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TESIS

MARKETING STRATEGY FOR NEW MARKETS: THE GURUC WEBMASTERS CASE

Para obtener el grado de:

MAESTRO EN ADMINISTRACIÓN

Presenta:

SALLY MICHELLE GUTIÉRREZ ESTEVES FARARONI

Director de Tesis:

M.C. LUIS RAMÓN MORENO MORENO

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FOREWORD

To my parents (mom, I know you would be proud), my brother Michael, my boyfriend Michael, my uncle Bernardo, and long time friends Mike and Sandy, who have always supported me and encouraged me to keep going even when the odds may seem negative. Thank you for being part of my life, for teaching me, for believing in me, and for helping me with valuable information and unconditional love.

ABSTRACT

Guruc Webmasters is a Mexican company that was established in 2009, and has ever since been an important company in the IT industry. They started selling in the American market while based in Mexicali in 2011. They faced a stall in sales regardless of their fame as experts in Emarketing. This case study interviews a poll of 38 marketing decision makers to find out the main reason why the sales have been hindered.

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INTRODUCTION

The American market has been recognized as one of the most changing throughout the years, being impacted by different ideologies and cultures. This is in some measure due to the mixtures of races and ethnicities in the country. Therefore, each minority has been categorized according to certain traits or stereotypes. Moreover, having the United States being a hegemony, several countries are constantly looking for a way to have them as a commercial ally. When it comes to people, many of them look for the American dream; and so many others don't just look for a job opportunity, but to establish their own business in that territory.

Having that said, Guruc Webmasters has come across the aforementioned challenge. Since 2011 it has been looking for more ways to gain market share in a successful manner. However, this has been at a slow pace. In 2013 the company had 24 clients in the Imperial Valley, which is not a big number. This could be due to the current economic situation in this area. Nevertheless, this isn't a significant limitation.

Even if Guruc Webmasters is a Mexican business that was legally established in 2009 and with over 15 years of experience at a managerial level in Emarketing, it has faced issues in regards to making more sales in the neighbor country. This could be in part because of the distance, or the Mexican stereotype that states that this culture is not very formal or committed when it comes to business. Nonetheless, Guruc Webmasters, has constantly looking to give the best possible service to its current clients, offering them good quality websites, graphic design, social media and audiovisual productos, all done with cutting edge technology.

According to what has been already mentioned, the following case study looks to find an adequate marketing strategy, based off of the American consumer behavior and their culture in the Imperial Valley county from the years 2013, in January, and 2015 in June.

In order to do this, in the first phase a documental analysis was done, using books and literature specialized in the subject. The information was then used to supplement the data gathered with the questionnaire that was applied to marketing decisions makers in the Imperial Valley county in the state of California, United States. This information was useful to give direction to generate such marketing strategy, based off of the core competency that Guruc Webmasters has been one of the few local Mexicali companies that has been able to penetrate the Imperial Valley market.

To go deeper into this matter, not only will there be a mild glance at what business and marketing books have to offer, but there will also be support sought from other sciences such as psychology. In regards to this, the different way of living, doing business, and social protocols will be studied.

Furthermore, the core competencies of Guruc Webmasters will de revised. To mention some, there is the fact that they have a team of programmers that keeps itself constantly educated in SEO and web programming. This in turn makes it possible to provide the final user, a website with the same quality that is offered in the United States but at a cheaper cost. Along with that, there is a specialized personnel that is fluent in English. This makes it easier to do business and offer technical support to foreign clients. Another important fact is that the sales personnel is available for the client showing progress of the project in form of weekly deliverables, counseling him or her whenever needed. Compared to other companies, this could be a strong characteristic of Guruc, since the competitors don't usually go to the offices of the clients, and usually take care of everything over the phone or email. It is these small differences, among others, that make the client feel important, thus the preference of dealing with companies in person rather than at long distances.

Keeping the above information in mind, and considering that Guruc Webmasters has the necessary characteristics to be at the same level of the companies that offer the same service in the United States, this case study will try to help Guruc to find the way

to make it through the clutter by using a marketing strategy designed to increase awareness, which in turn begets sales in that country. In order to make this strategy more complete, elements such as language, business etiquette, cultural standards, and product demand will be taken into consideration.

Problem definition

The American prospects hesitate when it comes to hiring the web design and graphic design services that Guruc Webmasters offers, even though it is mentioned from the very beginning, that this company has been around for over 6 years in Mexico, and that it has 24 clients in the Imperial Valley. It becomes more critical when the prospects ask whether Guruc Webmasters has a physical address in the United States, to which is usually answered with a "no". Regardless of this situation, it is told that if the list of clients expands, opening a new office in the United States is not out of the question. Moreover, it is actually important to consider that Guruc Webmasters already has a vision to expand its market share into the counties of Imperial Valley and San Diego in the long term, taking into consideration the experience that has been acquired in the cities by the border on the American side.

Among some of the reasons to not hire the services offered by Guruc Webmasters in the Imperial Valley county is that the project is not important at the moment, hence the wish to postpone; or they just do not show trust towards the company, so they prefer to hire a freelancer in some metropolitan city in the United States, or even through a well known corporation that creates do-it-yourself websites such as GoDaddy or Square Space.

This type of decisions hurts Guruc Webmasters' sales in a way, due to the fact that they reduce the income in dollars - whose exchange rate is always higher for the same amount - which generates lower income in general. This in turn makes the increase of awareness rate not as desired in the United States, hence generating a more competitive arena in Mexico. It is important to point out this last comment because many national and local companies do not usually wander on the American market. This could be because they find it too advanced for its time, or they do not know the language, among other reasons.

Some solutions to such problem could be to include testimonials on Guruc Webmasters' website, because this could bring more credibility for the American customer. Furthermore, a satisfactory experience should be held, in addition to an outstanding customer service so that the current clients can create word of mouth. The power of the word of mouth or having someone recommend something to another person is incredible. This can open doors in different places, different industries, and even with people who are not available just to anyone.

Finally, an adequate marketing strategy that is focused on giving value to the American client fits perfectly in this market. Taking into consideration the various findings done through neuromarketing, which is a byproduct of behavioral economics and neuroscience that looks to find the reason behind why consumers prefer to buy a product more than the other; or to evaluate what ad works better than the other; etc. Therefore, the right combination of psychology, knowledge of the culture, the right product, the right medium, the right words, and the right body language, can increase awareness of a product or service, as well as making the clients feel special at all times.

General objective

To formulate a marketing strategy focused on the American culture, which increases awareness of Guruc Webmasters in the Imperial county.

Specific objectives

- Analyze the American consumer behavior in regards to psychological and cultural elements.
- Identify the needs of the American companies as far as advertising.
- To create a marketing strategy to increase awareness in the Imperial Valley.

Limitations

Some of the limitations found for this case study are the following:

- Since the survey applied as part of the primary research was done online, some people who answered it where not local.
- The whole pool was not very disposed to answer, therefore, there were only some respondents who took the time to fill out the survey.
- The research will be done only in the sales department of Guruc Webmasters.
- Limited budget to travel back and forth to the county to apply the survey.
- Limited time to gather the responses and do the analysis of the gathered data.
- Lack of budget to create all the materials needed to explain thoroughly the marketing strategy.
- Error in the cultural context, due to the fact that the United States is a country with different minorities.
- Books out of date that are used as a base to design the marketing strategy, mainly because of the surge of the use of social media and other electronic media.

Justification

The main reason why the following case study was done was to determine a correct marketing strategy based on the cultural and psychological behaviors of the American consumer, so that the Guruc Webmasters company could target and gain more market share, as well as position itself as the leader in the Imperial county.

In addition to that, this case study, through the marketing strategy, looks to increase the sales for Guruc Webmasters through the increase of awareness among business owners in the Imperial Valley. This in turn will create more job offers, more hires, hence the help in reducing unemployment. At the same time, the number of graduates from IT, Computer Science, and Graphic Design programs will have more job opportunities. This would have a positive impact on the technological and business development in Baja California.

Moreover, the American business owner will be benefited from obtaining a good quality product at a lower price, through the design of online advertising that may create an increase in his or her sales.

CHAPTER I

General Background

The case study is based on the premises established in the books by the cited authors. Among these premises are the aforementioned culture factors that are different in the Mexican and American cultures. In the business atmosphere, the following are some aspects to take into consideration.

1.1. Some elements related to the Mexican Culture

From a general standpoint, in Mexico the information is accepted with different outlooks, however, few action is taken. Mexicans get involved personally in different controversial topics, and refer more to people they know than to rules or laws to solve conflicts.

Meanwhile in negotiation strategies, subjective emotions sometimes end up making up the reality for Mexicans, which can lead to altering the truth depending on perceptions and wishes. Although Mexicans are strongly connected with Catholicism, religion does not influence the decision-making process. People with higher education tend to be more objective.

As far as values, the relationship between Mexico and the United States throughout history has made the Mexican business owner suspicious towards the American counterpart, or just with any foreigner coming from an industrialized country. This is why, for Mexicans it is very important to have a good relationship with the other person, thus the importance of trust over credentials.

In regards to business etiquette, the following elements are common among Mexicans:

- Punctuality is highly admired but not practiced very much by Mexicans. Nonetheless, if there is a meeting with a foreigner, it is expected to start punctually. This aspect does not apply to social gatherings like parties, celebrations, etc. which is why, the person is expected to arrive at least thirty minutes after the set time.

- It is recommended to set meetings with two weeks in advance and to confirm the attendance a week before the set date. It is important to have a contact person in these meetings, so that he or she can start generating connections in advance for the business guest.

- Meetings are usually held during the time for breakfast, lunch, or dinner.

- The negotiation process takes longer than in countries such as Canada, United States, or the northern part of Europe. Decisions are made by people with a higher rank with a previous talk with people of lower rank.

- It is relevant to plan several visits and stay in touch with Mexican business owners, because they not only look to have a business relationship, but they also look forward to becoming friends.

- Mexicans do not like to say "no", therefore they use terms such as "maybe" or "we will see" to communicate the same meaning. This is why, it is highly recommended to have the acceptance of the deal in a written form, because sometimes they say "yes" to be courteous.

- It is encouraged, during the negotiation process, to pinpoint the mutual relationship, and the trust that there will be between the two companies, as well as the benefit it will bring to their self-accomplishment and family.

- Mexican business owners are well aware of the social status of a person and there usually is a person from medium, medium-upper class in the meetings. Therefore, it is recommended that the guest stays in high-end hotels, goes to fancy restaurants, and impresses with his or her personal achievements (certifications, education degrees, experiences with important people).

- It is usually asked whether acquiring the product or service has financing options

1.2. Business Culture of Americans

On the other hand, Americans have a different way to approach business. They do not necessarily have to know the person to trust them or see them to do business. Purchases of all kinds from books to cars, to software, etc. are usually done remotely. Moreover, the speed with which business is made is quicker than in other countries. This could be as fast as signing a contract during the first meeting. To understand the American way of doing business, here are some important aspects:

As far as the cognitive aspects, the United States has a more egocentric and close minded culture. Nevertheless, Americans recognize whenever they have made a mistake. They are very analytical, and concepts are quickly understood. Innovation is usually more important than tradition. Universal rules are preferred, and the company's policies are regularly followed by the person who signs the contract. There is a bleak orientation towards long term relationships.

In regards to negotiation strategies, according to Morrison (2006:574) "In a negotiation, the positive points are given based on facts. These are sometimes based on ideologies of democracy, capitalism, and communism, but rarely are they based on the subjective feelings of the participants."

When it comes to the values system, it is worth emphasizing that it is highly individualistic, and people are considered to be expendable. There is a strong orientation towards individual initiative, and the reach of goals. Every person has a private life, of which people do not really talk about during business hours. Friendships are few, and specific to certain needs. However, people usually have too many acquaintances. Overall, people in the United States do not find it hard to say "no".

Work ethics are very strong, which may make it seem as though they lived to work. There are established rules for everything, and people trust the experts more at every level. Therefore, due to this and to the constant seek of recognition and excellence it is a very frantic society. Competition is the rule of life. Excellence and decision are rewarded behaviors. Material progress is more important than the humanitarian one. Society is still dominated by men, but traditional sex roles are rapidly changing. Women have become more active and are fighting for income equality and power. Once again, Morris (2006:548) claims that "there is an unequal structure as far as what roles people play, but personal equality is granted by law. There are considerable prejudices against minorities in an ethnic and social manner.

Just like it was mentioned before, business practices between both cultures are different. In the American case, here are some examples:

- Punctuality is highly emphasized. In case the meeting will be held in a large city, chances are there will be delays. In such case, it is recommended to call the person to let them know.
- If a person is invited to lunch, the host should arrive on time.
- If there is an invitation to a reception or dinner party, a person can arrive some some minutes late, up to half an hour late.
- It is necessary to set appointments before meeting up with a person.
- Business matters are taken care of very quickly. People in the United States may bring signed contracts with themselves, even during the first meeting. In big corporations, contracts smaller than $10,000 USD can be accepted and signed by a manager.
- It is recommended to send your information through an electronic way before visiting the prospects, and to be always ready to create digital invoices.
- It is very common to schedule meetings or appointments through email. Too many conferences are done from the web. Information and presentations are

archived in corporative intranets, so that the employees can access them from wherever they are in the world.

- It is common practice to answer phone calls during meetings.

- Outcomes or results of a project are common topics among negotiations.

- They are the most litigious society in the world. There are lawyers for every type of situation.

- Until a person is well known, it is not recommended to talk about religion, money, politics, or other controversial topics.

- Business cards are shared only when there is the motivation to contact the person some time in the future. The business cards that you give can be put away in a pocket, purse, or can be even written on. This is not a sign of disrespect.

- Compliments are used to start a conversation.

1.3. Age Cohorts

If seen from an individualistic perspective, not every consumer is the same. But, studying every consumer could be almost impossible. Therefore, marketers and researchers have clustered consumers according to the following generations or age subcultures:

i.   Interbellum Generation: Those born at the beginning of the 20th Century

ii.   Silent Generation: Those born between the two world wars.

iii. War Baby Generation: Those born during World War I.

iv.   Baby Boomers: Those born between 1946 and 1964.

v.   Generation X: Those born between 1965 and 1985.

vi.   Generation Y: Those born between 1986 and 2002.

vii. Millennials: Those born after 2003.

For the purposes of this case study, I will only briefly talk about consumers of Generation X, Y, and baby boomers, based off of Solomon's book Consumer Behavior: Buying, Having, and Being (2014).

Generation X: They are those born between 1965 and 1985. They are very independent and successful. Some of them are owners of big corporations such as Google, and Amazon. They can be considered somewhat boring. They like to be on their own and many of them are divorced.

Generation Y: This generation was recently merged with the youth market, and from it the "millenials" term was derived. They are also known as "Echo boomers" because they are considered the legacy of the Baby Boomers. To them, it is important to maintain a positive outlook of life, therefore they have a positive association with the word "change". They are tech savvy, like living in their cars, and their total expenditure makes up $170 billion in the United States. Most importantly, there is a set of rules by which marketers must abide in order to get their message across:

- Don't talk down: They want to draw their own conclusions.
- Don't try to be what you are not: Stay true to your brand image. Firms that back up what they say impress them.
- Entertain them: Make the sell attractive and short. If they are captivated by an ad, they will find out more.
- Show that you know what they are going through but keep it light.
- Show that you are authentic and that you give back: Deeds work, empty promises do not.

Baby Boomers: These are children of established families following the end of World War II and during the 1950's. They are big influencers of popular culture. They are

active, and fit. They spend most of their money on household finishing and equipment, food, apparel, and retirement programs.

1.4. Consumer Behavior: Being Cognitive and Emotional

Every book done on Consumer Behavior tries to find out the reasons behind why humans buy. And after so many years, it has been found that the brain relies on two systems: The Cognitive System, and the Emotional System, or System 1 and System 2 accordingly (Genko. 2014). In his book, Michael Solomon (2014) establishes that it all starts with humans seeking to solve a problem, which is the gap between the current state and the desired state. In order to satisfy this need the person will do his or her research to find that product or service that will alleviate the distress. Moreover, sometimes people will purchase the same product because it is already an instilled habit; some will buy it out of impulse; or because the product may give them a different identity (how the product makes them feel). Therefore, the idea that consumers take time to decide between two products when it comes to buying them, does not always apply.

The attribute the consumer gives to a product will play a big role during the purchasing process. This process encompasses three things: Feel, Do, and Think. The order in which these occur will depend on the product or service. That's why some stores spend so much in atmospherics, in giving a consumer a great experience, or sell them a better image of themselves. Once the consumer has bought the idea, or has envisioned the positive experience and results the product or service will bring them in the future, then can he or she decide more easily between two products.

1.5. Client Attraction Processes

Every business owner's dream is to find the secret recipe to get more by spending less on costs and effort. Some people call it the Pareto Law, or the 80/20 law, in which with just putting in 20% of a resource, will bring you the 80% left. Some say this is achieved through specialization, and something similar to this is mentioned by Mike Mikalowicz in his book The Pumpkin Plan: A Simple Strategy to Grow a Remarkable Business in any Field (2012). He claims that there are three areas of innovation: Price, Convenience, and Quality. One cannot do all three. If they tried to do it, the company would end up like its competitors, or maybe end up trying to do a bit of everything, but not good at anything after all. Then, the company would find it hard to stand out.

Nevertheless, too many business owners have no idea about how to create a product, what to improve or what to give to the client. Hereby is, then, the important key to determine the right product and to generate the adequate marketing strategy. In order to do this, Michalowicz (2012) recommends to fill out an accuracy chart, which he calls Assesment Chart (See table). In this table, the clients are put in ranking order according to the ones who bring in more income to the company, and those who bring in the least; then, there is the cringe factor (this is the emotion you show whenever you receive a call from that client); followed by some other characteristics that will help you rate them, such as whether they pay on time, if they are flexible, etc. Followed by a score at the end (From A to F).

Once the "favorite" clients are written down, and by favorites I mean the ones the company enjoys working with (all grade A clients) because they have a good relationship with them, these same clients are invited to a meeting so that the company's representatives and them can see how they can serve them better, what the people in their industry are doing right or wrong, and so on. With this information it is expected to, hopefully, determine how to serve them better, and how to create a product or service to serve them better according to their needs. It is relevant to keep in mind that this product or service must fall into one of the innovation areas mentioned earlier,

just to make sure that the company will be unique. This will make the company position itself better in the mind of the customer, so that whenever they need a service related to what the company does, its name comes to mind first.

1.6. Marketing Mix

Once the product has been determined, and it complies with the fifth marketing P (just like Godin (2003) establishes it in his book: Purple Cow: Transform your Business by Being Remarkable), now can you proceed to establish in detail, the other four P's: Product, Place, Price, and Promotion.

1.6.1. Purple Product

In order to make the product easy to remember, it has to stem from a mixture of the product itself and a unique attribute of it. The result of this will be the company's purple product. As an additional note, it has to be placed in the tails of the curve of the demand.

The aforementioned curve has the following pattern: At the left end of the tail are located the early adopters, those who impatiently await the launch of the product, and who do their research to find out more about showrooms or expos where they can be the first one to witness the launch of this product.

These early adopters are the ones every marketer wants to have as customers. The importance of this people is that they tend to be influencers and have a major role in product positioning. (Solomon, 2014) When a product is well positioned inside the mind of the consumer, then can it be sold at a higher price, compared to when the product had been already launched and competitors are finding a way to capture some of that market share by creating me-too products (Ries, 2000). This last situation happens when the product gets to the peak of the curve in the product life cycle.

1.6.2 Price

When it comes to choosing the price in a product, there are some factors that have to be kept in mind such as fixed and variable costs, competition, company objectives, proposed positioning strategies, and target group and its willingness to pay. According to Kerin and Peterson (2012) there are the following pricing strategies:

- Penetration Pricing: Here the company establishes a low price to increase market share. Once the latter is captured, the former can be increased.
- Skimming Pricing: The company establishes a high price at the beginning, and then lowers it to make it more affordable to the market.
- Competition Pricing: This involves setting a price in comparison with competitors.
- Product Line Pricing: In this part, the company prices different products within the same product line at different price points. For example, TV manufacturers can have different models of TVs, making some models have more features than others.
- Bundle Pricing: The company will organize different products at a lower price. For example, some companies may offer 2 products for the same price and one 50% off.
- Psychological Pricing: The seller will consider the psychology of the price in order to position it within the market. For example, the company may prefer to set their price at $99 instead of $100.
- Premium Pricing: The product is being sold at a high price to set the importance or exclusivity of it.
- Optional Pricing: The company may opt to sell additions to the product in order to maximize its revenue.
- Cost Based Pricing: Here the company takes into consideration the prices of production and distribution, and then marks up the price to get the price already kept in mind without compromising the beforehand set profits.
- Cost Plus Pricing: The firm, in this case, will add a percentage to the cost as profit margin.

1.6.3 Place

Depending on the type of product, the place where it will be sold will play a major role on whether it is demanded or not. It is crucial to analyze if there is going to be confusion coming from the consumer, or if there will be mixed concepts. For example, in their book *Strategic Marketing Problems: Cases and Comments*, Kerin, and Peterson (2012) put as an example the Breeder's Own case. This company wanted to launch a frozen dog food product because they noticed that there was a niche that treated its pets like a family member. Therefore, they decided to put the frozen dog food next to the human food. This turned into a chaos since people who didn't have dogs felt uncomfortable buying their frozen food while noticing that it was next to dog food.

The above example is to pinpoint how important it is to know well the product that is being sold, its characteristics, and whether it needs special care. Then, of course, is the audience it is targeted at. Once this is taken care of, choosing the right distribution channel will play a key role not only in assuring that the product will be delivered unaltered, but also, which one will save costs.

1.6.4 Promotion

When a company starts offering its product for the first time, it looks for a way to get immediate sales, therefore, it starts spending on existing communication/promotion channels. This is done in an attempt to reach as many people as possible, when actually the best way to get more sales is to get to people who are interested in the service. If a company wants to be successful at reaching the right audience, a message should be like Godin (2012) considers it: anticipated, personal, and relevant. In other words, the recipient has to be expecting the message; it has to be according to his or her likes and preferences; and it should be important for him or her. The question is, however, how can you know whether a person finds the issued message interesting? And this is where creativity comes into play. The marketer must find a way to ask

permission to the potential customer to offer him or her the smallest thing, and then escalate, until a strong relationship between both is built.

In Guruc Webmasters' case, once the potential customer and his or her likes are determined, it can be as easy as obtaining their email address. This happens to be a free tool that could be used a communication channel, and whose expense impact is too low. For example, if there is a client who is known for being interested in edgy design and technology, who has a renowned company and sells a market accepted product, then they could be offered an ecommerce solution so that they can sell online. This way, he or she would save money on sales, personnel, and have a better relationship with clients by shipping them the product they had just purchased.

1.6.5. Post-Sale Service

Once the 4 P's have been established and the product has been successful, this is not a sign that tells the business owner to stop and go on vacation, but on the contrary. It is crucial to be alert and to listen to clients. Nonetheless, with the plan that has been followed in order to achieve success, it is possible to systematize the process in order to obtain and maintain sales. During this stage, too many business owners see themselves in trouble, because they may think that no one else can do the job as well as they do or as someone in another department. When, in reality, it is possible. It is just a matter of finding the right person for the right position. This can be achieved by giving him or her proper orientation and training about the company's culture. (Collins, 2001).

Finding a small excuse to be in constant contact with a client can be part of the Post-Sale Service. Greetings, phone calls, birthday greetings, holiday gifts, etc. All can help to remind the client that the company is there to help them and to be there for them for every occasion. This helps the company to transform from a commodity company into a specialty company. This will automatically generate more sales, because the person or company will already be positioned in the customer's mind.

1.7. Marketing Strategy Development

1.7.1. Product Lifecycle

The creation of a product or service can sometimes come from a desire of the owner of a company, an employee, or from an external agent. Nevertheless, according to Cagan (2008) the product manager should always keep in mind the user, and determine whether the new product or service a) satisfies an existent need, b) is usable, and c) is valuable to the consumer.

Once these criteria are met, there should be a team of responsible members for the project. According to the size of the company, some people must be considered in every detail, but the main characters should be: Product Manager, Interaction Designer, and Prototype Designer.

These three key players will determine the most minimum specs required to create a prototype, so that they can later on test it with a group of real consumers. This can work as a way to determine what changes have to be done, and what other important futures should be added. This saves time before the product is given the order to be worked on by the engineering team.

While building the real software after the prototype passed the requirements gathered by the interaction with the real costumers, different methods can be implemented. Even if there are many types of processes for engineering purposes, according to Cagan (2008) Agile methods can work better because they are a set of sprints that allow the team to check in with the client and determine whether the progress is correct or if it needs further changes. This is time saving, and may prevent time-lag. Along with this, other benefits of this method are:

- Clients don't usually know what they want and sometimes end up changing the whole project at the end. This become more time consuming, because sometimes it needs a whole change of structure.

- The product launch will have less errors than expected.

1.7.2. Types of Marketing Strategies

In their book, Kerin and Peterson (2012), establish four strategies using the market as a start point. These four strategies are:

a) Market-Penetration Strategy: This strategy is used when the product sold is not new, but the company wants to increase market share. An example of one of the tactics could be price reduction.

b) Market-Development Strategy: This strategy brings an existing product to a new market.

c) Product-Development Strategy: This strategy invests or does changes to an existing product. For example: Increase in size, change in shape, bundle packs, etc.

d) Diversification: This strategy is implemented when the product offered is new and is taken into a new market.

CHAPTER II

Guruc Webmasters

2.1. History

Guruc Webmasters is a legally established Mexican company that has been operating for 6 years. It was a project that its owner, Bernardo Esteves, always dreamed about. And after 2 attempts with previous companies, in 2009 the company was finally created having 2 business partners, a programmer, and a sales person.

One year after, one of the business partners decided to follow another project and left the company with just Bernardo as the CEO, the programmer and a sales person. At the time, the CEO was in charge of the IT chamber of commerce in Mexicali, so he wasn't able to take complete care of his business. Therefore, the company was mostly run by the programmer and the sales person.

After Bernardo's contract was due, he returned to Guruc Webmasters to set order and manage the business correctly. He started an internship program to get more programmers to help out the current programmer with the market demand. And, soon after, new interns for sales positions were added.

Three years after the company was established, it changed offices and moved to a better area. This is, to this day, their current address. By 2012 the new office included a conference room, six cubicles, 5 employees, and over 50 clients.

Now-a-days, Guruc Webmasters has become a small business with 11 employees, and over 100 clients of every industry in Mexico, most of them in Mexicali, and the United States, mainly in the Imperial County.

2.2. Mission Statement

To offer digital marketing solutions to companies and business owners, so that they can get positioned in their market, and increase their sales.

2.3. Vision

To be the leader company in emarketing in the Mexicali, Baja California area, in Mexico, and the Imperial Valley, California, area in the United States.

2.4. Products

Guruc Webmasters currently offers different products and services according to the following categories:

1. Web Design: Everything related to a website and its programming. It can have as many add-ons, widgets and content systems as the client requires. All of them already include an SEO strategy to help clients to be found more easily through the web.
2. Social Media: It includes the management of Facebook, Twitter, and LinkedIn pages. So far, most of the clients just want Facebook page management. This service already includes the marketing strategy, design, daily posts, and basic interaction with the FB users.
3. Audiovisual Production: Everything related to image, picture, and audio. Clients can get photo shoots, photo editing, and even video commercials to promote their companies.
4. Consultancy: Sometimes people and clients are concerned about how to use certain tools to increase their online presence. At Guruc Webmasters, they offer courses about the trendiest topics in the industry. These courses can be to general admission or even for specific clients by request. Some of the most

famous topics are: Facebook for Business, Blogger for Entrepreneurs, Design-it-Yourself, and Customer Service.

CHAPTER III

Methodology

3.1 PRIMARY RESEARCH METHOD

Guruc Webmasters has always seen potential in the American market, thus the constant sales sought on the other side of the border. Even if they currently have 20+ clients, they still want to gain market share since their main renowned competitors are only 2 and they charge too much for what they do.

Nevertheless, not every business is willing to hire Guruc Webmasters because of different reasons. Some are economical, some are cultural, and some are even because of lack of interest in technology. Or so they say.

In order to find out how to reach the American audience more effectively secondary data, exploratory and descriptive researches were done. A survey was completed by a pool of 38 business owners who resided in the United States, between the ages of 20 to 50+. The objective of this survey was to understand their Emarketing experience with their current provider or with any provider they have had in the past, in order to find the reasons why they hired them. The following non-probabilistic sample methods were used to collect the data: Convenience Sampling (in person, and Facebook requests to fill out the online designed questionnaire), and Referral Sampling (asking some of the interviewees to recommend friends/acquaintances who are also business owners, so that they could take the survey).

This survey includes questions that ask the respondents their demographic information, whether they make decisions when it comes to advertising/marketing products, what elements of corporate image they have, the features included in their website, and the overall experience with their current provider.

3.2 ANALYSIS

A pool of 38 people currently residing in the United States, between the ages of 20 to 50+ plus who had some sort of influence in the marketing decision process of the company they work at were interviewed. The sampling methods, as mentioned before, were non-probabilistic. These were Convenience Sampling (in person, and Facebook requests to fill out the online designed questionnaire), and Referral Sampling (asking some of the interviewees to recommend friends/acquaintances who are also influencers in the marketing decision making process, so that they could take the survey).

Out of those 38 people who were interviewed, only 24 were eligible, since they had direct influence on the marketing decision making process of their company. And their results brought astounding findings.

It was interesting to find that out of the 24 respondents, most in charge of making marketing decisions were men, which comes down to 86% (see figure 1), and most of them were between the ages of 31 and 45 (see figure 2).

Figure 1. Percentage of the gender of respondents of the Emarketing Experience Survey.
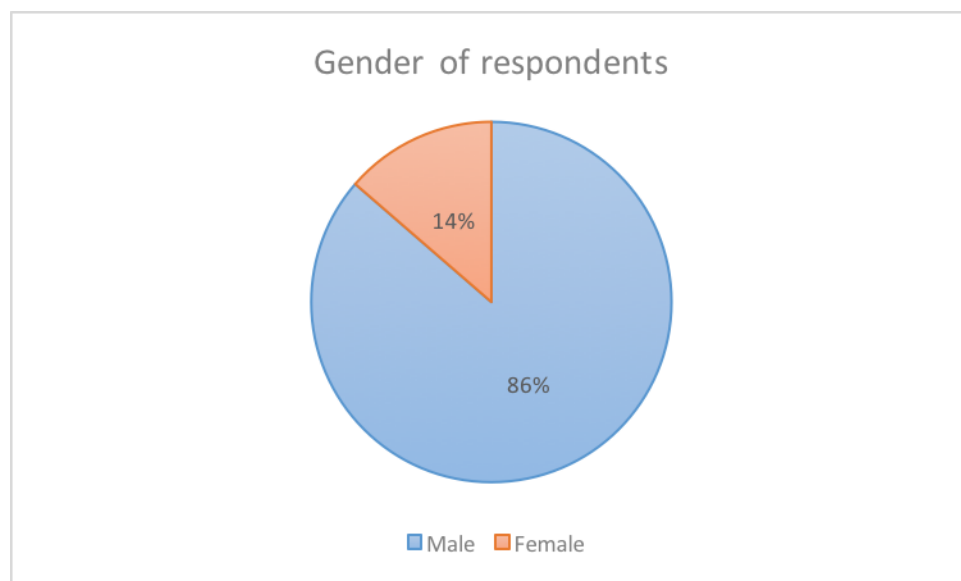
Figure 2. Number of respondents by age groups
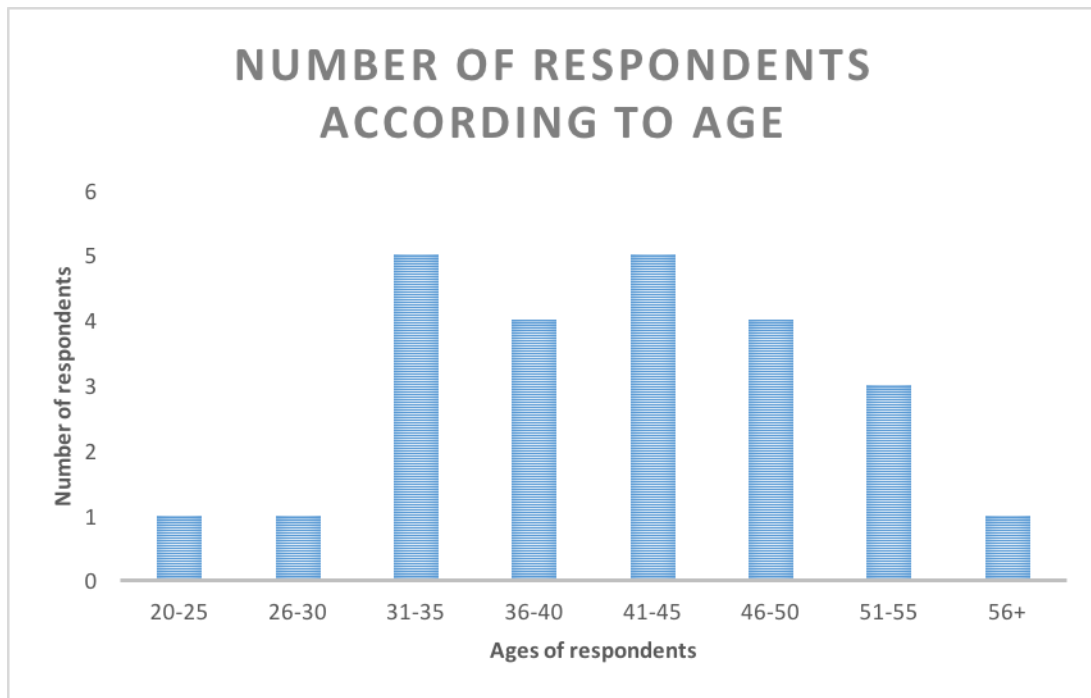
As mentioned before Guruc Webmasters doesn't only offer websites, but as part of their services they also offer graphic design, which can be used as part of a company's corporate image or identity. And, in this study most of the companies had a logo and used business cards to exchange information (see figure 3). But some were lacking other elements that could help them increase awareness of where their company is and what they do. Several reasons could be behind why they did not own these elements. Asking why they did not have these elements was not part of the survey, thus, the answer to these doubts can not be exposed.

Figure 3. Corporate Image Elements Businesses Currently Own

Corporate Image Elements Sample Businesses Currently Own
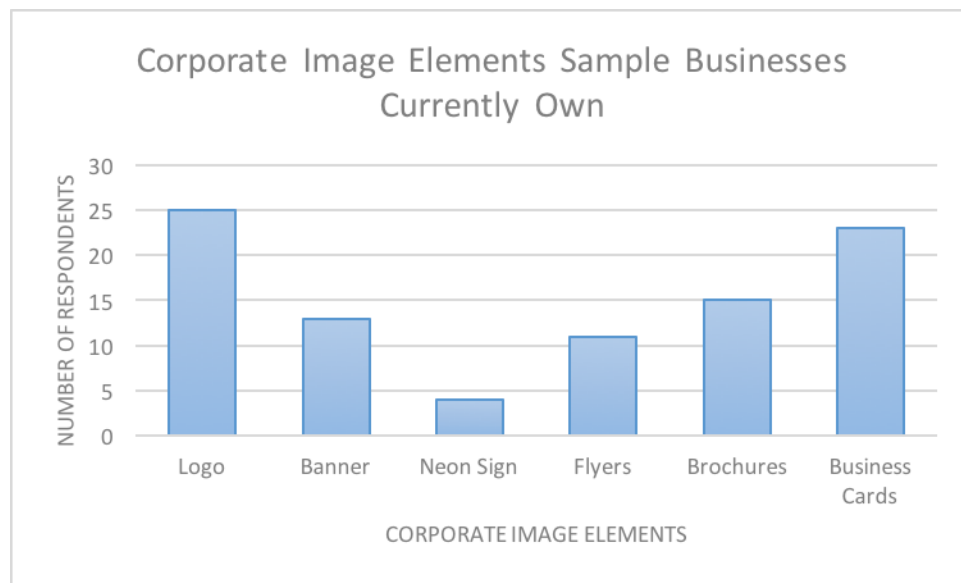
Since the company already had an identity, the next question was to find out what advertising channels they are currently using. Since technology plays an important role in too many people's lives, it was fascinating to see that all of the respondents answered that they used a website to advertise their companies (see figure 4). The website can come in the form of their own website or some other company's website where they can advertise. Even if other typical channels such as TV, radio and newspaper still made it to the results, most of the companies now a days are using internet based marketing, not only with just a website, but also with Social Media (which is on the rise), internet browsers (Google, Yahoo!, Bing) and online directories.

Figure 4. Advertising Channels used by American businesses
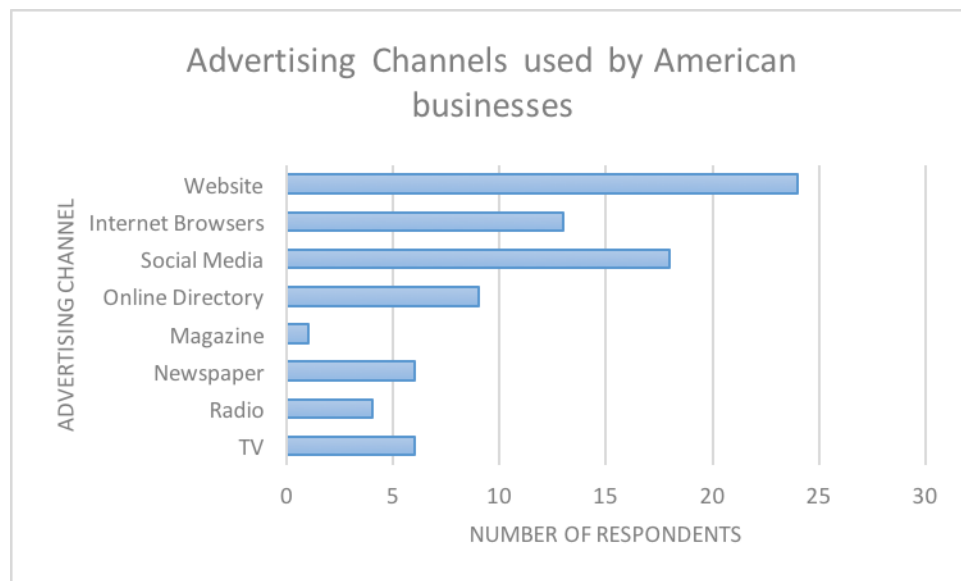
In order to get more specific, respondents were asked if their company currently owned a website. The majority of them said they already did, while just a small percentage said they still didn't have one (see figure 5). This could be an opportunity for Guruc Webmasters, because even if most of businesses already have a website, some are still not in the actual technology flow. So many reasons could be behind this as well.

Figure 5. Percentage of sample companies with a website
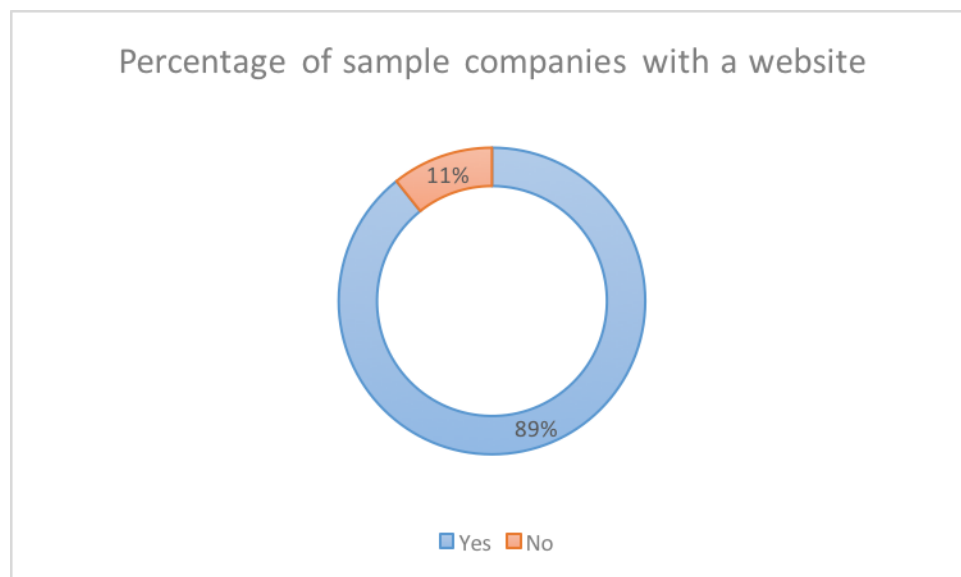
The next question was somewhat more sensitive -- too many times the amount is not remembered -- since it asked respondents for a range of the price they paid for their website. And while some respondents may have reported that price was very important to them when making the purchase decision a big number of them claimed to have paid over $3,000 for their company's website (see figure 6).

Figure 6. Website Investment in US Dollars
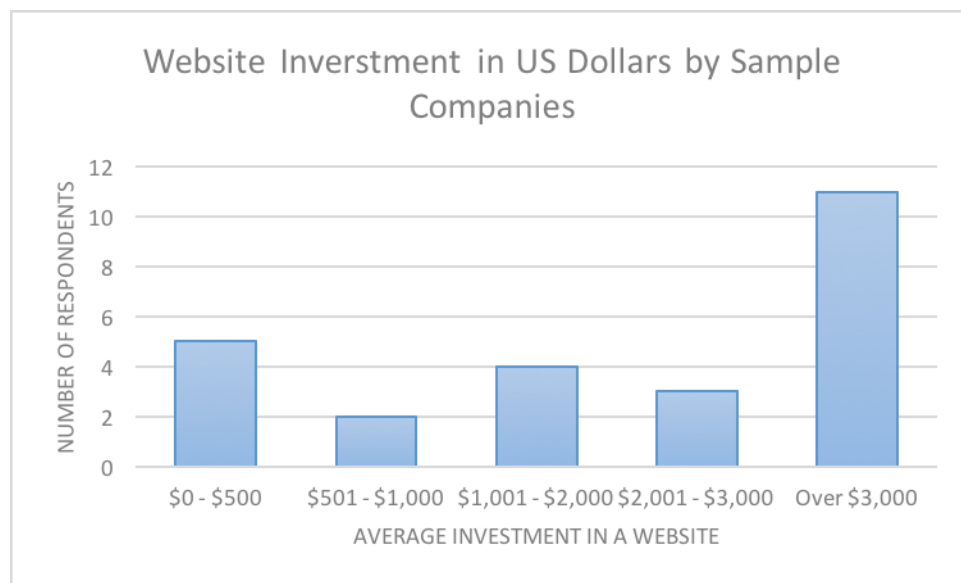
The interesting part of this question is that the price of the website increased as the income of the interviewees went up as well. In order to define whether a relationship existed, a correlation analysis was run on SPSS where the results of both variables (Income and Website Investment) included a strong positive relationship -- Pearson Coefficient: 0.619 and p value of 0.002).

A possible indicator of the price of the website is the special features it includes. Therefore, the respondents were asked what features their website included. By features, I refer to any additional widgets, apps, or systems, besides the text and pictures a website can include. Most of the respondents claimed to have branded emails, which some companies charge an additional fee for – sometimes when the number of branded emails pass an established limit – with 21 responses, followed by a Content Management System (CMS) with 18 responses, a commercial video (18

responses), and the E-Commerce platform (13 responses), which allows them to update and sell their products through their website (see figure 7).

Figure 7. Percentage of Ownership of Additional Website Features

Percentage of Ownership of Additional Website Features

- Video 26%
- E-Commerce 18%
- CMS 26%
- Branded Emails 30%
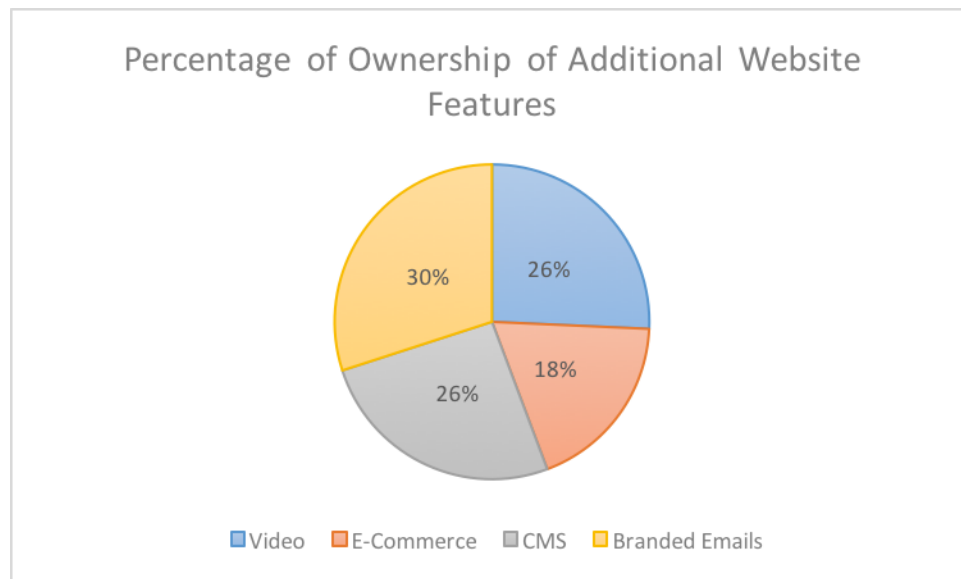
In order to get more to the root of whether sales were low because of the distance between Guruc Webmasters and the clients, the respondents were asked whether their provider was local or from a different city. Their current situation was pretty much even, but the interesting part resides in the preference of the origin of their provider. The results show that the interviewees would prefer to have a local provider than one from another city (see table 8). This sometimes can be due to the fact that some people don't want to deal with machines or long time responses – this makes part of the customer services experience which will be mentioned further.

Figure 8. Current Website Provider's Origin vs Preferred Origin of the Website Provider
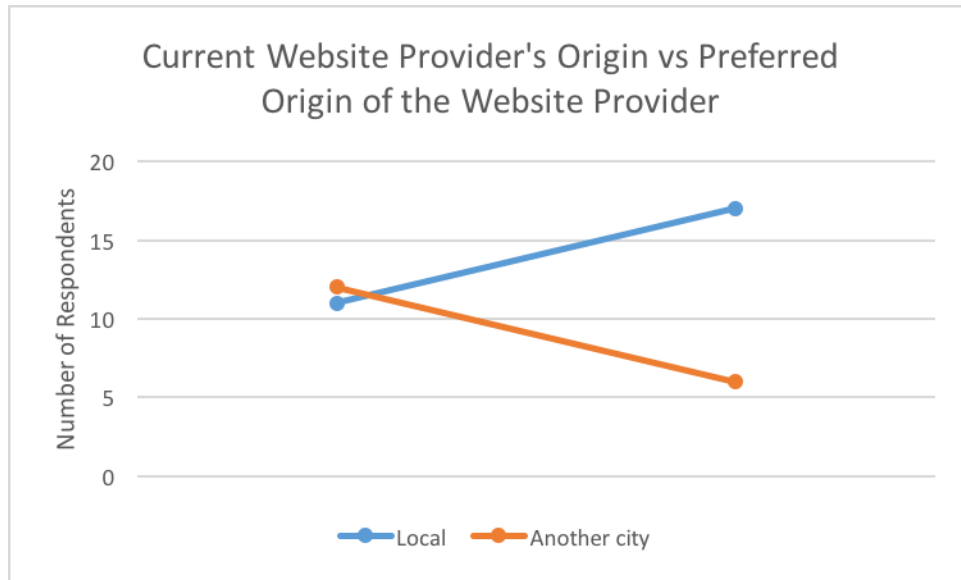
When it came to find whether the sales were low because the company is Mexican, through cross-tabs analysis I used the variables of race of the respondents, business ownership, and whether they were the marketing decision makers in their company. With a frequency table, using percentages, the results leaned more towards Hispanics (37%) and Whites (37%) (see figure 9).

Figure 9. Business Owners Who Are Also Marketing Decision Makers
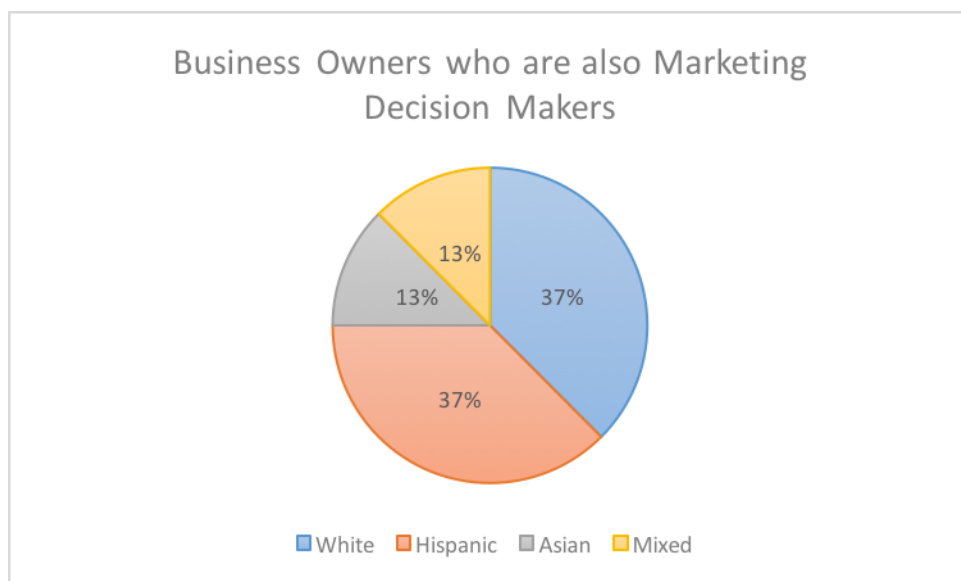
The last interesting finding were the factors that played an important role to the respondents when it came to choosing their website provider. Even if all of them can be important, the three most important ones were quality, experience, and price and customer service in the third place (see figure 10).
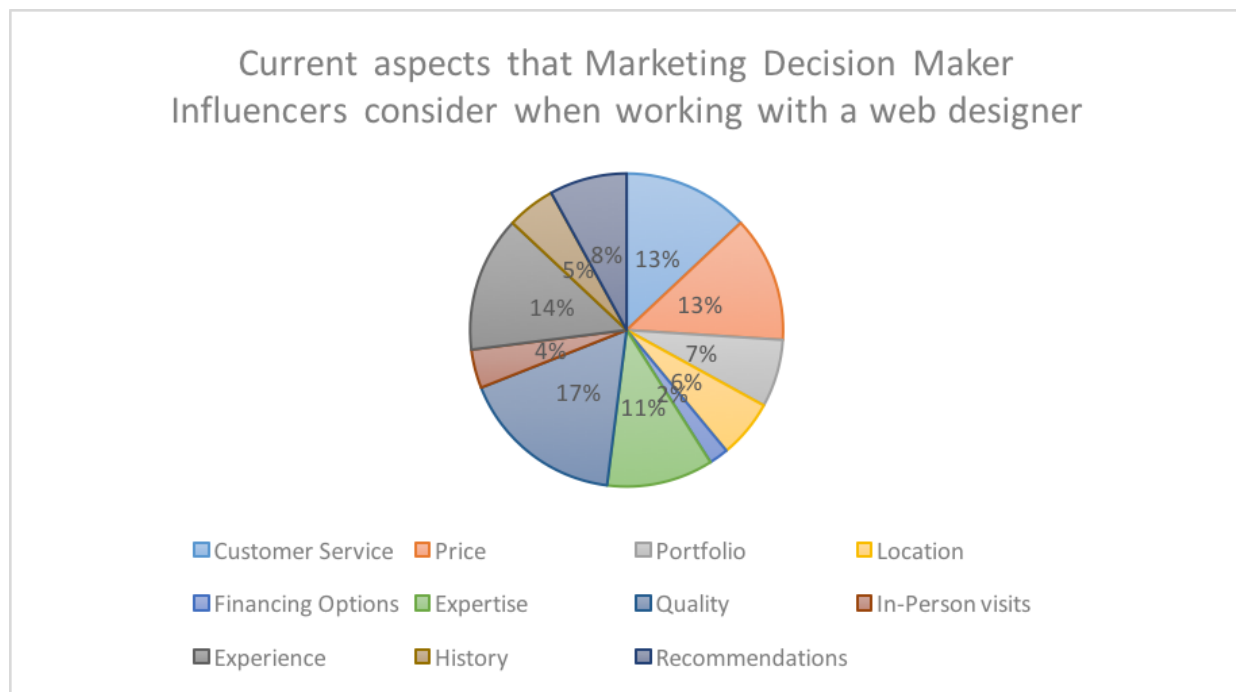
Considering the results above, the ranking –In descending order, being one the most important one-- of the factors that determine the preference of one provider over another are as follow:

1. Quality
2. Experience
3. Price and Customer Service
4. Expertise
5. Recommendations
6. Portfolio
7. Location
8. History
9. In-Person Visits
10. Financing Options

It was interesting to see that in general, the pool of respondents put in-person visits, and location as some of the last important factors, whereas when they were questioned whether they preferred a local or long-distance based provider they preferred him/her to be local. This can possibly mean that the preference is there, but the provider must have both the necessary quality and expertise in order to do business with them. Or that clients don't mind visiting the vendor in order to get a service provided, as long as they are physically available at a place where clients can go to.

CHAPTER IV.

CONCLUSIONS AND RECOMMENDATIONS

4.1 CONCLUSIONS

Having a website in today's ever changing world is necessary if you want your company to be found. Millennials are living on their phones, and use them more to interact with people than they do with people in a real environment (Solomon. 2014). That said, even if the economy in the Imperial Valley may be slower, it has shown increase according to the American Census Bureau. This can be an advantage for those companies who want to increase awareness of their brand.

According to the results of this study, most of the interviewees had a website, and preferred to be dealing with local providers, even if they currently had providers from other cities. Therefore, the origin of the provider did not matter as much when getting the service. Albeit, there is a preference to have a local provider if they can meet the characteristics customers look for in them. Having Price, Quality, Experience and Customer Services as the most important features.

An interesting finding was that, the price at the end did not matter much, because there are some interviewees who spent over $2,500 on a website, and when they were asked how satisfied they were with the service and product of their current provider, the average score was 5.5, which means they were satisfied with most of the factors that are involved in the service that was provided to them.

This brings us again to what Mike Michalowicz said in his book *The Pumpkin Plan: A Simple Strategy to Grow a Remarkable Business in Any Field (2012).* A company can not be good at everything. There are three main areas that companies specialize in: Price, Quality, and Convenience. And according to this study, the providers of the respondents focused more on quality (high satisfaction), not price (websites are an

expensive advertising mean), nor convenience (the location of their current provider was not always nearby).

4.2 RECOMMENDATIONS: MARKETING STRATEGY DESIGN FOR GURUC WEBMASTERS

Guruc Webmasters has been doing a good job on the Mexican side, but when it comes to Americans, the culture can be different. Even if there are Mexican-Americans involved. It is very recommended, however, that Guruc Webmasters gets established in the United States, in order to increase credibility and market share.

That said, a marketing plan according to what was found has to be focused on the quality of the product, coming from a company with expertise and willing to be there for the client whenever they have a problem. Therefore, a new plan based on the Market Penetration strategy would involve the following criteria:

Target Market: Marketing Decision makers (CMO, or CEO) between the ages of 25 to 55 who live in the Imperial Valley or are planning to open a business in the Imperial Valley.

1. Product: emarketing solutions such as websites, social media management, graphic design, and audio visual production.
2. Place: From the current office in Mexicali having sales representatives going to visit customers and potential clients in the Imperial Valley.
3. Price: An average website including the domain, branded emails, information about the business, products/services, contact information and a main page should be around $1,500. Having any additional features should be charged separately according to the time it takes the Guruc Webmasters team to come up with it.
4. Distribution:
    - Social Media: Advertise on Facebook using the aforementioned target market. Keep a constant campaign going on, emphasizing promotions, freebies, or important events.

- Website: Keep the website bilingual (Spanish and English) and have the English version constantly updated (new content, coming up courses). Add testimonials of clients as well.
- Public Relations: Attendance to events of the community in the Imperial Valley, as well as belonging to clubs where business people are.
- Emarketing campaigns: Using Mailchimp and a database of previous, current and potential clients, put into groups these people, and select information for each depending on their persona style.

  Note: Every advertising material must be based on quality and customer service based on the SWOT analysis done in chapter 1.

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APPENDIX A

CONCEPTS

Attribute: Lasting, general evaluation of people, objects, advertisement, or issues.

Branding: A marketing strategy that involves creating a differentiated name and image -- often using a logo and/or tag line -- in order to establish a presence in the consumer's mind and attract and keep customers.

CMS (Content Management System): A computer application that allows publishing, editing and modifying content, organizing, deleting as well as maintenance from a central interface. Such systems of content management provide procedures to manage workflow in a collaborative environment.

Competition: The rivalry between companies selling similar products and services with the goal of achieving revenue, profit, and market-share growth.

Demand: The utility for a good or service of an economic agent, relative to his/her income.

Ecommerce: Short for electronic commerce, which is trading in products or services using computer networks, such as the Internet.

Flash (Adobe Flash): Formerly called **Macromedia Flash** and **Shockwave Flash,** is a multimedia and software platform used for creating vector graphics, animation, browser games, rich Internet applications, desktop applications, mobile applications and mobile games.

Hyperlink: A reference to data that the reader can directly follow either by clicking or by hovering.

Hosting: a type of Internet **hosting** service that allows individuals and organizations to make their website accessible via the World Wide Web.

HTML: HyperText Markup Language, commonly referred to as **HTML**, is the standard markup language used to create web pages. It is written in the form of **HTML** elements consisting of tags enclosed in angle brackets (like **<html>**).

Market: One of the many varieties of systems, institutions, procedures, social relations and infrastructures whereby parties engage in exchange.

Offer: A proposal to sell or buy a specific product or service under specific conditions

Positioning: A marketing strategy that aims to make a brand occupy a distinct position, relative to competing brands, in the mind of the customer.

Responsive (Responsive Web Design): an approach to web design aimed at crafting sites to provide an optimal viewing and interaction experience—easy reading and navigation with a minimum of resizing, panning, and scrolling—across a wide range of devices (from desktop computer monitors to mobile phones).

Search engine optimization (**SEO**): The process of affecting the visibility of a website or a web page in a search engine's unpaid results - often referred to as "natural," "organic," or "earned" results.

Server: both a running instance of some software capable of accepting requests from clients, and the computer such a **server** runs on. **Servers** operate within a client-**server** architecture where "**servers**" are computer programs running to serve the requests of other programs, the "clients".

URL: One type of Uniform Resource Identifier (URI); the generic term for all types of names and addresses that refer to objects on the World Wide Web. The term "Web address" is a synonym for a **URL** that uses the HTTP / HTTPS protocol.

Web Browser: A software application for retrieving, presenting and traversing information resources on the World Wide Web.

APPENDIX B

Questionnaire

EMARKETING EXPERIENCE

Q3 Welcome and thank you for taking your time to fill out this quick survey. Since we appreciate your time, the completion time will not take longer than 10 minutes. This survey's objective is done to elaborate a case study based on the aspects that are important when choosing a website provider. Your answers will help understand better the experience you have had so far with the aforementioned providers. As an additional note, all your responses will remain confidential. Ready? Click on the "Next" button. Let's go!

Q31 In what country do you currently reside?

❑ United States (1)
❑ Canada (2)
❑ Mexico (3)

If Mexico Is Selected, Then Skip To Unfortunately, you did not qualify fo...If Canada Is Selected, Then Skip To Unfortunately, you did not qualify fo...

Q32 What is your zip code? (Please, enter a whole number)

Q4 Are you a business owner?

○ Yes (1)
○ No (2)

Q5 Are you one of the decision makers in regards to Marketing/Advertisement services in your company?

❍ Yes (1)

❍ No (2)

Q6 What type of business do you own/work in?

Answer If In what country do you currently reside? Canada Is Selected And In what country do you currently reside? Mexico Is Selected And Are you one of the decision makers in regards to Marketing/Advertisement services in your company? No Is Selected And Overall, thinking about your current website provider, how satisfied are you with their...? For control purposes, choose "Somewhat Satisfied" - Very Dissatisfied Is Selected And Overall, thinking about your current website provider, how satisfied are you with their...? For control purposes, choose "Somewhat Satisfied" - Dissatisfied Is Selected And Overall, thinking about your current website provider, how satisfied are you with their...? For control purposes, choose "Somewhat Satisfied" - Somewhat Dissatisfied Is Selected And Overall, thinking about your current website provider, how satisfied are you with their...? For control purposes, choose "Somewhat Satisfied" - Neutral Is Selected And Overall, thinking about your current website provider, how satisfied are you with their...? For control purposes, choose "Somewhat Satisfied" - Satisfied Is Selected And Overall, thinking about your current website provider, how satisfied are you with their...? For control purposes, choose "Somewhat Satisfied" - Very Satisfied Is Selected

Q36 Unfortunately you did not qualify for this survey. Nevertheless, we appreciate you taking your time and interest to start this survey. You can now close this window.

Q7 What corporate image elements does your company currently have? (Please, select all that apply)

- ❑ Logo (1)
- ❑ Outside Banner (2)
- ❑ Neon Signs (3)
- ❑ Flyers (4)
- ❑ Brochures (5)
- ❑ Business Cards (6)

Q8 What type of advertising channel are you currently using?

- ❑ TV (1)
- ❑ Radio (2)
- ❑ Newspaper (3)
- ❑ Magazine (4)
- ❑ Online Directory (5)
- ❑ Social Media (6)
- ❑ Internet Browsers (Google, Bing, Yahoo!) (7)
- ❑ Website (8)

Q9 How much did you spend on advertisement in the last year?

- ○ $500 - $1,000 (1)
- ○ $1,001 - $1,500 (2)
- ○ $1,501 - $2,000 (3)
- ○ Over $2,000 (4)

Q10 Does your company have a website?

- ○ Yes (1)
- ○ No (2)

If No Is Selected, Then Skip To End of Block

Q11 How long ago did you get your website?

○ 1-6 months ago (1)
○ 7-12 months ago (2)
○ 1-3 years ago (3)
○ Over 4 years ago (4)

Q12 How much did you spend on your website?

○ $0 - $500 (1)
○ $501 - $1,000 (2)
○ $1,001 - $2,000 (3)
○ $2,001 - $3,000 (4)
○ Over $3,000 (5)

Q13 How many pages does your website have? (Enter a whole number)

Q14 Does your website include a video?

○ Yes (1)
○ No (2)

Q15 Does your website allow its visitors to purchase your products/services online? (Ecommerce)

○ Yes (1)
○ No (2)

Q16 Does your website have a Content Management System (CMS)? This system allows you to log into the main panel and change pictures, videos, text, and other features on your website.

○ Yes (1)
○ No (2)

Q17 Are you the owner of your company's domain? A domain is the URL you use to view your website. E.g. www.mycompany.com

○ Yes (1)
○ No (2)

Q18 Do you have branded emails? These emails are the ones that include your company's domain. E.g. myname@mycompany.com

○ Yes (1)
○ No (2)

Q19 Is your current provider....?

○ Local (1)
○ From another city less than 50 miles away (2)
○ From another city 50+ miles away (3)

Q20 Would you prefer to have your website designed by someone local or someone from a renowned city (San Diego, Los Angeles, San Francisco, New York)?

○ Local (1)
○ From a renowned city (2)

Q22 Which of the following reasons play an important role when choosing your website provider? (Please, check all that apply)

- ❑ Price (1)
- ❑ Quality (2)
- ❑ Experience (3)
- ❑ Expertise (4)
- ❑ Portfolio (5)
- ❑ Location/Proximity (6)
- ❑ Customer Service (7)
- ❑ History (8)
- ❑ Recommendation (9)
- ❑ Financing Options (10)
- ❑ In-Person visits (11)

Q34 Overall, thinking about your current website provider, how satisfied are you with their...?

	Very Dissatisfied (1)	Dissatisfied (2)	Somewhat Dissatisfied (3)	Neutral (4)	Somewhat Satisfied (5)	Satisfied (6)	Very Satisfied (7)
Array of services offered (1)	❍	❍	❍	❍	❍	❍	❍
Customer Service (2)	❍	❍	❍	❍	❍	❍	❍
Technical Support (3)	❍	❍	❍	❍	❍	❍	❍
Design (4)	❍	❍	❍	❍	❍	❍	❍
Response time (5)	❍	❍	❍	❍	❍	❍	❍
Price (6)	❍	❍	❍	❍	❍	❍	❍
Professionalism (7)	❍	❍	❍	❍	❍	❍	❍
For control purposes, choose "Somewhat Satisfied" (8)	❍	❍	❍	❍	❍	❍	❍

Q23 We are almost finished! The following questions are just for classification purposes...

Q24 What's your gender?

○ Male (1)
○ Female (2)

Q25 Are you between the ages of....?

○ 20 - 25 (1)
○ 26 - 30 (2)
○ 31 - 35 (3)
○ 36 - 40 (4)
○ 41 - 45 (5)
○ 46 - 50 (6)
○ 51 - 55 (7)
○ 56+ (8)

Q26 What is your race?

○ Caucasian (1)
○ African American (2)
○ Hispanic (3)
○ Asian (4)
○ Native American (5)
○ Pacific Islander (6)
○ Mixed (7)

Q28 What is your annual income after taxes?

❍ $20,000 - $30,000 (1)

❍ $30,001 - $40,000 (2)

❍ $40,001 - $50,000 (3)

❍ $51,000 - $60,000 (4)

❍ $61,000 - $70,000 (5)

❍ $71,000 - $80,000 (6)

❍ $81,000 - $90,000 (7)

❍ $91,000 - $100,000 (8)

❍ Over $100,001 (9)

Q29 What is your marital status?

❍ Single (1)

❍ Living with partner (2)

❍ Married (3)

❍ Divorced (4)

Q35 Do you have any additional comments about this survey or about your current provider that you would like to make?

Q30 You have finished! Thank you very much for your time! You can now close this window.

APPENDIX C

SPSS DATA OUTPUT

Statistics

		In what country do you currently reside?- United States	In what country do you currently reside?- Canada	In what country do you currently reside?- Mexico
N	Valid	32	0	3
	Missing	6	38	35

What is your zip code? (Please, enter a whole number)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	7	18.4	18.4	18.4
01844	1	2.6	2.6	21.1
17601	1	2.6	2.6	23.7
18413	1	2.6	2.6	26.3

19506	1	2.6	2.6	28.9
19522	1	2.6	2.6	31.6
19551	1	2.6	2.6	34.2
19608	1	2.6	2.6	36.8
27265	1	2.6	2.6	39.5
76119	2	5.3	5.3	44.7
76513	1	2.6	2.6	47.4
77069	1	2.6	2.6	50.0
89108	1	2.6	2.6	52.6
90022	1	2.6	2.6	55.3
91913	1	2.6	2.6	57.9
92227	1	2.6	2.6	60.5
92231	4	10.5	10.5	71.1
92243	4	10.5	10.5	81.6
92244	2	5.3	5.3	86.8
93445	1	2.6	2.6	89.5
94928	1	2.6	2.6	92.1
96744	1	2.6	2.6	94.7
97624	1	2.6	2.6	97.4
98125	1	2.6	2.6	100.0
Total	38	100.0	100.0	

Are you a business owner?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	26.3	32.3	32.3
	No	21	55.3	67.7	100.0
	Total	31	81.6	100.0	
Missing	System	7	18.4		
Total		38	100.0		

Are you one of the decision makers in regards to Marketing/Advertisement services in your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	44.7	58.6	58.6
	No	12	31.6	41.4	100.0
	Total	29	76.3	100.0	
Missing	System	9	23.7		
Total		38	100.0		

What type of business do you own/work in?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23	60.5	60.5	60.5
Business Consultant	1	2.6	2.6	63.2
Car loans	1	2.6	2.6	65.8
Career and Business Coaching	1	2.6	2.6	68.4
Chamber of Commerce	1	2.6	2.6	71.1
Church	1	2.6	2.6	73.7
Consulting	1	2.6	2.6	76.3
Financial	1	2.6	2.6	78.9
HVAC	1	2.6	2.6	81.6
Intelligence, Security, Risk Management	1	2.6	2.6	84.2
International Agri-business	1	2.6	2.6	86.8
Marketing	2	5.3	5.3	92.1
Media	1	2.6	2.6	94.7

Real estate development	1	2.6	2.6	97.4
Transportation	1	2.6	2.6	100.0
Total	38	100.0	100.0	

Statistics

		What corporate image elements does your company currently have? (Please, select all that apply)- Logo	What corporate image elements does your company currently have? (Please, select all that apply)- Outside Banner	What corporate image elements does your company currently have? (Please, select all that apply)- Neon Signs	What corporate image elements does your company currently have? (Please, select all that apply)- Flyers	What corporate image elements does your company currently have? (Please, select all that apply)- Brochures	What corporate image elements does your company currently have? (Please, select all that apply)- Business Cards
N	Valid	25	13	4	11	15	23
	Missing	13	25	34	27	23	15
Mean		1.00	1.00	1.00	1.00	1.00	1.00

Statistics

		What type of advertising channel are you currently using?- TV	What type of advertising channel are you currently using?- Radio	What type of advertising channel are you currently using?- Newspaper	What type of advertising channel are you currently using?- Magazine	What type of advertising channel are you currently using?- Online Directory	What type of advertising channel are you currently using?- Social Media	What type of advertising channel are you currently using?- Internet Browsers (Google, Bing, Yahoo!)	What type of advertising channel are you currently using?- Website
N	Valid	6	4	6	10	9	18	13	24
	Missing	32	34	32	28	29	20	25	14

How much did you spend on advertisement in the last year?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	$500 - $1,000	9	23.7	32.1	32.1
	$1,001 - $1,500	3	7.9	10.7	42.9
	$1,501 - $2,000	2	5.3	7.1	50.0
	Over $2,000	14	36.8	50.0	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	28	73.7	100.0	
Missing	System	10	26.3		
Total		38	100.0		

Does your company have a website?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	65.8	89.3	89.3
	No	3	7.9	10.7	100.0
	Total	28	73.7	100.0	
Missing	System	10	26.3		
Total		38	100.0		

How long ago did you get your website?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6 months ago	3	7.9	12.0	12.0
	1-3 years ago	2	5.3	8.0	20.0
	Over 4 years ago	20	52.6	80.0	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	25	65.8	100.0	
Missing	System	13	34.2		
Total		38	100.0		

How much did you spend on your website?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	$0 - $500	5	13.2	20.0	20.0
	$501 - $1,000	2	5.3	8.0	28.0
	$1,001 - $2,000	4	10.5	16.0	44.0
	$2,001 - $3,000	3	7.9	12.0	56.0
	Over $3,000	11	28.9	44.0	100.0
	Total	25	65.8	100.0	
Missing	System	13	34.2		
Total		38	100.0		

How many pages does your website have? (Enter a whole number)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	13	34.2	34.2	34.2

		Frequency	Percent	Valid Percent	Cumulative Percent
	1	1	2.6	2.6	36.8
	10	4	10.5	10.5	47.4
	100	2	5.3	5.3	52.6
	100+	1	2.6	2.6	55.3
	12	3	7.9	7.9	63.2
	150	1	2.6	2.6	65.8
	20	1	2.6	2.6	68.4
	26	1	2.6	2.6	71.1
	3	1	2.6	2.6	73.7
	4	4	10.5	10.5	84.2
	5	4	10.5	10.5	94.7
	6	1	2.6	2.6	97.4
	9	1	2.6	2.6	100.0
	Total	38	100.0	100.0	

Does your website include a video?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	47.4	72.0	72.0
	No	7	18.4	28.0	100.0
	Total	25	65.8	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Missing	System	13	34.2		
Total		38	100.0		

Does your website allow its visitors to purchase your products/services online? (Ecommerce)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	34.2	52.0	52.0
	No	12	31.6	48.0	100.0
	Total	25	65.8	100.0	
Missing	System	13	34.2		
Total		38	100.0		

Does your website have a Content Management System (CMS)? This system allows you to log into the...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	47.4	72.0	72.0
	No	7	18.4	28.0	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	25	65.8	100.0	
Missing	System	13	34.2		
Total		38	100.0		

Are you the owner of your company's domain? A domain is the URL you use to view your website. E.g...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	42.1	69.6	69.6
	No	7	18.4	30.4	100.0
	Total	23	60.5	100.0	
Missing	System	15	39.5		
Total		38	100.0		

Do you have branded emails? These emails are the ones that include your company's domain. E.g. m...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	55.3	91.3	91.3
	No	2	5.3	8.7	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	23	60.5	100.0	
Missing	System	15	39.5		
Total		38	100.0		

Is your current provider....?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Local	11	28.9	47.8	47.8
	From another city less than 50 miles away	2	5.3	8.7	56.5
	From another city 50+ miles away	10	26.3	43.5	100.0
	Total	23	60.5	100.0	
Missing	System	15	39.5		
Total		38	100.0		

Would you prefer to have your website designed by someone local or someone from a renowned city (...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Local	17	44.7	73.9	73.9
	From a renowned city	6	15.8	26.1	100.0
	Total	23	60.5	100.0	
Missing	System	15	39.5		
Total		38	100.0		

Statistics

		Which of the following reasons play an important role when choosing your website provider? (Pleas...-Price)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Quality)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Experience)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Expertise)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Portfolio)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Location/Proximity)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Customer Service)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-History)	Which the followi... reaso... play a importa... role wh... choosi... your websi... provide... (Pleas Recom ndatio...)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Financing Options)	Which of the following reasons play an important role when choosing your website provider? (Pleas...-In-Person visits)
N	Valid	13	17	14	11	7	6	13	5		2	4
	Missing	25	21	24	27	31	32	25	33		36	34

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	2	5.3	10.5	10.5
	Somewhat Dissatisfied	1	2.6	5.3	15.8
	Neutral	2	5.3	10.5	26.3
	Somewhat Satisfied	2	5.3	10.5	36.8
	Satisfied	7	18.4	36.8	73.7
	Very Satisfied	5	13.2	26.3	100.0
	Total	19	50.0	100.0	
Missing	System	19	50.0		
Total		38	100.0		

Overall, thinking about your current website provider, how satisfied are you with their...?-Technical Support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	1	2.6	5.3	5.3
	Dissatisfied	1	2.6	5.3	10.5

		Frequency	Percent	Valid Percent	Cumulative Percent
	Somewhat Dissatisfied	1	2.6	5.3	15.8
	Neutral	2	5.3	10.5	26.3
	Somewhat Satisfied	1	2.6	5.3	31.6
	Satisfied	7	18.4	36.8	68.4
	Very Satisfied	6	15.8	31.6	100.0
	Total	19	50.0	100.0	
Missing	System	19	50.0		
Total		38	100.0		

Overall, thinking about your current website provider, how satisfied are you with their...?-Design

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	1	2.6	5.3	5.3
	Somewhat Dissatisfied	1	2.6	5.3	10.5
	Neutral	2	5.3	10.5	21.1
	Somewhat Satisfied	1	2.6	5.3	26.3
	Satisfied	9	23.7	47.4	73.7

		Frequency	Percent	Valid Percent	Cumulative Percent
	Very Satisfied	5	13.2	26.3	100.0
	Total	19	50.0	100.0	
Missing	System	19	50.0		
Total		38	100.0		

Overall, thinking about your current website provider, how satisfied are you with their...?-Response time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	1	2.6	5.3	5.3
	Somewhat Dissatisfied	2	5.3	10.5	15.8
	Neutral	4	10.5	21.1	36.8
	Somewhat Satisfied	2	5.3	10.5	47.4
	Satisfied	5	13.2	26.3	73.7
	Very Satisfied	5	13.2	26.3	100.0
	Total	19	50.0	100.0	
Missing	System	19	50.0		
Total		38	100.0		

Overall, thinking about your current website provider, how satisfied are you with their...?-Price

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	1	2.6	5.3	5.3
	Dissatisfied	1	2.6	5.3	10.5
	Neutral	3	7.9	15.8	26.3
	Satisfied	10	26.3	52.6	78.9
	Very Satisfied	4	10.5	21.1	100.0
	Total	19	50.0	100.0	
Missing	System	19	50.0		
Total		38	100.0		

Overall, thinking about your current website provider, how satisfied are you with their...?-For control purposes, choose "Somewhat Satisfied"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	7.9	15.8	15.8
	Somewhat Satisfied	9	23.7	47.4	63.2
	Satisfied	3	7.9	15.8	78.9

	Very Satisfied	4	10.5	21.1	100.0
	Total	19	50.0	100.0	
Missing	System	19	50.0		
Total		38	100.0		

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Overall, thinking about your current website provider, how satisfied are you with their...?-Array of services offered	19	5.26	1.881	.432

Overall, thinking about your current website provider, how satisfied are you with their...?-Customer Service	19	5.16	1.951	.448
Overall, thinking about your current website provider, how satisfied are you with their...?-Technical Support	19	5.42	1.805	.414
Overall, thinking about your current website provider, how satisfied are you with their...?-Design	19	5.58	1.575	.361

Overall, thinking about your current website provider, how satisfied are you with their...?-Response time	19	5.16	1.708	.392
Overall, thinking about your current website provider, how satisfied are you with their...?-Price	19	5.42	1.677	.385
Overall, thinking about your current website provider, how satisfied are you with their...?-Professionalism	19	5.58	1.610	.369

Overall, thinking about your current website provider, how satisfied are you with their...?-For control purposes, choose "Somewhat Satisfied"	19	5.42	1.017	.233

One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Overall, thinking about your current website provider, how satisfied are you with their...?- Array of services offered	12.197	18	.000	5.263	4.36	6.17

Overall, thinking about your current website provider, how satisfied are you with their...?- Customer Service	11.523	18	.000	5.158	4.22	6.10
Overall, thinking about your current website provider, how satisfied are you with their...?- Technical Support	13.093	18	.000	5.421	4.55	6.29
Overall, thinking about your current website provider, how satisfied are you with their...?- Design	15.443	18	.000	5.579	4.82	6.34
Overall, thinking about your current website provider, how satisfied are you with their...?- Response time	13.161	18	.000	5.158	4.33	5.98

Overall, thinking about your current website provider, how satisfied are you with their...?-Price	14.089	18	.000	5.421	4.61	6.23
Overall, thinking about your current website provider, how satisfied are you with their...?-Professionalism	15.109	18	.000	5.579	4.80	6.35
Overall, thinking about your current website provider, how satisfied are you with their...?-For control purposes, choose "Somewhat Satisfied"	23.226	18	.000	5.421	4.93	5.91

What's your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	19	50.0	86.4	86.4
	Female	3	7.9	13.6	100.0
	Total	22	57.9	100.0	
Missing	System	16	42.1		
Total		38	100.0		

Are you between the ages of....?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 25	1	2.6	4.5	4.5
	26 - 30	1	2.6	4.5	9.1
	31 - 35	5	13.2	22.7	31.8
	36 - 40	4	10.5	18.2	50.0
	41 - 45	5	13.2	22.7	72.7
	46 - 50	3	7.9	13.6	86.4
	51 - 55	2	5.3	9.1	95.5
	56+	1	2.6	4.5	100.0
	Total	22	57.9	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Missing	System	16	42.1		
Total		38	100.0		

What is your race?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Caucasian	12	31.6	54.5	54.5
	Hispanic	7	18.4	31.8	86.4
	Asian	1	2.6	4.5	90.9
	Mixed	2	5.3	9.1	100.0
	Total	22	57.9	100.0	
Missing	System	16	42.1		
Total		38	100.0		

What is your annual income after taxes?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	$20,000 - $30,000	1	2.6	4.5	4.5

		Frequency	Percent	Valid Percent	Cumulative Percent
	$30,001 - $40,000	3	7.9	13.6	18.2
	$40,001 - $50,000	4	10.5	18.2	36.4
	$61,000 - $70,000	3	7.9	13.6	50.0
	$71,000 - $80,000	3	7.9	13.6	63.6
	Over $100,001	8	21.1	36.4	100.0
	Total	22	57.9	100.0	
Missing	System	16	42.1		
Total		38	100.0		

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	8	21.1	36.4	36.4
	Living with partner	1	2.6	4.5	40.9
	Married	10	26.3	45.5	86.4
	Divorced	3	7.9	13.6	100.0
	Total	22	57.9	100.0	
Missing	System	16	42.1		

| Total | | 38 | 100.0 | | | |

Are you a business owner? * What is your race? Crosstabulation

			What is your race?				
			Caucasian	Hispanic	Asian	Mixed	Total
Are you a business owner?	Yes	Count	3	3	1	1	8
		% within Are you a business owner?	37.5%	37.5%	12.5%	12.5%	100.0%
	No	Count	9	3	0	1	13
		% within Are you a business owner?	69.2%	23.1%	0.0%	7.7%	100.0%
Total		Count	12	6	1	2	21
		% within Are you a business owner?	57.1%	28.6%	4.8%	9.5%	100.0%

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
What is your race? * Are you one of the decision makers in regards to Marketing/Advertisement services in your company?	21	55.3%	17	44.7%	38	100.0%

What is your race? * Are you one of the decision makers in regards to Marketing/Advertisement services in your company? Crosstabulation

Count

	Are you one of the decision makers in regards to Marketing/Advertisement services in your company?		
	Yes	No	Total

What is your race?	Caucasian	6	6	12
	Hispanic	5	1	6
	Asian	1	0	1
	Mixed	1	1	2
Total		13	8	21

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method

| 1 | Which of the following reasons play an important role when choosing your website provider? (Pleas...-In-Person visits, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Portfolio, Which of the following reasons play an important | | |

a. Dependent Variable: Are you between the ages of....?

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.467	.212	2.302

a. Predictors: (Constant), Which of the following reasons play an important role when choosing your website provider? (Pleas...-In-Person visits, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Portfolio, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Expertise, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Location/Proximity, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Price, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Financing Options, Which of the following reasons play an important role when choosing your website provider? (Pleas...-History, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Experience, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Recommendation, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Quality, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Customer Service

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.673	11	9.698	1.830	.107[b]
	Residual	121.899	23	5.300		
	Total	228.571	34			

a. Dependent Variable: Are you between the ages of....?

b. Predictors: (Constant), Which of the following reasons play an important role when choosing your website provider? (Pleas...-In-Person visits, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Portfolio, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Expertise, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Location/Proximity, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Price, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Financing Options, Which of the following reasons play an important role when choosing your website provider? (Pleas...-History, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Experience, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Recommendation, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Quality, Which of the following reasons play an important role when choosing your website provider? (Pleas...-Customer Service

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.147	.531		2.159	.042		
	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Price	2.140	2.162	.397	.989	.333	.144	6.958
	Which of the following reasons play an important role when choosing your website provider? (Pleas...-Quality	-.076	1.819	-.015	-.042	.967	.187	5.351

Which of the following reasons play an important role when choosing your website provider? (Pleas...-Experience	-.249	1.873	-.046	-.133	.895	.192	5.218
Which of the following reasons play an important role when choosing your website provider? (Pleas...-Expertise	.030	1.989	.005	.015	.988	.200	4.992
Which of the following reasons play an important role when choosing your website provider? (Pleas...-Portfolio	1.941	1.827	.266	1.063	.299	.371	2.698

Which of the following reasons play an important role when choosing your website provider? (Pleas...-Location/Proximity	1.641	1.947	.242	.843	.408	.281	3.556
Which of the following reasons play an important role when choosing your website provider? (Pleas...-Customer Service	2.374	2.328	.431	1.020	.318	.130	7.714

Which of the following reasons play an important role when choosing your website provider? (Pleas...-History	-.773	2.197	-.106	-.352	.728	.256	3.903
Which of the following reasons play an important role when choosing your website provider? (Pleas...-Recommendation	-2.301	2.100	-.378	-1.096	.285	.195	5.136

Which of the following reasons play an important role when choosing your website provider? (Pleas...-Financing Options	.092	2.923		.008	.031	.975	.329	3.040
Which of the following reasons play an important role when choosing your website provider? (Pleas...-In-Person visits	-.134	2.169		-.017	-.062	.951	.318	3.146

a. Dependent Variable: Are you between the ages of....?

Does your company have a website? * Does your website include a video? Crosstabulation

Count

	Does your website include a video?		Total
	Yes	No	

Collinearity Diagnostics[a]

M	Dim	Eige	Con	Variance Proportions		
Does your company have a website?			Yes	18	7	25
Total				18	7	25

| o del | ensi on | nval ue | ditio n Ind ex | | Which of the follo win g rea son s play an imp orta nt role whe n cho osin g you r web site pro vide r? (Ple as.. .- (Con... | Which of the follo win g rea son s play an imp orta nt role whe n cho osin g you r web site pro vide r? (Ple as.. .- | Whic h of the follo wing reas ons play an impo rtant role whe n choo sing your web site provi der? (Ple as...- Expe... | Which of the follo win g rea son s play an imp orta nt role whe n cho osin g you r web site pro vide r? (Ple as.. .- Exp... | Which of the follo win g rea son s play an imp orta nt role whe n cho osin g you r web site pro vide r? (Ple as.. .- | Which of the following reasons play an importan t role when choosin g your website provider ? (Pleas... - Location | Which of the follo win g reas ons play an imp orta nt role whe n cho osin g your web site prov ider ? (Ple as... - Cus tom er | Which of the follo win g rea son s play an imp orta nt role whe n cho osin g you r web site pro vide r? (Ple as.. .- | Which of the followin g reasons play an importa nt role when choosin g your website provider ? (Pleas... - Recom | Whi ch of the follo win g rea son s play an imp orta nt role whe n cho osin g you r web site pro vide r? (Ple as... - Fin anci ng O... | Whi ch of the follo win g rea son s play an imp orta nt role whe n cho osin g you r web site pro vide r? (Ple as.. .-In- Per son |

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions											
1	1	7.167	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	1.341	2.311	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.12	.08
	3	.876	2.861	.06	.00	.01	.00	.00	.16	.00	.00	.06	.01	.00	.01
	4	.678	3.251	.35	.00	.00	.00	.01	.06	.11	.00	.01	.00	.00	.01
	5	.486	3.842	.09	.05	.00	.00	.11	.02	.00	.00	.02	.06	.03	.01
	6	.470	3.903	.00	.00	.00	.03	.00	.06	.08	.00	.15	.03	.06	.04
	7	.424	4.113	.37	.00	.02	.02	.02	.06	.10	.01	.07	.01	.01	.00
	8	.235	5.519	.01	.03	.02	.00	.03	.17	.03	.06	.02	.03	.23	.36
	9	.139	7.183	.00	.02	.13	.21	.08	.00	.12	.04	.01	.15	.20	.22
	10	.078	9.601	.03	.19	.17	.45	.04	.01	.03	.07	.17	.46	.02	.12
	11	.063	10.625	.07	.08	.50	.27	.22	.11	.33	.34	.01	.12	.04	.00
	12	.043	12.851	.01	.62	.14	.00	.48	.37	.19	.47	.49	.12	.30	.16

a. Dependent Variable: Are you between the ages of....?

Crosstab

Count

	Does your website have a Content Management System (CMS)? This system allows you to log into the...		Total
	Yes	No	
Does your company have a website?　　Yes	18	7	25
Total	18	7	25

Crosstab

Count

	Does your website allow its visitors to purchase your products/services online? (Ecommerce)		Total
	Yes	No	

Does your company have a website?	Yes	13	12	25
Total		13	12	25

Correlations

		How much did you spend on advertisement in the last year?	What is your annual income after taxes?
How much did you spend on advertisement in the last year?	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.002
	N	28	22
What is your annual income after taxes?	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.002	
	N	22	22

**. Correlation is significant at the 0.01 level (2-tailed).