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MANAGEMENT POSITIONING IN ONLINE MARKETS

UPV - INTERNATIONAL RESEARCH BOOK EDITION

**EDITORIAL
UNIVERSITAT POLITÈCNICA DE VALÈNCIA**

Primera edición, 2012

© de la presente edición:

Editorial Universitat Politècnica de València

www.editorial.upv.es

Distribución: pedidos@editorial.upv.es

Tel. 96 387 70 12

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© Portada: Enrique Mateo

Maquetación: Triskelion Disseny editorial

Imprime: Empresa.

ISBN: 978-84-694-3951-7

Depósito Legal: V-0000-2010

Ref. editorial: 2480

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Information is in the air. Nowadays, both, companies and individuals must take profit of this in order to get a better position in front of their stakeholders.

The School of Computer Science at the Universitat Politècnica de València is the site of an initiative searching to link academia with companies, applying last trends and methods in business competitiveness.

The GEDESTIC *business chair* is the umbrella for this initiative.

Starting in 2010, GEDESTIC has been a forum to disseminate trends and uses of information technologies in the field of business competitiveness. So, through a series of talks, students, academicians and professionals have had the opportunity to know how IT could be used to improve the presence of a company in the new world of information everywhere.

GEDESTIC is a collaborative academic *business chair* created under the aegis and support of GEDESCO, a company concerned with the application of IT in business and leadership, especially methods related with Search Engine Optimization (SEO).

Through a *call for chapters*, academicians and specialists in this field have contributed to this book, showing advances and trends in aspects like SEO and ethical leadership, e-commerce or web positioning. All chapters included have been chosen after a rigorous selection process, guaranteeing all contents and making possible for this publication being a reference compendium for IT in business competitiveness.

Also, this book is a good example on how GEDESTIC has made possible a real link between university and companies, the most important goal for a *business chair*. From the side of the School of Computer Science, we are proud to bring the society the result of this initiative.

Moreover, this is just a first step, the first result of this initiative. With the new editions of GEDESTIC, more actions are going to be performed, linking academia with society and profession. Showing how IT can be applied for a better performance in business, improving models and processes. Making easy our lives.

Eduardo Vendrell Vidal.
Head of ETSINF

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SEARCH ENGINE OPTIMIZATION AND ETHICAL LEADERSHIP

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Summary: The information and media organizations embody the twin challenges of business ethics and information ethics. Study of ethical leadership in media company management and their relationship with the SEO. Analysis of the strategies and tactics used in the SEO and its results in the medium and long-term. Comparative of ethical and unethical behavior in organizations and information companies. Deep study through the strategies followed by search engines recognized in the market for information management. Correlation analysis between ethical behavior in web positioning strategies and tangible and intangible results at information companies. This correlation would partly explained by a number of key factors such as integrity, commitment, people orientation and transparency in communication. Establish a user guide that enables companies to have basic reference information on which to act at the strategic and operational level on the SEO of a organization, taking into consideration the ethical codes of behavior.

Keywords: ethical leadership, communication, search engine optimization.

INTRODUCTION

In an increasingly globalized environment where change management is no longer necessary, but permanent, and given the speed with which such changes occur, it is necessary to stop and think about the consequences that the introduction of new information technologies have in social behavior. They are replacing in part the fourth power that traditionally media had.

The goal of this chapter is not only new in the academia but also tries to link two current issues such as Search Engine Optimization, or SEO in advance, (Sullivan, 1996; Carroll, 2010; Gonzalez, 2011) and Ethical Leadership (Trevino, Brown and Hartman, 2003; Brown and Trevino, 2006; Freeman and Stewart, 2006). While there are some academic articles on both subjects, though not many, we found no literature, both academic and professional, linking or study the relationship between the two. This situation increases the interest of this research.

The overall objective of this chapter is to analyze and develop strategies and tactics used by news organizations. More specifically, given its large market share, we will analyze in detail the case of Google, in relation to two concepts of SEO and ethical leadership. After analyzing the industry and the case study, we present a proposal for user guide that allows new organizations have some

basic references, but non-exclusivity, in order to adapt to each particular case in a way. That will allow to act taking into account both strategic and operational web positioning at any organization.

Particularly, we want to study a specific objective that is the relationships and correlations between the presences of ethical leadership in certain organizations or not and how it affects or may affect, in particular, in the SEO organizations in general. Providing a theoretical and practical guide we try to demonstrate that ethical leadership is positively correlated with good strategies of SEO through a variety of factors such as integrity, commitment, people orientation and transparency.

After this brief introduction, the chapter is divided into a first section that analyzes the background and history of the concepts discussed, followed by a theoretical study on the concept of SEO, which will also see its brief history and background, the key factors of itself, and a number of best practices generally accepted. Thirdly, we discuss the concept of ethical leadership and we try to link with SEO strategies and tactics by analyzing the ethical and unethical behaviors, and its consequences. Finally close the chapter with a conclusions and future research lines on the topic.

HISTORY AND BACKGROUND

Before entering fully into the relationship between SEO and ethical leadership, it is necessary to make a summary of the history and background on both concepts. We begin by defining some basic concepts and their origins, as search engines.

Internet search engines are services offered through web pages. Its function is to obtain the best results correspond to the keywords that the user has inserted. There are two types of search engines: directories and search engines. The first are a set of pages that are ranked according to several criteria. The most recognized one is DMOZ. DMOZ ([for directory.mozilla.org](http://directory.mozilla.org)) is also known as ODP (Open Directory Project). This is a multilingual collaborative project in which volunteer editors listed and categorized links to web pages. Founded in 1998 by Rich Skrenta and Bob Truel, the original name was Gnuhoo. Many search engines such as Bing, Yahoo and Google regularly track to add these new pages to its database, although not used much lately.

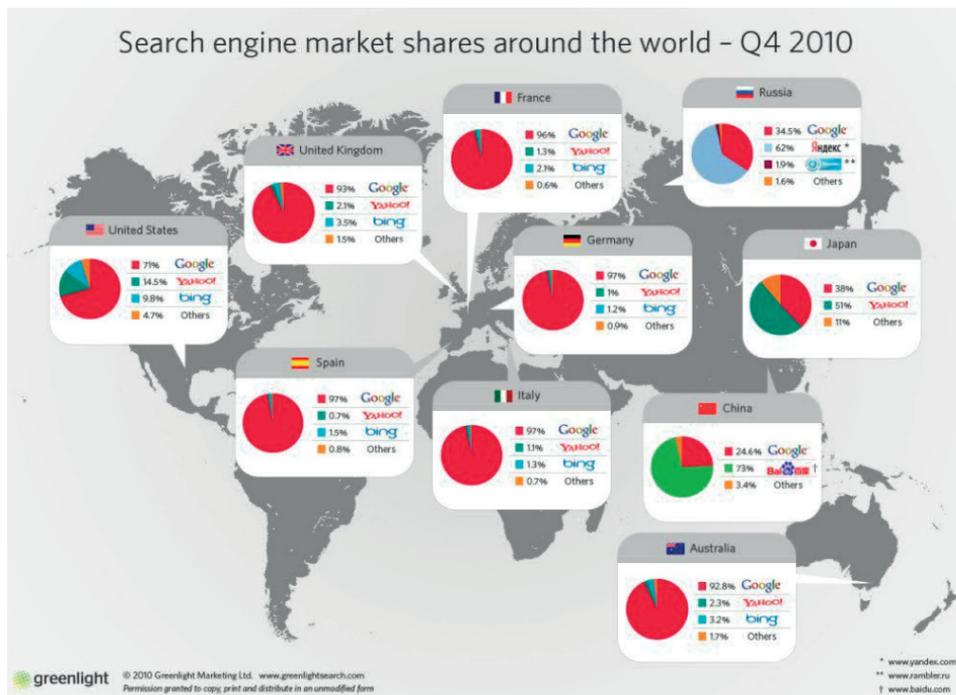
As the Internet grew, it was also increasing the number of users and the number of contents. It was necessary to allow us to find something on the internet what we were looking for. This did not happen until 1993 when appeared the first search engine called Wandex. A year later appeared Altavista, Yahoo, Lycos and Excite, among others. Google did not appear until 1996. But at present times the market share of browsers worldwide is the following: 95.7% for Google, 2.1% for Bing and 1.7% for Yahoo, as you can see in the following picture.

Given that Google's dominance our research will focus primarily on the study of this case in depth, since the conclusions that we draw apply clearly significant for the vast majority of organizations, and therefore also for communication and information businesses.

Such is its importance today than the Britannica Encyclopedia has introduced a new verb "to Google" that means to write something to find in a search engine. The word "Google" comes from "googol" word coined by mathematician Edward Kasner in 1938 and means ten to the hundred, trying to represent something like the symbol mathematically infinite.

The Google reality is manifested in a series of data: in particular, in Belgium Google takes 85% of the market, in Denmark 83%, in France 90%, in Germany 89%, in Italy 80%, in the Netherlands 80%, in Norway 62%, in Sweden 61%, in UK 83%. Average in the EU is 83% of the market, while in the U.S. only 70%. However, the most surprising data is that in Spain, Google holds 95% of the market. In conclusion, talking about SEO, is talking about Google.

To make matters interesting, I think this link clearly explains how Google works inside: "How Google Work"



WEB POSITIONING: SEARCH ENGINE OPTIMIZATION

Nicholas Carroll (2010) states that “SEO is the art of raising website (corporate or individual) to high ranking positions on the Internet, through search engines and programming, marketing or alertness or insight of the content”. This definition also includes specifications sometimes increased traffic on a website, improving the quality of that web traffic, increasing the benefits thereof, or of knowledge and brand recognition.

From the point of view of media and information companies in particular, the SEO is often associated to top positions in more prestige search engine rankings. That is, that a website appears among the first 10 or 20 results. SEO professionals often discuss the rankings in terms of position SERP (Search Engine Results Page, or results pages of search engines).

In this connection, it is interesting what Gonzalez (2011) said regarding the percentage of clicks that occur as a result of a Google search. Using the “Heats Maps” can be seen that statistically 50% of users click the first link, 25% also click the second and the remaining 25% of the search results are selected from the third onwards. That is, the importance of the position of the web is vital to the success of any organization that moves at least in a virtual environment.

Before accepting payment for search engine ads, search engine optimization was considered the only form of promotion on the web. This meant a radical difference from traditional forms of advertising. However, currently it comes to SEM (Search Engine Marketing), unlike the “organic search” or “natural search” as a opposed way to paid advertising for the position of ads on pages. It was the traditional or dominant search engines strategies before.

The SEO serves, therefore, to get visits by the terms (keywords in searches) for which we want a website appear in search results of search engines. In other words, the process of improve the visibility of a website in different search engines. The task of optimizing the structure of a website and the contents thereof and the use of various techniques of “linkbuilding” or “linkbaiting” in order to appear at the top of search engine results.

E-commerce was the original force that was behind the promotion of search engines and remains the dominant force behind the first SEO. NGOs (Non Government Organizations) and government agencies apply some methods or methods of SEO but they tend to relegate its importance because of its unique identity in the public domain that claimed to have no competition. This gives them security of a dominant position or prominent positions in the SERP.

History of SEO:

The term “SEO” (Search Engine Optimization) became popular after 1998, and it is often attributed to Danny Sullivan (1996), during that time working in “Search Engine Watch” (observatory of search engines). But as Sullivan says it is unclear who coined the term.

Evidence of the use of similar terms in 1997 by Jim Rhodes, author of “The Art of search engine promotion”, which included terms like “search engine placement”, “search engine ranking”, “search engine positioning” and “search engine promotion”. Predecessors as Jim Health (1995) in his article entitled “Pointers on how to create business websites that work” did not formally mention the name of SEO or search engine optimization.

The period since the mid 90’s to early twenty-first century was characterized by extensive experimentation in business models related to the search engines and web designers trying to promote each other. Search engines were relatively underdeveloped and the main focus of attention was focused on maintaining the growth of new web pages.

SEO quickly became part of the wild world web, where website owners competed fiercely with various methods to achieve better positions in search engine rankings, described as “SEO methods”. A period of time where many multinational organizations had not even their own website.

As search engines grew and became more sophisticated, the number of sites increased more than tenfold, so that the relevance of the rankings in the search engines became important, and just as the criteria and methods to manipulate them.

Professional SEO Software

The first promoters and reporters from the search engines were individual efforts, primarily developed by small and medium enterprises such as hotels and manufacturers of sports equipment. This niche market was extremely successful and popular such products, demonstrating that the SEO was part of the cause of their benefits.

From 1996 started appearing websites with forums to exchange SEO strategies such as:

- www.virtualpromote.com
- www.searchengineforums.com
- www.deadlock.com/promote

Websites reporting on search engine optimization and started at the same time as:

- www.wilsonweb.com
- www.searchenginewatch.com
- www.webmasterworld.com

More recently include:

- www.seobook.com/blog
- www.searchengineland.com

- www.toprankblog.com/search-marketing-blogs

Pure consulting firms in the hundreds SEO, first concentrated in the U.S. and UK. While it is true that they are still hundreds of thousands of web designers and software developers, many of them being derived from its activities towards the implementation of SEO methods to their own websites.

Black Hat & White Hat SEO

“*White Hat SEO*”, traditionally refers to strategies and tactics that are consistent with the policies of search engines, in a tacit agreement to provide web users with relevant content with your search.

“*Black Hat SEO*”, describes strategies and tactics that usually ignore the conventions of ethical behavior of Internet for business and/or personal interests.

The technically sophisticated strategies and tactics are often equated with the “*Black Hat SEO*”, while focus to high-quality content is usually related to the “*White Hat SEO*”. However, the issue is highly controversial, both from a technical point of view, as well as ethical and aesthetic. From user point of view, the main criteria for legitimate SEO are that search results obtained relevant to their interests, regardless of how it was made the process of sorting the results.

Normally, the methods considered *Black Hat SEO* develop faster and get high ranking web pages, while known as *White Hat SEO* tend to create classifications that remain longest in good positions. Therefore, preference for other strategies also depends heavily on user interests and objectives in the short, medium and long term, and therefore the business model is behind. Say that the *Black Hat SEO* initially be directed towards business models focused on the short term, with a high turnover of products or services, and high replacement products.

By contrast, the *White Hat SEO* is better designed and would be more appropriate to the sites that offer products with long life cycles, as well as web pages or academic agencies, which in principle will be consistent over time. However, these last few pages usually acquire a high ranking simply by the quality of content that tend to introduce, as well as the very old.

Factors in SEO

The position is focused on web browsers, but since Google is the one with more quotas we will focus on the specialist. Google works with about 200 parameters and only they know the weight of each one. Yet by experience in SEO we can give some parameters that have been successful: the links or hyperlinks, domain name system, uniform resource locators, metadata, page rankings and age of domain, among others.

1. *Link (Link or Hyperlink)*

This is one of the most important. Technically a Link is an open source web browser in text mode and graphics. The original version was developed by Mikulas Patocka in 1999. But here we refer specifically to the “Hyperlinks” in relation to the references in a hypertext document to another document or resource. It is therefore an element of an electronic document that refers to another resource in the same document or a different one.

Search engines like Google or Yahoo, use the links as a measure of popularity to determine which pages are to appear at the top of a specific search. The more links pointing to a specific page, the higher may be the positioning of the page in a browser.

2. *DNS (Domain Name System)*

The domain name is one of the factors have more weight. The Domain Name System (DNS in advance) is a hierarchical naming system for computers, services, or any resources connected to the Internet or a private network. Its most important function is to translate names intelligible to humans in binary identifiers associated with network connected machines, all with the purpose of locating and addressing these devices world. Its creator was Paul Mockapetris in 1983 in collaboration with Jon Postel of the University of Southern California, along with Paul Vixie, the ISI (Institute of Information Sciences).

The main purpose of Internet domain names is to translate the IP address of each active node in the network in terms to memorize and easy to remember. There are many organizations dealing with Internet domain: IANA, ICANN, InterNIC and LACNIC, among others. IANA is the authority for the Internet Assigned Numbers Authority, responsible for overall coordination of the root DNS protocols, IP addresses and other Internet protocol resources. The other organizations have a functional geographical representation, as the case of Europe, America or Latin America and the Caribbean, among others.

3. *URL (Uniform Resource Locator)*

Web pages have URL (“Uniform Resource Locator”). That is, uniform resource locators, which are used to locate Internet resources for the location or identification, such as text documents, images, videos or presentations.

Used initially by Tim Bernes-Lee in 1991, allows document authors to create links or hyperlinks. Therefore, the URL is the character string which is assigned a unique address for each of the information resources available online. The URL of a resource of information is its website, which allows the browser to find and display the right way. So the URL combines the name of computer that provides the information resource, the directory where the file name and the protocol used to retrieve the data.

4. **Metadata**

Metadata is data-focused search engines and they are involved in the html code of a web page. By combining the Greek (“meta”: after, beyond) and Latin (“datum”: it is given), literally “about data” is data that describes other data. In general, a metadata is a data set that refers to another data set, called “resource.”

The concept of metadata is analogous to using indexes to locate objects rather than data. Within the metadata we focus on HTML metadata. These labels have information on the paper web itself: author, editor and encryption. This information helps search engines to find the subject that the information on a website is about and they are very useful for SEO, when a user searches for a keyword in the search.

There are several types but basically uses two:

- Description: In this field we fill in a description
- Keywords: This field will add the keywords.

5. **PageRank**

PageRank was invented by Google founders Larry Page and Sergey Brin at Stanford University in 1998. This factor measures the importance of a page. So to say when another page links to us we spend some proportion of their weight. If a page A has a PageRank 4 and has 4 links pointing to pages C, B, D and E, each of them would pass a weight of 1. If instead of having four links have 400 links the value will be 100 times lower and if the PageRank were 1 the value of the page will be 4 times less.

PageRank relies on the democratic nature of the web by using its link structure as an indicator of the value of a particular page. Google interprets a link from a page “A” to a page “B” as a vote from the page “A” to the “B”. But Google looks beyond the sheer volume of votes or links a page receives. It also analyzes the page that casts the vote. Votes cast by pages considered “important”, with a high PageRank, are more valuable and help to make other pages more “important”. To sum, the PageRank of a page reflects the importance of the Internet web.

It is interesting to note that PageRank taken as a reference source and model of the Science Citation Index (SCI) produced by E.Garfield of the Institute for Scientific Information (ISI) in the U.S. in 1960.

6. **Age of the domain:**

It is important that the domain has enough time, pages that have been operating a number of years have preference over those who are younger. The pages that are newly created are often penalized in the first year. This penalty is gradual factor, which applies more clearly at first, until gradually disappearing.

Best Practices for SEO:

1. Original content:

It is that the contents are original. Make a copying articles from other web sites has been attempted by many people and usually does not work. Instead, Google rewards original content.

The more original content more searches. Although not exists fully significant correlation because there are many other factors. We cannot expect to get a thousand hits a day with a web with 5 items or articles. However if we have a website with hundred original articles, a thousand visits are virtually assured.

2. Patience and vision in the medium and long term

We cannot expect that a website appears for the search terms that we look for from one day to another. When we talk about positioning usually takes a period of two to three months.

3. Indexing in Google:

It is very important to make sure you are indexed by Google. This is done with the command: "site: nombredepágina.com." If you are not indexed you will not appear in search listings.

4. Study your changes:

When we make a change on our website often has consequences. We must be aware that changes have benefited us and what changes we have not been going well.

5. Regular updates:

Updates are rewarded by Google and will allow us to overtake the websites that are not made in the search results.

6. HTML errors:

Almost all the pages tend to have html errors. A page with clean html code and error with a simple structure for search engine robots will have fruit in the form of a good position.

For example, the web <http://validator.w3.org/http://validator.w3.org/>

It is a tool that detects errors in our code. We see that even very popular sites with millions of visits are not free of these errors.

7. Sitemap:

There are some tools that allow us to create maps of our site, which is more than all the URLs on a page. There are options to send this map to Google or Yahoo.

8. *Social networks and forums:*

In addition to direct visits to get through these means, we can get links to our website, which benefits us. Will also serve to get us quote and let us know in the network. Groups and forums should be related to our subject and should not be overly burdensome.

9. *Take care of metadata:*

When you write articles, put in capital letters or bold words what is most important. Be ordered; think about the words associated with the metadata of the article.

ETHICAL LEADERSHIP IN SEO: GOOGLE CASE STUDY

By other hand, before relating the Google SEO with the ethical or unethical behavior, we consider it necessary to refer briefly to the concept and existing theories of leadership, specifically on “Ethical Leadership”.

References focus on existing academic literature related to the “Business Ethics” (Treviño & Weaver, 1994). Subsequently, focusing for brevity on the “Ethical Leadership” highlights the references focus on case studies like ours (Brown & Treviño, 2006). However, there are numerous references to the regulatory treatment (Ciulla, 1995, 1998, Freeman 1994, Freeman and Stewart, 2006; Rost, 1995).

The interesting thing is that recent studies show an association between ethical leadership and organizational performance, namely: a) increasing employee engagement, b) reducing ethical behavior in organizations, and c) the value orientation of organizations with corporate ethics programs (Trevino, 1998; Weaver, 1999).

Because of the dominance of Google, sometimes implies an ethical dilemma, because someone consider unfair, and therefore unethical, the user guides that Google Webmaster seeks to impose. Therefore, the discussion is served, is it ethical to use different strategies and tactics even though they were penalized by Google? Is it ethical or not to use these strategies we have called “Black Hat”? Many people try to fool Google by various techniques we will discuss below the more usual, but at the same time we have to advertise about the consequences:

Domains short:

If Google sees that the domain is reserved for only one year, may suspect that there will be a page long and thus may raise a suspicion of possible spam.

Duplicate content:

Many people try to get more visits by the famous “Copy & Paste”. When Google detects that a page has many articles from other sites is activated an alarm that can trigger a penalty to that domain.

Sale and purchase links:

To increase the PageRank many companies offer to place links pointing to your pages in exchange for money. When Google detects this activity is causing an alarm and can penalize this page.

Hidden text or hidden links:

Sometimes to climb by a keyword often create texts like: “cheap car, buy cheap cars, cheap cars best, etc.” These techniques serve to increase by a certain keywords.

But because is very wrong that users see that, often put the same color as the background or zero length so users cannot see it. This is considered a hoax and if detected the elimination is almost certain. This technique is also used with links. List of links that we do not want users see.

Excessive use of keywords:

Many times we want to position for a given keyword. For that goal, many users abuse too much to repeat a word. Example: imagine that a user who is looking to position for “cheap travel in Colombia.” A text may be penalized would be this:

“ARTIP.CO is a cheap travel company in Colombia. If you want cheap travel in Colombia ARTIP is the company that has the best cheap travel in Colombia”.

Redirects or doorway pages.

Some companies want to get more visitors and they continue to the following technique. I build 5 pages to be redirected to mine. When the user enters these pages automatically or almost automatically redirected to the official website of the company. This technique is not considered ethical and is penalized by Google.

Links to banned pages.

If you have links pointing to pages that can be banned or suspected of being related, thus Google would penalize. Similarly, if many pages point to your site banned, it is likely to come into the list of suspects Google.

Google Webmaster Guidelines:

Everything that does not meet design guide Google as not using friendly URLs, or several directions using the same content, repetition of metadata, use flash or frames, hurts your SEO.

Massive link campaign:

Link campaigns can be good for SEO on the web, but can also be harmful. In case we have an unnatural growth it can backfire. If in a month we have 3 new links, the next 300, the next 4 and the next 700, Google will detect that there is fraudulent activity.

Facebook, Twitter and other flows of inputs

When starting a webpage usually begin with great enthusiasm. We created the template, get links, write original text and put it all ready. After that Google index our website, we prepare to receive hundreds of visits and the surprise arise. The surprise for some time is called Google Sandbox. When we started a website, the first thing you have to do is prove to Google that you are not a SPAM page. There are filters that only penalize us for being a newly created website.

Adwords, affiliation networks and online advertising.

A fairly widespread strategy to attract visitors is online advertising. There are many programs to put advertising on the internet, but again the undisputed leader returns to be Google Adwords. Adwords allows us to place text ads, graphics, videos, applications in million of websites worldwide. You can pay per thousand impressions or per click of a user. The price of the click depends on some variables (language, industry, competition, etc). For example, it is logical that an ad for a car costs more than one food commercial birds.

The affiliate networks are Internet platforms that allow users to make our ads have on their website a commission for each sale, registration or any target that we set. The most famous is called Zanox.

CONCLUSION

Consistent with the above lines we can conclude that the relevance and timeliness of SEO, the implications in organizations, specifically in business communication and media companies, ethically and aesthetically, the issue developed in the previous lines of this chapter is very relevant nowadays. By this reasons analyze in detail the short, medium and long term strategies used by these companies in the optimization are critically for the success of this companies.

In this chapter we discussed the origins and history of SEO and the basic concepts necessary to put us in a language not always easy to understand. The existence of ethical leadership in the boards of these organizations not only have positive results in the short-term, but also reinforces its position in the medium and long term, with important consequences in the degree of commitment achieved among the partners and employees, in the reduction of unethical behavior in the organizations, as well as the establishment of a corporate culture oriented to values.

Present chapter shows a series of practices and strategies for SEO, differentiating in particular the strategies known as “Black Hat” of the “White Hat”. Although the use of one or the other has his doubts from the ethical point of view, there are several guidelines established by the positioning guide for Google, which holds a position of market dominance (and therefore a monopoly), no doubt from aesthetic point of view, would be recommendations to follow to get a quality SEO. Above all we will prevent our website disappear from the main quest, because by the time they were detected such strategies and tactics by the managers of Google, our site would be relegated to the last positions. However, it remains an open discussion about the use or nonuse of alternative strategies from the ethical point of view to a monopolistic position as the current situation in the browser market.

There are many limitations of this chapter, it certainly has tried to make a first approach to the subject. Given the limited literature on the subject, both SEO, and the concept of Ethical Leadership, opens the possibility to continue further with more rigorous studies from the academic point of view as well as from the professional approach.

The continuation of this research will enable us to analyze how effectively the existence of ethical leadership particularly taken by senior management of the company, but also from the middle and from the entire organization, also has a positive effect on SEO because it could see also reflected in the different parameters used for positioning, and quality of content, age and other variables that we can escape now.

A very interesting future line of research would be to relate the SEO with the political leadership. As noted by Gonzalez (2011) more and more politicians of different ideological backgrounds are concerned about personal and institutional information appearing in the media information supports, and especially in social networking and internet.

Finally, it would be interesting to investigate the use of ethical leadership strategies and tactics or not, in order to give a better position to favorable or unfavorable information appearing in the media. Of course, the most interesting part of this future line of research would be also examine the consequences of this strategies, to develop a best practice guide based on experience, for the moment is obviously limited.

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DEVELOPING ORGANIZATIONAL CAPABILITIES THROUGH THE E-COMMERCE ORGANIZATIONAL FORM: IMPLICATIONS FOR FIRM PERFORMANCE

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Abstract: The objective of this study is to synthesize the main organizational capabilities that the e-commerce organizational form helps to develop and to analyze its effect on performance. A profound literature review reveals innovation- and knowledge-based capabilities as the most common sources of competitive advantages in e-commerce that have a positive on firm performance. Also, logistics capabilities play a crucial role in the competitive success of e-commerce. In this paper, we put forward a set of propositions combining e-commerce, organizational design and Capabilities-based View literatures which configure a research agenda for future research on the development of organizational capabilities through e-commerce and its effect on firm performance.

Key words: E-commerce, organizational capabilities, firm performance.

INTRODUCTION

The objective of this study is to examine the organizational capabilities that the e-commerce organizational form favours to develop with the aim of identifying the main strategic advantages e-commerce can generate which can be the key of its competitive success.

Advances in the last decades in areas such as communication or information technologies together with the economy globalization have favoured the continuous proliferation of new organizational forms. E-commerce is an organizational form which is based on Internet to buy and sell products, services and transmit information (Helms, Ahmadi, Jih and Etkin, 2008). Previous literature has agreed that, when used properly, e-commerce can become the technological foundation of an innovative strategy (Helms *et al.*, 2008).

In the last decades, this new organizational form has emerged with strength and, consequently, academic literature has turned its attention into its conceptual development and on normative perspectives that analyzed market structure and transaction mechanisms (Fruhling and Siau, 2007). However, the attention that the e-commerce organizational form has gained in the last years has not been sufficiently accompanied by the study of which capabilities e-commerce develops and how the generation of these capabilities through

e-commerce affects firm performance. This paper profoundly reviews literature on e-commerce and capabilities revealing that innovation- and knowledge-based capabilities as the most common sources of competitive advantages in e-commerce that have a positive on firm performance. Also, logistics capabilities play a crucial role in the competitive success of e-commerce. In this paper, we put forward a set of propositions combining e-commerce, organizational design and Capabilities-based View literatures which configure a research agenda for future research on the development of organizational capabilities through e-commerce and its effect on firm performance.

The remainder of the paper is structured as follows. The next section defines the concept of e-commerce from an organizational design point of view. The third section establishes the theoretical framework to study the role of e-commerce organizational form from a Competence-based View. The fourth section studies in detail the different organizational capabilities that the e-commerce organizational form helps to develop. The fifth section studies the impact of the adoption of an e-commerce organizational form affects firm performance. In the last section, conclusion and future lines of research are described.

DEFINITION OF E-COMMERCE ORGANIZATIONAL FORM

From 2000 until now, the number of companies that are setting up or expanding new e-commerce systems seeking new capabilities for managing Web-based interactions with their suppliers, partners and customers is unceasingly increasing (Bose, 2002). The buying and selling of information, products, and services via computer networks and distributed media, usually the World Wide Web is called e-commerce (Pishad and Taghiyareh, 2009).

The primary uses of e-commerce organizational forms have been to provide effective coordination between (a) the purchasing operations and its suppliers; (b) the logistics and transportation providers; (c) the sales organization and wholesalers or retailers who sell their products; and (d) the customer service or support and the customers (Bose, 2002). Also, e-commerce communication reduces costs on both supply and demand sides (Helms *et al.*, 2008). For suppliers, a key feature of Internet-based commerce is taking order online. A well-designed organizational form that leverages Internet can lessen companies' dependence on intermediaries, dealing with customers directly. From the demand side perspective, customers can conduct activities through the entire resource acquisition cycle from information seeking to service request from their computer. The role for e-commerce is, therefore, vital to capturing information resulting from customer feedback and electronic interactions (Helms *et al.*, 2008).

Most recent developments in Web 2.0, the second generation of Internet-based services, which include wiki and blogs, are receiving recently much attention for their use as a collaboration tool (Raman, 2006) which gives support to the e-commerce organizational form. This collection of Web-based services facilitates user participation, they promote collaboration, encourage social networking and, they are beneficial for both suppliers and consumers by allowing product and serve supplier to gather consumer requirements and preferences more accurately and more efficiently (Helms *et al.*, 2008).

Following Kalakota and Whinston (1996) and Hogue (2000), e-commerce organizational form includes business-to-business (B-to-B), business-to-consumer (B-to-C) and internal business interaction via an Intranet.

Helms *et al.* (2008) consider that a *B-to-B* organizational form takes place when data exchange between manufacturers and their suppliers can be handled efficiently and in a timely manner using e-commerce techniques but often must be paired with agent technology that allow the computerized data systems of all supply chain partners to accurately communication together to transmit timely data. In order to obtain success by adopting this organizational form firms need to control the extent of Internet usage in gathering information from customer; the extent of Internet usage, to link to suppliers, distributors and other internal and /or external chain partners; the level of computer technology for mass customization; and the availability to do communications, collaborations, and transactions on the World Wide Web (Pishad and Taghiyareh, 2009).

The *B-to-C* organizational is supported by B-to-B as the manufacturer becomes a customer of their suppliers for parts and assemblies. This leads to a networked production process covering multiple companies and plants supplying raw materials to manufacturing then distributing or directly delivering them to the customer, favouring mass customization buy selling product and service options on-line (Helms *et al.*, 2008). For this organizational form to succeed, it is important that firms design a well defined strategy that control the amount of product information that company provides on website, the amount of product transactions conducted online, online search capability for customer's information inquiry, online customer service offered and the ability to promote products and service online, must be measured (Pishad and Taghiyareh, 2009).

For internal business *interactions through an intranet* are handled by electronic data exchange which standardizes the information and orders between companies, permitting direct communication between numerous and varied business application systems (Helms *et al.*, 2008). For this organizational form to succeed it is important to consider, how much the firm attempts to integrate workflows using internet technologies, how much it attempts to provide networking capabilities for employees in order to communicate with one another , and finally the amount of knowledge sharing being encouraged among employees using computer network (Pishad and Taghiyareh, 2009).

THE E-COMMERCE ORGANIZATIONAL FORM FROM THE CAPABILITES-BASED VIEW

How the Internet is incorporated in business organizational form rather than the mere presence on the Internet enhances a company's competitive advantage (Barua, Konana, Whinston and Yin, 2001; Feeny, 2001; Helms *et al.*, 2008). However, taking the Capabilities-Based View (CBV) as a theoretical framework, we argue that the introduction of the e-commerce organizational form does not necessarily result in direct positive effects on firm performance; in other words, we question whether flexible organizational forms such as e-commerce are intrinsically able to generate outstanding performance.

The CBV considers the competitive advantage of firms at long term depends on the firms' ability to accumulate, protect and develop competences (Foss, 1996a). From CBV, the firm is seen as a unique set of related assets. This theoretical framework finds the justification to the differences on organizational performance en the internal characteristics of the organization. Specifically, it takes as a unit of analysis the assets endowment of the firms and the differences on performance of firms is explained through the heterogeneous endowment of resources, capabilities and competencies possess by the firms. Given the conditions of the current environment, characterized mainly by the speed with changes occur, this framework is especially relevant because distinctive capabilities of the firm is a more stable base than the environment to define the long term firm's strategy (Grant, 1991).

In this study we consider especially adequate utilize the CBV to study the e-commerce organizational form. E-commerce executes transactions, communicate, and innovate to support commerce through cyberspace. This organizational form has created unprecedented new channels for accessing customers, integrating supply chain partners, and offering new products or services to expand business areas (Wu and Hisa, 2008). However, these e-businesses are likely to be more sensitive than traditional businesses to changes in competitive environment. Therefore, managers in e-commerce must constantly reconfigure organizational resources and renew rather than protect their capabilities along with technological and business expertise to sustain competitive advantages in an increasingly shifting e-commerce environment (Wu and Hisa, 2008).

Consequently, there is confusion in the debate surrounding the competitiveness of flexible organizational forms such as e-commerce. The development of new organizational forms has intensified the debate about the effect of the organizational form on firms' competitiveness. After a long period of time where it was defended the value of big hierarchical organizational forms against those organizational forms which organize its production in a more flexible way, nowadays a great number of authors argue that currently is necessary to evolve towards flexible organizational forms that confer agility and versatility to the firms (Villar and Camisón, 2009). However, the superiority in value creation of flexible organizational forms it is not demonstrated empirically in a clear way. Some papers have pointed this anomaly and argue that different organizational

models coexist in time both internationally (Rothaermel, Hitt y Jobe, 2006) and in the case of Spain (Camisón, 2001, 2003).

This confusion may therefore be due to the existence of variables that are controlling the relationship between the e-commerce organizational form and performance. From the CBV perspective, knowledge- and innovation-based capabilities represent particularly relevant variables for study, since they are the most valuable source of competitive advantage and outstanding performance (Nelson and Winter, 1982; Teece *et al.*, 1997; Eisenhardt and Martin, 2000). Also, there are other functional organizational capabilities such as logistic capabilities that can play an important role in the previous relationship. Asset value as a source of competitive advantage may be constantly marked by the eroding forces of the firm's competitors. The erosion of asset value does not only stem from competitors' attempts to imitate, but also from the success of the substitution processes that enable the generation of strategically equivalent assets. Knowledge-based capabilities are the only way in which the firm can protect itself against the risk of devaluation, and work to ensure that the superiority of its assets remains a permanent feature.

DEVELOPMENT OF ORGANIZATIONAL CAPABILITIES THROUGH THE E-COMMERCE ORGANIZATIONAL FORM AND EFFECT AND FIRM PERFORMANCE

E-commerce and knowledge-based capabilities

According to the Knowledge-Based View, organization is a distributed system of knowledge (Tsoukas, 1996). Kogut and Zander (1992) advance the idea that the justification for the existence of organizations lies in the frame that these provide- like social communities of actions constructed on organizational principles, which cannot be provided by isolated individuals. The creation and transference of knowledge occurs efficiently within the organization (Kogut and Zander, 1992). Therefore, the main aim of organizations and the reason for their existence is the integration of knowledge (Grant, 1996). This is due to the fact that knowledge is stored in the individuals in the shape of specialized knowledge, which allows the creation of new knowledge to advance. By internal knowledge creation capacity we understand all the competencies associated with the creation of an internal system of continuous learning in the firm (Camisón, Forés and Puig, 2009).

The potential synergy between e-commerce and knowledge-based capabilities has been noted in both the information systems and the marketing literature (Helms *et al.*, 2008). Following Bose (2002), one of the key ingredients necessary for the success of the e-commerce is the continuous availability, accessibility and application of the appropriate organizational knowledge within the e-commerce organizational form. These include knowledge of many different types such as business processes, business rules, customer profiles, products,

problem solving and expert insights. Knowledge management from customers and stakeholders is necessary to continually develop and refine product and service offering for customization and e-commerce provides the linkage to capture external information (Helms *et al.*, 2008).

In today's business environment, characterized by fierce competition and constant change, knowledge is recognized as an important organizational resource for creating strategic value that will turn into stable competitive advantages. The e-commerce organizational form can develop knowledge capabilities that allow the transformation of the information into knowledge to improve product options (Helms *et al.*, 2008). Knowledge-based competences facilitate the gathering, analysis and dissemination of information to help firms to effectively utilize this valuable resource. Therefore, knowledge gained through e-commerce enhances customer relationship management, supply chain management and product development (Fahey, Srivastava, Sharon and Smith, 2001). As Helms *et al.* (2008) explain, new developments as user-centered Web 2.0 services provide a platform for participation in content development since buyers and sellers are actively involved in value creation. Web sites like www.google.com, www.My-Space.com, www.youtube.com, www.amazon.com or www.wikipedia.com are making the Internet an interactive mass media for capturing an increasing share of customer attention, favouring that firms using an e-commerce organizational form benefit from linking a group of entities harnessing shared power. Such e-commerce facilitates the acquisition of knowledge which captures the actual customer Internet interactions into databases.

Taking into account the above argumentations, in this paper we argue that the development of knowledge-based capabilities through the e-commerce organizational form is, therefore, a necessary condition in order to the e-commerce affects in a positive sense firm performance.

Therefore, we put forward the following proposition:

Proposition 1. The effect of the e-commerce organizational form on firm performance is mediated by the generation of knowledge-based capabilities.

E-commerce and innovation-based capabilities

The concept of innovation capabilities gathers the capability of the firm to introduce new or modified products, processes, marketing methods or organizational practices (OECD, 2005). This definition recognizes the existence of two generic types of innovation capabilities: technological and non-technological innovation capabilities. The first includes the ability of the firm to develop product and process innovations and the latter gathers marketing and organizational innovation capabilities.

Technological innovation capabilities allow the firm to apply scientist and technical knowledge to develop and improve products and processes (González-Álvarez

and Nieto-Antolín, 2005). More specifically, technological capabilities can be defined as the generic faculty intensive on knowledge to mobilize jointly diverse individual scientist and technical resources, which enables the firm to develop successful products and/or productive processes (García Muiña and Navas López, 2007: 180). This definition makes reference to the introduction of product and process innovations.

Product innovation is the introduction of a good or service that is new or significantly improved in terms of its characteristics or intended use (OECD, 2005). Process innovation takes place with the implementation of a new or significantly improved production or delivery method (OECD, 2005). From the CBV, a process innovation can be understood as the firm's ability to introduce changes and improvements on production processes, technologies, and work organization (Damanpour, 1991). Damanpour and Aravind (2006) argue that the ability of the firms to generate competitive advantages and, therefore, to achieve a superior performance depends on great measure on the capability of the firm to introduce product and process innovations.

Non-technological innovation capabilities include organizational and marketing innovations. An organizational innovation can be defined as implementation of a new organizational method in a firm's business practices, workplace organization or external relations (OECD, 2005). The feature that distinguishes organizational innovation from other organizational changes in a firm is implementation of an organizational method that has not been used before in the firm and that is the result of strategic decisions taken by management. In particular, *organizational innovations in business practices* involve the implementation of new methods for organizing routines and procedures to conduct work (e.g., establishing databases of best practices, improving worker retention, or the initial introduction of management systems). *Innovations in workplace organization* involve the implementation of new methods for distributing responsibilities and decision-making among employees for the division of work, as well as new concepts for the structuring of activities. Finally, *new organization methods in a firm's external relations* are defined as the implementation of new ways of organizing relations with other firms or public institutions (e.g., collaboration with research organizations or customers, methods of integration with suppliers, or outsourcing). A marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing (OECD, 2005). According to the OECD guidelines, the distinguishing feature of a marketing innovation compared to other changes in a firm's marketing instruments is the implementation of a new marketing method not previously used by the firm. The new marketing method can either be developed by the innovating firm or adopted from other firms. Specifically, marketing innovation includes significant changes in *product design*, which include changes in product form and appearance that do not alter the product's functional characteristics. It also includes changes in the packaging of products. New marketing methods in *product placement* primarily involve the introduction of new sales channels. Innovations in *product promotion*

involve the use of new concepts to promote a firm's goods and services. Finally, innovations in *pricing* involve the use of new pricing strategies to market the firm's goods or services.

Organizational forms can be an important catalyser of the development of both technological and non-technological innovation capabilities. Cheesbrough and Teece (2002), Pettigrew *et al.* (2000) and Ogbonna and Harris (2003) argue that a flexible organizational form promote the development of technological innovation capabilities correcting the weaknesses to innovate from traditional organizational forms. With regard to the case of e-commerce, as a flexible organizational form, and its relationship with innovation capabilities and performance very little research has been done. An exceptional research on this topic is developed by Fruhling and Siau (2007). These authors argue that innovation capabilities are aligned with the critical success factors on an e-commerce organizational form, they provide the necessary insight for management to gauge their current capabilities against the desired goals for optimal e-commerce implementation success and further plan for adjustments where weaknesses are identified. Fruhling and Siau (2007) develop a case study very illustrative on the importance of innovation capabilities for e-commerce to succeed and, thus, impacting positively on firm performance. One of the analyzed firms was not able to successfully launch the e-commerce project as a consequence; in fact, they dissolved that segment of the organization. On the other hand, the second organization analyzed successfully rolled out their new e-commerce application to their customers. This second organization seized the opportunities to innovate new products and services and did expand to using a portal and introduced other innovative financial products and services. They had a strong e-commerce strategy and will have an excellent chance to be very successful. The first firm, on the contrary, lacked the vision and ability to execute the plan and ultimately closed their business. To sum up, this case study showed that the organization that had a larger locus of innovation attributes appeared to thrive in the deployment of its e-commerce initiatives, achieving an improvement on organizational performance.

Therefore, we propose that the development of technological and non-technological innovation capabilities through the e-commerce organizational form can be an important source of competitive advantages that can lead to improved performance.

This is reflected in the following proposition:

Proposition 2a. The effect of the e-commerce organizational form on firm performance is mediated by the generation of technological innovation-based capabilities.

Proposition 2b. The effect of the e-commerce organizational form on firm performance is mediated by the generation of non-technological innovation-based capabilities.

E-commerce and logistics capabilities

Murillo (2001) argued that success in e-commerce requires the use of many complementary assets. Logistics assets play an important role in the relationship between the e-commerce organizational form and firm performance. Logistics capability is that part of a firm's resources which can be valuable, rare, inimitable and difficult to substitute (Barney, 1991).

Numerous studies have studied the link among logistics capability, competitive advantage and firm performance (Ellinger, Daugherty and Keller, 2000; Zhao, Droge and Stank, 2001). However, the relationship between e-commerce, logistic capabilities and organizational performance, although it has been highlighted in many studies as crucial, has not been widely investigated from an empirical perspective.

The logistic approach in e-commerce is different in comparison with traditional organizational forms. E-commerce receives smaller order size, daily order volumes, small parcel shipments and even same-day shipments are common (Cho, Ozment and Sink, 2008). Therefore, the importance of logistics capability can be a determining factor in the success of e-commerce. The complementarities between the e-commerce organizational form and logistics capability development can determine the creation of competitive advantages and, therefore, the achievement of economic rents.

In this sense, Cho *et al.* (2008) develop one of the few empirical papers that study the relationship among e-commerce, logistics capabilities and firm performance. This study demonstrates that the e-commerce organizational form have a higher likelihood of creating sustainable competitive advantage and improving firm performance if they have strong logistics capability. More specifically, these authors give empirical support to the following ideas: (1) there is a positive relationship between the strength of a firm's internal logistics capability and its performance when an e-commerce organizational form is adopted; (2) there is a positive relationship between a firm's outsourcing of logistics and its performance when an e-commerce organizational form is adopted; (3) the effect of logistics capability will be stronger for outsourcing firms than non-outsourcing firms. The model tested by Cho *et al.* (2008) is illustrated in Figure 1.

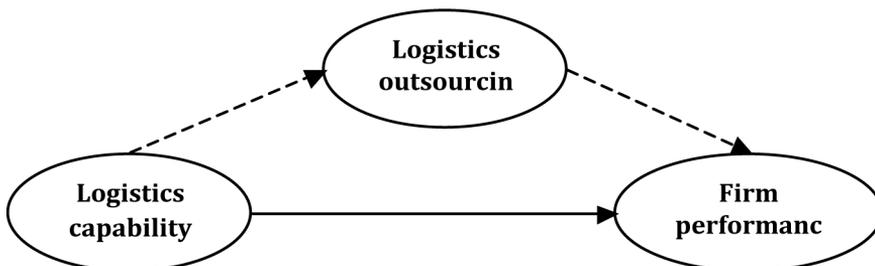


Figure 1. Theoretical model proposed by Cho *et al.* (2008)
Source: Adapted from Cho *et al.* (2008).

Considering the above argumentations, we posit the last proposition of this study as follows:

Proposition 3. The effect of the e-commerce organizational form on firm performance is mediated by the generation of logistics capabilities.

Next, Figure 2 summarizes the conceptual model developed in this paper, which argues that knowledge-based capabilities, technological and non-technological innovation capabilities and logistics capabilities crucially intervene in the relationship among the e-commerce organizational form and firm performance. Specifically, it is proposed that for e-commerce organizational form to succeed (improving firm performance) it is necessary that this organizational form favours the development of knowledge-, innovation- and logistics-based capabilities.

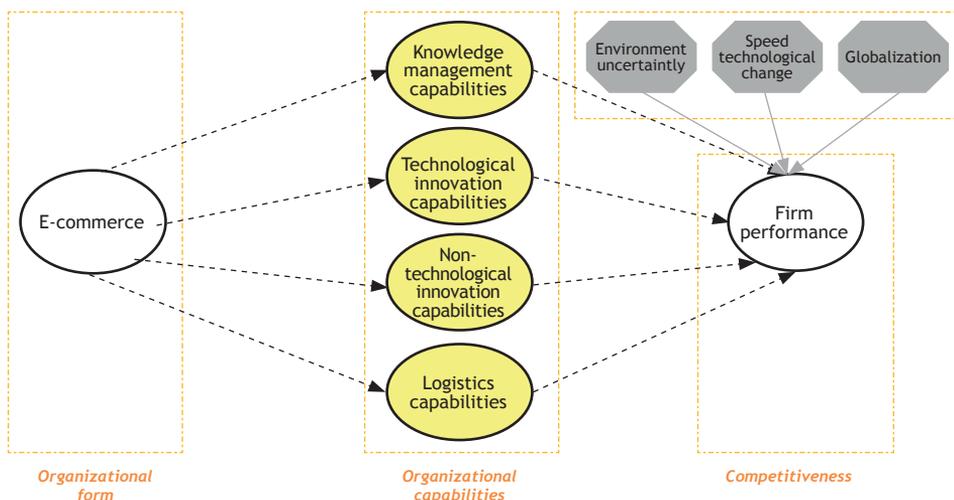


Figure 2. Proposed model: Organizational capabilities as mediators of the relationship between e-commerce and performance

CONCLUSIONS

This study examines the relationship among the e-commerce organizational form, organizational capabilities and firm performance. To that end, we have reviewed literature on e-commerce and have linked the CBV and organizational design literature with e-commerce concept to develop a theoretical model on e-commerce, organizational capabilities and performance.

Following CBV postulates, we argue that the mere fact of adopting an e-commerce organizational form does not impacts positively on firm performance *per se*. Specifically, we consider that the positive effect of adopting an e-commerce organizational form on firm performance depends on the ability of the firm to

use this organizational form to develop two dynamic capabilities: knowledge- and innovation-based capabilities and one functional organizational capability: logistics capabilities. We argue that only when the e-commerce is utilized to develop these capabilities a positive impact on firm performance will take place.

The practical implications for managers are as follows: management teams should be aware that competitive success lies to a greater extent in the firm's ability to adapt to changes in demand and in consumer tastes. One way to meet this competitive requirement is through e-commerce organizational design. However, managers should bear in mind that the mere fact of adopting a flexible organizational form such as e-commerce will not guarantee improvements in firm performance. This does not mean that they should neglect this system, however, if e-commerce is to help improve company performance, managers should use this organizational design to generate organizational capabilities based on knowledge, innovation and also on logistics, since these are the capabilities that can create competitive advantages. However, this study calls for caution against the defence of e-commerce as universally efficient solution, and argues that its productivity is linked to the introduction of knowledge-, innovation- and logistics-based capabilities.

This study has some limitations derived from its theoretical nature. We cannot confirm and generalize our arguments without testing the propositions through an empirical study. A deeper analysis is therefore required in order to prove whether the development of dynamic and functional capabilities act as mediators variables in the relationship between the e-commerce and firm performance. Furthermore, future studies should study the role of other organizational capabilities in the context of e-commerce. For example, learning capabilities an absorptive capabilities or the radical and incremental innovation capabilities can play an important role in the between the e-commerce and firm performance.

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PAY PER CLICK AND DO WHAT YOU WANT

Pay per click vs. natural listing systems

Jose María Corbí

Gedestic Professorship.

CEO of 130Caracteres.com

INTRODUCTION

SPAIN RANKS TWENTY-FIFTH in the Global Digital Economy¹, behind countries such as Malta and Bermuda and ahead of others like Italy and Portugal, to name some of the most striking examples. These rankings are always incomplete, as the case of the United Kingdom demonstrates, which ranks thirteenth when really it should be the first or second digital economy overall in the world. The countries at the top of the list are Sweden, Denmark and the United States.

Connectivity and infrastructures combined with other more subjective factors, such as the cultural and social or economic environments, mean these rankings can only give a rough idea of where the world is in this matter and perhaps serve as a guide for steps that could be taken to produce some truly useful data. A good example of this is the Global Online Population, which was estimated at 1,324 million in December 2010, a year-on-year growth of 8%².

Meanwhile, and even more interesting, is that the number of searches performed in search engines during the same 2009-2010 period increased by a massive 46%. This marked difference reveals the importance of search engines in the day-to-day life of the online world.

And, as usual the financial world broadly reflects reality, with business people throughout the world responding by claiming they will increase their investments in Internet, Social Media and Mobile Internet advertising in the coming years³.

But in my opinion there is one statistic that stands out above all the rest and paves the way for a future harmonious synergy of traditional and digital marketing, and it is that more than 78% of business owners already declare that “digital marketing is important for their own personal success”.

¹ The Economist, April 2011, Digital Economy Rankings.

² comScore, February 2011.

³ The BCG Future of Marketing and Advertising Study, 2010.

When an advance transcends the barrier of personal use, its importance ceases to be a possibility and becomes a reality, and this is what has already happened if the few indicators reported above are applied to search engine marketing, where more than 2.9 million searches are made every minute.

SEARCH ENGINES ARE MARKETS

BECAUSE REALLY, WHAT ARE SEARCH ENGINES? WHAT IS GOOGLE, with a search quota of 97% in Spain⁴, but a point where supply and demand meet? Search engines are markets with characteristics that make them very important factors for businesses to consider.

In Spain, where internet penetration is around 57% of the population⁵, [copy image page 156], more than 85% of internet users declare that they have made at least one purchase via the internet. This has generated a market with an estimated value of some twenty-five billion Euros⁶;

Global eCommerce Forecast (Excluding Travel)

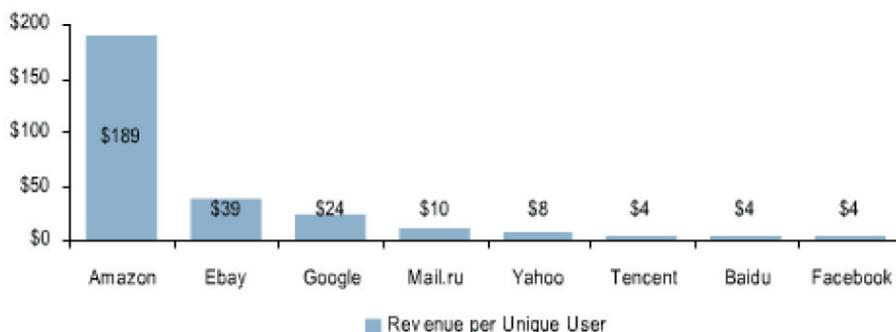
\$ in millions

| Global eCommerce Forecast | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010E | 2011E | 2012E | 2013E | '10-'13 CAGR |
|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| US | 73,558 | 92,475 | 114,445 | 137,344 | 141,890 | 144,124 | 165,791 | 187,693 | 212,253 | 235,289 | 12.4% |
| Europe | 52,430 | 72,690 | 98,193 | 134,387 | 175,305 | 188,446 | 195,174 | 210,876 | 246,651 | 283,014 | 13.2% |
| Asia | 24,274 | 32,450 | 41,911 | 54,569 | 76,783 | 107,078 | 155,718 | 208,953 | 268,560 | 323,065 | 27.5% |
| ROW | 9,440 | 13,216 | 18,502 | 25,903 | 34,970 | 41,963 | 55,811 | 73,113 | 95,047 | 121,660 | 29.7% |
| Total | 159,702 | 210,831 | 273,052 | 352,204 | 428,948 | 481,612 | 572,494 | 680,635 | 820,511 | 963,028 | 19.4% |
| Y/Y Growth | | 32.0% | 29.5% | 29.0% | 21.8% | 12.3% | 18.9% | 18.9% | 20.6% | 17.4% | |

Source: Department of Commerce, Internet WorldStats, UK eStats, Forrester Research, IDC, Iresearch, Korea National Statistics Office, Japanese Statistics Bureau, eMarketer, PhuCusWright, TIA.org, Jupiter, company reports, J.P. Morgan estimates.

Likewise, one can see the revenue per unique user for different Internet properties⁷:

Globally, Google Generates 8x More Revenue per User than Facebook



⁴ The Economist, April 2011, Digital Economy Rankings.

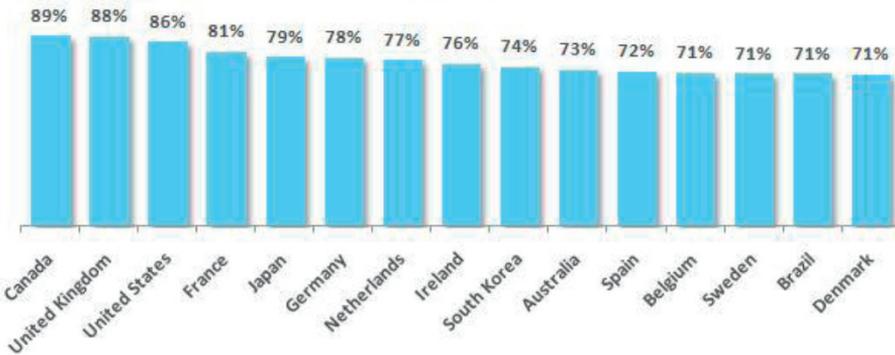
⁵ Internetworldstats.com; Nielsen Analysis.

⁶ Department of Commerce, Internet Worldstats, UK eStats, JP Morgan Estimates, and others.

⁷ J.P. Morgan, via Gazhoo, January 2011.

It is striking that the revenue per unique user is 6 times greater in Google than in Facebook, confirming that search engines are still bigger generators of business than social media.

With regards to the definition of search engines as markets, one can also see the penetration of online retail sales in different economies⁸:



Internationally, as the eCommerce forecast above shows, the value of the markets penetrated by the searches is still much higher, already surpassing the threshold of a billion dollars in 2011. The importance of the “search” is therefore clearly much higher than some people through ignorance, and others through laziness want to give it credit for, and the fact is that a good listing in the search engines secures a point of entry for customers that in many cases will be crucial to a business’ survival.

CAN ONE TRUST IN NATURAL LISTING AS A TOOL FOR EXPLOITING THESE MARKETS?

TWO TYPES OF PRESENCE CAN BE OBTAINED in most search engines: one is determined by the search engine results, using its own algorithm that establishes the order of the same: this is the so-called organic presence or natural listing (in Spain the term SEO is in popular use to refer to this section of the search results page); and the second presence is determined by paid advertising programmes. These are called paid searches and are normally programmes with a pay per click-based cost model, although most also accept the traditional cost per impression model.

The great difference between one form of presence and another, beyond their methods of financing, is the control that can be obtained over the search results. With natural listing, an organisation’s entire search result visibility depends on unknown formulae and secret mathematical algorithms that are

⁸ comScore, October 2010.

repeatedly changing to adapt to the uses and solutions that the online community demands; and every time one of these formulae or algorithms changes, a website owner must make the corresponding adjustments in order to take advantage of them and obtain the best possible ranking. The website owner makes these adjustments using literature that has been accumulating over time (search engines are not so new anymore), including an inestimable contribution from the different tests and good decisions that the whole community, through the wisdom of the masses that is possible today, shares in the different specialist websites available to internet users.

Therefore, it is even more relevant today than ever to ask whether an organisation's presence should, in a market of the size and characteristics mentioned above, be allowed to depend only on an unknown and changing mathematical algorithm.

NATURAL LISTING, A SYSTEM FULL OF LIMITATIONS

AN ESTIMATED 22 BILLION PLUS PAGES EXIST, indexed by the search engines⁹, not counting those beyond the scope of the latter. This clearly implies that online natural listing is a challenge of more than considerable dimensions.

Natural listing depends on secret and constantly changing algorithms, and therefore obtaining visibility for competitive terms in high demand in a search engine results page will certainly require assistance from competent specialists, constant monitoring and the capacity to respond to the changes and circumstances. All these factors point to one of the most serious drawbacks of this type of ranking: lack of control.

It is practically impossible to predict and guarantee positions and therefore SEO visit volumes, given the changes that might be made in the future to any of the search engine algorithms.

What's more, with so much competition in almost all sectors today, it may become very difficult to obtain a high ranking in for the really valuable words. Below I will look at the main objective limitations that natural listing presents, according to some of the most recent literature¹⁰:

1. WEBSITE AGE continues to be one of the most important factors today. A website that has been updated several times over many years logically has a value in itself, as there are certainly people behind it who for some reason keep it going. This value is definitely considered by the search engines, and especially Google, as a sign of quality in a website. This is clearly a limitation, because this factor is fixed and it is totally out of one's control to alter it.

⁹ www.worldwidewebsize.com The Indexed Web contains at least 22.61 billion pages (Monday, 27 June, 2011).

¹⁰ The periodic table of SEO Ranking Factors by Search Engine Land.

2. **THE PAGE RANK, BEYOND ITS DEFINITION**, which is not pertinent to discuss in this chapter (it is bound to have been defined in some other place, in a book on internet ranking) and constitutes a web popularity indicator, is another sign that Google uses to classify website positioning. Few businesses can gain hundreds of links (Google calls them votes) in a short time to increase their popularity and therefore ranking. Therefore this is another limitation that one can do little to change in the short-term. For B2B and very specialised companies, this limitation is further accentuated and even more difficult to overcome if the current Web 2.0 spirit has still not permeated the country's culture.
3. **THE FAMOUS SAND-CLOCK OF GOOGLE'S ROBOTS**. Not knowing how often the search engine robots index is yet another limitation for businesses that need to use their website as a strategic element of their business strategy. And what business can do without its website nowadays? Can a company entering the market have its whole business strategy depend on whether Google indexes it, if it does not know when this will happen? This is indeed another major limitation, together with the uncertainty that there is no guarantee that the indexing, when it happens, will reach the entire content of the website. And even when all the content is indexed, which can be achieved today using certain programmes¹¹, this does not mean that all the content will be listed.
4. **THE INTERNATIONALISATION THAT MANY BUSINESSES** require these days is also an important limitation for natural listing strategies. Most algorithm factors prompt localised results. The more intense the company's internationalisation, the more intense must be the resources employed for their international ranking. This, combined with the high degree of uncertainty in natural listing, makes this option practically useless for companies that need to go beyond their national frontiers to increase their sales figures.
5. **RANKING LIMITED TO THE SEARCH RESULTS PAGE** of Google or any another search engine. Internet users spend most of their internet hours browsing through an enormous variety of websites and in fact only a small percentage of their time (between 5 and 8 per cent¹²) is spent in the search results pages of search engines. Although a presence on the search results page is of indisputable hegemonic importance compared to a presence in other types of websites, which is so influenced by factors beyond one's control, it cannot serve as the basis for the sort of sound internet business strategy that any kind of company truly needs.
6. **A SECRET UNPUBLISHED FORMULA** can never ultimately serve as the basis for any online sales strategy. Of all the limitations, this is the most patent and clear. How can the revenue of a company that needs a stable

¹¹ Google webmasters tools is the most suitable.

¹² Google internet statistics.

and calculable cash flow depend on a secret formula? As I write these words, I realise that this limitation alone would be sufficient grounds for endorsing any other advertising method that guarantees a controlled and controllable presence in the online environment.

7. CONSTANT INNOVATIONS BY GOOGLE. It seems they are minimising the impact of natural listing in the search results page more each day. The most notable examples are:
 - UNIVERSAL SEARCH¹³. THIS INCORPORATES different segments of information in the search results page, beyond the information contained in the websites themselves. Thus, with Universal Search the search results page is populated with video, images, news, books and other similar results. This represents another limitation because it means there is less space for the natural results, which are even practically non-existent for some searches.
 - INSTANT SEARCH: 0.09 SECONDS WAS NOT ENOUGH, Google had to exceed itself and provide search results even before a user finishes entering the search terms. In other words, Instant Search anticipates search results while the user is still writing out their search in the search box. Why is this another limitation? Instant Search is georeferenced and therefore very oriented towards local searches. When Google locates the user's IP address, it immediately launches search results and search options within their geographical area. The natural search results are thus effectively reduced, on many occasions, to their minimum expression.
 - REAL TIME SEARCH¹⁴. To the fantastic advantages of the *universal*, and *instant* searches, Google had to add the cries of the newspaper street vendor, "Latest news, Latest news..." because this is effectively what "Real Time Search" is: a type of result whose fundamental characteristic is freshness, immediacy and maximum novelty, pretty much the "online exclusive". And of course, how many businesses produce this type of result? How many businesses can compete in the world of the "real time search"? No doubt, the new social networks can help with this type of ranking, but I can affirm with the same confidence that for most businesses this new search result method poses another major limitation for their natural listing.

¹³ Further information at: <http://www.davechaffey.com/E-marketing-Glossary/Google-Universal-search-in-SEO.htm> ; <http://www.davechaffey.com/search?SearchableText=Google+Universal+search+in+SEO>

¹⁴ <http://googleblog.blogspot.com/2009/12/relevance-meets-real-time-web.html> Real time searches can be performed here: <http://www.google.com/realtime>

- BLOCKING¹⁵. WITH MORE THAN 130,000 USERS and almost 3,000 installations a week, this application for Google's Chrome browser allows users to delete the results they don't like from the search results page. It is the negative version of the + 1. Marisa Mayer, one of Google's senior managers in the Search Engine's natural results division, has stated that these blocks will affect a website's natural listing and the search algorithm will take them into account. Is there any greater limitation than that of users being able to stop businesses appearing in their natural search results, even, or perhaps especially, those appearing in the highest positions, as these are no doubt the ones that will be purged first?
- There are other limitations, but of course they cannot all be included in an article like this. I have highlighted the ones that are most indicative at the moment of the extreme lack of control companies have over natural search engine listings.

Google doesn't joke, and in one of its most illustrative posts concerning natural listing in recent months "More guidance on building high quality sites"¹⁶, published in response to the great concern that one of the algorithm updates (the so-called Panda) was causing, it declares: "Panda is only one of five hundred improvements we plan to incorporate into the algorithm this year". Five hundred improvements! Who can keep up with all these changes and what company can base its strategy on a secret formula that does not stop changing?

8. A CONSEQUENCE OF MANAGING TO BE IN THE Search Engine's first search results page is that this may also ultimately become a limitation, as paradoxical as that may seem. Because, as well as celebrating such an achievement with one of those famous festive movements described by Mr. Avinash Kaushik¹⁷, what should someone do if their company makes it onto the first page of Google's search results? Go and tell the company's CEO straight away?

The response, as I was taught during my time at the IESE¹⁸, must consist of the famous "depend", because whether or not we are going to tell the CEO depends on the position reached in the first search results page and which page of the site was listed there. It will also depend on the business sector, because a very commercially-active sector may have a problem, as I will explain below.

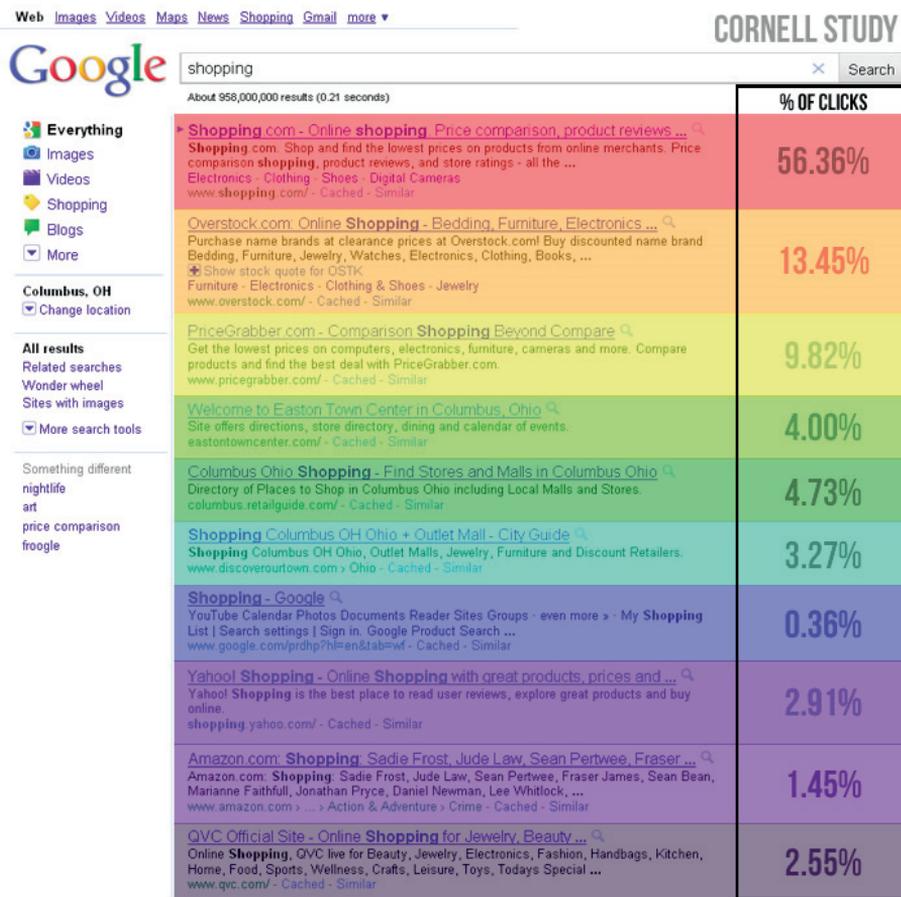
9. PERCENTAGE OF CLICKS ON THE FIRST SEARCH RESULTS PAGE of the search engines:

¹⁵ <https://chrome.google.com/webstore/detail/nolijncfnkgaikbjbdaogikmpmbdcdef?hl=es>

¹⁶ <http://googlewebmastercentral.blogspot.com/2011/05/more-guidance-on-building-high-quality.html>

¹⁷ Web Analytics 2.0: The art of online accountability and science

¹⁸ Instituto de Estudios Superiores de la Empresa: www.iese.edu



As we can see, this is a Cornell University study, and that is exactly how we must view it. Remember that marketing is not an exact science and digital marketing is no different in this sense, despite the many measurements available in that area. Even so, this approximate study coincides greatly with other similar studies¹⁹, thus giving it some credence.

The first conclusion we can draw is that there is no life beyond the first search results page. We can also conclude the following:

- The winner takes all: this is a constant consequence of the network economy we currently live in and therefore at times it is justifiable to invest large amounts of money to reach or guarantee oneself the top position, because there is a great difference between coming first and second.

¹⁹ Brandsotech Study, y 2006 AOL Leaked Data.

- The “curse of mediocrity” continues to arise in the theory of communication as elsewhere, where the initial and final messages are almost all that are remembered, whilst everything in between ends up being forgotten almost straightaway. Thus, we can see that the final positions receive more traffic than the middle ones.
- Anything after position number three means that the natural listing for that search term is going to produce very little traffic visiting the website.

When massive numbers of searches are made, these numbers are even more relevant. In more residual or specific sectors the problem is lessened, but it continues to be fairly certain that, beyond the first page, one is going to reap little profit from a .

10. THE INFLUENCE OF THE CONCEPT OF THE “LONG TAIL” in natural listing also dispels the myth that “being [naturally] well-ranked is sufficient” since, if we apply the percentage of clicks to the searches that the long tail represents, we will see that very few terms can, by themselves, secure the survival of a website in terms of visits.
11. REFLECTION OF REALITY AND MARKET SHARE. THE SEARCH ENGINE needs to reflect reality and, if this is not the case, it is not a good search engine. I almost always tell my clients that Google needs them as much as they need Google, and although this claim is a little exaggerated when referring to an individual, that is not at all the case when referring to the whole. If Google was not capable of indexing the different market operators it would be a failure. Google needs to be the most faithful possible reflection of reality and this of course includes economic reality that also incorporates the reality of the “market share”. What I try to convey is that one of the main limits encountered by natural listing is reality. Hence, the domain name has less and less weight in the search engine every day whilst brand relevance has more. To avoid market absurdities, Google must behave every day more as a search engine driven by relevance as it is in reality, and less so as a search engine driven only by textual relevance and internet popularity, given that both elements are easily manipulable and may lead, as has happened for years and continues to happen, to opportunist companies achieving positions that, in many cases, end up giving the user the impression that search engines are still fairly unreliable entities. Domains consisting of keywords occupying the first positions, whilst ignoring the leading companies of the affected sectors, creates an odd effect on the users and, in my opinion, weakens the search market.
12. END OF THE MESSAGE: NATURAL LISTING often entails the end of the capacity to communicate from the listed website. Given that the title, descriptions, texts and links (I refer to the internal ones here) are key items in the natural onpage ranking, will we modify them once we

have obtained a leading position in a phrase or term that is key to our company? The answer, with no shadow of a doubt, is no, thus drastically reducing in many cases the capacity to communicate, which is a fundamental element of every business strategy once a good natural listing is obtained: and without a message, without communication, no business strategy can operate.

13. CONCLUSIONS: CAN BUSINESSES REALLY move forward in this scenario? Can an aggressive internet strategy rely solely on natural listing? The answer is provided by the hundreds of thousands and millions of companies that, like AMAZON, BMW, DISNEY or GEDESCO (the company sponsoring this GEDESTIC professorship) and so many others with an excellent natural listing, are intensive users of the pay per click systems existing in the market, investing millions of Euros in them a year.

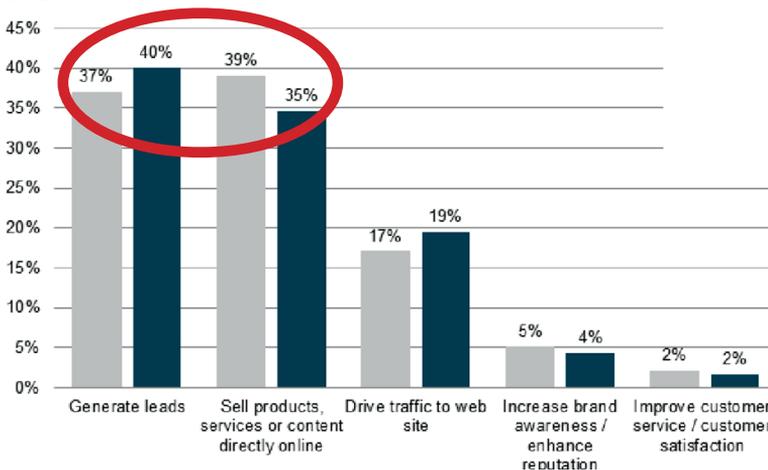
Any company, no matter how high its ranking, or how well-known its products or services are, and for many of the reasons explained earlier in this chapter and others, would be mistaken to believe they can have a complete internet sales strategy without using the pay per click positioning services.

PAY PER CLICK LISTING, A SYSTEM FULL OF POSSIBILITIES.

COMPANIES INVEST IN PPC TO WIN CUSTOMERS²⁰, as can be seen in the following diagram:

Companies

Figure 14: What is the most important objective your company is trying to achieve through paid search?



²⁰ Internet Marketing Compendium, by e-consultancy.com

And what goal could be more important from a commercial point of view than attracting customers? Below, we will look at the excellent benefits of the pay per click system.

1. FOR EACH SEO LIMITATION, THERE IS A PPC SOLUTION. Let's look at the most interesting ones²¹:

- LONG TAIL. WITH PAY PER CLICK SYSTEMS there is no limit to the searches or keywords in which a company can list itself. Presence in the whole purchasing cycle is no longer a chimera, an objective impossible to attain, as is the case in SEO. All companies can be present in their purchasing cycle, in its long search tail, or only in that part which most interests them, depending on their strategy or budget.

One of the priorities of a complete digital marketing strategy today is without doubt the "pursuit" of the customer along the whole purchasing route, cycle or tunnel. And this is perfectly possible with PPC.

- IMMEDIATE MULTI-COUNTRY POSITIONING. With more than two million people connected to the Internet worldwide and 60% of the online population using languages other than English²², would a business take advantage of this opportunity by using an uncontrollable, insecure system, exposed to numerous changes based on an unpublished formula? I think not. The pay per click systems are clearly the most suitable systems for an immediate multi-country positioning and the only ones that make it possible in a profitable way. Acquiring a presence in new countries without investing in fixed material assets was impossible before pay per click systems existed and now it is a reality that is obvious to all but internet sceptics or the digitally-illiterate. It is not strange that, given the current state of affairs, in which more than one third of European Union citizens openly declare their desire to buy online products from another member state²³, companies are increasing their investment in pay per click advertising programmes and budgets at a rate of over 15% a year²⁴.

Google has created interesting tools for exporters, and I will mention some of the most significant ones below:

- Export tool²⁵.
- Translator toolkit²⁶.

²¹ Please bear in mind the brevity imposed on the author in a chapter like this, which forces me to treat each question only superficially.

²² Internetworldstats.com, June 2010.

²³ European Interactive Advertising Association.

²⁴ Google Inc.

²⁵ www.google.com/landing/exporttool

²⁶ www.translate.google.com/toolkit

- Geographical targeting in Adwords²⁷.

- INSTANT LOCAL RANKING. Another major internet trend is management of users in local areas, where, paradoxically, the search engines have so many utilities for the users. As I pointed out earlier, once the search engine has managed to determine the user's IP address, the search engine's natural results for local searches are strongly influenced by geographic location. The results produced often render the natural results practically invisible, an effect that is also due to the universal search concept.

If there is an area in which the recovery of investment is crucial, it is the local environment, where local businesses are usually owned by small companies whose investment must be recouped from the first day in order to continue, and this is exactly what they will achieve by using the pay per click systems: immediacy and visibility for their business, accompanied by absolute control. And fortunately for the businesses, this couldn't be further removed from the SEO philosophy, which is simply unfeasible in many cases as a solution for local businesses, as the generalised global discontent with Google Places (Google's local business directory) testifies.

- RANKING WITH HOURLY PROGRAMMING to obtain the maximum effectiveness of online campaigns. It can be adapted to the highest exponent of the advertiser's needs.

This is one of my favourite functions of the pay per click systems since, besides the very clear ability to adapt to the advertiser's needs, budgets can also be controlled according to capacities, so that all budgets can have a presence in the search engine, which in turn offers all entrepreneurs an opportunity to launch their business. The clearest example is that of someone who becomes an entrepreneur when they get home after a day working for someone else. They turn on their ad time schedule, which allows them to advertise their initiative only when they are available to attend to it one hundred per cent (a vital factor for the launch of any business). Hence, with a little time, a small budget and a telephone they can start up a business, using advertising that is completely adapted to the needs of each advertiser via this pay per click function.

²⁷ www.google.com/adwords

Programación de anuncios
✕

Edite los días y las horas a continuación. Cuando esté satisfecho con los ajustes de programación, haga clic en "Guardar". Para aumentar o reducir las ofertas de determinados períodos, cambie al modo de ajuste de la oferta (puede volver al modo anterior cuando lo desee).

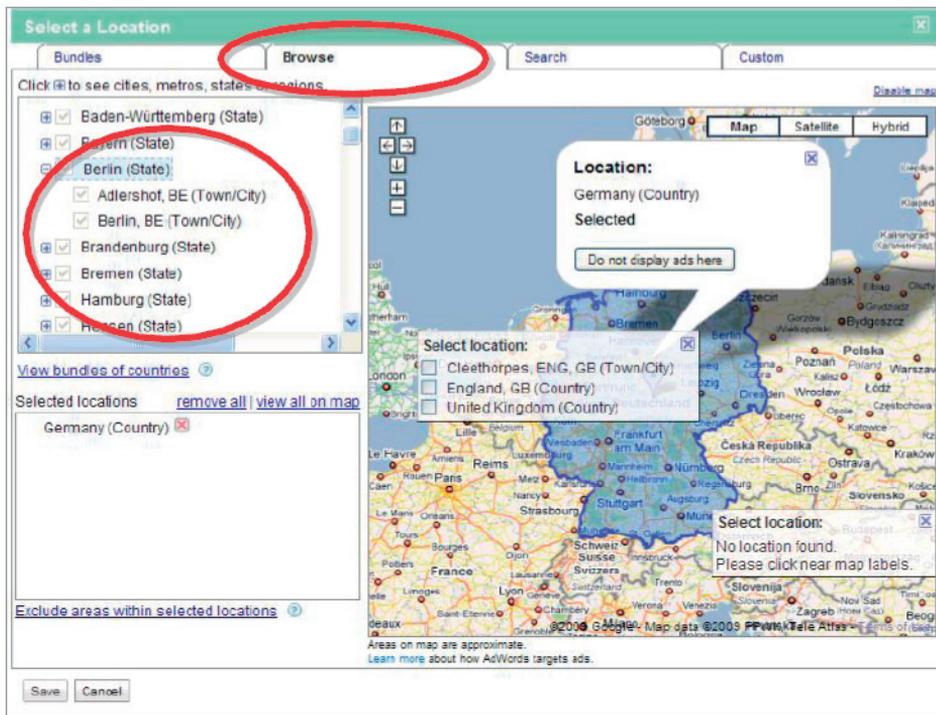
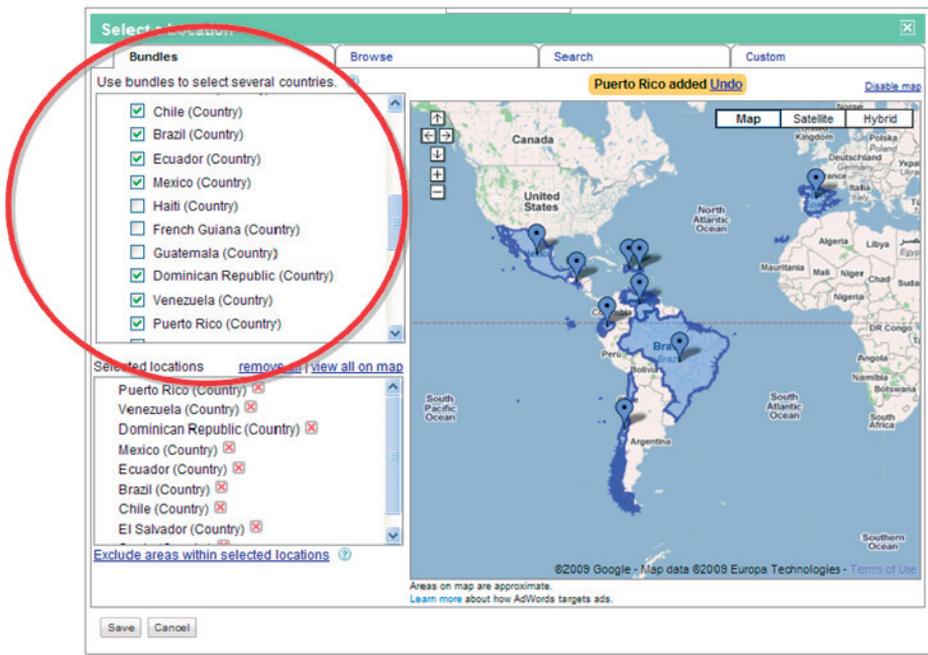
Restablecer a todos los días y horas
Modo: **Básico** | [Ajuste de la oferta](#) ?
Modo horario: **12 horas** | 24 horas

| Día | Período de tiempo | Medianoche | 4:00 a.m. | 8:00 a.m. | Mediodía | 4:00 p.m. | 8:00 p.m. |
|-----------|------------------------------|------------|-----------|-----------|----------|-----------|-----------|
| Lunes | 09:00 a.m. - 11:00 p.m. | ☒☒☒☒ | ☒☒☒☒ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ |
| Martes | 09:00 a.m. - 11:00 p.m. | ☒☒☒☒ | ☒☒☒☒ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ |
| Miércoles | 09:00 a.m. - 11:00 p.m. | ☒☒☒☒ | ☒☒☒☒ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ |
| Jueves | 09:00 a.m. - 11:00 p.m. | ☒☒☒☒ | ☒☒☒☒ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ |
| Viernes | 09:00 a.m. - 11:00 p.m. | ☒☒☒☒ | ☒☒☒☒ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ |
| Sábado | 09:00 a.m. - 11:00 p.m. | ☒☒☒☒ | ☒☒☒☒ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ | ☑☑☑☑ |
| Domingo | Detenida durante todo el día | ☒☒☒☒ | ☒☒☒☒ | ☒☒☒☒ | ☒☒☒☒ | ☒☒☒☒ | ☒☒☒☒ |

Europe/Madrid

Guardar
Cancelar

- **RANKING THROUGH SEGMENTATION BY INTERESTS.** Since current customer segmentation has become so complex, and it is becoming more complicated and unreal (which is the true danger) every day to obtain customer profiles that can help organisations target their advertising, Google, in its effort to push contextual advertising one step further, has launched the capacity for advertisers to target their pay per click campaigns not only by keyword or website, but also by interests. This fantastically rounds off the possibilities for segmenting an advertising campaign, with the result that very few potential customers,escape its impact.
- **IMMEDIATE GEOREFERENCED LISTING** is another of the major advantages compared to SEO. In a world where mobile technologies allow us to locate our customers very accurately on a map, it is logical for a company to take advantage of this possibility to connect with them. And the pay per click systems give them the capacity to instantly take advantage of the possibilities of a mobile and georef-erenced world without having to rely on anything but their profes-sional use of the system.



- ENTRANCE DOOR DECIDED BY THE WEBSITE OWNER, and not by a changing algorithm. Another of the great advantages of the pay per click systems is that they allow website owners to decide where the user's journey into their website begins, giving them the capacity to come up with much more persuasive designs in order to attain their objectives.

Many companies would be surprised to see that, thanks to natural listing, their home page or product presentation page is not the one most used to enter their site, and that many of their visitors enter via pages that have not been designed to welcome them. This generates a lot of rebounds and a very low conversion rate of visitors into customers.

All these disadvantages are dispelled by pay per click positioning, in which the destination page can be chosen with the highest granularity imaginable, and the website owner can choose, even for every search, which destination page of the website will be targeted at each visitor.

- IMMEDIATE WEB VISIBILITY. When using the pay per click systems, the website owner's clock is the only one that counts, thus avoiding practical jokes like those referring to the famous search engine "sand-clock".

It is simply unthinkable that a serious company, whose internet strategy is important for achieving its business purpose, does not have its internet presence time-controlled.

The pay per click systems allow a website created only 15 minutes earlier to acquire visibility on the internet for its most relevant searches. In the instant economy, the economy of the now, any other scenario seems unacceptable..

Besides immediate visibility, but no less important, is that all the changes and improvements made in a company's pay per click campaign are also instantly translated into action in the search engines, with the very strong repercussion this has on any system of "continuous improvement" that a company follows.

- PAY PER CLICK IS FREEDOM AND CONTROL OF THE MESSAGE, a commercial message constantly adapted to the company's needs in real-time.

As I pointed out above, one of the greatest SEO limitations was the poor validity of natural listing as regards the capacity to communicate. This lack of validity on many occasions, and I would go so far as to say whenever promotions and offers are concerned, converts into total incapacity.

With the pay per click systems, on the other hand, a communication strategy completely adapted to each of the company's sales phases is possible, whether these are related to the purchasing cycle of each customer, seasonal variations, the needs of the sales department or even the company's stock controls (e.g.: if it has run out of stock of a product it can stop advertising it; if it has a lot of stock of another product, it will advertise it more strongly).

- PAY PER CLICK IS UBIQUITY, and perhaps it would be good for us to remember this word, as it is going to become, or is currently in the very process of becoming, the latest digital marketing trend. With the payment systems integrated in telephones, the digital world is conquering the physical world, and businesses can no longer limit themselves, as with natural listing, to revealing their presence only in the search results page of search engines. Companies need to have a "total presence", and this can only be obtained with the pay per click systems that manage to penetrate the whole web and, with the help of mobile phones and georeferencing, enter the physical area of the companies.

With the added capacity of the "remarketing"²⁸ systems, pay per click appears even more virulent.

- PAY PER CLICK MEANS MULTIPLICITY OF FORMATS and not only text results. We will demonstrate this with images:



Versus:

Skyscraper horizontal (728 x 90)



²⁸ <http://www.chango.com/searchretargeting>



Pamplona

inigosan 30 videos Suscribirse



Skyscraper horizontal para móviles (300 x 50)



The pay per click formats are much more varied, with many more creative possibilities, and can be extended to all possible media, contexts and platforms.

- PAY PER CLICK MEANS IMMEDIATE MULTI-DEVICE LISTING that is completely controlled. This is an Adwords menu screen that says it all:

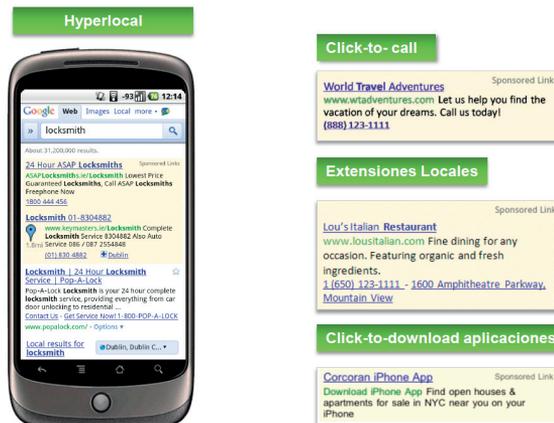
Redes y dispositivos



Laptop or desktop, Android or Palm webOS, Telefónica or Vodafone? Once again, pay per click reveals its superb advantages.

Mobile devices have evolved rapidly in recent years and it is forecast that in 2013 there will be more mobile internet users than computer internet users.²⁹ The exponential growth of searches from mobile devices along with the complementarity of the traffic from both these and computers, as well as the georeferencing capacities, call for a controlled presence in all these devices, a presence that can only be achieved with the pay per click systems.

Ejemplos de formatos para búsqueda



²⁹ Morgan Stanley.

Multi-device listing also means that the result of the click may vary, which, as can be seen in the image, can permit the following variations:

- Click to the destination website.
- Click to call.
- Click for local extensions (a map opens in which the advertiser is listed with the possibility of establishing a destination route in the browser).
- Click to download applications.

These possibilities leave natural listing so far behind that I need make no further comment.

PAY PER CLICK, AN OUTSTANDING SYSTEM OVERALL

And this is due to the following characteristics, which I will explain very briefly to close the chapter:

- FOR ALL COMPANIES, without barriers to entry, and from €1 a day.
- SHOWING THE ADS AT THE BEST MOMENT, just when the interest is so huge that it is being actively sought (and in the website by means of contextual targeting, by specific website or through marketing by interests, this means control, control, control!).

If there is something really difficult in the business world, to the extent that such a horrific term as “cold calling” exists, it is finding an interested customer. With pay per click advertising, this work is carried out automatically and massively, as it is only when someone shows interest in the relevant products or services that highly-targeted advertising is shown.

- PAY PER ACTION, NOT PER VIEW, one of the tremendous advantages of pay per click listing is that the payment is only incurred when an action by the potential client is obtained, unlike traditional advertising, which is paid only and exclusively, not even per view, but by inclusion or presence (an ad can be in a newspaper and nobody sees it, yet the advertiser still has to pay). In the world of the search engines, in pay per click, this action may be a click, a phone call or even a purchase, or the download of an application. The difference is enormous.

And, to make the system fairer, Google now allows a “preview” of the ads at no cost to the advertiser.

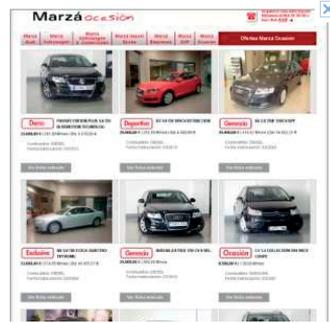
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[www.marzaconcesionario.com](#)
La mejor selección de Oportunidades con Garantía y Financiación líder

Tip: [Search for English results only](#). You can specify your search language in [Preferences](#)

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[www.madrid.mercedes-benz.es/...mercedes.../offers_uc.html](#) - Cached
Comercial Mercedes-Benz dispone de una página web exclusiva para Turismos de Ocasión, en la cual podrá consultar todo nuestro stock. ...

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¿No se adecuía nuestra oferta del mes a lo que está buscando? No se preocupe. ...

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[www.mercedes-benz.es/content/spain/mpc/.../campaigns.html](#) - Cached



- **PAY PER CLICK IS TRUE ADVERTISING.** At least, “pay per click” according to Google’s Adwords concept is the best attempt in the history of advertising to obtain true advertising. The introduction of relevance as a factor for the success of advertising campaigns in Google Adwords constitutes a giant step forward in this search for true advertising that is so desired and so deserved by humankind. In all the pay per click systems that are following in the wake of Adwords, which was the precursor of and the first system to introduce this parameter, those who pay the least are those most relevant to the users.

AS A CLEAR CONCLUSION TO THIS ARTICLE, there is no doubt as to the need for pay per click programmes in the online commercial world, (if the distinction between online vs. offline can perhaps be made), and their complementarity with SEO strategies. As an example and paradigm of an advertising tool that allows businesses maximum control of its administration, I conclude the chapter with the paradigm adopted for the title of the same, which is to say, **PAY PER CLICK AND DO WHAT YOU WANT.**

ON HOW TO MEASURE WEBSITE EFFECTIVENESS FOR SMALL- AND MEDIUM-SIZED HOTELS

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Abstract

The interactivity of the Internet allows different marketing strategies, offering some advantages for small enterprises over the mass media. In the typical mass media marketing, brand recognition and brand building is the main objective. For small enterprises, due to the cost of this kind of marketing, advertising campaigns are likely to be restricted, at best, local media. However, on the Internet, although consumers may not initially know anything about a specific brand, they can actively search for information, find products offered by companies all over the world and find out about the quality of the products. Being well positioned among the Internet search results of potential clients can be as important a choice criterion for the customer as brand recognition. In this work, we study this aspect of online visibility, alongside with the web design, analysing the different search strategies of Internet users and proposing a method to measure website effectiveness for small and medium-sized hotels.

The measurement of website effectiveness is still at an exploratory stage, and there is not yet a standardised scale widely accepted by researchers. Current online visibility measurement methods are based on measuring the number of links from other websites, listings in online directories, and online search visibility. However, these methods are more focused on brand visibility, and average customer search preferences are not taken into account. The method proposed in this study is based on the Internet search results of a potential customer sample, taking into account the information sought and the habits of the average customer. The method was tested measuring the online visibility of a sample of small and medium-sized hotels. The conclusions extracted from this test are that the difficulties found in an objective procedure for imitating an actual customer's search behaviour can be overcome by the evaluation of online visibility by real customers. The limitation of this method is that the potential customer sample must be large enough and representative enough of the market to assure the validity of the measurement.

INTRODUCTION

E-commerce has extended the traditional channels used for providing goods and services to a market that has become global. According to Kuttner (1993), “the Internet is a nearly perfect market because information is instantaneous and buyers can compare the offerings of sellers worldwide”. This statement implies that competition is greater on the Internet and only organisations with a deep understanding of customer habits and behaviour in online environments will be able to benefit from this opportunity. However, it must be said that the depth of changes in all industries and sectors because of business-to-consumer e-commerce has not been as fast or as extensive as was predicted in the early nineties. The type of product or service can severely limit their marketing through the network, depending on whether the online purchase produces an increase in distribution costs, a loss of guarantees or a lack of evaluation criteria for the product selection. Besides, the disintermediation-reintermediation cycle on the Internet has appeared strongly in different industries due to the overwhelming amount of online information, a lack of advice and selection of products by relatively unbiased intermediaries and a lack of guarantees product quality. New online intermediaries are concentrating offers and products and selling their selection expertise. This makes Internet marketing a complex problem. Marketing strategies in the virtual realm need a thorough review, as the peculiarities of the Internet demands new approaches and competences. For instance, McCarthy’s classical marketing mix (1960) is revised for the e-commerce by McIntyre (2002), defining 11 e-marketing functions.

One of the most complex problems in Internet marketing is how to manage the company’s presence on the Net, or, in other words, how to measure the ease of access for potential customers a company’s website and how to improve this positioning.

One of the great differences between e-commerce and traditional trade is undoubtedly the fact that it can establish direct communication between consumer and producer. This represents a considerable advantage, but it is not always easy to exploit. Firstly, for SMEs, whose size prevents them developing their own distribution channel and makes them entirely dependent on intermediaries, it represents a significant opportunity to control the value chain to their customers. According to Buhalis and Zoge (2007), the bargaining power of both buyers (consumers) and suppliers (principals) has been strengthened due to their ability to communicate directly at the expense of intermediaries. But this opportunity is difficult to exploit if there is a myriad of competitors struggling for customer attention or “website positioning”. Secondly, the Internet can be analysed as a shift in bargaining power forces in the industries, but also represents a new way of interacting with the customer. The Internet is by definition an interactive medium (Rust and Varki, 1996). The perceived interactivity-synchronicity and two-way communication play a significant role for the relationship-building process of online retail brands (Yoon *et al.*, 2008).

The network is a good way to win customer loyalty and enhance relationships with suppliers. On the website, customers can view manuals and catalogues, accessing all the information the company wants to share. Also this will create a long-term relationship likely to generate loyalty and a better understanding of customers' needs. But the Internet interactivity allowed by the website design must meet customer needs, and how to obtain an effective design is still an open question. There is a complex mix of Internet customisation, website design quality, and Internet marketing strategy involved in the problem, and companies need a greater understanding of how they can add value for consumers through their websites (Fan and Tsai, 2010).

This study focuses on measuring online visibility (Drèze, & Zufryden 2004), including the two dimensions already mentioned - "online visibility" and "website design" - in the measurement. The chapter is divided into four parts. The first section develops the website effectiveness concept. Section two proposes a method for measuring website effectiveness based on a combination of the Internet search results of a customer sample (online visibility) and the objective assessment of website design (Law and Hsu, 2005). Section three presents the empirical testing of the website effectiveness measurement tool, carried out with 105 small and medium-sized hotels in Spain. Finally, we present conclusions and limitations and suggest future lines of research.

WEBSITE EFFECTIVENESS

Website effectiveness can be understood as the extent to which a user is likely to come across an online reference to a company's website (Drèze and Zufryden 2004) and is able to find the desired information. In classical marketing, visibility is associated with brand recognition by the customer. It is the result of a brand-building process and is linked to advertising campaigns and promotions (Keller, 2003). The similar concept of positioning can be used in the virtual realm and we can define Internet positioning as the process of creating an identity in the mind of an Internet user (Serrano-Cinca *et al.*, 2010). The concept of branding can also be translated to the Internet if we considered the network as another means of communication. In this case, brand recognition is achieved through a massive Internet presence. This online brand visibility is very important for multinational companies with global presence and a large volume of customers. In this case, the fight for brand recognition is of utmost importance. But, in the case of small or medium-sized enterprises, worldwide recognition is impossible. However, the interactivity of the Internet allows for different marketing strategies, offering some advantages over the mass media. On the Internet, although customers may not know a particular brand or company, they can actively seek information, compare different offers on the market and information on their quality and price. Being well positioned in the customer search results for a particular product or service can be as important as brand recognition. In this sense, we can use the term "online visibility" (Drèze & Zufryden, 2004), "web

visibility” (Serrano-Cinca *et al.*, 2010) or “online exposure”, no matter how Internet users access a website, whether by typing directly its address into a browser address bar, clicking on a link to the virtual shop from another website or using a search engine.

The website effectiveness concept we propose is based on the online visibility, although we will include website design in the concept. It is misleading to assume that having a site with a good web design ensures that thousands of people will find your website and buy the products or services offered, but good web visibility is not enough without solid website design. The website is the most important part in the communication between the customer and the organisation in e-commerce. Not only does it allow for financial transactions, it also projects the image of the organisation and provides basic information to customers. It is therefore essential to understand customers’ needs, habits and preferences when looking for information (Chang, 2008). According to Hahn and Kauffman (2001), during the first phase of e-commerce the goal was to secure a share of virtual market space through an online presence by attracting as many visitors as possible to a website, but the ability to conduct online operations justified by ROI is the only way an e-business can survive. This situation brings to the importance of value-driven evaluation and management of website effectiveness to the forefront. We therefore consider two dimensions in the concept of website effectiveness: “online visibility” and “web design”.

Online visibility

One of the most complex problems in Internet marketing is the management of the company’s presence on the Net or how to increase the access potential customers have to a company’s website. There are different strategies for gaining visibility on the Internet. The first is trying to be in the top positions on search engines when customers enter keywords related to the firm business. There are techniques that allow search engine optimisation (SEO) by manipulating the elements of the website in order to obtain a better rank in search engines. SEO analyses how search algorithms work and uses this knowledge to modify content, links, and the HTML source code of a site. There is a rising concern about what is and is not ethical in these practices. Meta tags spamming, spasm-dexing, link farming, hidden content in the page and bridge pages (Dover and Dafforn, 2011) are some fraudulent or “black hat” methods of manipulating the relevance or prominence of resources indexed, and search engines are continuously improving their algorithms to detect and penalise websites involved in such practices.

Another way of obtaining visibility is by means of online advertizing, such as banner advertising or pay-per-click advertising on the Internet. Incoming links from other sites is another important source of visibility. This has led to the common practice of link swapping, but incoming links that do not require us to link them back are usually of better quality and it is more important to have links coming from high-ranking websites than from low-ranking ones. The major

search engines rank sites depending on the quantity of quality incoming links from other sites. Besides, companies can increase incoming links rapidly by participating in forums, blogs or finding relevant directories where it is possible to submit sites for inclusion.

An important issue to consider in internet marketing strategy is the evolution of the most visited web sites in order to predict the future trends. It is interesting to note that, according to Experina Hitwise US report based on U.S. usage, in March 2010, for the first time, visits (7.07% of total traffic) to the most important social network (Facebook) exceeded visits to the major search engine (Google) (7.03%). Since their introduction, social network sites such as Facebook, MySpace and Cyworld have attracted millions of users, many of whom have integrated these sites into their everyday habits. (Boyd and Ellison, 2007). Social networks have been proclaimed as a new powerful media for the propagation of ideas. The effect of word-of-mouth marketing at an Internet social networking site can be very powerful and quick, and when it spreads through thousands of members we are looking at viral marketing. Viral marketing exploits existing social networks by encouraging customers to share product information with their friends. Viral marketing uses electronic communication to trigger brand messages throughout a widespread network of buyers. The process is often portrayed as a random ground-up phenomenon over which marketers have little control. But an examination of successful viral marketing cases identifies a number of strategies underpinning this apparently chaotic phenomenon, providing an insight into how marketers can use it to position their brands, change their image, and increase adoption rates (Dobele *et al.*, 2005). As viral marketing was found, in general, not to be as epidemic as one might have believed, marketers who want to develop normative strategies for word-of-mouth advertising should analyse the topology and interests of their customers' social networks (Leskovec *et al.*, 2007). Website visibility via social networks has two additional advantages. Firstly, it brings targeted traffic, and secondly, it boosts online visibility on search engines because of the links obtained. However, there needs to be a greater understanding of the contexts in which viral marketing strategy works and the characteristics of the products and services for which it is most effective (Subramani and Rajagopalan, 2003)

Website design

Effective website design plays a critical role in attracting and maintaining customers' interest. Companies must understand how they can add value for consumers through their websites and the problems faced by customers on e-commerce websites (Fan, Tsai, 2010). It is a complex problem, as the website design must be analysed in terms of the customer's behaviour and the company's Internet marketing strategy. Besides, there are psychological aspects such as how visual and textual product information and the schematic display of textual information affects the perception of product quality (Blanco *et al.*, 2010), together with aspects related to the field of human-computer interaction.

In the last decade there have been great advances in the literature dealing with the website design problem, and some validated models have been proposed concerning the ways of designing a website efficiently. For example, Song and Zahedi (2005) synthesise the theory of planned behaviour with theories from social psychology in order to conceptualise the salient aspects of Web shopper behaviour and apply these aspects to website design. Regarding the aspects related to website layout, such as the colour combination issue, graphic elements, fonts, etc. Ma *et al.* (2009) present an interesting analysis. For Pei and Liu (2002), the quality of an e-commerce website consists of ease-of-use, website content, website security and website interaction. Srinivasan *et al.*, (2002) consider 8 dimensions in a website: (1) Customisation, the ability of an e-retailer to tailor products, services, and the transactional environment to individual customers; (2) Contact interactivity or the dynamic nature of the engagement that occurs between an e-retailer and its customers; (3) Cultivation, the extent to which an e-retailer provides relevant information and incentives to its customers; (4) Care, the attention that an e-retailer pays to all the pre- and post-purchase customer interface activities designed to facilitate both immediate transactions and long-term customer relationships; (5) Community, the facility of the exchange of opinions and information regarding offered products and services among customers; (6) Choice, the range of product categories and variety of products within any given category; (7) Convenience, the extent to which a web site is simple, intuitive, and user friendly; (8) and finally the Character of the website design.

Therefore, website design guidelines must include aspects such as information content, usability, ease of browsing, security (Tarafdar and Zhang, 2007), marketing techniques and marketing strategy. This complex combination makes website design more of an art than a science. Tools for measuring the effectiveness of the website should include all these aspects and integrate them into the website assessment scale

WEBSITE EFFECTIVENESS ASSESSMENT FOR SMALL- AND MEDIUM-SIZED HOTELS

Measurements that capture website performance have long enabled businesses to improve strategies and operations. Measuring the performance of a website has been proposed in many ways and various contexts over the past decade (Ghandour *et al.*, 2010). The first studies of website performance tried to assess the return on investment (ROI) of corporate efforts to develop and deploy IT solutions for Internet-based selling (Hahn and Kauffman, 2002) after the crash of the DotComs in 2000. For the case of tourism and hospitality, for instance, Morrison *et al.* (2005) propose a method for evaluating websites based on a modified Balanced Scorecard approach.

From an operational point of view, the interest was soon shifted to the evaluation of website design effectiveness as a mediator variable for performance,

and, later, to the evaluation of website visibility. Ivory and Hearst (2001) classified these first studies of website evaluations in three categories: (1) user testing, where users are asked to perform representative task with a given website; (2) Inspection, where experts use a set of criteria to identify potential problems; (3) Inquiry, where users provide feedback on the website via interviews. At the same time, website metrics, such as the number of visits (Nikolaeva 2005), the duration of sessions and the number of pages viewed in a session can give an important insight into the performance of the website and the information-seeking behaviour and interests of the customers (Huntington *et al.* 2008).

But in any case, it can be observed that there is a clear differentiation between the studies measuring website design and online visibility. In addition, in the case of the tourism industry, and the hotel sector in particular, there are specific studies, due to the idiosyncrasy of the business and the important role that Internet marketing plays in marketing, promoting and selling its services (Buhalis and Law, 2008). Hotels are increasingly taking advantage of the Internet as a marketing tool, able to provide direct contact with customers. In the next two sections, we analyse some of the measurement tools for the online visibility of the website and its design in the hotel sector, proposed by the literature on tourism.

Online visibility assessment

There are several approaches to measuring the visibility of a website on the Internet. Besides those proposed by Hearst (2001), we can include measures based on objective parameters like the website metrics. Here, web mining helps to define benchmarks with respect to competition and allows the calculation of visibility indices as predictors for site traffic. For instance, Schmidt-Manz and Gaul (2004) use information like keyword density, incoming links, and ranking positions in search engines to measure Online Visibility.

One of the most complete methods of measurement based on objective parameters is that proposed by Drèze and Zufryden (2004), taking into account the number of links from other websites, listing in online directories, and online search visibility. However, these methods are more focused on brand visibility. Brand visibility in general is not as interesting as visibility for the potential market at which hotels must aim all their marketing efforts. Small and medium-sized hotels do not have a known brand and first access to their website is always made by indirect means. Knowing the search habits of their potential customers and their choice criteria is essential in order to draw any advantage from their Internet presence. Then, although online visibility can be measured in different ways, the best option for SMEs in general is always the one that takes into account the information sought and the habits of the average customer when possible.

As has been mentioned above, there are different ways of obtaining Internet visibility, and small and medium-sized hotels must assess the importance of each information search mechanism used by their potential customers. A hotel website can be visible through advertising on other web sites. Another important form of Internet presence is through search engines. Other means, like newsgroups or online consumer generated media, such as Tripadvisor in the tourism industry, are gaining preponderance every year in achieving visibility. For Stepchenkova, Mills and Jiang (2007), this kind of virtual travel community makes it easier for tourists to obtain information, maintain connections, develop relationships, and eventually make travel-related decisions. In addition, in the tourism industry, as in so many activities using Internet marketing, the re-intermediation phenomenon, through online travel agencies, is gaining strength in tourism product distribution. The overwhelming amount of information on the Internet, customers' lack of trust, frustration at not finding the information sought, the need for an expert's recommendation - all these reasons have meant that the dream of direct communication between client and producer is not always the most attractive option for customers. So, as Internet information grows exponentially, we are seeing the proliferation of virtual intermediaries. Visibility in online travel agencies should be also taken into account.

An interesting tool using objective parameters and combining different search procedures of potential clients for measuring Internet positioning of e-tailers is that proposed by Serrano-Cinca *et al.* (2010). This scale has 20 parameters grouped in four dimensions: (1) websitevisibility defined as the number of incoming links to a company's website; (2) search engine relevance, defined as the values provided by PageRank and Yahoo's WebRank, (3) popularity in online newspapers, blogs, forums and shopping portals, measured by the news items referring to the company under study; (4) reputation in shopping portals measured by the ratings supplied by the three main shopping portals. Nevertheless, it is not always clear how to combine all these dimensions in a realistic way. Incoming links, search engines, portals, newsgroups, online intermediaries, social networks, all contribute to achieving online visibility, and their individual importance depends, in our case, on tourists' information search habits. It is for this reason that any measurement tool should reflect the search behaviour of the target market.

Website design assessment

An instrument to measure a website's design, attributes, usability, and effectiveness is essential in order to manage business-to-consumer e-commerce and to establish a relationship between website characteristics and website performance. In the hospitality sector, where hotels are increasingly making use of the Internet as a marketing tool, professionals and researchers have made great efforts to develop a validated instrument for evaluating websites, their attributes, utilisation and effectiveness. Most of these instruments analyse the design characteristics and or functionalities of the website. For example, Ivory

and Hearst (2002) propose a design-checking tool that assesses website designs based on quantitative measures of the informational, navigational, and graphical aspects of a website. Other authors consider other terms for classifying their characteristics, although the underlying concepts are very similar. For example, Wan (2002) proposes an instrument for evaluating the websites of international tourist hotels and tour operators using three categories: user interface, variety of information and online booking. Muyllé *et al.*, (2004) consider four categories: information, connection, layout and languages.

For Schmidt *et al.* (2008), the best measurement models are those that approach the evaluation of the websites from their effectiveness, from the results the website may bring to the company in terms of marketing (Chaffey *et al.*, 2003), or in other words, the influence of content, design and privacy and security on shopping intentions (Ranganathan and Ganapathy, 2002). But this kind of approach requires strategic information from the companies, which is not always available. If managers are not willing to give away this information, Schmidt *et al.* (2008) confirm that managers' perceptions about their website's effectiveness can be used as a proxy. In any case, a set of the website's features must be evaluated, and Schmidt *et al.* (2008) validate a measurement scale for hotel websites with seven dimensions: promotion, multimedia, navigability, customer retention, privacy and security, and service promptness.

OPERATIVISATION OF THE WEBSITE EFFECTIVENESS ASSESSMENT

Sample and data

The purpose of this study is to assess the effectiveness of the websites of small and medium-sized hotels in Spain. Spain is the second largest tourist destination in the world and only France has more foreign visitors. About 60 million foreign tourists visited Spain in 2007 (1.4% more than 2006), spending an average of 865 euros per person. In Spain, the tourism industry represents 12% of GNP. British people are the most frequent visitors (16.5 million), followed by the Germans (10 million) and the French (9.5 million). The industry has 11,694 hotels and 8,968 campsites. In 2007, 56% of the hotels with more than 10 employees used e-commerce. In total Internet sales in Spain, tourism products are dominant: 31.7% were transport tickets (flights, trains, buses and ships) and 11.1% hotel reservations. Online sales in the tourism industry were distributed as follows: 54% within Spain, 35% within the European Union and 11% in the rest of the world (Telecommunication and information society observatory, 2007).

In order to simplify the assessment of the hypothesis and avoid the inclusion of more control variables, only hotels were selected in the study. Luxury hotels (five stars) were not included³⁰.

³⁰ Musantel *et al.* (2009) demonstrate that there are differences between 5-star hotels and hotels in other

In addition, due to the method chosen for evaluating online visibility, only 4 destinations were considered: the two main Spanish cities for urban hotels (Madrid and Barcelona), and, for beach hotels, two important coastal destinations (Mallorca and Malaga). Enterprises with more than 250 employees were ignored. The hotels were selected from the SABI database (Sistema de Análisis de Balances Ibéricos, [Iberian balance sheet analysis system]). The final size of the sample was 95 hotels in order to facilitate the evaluation (18 hotels in Madrid, 16 in Barcelona, 47 in Mallorca, and 14 in Málaga).

Online visibility scale

The measurement of online visibility must be based on the information search preferences of potential customers. To include these preferences, a deep understanding of tourists' information-seeking behaviour is needed, and the model should integrate all the psychological/motivational, economic, and processing approaches of tourists (Gursoy, & McCleary, 2004). Facing such a tremendous task, the following shortcut was used for measuring online hotel visibility. The difficulties found in an objective procedure for imitating an actual tourist's search behaviour can be overcome by the evaluation of online visibility by real tourists. As the aim was to obtain the online visibility of a specific hotel for an average tourist, a group of 20 people was asked to search for information about hotels in a specific destination. Although there is a number of alternative ways to segment tourist markets using the criteria of profitability, variability and accessibility of the segments (Gonzalez and Bello, 2002) and consumer behaviour patterns, the criteria chosen were socio-demographic and economic. The subjects were selected using country criteria, distributing the nationalities according to the Spanish tourism market (10 Spaniards, 4 Britons, 2 Germans, 2 French, an American and a Ukrainian). The ages ranged from 27 to 51, and there were 11 men and 9 women. Their income varied from €18,000 to €85,000 per year. The procedure to establish the online visibility was as follows: 4 independent lists for the 4 destinations studied (Madrid, Barcelona, Mallorca and Malaga) with the commercial name of the hotels provided. Each person had to search for accommodation for a specific destination for 30 minutes. If, during the process, they found a hotel included in the list they had to write down the exact time. The scores were 4 points for destinations found in the first 5 minutes, 3 for those found at between 5 and 10 minutes, 2 points for between 10 and 15 minutes, 1 point for between 15 and 20 minutes, 0.5 points for between 20 and 30 minutes, and 0 points for the rest of accommodation. The results of each subject were added, so that the maximum possible score for a hotel was 80 points.

classes. While there are only modest differences between 3-star and 4-star hotels, both classes offered website content that is more complete and effective than Budget hotels

Website design scale

The evaluation of hotel websites was based on 40 attributes proposed by Law and Hsu (2005), grouped in 4 dimensions: Reservation information (10 attributes, such as room rates and checking rates and availability), facility information (11 attributes, such as hotel information maps and hotel features), contact information (8 attributes, such as telephone number and address), surrounding area information (5 attributes, such as transportation and airport information), and website management (6 attributes, such as multilingual site and up-to-date information). The choice of this scale and its operativisation is due to its objectivity. Other scales rely too much on user subjectivity, and require a sample of Internet users to combine the results and add solidity to the measurement.

The presence of each attribute on the website was counted at 0.75 points, so the maximum score for a website was 30 points. This amount was added to the aggregate scores for the online visibility made by the twenty fake tourists. The final score (from 0 to 120) was the measurement of the website's effectiveness. The maximum value of 30 for the website design scale was established to obtain a balanced score between visibility and design, after checking the values obtained for online visibility (see table 1)

RESULTS

The statistics for the hotels' websites online visibility for the four destinations are shown in table 1.

Table 1: Means and standard deviations of the hotels' website online visibility

| Destination | Mean | s.d. | Min | Max |
|--------------------|------|------|-----|-----|
| Madrid (n = 18) | 5.06 | 7.43 | 0 | 30 |
| Barcelona (n = 16) | 7.00 | 9.08 | 0 | 28 |
| Mallorca (n = 47) | 3.11 | 5.76 | 0 | 23 |
| Málaga (n = 14) | 2.64 | 5.90 | 0 | 22 |

Note: n = number of hotels in the list assessed by the fake tourists

There is a clear difference between the scores for hotels in cities (mean score 6 points) and the seaside hotels (mean score 2.9 points), but in all four destinations there were just a few cases where the hotel website was found by the fake tourist (maximum score for the four destinations are similar, although the seaside hotel websites were more difficult to find). No special difference was found in the search for destinations with a short list of hotels (between 14 and 18), and the destination with 47 hotels. 55% of the website hotels were not found, and only 6 out of 95 websites assessed obtained a score higher than 20 points. The highest score was 30, when the maximum possible score was 80. The histogram of the website online visibility of the whole sample is shown in figure 1.

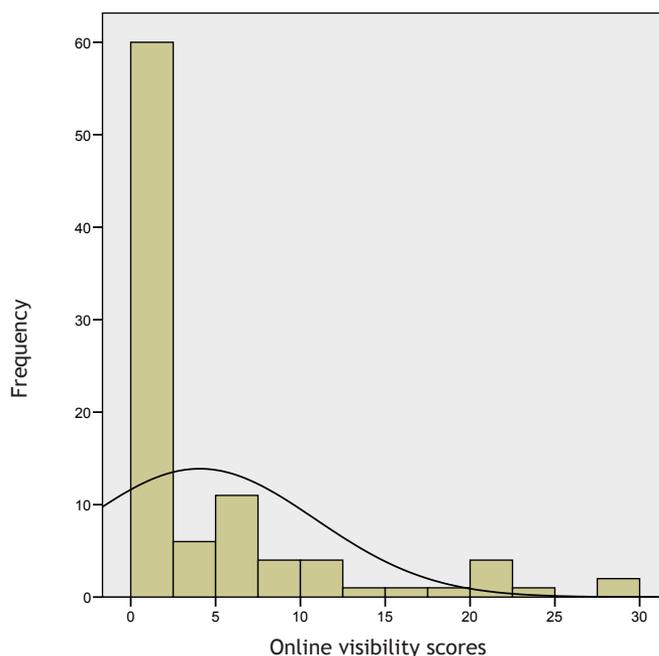


Figure 1: Histogram of the website online visibility

Because online visibility evaluators had different backgrounds, ages, incomes, sexes, life styles and nationalities, some diversity was expected in their information search behaviour and hotel scores. So, possible divergences in results between subjects were not considered problematic. Nevertheless, some concerns were raised about the reliability of the procedure. To check the reliability of the measurement, 2 weeks after the first evaluation the test was repeated on 5 subjects. The results were almost the same, confirming the stability of the measurement.

After observing the results and the histogram, problems connected to the censoring of the variable due to the large number of hotels with 0 points (about 80%) were envisaged, so any method requiring normality in the data should not use this scale alone.

The values of the scores for each dimension of website design evaluation are shown in table 2.

Table 2. Means and standard deviations of website design scores

| Variable | Range | Mean | s.d. | Max. | Min. |
|--|-------------|--------------|-------------|-----------|-----------|
| Website design (40 items) | 0-30 | 25.43 | 3.31 | 30 | 14 |
| Reservation information (10 items) | 0-7.5 | 7.17 | 0.40 | 7.5 | 5 |
| Facilities Information (11 items) | 0-8.25 | 7.06 | 1.10 | 8.25 | 3.75 |
| Contact information (8 items) | 0-6 | 4.8 | 1.01 | 6 | 0 |
| Surrounding area information (5 items) | 0-3.75 | 2.87 | 0.54 | 3.75 | 1.5 |
| Website management (6 items) | 0-4.5 | 3.53 | 0.61 | 4.5 | 1.5 |

Note: n = 95

Since the assessment of website design was done by one expert checking the presence (.75 points) or the absence (0 points) of the 40 attributes proposed by Law and Hsu (2005), the dimensionality of the scale cannot be confirmed. Nevertheless, the correlations of the dimensions (see table 3) show that they are closely related, all of them with a significance at 99 %. The lowest value of .573 belongs to the correlation between reservation information and contact information.

The histogram of scores from the website design scale shows that the distribution is nearly normal, except for the censoring of the scale at its maximum value (30 points).

Table 3. Correlations among the dimensions of the website design scores

| Variable | 1 | 2 | 3 | 4 |
|---------------------------------|--------|--------|--------|--------|
| 1. Reservation information | 1 | .675** | .573** | .574** |
| 2. Facilities Information | .675** | 1 | .839** | .845** |
| 3. Contact information | .573** | .839** | 1 | .760** |
| 4. Surrounding area information | .574** | .845** | .760** | 1 |
| 5. Website management | .658** | .839** | .771** | .845** |

Note: n = 95

Note: * p < .05. ** p < .01 (two-tailed)

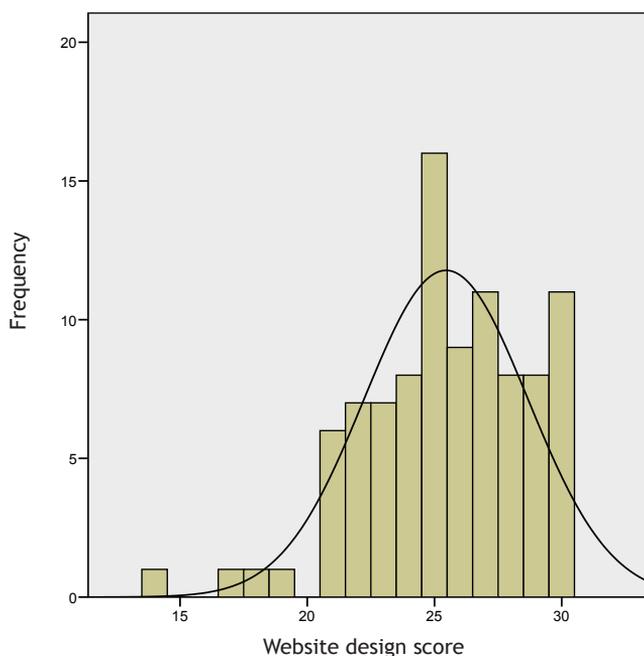


Figure 2: Website design histogram

The website effectiveness scale is the addition of both scales - online visibility and website design. Its mean and standard deviation are shown in table 4. Its histogram is shown in figure 3.

Table 4. Mean and standard deviation of the website effectiveness scores

| Variable | Range | Mean | s.d. | Max. | Min. |
|-----------------------|-------|-------|------|------|------|
| Website effectiveness | 0-120 | 29.75 | 7.82 | 56 | 21 |

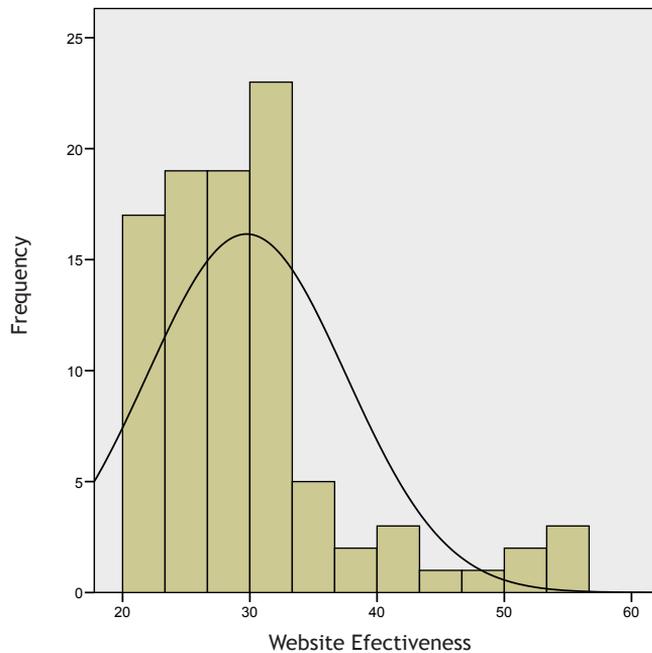


Figure 3: Website effectiveness histogram

CONCLUSIONS

Some of these results are interesting. Firstly, good website design is easily to achieve and is already a common characteristic in most of the hotels studied. Second, online visibility is rare, and even for tourists looking for accommodation for a specific location, the vast majority of hotels cannot be reached if you use generic keywords or search for information about a particular destination in a virtual travel community or an online intermediary. Therefore, the positioning in the network can be a source of competitive advantage. Online visibility is difficult to achieve. This result confirms the view of Choi and Morrison (2005) when they pointed out that most websites were being used as “electronic brochures” rather than being presented as “integrative distribution and marketing channels”. They showed weaknesses in attracting customers and were not designed to generate substantial online profits.

To obtain good online visibility, managers need to have a proactive attitude. They must know their market and the search habits of their prospective tourists, depending on country, age, income or life style. In addition, an understanding of the most important means of information searching on the Internet and how to be placed at the more visible points is indispensable. They need to have, or at least consult, technical knowledge on how to gain positions in search engines for a particular set of key words, as 85% of Internet users find their information through search engines and 58% use online directories (Drèze & Zufryden, 2004). Negotiations with the main online travel agencies or the ones specialising in the specific SMTAE's products must be considered. Special care must be taken to pamper online consumer-generated media. Monitoring and participating in online consumer communities can be beneficial. The online visibility thus gained must be continually cared for and improved because of the fierce competition for the top places in the list of the most visible firms. At the same time, all this must be supported by the opinions of satisfied customers in consumer communities, as this can be a determining factor for prospective tourists.

Regarding the scale, although one of the main objectives was to obtain as objective a scale as possible, the role of the fake tourists, although they search rather than assessing, is a compromise between actual behaviour and the goal of objective parameters.

The online visibility is difficult to attain and this is reflected on its distribution, with only a few websites being found by the fake tourist. The website design distribution is nearly normal, some censoring at the highest value (30 points). This limitation can easily be overcome by adding some restrictive attributes not easy to achieve.

It is important to understand tourists' behaviour and analyse the trends on information searches by potential customers. For future research it would be interesting to analyse the differences in behaviour for different segmentation. Other segmentations different from the one used in this study and useful for analysis are those based on lifestyle or activities, interests and opinions (González and Bello, (2002).

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POSITIONING IN GOOGLE THROUGH QDQ MEDIA: A MARKETING STRATEGY FOR SPANISH SMES

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Abstract

The Internet and the World-Wide Web have transformed the way people and companies provide and access information. Search Engine Optimisation (SEO) and Search Engine Marketing (SEM) are currently the cornerstone of digital marketing. They form the pillar that supports a website's visibility and presence on the SERP (Search Engine Results Page) and the main source of traffic to the website of companies that want to position themselves there. This work studies the specific case of the companies QDQ Media and Google. QDQ offers its customers SEO and SEM campaigns services for the Google search engine.

INTRODUCTION

The saturation of traditional forms of marketing has boosted the development of more alternative methods (Fossati, 2007). All of the conventional methods suffered a decrease in advertising revenue during 2009, according to Infoadex. Compared with 2008, television revenues fell by 28%, daily newspapers by 27%, magazines by 36.4% and radio by 18.1%. The Internet was the only medium which grew (3.1%), albeit as part of a very modest level of growth that totalled 113 million Euros globally. Yet, despite this rapid mainstreaming of on-line advertising, many advertisers are still not seeing a range of established tactics and strategies that substantially improve the effectiveness of on-line ad campaigns. In some cases, this is because advertisers are new enough to the Internet to lag behind on the learning curve. In other cases, many advertisers have viewed the Internet as a source of cheap advertising and therefore do not invest sufficiently in experimentation and research to identify the tactics that work best for them. On-line advertising remains new and fast-evolving and it has been around long enough for several best practices to emerge. The result is that on-line advert prices are going up, and it may no longer be seen as a cheap advertising medium. It does remain, however, an effective one. As such, it is more important than ever for advertisers to master the tactics that produce the best results for their on-line campaigns.

Under such circumstances, using the Internet is vital. The Internet and the World-Wide Web have transformed the way people and companies provide and access information. The use of Information and Communication Technologies (ICTs) in companies is a good indicator of their level of modernisation and their ability to compete in a globalised environment. This new medium means that you have to stand out and be visible, which is why search engines play such a key role. In fact, studies have shown that internet users only look at the first two pages of results that search engines show up (Codina & Marcos, 2005; Weideman, 2007). In this context, with such a large number of web pages, the likelihood that any page is provided to an individual entering a search query can vary widely and may depend on many factors. Generally, modifying one's web page and on-line advertising strategy to increase the indexability, relevancy and popularity in order to improve its ranking with respect to search engine methodologies can have enormous benefits. This is no surprise given the amount of advertising-based revenue available through Google AdWords and other similar programs.

Needless to say, website owners that rely on site traffic, advertising and commercial transactions as means for generating revenue want their site to appear as often and as "high" in a search results list as possible. Therefore, search engine marketing is considered one of the most important aspects for companies (Piper Jaffray & Co., 2006), given that client acquisition costs are very low and the Return On Investment (ROI) is high (Orense and Rojas, 2008).

On the other hand, 96% of Spanish businesses are comprised of small and medium sized enterprises (SMEs). A study carried out, for the second year running by Sage, which looked at the range of small and medium sized Spanish enterprises and new technologies, has shown that 46.5% of the sample taken had a corporate website with only 9.1% of them using it for commercial purposes, through their on-line shopping service. Just 65.6% of the sample uses traditional mobile phones, with 14.8% using a Blackberry. Of these users, 71.2% of them used it just for making phone calls and 16% for sending and receiving e-mails. Furthermore, social networks continue to be unknown for these types of companies when it comes to doing business. Since the beginning of 2010, within this business-technology environment, QDQ Media has tried to transmit the vision of Web 2.0 to SMEs and offer them the opportunity to have their own web pages and position themselves on the Internet.

This study analyses the specific case of the company QDQ Media. Under the 2008 agreement between QDQ Media and Google, QDQ.com offers its customers Search Engine Optimisation (SEO) and Search Engine Marketing (SEM³¹) campaigns services for the Google search engine.

³¹ The agreement between QDQ.com and Google also includes SEM positioning, that is, the marketing and distribution of the advertising software, Adwords.

SEO AND SEM: TWO COMPLIMENTARY INTERNET MARKETING STRATEGIES

Posada (2008) defines search engine-based marketing as those internet marketing actions that try to increase visitor traffic to a website whilst improving its positioning on search engines. There are currently two types of complementary search marketing strategies. Firstly, there are the strategies that are based on optimising a website in order to improve search engine rankings (SEO) in the organic search engine results, and secondly, there are those strategies that focus on advertising campaigns -activated by relevant search queries- that are shown next to the organic search engine results, which are called search engine marketing (SEM). The majority of search engines have two different sections on their results pages; one which lists the search results (commonly known as the organic results section, which can be influenced by SEO strategies) and another to show sponsored links, which are the ads related to SEM strategies. SEO actions focus on website rankings whereas SEM actions cover all aspects of promotion and advertising in search engine results.

So, the constant expansion of corporate websites has made SEO and SEM strategies the cornerstone of internet marketing positioning and is therefore extremely useful for companies who want a successful website.

SEO

SEO strategies are based on the development of a crawlable, indexable, relevant and popular web page whose content is optimised through certain keywords (Orense and Rojas, 2008; Penela, 2004). These strategies, which only require a fixed management cost, generate medium and long-term traffic and profits (Sabaté, Arjones, Cañabate and Consolación, 2009). Website optimisation can achieve high rankings on search engines to ensure that company websites receive more visits from potential customers. One of the major benefits of the SEO service is that it helps to create websites that suit both the potential clients and the search engines. Specially designed and result-oriented SEO services provide systematic and reliable search engine solutions together with a range of SEO benefits including: user-friendly website design or re-design, keyword-rich content writing, article submission to major directories, proper meta tag optimisation, advanced on-line marketing techniques, long-term higher rankings on major search engines, strategic link building, increased website visibility, enhanced on-line sales, global business coverage, website evaluation and monthly reporting.

SEO strategies are based on automated algorithms³², meaning that behaviour is translated into a mathematical formula in such a way that certain factors can influence the behaviour of search rankings. Each search engine currently has its own set of ranking factors for its results. The first search engines were based on meta-tags content, then on page content, and now they have reached the

³² It has become the common place to show how inverted links, in other words, links that come from other websites, could be a fundamental factor for search algorithms in order to establish their prominence or page recommendations. In fact, there would be a difference of between 100% and 10% of visitors for the first and tenth placed rankings according to eyetracking measurements for Google search results. (Eyetools, 2009).

point were they take into account both internal and external factors. Some of these factors are: keywords near the beginning of the title tag, keywords used as anchor text from external and internal links, the authority of the domain, genuine high-quality, unique content, keywords anywhere in the domain name, the number of external links to a page, the diversity of external link sources, links from social media sources, keywords as anchor text to outbound links, the length of the remaining domain registration, keywords in the URL page, keywords in smaller headlines, bold and italics, the existence of a meta description for your page, keywords as the alt text and title for images or using a key phrase as the alt text of an image. All of these factors, among others, are a tried and tested way of achieving better listings.

SEM

On the other hand, SEM strategies use sponsored links that are commonly known as Pay Per Click, or PPC. Search engine marketing is the fastest growing sector in on-line marketing (Interactive Advertising Bureau, 2003) and more and more people are looking to the web when making both on-line and off-line purchase decisions (Trusting the Web, 2004). However, search engine marketing can be highly complex, as several factors drive the overall ROI of a marketer's search engine marketing investment. But the benefits it provides are not only exclusive to ROI but also provide an insight into audience preferences that can reinforce and shape other marketing initiatives. This is critical for making a campaign as relevant as possible and achieving a synergy that will drive increased consumer response.

Currently in Spain, the main advertising system on search engines is Google AdWords³³. SEM strategies are based on the purchase of key words which allow sponsored links to be included next to search results that capture traffic to the advertiser's website. This type of strategy results in more traffic and profits over the immediate short-term. Therefore, Pay Per Click sponsored links can be included on the results page on search engines or on the search engine's distribution network. This is the case with Google AdWords. Google's distribution network is made up of those businesses or websites that distribute sponsored links that have been previously approved by Google. Google's AdWords platform delivers fast and efficient positioning, visibility and traffic for companies through highlighted advertisements and sponsored links that appear on the Search Engine Results Page (SERP). Increasing acceptance for Google's contextual advertising runs parallel to this search engine's broad recognition. The key aspects that characterise this system are as follows:

- **Competitive prices:** the price is based only on the number of clicks the advert receives.
- **Cost Control:** it is possible to choose the maximum payable cost per click received, as well as a maximum daily limit to be invested. The

³³ <http://adwords.google.es>

company that wishes to advertise pays Google according to the number of times potential clients click on the advert, and in the case where the hit is made from a website that the search engine owns, this intermediary will receive a small part of the profits. In this study, we will analyse the case of the intermediary QDQ.com.

- **Segmentation:** Segmentation can be carried out across 250 countries and in 14 languages, dividing up the target public into regions, cities and even neighbourhoods, something which represents a giant leap in client segmentation. These possibilities do not only provide a great advantage in the system but they are also favoured by local advertisers who have a smaller advertising budget to invest.
- **Immediacy:** adverts are published practically as soon as they are created.
- **Controlling results:** advertisers have at their disposal a tool which enables to manage the campaigns and control the results. This tool provides, among other information, the number of recorded impressions, the cost of every recorded click, the total number of recorded clicks and the CTR (Click Through Rate). So, two factors determine how many clicks you will get for a given search phrase: impressions and click through rate (CTR). An impression is counted when one advert is served as part of the search engine results. The number of obtained impressions is based on the number of times the keyword they are bidding on is searched for and the position of advert in the rankings for that keyword. On the other hand, CTR is the metric term used to determine what percentage of users click on a given listing. CTR is calculated as: clicks/impressions. A number of factors influence CTR in addition to rank. These include title, description, advert and landing page relevance and industry.

Another tool exists called Google Analytics which allows you to identify the keywords that offer the best results and, additionally, using this tool makes controlling the ROI easier as it enables the crossover of data between both tools. It is worth pointing out, however, that AdWords are usually sensitive to context, in other words, they are sensitive to the keywords³⁴ used in searches and in the web content or a blog that the user visits or the searches that are carried out from there.

This rapid positioning channel is, however, short-term, and its effectiveness is relative due to the “cost per click”. This is the point where SEO strategy becomes more meaningful and is the perfect supplement to any internet marketing strategy. However, as every day that passes, users appreciate the difference between sponsored links and natural or organic results on Google, which is why many users refuse to click on sponsored links as they consider them to be of

³⁴ It is worth pointing out that both SEO and SEM strategies are based on the identification of keywords that potential clients use when they search for information related to a company's offer. Both try to optimise the positioning of the links on a website in accordance with the results that are returned by the search engine to the user.

little or no interest. This explains why traffic obtained by the first position of any natural or organic set of Google results is usually better than any of the sponsored results.

On the other hand, Google AdWords has an advertising system which is driven by websites. This option allows the advertiser to include ad graphics, videos or text on a selection of web pages and portals. Selecting the websites where the advert will appear is carried out the advertiser itself, according to the language, country and theme of the websites on which they wish to advertise. The service provides a list of websites that allow the inclusion of adverts through the Google AdSense System³⁵. This system, since its inception in 2003, has enabled web editors to show Google adverts that are relevant to the content of their pages in order to generate income. Given that the adverts are aimed at user searches or related to the characteristics or interests of the visitors according to their content, it is a good formula to enrich the website in the time that is available. The adverts published on these websites are related to the theme and language of each site and belong to a diverse range of adverts that include both international brands and small local business. Website owners receive an income which is a percentage of somewhere between what the impression/click costs the AdWords advertiser and the profit that is generated by AdSense. AdSense can be also enabled for internal site search tools provided by Google, so it is possible to earn profits from the search results carried out.

In a global internet marketing strategy, SEO and SEM form the pillar that supports a website's visibility and presence on the SERPs and, consequently, the main source of traffic to the website for companies that want to position themselves.

COMPARISON BETWEEN BOTH STRATEGIES

As previously mentioned, there are two ways of appearing on these search engine results lists. Table 1 shows the difference between the two options cited, which clearly demonstrate how complimentary they are.

³⁵ www.google.com/adsense

Table 1. Comparison between the SEO and SEM strategies

| | SEM | SEO |
|------------------------------|---|--|
| Objective | Sponsored link associated to certain keywords contracted by the company that is being promoted. | Optimise the ranking of a company's website that is included in the organic results area through the construction of a high quality and relevant website according to certain keywords associated to the business. |
| Name/Type | * Pay per purchase (PPP) * Pay per click (PPC) * Flat fee (FF) | Search engine optimisation (SEO). |
| Cost | Fixed management cost. Variable cost according to type of SEM. | Fixed management cost. |
| Positioning guarantee | By contract. In the case of PPC it depends on the number of times that the site is visited. | None. |
| ROI | Short-term. | Long-term. |
| Profit period | Immediately, while the campaign lasts. | Long-term. |
| Traffic produced | Short-term. | Long-term |
| Initial investment | Increased. | Constant, throughout the whole process. |

Source: Own creation based on other sources (Green, 2003; Orense & Rojas, 2008; Posada, 2008; and Sen Sen, Bandyopadhyay, Hess & Jaisingh, 2008; Sabaté, Berbegal, Consolación & Cañabate, 2009)

GOOGLE AND QDQ MEDIA: TWO PARRALEL PATHS

The Google project was originally developed in 1996 by Sergey Brin and Larry Page at Stanford University. This was when PageRank technology was developed, which calculated the importance of a website based on the links it received. This technology changed the face of search engines completely and brought about a new and improved set of search engines. In 1997, the domain name google.com was purchased and in 1998, Google Inc. was created. It is worth pointing out that the two characteristics that made Google a successful search engine were a very clear and simple interface and very relevant results. Google

implemented a system which not only took into account factors relating to the page on which information was being sought, but also other external factors that were of greater or lesser importance to the website. Nowadays, all search engines use technology similar to this. Among Spanish Internet users Google is the most commonly used search engine, however, the figures differ from source to source: 77.93% (NETPROVIDER, 2007) and 95.21% (Netsuus, 2007).

AdWords began its journey in 2000. This was the point when Google changed its policy on being a search engine completely free of advertising. Up until that point, the lack of advertising had been a sign of the independence of the search results, as well as a guarantee on how fast the Google pages loaded. Google AdWords is the method that Google employs in order to develop its sponsored advertising and, currently, it possesses the largest contextual advertising network in the world. SEM actions cover all aspects of promotion and appearance in search engine results. AdWords boasts millions of clients and businesses throughout the world on its websites, which means it is the invoicing centre³⁶ for Google. AdWords not only appears on Google search pages and those of their partners, but it also appears on the network of millions of websites sponsored by AdSense, provided that the content and subject of said websites is related to or complements the client's website. In addition, these sponsored adverts can appear on Gmail or Google Finance.

On the other hand, QDQ Media started competing in the services and telephone guide sector that had existed up to that point in Spain. QDQ Media is a publishing company for reference guides and is a Spanish subsidiary of the French group Pages Jaunes Groupe. It provides both a paper-based resources (QDQ user's guide) and on-line resources, which can be found at QDQ.com. Independently of its paper distribution service, the current digital version is the cornerstone of the company.

It is widely known that the expansion of the Internet and the strong economic crisis has transformed business models for many companies. QDQ Media has had to adjust its actions in order to adapt to current requirements. This new technological environment has forced QDQ to evolve from only publishing paper guides to providing its services on the Internet. Within this business-technology setting, QDQ launched a tailor-made web design service for SMEs, an offer to manage budgets for its clients and SEO. Its main objective is to demonstrate to SMEs the crucial importance that the Internet plays in developing their businesses and to offer to become their technological partner in any such development. This angle has forced QDQ Media to restructure its senior sales management team, to improve its leadership in key markets and channels, to develop and support its first line of management, to emphasise performance management and coaching, and to improve the quality of its sales personnel.

Due to the especially difficult economic circumstances, QDQ Media and Google decided to reach an agreement which, on the one hand, would see QDQ boost

³⁶ Google search charges the client for every click that is made on a sponsored advert.

its growth and develop its invoicing whilst, on the other hand, Google would distribute its AdWords products through the direct sales of QDQ Media. All of which would bring about a greater dynamism in sales for Spanish SMEs.

COOPERATION BETWEEN GOOGLE AND QDQ MEDIA WITH GOOGLE ADWORDS

Both QDQ Media and Google have revolutionised how customers and businesses use the Internet. QDQ Media has altered the business advertising landscape and Google has transformed the advertising industry with Google AdWords, enabling marketers to spend less money and still reach a larger percentage of their key audience by associating adverts with specific keyword searches. In 2008, QDQ Media and Google formed a strategic alliance to mutually use their product, packaging, and promotional resources to enable companies of all sizes to reach unprecedented levels of success. As part of the alliance, QDQ Media will be the first on-demand company to re-sell the Google AdWords platform in Spain, acting as an official distribution channel for the Google AdWords product. QDQ Media is backed by strong sales, which is made up of more than 400 employees, includes direct sales and telesales and is represented nation-wide through 7 regional offices, from where the AdWords products will be distributed. Furthermore, this agreement allows QDQ to offer Spanish SMEs, through an annual advertising investment, the ability to bid for keywords and campaign optimisation services depending on the needs each individual advertiser has.

The backdrop to the agreement is the QDQ Media commercial strategy is aimed at increasing the number of new clients captured. It is based on a new commercial organisation and more locally-based segmentation, as well being able to offer Spanish SMEs better on-line advertising services. QDQ.com featuring Google AdWords provides an integrated and effective solution that gives companies of all sizes all the tools they need to acquire new customers and grow their businesses. By encapsulating every element of the customer lifecycle - advertising, creating leads, closing business deals and retaining customers - in one solution, QDQ.com featuring Google AdWords enables any company to jump-start their business by creating an on-line marketing and sales presence.

Google lacked a strong source of direct sales, which is why it decided to trust in QDQ Media to help it reach one of the fast-moving sectors: Spanish SMEs. Through this agreement, Google are able to access 78,000 of QDQ's advertising companies, which enables them to increase their coverage on the Spanish market and improve their visibility in a simple and profitable way, not only through QDQ's printed guides and QDQ.com but also through Google and Google Maps.

Within the conditions of this agreement, 5% commission has been set aside for telephone information services who sell the advertising space to SMEs. This has proved to be a very important opportunity for QDQ Media as this action helps them to win the battle over their main industry rival on the Spanish market, Páginas Amarillas (Yellow Pages).

QDQ WEB SOLUTION SERVICES: SMALL AND MEDIUM ENTERPRISES

In the present market structure, it is more important than ever to establish a good and effective on-line presence in order to be successful. Simply owning a website is of no use if no-one can actually find your site. Therefore, the websites belonging to small businesses owners must be properly and carefully optimised if they want to appear on the first page of search engines. SEO and SEM play a key role in acquiring targeted traffic and increased sales for the websites. In order to provide this level of presence to the SMEs, QDQ.com uses a web solutions services.

QDQ offer includes the creation of a web page service, its maintenance and any advice required for its upkeep. The whole process takes a maximum of 10 days and in that time the company generates a web page according to the client's needs. The web pages are personalised. A good website design is essential in ensuring the success of a website, even exceptional website content, without a good website design, will never be accepted and will not gain the appreciation it deserves. Accordingly, even a small business should ensure that its website is designed by a professional or should employ a website design service with professional graphic design skills. A good design contributes significantly to the success of a business website. Thus, SEO strategies in terms of web designing will include: a good layout and graphics, an attractive use of colours and easy readability in order to increase usability and conversions. QDQ offers different templates to each client, which encompass all of the necessary information to be successfully ranked on the Internet: history, contact information, address and opening hours, among other things, and the website is tailor-made to suit the client's requirements. SEO strategies that can be employed at the design phase are as follows: the strategic placement of content (in a way that suitable importance is given to the actual content on a particular webpage, which should be added in such a way that the relevant links within the site are also prominently visible), the break-up of content (the content is split up into parts and links to each portion are provided either at the top of the web page, or alternatively, the content is split up and placed on different web pages to form a pool), accessibility to the reader and a site map creation (each page is accessible using at least one static link and an appropriate site map of the website is created, and where necessary, it is split up into manageable parts), a URL (a name that gives a clear indication of the content on the web page and facilitates a good search engine ranking), advertising and profit generation (decisions on the type of internet advertisements included on a webpage, the location of these adverts and also the advertisement approach and service to be employed. It should be noted that a pay per click advertisement approach works well with both small and large businesses), content management (The content should be accurate, devoid of grammatical and spelling errors, readable, with proper formatting, useful, easy to understand and most importantly, should not be plagiarised in any way), search-based content (involves the incorporation of content which is being searched for on the website), keywords (the webpage should contain enough keyword density) and natural links (from link building).

Web creation is just one part of the process. After having prepared the web page, the QDQ team then positions it on the market and develops different strategies on social networks. They create search engine optimised pages, provide hosting services and manage investments in Google AdWords. Significant website optimisation services include: the research into keywords, competitive analysis, the creation of website content, optimisation of HTML codes, the creation of meta tags, SEO copywriting, link building, directory submission, search engine submission, blog creation, article submission, pay per click advertising, regular monitoring of the website and the maintenance of ranking reports, among others.

The experience of QDQ is fundamental in guiding their clients. The production team communicates with its clients through a space provided for them in which they can ask any questions regarding how the web page works and any changes in content. Through this provided platform, clients can control most important aspects of their website in a very simple fashion. They are able to see the number of visits on QDQ.com and Google, any direct visits, their own content and, from there, alter the content or photographs that they deem necessary.

The QDQ Media strategy is to continue supporting SMEs and bolster their list of clients, which currently stands at 50,000 companies. In order to do this, they have set up a QDQ.com blog, a space created by renowned bloggers which includes a team of specialists that will break down any Internet-based concepts into simple parts so that they can be understood a lot easier.

Therefore, we can conclude that QDQ featuring Google AdWords enables users to:

- **Advertise On-line:** with QDQ featuring Google AdWords where companies can immediately connect to Google AdWords and create an advert that is displayed with the relevant search results on Google.com or across the Google AdSense™ content network of partner websites.
- **Attract Prospects:** when people search the web for the products and services that the company sells, the advert appears with the relevant search results.
- **Capture Leads:** the information collected on the form flows directly into QDQ.com as a new lead.
- **Acquire Customers:** as soon as a lead is added into QDQ it is distributed to the sales team. QDQ offer with Google AdWords enables businesses to effectively manage and share leads, track opportunities through the sales cycle and close deals faster. Sales teams can manage all customer interactions in QDQ.com and turn qualified leads into new customers.
- **Analyse Growth:** QDQ gives companies a bird's eye view into lead generation, sales metrics, and company growth. Dashboards and reports are quick and easy to access with real-time information and allow companies to make decisions quickly and adjust advertising strategies appropriately.

CONCLUSIONS

The Internet has become a substantial marketing medium that acts as a viable alternative to conventional methods of advertising. It is a continually evolving medium and the exponential spread of information through a medium driven by users adds greater credibility compared to the business information channels which, up until now, had been the dominant force. This revolution has changed the behaviour patterns not only of businesses (through their marketing methods) but also of customers. In order to be successful in today's fast-paced, highly-competitive marketplace, business managers must have a clear and reliable strategy as we move from a physical world to a virtual world. Nowadays, the business environment is highly-competitive, advanced and well-organized, and most people depend on search engines for their needs as they provide a wide range of search results for websites. Websites are essential for successful business dealings. Companies start building up their websites in order to have a presence in the virtual world and they invest a lot in making their businesses visible to the customer through search engine marketing. It is obvious then, that a low-ranked website offers little or practically no exposure. The ranking of a website is affected by various factors such as website design and content. So, in this growing digital marketing era, the role of SEO and SEM services are becoming more and more important.

Companies use these strategies to increase the website search engine visibility in order to attract more relevant traffic -organic and paid- which generates a higher number of conversions and ROI, and effectively measures the desired actions on the website which, in turn, provides extremely useful information that can influence on-line business decisions. The Internet not only contributes to an increase in direct sales, it also constitutes the starting point for anyone who wants to reinforce their brand image and it also helps to improve relationships with clients. In this global environment, decisions on the most appropriate action or tool to be used have to be taken whilst bearing in mind the objectives that, ultimately, need to be met.

True success requires correct planning, carried out by professionals that have specific experience and who can guarantee the achievement of set objectives and advise on the optimum investment in each particular case. Perhaps all of these decisions need to be made right at the start.

FUTURE PROGRESS AND BUSINESS TRENDS

Some trends give us an idea as to what the future holds, however, in this particular field, nothing is certain. Some formulas, however, are beginning to appear, especially in terms of Google. With its wide range of tools and services, it is possible to envisage a future in which on-line marketing is integrated for all types of businesses, regardless of their size. This factor could be greatly

enhanced through the use of tools such as Google Local³⁷ (content search, especially for businesses close to where the user is, or in a specifically indicated location) and Google Maps³⁸ (a service that offers city maps for different countries, perhaps as a complement service to those who use Google Local), some of which are already currently in use.

Different financing formulas for web pages open up a new avenue for those people or businesses who want to undertake their own project on the Internet, an avenue which is currently accessible for the whole world. In particular, Google AdSense is an ideal formula for carrying out these activities. This compares with the other contextual advertising systems that are being used at the moment by Yahoo!, for example, with its Yahoo! Publisher Network³⁹ (still not available in Spain) or MSN Adcenter, as well as the rumours that Amazon⁴⁰ is interested in starting up its own network on contextual adverts.

The majority of network trends are led by Google, which is no longer just the biggest search engine tool, but also the main system that encompasses much more than on-line marketing related formulas. Among its tools, advertising on its search pages is its main source of income through AdWords and it appears that this advertising programme is continually improving. In fact, the AdWords advertising system has already begun using adverts that can be listened to through its "Audio AdWords". Similarly, it has begun testing its Google Click to Call⁴¹ system, which allows you to make calls over the Internet directly to the companies that are advertising on their pages using the AdWords system.

In terms of on-line marketing in general, we can confirm that the strongest trends are now geared towards achieving results, for example, it is not sufficient to just simply appear in the first few rankings of a Google search page, but it is now essential that this positioning achieves the results that were originally set out when undertaking such actions.

Therefore, professionalism is a growing trend and the companies dedicated to this market should be at the forefront when it comes to new technology and services to ensure that they never remain out of touch.

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³⁷ <http://local.google.com>

³⁸ <http://maps.google.com>

³⁹ <http://publisher.yahoo.com>

⁴⁰ www.amazon.com

⁴¹ www.google.com/help/faq_clicktocall.html

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WHAT IS THE TOP OF A FAMILY BUSINESS?

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Abstract

E-commerce is one of the greatest revolutions since Internet. In a global market like ours, for the companies is very important to expand their business. In order to do that successfully, e-commerce is one of the most powerful tools. But before we can start using e-commerce we have to study a lot of very important factors like customer behavior, loyalty, trust, marketing and advertising plans...etc.

Companies try to analyze in which direction have to make more efforts in order to optimize their business through e-commerce.

Barrabes is a case study of a Spain company that show us a clear example of how can a small company become one of the most important on-line companies in Spain using e-commerce.

Key words: e-commerce, Business to Consumer (B2C), Barrabes, e-commerce success, customer loyalty, customer trust, business family.

INTRODUCTION

Electronic commerce is the “sharing of business information, maintaining business relationships, and conducting business transactions by means of telecommunication networks” [14].

In this chapter, we will discuss about the bases that have led e-commerce to become, as many authors have reported, as Zheng Qin, Yan Lixiang or Qin Ju, one of the greatest revolutions after the emergence of Internet. We will analyze the Barrabes case study, a company from Spain that started as a simple on-line catalog and became a material reference place for climbers and mountaineers around the world.

Enormous potential of Internet also has affected the sports industry, which has successfully increased its commercial power. Today we can find papers that talk about e-sports business as a new branch of the sports industry [12].

Another feature of Barrabes is that it is a family business. Much has been written about family businesses and the role they play in society. The advantages and disadvantages compared to other companies will be described throughout the chapter. The main advantage is that family firms tend to sacrifice money and time to enhance their businesses. For some authors, family businesses have a greater strength in their choices and so the bond between them is greater than non-family ones [9].

In the last years, the analysis of the main factors behind the failure or success of Internet business has been one of the most popular literatures of information systems. Most studies try to reach to some general conclusions about what are the key success factors in any Internet business. For this purpose, we will try to directly relate the behavior of some measures and studies of firm performance.

In this chapter, we try to consider the way to success to Internet retailers. Internet retailers are the companies that use web technology to receive orders from their customers and develop a logistics network to manage to satisfy those requests. Our main target is to study which is the best way for these companies to acquire a competitive advantage and the amount of resources and capabilities needed. The main question is which the values of differentiation respect to other companies are.

The chapter is structured in four parts. We begin talking about e-commerce, more specifically the case of Spain (definition, factors, evolution...etc). After that, we discuss about Barrabes case study in order to show an example of e-commerce in Spain. The third part of this chapter is marketing where we analyze which are the success keys for the companies. Barrabes obtained this success developing e-commerce and this business model brought the interest of a lot of companies. A consultancy was created in order to show the success way to other companies. This consultancy is *Barrabes.biz* our fourth part of the chapter.

E-COMMERCE

Depending on which kind of users develop e-commerce, we can consider five categories: business to business (B2B), business to customer (B2C), business to government (B2G), government to government (G2G), and customer to customer (C2C) [8, 4].

B2C is one of the most important kinds of e-commerce. Business to Customer is developed by companies and customers that use Internet for make the transactions.

This is the case of companies like Amazon or E-bay. In the last years, the increasing number of network users and new trading platforms created by Internet companies has accelerated the quick development of electronic commerce. One advantage of this group of e-commerce is that it is not necessary to use a standard for data transmission (such as EDI for instance), because only credit cards, electronic money or e-wallet are involved in online sales and payment. In addition, search and navigation and multimedia functions supplied interface via Internet make it easier for consumers to seek and give an idea of the desired products. B2C has enormous potential and will be the main engine for the development of electronic commerce in the next years.

We can see in the following figure this great development that the e-commerce has, specifically in the case of Spain. E-commerce is increasing each year and we can see that almost half of the companies develop e-commerce [1, 2].

Evolution of e-commerce in Spain

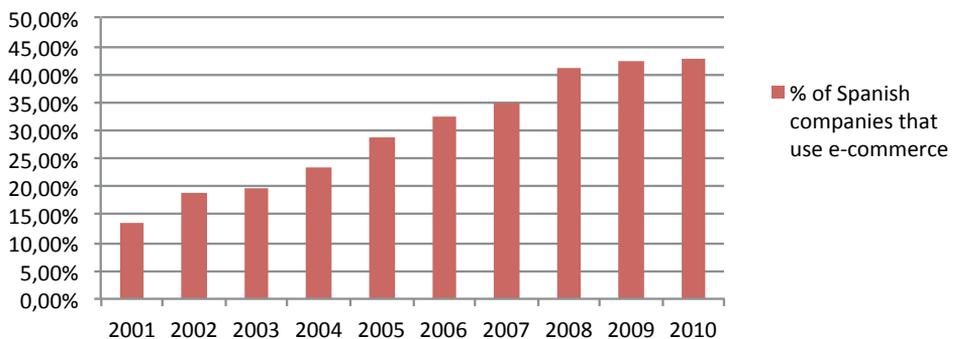


Figure 1. Evolution of e-commerce in Spain. AETIC [1].

Money that customers spend using e-commerce is also increasing every year. In the case of Spain we can see this fact as the following figure shows [16].

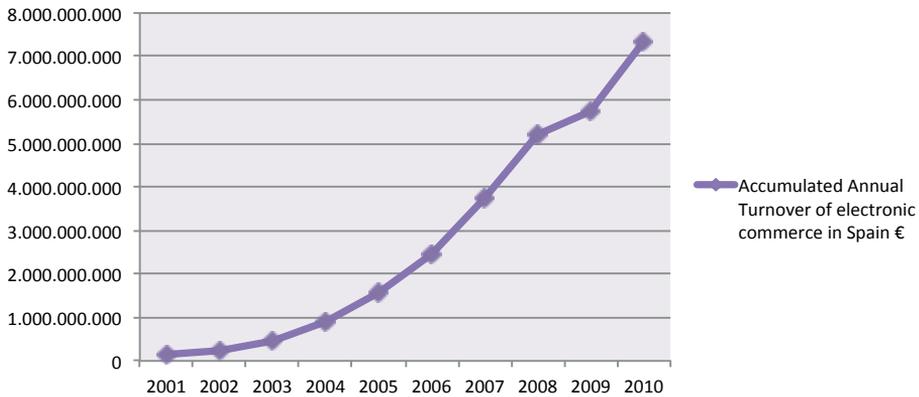


Figure 2. Accumulated annual turnover of e-commerce in Spain. CMT [16].

In B2C (Business to Customer) e-commerce, Internet is used by companies to provide goods and services to customers through web sites. At present, many types of B2C web pages are providing customers many of different products such as flowers, books, computers or cars [7].

If we focus in Spanish case, we can classify in several branches transactions using e-commerce. The following figure shows us the ten most important branches in terms of turnover [16].

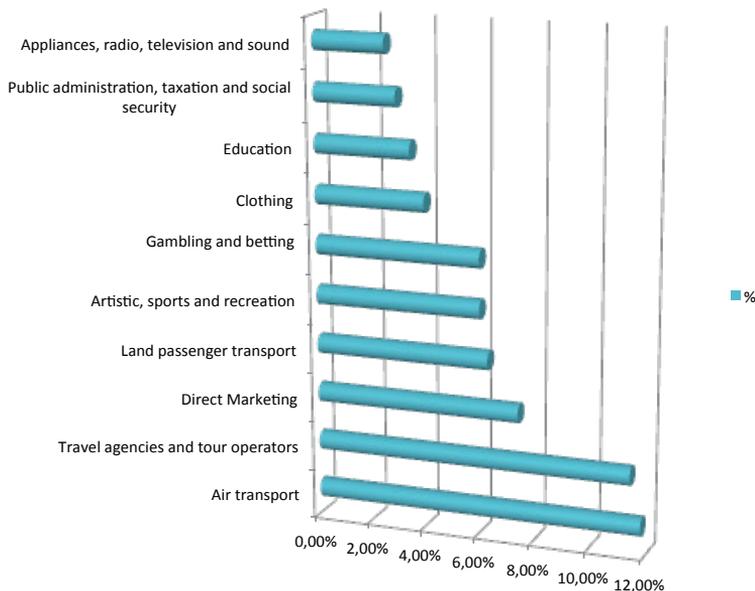


Figure 3. Most important activities in terms of turnover [16].

In electronic commerce there are a lot of factors which influence users such as product knowledge, behavior of the buyers, degree of knowledge about new technologies or skepticism about the risk that this technology brings [6].

According to Holsapple and Sasidharan (2009), these factors are classified as:

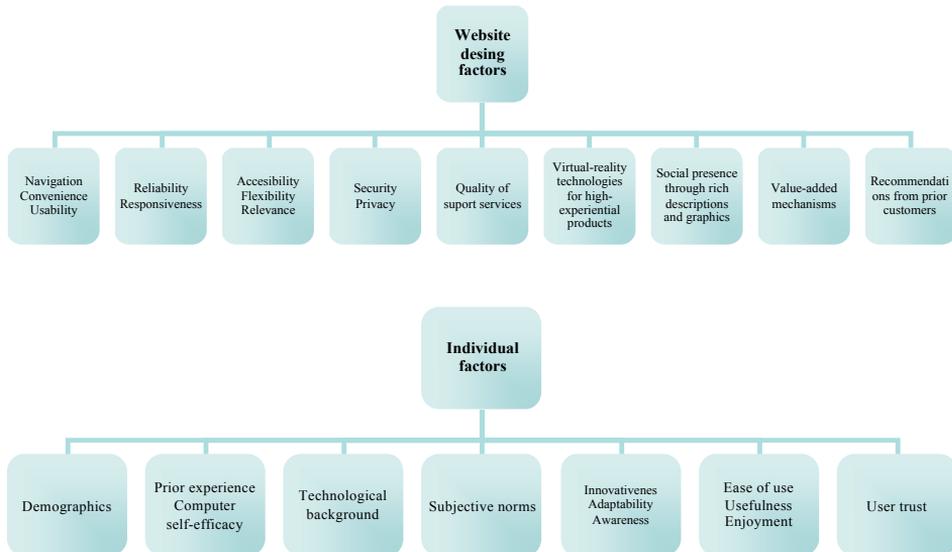


Figure 4. E-commerce success parameters [5].

Website design factors:

- Navigation, convenience, usability.
- Reliability, responsiveness.
- Accessibility, flexibility, relevance.
- Security/privacy.
- Quality of support services.
- Virtual-reality technologies for high-experiential products.
- Social presence through rich descriptions and graphics.
- Value-added mechanisms.
- Recommendations from prior customers.

Individual factors:

- Demographics.
- Prior experience, computer self-efficacy.
- Technological background.
- Subjective norms.
- Innovativeness, adaptability, awareness.
- Ease of use, usefulness, enjoyment.
- User trust.

A lot of transactions are made through Internet each day using e-commerce. Internet is not a platform for information as was in the beginning, now it is an important business platform for commerce with a lot of products. One of the most important concepts in the relationship between buyer-seller is trust. Trust has a vital influence on the activities of use and therefore the success of electronic commerce. In many of the operations carried out over the Internet customers are asked to complete a lot of information with personal data such as email address, preferences, phone numbers and information of credit card. This fact makes many reluctant customers when shopping online. Today is one of the most important barriers which found the development of e-commerce over traditional commerce.

The fact is that for consumers it is a barrier not to see who the provider in each case is.

In opposition to the traditional shops, where there is a physical relationship between customer and supplier, many users hesitate to revealing their information. Most consumers do not trust the legal and proper management of private information from web retailers [10, 3].

With the target of reducing the initial fear that causes transactions through the web much progress is being made in the areas of network security. And this is the key factor to increase the rate of popularity of e-commerce is the security of information. That is why many technologies such as encryption and symmetric key encryption or public key encryption are being developed to provide the basis of the privacy of customer information. In addition, technologies such as firewalls or intrusion detection are developed in order to prevent the incorrect use or theft of information [7].

There are many factors that consumers value when trusting on any e-commerce website. For instance as mentioned earlier, privacy and security to provide financial information is one of the most important. There are a lot of studies about the role played by these kinds of things in order to improve customer confidence in a website. These studies suggest that if the client is safe, confident that their data is handled correctly, increase loyalty and fidelity on this company and therefore their satisfaction.

Legal matters are also important in promoting secured online transactions [8].

Another determining factor in the degree of customer loyalty is the post-sale services. The physical delivery is a very important component. A customer who receives the right product at the right time to coincide exactly with the specifications given becomes a customer happy and satisfied. This factor leads us to analyze the topic of the logistic of the company.

Logistics includes from client's request, to the time when the customer receives the order at home. It is critical that the agreed upon date is as close as possible to the actual date and is at this point where more efforts and financial resources should be. The late arrival of the product often makes customers wait with anxiety the product, change the perception of the company radically.

But not only is the arrival on time of the product important. The product must never be damaged, improperly packaged or wrong. Care must be taken in all of the process, from the warehouse to the house of the client. There are many studies that show that companies that have outsourced efficient transport companies often have greater acceptance and higher fidelity than the rest.

Recent studies of the red.es company show us very interesting results about the main problems using e-commerce. As we can see in the Figure 5, logistic problems are the most relevant (39% of the customers with problems suffered delay on the shipment and for 20.9% the product never arrived) [17].

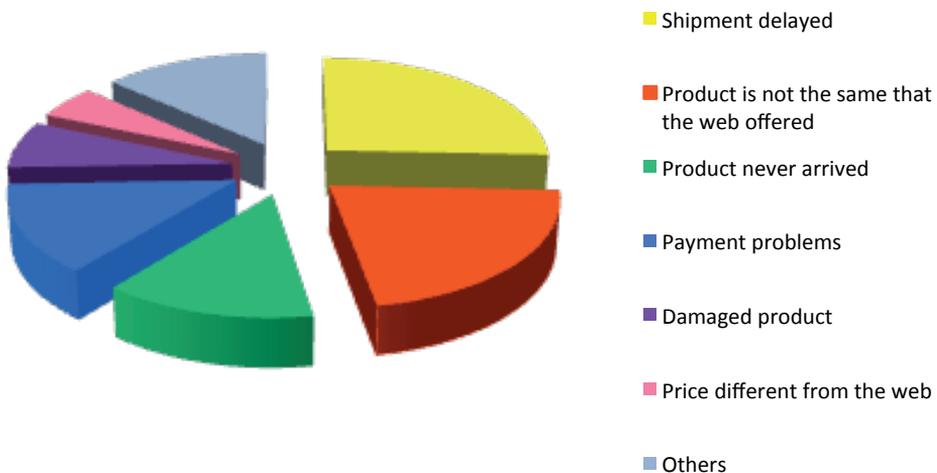


Figure 5. Main problems using e-commerce [17].

Thus, the literature discusses several criteria for deciding customer loyalty in e-commerce transactions. There are also more detailed studies that attempted to identify the relative contribution of these criteria in deciding customer loyalty [11, 13].

The supply chain is “a functional net-link model integrated by suppliers, manufacturers, distributors, retailers and final users, a net-link model that makes the intermediate products and final products, and then delivers the products to the consumers through the sales network” [7].

Managing the supply chain (SCM) includes all of the necessary tasks that are carried out logistics, we have to manage the control of the processes that lead from incoming of order to delivery to end customers. Each of the parts that are included in all logistics process is extremely important because as its name suggests is part of the chain. If you fail in one of the subsystems is felt throughout the chain.

Logistics is the fundamental guarantee for the optimal development of electronic commerce.

Barrabes business model has gone through the transformation of their activities. Issues such as decentralization of stores or in collaboration with the brands are vital to the survival of the company and that the increase in stocks in no way can be correlated to the increase in sales. One of the interesting points of the logistics of Barrabes is that their factory dispends directly the product to their customers (has own distributors) in an attempt to shorten the chain. This is one of the keys in order to maintain the current structure of manufacturer-distributor-store-customer.

Using e-commerce allow users select the products they want from one shop to another without living home. Only by searching, checking and choosing on Internet they can complete their shopping.

However, one wonders what would happen if the customer waits for a long time the arrival of their product or if the product is not what they bought. The logistics is the final warranty for the customer and for this reason is one of the most important points in the all process of e-commerce. Without modern and efficient logistics, e-commerce will produce customer dissatisfaction, and so, consumers will inevitably turn to the traditional commerce because of the lack of security [7].

BARRABES CASE STUDY (BARRABES.COM)

Barrabes is included in what is known in business terms as clicks & mortars that is the perfect combination between the new economy and traditional economy. These are the factors that have permitted Barrabes be proclaimed as one of the companies of reference in online commerce in the world. This success is just what has led the company to exploit its experience in electronic commerce.

Electronic commerce can help sports businesses to open international markets. Many companies now use e-commerce as an essential tool in their business. The sports industry is one of the most widely developed in this way. Thanks to

internet, companies that engage in sports products may have on its website an on-line catalog with timely information on prices, offers and information from various materials, technical information...etc. So these companies can become truly multinational with simply having a website using e-commerce [12].

Barrabes is a clear example of how a company has been able using e-commerce to pass its own borders. That is the key to their success.

This initial success encouraged the entrepreneurial spirit of the Barrabes. The next step was to extend the web in order to attract not only customers but also lovers of mountain sports. They spent a good portion of the profits on this way, resulting in the creation of forums, notice boards, newspaper articles, real-time chat ... etc. Other useful resources for the fans were free applications such as weather or condition of the ski resorts. Again, these investments reflected a huge increase in both sales and visits to the web.

The website stores a big amount of information. That is why there has been a great effort to keep it very organized. Thus the on-line store allows you to find products in 3 different ways: by brand, by activity and department. In addition, the site has a search engine a virtual seller advising clients about the materials to their physical characteristics, destinations... etc.

Barrabes.com is a website that progresses day by day and as a result have established a mature and effective relation with their customers. The fact always goes ahead since the beginning of their time on the Internet gives them some advantage over its competitors. And for this reason the anticipation is one of the keys to success.

Barrabes Arthur says that “Our precocity in Internet access has allowed us to do with some historical perspective as social change is the introduction of the “Information Society “and we have seen how it has changed in twelve years the behavior of customers and thus the foundation of our business”.

To facilitate the internationalization of the company’s website it was translated into English, thus causing an increase in their visits and requests from countries like England or America.

As a result of an optimal Internet presence the company was generating profits like improve communications and customer loyalty, or optimize its marketing plans.

As we said, what began as a simple online catalog is now a web page model for many companies. And already in 2001, the company billed 6 million €, 50% came from sales through Internet (in 2007 the bill of the group was 20 million €).

The impact of new technologies has had the effect of the occurrence of alliances between companies [4]. The credibility and success that Barrabes has obtained on the Internet from the beginning caused strategic alliances such as Microsoft-software-Phone Data Technology, Intel, Hewlett Packard, UPS and

DHL, logistics, BCH-safe means of payment. These companies have allowed to realize the objectives that Barrabes proposed over the years to achieve success.

MARKETING

One wonders which ones are the key to the success of barrabes.com. First, we certainly know they have a successful marketing strategy. Today, competition is increasing and therefore it is vital to establish a marketing strategy plan. Since the inception of the company, it has always been clear which is the kind of customer to which they go, which were their needs and what is the market segmentation. Only after this step a company can begin to lead efforts to generate business, attract customers ... etc.

A good marketing strategy can determine the steps, methodologies and time-lines for achieving the objectives. Like all disciplines, marketing has also evolved from the hand of new technologies. That is why today may be used the term e-marketing. We optimize our marketing strategy as long as we learn to combine traditional methods that allow us to electronic resources. That is why companies tend to integrated marketing product of the union of all the resources available (Internet, telephone, email ...).

Customer relationship management (CRM for short) is a new research filed of management which devolved rapidly to adapt to the strategic transfer from product-centered management to customer-centered one.

The main objective is to adapt the marketing strategy to customer preferences. In order to increase loyalty and satisfaction we change strategies over time. It is a mistake anchored in a certain direction and that this is a market that changes almost daily. There is much literature and many studies on this field. Knowing exactly what will be the CRM strategy can be carried out both a costly investment of time and money. However, if it is done properly, the benefits gained will outweigh the investment because this is the right way.

The first thing a company should do is know what kind of customers they are looking for. It seems obvious, but nothing further. After this, second step is wondering what the behavior of the customers will be. Only knowing exactly what the customer behavior is, a company can satisfy the needs of the clients.

KPMG report shows that up to 70% of British enterprises have difficulty to know who their customers are and what are they looking for. That is way CRM assumes a very special relevance [7].

Each and every one of the component parts of the company must walk in the same direction, the same philosophy and therefore the same strategy of CRM. If each department follows different steps, the end result will be awful.

We are under a competitive market in which attract customers is the main objective for all the companies. Efforts are focused on obtaining new clients

because it is more difficult than maintain the old clients. Nevertheless, efforts in order to improve customer loyalty must be made also [7].

It is for this reason that has been modified Barrabes CRM (Customer Relationship Management) adapting their marketing policy. Using techniques CRM seeks to optimize individual relationships with customers in order to provide quality and personalized service. With CRM solutions contacts with clients start to become opportunities to meet their needs and increase their loyalty to the company.

As we have said we are living in a rapidly changing market so it is necessary to bring strategically CRM techniques. Through these changes what they are looking for is not only to have a powerful tool, but using technology as a resource for the collection and loyalty of their customers. We are living in the “information society”, millions of data flows through the network and it is crucial to know how we will manage these data and especially how we are going to use it. The capture of customer data, further storage in databases, analysis and use finally focused on sales is one of the most important decisions within the overall marketing plan. That is why you should think carefully about which approach or which lines will follow the CRM project.

Barrabes efforts are focusing on quality of contacts rather than to the number of them. To keep track of contacts important information is stored for each customer. As we are discussing throughout the paper, the main priority is the deal with the customer. That is why the more you know, tastes, concerns, preferences, etc.... the easier it will satisfy there with a good offer.

A key to success lies in knowing well what customers we are looking for. Only in this way we can know what to offer them trying to satisfy their needs. Carlos Barrabes explains his point of view with the 4 kinds of customers in their website (extrapolated to Internet):

- The “looking for bargains” are those which go hunting for the opportunity, the best price for the “bargain.” These customers are characterized by fidelity to nil. They are not the goal that is sought in Barrabes.
- People who buy necessary in electronic commerce because only in this way can achieve the desired product.
- Customers “snob” who buys simply carried away by passing fashions.
- Finally, the cultural customer, understand that business philosophy and if he is happy with the company, he will promote the business... This is exactly the one that seeks to attract from Barrabes.

In this marketing plan conducted by Barrabes, could not miss the topic to become known worldwide through advertising. Acts such as advertising through banner ads on other websites, sponsoring mountaineering expeditions to Everest News writing (first on-line journal of mountaineering in the U.S.) led them to be increasingly close to people as which were gradually better known by the name of Barrabes.

Following this success, many companies were interested in the business model Barrabes. Many people were interested to be advised by this group of entrepreneurs. That's how it started a new business idea. Since barrabes.com was a reference model of e-commerce through the Internet, they decided to create a consultancy. Thus was born barrabes.biz

BARRABES.BIZ

Barrabes.biz is defined as a consulting firm which provides networking solutions. To do this it implements the necessary tools to weigh the success of online business. The main objective to be achieved is to use the experience gained over the years at barrabes.com to serve its customers.

They began to create a group of companies focused on small and medium enterprises with the aim of, through the technological resources necessary to advance innovation and internationalization. Barrabes.biz helps these companies both in Spain and Latin America to settle in the market.

Over the years, Barrabes.biz has become a cluster of businesses of all kinds: business mobile, video, SEO strategies ... etc. All these companies are run by an entrepreneur and the group Barrabes. Thus, Barrabes accompanies the entire process of strategic plan and implementation of the project and its consolidation, innovation and future plans. As co-owner of the company, the company assumes Barrabes as their own and works to achieve the goals in the shortest time possible.

Also in the corporate structure of the company can see perfectly what the main philosophy of the company is. The structure is a matrix model with thematic areas and cross functional areas. The five themes are: Strategy, Marketing, Innovation, Competitiveness and Globalization. As noted, these five areas practically coincide with the main services which are promoted on Barrabes.biz. The functional areas are classified like the corporate strategy, business, operations, internal Innovation, management and services administration (Staff).

Two strategic points to success are experience and innovation. That combination is the pair in order to offer their services as consultants to other companies. His experience is to bring 15 years in this business with tested success is a great warranty. But today we are in a changing market, and it is a mistake to believe that having success in one aspect of the business you're all done. This is the second key pillar, innovation.

In Barrabes.biz commits to innovation and the use of technology focused on a particular business model. This model is directed towards SMEs through projects coordinated by public or private organizations looking for transform businesses through innovation and internationalization with technologies and Internet. After this transformation process greatly enhanced in the company, has changed its strategy and therefore has raised its targets to become more competitive and therefore able to compete with big companies.

To do this Barrabes.biz offers their companies several services that are explained below [15]:

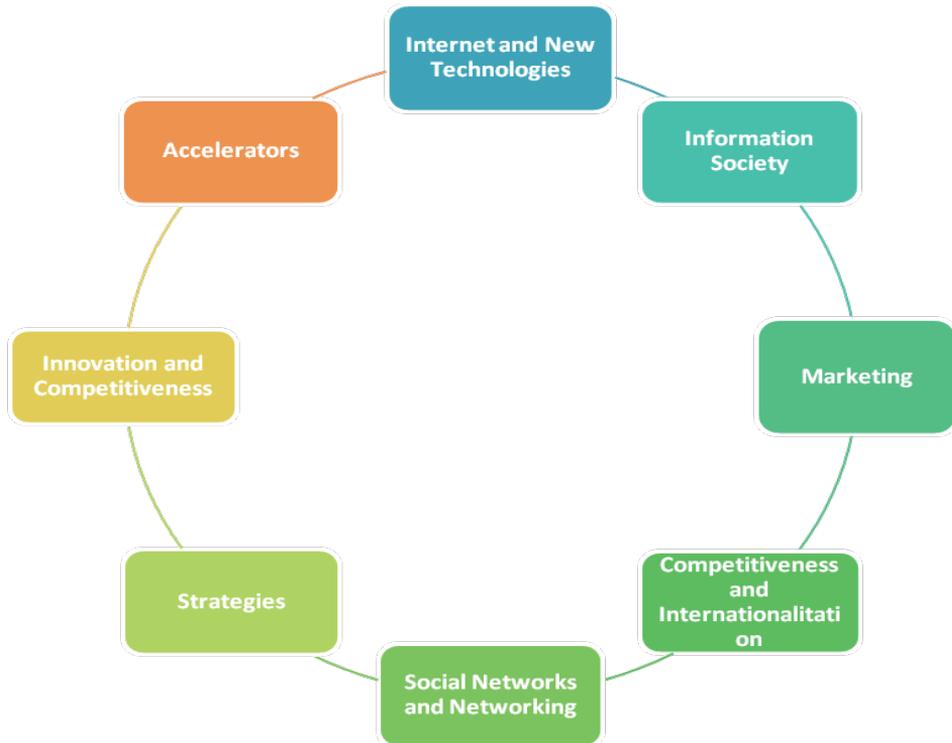


Figure 6. Services provided by Barrabes.

Internet and new technologies:

- This is the essence of Barrabes. As we mentioned the main objective is exploit his experience to help other businesses. This experience is increasing and currently has worked with more than 5.000 companies and public institutions. According Barrabes, they have the aim to define Internet business models that give the company a growth in quality, quantity and technology. From here, the company can:
- Reduce costs and increase sales.
- Build brand
- Optimize and know the profitability of marketing activities
- Improve communication with customers by giving better service and making more loyalty.
- Improve business communication

Strategy:

Besides innovation the main strategy is to ensure that public and private financial institutions support the future projects of small and medium enterprises. Barrabes spent a lot of years working with these institutions and so this is a guarantee more than enough to achieve the proposed objectives. From Barrabes also performed redesign projects and adjustments in companies that do not meet the minimum goals and who can give much more than they currently are.

Marketing:

As mentioned earlier, one of the keys to business success is implement the marketing plan marked. Knowing which customers to target, and what needs are steps we can meet previous to the acquisition of customers and generating business. For this Barrabes proposed the following business solutions:

- Marketing plans, steps and times that they must follow in order to achieve the objectives.
- Market research, promotes the investigation, through market research.
- Plans in different sections, knowing in which sector the business is to do present and future projects successfully.
- Development release: Using promotional media available to the company optimally.

Information Society:

Barrabes.biz has become the benchmark for many companies, especially in Spain. Never a company has committed so much for a business model focused entirely on the information society.

Innovation:

One of the key elements for Barrabes is innovation. Today there is huge business competitiveness and is very hard to be different from the rest. That is why one of the objectives proposed from Barrabes is achieved through innovation that your customers are efficient and different. From Barrabes is intended that each customer has a unique style of innovation to get the most from their performance.

Barrabes assist them in this innovation process, product, strategy, team leadership, physical space organizations, etc.

Internationalization:

In Barrabes suggests three points that lead a company to transfer its own borders and to move towards a global environment.

First Barrabes seek aware companies about the many benefits that carries internalization. Many small businesses feel particularly averse to a change that would take them outside. It Barrabes work show that change is not only beneficial, but in many cases necessary.

The second step is to show the company what its key points to improve face to prepare for the project. For this Barrabes uses his own tools and methodologies to detect the most unfavorable to correct and the most favorable for enhancing them.

The third point and last point is to develop the plan of action necessary, properly studied by the above. Technology, communications and logistics among many others, are key to the expansion project is fully successful abroad.

Own initiative called PIPE net, was considered Best Practice of the European Union in 2006 and the best program of the European Union in the Internationalization section for service companies in 2007.

Accelerators:

Another service that offers companies Barrabes is the acceleration. It consists of intensive work processes in not much time focusing on projects of all kinds. Three types of acceleration are possible.

The Entrepreneurship Accelerator is aimed at companies with experience looking for a boost in your business or simply to consolidate in a certain position.

The Business Accelerator aimed at young entrepreneurs with good ideas in the field of innovation. Are offered the support necessary to enhance and develop your project.

And Innovation Accelerator in order to companies innovating in an orderly and efficient way.

Networking and social networks:

Social networks allow establishing relationships without physical presence, both in personal and professional way. Barrabes.biz advises clients how to manage the information exchanged with users of social networking to strengthen relationships by focusing increasingly strong customer.

CONCLUSIONS

E-commerce is one of the most important revolutions in the last years. A lot of companies have been created under these technologies and many others have been modified in order to adapt their business. For many authors e-commerce has changed the philosophy of the commerce. Today is quite strange to see a company based in commerce without the possibility to buy in their web using e-commerce.

But for a really success in e-commerce is not enough to have a website, a very hard efforts in topics like Logistic, Marketing strategic and technologies of security must be done.

We have analyzed the main factors which can influence in the choices of the customers. We have concluded that the more important is the trust in the company. This trust will be much more strong if the company has a strong security using the confidential data of the customers.

We have presented the situation of the e-commerce in Spain. In the last ten years the e-commerce had increased each year. E-commerce is progressing more and more and for that B2C is moving much more money each time in Spain.

We have focused our paper in the Barrabes case study, a Spain company that began as a simple shop of mountain products and became in one of the most important companies in the world. They gambled strong for the e-commerce and step by step great results were obtained. Such was the success that they started a consulting in order to show to others companies the way to success. Today Barrabes model business is studied and followed by a lot of companies.

We have tried to shown the steps which have to be followed in order to expand the business successfully. Barrabes case study is the perfect example.

In this way, this chapter can be used such a guide for other companies looking for expanding their business using e-commerce.

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OPEN DATA - OPEN GOVERNMENT DATA

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INTRODUCTION

Information technology management and documentalist professionals are aware of the enormous added value implicit in the availability of information generated, consumed and stored in all kinds of administrations, institutions and agencies that process and register data on a daily basis. Often, once that data has outlived its usefulness for the agency concerned, its social and strategic importance does not simply end with its registration and storage for historical purposes.

The proposal developed here intends to demonstrate the business value of such information (statistical, geographical data, official journals, etc.) in regard to the corresponding development of an application designed to improve a production system or simply as an unexploited business opportunity.

Until relatively recently, obtaining this information was a costly exercise. One had to find the time from a busy work schedule to travel to the relevant source, often having to make a prior appointment and waiting in a queue just to obtain some simple photocopies that had previously been paid for and, if you were lucky, were of sufficient quality to be computer-processed at some point. Once obtained, that information would be processed using OCR tools such that it could be integrated into the corresponding system and able to generate the desired analyses and results.

Initially though, one would have tried to optimise one's time attempting to find the information on the internet by means of some text file, PDF or HTML, "something" that ultimately would not cost so much time. With a little luck one would find a web service offering the option to develop one's own software utility capable of optimising the service and that would be it. Unfortunately however, the information obtained was usually poorly structured and one would be left with a large number of HTML pages with no uniform structure, requiring the development of a "robot" software programme capable of combing through these hundreds of pages in order to obtain the desired information.

In addition to these difficulties, designs vary over time according to regulatory, political and social circumstances, etc. and therefore the designers and programmers of these portals and websites change their designs, templates, contents, etc. to adapt them to the new requirements. This means that the analysed HTML code is also affected and therefore, if the information required is being combed using that HTML code, one needs to design a new system of warnings and logs that allow the review and detection of these changes on a daily basis. Otherwise the “robot” could change from functioning with total efficiency to being of no use at all having to re-adapt its programming to the detected new HTML code.

In May 2009, the United States Government (following the proposal by Vivek Kundra, Federal CIO of the United States), approved and set in motion the data.gov project with the sole objective of making public data openly available so that businesses and entrepreneurs could develop and contribute added value services to the public as well as promote the transparency of Public Administrations.

To create a technology so that national, regional and local government public data is open and can be reused by third parties is the technical challenge posed by Open Data.

Whilst projects such as data.gov and Open Data do not totally eliminate the need to perform the “craftwork” mentioned above in order to obtain the desired information, thanks to the Open Government Data initiative and the force with which it is entering Spain, more high-quality open data is available each day (saving the time necessary for generating added value information), above all for the purpose of re-use we are concerned with here.

Many administrations in Catalonia, Cordoba, Extremadura and Asturias are already embracing Open Data and more are joining the trend every day.

The Basque Government deserves a special mention for being the first Spanish public administration ever to open its data, in April 2010.

DATA CATALOGUES AND CATALOGUE REPOSITORY

Since 2009 and thanks to ICTs, new initiatives that make new data catalogues available to users are seen popping up around the world each day. We can locate these thanks to **datacatalogs.org**, an Open Government Data catalogue repository presented in Berlin last 30 June 2011 in the OKCon 2011 (<http://okcon.org/2011>) and promoted by the OKF (<http://okfn.org>), in collaboration with the leading projects to date: the CTIC repository (<http://datos.fundacionctic.org>) and that of RPI (<http://www.rpi.edu>), and other organisations (<http://datacatalogs.org/about>), whose common aim is to try and join forces to create a single worldwide reference point for Open Data.

In the table below is a list of 14 data catalogues that are currently published and can be seen at <http://datos.fundacionctic.org/sandbox/catalog/faceted/>, the former repository of the CTIC before datacatalogs.org. appeared (please bear in mind that these repositories are fed by the information supplied to them, therefore, there may be another data catalogue that does not appear in the list).

| Stars | Catalog | Location | Country |
|-------|---|------------------|---------|
| 1 | Extremadura Reutiliza | Extremadura | Spain |
| 1 | Proyecto Aporta – Spanish Public Data Catalogue | Kingdom of Spain | Spain |
| 2 | Open Data Córdoba | Cordoba | Spain |
| 3 | Badalona Open Data | Badalona | Spain |
| 3 | Lleida Open Data | Lleida | Spain |
| 3 | Open Data Navarra | Navarre | Spain |
| 3 | Opengov.es | Spain | Spain |
| 4 | Balearic Islands Open Data | Balearic Islands | Spain |
| 4 | Catalonia Open Data Catalog | Catalonia | Spain |
| 4 | Gijón Public Data Catalogue | Gijón | Spain |
| 4 | Open Data Euskadi | Basque Country | Spain |
| 4 | OpenData BCN | Barcelona | Spain |
| 5 | Asturias Public Data | Asturias | Spain |
| 5 | Zaragoza Public Data Catalogue | Saragossa | Spain |

Stars: (1) Stuff published / (2) Structured Data / (3) Open formats / (4) RDF Data / (5) Linked Data

Please note that the information in the data catalogues is accessible online using a standard structure and formats such as XML, XLS, CSV, RDF, MDB, SHP, KMZ, along with the documentation necessary for processing it.

In the Proyecto Aporta website (<http://www.aporta.es>), we can see the current regulations on the Re-use of Public Sector Information based on Spanish Law 37/2007 on Re-use of Public Sector Information, which transposes the Community Directive into national legislation and includes basic principles on the Re-use of documents prepared and stored by the Public Sector Administrations and Agencies.

Workshops and meetings are also held throughout the year that provide updates on new additions, new data catalogues, new developments, meetings, business opportunities , etc.

Open Data project managers and coordinators usually attend these meetings to announce new advances and data catalogues, and to analyse the opinions, needs and ideas that people bring to the meetings, so they can channel all their efforts into opening new information sources that meet these needs.

OPEN DATA OBJECTIVES

The Open Data project is of the utmost social and economic value and seeks to achieve the following objectives:

- **Generate social and economic value:** Companies and entrepreneurs can re-use the data from well-organised government data catalogues to create new added-value products and services and develop new business models.
- **Assist decision-making:** Commitments must be made to update the data in each catalogue at the required intervals, to support decision-making.
- **Improve transparency and commitments in the Public Administrations:** Systematised and classified information should be made available to society to assist initiatives by anyone who wants to analyse and evaluate the public administrations.
- **Improve the Public Administration data systems:** The greatest effort Administrations must make in order to publish more data catalogues is adapt their systems to meet the organisation and structure requirements of an open data system.

LICENCE FOR USE OF OPEN DATA

Obviously, there are always issues around displaying third party information and viability studies must be performed before it can be shown. Therefore, when deciding whether to use any type of information it is fundamental to look at this in terms of copyrights and from a legal point of view.

Most websites that make Open Data catalogues available to third parties publish them, if not otherwise indicated, under a free and open license or a Creative Commons Attribution license (CC-by 3.0) (<http://creativecommons.org/licenses/by/3.0/legalcode>). Under the terms and conditions of this license, for the duration of the intellectual property right protection and free-of-charge, the licensee grants a non-exclusive international license that includes the following rights:

- a) Right of reproduction, distribution and public communication of the work or service.
- b) Right to incorporate the work or service into one or more collections.
- c) Right of reproduction, distribution and public communication of the work or provision lawfully incorporated in a collection.

- d) Right to transform the work to create a derivative work, provided the latter includes an indication of the transformation or modification made.
- e) Right of reproduction, distribution and public communication of derivative works created from the licensed work.
- f) Right to extract and re-use the work or the provision of a database.
- g) To avoid any doubt, the original holder:
 - Retains the right to receive remuneration or compensation provided for acts of exploitation of the work or provision, described by law as indispensable and inalienable and subject to mandatory collective management.
 - Waives the exclusive right to collect, both individually and through a collective rights management agency, any compensation deriving from acts of exploitation of the work or provision you make.

These rights can be exercised in all media and formats, tangible or intangible, known at the time the license is granted. Said rights include the right to make the modifications that are technically necessary in order to exercise the rights in other media and formats. All rights not expressly granted by the Licensor are hereby reserved, including, but not limited to, the essential moral rights acknowledged by the applicable law. If the Licensor holds the exclusive rights provided by the existing national law that implements the European Directive on the sui generis database right, it expressly disclaims such exclusive rights.

The use, reproduction, modification or distribution of the data sets entails, under the terms of the Creative Commons - Attribution license (CC-by 3.0), the obligation to attribute the material to the author and to cite the source.

OPEN DATA BUSINESS OPPORTUNITIES

The re-use of public information in Spain generates an annual turnover of between 500 and 650 million Euros and employs 5,500 workers. This data was acquired from the recent *“Estudio de Caracterización del Sector Infomediario”* (Characterisation Study of the Infomediary Sector) by the *Observatorio Nacional de las Telecomunicaciones y la Sociedad de la Información* (ONTSI).

Infomedia companies analyse and process information from the public sector and generate added-value applications, products or services for third-party companies or the general public.

Here are some of the projects already using public information:

Euroalert.net

A European Union information service that reports on public tenders and contracts, among other things.

Comogastan.com

The project lists the current expenditure committed (or committable) in 108 public tenders and 56 calls for funding, for a total of 538 million Euros. This is currently limited to the Basque Government, but there are plans to extend it to the whole of Spain as soon as the data from the other autonomous regions starts coming available.

Infocif.es

An infocif.es search, analyses, processes, organises and classifies public information about Spanish companies.

Infocif.es has tried to make this a powerful tool that is also straightforward and simple to use.

By simply entering the Corporate Name of a company or its Tax Code, the company or a list of matches found will appear (e.g.: If we enter Construcciones Garcia, both Construcciones Garcia Pardo SL and Construcciones Garcia Rodriguez SA will be shown).

Next, with a simple click, we obtain the following information:

- Official Gazettes of the Spanish Commercial Registry (BORME).
- Appointments and Departures from all the Company's Positions.
- Fiscal Addresses.
- Tax Code.
- Capital increases and reductions.
- Last accounts presented.
- Links by positions, so we can find out who holds a certain position and in which companies someone is or has been working.

Imagine having to find all this information without this platform.

It also offers "My Portfolio Manager", the set of online tools and options described below:

- Client portfolio management.
- Download Commercial Registry Accounts.

- Risk Report request.
- Real-time alerts of any change in any of the listed companies and for any newly-released product.

All the information is provided free-of-charge except for some of the services provided by third parties, for which infocif.es simply acts as a gateway.

“BASQUE COUNTRY TOURIST INFORMATION WEBSITE” CASE STUDY

When planning a trip nowadays, the first thing one does is “surf” the internet to find information about accommodation, places of interest, leisure activities, etc. to make the trip as interesting as possible.

Yet this surfing can often be a chore as there are several websites separately offering information on each subject. For example, one website shows the cultural places to visit, another shows the accommodation, others show restaurants, and so on. Once one has found the places of interest, one must visit other sites, such as telephone directories to obtain telephone numbers, or email addresses for making reservations or finding out opening hours.

Well, one of my next trips is to the Basque Country and so, after experiencing some of the problems mentioned above, I decided to create a website that contains all the information one might need to comfortably plan a journey to the Basque Country without having to visit several different sites.

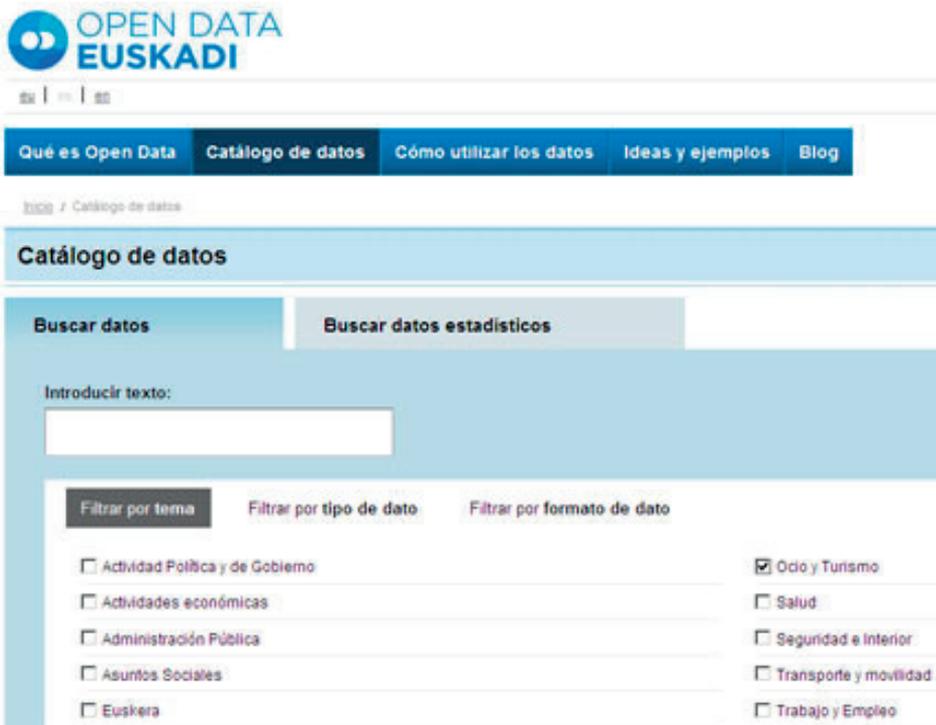
First, I searched for and analysed reliable public data sources on the internet that contained the required up-to-date information and were structured so the data could be re-used: in other words, a website that followed Open Data standards.

In fact, Open Data Euskadi (<http://opendata.euskadi.net/w79-home/es/>), the website for accessing the public data of the Basque Government in a re-usable format, provided just what I needed.

Then I studied the website and looked at the license for use and the documentation supplied for using the data catalogues on offer.

Once I was sure I could re-use the data under the *Creative Commons Attribution 3.0* license (*except where indicated otherwise*), I visited the “Data Catalogue” section and used the search engine (http://opendata.euskadi.net/w79-buscador/es/contenidos/informacion/form_busquedas/es_formv3/form_buscadatos.html) provided to easily locate the required information.

I left the search box blank in the search engine and clicked the option “Filter by subject” to reveal all the subjects available to us. Then I checked the box next to the subject “Leisure and Tourism” that was relevant for my project.



Detail of the search engine for Data Catalogue that Open Data Euskadi offers with the option “Filter by theme” and the subject “Leisure and Tourism” checked.

Now I clicked on the “Search” button and a list of search results appeared, in which I reviewed which data catalogues were most suitable to my needs.

After analysing the results, I decided on the following data catalogues:

- a) **Tourist destinations in the Basque Region:** This catalogue provides information about the main tourist destinations in the Basque Country, a description of the place, how to get there, useful information, etc. Below are some of the fields one can find, although they may vary from one website to another.
 - Photography.
 - No. of Inhabitants.
 - Surface area.
 - Description.
 - How to get there.
 - Map (Image with a map that shows details of the areas).

La senda bujanda: Por el desfiladero de Corres

La arquitectura de Corres, perteneciente al municipio de Arraia-Maeztu, denota su origen medieval. Estrechas callejuelas abalconadas recorren el pueblo a través de pasadizos y las murallas abrazan y ocultan desde el valle la vista de la villa. Apartada de su casco urbano se encuentra la ermita de la Virgen de la Peña, de origen románico. Situada en un alto, es una atalaya desde la que se divisa una panorámica excelente del desfiladero.

Nos dirigimos a la Iglesia parroquial de San Esteban (siglo XVI), templo no visitable en la actualidad. Junto al antiguo lavadero de Corres, y siguiendo la pista que parte del pueblo, nos encontramos pronto con unos rótulos que nos indican la Senda Bujanda. Ésta nos internará poco a poco en el desfiladero de Corres, siguiendo el curso del río Izki.

La senda, agradable y frondosa, tiene diversos puntos de interés naturalístico como la presa de Aranbaltza, a un kilómetro de Corres, remanso idóneo para admirar el paisaje. Desde aquí parte el canal que sirvió como generador de electricidad para los pueblos de la zona. El canal va junto al río hasta el puente de Lagabía, punto donde se separa, siguiendo hacia Antoñana.

Desde la presa de Aranbaltza hasta Bujanda (Campezo) continuaremos en suave bajada. El desfiladero cuenta a ambos lados con espléndidos bosques de encinas y robles, además de hayedos, quejigales y abedules. Ya en Bujanda con la sierra de Codés al frente, merece la pena visitar la iglesia de La Asunción. En su interior, se guarda el cuerpo incorrupto de San Fausto Labrador, considerado patrón de la fecundidad.



Example of a view of the data that Open Data Euskadi offers us in its catalogue “Tourist destinations in the Basque Region” for the website “La senda bujanda: Por el desfiladero de Corres” (The Bujanda Path: Through the Corres Gorge).

b) **Cultural heritage and resources of the Basque Country:** This catalogue offers information on the cultural heritage, museums, libraries and archives, music, main festivals, crafts, theatres, movies, exhibition halls and galleries, etc. Below is a list of the fields available for each aforesaid resource, bearing in mind that not all the fields are available for all the resources:

- Photography.
- Description.
- Type of resource.
- Type of monument
- Postal address.
- Telephone.
- Artistic style.
- Period.
- Opening hours.

- Prices.
- Useful Information (Access for disabled persons, etc.)
- Services (Own car park, Exhibition halls, Possibility of guided visits, Video Rooms, etc.).
- Website URL.
- Email.

| | |
|---------------------------|--|
| Tipo de recurso : | Edificios o estructuras de interes |
| Tipo de monumento: | Palacio |
| Dirección: | Quejana 01477 QUEJANA (AYALA/AIARA) -ALAVA |
| Teléfono : | 945 399 264 - 945 399 414 |
| Estilo artístico: | Gótico |
| Periodo: | Siglo XIV |
| Horario: | Horario del Museo: <i>En invierno:</i> Martes a domingo: 10:00-14:00. <i>En verano:</i> Lunes a domingo: 09:00-14:00 y 16:00-19:00. Las visitas guiadas al Museo de Arte Sacro deben ser concertadas previamente llamando al teléfono 945 399 264. |
| Tarifas: | Entrada gratuita |
| Datos de interés: |  |

Fue residencia del linaje que da nombre a todo el valle: los Ayala. Se construyó en el siglo XIV, cuando el gótico estaba en su máximo apogeo.

Tiene planta cuadrada, con torreones en las esquinas y un gran patio central. De los dos torreones originales sólo se conserva uno, el del nordeste. La fachada principal de la torre estaba situada al este, en la que hay una puerta de arco apuntado sin decorar.

Tras haber sido restaurado, en la actualidad alberga el Museo de Arte Sacro de Quejana que, mediante abundantes contenidos, da a conocer la historia de los Ayala.

Junto con la iglesia y el convento de San Juan Bautista y la capilla-torre de la Virgen de Cabello, conforma el Conjunto Monumental de Quejana.

Servicios



Example of the view of data that Open Data Euskadi offers us in its catalogue “Cultural heritage and resources of the Basque Country” for the “Palacio de los Ayala” museum.

- c) **Restaurants, cider bars and wine cellars of the Basque Region:** This contains very interesting and easy-to-use information about each of the restaurants, cider bars and wine cellars of the Basque Region. Below is

a list of fields available for each establishment (not all establishments have all the fields) :

- Photography.
- Description.
- Services (Wine list offered, allows payment by bank or credit card, wine sold to the public, if guided visits allowed, etc).
- Type of Cuisine.
- Postal address.
- Telephone.
- Website URL.
- Email.
- Weekly closing day (The day of the week when they close).
- Holiday closing dates.
- Seating capacity.

| | |
|--------------------------------|--|
| Tipo de cocina : | Cocina tradicional. Menú Sidrería. |
| Dirección : | Armentia, 8. 01195 ARMENTIA (VITORIA-GASTEIZ) -ALAVA |
| Teléfono : | 945 231 261 945 131 565 |
| E-mail : | sidreria@sidreriasanprudencio.com |
| Web : | http://www.sidreriasanprudencio.com |
| Descanso semanal : | Domingo noche |
| Cierre por vacaciones : | no cierra |
| Capacidad : | 65 |

Restaurante asador ubicado en Vitoria-Gasteiz con una amplia oferta de platos. Dispone también de menú de sidrería. Sus platos más reconocidos son el rape, el rodaballo y el chuletón a la brasa. Además, ofrece otras comidas y bebidas. El local tiene capacidad para 65 personas y ofrece la posibilidad de alquilar espacios. Aunque no dispone de aparcamiento, existe un parking público al lado del establecimiento.

HORARIO:

Lunes a sábado: 13:30-15:30 y 20:30-23.30.

Servicios



Example of view of the data that Open Data Euskadi offers us in its catalogue “Restaurants, Cider Bars and Wine Cellars in the Basque Region” for the “Sidrería San Prudencio” cider bar and restaurant.

d) **Information about leisure facilities in the Basque Country:** Offers information about the leisure facilities in the Basque Region, such as theme parks and attractions, recreation areas, bar areas, casinos, aquariums, etc. The fields available about each resource (not all the fields are available for each resource), are as follows:

- Photography.
- Postal address.
- Telephone.
- Fax.
- Email.
- Website URL.
- Description.
- Opening hours.
- Seating capacity.
- Services (access for disabled persons, café, restaurant, laundry, etc.).



Gran Casino Bilbao
 Alameda Urquijo, 13
 48008 BILBAO -BIZKAIA

Teléfono: 944 240 007
 Fax: 944 243 437
 E-mail: info@casinobilbao.es
 URL: <http://www.casinobilbao.es/>

El Gran Casino Bilbao se encuentra situado en el centro de Bilbao, en una de sus arterias principales: Alameda Urquijo, con acceso directo en coche y parking cercano. Ocupa el espacio del antiguo Teatro Coliseo Albia.

Se trata de un multiespacio puntero y de diseño que aúna juego, gastronomía, restauración, eventos y poker en la capital vizcaína.

Distribuido en dos pisos, en la planta baja se hallan una zona de juego con salas de máquinas y mesas, el CB Café&Bar, un nuevo espacio para picar o tomar algo, y una zona VIP de ambiente tranquilo. El espacio de juego se complementa con una sala independiente de casi 200 metros cuadrados, especial para la celebración de torneos, ubicada en la primera planta.

En la primera planta está situado también el Restaurante Ibaigane, con entrada independiente del casino. Amplio y luminoso, tiene casi 500 metros cuadrados y una capacidad

HORARIO:
 Sala de máquinas: 10:00-05:00.
 Sala de juego: 17:00-05:00.

para 350 comensales. Dispone de espacios privados para todo tipo de celebraciones íntimas y de grupo.

SERVICIOS



Example of the view of the data that Open Data Euskadi offers us in its catalogue “Information about leisure facilities in the Basque Country” for the “Gran Casino de Bilbao” casino.

e) **Information about each Tourist Office in the Basque Region:** The fields it offers us about each Tourist Office are as follows:

- Photography.
- Postal address.
- Telephone.
- Fax.
- Email.
- Website URL.
- Opening hours.
- Useful Information.



Instalaciones de la Oficina de Turismo

FICHA TÉCNICA

| | |
|-------------------|--------------------------------|
| Dirección: | Calle Mayor, 52 |
| Municipio: | 01300 LAGUARDIA |
| Teléfono: | 945 600 845 |
| Fax: | 945 600 239 |
| E-mail: | turismo@laguardia-alava.com |
| Web: | http://www.laguardia-alava.com |



Haz click en el mapa para ampliarlo

MÁS INFORMACIÓN

| | |
|--------------------------|--|
| Horario: | Lunes a viernes: 10:00-14:00 y 16:00-19:00. Sábados: 10:00-14:00 y 17:00-19:00. Domingos: 10:45-14:00. |
| Datos de interés: |  |

La pequeña localidad de Laguardia, conocida popularmente como la "capital del vino", ha conservado a lo largo del tiempo las características medievales de sus orígenes. Desde la oficina de turismo proporcionan toda la información sobre los lugares más emblemáticos de la zona. Asimismo, de martes a domingo, organizan visitas guiadas a la iglesia de Santa María de los Reyes y el casco histórico de Laguardia. Abierta durante todo el año, ofrece sus servicios en varios idiomas (castellano, inglés y francés).

Example of view of the data that Open Data Euskadi offers us in its catalogue
"Information about each Tourist Office in the Basque Region"
for the Local Tourist Office of Laguardia.

Now that I was clear what information was available, I decided which functions to give my website. Here are some of the options one could choose from:

1. **Search engine:** A search engine tool that allows the user to search for a particular term, and displays all the results available for the same; or a search engine tool that uses an advanced function that guides the user about his or her needs. For example, we allow the user to choose the province and town, whether they want casinos, restaurants, wine cellars and also if they want these to offer certain services, e.g. whether they can be visited, whether they have a wine list or if they have access for disabled people.
2. **Places of interest:** Shows routes to the users with suggestions already known to the owner of the website or interesting suggestions made by other users.
3. **Online reservations:** An online reservation system that allows users to make restaurant reservations or buy tickets for museums. This option must be discussed with the managers of each establishment and adapted to their requirements.
4. **Routes and Itineraries:** The user can specify their travel dates and receive suggestions for routes or places to visit.
5. **Blog:** For uploading experiences and articles that various people may send in and are of interest to everyone.
6. **User Suggestions:** It is very important to make a clear space in which the user can send information about new functions, possible errors or simply send comments on any subject they like.
7. **Advertising management:** Add banners, Google AdSense or others, so that establishments can promote themselves. Be very careful not to drive away the user by becoming an advertising site, although this is an essential source of income.
8. **Widgets:** Small easy-to-use applications: for services such as new routes, reservations or even a package of special offers.
9. **WEB Services:** It is interesting to develop different WEB Services so that other users who perhaps have insufficient programming knowledge can use in their websites information you have already processed: one would therefore **succeed** in offering a quality service whilst gaining in popularity and increasing the number of hits.

These are nine general ideas that may be developed for a website. During its development, and once the website is up and running and the users' behaviour has been analysed using analysis tools, suggestion forms, for example, these options may no doubt be improved and more options and ideas added to the website to make it interesting and useful to users, who are ultimately the ones who will determine its success.

To assure the quality of the information offered, it is very important to monitor any updates to the data catalogues used and review new entries that may be useful.

CONCLUSION

To conclude, Open Government Data is a basic democratic need that allows citizens access to public information they themselves have generated.

All the information is in standard format for its easy re-use.

The new business opportunities that Open Data presents are clear to see, in particular the operating savings (efficiency) and cost savings that can be made when creating new businesses, as well as work patterns of already-existing ones.

GOOGLE & SME: 20 CASE STUDIES

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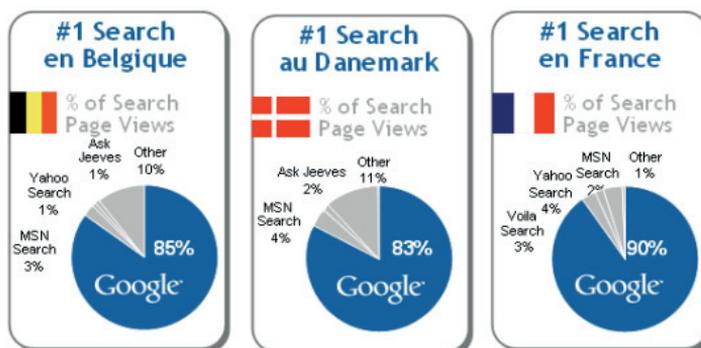
<http://www.linkedin.com/in/antoniogonzalez>

<http://www.facebook.com/antoniogonzalez>

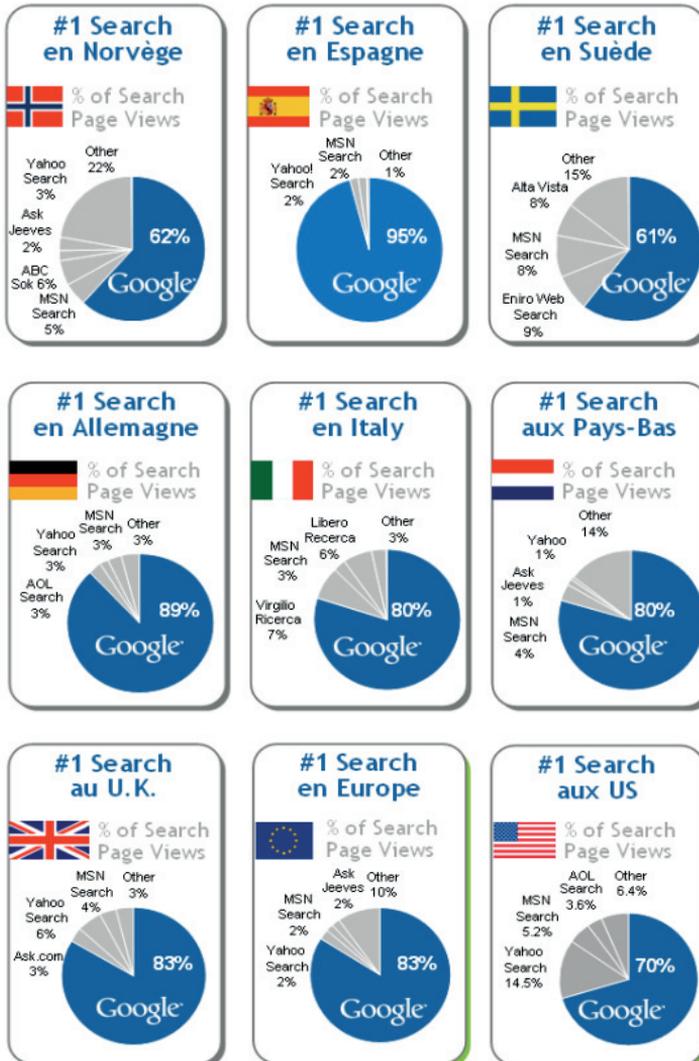
GOOGLE'S BUSINESS

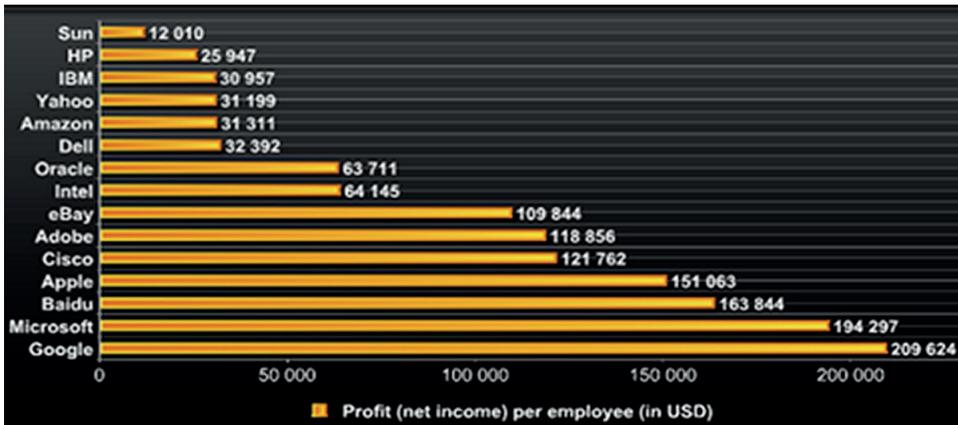
When addressing SEO the first thing that arises is in which search engine you want to be positioned. Is Bing or Yahoo worth it? The answer is clear: not because these searchers have no share. As shown on the graphs below, the search engine which has more market share is Google. Therefore we can say that Google is synonym of SEO, especially in Spain. In addition, upon reaching the top positions in Google, they are usually also reached in other searchers.

Why does Google have such an importance? Have you ever wondered which revenue we generate for the company we work for with our daily work or which net profit after deducting the salary and other expenses (equipment, machinery, buildings, etc.)? On the following graph¹ the big technological companies are classified based on the profit per employee. Google earns more than \$ 200,000 per year per employee on the payroll. Google is a business: it does earn lots of money.



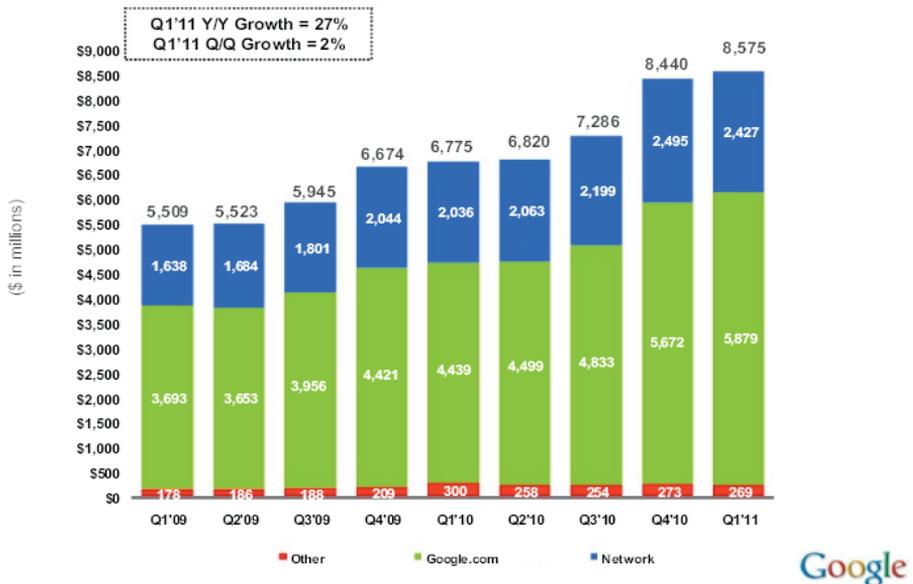
¹ Congratulations, Google staff: \$210k in profit per head in 2008, Pingdom, 14/05/2009, <http://royal.pingdom.com/2009/05/14/congratulations-google-staff-210k-in-profit-per-head-in-2008/>





The following image² shows Google’s revenue by quarter. The business is growing quarter by quarter. As one can see, the biggest growth is google.com, namely, advertising that Google gets from pay per click investments. Other income comes from networks that advertise Google products on their web sites.

Quarterly Revenues



² Google revenue strong in Q1, but expenses concern investors, Henry Blodget and Matt Rosoff, Business Insider, 14/04/2011, <http://www.businessinsider.com/live-google-earnings-2011-4>

WHY DO WE USE GOOGLE?

To begin with, let's see an example of the importance of improving the visibility of a web site in Google. If we search *the worst referee in the world* (in Spanish) in Google appears Stark, popping videos even from 2007 or 2009. Therefore, Google always has answers.

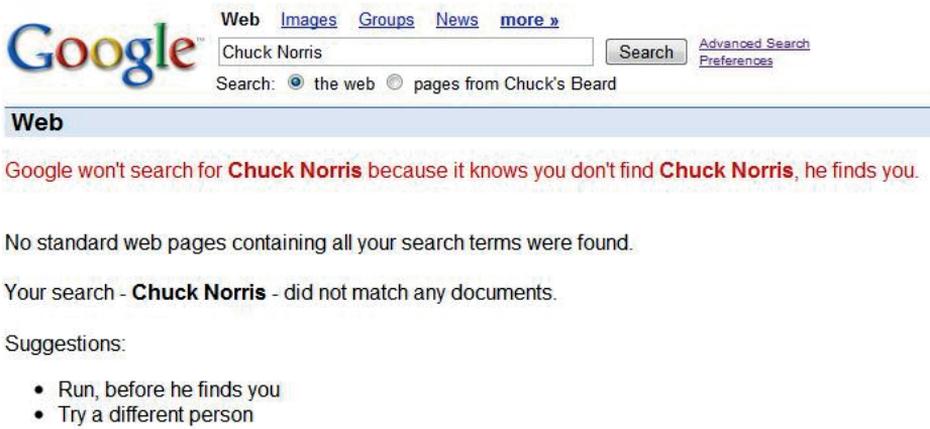
The screenshot shows a Google search interface. The search bar contains the text "el peor arbitro del mundo" and a "Buscar" button. Below the search bar, it indicates "Aproximadamente 2.800.000 resultados (0,20 segundos)". On the left side, there are navigation options: "Todo", "Imágenes", "Videos", "Noticias", "Shopping", and "Más". Below these are "Madrid" and "Cambiar ubicación". On the right side, there are several search results. The first is a video titled "Wolfgang Stark - El Peor Arbitro del Mundo 2da..." with a duration of 4 min and a date of 22 Jul 2007. The second is another video titled "El peor arbitro del mundo error inexplicable" with a duration of 3 min and a date of 16 Abr 2009. Below the videos, there are text links: "El peor arbitro del mundo - increíble", "El robo del siglo: Pepe no llegó ni a tocar a Dani Alves - Madrid...", and "Wolfgang Stark, el arbitro fan de Messi | Intereconomía | blog".

Joking aside, another reason why we use so much Google is because Google is very fast. When you google something you don't have to wait anything, inside half a second it shows you the results of your search. It's not like a form sent by mail, but everything is really fast!

In addition, Google is a good spell checker:

The screenshot shows the Google logo at the top. Below it, the word "hespaña" is entered into a search bar. Below the search bar, it indicates "Aproximadamente 9.940 resultados (0,13 segundos)". Below that, there is a suggestion: "Quizás quiso decir: españa 2 resultados principales mostrados".

And finally, **Google** gives ideas. Some people have made jokes about it, with compositions as follows:



WHO IS REALLY GOOGLE? IDENTIFYING GOOGLE'S BOSS

It is said about many people related to Google, as its CEO, Marissa Mayer³, etc.; there are many people in Google's running, but the one who is actually in charge of the antispam team is Matt Cutts³. The antispam team is responsible for marking the pages as spam.

In an explanation of Matt Cutts of how Google works when you google something, he says: "The first thing to understand is that when you do a Google search, you are actually searching a web, you are searching Google's index of the web or at least as much as we can find. We do this with software programs called "spiders". Spiders start by fetching a few web pages. Then they follow the links on those pages and so on"⁴.

In connection with this, one tool I recommend is Google webmaster help⁵, a site where you can find many videos of Matt Cutts talking about various topics related to SEO. There are some very interesting videos, ordered from the most to least watched. There are probably many questions which you shall have ever thought, this site is highly recommended.

³ <http://twitter.com/#!/mattcutts>, <http://www.mattcutts.com/blog/>

⁴ "How search works", Google's official YouTube Channel, <http://www.youtube.com/watch?v=BNHR6lQJGZs>

⁵ Google Webmaster Central Channel, <http://www.youtube.com/googlewebmasterhelp>

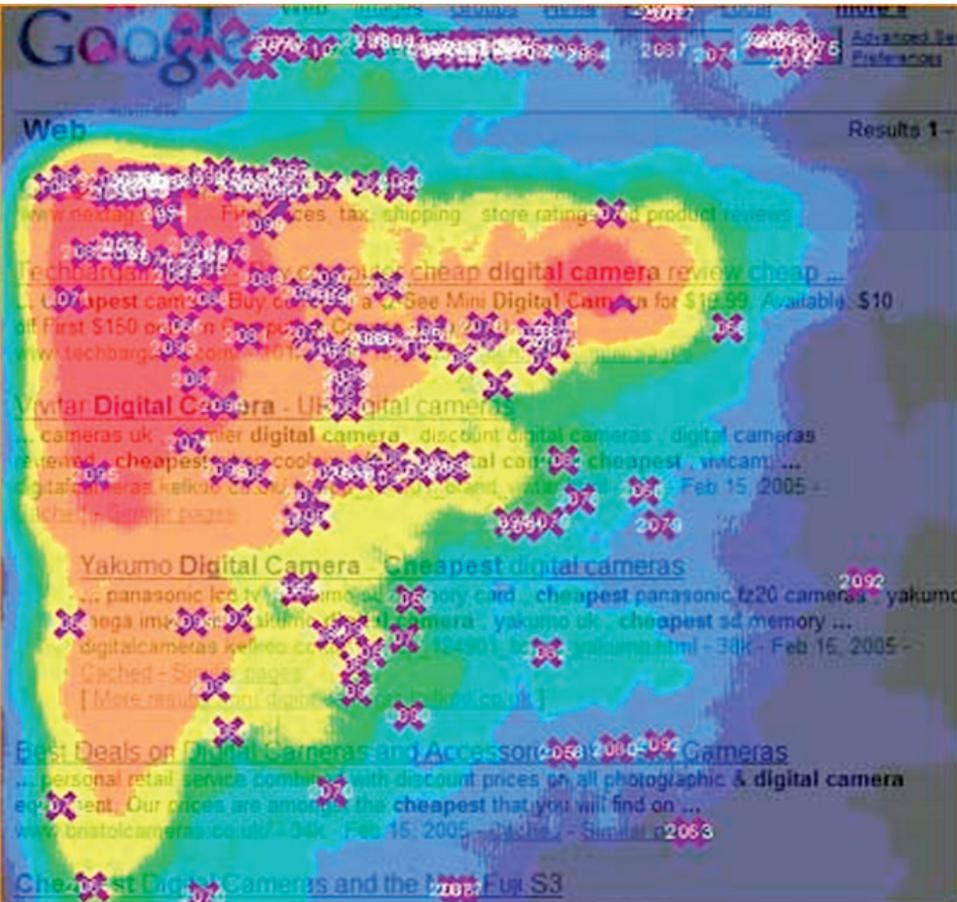
| | | | | | |
|---|--|--|---|--|--|
|  <p>Google Webmaster Tools 243795 reproducciones hace 7 meses</p> |  <p>Google does not use the keywords meta 156075 reproducciones hace 1 año</p> |  <p>Improving website performance with 80682 reproducciones hace 1 año</p> |  <p>Canonical Link Element 74521 reproducciones hace 2 años</p> |  <p>Open Sourcing Page Speed 67568 reproducciones hace 1 año</p> |  <p>Using Webmaster Tools like an SEO 63999 reproducciones hace 4 meses</p> |
|  <p>Does Google use data from social sites in 54396 reproducciones hace 5 meses</p> |  <p>Duplicate Content & Multiple Site Issues 50872 reproducciones hace 1 año</p> |  <p>Will SEO still exist in five years? 50715 reproducciones hace 2 años</p> |  <p>Can you give us an update on rankings 49022 reproducciones hace 1 año</p> |  <p>What are some effective techniques 46678 reproducciones hace 1 año</p> |  <p>Should I use underscores or 46346 reproducciones hace 2 años</p> |
|  <p>Why doesn't google.com validate? 46227 reproducciones hace 1 año</p> |  <p>More than one H1 on a page: good or bad? 44126 reproducciones hace 2 años</p> |  <p>News Search SEO 43884 reproducciones hace 1 año</p> |  <p>Using a barcode scanner with Google 41784 reproducciones hace 2 años</p> |  <p>Is Google putting more weight on 41723 reproducciones hace 2 años</p> |  <p>How important is it to have keywords in a 41807 reproducciones hace 2 meses</p> |
|  <p>Does the position of keywords in the URL 1:15</p> |  <p>When are penalties lifted? 2:54</p> |  <p>How much does a domain's age affect 1:41</p> |  <p>Which is more important: content or 1:53</p> |  <p>Secret feature of Google Reader 2:21</p> |  <p>How do you rate links from sites like Twitter 2:23</p> |

20 CASE STUDIES OF COMPANIES THAT HAVE BEEN SUCCESSFUL THANKS TO GOOGLE. SEO TOOLS

Now we shall see cases of customers who have come to the company I run, TREI.es (*Tu Reputación en Internet*, your reputation on the internet) and cases in general that can be used to teach about Google's SEO tools.

Case 1: Heat maps

Heat maps are used to see where people look when they do a Google search. As shown in the image (x are clicks), most people click the 1st result, some the 2nd result, and then a few of them focus on advertising. This means: approximately 50% of people searching in Google click the 1st result, 25% the 2nd and the remaining 25% the 3rd, 4th or 5th. Exact data are in the chart below. Conclusion: the important thing is to be 1st in Google or if it's unavailable, second. We can find these heat maps in various formats, for example made up of a mouse.





Web [Show options...](#) Results 1 - 10

| Result Position | Average Percentage of Clicks | Fraction of Top Ranking Result |
|-----------------|------------------------------|--------------------------------|
| #1 | 42.1% | N/A |
| #2 | 11.9% | 3.5X Less |
| #3 | 8.5% | 4.9X Less |
| #4 | 6.1% | 6.9X Less |
| #5 | 4.9% | 8.5X Less |
| #6 | 4.1% | 10.4X Less |
| #7 | 3.4% | 12.3X Less |
| #8 | 3.0% | 14.0X Less |
| #9 | 2.8% | 14.8X Less |
| #10 | 3.0% | 14.1X Less |
| #11-20 | 10.1% | N/A |
| #21-1,000 | 1.2% | N/A |

Case 2: Google AdWords tool

A customer who has a football boots' shop online came to TREI.es. He wants that when you search *football boots* the 1st thing that appears were his store, to gain a lot of traffic or hits.

There is a tool called Google AdWords⁶. It tells you how many times per month each search is searched. You can choose in Spain, all around the world, or in a given country. *Football boots* (in Spanish) is searched 90,000 times per month all around the world. Conclusion: If you are the 1st in the search *football boots* you get 45,000 hits per month from people interested in football boots, which is the most qualified audience that may ever exist to buy in your football

⁶ Herramienta para palabras clave, Google AdWords, http://adwords.google.es/o/Targeting/Explorer?__u=10000000000&__c=10000000000&ideaRequestType=KEYWORD_IDEAS

boots' shop. The second-placed web site gains a lot less: 20,000 hits, or some more.

This is a very good tool to choose keywords for a web site. If you want to improve the visibility of a web site in a certain search in Google it is very useful: perhaps you think the best search is *football*, but it turns out that there is another search that is more times searched. Or you think that the best is *women boots*, but it turns out not to be so. It is a great tool that we must not forget.

| <input type="checkbox"/> Palabra clave | Competencia | Búsquedas globales mensuales  |
|--|---|--|
| <input type="checkbox"/> ☆ botas de fútbol |  | 90.500 |
| <input type="checkbox"/> ☆ botas fútbol |  | 90.500 |
| <input type="checkbox"/> ☆ futbol botas |  | 90.500 |
| <input type="checkbox"/> ☆ zapatos on line |  | 74.000 |
| <input type="checkbox"/> ☆ bambas |  | 74.000 |
| <input type="checkbox"/> ☆ botas mujer |  | 74.000 |
| <input type="checkbox"/> ☆ botas de mujer |  | 74.000 |
| <input type="checkbox"/> ☆ zapatillas puma |  | 60.500 |
| <input type="checkbox"/> ☆ zapatos online |  | 60.500 |
| <input type="checkbox"/> ☆ uniformes de futbol |  | 60.500 |
| <input type="checkbox"/> ☆ zapatos hombre |  | 49.500 |
| <input type="checkbox"/> ☆ botas de agua |  | 40.500 |
| <input type="checkbox"/> ☆ comprar zapatos |  | 40.500 |
| <input type="checkbox"/> ☆ tienda de futbol |  | 40.500 |
| <input type="checkbox"/> ☆ tiendas de futbol |  | 40.500 |
| <input type="checkbox"/> ☆ tiendas futbol |  | 40.500 |

Case 3: Multilingual search

Another customer who came to us has a hotel in Ibiza. He told us that many tourists search in Google a hotel in Ibiza before travelling there. Who has not done that? You want to go to a city and you google *hotel* and the name of the city. The customer said us that he wanted to be the 1st in the searches *hotel in Ibiza*, *Ibiza hotel* and in most languages. This is a search that gives a lot of traffic. As shown in the screenshot below, *hotel in Ibiza* is searched 368,000 times per month, so to be very visible in Google is an absolute business. In this case the enquiry in Google AdWords was made for all around the world. As you can see, the more searched is in German, so it follows that more Germans go to Ibiza than Spanish people. The second searched is in Spanish and the third in English. This tool is a very important tool for multilingual searches.

| <input type="checkbox"/> Palabra clave | Competencia | Búsquedas globales mensuales  |
|--|---|--|
| <input type="checkbox"/> ☆ hotels in |  | 16.600.000 |
| <input type="checkbox"/> ☆ ibiza |  | 7.480.000 |
| <input type="checkbox"/> ☆ hotel in |  | 7.480.000 |
| <input type="checkbox"/> ☆ gran hotel |  | 1.000.000 |
| <input type="checkbox"/> ☆ hotel auf ibiza |  | 450.000 |
| <input type="checkbox"/> ☆ hotels auf ibiza |  | 450.000 |
| <input type="checkbox"/> ☆ hotel ibiza |  | 368.000 |
| <input type="checkbox"/> ☆ hoteles ibiza |  | 368.000 |
| <input type="checkbox"/> ☆ hoteles en ibiza |  | 368.000 |
| <input type="checkbox"/> ☆ ibiza hoteles |  | 368.000 |
| <input type="checkbox"/> ☆ hotel en ibiza |  | 368.000 |
| <input type="checkbox"/> ☆ hoteles de ibiza |  | 368.000 |
| <input type="checkbox"/> ☆ hotel in ibiza |  | 368.000 |
| <input type="checkbox"/> ☆ ibiza 2011 |  | 110.000 |
| <input type="checkbox"/> ☆ hotel prices |  | 90.500 |
| <input type="checkbox"/> ☆ hotels in ibiza |  | 74.000 |
| <input type="checkbox"/> ☆ ibiza hotels |  | 74.000 |
| <input type="checkbox"/> ☆ ibiza apartments |  | 40.500 |
| <input type="checkbox"/> ☆ apartments in ibiza |  | 40.500 |

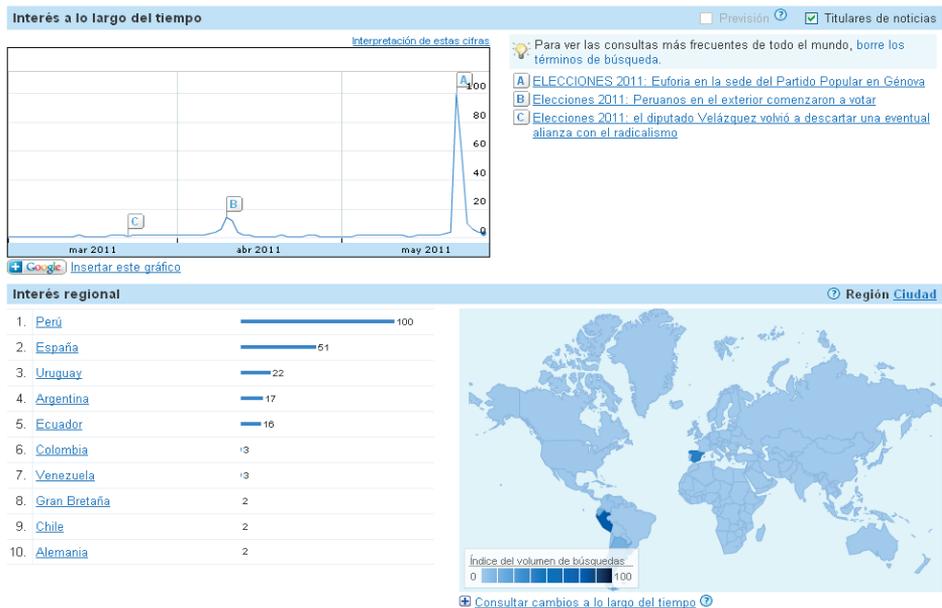
Case 4: Elections 2011, top 10 (4^o)

We had a customer who has a web about elections, with election results. He said us: “I want to be in the top ten searching *elections 2011*”. This is a search that constantly changes, it increases an awful lot in election period, it changes depending on the days. It is not a standard search as *football boots* or *hotels in Ibiza*, but a very variable search. For example, there was election in Peru some months ago, so that this search shot up.

When we had election in Spain it also rallied just the day before, the election day and the next day, because people were looking for the results. We reached the top ten in the fourth position (in Spanish). The 1st result was the department’s official election page at national level, the 2nd one was the municipal election’s web site in Madrid (because the search was made in Madrid), the 3rd one was *elmundo.es* (a Spanish newspaper) and the 4th result was our web site. But these results changed the days after the Spanish elections.

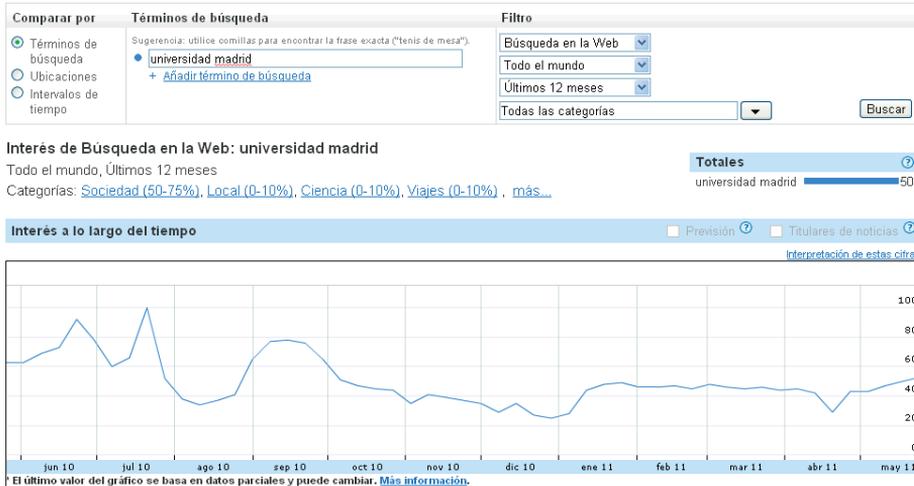
| <input type="checkbox"/> Palabra clave | Competencia | Búsquedas globales mensuales ? |
|---|----------------------|--|
| <input type="checkbox"/> ☆ onpe | <input type="text"/> | 2.240.000 |
| <input type="checkbox"/> ☆ elecciones | <input type="text"/> | 2.240.000 |
| <input type="checkbox"/> ☆ elecciones 2010 | <input type="text"/> | 673.000 |
| <input type="checkbox"/> ☆ elecciones 2011   | <input type="text"/> | 450.000 |
| <input type="checkbox"/> ☆ elecciones Perú 2011 | <input type="text"/> | 90.500 |
| <input type="checkbox"/> ☆ elecciones en Perú 2011 | <input type="text"/> | 90.500 |
| <input type="checkbox"/> ☆ elecciones 2011 en Perú | <input type="text"/> | 90.500 |
| <input type="checkbox"/> ☆ elecciones electorales 2011 | <input type="text"/> | 60.500 |
| <input type="checkbox"/> ☆ elecciones presidencial 2011 | <input type="text"/> | 49.500 |
| <input type="checkbox"/> ☆ elecciones presidenciales 2011 | <input type="text"/> | 49.500 |
| <input type="checkbox"/> ☆ elecciones 2011 presidenciales | <input type="text"/> | 49.500 |

Now I am going to introduce you another tool: Google Insights⁷. It is completely free and you should not be registered and have a username. It displays the evolution of a search in a given year, how many times it has been searched. For example, in the search elections 2011 (in Spanish) one can see that there was a peak when the Peruvian election took place and another peak much higher when the recent Spanish elections. This day the number of hits of this search was multiplied: lots of hits came to our customer's web site and plenty more to elmundo.es, because it was higher up. This tool also indicates the regional interest for that search: Peru, Spain, etc.



⁷ Google Insights, <http://www.google.com/insights/search/#>

the search *university Madrid* will gain lots of hits from people who are interested. They maybe not enroll in it, but they know its existence, enter, find out about it and so on.



Case 6: Do you know why the peak of ZP?

Google Insights tool also allows comparing multiple searches: 2 or more, adding search terms. Entering *zapatero* and *rajoy* (red Zapatero and blue Rajoy) you can see how many times have been searched in Google each of these two words. If we pay attention, we may notice that the peaks occur when there are elections. But suddenly there is a huge peak... the moment in which Zapatero was more googled in the whole history with a large difference from all other times. And why did it happen? It was September 2009, do you know what happened in September 2009? The bombshell of Zapatero's daughters!



That peak occurred the day in which the pictures of Zapatero’s daughters with Obama⁸ came out: people put them in Madrid girl traditional dress, in gravedigger clothes... all kinds of costumes. That is why the days in which the the word Zapatero was more googled, were the day were the pictures of Zapatero’s daughters were published and the next two days. With this example one can notice that people consider more important in the internet issues about humor or morbid, than politics. Zapatero’s daughters as shown in the picture above are at twice level that the general election. If we search terms related to “zapatero”, the 1st is *daughters zapatero* (in Spanish), following *daughters of zapatero* (in Spanish) and then *pictures daughters zapatero* (in Spanish). With regard to the more frequent searches, we find the same topics: *picture daughters zapatero* (in Spanish), *pictures daughters zapatero* (in Spanish), *obama zapatero*, etc.



Case 7: SEO for images

It’s very important to work on SEO for images, because sometimes it may happen that in spite of having already well-positioned in Google the web sites of a customer, the images that appear higher up in Google are not the most appropriate.

For example, in this period of elections, some persons have come to TREI.es because they are politicians standing for election and if you google their names appears something like “expelled from...” or any dirty linen, and they want to hire us to remove it. We often focus on removing such things but it is also important not to forget the SEO for images. Because when a search has lots of images, Google shows higher up the most important pictures and it may happen something similar as when you google *mariano rajoy*: humorous images appear as shown in the following screenshot, giving him a very bad press. Therefore it is important to work the SEO for images on aspects like: “alt” tags, a good image file name or an image title oriented to SEO.

Google

rajoy

Aproximadamente 11.500.000 resultados (0,09 segundos)

[Todo](#)
[Imágenes](#)
[Vídeos](#)
[Noticias](#)
[Shopping](#)
[Tiempo real](#)
[Blogs](#)
[Foros de debate](#)

► [Mariano Rajoy - Wikipedia, la enciclopedia libre](#)

Mariano **Rajoy** Brey (Santiago de Compostela, 27 de marzo de 1955) es un político esp. Fue ministro de España en diversas carteras entre 1996 y 2003 y ...
 Formación - La política gallega (1981-1991) - Ministro del Gobierno (1996-2004)
es.wikipedia.org/wiki/Mariano_Rajoy - En caché - Similares

[Imágenes de rajoy](#) - Informar sobre las imágenes

When you search *zapatero* it occurs more or less similar. Conclusion: it is important to work on SEO for images in order to improve the visibility of a picture in Google, in particular in those searches which have lots of images, bearing in mind that even though is not an exact science as SEO in general, there are factors that contribute to raise an image.

Although the image itself does not matter at all (it can be a picture of Claudia Schiffer and appear higher up in the search *mariano rajoy*), there are other elements that do matter. They are factors that Google can see, as the image file's name, the URL in which it is landed, the news' headline where the image appears, or how many people have that image in their web sites. The object is to put images with the proper words and make it rise up.

Google

zapatero

Aproximadamente 33.000.000 resultados (0,09 segundos) Goog

[Todo](#)
[Imágenes](#)
[Vídeos](#)
[Noticias](#)
[Shopping](#)
[Tiempo real](#)
[Blogs](#)
[Más](#)

Madrid
 Cambiar ubicación

La Web
 Páginas en español
 Páginas de España
 Páginas extranjeras traducidas
 Cualquier fecha

► [Noticias sobre zapatero](#)

 [Alfredo Pérez Rubalcaba y José Luis Rodríguez Zapatero. | Efe](#)

hace 1 hora
 El PSOE ha dejado prácticamente resuelta la sucesión de José Luis Rodríguez Zapatero en poco menos de dos meses, con el aval que ha dado el Comité
[El Mundo.es](#) - 6229 artículos relacionados

[La jubilación de Zapatero.](#)

[Europa Press](#) - 173 artículos relacionados

[Zapatero asume la responsabilidad de la derrota](#)

[Europa Press](#) - 58 artículos relacionados

[José Luis Rodríguez Zapatero - Wikipedia, la enciclopedia libre](#)

José Luis Rodríguez **Zapatero** (Valladolid, España, 4 de agosto de 1960) es un político del Partido Socialista Obrero Español, y el quinto presidente del ...
 Infancia y juventud (1960-1986) - Inicios de su carrera política ...
es.wikipedia.org/wiki/José_Luis_Rodríguez_Zapatero - En caché - Similares

[Imágenes de zapatero](#) - Informar sobre las imágenes

Case 8: *elmundo.es*

Alexa⁹ is a tool that updates all web pages' analytics and orders the most viewed pages. The most visited web is facebook.com, the second one google.com and the third one elmundo.es. Until a few months ago when comparing the facebook.com web page to the google.com one, google.com had the 1st place, but for 5 or 6 months facebook.com overcame it.

Alexa also offers search analytics, showing which are the searches that bring more hits to your page. Something really surprising is that in the case of elmundo.es, regardless of the fact that the search that logically brings most visitors is the name of the page itself, the second search that more hits gives is the word *translator*, which seems to have nothing to do with elmundo.es. They have done it so because the search *translator* is searched million times a day. In fact once the 1st page that appeared when searching the word *translator* was elmundo.es, but as soon as Google realized that it was an incredible search, they began working with it in order to appear in the 1st position. It is really important to go to the analytic when working on improving the visibility of a web site in Google.

el mundo.es
El Mundo

About El Mundo (elmundo.es): Incluye todas las secciones y suplementos de este diario. Además apartados especiales sobre libros, viajes, salud, economía, motor, o internet.

Statistics Summary for **elmundo.es**

There are 389 sites with a better three-month global Alexa traffic rank than El mundo.es. It is particularly popular among users in the city of Madrid (where it is ranked #8). Compared with internet averages, this site's audience tends to be Hispanic; it also appeals more to childless men browsing from work who have postgraduate educations. This site can be found in the "Generales" category. We estimate that 68% of visitors to El mundo.es come from Spain, where it has attained a traffic rank of 12.

Alexa Traffic Rank
Global Rank **390**

Reputation
18,040
Sites Linking In

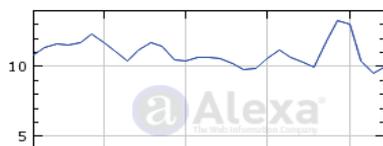
Rank in **ES** **12**

9 Reviews

Traffic Stats | Search Analytics | Audience | Contact Info | Reviews | Related Links | Clickstream

Search Traffic

The percentage of site visits from search engines.



Top Queries from Search Traffic

The top queries driving traffic to elmundo.es from search engines. Updated monthly.

| Query | Percent of Search Traffic |
|--|---------------------------|
| 1 el mundo | 11.93% |
| 2 traductor | 10.09% |
| 3 elmundo | 4.15% |
| 4 traductor ingles español | 2.10% |

⁹ <http://www.alexa.com/>

Case 9: *elmundo.es* and its SEO footer

Looking at the text link of the footer of *elmundo.es* and entering those words in the analytical tool, we can see that they are searches which are googled million times every day and that is why *elmundo.es* works them. For example, *formula 1* is a very popular search and *elmundo.es* is in one of the 1st places because of this. The footer remains in all pages of *elmundo.es* and, as receiving links with a given text really matters to get the 1st positions in Google, if a section of a web site receives lots of links, it will appear higher up when searching that text.

The screenshot shows the footer of the *elmundo.es* website. At the top, there are two promotional banners for electronics: one for a TV 22" Blanca Kit Power Line priced at 249€ and another for a TV 159€. Below these is a large orange banner for ING DIRECT with the text "¿Vas a pedir una hipoteca sin consultar antes con ING DIRECT? PAGA MENOS POR TU HIPOTECA" and a "Solicítala aquí" button. The footer is organized into several columns of links:

- Resultados Elecciones**: Piel Sana
- Neurociencia**: Calendario liga BBVA
- Elecciones 2011**: Elecciones Municipales
- Elecciones Autonómicas**: Fórmula 1
- elmundo.es**: Hacemos esto..., Mapa del sitio, Publicidad, Contacto
- EL MUNDO**: Quiénes somos, Publicidad, Preguntas frecuentes, Contacto
- Otras publicaciones**: La aventura de la Historia, Descubrir el Arte, Socios en Europa, Corriere Della Sera
- Otros enlaces**: Área de formación, Escuela de Periodismo UE, Páginas Amarillas, Callejero, Restaurantes
- Otras webs del Grupo UNIDAD EDITORIAL**: Telva, Aprende inglés, Jugando voy, Marca, Diario médico, Metrópoli, Expansión, Correo farmacéutico, Expansión y empleo, Ocholeguas, DMedicina, Su vivienda, Yodona, Mi bebé y yo, Gaceta Universitaria

Case 10: *20minutos.es*

The search that leads more visits to *20minutos.es*, besides of course the name of the newspaper, is *facebook*. If you search *facebook* in Google the web pages that appear are: in the first place Facebook's own web site, then Facebook in English, then a few more pages, and in the seventh place *20minutos.es*. In spite of being in the seventh place, *facebook* is the search that gives more traffic to *20minutos.es*.

20minutos.es es

20minutos.es

Is this your site? [Run an Alexa Site Audit.](#)

About 20minutos.es (20minutos.es): Diario de información general y local más leído de España, con noticias de última hora de España, el mundo, local, deportes, noticias curiosas y más

Statistics Summary for 20minutos.es

20minutos.es has a three-month global Alexa traffic rank of 1,409. Approximately 48% of visits to it consist of only one pageview (i.e., are bounces). It is particularly popular among users in the city of Madrid (where it is ranked #27). 20minutos.es's content places it in the "Generales" category. The site has attained a traffic rank of 29 among users in Spain, where we estimate that 67% of its audience is located.

Alexa Traffic Rank

1,409

Global Rank ?

29

Rank in **ES** ?

Reputation

9,170

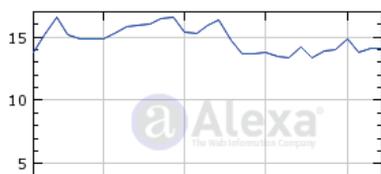
Sites Linking In ?

3 Reviews ?

- Traffic Stats
- Search Analytics
- Audience
- Contact Info
- Reviews
- Related Links
- Clickstream

Search Traffic

The percentage of site visits from search engines.



Top Queries from Search Traffic

The top queries driving traffic to 20minutos.es from search engines. Updated monthly.

| Query | Percent of Search Traffic |
|------------------------------|---------------------------|
| 1 20 minutos | 16.81% |
| 2 facebook | 4.25% |
| 3 20minutos | 2.38% |
| 4 20 | 1.86% |

Why does the search *facebook* give most traffic to 20minutos.es? Because the word *facebook* is searched in Google 2 billion times per month. Therefore, being in seventh position, although you get a tiny fraction of that amount, the number of hits you receive is huge. That is why it is the search that leads more traffic to 20minutos.es. If you get the top ten in top searches, you receive many many hits. That is why some people take advantage of this situation setting up trap domains in order to get the 1st places in wrong written searches (such as *faceboook*, *facebok* or *face book*), because people often make mistakes when typing.

| <input type="checkbox"/> Palabra clave | Competencia | Búsquedas globales mensuales  |
|--|----------------------|--|
| <input type="checkbox"/> ☆ face book | <input type="text"/> | 3.080.000.000 |
| <input type="checkbox"/> ☆ facebook facebook facebook | <input type="text"/> | 2.520.000.000 |
| <input type="checkbox"/> ☆ facebo ok | <input type="text"/> | 2.520.000.000 |
| <input type="checkbox"/> ☆ facebook | <input type="text"/> | 2.520.000.000 |
| <input type="checkbox"/> ☆ youtube | <input type="text"/> | 923.000.000 |
| <input type="checkbox"/> ☆ facebook logine | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ face book login | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ log in facebook | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ login facebook | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ facebook longin | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ facebook s login | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ facebook facebook login | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ facebook login | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ login to facebook | <input type="text"/> | 185.000.000 |
| <input type="checkbox"/> ☆ facebook.com | <input type="text"/> | 124.000.000 |
| <input type="checkbox"/> ☆ facebook.com facebook | <input type="text"/> | 124.000.000 |

Another interesting tool is Google Zeitgeist¹⁰ (which literally means “the spirit of time”), statistics published by Google about the most popular searches per year all around the world or per country. The image below is from Spain 2010, indicating that in Spain the most popular search last year was *facebook* with 2 billion searches per month, the second one *tuenti*, the third one *youtube*... It also indicates emerging searches, emerging celebrity names, etc. In short, you should have a look at it from time to time and set up web pages on these topics, because getting good positions on them you receive thousands of hits.

¹⁰ Google Zeitgeist, <http://www.google.com/intl/en/press/zeitgeist2010/>

| Emergentes | Más populares | Nombres emergentes |
|-----------------------------|---------------------|------------------------|
| 1. farmerama | 1. facebook | 1. paula prendes |
| 2. gmail correo electronico | 2. tuenti | 2. paco gonzález |
| 3. hotmail iniciar sesión | 3. youtube | 3. sara carbonero |
| 4. marca.es | 4. hotmail | 4. justin bieber |
| 5. twitter | 5. marca | 5. norma ruíz |
| 6. la gaceta | 6. juegosjuegos | 6. miguel hernández |
| 7. antena3 series | 7. google | 7. david guetta |
| 8. club penguin | 8. videos | 8. nelson mandela |
| 9. google chrome | 9. yahoo | 9. ricky martin |
| 10. telefonica.net correo | 10. as | 10. cristina carbonero |
| Economía | Salud | Deportes |
| 1. ikea | 1. corazón | 1. fútbol |
| 2. catálogo ikea | 2. ansiedad | 2. marca |
| 3. paypal | 3. colesterol | 3. mundial |
| 4. marketing | 4. seguridad social | 4. comunio |
| 5. publicidad | 5. diabetes | 5. real madrid |
| 6. iva | 6. remedios caseros | 6. as |
| 7. adwords | 7. asco de vida | 7. barcelona |
| 8. recursos humanos | 8. herpes | 8. sport |
| 9. ricoh | 9. cita previa | 9. fl |
| 10. vistaprint | 10. farmacia | 10. decathlon |

Case 11: negative SEO or cleaning up your online image

Another type of SEO works that come to TREI.es are customers who want on the one hand to improve the visibility of their web page in Google, to get the 1st position, and on the other hand to clean up their online image. One recommendation is to charge per results: at the beginning I charge you nothing. However, the day that your web page appears in the top ten of Google, I charge you x; the day that it rises up to the five 1st results, I charge you a certain amount more; the day it reaches the 1st three positions, another certain amount more; and the day that your web site reaches the 1st result in Google, I charge you a much more higher amount. Customers see it as a very difficult task, but there usually are results.

There are some searches that are so competitive that it is not worth working on them. If the customer wants to appear in a very popular search, for example *real estate*, as it is so hard and competitive to reach the top ten in Google, what we can do is to use the previous tool¹¹ to determine other searches more specific such as *real estate valencia*. Once we have reached a good position in Google, we charge for its maintenance.

¹¹ See Case 2: Google AdWords tool

Case 12: Page speed

The web site speed is a factor that Google values more and more, since Google focuses on the user, his experience, comfort, etc. Recently has come out a statistic that explains the relation between page speed and hits, or page slowness and traffic loss. When a web page is slow, every second it takes to load, it loses 30% of hits.

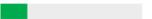
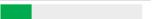
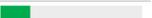
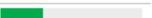
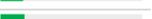
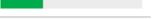
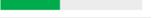
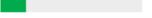
We had a customer in TREI.es who had 15 web pages which were very slow in terms of loading speed. We moved them to a better server, changing from a 4 GHz CPU to a 6 GHz one and from a 3 GB RAM to a 4.4 GB one, and the result was that the hits increased 4-fold in 30 days, inasmuch as most visits to these web sites came from Google. It is worth because the price does not increase proportionally so much.

Case 13: Wikipedia

Why does Wikipedia receive billions of hits? Using Alexa tool, we see that Wikipedia is the 1st result in many very popular searches: *charlie chaplin*, *facebook*, *robert bunsen*, *seo*, *sex* (which is one of the most popular searches in Google), *lady gaga*... As it is the 1st result in all these searches, it gets a lot of traffic. Which is its secret? It is mainly in the 1st position because of the link text. When a Wikipedia article quotes another Wikipedia article, they do it with a word that has an appropriate link text: Google appreciates positively links which are inside an article, instead of in the footer as *elmundo.es*, and with an appropriate link text. Therefore one of the reasons why Wikipedia succeeds is the anchor text.

High Impact Search Queries for wikipedia.org

Popular queries that are relevant to this site and are actively targeted by competitors advertising on search engines. Click on queries below to discover who is advertising for these queries.

| Query  | Impact Factor  | Query Popularity  | OCI  |
|---|---|--|---|
| charlie chaplin | 10.81 | 67  | 23  |
| facebook | 3.45 | 100  | 19  |
| robert bunsen | 2.99 | 64  | 22  |
| seo | 2.05 | 68  | 50  |
| rebecca black | 1.22 | 62  | 21  |
| android | 1.20 | 71  | 27  |
| sex | 1.17 | 77  | 30  |
| justin bieber | 1.11 | 69  | 24  |
| youtube | 1.09 | 95  | 14  |
| charlie sheen | 1.05 | 66  | 31  |
| helvetica | 1.01 | 59  | 21  |
| harry houdini | 0.94 | 61  | 16  |
| yuri gagarin | 0.89 | 62  | 17  |
| fukushima | 0.85 | 59  | 27  |
| hentai | 0.78 | 66  | 32  |
| cloud computing | 0.74 | 56  | 56  |
| internet | 0.73 | 57  | 45  |
| elizabeth taylor | 0.73 | 59  | 24  |
| lady gaga | 0.66 | 67  | 28  |
| harry potter | 0.66 | 65  | 30  |
| web design | 0.60 | 58  | 69  |
| sarah palin | 0.58 | 59  | 42  |
| vgn | 0.57 | 59  | 47  |
| how i met your mother | 0.55 | 64  | 18  |
| crm | 0.55 | 56  | 64  |
| social media | 0.54 | 52  | 49  |
| japan | 0.52 | 64  | 20  |

Another reason for Wikipedia’s success is the Panda Update. Recently there was a Google update called Panda Update, because there were situations in which a web site with copied articles appeared higher up the original page of the article. This is really bad for the original web page because the visits go to the website which copied the articles. Google has changed its algorithm in order to avoid this: web pages with duplicate content or extracts of content from other pages are penalized with its removal from the search results.

Case 14: SEO audit. Rising up from 5^o-10^o to 1^o-2^o. Google webmaster tools

When auditing a web site it is recommended to use Google webmaster tools¹². You should be the owner of the page to manage it because you have to enter a code on your web site to validate it, but it allows you to access to lots of statistics about your web page: who finds you in Google, how many hits you have... It

¹² Google webmaster tools, www.google.com/webmasters/tools/

is like Google Analytics but much more complete. For example, it allows you to see in which searches you are in the top ten in Google (between 1st and 5th, 6th, 7th, 8th or 9th). A good SEO strategy for searches where you are between the 5th and the 10th position is to work specifically on these searches to rise up to the 1st result, because it takes less effort than to rise up, for example, from the 25th to the 2nd result. A good SEO audit consists in analyzing which searches give traffic and rise up in the searches that do not involve so much effort.

Google herramientas para webmasters

Mejora la visibilidad de tu sitio en los resultados de la búsqueda de Google. De forma gratuita.

Herramientas para webmasters de Google te brinda informes detallados acerca de la visibilidad de tus páginas en Google. Para comenzar, añade y verifica tu sitio e inmediatamente comenzarás a ver información. [Más información >](#)



Obtén el punto de vista de Google sobre tu sitio y diagnostica los problemas

Conoce el mecanismo de Google para rastrear e indexar su sitio, así como los problemas específicos que experimentamos para acceder a él.



Descubre tu enlace y consulta el tráfico

Visualiza, clasifica y descarga información completa acerca de los enlaces internos y externos a tu sitio con herramientas de informe de enlaces nuevas. Descubre las consultas que generan tráfico hacia tu sitio y la ruta que siguen exactamente los usuarios para llegar a él.



Comparte información sobre tu sitio

Envíanos comentarios sobre tus páginas a través de Sitemaps: cuáles son las más importantes para ti y con qué frecuencia cambian. También nos puedes apuntar cómo te gustaría que aparecieran las URL que indexamos.

Another recommendation is to take part in SEO conferences. There are many in Spain, for example a very important one is Evento SEO¹³, in which Javier Ortiz has participated this year. He is one of three SEO managers in elmundo.es. (Notice that there are three people dedicated only to SEO and in elpais.com there are another three).

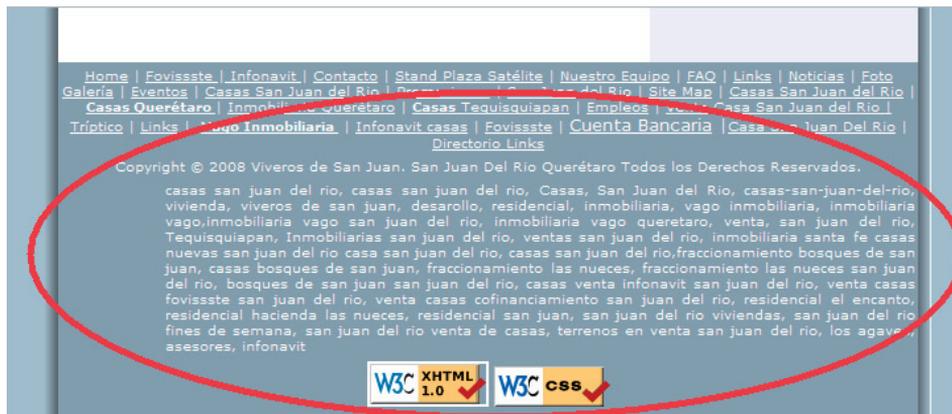


¹³ <http://www.eventoseo.com/>

Case 15: Keyword stuffing

A small dose of black hat SEO. Black hat SEO is opposed to white hat SEO, which is the one permitted, it is what Google says you should do. However, black hat SEO are those actions that if you do them, Google may penalize you and you may disappear from Google searches.

From 1999 to 2002 worked keyword stuffing: to put loads of times some words on a web site. Google saw that you had a very high word density ratio, paying attention only to the web site itself. So if you just wrote thousands of times a given word in white on white background, you easily managed to appear in the 1st position. Google realized it and updated the algorithm penalizing web pages like the one shown below. Currently it can be done in small doses, because Google algorithm brands you as cheat and removes your web site if it exceeds the 11 or 12% density ratio for a given word. So this technique works in moderation.



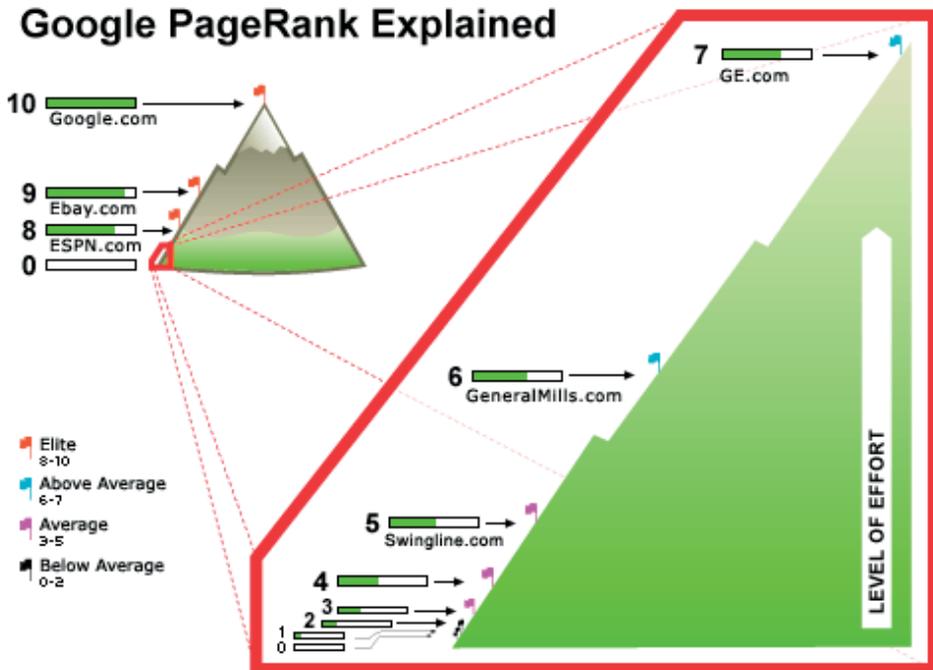
Case 16: Pagerank obsession

Another black hat SEO action: from 1999 to 2002 there was also an obsession with pagerank, the rank that Google gives to web pages, so 10 is the best and 0 the worst. This score is logarithmic, so to move a step up, for example from 0 to 1, there is a great distance. A web site with pagerank 10 is a page that receives lots of links.

How do you get the pagerank?¹⁴ The more links you receive, the better pagerank you have (this formula has been published), and it does matter that these links come from relevant web pages, and that the relevant page has few outbound links (if one relevant web site has thousand outbound links, each one gets hardly any pagerank; and if the relevant web site has just a few outbound links,

¹⁴ Google pagerank explained, Elliance, 2008, <http://www.elliance.com/aha/infographics/Google-PageRank-Explained.aspx>

each one gets a lot of pagerank). People were obsessed with buying links, then appeared the 1st pages for purchase of links.



Case 17: Anchor text and link bombing

From 2003 to 2005 Google changed how it works: Google did not only care what a web site said about itself, but also what others said about that web site. They began to pay more and more attention to the anchor text, as I mentioned above. Because of this came out a strategy which is link bombing: all of us agree in linking a web site with the same anchor text.

For example, this happened when many people linked the SGAE (general society of authors and editors in Spain) web site with the link text *thieves* (in Spanish). The next screenshot is from 2007 because the SGAE accused Google, so if you now google *thieves* the SGAE web site does not appear, but at the bottom of the first page of Google search results it is written “one search result has been removed because of the legal action...” and a link explaining the whole story.

Receiving lots of links with a specific anchor text is a good way to improve the visibility of your web site and rising up in the search of this specific text link.



La Web

[Sociedad General de Autores y Editores](#)

SOCIEDAD GENERAL DE AUTORES Y EDITORES. SGAE Responde, slogan. ¿Qué somos? Dónde Estamos - Grupo SGAE. Idioma. Castellano, Català, Chinese, English, Euskera ...

www.sgae.es/?ladrones - 16k - 26 Feb 2007 - [En caché](#) - [Páginas similares](#)

[SGAE = ladrones](#)

Es alucinante lo de la SGAE. Lobo Gruñón explica muy bien en ¿Por qué cobra la SGAE? cómo cobran por una cantidad increíble de...

www.merodeando.com/2004/04/23-sgae-ladrones - 197k - 25 Feb 2007

- [En caché](#) - [Páginas similares](#)

Other example of famous link bombing was when Bush was elected president of the USA. Everybody agreed to link him with the text *miserable failure*, so when searching this text appeared his biography.



Web

Results 1 - 10 of about 969,000 for [miserable failure](#). (0.06 seconds)

[Biography of President George W. Bush](#)

Biography of the president from the official White House web site.

www.whitehouse.gov/president/gwbbio.html - 29k - [Cached](#) - [Similar pages](#)

[Past Presidents](#) - [Kids Only](#) - [Current News](#) - [President](#)

[More results from www.whitehouse.gov »](#)

[Welcome to MichaelMoore.com!](#)

Official site of the gadfly of corporations, creator of the film Roger and Me and the television show The Awful Truth. Includes mailing list, message board, ...

www.michaelmoore.com/ - 35k - Sep 1, 2005 - [Cached](#) - [Similar pages](#)

[BBC NEWS | Americas | 'Miserable failure' links to Bush](#)

Web users manipulate a popular search engine so an unflattering description leads to the president's page.

news.bbc.co.uk/2/hi/americas/3298443.stm - 31k - [Cached](#) - [Similar pages](#)

[Google's \(and Inktomi's\) Miserable Failure](#)

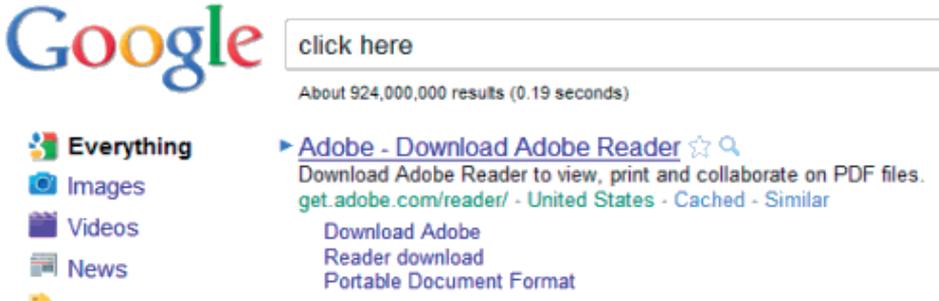
A search for **miserable failure** on Google brings up the official George W.

Bush biography from the US White House web site. Dismissed by Google as not a ...

searchenginewatch.com/sereport/article.php/3296101 - 45k - Sep 1, 2005 - [Cached](#) - [Similar pages](#)

Googling *click here* the 1st result is Adobe Reader because many people write on their web sites "click here to read this pdf and download Adobe Reader" and in the words *click here* a link to Adobe Reader. That is why many people set up link selling web pages, or there are linkbuiders programs that go through web sites, identify the webmasters' email contact and send them messages to obtain links.

Even so, the best thing is to have great content in order to be naturally linked from other sites, or to have partners of people who know you and also link your sites naturally.



Case 18: Nofollow, domain authority, different domains & IP's

From 2006 to 2009 Google progressed and launched the “nofollow”: it is a link that you put on your web site, people see it and can click it, but it works like you said Google “this link does not give pagerank”. Google recommends linking advertising with nofollow because link selling is penalized. If Google notices that you link different things each time, it understands this as if it were link selling. Then the links should be “nofollow” so that Google understands that it is advertising. So people can see them but they do not give pagerank, so that results could not be cheated paying money to appear higher up in Google.

It also came in to obtain links from different domains, different ips (in case you have a server with 400 domains and you always link the same web site), different countries... It is harder and harder to deceive Google, but one should know the rules to know how to trick them.

Case 19: Content farms, panda update

Here you have an example. If searching the headline of a piece of news one finds the original source and higher up a web site that has copied it but has better SEO, the website which copied the new receives the traffic. But now the panda algorithm removes these pages. A way to skip the panda update is using spinning programs, which copy news and automatically change some words. You give them a dictionary so that every time a given word appears, they change it to another synonym. Thus Google does not see that it is exactly the same. There are several programs like this, but it is important to stress that they are penalized by Google and they can send your web site to the 100th result.

The image shows a Google search results page for the query "how to fix a leaky faucet". The search bar at the top contains the text "how to fix a leaky faucet" and a "Search" button. Below the search bar, it indicates "About 109,000 results (0.16 seconds)" and a link to "Advanced search".

The search results list several entries:

- How to Fix a Leaky Faucet - eHow.com**: Includes a red 'X' over the title and a red arrow pointing to a text box. The snippet reads: "5 posts - 5 authors - Last updated Jul 10, 2009. How to Fix a Leaky Faucet With Video! Tired of seeing your money go down the drain? A leaky faucet can cost you a significant amount of ... www.ehow.com > ... Home Repair & Maintenance > Plumbing - Cached - Similar".
- How to Fix a Leaky Faucet - wikiHow**: Includes a red arrow pointing to a text box. The snippet reads: "Dec 15, 2010 ... Why pay a plumber when you can fix a leaky faucet yourself? The most common cause of leaky faucets (taps) is also the easiest to fix. www.wikihow.com/Fix-a-Leaky-Faucet - Cached - Similar".
- Videos for how to fix a leaky faucet**: Includes a video thumbnail from howcast.com titled "How To Fix a Leaky Faucet" with a duration of 2 min - Dec 29.
- Repair a Leaky Faucet | DoItYourself.com**: The snippet reads: "Jan 9, 2010 ... REPAIRING A LEAKY FAUCET. Washer-type faucets work with a rubber or composition washer that fits onto a metal washer seat (Fig ... www.doityourself.com > ... > Faucet Installation and Repair - Cached - Similar".
- Fixing a Leaky Faucet | Bathroom Sinks | Bathrooms | This Old House**: The snippet reads: "How to Fix a Bath Sink Stopper. This Old House plumbing and heating expert Richard Trethewey and ... Most leaky compression faucets need new seat washers. ... www.thisoldhouse.com/toh/article/0,,193895,00.html - Cached - Similar".

A large red 'X' is drawn over the first search result. A red arrow points from the text box to the second search result. A white text box with a black border contains the handwritten text: "Content farm website results are automatically removed".

Case 20: Boots for Twitter or followers purchase

Nowadays Google highly values to appear in social networks: if a pice of your news appears on Twitter and has many followers, Google rises you up, because it identifies you as a social person. Thus arise the sales of followers, for example 1000 fans for 24 euros... as you can see in the picture below.

Another thing is to get robots for Twitter. They follow a lot of people and stop following those who do not return you the follow, so that your followers grow. Nevertheless, the best is still to have great content, because if you use black hat Google penalizes you.

| Package Type | Quantity | Price | Delivery Time |
|--------------------|----------|---------|---------------|
| Plus Package | 1000 | \$24.97 | 10-14 days |
| | 2000 | \$44.97 | 20-30 days |
| | 5000 | \$79.97 | 45-60 days |
| Targeted Followers | 1000 | \$34.97 | 10-14 days |
| | 2000 | \$54.97 | 20-30 days |
| | 5000 | \$89.97 | 45-60 days |

