Online Thai Cutlery

by

Mr. Saekson Vichachanchai

A Final Report of the Six-Credit Course IC 6998 E-Commerce Practicum

Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Science in Internet and E-Commerce Technology Assumption University

March 2002
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March 2002
The Graduate School of Assumption University has approved this final report of the six-credit course, IC 6998 E-Commerce Practicum, submitted in partial fulfillment of the requirements for the degree of Master of Science in Internet and E-Commerce Technology.

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ABSTRACT

By the year 2002, it is expected that there will be 112 million host computers connected to the Internet, implying a user base of more than 300 million. Such a large and fast growing marketplace is too significant for any business to ignore.

Our company, Handicraft Products Company, would like to have our own website to sell goods on the Internet. The main products are stainless steel cutlery such as table knife, dessert knife, fish knife, steak knife, table spoon, dessert spoon, tea spoon, coffee spoon, table fork, dessert fork, etc. The purposes are to promote and introduce our products to the international market, to generate revenue from selling goods, to enable consumers to visit the site 24 hours a day, to reduce costs i.e. lower costs in printing, postage, order taking, market research, to open new markets and be able to reach new customers, to be able to offer more products to the customer than they could ever fit in an ordinary catalog or in a traditional store. Our target groups are America and Europe markets, especially for big restaurant and luxury hotels and including the wholesalers. Of course, they must be able to get the information from Internet & E-commerce. Before creating an online store, we set up our business plan, product strategies, market & sale strategies and how to achieve our mission and goals, how to manage marketing mix and customer delivered value. We also do the analysis about SWOT analysis, competitor analysis, and cost and benefit analysis and so on to find the best way to manage our online shop. At last, we can design and create our website.

Creating online shop is not easy but the more difficult part is how to analyze and plan to manage it effectively. Working hard and paying more attention will help my store to succeed. We will put more and more products to our Web in the near future, and I would like to present my cyber shop’s name ‘ThaiCutlery.com’.
ACKNOWLEDGEMENTS

I am indebted to the following people. Without them, this project would not have been possible.

I am extremely grateful to Rear Admiral Prasart Sribhadung, Associate Dean of Graduate School of Internet and E-Commerce Technology, my advisor who advised me and gave me the needed directions to accomplish this project.

I highly value and appreciate the assistance of Dr. Wuttipong Pongsuwan my co-advisor who provided many valuable constructive criticisms, suggestions, courage and strength.

I would like to thank all my clients who contributed to the sales and made my sale’s target of one million Baht possible.

Special appreciation is due to my family for their fervent and continuous encouragement. Above all, I am forever grateful to my parents whose willingness to invest in my future has enabled me to achieve my educational goal.
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1. INTRODUCTION

1.1 Background of the Project

In the past three to four years, the Internet has become more appealing to consumers. The World Wide Web has allowed more consumers to confidently use the Internet and it has offered individuals and business new ways to present and find Information. The Internet is rapidly becoming the technology of choice for electronic commerce because it offers businesses an ever-easier way to link with other businesses and individuals at a very low cost. Electronic commerce is becoming part of day-to-day life and business are refusing to deal with any paper in the near future Many companies sell physical goods or services on-line such as flowers, books, clothes, handicraft products and so on.

Our company, Handicraft Products company, would like to have our own web site to sell goods on the Internet. The main products are stainless steel cutlery such as table knife, dessert knife, fish knife, steak knife, table spoon, dessert spoon, tea spoon, coffee spoon, table fork, dessert fork, etc. and the related of table ware such as straw grass place mate, coasters, horn napkin ring. They are all hand made by our skilled workers. We have almost 40 product items and models to cover the market's need which are mainly exported to oversea countries world wide especially to Europe and U.S.A. market. We will put more and more handicraft products to the Web in the future. We also accept making the products belonging to the clients according to their designs. With our full-services of packing and shipping, customers will be satisfied with our production and delivery on time. The opportunity for our company seeking to make advantage of the capabilities of electronic commerce is greater than merely adopting our
present view of commerce to performing those buying and selling transactions over electronic networks.

1.2 Objectives of the Project

The purposes of the study are:

1. To open new markets and be able to reach new customers
2. To promote and introduce our products to the international market.
3. To generate revenue from selling goods.
4. To be a new marketing channel or tool of doing business.
5. To enable consumers to visit the site 24 hours a day
6. To reduce costs i.e. lower costs in printing, postage, order taking, market research
7. To be able to offer more products to the customer than they could ever fit in an ordinary catalog or in a traditional store
8. To increase customer service

1.3 Scope of the Project

1. To apply the knowledge learnt in the Master of Science in Internet and E-commerce Technology into this project
2. To conduct a complete advantage, SWOT analysis, and a detailed Competitors analysis both direct and indirect. Then design strategies to meet competition and show how implementation will be done.
3. To provide the marketing plan by setting target market, market positioning and promotional mix.
4. To sell physical goods online as one of the sale channels wholesale and delivery of goods takes place through traditional means. The main products are stainless steel cutlery such as table knife, dessert knife, fish knife, steak
knife, table spoon, dessert spoon, table fork, dessert fork, etc. and the related table ware

(5) To update web site products frequently.

(6) To use off line payment since Thai's e-commerce laws have not been declared to use and plan to use the online payment later.

(7) To manage the web site effectively allowing users to find information easily

(8) To use the web site as a tool to support the traditional storefront

1.4 Deliverables

(1) The final report covers the scope as mentioned above.

(2) The proposed e-commerce web site consists of the product information such as product description, price and so on. All product items will be updated frequently.
II. LITERATURE REVIEW

2.1 What Is Internet?

It seems like everyone’s talking about Internet these days. But what is it, how does it work and how to access it? Most importantly, what can it do for us at work or at home?

Fortunately, accessing and using the Internet is fairly simple. Internet marketing is a system for selling products and services to target audiences who use the Internet and commercial online services by utilizing online tools and services in a strategic manner consistent with the company’s overall marketing program.

World Wide Web is fast becoming one of the best ways for individuals and organizations to effectively, efficiently and economically communicate with an influential consumer. So any web company requires to promote their business in cyberspace should implement Internet marketing in order to increase visitors and traffic in their web.

Internet is a worldwide collection of computer networks, cooperating with each other to exchange data, using a common software standard. Through telephone wires and satellite links, Internet users can share information in variety of forms. The size, scope and design of the Internet allow users to:

(a) Connect easily through ordinary personal computers and local phone numbers.
(b) Exchange electronic mail (E-mail) with friends and colleagues with accounts on the Internet.
(c) Post information for others to access, and update if frequently.
(d) Access multimedia information that includes sound, photographic images and even video.

(e) Access diverse perspective from around the world.

During the last two decades, primarily academic institutions, scientists, and the government for research and communications used the network. The appeal of the Internet to these bodies was obvious as it allowed disparate institutions to connect to each other’s computing systems and databases, as well as sharing data via E-mail.

In today’s economy, E-commerce plays a very significant role in a rapidly increasing number of cooperation across a wide spectrum of industries. The ability to conduct secure business transactions across the Internet can give instant access to a new way to reach existing and new customers. There are numerous advantages to selling online or electronic commerce, but most of them come back to a single reality; it saves your company hard cash. From reducing reliance on call centers to eliminating printing and postage costs for catalogs, e-commerce enables business to address their customers directly and complete real-money transactions in highly efficient ways.

There are two main approaches to do business on the Internet

(a) Directly offering a product/services for sales at web site

The company can offer a product or services on web pages or offer free information to lure people to another web that products or services are available. This is the most popular way of making money on the cyberspace because it is easy to set up and get the initial profits overnight.

(b) Aim at sponsor ship or banner Advertising

The company tries to persuade as many visitors as possible to web by enticing them to come with something special available on the site, such as valuable information, help, files stuff, etc. then, once the visitor counts are
high enough, the company can sell advertising space on the site or sponsorships of banner advertising.

In addition to text documents, the Internet makes available graphics files (digitized photographs and artwork), and even files that contain digitized sound video. Through the internet, users can download software, participate in interactive forums where users post and respond to public messages, and even join “chats” in which users and other users type (and, in some cases, speak) messages that are received by the chat participant instantly.

2.2 Benefits of the Internet

The organizations are already benefiting from the use of internet in many ways, reducing communication costs, enhancing communications and coordination, accelerating the distribution of knowledge, improving customer service and satisfaction, and facilitating marketing and sales. The Internet has enormous potential for helping organization participate in electronic commerce and for reducing their transaction costs.

(a) Reducing Communication Costs

Prior to the net, to realize the communications benefit, organizations had to build their own wide-area networks or subscribe to a value added network service. Employing the Internet, accept from being cost free, is certainly more cost effective for many organizations than building one’s own network. And small businesses find reduced communication cost particularly beneficial because it sometimes enable them to complete with larger companies in markets that would otherwise be closed to them.
(b) Enhancing Communication and coordination

The Internet has made easier and less expensive for companies to coordinate small staffs when opening new markets or working in isolated places because they do not have to build their networks.

(c) Accelerate the Distribution of Knowledge

Because modern economies have become information economies, access to knowledge is critical to success of many companies. Organizations are using E-mail and the availability of databases all over the world to gain easy access to information resources in such key areas as business, science, law, and government.

(d) Improving customer service and satisfaction

The companies large and small are using the Internet to communicate efficiently to make product information, ordering, and technical support easier and immediately available.

(e) Facilitating Marketing and Sales

Marketing and sales via the Internet are new and only beginning to viable. The advent of the web has made marketing and sale possible because the web is a passive instrument, it requires potential customers to seek out offering by companies rather than having those companies actively reach out to potential customers, as is traditional in most marketing and advertising. Retailers update their web pages offering virtually as often as needed. Suppliers can also update technical used by consumers just as easily. Even with Limitations, the Net helps buyers and sellers make contact.
As for the benefits of the Internet to organization, the best aspects of marketing and sales product or service online are that start up and operational costs are minimal and it is possible to access potential buyers at an unprecedented speed. The reason is that earnings can come only after 24 hours of online business launch. The advertising can be tested in a matter of days, whereas conventional media advertising takes months to conduct a single test.

Among the ways that users are taking advantage of the Internet are:

(a) Sharing research and the business data among colleagues and like-minded individuals.

(b) Communicating with other and transmitting files via E-mail

(c) Requesting and providing assistance with problem and question.

(d) Marketing and publicizing products and services.

(e) Gathering valuable feedback and suggestion from customer and business partners.

Only users’ vision and creativity limit the Internet’s potential. And as the Internet grows, new and innovative uses will surely follow.

Internet marketing and running an Internet business is a fantastic way of business if it is done right. The Net simply works better than traditional media, but it is new, so it requires some imagination to envision role and character to be online. There are two basic attitudes towards online marketing:

(1) The Silent Marketer

It gets direct from web sites, newsgroups. BBC’s, and e-mail without any directly interaction with the customer. The company gets the customers coming to it.
2. The mouth piece

It gets sales from active participation in newsgroup, mailing lists, etc.

(i.e. starting advice in forums, thereby building a relationship with each potential customer individual).

2.3 What Is Electronic Commerce?

In its broadest sense, electronic commerce refers to the use of electronic means and technologies to conduct commerce, including within-business, business-to-business, and business-to-consumer interactions. The enabling technologies, of course, are also used for noncommercial activities such as entertainment, communication, filing and paying taxes, managing personal finance, research, and education, which may still include the services of online companies. As a result, it is somewhat difficult and sometimes arbitrary to separate electronic commerce areas from noncommercial applications of the same technologies and infrastructure.

Although these may be cutting-edge applications, conventional electronic commerce areas include:

(1) Searching for product information
(2) Ordering products
(3) Paying for goods and services
(4) Customer service

All are conducted online. The use of the Internet to support marketing and customer-interface is only part of electronic innovations that are changing the way firms do business. With intranets, corporations distribute internal memos and announcements to their employees, and knowledge exchange and scheduling communications flow worldwide in a timely fashion. With direct connection to suppliers (for instance, an extended intranet), the same technology is used for manufacturing and supply-chain
management. 3M (http://www.mmm.com), for example, expanded its EDI service to the Internet, allowing its over 2,000 suppliers and customers access to its EDI transactions via any way they choose private VANs, phones, and faxes, as well as the Internet. To sum up, for within business, business-to-consumer, and business-to-business applications, electronic commerce includes:

1. Internal electronic mail and messaging
2. Online publishing of corporate documents
3. Online searches for documents, projects, and peer knowledge
4. Distributing critical and timely information to employees
5. Managing corporate finance and personnel systems
6. Manufacturing logistics management
7. Supply chain management for inventory, distribution, and warehousing
8. Sending order processing information and reports to suppliers and customers
9. Tracking orders and shipments

And countless other business activities. More important than the mere number of areas being affected by electronic commerce is the fact that these activities can be integrated into a holistic business process. Thus, all the areas mentioned above are not really a separate application, but rather, one aspect of the whole electronic commerce process. For example, inventory and supply management is tied to production as well as to the demand data collected from consumers ordering via web stores. In short, the business potential of electronic commerce is the capability to innovate and integrate business and market processes. The most obvious and immediate use is achieving transactional efficiency.
2.3.1 Electronic Commerce as a Communications Network

At the core of traditional electronic commerce is the use of electronic means to expedite commercial transactions and improve efficiencies in business processes and organizations. In this vein, electronic commerce on the Internet means online ordering and payments. The narrowest definition of what electronic commerce hold is a networked electronic data interchange (EDI) with a more flexible messaging system. Traditional EDIs are limited to signals that only computers can read and that correspond to information on electronic forms used in standard business transactions, such as ordering, invoicing, and shipping. An open EDI using the Internet means that EDI messages may be sent and received via email. On the next level of sophistication, EDI can use electronic forms made available on web pages for customers to order. This view considers electronic commerce and the use of the Internet as merely improving business and communication, especially in business-to-business transactions. Accordingly, issues in doing business on the Internet are mainly organizational and operational, ranging from security, competitive advantages in product development, and R&D (research and development), to efficiencies from automating purchasing functions, EDIs, point of sale information, and other inter organizational transactions.

To many, familiar with EDIs, doing commerce on the Internet is not entirely advantageous compared to traditional EDIs. A clear tradeoff is made between secure, but limited VANs using traditional EDIs and an insecure, but far more flexible network with messaging and remote login possibilities over the Internet. For example, Chevron Corp. of San Francisco pays over $1,200 each time it sends an EDI report to the U.S. government via a private VAN. In comparison, it pays about $2,000 per month for unlimited access to the Internet (Radosevich 1996). However, many consider the
Internet to be inferior to EDIs because of the perceived lack of security and reliability, even though they are adjusting their EDI strategies to include the Internet.

However, many interactions between sellers and buyers happen before they are ready to exchange orders and bills. A somewhat broader view of electronic commerce includes these interactions between businesses and consumers. Consumer services and product announcements have been routinely released to the Internet by computer companies for many years. And increasingly, firms are gearing up for Internet advertising and marketing. Going even further down the digital road, electronic shops and malls are springing up that offer electronic versions of catalog shopping in which consumers can search and order products using web browsers, bypassing traditional paper and phone-based merchandising. Organizations devoted to commercial uses of the Internet such as Commerce Net (http://www.commerce.net) and government agencies such as the National Telecommunications and Information Administration (NTIA) (http://www.ntia.doc.gov) have encouraged doing business electronically by virtue of their presence on the Internet. As recently as September, 1996, Yahoo!'s list of online malls contained over 700 shops (http://www.yahoo.com/text/Business_and_Economy/Companies/Shopping_Centers/Online_Malls) and Open Market's Commercial Sites Index contained 41,731 listings of commercial web sites in October, 1996 (http://www.directory.net/dir/statistics.html).

2.3.2 Commercial Potential of the Internet

Businesses need to place electronic commerce within the context of broader uses of the Internet than the traditional commercial framework. As a market, electronic commerce impacts not only marketing but also production and consumption. Information collected through web stores is used to customize products, to forecast future demand, and to formulate business strategies. Consumers not only order and pay
for products online, but also search for product information, reveal their preferences,
negotiate with sellers, exchange information about products and firms, and use products
online by filtering, processing, and linking them with other computer programs. Likewise, supply chain relationships among businesses and competitive strategies need
to aim at increasing the overall market efficiency, not just transactional efficiency.

The Internet can certainly be used as an alternative marketing channel, selling
existing products online, but the future of electronic commerce will be guided by
innovative digital products and services that will emerge in the electronic marketplace. But from where are these products and processes coming? The explosive growth of the
Internet gives a partial answer. The core of digital commerce comes from selling digital
products, but no one is certain how big the digital product market will become. To get
an idea, one only needs to list products that can be digitized: all paper-based
information products such as newspapers, magazines, books, journals, and databases;
computer software, and games; audio products, including music, and speeches; video
and multimedia products, such as movies and television programs; other information
products, such as weather reports, stock quotes, government information, consumer
information, and even personal information; and digital counterparts for existing
products, such as room keys, digital currency, digital checks and other financial
instruments, airline and concert tickets, and so on.

Many business professionals dismiss the commercial potential of the Inter-net,
pointing out that the most common uses of the Internet and the web are browsing and
entertainment. In turn, the most promising use of the Internet technology is found in
Intranets and other within-business and business-to-business applications, in which
EDIs and corporate networking are already familiar. A survey found that only about one
in ten uses the Internet for shopping. However, shopping here is very narrowly defined.
Internet users seeking information are, in fact, in search of products, and thus, network uses commonly categorized as informational and entertainment activities need not be viewed separately from commercial activities. Unlike television entertainment in which commercial advertising and noncommercial entertainment are alternatively presented, commercial uses of the Internet encompass all aspects of user activities. Even e-mail messages can be thought of as digital products, for instance digitized information, which can be sold directly as a product or used as a component of business transactions. All so-called non-commercial activities on the Internet are indeed commercial, an important realization for digital product sellers. In a truly informational age, the immense amount of human knowledge already accumulated and linked via the Internet will be the product being exchanged. As Christopher Anderson of The Economist argued, "In the audacious uselessness of millions of personal fish tanks (web pages) lie the seeds of the Internet revolution" (1995). These fish tanks are displayed side by side with products marketed by America's corporate giants.

2.3.3 Current Commercial Uses of the Internet

The subject of e-commerce, Internet activity and the viability of growing online business has been under scrutiny by the media and companies alike for a few years now. The recent 're-alignment' of the value of dot.com shares has created much skepticism as to the future of doing business online. However this should be seen as the end of the beginning and not the beginning of the end. What is clear is that both business and the general public are keen on sourcing and purchasing products and services online. The graphs below give an indication of current trends.

The Internet is the largest computer network in the world, and it is used to make information available on request to anyone on the network with a browser. According to Global Research (2000), as of February 2000, there are a total of 176.5 million
Internet users worldwide, and the Internet is adding about 1.5 million new subscribers every month (De Ville 1995). By the year 2001, it is expected that there will be 112 million host computers connected to the Internet, implying a user base of more than 300 million (McClelland 1997). Such a large and fast growing marketplace is too significant for any business to ignore. A study conducted in 1996 showed that 68% of Web users were male, with an average age of 33, whose median household income was US$ 59,000 (Pitkow and Kehoe 1996). This indicated a dramatic growth of the female population in Web users compared with the previous year. As previous studies found, the ratio of the number of female shoppers to the number of male shoppers in shopping centers is 2:1 (Dholakia et al. 1995), the growth of the number of female Web users makes the Internet an even more ideal medium to reach consumers.

2.3.4 Competition and Market Organization

Today's Internet users may be different from the general population in many ways, until the majority of the populations participate in the market. However, electronic commerce as a marketplace differs fundamentally from other physical markets in many respects. For example, the size of a firm is not a significant factor in establishing one's presence in the virtual marketplace. Big and small companies can be located side by side with no difference in shop floors or interior decorations. Consumers can search for product information and compare prices over the whole Internet where geographical distance plays no role. From an economics perspective, electronic commerce has many characteristics of a perfectly competitive market. Although perfect competition has been the basis of most economic studies by which we evaluate economic efficiency, it is far more an exception in real life than the norm. Electronic commerce presents an experimental stage to further realize the economic efficiency of a competitive market.
Both economists and government regulators use perfect competition as a benchmark against which market efficiency is judged. In a perfectly competitive market, a commodity is produced for which the consumer's willingness to pay equals the marginal cost of producing the commodity, and neither sellers nor buyers can influence supply or demand conditions individually or collectively. A society cannot improve its economic welfare by deviating from competitive markets. However, perfect competition is seldom evident in real markets because it requires that several assumptions be met. Among the assumptions are:

1. Many potential buyers and sellers must be able to enter and exit the market at no cost (no barriers to entry).
2. There are many sellers and buyers who cannot individually influence the market (price takers).
3. Products are homogeneous (no product differentiation).
4. Buyers and sellers both know the price and quality of the product (perfect information).

Although wholesale agricultural markets are often cited as one example of a perfectly competitive market, in most other markets one of the above assumptions, and often all four, will not be met. Heavy investment requirements in manufacturing facilities and R&D often limit free entry by competitors. Advertising also influences consumer behavior by changing demand preferences or establishing reputation, which gives sellers a degree of market power. To exploit taste differences among buyers, firms sell differentiated products by brands or by quality, which as a result limits the competitive effects on prices. Finally, both sellers and buyers have limited information about demand and product quality given that it is costly to learn about product quality,
prices, and even the location of shops. Indeed, if sellers and buyers were perfectly informed, there would be no need for advertising, marketing, or sales efforts.

Even at a quick glance, the electronic marketplace better resembles the abstract market of many sellers and buyers in which prices are determined efficiently by supply and demand. The most important differences are lowered barriers to entry (low overhead costs) and the opportunity to search and obtain perfect information about products and demand.

The Internet is supposed to be the great equalizer, where big corporations will have no inherent advantage over small vendors. In physical markets, bigness has certain advantages, helping firms to command a larger presence in physical form, market share, and reputation. The importance of this 'big' presence to consumers is that it presents a signal of the quality of a firm's products. We know that products sold by big firms are not necessarily of higher quality, but it is one viable signal available in the physical market. A similar correlation between bigness and assumed quality does not exist in electronic commerce, lowering the barriers to entry.

Another characteristic of the ephemeral perfectly competitive market, the availability of perfect information, is typically undermined in physical markets by the consumers' inability to search completely or at a cost that reflects the value of searched information. In electronic markets, automated indexing and cataloging technologies that gather and present information at low cost aid a complete search. The search for information is then as efficient as is allowed by search services. Using conventional economic reasoning, however, a complete indexing of the entire digital universe may not be economical, although desirable. Nevertheless, indexing and cataloging have been the most important Internet-based activities. Along with search services, they provide means to advertise web pages and to direct browsers to specific sites. Because of their
importance, search services may be the first to be commercialized with access fees, but it will be essential to maintain search fees as low as possible, perhaps through competition, in order to minimize transactions costs.

Contrary to intuition, not only buyers benefit from perfect information, but so can sellers. Electronic transmissions generally leave a trail of information about consumer demand and tastes, which has a high value in its own right. Refined demand information is useful in reducing wastes due to demand uncertainty. Also, it leads to greater product diversity, enabling consumers to obtain customized products that better match their preferences instead of products that represent the average tastes of consumers. The flip-side effect of this is the ability for sellers to charge the maximum price consumers are willing to pay.

Despite the benefits to both sides, informational efficiency in electronic commerce is not guaranteed. The consumers' need to know about products and the seller's desire to gain more knowledge about consumers' preferences have to be balanced to avoid one taking advantage of the other. Clearly, complete product information will be available only if sellers are willing to provide that information just as consumer information is limited by the willingness of consumers to reveal their preferences. Fully customized products may increase the total social welfare but transfer benefits from consumers to firms. It remains important, however, to recognize the unique potential for perfectly informed sellers and buyers that electronic commerce presents.

2.3.5 Business Organization and Virtual Firms

When the World Wide Web first gained in popularity, many firms created web pages and initiated direct contact with consumers. Increasingly, however, web page development is contracted out to professionals, and many Internet-based marketing
activities are handled by intermediaries. Even sales in electronic malls may be delegated to intermediary merchants, with the firms having no direct contact with the buyers. Since physical distance is not a barrier to business transactions, the electronic marketplace may resemble the face-to-face business of the old tradition, making such intermediaries unnecessary. On the other hand, market intermediaries have traditionally played other functions designed to enhance efficiency. The new electronic marketplace will necessitate new innovative models of firm organization, production, delivery, and overall market institutions.

Other time-tested, basic business assumptions can no longer be presumed to hold true in this new world. In the electronic age, firms no longer are based in a single location because all functions need not be operated in one locale. Going beyond even decentralization, a firm on the Internet becomes a distributed company, or a virtual firm, where any operation can be anywhere multi-office corporation is that a virtual firm's day-to-day operation is also conducted on a network. The mundane aspects of managing a company administrative tasks, scheduling meetings, supervision of remotely located employees, and so on appear to be the greatest challenge of a virtual company because coordinating such matters most often depends on traditional means of communication.

A promising application of electronic commerce for a virtual firm is to use the web technology for within-business and business-to-business interactions. Business logistics including supplier management, inventory, warehousing, and invoicing can be integrated in a corporation-wide intranet, or intraweb, which is defined as "a secure corporate network with rich functional features of Local Area Networks interconnected by the Internet or its technologies and applications" (Chellappa et al. 1997). Suppliers and customers are given appropriate levels of access to intranets so that employees,
suppliers, and customers can be integrated in the firm's production and sales functions in a network rather than a physical locale.

Another still unanswered question is whether inter firm relationships of virtual firms will be different in electronic commerce. Economists have argued that a firm is an organization by which producers can internalize transaction costs, which are costs incurred in transacting business such as writing, monitoring, and enforcing contracts. For example, if the cost of contracting bookkeeping and accounting with an outside CPA (Certified Public Accounting) firm is high, a firm may reduce costs by establishing an accounting department of its own to handle the tasks. In an extreme case, a firm may find it efficient to handle all activities from production, marketing, and payment to delivery. When transaction costs are low, on the other hand, many functions done within a firm may be contracted out in a market. To the extent that electronic commerce reduces transaction costs, firms will contract out or delegate many of their functions to other agents in the market.

Increasing use of contracting implies a more fluid inter firm relationship and a more decentralized, nonhierarchical organization. However, Steinfeld et al. (1995) have examined the buyer-seller relationships between firms on a network, and concluded, based on case studies, that the use of an electronic network between firms tends to lock out other firms. They present this as evidence that networked businesses tend to promote hierarchical organizations (such as corporations) instead of markets. In other words, doing commerce on a network increases interdependence between existing partners, and has not encouraged firms to seek new suppliers or buyers in an open trading market. Such a trend is clearly observed when new firms have to invest in hardware and software to participate in bidding and contracting. The open Internet,
however, lowers such investment requirements, and will facilitate a more market-like organization among networked companies.

2.3.6 E-mail Communication

The primary Internet communication tool is e-mail. While e-mail is the least expensive type of Internet communication tool to implement, it is also the most powerful tool because it is simple to operate, fast, and reliable. For these reasons it is the most widely installed and used Internet technology and therein the surest way to communicate with the broadest possible audience. It’s estimated that world wide there are 25 million E-mail users sending 15 billion messages per year, a growth from an estimated 4 billion messages in 1994. In 1995 the number of pieces of e-mail sent is thought to have exceeded the amount of ground mail.

E-mail combines the near immediacy of the telephone for reaching people with the word processing power of the computer. Although e-mail can include complex data types such as graphics, audio files and video, most often it is used to send plain ASCII text encoded messages. Using e-mail and plain text messages alone, businesses can send and receive product information, customer support, place orders, as well as subscribe to mailing lists that receive up to date information on a variety of topics such as industry news reports, product announcements, policy updates, etc.

E-mail is also an extremely low cost form of communication. Unlike telephone or standard postal mail, there are no volume or long distance surcharges for sending e-mail. This means there are no charges other than the basic subscription to an e-mail account to send one e-mail message is across the city or 10,000 messages to the other side of the world.
2.4 E-Commerce Business Integration

By virtue of its similarities, the scope of operations for E-Commerce is nearly as broad as traditional commerce. E-Commerce includes both traditional activities (e.g. providing product information) and new activities (e.g. conducting online retail in virtual malls, publishing digital information). Some of the common operations that define E-Commerce are specific business-to-business and business-to-customer interactions, such as:

Information exchange

1. Goods or services trading
2. Sales promotion and advertising
3. Online digital content delivery
4. Electronic funds transfers and transaction processing
5. Electronic share trading
6. Electronic bills of lading processing
7. Collaborative work interaction
8. Manufacturing management
9. Accounts settlement
10. Online sourcing
11. Public procurement
12. Direct consumer marketing
13. Inventory management
14. Post-sales service
15. Commercial auctions.

Although every E-Commerce implementation will differ, most SMEs focus operations on:
(1) Product promotion via online catalogues

(2) Transaction processing (exchanging digitized monetary information)

(3) Customer Support.

E-Commerce conducted over the Internet differs from typical commercial activity in that it is influenced by the unique characteristics of the medium itself. In contrast to print media, E-Commerce is dynamic, allowing users to interact with the commercial site, send comments, and even define the scope of a document. Unlike person-to-person commerce, E-Commerce allows for a controlled interaction between vendor and potential purchaser, where the vendor may strategically direct the customer through a series of options and processes. E-Commerce also differs from traditional commerce by its boundless relation to time and space. Interaction is not restricted to normal working hours or geopolitical borders. There is potential to conduct business with other merchants and consumers around the world in different time zones, 7 days a week, 24 hours a day.

In the short-term, entry into E-Commerce may offer a competitive advantage over slower to act competitors. The market for E-Commerce is growing, as more consumers and businesses gain Internet access and transaction processing technologies improve security. Companies that establish an operation today, still in the early stages of Internet based E-Commerce, will have a fuller understanding of the issues and be better prepared to capitalize on emerging technologies when E-Commerce markets open up in the next few years.

The benefits of E-Commerce to a small business may include capabilities to:

(1) Extend the range of sales territory

(2) Streamline communication to suppliers and clients

(3) Expand reach to new clients
(4) Improve service to existing clients  
(5) Reduce paperwork and time spent on correspondence  
(6) Track customer satisfaction  
(7) Expedite billing  
(8) Improve collaboration on work projects  
(9) Expand markets beyond geographical, national boundaries  
(10) Leverage legacy data  
(11) Improve inventory control, order processing  
(12) Establish position in emerging E-Commerce marketplace  
(13) Lower costs of overhead  
(14) Realize economies of scale by increasing sales volume to new markets  
(15) Monitor competition and industry trends  
(16) Improve or expand product lines - locate new suppliers, products that could be included in catalogue.  

2.4.1 How Does It Integrate with Traditional Services?  

As E-Commerce matures and more traditional businesses enter the electronic marketplace, it will become difficult to distinguish the E-Commerce merchant from traditional merchant. Although some firms operate exclusively as E-Commerce merchants, it appears that the greatest opportunities are for established firms that venture into E-Commerce as a means to refine existing business processes and gain new customers.  

E-Commerce may complement or replace traditional commercial activities, depending upon the industry and the functions. Because it is both a threat and an opportunity for various industries, it is worthwhile to:
(1) Study how E-Commerce can integrate into operations. Determine needs and capabilities. E-Commerce operations may shadow traditional operations to provide redundant services such as product information distribution.

(2) Develop an E-Commerce strategy into the business and marketing plans. Understanding how an E-Commerce system will strategically fit with the firm's existing operations will help to allocate the management and financial resources necessary for it to be a success. In the long-run, there have to be resources to set-up and sustain a system, making it work best for the type of operation that will be managed.

(3) Monitor competitors, suppliers, and customers' movements into E-Commerce. Special attention to their capabilities will help determine areas of E-Commerce that need development.

(4) Establish a consistent operations review process. E-Commerce technology and operations are constantly evolving. Changes in technology frequently introduce opportunities to refine or create new services.

2.4.2 Barriers to Business and Consumer Target Markets

Business-to-business E-Commerce presently represents the bulk of commercial volume over the Internet, although business-to-consumer traffic is growing and has the potential to become an even larger market. The primary reason why business-to-consumer E-Commerce has not kept pace is that the Internet is still not as established in the home as it is in the office. Many businesses have invested in Internet access technologies, are online and ready to expand their commercial capabilities into this emerging marketplace. Consumers should come online as the costs of Internet access decrease, data throughput increases and Internet connectivity becomes as simple to initiate and commonplace in the home as television and telephones.
Low confidence in security technologies has also restricted growth of E-Commerce activity. Business-to-consumer E-Commerce in particular has suffered from poor consumer confidence in secure monetary and personal data transactions. Business confidence in secure transactions is higher and continues to increase as electronic payment and encryption technologies are widely employed. It is important to note that this issue is strictly about confidence. Secure technology exists today. This indicates that business is either more informed or willing to take risks than consumers are. In either case, business-to-business E-Commerce is vibrant and demonstrates a confidence in the supportive technologies that should continue to transfer to consumers.

A third barrier to growth is the concern of legal issues, mostly the uncertainty of litigious boundaries. Since the Internet crosses political boundaries, legal jurisdiction is in question. Although the Internet improves access to foreign markets, national export/import laws still apply to all E-Commerce transactions.

2.5 Web Site and Home Page

2.5.1 What Is a Web Site?

Every place to visit on the Internet has an “address” or URL. A Web site is the “location” represented by the URL. In order for a business to create a Web site or “location” from which to advertise, they need to write their Web site using HTML or Java. HTML is “a markup language that describes the structure of a Web document’s content plus some behavioral characteristics” (Title & James 1995, p. 37). This standardized language is a way of “representing text, and linking that text to other kinds of resources including sound files, graphics files, multimedia files, etc. That allows these different kinds of data to be displayed together, to let them augment and reinforce one another” (Title & James 1995, p. 37). Once business has used HTML to create their Web document (or virtual storefront, for small business who plan on using the site to
advertise), they must deliver it to a Web server. A Web server is, in simplest terms, another computer that is always on a 24-hours connection to the Net.

2.5.2 What Is a Home Page?

The term home page has been in use from before the time of the World Wide Web. A home page is typically the starting page in an individual or organization’s set of pages. A home page could be all the information that an author makes available through the WWW, though it more typically is a starting page that introduces an author or group and lists categories of information that are available from the author. Combined with the material prepared by the author, there are typically references to other resources available throughout the network. Often the term home page is used to refer to the total system of pages that an individual or organization have available through a network address.

2.5.3 Advantages of a Home Page

There are different reasons for having a personal home page and a company home page, though the reasoning for both is related.

A personal home page can be useful for gathering and arranging network resources that are often used. For example, access to specific newsgroups, telnet addresses, or tiles on the network can be established through a home page. Often people use their home pages to list references that they are interested in.

A company home page can be used to represent a company and its services to customers and potential customers. Taking a very generalized view of a customer, government academic groups can communicate with their constituency in the same manner.

A home page should add to existing communication with customers through making information more visible, easily accessible, understandable, and less expensive.
One question about having a local home page is “how is having one’s own home page preferable to using the information that is already available, what benefit is there to devoting the time to develop a local home page?

Opportunity for emphasizing local interest, concerns and resources and increasing on a local level using local resources including computers are some reasons. There may also be less likelihood of network inference. Providing a certain level of access to materials that are not available through the network as well as easy access to a starting point are also benefits. There is also more control over presentation including accuracy and content and opportunity for learning for future projects or phases of the WWW project.

With the development of the Internet, companies and organizations now have access to immediate and easier means of advertising. This could help them to reach their full potential.

A home page or website can be a relatively inexpensive way to gain exposure to millions of people, keep customers informed of new offerings, make business transactions easier and more importantly, attract potential clients.

The Internet offers benefits to businesses of all sizes. The following are only a few of the ways the Internet can empower business.

1. Increase in demand for choice (product depth, global reach, price choices)
2. Demand for information (detailed product information, inventory, order status)
3. Demand for interactive, online support
4. Avoidance of travel and parking difficulties for consumer e-commerce
5. Elimination of time constraints (that is, opening hours or delays between placing an order and delivery)
For the business customer, similar reasons for and against buying online may apply, but e-commerce also offers the business customer the following benefits:

1. Lower purchasing overhead - especially for small value and repeat orders
2. Greater choice (greater product depth and global reach)
3. Faster fulfillment cycle time (ordering, shipping, billing)
4. Greater ability to supply information (inventory, order status, etc.)
5. Lower cost than EDI
6. Ease of swapping between suppliers greater than with EDI

Consumers must actively go to a Web home page. Therefore, marketers need to attract consumers, keep them coming back and motivate them to tell their friends to visit the site. Here are several techniques:

1. What's new: Every home page should have a "What's New" icon leading to a page that tells consumers about new information and features. With out this device, consumers probably won't find the latest updates. If we don't regularly add new features, people will stop making return visits.

2. Changing information: Multiple impressions are a key to the success of any advertising campaign: The more often a person is exposed to your message, the more likely it is that he or she will buy. Therefore, you must create a reason for people to come back to your site. You can do this by adding new features, information and free samples.

3. Other interesting places: At the bottom of a home page, you might consider listing related home pages that would interest your readers. This function will, with reciprocity from other marketers, lead to valuable source of new prospects.
(4) Ordering information: Placing the order must be easy. Your home page should contain an icon that links to an ordering form or displays a phone number in case they worry about online ordering.

(5) Register and comments: Capturing names and addresses of readers is of paramount importance to create relationships. Inviting strategies to gather this information include asking the reader to sign a register and add comments about the home page.

2.6 What Should My Site Include to Make It Effective?

To maximize the effectiveness of your site, you must consider the following:

(a) Functions, features, and presentation
(b) Marketing
(c) Interactivity
(d) Distribution of related information
(e) Subscriber services
(f) Linking arrangements
(g) Look and feel of the site

The detail of each consideration are:

(a) Functions, Features, and Presentation

Once the business purpose has been defined, attention turns to important issues such as functions, features, and presentation. With regard to functionality, the design should consider the need for:

(1) Searching
(2) Indexing
(3) Screening
(4) Linking
(5) Adaptability

(6) Expandability

Common features for a Web site include:

(1) Tool bars

(2) Buttons

(3) Online forms

(4) Graphics

(5) Music

As we noted earlier, presentation can range from simple Web sites designed primarily to disseminate information to complex interactive sites that require graphics and sophisticated software development.

Decisions on these factors, particularly presentation, often will affect the choice of a Web site designer, because many designers may not have the knowledge and experience to produce a higher-quality site design.

(b) Marketing

A variety of strategies can be followed to generate traffic through a Web site. Web site owners may engage consultants to assist them with marketing issues. In fact, a number of Web site developers also provide marketing-related services, including advice about enhancing the look and feel of the site to make it user-friendly. According to these consultants and developers, proper design of a Web site is analogous to configuring an office or a store. Users should be able to quickly and easily navigate through the site to find the information and other products they need. Web site owners, or their consultants or developers, may arrange for preliminary testing of the
site design by using focus groups and other surveys that provide feedback on features included within the site.

In many cases, Web sites for professional firms include:

(1) A description of the practice areas in which members of the firm are active

(2) Biographies of individual service providers

(3) Information that can be used by prospective clients to contact the firm

(4) Copies of articles, memos, and briefing papers prepared by members of the firm

(5) Links to related sites (e.g., sites providing copies of cases, laws, regulations, and administrative interpretations)

(c) Interactivity

Try an interactive approach when designing the site. If possible, find ways for visitors to communicate with the company. Lawyers and accountants might establish a system that allows visitors to pose questions to members of the firm. The questions could be answered in a confidential e-mail response, or arrangements could be made, where appropriate, for sharing the answer with all visitors through postings on the site. Visitors should be advised that only generic questions would be answered. The most frequently asked questions could be collected and placed in a different part of site so that visitor could come in and browse.

A variation of this idea is to establish and maintain a chat room that allows visitors to ask questions and receive answers in real time. Chat room sessions should be scheduled in advance, and the times and topics should be posted on the site.
(d) Distribution of Related Information

In addition to information about the site owner's products and services, consider providing additional information on items of interest to site visitors. For example, a company selling its own software or computer equipment via the Internet might want to include copies of articles and reports on industry trends or that explain technological advances. If this is done, the site owner must be sure that it has all necessary permissions to post materials created or owned by third parties.

As an alternative, the business might generate its own documents. In any event, this type of content tends to build confidence among visitors that the site owner has a good understanding of the relevant markets and technologies.

Web site owners should be creative in choosing additional information they include on their site. For example, a site for an immigration attorney might include links to job location assistance sites or sites of organizations providing support for immigrants.

(e) Linking Arrangements

Even the best Web site isn't much good if you can't drive traffic to it. So once the content has been developed and is up and running. You must find other related sites that might be interested in a lining arrangement. For example, a tax lawyer with a site that contains information on estate and tax planning for small businesses might want to approach the local chamber of commerce to see if it is interested in including a link to the tax lawyer's site as part of its online information services for small businesses.
Uncertainty exists about the legal aspects of linking arrangements. One possible solution, at least in cases where the parties are willing to enter into a linking arrangement, is a Web site linking agreement that sets out the rights and responsibilities of the "linker" and the "linkee."

If the parties cannot reach a mutually acceptable accommodation, the linking party should consider including a disclaimer on its site that makes it clear that there is no relationship between the parties. Another possibility that might avoid a claim of trademark infringement is for the linking party to avoid using the name of the linkee or any of the linkee's products and services by simply including generic reference to the purpose of the linkee's site. For example, in the well-known Ticketmaster-Microsoft dispute, Microsoft might have simply referred to popular site that has current information about events and ticket ordering.

(f) Look and Feel of the Site

The look and feel of the site should not be ignored. One thing to bear in mind is that many computers and modems may be too old to fully take advantage of the graphics that are often placed on Web sites. So it makes sense to offer visitors the option of all-text version of the site.

The site itself should be clean and uncluttered, have a logical organization and good navigational tools, and include solid search functions and smooth links that allow visitors to get to what they need as soon as possible. As technology improves, consideration might be given to including audio and visual files as part of the site.

(g) Attracting and Retaining Advertisers
In order to attract advertisers, our site must fulfill certain criteria. Your site must be targeted to a specific audience; that is, your site attracts members of this audience and they return often. How do you know if your site meets this standard? If you haven't defined your audience, you have a problem. If you don't know who your audience is, then neither will potential advertisers. Compare your site to other sites in your industry that also offer sponsorship for the following key points:

1. Features
2. Interactivity
3. Ease of navigation
4. Graphics
5. Content quality
6. Frequency of updating
7. Promotion on other sites and in other media

2.7 How Does the Internet Relate to the Marketing Mix?

Many practitioners suggest that the marketing mix, the 4Ps, as stated by McCarthy (1960), is an essential part of marketing strategy. It is used as a device to define the marketing tools that should be used to achieve marketing objectives. It has also been extended to include two further elements: people and processes (Booms and Bitner 1981) although others argue that these are subsumed within the 4Ps.

Current models of the marketing mix (Figure 2.1) are applied frequently since they provide a simple framework for varying different elements of the product offering to influence the demand for a product. For example, to increase sales of a product the price can be decreased or the amount or type of promotion changed, or some combination of these elements can be varied. The Internet provides new opportunities
for the marketer to vary the marketing mix, so it is worthwhile to consider what these are.

<table>
<thead>
<tr>
<th>Product</th>
<th>Price</th>
<th>Promotion</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>Positioning</td>
<td>Marketing</td>
<td>Trade</td>
</tr>
<tr>
<td>Image</td>
<td>List</td>
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<td>channels</td>
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<td>Promotion</td>
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</tr>
<tr>
<td>Warranties</td>
<td></td>
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</tr>
</tbody>
</table>

Figure 2.1. The Elements of the Marketing Mix.

The advent of the Internet provides opportunities to vary the elements of the marketing mix as follows:

1. **Product** - the features of the product can be varied: in particular, customer service and brand values can be enhanced. New information-based products can be provided by the Internet such as specialized market information on subscription. Brand variants can be produced for some markets.

2. **Price** - using the Internet as new retail sales channel enables the price of products to be reduced since the number of items and the cost of distribution through a traditional network of shops can be decreased. Alternatively, if a price point can be maintained, the lower-cost routed to the market can be used to increase profitability.
Promotion - the Internet offers a new additional marketing communications channel by which to inform customers of the benefits of a product and assist them in the buying decision. The Internet can be used to supplement the range of promotional activities such as advertising, sales promotions, PR and direct marketing. The Internet offers many advantages and some disadvantages as an alternative promotional medium.

Place - the Internet also offers a new sales channel for distributing products through electronic commerce. This enables small UK companies such as Jack Scaife Ltd (a butcher) (www.JackScaife.co.uk) and E. Botham (a baker) (www.botham.co.uk), which did not traditionally export, to enter overseas markets. The factors important in developing this new market are explored in Hamill and Gregory (1997).

It is worth noting that the application of the 4Ps can lead to product rather than customer orientation - the latter being an important element of Internet marketing strategy and web site design. Lautenborn (1990) suggested that the 4Cs, of customer needs and wants (from the product), cost to the customer (price), convenience (relative to place) and communication (promotion) were important considerations when developing the mix. The Internet clearly helps in meeting customer needs using these techniques.

2.8 How Can You Get Referral Business from Your Web Site?

Some professionals try to void the pain and disappointment of courting clients directly by relying on relationships with other professionals to obtain referrals. They'd rather go out to lunch with another accountant, or speak to a group of accountants at a breakfast meeting, than blow their money and time on meals and seminars with the
decision-makers for prospective clients. There are ways the Net might be used to generate referrals.

For example, consider the situation where a company is looking to acquire a business in another state and wants to have its own accounting representatives go in and do some financial due diligence before the deal is signed. If the company's regular accountants don't have a branch office in the state where the target is located, they may be in the market for a referral for a quality local accounting firm who can take on the job as a special project and, perhaps, continue to provide consulting services once the deal is completed.

By asking round, the acquiring party's regular accountants may be able to put together a list of three candidates for the job. Using the phone book, or information obtained from the local chamber of commerce, they may be able to obtain some background on the three accountants and may even learn that they each appear to have some general skills and experience in the areas needed. However, before they make a recommendation to their client, they'd like to get a better idea about the people at each of the firms and the culture within which they practice.

This is where the Net can come in handy and you can enhance your chances of landing the engagement if you're on that original short list. In this case, the partner at the regular accounting firm decides to go online and check out the Web presence of the three candidates. After a brief search, the partner discovers that one of the three firms doesn't have a Web site, which doesn't necessarily mean that the particular firm couldn't do a good job. However, all thing being equal, not having a Web site certainly won't help the firm's chances of getting recognized and selected. The partner really doesn't have much more than a name and an address. In most cases, it would be just too risky for the partner to make a referral to a client based on such skimpy information.
The other two candidates are still in the running— even though they don't know it yet. How's the decision going to be made? If the partner can get a feel for the style and skills of the candidates from visits to their Web sites, the choice may become quite easy. For example, if the managers at the acquiring party tends to be on the conservative side in their tastes in people and business, then traditional site loaded with resumes, firm news, and publications will probably be appealing. On the other hand, if those managers are young and aggressive, they might well be interested in working with people who fill their site with showy graphics, opinions, anecdotes, and narrative biographies that include information on the hobbies of the principals.

The important lesson is that a Web site can give potential clients in faraway places a feel for you and your practice, which they can't get from traditional print resources or even from a brief phone call. With the added information that people can get from a Web site, they're going to feel more comfortable bout picking an accountant cross the country. Also, don't overlook how the design of the site can be used as a magnet to attract the types of clients and referrals that fit the best with the firm's interests and attitudes. It won't be long before accountants without Web sites will miss out on referrals in much the same way that accountants who weren't available by phone were passed over for new business.

The jury is still out on whether potential clients will actually begin their search for an accountant on the Web. The answer to that depends on whether the prospect feels that he or she can effectively tailor the search to meet the specific parameters of their requirements for the engagement. In the meantime, businesses and colleagues will probably continue to rely on networking to put together preliminary list of firms. Where the Web site comes in handy is the role that it can play in informing firms about your practice and the people involved in it. What are people looking for? Many visitors really
aren't interested in your mission statement, nor will they be that excited about finding materials that can be contained in prepackaged brochure or directory. What really sells is putting together a presentation that addresses what prospects are looking to find and making sure that the information is of the highest quality.

2.9 Organizing Your Online Presence for Sales Success

The Web home page can be an instrumental tool in building sales, according to Kristin Zhivago editor of Marketing Technology in Menlo Park, California, (415) 328-6000, kristin@zhivago.com. Here are her views on how online activities affect marketing and how to coordinate online presence to build sales:

Online marketing is not just going to fit into the marketing mix. It is going to drive the marketing effort. If you think of the selling process from the customer's viewpoint, it is a buying process. Online marketing has the potential to remove the barriers a customer normally encounters while trying to buy something.

The customer sees the buying process in three distinct phases: recognizing a need, search for the solution, and making a purchase. Using traditional buying methods, the search for the solution can be time-consuming and frustrating. There is a lot of back-and-forth with vendors.

Throughout the buying process, the customer is seeking answers to specific questions, in a particular order. The vendors provide their answers through salespeople, tech support, literature, videos, demos, and other promotional pieces. Once the questions are answered satisfactorily, the customer will make a buying decision.

If your Web site is well designed, customers can quickly get answers to their questions. While the need is still fresh in their minds, they will be transformed from someone with a problem to someone who has identified, and wants to purchase, a
particular solution. This compresses the buying cycle and will have a profound effect on marketing practices.

Your Web site will be a successful marketing tool only if you organize it to conveniently answer all of the customer's questions. That may seem obvious, but considering how poorly standard marketing materials have provided answers in the past, we are not expecting Web sites to be any better. Organizing the presentation of the information so that it matches the customer's question sequence is particularly important with online marketing, because it is an interactive medium. It puts the customer in the driver's seat. The last thing you want to do is make your customer drive all over Cyberspace waiting for downloads, and getting lost, locked out, and ticked off.
III. THE EXISTING SYSTEM

3.1 Background of Our Shop

Our company, Handicraft Products company, has several items of products, which are hand made. One of our main product is stainless steel cutlery such as table knife, dessert knife, fish knife, steak knife, table spoon, dessert spoon, tea spoon, coffee spoon, table fork, dessert fork, etc. and the related table ware such as straw grass place mate, coasters, horn napkin ring. They are all hand made by our skilled workers. We have almost 40 product items and models cutlery to cover the market’s need. We also accept making the products belonging to the clients according to their designs. Our Stainless steel cutlery product, the best quality Stainless Steel Cutlery for all customers, are made of high quality and heavy gauge 18-10 stainless steel, providing the best design and widely used. With our full-services of packing and shipping, customers will be satisfied with our production and delivery on time.

The opportunity for our company seeking to make advantage of the capabilities of electronic commerce is greater than merely adopting our present view of commerce to performing those buying and selling transactions over electronic networks.

3.2 Reasons of Opening an Online Store Front

With the development of the Internet, companies and organizations now have access to immediate and easier means of advertising. This could help them to reach their full potential.

A home page or web site can be a relatively inexpensive way to gain exposure to millions of people, keep customers informed of new offerings, make business transactions easier and more importantly, attract potential clients.
The Internet offers benefits to businesses of all sizes. The following are only a few of the ways the Internet can empower business.

(a) Accesses to limited markets

Small local companies can compete for business anywhere in the world by presenting an on-line image of the company. The Internet offers the ability to create sales 24 hours a day, 7 days a week. The Internet never sleeps. People can access and order their products and services any time of day or night.

(b) Instant updates to the information

Advertising copy or brochure may be printed with errors or lack additional information that should have been included. With Internet advertising, the owner can change it anytime they want. They can make changes to any kind of information they provide to their customers for example products, pricing or other company information.

(c) More convenient customer service capabilities

Customer services personnel and their telephone lines can be freed up from frequently asked questions or requests for general information by presenting the answers and information on-line.

(d) The ability to provide up to the minute information

If users have employees on the road that need current information outside regular office hours, the Internet can provide a solution.
(e) Information customized to customer’s needs

Without the concern for printing costs and paper, users can create brochures on-line that appeal to their specific customer markets.

(f) Improved operating efficiencies and reduced overhead

Create a “store” on-line. No need for overhead related to having a building, displaying inventory and hiring sales personnel to watch the store, and no less related to inventory “walking out door”.

These are only a few of the reasons why companies are taking advantage of the Internet. And, why so many individuals are finding ways to starting up their own businesses from home.

Benefits of having a Web site for my business:

(a) On-line Sales

A sharp image can create an on-line order taking service where any viewers can actually order products and/or services instantly, in real time. They can order whenever they please whether the stores are open or not. This is one very strong benefit of having a web site.

(b) Instant Information

Most people like to find information quickly and easily. This is possible with a Web site. The Internet never closes. This means that the information that is online is readily accessible anytime. It is easy to find this information because a sharp image can set up a www.businessname.com web site and users can put that address anywhere they would like. Business cards, flyers, brochures, ads, billboards etc. People who are interested have the option to view a web site easily because of this address and find out about this company, products and services.
(c) Discount

With a web site, users can spark sales that they may not have otherwise got. One successful way to do that is to offer discounts from ordering online. This not only makes a web site more useful, but it also gives consumers a great reason to order with this company instead of the competition.

(d) Company Image

Having a web site and being able to insert a company’s web site address (www.anyname.com) is a great way to depict that a business stays ahead of the competition and ants to give their customers an easy way to find out about it first. A web site addresses on a business card or advertisements does the job well.

(e) Prestige

Everyone should have to admit some people simply having everything and being on the top. Having a web site can only be a useful benefit.

For the information and the reasons that mentioned above, I decide to open an online store instead of opening a new traditional shop.

3.3 How Can Web Site Increase Business from Existing Clients?

If the prospect of courting new business through a Web site continues to seem a little daunting, consider how a Web site can be used to increase business from existing clients. Everybody advocates cross-selling, and when we go to marketing seminars we'll hear that our current clients can be the best source of new work if we'll take the time to educate them about our practice and remind them of how valuable we can be in areas of their business in which we are not currently active.
Certainly, our clients already have a good idea about our work product. So, we might be skeptical about how a computer monitor can improve our relationship. First, an e-mail system and a Web site, just like a fax machine in the early '80s, are great ways to show our clients that we're dedicated to keeping up with the technology needed to better serve their needs by communication quickly, efficiently, and conveniently. Second, a Web site is an extremely flexible way for clients and colleagues to find us. Think of it as a display ad that can changed on the fly, or as combination business card, resume, and marketing brochure, which is rapidly becoming standard practice in the accounting industry and elsewhere.

We're not saying that Web site can, or should, replace face-to-face contact or personal referrals as strategies for finding new clients or that a Web site will overcome service that is less than high quality. We do think that professionals are quickly finding that a Web site is a great supplement to many of their existing marketing efforts. First of all, it's another way of getting our name out in front of clients and prospects. Second, it's a wonderful way to introduce prospects to our firm without lugging round a box of marketing brochures and copies of articles. When we put our Web address, or Uniform Resource Locator (URL), on our business cards and pass the cards on to potential clients, they can immediately access our site and browse the information that we want them to see, Sure, we'll have to follow up. Having information ready for viewing on our Web site follows us to get past the general formalities and focus on demonstrating what we can bring to the prospect's business. Finally, a Web site is a cost-effective way to communicate new announcements about changes or additions to our firm, a new location, or new areas of practice.
Potential Business Benefits:

When defining the aims of Internet marketing, a company should conduct a comprehensive review of all the business benefits that could accrue. This can be of value in arguing the case for investment in a web site. Sterne (1999) identifies the following as the main benefits of setting up an Internet site:

1. Corporate image improved;
2. Improved customer service;
3. Increased visibility;
4. Market expansion;
5. Online transactions;
6. Lower communication costs
IV. MARKETING TECHNIQUES AND ANALYSIS

4.1 Internet and Traditional Marketing

(a) The Perfect Marriage

There are two main ways to marry your traditional marketing to the Internet:

(1) Integrate the Internet into your marketing communications mix.

(2) Integrate your marketing communications mix into the Internet.

Any bricks-and-mortar retailer who uses its Web site to draw customers to its mall store and uses in-store coupons to attract visitors to the Web demonstrates an example of this type of integrated marketing at work.

The URL can also be publicized by other methods, for example by including it on stationery such as company letterheads and business cards, even if this requires reprinting of these items. In brief, the web site URL should be put on all printed marketing communications! The Marketing message can be reinforced if the web address is associated with text to differentiate the offering of the web site.

When a web site is first developed, or when a major new version of it is developed, there are excellent opportunities for promoting the web site offline. The launch of the site represents news that can be used to generate PR in trade papers and other sources. If personal selling is involved with the product, then sales staff should be briefed to inform customers of the services the web site can offer, and the customers can be involved in defining the features of the site. It is worth remembering that, in a business-
to-business context, different influences of the buying team may visit the site to assess the credibility of the company to deliver on promises.

(b) Supporting Materials for the Plan

Including data that reinforces your decision to market on the Internet best supports your Internet marketing plan. Including any combination of the following can expand Internet marketing plan:

1. Plan of action for converting selected trade show activities to the Internet
2. Plan of action for teaming portions of selected trade show activities with Internet activities
3. Suggestions for incorporating Internet addresses and your Web presence into displays
4. Recommendations for participating in virtual trade shows
5. A list of equipment needed for demonstrating your online presence to booth visitors
6. A summary of how incorporating the Internet into the trade show function will improve the marketing communications program efficiency

(c) Applying the Internet to the Trade Show Function

The Internet's impact on the trade show industry has been nothing short of phenomenal. Trade shows have taken on a new life online, and marketers are flocking to take advantage of it. If your job responsibilities include scheduling, planning, and post-show follow-up on any or all of your company's trade shows, conferences, and seminars, you will be pleased at the variety of planning functions that can be completed online. In addition,
as part of your marketing promotion activities, you can also include the Internet as one more tool to help draw visitors to your booth.

4.2 Tell People How to Find Your URL and E-mail Address

Since the Web is a jam-packed marketing and sales vehicle, you must tell people how to find you online. Include your e-mail address and Web URL in every traditional marketing activity you manage. Be ready and prepared to reproduce your URL on anything that comes your way in the future.

Think about how you can use the Internet to point to your traditional marketing communications activities. This could mean posting your show schedule on the Web as a reminder that you are exhibiting in various locations throughout the year. Or it could mean something entirely different.

Applying the Internet to Sales Support As in all other activities associated with your company's marketing communications, use your Web and e-mail addresses in all the materials you distribute or display for your sales support activities.

These are the others techniques that we use to tell people how to find our web site and e-mail address as follows:

(a) List Your Home Page Address on Complementary Home Pages

Benefit: Increases exposure to your home page.

You can publicize your home page by creating alliances with complementary home pages. Look for home pages that are in related areas and agree to create a mutual referral system. You'll add their site as a link to your home page, and they'll do the same. This is usually done by placing a category at the bottom of your Web home page that points to a "hot List of Interesting Places to Visit."
(b) Print the Home Page Address on Company Materials

Benefit: Increases exposure.

Use traditional methods of advertising, such as printing the address on your business card and stationery, sending fliers and ads to prospective customers and placing the address in print ads.

(c) Post Messages on Newsgroups

Benefit: Increases exposure.

Mailing lists and newsgroups in your subject area could be interested in your home page. You can join the discussion and, when appropriate, say by the way, you might be interested in the information I have at my Web home page. You can reach it by typing ‘http://ThaiCutlery.com’

(d) Print the Home Page Address in Advertisements

Benefit: Increases exposure.

Refer to Web home page in your printed advertisements in newspaper and magazines, as well as in your printed catalogs, press releases, promotions, brochures and other materials.

4.3 Contacting Customers via E-mail - best Practice

(a) Keep e-mail communications relevant and targeted. Junk mail is an apt term. Companies should ensure that the information sent is likely to be of interest to the recipient. One way to achieve this is to customize contact to groups of users.

(b) Keep contact timely. Inline with the previous guideline, e-mails should only be sent when there is something newsworthy to communicate to the customer, such as a major new product launch or a new series of seminars.
Once a month is probably too frequent unless the communication is newsletter. Once every few months is less likely to cause annoyance.

(c) Keep it personal. Where appropriate the e-mail should be answered by a human to give personal touch, and the name and contact e-mail and phone number of the person should be specified. This will enable rapid follow-up if necessary.

This is the way that I do business, I send e-mail to all my customers instead of calling them by phone. It saves me a lot.

4.4 Competitors Analysis

(a) Direct competitors:

Arunvig brand

(1) Strength:

(a) Low price
(b) More channel distributions

(2) Weakness:

(a) Less variety of designs
(b) Quality is not standard

(b) Indirect competitors:

Zebra head and Seagull brand

(1) Strength:

(a) Low price
(b) Variety of kitchenware
(c) More channel distributions
(d) Brand awareness (well known)
(2) Weakness:
   
   (a) Only a few designs.
   
   (b) The designs are very plain.

**Thai Plastic Products**

(1) Strength:
   
   (a) Very low price
   
   (b) More channels of sale

(2) Weakness:
   
   (a) Only a few designs
   
   (b) Very low quality

### 4.5 Cost and Benefit Analysis

**Initial Cost information of the Project**

Businesses who decide to advertise on the Internet need three areas of cost/

(a) The cost of getting outfitted with a computer system

(b) The cost of creating a WWW storefront

(c) Server costs

In order to join the cyberspace community, businesses need a personal computer with a hard drive (35,000 to 40,000 Baht, a modem to connect with Internet (3,000 to 5,000 Baht) and software to make sense of other computer databases (7,000 to 8,000 Baht).

This initial investment, although advisable, is optional. A business could get around this cost by contracting a company that owns and manages computer equipment. The cost of creating a WWW sites “ranges from a two thousand to five thousand Baht to design a simply home page on the Internet.” Finally, businesses must account for the cost of servers. Plugging into the Internet will cost approximately 600-800 Baht a
month (some servers also charge start up fees), and the cost to maintain a home page us approximately 2,000 Baht a month.

Cost Benefit Analysis

Cost benefits analysis is used to determine whether the project is economically feasible. Numerous approaches have been developed to measure the value of proposed project to an organization. Our income comes from selling sets of cutlery. Each set consists of 7 pieces, which are table knife, table fork, table spoon, dessert knife, dessert fork, dessert spoon, and coffee spoon.

Financial Statement

Cost

<table>
<thead>
<tr>
<th>Initial Investment Cost</th>
<th>Baht</th>
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<tr>
<td>Hardware</td>
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<td>Printer</td>
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<tr>
<td>Total Investment Cost</td>
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Operating expense (Per Year)

| Hosting fees & web pages | 140,000 |
| Domain name fee          | 800     |
| Advertising and Promotion| 50,000  |
| Wage                     |         |
| Officer 12 x 6,000       | 72,000  |
Administrator 12 x 12,000 = 144,000

Miscellaneous 12 x 5,000 = 60,000

Total Operating Expense (Per Year) = 466,800

Or = 42.24% of Income

Estimate of Total Income

Estimate of First year income = 750,000 Baht or 62,500 Baht per month

Tendril design 60 sets x 1,800 Baht = 108,000
Crest design 60 sets x 1,800 Baht = 108,000
Knot design 50 sets x 1,800 Baht = 90,000
Snail design 60 sets x 1,800 Baht = 108,000
Horn design 50 sets x 1,800 Baht = 90,000
Twist design 50 sets x 1,800 Baht = 80,000
Spiral design 50 sets x 1,800 Baht = 80,000
Asparagus design 50 sets x 1,800 Baht = 80,000
Chopsticks 60 pairs x 100 Baht = 6,000

Total of First year income = 750,000 Baht

Estimate of Second year income = 750,000 Baht or 62,500 Baht per month

Tendril design 60 sets x 1,800 Baht = 108,000
Crest design 60 sets x 1,800 Baht = 108,000
Knot design 50 sets x 1,800 Baht = 90,000
Snail design 60 sets x 1,800 Baht = 108,000
Horn design 50 sets x 1,800 Baht = 90,000
Twist design 50 sets x 1,800 Baht = 80,000
Spiral design 50 sets x 1,800 Baht = 80,000
Asparagus design 50 sets x 1,800 Baht = 80,000
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<td><strong>Chopsticks</strong></td>
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<td>100 Baht</td>
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</table>

**Total of Second year income** = 750,000 Baht

**Estimate of Third year income** = 2,000,000 Baht or 170,000 Baht per month

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<thead>
<tr>
<th>Design</th>
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<tr>
<td>Twist design</td>
<td>150 sets</td>
<td>1,600 Baht</td>
<td>240,000</td>
</tr>
<tr>
<td>Spiral design</td>
<td>150 sets</td>
<td>1,600 Baht</td>
<td>240,000</td>
</tr>
<tr>
<td>Asparagus design</td>
<td>100 sets</td>
<td>1,600 Baht</td>
<td>160,000</td>
</tr>
<tr>
<td><strong>Chopsticks</strong></td>
<td>100 pairs</td>
<td>100 Baht</td>
<td>10,000</td>
</tr>
</tbody>
</table>

**Total of Third year income** = 2,000,000 Baht

**Estimate of Fourth year income** = 3,000,000 Baht or 250,000 Baht per month

<table>
<thead>
<tr>
<th>Design</th>
<th>Quantity</th>
<th>Price</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tendril design</td>
<td>200 sets</td>
<td>1,800 Baht</td>
<td>360,000</td>
</tr>
<tr>
<td>Crest design</td>
<td>200 sets</td>
<td>1,800 Baht</td>
<td>360,000</td>
</tr>
<tr>
<td>Knot design</td>
<td>200 sets</td>
<td>1,800 Baht</td>
<td>360,000</td>
</tr>
<tr>
<td>Snail design</td>
<td>200 sets</td>
<td>1,800 Baht</td>
<td>360,000</td>
</tr>
<tr>
<td>Horn design</td>
<td>200 sets</td>
<td>1,800 Baht</td>
<td>360,000</td>
</tr>
<tr>
<td>Twist design</td>
<td>200 sets</td>
<td>1,600 Baht</td>
<td>320,000</td>
</tr>
<tr>
<td>Spiral design</td>
<td>200 sets</td>
<td>1,600 Baht</td>
<td>320,000</td>
</tr>
<tr>
<td>Asparagus design</td>
<td>340 sets</td>
<td>1,600 Baht</td>
<td>544,000</td>
</tr>
<tr>
<td><strong>Chopsticks</strong></td>
<td>160 pairs</td>
<td>100 Baht</td>
<td>16,000</td>
</tr>
</tbody>
</table>

**Total of Fourth year income** = 3,000,000 Baht

**Estimate of Fifth year income** = 3,000,000 Baht or 250,000 Baht per month
<table>
<thead>
<tr>
<th>Design</th>
<th>Sets</th>
<th>Price</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tendril</td>
<td>200</td>
<td>1,800</td>
<td>360,000</td>
</tr>
<tr>
<td>Crest</td>
<td>200</td>
<td>1,800</td>
<td>360,000</td>
</tr>
<tr>
<td>Knot</td>
<td>200</td>
<td>1,800</td>
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</tr>
<tr>
<td>Snail</td>
<td>200</td>
<td>1,800</td>
<td>60,000</td>
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<tr>
<td>Horn</td>
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<td>Twist</td>
<td>200</td>
<td>1,600</td>
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<tr>
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<tr>
<td>Chopsticks</td>
<td>160</td>
<td>100</td>
<td>16,000</td>
</tr>
</tbody>
</table>

Total of Fifth year income = 3,000,000
Use Required Rate of Return = 10% per year
After calculation:
NPV = 2,477,124 Baht
IRR = 16.50%
Payback Period = 7 Months

The assumption made in this project is that it will take 7 months to recover the initial cost invested for the 5-year term project. Also, with the positive value of NPV and the greater return of IRR than the required rate, this project is acceptable to proceed further, at least, during the next 5 years.

4.6 Buyer Behavior

The role of the Internet in supporting customers at different stages of the buying process should also be considered. Figure 4.1 indicates how the Internet can be used to support the different stages in the buying process. The boxes on the left show the typical stages that a new prospect passes through, according to, for example, Robinson et al. (1967). A similar analysis was performed by Berthon et al. (1998), who speculated that
the relative communications effectiveness of using a web site in this process gradually increased from 1 to 6.

Figure 4.1. A Summary of How the Internet Can Impact on the Buying Process.

<table>
<thead>
<tr>
<th>Stage in buying process</th>
<th>Communication objectives</th>
<th>Internet marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Unaware</td>
<td>Generate awareness</td>
<td>Banner advertising, PR, links</td>
</tr>
<tr>
<td>2. Aware of product need. Develop specification</td>
<td>Position features, benefits and brand</td>
<td>Web site content</td>
</tr>
<tr>
<td>3. Supplier search</td>
<td>Lead generation</td>
<td>Search engines, intermediaries</td>
</tr>
<tr>
<td>4. Evaluate and select</td>
<td>Assist purchase decision</td>
<td>Web site content, intermediaries</td>
</tr>
<tr>
<td>5. Purchase</td>
<td>Facilitate purchase</td>
<td>Web site content</td>
</tr>
<tr>
<td>6. Post-purchase evaluation</td>
<td>Support use and retain business</td>
<td>Personalized web site content and interaction</td>
</tr>
</tbody>
</table>

It is worthwhile reviewing each of the stages in the buying process referred to in Figure 4.1 in order to highlight how effective the Internet can be when used at different stages to support the marketing communications objectives.

1) Generate awareness (of need, product of service)

Generating awareness of need is conventionally achieved principally through mass media advertising. The Internet is not very effective at this
since it has a more limited reach than television, radio or print media. Although banner advertising is widely used, it is more limited in the message that it can convey. It can assist in generating brand awareness. Some companies have effectively developed brand awareness by means of PR and media mentions concerning their success on the Internet, with the result that even if a customer does not have a current need for a product, that customer may be aware of the source when the need develops.

(2) Position features, benefits and brand

Once a consumer is aware of need and is considering what features and benefits he or she requires from product, then he or she may turn to the Web to find out which suppliers are available or to find the range of features available from a particular type of product. Intermediaries are very important in supplier search and can also help in evaluation. For example, CNET (www.computers.com) provides detailed information and reviews on computers to help consumers make the choice. The prospect may visit sites to find out about, for example, features available in a digital television or characteristics of a place to go on holiday. If a company is fortunate enough to have such a customer, then it has an early opportunity to enter a dialogue with a customer and build the product's brand and generate a lead.

(3) Lead generation

Once customers are actively searching for products (the directed information seeker of Lewis and Lewis, 1997), the Web provides an excellent medium to help them do this. It also provides a good opportunity for companies to describe the benefits of their web sites and obtain qualified leads. The Internet marketer must consider the methods that a customer will
choose for searching and then ensure the company or its product is featured prominently.

(4) Assist purchase decision

One of the most powerful features of web sites is their facility to carry a large amount of content at relatively low cost. This can be turned to advantage when customers are looking to identify the best product. By providing relevant information in a form that is easy to find and digest a company can use its web site to help in persuading the customer. Brand issues are important here also, as a new buyer will prefer to buy from a supplier with a good reputation - it will be difficult for a company to portray itself in this way if it has a slow, poorly designed or shoddy web site.

(5) Facilitate purchase

Once a customer has decided to purchase, then a company will not want to lose the custom at this stage! The web site should enable standard credit-card payment mechanisms with the option to place the order by phone or mail.

(6) Support product use and retain business

The Internet also provides good potential for retaining customers since:

(a) Value-added services such as free customer support can be provided by the web site and these encourage repeat visits and provide value-added features;

(b) Feedback on products can be provided to customers; the provision of such information will indicate to customers that the company is looking to improve its service;
(c) E-mail can be used to give regular updates on products and promotions and encourage customers to revisit the site;

(d) Repeat visits to sites provide opportunities for cross selling and repeat selling through sales promotions owing to the amount of information that can be displayed on the web site.

Internet marketing techniques to support different aspects of marketing communications have been categorized by Breitenbach and van Doren (1998). Their categories include the supply of in-depth product or company information, open communications (a two-way dialogue with the customer), real-time transactions and catalogue browsing, demonstrations ('try before buy'), club membership (or discussion forum). Give-away, entertainment (games or quizzes), virtual tours, instructional support and complementary services such as links and free customer support. The authors conducted a cross-industry survey of 50 company web sites, and found that of these techniques, those most commonly used include in-depth product or company information, open communications and complementary services.
V. THE PROPOSED SYSTEM

5.1 The Proposed E-commerce Web Site

The Proposed web site will cover the following functions:

(a) Sell products

It is considered that telephone is a tool that allows salespeople to communicate with their customer, which in turn helps them sell products. The technology is different, of course, but before people decide to become customer, they want to know about the product, what the products do and what the products can do for them. Owners can do this easily and inexpensively on the WWW. Then this might be to turn people into customers.

(b) Open International Markets

The owners may not be able to make sense of the mail, phone and regulation systems in all their potential international markets, but with a Web page, owners can open up a dialogue with international markets as easily as with the company across the street. Another added benefit: if company has offices overseas, they can access the home office information for the price of a local phone call.

(c) Create a 24 Hours Service

Many organizations are not on the same schedule. Business is worldwide but office hours are not. A web page serves the client, customer and partner 24 hours a day, 7 days a week. No overtime either. It can customize information to match needs and collect important information
that will put you ahead of the competition, even before they get into the office.

(d) Make Business Information Available

A lot of what passes for business is simply nothing more than making connections with other people. Passing out a business card is part of every good meeting and every businessperson can tell more than one story about how a chance meeting turned into a big deal. Well, what if the opportunity comes to pass out a business card to thousands, maybe millions of potential clients and partners. This can be done in 24 hours a day, inexpensively and simply, on the WWW.

(e) Establish a Presence

Approximately 70 million people worldwide have access to the World Wide Web (WWW). No matter what a business is, no one can ignore 40 million people and should show interest in serving them.

(f) Make Changing Information Available Quickly

Sometimes, information changes before it gets published. The result could be a pile of expensive, worthless paper. Electronic publishing changes with the needs. No paper, no ink, no printer’s bill. A web page can even be attached to a database, which customizes the page’s output to a database, so this can change as many times in a day as needed. No printed piece can match that flexibility.

(g) Make Pictures and Sound Available

A picture is worth a thousand words, but what if the space is no enough for a thousand words? The WWW can add sound, pictures and short movie
files to a company’s information if that serves their potential customers. No brochure will do that.

(h) Test Market New Services and Products

The cost of new product advertising is very expensive. Once this is on the Web and business knows what to expect from those who are seeing those pages, they are the least expensive market to reach. This will also give a feedback about what customers think of the product faster, more easily and much less expensively than any other market.

(i) Answer Frequently Asked Questions

Most people in an organization say that their time is usually spent answering the same questions over and over again. These are the questions to which customers and potential customers want to know the answer before they deal with. Post them on a WWW page and this will remove another barrier to doing business with the company and free up some time for that impolite phone operator.

(j) Allow Feedback from Customers

After passing out the brochure, the catalogue, and the booklet, what if there is no sales, no calls, and no feedback? Wrong color, wrong price, and wrong market? With a Web page, owners can ask for feedback and get it instantaneously with no extra cost. An instant e-mail response can be built into Web pages and can get the answer while it is fresh in their customers’ mind, with out the cost and lack of response of businesses reply mail.
5.2 What Kind of Product Should Be Sold?

In the economic criteria like this, it is very difficult to do business only domestic in Thailand, so the product must be carefully chosen to sell abroad and worldwide.

Product chosen concept

(1) This product should be sold to foreigner or exported.
(2) Product size must not big and easy to send by mail.
(3) Not easily obsolete by technology such as Pentium II was obsolete and replaced by Pentium III and IV.
(4) Easy to find raw material in Thailand.
(5) Use labor based or hand made.
(6) Market should be growth according to the citizens.
(7) Price is competition.
(8) Product life cycle is not short.

According to the product concepts which are listed above, the product that we choose are stainless steel cutlery and other tableware such as stake knife, table knife, fish knife, dessert knife, table spoon, dessert spoon, tea spoon, coffee spoon, table fork, dessert fork, fish fort, tea fork etc.

5.3 Why Do We Choose These Products to Sell on Internet?

The reasons that we choose these products are following.

(1) Every people uses them, every day e.g. spoons, forks, etc.
(2) People buy several pieces or sets and several times.
(3) The market expands according to the expansion of citizens.
(4) Products' differentiate.
(5) Hand made.
(6) Many models or styles
(7) Polished and shiny as silver.
(8) Use high quality of stainless steel.
(9) Use domestic labor to make them.
(10) World wide used, and easy to export.
(11) Price is not expensive.

Company Strength

(1) Competitive price by using domestic high skill labor with low labor cost.
(2) ISO 2001
   (a) Standard Design
   (b) Production
(3) Long establish firm
   (a) Reliable on production
   (b) Well known

5.4 Why Thai Cutlery Goes to Internet?

(1) Send E-catalog
(2) Low cost
(3) Create Interactive Application, Services and Products
(4) Reduce Communication and Transaction cost
(5) Available to Consumers 24 hours a day

The objective of this is to build up a new market channel for selling the tableware products under brand name of Thai Cutlery on Internet and especially targeted in Europe market. The product overview and product strategies were analyzed and covered with some marketing plan. With the product & market analysis, a SWOT analysis was outlined and come out with key strategies as shown, some major critical success factor were highlight and some resolutions were suggested.
5.5 Mission and Goals

When we decide we are going to put our business online, we must set up our mission and goals first.

Mission:

Using Web site to make product information, ordering, and customer support in order to increase in sales and more effective marketing.

Goals:

(1) To be able to increase the sales volume of at least 1,000,000 Baht within 2 years.

(2) To make Thai Cutlery cyber shop to be well known within 3 years and create brand awareness.

5.6 Business Plan

(a) Short Term Business Plan (1-2 years)

(1) Create simple web site

(a) Determine what products will be sold on web

(b) Set up domain name

(c) Find information & create simple web site

(2) Find customers and sell products

(a) Create product catalog

(b) Exhibition

(c) All documents attach URL name

(d) Contact export department of Thailand

(e) Find Thai representative in abroad

(f) Advertising by e-mail

(g) Contact business via mail
(h) Remind customers by sending greeting card before Xmas

(3) Collect all information and review plan

(b) Long Term Business Plan (3-5 years)

(1) Analyze information and revise first business plan
   (a) Create more complex and attractive web site
   (b) More product categories, more online catalogs
   (c) Online payment

(2) Add more useful information on the web

(3) Advertising
   (a) In Search engine
   (b) In Well known related web site
   (c) Promotion by e-mail

(4) Abroad exhibition
   (a) Hotel and Restaurant fair in U.S.A.
   (b) Abenti Fair at Frankfurt in Germany

(5) Join as a supplier member in ehotelthailand.com

(6) Add more marketing activities.

To achieve these missions and goals, we use 4 Ps (Product, Price, Place, and Promotion) as one of the factors to be considered our strengths, weaknesses, and the opportunities, and threats. List all strengths, weaknesses, opportunities, and threats, after that we will set up the strategies by using SWOT Analysis.

5.7 SWOT Analysis

Assessing Opportunities and Threats

Companies should conduct a structured analysis of the external opportunities and threats that are presented by the Internet environment. They should also consider their
own strengths and weaknesses in the Internet marketing environment. Summarizing the results through SWOT analysis will clearly highlight the opportunities and threats. Appropriate planning to counter the threats and take advantage of the opportunities can then be built into the Internet marketing plan. As is often the case with SWOT analysis, the opportunities available to a company are the opposite of the threats presented by other companies. The strengths and weaknesses will vary according to the company involved, but many of the strengths and weaknesses are dependent on the capacity of senior management to acknowledge and act on change.

In order to exploit opportunities to gain competitive advantage it is essential for companies to act quickly. Competitive advantage tends to be short-lived on the Internet since it is easy for competitors to monitor each other.

List all strengths, weakness, opportunities, and threats.

(1) **Strengths**

(a) Thai handmade products with high quality
(b) Exclusive design for each customer satisfaction
(c) Product know how more than 10 years
(d) Less competitors
(e) Made to order availability
(f) E-catalog available
(g) Be able to a souvenir or gift set in various occasion
(h) Flexible on management due to SME scheme

(2) **Weakness**

(a) No payment gateway support at the beginning stage
(b) High delivery cost
(c) Family business, lack of international skills
(d) No customer services or customer care business unit
(e) Handmade product is difficult to produce likely as shown on catalog
(f) Low company profile in the market

(3) Opportunities
(a) Economic outlook is recovering
(b) Be able to expand to the global market
(c) E-marketplace expansion
(d) Building international brand image
(e) Room to increase market share
(f) Euro market expansion
(g) Building brand awareness

(4) Threats
(a) New market channel establishment
(b) Domain name - providing the mean to access a particular web site
(c) Easy duplicate by competitors
(d) Current Internet users in Thailand still low compared with other developing countries
(e) Chance to fail for dot com business

The above information seems to suggest that these products have more strengths than weakness and in fact more benefits from opportunity rather than threats, which is a good sign. However, on closer examination of weakness and threats, we realize that the weakness can be overcome quite easily. For example, the payment gateway system can be using credit card for international ordering and cash on delivery for domestic ordering, while solution for customer service can be handled by phone call and the online can be easily added to the web site later on. As for threats, they are common to
all organizations engaged in e-commerce, so that the selected strength web hosting provider can eliminate these threats as well.

After finding out the strengths, weaknesses, opportunities, and threats and what they are concerned. We set up the strategies by using SWOT Analysis as following.

Analysis of SWOT

<table>
<thead>
<tr>
<th>Internal Factors</th>
<th>Strengths (S)</th>
<th>Weaknesses (S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities (O)</td>
<td>SO Strategies</td>
<td>WO Strategies</td>
</tr>
<tr>
<td></td>
<td>Generate strategies here that use strengths to take advantage of opportunities</td>
<td>Generate strategies here that use strengths to take advantage of opportunities by overcoming weaknesses</td>
</tr>
<tr>
<td>Threats (T)</td>
<td>WO Strategies</td>
<td>WT Strategies</td>
</tr>
<tr>
<td></td>
<td>Generate strategies here that use strengths to avoid threats</td>
<td>Generate strategies here that minimize weaknesses and avoid threats</td>
</tr>
</tbody>
</table>

Figure 5.1. SWOT Diagram (Wheelen and Hunger 1998: 112).

According to the above SWOT Diagram, we will analyze and set up SO Strategies, WO Strategies, WO Strategies, and WT Strategies as follows:
(a) Strengths vs. Opportunities

Strengths (S):

Many beautiful designs and all hand made by local skill labors using domestic material causing low cost but still high quality.

Opportunities (O):

(1) Be able to expand to the global market

(2) E-marketplace expansion

(3) Room to increase market share

(4) Euro market expansion

(5) Join with International Exhibitions.

SO strategies:

Use strengths to take advantage of opportunities.

(1) Human resource management

(a) Motivate skilled workers to work harder by offering good benefits and compensation

(b) Product knowledge training, develop skill of producing and designing.

(d) Maintain good relationship to suppliers.

(2) Sales and marketing management.

(a) Sales promotion

(b) E-catalog available

(c) "Push" technology

(d) Nice packaging for gift and souvenirs.
(b) Weaknesses vs. Opportunities

Weaknesses (W):

Take time to produce all hand made products.

Opportunities (O):

High season of sales period (Christmas and New Year, etc.)

WO strategies:

Try to make more production because of more demand coming. (Take advantage of opportunities by overcoming weaknesses.)

(1) Subcontractor to produce items in case of shortage of finished goods because of high season of sale.

(2) Train workers for more production skill.

(3) Quality controls both internal production and subcontractors' productions.

(4) Well plan for production planning, scheduling, and procurement.

(5) Support tools, even technology to make more productivity.

(6) Well plan for preventive maintenance and set up emergency plan in advance in case of some accidents.

(c) Strengths vs. Treats

Strengths (S):

Luxury and attractive designs with high quality products made by local labors causing low cost.

Treats (T):

Challenge doing this business by more competitors.
**ST strategies:**

Use strengths to avoid treats.

1. All product designs are copyright or have patents, protecting from imitation.
2. Use low margin policy, do not get high profit by saving cost and Good management.
3. Otherwise it will make more competitors in this business.
4. Building brand awareness and brand loyalty.
5. Exclusive design for each customer satisfaction.
6. Get more market share by using ‘push’ technology, sale promotions, etc.

(d) **Weaknesses vs. Treats.**

---

**Weaknesses (W):**

Workers have low company’s loyalty.

**Threats (T):**

Competitors take our lower workers to be their expert employee for producing these products by offering higher salary.

---

**WT strategies:**

Minimize weakness and avoid threats.

1. Minimize weaknesses by not letting the lower workers do all steps of production. Separate production line into sections, each groups of workers in each section will know and do only their responsible works to make more skill jobs that will make productivity increasing. Treat lower workers better and motivate good workers with benefits and compensations.
(2) Avoid threats by not giving chance to competitors to hire our low workers by offering high salary because they don't know how to make all steps of the production and can not copy the products.

5.8 Product Overview

The product we selected is the tableware product, which is mainly exported to overseas countries especially in Europe market. We have own factory in greater Bangkok area, for the tableware products, we have almost 30 product items and models to cover the market need, we have almost 20 workers in our factory who have expertise in waxes and mold making, stainless melting, pouring metal, welding, chasing, cleaning, and polishing. We have the molds for more than 100 molds for our clients' selection. We also accept making the molds belonging to the clients according to their designs. With our full-services of packing and shipping, you will be satisfied with our production and delivery on time. Our price will be quoted for F.O.B. prices on every product.

Product Categories

Thai Cutlery is a brand name of our selected tableware product, which compose of:

(1) Steak knife
(2) Table knife
(3) Fish knife
(4) Dessert knife
(5) Soup spoon
(6) Table spoon
(7) Dessert spoon
(8) Tea spoon

(9) Coffee spoon

(10) Table fork

(11) Fish fork

(12) Dessert fork

(13) Etc.

5.9 **Product Strategies and Market & Sales Strategies**

**Product Strategies**

(1) Wholesale and retail, we provide the superior quality of various hand made table wares in Thai traditional style.

(2) Aside from our attractive collections, buyer's designs and specifications are also welcome.

(3) 'Polished' 'look & Feel' products

(4) Exclusive designed

(5) Hand made product with durable, high quality, high quality material

(6) Household usage

(7) Price competitive

**Market & Sales Strategies**

(1) Consistency maintained in our current market channel and maintains growth.

(2) To focus on Internet sale as a new market channel to B2B.

(3) New design and new packaging on various occasion on Internet sales

(4) Actively participating on major exhibition events.
5.10 Market Targeting, Market Segment, and Market Positioning

Market Targeting

Nowadays, Thai economy is still in crisis, Thai low and middle-income citizens do not have power to buy things as usual. Many rich people became poor. The best way is to sell to abroad (America and Europe market) especially for big restaurant and luxury hotels and including the wholesalers. Of course, they must be able to get the information from Internet & e-commerce.

Evaluating Market Segment

(a) Size and growth

Big restaurants and hotels change their cutlery i.e. spoons, forks, knife etc. from their plain ones to the luxury ones, from brass ones to stainless steel ones. Size and growth become bigger and bigger such as Hyatt Erawan, Hyatt Seoul, and all Hyatt hotels, etc.

There is increasing Wholesale Distributors such as Department Store, Kitchen Ware Shop, Souvenir shop, Direct Mail, TV home shopping.

(b) Structure

(1) Fewer competitors for the luxury and hand made cutlery.

(2) Power of buyers are high such as hotel, restaurant order for large amount.

(3) Low Barriers of entry in cutlery business.

(4) Thai government supports exporting. Our company’s objective also wants to earn the money from abroad. It is easy to get raw material and the domestic labor resource.
Market Positioning

(a) Product position

"When people want to buy a luxury, beautiful, high-grade car, they will recognize 'Mercedes-Benz. If people want to buy luxury cutlery, they will think of Thai Cutlery."

(1) Focus in Middle to High Market

(2) Beautiful design, luxury, comfortable and best quality cutlery.

(3) Increase image value to the ones who use the products so that many big restaurant and hotels use them for their customers, including many people who use them in special occasions such as greeting guests.

(b) Online positioning

(1) Vertical positioning: variety of beautiful designs, high quality, and expert in cutlery. We focus only in tableware products.

5.11 Customer Delivered Value: Total Customer Value & Total Customer Cost

(a) Total Customer Value

(1) Product value & Product Differentiation

(a) Variety of beautiful designs

(b) Totally unique design

(c) High quality of stainless steel (which does not become dark and anti-rust warrantee)

(d) Handcraft (all are hand made)

(e) Special sharp knife and long lasting used.

(f) Made to customers designs (custom made)

(g) Non-toxic and heavy duty use (the material used the same as dentist's devices)
(2) Service value

(a) Created by customer's design (Custom made)
(b) Anti-rust long life warranty.
(c) Tracking services: tracking form, link to logistics providers.
(d) Useful information

1. How to setup tables for the various occasions such as birthday party, wedding party etc.
2. Menu of food and drink which best suit for each occasion
3. How to cook variety of foods
4. How to set up your kitchen room, how to take care of your kitchen room.
5. We provide FAQ (frequently asked questions) for the customer who have problems to find the information and solution
6. Customer care: handles your questions, comments and problems

(3) Company Image

(a) ISO 9001
(b) Awards/certificates
(c) Reference sites: who are our customers such as famous hotels and high grade restaurants i.e. Sala Tip, Shangri-la Hotel., Sheraton Hotel, etc.
(4) Personnel value
   (a) Designed by experts who have the experience in design cutlery more than 10 years and who got the award from International tableware in Frankfurt fair year 1997, 1999.
   (b) High skilled workers

(b) Total Customer Cost

(1) Monetary Cost

   Price (use local labor and raw material which are low cost in Thailand)

(2) Time

   Time saving when compare with the traditional transaction.

(3) Energy

   Quick searching varieties of products via Internet when compare to the physical stores.

(4) Psychic cost

   (a) We provide secure transaction approved by VeriSign.
   (b) Reference sites such as Sheraton hotel, Hyatt hotel, etc.
   (c) Anti-rust warrantee

5.12 Marketing Mix (4 P's)

Product

(1) Design stainless cutlery
(2) Beautiful
(3) Durable
(4) Luxury
Product Design:

(a) Classical Service

(b) We have all variety in different shapes and unique in styles such as Thai Traditional Style.

(c) New Design Service

d) Every 3 months, our design team will launch new design, which are trendy and fashionable for routine life. Moreover you can be a part of our design team. You can participate by sending your creative design. Once we select your design to extend our product line, you will receive our gift certificate, valued US. $100.

(e) Engrave Design Service

(f) You can select the stainless steel style from our catalogue or made to order by sending your design. We also engrave your company name or family name in each handle.

(g) Exclusive Design

(h) As 80 styles to choose from our catalogue, we will embed your company logo as exclusive premium product. All embedded logo also made from durable material.

Price

The percentage of discount from price list depends on the quantity that customers’ order.

<table>
<thead>
<tr>
<th>Quantity Range</th>
<th>Percentage Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 -100 sets</td>
<td>10% Discount</td>
</tr>
<tr>
<td>101-200 sets</td>
<td>15% Discount</td>
</tr>
<tr>
<td>201-300 sets</td>
<td>20% Discount</td>
</tr>
<tr>
<td>&gt; 301 sets</td>
<td>25% Discount</td>
</tr>
</tbody>
</table>
Place

(1) Web site ThaiCutlery.com
(2) Exhibition and Fair
(3) The Department store
(4) Kitchen ware shops
(5) Point of Purchase

Promotion

(1) Special discount 5% more for first 100 registered in the Website
(2) Special Package for Customers’ Seasons
(3) Promotion Goods for High Volume Customers
(4) Information Support; Brochures, Leaflets, Posters
(5) Put Dealers’ banner on our Web site

Advertising:

(1) ThaiCutlery..com
(2) Banner in another Web sites
(3) Related Magazines in Customers’ Countries
(4) Exhibition Directories

5.13 Competitive Advantage

(1) Competitive price
(2) Many models to choose
(3) Durable
(4) Artistic Design
(5) Value added to the user’s image.
5.14 Critical Success Factor

(1) Building brand awareness
Resolution: to joint promotion with Thailand Export Center Guide of Thailand Export Day, etc. in order to make a market recognition

(2) Web Hosting
Resolution: To engage with the foremost portal sites which are able to help in campaign and promotion

(3) Electronic Payment System
Resolution: Using Credit card will be as an interim solution or cash on delivery for domestic ordering

(4) Delivering cost
Resolution: Basically using EMS as a mainly delivery, other courier express service will be the choice incase of urgent need.

(5) Manpower shortage somehow in high season period
Resolution: to contact many subcontractors well trained in case of urgent need on peak production

Well-defined strategies will yield the next step in the planning process-functional objectives. Functional objectives are important because they are the foundation of our development effort. Functional objectives define and categorize what our Web site will do. The categories we should think about creating the functional objectives include:

(1) Security. How will we protect our customers' personal and financial information? How can we make them feel safe and comfortable doing business on our side? Using off line payment still exist in the traditional way or use letter of credit.
(2) Information to be collected from customers. We need to know specifications of specific products customers are interested in to serve them better.

(3) Information to be delivered to customers. Besides our address and phone numbers, what other information will our customers require? Customers need to know our prices, product specs, and other useful information.

(4) Databases customers can search. Let customers be able to search the information that we deliver to them be collected in a searchable database, that is one of the customer service.

(5) Photos or graphics customers can see. Let our online customer feel as important as a real face-to-face customer. Give them the ability to see our products, and they will be more likely to buy them.
VI. PROJECT IMPLEMENTATION

6.1 Hardware and Software Requirements

The requirements of this system are as follows:

(1) Hardware Specification
   (a) Pentium III 450 MHz Processor
   (b) 64 MB of RAM
   (c) 9.35 GB of Hard Disk
   (d) 44X CD-ROM Drive
   (e) 3.5 inch Floppy Drive
   (f) 17 inch Monitor
   (g) 102 Keyboard, Mouse
   (h) Modem

(2) Software Specification
   (a) Window 98
   (b) HTML Editor
   (c) Cute FTP
   (d) Internet Explorer 4.0, Netscape Communication
   (e) Internet access
   (f) Illustrator
   (g) PhotoShop
   (h) Flash
   (i) Dream Weaver
6.2 How to Create a Web Home Page

Creating a Web home page is a relatively direct process. Here are the steps to create a home page.

1. Determine the goal of the home page. Will it be used to sell products, create an image or serve as a library for company information?

2. Create content and design web pages. Take advantage of interactive tools to make files accessible.

3. Save the file as ASCII.

4. Import the file into an HTML (Hypertext Markup Language) program.

5. Assign codes to the content. These codes will assign font attributes, display pictures, link to other pages and allow forms and e-mail to be sent.

6. Load the home page onto a computer server.

6.3 Planning Web Site Development

It is important to be able to answer these key questions readily:

1. What does the company sell?

2. How can its products be bought - where does it sell its products (channels and countries)?

3. How can the company be contacted?

4. Are there any special offers available currently?

As well as answering these questions, the company's corporate and brand identity should be apparent to establish credibility, even from a short visit. For customers who repeat visitors to site, updated information on products, prices or the market should be available, to encourage further repeat visits.
The prototyping approach has the following benefits:

(a) It prevents major design or functional errors being made during the construction of the web site. Such errors could be costly and time consuming to fix once the web site becomes live and could also damage the brand. Such errors will hopefully be identified early on and then corrected.

(b) It involves the marketers responsible for the web site and ideally the potential audience of the web site in proactively shaping the web site. This should result in a site that more closely meets the needs of the users.

(c) The iterative approach is intended to be rapid, and a site can be produced in a period of months or weeks.

6.4 Web Site Designing

One of the important rules Web designers need to bear in mind is that they must not ignore the needs of their users. Most of the time, the common mistake is made because sites are built more for designers and their needs than for the site's actual users. It is worth noting that what designers understand is not what a user will understand. Many users will not necessarily have the same knowledge of the sites or even the interests as designers do. Most users often have unrealistic requirements and expectations for sites. Some users will not think carefully about the individual components of a Web site. Therefore, the key to successful, usable Web site design is always trying to think from the user's point of view. In addition, we must remember that while users may have similar basic characteristics, they are also individuals. What may seem easy to one user may be hard for another. Sites that are created for a common user may not meet the needs of all users. Experienced users may find the site restrictive while novice users find it too difficult. Users are individuals with certain shared capacities and characteristics.
Our Web Site will take account of the relevant differences while focusing on the shared common features. In summary, the Web should be designed for the common user, but account for differences. Our Web site will be created as a combination of utility and usability. Utility describes the site’s functionality that hopefully meets a user’s need. Usability describes the user’s ability to manipulate the site’s features in order to accomplish a particular goal. We try to make usable site that is efficient, easy to use and help users accomplish their goals in a satisfactory and error-free manner. We try to keep the users in mind at all times, many of the most serious design errors can be avoided.

At this stage of web site design, there are a couple of practical rules as follows:

1. Web Design Rule: Visual design should proceed in a top-down fashion from home page to sub section pages and finally content pages.

2. Web Design Suggestion: Always considers the bordering effect of the browser window when developing visual composites.

3. Web Design Rule: Do not marry your design prototypes. Listen to your users and refine your designs.

4. Once you come up with an acceptable home page design, continue the process with sub pages and content pages.

ThaiCutlery.com appears to organize the page layout in accordance of the practical rules. We would like to group our web site designing into 3 major points:

1. Site Structure / Architectural Blueprint

2. Site Content Design

3. Visual Design
The detail of each major point is:

(1) Site Structure / Architectural Blueprint

The design of the structure of site is something that should be decided upon early in the development of the site, since it may be costly to redefine the structure at a later stage. The storyboarding method can be used to develop the site structure. These are some of the examples that user visit web site.

(a) Users click to get into ThaiCutlery.com to acquire some Cutlery product.

(b) When choosing some product categories, all product pictures will be pop-up displaying all product group as in product catalogue but it may a bit too small to see the product details.

(c) Users therefore may need to have a closer look by clicking to zoom-in to illustrate more product details with bigger picture.

(d) When buyers have desired to buy, just click order then it will show the next frame with order ability, buyer have to select and put it into cart and fill in the order form to complete the order process.

This can be done by having one diagram or 'map' that shows the structure of the site and other sheets that show the layout of individual pages. A hierarchical or tree-like form is a very common type of web structure since it is natural to have a top-level 'home page' with different options.

The site structure of ThaiCutlery.com is put into order to create an interesting and understandable resource for users. It provides a clear sense of organization how one section of the site relates to other areas.
Figure 6.1. Site Structure.
ThaiCutlery.com organizes its body of information by using hierarchical information structure. The information is ranked in importance, and organized by the degree of interrelationship among units. The hierarchies are built from the most important and most general concepts, down to the most specific or optional topics. Moreover, most home page and link schemes depend on hierarchies, moving from the most general overview of the site from the home page down through submenus and content pages that become increasingly more specific. The site structure gives an idea of where each page is located and what link or graphic navigation is required. It provides a road map of the site, making it easier to manage the site.

The site structure of ThaiCutlery.com starts with a home page, serving as a clear entrance to other pages. The home page is linked with other pages: 'About Us, Order Form, Product, Service, Contact Us, FAQ, Activities, Links'. Each sub-menu page is also further divided into many topics relevant to that particular sub-menu. To understand clearly how ThaiCutlery.com organizes the site, the site structure of it, is shown in Figure 6.1.

At this phase, the designers can either sketch or create a digital composite that shows a much more detailed example of a typical page in the site. Make sure that, whether we do the composite on paper or screen, a browser window is assumed and that screen dimensions are considered. A piece of paper with a browser window outline can be used for sketches. When deciding upon the structure of the site, it should be remembered that the user might not wish to work through the site in a systematic order by moving up and down the branches of each tree. Links should be available to move from one branch to another branch.
Figure 6.2. Links between Functions.
Site Content Design

Since the main reason given in Table 6.1. for returning to a web site is high quality content, it is important to determine, through analysis, that the content is correct. However, the quality of content is determined by more than the text copy. It is important to achieve high quality content through design. To help in this it is useful to consider the factors that affect quality content. These are shown in Figure 6.3. All are determined by the quality of the information.

![Diagram of different aspects of high quality information content of a web site]

Figure 6.3. Different Aspects of High Quality Information Content of a Web Site.

Although design and technology is a critical success factor in building a good Web site, site content is also another major factor that can create either negative or positive impression of the site because content is what make up the site. The content of ThaiCutlery.com includes text, images, and animation.

To help the users find the required information easily our main content is grouped and labeled into categories as follows:
The designed content of each web page in detail, are shown in topic of ThaiCutlery.com Web Content.

(3) Visual Design

ThaiCutlery.com extensively uses such visual design as colors, graphics and animation to provide audiences with a sense of place. As soon as audiences access the ThaiCutlery.com home page, they are impressed by Thai decorative design, which is filled by colors, graphics, and some animation. It is believed that the audiences visiting ThaiCutlery.com for the first time usually have positive impression on this site with the unique and beautiful of Thai design. The visual impact of graphics and animation are often motivated the audiences to investigate ThaiCutlery’s content because dense text documents without visual designs are boring and more difficult to read, particularly on the relatively low-resolution screens. The animation is done in a program called Flash. We save the image as a GIF or JPEG that will make the file size smaller and load it into the Web browser to test how it would look within a typical environment.
Numerous designs and styles of fine custom made stainless steel or bronze Cutleries. Elegantly manufactured to the finest quality. We believe our products will meet your individual requirements and create an atmosphere which provides your "very personal note". Cutlery that surely gladdens the heart of your guests!

Figure 6.4. Graphic and Animation.
The above example from the home page illustrates how ThaiCutlery.com uses graphics and animation. The words ‘Thai Cutlery’ appear once a character until end then it blinks, and the word ‘WELCOME’ blur and contrast as shown in Figure 6.4.

Besides graphics and animation, the colors used in the design of this site also provide audiences with a sense of classic. The colors of every page make the site look very merry and attractive. It provides a sense of good feeling for every visitor. The designers demonstrate the ability to combine many different colors to create a beautiful design. This is one way that ThaiCutlery has grabbed audience attention. The majority of the background is yellow with variations in patterns and pictures. The color used work well together.

In addition, some fonts are used for particular purpose, especially to attract audiences’ attention. They are proportional and their size varies with headings and importance. In designing the pages and style of headings and paragraphs, the designers use cascading style sheets to keep everything consistent. We select the easy reading and standard font type, which should be in every PC, so it will have no problems of display to any computer of audiences.

In conclusion, the visual design of ThaiCutlery.com is very eye-catching, attractive and appealing. All visual design provides audiences the sense of nice looking wherever they visit the site. It does not only explicitly distinguish the ThaiCutlery site from other sites but also differentiates the content from page to page.

**Graphic Design Rules**

We know that Graphic design of web sites represents a challenge since designers of web sites are severely constrained by a number of factors that we must follow:
(1) The speed of downloading graphics - designers need to allow for home users who view sites using a slow modem cross a phone line and who are unlikely to wait minutes to view a web site.

(2) The screen resolutions of the computer - designing for different screen resolutions is necessary, since some users with laptops may be operating at low resolution such as 640 by 480 pixels, the majority at resolution of 800 by 600 pixels,

(3) The number of colors on screen - some users may have monitors capable of displaying 16 million colors giving photo-realism, while other my have only 256 colors.

(4) The type of web browser used - different browsers such as Microsoft Internet Explorer and Netscape Navigator and different versions of browsers such as version 4.0 or 5.0 my display graphics or text slightly differently or my support different plug-ins.

6.5 ThaiCutlery.com Web Content

Before creating web pages, we must design and create web contents first which will appear in each web page. The following are web contents of each web page.

6.5.1 Content of Main Menu Web Page

Main Menu

Numerous designs and styles of fine custom made stainless steel or bronze Cutleries. Elegantly manufactured to the finest quality. We believe our products will meet your individual requirements and create an atmosphere, which provides your "very personal note". Cutlery that surely gladdens the heart of your guests!
6.5.2 Content of About Us Web Page

About Us

We are one of the best Thai handicraft manufacturers and exporters. We offer top quality Thai cutlery product with luxury designed, a well-known Thai best cutlery product. Our product strategy is handiwork and made by highly skilled craftsmen. Our collections of best quality stainless steel cutlery are comprised of Steak knife, Fish knife, Tea spoon, Fish Fork, Table knife, Dessert knife, etc. All are designed with different classic design, the exclusive designs like rice designs etc. We also provide engraved design as an alternative. Thai Cutlery Product is also proud to be one of Thailand's top quality cutlery's manufacturers. We distribute internationally to wholesale and retail buyers. We provide the superior quality of various hand made tableware in rustic country style. Aside from our attractive collections, buyer's designs and specifications are also welcome.

6.5.3 Content of Product Overview Web Page

Product Overview

Handicraft Products Co., Ltd. is one of the leading producers of stainless steel cutlery in Thailand. Continuous efforts to improve the product standard, product designs, and quality control measures have won it many prestigious prizes including the highly acclaimed "The Outstanding Exporter Award" of Thailand in 1987, 1988, 1989 and "Prime Minister's Export Award" in 1995. Our products are exported worldwide.

Handicraft Products Co., Ltd. was established in 1993, and in less than ten years we have earned a reputation in the industry for our top-quality goods and friendly, efficient service. Our environmentally conscious approach to business and use of choice materials has allowed us to satisfy customers from all around the world, firmly establishing our company as one of international standards. With almost 10 years of
experience in cutlery designs & related products, both standard and custom, our range of products reflects both beauty, luxury and complements. In accordance with one of our primary company objectives, we are dedicated to conducting environmentally friendly business, and are committed to using packaging that can be recycled without negative effects.

6.5.4 Content of Main Product Web Page

Main Product

Stainless steel cutlery product, the best quality Stainless Steel Cutlery for you, they are made of high quality and heavy gauge 18-10 stainless steel, providing the best design and widely used.

6.5.5 Content of Our Product Service Web Page

Our Product Service

Classical Service:

We have a variety in different shapes and unique in styles such as Thai Traditional Style. This style was founded in King Rama IV period. That was 130 years ago. New Design Service

Every 3 months, our design team will launch new designs which are trendy and fashionable for routine life. Moreover you can be a part of our design team. You can participate by sending your creative design. Once we select your design to extend our product line, you will receive our gift certificate values $100.

Engrave Design Service:

You can select the stainless steel style from our catalogue or made to order by sending your design. We also can engrave your company name or family name in each handle.
Exclusive Design:

80 styles to choose from our catalogue, we will embed your company logo as exclusive premium product. All embedded logo are also made from durable material. All products have 100% satisfaction quartette. We are willing to replace or refund defective product. "Anti-Rust Warrantee"

6.5.6 Content of Service Web Page

Service

Disclaimer:

Please read and understand this disclaimer carefully before deciding to order.

(1) We reserve the right to make change to our shop, product prices and these disclaimer term or disclaimer conditions at anytime without prior notice.

(2) The buyer must inform us within 15 business days after receipt of products to claim for any damages incurred by shipments or product defects and return their damaged products to us in original condition. The buyer is responsible for the shipping charges of returned products to us.

(3) We will take no responsibility to any harm or damage done due to improper use of our products or negligence of the users.

(4) Dimension, site, color may be different from our online catalogue due to our products are 100% hand made. We try our best to keep it as good as on the catalogue. However if you are not satisfied with the products, you may return any unused product in its original condition within 15 business days from date of receipt of your order for a full cash refund via your in and account. The product should be returned in the original box and packing materials including all accessories. The value of missing products will be deducted from the credit amount of a return.
The buyer is responsible for the custom tax or others expenses if there are any on the buyer destination country

6.5.7 Content of Transit Times Service Web Page

Transit Time Service

We are able to ship products to most countries outside Thailand.

We may be unable to ship orders to countries not listed above, however, please check via online service from our logistics providers.

Please pay with your International credit card. Most orders are Express Service shipped via DHL, FedEx, UPS and TNT Express Service. You may be required to pay customs duties and/or taxes when you receive your order. Thai Cutlery Co., Ltd. does not assume responsibility for the goods meeting local customs laws.

6.5.8 Content of Contact Us Web Page

Contact Us

Company information:

Thai Cutlery Company Limited

Address: 59/59 New Road, Bangrak, Bangkok 10500 Thailand

Contact: Mr. Seakson Vichachanchai

Telephone: (66 2) 233-6297-9

Fax. (66 2) 233-6397

E-Mail: seakson@thaicutlery.com

Home Page www.thaicutlery.com

6.5.9 Content of FAQ Web Page

FAQ

Frequently Asked Questions:

Buying Tips
A must read before ordering. Thank you for choosing Thaicutlery.com. We hope these FAQ's (frequently asked questions) will make your shopping easier.

Q. What is the difference between dinner size and place size?
A. Dinner Size is a half and inch longer on the fork and the knife and most department, retail stores, and mail order houses carry place size.

Q. How do you ship my order?
Actually, we will ship via our contracted logistic providers as list, for delivery charged, please on-line enquiry via individual providers for time definite delivery services, please choose from their service type.

Q. How long will it take to receive my merchandise?
A. Orders are generally shipped within 2-3 business days. most shipping can reach most cities in Europe within 3-4 days, however please check actual transit time via on-line services from each logistics providers.

Q. What credit cards do you accept?
A. Master Card, Visa, Amex JCB for International and all local credit cards for domestic sales?

6.5.10 Content of Return Policy Web Page

Return Policy

Any returns must be sent back within 10 days of receipt, unused, in factory sealed bags, in the original shipping carton, if possible, along with a copy of the invoice. Prices and inventory are subject to change without notice.

Q. Why can I not find my pattern listed?
A. We have listed the most commonly requested patterns. At the bottom of every web page returned by a pattern search are fields to complete to register for any pattern not
listed. If you submit online the pattern and pieces for which you are looking, we will try
to locate those pieces and contact you. There is no obligation to buy.

Q. How do you recommend I use Thaicutlery.com Web Site?
A. You can search for our product or register for pieces we temporarily do not have.
You can search by a single pattern or browse alphabetically by pattern name or
manufacturer name. For example, if you collect "Erawan Three Head" flatware, you can
browse all the patterns from manufacturers beginning with the letter "E". Or, if you
know your pattern starts with the word 'Rose', you can go to the R's and search to find
the available listed patterns beginning with the letter 'R'.

Q. How can I find the name of my pattern?
A. Thaicutlery.com offers a FREE identification service. Click here for instructions on
our FREE pattern identification service.

Q. How can I send my new creative pattern.
A. You can send your creative pattern and please provide as many as possible of the
following:

6.5.11 Content of Related Links Web Page

Related Links

ThaiEcommerce.net

Thai Official E-Commerce Site ThaiEcommerce.net is the initiative of Thai
government to promote qualified manufacturers to use new technology in order to
expose their products to customers abroad. Thai government to ensure full satisfaction
of customers monitors the delivery and warranties of Thai products trading on this web
site. You can see our banner present in there.

(1) Hyatt Hotel

(2) Radisson Hotel
(3) Sheraton Hotel
(4) Imperial Hotel
(5) Amari Hotel
(6) Felix Hotel
(7) Mercure Hotel
(8) Le Meridian Hotel

6.6 ThaiCutlery.com Web Pages

The following are designed web pages of ThaiCutlery.com.
Numerous designs and styles of fine custom made stainless steel or bronze Cutleries. Elegantly manufactured to the finest quality. We believe our products will meet your individual requirements and create an atmosphere which provides your "very personal note", Cutlery that surely gladdens the heart of your guests!

Figure 6.5. Main Menu.
We are one of the best Thai handicrafts manufacturers and exporters. We offer top quality Thai cutlery product with luxury designed, a well-known Thai best cutlery products. Our product strategy is handwork and made by highly skilled craftsmen. Our collections of best quality stainless steel cutlery are comprised of Steak knife, Fish knife, Tea spoon, Fish Fork, Table knife, Dessert knife, etc. All are designed with different classic design, the exclusive designs like fly rice designs etc. We also provide engrave design as an alteration. Thai Cutlery Product is also proud to be one of the Thailand's top quality cutlery's manufacturer. We distribute internationally to wholesale and retail buyers. We provide the superior quality of various hand made tableware in rustic country style. Aside from our attractive collections, buyer's designs and specifications are also welcome.

Figure 6.6. About Us.
Product Overview

ThaiCutlery Co., Ltd. is one of the leading producers of stainless steel cutlery in Thailand. Continuous efforts to improve the product standard, product designs, and quality control measures have won it many prestigious prizes including the highly acclaimed "The Outstanding Exporter Award" of Thailand in 1987, 1988, 1989 and "Prime Minister's Export Award" in 1995. Our products are exported worldwide.

ThaiCutlery Co., Ltd. was established in 1993, and in less than ten years we have earned a reputation in the industry for our top-quality goods and friendly, efficient service. Our environmentally conscious approach to business and use of choice materials have allowed us to satisfy customers from all around the world, firmly establishing our company as one of international standards.

Main Product

Stainless steel cutlery product, the best quality Stainless Steel Cutlery for you, they are made of high quality and heavy gauge 18-10 stainless steel, providing the best design and widely used. They are:

1. Stainless cutlery 'rounded handle' design
2. Stainless cutlery 'teak handle' design
3. Stainless cutlery 'crew neck handle' design
4. Stainless cutlery 'flat neck' design
5. Stainless cutlery 'narrow handle' design
6. Stainless cutlery 'round handle' design
7. Stainless cutlery 'round handle' design
8. Stainless cutlery 'flat neck' design
9. Stainless cutlery 'narrow handle' design
10. Stainless cutlery 'teak handle' design
11. Stainless cutlery 'narrow handle' design
12. Stainless cutlery 'flat neck handle' design

Our products are all handmade, beautiful designs, good quality and competitive prices.

Figure 6.7. Product Overview.
Our Product Service

Classical Service

We have all variety in different shapes and unique in styles such as Thai Traditional Style. This style found in King Rama IV period. That was 130 years ago.

New Design Service

Every 3 months, our design team will launch new design which are trendy and fashionable for routine life. Moreover you can be a part of our design team. You can participate by sending your creative design. Once we select your design to extend our product line, you will receive our gift certificate which value $100.

Engrave Design Service

You can select the stainless steel style from our catalogue or made to order by sending your design. We also do engrave your company name or family name in each handles.

Exclusive Design

As 80 styles to choose from our catalogue, we will embeded your company logo as exclusive premium product. All embeded logo also made from durable material.

All products have 100% satisfaction guarantee. We are willing to replace or refund for defect product. "Anti-Dust Warranty"
Figure 6.9. Product Catalog (1).
Figure 6.10. Product Catalog (2).
Spiral Handle

Product Description
Price: USD 40 / Set
Each individual piece of this stainless steel dinner set features a modern, yet elegant spiral design.

Crest Head

Product Description
Price: USD 45 / Set
The extraordinary design of the rope polished handles blend function with style.

Figure 6.11. Product Detail (1).
**Knot Head**

Product Description

Price: USD 45 / Set

The contemporary design offers classic simplicity and features a rope shaped handles in continental sizes.

**Small Handle**

Product Description

Price: USD 45 / Set

A unique design incorporating a small character that appears at the tip of its handle.

Figure 6.12. Product Detail (2).
The craftsmanship of this stainless dinner set is enhanced by a tendril design at the tip of the handle.
Twist Neck

Product Description
Price: USD 40 / Set
The design features an uneven surface on its flat handle, a trademark of our exclusive design.

Round Horn Handle

Product Description
Price: USD 45 / Set
The sleekness of our buffalo horn handled set gives them a simple elegance, and makes them perfect for any occasion.

Figure 6.14. Product Detail (4).
If desired, store in a drawer lined with Pacific Silvercloth (available at fabric and hardware stores). Once you have selected the items you want to purchase, you are ready to place your order. Pottery Barn offers a four-step ordering process:

- Finalizing the items in your Shopping Basket.
- Completing shipping and billing information.
- Reviewing your order.
- Receiving an order confirmation.

**Step 1: Shopping basket**

The shopping basket contains all the items you selected while shopping. Now you can add or delete items, change quantities and request gift-wrapping.

**Step 2: Shipping and Billing**

You are asked to provide your billing address as well as the shipping address for any gift recipients.

**Step 3: Review your order**

Your order will be sorted by shipping address for your review. You can make changes or go ahead and place your order.

**Step 4: Order confirmation**

A final summary and confirmation of your order appears, along with the phone number for Customer Service in case you need assistance.

You can use the order number on this page to track the status of your order through our online Customer Service 24 hours after it has been placed.

For further assistance, please call us at (662) 233-6297-9, weekdays 7 am to 5 pm (PST), Saturday 8 am to 4:30 pm (PST), and a Pottery Barn customer service associate will be happy to help you.

**Order procedure**

- Ordering Process: Place and order via "Products" pane. In products

---

Figure 6.15. How to Order (1).
Order procedure:

- **Ordering Process:** Place and order via "Products" page. In products page you can check your country zone, by click at any "zone..." on heading of each courier's shopping-table, before ordering. If you have any enquiries, click at "Enquiry" menu.

- **Delivery Policy:** Delivery by the worldwide Delivery Company

- **Sales Policy:** Wholesale (Retail sale: Contact our dealers)

- **Return Policy:** See fully described detail of return policy and procedure in "Disclaimer" page, just click "Disclaimer" at the menu in the left hand side.

Figure 6.16. How to Order (2).
Please carefully check the information below. If the shopping cart below is not correct, please click the refresh/reload button on the menu bar. Should you want to change the product(s)/quantity, please click the back button on the menu bar and redo the shopping process. After that please fill in shipping information form below.

<table>
<thead>
<tr>
<th>No.</th>
<th>Code</th>
<th>Product Description</th>
<th>Quantity</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>70042</td>
<td>Asparagus handle</td>
<td>2</td>
<td>80</td>
</tr>
<tr>
<td>2</td>
<td>20006</td>
<td>Tender head</td>
<td>1</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shipping</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Grand Total USD</strong></td>
<td></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>

Figure 6.17. Quantity and Price in Basket.
**Disclaimer**

Please read and understand this disclaimer with carefully before decide to order.

1. We reserve the right to change to our shop, product prices and these disclaimer terms or disclaimer condition at anytime with out prior notice.

2. The buyer must inform us within 15 business days after receipt of products to claim for any damages incurred by shipments or product defects and return their damaged products to us in original condition. The buyer is responsible for the shipping charges of returned products to us.

3. We will take no responsibility to any harm or damage done due to improper use of our products or negligence of the users.

4. Dimension, size, color may different form our online catalogue due to our products are 100 % hand made. We try our best to keep it as good as on the catalogue. However if you are not satisfied with the products, you may return any unused product in its original condition within 15 business days from date of receipt of your order for a full cash refund via your in formed account. The product should be returned in the original box and packaging materials including all

**Transit Time Services**

We are able to ship products to most countries outside the Thailand

<table>
<thead>
<tr>
<th>Destinations</th>
<th>Transit Time(Days)</th>
<th>Destinations</th>
<th>Transit Time(Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andorra</td>
<td>3</td>
<td>Liechtenstein</td>
<td>3</td>
</tr>
<tr>
<td>Australia</td>
<td>2</td>
<td>Luxembourg</td>
<td>2</td>
</tr>
<tr>
<td>Austria</td>
<td>2</td>
<td>Macau</td>
<td>2</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>1-2</td>
<td>Malaysia</td>
<td>1-2</td>
</tr>
<tr>
<td>Belgium</td>
<td>1-2</td>
<td>Mexico</td>
<td>3</td>
</tr>
<tr>
<td>Bhutan</td>
<td>3</td>
<td>Monaco</td>
<td>2</td>
</tr>
<tr>
<td>Brunei</td>
<td>1-2</td>
<td>Mongolia</td>
<td>4</td>
</tr>
<tr>
<td>Cambodia</td>
<td>2</td>
<td>Myanmar</td>
<td>2-3</td>
</tr>
<tr>
<td>Canada</td>
<td>2</td>
<td>Nepal</td>
<td>2</td>
</tr>
<tr>
<td>China</td>
<td>2</td>
<td>Netherlands</td>
<td>1-2</td>
</tr>
</tbody>
</table>

Figure 6.19. Service.
Figure 6.20. Tracking, Delivery and Product Related Information.
**Sales Policy:** One price for all destination in Bangkok and greater area but outside Thailand for the destination which mentioned on the detail of shipping.

**Out of stock Items:** As we make every effort to maintain example supply of our stock, occasionally we are out of certain item. Out of stock item(s) will be removed from your order total and this will be reflected on your shipping confirmation e-mail.

**Billing:** Thai Cutlery Product Online store accept the following VISA, MASTERCARD, AMEX, JCB, etc.

**Shipping:** Inside Thailand by EMS (about 1-3 days) Outside Thailand by all major leading Express Services like DHL, UPS, Fedex and TNT.

**Delivery Policy:** Thai Cutlery Product will ship merchandise within 7 days after receipt of an order and payment of merchandise.

---

Figure 6.21: Delivery Method.
Figure 6.22. Tracking Information.
Table Arrangement

Have you ever been to a formal dinner and did not know which piece of flatware—fork, spoon, or knife—to use? How to eat different types of foods? When is it appropriate to use your fingers or when to use and how to use a finger bowl?

Free of charge, as a way for us to say "thank you" for visiting our site and recommending it to friends, are some helpful hints for every dining occasion. The emphasis is on table manners for formal occasions with a focus on Western traditions. If you have an etiquette question that is not answered here, please send us an e-mail. Check back often to see new additions and updated suggestions.

![Image of table arrangement]

**Fully Formal Dinner Place Setting**

1. Napkin
2. Fish Fork
3. Dinner at Main course Fork
4. Salad Fork
5. Soup Bowl & Plate
6. Dinner Plate
7. Dinner Knife
8. Fish knife
9. Soup Spoon
10. Bread & Butter Plate
11. Butter Knife
12. Dessert Spoon and Cake Fork
13. Steaming Water Goblet
14. Red Wine Goblet
15. White Wine Goblet

**Informal Dinner Place Setting**

Same as above except remove the following:
2. Fish Fork
8. Fish Knife
17. Dessert Spoon and Cake Fork

---

Figure 6.23. Table Arrangement (1).
This is the most formal set for the person that likes to entertain in a formal fashion with the correct pieces for every dish. The Formal 11 place place setting consists of the following:

1. Dinner Knob
2. Dinner Fork
3. Dinner Spoon
4. Lunch Knob
5. Lunch Fork
6. Dessert Spoon
7. Fish Knob
8. Fish Fork
9. Cake Fork
10. Tea Spoon
11. Coffee Spoon

This is a great set for the person that likes to entertain and have a slightly more formal look at the table. The Classic 5 piece place setting consists of the following pieces: Lunch Knob, Lunch Fork, Dessert Spoon, Tea Spoon, Butter Knife.

**Figure 6.24.** Table Arrangement (2).
Guest Etiquette - Whether you are invited to dine in a friend's home or a restaurant bringing your best table manners along is a good idea. Practicing at home makes this an easier and enjoyable experience.

Gifts - When you are invited to someone's home, bring along a token of your appreciation. It can be as simple as a jar of homemade jam or as elaborate as a fine bottle of wine. The host/hostess will be grateful that you care about them.

Clothing - When you receive an invitation, ask about the style of dress. Of course, if it is an outdoor barbecue, this is not necessary. Consider the purpose or type of party and the time of day when choosing the appropriate outfit. Never wear a hat at the table or a casual sleeveless shirt.

Napkin - Always place the napkin in your lap when you first sit down. Fold it so that a quarter is folded over at the top. This provides you with double protection from spills.

Posture - Relax and enjoy time with others. Do not rock back in the dining chair and do not prop yourself up with your elbows on the table. Placing the forearm on the table edge is okay. When cutting the food, keep your elbows close to your body. They should rest comfortably near your side.

Figure 6.25. Best Table Manner.
SUCCESSFUL ENTERTAINING

Buffet

For entertaining today, the buffet is the choice for the busy host/hostess. Advance preparation of food, serving ease and cleanup make this a good choice for large or small parties.

Foods - An easy to eat main dish, one or two vegetables, a salad, bread, dessert and coffee or tea. See Table Settings for arrangement of service.

Formal Dinners

If you are having more than six people for a formal dinner, place cards should be used for seating. Alternate seating with a male and then a female.

Foods - Advance food preparation is a must with only garnishes and minor details to wait until serving time. Appetizers and soups are served on the charger plates and then removed before the main course. See Table Settings for arrangement of service.

Tea Party

An afternoon tea party is a delightful way to entertain friends. It can be served in a formal or informal location, in the garden, by the pool, or by the fireplace. A beautiful location is all that is needed for an elegant afternoon tea party.

Figure 6.26. Food for Large or Small Party.
Contact Us

Company information

Thai Cutlery Company Limited
Address: 59/59 New Road, Bangkok, Bangkok 10500 Thailand

Contact: Mr. Seaksen Virachanakit
Telephone: (66 2) 233-6297-9
Fax: (66 2) 233-6397
E-Mail: seaksen@thaicutlery.com
Home Page www.thaicutlery.com

Figure 6.27. Contact Us.
Frequently Asked Questions

Buying Tips

A must read before ordering thank you for choosing Thalixtery.com. We hope these FAQ's (frequently asked questions) will make your shopping easier.

Q. What is the difference between dinner size and place size?
A. Dinner Size is a half and inch bigger on the fork and the knin and most
department, retail stores, and mail order houses carry place size.

Q. How do you ship my order?
Actually, we will ship via our contracted logistic providers as list, for
deliveries charged, please on-line enquiry via individual providers
for domestic delivery services, please choose from these service types.

Q. How long will it take to receive my merchandise?
A. Orders are generally shipped within 3-5 business days. Most of shipping
can be reached most cities in the Europe within 5-4 days, however please
check actual transit time via on-line services from each logistics providers.

Q. What credit cards do you accept?
A. Master Card, Visa, Amex JCB for International and all local credit
cards for domestic.

Return Policy: Any returns must be sent back within 10 days of receipt,
unused, in factory sealed bags, in the original shipping carton, if possible,
along with a copy of the invoice. Prices and inventory subject to change
without notice.

Q. Why can I not find my pattern listed?
A. We have listed the most commonly requested patterns. At the bottom of
every web page returned by a pattern search are fields to complete to
register for any pattern not listed. If you submit online the pattern and
pieces for which you are looking, we will try to locate those pieces and
contact you. There is no obligation to buy.

Q. How do you recommend I use Thalixtery.com Web Site?
A. You can search for our product or register for pieces we temporarily do
not have. You can search by a single pattern or browse alphabetical by

Figure 6.28. FAQ.
### Activities

**Figure 6.29.** Activities.

<table>
<thead>
<tr>
<th>Exhibition</th>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Hong Kong Gifts and Homeware Fair 2001 Hong Kong (Booth: Thai Pavilion)</td>
<td>April 17-20, 2001</td>
</tr>
<tr>
<td>5. BIG II 2001 IMPACT, Bangkok (Booth: Chiangkasant, Bangkok)</td>
<td>October 2001</td>
</tr>
</tbody>
</table>
Thai Official E-Commerce Site ThaiEcommerce.net is the initiative of Thai government to promote qualified manufacturers to use new technology in order to expose their products to customers abroad. The delivery and warranties of Thai products trading on this web site are monitored by Thai government to ensure full satisfaction of customers. You can see our banner present in there.

- Hyatt Hotel
- Radisson Hotel
- Sheraton Hotel
- Imperial Hotel
- Amnet Hotel
- Felix Hotel
- Mercur Hotel
- Le Meridium Hotel

Figure 6.30. Links.
"I enjoyed meeting you in London department stores. I appreciated your time and willingness to discuss another design. I look forward to hearing from you in the near future." M.A.

"Many thanks for your kind phone call and your email letter! You must be one of Thai Cutlery's best sales" H.H.

"I have received the nice kitchen wares (it arrived very promptly) and was very pleased with the condition. The personalized service is also most impressive, it is good to see that the personal touch remains in the electronic age." D.K.

"Your website is smart and your business looks first rate as.

Figure 6.31. Comment.
Techniques to Keep Audience Coming Back to Visit Web Site

Web home pages should look clean, neat, and professionally designed. Consumers must actively go to a Web home page. Therefore, marketers need to attract consumers, keep them coming back and motivate them to tell their friends to visit the site. Here are several techniques:

Design Elements.

1. Thai classical design: Our pages are created by using Thai design, make audiences think of Thai and when they want to buy cutlery. They will recognize 'ThaiCutlery.com'.

2. Make customers trust in us
   (a) We use VeriSign in our payment gateway that will make customers do not worry about their credit card number.
   (b) We guarantee the quality of raw material used.

3. Put URL in search engine i.e. yahoo

4. Banner exchange with well known web sites

5. Company logo: Tells the customer whose store they're in

6. Welcoming message: Tells the prospect what the company does and what information is located on the page.

7. Index: Let's readers know quickly what information is available. Our Indexes can be text only or picture icons or a combination.

8. Pictures: Present a professional image and add to the "wow" factor. However, they are not too small pictures, or too large which will take long time to appear on the screen.

9. Access to easy ordering: Create an icon or link to an order form so the consumer can place the order when he is hot.
Combination of text and graphics to tell our story: pictures of screens can help translate complicated concepts. With these pictures, words might tell the story best.

File size: People can become frustrated if our page sends a large file because it is slow to appear on the screen. So we avoid to that.

Easy access to information

What's new: Every home page should have a "What's New" icon leading to a page that tells consumers about new information and features. Without this device, consumers probably won't find the latest updates. If we don't regularly add new features, people will stop making return visits.

Test the page with different browsers: Each software browser displays text, color and spacing slightly differently. We must test our page against the leading programs to ensure that the browser doesn't frustrate our artist's scheme by pushing text off the screen, bumping pieces of artwork into one another, or other unforeseen problems.

Ordering information: Placing the order must be easy. Your home page should contain an icon that links to an ordering form or displays a phone number in case they worry about online ordering.

Register and comments: Capturing names and addresses of readers is of paramount importance to create relationships. Inviting strategies to gather this information include asking the reader to sign a register and add comments about the home page.

6.8 Analysis and Evaluate for Web Site Development

Benchmarking of competitors' web sites will be vital in positioning the web site to compete effectively with competitors who already have web sites.
A review of other web sites suggests that, for most companies, the type of information that can be included on web site will be fairly similar. The box, 'A web site marketing communications checklist' suggests the type of information that should appear on the web site. During analysis customers can be asked to view such a comprehensive list to evaluate which information they find most useful.

What our web site have against the checklist are as following:

A web site marketing communications checklist

Are there in ThaiCutery.com?

<table>
<thead>
<tr>
<th>(1) About the company</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) History</td>
<td>(Y)</td>
</tr>
<tr>
<td>(b) Contacts</td>
<td>(Y)</td>
</tr>
<tr>
<td>(c) Office locations - addresses and maps</td>
<td>(Y)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(2) Products and services</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Catalogue of products, prices?</td>
<td>(Y)</td>
</tr>
<tr>
<td>(b) Online sales from produce</td>
<td>(Y)</td>
</tr>
<tr>
<td>(c) Delivery times</td>
<td>(Y)</td>
</tr>
<tr>
<td>(d) Detailed technical specifications</td>
<td>(Y)</td>
</tr>
<tr>
<td>(e) Customer testimonials and client list</td>
<td>(Y)</td>
</tr>
<tr>
<td>(f) Special offers</td>
<td>(Y)</td>
</tr>
<tr>
<td>(g) Where to obtain them</td>
<td>(Y)</td>
</tr>
<tr>
<td>(h) Consistent marketing message and branding</td>
<td>(Y)</td>
</tr>
<tr>
<td>(i) Applied throughout.</td>
<td>(Y)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(3) Customer service</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Product returns</td>
<td>(Y)</td>
</tr>
<tr>
<td>(b) Electronic help desk</td>
<td>(Y)</td>
</tr>
</tbody>
</table>
Are there in ThaiCutery.com?

(c) Frequently asked questions (Y)

(4) Events
   (a) Seminars (N)
   (b) Exhibitions (Y)

(5) General information
   (a) Contact us (Y)
   (b) What's New (Y)
   (c) Job vacancies (N)
   (d) Index or site map (Y)
   (e) Links to related sites (Y)

These general needs of customers, for which the web site should be designed to cater, are indicated in Table 6.1. It is apparent that it is not the promotions, design and branding that are perceived as important, but the basic qualities of good information: can it be accessed rapidly, is it easy to find, and is it relevant? The following are ten key reasons for returning to site compare with what our web site have.

Table 6.1. Ten Key Reasons for Returning to Site.

<table>
<thead>
<tr>
<th>Reason to return</th>
<th>Percentage of respondents</th>
<th>ThaiCutlery.com?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. High quality content</td>
<td>75</td>
<td>(Y)</td>
</tr>
<tr>
<td>2. Ease of use</td>
<td>66</td>
<td>(Y)</td>
</tr>
<tr>
<td>3. Quick to download</td>
<td>58</td>
<td>(Y)</td>
</tr>
<tr>
<td>4. Updated frequently</td>
<td>54</td>
<td>(Y)</td>
</tr>
</tbody>
</table>
Table 6.1. Ten Key Reasons for Returning to Site. (Continued)

<table>
<thead>
<tr>
<th>Reason to return</th>
<th>Percentage of respondents</th>
<th>ThaiCutlery.com?</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Coupons and incentives</td>
<td>14</td>
<td>(Y)</td>
</tr>
<tr>
<td>6. Favorite brands</td>
<td>13</td>
<td>(N)</td>
</tr>
<tr>
<td>7. Cutting-edge technology</td>
<td>12</td>
<td>(Y)</td>
</tr>
<tr>
<td>8. Games</td>
<td>12</td>
<td>(N)</td>
</tr>
<tr>
<td>9. Purchasing capabilities</td>
<td>11</td>
<td>(Y)</td>
</tr>
<tr>
<td>10. Customizable content</td>
<td>10</td>
<td>(Y)</td>
</tr>
</tbody>
</table>

Source: Forrester Research poll of 8600 online households, 1998.

6.9 Key Elements of Effective Web Site Design

The key success factors for a web site design strategy can be summarized as the 6Cs of capture, content, community, commerce, customer orientation and credibility. We will now consider these factors:

(1) Capture - since there are estimated to be over one billion web pages (the search engine Altavista references about 200 million web pages). It is highly unlikely that a casual user will visit an Internet site by chance. Web site designers must consider how to promote the web site to acquire these users. This can be achieved by online methods such as ensuring the web site can be easily located via search engines when the appropriate keywords are typed in or by means of banner advertisements to attract visitors to the site. There are also offline promotion methods such as including the company web address in advertisements and stationery.
(2) Content - the content is the key to a web site, since this will be what attracts visitors to a web site and, if they recognize value, it will be what keeps them returning. Interactive content and personalization to a user's preferences can assist in generating return visits.

(3) Community - the ability to develop specialized communities on a web site is one of the special characteristics of the Internet. If the web site designer can harness this, then it will be of great value in generating return visits to a site.

(4) Commerce - all content on a site and the way in which it is designed should be targeted at directly or indirectly generating additional sales transactions. However, many early sites did not offer the facility for online purchases or the call to action was perhaps too subtle.

(5) Customer orientation - in accordance with the mantra of many marketing researchers and authors, who exhort companies to adopt a market orientation in marketing activities, customer orientation is key in web site design. To help customers find the information they need, the content should be targeted at particular customer segments. Customers may be any types of person who uses the site, not just people interested in buying a product. They may include new buyers, existing users of products or other users.

(6) Credibility - since the Internet is a medium where there are likely to be many competitors in any sector (with over five million commercial web sites in 1999), it is important for companies to use the medium to establish that they are reliable and trustworthy. This can be achieved through a high quality brand identity and information about the company that summarizes its pedigree.
VII. PAYMENT

7.1 Our Payment Method

Refer to our business plan:

(a) Short Term Business Plan (1 - 2 years)

We prefer to use the offline payment since Thai's E-commerce laws have not been declared to use. We ask our customers to use letter of credit or other fund transfer between banks by transferring to our account as follow:

The Siam Commercial Bank Ltd.
New Road branch, Bangkok
C/O Handicraft Products Ltd.
A/C 002-9068388 SWIFT No. SICOBKTH

(b) Long Term Business Plan (3 - 5 years)

We plan to use online payment because at this time Thai's E-commerce laws should be declared to use and most customers are familiar to use the online payment. Our payment gateway will use the Security of VeriSign to make the customers trust in payment system.

The traditional Payment has some limitations and some problems that I would like to mention including the topics of 'Non-credit or pre-paid systems, How Electronic Payments fit into the shopping, and Security for Online Ordering' as follows:

7.2 Non-credit or Pre-paid Systems

Most of the non-credit systems operate using a pre-pay principle. In other words, before purchasing an item electronically, the purchaser must already have electronic funds available that can be immediately transferred to the merchant. These funds can exist in a variety of forms, known as electronic tokens. Electronic tokens are usually
purchased from various electronic tokens issuers using a traditional payment device such as a credit card or by a transfer of cash into a personal account.

Credit cards such as Visa or Mastercard

These are the predominant means of making online payments. The reasons for this are that they fulfill well the requirements for a payment system and they are an existing standard.

A customer usually makes a credit card payment direct to the merchant, by filling in the card number and address on an online form.

7.3 Problems with Traditional Payment Methods

Traditional payment methods do not work online for the following reasons:

1. Lack of convenience

   Traditional payment methods generally require that the consumer leave the online platform and use the telephone or send a check in order to make payment.

2. Lack of security

   In order to make a traditional payment over the Internet, a consumer has to provide card/payment account details and other personal information online. Leaving the Internet and providing the card/payment account details over the telephone and/or by mail also entails security risks.

3. Lack of coverage

   Credit cards only work with signed-up merchants, and do not generally support individual-to-individual or direct business-to-business payment transactions.
(4) Lack of eligibility

Not all potential buyers have suitable credit ratings to allow them access to credit cards and/or checking accounts.

(5) Lack of support for micro transactions

Many payments made over the Internet are of sufficiently low value that the cost of a phone call or letter may be too high of an overhead. The cost of handling these payment methods is often too high for the seller to break even.

7.4 Limitations of Traditional Payment

In their present form, traditional payment methods such as checks are not adequate for real-time payment interaction. "Real-time" means that these transactions are triggered and completed when the consumer hits the "pay" button on the Web browser. With real-time payments, a consumer's Web browser delivers payment instructions to a merchant, who forwards those instructions to a network bank. The bank then authenticates the individual and disburses funds to the merchant. The merchant delivers the purchased product upon customer verification.

Off-line payment methods make two fundamental assumptions:

The transacting parties-buyer and seller-will at some time be in each other's physical presence.

There will be a sufficient delay in the payment process for detection of fraud, overdraft, and other problems to be identified and corrected.

These assumptions are not valid for electronic commerce, and thus many of these payment mechanisms are being modified and adapted for the efficient conduct of business over computer networks.
7.5 How Electronic Payments Fit into the Shopping

To understand how electronic payments fit into the shopping experience consider the following process:

The consumer browses for items. Using a Web browser, consumers view an online catalog on the merchant's World Wide Web page, viewing a catalog supplied by the merchant on a CD-ROM, or looking at a paper catalog.

The consumer selects items to be purchased. He does this by comparing prices and gauging the best value based on brand name, prices, quality and other variables.

The merchant presents the consumer with an order form containing to list of items, their prices, and total prices, which include shipping, handling, and taxes. This order form may be delivered from the merchant server to the consumer's PC. Some online merchants may provide consumer with the ability to negotiate pricing (such as by present frequent shopper identification or information about a competitor pricing).

1. The consumer selects the means of payment. The different means payment include digital cash, electronic checks, or credit cards.

2. The consumer sends the merchant a completed order and a means payment.

3. The merchant requests payment authorization from the consumer bank.

4. The merchant sends the customer a confirmation of the order shipper and payment.

5. The merchant ships the goods or performs the requested services as the order.

6. The merchant requests payment from the consumer's financial instillation.

7. The ensuing sections focus on the steps where the consumer chooses a electronic payment mechanism as the means of carrying out the transaction.
7.6 Security for Online Ordering

Taking the order online is easy. Ensuring the confidentiality of the data might not be—at least not yet. Customers can easily order products several ways. They can pick up the phone and call your order center, send an e-mail note, complete an online order form, or print out your order form and send it to you via fax or phone.

Questions of security arise for both consumer and merchant. The consumer wonders if her credit card information is secure on a network. Can hackers steal credit card numbers? The merchant wonders if he can be protected against fraud. Is the person ordering the legal owner of the card or a thief?

The specter of fraud exists for the merchant as well. He might receive calls from thieves who are placing orders with stolen credit cards. Good business practice calls for merchants to call the credit card authorization center to make sure the card is valid. However, fast thieves can place many orders online before the card’s original owner realizes the card is missing and calls in to report the disappearance. By that time, many merchants could be liable for a lot of money.

Just as in any credit card transaction, there are certain risks. Proponents of online shopping say security of credit card numbers is just as reliable—or unreliable—as in any other transaction. After all, thieves can steal credit card numbers from carbons tossed into the garbage in a restaurant or store. Unscrupulous employees can steal credit card numbers given to them over the phone or sent in via mail order. All businesses have risks. The commercial online services assert that they have secure systems that cannot be violated by hackers trying to steal credit card information. The Internet does not make such claims.

Companies are developing data encryption software that will make all information—including credit cards—more secure. The threat of stolen credit card numbers
might be a thing of the past very rapidly as companies create encryption programs. Microsoft and VISA announced that they had developed a secure system, as did Netscape Communications Corp., of San Jose, California, a leading publisher of Internet software, which formed an alliance with First Data, a credit card processor, based in Hackensack, New Jersey. Other players in the market include Cyber Cash of Vienna, Virginia, and Open Market, Inc., Of Cambridge, Massachusetts.

Because of these potential risks, banks also are wary about online transactions and have established stiffer than usual requirements for new merchants who sell products online. They are taking a hard-nosed approach to granting credit card processing terminals to companies that do business on online services.

"Banks are afraid of mail order and online businesses. They don't want to take the risk of being vulnerable," says Bob Schechner of Northwest Bank Services of Phoenix(602) 948-3102, which arranges for online businesses to obtain credit card processing services, a process that takes about two weeks. He urges companies to take these steps to protect themselves from fraud and returns:

1. Send the product by a carrier that gets a signed record of delivery. Customers can't claim they never received the product. If they honestly didn't receive the product, the shipper's records can be traced.

2. Call the credit card authorization center to verify the credit card number before shipping the product.

3. Ship the product quickly. People change their minds and then claim they never ordered the product.

4. Ask for the customer's address for verification purposes. This is especially important for online orders of information products or other products that are transmitted to the customer over the online system like a newsletter,
software, research or consulting service. In those cases, the merchant or consultant probably wouldn't have thought to make a record of the address because he isn't mailing or shipping anything over a normal shipping route to the customer.

(5) Ship the package COD (Cash on Delivery).
VIII. DELIVERY MANAGEMENT

We are able to ship products to most countries outside Thailand. However, our customers will check via online service from our logistics providers and pay with the International credit card. Most orders are Express Service shipped via DHL, Fedex, UPS and TNT Express Service. Customers may be required to pay customs duties and/or taxes when they receive their order. Customers can check the delivery status by using the tracking number of the logistic company.

(The detail of TNT, FedEx and UPS are shown in Appendix A)
IX. CONCLUSIONS AND RECOMMENDATIONS

9.1 Conclusions

The Internet has touched nearly everyone in the developed world in some manner. It offers an efficient channel for information and another way to reach the customer, but it must be handled with care. The Internet will not work alone, but when it is used in combination with good business fundamentals and an existing offline infrastructure, it is an incredibly powerful tool to interact with both consumers and other industry players.

After the web site is completed, we recheck with the objectives of the project again, and found that all of them have been done. The ways that we manage our proposed web site are as follows:

1. To apply the knowledge learnt in marketing, web programming, and web design to develop the web site, try to make it attractive and would like audience to visit again and again.

2. To conduct a SWOT analysis, customer delivered value (CDV), Marketing mix (4 P’s) and show how implementation has be done.

3. To provide the marketing plan by setting target market, market positioning and promotional mix.

4. To sell physical goods online as one of the sale channels and delivery of goods takes place through traditional means.

5. To update web site products frequently.

6. To use the web site as a tool to support the traditional storefront.

Create a “store” on-line. No need for overhead related to having a building, displaying inventory and hiring sales personnel to watch the store, and the other benefits of E-Commerce to my business may include capabilities to:
(1) Extend the range of sales territory
(2) Expand reach to new clients
(3) Improve service to existing clients
(4) Reduce paperwork and time spent on correspondence
(5) Track customer satisfaction
(6) Expand markets beyond geographical, national boundaries
(7) Improve inventory control and order processing
(8) Establish position in emerging E-Commerce marketplace
(9) Lower costs of overhead and expedite billing
(10) Realize economies of scale by increasing sales volume to new markets
(11) Improve or expand product lines - locate new suppliers, products that could be included in catalogue.

We need to attract consumers, keep them coming back and motivate them to tell their friends to visit our site such as improve our web site more attractively, easy access to information, what's new to tell consumers about new information and features, access to easy ordering, put our URL in well known search engine, banner exchange with well known web sites and so on. Every document that is delivered to the audiences will have our URL name and our e-mail address. We contact them by e-mail that will reduce so much cost. After they place their order, we will make production as their order, asking them to pay money offline, by letter of credit or other bank transferred. Customers may use FedEx, UPS, TNT and so on for delivery.

We realize that after completing the web site, we still work harder and harder because our e-commerce is not the destination but it is a journey.
9.2 Recommendations

Our online business is an evolutionary process and should grow as our business grows. If we ignore our site and its possibilities, we will miss out on a major opportunity to grow our business in the future. So managing for the future is very important as the following:

(1) Review and improve our web site at least once a year to make it more attractive and to use the pull technology that will make visitors come to see our web site again and again.

(2) Set up sale promotions at special occasions as on Christmas day or New Year day by offering special package sets at special prices.

(3) Serve customers better and better and set up call center.

(4) Catch up the IT technology that may use to improve our online business.

(5) Collect customers' information and e-mail address, and send some useful information or send beautiful greeting cards with our products inside for some special occasion such as birth day, Christmas, New Year, etc. The pictures and our shop name will remind them to visit our web site, make more customers' relationships.

(6) Range top ten best selling items for new customer's buying decision.

(7) Increasing production lines and product categories with more attractive designs.

(8) We will use and effectively use e-mail and the Web to keep customers informed of their orders' status.

(9) We will exchange our banners more with other sites.
(10) Use more marketing techniques, SWOT analysis and get more marketing data to analyze. Try to review the current situation and improve our website.
APPENDIX A
DELIVERY MANAGEMENT
Figure A.1. Internet Sales Fulfilment.
Figure A.2. Tracking Data Flow.

Figure A.3. Tracking on Customer Internet.
Figure A.6. Goods Receiving Confirmation and Goods Delivery via XML.
Table A.1. A Sample of UPS Destination Countries.

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Table A.2. A Sample of UPS Shipping Rate.

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