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Building an eBusiness

Elizabeth Eisner Reding

From the Ground Up

Building an eBusiness
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Elizabeth Eisner Reding
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Starting a new book is always exciting, not to mention scary, overwhelming, and tension-filled. I highly recommend it for anyone who is a thrill-seeker!

While my name may appear on the cover, there are many people who toil diligently in the background and contribute to its success. These people receive none of the glory but deserve much of the recognition. Among them are Jodi McPherson, Erin Riley, Melissa Forte, Jeff Parr, Mike Junior, David Brake, Laura Healy, Susan Trentacosti, Alexandra Arnold, and Stephanie Daneels. Without all the members of the team, this book would remain a daydream, rather than a reality.

And of course, there's my family. My husband, Michael, and my mother put up with my silly schedules and impossible mood swings all for the sake of 'the book.' To them, I say *Thank you* and *I love you.*

About the Author

Elizabeth Eisner Reding has been authoring computer books since 1993, and has written over 30 books. Most recently, she has written books on various Microsoft products (Excel, PowerPoint, and Publisher), Internet topics (such as HTML), and graphic art programs (Adobe Photoshop). She has also worked as a development editor and technical editor on many other computer books, and has published works with Course Technology, Microsoft Press, and Macmillan/Que.

Originally from New York State, Liz went to college at SUNY Binghamton, then moved to Boston, MA. After getting married (to a really terrific guy!), she and her husband moved to Santa Fe, New Mexico. Currently, they live in a small town on the Arizona/New Mexico border, close to the Navajo Nation.

Elizabeth Eisner Reding

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Preface

To the Instructor and Student:

As we enter the 21st century, almost everything we do—work, school, home, leisure, and specifically business—will be affected and changed by the Web. With more change comes more opportunities, and these opportunities will lead us beyond traditional business and into what is now known as *eBusiness*. This book will help you combine the possibilities of the Internet with *business know-how* so that you can learn how to create your own opportunities within an eBusiness.

This book will help the budding entrepreneurs who want to begin an eBusiness but lack the rudimentary knowledge in the Internet and in developing business and marketing plans. By combining conceptual lessons with hands-on exercises, *Building an eBusiness* provides students with the opportunity to:

- Learn what is essential to build an eBusiness.
- Get hands-on training in specific eBusiness skills.
- Develop an understanding of eBusiness practices.

No business or computer knowledge is assumed, and within the concept of following individuals through various stages of developing an eBusiness—from idea inception to creating the company's web page—we have created an environment that is not only informative but also *interactive*.

Because print information becomes dated so quickly, we have also developed an extensive website—*http://www.mhhe.com/ebusiness*—to provide you with the most current content. The website will contain links to recent articles, relevant book reviews, and industry-recognized newsletters. We'll also offer success stories of .com companies and Internet entrepreneurs, with tips on how to be successful in your own ventures. In addition, interactive exercises and additional problem solving situations will allow you to test the skills that you are learning in each chapter. With monthly updates, we will be able to give you most current information that you simply cannot get with just the book.

Whatever you do in business these days, you cannot escape the words eBusiness or eCommerce. The importance of these concepts—conducting business over the Internet—cannot be overemphasized, and most certainly cannot be ignored. The learning achieved within *Building an eBusiness* is the first tool you have to be a part of this constantly changing and ever-exciting new way of doing business.

Information Technology at McGraw-Hill/Irwin

At McGraw-Hill Higher Education, we publish instructional materials targeted at the higher education market. In an effort to expand the tools of higher learning, we publish texts, lab manuals, study guides, testing materials, software, and multimedia products.

At McGraw-Hill/Irwin (a division of McGraw-Hill Higher Education), we realize that technology has created and will continue to create new mediums for professors and students to use in managing resources and communicating information to one another. We strive to provide the most flexible and complete teaching and learning tools available as well as offer solutions to the changing world of teaching and learning.

McGraw-Hill/Irwin is dedicated to providing the tools for today's instructors and students to successfully navigate the world of Information Technology.

- Seminar Series—McGraw-Hill/Irwin's Technology Connection seminar series offered

across the country every year demonstrates the latest technology products and encourages collaboration among teaching professionals.

- McGraw-Hill/Osborne—This division of The McGraw-Hill Companies is known for its best-selling Internet titles, Harley Hahn's Internet & Web yellow pages, and the Internet Complete Reference.
- Digital Solutions—McGraw-Hill/Irwin is committed to publishing digital solutions. Taking your course online doesn't have to be a solitary adventure, nor does it have to be a difficult one. We offer several solutions that will allow you to enjoy all the benefits of having your course material online. For more information, visit Osborne at *www.osborne.com*.
- Packaging Options—For more information about our discount options, contact your McGraw-Hill/Irwin Sales representative at 1-800-338-3987 or visit our website at *www.mhhe.com/it*.

Resources for Instructors

We understand that, in today's teaching environment, offering a textbook alone is not sufficient to meet the needs of the many instructors who use our books. To teach effectively, instructors must have a full complement of supplemental resources to assist them in every facet of teaching from preparing for class, to conducting a lecture, to assessing students' comprehension. *Building an eBusiness* offers a complete, fully integrated supplements package and website, as described below.

Instructor's Resource Kit

- The Instructor's Resource Kit is a CD-ROM, containing the Instructor's Manual in both MS Word and .pdf formats, PowerPoint slides, Brownstone test generating software, and accompanying test item files for each chapter. The features of each component of the Instructor's Resource Kit are highlighted below.
- **Instructor's Manual:** The Instructor's manual contains a schedule showing how much time is required to cover the material in the chapter, a list of the chapter competencies and key terms, a Chapter Outline with lecture notes, a list of numbered figures in the text, and suggested exercises. Also included are answers to all the exercises in the chapter review section and answers to On the Web exercises. The manual also contains a helpful introduction that explains the features, benefits, and suggested uses of the IM.
- **PowerPoint Presentation:** The PowerPoint presentation is designed to provide instructors with a comprehensive teaching resource that includes key terms and definitions, concept overviews, figures from the text, additional examples/illustrations, anticipated student questions with answers, and discussion topics. Included with the presentation are comprehensive speaker's notes.
- **Computerized Test Bank:** The test bank contains a series of questions categorized by topic and level of learning (definition, concept, and application). This same learning scheme is introduced in the website to provide a valuable testing and reinforcement tool. Each question is assigned a category: Level 1—definition, Level 2—concept, and Level 3—application. A test item table is provided for each chapter to give instructors a quick overview of the number and type of questions for each section in a chapter.

Digital Solutions to Help You Manage Your Course

- **PageOut**—PageOut is our Course Website Development Center that offers a syllabus page, URL, McGraw-Hill Online Learning Center content, online exercises and quizzes, gradebook, discussion board, and an area for student web pages.

  Available free with any McGraw-Hill/Irwin product, PageOut requires no prior knowledge of HTML, no long hours of coding, and a way for course coordinators and professors to provide a full-course website. PageOut offers a series of templates—simply fill them with your course information and click on one of 16 designs. The process takes under an hour and leaves you with a professionally designed website. We'll even get you started with sample websites, or enter your syllabus for you! PageOut is so straightforward

and intuitive, it's little wonder why over 12,000 college professors are using it.

For more information, visit the PageOut website at: *www.pageout.net.*

- **Online Learning Centers/Websites**—The Online Learning Center (OLC) Website that accompanies *Building an eBusiness* is accessible through our Information Technology Supersite at *www.mhhe.com/it* or at the book site *www.mhhe.com/ebusiness.* This site provides additional learning and instructional tools developed using the same three-level approach found in the text and supplements to offer a consistent method for students to enhance their comprehension of the concepts presented in the text. The OLC/Website is divided into these three levels:

Level 1: Includes tips and tricks, FAQs, expanded book features such as "PC and You," and more *must know* items that interest students with and hyperlinks and extended examples.

Level 2: Includes additional quizzes for students to test their knowledge and skills. In our student focus groups across the country, students indicated this was a key piece of the website that increases their ability to be successful in class.

Level 3: Includes additional exercises and hands-on projects/activities in the following categories:

- Teamwork
- Ethics
- Buying a PC
- Privacy and Security
- Careers and the Impact of IT

- **Online Courses Available**—Online Learning Centers (OLCs) are your perfect solutions for Internet-based content. Simply put, these centers are "digital cartridges" that contain a book's pedagogy and supplements. As students read the book, they can go online and take self-grading quizzes or work through interactive exercises. These also provide students appropriate access to lecture materials and other key supplements.

  Online Learning Centers can be delivered through any of these platforms:

  - McGraw-Hill Learning Architecture (TopClass)
  - Blackboard.com
  - Ecollege.com (formally Real Education)
  - WebCT (a product of Universal Learning Technology)

McGraw-Hill has partnerships with **WebCT** and **Blackboard** to make it even easier to take your course online. Now you can have McGraw-Hill content delivered through the leading Internet-based learning tool for higher education.

At McGraw-Hill we have the following service agreements with **WebCT** and **Blackboard:**

Instructor Advantage

Instructor Advantage is a special level of service McGraw-Hill offers in conjunction with WebCT designed to help you get up and running with your new course. A team of specialists will be immediately available to ensure everything runs smoothly through the life of your adoption.

Instructor Advantage Plus

Qualified McGraw-Hill adopters will be eligible for an even higher level of service. A certified WebCT or Blackboard specialist will provide a full day of on-site training for you and your staff. You will then have unlimited e-mail and phone support through the life of your adoption. Please contact your local McGraw-Hill representative for more details.

Technology Connection Seminar Series

McGraw-Hill/Irwin's Technology Connection seminar series offered across the country every year demonstrates the latest technology products and encourages collaboration among teaching professionals.

MS Office 2000 Applications Texts and CDs

Available separately, or packaged with *Building an eBusiness,* McGraw-Hill offers three applications series: The O'Leary Series, The Advantage Series, or The Interactive Computing Series. Each series features its own unique approach to teaching MS Office to meet the needs of a variety of students and course goals.

- *The O'Leary Series* features a project-based, step-by-step walk-through of applications.
- *The Advantage Series* features a case-based, what, why and how approach to learning applications to enhance critical thinking skills.

- *The Interactive Computing Series* features a visual, two-page spread to provide a more skills-based approach to learning applications.

Each series offers Microsoft Office User Specialist (MOUS) approved courseware to signify that it has been independently reviewed and approved in complying with the standards of content coverage related to the Microsoft Exams and Certification Program. For more information on Microsoft's MOUS certification program, please visit Microsoft's website at *www.microsoft.com/office/traincert/*.

Also available for applications are the *Interactive Computing Series* Computer-Based Training CD-ROM tutorials. These CD-ROMs offer a visual, interactive way to develop and apply software skills. The CD-ROM features a unique "skills-concepts-steps" approach, and includes interactive exercises and performance-based assessment. These CD-ROMs are simulated, so there is no need for the actual software package on the computer.

Skills Assessment

McGraw-Hill/Irwin offers two innovative systems to meet your skills assessment needs. These two products are available for use with any of our applications manual series.

ATLAS (Active Technology Learning Assessment System) is one option to consider for an application skills assessment tool from McGraw-Hill. Atlas allows students to perform tasks while working live within the Microsoft applications environment. Atlas provides flexibility for you in your course by offering:

- Pre-testing options
- Post-testing options
- Course placement testing
- Diagnostic capabilities to reinforce skills
- Proficiency testing to measure skills
- ATLAS is web-enabled, customizable, and available for Microsoft Office 2000.

SimNet (Simulated Network Assessment Product)—SimNet is another option for a skills assessment tool that permits you to test students' software skills in a simulated environment. SimNet is available for Microsoft Office 97 (deliverable via a network) and Microsoft Office 2000 (deliverable via a network and the Web). SimNet provides flexibility for you in your course by offering:

- Pre-testing options
- Post-testing options
- Course placement testing
- Diagnostic capabilities to reinforce skills
- Proficiency testing to measure skills

For more information on either skills assessment software, please contact your local sales representative, or visit us at *www.mhhe.com/it*.

PowerWeb for eCommerce

PowerWeb is an exciting new online product available for *Building an eBusiness*. A nominally priced token grants students access through our website to a wealth of resources—all corresponding to eCommerce. Features include an interactive glossary; current events with quizzing, assessment, and measurement options; Web survey; links to related text content; and WWW searching capability via Northern Lights, an academic search engine.

Elizabeth Eisner Reding

Guided Tour

CHAPTER 6

Developing

How Can I Enhance a Web Page?

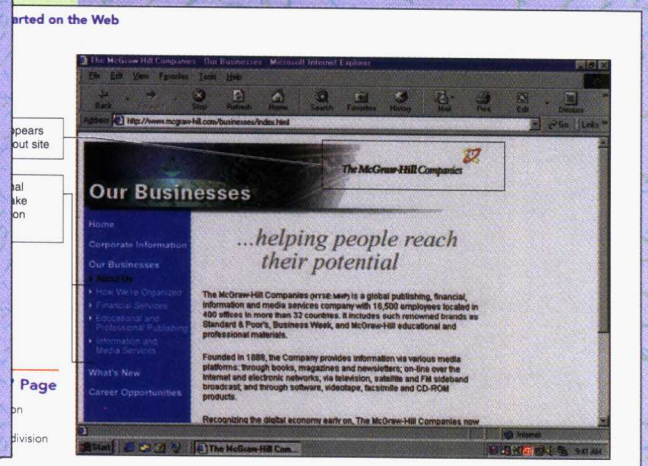
So, you've created your website, but now you want to add features such as graphic images and hyperlinks that make your pages unique. Graphic images do more than just take up space; they say in an instant what you might need paragraphs to say. In a product-oriented eBusiness, you can use images of your products to enhance the site.

Using FrontPage, it is easy to add images. You can add links throughout your pages to make it simple for site visitors to jump to other related websites. Forms can be used to collect data from your site visitors. The data you collect can be helpful in your continuing marketing efforts and can help you improve your site.

Now that the Jewelry-For-You site has been created, Kim can spend some time making modifications that will enhance the site. It's already a good site; she just wants it to be better.

Opening Vignette

Each chapter begins with an *Opening Vignette* that places the upcoming chapter concepts and skills within a scenario so you can see when and how you need to apply these principles.



Take Note

When there is an explanation or concept that you should keep in mind, you will see a *Take Note*. These summaries provide helpful advisements and/or warnings that help ensure a smooth transition into your eBusiness.

Take Note

When you visit other websites, be aware of how certain elements affect you. Do you like particular colors or elements? Make a mental note of those features you'd like to incorporate into your own site. Be conscious of features you find irritating and want to avoid using.

What Makes for Good Web Pages?

It's not always that easy to describe what you like, but it's generally very easy to determine what you don't like. As you look through various pages, look not only at page content but also at design. Remember that you don't have to fit all your business information on a single page; spread the information out to many pages. For example, you might want a separate page to talk about your corporate vision, one for items you carry or services you provide, and one for any warranties that are available.

Several design principles found within good websites are:

- Readability, with an uncluttered look.
- Soothing, easy-to-read colors that don't distract from their content.
- Understandable wording that doesn't intimidate your readers.
- Navigation that enables your readers to easily get to pages within your site.
- Graphics that are small enough to easily download and enhance the site.
- Multimedia that adds value to the site.

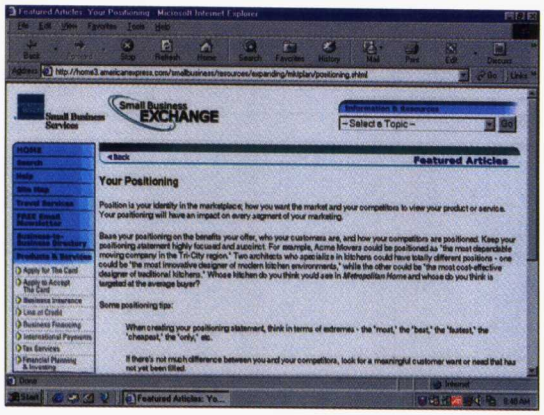
What Is a Hyperlink?

One of the features that makes the Internet more than just a bunch of pretty pages is that you can jump from one page to another. This is accomplished through careful and deliberate planning of the site designer. Each time you click a link, or **hyperlink,** you are automatically taken to a different web page. Each hyperlink is an instruction to a new website, and this instruction contains an Internet address called a **URL (Uniform Resource Locator).** The default setting in many

The Edge

When there is a helpful hint that can make your new venture an easier or more successful one, you will find it located within *The Edge*.

FIGURE 3.11
Positioning Tips



What Are My Marketing Tactics?

Understanding the strengths and weaknesses of your products or services makes it possible to develop a marketing strategy. Marketing strategies are based on **tactics:** the measures you take to make your strategies a reality. Marketing strategy questions are addressed in various websites, such as the one shown in Figure 3.12.

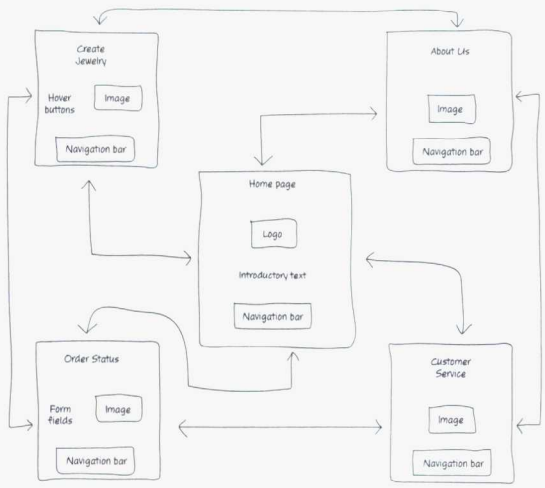
In marketing, there are a variety of tools at your disposal. Some of these tools are listed in the website shown in Figure 3.13.

What Should I Consider When Developing Marketing Tactics?

Before you can develop marketing tactics, you need to consider several factors that influence the current state of the market. These factors include the following:

- The size of the market, its growth potential, and the level of demand. This will also help you determine how you price your products or services.
- The availability of materials necessary to your business.
- Barriers to entry to you, your competitors, and your customers. Will it be difficult for you to get started in this business? Will it be difficult for your competitors to compete? Will it be easy for potential customers to begin working with you?
- The life cycle of your products or services. Can your products or services sustain growth and mature? Is the life cycle long enough that your business can recoup its investments? Do you have other products or services in the pipeline to augment or replace your current line? **Pipeline** is a metaphor for the process needed to bring a product or service from idea inception to reality.

THE EDGE
Depending on a single product or service is risky for any business. It's a good idea to always have a new product or service in the pipeline to replace or augment lackluster offerings. Additional offerings are a good hedge against a shift in the marketplace.



- HotMetal Pro
- Microsoft FrontPage

Other programs have multiple uses and have limited web-authoring capabilities, such as

- Corel NetPerfect
- Lotus FastSite
- Microsoft Publisher
- Microsoft Word

What Tools Are out There?

Establish an Internet connection, open your browser, then open your favorite search engine. You can use any search engine to locate web-authoring tools. Figures 5.3 and 5.4 show results of searches using two different search engines. Notice that both search engines returned different results.

Figures 5.5 and 5.6 display some of the additional resources you can find using the Web. You may find coverage choppy and inconsistent from one site to another. By visiting a variety of sites, you'll increase your knowledge tremendously and be able to form your own opinions.

E-Tip You should use multiple engines to locate as many resources as possible.

E-Tip

When you start to get frustrated or need assistance on the Web, look for an *E-Tip*. These boxes provide additional help when doing research or work on the Internet.

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must deliver the product or service and may incur charges such as shipping. Until you are paid, you will be bearing these costs.

Customers can be fickle when it comes to price. Charge too much and they may think you're trying to take advantage. Charge too little and they may suspect the quality. Your price should be just right: low enough to entice, reasonable for its quality, and enabling you to cover your expenses and make a profit. You can always use short-term price promotions such as sales, coupons, and other incentives to tempt customers.

Look down the line at the evolution of the market when determining price strategies. Take into consideration all the costs associated with the marketing mix.

How Do I Promote My Business?

The way in which you promote the intentions of your business generally has a direct effect on sales. The levels of communication widely used include advertising, public relations, sales efforts, and reaching out to potential customers.

Regardless of the method of promotion, the goal is to entice the customer to buy your product or service. To achieve this goal, you may choose to expose potential customers to your business name whenever possible.

Hip Ideally, you want customers to think of you first. Your business should be at the top of a customer's mental list.

There are three basic objectives of promotion: to inform, persuade, and remind. This means that your promotional strategy is not to advertise only when you have a sale, but to *inform* them about what you do and why your function is necessary. Once you have educated customers of the necessity of your product or service, you can *persuade* them that they stand to gain from your business. Constant *reminders* reinforce your existence to the customer.

How Will My Customers Buy from Me?

As an eBusiness, it is reasonable to expect that your customers will make purchases from you online. In most cases, they will probably buy products or services from you using your website, although you may also offer customers telephone access through a toll-free number.

EBusinesses that sell customized products often rely on sophisticated software that enables the customer to pick and choose options to create a specific, personalized product.

WEB ALERT! Find links that help you learn more about enabler software at the website for this book.

How Can I Calculate a Marketing Budget?

Most businesses want to get spectacular marketing results while spending as little as possible. Unfortunately, marketing is expensive, and its results are not immediately realized. Some marketing effects are realized over long periods of time and are difficult to measure precisely.

There are four methods of determining the size of your marketing budget. These methods are also discussed in the website shown in Figure 3.15.

- Create a budget based on an agreed-upon percentage of previous or projected sales. While this method creates a realistic budget for current production, it does not account for shifts in the marketplace; it assumes a direct relationship between marketing expenditures and sales results.

Web Alert

Whenever there is information on the Web that can provide additional instruction or assistance, you will find a *Web Alert!* with a listing of the applicable web address(s) for you to check out.

BUSINESS Gift

BUSINESS LAW

You probably wouldn't dream of starting a business without consulting an accountant, but do you need a lawyer? In addition to helping you choose and set up your corporate structure (sole proprietorship, partnership, or corporation), an attorney can provide you with business advice and prevent unforeseen liabilities. If your business requires patents or needs protection due to the use of intellectual property, your attorney should either be able to help you or provide a referral.

Your attorney should be able to help with all aspects of your business, including creating a structure that minimizes your personal liability in the event the business fails. A lawyer can also help you with product liability, warrantees, and advertising decisions and should minimize you and your business exposure to damages.

how to be an effective leader and good manager. Why, then, do so many people hate their bosses? With the number of seminars and self-help books available, shouldn't we have taught everyone how to be an effective leader by now?

Often the problem is not in the training but in the trainees. You not only have to want to be an effective leader, but you must see your flaws and, most important, be willing and able to make corrections.

What Makes a Leader Effective?

What qualities do you admire in a leader? The hands-down guru of management training is Stephen Covey, whose website is shown in Figure 8.4. Think of a leader, either well known or obscure, and make a list of what you feel makes this person great. In addition to being honest, supportive, and fair-minded, effective leaders have the ability to inspire, to enlist others in a shared vision, and to develop a collaborative effort.

THE EDGE Some of the best leadership tips are found not in how-to guides but in the biographies of effective leaders.

The role of leadership within a company cannot be understated. As simple as the title implies, a *leader* shows others the way. Leadership can be as complex as outlining a sophisticated business plan, complete with time lines and financial forecasts, and as simple as keeping formality to a minimum and calling co-workers by their first names. The leader sets the tone and is the ultimate role model for the organization. If the leader isn't devoted to the company, the employees won't be.

Whether the destination is a hike in the woods or bringing a new product to market, the leader gets us there. The leader's abilities determine just how pleasurable and enriching that trip will be. A truly effective leader shares his or her vision with the group and makes that vision a reality. Sometimes the leader is forced to make unpopular decisions, such as firing team members.

THE EDGE Bureaucracy and routines are surefire ways of inhibiting creativity. They discourage risk taking, an essential element in the creative process.

An effective leader does not look for yes-men who only agree. Challenge and dissent make team members think, bringing new ideas and new methods to light. An effective leader is not afraid to challenge the status quo and is not leery of ideas that come from others. The changing landscape of the leadership market can be seen in Figure 8.5.

Business Gift

If you are not familiar with various aspects of how a business is started or what tools and procedures are needed, you can find explanations and advice summaries for these within the *Business Gift*.

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CHAPTER 1

Ramping Up

How Do You Get Started?

For quite a while, Cari dreamed of having her own business. In the last year, she had developed an idea for a web-based business that she could operate from her home. She mentioned the idea to friends and family members, and they were all supportive and encouraging.

What held Cari back more than anything was her lack of finely tuned web and business skills and, of course, her need for capital. She watched her children navigate the Web with snap and polish and was more than a little intimidated by their enthusiasm. She purchased several books, but each one made assumptions of knowledge that she lacked. If she could just nail down the basics, she might be able to fine-tune her business idea and be that much closer to making her dream come true.

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