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Traci Hagele

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The Mass Customization of Marketing
Due to Evolving E-tailing Strategies

Traci Hagele

Southern Adventist University

Southern Scholars Senior Project

Professor Cliff Olson

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The Mass Customization of Marketing Due to Evolving E-tailing Strategies

Since the introduction of the Internet for commercial purposes in 1994, the business world has experienced increasing change. Marketing, in particular, is being heavily affected by the opportunities and challenges that the Internet presents. The Net influence being exerted on pricing, distribution, promotion, and product offerings has caused many experts to predict that marketers will no longer be able to profitably mass-produce one product, but that companies will have the ability to return to one-on-one marketing and mass customization instead.

Before the changes in particular marketing focuses can be discussed, it would be helpful to better understand how e-business is evolving. Two great examples exist in the online emergence of two traditional areas of retailing – groceries and newspapers.

Groceries Online

Research shows that many Americans view grocery shopping as mundane and time consuming – a perfect opportunity for Internet retailers. One of the first to enter this market over ten years ago was Peapod Inc. in Skokie, Illinois. The company worked to achieve strong name recognition by advertising heavily to “high-tech, high-income, time-crunched people.” The service Peapod provided to its consumers was basically that of a delivery boy. Peapod took grocery orders online, then sent its employees to existing grocery stores to gather the ordered items, which were then delivered to the buyer. By 1999, Peapod had attracted over 100,000 households and was posting annual revenues of nearly \$100 million (Schwartz, 1997). But their stock couldn’t hold up. Why?

Peapod never cut its ties with those real estate-paying grocery stores. Because Peapod personnel were simply gathering the food off of the shelves of the Krogers, Safeways, and others, Peapod was not able to deliver a price solution to their consumers. The brick-and-mortar grocery stores' stocking and rent costs drove product prices up considerably (Schwartz, 1997). Also, the grocery stores did not necessarily have the items that were offered online to Peapod customers, and as the stores were not receiving a profit from Peapod's services, they had no reason to acquire the items. At one point, \$57 of every \$100 Peapod order was lost (Salkever, 2000).

To date, the company is still struggling. Attempts have been made to increase cash flow by selling consumer information to companies such as Procter & Gamble and Sara Lee. But Peapod did not catch the total possibilities of the Internet to provide solutions for consumers. They chose not to look beyond groceries and attack the much deeper problem of helping busy people manage a variety of daily household duties (Schwartz, 1997).

The next company to step up to the plate was NetGrocer Inc. Deciding to learn from Peapod's mistakes, NetGrocer created one massive warehouse from which they would *not* deliver anything. Instead, NetGrocer outsourced deliveries to FedEx, who would deliver for them. NetGrocer made it possible for dry goods orders from anywhere in the States to be delivered within two or three days. But again, money was being lost to the tune of over \$1 million per month. Market pressures made it necessary for NetGrocer take a loss on FedEx shipping costs, which they tried to make up in food volume. But consumers still had to go to the grocery store to buy perishable items, and their expectations rose quickly so that 2 or 3 days was not quite fast enough for order delivery.

NetGrocer, like Peapod, only delivered a partial solution to the grocery problem (Schwartz, 1997).

Then along came Timothy DeMello, who took three years to study out the grocery market and learn specifics about busy suburban families. He set out to create a brand that would simplify people's lives – in essence, to sell time. His company, Streamline, makes a custom database of each individual consumer's grocery products. This database makes it easy for each customer to find their preferred brands online without getting information overload from the thousands of products available. Streamline's Web site allows 3-D images of cereal boxes, choices of banana ripeness, recipe-based grocery lists, and more. Film development, dry cleaning, shoe repairs, and Blockbuster video pickup and delivery are just some of the "time solutions" that Streamline offers. Orders are delivered to secured, refrigerated (and/or heated) "smart boxes" outside of each subscriber's home, so consumers do not have to be home to receive Streamline's services (Schwartz, 1999). And unlike Peapod, Streamline delivers directly from their own warehouses, which cost about \$6.50 per square foot, as opposed to the \$18 per square foot retail space cost of existing grocery stores (Schwartz, 1997). Streamline has truly provided a solution brand.

But honestly, how many people actually order groceries online? Current estimates say that less than 1% of U.S. households currently do so, but some forecasts project that by 2007, 10-15% of the grocery shopping industry will be accounted for by online business (Schwartz, 1999). The amazing thing about the Internet is that because it gives the potential to reach millions of users, a business that only taps into a tiny percentage of the Internet market has a lot of customers (Levinson and Rubin, 1995). Unless existing supermarket chains can re-evaluate their position, they stand to lose a substantial part of

their market to the virtual grocers. (Although apparently, some grocers are attempting to fight back. Many are beginning to accept fax orders or box orders for pick-up {Salkever, 2000}.)

From watching these online grocery businesses, online marketers can see that product-based (Peapod) or technology-based (NetGrocer) brands alone will not prosper. Online brands must focus on the individual consumer and provide solutions for their lives. Newspapers, also, are no exception to this rule.

The Newspaper Revolution

The Web is a highly personal medium. Just as Streamline had to offer a complete solution, they had to customize their service for each consumer. This concept works not only in product sales, but also in information sales. Schwartz (1997) suggests that news and information sites will not attain profits by selling advertising or by collecting subscription fees but by "inventing and charging for new value-added services, such as specialized delivery of knowledge, advice, or wisdom." Hard copy magazines and newspapers have found that the Internet can broaden their business horizons.

Massachusetts Institute of Technology has developed what is called an "interactive news environment", called Fish Wrap, that personalizes the news to each of their student subscribers (Schwartz, 1999). The newspaper asks three questions to freshmen who join the system: (1) Where are you from? (2) What is your affiliation with MIT? and (3) What majors interest you? (Hanson, 2000) From this information, the student's daily e-newspapers are individually catered to contain news stories directly

from their hometown, and the Boston weather page is given with comparisons to the temperature and weather conditions of their hometown (Schwartz, 1997).

On-campus groups also use the newspaper to "push" information to the correct target group. The individualized newspapers include announcements, requirements, and special events that the particular student would need to know. But to acquire the sense of community usually derived from reading the same news stories, the paper has a "smart front page". The stories that appear are those that are voted in by the students or that have been read by the most students. This balances out the diversity of the news and keeps the sense of community, giving the students a chance to debate over common issues (Hanson, 2000).

Promotion Customization

As businesses begin to develop their own Internet presence, they must consider immediately how they will inform their consumer base of their Web existence. Some companies choose to simply print their Web address on their business cards, making the company appear to be technologically advanced. Other companies choose to go further and sign up with search engines such as Netscape or Yahoo!. But what if you are interested in actively promoting your company online?

In traditional mass media (such as television, magazines, or radio), advertising is described as *intrusive*. The consumer has little or no control over which ads they are subjected to. Even though people may be able to turn a page or simply look away, they are still ultimately affected by thousands of ads. Not so when it comes to the Internet. Because of the interactive nature of the Internet, individuals can choose not to even look

at the ads that may appear. Thus, Internet promotional potential will not be found through traditional advertising methods (Schwartz, 1999). The consumer will only respond to ads that are customized to his needs. But with such a demanding audience, why would advertisers consider online promotions at all?

Although Internet advertising expenditure was only 1 to 2 percent of the overall \$100 billion spent on advertising in the United States per year, online advertising has the potential to become highly effective due to some major advantages over traditional mass media. The ultimate outcome of such an interactive medium is that a customer *relationship* can be formed. Advertisers and consumers have the ability to communicate directly and to gather information about each other. This intercommunication enables marketers to target individuals, not just mass markets. Another advantage is that online ads can be easily and inexpensively updated so that they are always at the cutting edge. Internet ads also have the capacity to reach a huge potential audience, and the ads are less expensive than nearly every other advertising medium (Turban, Lee, King & Chung, 1999). Let's take a look at some different types of online promotion.

Online Advertising

Kotler (2000) names three main types of on-line advertising. First, companies can place classified ads in specified sections of major commercial on-line services. (For example, human resources can list job openings with search engines such as Monster.com.) Second, ads can be placed in certain newsgroups that are set up for commercial purposes. Lastly, companies can place on-line ads that appear to surfers at specified Web sites. These ads can include banner ads, pop-up windows, "tickers"

(banners that scroll across the screen), and “roadblocks” (full screen ads that surfers must click through to get to another screen) (Kotler, 2000). Such ads are linked directly to the advertiser’s site so that when a customer clicks on the banner, they will be transferred to the advertiser’s site. Banner ads accounted for 55 percent of all Internet ad expenditures in 1998 (Turban et. al., 1999).

The free email provider Juno is an example of a company that has managed to solicit enough ads to provide its email service free to subscribers. Juno primarily uses banner ads and roadblocks to generate profits. After subscribers have logged in, one or more full-page ads will appear on their screen with choices to ignore or find out more. Consumers must click through these ads before they can access their email. Once the subscriber has reached their email inbox, varied companies will appear in advertisements on a banner at the top of their screen. The Juno customer has the choice of investigating the ads further by clicking on them at any time.

However, there is much debate as to how many customers actually read ads such as banner ads. Recent research indicates that Internet surfers usually ignore banner ads. One way of measuring response is by numbering how many viewers actually “click through” on the ad to find out more information. Advertisers get concerned when less than 1% of viewers do so. Currently, advertisers are pushing to get price rates that are based not on the amount of people that just see the ad, but the number of people that “click through” (Kotler, 2000). Right now, however, there is no clear standard or language of measurement (Turban et. al., 1999).

Other options

There is, however, an emerging form of online promotion with much more promise. It is referred to as advertising through affiliates. One of the first such affiliations was the Amazon.com Associates Program that began in the summer of 1996. Amazon received a suggestion from a viewer who ran her own Web site that was designed to help women deal with the legal and emotional issues surrounding divorce. Her Web site had a section of book referrals, so she asked Amazon.com if she could add a direct link to their site and receive a commission payment on any sales thus generated. Amazon agreed, and the Amazon.com Associates Program was born. Since then, many other companies have caught on. The advantage? Schwartz (1999) likens affiliate advertising to employing a salesman who is totally paid through commission. And the Internet environment allows for accurate recording of how many affiliate transactions take place and from which links they come. It is an inexpensive and effective way to advertise, usually only costing 5-15% of the sale.

Direct Marketing

In his book, *Permission Marketing*, Yahoo! executive Seth Godin discusses the concept of permission marketing. He notes that brands such as Crisco, Campbell's, and Arm & Hammer have gained consumer trust because of the frequency of advertisements that they have produced over the last fifty years. But, he says, Internet "advertisers don't have the power to interrupt enough consumers to get their attention and make it pay the way it used to. In a world of mass customization, of high-speed products and higher-speed messaging, consumers don't want a batch approach" (Godin, 1999a). The solution?

To create value through interaction. Frequency of communication via the “greatest direct-marketing medium of all time”, email, can lead to permission – permission to communicate, customize, and teach the consumer. This permission can lead to the same kind of trust that the brands mentioned earlier have capitalized and become profitable upon (Godin, 1999a).

But mass marketing via email is not always the perfect solution. Although direct marketing via mass emails is possible on the Web, any unsolicited emails are referred to as “spam” and are generally despised by receivers. Levinson and Rubin (1995) noted a case in which a Phoenix law firm “spammed” the Internet, flagrantly posting advertisements for their company’s immigration law services on thousands of Internet discussion groups. Most of the groups had laws against such an invasion and didn’t even have anything to do with immigration to begin with. Even though most Americans receive junk mail in their mailboxes on a daily basis, Internet users do not appreciate the intrusion. The recipients of the advertisements sent so much hate mail back to the law company that company’s own Internet provider revoked their access (Levinson and Rubin, 1995). Certain Internet providers, such as America Online, have filed lawsuits attempting to ban such irritants, as they stand to lose business when their subscribers get fed up with too much of this unwanted email (Hanson, 2000).

Solution Brands

These changes in promotion techniques are leading to changes in the way a product is introduced to the consumer and also in the type of product offered. For nearly a century, consumers have been bombarded with emotional advertising for such items as

soft drinks and laundry detergent. Emotional advertising, for some products, was the only way to put a company ahead of the rather homogenous competition. (After all, how many different ways could products such as soft drinks and soap *actually* be made?) But on the web, consumers get a break. As was mentioned earlier, the Web is an interactive, more personal media. Unlike mass media such as radio or television, there are no captive web-based consumers who must listen to or watch commercials in order to see or hear their favorite shows. Instead, consumers use the web as a tool to accomplish certain premeditated tasks. They're looking for *solutions* that fit them and serve their needs. That explains why on the Internet, the important brands are Yahoo, Amazon.com, and E*Trade, not Tide or Coca-Cola. Successful web companies must do more than push (promote) an actual product. They must sell solutions. This has led to what is known as "solution" branding (Schwartz, 1999).

Product Customization

Marketers have the job of developing an ultimate product marketing mix (a combination of product design and development, distribution techniques, pricing strategies, and promotional tactics). Because of the expectations of Internet consumers, product development is one element of this marketing mix that is being drastically changed by the Internet.

One of the first steps in the product design process is to find the optimal market segment for your particular product. Without a cost-effective way to track preferences and/or purchases of individuals, marketers have been forced to resort to such inexact measures as demographics (age, geographical location, income level, etc.) to sell their

products (Hof, 1998a). For example, if a marketing professional were to market a new hair product, they may want to design the product and its packaging and advertising to reach women – usually a particular group of women like money-strapped college co-eds or affluent, single, young professional women. This is what is referred to as market segmentation, or finding a target market. Until the birth of the Internet, such mass marketing techniques have been the most effective, given the technology available. But today a new technology known as personalization has appeared on the scene.

Personalization

Personalization is what Web site designers do to tailor their sites to consumers, based on their past behavior, tastes shared with others, age or location. Consumers either give the information directly to the site operator or the data can be gleaned by tracking customer “surfing” habits and purchases (Hof, 1998a). This information can help the company tailor their product to each consumer. However, if the information-gathering process is not handled discretely and the information is not used wisely, many would-be customers can be lost.

Thus, personalization can become a competitive advantage for a company only when it is used wisely to form a *relationship*. Personalization requires trust and cooperation from consumers. Once this has been firmly incorporated through the reward of better service and products, consumer loyalty rises (Hanson, 2000). Streamline’s online grocery service models this perfectly. Consumers must feel that the value they will receive from Streamline’s service is substantially greater than the costs. (Subscribers must allow Streamline representatives to come into their home and scan all of the items

in their pantry, in order for Streamline to create a customized grocery database. Also, if consumers wish to receive drugstore service, they must disclose prescription information.) One advantage of developing such a relationship is that once consumers have given this information away and have found its rewards to be sufficient, competitors will have a difficult time dislodging their loyalty (Godin, 1999b).

Personalization not only keeps customers coming back, it attracts new individuals to the site. In fact, one study indicated that personalization software pays for itself quickly, even at prices of between \$50,000 and \$3 million. Customization at 25 new E-commerce sites increased new customers by 47% and revenues by 52% (Hof, 1998a).

Of course, privacy is a huge concern. Many potential consumers have held back from divulging specific information about themselves, due to several concerns. First, that the information will be incorrectly gathered. For instance, if an individual were to buy a particular item off of the Web, some personalization software would assume that the purchase reflects their individual taste. This is not always the case, however. The unlucky buyer may only have been finding a gift for a friend, whom they may feel has horrible taste. Other people are a bit nervous about visiting sites that give information regarding diseases such as AIDS or cancer, for fear that some insurance agency will receive the information and deny coverage. Are these fears realistic? Perhaps, perhaps not. The government is scrambling to write laws to govern the use of Internet database information. These laws could aid marketers by eliminating unethical use of information by other companies, thus raising the trust of the consumer base, or the laws could severely limit the merchandisers ability to receive badly needed information about their customers.

If personalization software is able to work out the kinks, however, Hof (1998a) predicts that personalization will "herald wrenching change for how manufacturers, distributors, and retailers will be organized and run." While most companies have deferred to product managers to drive marketing, Martha Rogers (professor at Duke University) believes that companies will now hire customer managers. These managers' job would be to "make each customer as profitable as possible by crafting products and services to individual needs" (Hof, 1998a). Thus, consumer demands (instead of forecasts) will drive production, and we will eventually see a mass customization of products.

But there is more to product development than just the product itself. The service that accompanies the product is also vital to the success of the product in the marketplace.

Customer service offerings

One of the most important parts of a company's product offerings can be the customer service that accompanies the product. Major changes in customer service are appearing due to Web influence. Oddly enough, however, in some areas it is the customer who does more of the work. The Internet has made it possible for consumers to do a lot of the paperwork that would have been done by customer service representatives. The shipping industry is a prime example of such self-serve techniques.

FedEx used to run solely through 800 numbers. Millions of dollars were spent on phone charges and employees to man those phones. Most of the customers who called simply wanted to track their packages. So, in 1994, FedEx created a Web site. Now customers can happily track their own packages whenever they feel the urge. The Web

site lists each checkpoint that the package passes through, gives the time and date of final arrival, and the name of the person who signed for the package. Customers can also create their own package labels and request pickups with FedEx's specialized software. The do-it-yourself concept has worked extremely well for FedEx – the system has paid for itself over and over by reducing costs (by about \$1.5 million per year). And believe it or not, customers are actually more satisfied with the company than ever (Schwartz, 1997). But FedEx isn't the only shipping company to get into the ballgame.

UPS stepped up to the plate by adding even more services to their own Web site. Customers can figure the exact cost of shipping by entering the weight of their package, and they can find the nearest UPS drop-off point by simply entering their zip code. And the U.S. Postal Service, not to be left behind, has added Web-based services to its roster. Customers can order stamps, find zip codes, and register a change of address; all on the Net (Schwartz, 1997).

So why is it that in this world of convenience, people would want to do all of these things themselves? The answer is really quite simple. If customers can enter their own information, then they don't have to worry about errors. They don't have to respell their last name six times over the phone to an employee who just learned to type. They can get quick answers to quick questions without having to listen to elevator music and some patronizing voice telling them that their call is important but that they must wait until a customer representative can serve them. Web service provides a complete solution for the customer because it saves them time and costly errors.

The Web offers more than just customer service to the consumer, it offers them information. An unprecedented amount of product and pricing information can now be found by the buyers themselves before they even approach a retailer.

Pricing Customization

Web sites provide consumers with information that is difficult and expensive to obtain in any other fashion. No other method so easily interacts with the consumer to obtain the quality and quantity of information about companies, products, and services. (Hanson, 2000). Many corporations have been frantically trying to figure out how to counteract buyers with too much information and still maintain their current price levels. In fact, the availability of information really can put buyers in the power seat when it comes to price negotiations, as in the case of a car dealer in San Francisco.

Car dealer Mike Dobres was dismayed when potential customers began walking in the showroom with printouts of dealer invoice prices. His consumers would no longer allow the large profit margin that his company was used to attaining. Dobres claimed that this phenomenon led to a drop in his overall profit by 25%. But what Dobres failed to realize is that although the Internet arms the buyer with price knowledge, it also offers sellers the opportunity to enlarge their consumer base and raise sales *quantities* (Hof, 1998b).

Another car dealer in Columbus, Ohio, got on the bandwagon and decided to put the Internet to use for him. He began to list his cars on Autoweb.com, a Net car-buying service. He pays only \$29 per Internet referral and now sells twelve additional cars per month on top of his previous average. Via Autoweb, his consumer base has widened to

include customers who may live hundreds of miles away – customers that previously would have been unreachable. No complaints here about any drops in profit margins (Hof, 1998b).

The Internet has also proved profitable to manufacturers who use it to streamline production. Manufacturers are constantly struggling to find ways to reduce inventory and to get better prices from suppliers. The Internet makes this possible. Corporate buyers can access price information and negotiate contracts more quickly and efficiently, which can lead to significantly reduced costs. General Electric Co. bought \$1 billion worth of supplies on the Net in 1997 and was able to reduce materials costs by 20%. How? Because it was able to reach a wider base of suppliers and hammer out better deals on the Internet. The initial Internet expenditures were so successful that by 2000, GE expects to be buying over \$5 billion worth of product on the Internet (Hof, 1998b).

Distribution Customization

Another of the 4 “P”s of marketing is *place*, or distribution. Not surprisingly, the Internet is having a definite effect on this as well. What all does distribution include? Distribution is how your product is delivered to your consumers (via retail stores, direct shipping, warehousing, etc.) and also includes the decision of which locations the product will be most profitable. Obviously, the Internet makes it possible for consumers worldwide to order online products, but now distributors must decide the best way to get their product to the online buyers. The main changes in distribution appear in two different areas – shipping decisions and what is known as disintermediation.

Shipping

Online retailers seem to be ignoring what Ellen Neuborne, Business Week's Marketing editor, believes could be a big deterrent for online shoppers – shipping costs. She predicts that many would-be consumers avoid buying items online because they have to pay shipping costs. Also there is the problem of how to actually get the deliveries to the buyer. These days, leaving boxes on the buyer's doorstep is no longer a good solution, as the goods may never get to the intended recipient. If our society truly evolves into buying day-to-day items on the Internet, where on earth are all these boxes going to be dropped off? As of yet, few online retailers seem overly concerned (Neuborne, 1999).

The shipping companies themselves don't seem worried, either. The Internet, for the most part, has been a boon to their business strategies. UPS, in a recent television commercial, brags that they ship more e-shipments than anyone else. But they admit that most of those shipments are business-to-business solutions, not residential deliveries (Neuborne, 1999).

Because the Internet has made just-in-time inventory systems and frequent orders possible, shipments are expected to decrease in size. Full-load trucking agencies and freight companies may experience a downturn. On the opposite end of the spectrum, FedEx has lost many of their overnight "envelope" services due to the amazing capacity of email. Opportunities are expected to increase for shipping companies with middle-of-the-road package-hauling capabilities – parcel carriers, express delivery services and "less-than-truckload" freight haulers (Rocks, 2000). But shipping is not the only area of distribution that is experiencing change due to the Internet.

Disintermediation

Manufacturers are discovering new opportunities in the reinventing of their distribution strategy. In the traditional distribution chain, wholesalers, distributors, and retailers usually come between the manufacturer and the consumer. But as online strategies evolve, many traditional intermediaries are being eliminated. Manufacturers can now sell directly to the consumer and provide customer support – all online. But as old intermediaries are being cut, new electronic intermediaries are appearing. E-malls and search engines such as Shopper.com or Autoweb.com are “reintermediating” the Internet and the business world. But with disintermediation and reintermediation, manufacturers have a new responsibility to their consumers. As they connect directly with their market, they will have to be adaptive to the customized orders of their consumers – and ready for mass customization (Turban et. al., 2000).

My Customized Experience

The Internet is definitely affecting the way businesses do business, but I have found it intruding on my personal life also. Perhaps the following experience will help to show the evolving change in marketing.

This past January, I made my first Web purchase. I got on the Internet with the intent of finding a small utility knife similar to one owned by a friend of mine. I went to LandsEnd.com to see if they sold any of the Swiss Army-type knives. Although I wasn't able to find the product on their site (with the use of the LandsEnd site search engine), I was quickly distracted by the link that said “Overstock Sale”. I clicked through a few women's accessories and found a great deal on beautiful scarf set.

But before I ordered, I really wanted to find out if Lands End had ever sold the knife that I was looking for. So I clicked on a link that said "Customer Service." The Web page prompted me for my phone number and said that a representative would call me. I sighed, figuring that it would take forever to get any kind of response, but went ahead and entered my number anyway. I nearly jumped out of my skin when the phone rang almost immediately with a cheerful Lands End representative on the line. She answered my questions quickly and efficiently. (No, Lands End did not sell those little knives, but she even gave me some suggestions of where else it might be found.)

After I hung up, I went back to the "Checkout" page and clicked on the order form for the scarf set that I had found, filled in my address and credit card information, and clicked "Order." I was instantly sent an email message to my personal account from Lands End, confirming my order and giving me a delivery date.

A couple of days later, the weather turned cold and I got anxious for my package. So I simply clicked on the link included in the email that I had received, and the Lands End package-tracking page immediately popped up on my screen. I entered my package identification numbers and within seconds, a list of checkpoints for the package popped up on my screen. I discovered that the last checkpoint had been in Ooltewah and that it had been delivered about just minutes previously. I raced home and sure enough, the package was waiting. I was so impressed with Lands End's service that whenever anyone compliments me on my scarf set, I tell them about how great Lands End is. I've even returned to their site several times to see what other bargains I can find.

Conclusion

Lands End is a shining example of what Web selling can and should be. Every aspect of their marketing mix worked like clockwork. Their website was current and it drew me in as a repeat visitor. Their customer service was outstanding. I was extremely pleased at how inexpensive and fast the shipping was. As a buyer, I felt that I got a bargain when it came to price (\$22 for a \$35 scarf set), and the merchandise turned out to be high quality. Because of the information I gave Lands End, I now receive regular catalogs via mail. The more I shop with them, the more information they will have about me as a consumer that will enable them to target me individually. Mass customization? The possibilities are endless.

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SOUTHERN SCHOLARS SENIOR PROJECT

Name: Traci Hangle Date: 3-23 Major: Bus Marketing

SENIOR PROJECT

A significant scholarly project, involving research, writing, or special performance, appropriate to the major in question, is ordinarily completed the senior year. The project is expected to be of sufficiently high quality to warrant a grade of A and to justify public presentation.

Under the guidance of a faculty advisor, the Senior Project should be an original work, should use primary sources when applicable, should have a table of contents and works cited page, should give convincing evidence to support a strong thesis, and should use the methods and writing style appropriate to the discipline.

The completed project, to be turned in in duplicate, must be approved by the Honors Committee in consultation with the student's supervising professor three weeks prior to graduation. Please include the advisor's name on the title page.
The 2-3 hours of credit for this project is done as directed study or in a research class.

Keeping in mind the above senior project description, please describe in as much detail as you can the project you will undertake. You may attach a separate sheet if you wish:

The internet is markedly affecting the marketing factors of businesses today, on-line or otherwise. Each of the "Four P's" of marketing (product, price, promotion, and place or distribution) is changing because of the widespread availability of product and price comparisons now available at the touch of a button, and the mass customization to consumers that the internet makes possible. I intend to explore the effects of internet on marketing mixes in the year 2000.

Signature of faculty advisor Cliff D Expected date of completion due date

Approval to be signed by faculty advisor when completed:

This project has been completed as planned: to

This is an "A" project: Cliff D

This project is worth 23 hours of credit: yes

Advisor's Final Signature Cliff D

Chair, Honors Committee _____

Date Approved: _____

Dear Advisor, please write your final evaluation on the project on the reverse side of this page. Comment on the characteristics that make this "A" quality work.