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Electronic Marketing Integrating Electronic Resources into the Marketing Process

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Chapter 1

Cisco Systems Dell Computer Corporation

General Electric Company Pepsi T.I Mayy MasterCard SoBe Beverages Coca-Cola CBS Marketwatch Forrester Research Census Bureau Bureau of Labor Statistics

Stats USA National Decision Systems

Claritas Prizm Hoover's Online Iconocast Hard Rock

The Wall Street Journal Time, Fortune, Money Magazines

WCBS-AM

USWeb

Chapter 2

Boston Consulting Group Matrix Information and Directory

FIND/SVP Mediamark Research **GVU User Survey** Decision Analyst, Inc. ZD Market Intelligence

Amazon Barnes & Noble ESPN White House

X-Files' Episode Guide Comedy Central Priceline Volkswagen Columbia House Tampa Bay Partnership

Clorox Procter & Gamble

Viagra Chrysler/Daimler-Benz

American Association of Advertising Agencies Food Marketing Institute

National Association of Broadcasters

Answers

Fireglobe Web Simmons Market Research Bureau

Standard Rate and Data Services Dow Jones index Microsoft Company U.S. Department of Justice

IBM FedEx Merrill Lynch Nabisco Hertz Avis Seven-Up Music Blvd. Tower Records Arm & Hammer Southwest Airlines Tommy Hilfiger Limited The Gap

Chapter 3

Timberland Company American Express Kentucky Fried Chicken Sunkist

Idaho Brand Potatoes Advertising Age Swatch Rolex Patek Philippe Chevrolet **British Airways**

United Parcel Service Lechters

Sears Lids

Vermont Sign School at Stowe Product Safety Engineering, Inc. Joe Wasson's Autograph Auction

Native American Pottery

Levi's Nike Joe Boxer www.cisco.com www.dell.com www.ge.com www.pepsiworld.com www.timaxx.com www.mastercard.com www.sobebev.com

www.coke.com www.marketwatch.com www.forrester.com www.census.gov www.bls.gov www.stats-usa.gov www.natdecsys.com

www.claritas.com www.hoovers.com www.lconocast.com www.hardrock.com www.usweb.com www.djinteractive.com www.pathfinder.com www.newsradio88.com

www.bcg.com

http://etrg.findsvp.com/features/newinet.html www.mediamark.com

www.gvu.gatech.edu/user_surveys www.decisionanalyst.com

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CNN **NBC Nightly News** Fox Sports

Auto by Tel Fido the Shopping Doggie

Ben & Jerry's Wal-Mart Burger King Travelocity Deianews

Chapter 4

Corporate Buying Service Blockbuster Oracle Corporation

Chapter 5 Internet information:

DOD Advanced Research Projects Agency Symbolics

Liszt Bolt Beranek Newman BITNET

National Science Foundation Internet Activities Board Internet Engineering Task Force The World

Wide Area Information Servers

CERN World Wide Web Internet Society Jean Armour Polly InterNIC First Virtual RealAudio CompuServe

Prodigy American Registry for Internet Numbers

U.S. Postal Service Stat Market

Statistical data on Internet

Yellow Pages

Chapter 6

Foot Locker Sam's Club Victoria's Secret Macy's Dillard's JCPenney Pizza Hut Domino's Knox NutraJoint Lands' End Unilever

Peapod NetGrocer Reel.com E! Online Hermes Project Colgate Palmolive PrimeCo Oldsmobile

AltaVista Johns Hopkins and Intelihealth

MCI Timex Campbell's Soups Apple Macintosh Saab

Florida Orange Juice Corona Beer Godiva Chocolates Hallmark Korbel Champagne

Chapter 7

Cdnow Star Wars Library of Congress FEED Magazine Junglee Citrix Business Objects America Online ChickClick Excite

HotBot Infoseek ilVillage NetCenter Snap!

Yahool

www.cnn.com www.nbc.com www.foxsports.com www.autobytel.com www.shonfido.com www.benjerry.com www.wal-mart.com www.burgerking.com www.travelocity.com www.deianews.com

www.cbsdirect.com www.blockbuster.com www.oracle.com

www.pbs.org/internet/timeline/index.html www.isoc.org/guest/zakon/Internet/History/HIT.html www.isoc.org/internet-history/brief.html

www.arpa.mil-

http://stony-brook.scrc.symbolics.com/www/index.html www.liszt.com www.bbn.com www.cren.net/index.html www.nsf.gov www.isi.edu/iab

www.ietf.cnri.reston.va.us/home.html

www.world.std.com www.wais.com www.cern.ch www.w3.org www.isoc.org

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www.statmarket.com

www.yahoo.com/Computers_and_Internet/Internet/ Statistics_and_Demographics

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www.cs.umd.edu/projects/hermes/overview/ www.colgate.com/products

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www.businessobjects.com www.aol.com www.chickclick.com www.excite.com www.hotbot.com www.infoseek.com www.ivillage.com

www.netcenter.com www.snap.com www.yahoo.com

Chapter 8

Val-Pak
Internet Values and Lifestyles
Stanford Research Institute of California
Engage
I-Frontier
Persistent Client State HTTP Cookies
Alexa
Clickstream Information

Chapter 9

Morgan Stanley DeanWitter GartnerGroup PointCast Nabisco Candystand Butterfinger Travelocity Business Wire PR Newswire Kool-aid Land to Lakes Value America Metropolitan Life Real Agencies Affiliates Program CKS Group Audi Fujitsu PC General Motors 3Com Candyland board game Hasbro Toys Progressive Grocer Sports Collectors Digest Beckett Memorabilia Baseball Hall of Fame New York Yankees Atlanta Braves Nicole Miller Biore Sprint Adidas Chia Pets Graceworld Tinsky/Hayes Tobacconist

Chapter 10

Sammler

Bonhams

Goto.com Dogpile Emily Postnews Netiquette

Chapter 11

Flowerlink's
Avon
Kraft Foods
Netscape®
Internet Explorer®
HTML DTD
Coffee Cup Image Mapper
LiveImage
Graphical editor for WWW
Splash! Image Mapper
Web Pages That Suck
Dr. HTML
W3C Validation
Dr. Watson
Drid-ft.com

Chapter 12

Disney World-Tokyo
Disneyland-Paris
Microsoft Market Focus 3
Internet Profiles Corporation
NetCount
SoftwareWebTrends
Aqua Inc.'s Bazaar Analyzer Pro
Net genesis
Open Market
MK Stats 2.2

Chapter 13

Ask Jeeves Ford American Express Preview Travel Buick

Chapter 14

Marriott Corporation Outback Steakhouse www.valpak.com http://future.sri.com www.sri.com/val/vALS/ www.engage.com www.itrontier.com www.netscape.com/newsref/std/cookie_spec.html www.alexa.com www2000.ogsm.vanderbilt.edu/papers/ cisckstream/clickstream.html

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www.goto.com www.dogpile.com

ftp.ra.msstate.edu/pub/docs/words-1/funnies

www.flowerlink.com
www.avon.com
www.kraftfoods.com
www.netscape.com
www.microsoft.com
http://nyst.uio.no/nyst/kurs/Webprod/styles.html
www.coffeecup.com/mapper/
www.mediatec.com
www.boutell.com/mapedit
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www.Webpagesthatsuck.com
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validator.w3.org
watson.addy.com

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www.marriott.com www.outback.com Web Developer News CINET's E-Commerce ZD Journal Webshowplace Boardwatch Magazine The List Advice on choosing an ISP Food Network FAQ Information

Mama's Cucina Lego WWW Yellow Pages

Chapter 15
RSA Laboratories
Verisign
Internet Security Info.

SETCo.
Bank of America
VeriFone
Cybersource
OpenMarket
CyberCash
Idealah

Chapter 16

CNAPTER 10
CSX Corporation
PricewaterhouseCoopers
CNET
Lockheed Martin
IPHighway
Hewlett Packard
3M

Chapter 17

European Union Info. Australia Info. Paris Nord NUA Jupiter Communications Internationalist Scoot French Open Union Nations

Chapter 18

American Association of Advertising Agencies Internet junk mail info.

Yahoo Security

Yahoo Privacy

Better Business Bureau Online Privacy Alliance Hackers

Internet Censorship

CyberQuest
CyberLaw
Cyberspace Law Center
Cyberspace Law for Non-Lawyers
Intellectual Property
Intellectual Property/Mall Pointer Box page
KuesterLaw
World Intellectual Property Organization
Copyright Website
Copyright Crash Course

McAffee Virus Software Yahoo Virus Page

AVP Virus Encyclopedia CIAC Virus Database Yahoo's Urban Legends

CIAC Internet Hoax page Business Software Alliance American Marketing Association Electronic Frontier Foundation

Chapter 19 NGI Concept Paper

Etrade Citibank University Corp. for Advanced Internet Development VRML Repository www.internetnews.com
www.news.com
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www.loc.gov/copyright/wipo.html
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www.ustystem.edu/OGC/
intellectual/Property/cprtindx.htm
www.mcafee.com
http://dir.yahoo.com/Computers_and_Internet/

Security_and_Encryption/Viruses
www.avp.ch/avpve
http://ciac.linl.gov/ciac/CIACVirusDatabase.html
http://dir.yahoo.com/Society_and_Culture/
Mythology_and_Folklore/
Urban_Legends/Computer_viruses/
http://ciac.linl.gov/ciac/CIACHoaxes.html
www.bsa.org

www.osa.org www.eff.org

www.ngi.gov www.etrade.com www.citibank.com www.ucaid.edu http://vrml.sdsc.edu

Electronic Marketing Integrating Electronic Resources into the Marketing Process

Dedication

For my parents, Melissa and Edward, whose faith in me, steadfastness, and love carried me through times of turbulent health. JER

To my husband, Scott, his loving patience and support was, as always, my anchor. SJS

For my personal cheerleading squad: Monica, Karen, Michael, Mom, and Dad. KRZ

The Dryden Press Series in Marketing

Assael Marketing

Avila, Williams, Ingram, and LaForge The Professional Selling Skills Workbook

Bateson

Managing Services Marketing: Text and Readings Third Edition

Blackwell, Blackwell, and Talarzyk Contemporary Cases in Consumer Behavior

Fourth Edition

Boone and Kurtz Contemporary Marketing^{WIRED} Ninth Edition

Boone and Kurtz

Contemporary Marketing 1999

Churchill

Basic Marketing Research

Third Edition

Churchill

Marketing Research: Methodological Foundations

Seventh Edition

Czinkota and Ronkainen Global Marketing

Czinkota and Ronkainen International Marketing Fifth Edition

Czinkota and Ronkainen

International Marketing Strategy: Environmental Assessment and Entry Strategies

Dickson

Marketing Management

Second Edition

Dunne and Lusch Retailing Third Edition

Engel, Blackwell, and Miniard Consumer Behavior

Eighth Edition

Ferrell, Hartline, Lucas, Luck

Marketing Strategy

Futrell

Sales Management: Teamwork, Leadership, and Technology

Fifth Edition

Grover

Theory & Simulation of Market-Focused

Management

Ghosh

Retail Management

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Hutt and Speh

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Third Edition

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Marketing: An Interactive Learning System

Krugman, Reid, Dunn, and Barban

Advertising: Its Role in Modern Marketing

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Oberhaus, Ratliffe, and Stauble

Professional Selling: A Relationship Process

Second Edition

Parente, Vanden Bergh, Barban, and Marra

Advertising Campaign Strategy: A Guide to

Marketing Communication Plans

Reedy, Schullo, and Zimmerman

Electronic Marketing: Integrating

Electronic Resources into the Marketing

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Marketing Channels: A Management View

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Sandburg

Discovering Your Marketing Career CD-

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Schaffer

Applying Marketing Principles Software

Schaffer

The Marketing Game

Schellinck and Maddox

Marketing Research: A Computer-Assisted Approach

Schnaars

MICROSIM

Schuster and Copeland

Global Business: Planning for Sales and

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Sheth, Mittal, and Newman

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and Beyond

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Advertising, Promotion, and Supplemental

Aspects of Integrated Marketing

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International Marketing

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Readings in Strategic Marketing Analysis,

Planning, and Implementation

Zikmund

Exploring Marketing Research

Sixth Edition

Zikmund

Essentials of Marketing Research

Harcourt College Outline Series

Peterson

Principles of Marketing

About the Book

As the world of marketing information becomes more and more complex, marketers should strive to simplify their decision making processes. Over the last twenty-five years, marketing data have grown by volumes to the point of intimidation, and this overflow of data has been fanned by computer resources, either PC, mini, or mainframe machines. Fortunately, these same computer tools are being harnessed by marketers to assist in the analysis, planning, and implementation of marketing programs, in both consumer and business-to-business situations. Improved communications and enhanced corporate memory are the results of the marketer's electronic environment, whether the business comprises of two employees to two thousand employees. Any enterprise benefits from improvements in operational efficiency and effectiveness, and the marketing function is now embracing more electronic resources as computing costs go down and computing utility goes up. It has been said that a successful marketer's career depends on two qualities—the ability to organize and the ability to persuade. The purpose of this textbook is to assist marketers and marketing students in recognizing the value of electronic marketing resources and to demonstrate how to integrate these electronic tools into each stage of the marketing process. Better organization through improved segmentation strategy or better database management as well as enhanced execution of online communications channels leads to better management of the marketing function that, of course, leads to better performance. The ability to organize, be it marketing research, prospect profiles, segmentation or media strategies, customer communications systems, or database arrangements, allows the marketer to stay on track with firm direction. Likewise, knowing the shortest distance between two points, say from the marketing concept to market consumption, is worth its weight in gold to any company. While this textbook does not deal with the second marketing quality of persuasion, well-designed and carefully considered marketing programs can be quite persuasive to the marketer's superiors and peers. Concise strategies do speak volumes.

The content of this textbook and the experiences and examples of marketing activities have been drawn from the collective business backgrounds and education of its three authors. Their experience spans three decades of marketing history. As they all have specialties within the applied marketing arenas, the authors stand united in their approach to harnessing electronic resources to improve the steps of the marketing process. The stages of a traditional marketing approach, specifically engaging in a situation analysis that leads to the marketing planning and then advances a pattern of marketing implementation, are carefully followed. The authors believe the methods by which marketing success is attained can be made more accurate and timely. The book proposes to introduce and integrate the best practices for the contemporary marketing process. The reader will note that the content of the text is ultimately directed toward enhancing decision making among promotional tools, primarily advertising and other forms of communications. In traditional marketing, the promotional element is a costly portion of the marketing budget. Can the promotional effort become more cost effective and efficient?

This leads to the applications for the Internet, more specifically the World Wide Web. The Web is recognized as a tremendously flexible medium that is well suited to the marketing function. The Web will be used in several manners in this textbook: as a research tool, as an exposure tool for advertising and other promotional activities, as a customer contact vehicle, as well as a customer feedback vehicle. The Web performs

admirably in all of these research and communications tasks, but it is wise to remember that currently the World Wide Web can muster household penetration of less than 25 percent. Other traditional media such as newspaper or television are still needed to reach the maximum of consumer groups. In other words, the net of the Web is still not sufficiently big enough to use online communications exclusively. World Wide Web usage is growing, but it still needs more time to mature. Most communicators compare the household penetration to that of cable television. Cable took more than twenty years to become a viable advertising vehicle, and marketers believe that Web usage will outstrip the acceptance levels of cable television.

The textbook's writing style stresses a clear, concise, and interesting treatment of electronic marketing and electronic commerce subjects, and up-to-date examples and situation vignettes are employed abundantly in every chapter. The organization of the material within each chapter follows a critical thinking path of who, what, when, why, and how in developing the marketing processes. This direct and repetitive approach keeps the processes on target. In the narrative text, frequent references are made to the marketing or communications cycle for products and services. To avoid a horrendous repetition of these two elements, many times the text will read "products," with no restatement of the equal marketing position of services. Therefore, when products are being discussed, the student should read the reference as "products and services" unless otherwise disclaimed.

Electronic Marketing is divided into four parts, organized according to the planning and implementation from concept to special topics of the marketing process. The first part, "The Concepts of Electronic Marketing," explains the foundations of online research and marketing and draws parallels to the stages of the traditional marketing process (situation analysis, marketing planning, and marketing implementation). The second part, "Integrating Electronic Marketing Resources," develops the substituting electronic tool for the traditional tool and provides examples of the online execution. Section three, "Implementing the Commerce Concept," covers the actual activities of establishing and promoting a virtual storefront with attention given to ongoing responsibilities of the e-marketer and Web master. The fourth part, "Special Topics," addresses the unique opportunities that the Web presents such as a direct business-to business channel, international e-commerce, the ethics of e-marketing, and the commerce-expanding possibilities in the future of electronic marketing. The textbook includes appendices of an outline for creating an online marketing and promotional program, geo-demographic data analysis, a list of current electronic marketing resources and Web addresses, and a survey format for interviewing businesses that are online.

One last comment about Web navigation: Understand that Web addresses continually change and sometimes are abandoned by their creators. While the authors have diligently tried to include current and active Web site addresses by publication time, some addresses may have changed or have been deleted by the information source. Sometimes a posted notice on the Web page you have been routed to may be included informing the viewer of changes; sometimes this new address is a hyperlink to an active location. In these cases, follow the hyperlink to see if your desired information resides on that site, or double-check the address that you originally typed.

Supplemental Material

To assist the marketing or communications instructor, the authors have assembled a variety of teaching tools. The first edition of *Electronic Marketing* is accompanied by an Instructor's Manual that has been class-tested for over two years at the time of publication. It contains suggested course content, a schedule (for both a fifteen-week semester and a ten-week summer term), and a discussion of appropriate teaching tips.

The Test Bank contains questions for both midterm and final examinations. They are multiple-choice questions and are arranged by chapter chronology, thus giving the instructor the choice of cumulative or noncumulative exams. One last but very timely resource is the text Web page (www.embook.com) which is designed to present new and relevant Web marketing activities and online points of interest. The Web site will be reviewed and revised twice monthly, so it is hoped that instructors will consult the site to obtain fresh teaching materials as well as updated information. The authors encourage instructors to share and e-mail any suggestions or anecdotal information to Joel Reedy at reedy@coba.usf.edu to aid the instructional materials and Web resources.

In addition to the textbook's Web page, an *Electronic Marketing* site has been created by Eric Sandburg and The Dryden Press. Using this site, students and professors can gain additional information and resources using the Net. This *Electronic Marketing* page is located on The Dryden World Wide Web site at www.harcourtcollege.com

Acknowledgments

Chapter after chapter we have benefited greatly from the insightful comments and suggestions of an outstanding group of reviewers. They have provided perspectives, shrewdness, and constructive criticisms that are vital in planning and writing a comprehensive textbook on such a new marketing topic and discipline. Therefore, we would like to express our appreciation to the following colleagues who participated in the review process for the first edition of *Electronic Marketing: Integrating Electronic Resources into the Marketing Process*.

Catherine Campbell, University of Maryland Patrali Chatterjee, Rutgers University Anne Forte, Walsh College Ellen R. Foxman, Bentley College Carolyn E. Predmore, Manhattan College

Many thanks to The Dryden Press for assembling a staff so professional, skillful, and congenial that they made the first edition's writing process smooth and complete from the book's conception to publication. Bill Schoof, acquisitions editor and baseball aficionado, picked our diamond from the rough, provided us steady direction, and offered great encouragement throughout the project. Bobbie Bochenko, our developmental editor, made improvements at every turn and displayed exceptional patience as we wrote and rewrote. She jumped in and assisted, prodded, and praised our team to produce the best manuscript we could. Sandy Mann, copy editor, polished our copy masterfully, while Colby Alexander, project editor, ran the production schedule with the expertise of a train conductor, eyes glued to the details. Also, thanks are extended to the following team members: Linda Blundell, picture and rights editor; Angela Urquhart, production manager; April Eubanks and Biatriz Chapa, art directors; Kim Samuels, manufacturing manager; and Lisé Johnson and Marcia Masenda from the marketing department.

Thanks also to the Val-Pak marketers, especially Lynn Johnson who produced the GIS data analysis according to my expectations. Associates Lisa Berry and Steve Egge of National Decision Systems in San Diego gave us permission to use the company data files for the Tampa Bay and metro Orlando areas for use in the geo-demographic exercise; NDS executive Bob Giest has shared the segmentation data with us since 1995. An old friend, Tom White with E-Com Systems shared with us the latest news in electronic catalog and payment systems.

Thanks from Joel Reedy

Defining and describing the dynamics of a new marketing process and medium are difficult tasks but a rare opportunity for the marketing practitioner. I would like to thank my Department of Marketing chair, Bill Locander, my good friend Paul Solomon, and all my marketing colleagues, including our former office manager Lori Wilder, for encouraging and supporting my efforts during a trying year of ill health. Thanks also to Rosemary Ramsey, marketing chair at Eastern Kentucky State University at Richmond and ex-colleague, for suggesting back in early 1996 that I develop an electronic marketing course. From this course framework emerged this marketing textbook.

I sought out the best professionals and interviewed them extensively for insights into the Internet and online marketing. Thanks to Christopher Steinocher, Susan Cook, Christopher Akin, Kristy Funderburk, Hugo Toledo, Sara Suarez, and Russell Tewksbury for outstanding contributions to the course development; each added his or her expertise in the course materials development. Doctoral student Rich Gonzalez demonstrated to me great appreciation for electronic processes of information management and showed me something new every class period. He shared his insights on the future of information, and shortly some lucky undergraduates will benefit from his understanding of electronic marketing. I have a great admiration for the work of a former student, Sonal Mehta, who assisted me night after night with graphics selection and preparation and text assembly. Her excellent academic prowess I knew, and I am benefiting greatly from attitude, computer skills, and an upbeat enthusiasm for online marketing. Another former student, Chris Bilotta now a marketing professional with Val-Pak Direct Marketing Systems, contributed the geographic mapping segmentation information and map graphics. Thanks also to the Val-Pak marketers, especially Lynn Johnson who produced the GIS data analysis according to my expectations. An old friend, Tom White with E-Com Systems, shared with me the latest news in electronic catalog and payment systems. Rose Stambaugh, my nurse, provided tremendous support during the entire process. Thanks and love to my sister, Mary Ann Mason, who tackled the tedious task of typing interview transcripts for case histories.

I teamed up with two professionals from different industries. Shauna Schullo, an expert in software applications and teaching software applications, teaches at the University of South Florida. Shauna served as a guest speaker on HTML, Web site, and forms design as I launched the electronic marketing course. Her knowledge and facility in the software of marketing systems immediately impressed me, and I proposed that she contribute the Web tools instruction to the textbook. She agreed.

The other industry professional is Ken Zimmerman, a software systems wizard and twenty-first century information technologist, whom I have known since 1985. He is a software and systems visionary, and I wanted his participation in writing the textbook. He knows communications, database, and e-commerce business issues. His knowledge of newness is legendary, and each of his Chateaux Software Development clients benefit from Ken's vault-like mind. I am proud to have Ken's and Shauna's wisdom and experience in coauthoring this timely and classroom-tested textbook for college and professional readers.

Lastly and most importantly, my wife and children have been extremely patient and supportive as I neglected them over the last nine months, ignoring e-mails from and meals with them. While writing my portion of the textbook, I gave my wife Shirley and children Chandler and Chanel a serious scare with a three-week hospitalization and a two-month recovery during which they pushed the medical establishment and pulled me back to steady health. No three persons have ever cheered more for a dad.

Thanks and love to my sister, Mary Ann Mason who tackled the tedious task of typing interview transcripts for case histories.

Thanks from Ken Zimmerman

First, and foremost, I would like to recognize the unstinting comments and sage advice that have flowed from two of my very best friends for the past fifteen years: Joel Reedy and Hugo Toledo. We are only human, but Joel is probably the only superhuman I know. He has for years pushed me to achieve more by showing me what people are really capable of, while Hugo has always been, well, the smartest person I know. But his wisdom has certainly been superseded by his kindness to all the people close to him, and I count myself fortunate to be one of them. Hugo is a master of reliable sources of information, and during the formulation of my contribution to this book, I frequently referred to Hugo's sources—and they have not failed me!

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Kudos go to my father, who in former years ran a marketing and publishing institute of his own, for his advice about writing to a marketing audience that has changed in many ways—but not in others—with the advent of the electronic age.

Thanks from Shauna Schullo

The writing of a textbook is an enormous endeavor that I have come to realize takes time, energy, and enthusiasm throughout the long haul. Having never attempted such a feat, I was not completely prepared for the road that lay ahead. However, the experience has been a good one that has taught me many lessons. Most importantly, I can now proudly say that the job is complete and I am exuberant about the quality of work that has come together in this book. On this note, I would like to take a moment to pass on some thanks for the experience that I have gained from being on this team of writers. First and most importantly, I would like to thank Joel Reedy for his steady hand and encouragement throughout the writing of this book. Joel is an amazing man whose stamina is truly unbelievable. Through all his tribulations, he always remained positive and enthusiastic. Thanks Joel for allowing me the opportunity to begin my writing career and to work with such a great bunch of people. Second, I would like to thank my friends and family for always believing that I can do anything, even when sometimes I do not believe it myself.

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