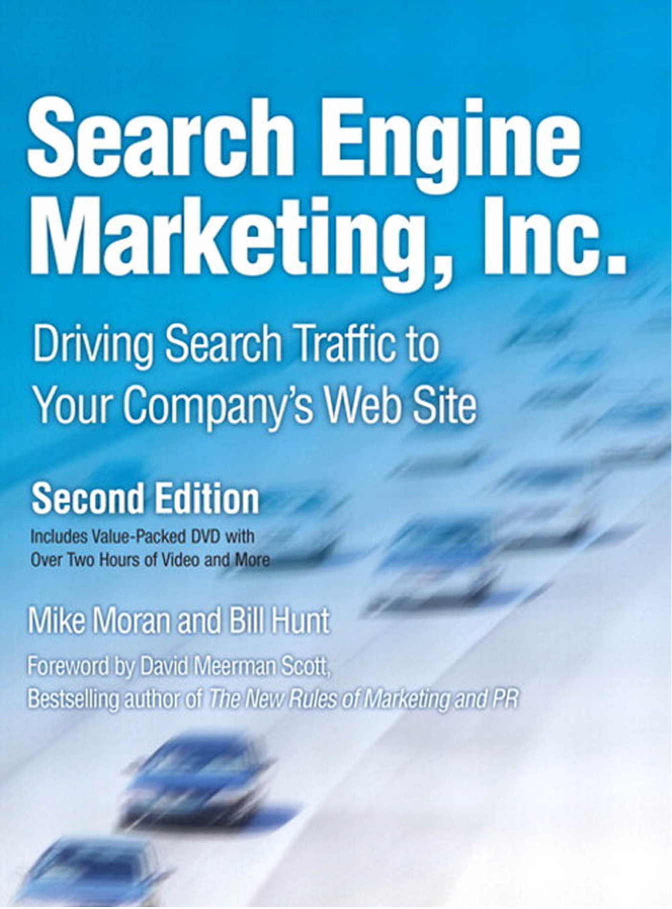

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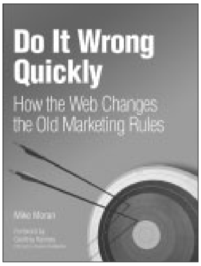

Do It Wrong Quickly
How the Web Changes the Old Marketing Rules
Mike Moran

Do It Wrong Quickly

How the Web Changes the Old Marketing Rules

by Mike Moran

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For decades, marketers have been taught to carefully plan ahead because “you must get it right — it’s too expensive to change.” But, in the age of the Web, you can know in hours whether your strategy’s working. Today, winners don’t get it right the first time: They start fast, change fast, and relentlessly optimize their way to success. They do it wrong quickly…then fix it, just as quickly!

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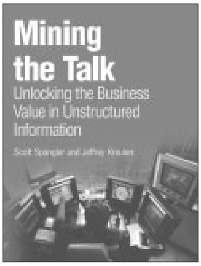

Mining the Talk
Unlocking the Business Value in Unstructured Information
Scott Spangler and Jeffrey Kreulen

Mining the Talk

Unlocking the Business Value in Unstructured Information

by Scott Spangler and Jeffrey Kreulen

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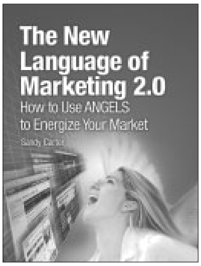
The New Language of Marketing 2.0
How to Use ANGELS to Energize Your Market
Sandy Carter

The New Language of Marketing 2.0

How to Use ANGELS to Energize Your Market

by Sandy Carter

ISBN: 0-13-714249-8

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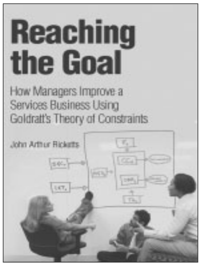
Reaching the Goal
How Managers Improve a Services Business Using Goldratt's Theory of Constraints
John Arthur Ricketts

Reaching The Goal

How Managers Improve a Services Business Using Goldratt's Theory of Constraints

by John Arthur Ricketts

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Managing services is extremely challenging, and traditional "industrial" management techniques are no longer adequate. In *Reaching The Goal*, John Arthur Ricketts presents a breakthrough management approach that embraces what makes services different: their diversity, complexity, and unique distribution methods.

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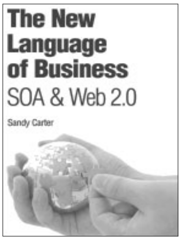
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SOA & Web 2.0
Sandy Carter

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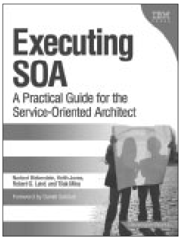
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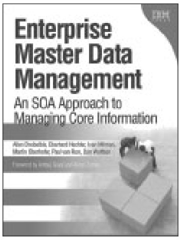
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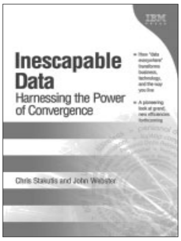
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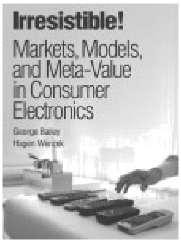
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“Keeping pace with the rapidly changing search marketing landscape, the latest edition of Bill Hunt and Mike Moran's search industry bible, *Search Engine Marketing, Inc.*, incorporates informative and enlightening sections on optimizing multimedia, improving Web site search, and the emergence of social media and what it really means to the search marketer. There is valuable information in this book to help inform at every level from the beginner who is curious about search to the advanced enterprise search marketer. Taking a very complicated, technical, and data-driven industry and making it easily understandable and actionable is no small task, and *Search Engine Marketing, Inc*. succeeds on every level. If you only read one book on search marketing principles and best practices, this is the one.”

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Senior Manager, WW Search Marketing, Adobe Systems, Inc.

“With S*earch Engine Marketing, Inc.*, Bill Hunt and Mike Moran have successfully updated what is already known in the industry as “The Search Marketing Bible.” With new content, examples, and insight including social media and Web site search, this is a must read book for marketers at companies of all sizes from start-ups to the Fortune 100.”

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CEO of TopRank Online Marketing and Author of *Online Marketing Blog*

“Search is the opportunity of our time because of its ability to match up your online presence with relevant customers. It is big, it is small, it is simple, it is complex, but most of all it is deeply monetizable—if done right. That last part is where *Search Engine Marketing, Inc*. comes in. Mike and Bill have done a fantastic job of updating their bestseller. Any organization that wants to get search needs to get this book.”

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—Jochen Specht
Director, Web Strategy, Siemens Corporation

“Search engine marketing is often complicated. The subject can overwhelm the novice and expert alike. But Mike Moran and Bill Hunt cut through this complexity. They approach search marketing pragmatically with a calm focus on what really matters. If you run a Web site and want to bring in qualified visitors, spend an afternoon talking shop with Mike and Bill. If that isn’t an option, buy their new book!”

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Founder and President, The Rimm-Kaufman Group

“Thorough and authoritative, Mike Moran and Bill Hunt chose their title well. They literally wrote *the* book on search engine marketing. Beginners won't be lost, experts won't be bored, and everyone will walk away knowing more about this critical topic.”

—Tim Peter
Internet Marketing Executive, Author of the *Thinks* blog

"This book is required reading for anyone involved in marketing online—especially search. It provides precisely the right amount of depth and ideas to either get you off the ground or to optimize a highly complex site to meet your business goals. It's written in a way to be accessible to both small site owners and mega-site managers, and I've found it invaluable for my team."

—Crispin Sheridan
Senior Director, Global Search Strategy, SAP

"When Bill Hunt and Mike Moran wrote the original *Search Engine Marketing, Inc.*, I didn't think it could ever be better. I was wrong. They rewrote it and did just that—made the book even better!"

—Andy Beal
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"Mike Moran and Bill Hunt have provided a most comprehensive roadmap to both putting together a new search engine marketing program or overhauling an existing one within the enterprise environment. It talks about not only how to build an effective SEM program, but also how to sell it internally to all the internal stakeholders whose buy-in is critical for the SEM program's long-term success. This book is an invaluable resource with practical advice and should be required reading for all search engine marketers on your team."

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Chief Marketing Officer, E-Loan

"This book is rock solid. It covers all the bases of search engine marketing, including multimedia and social media. Whether you're a veteran search marketer or a newbie, whether it's a reference for your bookshelf or a comprehensive primer you're after, you won't go wrong with *Search Engine Marketing, Inc*."

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Founder and President, Netconcepts

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—Edgar Valdmanis
MBA, Marketing Director, The Norwegian Computer Society

Praise for *Search Engine Marketing, Inc., First Edition*

"A very comprehensive, yet light-hearted guide for internet managers that demystifies search engine marketing and provides practical advice for success."

—Piers Dickinson
Global Internet Marketing Manager, BP

"Outlines every one of the major strategic steps to develop your search marketing initiatives. This book teaches Web marketers what to do from the beginning so they can implement a successful search marketing program—the strategic steps to define the scope and cost of your search marketing program, develop a team, create a proposal, get executive approval, manage, and measure your search marketing program. You have to read it to appreciate it!"

—Cynthia Donlevy
Web Marketing & Strategy, Cisco Systems, Inc.

"Getting your site indexed is the most fundamental, yet one of the most challenging, aspects to search engine marketing. *Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Web Site* is a detailed and comprehensive guide through the pitfalls and opportunities of this complicated subject. I started reading Chapter 10, "Get Your Site Indexed," and haven't really put it down since. It is a wonderfully well-written and detailed reference that you will come back to again and again to get more out of your SEO efforts. From price engines to paid placement, Chapter 14, "Optimize Your Paid Search Program," covers everything you *need* to know about paid search. I have yet to come across a more useful book for SEM pros. From budgeting to bid strategy and optimization, Mike and Bill take you through the steps to create successful paid search campaigns. Whether you are just starting out in paid search or are already a power player, you will learn something new from this book."

—David Cook
Search Marketing Manager, Buy.com

"This book has no silver bullets or snake-oil potions that will magically propel your site to the top of every search engine. What it offers instead is the most comprehensive, well-thought-out, and well-motivated treatment to date of all aspects of search engine marketing from planning to execution to measuring. If you are involved in any way in the economic aspects of Web search technology, you need this book on your shelf."

—Dr. Andrei Broder
Yahoo! Research Fellow and Vice President of Emerging Search Technology

"Mike Moran and Bill Hunt have delivered a masterpiece on enterprise search marketing. Both engaging and results-focused, *Search Engine Marketing, Inc.* guides the marketer through the basics of why search is important and how search engines work to the more challenging organizational tasks of selling a search marketing proposal to executives and executing on a search marketing plan.

Unlike many previous search engine optimization books that have treated search marketing as a guerilla approach disjointed from other organizational needs, *Search Engine Marketing, Inc.* shows how to incorporate search into the overall marketing mix in order to increase both customer value and business return-on-investment.

Full of real examples from other enterprise search marketing organizations and thoughtful treatment of the business issues surrounding search, this book is the reference volume for bringing a successful search marketing program to fruition in the organization."

—Jeff Watts
Search and Community Manager, National Instruments

"Search Engine Marketing, Inc. is the ultimate source on how to implement a search marketing campaign. The book provides actionable instructions on topics from how to get the finances within your organization to how to make your pages rank well in search engines. Beyond that, the book explains conversion metrics and projecting your success. For anyone within a large organization, looking to make a difference with the corporate Web site; the book is a 'no-brainer.' For any professional SEO or SEM, the book is a must read. The manner in which Bill Hunt and Mike Moran organized the book is both unique and smart. Both Bill and Mike are also extremely professional public speakers on the topic of Search Marketing. I have been to dozens of search marketing conferences, and I can honestly say, I am as impressed with this book as I am with their top presentations."

—Barry Schwartz
CEO, RustyBrick, Inc.

"Bill and Mike's book provides an excellent in-depth resource for companies examining their search marketing strategy. In addition to actionable SEO tips, this book outlines how to successfully develop a search strategy, determine what to outsource versus keep in house, and how to precisely outline the business case and 'sell' search to executive decision-makers. If your company is wondering how to enter the search space—or if you're revising your online strategy—read this book."

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—Rob Key
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Driving Search Traffic to Your Company's Web Site

Mike Moran and Bill Hunt

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IBM Press Program Managers: Tara Woodman, Ellice Uffer

Cover design: IBM Corporation

Associate Publisher: Greg Wiegand
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Library of Congress Cataloging-in-Publication Data

Moran, Mike, 1958-
Search Engine Marketing, Inc. : driving search traffic to your company's web site / Mike Moran
and Bill Hunt. -- 2nd ed.
p. cm.
Includes index.
ISBN 0-13-606868-5 (pbk. : alk. paper)
1. Internet marketing. 2. Internet advertising. 3. Electronic commerce. I. Hunt, Bill. II. Title.
HF5415.1265.M665 2009
658.8'72--dc22
2008026522

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Fax (617) 671 3447

ISBN-13: 978-0-13-606868-6
ISBN-10: 0-13-606868-5

Text printed in the United States on recycled paper at Edwards Brothers in Ann Arbor, Michigan.

Fourth Printing: November 2011

Dedications

To my wife, Linda, and my children, David, Madeline, Marcella, and Dwight, with great appreciation for their support for me.

—Mike Moran

To my wonderful wife, Motoko, and my children, Mariko and William, for their tremendous patience, encouragement, and support.

—Bill Hunt

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Foreword

Whenever I begin a speech, I pose four questions to the audience and ask them to raise their hands if the answer to a question is “yes.” How would you answer?

In your personal or professional life in the past two months, when trying to fix a problem or to research or buy a product, have you

1. *responded to a direct mail advertisement?*
2. *consulted magazines, newspapers, TV, or radio?*
3. *used Google or another search engine?*
4. *electronically contacted a friend, colleague, or family member who responded with a Web URL that you then visited?*

Over the course of a year, in front of more than ten thousand people from many dozens of groups including college students, marketing professionals, and executives at Fortune 500 companies, the answers were surprisingly consistent. Between 5 percent and 20 percent of people answer each of the first two questions affirmatively. These answers mean that the ways most companies have historically reached people—advertising, direct mail, and pleas to the mainstream media for coverage—are only effective in reaching a small portion of potential customers. However, between 80 percent and 100 percent of people raise their hands to indicate that they have used a search engine to find a solution to a problem or to research a product or that they have checked out a Web site suggested by a friend, colleague, or family member. Clearly, creating effective Web sites that are indexed by search engines is critical for any business.

Unlike nontargeted, in-your-face, interruption-based advertising, search engine results are content that people actually *want* to see. How cool is that? Rather than forcing you to convince people to pay attention to your products and services by dreaming up messages and ad campaigns, search engines deliver interested buyers right to your company’s virtual doorstep. This is a marketer’s dream-come-true.

However, most marketers don't know how to harness this exciting form of marketing. Their most common mistake is to spend way too much time worrying about the keywords and phrases they want to optimize for and not enough time creating great content on their site—content that search engines will reward with lots of traffic and that visitors will find useful. And nearly all organizations are terrible at building an effective landing page, the place people end up when they click on a search hit. Too often, buyers arrive at a site only to wonder what they're supposed to do now. It's like the outdoor part of a Hollywood movie set. Sure it's a beautiful facade, but if you actually went through the front door, you'd find nothing there.

Okay, so that's the bad news. The good news is that these common problems are easily solved. *Search Engine Marketing, Inc.* shows you how, with a step-by-step process and in an engaging and approachable style. Mike and Bill understand that search engine marketing calls for a delicate blend of art and science, and they'll help you incorporate both aspects into your own search strategies.

My copy of the first edition of *Search Engine Marketing, Inc.* is ratty and dog-eared from extensive use. It's full of coffee stains and my own scribbled notes. Because it so effectively demystifies search engine marketing and provides such practical advice for success, I turn to it again and again and recommend it to audiences worldwide. This book is not academic blather or geeky techno-speak; it's an approachable and digestible guide chock-full of real-life examples.

I've been eagerly awaiting this new edition, particularly the new material on social media. I know Mike's and Bill's ideas will continue to generate business for me, and they'll do the same for you. If you follow the ideas in *Search Engine Marketing, Inc.* you'll drive more traffic to your site and convert more visitors into customers.

—David Meerman Scott
Bestselling author of *The New Rules of Marketing and PR*

Preface

Search marketing demands a curious mix of business, writing, and technical skills. No matter what skills you have, you probably have *some* of the skills needed to succeed, but not *all* of them. This book will fill the gaps.

If you possess marketing skills, or you have a sales or other business background, you will quickly see the ways that search marketing draws on your previous experience, but you will also learn how it is different. Like any form of marketing, you will focus on the target markets you want to reach—in this case, searchers looking for certain words. You will segment those markets. You will realize that your Web pages are your marketing communications materials. You might see parallels to direct marketing as we relentlessly measure our success, or perhaps you will see the possibilities for search marketing to burnish your brand image. Regardless, like all marketing, you will learn to design your search marketing program to meet your company's larger goals. Unlike other forms of marketing, search marketing is not designed to interrupt people with an advertising message. Successful search marketing meets people at their point of need. When searchers want something, you must be ready to satisfy them with what they want, even if you would prefer to sell them something else.

As critical as marketers are to success, search marketing is, at its core, a writer's medium. Like direct marketing, a well-crafted message is critical to enticing a searcher to click your page. Once at your site, the words on your page also influence whether the prospective customer buys your product or abandons your site. But search marketing relies on skilled writing to an even greater extent, because the search engines choose the pages they show based on *words*. You will learn how to write the words that your customers *and* the search engines are looking for. If you are a writer, you will find search marketing a challenge like none you have ever seen, but one that can reward your company richly.

If you have technical skills, you are needed, too. Search marketing depends on your Web site's design and operation. Many commonly used Web technologies stop search marketing cold. You will find that search marketing is similar to other technical projects—you must understand the requirements so that you can develop the solution. You need to develop a business case to see the value so the work can be prioritized and funded for your busy IT team. You will need a project plan to execute on schedule. You will have standards and operational procedures that keep the system running smoothly. If you are a Webmaster, a Web developer, or any kind of technologist, your skills are vital to search marketing success.

If you are looking for a book about the secrets of search marketing, this book does have a few. However, they might be secrets of a surprising kind. Some people think of search marketing as an arcane pursuit where you need to know the "tricks" to get search engines to show your site. But those tricks are not the secrets of search marketing—you do not need tricks to succeed. What you really need is a firm understanding of how search marketing works, a methodology to plan your search marketing program, and the information required to execute it. The biggest secret of search marketing is that knowledge, hard work, and flawless execution are all you need. This book shows you how to get all three.

In Part 1, we cover the basics of search marketing. What is search marketing? Why is it so difficult? How do search engines and search marketing work? And what are searchers looking for anyway? Marketers and writers will learn more about search technology. Technologists will be exposed to the opportunity search marketing offers your company. You will all learn how to segment searchers based on their behavior, so you will know what they want from your site. Part 1 will teach you all the background you need to formulate a custom search marketing program for your company—which is what you will do in Part 2.

Part 2 takes you step by step through developing a proposal for your own search marketing program. You will learn how to identify the goals of your Web site and measure your current success in meeting them. You will learn how well you are doing at search marketing today and how much it is worth to do better. We show you how to estimate your costs, choose your strategy, and get your proposed program approved by your executives and by all the folks in your company who you need on your side. Because search marketing demands cooperation from so many people in your company, we show you proven ways to get each kind of person to work hard on your program.

Part 3 explores all the details you need to execute your program. Every Web site poses different challenges to a search marketing program. You will learn how to diagnose problems on your site and correct them. We teach you methodologies for every part of the search marketing process that you can apply to your own business. And we explain how to measure everything in your program so that you can improve the operation of your program every day.

Because search marketing undergoes change each year, we've thoroughly updated every chapter in this second edition to reflect changes in the industry. But Part 4 also adds two entirely new chapters, with one covering multimedia and social media, and the other teaching you to apply your search skills to improve the search facility on your own Web site.

Throughout the book, you will see icons that signify special material on two important subjects. The first, shown at the left, is the **spam alert** icon, which warns you about overly clever tricks that pose a real danger to your search marketing campaign. You are probably familiar with e-mail spam, when you get unwanted messages in your inbox, but search marketing has its own meaning for spam—any technique that is designed mainly to fool the search engines to gain an untoward advantage. That is an overly broad definition, but we explain exactly where the ethical lines are drawn every time you see this icon. Spam can be hazardous to the health of your search marketing program, because search engines have rules to control search marketing behavior—when you break the rules, you will suffer the consequences. Whenever you see this icon, you will know that there is a line that you cross at your own peril.

You will also see, shown at the left, the **global tip** icon, which alerts you about techniques that are especially relevant to international search marketing campaigns. Most of the advice in this book is pitched to an audience of U.S. companies and companies using Google, Yahoo! Search, and other English-language worldwide search engines. You will learn, however, that searchers in many countries use search engines specific to that country, and that your non-English content sometimes has special issues that must be addressed. We highlight those areas in the book for you. Whether your Web site serves international visitors now, or you are considering doing so in the future, these tips are important for you.

No matter what your background, you are already partially prepared to become a **search marketer**. In this book, you will learn why it is so important to form a team of skills outside your own. Marketers, writers, technologists, and folks from other fields must collaborate to make search marketing work. You will find out why it is that the larger your Web site, the harder that collaboration can be—but you will also learn how to pull it off. Your business can coordinate these diverse skills to create a successful search marketing program. You just need to know how.

Whether you have been turned off in the past by experts selling quick-fix voodoo or you have just found search marketing too complicated or too intimidating, put that behind you. This book explains everything you need to know in simple terms that you can understand no matter what your experience. If you can use a Web browser, you can learn search marketing.

Every day, more and more business is done on the Web. And, increasingly, people looking to do business start with a search. Remember, if they can't find you, they can't buy from you. Discover how your company can be found.

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Acknowledgments from Mike

Leading my list of people to thank is Bill Hunt, my coauthor. When I first met Bill, I was an expert in search technology, but knew almost nothing about search marketing on the Web. To me, if there was a problem with a search engine returning the wrong results, then we should dive in and tweak the ranking algorithm until it worked. Uh, right. Bill quickly showed me the rules of the search marketing road, and I started to learn search from the outside in—how to change our site to get what we want. In our work together at ibm.com®, Bill has helped me through every difficult problem and has made it fun. Working on a book is never easy, but working with Bill made it as easy as possible.

I would like to thank my IBM management, including John Rosato and Lee Dierdorff, for their encouragement to complete this book. (I want to stress that the opinions expressed in this book are mine alone and do not necessarily reflect those of the IBM Corporation or IBM's management.) I also want to thank Doug Maine, David Bradley, and Jeanine Cotter, my former executive management at IBM, who were willing to take a chance on search marketing at IBM. This book is a compilation of what worked, but I want to thank them for riding out the things that did not work out as well.

I want to thank Jeff Schaffer from my IBM team, a good friend with a wonderful mind, who worked with me to develop many of the original ideas in the Web Conversion Cycle. Special thanks go to IBM teammate Alex Holt for reviewing every page of the book and offering helpful suggestions.

I'd also like to thank Alex for reviewing Chapter 17 in the second edition, as well as Lee Odden for providing a review of Chapter 16.

The team at IBM Press, especially our editor Bernard Goodwin, was very helpful, and Daria Goetsch reviewed several chapters and provided helpful comments. Many others provided assistance and encouragement along the way, including Andrei Broder, Kevin Chiu, Gideon Sasson, and others whom I am probably forgetting.

Most of all, I want to thank my wife, Linda, and my children, David, Madeline, Marcella, and Dwight, who made so many sacrifices so "Daddy could write his book," being patient while I spent many hours writing on top of an already heavy workload from my day job at IBM. Without their love and support, I certainly could never have completed this book. I have read many acknowledgments of authors thanking their families for the heavy burdens they carried while the book was written, and I now understand what those other authors were saying. My family deserves every accolade for helping me complete this. I love them very much.

But my wife, Linda, requires a special acknowledgment for her work on this book, because it goes so far beyond anything an author would ever expect of a spouse. Before this book ever went to the publisher, Linda proofread it. And copyedited it. And the publisher was very pleased with how clean it was (crediting Bill and me far too much). But even those exhausting tasks do not scratch the surface of what Linda put into this book.

Linda is herself an accomplished magazine writer and book author, thus bringing a level of professionalism and experience to the craft of writing that she painstakingly taught me throughout the writing of this, my first book. But Linda brought even more to this book than her writing skills. Linda has worked as a programmer in a large company and is the Webmaster of three Web sites, so she is actually the perfect audience for this book. Her keen technical mind and corporate experience made her the ideal reader. We spent hours brainstorming ideas for the book, honing them until we agreed on the best way to explain them. As Bill and I "completed" each chapter, I would present it to Linda to see whether it made any sense to her, as someone who should understand it perfectly. And occasionally it did. But more frequently, Linda pointed out a critical flaw in terminology, a better organization for the same information, an improvement to a figure, or simply a technical error that we had overlooked. It sounds trite to say that this would not be the same book without Linda, but it is true. You would not believe how much harder to understand it would be. Linda did not just proofread or copyedit the words, she inspected the ideas. She judged the nomenclature, the style, the consistency, the flow—she worked over every thought and every word. Linda was truly our editor, in every sense of the word.

—Mike Moran

Acknowledgments from Bill

I would like to thank Mike Moran, my coauthor on this book, for his encouragement, vast knowledge, and willingness to partner with me to write this book while managing an already heavy workload. Without Mike's encouragement, gentle nudges, constant pacing, occasional kick in the backside, and, of course, his sense of humor, I could never have started this book, let alone finish it. I am indebted to Mike for his writing style that gave my rants a consistent voice that made them more than informative and actually interesting to the reader. Furthermore, Mike has been my mentor, teaching me how to effectively navigate the complex maze of a large corporate structure to actually demonstrate that search engine marketing is the ultimate marketing tool. It was under this tutelage that the methodologies included in this book were allowed to incubate and be tested on one of the greatest Web sites in the world.

A very special thank you and debt of gratitude goes out to Linda Moran for her unbelievable support of Mike and me on this book. Linda's assistance in reading and critical reviews of the book were helpful beyond belief. Mike and I wanted to write a book that was informative and helpful to the beginner and advanced optimizer alike. Linda's reviews and recommendations for changes were absolutely correct and, I believe, integral to us achieving that goal. In addition, thank you Linda for sacrificing your time with Mike to allow him to work with me on this demanding project.

I would like to thank the brilliant team of search marketing strategists from Global Strategies—Jeremy Sanchez, Andy Weatherwax, and David Turner—for their tremendous knowledge, support, ideas, research, content reviews, and undying encouragement of this effort. I need to thank them for picking up the slack with our clients while I was writing, which allowed us to keep them happy and pay the bills.

A thank you goes out to the members of the IBM Search Effectiveness team, who have helped me to refine many of these techniques and have been my sounding board. Thanks go to

Marshall Sponder for his honest reviews and assistance in refining the metrics for the enterprise, to Daniele Hayes for her insights into managing paid placement, and to Jessica Casamento for challenging me to develop intuitive audit tools to be used by the business units.

I also want to thank the IBM Corporate Webmaster team, especially Klaus Johannes Rusch for his technical insight and help to understand how to really motivate and work with Webmasters.

I want to thank my IBM management team, specifically John Rosato and Lee Dierdorff, for their support of Mike and me in working on the book and their support of search engine optimization efforts. I need to further thank John for his relentless desire to rank well and deliver almost impossible traffic increases to the site, both of which forced me to work harder to crack the code of delivering effective enterprise search engine marketing. Thank you to the IBM marketing team, including Lisa Baird, Eric Siebert, Richard Toranzo, David Manzo, and Claudio Zibenberg, for their support of search engine marketing and making it part of the marketing mix.

I want to give special thanks to my wife, Motoko, and my children, Mariko and William, for their tremendous support and encouragement during this project and for the many sacrifices they made so that I could take the time to write—even on vacation!

I need to offer a heartfelt thank you to Motoko not only for her support on this book but also for her dedication to my career, often at the sacrifice of her own, for the past 20 years. It is so true that behind every successful man is a strong woman, and Motoko is just that woman! Without her tremendous support, love, and understanding, this book and my overall success would not have been possible. I further need to thank her for allowing me to become the expert in Japanese SEO by keeping me current and providing many deep insights that I could have never realized alone. Thank you!

Additional thanks go to Andy Weatherwax who cleaned up my mess with the graphics and created many of the custom images. Thank you to Kevin Lee of Did-it for reviewing the paid search segments of the book and giving honest feedback and guidance that helped ensure accuracy and relevancy.

The team at IBM Press, especially our editor Bernard Goodwin, was very helpful and kept us from floundering during our first writing experience. Thanks to Tara Woodman for helping us through the IBM Press process, Kristy Hart for the production support that turned our binder of paper into an actual book, and Daria Goetsch for reviewing several chapters and providing insight to make some complex thoughts easier to understand.

Many others provided assistance, examples, and encouragement along the way, including Andrei Broder, Rob Key, Adam Glazer, Roger Balmer, Marshall Simmonds, Derrick Wheeler, Detlev Johnson, Joe Morin, Sherwood Stranieri, Danny Sullivan, Chris Sherman, Tor Crockatt, Neeraj Agrawal, Mike Grehan, and many others to whom I apologize for not listing here.

—Bill Hunt

About the Authors

About Mike Moran

Mike Moran has worked on the Web since its earliest days, in both marketing and technical roles, including eight years at ibm.com, IBM's customer-facing Web site. In 2008, Mike retired from IBM to pursue speaking, writing, and consulting, including serving as Chief Strategist for the digital communications agency Converseon.

Mike is also the author of *Do It Wrong Quickly: How the Web Changes the Old Marketing Rules*, named one of the best business books of 2008 by the *Miami Herald*. Mike also writes regular columns on search marketing for the *WebProNews* and *Search Engine Guide* Web site. He is the founder and largest contributor to the Biznology blog (www.biznology.com). Mike is a frequent keynote speaker on Internet marketing at events around the world, serves as a Visiting Lecturer to the University of Virginia's Darden School of Business, and he holds an Advanced Certificate in Market Management Practice from the Royal UK Charter Institute of Marketing.

Mike also has a broad technical background, with over 20 years experience in search technology working at IBM Research, Lotus, and other IBM software units. He led the product team that developed the first commercial linguistic search engine in 1989 and has been granted five patents in search and retrieval technology. He led the integration of ibm.com's site search technologies as well as projects in content management, personalization, and web metrics. Mike led the adoption of search marketing at ibm.com back in 2001 and pioneered product search facilities that dramatically raised conversion rates. Mike was named an IBM Distinguished Engineer in 2005 and an Open Group Distinguished IT Specialist in 2008.

Mike can be reached through his Web site (www.mikemoran.com) and you can follow him on Twitter at @mikemoran.

About Bill Hunt

Bill has been a pioneer in search marketing and is considered the top thought leader on enterprise and global search engine marketing. He is an internationally recognized search marketing expert who has spoken at conferences in over 30 countries. Press, industry analysts, and corporate leaders frequently seek Bill's advice to effectively leverage enterprise and global search marketing.

Bill is currently the President of Back Azimuth Consulting—a new generation of consultants helping companies leverage search and social media data to better understand the voice of the consumer and then translate it into highly relevant and sales driven content. Bill has previously been the CEO of two of the largest global search marketing firms, Global Strategies and Outrider, both of which were acquired by WPP. As the CEO of these companies, Bill grew them to be highly respected market leaders and oversaw the global expansion providing strategic search marketing services for many Fortune 100 companies, such as Adobe, Cisco, IBM, Intel, Nestle, P&G, and Zurich Financial.

Bill writes for a number of leading publications such as Search Engine Watch and Search Engine Land. Bill is currently on the board of directors of the Search Engine Marketing Professional Organization and is active in growing SEMPO's international base of members. Bill has also been named by *BtoB Magazine* one of the Top 100 B2B Marketers.

Bill is a veteran of the U.S. Marine Corps, and he earned a B.A. in Asian Studies/Japanese from the University of Maryland, Tokyo Campus, and a B.S. in international business from California State University, Los Angeles. Bill can be reached through his company Web site (www.back-azimuth.com) or his blog (www.whunt.com) and you can follow him on Twitter at @billhunt. Visit www.semincbook.com for detailed information and tips on global and enterprise search marketing.

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CHAPTER 1

Why Search Marketing Is Important . . . and Difficult

Search marketing. Perhaps you've heard this term kicked around, but you don't know what it means. Or, if you do know, you don't know where to start. As with anything new, if you take it step by step, you can learn it. A systematic approach can lead to search marketing success in any organization.

When a searcher types a word into Google, finds your home page, and clicks through to your site, you have attracted a visitor from a search site. If you do nothing at all, searchers will still find your site—sometimes. To maximize the number of searchers coming to your site, however, you must take specific actions to attract visitors to your site from search sites. That's **search marketing**. This book shows you how to become a **search marketer**. This chapter covers the following topics:

- *Web search basics*. What do we mean when we talk about "Web search"? You might think you know the basics already, but it is important that you *thoroughly* understand search fundamentals as you start your search marketing career. The advanced topics you need to learn will come more easily if you do not skip over the basics. In this chapter, we describe several different types of search, we introduce the leading search sites on the Web, and we talk about what makes them successful.
- *Search and your marketing mix*. You are probably not reading this book as an academic exercise—you want to know how to get more visitors to your Web site. You already spend your marketing budget on other ways to entice people to visit. How do you reallocate some of that budget to fit search into the mix? In this chapter, we demonstrate the huge opportunity of search marketing and show why you need to make room for it in your company's marketing mix.

- *The challenge of search marketing*. Attracting searchers to your site is appealing, but it's harder to do than you might think. And the larger your Web site is, the more difficult it can be. In this chapter, we explain why so many Web sites struggle to attract search visitors. But don't worry. The rest of this book shows you how to overcome these challenges.

Before examining the promise and the challenges of search marketing, we need to explore what we mean by Web search.

Web Search Basics

You know search is important. You want to attract search visitors to your site. You are reading this book because you expect to learn what you need to know so your site succeeds at search marketing. And the most fundamental fact behind what you already know is that more and more Web users are searching.

Congratulations on spotting the trend! Your intuition that search usage is growing is correct. Fully 64 percent of Web users employ search as their *primary* method of finding things and 59 percent of U.S. users employ search *daily*. The top five U.S. search engines processed over 17 billion searches in August 2011!

Beyond the numbers, search is becoming a cultural phenomenon. If you have never "Googled yourself" (searched for your own name in Google), I bet you are going to do so now. Even people who do not use the Web have heard of Google and Yahoo! The Web is growing in popularity every year, and search is growing right along with it. And younger market segments cannot be reached as easily through traditional advertising, because teens and young adults now spend more time online than watching television. When you add it all up, your Web site cannot ignore the increasing importance of search to your visitors.

But that does not make you an expert in how to *do* search marketing. You might not know the first thing about how to get your site into the top search results. Maybe you heard that your competitors are succeeding at search marketing—and one of your customers told you that your site cannot be found. You want to fix it, but how?

Despite how little you might know, you need to learn just two things to get started:

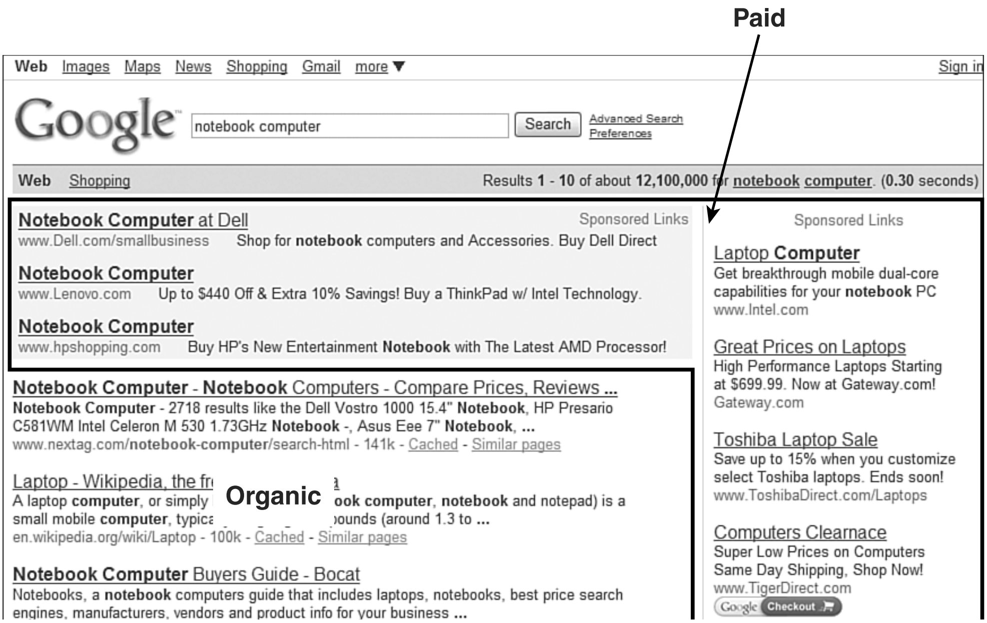
- *The kinds of search results*. When a search site responds to a searcher, different kinds of search results display. To begin your search education, we explain each type of display.
- *Where searchers go*. You might have a favorite search site, but not all searchers use what you do. Some search sites are even specific to a particular region or country. You need to understand which search engines are the most popular so that you can focus on them in your marketing efforts.

Let's begin with an overview of Web search results.

Kinds of Search Results

When we talk about search, we are actually referring to two distinct ways that search results land on the screen, as shown in Figure 1-1:

- *Organic results*. Also known as **natural** results, organic results are what made Google famous. Organic results are the "best" pages found for the words the searcher entered. When people refer to **search engine optimization** (SEO), they are talking about how you get your site's pages to be shown in organic search results. Organic search is what most people think of when they talk about Web search, and searchers click organic results between 60 and 80 percent of the time. Searchers trust organic results, and therefore organic search must be part of your search marketing program. It can take time to succeed at organic search, but your time investment will pay off in the long run.
- *Paid results*. There are a number of ways that you can pay money to improve the traffic that you receive from search engines, but what people are usually referring to when they talk about "paid search" or "paid results" has the official name of **paid placement**. Paid placement allows a Web site to pay to have its page shown in response to a particular search word entered, regardless of how closely the page matches what the searcher entered. Paid search programs are the quick fix to attracting searchers to your Web site, and search marketers are responding. The U.S. paid search market is forecast to grow 15% between 2010 and 2011.



Paid

Organic

Results **1** - **10** of about **12,100,000** for **notebook computer**. (**0.30** seconds)

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www.Dell.com/smallbusiness Shop for **notebook** computers and Accessories. Buy Dell Direct

Notebook Computer
www.Lenovo.com Up to $440 Off & Extra 10% Savings! Buy a ThinkPad w/ Intel Technology.

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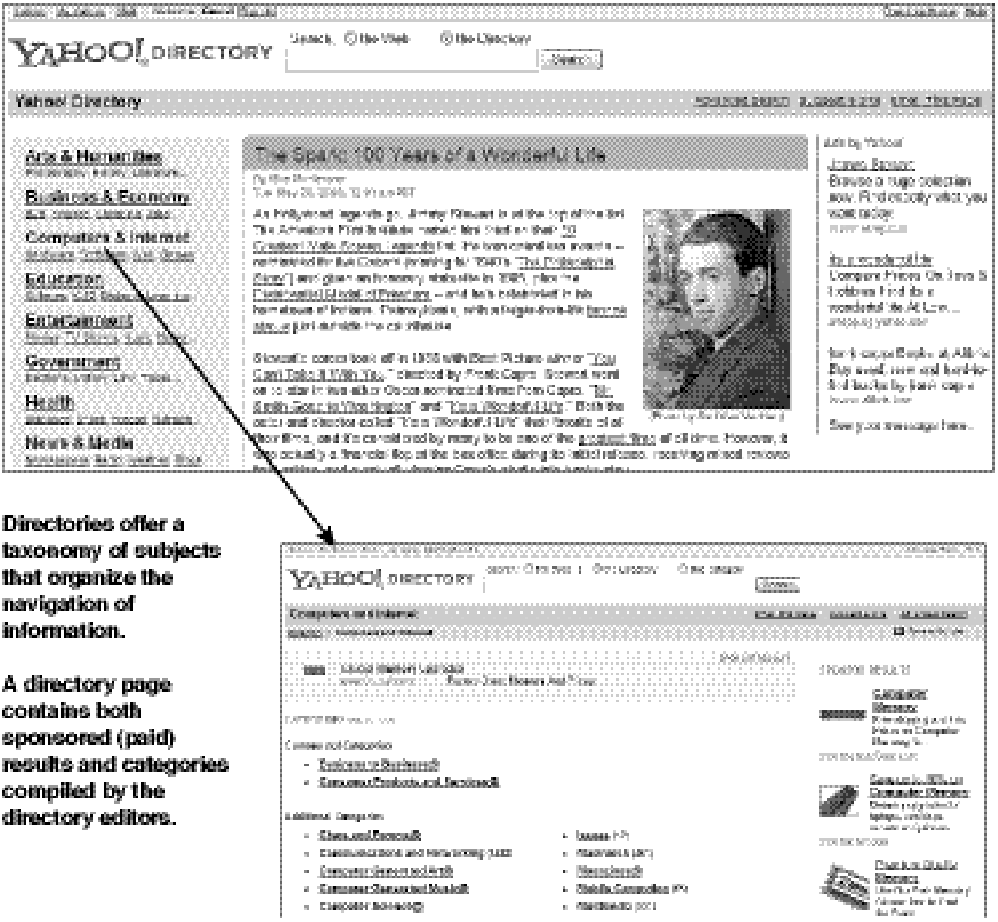
Computers Clearnace
Super Low Prices on Computers Same Day Shipping, Shop Now!
www.TigerDirect.com

Figure 1-1 Types of search results. Google's results page has always separated paid from organic results, but other sites have at times combined them.

Another form of paid search is known as **paid listings** or **directories**, as shown in Figure 1-2. Directories are manually maintained classification systems that list Web sites according to each subject category that describes them. Directories are maintained by human editors who examine every Web site submitted to them by the site owner and decide under which subject a site should be listed. You can see in Figure 1-2 that Yahoo! offers navigation to a complete directory of subjects, so you can jump from movies to computers in a single click. (Because the results are created manually, search geeks and other technologists do not consider directories to be a kind of search, but Web users do.)


YAHOO! DIRECTORY
Yahoo! Directory
Arts & Humanities
Business & Economy
Computers & Internet
Education
Entertainment
Government
Health
News & Media
YAHOO! DIRECTORY

Directories offer a taxonomy of subjects that organize the navigation of information.

A directory page contains both sponsored (paid) results and categories compiled by the directory editors.

Figure 1-2 Directory listings. Yahoo! adds a directory listing showing the subject category that matches the result, giving the searcher one more choice.

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Search engine marketing (SEM) is a broader term than SEO that encompasses any kind of search results. SEM is everything you do to raise your site's visibility in search engines to attract more visitors. Regardless of what term you use, search marketing is a critical way for your site to attract new visitors.

Now that you have learned about the types of search results, we can survey the most popular search sites around the world. In this book, we refer to search sites such as Google and Yahoo! as **search engines**.

Where Searchers Go

If you have a favorite search engine that you use all the time, you might not realize how many other search engines people use. Some search engines operate in just one country or one region, and others do nothing but help people comparison shop for products. Each search engine is competing vigorously for its share of this growing business, but searchers are beginning to show brand loyalty, as Figure 1-3 shows.

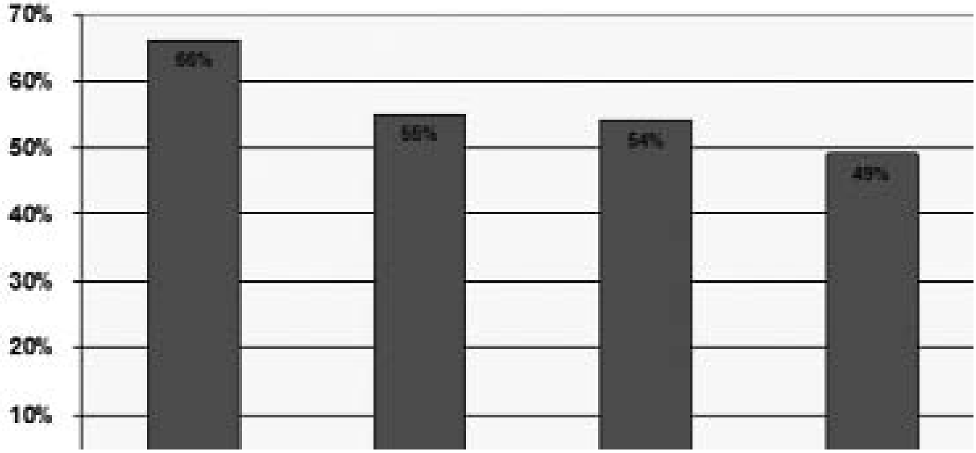


Figure 1-3 Searcher loyalty. Google leads in the percentage of searchers who do not switch to a different search site, with over two-thirds using Google exclusively.

Source: comScore (August 2009)

Among worldwide search engines, Google and Yahoo! are currently the two top competitors, but the landscape can change quickly. Yahoo! and Google were partners until 2004, and now Yahoo! and Microsoft have now become search partners. Let's look closely at the worldwide leaders in search and at leaders within particular countries and regions.

Google

A **googol** is a mathematical term for a 1 digit followed by one hundred 0s, and served as the inspiration for the Google search engine name, signifying the immense size of the search index it searches. Founded in 1998 by Stanford graduate students Larry Page and Sergey Brin, Google (www.google.com) has become so well known that ”Googling” (searching for) someone’s name has even been mentioned on popular TV shows.

Like many Web businesses of the 1990s, Google started small and grew as the Web exploded. Unlike many of the dotcom companies of that era, Google resisted going public until 2004, and eschewed advertising, preferring to grow through word of mouth. Google has been such a wonderful search engine that this strategy has worked. Google is used by more searchers than any other search engine, with over 65 percent U.S. market share. Google is one of the most visited Web sites in the world, offering results in over 40 languages—with more than half of its visitors from outside the United States.

Google started by offering the most relevant organic results that the Web had ever seen, which is still its most striking feature. The I’m Feeling Lucky button that takes you directly to the first search result testifies to the confidence Google has in its organic search capability. Google claims to have three times more pages in its search index than its competitors, but still seems to find the right one for each search.

Unlike some competitors, Google initially kept its business focused on search, only recently straying into the territory of a portal, the way Yahoo! and others have offered news, weather, shopping, and other services. Google has always made its money through forms of paid search, allowing advertisers to purchase space on the results page based on what search words were entered. Over the years, Google has grown into one of the largest paid search companies in the world.

For the search marketer, Google is the 800-pound gorilla of the industry. You cannot ignore Google in your search strategy for organic or paid campaigns. But Google is not the only search engine in town. Google is the most popular search engine in the world, as shown in Figure 1-4. But you must include other search engines in your plan to maximize the benefits of search marketing.

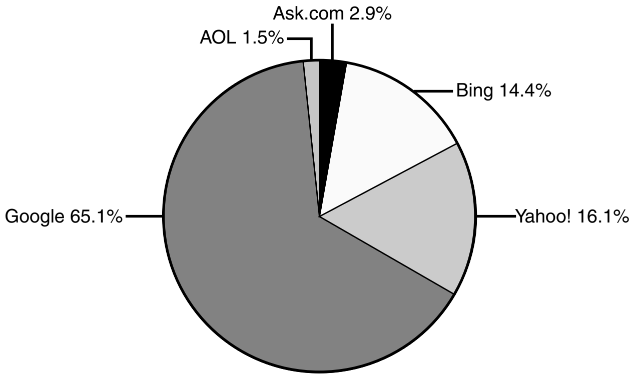
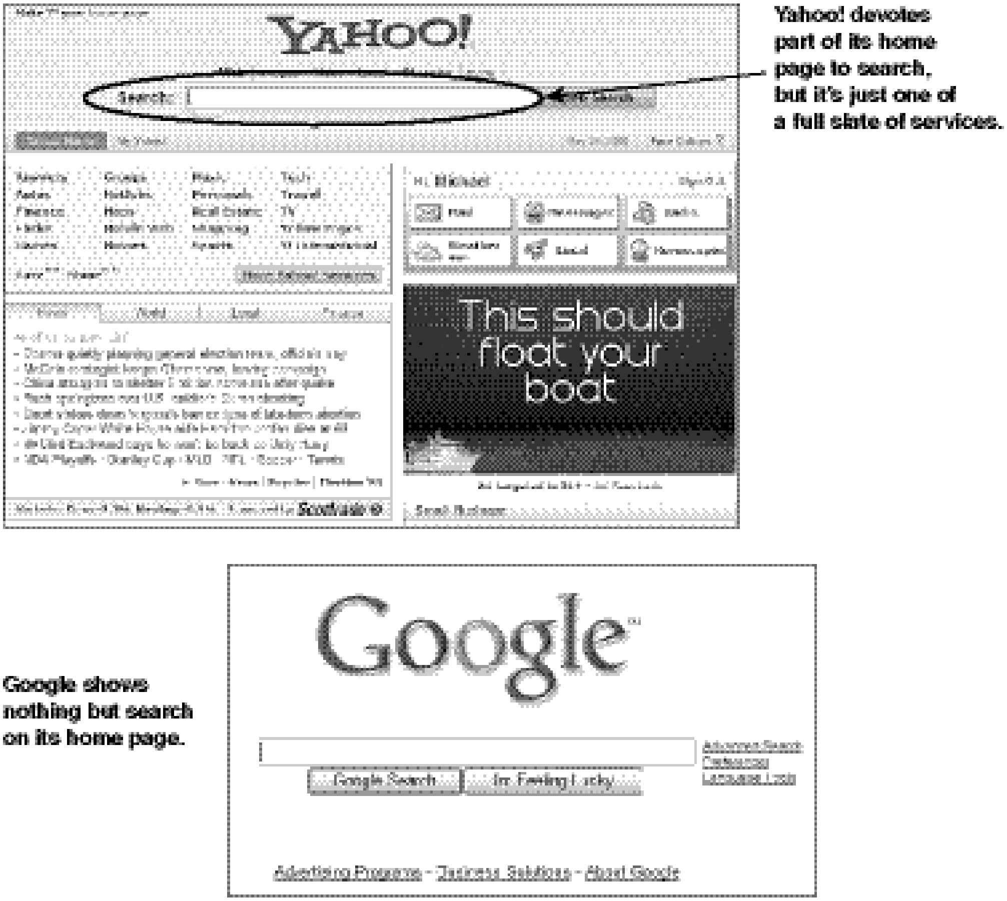


Figure 1-4 Google is the leader with almost two-thirds of the total share of U.S. searches.

Source: comScore (September 2011)

Yahoo!

Yahoo! (www.yahoo.com) is one of the most-visited sites on the Internet, but its visitors do a lot more than search. Yahoo! is a leading portal, offering news, e-mail, shopping, and many other functions to visitors who register. The Yahoo! search engine is the #2 search engine, with over 15 percent of all searches, but Figure 1-5 shows the difference in focus for Yahoo! and Google.


YAHOO!
Search:
This should float your boat
Google
Google Search
I'm Feeling Lucky
Advanced Search
Preferences
Language Tools
Advertising Programs - Business Solutions - About Google

Yahoo! devotes part of its home page to search, but it's just one of a full slate of services.

Google shows nothing but search on its home page.

Figure 1-5 Yahoo! and Google home page focus. Google is "all search, all the time," whereas Yahoo! is a "full-service portal."

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Yahoo! is one of the oldest Web companies around, founded in 1994 by Stanford Ph.D. students David Filo and Jerry Yang. Yahoo! began as a Web directory—initially free to any company in its list—but later Yahoo! began charging a fee for each listing. Yahoo! quickly became a popular destination as its editors catalogued the growing Web, site by site, into its subject hierarchy. Yahoo! visitors believed they could find every Web site about any subject in just a few clicks.

When Yahoo! began offering organic search capability, it licensed the technology from other companies—at one time licensing Google's search technology. In 2003, Yahoo! shifted gears, acquiring several organic and paid search companies so that it could control its own technology. At first, Yahoo! suffered no major drop-off in popularity, but with each passing year, Google has turned a close race in market share into a rout, with Yahoo! now a distant second. In 2009, Microsoft and Yahoo! reached agreement for Microsoft's Bing search engine to power Yahoo! Search, and began rolling out the Microsoft-powered results in 2010. Yahoo! has announced that all country markets around the world will be receiving Bing search results by early 2012.

Google leads Yahoo! in total searches each month, especially outside the United States. Yahoo! Search has made strides in recent years to match Google in the number of languages supported, but Yahoo! frequently lags far behind Google in popularity in countries where they go head to head.

Yahoo! is a force within the United States, but its share of searches varies widely in other countries. U.S. search marketers must target Yahoo! as part of their plans, but marketers elsewhere should analyze the leading search engines in their country before finalizing their plans. Yahoo! should be targeted in countries where it handles a high percentage of total queries, but that needs to be decided on a country-by-country basis.

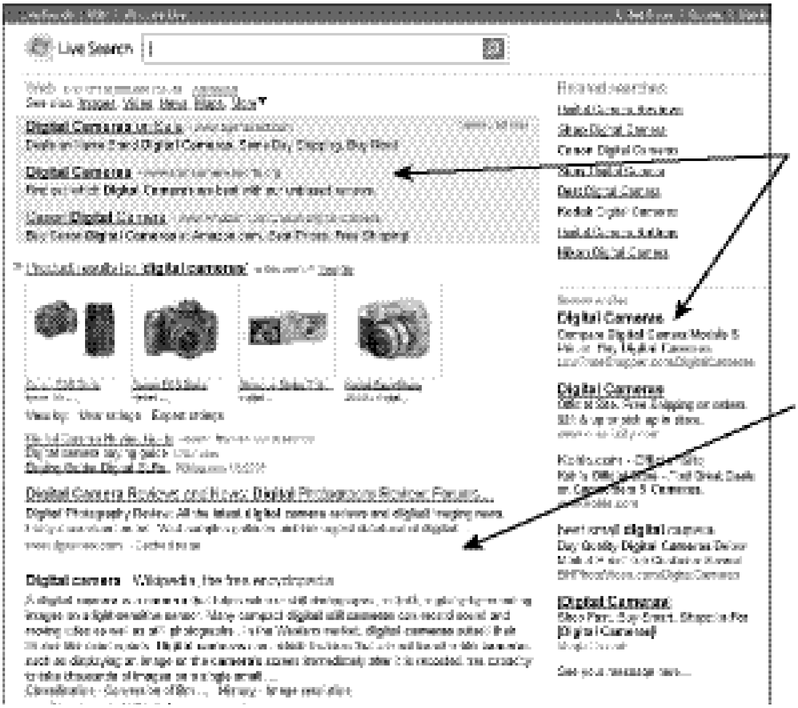
Although Google and Yahoo! get the lion's share of attention, other excellent worldwide search engines should also be targeted by search marketers in their plans. Although you will get less traffic from these engines than from Google and Yahoo!, it all adds up.

Microsoft Bing

Microsoft has fought an uphill battle for years to gain search share, first with MSN Search, then Live Search, and its latest entry, the Bing search engine. Bing was introduced in 2009 to great fanfare and an expensive media campaign, resulting in some early gains in market share that have continued steadily over time.

Bing is ranked third in the search race by most counts, with almost 15 percent of U.S. searches, but Microsoft has long tried to increase its share of searches. Microsoft's deal with Yahoo! has really made Bing the #2 search engine, with nearly over 30 percent of all U.S. searches.

Worldwide search marketers must focus on Bing because of the sizable number of visits you can attract to your site using Microsoft's organic search technology and its adCenter technology for paid search. In addition to its deal with Yahoo!, Microsoft has also been aggressive in signing cell phone carrier to power mobile search. Bing has positioned itself as a "decision engine, but as Figure 1-6 shows, its user interface looks a lot like other search engines.



Paid placement advertising from Microsoft adCente

Organic results from proprietary Microsoft search technology in many countries

Figure 1-6 Bing search results. Like most competitors, Bing returns both organic results as well as variants of paid listings.

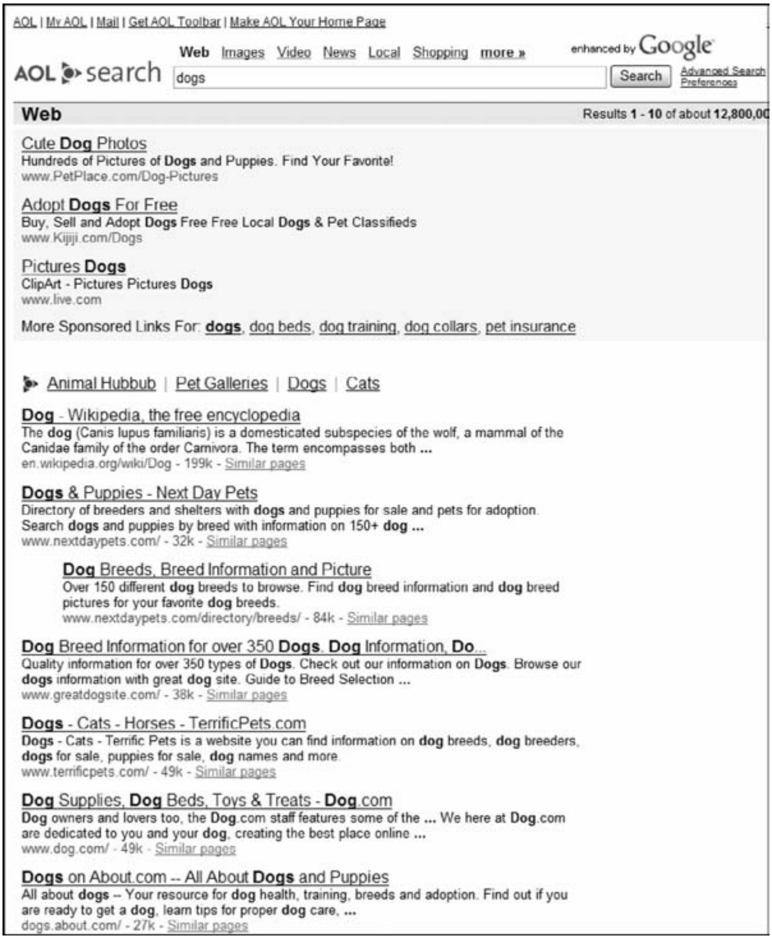
AOL Search

Now part of media giant Time Warner, America Online (founded as Quantum Systems in 1985) was an online company before most people knew what the Internet was. AOL was the original portal, gradually making its proprietary service more and more Web-oriented over the years. Still notable for its ease of use, AOL is the world's largest Internet service provider (connecting people to the Internet), at one time offering online access to more than 30 million people.

AOL Search (search.aol.com) is used mostly by AOL users, but that is still a lot of people—totaling over one percent of U.S. searches, good enough for fifth place. AOL has a partnership with Google, so organic search results on AOL Search are "enhanced by Google" as you can see in Figure 1-7.

AOL has at various times used Google Adwords for its paid search results and offered its own paid search technology that customizes AdWords. While AOL continues to emphasize its own ad networks for display ads, its small market share in search means that most search marketers ignore AOL's paid search enhancements.

AOL has made a series of moves over the years to keep its display ad network relevant, despite its consistent losses in search market share. AOL first tried aggregating all Time Warner properties into a single ad network, and most recently is working with Microsoft and Yahoo! to create a mega-network for ads. Again, none of this is a reason for search marketers to spend much time thinking about AOL.


AOL | My AOL | Mail | Get AOL Toolbar | Make AOL Your Home Page
Web Images Video News Local Shopping more »
enhanced by Google
AOL search
dogs
Search
Advanced Search
Preferences
Web

Results **1 - 10** of about **12,800,00**

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More Sponsored Links For: **dogs**, dog beds, dog training, dog collars, pet insurance

Animal Hubbub | Pet Galleries | Dogs | Cats

Dog - Wikipedia, the free encyclopedia
The **dog** (Canis lupus familiaris) is a domesticated subspecies of the wolf, a mammal of the Canidae family of the order Carnivora. The term encompasses both **...**
en.wikipedia.org/wiki/Dog - 199k - Similar pages

Dogs & Puppies - Next Day Pets
Directory of breeders and shelters with **dogs** and puppies for sale and pets for adoption. Search **dogs** and puppies by breed with information on 150+ **dog ...**
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Over 150 different **dog** breeds to browse. Find **dog** breed information and **dog** breed pictures for your favorite **dog** breeds.
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www.terrificpets.com/ - 49k - Similar pages

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Dog owners and lovers too, the **Dog**.com staff features some of the **...** We here at **Dog**.com are dedicated to you and your **dog**, creating the best place online **...**
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All about **dogs** -- Your resource for **dog** health, training, breeds and adoption. Find out if you are ready to get a **dog**, learn tips for proper **dog** care. **...**
dogs.about.com/ - 27k - Similar pages

Figure 1-7 AOL Search. Still enhanced with Google search results, in recent years AOL Search has moved away from its old status as a Google clone.

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Ask.com

Founded as Ask Jeeves in 1996 as a “natural language” search engine, Ask.com allowed searchers to ask a question (“What is the capital of Nepal?”) and get an answer, not just a list of pages containing the words. This approach worked well for popular questions that were answered by human analysts, but was overwhelmed for the majority of searches by Google's algorithmic approach. Ask.com made a series of technology acquisitions over the years to bolster its algorithmic search capability-at times giving Google a run for its money for organic search quality. But its low market share (under three percent) has left it unable to keep up in the technology arms race with Microsoft and Google. Today, search marketers spend little time worrying about Ask.com. Figure 1-8 reveals a search facility that looks similar to the others we've seen.

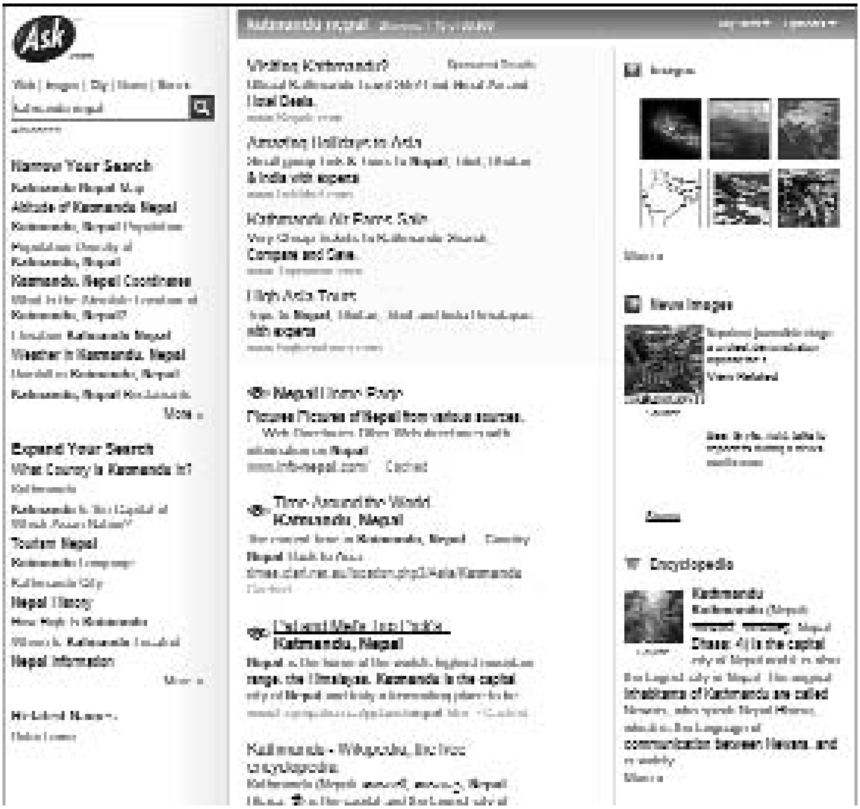


Figure 1-8 Ask.com search. Ask.com treats Katmandu as a location, returning links to related topics in addition to regular search results.

Metasearch Engines

Metasearch engines provide a way of searching multiple search engines, with the expectation that searching several different engines will provide better results than any one alone. Unfortunately, it does not, and relatively few searchers use metasearch engines.

Metasearch engines actually search multiple search engines at the same time and mix the results together on the same results page. InfoSpace owns several metasearch engines that work that way, including WebCrawler (www.webcrawler.com) and Dogpile (www.dogpile.com). Both of these metasearch engines search Google, Yahoo!, and Bing, but neither draws many searchers.

Search marketers do not need to concern themselves with metasearch engines—if you are listed in the worldwide search engines, the few searchers who use metasearch engines will find your site, too.

Local Search Engines

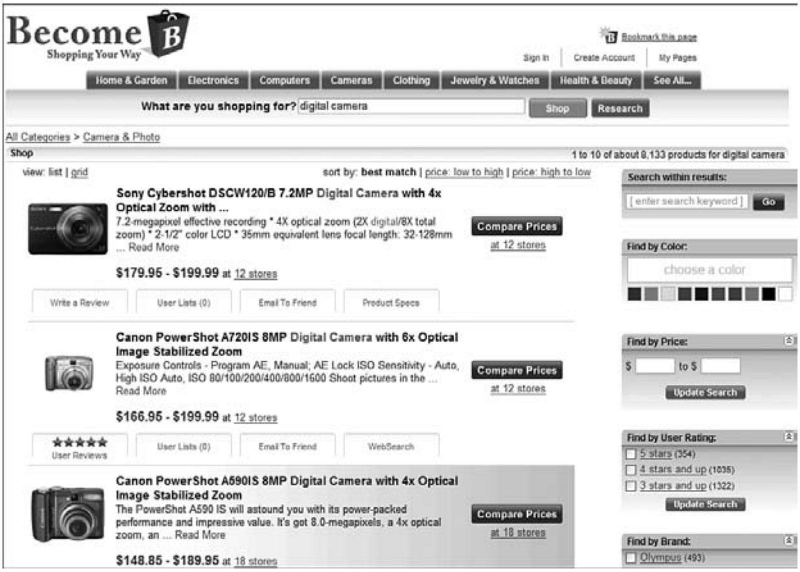
Until now, this discussion has focused on search engines that cover the whole world, but many popular search engines attract searchers from a local area—just one country or region. If your site attracts visitors from several countries, you might want to include **local search engines** in your plans. But before we look at a few local search engines, keep in mind that often a worldwide search engine is also the local search engine leader. For example, Google is the #1 search engine in the United Kingdom, Germany, France, Italy, Netherlands, Spain, Switzerland, and Australia.

Beyond search engines that operate in just one country or region, **local search** also refers to searches that operate within a geographic area—even inside a city. Yellow Pages sites, such as Yahoo! Yellow Pages, are the most common U.S. examples of local search engines. But worldwide search engines, including Yahoo! and Google, also use local search technology that detects the use of geographic terms in searches and finds results related to that area. So, a search for "Newark electrician" might find contractors in that city. But because not all searchers use geographic terms, and because those terms are frequently ambiguous (Newark, *New Jersey* or Newark, *Delaware*?), search engines are beginning to automatically detect the physical location of the searcher (using knowledge of the Internet's physical layout) and use that information in the searches.

Shopping Search Engines

One of the fastest-growing areas of search marketing is **shopping search**. Shopping search engines allow comparison of features and prices for a wide variety of products, and customers are flocking to them. Shopping search engines draw large quantities of qualified buyers-over 200,000 per day in the U.S. according to comScore.

Consumers like comparison shopping search engines because they allow simultaneous comparison of similar products across many purchasing factors, such as price, reviews, and availability, as shown in Figure 1-9. Shopping search engines cover a wide range of consumer products, including electronics, office supplies, DVDs, toys, and many others. Internet users who visit shopping sites already have a good idea of what they are looking for, with price and availability often determining from whom they buy.


Become
Shopping Your Way
Bookmark this page
Sign In
Create Account
My Pages
Home & Garden
Electronics
Computers
Cameras
Clothing
Jewelry & Watches
Health & Beauty
See All...
Shop
Research
Search within results:
[enter search keyword]
Go
Find by Color:
choose a color
Find by Price:
Update Search
Find by User Rating:
Update Search
Find by Brand:
Write a Review
User Lists (0)
Email To Friend
Product Specs
User Reviews
User Lists (0)
Email To Friend
WebSearch
Compare Prices
Compare Prices
Compare Prices

What are you shopping for? digital camera

All Categories > Camera & Photo

Shop 1 to 10 of about 8,133 products for digital camera

view: list | grid sort by: best match | price: low to high | price: high to low

Sony Cybershot DSCW120/B 7.2MP Digital Camera with 4x Optical Zoom with ...
7.2-megapixel effective recording * 4X optical zoom (2X digital/8X total zoom) * 2-1/2" color LCD * 35mm equivalent lens focal length: 32-128mm ... Read More
$179.95 - $199.99 at 12 stores
Compare Prices at 12 stores

Canon PowerShot A720IS 8MP Digital Camera with 6x Optical Image Stabilized Zoom
Exposure Controls - Program AE, Manual; AE Lock ISO Sensitivity - Auto, High ISO Auto, ISO 80/100/200/400/800/1600 Shoot pictures in the ... Read More
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Canon PowerShot A590IS 8MP Digital Camera with 4x Optical Image Stabilized Zoom
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Compare Prices at 18 stores

Find by Price: $ to $

Find by User Rating:
☐ 5 stars (354)
☐ 4 stars and up (1035)
☐ 3 stars and up (1322)

Find by Brand:
☐ Olympus (493)

Figure 1-9 Shopping search engines. Become.com shows the typical feature drilldown of shopping search engines with added twists such as color selection.

To take advantage of shopping search engines, search marketers should ensure that no data is missing for products. For example, make sure you provide availability data (in stock, ship within two weeks, and so on) for your products. If you do not, when shoppers sort the product list by availability, your products will fall to the bottom of the list. Figure 1-10 shows the leading shopping search engines. If your site sells products available in shopping search engines, do not ignore this opportunity. We review specific strategies in more detail in Chapter 14, “Optimize Your Paid Search Program.”

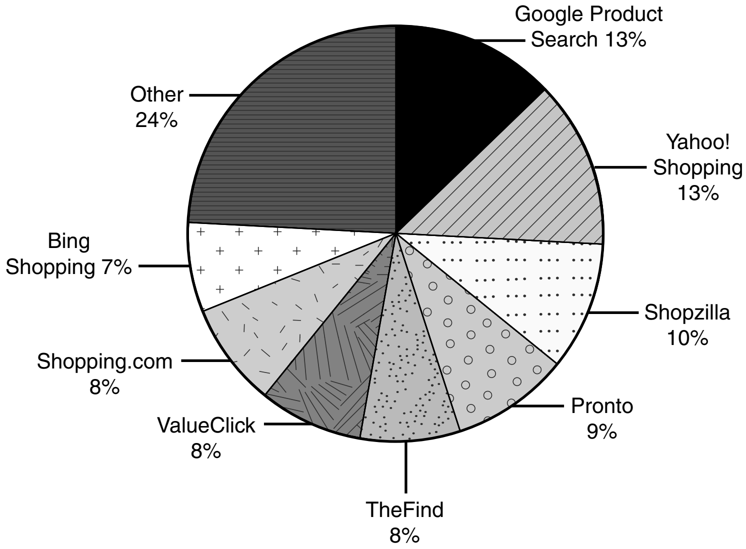


Figure 1-10 Shopping search market share. Google and Yahoo! are the leaders, but no one company dominates. Source: comScore (July 2011)

Specialty Search Engines

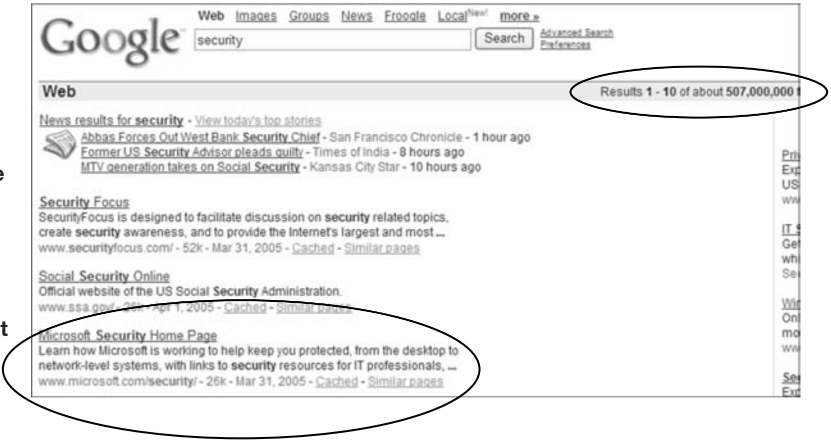
Whereas shopping search engines locate a wide range of products, **specialty search engines** focus on just one or two product categories, or a certain type of content. Figure 1-11 shows a great example of a specialty search engine that focuses on information technology solutions. Because the content is limited to pages on a certain subject, the searcher retrieves more relevant results. Similarly, Technorati (www.technorati.com), which limits itself to blogs, and YouTube (www.youtube.com), focusing on video, may find more relevant information within those content types.

Most industries have at least one of these specialty engines, but consumer marketing has specialties, too. For example, the search facility at CNET (www.cnet.com), the computer and electronics site, shows products (as shopping search engines do), but also shows subject category matches and matching Web pages. So, searchers for “digital cameras” get a list of cameras along with their CNET reviews. This blend of product content, reviews, and comparison shopping is a near-perfect environment for electronics product marketers.

Search marketers should research the specialty search engines that cover their product lines, because specialty searchers are ready to buy.

When IT managers search for "security" in Google, they get news stories and several top results that have nothing to do with what they are looking for.

It's not Google's fault—"security" has many meanings— but IT managers must scan down the page to find the first relevant result. Even searching for "IT security" doesn't help because "it" is such a common word.



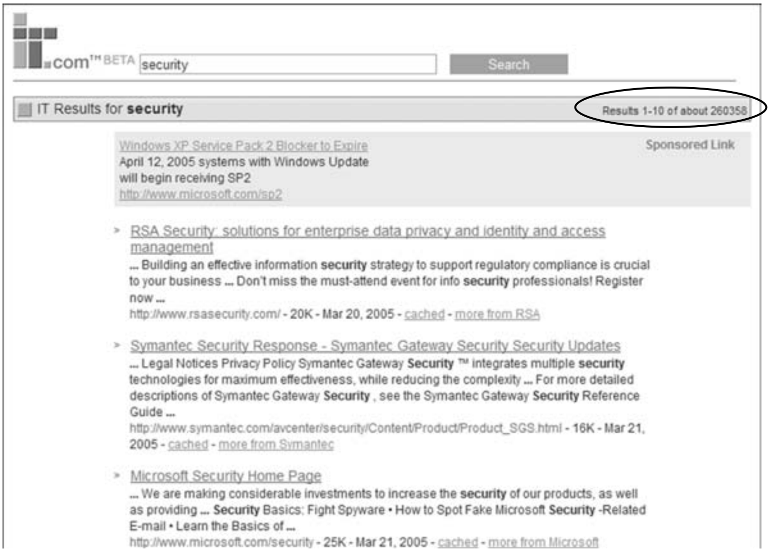
Results **1** - **10** of about **507,000,000**

News results for **security** - View today's top stories
Abbas Forces Out West Bank **Security** Chief - San Francisco Chronicle - **1 hour ago**
Former US **Security** Advisor pleads guilty - Times of India - **8 hours ago**
MTV generation takes on Social **Security** - Kansas City Star - **10 hours ago**

Security Focus
SecurityFocus is designed to facilitate discussion on **security** related topics, create **security** awareness, and to provide the Internet's largest and most ...
www.securityfocus.com/ - 52k - Mar 31, 2005 - Cached - Similar pages

Social **Security** Online
Official website of the US Social **Security** Administration.
www.ssa.gov/ - 26k - Apr 1, 2005 - Cached - Similar pages

Microsoft **Security** Home Page
Learn how Microsoft is working to help keep you protected, from the desktop to network-level systems, with links to **security** resources for IT professionals, ...
www.microsoft.com/**security**/ - 26k - Mar 31, 2005 - Cached - Similar pages



IT Results for **security**

Results 1-10 of about 260358

Windows XP Service Pack 2 Blocker to Expire
April 12, 2005 systems with Windows Update will begin receiving SP2
http://www.microsoft.com/sp2
Sponsored Link

RSA Security: solutions for enterprise data privacy and identity and access management
... Building an effective information **security** strategy to support regulatory compliance is crucial to your business ... Don't miss the must-attend event for info **security** professionals! Register now ...
http://www.rsasecurity.com/ - 20K - Mar 20, 2005 - cached - more from RSA

Symantec Security Response - Symantec Gateway Security Security Updates
... Legal Notices Privacy Policy Symantec Gateway **Security** ™ integrates multiple **security** technologies for maximum effectiveness, while reducing the complexity ... For more detailed descriptions of Symantec Gateway **Security** , see the Symantec Gateway **Security** Reference Guide ...
http://www.symantec.com/avcenter/security/Content/Product/Product_SGS.html - 16K - Mar 21, 2005 - cached - more from Symantec

Microsoft Security Home Page
... We are making considerable investments to increase the **security** of our products, as well as providing ... **Security** Basics: Fight Spyware • How to Spot Fake Microsoft **Security** -Related E-mail • Learn the Basics of ...
http://www.microsoft.com/security - 25K - Mar 21, 2005 - cached - more from Microsoft

At IT.com, IT managers get a screen full of relevant results, because the content is limited to the subject of information technology.

Notice that Google returned more than 500 million results compared to IT.com's 260,000. It's amazing that Google's results are as good as they are.

Figure 1-11 A specialty search engine. IT.com carefully limits its search results to IT solutions, providing more relevance to its niche market than Google can.

Search and Your Marketing Mix

Now that you know a little bit about Web search, let's see why it should be part of your Web **marketing mix**—the advertising and other expenditures that your business allocates in its marketing budget. When *we* use the term *marketing mix*, we want you to think broadly—beyond what folks traditionally consider marketing. If your Web site is part of a for-profit business, then selling products is exactly what you do, but even nonprofit businesses have some kind of marketing mix—a budget that is allocated in various ways to attract visitors to the site to do something. If it is not to buy a product, it might be to donate money, or vote for your candidate. Whatever your Web site's purpose, search marketing should be part of the budget for attracting visitors to your site.

Your competitor's marketing mix might already include paid search; after all, the share of advertisers' budgets devoted to search marketing increases each year. Some businesses fund organic efforts from marketing budgets, too (whereas others use technology budgets for organic search). U.S. paid placement is expected to continue growing, comprising over 40 percent of all advertising spending, as it rises from $5.2 billion in 2005 to over $11 billion in 2011 (as shown in Figure 1-12).

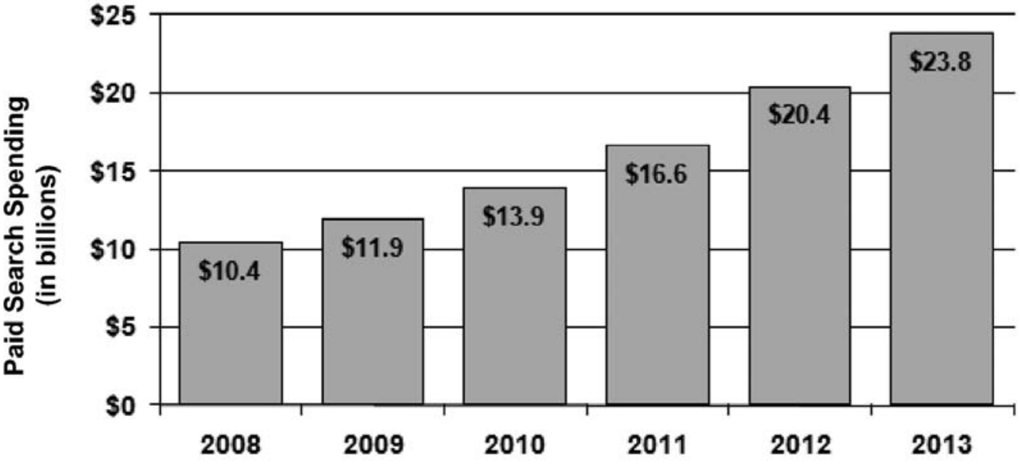


Figure 1-12 U.S. paid placement spending. Paid placement continues to grow, projected to double between 2009 and 2013.

Source: eMarketer (August 2008)

But the rise of search marketing is not just a U.S. phenomenon; it is a worldwide trend. JupiterResearch has projected paid search to comprise almost half of the €14 million European online advertising by 2012. It's not just Europe. Covario reported paid search spending increasing by 50 percent in first quarter of 2011 in both Europe and Asia. Around the world, search marketing expenditures have grown dramatically in recent years. Let's look at why.

A BRIEF HISTORY OF WEB SEARCH

Search technology predates the Web by more than 20 years; after all, computers were first used to catalog documents and retrieve them in the 1960s. But although search technology grew to handle databases of thousands and later millions of documents within large organizations, nothing prepared the search industry for the size of the Word Wide Web. For the first time, billions of documents could be included in a single search, and search technology was not initially up to the task.

The first popular solution to this new Web search problem was not really a search engine at all. A small California company began to manually categorize every site on the Web in 1994, listing each site in a subject taxonomy that Web visitors could use to find what they were looking for. At first, it had no real search capability—visitors could merely find the desired subject and get to the home pages of sites about that subject—but it was a popular way to find things on this new World Wide Web. Thus began the first Web directory, called Yahoo!.

At the same time, true search solutions began to emerge. WebCrawler, Excite, Lycos, and others began examining each page of every Web site and allowing searchers to look for any word on any page. But no real leader emerged until late in 1995 when Digital Equipment launched the AltaVista search engine. AltaVista differed from the rest; it delivered strikingly more relevant results than its predecessors. For the first time, searchers could find what they were looking for in one or two searches, with the best results near the top of the list. Almost overnight, the Web world was abuzz with news of this magical new way to find Web sites.

For more than a year, Web users argued over the relative merits of Yahoo! Directory versus AltaVista search, but in 1997 two new choices emerged. Ask Jeeves developed a question-answering interface that provided access to answers to hundreds of thousands of commonly asked questions, such as “How many inches are in a meter?” that no directory or search technology could handle. Goto.com also made its debut in 1997, offering a unique system for advertisers to bid against each other for every search word, with the highest bidder receiving the #1 ranking for his page. Goto.com (later renamed Overture) launched the paid search industry.

But Web search changed forever in 1998 with the launch of Google. Google was able to find hundreds of millions (now billions) of pages on the Web while providing much better results than other search engines. Google eschewed the question answering of Ask Jeeves, instead improving on the search-oriented approach of AltaVista, and at first it had no directory or paid placement. But it worked—searchers were struck by how frequently Google seemed to find the exact right answer at the top of the list. Searchers soon abandoned AltaVista in droves for the new favorite.

Google has continued to innovate, by introducing the first search toolbar for browsers, by steadfastly separating paid search results from organic on its results page, and through new paid search techniques. Google introduced the AdSense paid search program, which combines both bidding and the popularity of an advertisement to decide which one is #1.

Yahoo!, which once used Google as the organic search that complemented its directory, and later became its fiercest rival, has allied with Microsoft to use the Bing search engine, exiting from the search wars completely. Google and Bing are now the two largest competitors in the search market, but a little history shows how quickly can change, as anyone associated with AltaVista or Yahoo! can attest.

Prospective Customers Use Search

One of the most basic reasons to spend your scarce marketing budget on search is that searchers buy products: 33 percent of all searchers are shopping, and 77 percent of those who research online before purchasing use search to do it. Lest you think that not enough people are online for search marketing to be worth your while, note that total Web users passed the one billion mark worldwide in 2007. As simple as it sounds, your customers are on the Web, and they use search to buy. Your site must be found by these searchers who are ready to buy.

Think about the new way that people purchase products. They no longer call your company to have you mail them a brochure. They "Google" your offering ("verizon wireless"). Or maybe they look for your competitor's ("sprint"). Or they search for its generic name ("cell phone service").

If your company's Web site is not listed in the first few search results for these searches, you're out! You are out of the customer's **consideration set**—the group of companies that will be considered for the customer's purchase. If you are not in the customer's consideration set, you have no chance to make the sale to that customer.

Even if the goal of your Web site is not online purchase, your customers must find you to learn about your offerings, download information, or find the location of a retail store. Searchers are far more qualified visitors to your site than someone who clicks a banner ad, for example, so attracting search visitors is just good business.

The main reason to make search part of your marketing mix is that that's where your customers are, but there are other reasons.

Search Marketing Is Cost-Effective

Beyond your customers' use of search, the case for including search in your marketing mix is compelling for another reason: Search marketing expenditures are a good value.

European marketers report that they pay approximately €2 (euros) each time a searcher clicks their paid listings, and 55 percent regard that cost as "relatively cheap." Seventy-six percent of marketers believe paid search is better than banner ads for achieving their business goals, and 80 percent of businesses surveyed are satisfied with the return on investment for search marketing expenditures—35 percent are *very* satisfied. In fact, search marketing has the lowest cost of customer acquisition of *any* marketing method, as shown in Figure 1-13.

Why is this important? Because if you want to start spending money on search, you need to stop spending on something else. When you understand that search is the most effective way to spend your scarce marketing dollars, you should be able to easily make the tradeoffs required to reduce some existing budgets (direct mail, perhaps?) to find the money for your new search expenditures.

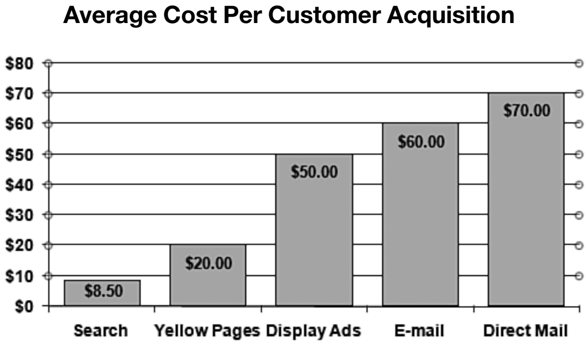


Figure 1-13 Comparing advertising value. Search is the leader in return on advertising investment.

Source: Piper, Jaffray & Co. (October 2006)

Search Marketing Is Big Business

You can tell a new marketing technique is taking off by noticing the number of consultants who hang out their shingles to help you do it! Several kinds of firms are involved in search marketing:

- *Search consultants*. A brand new kind of consultancy has sprung up in the past several years, variously known as SEO consultants or SEM consultants. These new firms, led by iProspect and Global Strategies International, handle search marketing and nothing else.
- *Traditional advertising agencies*. At the other end of the spectrum are the old-line advertising agencies that have been around for years. Just as firms such as Young & Rubicam and Ogilvy & Mather handle TV, radio, and print advertising, in recent years they have taken on Web advertising. Starting with banner ads, they have now moved into search marketing, too. Some ad agencies handle paid search only, whereas others offer SEO consulting for organic search, too.
- *Interactive advertising agencies*. In between the two extremes, interactive agencies handle anything online, ranging from search marketing to banner ads to e-mail campaigns. Sometimes these agencies are subsidiaries of the traditional ad agencies, such as OgilvyInteractive, whereas others, such as Razorfish, are smaller, independent firms.

All of these firms are competing for your growing paid search budget—Kantar Media reported that paid search comprised more than eight percent of all advertising spending in the first half of 2011. Your organization might already work with one of these companies, or might be looking for a search marketing partner. What is most important at this point is your interest in allocating part of your marketing budget to search, because you will soon see that achieving success is rather challenging.

The Challenge of Search Success

Now that you know the basics of Web search, and you know how big a marketing opportunity it is, it must be time for a reality check: Search marketing is *not* easy to do.

And, unlike most marketing efforts, the bigger you are, the harder it is. We know that in marketing, size has inherent advantages. The bigger the budget, the more advertising you can buy, the more free media coverage you can coax, the better a public relations person you can hire, and on and on. But search marketing is different.

Companies with well-known brand names assume it is easy for their Web site to rank highly in search results, but John Tawadros (of search marketing firm iProspect) explains that "the field is more equal. Just because you're a big name doesn't mean much to the search engines." In fact, well-known brands have lots of competition for search rankings, both from their competitors and from their allies—many resellers rank highly for well-known brands. Amazon may rank well when a searcher searches for "sony dvd player"—possibly even higher than Sony's Web site.

It is actually easier in some ways for small Web sites to succeed in search marketing than large ones. For instance, fewer people need to know what to do, and the whole Web site is managed one way by one team. As soon as your site is large enough that you hear some telltale conversations about separating your team or even your site into multiple parts, then search marketing has just gotten tougher:

- *We need multiple teams of specialists.* "The copy writers and the HTML coders really should be in different departments. . . ."
- *We need multiple product sites.* "Each product line should really run its own separate Web site. . . ."
- *We need multiple audiences.* "We should really have different user experiences for consumers than for our business customers. . . ."
- *We need multiple countries.* "It is really easier for everyone if the Canada and the U.S. sites are separate. . . ."
- *We need multiple technologies.* "We decided to keep using the Apache server for the marketing information, but we are putting all of the commerce functions into WebSphere®. . . ."

Make no mistake—those preceding conversations are actually the sweet sound of success! Your Web site has grown too large to be run in the old simple way. Good for you that your site is growing and needs to be managed differently, but it makes search marketing much more difficult, for many reasons. Let's look at each of these situations and see what can go wrong for search marketing.

Multiple Specialist Teams

As soon as your Web team grows to more than about a dozen employees, people will start thinking about splitting the group into multiple teams and eventually several departments. No matter how you split things up, you will start to see communication problems that did not exist before.

If you divide the group by specialties, maybe the Webmasters, JavaScript programmers, and system administrators go into the Web technology group, and HTML coders, copy writers, and graphics artists form a Web creative group. That works well for most tasks, because, for example, each copy writer can work closely with the other copy writers to set standards and ensure that the writing is consistent across the site.

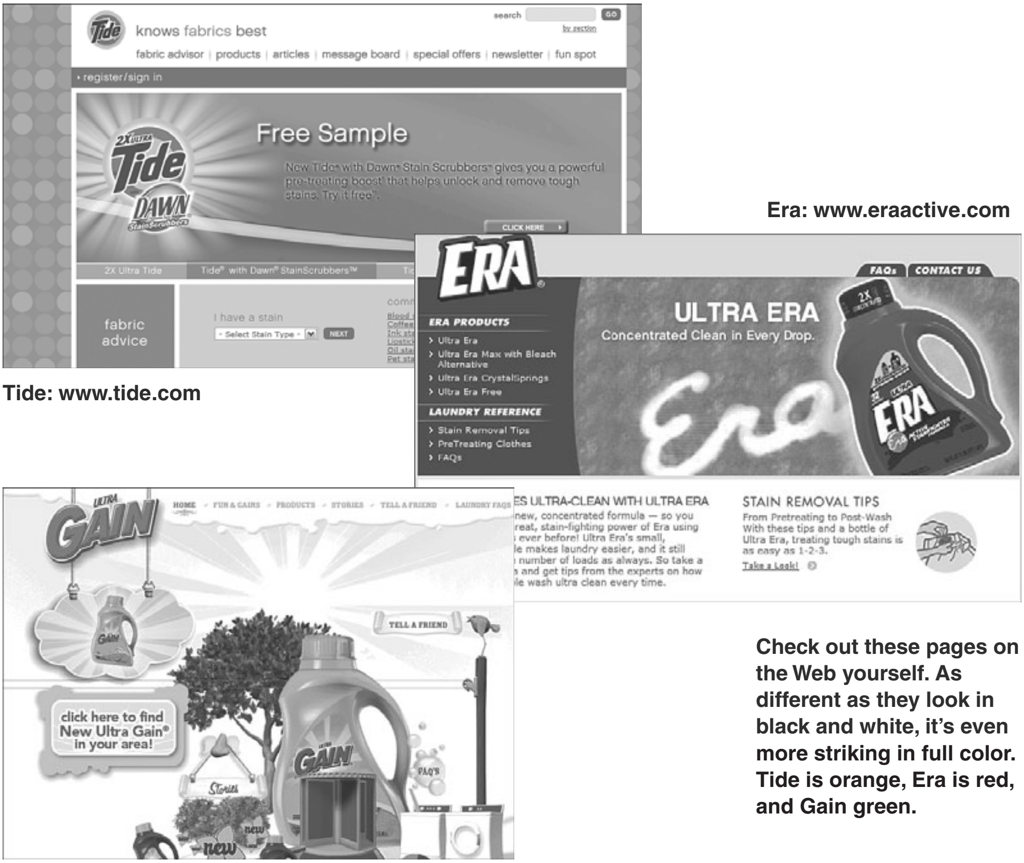
Unfortunately, search marketing gets more difficult precisely because it cannot be handled solely as a specialty. Your specialists must understand what they are personally required to do to make your search marketing a success. Your JavaScript programmers must place their code in files separate from the HTML files. Your copy writers must use the right words in their copy. Your Webmasters must choose the right naming convention for your pages' URLs (Uniform Resource Locators—the Web page addresses that start with www).

The key point you need to understand is that search marketing is a team effort and that medium-to-large Web sites have multiple teams that must work together for your search marketing to succeed. Oh, and one more thing: None of these specialists will be focused on search marketing—*that's* your biggest challenge.

Multiple Product Sites

Your organization might be so highly decentralized that your customers do not even think of your separate products as coming from the same company. How many of you know that Procter & Gamble makes Crest toothpaste, as well as the Era, Gain, and Tide laundry detergents? And how many even care? P&G's customers do not need to know what company makes these products—they know the brand names, and that is enough. And if they need to learn more about the new whitening ingredient in Crest, they are much more likely to go to www.crest.com than www.pg.com. So, Procter & Gamble created separate Web sites for each major brand, as shown in Figure 1-14.

And each Web site might get its own team. There might be a Crest Webmaster, an Era Webmaster, a Gain Webmaster, and a Tide Webmaster, with the other specialists divided by product, too. Multiple product sites foster excellent communication among the specialists assigned to each product, but can create a situation in which there may be almost no communication *across* products.


Tide
knows fabrics best
search
GO
by section
fabric advisor | products | articles | message board | special offers | newsletter | fun spot
› register/sign in
2X ULTRA Tide DAWN StainScrubbers
Free Sample
CLICK HERE ›
2X Ultra Tide
Tide® with Dawn® StainScrubbers™
fabric advice
I have a stain
- Select Stain Type -
NEXT
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FAQs
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› Ultra Era Max with Bleach Alternative
› Ultra Era CrystalSprings
› Ultra Era Free
LAUNDRY REFERENCE
› Stain Removal Tips
› PreTreating Clothes
› FAQs
ULTRA ERA
Concentrated Clean in Every Drop.
Era
ES ULTRA-CLEAN WITH ULTRA ERA
new, concentrated formula — so you
reat, stain-fighting power of Era using
ever before! Ultra Era's small,
le makes laundry easier, and it still
number of loads as always. So take a
and get tips from the experts on how
le wash ultra clean every time.
STAIN REMOVAL TIPS
Take a Look!
ULTRA GAIN
HOME
FUN & GAINS
PRODUCTS
STORIES
TELL A FRIEND
LAUNDRY FAQS
TELL A FRIEND
click here to find New Ultra Gain® in your area!
Stories
FAQ'S
new

New Tide® with Dawn® Stain Scrubbers™ gives you a powerful pre-treating boost that helps unlock and remove tough stains. Try it free*.

From Pretreating to Post-Wash With these tips and a bottle of Ultra Era, treating tough stains is as easy as 1-2-3.

Era: www.eraactive.com

Tide: www.tide.com

Check out these pages on the Web yourself. As different as they look in black and white, it's even more striking in full color. Tide is orange, Era is red, and Gain green.

Gain: www.gainlaundry.com

Figure 1-14 Multiple product sites. Three Procter & Gamble laundry detergent home pages look like they are from completely separate companies.

For most Web tasks, this might not be problematic, but for search marketing, it can be. The Tide, Era, and Gain sites should each be found when searchers look for "laundry detergent"—but the respective teams might be fighting over those searchers rather than working together.

To lead search marketing across P&G, you must coax these disparate product groups to sometimes collaborate instead of always competing. Perhaps they should team up to create the ultimate "laundry detergent" page that showcases each of their products. This is harder to pull off than it sounds, because collaboration might violate the competitive corporate culture.

Alternatively, the three detergent marketers might pool their search knowledge so they *each* rank in the top ten. Moreover, this technique squeezes some competitors off the front page (because P&G has three listings out of ten). P&G marketers might warm to this approach because it is similar to how they stock supermarket shelves with multiple products to control the shelf space. None of these separate Web teams need to collaborate for other Web tasks; for search marketing, however, they do—that's *your* problem.

Multiple Audiences

Perhaps your company is highly customer-centric, conducting all sales and marketing based on audiences, or market segments. So, you have a Web site for large business customers, another for small-to-medium customers, and a third for consumers, even though they buy many of the same products. Of course, each of these sites can be run by separate teams that might not need to work together with the other sites' teams. (Are you starting to see a pattern here?)

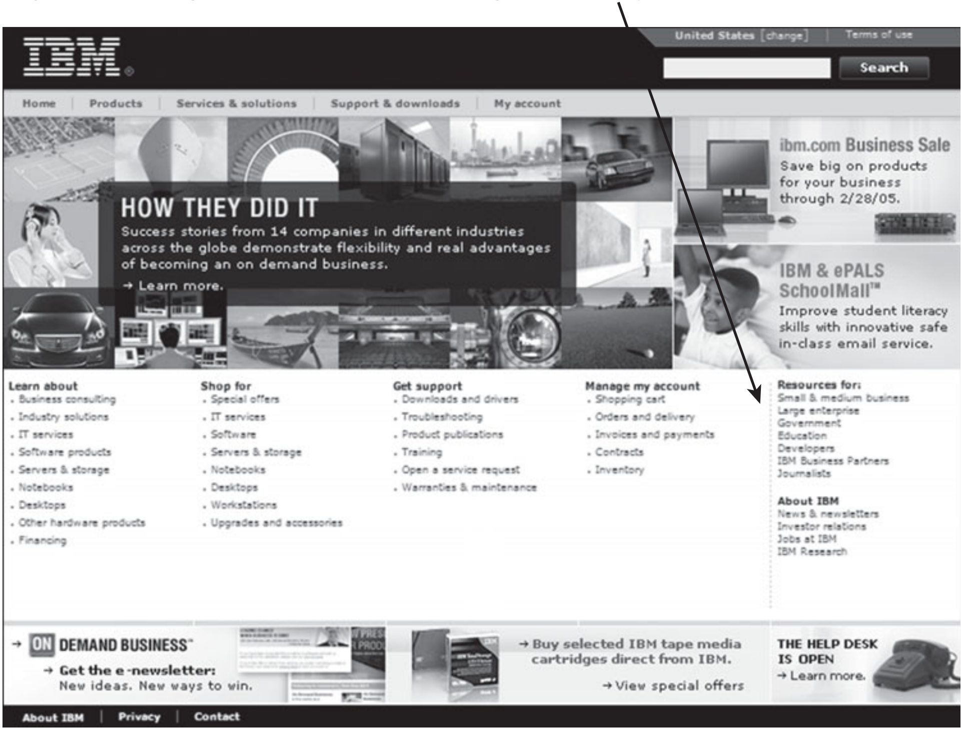
Separate, audience-focused Web sites can be an effective way to communicate with your customers, because you can tune your marketing message to each audience's unique needs. Large businesses might want more customized service, whereas smaller firms might be willing to take a one-size-fits-all solution to their problem—these differing needs can be addressed with somewhat different offerings that are described differently on your Web site.

IBM sells the same computer software and servers to several different audiences, but large customers might have negotiated special pricing based on volume and special configurations, whereas small customers are more interested in ease of installation and service. So, the same underlying technology might be sold à la carte to large businesses but as a packaged "solution" to small businesses. To follow through on this strategy, IBM offers large customers discounted pricing in one part of its site, and markets solutions to smaller businesses elsewhere, as shown in Figure 1-15.

And dividing this Web site based on customer size usually works well—until you consider search marketing. Unfortunately, when a prospective IBM customer searches for "Web commerce" in Google, there is no way to know whether the searcher has a small Web site that needs a turnkey solution or is from a large company wanting to purchase and run its own commerce software on its server. Neither the large company group nor the small company solution group is focused on search marketing, and so—say it with me now—"you will have to do that."

Multiple Countries

Another common way to divide up a Web site is by country, and like all the other ways discussed so far, it makes a lot of sense. (That's why companies do it!) Your company probably does not sell the same exact products in every country, so it makes sense that each country might have its own Web site for customers in that country to visit. Each country might have different languages, currency, cultural norms, laws—it is easy to understand why Web sites are so frequently divided this way.



IBM's home page has separate links for medium businesses, large businesses, and other market segments. Clicking each link leads to a home page tailored for just that audience.

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. Notebooks
. Desktops
. Workstations
. Upgrades and accessories
Get support
. Downloads and drivers
. Troubleshooting
. Product publications
. Training
. Open a service request
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. Contracts
. Inventory
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Government
Education
Developers
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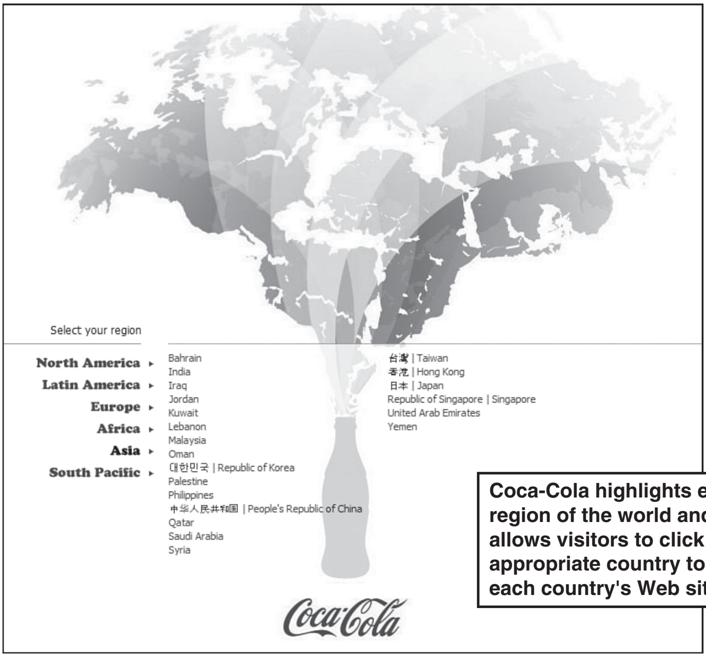
Figure 1-15 Multiple audience sites. IBM uses different marketing messages for different audiences, with a different area of its Web site for each.

But this clever organizational idea, once again, hurts search marketing efforts. Some searchers use country-specific search engines, but many use global search engines, such as Google. What happens when a Canadian searcher enters "four-slice toaster" into the global search engine? Google might be able to determine the language of the query as English, but there may be excellent English-language pages on toasters in the United Kingdom, Australia, Canada, the United States, and many other countries. Your company might also have excellent matches for all of those countries—each toaster page is similar to those in the other countries, but is specific to the country. (It shows the toaster that conforms to UK electrical standards and is priced in British pounds, for instance.) Google might just show the UK pages, even though it is not the one the Canadian searcher wants, and suppress the rest as being "similar pages." If the wrong country page displays, your visitor cannot buy your product easily—he might be asked to pay in British pounds when he has Canadian dollars in his wallet.

You can see that if your corporate Web site is divided by country, you might find Web teams responsible for different countries battling to capture searchers with the same query—they want their pages to "win" so that your other country pages are the ones suppressed. Worse, you might have well-known brand names, such as Coke, that are used in many countries regardless of language. How do you know which country those searchers want? Figure 1-16 shows how Coca-Cola handles this problem on its home page, but your company could face this problem for hundreds of brand names that cannot all be listed on your home page.


Select your region
North America ▸
Latin America ▸
Europe ▸
Africa ▸
Asia ▸
South Pacific ▸
Bahrain
India
Iraq
Jordan
Kuwait
Lebanon
Malaysia
Oman
대한민국 | Republic of Korea
Palestine
Philippines
中华人民共和国 | People's Republic of China
Qatar
Saudi Arabia
Syria
台灣 | Taiwan
香港 | Hong Kong
日本 | Japan
Republic of Singapore | Singapore
United Arab Emirates
Yemen
Coca-Cola

Coca-Cola highlights each region of the world and allows visitors to click on the appropriate country to reach each country's Web site.

Figure 1-16 Handling country sites. Coca-Cola highlights country selection on its home page to get searchers and other visitors to the right place.

Once again, there may be no incentive within your company for different country teams to collaborate on search marketing—they are not required to work together on most other things. All together now: "It's your job."

Multiple Technologies

Until now, this discussion has focused on the problems of multiple Web teams driven by the choices your company has made about how to organize. However, another problem grows as Web sites grow: the technology menagerie. A Web site can employ a dizzying array of technology:

- *Content management systems* help authors create and store the content for each page.
- *Web servers* display pages on the visitor's screen.

- *Application servers* run programs for the visitor to perform tasks on your site (such as viewing an appliance's service records).
- *Commerce servers* display your merchandise and enable visitors to purchase.
- *Portals* display content based on the visitors' interests (such as showing items for sale that are related to items already purchased).

Each of these components (and more) needs to be carefully configured to support your search marketing efforts. This configuration is complicated when your Web site has been pieced together across a large organization, however, because your site probably uses *different* components in each part of the site. So, your multiple product sites (or audience sites or country sites) might each have its own team using different technologies to run each site. In the initial rush to get every part of your company on the Web, a divide-and-conquer strategy might have ruled the day, with each division doing its own thing. Unfortunately, you are paying for that now, because every combination of technology that displays a Web page must be configured properly to make search marketing work.

The more technology combinations you have, the harder it is to get them all working for search. Frequently, you need to coordinate multiple changes to fix one problem because, for example, the content management system and the portal are both contributing causes. And (by now you are waiting for it), none of these technical specialists will think search marketing is part of *their* job—it is *your* job to get them to fix each problem.

If you find that your Web site suffers from the technology menagerie or any of the other problems listed here, don't despair. We show you how to solve each one.

Summary

Since the rise of the Web in the 1990s, more and more of your customers have turned to the Web, and more specifically to Web search, to find what they are looking for. Most searchers are clicking organic search results, although some are selecting paid search listings. Regardless, your Web site cannot ignore these searchers without losing them to your competitors. By focusing on searchers as part of your marketing plans, you *will* raise your sales (or raise whatever your Web site's goal is).

But paying attention to searchers takes more work than you might expect. To maximize your search marketing success, you cannot focus on just one or two search engines. Search engines come in many flavors and colors, ranging from worldwide sites to single-country engines to specialized shopping searches. Depending on your business, we discuss later how any or all of these might be key parts of your search marketing plan.

It is even more complicated for some organizations because the larger your Web site is, the more elusive search success can be. Large Web sites have multiple teams split by technical specialty, product line, country, and other organizational boundaries. Your company's organizational structure might be perfectly aligned for its overall goals, but can fracture search marketing.

Organizational splits hurt search marketing precisely because search marketing cannot be treated as a specialty performed by just one department. Rather, successful search marketing efforts pervade your entire Web organization, transforming jobs all along the way. Do not worry if you cannot imagine how you will persuade all these folks to change the way they do their jobs—we show you how.

Your multiple Web teams fail at search marketing because of their search ignorance—ignorance that can be overcome only through knowledge, knowledge that must start with you, the search marketer. The following chapter examines what a search engine actually does. As you learn how search engines work, you will be better prepared to train your far-flung Web teams to transform their jobs and to take advantage of the huge search marketing opportunity.

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