STRATEJİLER VE I-MARKETING

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HAZİRAN 2010

FOREWORD

I would like to express my sincere thanks and deep appreciation for all the support of my advisor.

In an effort to put together this work, besides my academical background and 15 years of international business experience, the guidance I received has been instrumental in further challenging all the elements towards a comprehensive content.

I also would like to thank to my family and my friends at Renova for all their support.

This work is supported by ITU Institute of Science and Technology.

May 2010

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ABBREVIATIONS

ATL	: Above the Line (a term used to define certain conventional medium)
BTL	: Below the line (a term used to define certain conventional medium)
B2B	: Business to Business
B2C	: Business to Consumer
CPC	: Cost Per Conversion
CRM	: Customer Relations Management
CTR	: Click Through Rate
ECM	: Enterprise Content Management
GRP	: Gross Rating Points (a term used to measure ad performance)
GSM	: Global System for Mobile
Html	: Hypertext Markup Language. a standardized system for tagging text files to achieve font, color, graphic, hyperlink effects on Web pages
HRU	: Human Readable URL
IAB	: Interactive Advertisers Bureau
KPI	: Key Performance Indicator
Mbps	: Megabits per second
MMS	: Multimedia Messaging Service (A term in mobile communications)
P2P	: Peer to Peer (platform of exchange between two individuals of the same status)
PR	: Public Relations
ROI	: Return on Investment
ROCE	: Return on Capital Employed
SEM	: Search Engine Marketing
SMS	: Short Message Service (A term in mobile communications)
UGC	: User Generated Content
URL	: Uniform Resource Locator
Web 2.0	: Generic term defining the social platforms on the internet
www	: World wide web
WoM	: Word of mouth / Word of Mouse

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AN EMERGING CONCEPT : DIGITAL STRATEGIES AND I-MARKETING

SUMMARY

There is no doubt that evolution is one of the key elements of "life" as we experience. However, the pace of it has never been so fast and has never been that unexpected to so many people; and marketing is no exception in this terms.

The internet world grows constantly and represents various aspects of our actual lives: Besides its function as a rich source of information and lately a social exchange centre, internet and digital tools have started to get more involved in our lives in terms of The politics (Twitter had a phenomenal impact in the post-election protests in Iran (Ozturan, G., Digitalage, September'09, p81)), our private relationships (57% of the internet users in the US had tried at least once to find boyfriend/girlfriend over internet (Aytun, O., September'09)), e-commerce is growing every day, and the list goes on. Traditional media like tv's or newspapers have already took their places in the web. Even the laws of inheritance are now being reviewed/re-written in line with the rules of digital.

Compared to the previous generations, the customers as the recipients of the marketing messages are much more knowledgeable and have significantly higher expectations today. On top of that, the competitive landscape is more challenging as well. Under this environment, the medium used and messages sent to this new audience should be concise, consistent and well targeted instead of the "generic" ones used in the past, which now can get ignored easily.

In order for a corporation or an organization to better utilise the marketing budget, the digital portion will continue to grow against the conventional one. Yet, the budget itself will not be enough to deliver the desired results and efficiency. The marketing specialists will need to fine tune their digital practices to better anticipate the expectations of the audience.

This indicate that the recipients (customers) are becoming more powerful in the process. As long as this trend continues, recipients will not prefer to go to the senders (sender environments) for a content, service or product. Instead, they will just enable access of those senders they prefer, to reach their "I-ndividual" places (audiences' environments).

This thesis is about a conceptual look at the emergence of the digital marketing, which we named as "I-Marketing", and how the tools will evolve in order to achieve their objectives of reaching the new profile of audience.

GELİŞEN KONSEPT : DİJİTAL STRATEJİLER VE I-MARKETING

ÖZET

Gelişim ve değişim, günümüz yaşantısının temel unsurlarından biri olduğu şüphe götürmez. Ancak, söz konusu değişim süreci, birçok insan için, hiç bu kadar hızlı ve beklenmedik olmamıştı; pazarlama konusu da bu anlamda bir istisna değil.

Günümüzde, internet ortamında sürekli gelişmekte olan ve günlük yaşamımızdan birçok unsuru içeren bir yaşam biçimi var artık: Zengin bir bilgi kaynağı işlevinin ve son zamanlarda sunduğu sosyal paylaşım ortamların yanı sıra, internet ve dijital araçlar günlük yaşantımızda politika (Twitter, İran'daki seçim sonrası protestoların en önemli unsurlarındandı(Ozturan, G., Digitalage, Eylül'09, s81)), ikili ilişkiler (yapılan bir araştırmaya göre Amerikan halkının %57'si en az bir kez internet üzerinden arkadaş bulmayı denemiş (Aytun, O., Eylül'09)), günden güne büyüyen e-ticaret gibi birçok alanında gittikçe daha çok yer alıyorlar. Televizyon ya da gazete gibi geleneksel mecralar da internetteki yerlerini aldılar. Hatta, miras kanunları dahi artık dijital dünyanın kurallarına göre düzenleniyor, yeniden yazılıyor.

Önceki nesillere kıyasla, müşteriler, ya da pazarlama mesajlarının alıcıları, çok daha bilinçli ve daha yüksek beklentilere sahipler. Üstelik, rekabet ortamı da çok daha zor şartlar öne sürüyor. Bu şartlar altında, kullanılan mecra ve alıcının muhatab olduğu mesajlar hedeflenen kitleye çok uygun ve tatminkar bir içerikte olmalıdır. Geçmişte kullanıla gelen “jenerik” içerikler artık kolayca göz ardı edilebilir.

Bir şirket ve organizasyonun, pazarlama bütçesini daha iyi kullanabilmesi için, dijitale ayrılan miktar, geleneksele göre giderek artacaktır. Yine de sadece bütçe beklenen sonuçları ve verimliliği sağlamaya yetmez. Pazarlama sorumluları, hedef kitlenin beklentilerini daha iyi karşılayabilecek şekilde dijital uygulamalarını düzenlemek zorunda kalacaklardır.

Söz konusu gelişime paralel olarak, alıcılar (müşteriler) süreçte gittikçe daha çok söz sahibi olmaktadır. Bu eğilim sürdükçe, alıcı herhangi bir içerik, hizmet ya da mala erişmek için satıcıya (satıcının ortamına) gitmek yerine, uygun bulduğu satıcıların kendi bireysel (“I-ndividual”) ortamına (alıcının ortamına) erişimi için şans verecektir.

Bu tez, dijital pazarlamanın gelişimine dair bir konsept yaklaşımı, ki biz bunu “I-Marketing” olarak isimlendirdik, ve bu doğrultuda yeni hedef kitle profiline ulaşabilmek için kullanılacak araçların değişimi hakkındadır.

1. INTRODUCTION

This thesis consist of 5 main sections:

First section is about explaining our purpose and a brief overview of the background. Second section explains the emergence of marketing and its tool set; starting from conventional marketing, then entering into the internet era and the web 2.0 period. This section also covers the highlights of a successful implementation. Third section is where the I-Marketing concept is explained together with the emergence of the digital marketing concept as well as the tools that are used. Fourth section contains the practical elements of the concept via two implementations on the web. And finally section five contains a debrief of the thesis together with some expectations about other related fields.

1.1 Purpose of the Thesis

Although the traditional marketing is still the best alternative in some cases; even the popular concept of e-marketing today is in its final chapter before handing over to what we can name as I-Marketing.

The purpose of this study is to follow the “bread-crumbs” of this evolution and introduce a concept as “I-Marketing”. The reason why we picked this name is simply because the “I-ndividuals” (recipients) drive the concept and define the rules. Not the other way around anymore.

Purpose of this thesis is to highlight the milestones of the evolution and define the key elements of this new concept we propose; together with some examples of practical implementations that follow the same approach.

1.2 Background

As a brief overview of the last 20 years: The customers were first targeted by traditional "interruptive" marketing strategies via mainstream medium or PR (Public Relations) strategies. Later on, the Internet phenomenon took off, marketers

expanded their "toolkit" with digital elements such as web sites, e-bulletins (online news letters), mobile messages etc. The tool set further expanded recently with the web 2.0 (social platforms on the internet) which basically includes direct/indirect marketing through digital-social platforms that "potential customers" use and get exposed to marketing activities. Now, the e-marketing is further evolving into I-Marketing.

Having said that, as stated above, there is and there will be room for the traditional marketing tools and tactics but their weight and function is different now and will differ more in the near future. One other fact is that "traditional" is not the only way anymore and is certainly not "the most effective" in comparison to the alternatives of today and tomorrow.

Internet and technology have changed a lot of the rules already. An easy example can be the given from the car industry. Two decades ago, the customers would see the TV commercials and should visit the dealers to have a feeling about the product. Today, their decision might be triggered by the mainstream media, but they could see all their alternatives over internet, could customize the product and make a wide comparison within a few minutes.

It is much easier and effective for both the organization and the client to meet up on electronic platforms in terms of managing the decision making process.

If we go one step further, what people used to talk at restaurants, coffee shops or cigarette breaks before they make a decision on a potential purchase, are done at the blogs (Web site that individuals or groups produce an ongoing narrative) and forums, at a much higher rate, online, real time with more participation and interaction.

Today, the digital environment is used at an intensive but equally inefficient manner by most of the messengers, which create a digital pollution. Instead, the new rules of the game will require them to put themselves into the customers' shoes and make more precise calculations about the tool, the content, the timing, the offer etc. so that they hit the "bulls-eye" with their effort. Having a web site with rich content with and inviting design is a good starting point. But they will also need to utilize tools and tactics to grab the attention of their potential customers/visitors/audiences by making their teaser available at the platforms visited at the right time with the right content.

As the consumers followed the word of mouth in the past, they will be likely to follow the word of mouse too. The key is to position “the connection tool” at the tip of their mouse.

2. EMERGENCE OF THE DIGITAL MARKETING

2.1 Evolution: Traditional to digital marketing

Prior to Internet changing all the rules, marketing efforts were generally focused on branding and advertising activities to grab the attention of the audience and ultimately sell the products/services. Communication was made and analysed through mass media and related players. The Internet has changed the rules significantly and enabled us to pass customized messages to very narrow and well defined segments of the recipients/customers at significantly affordable costs and through more efficient tools.

Despite the progress made in the digital environment and it's increasing impact in our lives as well as marketing practices, this does not mean that the conventional marketing (or interruptive marketing that some authorities prefer to name that) is over. On the contrary, conventional marketing maintains its value for certain products/brands and will do so in the future. However, today's profile of "the trend setter" or "first follower" customers / recipients make their decisions in a more "digitalized" and "personalized" manner. This is where the opportunity lies for the messengers to use the right tool with the right strategy to pass the message through.

2.2 Comparison of the Attributes of the Digital and Traditional Marketing

Traditional and digital marketing have many things in common. Yet, there are some key attributes where they differ one from another significantly. The following table 2.1 contain those areas and brief definitions that explain the differences:

Table 2.1: Attributes of the traditional marketing vs. digital marketing.

Attributes	Traditional Marketing	Digital “e” Marketing
Popular Concept	ATL / BTL	Web 2.0
Favourite Media	Television, Newspapers	Websites, E-bulletins
Audience in mind	Consumer	Prosumer, Screenager
Business	Commerce	E-commerce
Reach per 1k spent	X / 1000USD	> 6X / 1000USD
Generic KPI	GRP	Visitors, Downloads
PR Aspect	PR Agency	Digital Social Platforms
Employee may get	Laid off	Outplaced
Unauthorized act.	Hijacking	Bluejacking
Approach to info	Statistics	E-surveys
Popular learning	Education	E-learning

* Last 4 attributes were given to indicate the evolution of business/social jargon

** “Reach for 1k” is based on an interview with Ms. Ayça Zengin of Mindshare

These attributes are further evolving as explained in Section 3.4.

2.3 Then and Now: “The 4Ps”

The Universal definition of Marketing contains the “4Ps” which are called the Marketing Mix. Different authorities have expanded the number of “P”s in the mix; to the extent that some of them reached up to “12P”s that they see appropriate.

This section will focus on the basics of 4Ps and will explain them with a comparison between their use in Traditional versus Digital Marketing.

Product: The item offered for the interest of the audience, including privileges attached to the ownership, warranties, service contracts, personalisation, memberships, etc.. This element of the mix answers the questions of “What should or shouldn't be offered?”.

Price: The value proposition of the offer i.e. How much it costs, including free samples, premiums, discounts, levies, payment terms, bonuses, add-ons, bonuses, points, prizes, etc. Questions answered are “Can people afford the product or service? How do they value it?”

Place: The environment that the audience/customer have the initial “experience” with the product/offer which includes supply chain considerations, packaging, delivery, logistics, pick-up points, installation deals etc. Questions answered are “How do people get to the product? Where is it distributed? How is it delivered?”

Promotion: The activities to make people/audience aware of the offer and position it as aimed i.e. how the three categories above are communicated to the target audience. This includes PR, advertising, guerrilla tactics, commercials, radio, press, etc. How is the people informed about the offer? How well do the efforts work?

Besides the traditional 4 P’s as we know it, some of the other P’s included by various business professionals or academicians are People, Production, Packaging, Publicity, Permission, Participation, Profiling, Personalization etc..

Another controversial statement about the 4 P’s made by Don Tapscott, Chairman of nGenera Insight and one of the leading authorities on business strategy, who suggests that the four P’s of marketing have quickly evolved into the ABCDE’s of marketing (Tapscott, 2009):

A – From place to ANYPLACE

B – The new BRAND

C – From promotion to COMMUNICATION

D – From price to the DISCOVERY of price

E – From products to EXPERIENCE

The I-Marketing concept does not require or suggest invention of new “P”s or new acronyms. We rather propose expanding on how we interpret the existing set of the Marketing Mix:

Product: Perception

Price: Permission

Place: Precision and

Promotion: Participation.

We will further explain this interpretation in Section 3.4.

2.4 Digital Marketing Tools and Key Elements of a Successful Implementation

In this section, we will go through some of the digital marketing tools and brief recommendations about how to utilize them to maximize the result out of our efforts.

- Web sites: Should be rich in content with a structure focusing on efficiency rather than visual appeal of the tool. Visuality is also important but should enable quick access to the desired content with quality interaction.
- E-bulletins / Newsletters / Press Releases: Should have conscious content and should contain relevant track-back links and other meta elements. Should be located in a place for an appropriate duration of time for the future references. Generic content should be avoided as much as possible, it is essential to utilize the technology to make the message “personalized” for each recipient.
- Search engine marketing: Digital elements should not only have the proper setting in terms of meta data, keywords, HRU’s (Human Readable URL’s – Uniform Resource Locator) but also should be tailored in a nature to benefit from S.E.M. opportunities i.e. use of paid placement, contextual advertising, and paid inclusion by the search engines.
- Online media room: Decent visual elements, at a moderate number, with frequent updates and prepared considering various use of the materials. Should be easily accessible, optimized for visual quality versus download size.
- Chat rooms and forums: Simple communication platforms that enable users to initiate subjects and exchange opinions around it. Transparency and high quality interaction is critical. There must be a balance in moderation facility to keep the “un-desired” attempts under control versus enabling quick and fruitful interaction amongst the participants.

- Viral marketing: Viral is a trendy element particularly after the huge success of social platforms like Facebook (Url-6), Twitter (Url-17), Youtube (Url-21) or Flickr (Url-7) (flash games, advergames, e-books, videos, text etc.). It aims to trigger a hype and traffic via flow of a content spread by the users. E.g. an anonymous video clip on Youtube with a content around “girlfriend selling DVD collection of ex-boyfriend for 1 dollar” to trigger traffic towards gittigidiyor.com (Url-9), an online auction website.
- Blogging for business: Blogs usually function like online diaries which can also be utilized for business purposes. The subjects and entries follow a reverse-chronological order. Generally contain visual elements as well as links to other blogs and websites.
- Social Media & Networking: Social media utilizes web-based technologies to transform broadcast of media monologues (one to many) into social media dialogues (many to many) such as Facebook, Twitter, Youtube or Flickr.
- Audio and video podcasting: These are content broadcasted in consecutive batches and downloaded through the web. On the recipient’s side, download can be triggered automatically and media can be played online or offline.
- E-books: These are instrumental particularly in academical projects or for promoting a book, consultancy services etc. The content should be well tailored to attract the audience, give the essence of the subject and contain teaser elements (leads or gaps) to grab the attention towards the main material.
- Mobile media / SMS / MMS / Interactives: Mobile elements of the digital activity should follow the similar logic. There are sensitivities and limitations that needs to be paid attention to such as: The sender id (displaying the name of the organization as “sender” instead of a 14 digit phone number) and character/batch count (majority of GSM operators have limitations on number of characters in a single SMS –usually 160, excluding special Turkish characters – or size of an MMS message)

Chaffey and Smith (2008) describe this set of tools and their interaction with the off-line elements as shown in Figure 2.1.



Figure 2.1: Communication tools of digital marketing.

All the tools listed above are applicable to I-Marketing concept as well. But the objectives and tactics in implementation will need to be aligned to the new approach.

2.5 Digital Marketing Tools: Some Examples

In the early days of the digital marketing, the brands that were active on digital were already known on traditional environments, pricing was relatively a sensitive matter due to complexities of the e-commerce and certainly strategies were tested, measured with conventional methods before they were put in action in digital (Barua and others, 1999). All that conditions have changed significantly in time.

The most effective survey is the one that is based on the data which the targeted source give at his/her will, as convenient. In digital world, this is done via having the audience follow some "bread crumbs" along their digital journey. We may still experience some false data or ignorable exceptional situations as it occurs in traditional methods too. But if the process is designed in a smart fashion, digital environment is more reliable and offers repeatable exercises with the same participants, management of the frequency of feedback. Such surveys can be educating for the user but also can have a function of "selling the offer to the participant in the long run" for the presenter.

An example of such an implementation is Club Nokia. Nokia claims itself as a “technology company” and it utilizes the cutting edge technology not only in its products but also in every aspect of its business possible. Club Nokia is the membership programme for the interested Nokia users which sends regular communications to the members in various forms and in return, it collects the profile information of the members as well as feedback on products/services from time to time. (Figure A.1)

Besides many other functions of the programme, the initial offer includes a customized web page for each member (according to their product and state in the lifecycle of ownership - 24 months for an average mobile phone-), 24 months of constant informative messages (email and SMS) in a structured communication plan and interactive surveys.

From the user’s perspective, this service is a useful tool to maximise the device performance and get access to some applications that make the life easier. On the other hand, the company not only has a deep database of its loyal customers, it also gets feedback from them about their digital and real life preferences. Ultimately, it leads the users towards the product or services that wants to sell via appropriate triggerers within the messages in the communications deck. “Loyal” user who interacts with the “customized” platform ultimately may make a comfortable decision on the next purchase based on the digested interaction he/she has been exposed to.

Musicians Prince and Reznor share the same strategy as a first step: focus less on record sales and more on using recorded music as a tool to drive sales in other areas, like concert tickets or merchandise items. But when it comes to the second stage, their online promotional strategies, the similarities are replaced with opposite approaches. While Reznor is perfectly fine with his fans posting concert footage to YouTube or downloading his albums from Pirate Bay, Prince on the other hand sues these outlets for the very same reason.

The difference comes from the desire to control vs. promote. Prince uses the Internet to distribute his work and he is good at it. However he always prefer to be in full control of the material shared/distributed in terms of sound quality, footage etc. Reznor on the other hand is fine with the P2P environments which are no different from radio stations. If you can not control the environment, you can focus on using them as a means of promotion. He does so by leaking selected tracks of his new album (leaving USB drives in the restrooms of concert halls with select tracks). As a result, his album "Year Zero" sold 441,000 U.S. copies according to Nielsen SoundScan (Bruno, 2007).

Another good example for the use of digital marketing tools is the US presidential elections in 2009. Mr. Obama has hired the founder of Facebook to run the digital elements of his Presidential campaign, focusing on under-communicated citizens. And he won!

UK has announced its digital strategy and set goals of making the UK a world leader in digital excellence, constructing a robust strategy to achieve their vision and tackling social exclusion & bridging the digital divide (UK Gov., 2005).

Cervelo, a racing bike company, managed to own a nish segment through a good website implementation. Cervelo, just by utilizing the digital tools, educating the biking fans and having a personalized interaction with its clients, has managed to own a niche in its industry (Scott, 2009).

Long tail concept (a retailing concept describing the niche strategy of selling a large number of unique items in relatively small quantities, Figure 2.2) has proven its success in various implementations like Amazon.com and Netflix examples of businesses applying this strategy. Distribution and inventory costs structure, when the straregy applied well, allow them to realize significant profit out of selling small volumes of many unique items to many customers instead of only selling large volumes of less number of popular items (Meyerson, 2008; Anderson, 2008).

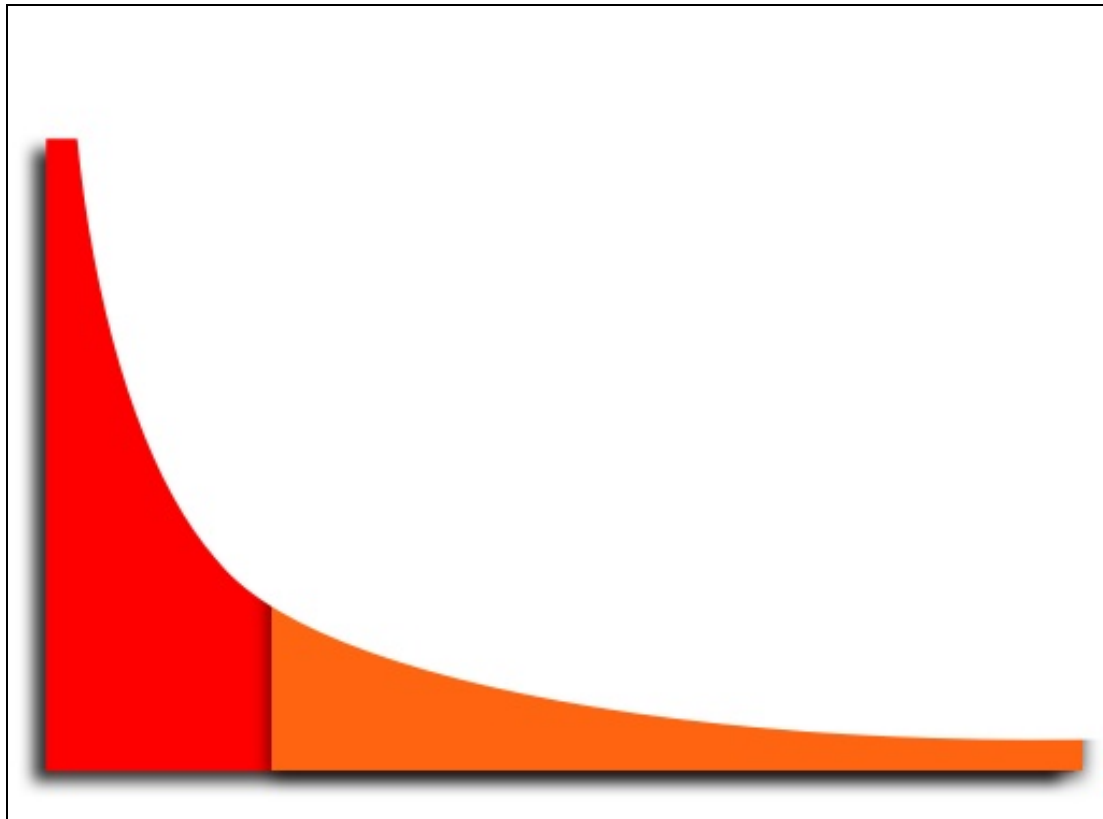


Figure 2.2: The Long Tail Concept (Meyerson, 2008).

An example of a power law graph showing popularity ranking. To the right is the long tail; to the left are the few that dominate (This suggests that a market with a high freedom of choice will create a certain degree of inequality by favoring the upper 20% of the items ("head") against the other 80% ("long tail"). This is known as the Pareto principle or 80–20 rule (Juran, 2007).

The list of successful implementation of Digital Marketing Tools goes on and on: Southwest Airlines (corporate blogging), CircuitCity (corporate web site), Overstock.com (e-commerce), Teambuy.com (social trade platform) are amongst many other examples (Miller, 2008). Successful companies/brands are also ranked on a regular basis that indicates the focus on the Web 2.0 implementations (Url-19).

There are opportunities for smaller businesses offering unique products or services which can also be very successful and profitable concepts if marketed well. They need to utilize the tools and tactics that enable them to reach “precisely targeted” audiences. There are a lot of underserved segments in the digitalized market.

One of the keys to precise targeting is to know the audience well or encourage the encourage them to inform about themselves and even be the ambassadors of the offer. This is what we will focus on the next section where the I-Marketing concept is explained.

3. THE EMERGING CONCEPT: I-MARKETING

The concept presented here is about having “I”ndividuals “marketing the goods, services, brands or messages to themselves”.

The audiences will not be “persuaded” by the marketers/messengers but they will rather be the host of the meeting point (place), where audiences will “discover” the “message/tool” themselves. At the initial stage, the meeting point can be a web site, a discussion forum, blog or another web tool, which might be created or serviced by an indirect associate of the messenger.

In the advanced stage of the I-Marketing concept, everyone will have their own "personal e-platform": whether it is their personal website, blog or their personalized home page on one of the social channels.

The marketers have to have the “tool” at the right e-place with the right e-content that will grab the attention of the recipient. Like fishing in a fish-tank. Significant difference is that the fisher will be the audience and the fish will be the marketing tool. Fisher determines the timing and location etc. as he/she wishes. Marketer has to make sure that the fish is in the neighbourhood, ready to be caught.

In this thesis, we will generally focus on the web aspect of the digital marketing and it is imperative to mention that mobile aspect is equally important. Although majority of the key principles are similar, mobile has its unique conditions and should be considered in that manner. There are many web platforms, books and articles about the key components of digital marketing on mobile environment and how it evolves (Url-4).

3.1 The Changing Audience

The audience is running away from “advertisements” and will do so more in the future. They are rather “seekers of content”. As people get digitalized, they become more sensitive about the content they are communicated to and want to find a human element in the message/platform they interact. From this perspective, honesty has always been one of the key elements of any brand but it is now even more sensitive due to the fact that even the “glossy words” will also not going to be appreciated. Straight to the point, honest, sincere and concise content will work.

As mentioned in Section 1, in very brief terms, there has been an obvious trend of change in customer behaviour: Customer was at first, open to “interruptive marketing” where the marketer was supposed to make the message available, physically, in front of the audience whether via TV, newspapers or billboards. With the help of advancement in civil rights and standards of living, they developed sensitivity around the media they are exposed to Which challenged the marketers towards better and more complex analysis of customer profile. This trend has accelerated during the internet era further (e-marketing days) as a result of customer’s ability to reach a lot of information and start interacting with others via internet (web2.0).

Furhermore, the microblogging is now becoming more and more powerful. Dell Computers is using Twitter to sell off clearance items to its brand champions who are following Dell at <http://twitter.com/delloutlet> (Url-5). A business seeking to raise awareness of a new electronic product, might aim to have Twitter users to support its objectives simply because they are early adopters of new technologies, educated, with relatively high profile careers and incomes, receptive to relevant advertising. More importantly, they are likely to volunteer for the role of an ambassador and would be very influential within their own community.

Corporations are starting to realise digital has to be part of the overall strategy and can't just be attached at the end. Partly this is being driven by the economic climate pushing money into performance-based digital channels as marketers attempt to squeeze the most out of budgets that have been cut and cut again. And partly its because marketers now understand that the way people use media has changed (New Media Age, 2009).

The I-Marketing concept suggest that this will go one step further by the audience having a more clear stance against what he/she will to be exposed to or be part of. The customer will have the key and only those he/she let be around will have the chance to pass a message. Provided, they demonstrate the expected sensitivities around the content.

We had used an analogy of a fish-tank to explain the marketer's perspective of I-Marketing. Another analogy we can suggest, to explain the audience's perspective, can be "purchase of an accessory from a coffee shop". The shop should be located conveniently and in an appealing fashion so that customer "I" becomes a regular visitor: i.e. can easily be reached; should provide a sincere environment that visitors can have fruitful conversations in comfort; items on the menu should be presented in an appealing manner etc.

The merchandise should be positioned in a nature that does not conflict with the atmosphere, yet, can trigger the purchase with its design and material features. We should know about customer "I"'s preferences through our CRM system. Once we have a product on offer (e.g. a pair of mugs for parent & child) which suits his/her preferences, there is a good chance that the purchase may take place at one of the special days. "I" would promote the environment amongst the friends as "my place", the purchase as "my choice".

Objective of the communication efforts in this relationship between the user and source should be achieving a greater "Arena" (that has never been this big before) as described in the Johari Model (Figure 3.1) by Joseph Luft and Harry Ingham in 1960's (Goldsmith and Reiter, 2007).

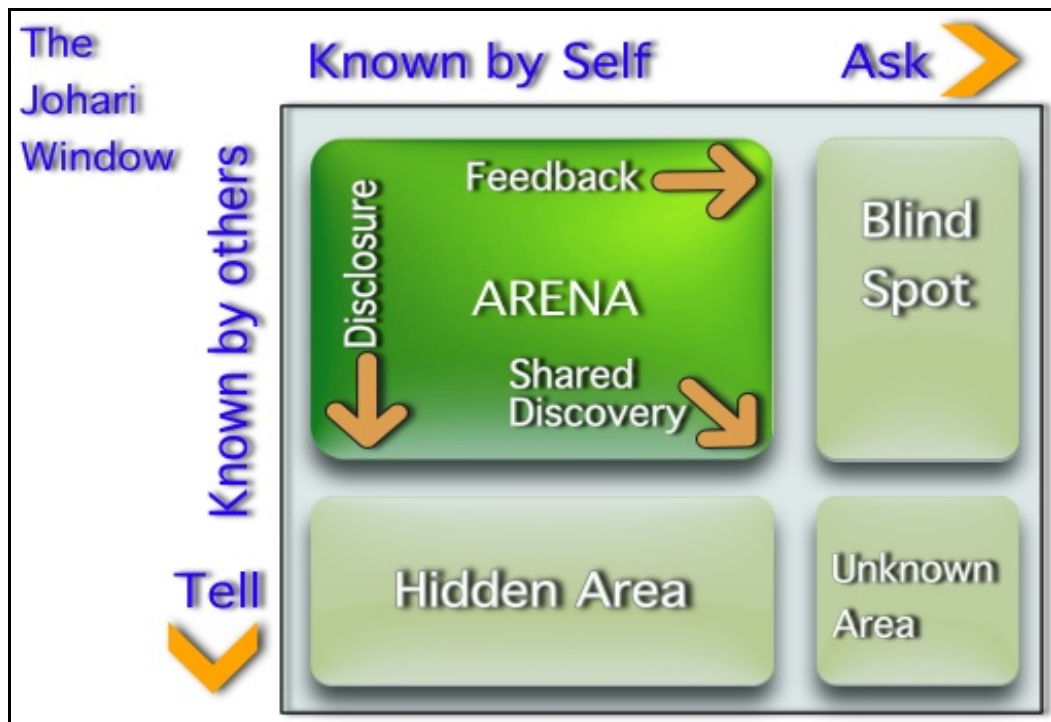


Figure 3.1: Johari Window (self: audience, others: marketers).

Our experience on world wide web has started with one way messages of web sites that were made of static html pages. We later have seen some interaction which accelerated to a different level with Web 2.0, initially presented by Tim O'reily at a conference in 2004 (Shuen, 2008). Some of the well known implementations of web 2.0 (social platforms like wikis, video/photo sharing platforms etc.) are Facebook (Url-6), Ovi, Twitter, Linked-in, Xing etc.

The more users pushed the borders of "Arena", the internet world has inevitably moved to a direction that started to show the initial signs of further personalized platforms which we can perceive as early-birds of I-Marketing such as i-google, youyahoo etc. these are the platforms, recently implemented and constantly evolving. They enable the visitors to customize the content of their personalized landing page (the web page that visitor arrives upon clicking on an URL/link) so that every time they arrive, they see the preferred content of theirs in the layout they want, with the frequency of update they wish to get.

This expansion of the arena and evolution of trend-setter web platforms like Google or Yahoo indicate how far the arena can grow in the near future. A successful I-Marketing activity should position the "tool set" in a nature that targeted user will fetch and keep on the dashboard, and buy.

3.2 The Use of Mass Media Versus Precise Targeted Media

As it was mentioned in Section 2.5, long tail may not need to be “that long” any more and can be even thinner. This have reflections on how the products/services will be marketed. Although use of mass media will remain its position in reaching the audience, it will continue losing the share from the communication budgets towards “digital media” and digital will grow in an “individual oriented” manner.

The simple explanation for this transition is the wide range of opportunities that digital media can offer which mass media can not in terms of budget advantages, rich data resources, precision in targeting the audience, efficiency in time and resource management etc.

Based on the Adage and eMarketer reports, the digital (web based) media currently takes around 8.7 percent of the total marketing spent in the U.S.. This is expected to reach more than 21% by year 2015. Figures 3.2, 3.3 and 3.4 indicate the trend and projections made (Forrester Research, 2009).

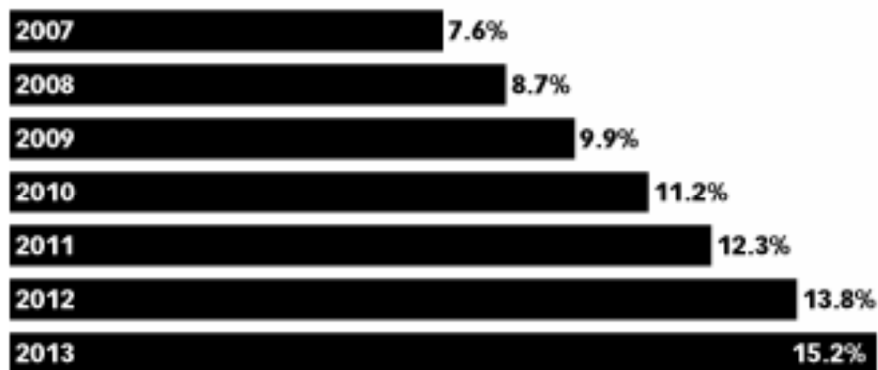


Figure 3.2 : US online advertising spending as a percent of total media advertising spending (Forrester, 2009).



Figure 3.3: US online advertising spending (billion USD) (Forrester, 2009).

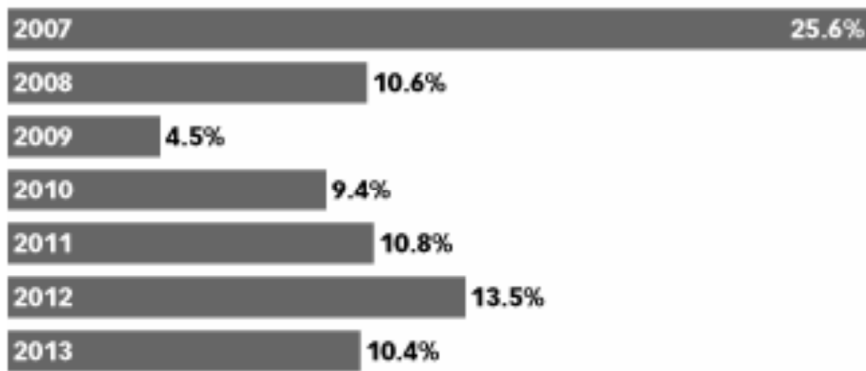


Figure 3.4: US online advertising spending growth (%) (Forrester, 2009).

The question of “where this fund will be transferred from?” is answered by two other surveys, 2009 Digital Marketing Outlook and U.S. Interactive Marketing Forecast (Url-18). Based on the results of these surveys, savings from traditional tools such as 40% from direct mail, 35% from newspapers and 28% from magazines will be utilized to fund the efforts in digital marketing activities (Figure 3.5, 3.6 and 3.7).

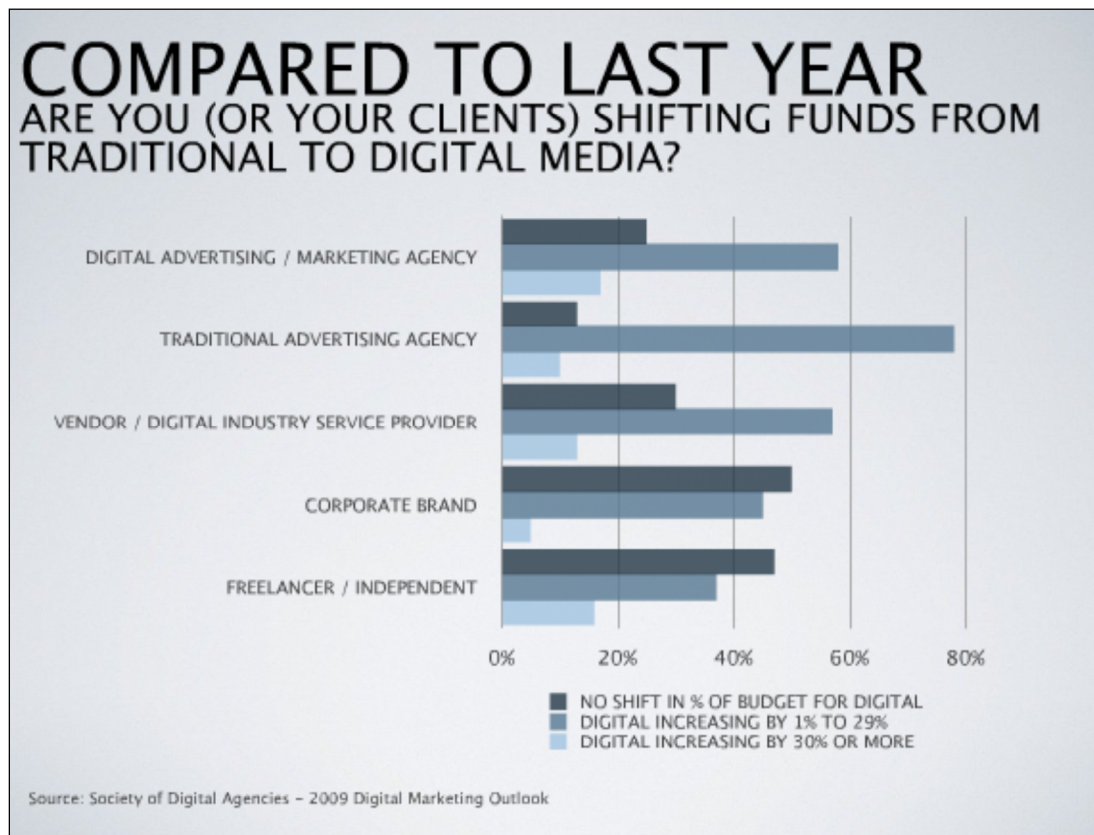


Figure 3.5: Budget shift from traditional to digital in US (Url-18).

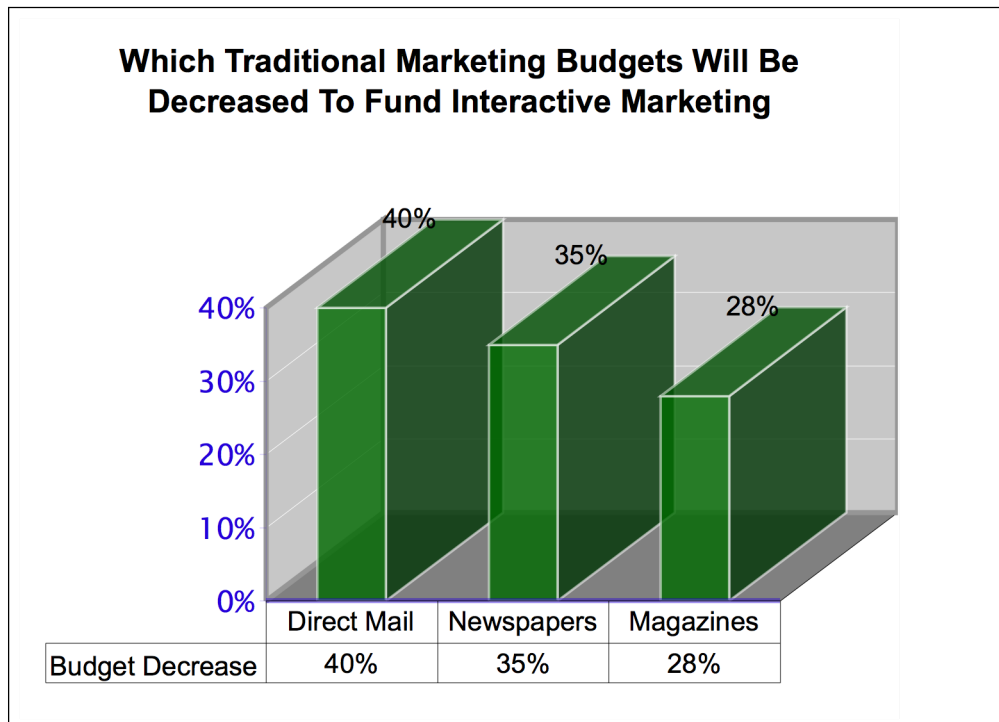


Figure 3.6: Budget transfer to interactive (US).

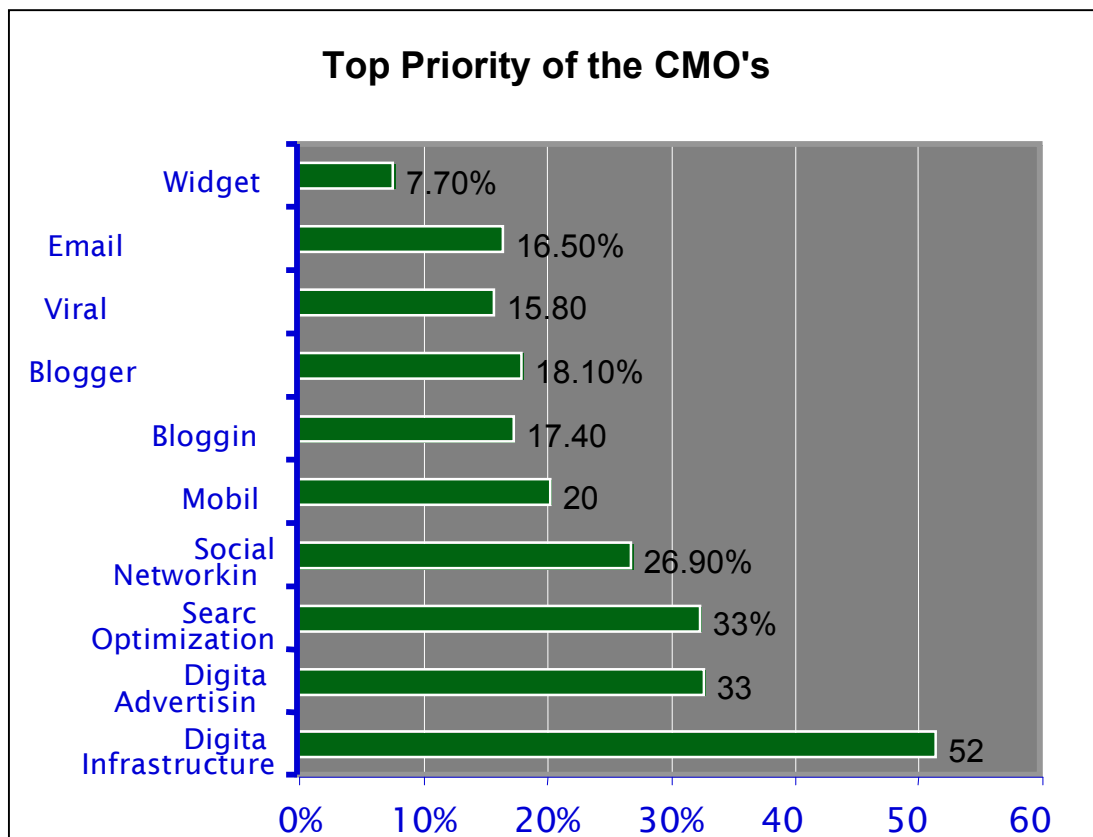


Figure 3.7: Top priority of digital tools in 2009 (US).

3.3 Growth of Digital Marketing Business: The role of IAB and Turkish Market

While the digital tools emerge and gain more share in the marketing budget, the business people of the digital world have realised the need for a more structured and standardised approach in the implementation. This led to forming an organization named Interactive Advertisers Bureau (IAB) in the United States in 1996. IAB now operates in 32 countries across the globe, including Turkey, with the objective of contributing the growth of digital marketing business and setting the rules/standards of it (Tezcan, 2010).

IAB Turkey office was found in 2007 with the participation of the representatives of advertisers, agencies and media (broadcasting). This is a unique form of management in comparison to the structure of other IAB offices in terms of bringing together all the steak-holders of the industry around the table. Their objective is four folds:

- Bringing the digital marketing business under the same umbrella and establishing objective measurement standards
- Providing the industry with reliable and applicable data
- Conducting training activities and
- Ensuring that the legal structure is aligned with the industry's requirements

As shown on Figure 3.8, the size of market expands rapidly across Europe (Adex, 2008-2009). 2009 report indicates an additional 4.5% growth in Europe.

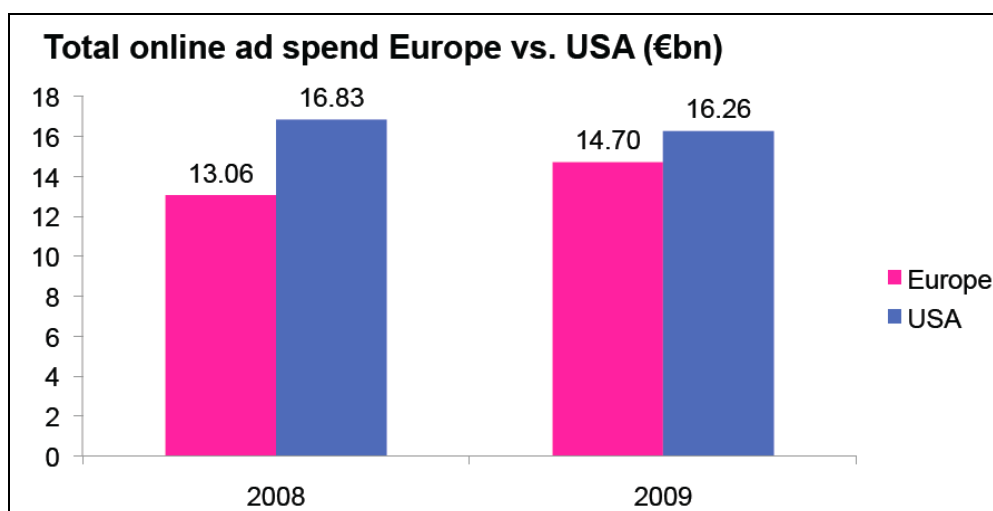


Figure 3.8: Total online ad-spend Europe vs. US (2008-2009). (IAB, 2010)

The largest online advertising market in Europe in 2008 is the UK (Figure 3.9 and 3.10), with a spend of just over 3.4 billion Euros. Germany and France are the only other markets with spends of over a billion Euros (Figure B.2). Turkey ranks as 14th market in size (Url 11, Adex, 2008).

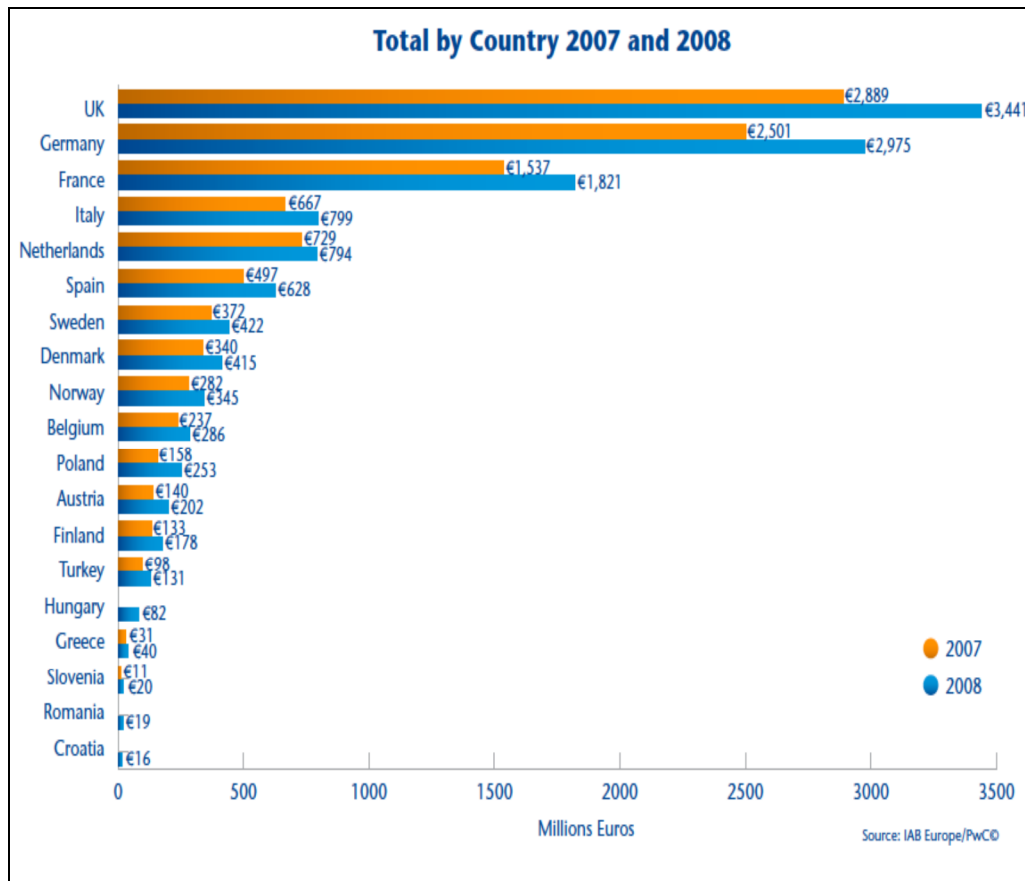


Figure 3.9: Total spend for online marketing in Europe 2007 vs. 2008. (Url-11)

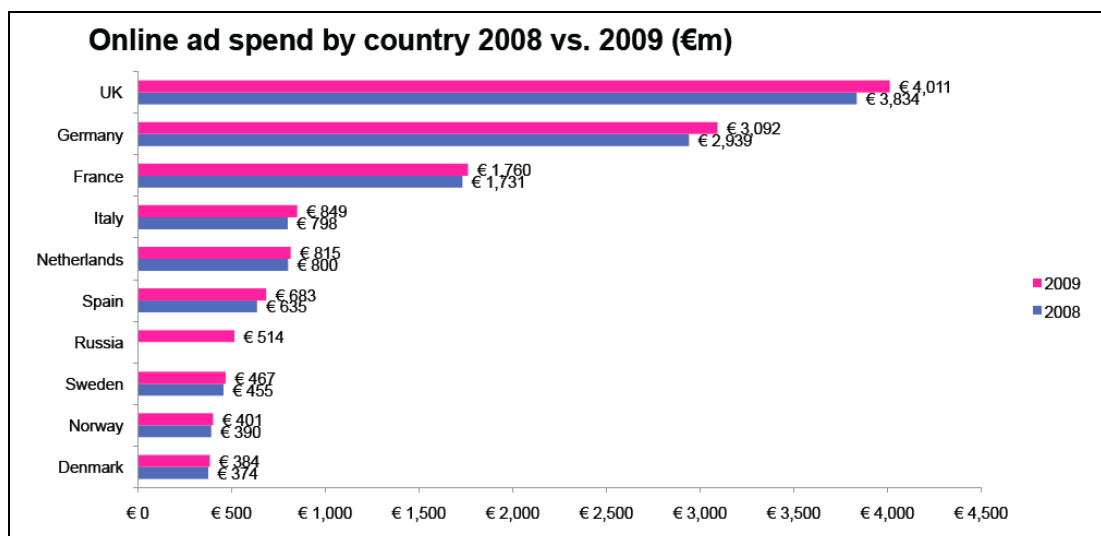


Figure 3.10: Total spend for online marketing in Europe 2008 vs. 2009. (IAB, 2010)

Despite Turkey is 14th on the market size, when it comes to the growth, Turkey performs over the average of the Europe (Figure 3.11 and 3.12) and online advertising reaches to 131m Euros in 2008 with a growth of 33% between 2007 and 2008. Further growth of 12% takes place in 2009. Search is the dominant format, accounting for 49% of total online advertising spend (Figure B.3). Display is second at 27%, followed by classifieds (23%) and email (1%). Internet penetration for 18+ age is 28% (Figures B.4, B.5, B.6). In the absence of the standards and regular measurements in the market, detailed analysis may not be accurate which is one of the main objectives of IAB Turkey to address, which they name “The Single Currency Measurement” (Tezcan, 2010). They are running the first of the complete business survey which the results are expected to be announced to the members by October 2010. Next step is to expand the scope of the survey with the whole digital media beyond the member organizations.

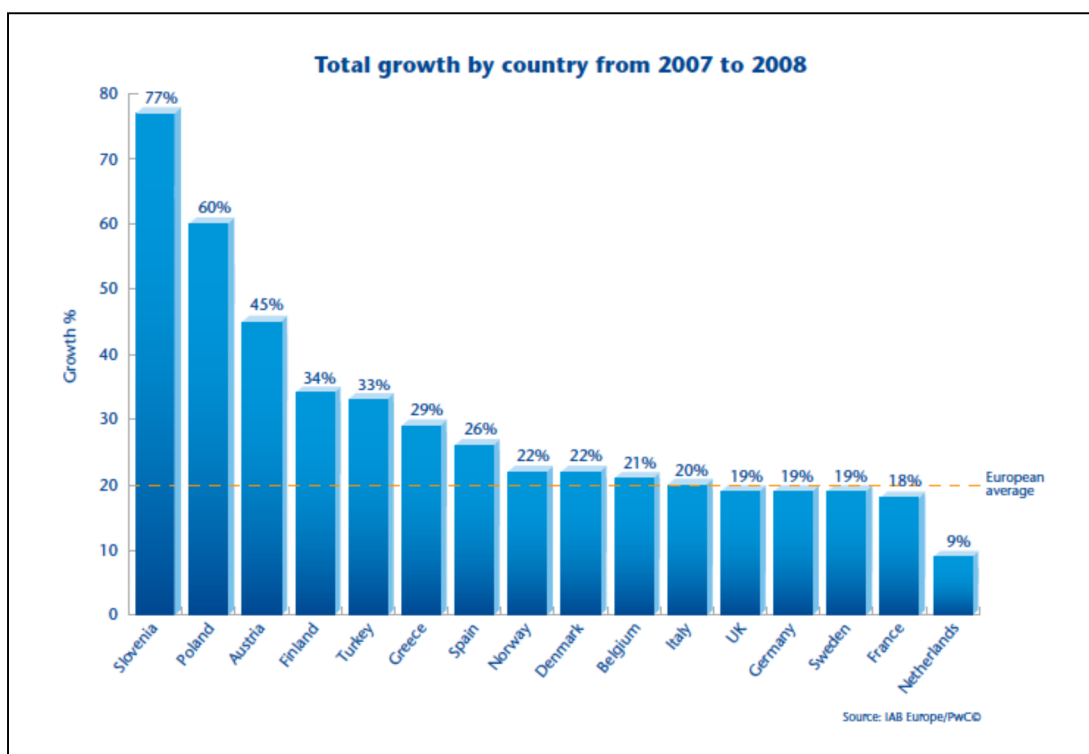


Figure 3.11: Total growth by country 2007-2008

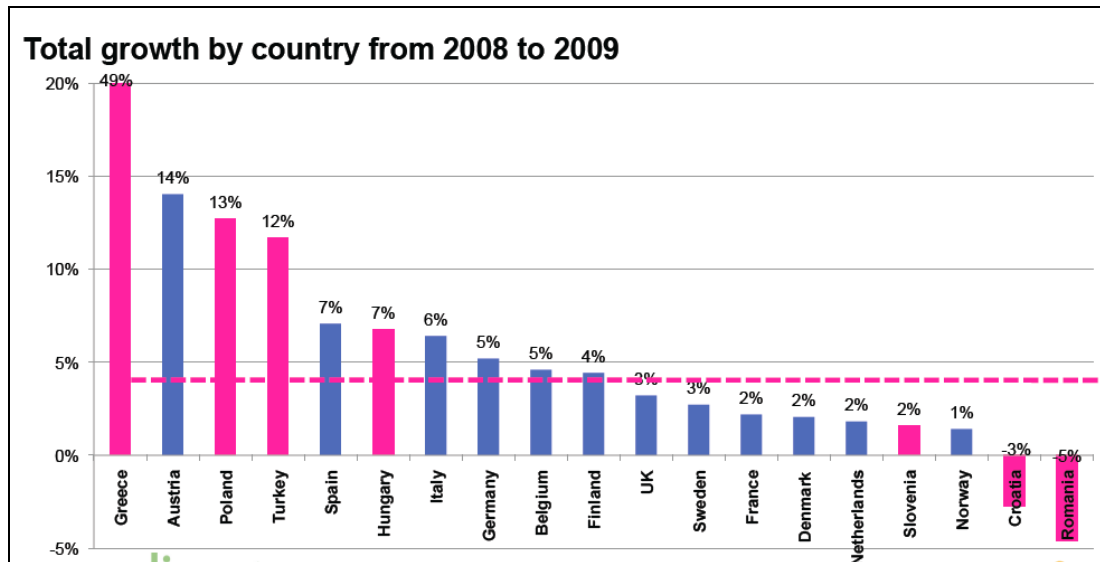


Figure 3.12: Total growth by country in Europe 2008-2009 (IAB, 2010).

Forecasts made by the subject matter experts indicate that Social networks and online video will be the most popular tools of the digital in the near future and will grow more (Table A.2.(h)). It is imperative for the marketers to not only to know which areas to focus but also to use the right methods to maximise the value out of the efforts put in place (Table 3.1). Following section will capture the highlights on this matter.

Table 3.1: Budget allocation for advertisement in Turkey in 2008-2009 (Url –13).

Media	2008 Budget (Mil. TL)	2008 % Share in Total	2009 % Share in Total
TV	1.442	50.40%	48.20%
Newspapers	746	29.30%	28.60%
Magazines	72	3.70%	2.60%
Outdoor	198	6.50%	7.00%
Radio	88	3.40%	3.30%
Cinema	39	1.30%	3.30%
Internet	182	5.50%	7.10%

3.4 The Essence of an Attractive Offer

As explained in Section 2.3, I-Marketing concept does not suggest a new set of marketing mix but instead, it proposes expanding on how we interpret the generic ones:

Product: Perception: Starting with the e-marketing era, visuals, messages or other content on the digital platforms have turned into the first point of contact between the audience and the product/service offered thus it forms the initial features of the offer in the audience's mind. This situation has carried the "perception" factor into a different level where it almost equals to the product.

Price: Permission: What used to be the transition (give-take) tool that enables the "source/seller" to convey the product is now going to be permission of the "recipient" on digital environment. As mentioned in 3.1, the objective is to make our message available in the neighbourhood but "recipient" should allow it in.

Place: Precision: In order to ensure we get the "permission" to enable the "perception" under such challenging environment of I-Marketing, we should locate it very precisely to guarantee the meeting with our targeted audience at his/her i-world.

Promotion: Participation: The best way to promote our product will be making sure we take part in various e-places that the audience visits. It is imperative that our presence there is sincere and neat, yet, gives and appealing perception.

The key components of a successful I-Marketing strategy may vary depending on the objective of the initiative however, the following four elements will always apply toward developing and implementing comprehensive and successful strategies:

3.4.1 Determine the audiences and match with the outcomes:

While technology lies at the heart of the activation of any digital strategy, it is the audience and the outcomes that marketers should consider when defining the bounds of a given strategy. The interaction between an audience and the outcomes that a company wants to achieve with that audience must be clearly understood before determining technology options. This evaluation should include a complete business case and scenario analysis to appropriately prioritize audiences and outcomes.

Tony (2002) reaches to a similar conclusion in her paper and states that if the home culture is not the same as the target, marketers must understand the cultural elements within the target culture and the marketer must design the site to be sensitive to the target. So, alignment of the audience and strategy is essential.

3.4.2 Clearly define and frame the strategy:

Different technologies enable different outcomes, so it is critical for a marketer to clearly define what is wanted to accomplish with each audience. The following are key elements of framing a digital strategy that can be communicated clearly:

- a. Catalogue channels that can support the targeted outcomes
- b. Target channels that are most likely to achieve outcomes with a positive ROI
- c. List the influencing channels
- d. Outline any cross-channel interactions
- e. Understand the competitive landscape and potential competitive responses

Once the general direction has been established by these elements, a company can move to the difficulties of execution. Those responsible for the audiences, channels, products/information, processes, and technologies affected by the strategy should be brought together in a coordinated effort to establish portfolios of projects and create a road map to support the strategic direction.

3.4.3 Establish flexible and customizable platform(s):

To address different audiences, marketers should implement multiple I-Marketing strategies, each focused on different sets of internal and external interactions that they can shape in reasonable time to create measurable results. Typically, the first contact point should be the trend setters. In an environment where trend-setters are becoming the super-trend-setters, marketers must remember to shape the strategies around the people who use the technology the most. Since the audiences interacting with a company's technology are so diverse, the organization needs to take a disciplined, targeted approach to developing strategies for each of its audiences. Based on the study of Lisa Harris in 2010, social networks will play a key role in the future of marketing; externally they can replace customer annoyance with engagement, and internally they help to transform the traditional focus on control with an open and collaborative approach.

3.4.4 Create and maintain the trust element with your visitor:

It is imperative that the trust element is created and maintained at all times. This is an area where traditional What drives this online collaboration forward in all the businesses is a culture of trust – something that the conventional world do not perform to the expectations of their customers. Of course, the challenge is not about creating the trust but rather maintaining it at all times.

Godin (2008) notes that organizations have to be “remarkable” to succeed in the marketplace today, which comes down to getting “talked about virally” both online and offline. He is critical of organizations that try to implement incomplete, unprepared practices for the sake of adapting new forms of marketing communication to their current structures and culture that still operate with the ‘command and control’ mentality of the mass marketing era. The result is an unlikely mixture of incompatible ingredients that he describes as “meatball sundae”. An example is Walmart that stopped its blog when received reaction about “sincerity” due to the approach of the company. Secrecy and conformity do not get along with authentic blogging within an online community. Good examples on the other hand prove the multiplier impact on their well implemented efforts on their businesses such as TheAppleBlog.com and a Facebook Group called Apple Students (which had reached 434,162 members before was transferred) even the successor groups also have over 100k members each (Url-1, Url-2)

3.4.5 Internalize goals and act accordingly:

Once an over-arching I-Marketing strategy is defined, marketers must internalize the goals of the strategy with respect to customers, partners and employees. Organizations may need to update a number of capabilities and create some channels from scratch.

Many e-commerce, CRM, and information management / ECM (Enterprise Content Management) frameworks can provide valuable starting points for these efforts. This would allow marketers to effectively deploy resources for key audience-driven outcomes that will leverage the rapidly expanding reach of digital channels to create sizeable value for the organization.

3.5 Transition of “Word of Mouth” to “Word of Mouse”

As part of this emergence, many “terms” or “definitions” also get changed to something else that define the relevant attribute better. Out of many others, one of the attributes that reflects this transition straightforward is “Word of Mouse”.

Traditionally, word of mouth meant to explain the spread of positive or negative impression about a product or service which would ultimately have an impact on the demand/popularity of the subject matter product or service. Word of mouse is not much different except, the interaction amongst the people take place in a digital environment and can happen much faster, towards significantly more number of recipients instantly. As shown in the following Figure 3.11, the impact of w.om. is significantly higher compared to online communications or viral efforts. (InSites, 2007).

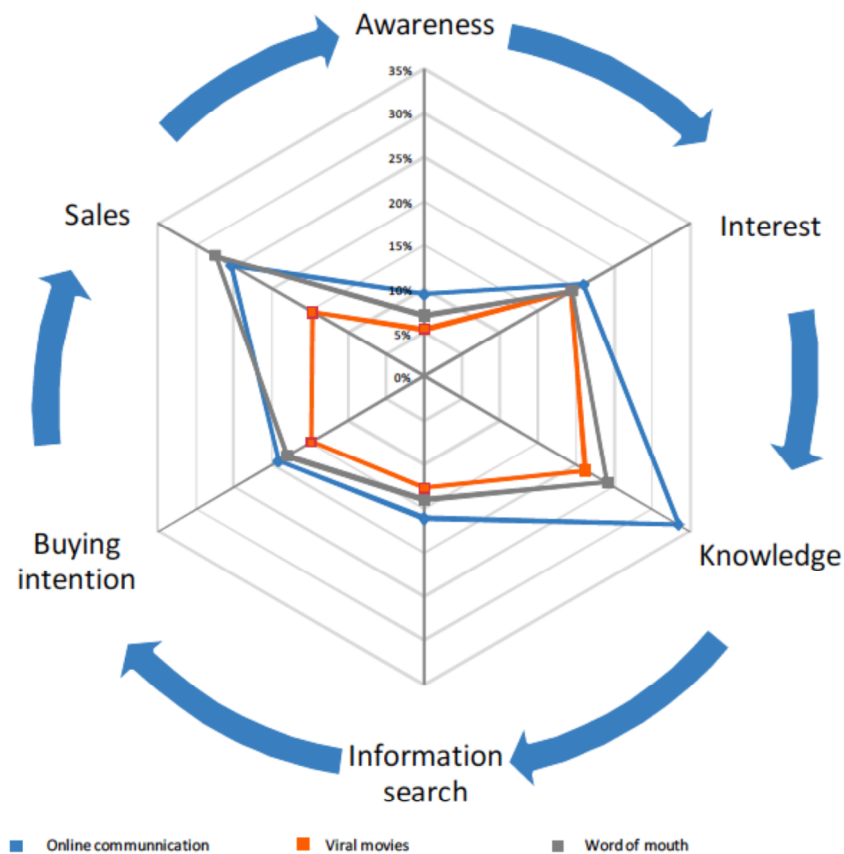


Figure 3.13: Impact of w. o. m. versus viral movies and online communications

Under the light of the changes in the audience profile and the new dynamics of the Digital world, inevitably, there has been changes in other related fields and will continue to be so.

Following table 3.2 will contain the same attributes mentioned in table 2.1 with an additional column to contain ongoing or expected changes in those attributes in the I-Marketing concept. Again, the last 4 attributes are from the relevant business or social implications as a result of the changes in progress.

Table 3.2: Attributes of the traditional, digital and I-Marketing

Attributes	Traditional Marketing	Digital “e” Marketing	Digital I-Marketing
Popular Concept	ATL / BTL	Web 2.0	Personalized e-platforms
Favourite Media	Television, Newspapers	Websites, E-bulletins	Targeted Blogs, iGoggle
Audience in mind	Consumer	Prosumer, Screenager	Digisumer, GenerationY
Traders	Sell Product	Sell Audience	Sell Audience Behaviour
Business	Commerce	E-commerce	M-commerce
Reach per 1k spent	X / 1000USD	> 6X / 1000USD	> 10X / 1000USD
Generic KPI	GRP	Visitors, Downloads	CTR, conversation rate
PR Aspect	PR Agency	Digital Social Platforms	New indirect viral & WoM
Employee may get	Laid off	Outplaced	Bangalored
Unauthorized act.	Hijacking	Bluejacking	Webjacking
Approach to info	Statistics	E-surveys	Data Mining
Popular learning	Education	E-learning	Webucation

* Last 4 attributes were given to indicate the evolution of business/social jargon

** “Reach for 1k spent” based on an interview with Ms. Ayça Zengin of Mindshare

The table indicate that there is and will be changes as the digital marketing evolves towards I-Marketing. As mentioned above, personalized paltforms are to follow the initial initiatives such as YouYahoo (Figure C.2) or iGoogle (Figure C.1). The audience who is very knowledgeable (prosumer) and already in web environment (screenager), will evolve to spend more on digital as expected from generation x . E-commerce will evolve towards M (mobile) commerce. People who lose their jobs will be replaced by Asian labor (e.g. Bangalore). Data will be collected in more complicated manners but will also be used and utilised in more details.

3.6 Analysis of The Outcome

Implementing a systematic programme of analytics allows the organizations to gauge their digital (I-Marketing) performance, adjust brand strategies and, more importantly, turn them into business performance measures. This is as true for business-to-business (B2B) as it is for business-to-consumer (B2C), even though B2B organizations have a significant advantage: They have a better idea of their customers and can measure the dynamics of acquisition, retention and optimisation with considerable precision.

Before deciding which particular combination of metrics to choose following points should be considered in approaching the matter:

Simple: If the metric becomes more complex, more time is spent on measuring the brand than managing it.

Meaningful: There must be a direct link to brand-building efforts as well as business results.

Actionable: An apparent business decision should be associated with the metric, with the focus on ‘need-to- have’ metrics, not ‘nice-to-have’ metrics.

Repeatable: Consistent, repeatable application of a metric is necessary to deliver valuable information.

Time-bound: Results should be compared, benchmarked and evaluated against other brands within the portfolio and the competition at regular intervals.

When we reflect all these to the digital environment, all key principles mentioned above apply. Moreover, precision, frequency, urgency in measurement and course correction (action taking) becomes more critical.

The generic elements of analysis will remain as is i.e. Number of visitors, visit frequency, number of downloads, conversion rate, C.P.C., bounce rate, click through rate, number of proxies, main source of arrivals, main destination of departures. What will become more critical is the set of measurement criteria that will be defined as part of the concept/project structure. E.g. if the activity is about leading recipients of e-bulletin x to visit a particular web page within certain hours of the day, then the day-part analysis become necessary as one of the K.P.I's.

3.7 Sustainability of The Performance is As Critical As The Start-Up

Investment in digital marketing has increased since the cost-conscious companies seek to improve the quality of commercial content and access new channels such as digital marketing.

As clients demand increasingly cost-effective campaigns and seek to justify their marketing spend, accountable and flexible digital campaigns will become increasingly attractive. Because of the fact that you can track online marketing, measure the response to it and place a precise figure on the returns it produces; it is hard to ignore, and in this light it seems likely that we will see an increased reliance on digital marketers in the coming years. Particularly at times of a local or global economical crisis such as the one we are going through globally now.

Haris and Rae (2010) state that the goal of an online marketing campaign used to be to attract the consumer to click-through to a company's website, but now the objective is to create "sustained engagement" with the consumer. They verify this with the popularity of websites such as YouTube and Facebook that indicate how the Internet is changing; users are no longer simply downloading static data, but are increasingly uploading and sharing content among themselves, leading to a proliferation of social networks and other user-generated content sites.

In order to realise that potential, however, the sector must successfully argue that cutting a marketing budget during a recession is rarely considered a smart move and is often one of the big mistakes a business makes. As money becomes tighter, the need to hold on to your customers and find new ones is even greater, so many believe spending the same budget more wisely is the way ahead.

There were three recessions in the U.S.A. between 1973 and 1991. During those recessions, the companies who increased their marketing budget were as profitable as ones who cut back. The difference was that after the recession the return on capital employed (ROCE) increased to 4.3% against -0.8% for those who cut their budgets. Two years after recovery, the ones who invested in marketing were experiencing ROCE rates that were on average 3 times higher than those who didn't (Big Mouth Media, 2009).

According to a survey conducted by Association of National Advertisers (ANA), more than 87 % of interviewed marketing executives said they had already been asked to identify cost savings or reductions in current marketing and advertising efforts, and more than half (53%) expected their advertising budgets to shrink over the next six months due to the global economical crisis. The good news, is that reduced budgets do not necessarily mean reduced marketing efforts. It is not about how much you spend but how you spend it. Recessions are prime opportunities for companies to boost market share so that they come out ahead of competitors on the economic rebound. In fact, an Epsilon survey has shown that 94% of Chief Marketing Officers and other marketing executives agree that tough economic period is precisely the time when marketing plays a key role (Vernon, 2008).

So, in the short term, budget concerns might make the balance sheet look better, but in the long term, it could be killing the business. Precisely targeted I-Marketing activities not only address the budget concerns but also give confidence in reaching the right recipient profile.

3.8 Technology Aspect – A Key Determinant of The Outcome

Access of a user to content on the web has gone through three basic stages until the arrival of web2.0: First they were exposed to static web pages. Later it was replaced by dynamic web pages (that allows the framework to remain while content to be flexible depending on the set-up). With the web2.0, it all turned into web tools that enable interactivity while animation losing its popularity.

Now, we have asynchronous web technology in place, which enables the client (user) to invoke the service but may not wait for the response, may continue with other processes and work would resume once the response is received.

Java based web tools will become more instrumental and imperative in the success of the I-Marketing platforms.

With the free PPC (pay per click) management tools provided by the major engines expected to continue improving, commercial third-party technologies could be under threat.

Traditionally the major search engines provided only the most basic interfaces and if you wanted to automate the process then you had to sign up to a contract with one of the third party service providers. We have seen a great improvement in the free tools provided by companies like Google and that's caused many advertisers to reevaluate their reliance on paid services.

While it has often made a lot of sense to go to a third party for a technical solution to enable automated PPC bidding and management in the past, it may not necessarily be the case going forwards. Given Google's release of its updated analytics package and Microsoft's major investment in its AdCenter technology, marketers will be far less willing to sign-up for expensive third party solutions.

The trend indicates that digital marketing sector will begin to re-focus on other aspects of technology, in particular to the reporting capabilities.

Measurable ROI is hugely important to clients, and given that they increasingly want up-to-the minute data at their fingertips, we're likely to see the major players investing in the development of advanced tools. Clients are going to want to ensure that they are driving maximum value from digital campaigns by leveraging synergies wherever possible. They will become more interested in synergistic campaigns and as demand for cross channel tracking grows, significant developments are inevitable.

The SEO (search engine optimisation) business is also becoming increasingly complex. Blended Search, Yahoo Search Monkey, Google's Search Wiki, personalisation, social media and internationally coordinated campaigns have all become central to running successful online strategies, and as a consequence many smaller agencies are struggling to cope with the almost daily developments. That's an issue marketers will be facing a lot more often in the coming years.

4. APPLICATION OF THE I-MARKETING

Implementation of the I-Marketing concept proposed here in its fullest extent require certain progress be made and advancement in the technology, infrastructure. A hypothetical example of partial implementation could have been “having personalized My Nokia page content of a user made available at his/her iGoogle dashboard.

Because of the current status mentioned above, it is aimed to focus on the web implementation, within the technical conditions available, through a blog (gen-i-us.com) and a semi-commercial website (ObeziteHelp.com). Following Sections 4.1 and 4.2 will cover the highlights of these practices.

4.1 Gen-i-us.com Blog

Gen-i-us.com (Url-8) is considered as an I-Marketing element of the I-Marketing concept. It is created as a simple blog platform with necessary basic marketing elements like logo and webicon (logo in the address bar) (Figure 4.1).

The logo symbolizes the transition of a classical font of letter “w” into a butterfly, which resembles the emergence of marketing towards I-marketing. The webicon follows the same logic with its shape and colour preference.

The name Gen-i-us is derived from **G**enuine ideas about what’s ahead of **us**.

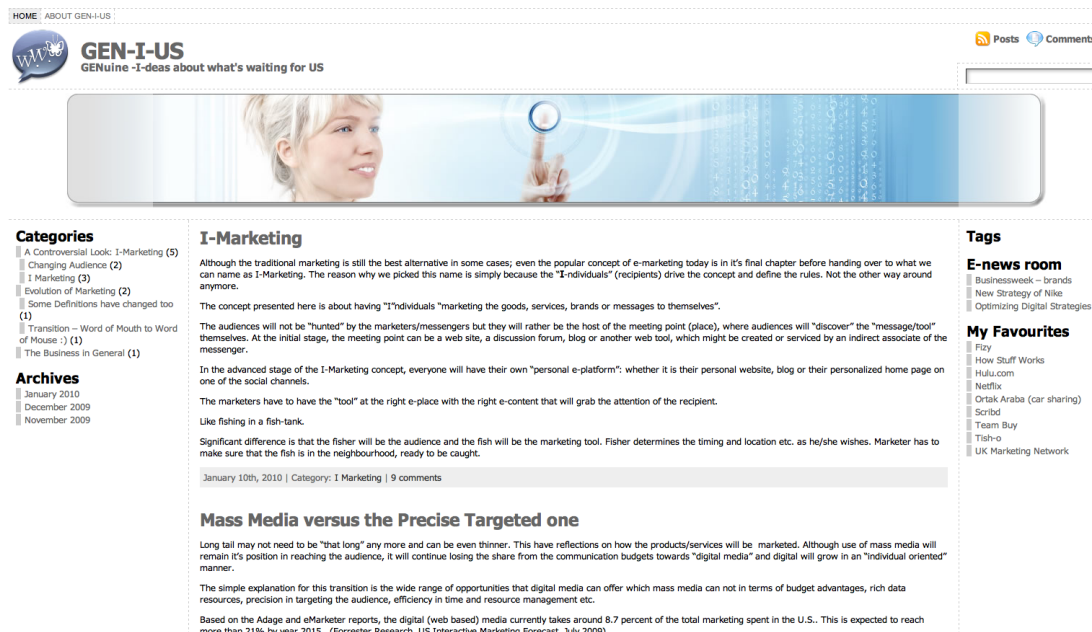


Figure 4.1: Gen-i-us.com, the blog for I-Marketing (Url-8).

4.1.1 Objective of the blog

The main objective of the blog is to promote the I-Marketing concept. In order to maintain the essence of it, the platform is not advertised or no ad-words are purchased for the promotion purposes.

With the same mentality, the platform is built on a basic hosting package and developed with simple tools that an average Internet user can manage without seeking for a help from outside. It is also quite affordable from the budget perspective.

4.1.2 Implementation

The platform is built on a simple yet, commonly used blogging software named wordpress. Besides the design of logo and webicon, as explained above, all necessary tools for managing the content is available as part of the package purchased (less than 30USD/month). Look and feel of the website was planned to give a plain yet premium impression in the visitors mind. Visual materials are designed accordingly.

The messaging tool and the links sections are created in order to share and trigger the users to share favourite web sites with successful implementations as well as academical or public articles around the digital marketing subject.

Only activity to announce the presence of the platform is dispatch of informative emails to 20 Marketers and monitor the WoM effect. Target was to reach over 50 unique visitors and relevant comments posted within two weeks. Other monitoring tools such as traffic and acquisition are be part of the tool set put in place.

4.1.3 Interaction and the outcomes

Upon publishing the site, we have received an encouraging number of visits and comments within the first two weeks. The comments received were instrumental in fine tuning the concept based on the experts' opinion and vision about the future of digital marketing. Some of the comments received are listed as follows:

Al K. (Comment on I-Marketing) January 15th, 2010 at 4:31 pm

"I think this method of marketing would work if there is a sufficient number of "fish" ready to be caught. In times of recession, a more active approach from the catcher would be needed to get the attention of the few that are eager to buy. In my opinion if you're not an aggressive seller, your days are numbered."

Ayşe Zengin (Comment on I-Marketing) January 23rd, 2010 at 3:15 pm

"Actually I believe in I marketing too. There is no enough fish because the companies are not ready to embrace the new empowered consumer concept. When they are ready to communicate directly with their consumers and when the fulfil the sentence "customer is the boss" there will be a lot of fishes around."

John Doe (Comment on I-Marketing) January 14th, 2010 at 3:36 am

"So if i am here am i the fish or the fisher? Can i be both? If it is a hunt there must be a winner and a loser. And if there is a loser I think that it is not a good trade I personally always believe that marketing should be a win-win situation. And is the only difference between e-marketing and I-Marketing individuals? Are there any other? And if we think about I-Marketing does it have anything to do with Apple and their marketing strategy?"

Buket (Comment on The Emergence of the Audience) January 23rd, 2010 at 1:39 pm
"I agree with this idea and want to add a few comments to support it. In my opinion, it is critical to accurately define the target group in digital media. Purchasing email addresses from a databank and sending bulk emails does not only antipathetic but also is repelling from a customers perspective. Defining a platform as "personally yours" is a good way of giving the ownership and creating the bond. This will enable the user to determine the depth of relationship at their disposal. The next step should be offering varieties." Note: Original message was in Turkish.

Al K. (Mass Media vs. Precise Targeted One) January 15th, 2010 at 4:38 pm
"I totally agree. Who watches TV programs when they're actually being broadcast any more? Actually, let me rephrase that; who watches TV shows on TV any more? Online high definition content will soon take over and marketing needs to follow this trend. Hulu.com and netflix online are good examples in addition to the many pirate sites that stream TV series at a decent quality online..."

Elif Emiroglu (comment for Word of Mouse) January 23rd, 2010 at 2:24 pm
"Totally agree on this one. It is amazing how fast and wide the messages can get thru. Information travels almost same time these days. I wonder what waits us in the future."

We received a high number of visits (Figure 4.2, 4.3). Based on the feedback of the visitors, who were online or offline marketers, the context of I-Marketing is reviewed and confirmed. Majority of them has not only agreed with the concept but also emphasized the role of interaction and personalization further. One of the findings from the discussions was the concern on the pace of the change. Although she is a marketer, a participant has raised her concern as "how are we going to be able to learn all these new terminology?" The feedback gathered at this stage is verified within the focus group exercise conducted at a later stage (Section 4.2.4) as well.

The outcome of Gen-i-us.com has supported the preparation of the ObeziteHelp.com website. Based on the feedback received, the section that contains the elements of personalisation and interaction (Benim Sayfam – My Page) was re-structured to give more clear instructions to the visitors in utilising the tools. Also, a dummy page is designed as the landing page of this section of the website.

The site continues it's service live as a discussion point for the interested visitors going forwards.



Figure 4.2: Gen-i-us.com, traffic count and visits.

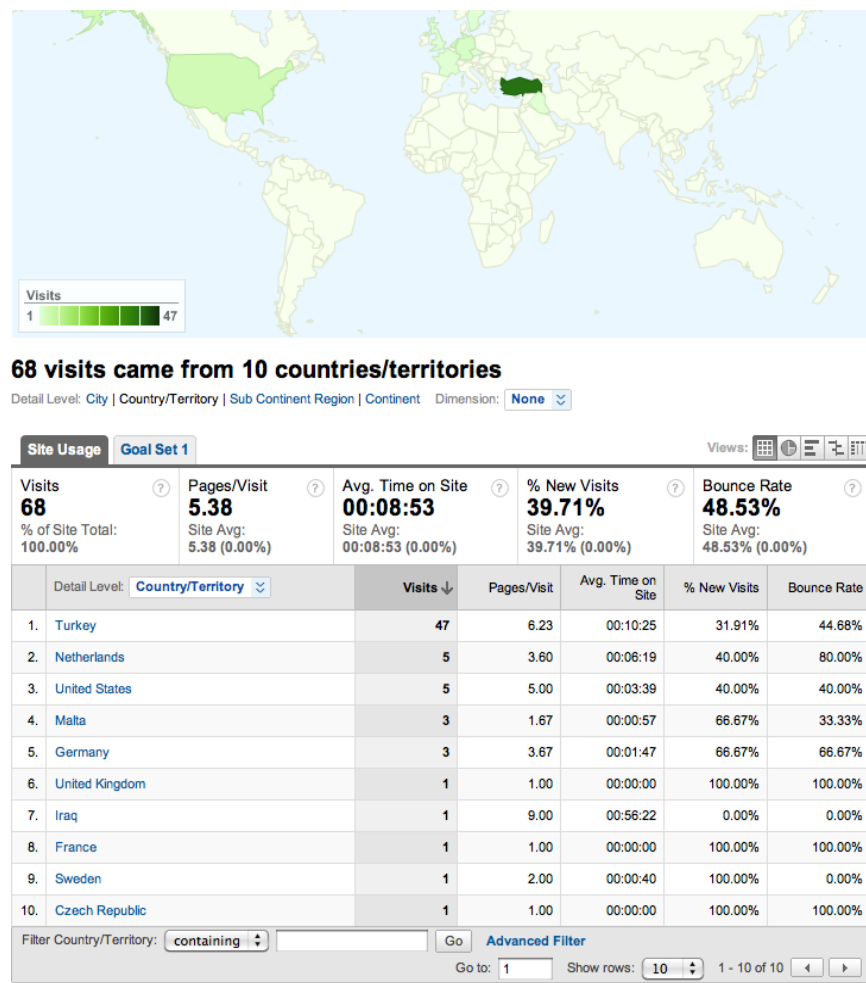


Figure 4.3: Gen-i-us.com traffic count by country: average time, new visits.

4.2 ObeziteHelp.com Website

It is common knowledge that technology is the key driver behind improving our living standards. However, when combined with other elements, it may also result in negative impacts in our lives as well. Inappropriate eating habits and insufficient physical exercise are listed as the top two causes of obesity and based on surveys conducted in the U.S. there is a direct correlation between technological advancement and insufficient exercise (Url-14).

As a result of this, the search for a platform to verify the I-Marketing concept suited very well with a web platform around Obesity. Interaction and personalisation would be critical for the success of such a platform and are key elements of I-Marketing. Of course, being familiar with this issue due to our daily life also encouraged towards this initiative.

Adolescents are primary targets for digital marketing (Montgomery & Chester, 2009). A combination of factors make them valuable to interactive marketers, including their role as “early adopters” of new media practices and their steadily rising spending power. In the United States, 12–17 year olds had some \$80 billion in income in 2007, with parents spending \$110 billion more for them on key consumer categories such as apparel, food, personal care items, and entertainment. Although a robust field has emerged to study digital media in teens’ personal, social, and political lives, academic research on the role of marketing in youth digital culture remains seriously underdeveloped (Montgomery & Chester, 2009). Where we see a great deal of opportunity to raise the awareness at all age groups via our initiative.

With this motivation in mind, the concept was designed in 2009 and site elements were put together in the second half of the year for a soft-launch in December 2009.

4.2.1 Objectives of the concept

The three main objectives of the initiative were:

- Creating a social platform to enable the people with this medical condition (obesity) or have concerns about it, to exchange opinions/messages amongst themselves as well as the subject matter experts,

- Positioning the professionals involved in this initiative (advisory board members) as reference points and thus promoting their practices.
- Utilizing the traffic generated towards the site and the membership mechanism to promote relevant commercial items, including teasers available on the site.

So, the website is designed with interaction capacity amongst the users as well as the platform itself, which serves as its social aspect. On top of that, it was aimed to position two lines of commercial functions: direct sales of merchandises and indirect trade opportunity for the professionals involved.

Ultimately, this platform will serve as an I-Marketing tool for the promotion of practices of the Advisory Board members and sale of merchandise items offered within the content.

4.2.2 Strategy and tactics

In light of the objectives mentioned above, it was imperative to focus the strategy on sound offers to the visitors:

- Concise, yet a rich content: It was aimed to offer a user-friendly tool with necessary data, tailored for quick access to a satisfactory content.
- Transparent and reliable source of information: Although there are certain commercial objectives, the platform should have a sincere tone of voice in general. E.g. while promoting the obesity surgery practices, it also offers Zen method for losing weight. This aims to maintaining and strengthening the credibility.
- Strong partnerships: In order to better utilize the assets available, relevant digital non-digital tools need to be used for the promotion of the initiative as well as maintaining a long term interaction with the users.

- Visitor's Social benefit and ownership through the "My Page" content: Another main for the retention of the visitors is through offering them a benefit that they will reach to the content efficiently. Testimonials of the people with similar complaints also would be critical in positioning the offer. Vernon (2008) state that companies big and small are beginning to realize that customers remain loyal when there is a community connection point geared towards collaboration and engagement.
- Visitor's Intellectual benefit: This would be a supportive tool for the relationship between the visitors and ObeziteHelp; through news, FAQ sections etc.
- Enable the user to generate the content and experience interaction with other members. This is particularly important due to the fact that user generated content becomes more and more essential in the success of a web platform today (Nov, 2007). Table 4.1 indicate that 5 of the top 10 fastest growing web brands in the U.S. rely on user-generated content. This will become even more critical in the full implementation of I-Marketing concept.

Table 4.1: Fastest Growing Web Brands in U.S. (Url-15).

Brand	Jul'05 (000)	Jul'06 (000)	% Growth
HSBC	1,290	6,377	394%
Sonic Solutions	1,098	3,740	241%
Associated Press	2,901	9,692	234%
ImageShack	2,324	7,745	233%
Heavy.com	965	3,021	213%
Flickr	2,105	6,346	201%
ARTIST Direct	1,131	3,219	185%
Partypoker.com	2,127	6,043	184%
MySpace	16,239	46,025	183%
Wikipedia	10,387	29,176	181%

Tactics:

- Give a rich content via simple tools: In the construction of the website, the visual elements are kept very simple and the text content is offered via tools like “accordion panel” that accelerates the user’s reach to the content.
- Utilizing the members of Advisory Board as anchor-man: As an example, the obesity content of the Uzmantv.com, a digital platform contains video clips about various subjects with an online video library approach, is exclusively prepared by Dr. Halil Coskun. This would help on the acquisition of visitors to the website as well as new members.
- Involving other professionals around the subject: This is not only a good promotion opportunity for the professionals but also a tool for them to exchange opinion with each other (via a B2B version of the platform to be launched).
- Model of the membership: In order for the visitors to feel more about the site, the membership does not contain “any data” but, rather contains data like their medical background and obesity experience.
- Acquisition sources: There will not be an additional effort in the promotion of the service and offers. All will need to be either recommended by friends or through the media on Uzman.tv (Url-20).
- Retention and frequency of communication: As stated above, the platform will also communicate with the users on a regular basis according to their physical, medical and other conditions. This will be based on a pre-set group of content that is dispatched to the matching profile of users.

4.2.3 Implementation:

The logo and the slogan: These are developed as simple text items with Red colour in the logo as a reference to the Obesity issue and green button-like “Help” as reference to the support offered on the platform.

This is completed with a tagline that reads as “Your quality of living should be determined by you, not by the obesity” (Figure 4.4).



Figure 4.4: Home page, logo and tagline of the ObeziteHelp.com (Url-16).

Main sections of the web site: The site consist of 7 menu items:

1- Home page contains the three main sections of a) left column where two teaser images (animated gif) are placed. Centre column contains a media-panel (basic flash animation with features of the site) and three teaser rows for the link to the sections of “Nasıl başarıyorum (How can I achieve)” page. Right column with guidance about the membership and News pages of the website as well as the links to the testimonials and video archieves (Figure 4.4).

2- “Obezite Cerrahisi (Obesity Surgery)” page contains an informative set of data about the main methods of the obesity surgery and some conditions of them that needs to be considered.

3- “Danışma Kurulu (Advisory Board)” page contains the information about the professionals who are involved in development and management of the site (Obesity surgeons, internal medicines specialists, exercise and training specialists etc.)

4- “Videolar ve Arşiv (Videos and Archieve)” page (Figure 4.5) contains the tactical element of the videos on the left menu (presented with an accordion menu structure), that are also available through Uzmantv.com, together with the testimonials of the people who suffered from this medical condition and managed to resolve their problems.



Figure 4.5: Videolar ve Arşiv (Videos & Archieve) page / ObeziteHelp.com.

5- “Haberler ve Sorular (News and FAQ)” page (Figure 4.6) contains a list of frequently asked questions on the left menu presented with accordion panel structure; quick messenger to the administrator for any questions that the visitor may have; links to the selected news from various digital platforms about the obesity; default content for access to the membership to the site as well as member log-in windows that are available on two more pages.

ISTANBUL-SA...si -terası Apache Tomcat RA-Netone JML MNG Google Maps NOKIA News (458) Popular F and B SOFTWandTECH ENTEL WEBSandWEBS

ObeziteHelp.com Yaşam kalitenizi obezite değil, siz belirleyin..

ANA SAYFA Obezite Cerrahisi Danışma Kurulu Videolar & Arşiv Haberler & Sorular Nasıl Başarıyorum? BENİM SAYFAM Üye Girişi

SIKÇA SORULAN SORULAR

- 1.ObeziteHelp Sitesine üye olmanın ön koşulu nedir?
- 2.Üye olduktan sonra ne gibi bilgiler edinebileceğim?
3. Obezite Nedir? Ben Obez miyim?
4. Vücut Kitle İndeksi (VKİ) nedir? VKİ değerimi nasıl hesaplayabilirim?
5. Obezite Tedavisinde Hangi Tıp Cerrahi Yöntemler vardır?
6. Obezite Tedavisinde En İdeal Cerrahi Yöntem Hangisidir?
- 7.Obezite Cerrahisi Uygulamalarının Riskleri Nelerdir?
8. Obezite Cerrahisi Kimlere Önerilir?
9. Mide Balonu'nun Avantajları Nelerdir?
10. Mide Balonu'nun Dezavantajları Nelerdir?
11. Mide Balonu Çıkarıldıktan Sonra Tekrar Mide Balon Uygulaması Yapılabilir mi?
12. Mide Bandı (Kelepçesi) Nedir?
- 13.En iyi Mide Kelepçesi tiki hangisidir?

Üye olduktan sonra
Bize sorularınızı iletmek için bu alanı kullanabilirsiniz

HABERLER ve ETKİNLİKLER



Obezite Risk Altında
Hastalıklardan korunmak için ne gibi önlemler almak gerekiyor...

Haberin devam>>>



Küresel ısınmanın en büyük nedeni:obezite
İngiliz bilim adamları, obezlerin küresel ısınma ve iklim değişikliğinde diğer faktörlere oranla daha fazla payı olduğunu belirtti...

Haberin devam>>>



Obezite kanserin birinci nedeni olabilir
Ağır şişmanlığın, gelecek yıllarda kadınlarda kanserin önde gelen nedeni olabileceği bildirildi

Haberin devam>>>



Şişmanlığın nedeni büyük porsiyon
ABD'de yapılan araştırmaya göre, şişmanlığın birinci nedeni hareketsizlik değil, büyük porsiyonlar.

Haberin devam>>>

ÜYELİK ve ARŞİV

Üye Girişi

Kullanıcı:

Şifre:

Gönder

Üye olun!
Obezite Help'in sunduğu imkanlardan yararlanın

Kişisel Sayfanız
Size özel içeriği, özgün hatırlatma notları, etkileşim olanakları ve daha fazlası burada. Resmi tıklayıp sayfanıza gidin.

Haber ve Etkinlikler
Obezite hakkında yerli ya da yabancı kaynaklardan özenle derlenmiş haber ve bilgilendirmeleri inceleyin.

Sıkça Sorulan Sorular
Obezite konusunda en çok karşılaştığımız soruların yanıtlarını sizin için derledik. Sizin de sorularınız varsa paylaşabilirsiniz.

En Son Haberler

VİDEOLAR

BAŞARI HİKAYELERİ

| İletişim İçin: webmaster@obezitehelp.com | Yasal Uyarı | Site Kullanım Koşulları | Kopyalama Hakkı

Figure 4.6: Haberler ve Sorular (News and FAQ) page / ObeziteHelp.com.

6- “Nasıl Başarıyorum? (How can I Achieve?)” page have one main column and one secondary column on the right hand side. The main column contains guidance and information about how individuals can fight against the obesity issue. It is important to highlight that although this web site has one of the objectives as “talking about obesity surgery, content on this page is put together with a lot of attention to make sure the platform displays a fair approach in alternatives to obesity surgery (Figure 4.7).

The content on the right column has teasers to lead some supportive materials like books, cd's or food supplements that could be used by the visitors. This part is planned to be turned into an e-business section upon accumulation of appropriate goods to be marketed through the site.



Figure 4.7: Nasıl Başarıyorum (How can I Achieve?) page / ObeziteHelp.com.

7- Final page is “Benim Sayfam (My Page)” which is the core of the website. This page is planned to function like a custom-made chat environment for the members of ObeziteHelp.com. (Figure 4.8 and 4.9)

The page has 4 elements:

- V.K.I. (Vücut Kitle İndeksi – Body Mass Index) table with colour-coded status display,
- A daily entry section where the member can enter his/her daily notes together with the current weight (page automatically calculates the VKI and displays as the up to date condition with a color code attached)

c- A message board containing messages the personalized messages dispatched to the user according to the medical data supplied at the registry and lifecycle since the membership.

d- The list of diary messages that user has posted (in a reverse order)

ObeziteHelp.com *Yaşam kalitenizi obezite değil, siz belirleyin..*

ANA SAYFA Obezite Cerrahisi Danışma Kurulu Videolar & Arşiv Haberler & Sorular Nasıl Başarıyorum? BENİM SAYFAM Üye Girişi

kilonuz (kg) 35
boyunuz (cm) 34
yaşınız 33
VKİ değerinizi 32
→ HESAPLA 31
29
28
27
26
25
24
23
22
21
20
19
18
17

kabul edilebilir aralık

VKİ 20 25 35 45 55 65 Yaş

Tarih	Kilo	V.Kİ	DURUM
2010-02-15	45	25.71	HEDEF V.Kİ
2010-02-15	99	56.57	NORMAL
2010-02-15	83	47.43	FATMA V.Kİ ÖLÜ
2010-01-16	55	31.43	25-30
2010-01-16	71	40.57	30-40
2010-01-16	85	48.57	MORBİD OBEZ
2009-12-29	78	44.57	40-50
			SÜPER MORBİD OBEZ

Üye olduktan sonra VKİ değerlerinizi burada takibedebilirsiniz

ÜYELİK FORMU

OBEZİTE HELP'TEN GELEN MESAJLARINIZ

Üye olun!

Obezite Help tarafından size gönderilen mesajları buradan takibedin, uzmanlarımızın görüş ve yönlendirmelerinden yararlanın ...

GÜNLÜĞÜNÜZDE KAYITLI NOTLARINIZ

Üye olun!

Günlük ya da haftalık gelişiminize dair notlarınızı kaydedin, geçmiş dönem notlarınız bu bölümde elinizin altında olsun...

SIZE ÖZEL MESAJLAR

Sitemize üye olduktan sonra, diğer kullanıcılarımızdan gönderilen, size özel mesajlar bu alanda görüntülenir.

Obezite Help platformunda diğer üyeler ile görüş alışverişinde bulunmak, güncel konulara dair fikirlerinizi paylaşmak ve gelişmelerden anında haberdar olmak istiyorsanız üye olun.

Obezite Help ailesine katılın ...

Üyelik formu için tıklayın >>>

SIZE UYGUN MESAJLAR

GENEL MESAJLAR

GÖNDERDİĞİNİZ MESAJLAR

Obezite Help Mesaj Gönderim formu >>>

Üye olduktan sonra, yukarıdaki linki tıklayarak mesaj gönderim formuna ulaşabilirsiniz.

Üye olun, diğer üyelerle mesajlaşmaya başlayın!

| İletişim İçin: webmaster@obezitehelp.com | Yasal Uyarı | Site Kullanım Koşulları | Kopyalama Hakkı

Figure 4.8: Benim Sayfam (My Page) default page / ObeziteHelp.com.

On the right side of the page, there is an accordion panel implementation that contains the log of the messages sent to this user (generic or personalized) as well as the outbox of the messages that the user had sent.

If the visitor is not a member of the site, the page on Figure 4.8 will appear which does not allow any interaction but only gives information about the benefits of the membership. If the visitor is a member, the page will turn into the full content as shown on Figure 4.9.

İSTANBUL-SA...si -terası Apache Tomcat RA-Netone JML MNG Google Maps NOKIA News (458) Popular F and B SOFTWandTECH ENTEL WEBSandWEBS

ObeziteHelp.com Yaşam kalitenizi obezite değil, sıx bulutayın..

ANA SAYFA Obezite Cerrahisi Danışma Kurulu Videolar & Arşiv Haberler & Sorular Nasıl Başarıırım ? BENİM SAYFAM Güvenli Çıkış

GEÇMİŞ V.K.I. TABLOSU

Tarih	Kilo	V.K.I.	DURUM
2010-04-16	70	22.86	●
2010-04-13	83	27.10	●
2010-04-08	95	31.02	●
2010-02-15	101	32.98	●
2010-02-15	45	14.69	●
2010-02-15	99	32.33	●
2010-02-15	83	27.10	●

HEDEF V.K.I.

●	NORMAL
●	25
●	FAZLA KILOLU
●	25-30
●	OBEZ
●	30-40
●	MORBİD OBEZ
●	40-50
●	SUPER MORBİD OBEZ
●	50

Kilo :

Not :

Gönder

GÜNLÜK BİLGİ ve NOTLARINIZI BU BÖLÜME KAYDEDİN >>

OBEZİTE HELP'TEN GELEN MESAJLARINIZ

Hafta :12
Kilolarınızı doktorunuza paylaşın. Kaybedilen kilo miktarını doktorunuza paylaşın, gerekirse diyet programınızı daha sıkı düzenleyin

Hafta :8
videolar ve makale arşivimizden yararlanabilirsiniz. Obezite Hap sitesinin Videolar&Arşiv sayfasındaki Konu Başlıklarına Göre Videolar, Uzmanlara Göre Videolar ve Makale Arşivi bölümlerini kullanarak obezite ile mücadele ve yöntemleri hakkında bilgi sahibi olabilirsiniz.

Hafta :7
Obezite ile mücadelenizdeki başan hikayenizi bizimle paylaşmak istemez misiniz? Sizde obezite ile mücadelenizde, elde ettiğiniz başarılarınızı bizimle paylaşarak diğer obezite

GÜNLÜĞÜNÜZDE KAYITLI NOTLARINIZ

Not	Tarih
ok artık...	2010-04-16
yaşasın zayıfım artık	2010-04-13
Çok yedik bu hafta :)	2010-04-08
Yeniden sağlıklı olmak istiyorum. Güçlü!	2010-02-15
Yaşasın zayıfladım	2010-02-15
Sıdır oihı nırdım. İmüçölüserçöü	

SIZE ÖZEL MESAJLAR

SIZE UYGUN MESAJLAR

GENEL MESAJLAR

* Hoşgeldiniz :)

GÖNDERDİĞİNİZ MESAJLAR

Obezite Help Mesaj Gönderim Formu >>

İletişim için: webmaster@obezitehelp.com | Yasal Uyarı | Site Kullanım Koşulları | Kopyalama Hakkı

Figure 4.9: Benim Sayfam (My Page) members' page / ObeziteHelp.com.

In terms of the order of the pages, the logic implemented was to have the “general interest” pages starting from left and “personal interest” pages starting from right to left. This is how the pages are located on the menu for an effective navigation.

Visuals and themes: The visual elements used in the site are preferred to be at a decent size and with relevant content. Weight balance between pictorial vs. editorial content is adjusted depending on the page and its function e.g. Home page or News and FAQ page have around 50% / 50% ratio whilst the “How can I achieve” page is 80% / 20%.

The flash animation on the home page and the animated gif teasers are designed with simple and optimized in size to a fast appearance on the page.

Compact but rich content – accordion style: The use of accordion style has enabled a faster navigation between different related content while maintaining the visitor on the same page. It also helps in keeping the main menu as it is without necessarily implementing secondary navigation on the navigation bar.

Ad opportunities: Besides the media-panel of the home page, all pages have designated sections for advertisement opportunities.

These are initially used for promoting different functions of the ObeziteHelp.com platform itself. Commercial extension can be functional at the post-live period.

Another element of the advertisement planned for post-live is a “specialist locator” application. Objective is to allow the visitor to find a specialist physician or a hospital across the country. This application will operate via two options: 1- entry of text in pre-set fields like city, town, specialist (topic) 2- direct search over the use of a map to navigate through the desired area and subject.

Personalized messenger: There are two main message types on the site: the one sent by the administrator to the segments and customisation of the members; the one that members send to each other or to everyone, which again can be segmented.

Basis of the messaging and the membership is reflected on the membership form with the key sections of generic personal information, V.K.I. data, highlights of the health condition and highlights of the obesity conditions (Figure 4.10). This enables us to store member information together with the medical profile. The structure is used in generating automated messages, sent to certain profile of members on a certain frequency e.g. periodical controls required are reminded based on the membership information given by the user.

The image shows a web browser window with the title "Kullanıcı Kayıt Formu" (User Registration Form). The form is for ObeziteHelp.com and includes the following fields and options:

- İsim : [Text Field]
- Soyisim : [Text Field]
- Cinsiyet : ☐ Bay ☐ Bayan
- Ağırlık (kg) : [Text Field]
- Boy (cm) : [Text Field]
- Yaş : [Text Field]
- Yandaş Hastalıklarınız :
 - ☐ Diyabet ☐ Hipertansiyon
 - ☐ Kalp Hastalığı ☐ Kolesterol / Trigliserit Yükseliği
 - ☐ Uyku Apnesi ☐ Diz ve Bel Eklem Rahatsızlığı
- Diğer Yandaş Hastalıklarınız : [Text Field]
- Kilo Vermekte Kullandığınız Yöntemler :
 - ☐ Diyet ☐ Egzersiz
 - ☐ İlaç Tedavisi ☐ Ameliyat
- Geçirdiğiniz Ameliyatlar :
 - ☐ Mide Balonu ☐ Mide Bandı (Kelepçe)
 - ☐ Gastric Bypass ☐ Vertikal Band Gastropласти
 - ☐ Tüp Mide
- Geçirdiğiniz Diğer Ameliyatlar : [Text Field]
- Ülke : [Dropdown Menu: Lütfen Seçiniz]
- İl : [Dropdown Menu: Lütfen Seçiniz]
- E-Posta : [Text Field]
- E-Posta (Tekrar) : [Text Field]
- Kullanıcı Adı : [Text Field]
- Şifre (7 ile 10 karakter) : [Text Field]
- Şifre (Tekrar) : [Text Field]

At the bottom of the form, there are two buttons: "Site Kullanım Koşullarını Okudum, Kabul Ediyorum > Kayıt" and "Kapat".

To the right of the form, the website interface for ObeziteHelp.com is visible. It features a header with the slogan "Kalitenizi obezite değil, siz belirleyin..". Below the header, there are navigation links: "Soru & Sorular", "Nasıl Başarıyorum?", "BENİM SAYFAM", and "Üye Girişi". The main content area includes a "Üye girişi" section with fields for "Kullanıcı" and "Şifre". Below this, there are several promotional banners and articles, including one about "Obezite Cerrahisi" (Obesity Surgery) and another about "Günlük hayat" (Daily life). The footer contains links to "Sitehelp.com", "Yasal Uyarı", "Site Kullanım Koşulları", and "Kopyalama Hakkı".

Figure 4.10: Membership form / ObeziteHelp.com.

Similar set of information is used for composing a message, particularly if the sender wants to communicate a certain profile such as users with “Diagnosed Diabetic”, “Has a Heart Condition” and “Lives in Istanbul” (Figure 4.11)

The sender can select a profile via ticking the boxes available to send the message to that particular segment of the members, or he/she can address a person only if that person’s user information is available, alternatively, the message can be sent to everyone in the membership.

All messages are to be reviewed by the administrator prior to dispatch to the recipient in order to avoid a potential abuse of the platform. This control mechanism may later be unnecessary depending on the progress made.

4.2.4 Pre-live user acceptance verification: Focus groups

Besides the one on one conversations took place via the Gen-i-us platform, we have conducted two focus group sessions to verify and better understand their point of view on two critical topics:

- Vision on the future of digital strategies and verification of I-Marketing concept
- Direct feedback on the structure and use of the ObeziteHelp website.

Focus groups are conducted under the moderation of Ayça Zengin and H. Toksoy. Big Bang Invention Methodology (inhouse method of Mindshare) is followed along the process. During the sessions, all recorded materials are collected and consolidated on the computer. In addition to that, the whole sessions were recorded for future references. Details of the notes from the sessions are listed under Appendix A.5 and A.6.

We have established two groups of participants:

Group 1 Business - Consisting of the business people who involve in the various aspects of the Digital Marketing directly such as members of advertisers, media or advertising agencies.

Group 2 Users - Consisting of the people who use internet frequently and follow/buy products and services through the net, subscribers of various web platforms.

Group 1:

Ayça Zengin (28): Moderator / Mindshare Research Team Executive,
Mustafa Mat (42) Ecommerce software developer, entrepreneur (Statü – Ecom.)
Ceren İsguder (26) CRM and system management expert (Renova Netw.)
Faik Yıldız (34) Digital marketing and ecommerce expert, (Hepsiburada.com)
Başak Taşdemir (32) Digital media agency, programmer (Google)
Özgür Şahin (35) Project Manager, ecommerce and loyalty services (Sanal Magaza)

Group 2:

Ayça Zengin: Moderator / Mindshare Research Team Executive
Halil Coskun (40) Blogger, social media follower, Surgeon
Murat Sıcakkanlı (32) Technology follower, Sales Manager
Yaşar Senar (44) Technology follower, blogger, Finance Director

Çağrı Kuşcu (28) Eshopper, Civil Engineer
Caner Yazar (33) Eshopper, Franchise Manager
Yavuz Çelenk (40) Blogger, Architect
Elif Sarı Yazıcı (28) Eshopper, Graphic Designer

We have followed the agenda below and looked for the answers to the questions accordingly.

Agenda:	1-9 April 2010
10 minutes	<i>Welcome</i> - Introduction and ground rules
20 minutes	Two objectives of the meeting are: 1) Exchange opinions about the future of digital marketing (verify/challenge these with the core elements of I-Marketing) 2) Based on this discussion, under the current conditions, obtain feedback about a website that aims to operate with the same approach (ObeziteHelp.com)
40 Minutes	<i>Word wrap</i> (M - Use paper) Ask for the words that associate with the terms such as: Digital Marketing, prosumer, ecommerce, value, personalization, word of mouth etc. (note the core 15 terms) <i>Calibration</i> - a brief look at the digital marketing - What comes to your mind for “digital marketing”? (note the “keywords” on the table) (use your own list when they pause) <i>Splurge</i> (M - Use Paper) Ask for the reflections of these terms into the digital marketing activities. - How do you perceive their (these terms’) role in the context of digital marketing? (Help them define each one and obtain feedback) (Discuss the terms associated with I-Marketing (Table 3.2) emphasize the importance of digital in the daily life)

	(M – Use “identity card” form (Figure D.2) Have the participants use the form to share their view of the consumers in 2020 (Youngsters / Families) - The family on this picture lives in 2020, please fill in the relevant descriptions in each box that explains their daily life. - How do they interact with the digital environments? (sub question: which platforms do they visit?) - What do they expect from this interaction? <i>Time Travel</i> (M - Time Travel) Have the participants to use the form to share their view of “time travel of a successful brand of 2020”. - What have they done between 2010 and 2020?
20 minutes	(M – Take notes) If Apple was in healthcare business, how would it promote its practices? (This can be skipped) (M – Use “breaking the rules” form (Figure D.1) Consider yourself as a Nutritionist, how would you approach your business? (Skip this question for the business group)
25 minutes	Presentation – ObeziteHelp.com (Emphasize on the social exchange, interaction and reliable-expert source of information aspects) (Present the “My Page” section and obtain specific feedback) - Would you consider registering a website like this, what would influence you to do so? - Any suggestions for improvements? Free-flow discussion
15 Minutes	Wrap – up

The details of the feedback received during the focus group sessions are listed under Table A.5. There has been a number of valuable feedback received during the sessions and implemented on the site accordingly:

- The login section of the home page and News page are relocated to the top of the page instead of the lower right-hand corner.
- Static landing page of “My Page” section is renewed with advanced visibility and focus on guiding the visitor to membership. A flash animation added to this page.

- Membership and message forms are renewed for better visibility and functionality.

Besides that, the findings of the focus group sessions are inline with the output of the conversations took place over the Gen-i-us platform.

Next Steps identified for expanding the services offered from the website are:

- The form at the membership will be changed to allow the user to pick a specialist (doctor) from the list that consists of the advisory board. This information, with the consent of the member, will be used to allow the specialist to follow-up on the progress of the member. This is considered as a B2B extension to allow specialists to follow up from a distance.
- Building an i-commerce unit (as explained above)
- Map application for the expansion and ad opportunities throughout Turkey
- Implementations in other languages starting with English and German

The concept itself will emerge according to the feedbacks from the members and users in time.

4.2.5 Monitoring the performance and next steps

Upon the live stage of the website, the monitoring process to be in action as explained in Section 3.5. It is critical to mention that there needs to be a certain period of time elapsed for an objective measurement of the implementation.

Based on the statistics shared by Mitch Meyerson, founder of Guerilla Marketing Coaching, seeing the results of your digital marketing efforts require time (Meyerson, M., Mastering Online Marketing):

Table 4.2: Period of time for the acquisition of customers online (Meyerson, 2008).

Percentage	Period of time to become Customer
37%	0-3 Months
28%	3-6 Months
18%	6-12 Months
17%	more than 12 months

He also notes that:

- 48% of the sales people give up after the first contact
- 25% of them give up after the second contact.
- 12% stop trying after the third contact
- 5% chase the case after the fourth contact
- 90% of the leads never get followed up more than four contacts.

Key criteria of measurement for the site can be listed as:

- Number of membership (in total and in periods of weeks and months)
- Traffic statistics (count, duration, views, frequency)
- Traffic statistics of Dr. Halil Coşkun's website (www.halilcoskun.com)
- Number of messages (exchanged)
- Wom effect (source of visitors, destination of visitors, CTR rates)
- RSS connections and feeds per period

Here are the statistics obtained from awstats regarding the March-April period (Figures 4.13 and 4.14) where the site was on test run and then moved into the live stage upon completion of the focus groups.

The most visited page is the home page (newoh.php) with 388 visits in April. This is followed by the visits received to My Page (newmy.php) which is as expected. Visits to My Page and its static version (newmypage.php) totals 231 visits of which 136 done by the members of the site.

Pages-URL (Top 10) - Full list - Entry - Exit					
46 different pages-url	Viewed	Average size	Entry	Exit	
/newoh.php	388	27.87 KB	35	24	
/newmy.php	136	58.02 KB		2	
/	110	40.96 KB	69	44	
/newnews.php	95	39.66 KB	5	6	
/newmypage.php	95	27.81 KB	2	11	
/obe_form.php	89	51.12 KB		7	
/newdefend.php	76	73.97 KB		5	
/newvands.php	74	37.41 KB	2	6	
/newus.php	74	18.03 KB	1	2	
/newboard.php	70	21.36 KB		2	
Others	310	31.35 KB	50	54	

Figure 4.13: ObeziteHelp.com web statistics, by page.

When we look at the traffic count between March and April, the result of live broadcast and impact of changes made to the pages after the feedback from focus group are seen. Compared to 41 unique visitors in March, we received 110 visitors in the first 2 weeks of April (there has been a significant interruption due to the technical issues experienced by the hosting company. This resulted in a closure of the site for about 6 days during that period).

	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Viewed traffic *	110	164 (1.49 visits/visitor)	1517 (9.25 Pages/Visit)	10658 (64.98 Hits/Visit)	162.87 MB (1016.92 KB/Visit)
Not viewed traffic *			658	2435	2.67 MB

* Not viewed traffic includes traffic generated by robots, worms, or replies with special HTTP status codes.

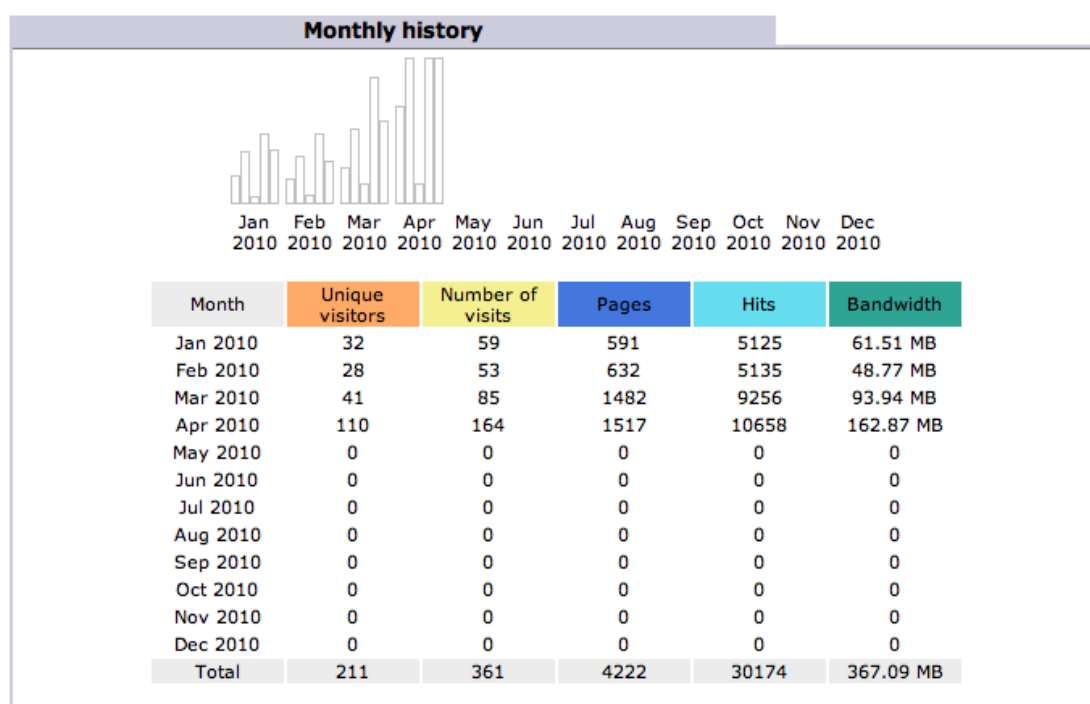


Figure 4.14: ObeziteHelp.com web statistics, by visit, page, month.

Overall, Awstat indicators are supportive of the progress made and the traffic is likely to grow geometrically in the coming weeks.

This results verify that, within the technical conditions available, targeting a niche segment, enabling “user generated content” and allowing interaction gives the power to the user which serves for the success of the digital platform via the promotion of the “opinion leaders” and word of mouse instead of heavy investment on marketing. All these are the preliminary indicators of the I-Marketing concept.

5. CONCLUSION

5.1 Connect the Dots

Six years ago, the profitability of an online business was still questionable in comparison to off-line. Academic studies had indicated that when list prices were considered, traditional retailers had the highest prices, followed by multi-channel (online and offline) and then online retailers, in that order. However, when shipping costs are included, multi-channel retailers had the highest prices, followed by online retailers and traditional retailers, in that order. With regard to price dispersion, online retailers had the highest range of prices, but the lowest variability. Multi-channel retailers had the highest standard deviation in prices with or without shipping costs. These findings suggested that online markets were still not efficient and online pricing was complex, offering opportunities for different types of online retailers to differentiate themselves from one another (Shankar and Ancarani, 2002). This has changed significantly especially with the promising growth of the Internet.

While the world turns into one big market and competition gets more challenging every day, marketing goods and services becomes even more challenging, especially in relatively mature markets where justification of the allocation of marketing budget becomes critical. It is exactly at this point where digital comes to the stage and it already has proven that it can offer tailor made (as long as the technology allows), unique, fast and flexible medium that affects all elements of marketing as well as public relations and all other communication efforts that all are vital for the success of a brand and / or company.

The digital advertising, that started off in the form of a full size banner years ago, has come a long way and now offer multiple advantages and opportunities that did not exist with the old ones.

Digital can pass the message directly to the recipient in mind, if designed and targeted properly, can create opportunities to have a deeper relationship with the customer that does not only strengthen the efforts today, but also is instrumental in the design and implementation of the future activities. Having stated that, it is also known that not every organisation utilise this platform yet and in fact, there is a mixture of ignorance, lack of knowledge or lack of strategic thinking that are hurdles in front of digital.

As with any new frontier, running branding campaigns online offers both risks and rewards to the advertiser. Those who prefer to stay with their familiar and comfortable marketing plans not only miss the constantly increasing number of new media audiences, but also risk being out-performed by those who are already experimenting with digital brand advertising options. Considering the fact that already 50% of the European households had access to the Internet in 2009 and the time they spend on the Internet increases constantly (expectation is to have Europeans spend more time on Internet than in front of TV by mid 2010), the opportunity they will miss in passing their messages on is significant and growing at an increasing rate.

This development has not come to an end. The more consumers have convenient access through high-speed connections and a range of connected devices, the more they will adapt their media consumption habits. Advertisers must therefore understand these changes and develop their marketing strategies to reach their target consumers wherever and whenever they are using media.

As stated in the beginning of this study, the emergence of a new approach to marketing is visible with all signs around us. Regardless of how people will interpret or name the phases of this change, key attributes will remain: efficiency, personalization and rich content.

5.2 Related Industries and Their Trends

Hardware and technology side of the industries related to digital marketing also offer tremendous opportunities to grow and evolve further. One key industry that is worthwhile mentioning is the software development. Early signs are already in place today, however, the emergence of software market will accelerate towards the “open-

source” platforms. This will not only reshape the rules of the industry and make new “stars” out of it, but will also open a totally new horizon. Thus, more people with intellectual capacity will show interest in developing smart software, Java enabled, run in multi disciplines with intensive interaction and personalization capabilities.

In parallel to the progress in digital technology, the use of new tools such as Bluetooth is becoming popular in marketing efforts. What used to be just a function of any mobile phone is now a new digital marketing tool. While Bluetooth itself is utilized as a new platform, there are also implementations that combine it with the old platforms such as outdoor media. This not only strengthens the marketing effort but also allows the marketers and agencies to better evaluate the campaign and the outdoor media’s contribution into the success of activity.

5.3 In Brief: A New Era

Tracking and measuring human behaviour has come a long way till now, yet there is more room to go as the software capabilities grow. Personalisation is of critical importance which is also verified by various announcements made by the leading technology companies such as Google.

Mobile marketing will continue growing and with the help of advanced hardware instruments it may well replace or become the most convenient alternative to the function of our current technology set of TV, computers or stereos.

Besides its impact in various aspects of our lives, Internet has also changed our perception of 24 hours as well. Once someone is on the digital environment, although he/she might be busy with a work or might be taking a sleep, his virtual personality continues to live or his website continues to promote his business as if he is at his desk, working. This is an indication of how powerful digital can be in reshaping the rules of our life today.

Monitoring various indicators of this trend led us to a visionary look at the next phase that we conceptualized under “I-Marketing”. While making the theoretical preparation, we first took the opportunity to verify the concept and the key components via a discussion platform and we created the Gen-i-us.com blog. The

feedback we gathered there has encouraged us to lay out further details of the concept and aim for a preliminary implementation of it.

This is where we came up with the creation of the idea of a web platform, Obezitehelp.com. Obesity (*obezite* in Turkish) is a subject which is quite personal and sensitive by nature but at the same time, it is a matter that various people look for a credible reference point, opportunity to exchange experiences, learn more about the news and progress on solutions, etc. Interaction and personalisation are critical for the success of such a web platform and are also key elements of I-Marketing. In addition, knowing the fact that technological advancement is one of the causes of obesity led us to develop this web platform that had a number of functions in this study as follows:

- We have been able to implement certain components of the I-Marketing within the limitations of technologies available
- We created the personalized communication function within the site that enables the users to exchange opinions, receive guidance from subject matter experts and reach a wide library of written and visual references, articles etc.
- This was also a platform where we could utilize traffic towards promoting the practices of expert advisors and sale of commercial items on separate pages.

Conducting focus group studies have helped considerably in fine-tuning the design, content and interaction model of the platform for better efficiency.

As of now, while we maintain the Gen-i-us.com platform for extended discussions with digital marketers, we will also further develop the Obezitehelp.com based on the feedback we have gathered from the focus groups as well as the users/members of the website. We initially will be extending the coverage of the site outside of Istanbul by adding maps and locating functions to attract more users as well as professionals of this subject. Next step is to partner with an e-commerce platform to explore the commercial opportunities while maintaining and developing the platforms “I-Marketing” identity. Gen-i-us.com will continue functioning as the

theoretical force behind this website and the forum of discussions around I-Marketing.

In brief, the inevitable change led us towards an “individual-centric” environment in marketing that we are introduced to some early birds in forms of virtual worlds and mirror worlds. All these get more and more focused on individuals, which gives us the comfort to say that, regardless the phase of emergence, “I”ndividuals / recipients will define the rules more than ever: Future of digital strategies will be built around the concept of I-Marketing.

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APPENDICES

APPENDIX A.1: My Nokia personalized page at www.nokia.com.tr/mynokia.



Figure A.1: Personalized home page of My Nokia membership programme

APPENDIX B.1: Summary of Adex 2008 Report (Url-11)

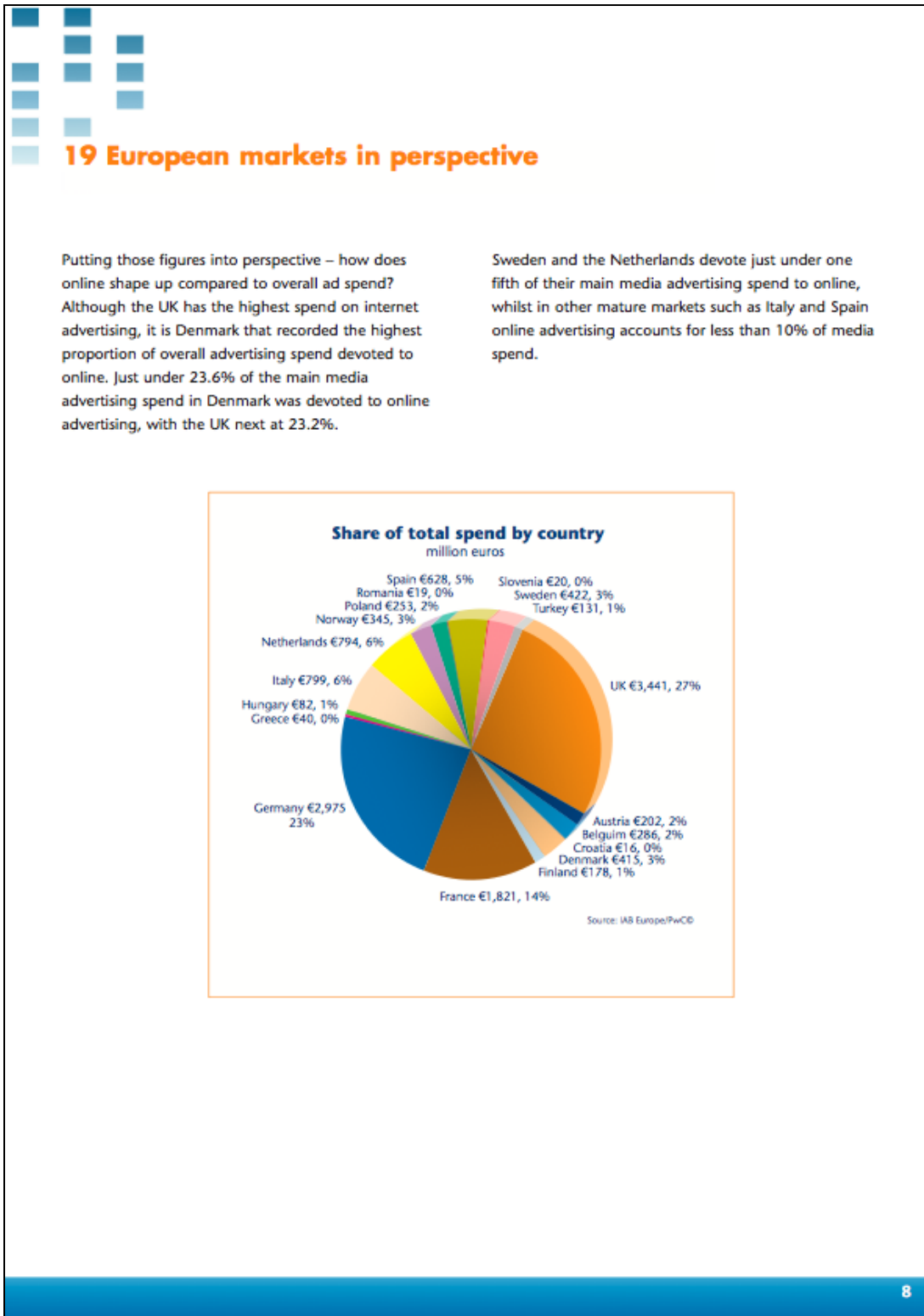


Figure B.1: Adex 2008 Report. European markets, share of total spend

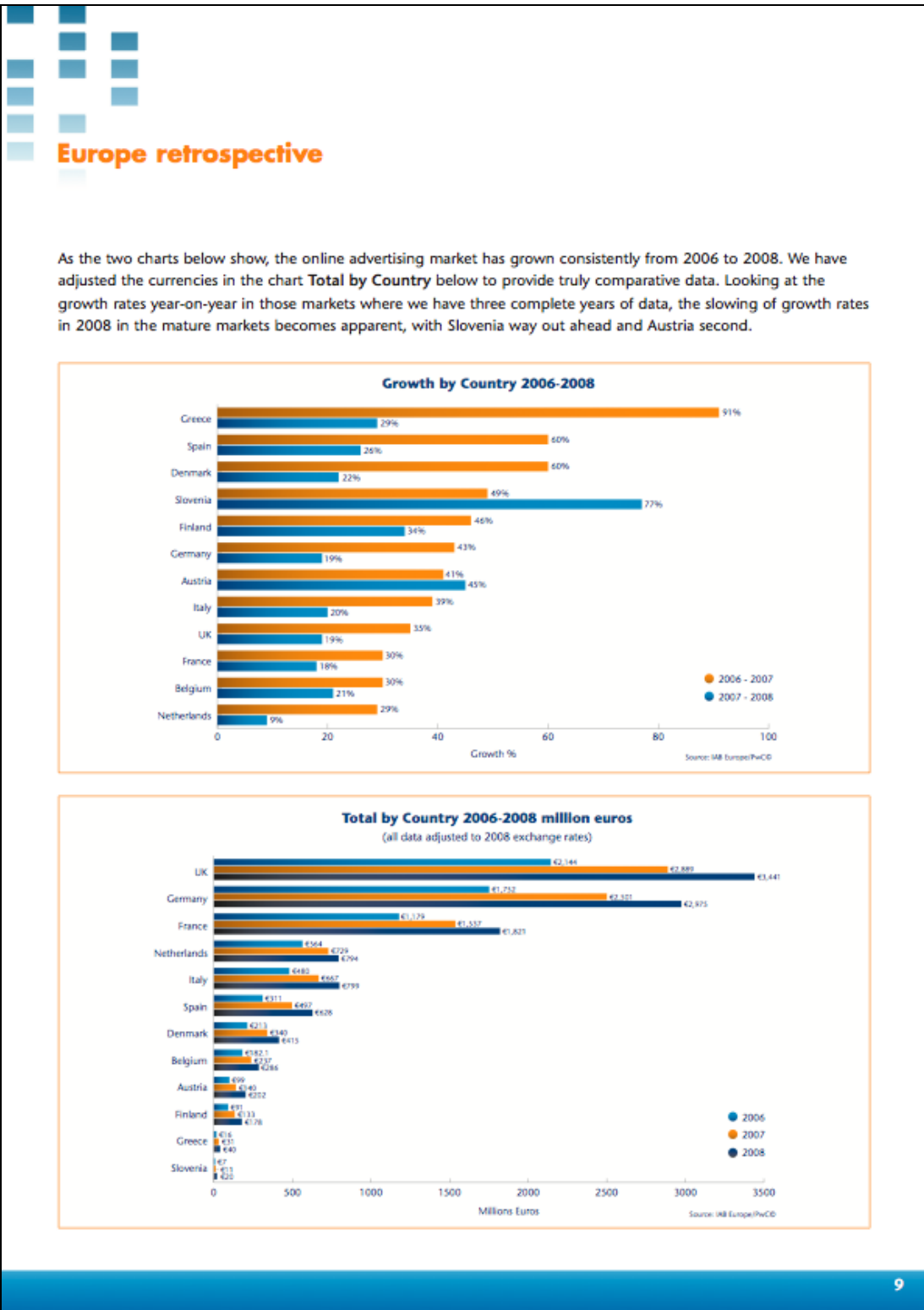


Figure B.2: Adex 2008 Report. European markets, growth versus total spend

- Value €5.6 billion
- Accounts for 43% of overall online spend
- Total European like-for-like growth 26%
- Top five countries in terms of value: The UK, Germany, France, the Netherlands, Spain
- Top five countries in terms of growth: Slovenia, Norway, Austria, Poland, Finland
- The Netherlands was the slowest growing market for search in 2008, with growth of only 9% - considerably less than the second slowest growing search market, the UK, which recorded 23% growth.

“2008 was yet another milestone for our industry. The genuine fear of a recession reversion to traditional models did not occur; in fact most brands actually increased their spend and focus on the internet. Furthermore brands are deploying much more sophisticated digital marketing programs that embrace not only paid digital media but complement it with earned media on social networks and a renewed focus on organic search, both activities not reflected in media research due to the lack of spend.”

Norm Johnston, Global Digital Leader, Mindshare

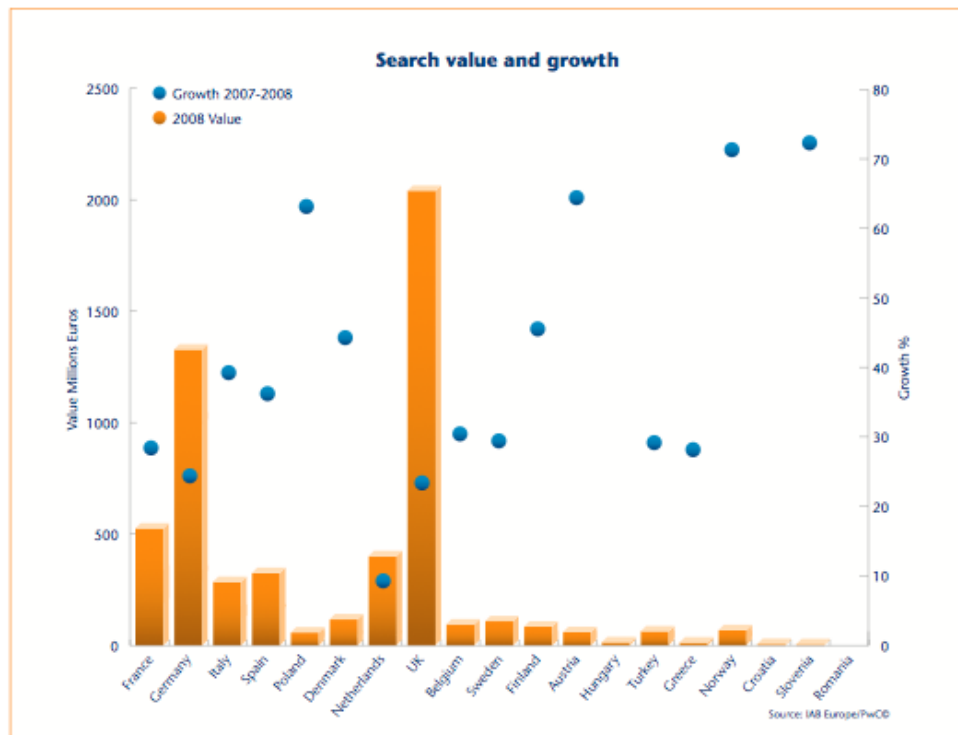


Figure B.3: Adex 2008 Report. European markets, value of search

- Value €3.3 billion
- Accounts for 26% of overall online spend
- Total European like-for-like growth 17%
- Top five countries in terms of value: France, UK, Germany, the Netherlands, Italy
- Top five countries in terms of growth: Slovenia, Austria, Turkey, Poland, Norway
- Once again the Netherlands was the slowest growing classifieds market, at just 5%, followed by Denmark and Belgium at 10%.

“Online ad dynamics are drastically different to off-line yellow pages ones. SMEs are recognizing this and are

making choices on budget in favour of online. Yellow pages are best positioned to provide the right mix of products that deliver superior ROI but they must recognize the paradigm shift that online has created: consumers are no longer granted and need to be ‘hunted’.

With the advent of the internet, yellow pages have two customers: advertisers, and users. Both are equally important. Success comes by delivering value efficiently and through new products. We see this trend strengthening. It will represent an incredible opportunity for companies that can transform themselves.”

Gianluca Carrera, Vice President, New Media, Truvo

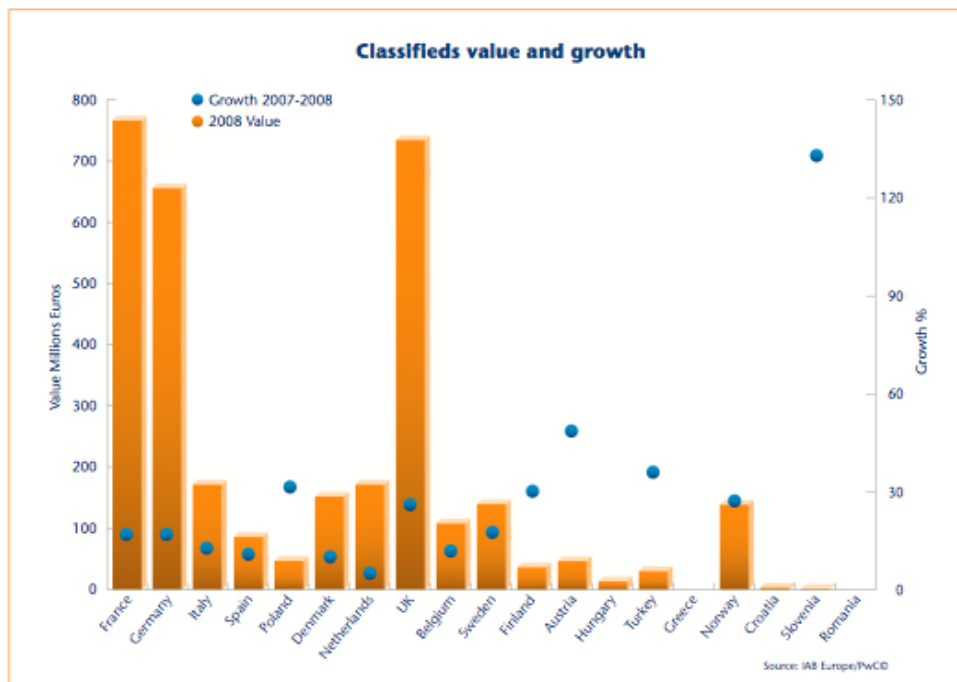


Figure B.4: Adex 2008 Report. European markets, value of classifieds

- Value €3.8 billion
- Accounts for 29% of overall online spend
- Total European like-for-like growth 15%
- Top five countries in terms of value: Germany, UK, France, Italy, the Netherlands
- Top five countries in terms of growth: Slovenia, Poland, Turkey, Austria, Greece
- Norway (7%) and the UK (8%) were the slowest growing display markets in 2008.

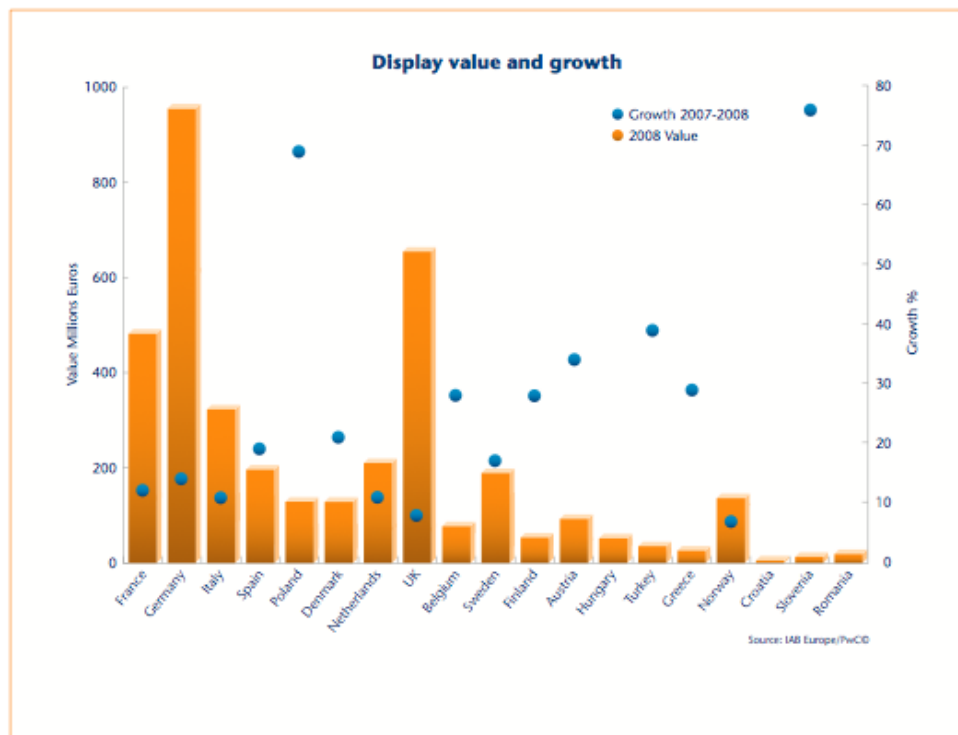


Figure B.5: Adex 2008 Report. European markets, value of display



- Value €0.2 billion
- Accounts for 2% of overall online spend
- Total European like-for-like growth 1.6%
- Top five countries in terms of value: France, Germany, Italy, Spain, Poland
- Top five countries in terms of growth: Slovenia, Poland, Turkey, Greece, the Netherlands
- UK (-37%), Norway (-35%) and Italy (-4.5%) all recorded negative growth in email advertising in 2008.

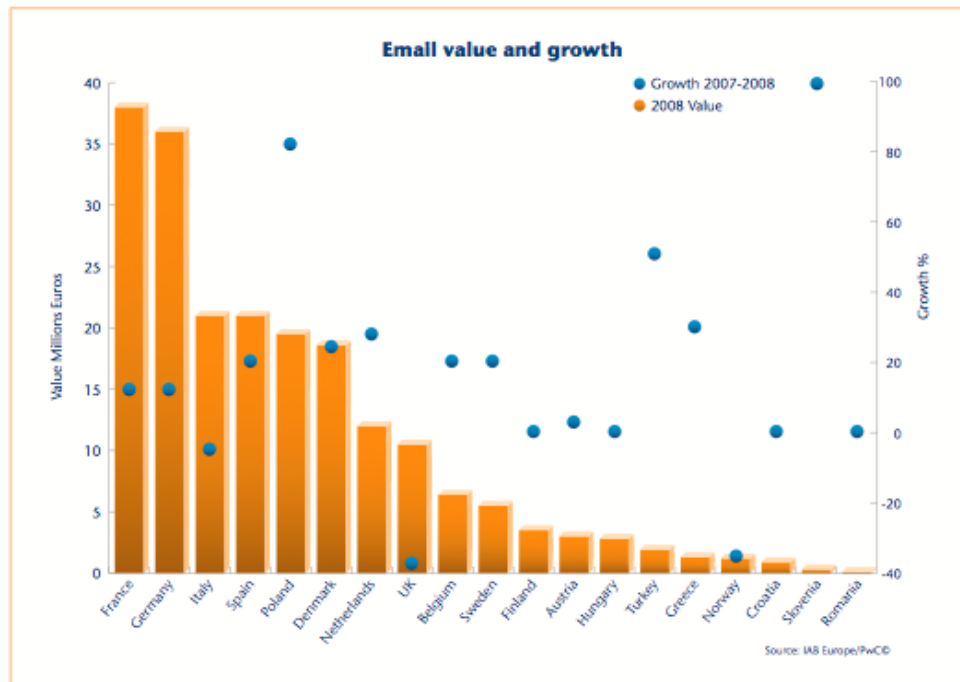


Figure B.6: Adex 2008 Report. European markets, value of email

forecasting the European advertising market in 2009-2010

by Vincent Létang, Head of Advertising and Daniel Knapp, Advertising Analyst, Screen Digest

This is the first economic recession of the digital advertising era, and it is a major one by any standards. Even beyond 2009 the economy will remain sluggish in Europe and advertising will underperform that sluggish economy. The relative decline of advertising spending had in fact started years ago but was somewhat overshadowed by the economic growth of the mid-2000s and the organic growth of digital media. Between 2000 and 2008, and despite the post-dot-com recovery of 2002-2007, the ratio of advertising/GDP had already fallen from 1.12% to 0.91% in the UK; the trend is the same in all Western Europe markets. Screen Digest anticipates that it will fall to 0.76% in the UK by 2013.

In most markets online advertising has reached a critical mass market share (10% or higher) where the budgets can no longer be immune to economic conditions and cuts in marketing expenditure.

Corporations will decrease branding spend whilst sustaining short-term sales via direct media. This is bad news for online display and most offline formats, but good news for search. In terms of media buying, advertisers are becoming increasingly tactical and bargain-oriented. The growth of audience and inventory (in particular digital television and digital media) is making things worse for media owners across all media as a non-flexible supply exceeds demand by a huge margin, driving rates into unseen depths.

In this general market context, the key trends for online advertising in 2009 are mixed:

- A continued growth in market share, with online advertising still outperforming offline media by a large margin: up 2.4% versus offline media down 14.6%
- An abrupt slowing of growth, mostly driven by rate

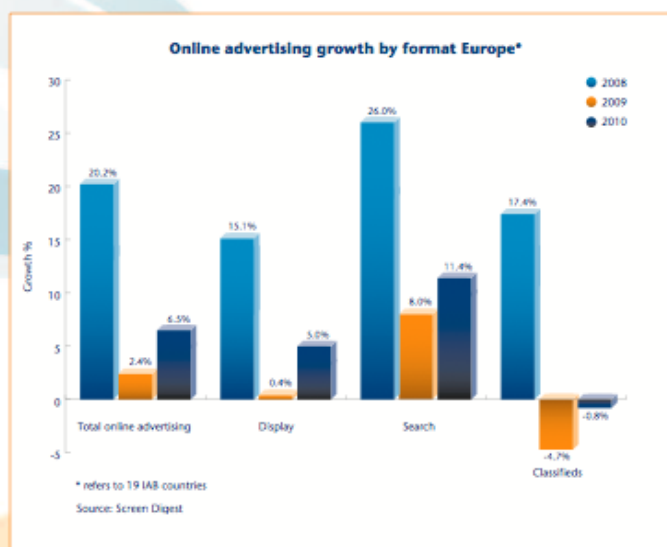


Figure B.7: Adex 2008 Report. European markets, forecast 2010

Emerging interactive formats or platforms (social media, mobile advertising, online video, in-game advertising) find themselves in a difficult situation in 2009-2010.

Our survey showed that unless they have already become familiar with an emerging format, major advertisers are currently not willing to experiment with unproven formats that in their opinion come at a premium. There is still interest in many of them and a feeling that they will ultimately emerge as valuable marketing tools, but this year and next most advertisers will go for search and established display formats. In the context of display, the only 'emerging' format that is still posting significant growth is longform online video. Otherwise advertisers will go for safe premium inventory - albeit at discounted rates - or at the other end of the market for ultra-low-cost 'commodity' inventory provided by ad networks.

although their overall ad spend would be in most cases two-digits down. 30% said it would be flat or slightly down, but still growing in share terms. As for the magnitude of the growth, plans vary significantly across territories and individual advertisers depending on the maturity. Rates were given of between +0% and 40%. As for their perception of emerging formats, the quotes below summarise the current feeling of marketing directors.

We need to learn to walk before we can run. There is still a lot of work to do to really grasp the digital space and what we can do using already established formats, e.g. behavioural targeting, before it makes sense to pay attention to emerging formats.

Mobile suffered quite a few false starts which have eroded confidence in the medium. But 2009 may finally be the long-awaited breakthrough as mobile Internet has become affordable and the quality of handsets is finally where it should be.

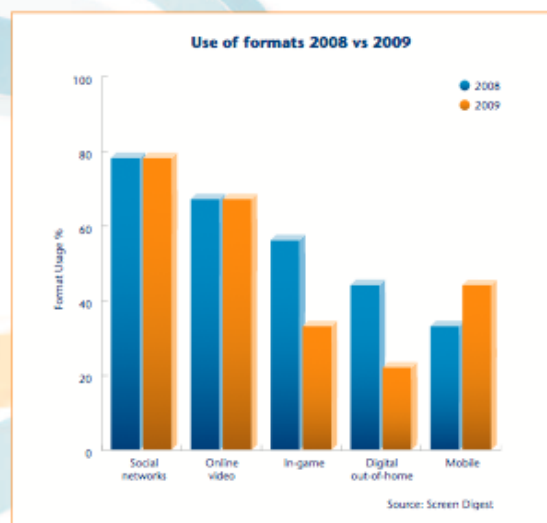


Figure B.8: Adex 2008 Report. European markets, forecast 2010, use of formats

APPENDIX C.1: Personalized home pages of iGoogle and YouYahoo.

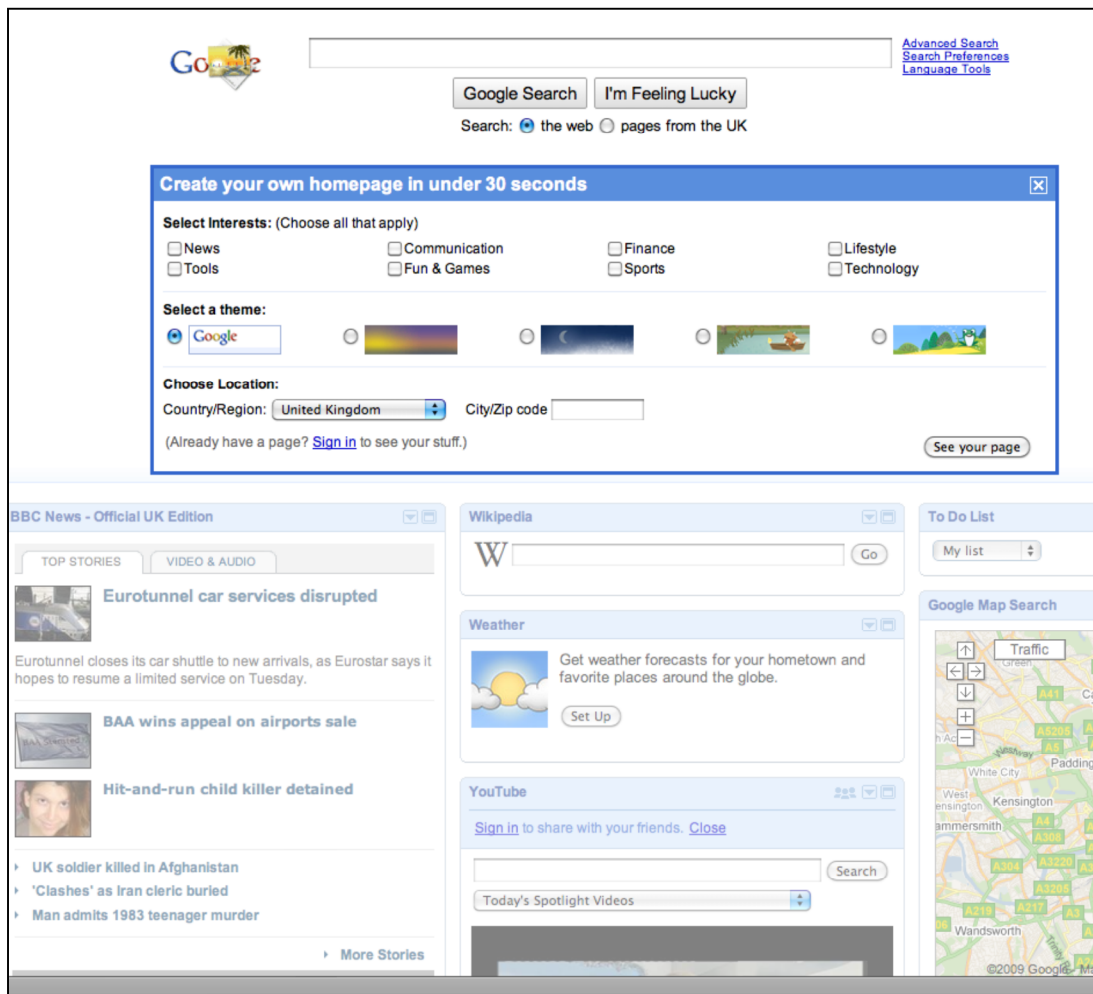


Figure C.1: Personalized home page of iGoogle platform (beta version) (Url-10).



Figure C.2: Personalized home page of YouYahoo (beta version) (Url-22).

APPENDIX D.1: Focus group conversations (voice records are also available).

Table D.1: Focus group conversations: Turkish and Translation into English

- “Dijital pazarlama” denince aklınıza ne geliyor?	- What comes to your mind for “digital marketing”?
1 BUSINESS GROUP	
Crm, yeni, oyuncaklı, kaotik, hız, tekelleşme yok, search, istenmeyen içerik, msn mesajlaşma, bürokrasi yok, şeffaf hayatlar, küçüklere fırsat, sosyal medya, gadget-widjet, manipüle edilebilir, blog yazma, clutter (kirlilik), internet, spam, next generation, asosyalleşme, dikkatli olunmalı, mailing, mikro ünlüler, hem insansız hem insane odaklı, eğlence, oyun, içerik, semantic, lokasyon bazlılık, gsm, marka teröristleri, gerilla marketing, denetimsizlik, ucuz, video, görsel paylaşım, trendleri takibetmek, esnek olmak, hızlı davran, zorunlu samimiyet, hantal firma yapamaz, insan kalıntılarıyla, kolaylık, ölçülemez, photoshop, viral, hızla yayılma, kişiselleşme, kontrolsüzlük, yasaklar, geniş band, google bütçesi, güçlenen tüketici.	Crm, new, with toys, chaotic, speed, no monopoly, search, unwanted content, msn messaging, no bureaucracy, transparent lives, opportunity for small (entities), social media, gadget-widjet, opent for manipulation, blogging, clutter, internet, spam, next generation, asocialisation, require attention, mailing, micro celebrities, focused on human but without human, fun, game, content, semantic, location based, gsm, brand terrorists, guerrilla marketing, lack of control, cheap, video, visual sharing, trend following, flexibility, be fast, obligatory sincerity, lasy organisations cant do, easiness, lack of measurement, photoshop, viral, fast spread, bans, broad band, google budget, empowered consumer.
2 USERS GROUP	
tv, internet, telefon, özgürleşme, teknolojilerin birleşmesi (internet, radyo, mobile vb), tembelleşme, iletişimsizlik, aşırı iletişim, bilgi kirliliği, kaotik, güven, güvensizlik, avatar, kendi hayatını teşhir etme, merak değişim, hız, karşılaştırma özgürlüğü, araştırma özgürlüğü, hayatımızı kolaylaştırıyor, pratik, mekanik, tüketiciye özgürlük ve güven hissettiriyor, yeterince gizli, yeterince ortada, toplumsal bariyerleri aşıyor, reel-sanal bağlantısı kurmak, super ego baskısını kırıyor,	tv, internet, telephone, freedom, merge of technologies (internet, radio, mobile vb), laziness, lack of communication, over communication, information pollution, chaotic, trust, lack of trust, avatar, exposing your own life, curiosity, change, speed, freedom of comparison, freedom of research, ease of life, practical, mechanical, gives freedom and trust to the consumer, confidential and revealed in moderation, overcomes the public barriers, connecting real-artificial, breaks the super-ego pressure

- Bunların (bu terimlerin) dijital pazarlamadaki yerini nasıl algılıyorsunuz?	- How do you perceive their (these terms') role in the context of digital marketing?
1 BUSINESS GROUP	
Hep elimin altında, Herşey kontrol altında Herşeyen haberdar ama derinleşemiyor En güncel olunmalı Max trafik sağlanmalı Güven sağlanmalı Sanal mecralar kullanılarak reklam yapılmalı Forum siteleri kullanılmalı Sürekli trafik için “konu, ürün vb” bulunmalı Kullanıcı dostu olunmalı Bulunduğu alanda referans alınmalı Focus olunmalı Kullanıcıların fikir ve yorumlarından yararlanılmalı	Always available (under my hands) Everything is under control Aware of everything but not in depth Need to be most up to date Need to generate maximum traffic Need to obtain trust Advertising need to be done via artificial (digital) medium Forum sites need to be used “Subject, product etc” should ensure constant traffic (attraction) Need to be user friendly Should be referred as subject expert Need to focus Need to benefit from the opinions and comments of the visitors
2 USERS GROUP	
Tüketiciler güçlendi, bağlantı haline geçti. Ürün ve haber yorumları çok etkili Tüm kurumlar güven yaratmaya odaklanmalı Seçme zenginliği Kalite ve görsellik ön planda olmalı Ürün/hizmet ve müşterinin ödeyeceği bedel objektif olarak belirlenmeli Artık her şirket her işi yapmamalı, niş alanlara odaklanılmalı Pazarlama faaliyetleri ürünü doğru / objektif yansıtmalı Güven unsuru çok kritik Satış sonrası destek güvencesi Anlık bilgiler ve “once bilmek” Tüketicisiyle duygusal bağ kurulması Küçük markalar için ticari fırsatlar Zaman kayması yaşanıyor (kavram farklılığı) Yüksek oranda ama kalitesiz sosyalleşme Plazalardan sanal çiftçilik Wom etkisi gittikçe artıyor (pozitif ve negatif anlamda)	Consumers are empowered, got connected with each other. Comments on product and news are impactful All institutions should focus on trust Rich choice Quality and visuality should be focused Product/service and the price(s) to be paid need to be set objectively Companies should stop operating in all businesses, should focus on niche(s) Marketing activities should reflect the product objectively Trust is a critical issue Post-sales support assurance Instant information and “knowing first” Emotional connection with consumer Commercial opportunity for small corp. Time zones break-up (difference in terminology) Socialising at a high rate but low quality Artificial farming from plazas Increasing impact of WoM (both positive and negative directions)

- Bu resimdeki aile 2020 yılında yaşıyor. Lütfen, ilgili her kutuya, onların günlük yaşantısını anlatan uygun tanımlamayı yazınız.	- The family on this picture lives in 2020. Please fill in the relevant descriptions in each box that explains their daily life.
GENÇLER	YOUNGSTERS
1 BUSINESS GROUP	
Yüksek eğitilmiş, kendine güveniyor Avatar ile sosyalleşip flört ediyor Augmented reality çok kullanılıyor, oyun günlük yaşamın içine girecek 3 boyutlu geziler oluyor Dijital giyisi vb. ile çalışan kıyafetler yapılıyor Uzaktan eğitim yaygın Asosyal ama sürekli arkadaşlarıyla iletişim halinde Lokasyon ve marka engeli yok Akıllı ev ve sanal alışveriş var Çok hızlı tüketim Tüm davranışların kayıtlı olması daha verimli reklam demek	Highly educated, self confident Socialising and flirting via the Avatar Augmented reality is used heavily, very much part of the life They can conduct 3D tours Digital outfit etc. kind of clothing is made Distance learning is common Asocial but still in constant contact with the friends No barriers like location or brand Smart homes and virtual shopping Very fast consuming All behaviours are recorded which means more productive marketing
2 USERS GROUP	
1+1 dijital yuvalarda yaşıyor Sanal oyuncular var, sanal kitap okuyorlar Yeme içme dışındaki herşey sanal Online ev görüşmeleri/toplantıları Dijital, hayatın herşeyi olacak (hobi, alışveriş vb) İnsanların düşünceleri okunabilecek Tüm eğitim ve sınavlar online yapılacak, sonuçlar anında değerlendirilebilecek Home office çalışmak yaygınlaşacak Dijital ortamda izlediğimiz bir materyale dokunurcasına inceleyebileceğiz 3 boyutlu, hatta 4 boyutlu medya (koku vb duylara hitabeden)	Live in 1+1 digital cribs Watch virtual actors and read virtual books Everything is virtual except for eating Online visits to friends or gatherings Digital is everything of life (hobby, shopping etc.) Mind reading will be possible All trainings and exams are online, results are instantly available Working home office will be common We will be examine items that we watch on digital environment 3 D or even 4D media (addressing senses like smelling etc)
AİLELER	FAMILIES
1 BUSINESS GROUP	
Mekandan bağımsız işler dolayısıyla yaşam alanları değişecek (kırsal ağırlıklı)	Living areas will improve due to location independent tasks (mostly country side)

Kişilerin kendilerine ayırdıkları zaman artabilir Dijital, hayatın her yerinde Uzaktan eğitim çok etkili Evde çalışma olanakları artacak Uzaktan alışveriş Aileye özgün pazarlama ile kişiye özel ürün/hizmetler Medya abonelikleri dijital ortamda	People can be able to spare more time for themselves Digital is everywhere in life Distance learning is very effective More opportunities for home offices Distant shopping Family specific marketing and custom designed product and services Media subscriptions are on digital
2 USERS GROUP	
Yerleşim periferik bölgelere kayacak İlişki ve bağlantılar dijital ortamda kurulacak Kişiselleşme artacak, reel sosyal iletişim azalacak Özel zevkler ön plana çıkacak Bilgiye erişim çok daha kolay ve hızlı olacak Home office artacak Eğitim video ile yapıp dijital ortamda paylaşılacak İnternet ve gsm üzerinden alışveriş daha da artacak Reel alışveriş azalacak 3-4 boyutlu objeler medyada olacak Kablosuz ve dokunmatik teknolojiler doruğa çıkacak Simulasyonlar yaygın olarak kullanılacak	Residency will move towards peripheral Relationships and connections will take place on digital environments Personalisation will increase, real social communication will reduce Personal preferences will fore come Access to information will be easier and faster Home office will increase Training will take place via video and will be shared digitally Shopping via internet and GSM will further increase Real shopping will be reduced Thee will be 3D and 4D objects in media Wireless and touch sensitive technologies will peak Simulations will be commonly used
- 2020 yılında başarılı olan bir marka, 2010 ile 2020 arasında neler yaptı?	- What have the successful brand of 2020 done between 2010 and 2020?
1 BUSINESS GROUP	
Bayiilerine para kazandırmaya odaklandı Güven kazandı Bedelsiz faydalar kazandırdığını anlattı, güven kazandı Sorunları çözdü Ürünü bir yaşam biçimine entegre etti Geleneksel ile bağlarını koparmamış Dijitale iyi entegre olmuş Ölçümleme optimizasyon vb. yapmış Rakiplerini daha iyi anlamak için düzenli olarak araştırma yapıyor Kendisini en etkin şekilde anlatacak meta	Focused on having the distributors make money Gained trust Explained the benefits offered f.o.c. Resolved issues Integrated the product into a life style Not disconnected from traditional Well integrated to digital Conducted measuring, optimisation etc. Conducts surveys to better understand the competition Learned the best way of using the meta

keyword kullanmayı öğrendi Dijital material toplama ve üretme işlerini profesyonel ajanslara bıraktı Etkin bir veritabanı var Arama motorları için kayda değer bir bütçesi var Hedeflenen segmente özel pazarlama yapılmış	keywords Handed the task of digital production and collection to professional agencies Has an efficient data base Has a considerable budget for search engines Conducts segment specific marketing for the target group
2 USERS GROUP	
İnnovatifdir En yeni makineleri o kullanmaktadır Kişiye özel çalışmış, özel hissettirmiştir Kaliteli hizmet ve özgün tasarım Ticaret ön planda değil, fayda odaklıdır Yaygındır, kullanıcı her noktada kişisel bilgileriyle karşılaşır Doğru kurumsal kimlik unsurlarını kullanmıştır Segmentasyon yapmış ve hedef kitleye odaklanmıştır Kullanıcılarına gerektiğinde konunun uzmanına erişim imkanı vermiştir Müşterilerini karar öncesi objektif olarak bilgilendirmiştir	Is innovative Uses the most advanced machinery Focused on individuals made them feel valued Quality service and unique design Focused on value not the commercials Wide spread, user is greeted personally Used the right institutional identity elements Have done the segmentation and focused on the target group Allowed the users to access the subject matter experts when needed Has informed the customers objectively before they make a decision
- Bu siteye (ObeziteHelp.com) üye olurdunuz? Ne gibi önerilerde bulunabilirsiniz?	- Would you consider registering to this site (ObeziteHelp.com)? What recommendations do you have?
1 BUSINESS GROUP	
Mutlaka bir landing page'im olmalı Tüm reklam yatırımlarımı ölçerdim Sosyal medya kullanımı için tam zamanlı bir çalışan alırdım Google analytics, trends, insights kullanıp rekabeti takibederdim Viral video çekip yayardım. Videonun reklam kokmamasına dikkat ederdim Br karakter yaratıp önce markasız ünlü edip sonra sahiplenirdim Üyelik formu ana sayfada daha belirgin olmalı Giriş üyelere özgü (kulüp havasında) olabilir	I must have my landing page I would measure all advert investments I would hire a full time person for social media activities I would monitor the competition via google analytics, trends and insights I would distribute viral videos. Would make sure it does not look like an ad I would create a character, would make it famous and then would own it Membership form should be more visible on the home page Entry can be designed like exclusive to the members only

En başarılı 10 üye, seminer vb organizasyonları Siteye düzenli olarak girişler için ödül (puan vb) olabilir Başlangıçta kiloyu kaydedip adım adım süreci yönlendirebilir Iphone uygulaması geliştirilebilir Mail ile alert gönderilebilir Adrese en yakın uzman haritalanabilir Bluetooth ile sosyal alanlarda yönlendirme mesajı gönderilebilir Olumsuz gidişat için bir uyarı mekanizması olabilir Kişiselleştirilebilmeli Dijital ortamın avantajları değerlendirilmeli (facebook, twitter vb.)	I would organize seminars etc for the selected members I would put awards for regular visitors (voucher) (System) can record the starting weight and would guide step by step An iphone application can be developed Alerts can be send via email The nearest expert can be located (map) Guiding messages can be broadcasted via Bluetooth in social areas A warning mechanism can be designed for negative trends Should allow for personalisation Advantages of digital environment can be utilised (facebook, twitter etc.)
2 USERS GROUP	
kalori hesap cetveli konabilir (eldeki ürünler girilir, öğün kalorisi hesaplanır) olumlu ya da olumsuz gelişim için ayrıca iletişim yapılabilir (bravo / dikkat et) fazla obezite cerrahisi ağırlığı var gıda tanıtımı (sebzeler özellikle) ayrıca işlenebilir	A calorie calculation table can be added (visitor can enter the food items and calories of a meal can be calculated) Separate communication can be made for positive and negative progress Appears to be obesity surgery oriented Food instructions (especially vegetables) can be implemented

APPENDIX E.1: Focus group form “Rules to be broken”

Rules to be broken		
Consumer pays for my service/experience and that's it.		
I communicate my service to everyone and wait for clients.		
I work hard to improve my practice against my competitors so that I can attract clients.		

Figure E.1: Focus group form: “Rules to be broken”

The form is a rectangular template with a central image of a wooden mannequin. Surrounding the mannequin are six dashed-line boxes, each containing a topic for discussion. The word 'Youngsters' is printed in bold below the mannequin.

Demographical

School, Private, Home life

Hobbies and interests

Shopping Habits

**Digital in his/her life
Where / how is it used**

Media

Youngsters

Figure E.2: Focus group form: “Personality” for Youngsters or Families

CURRICULUM VITA



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