# Building a Internet advertising method decision model : Balanced Internet Advertising Scorecard (BIAS)

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# Abstract

Research on Internet advertising (IA) methods evaluation has become significant in the marketing and advertising industries. Nonetheless, most previously proposed or introduced research have focused on simple evaluation, such as click number, connection to purchase and customer fondness, without more general considerations. In contrast, this study considers both IA methods evaluation and IA's strategies based on a Balanced Score Card (BSC). A new approach based on a balanced scorecard (BSC) is proposed to select an appropriate IA method in changing the environment and requiring a new IA strategy to adapt to a new market situation. The BSC has initially emerged as a decision support tool at the strategic management level. The proposed BSC has four perspectives: a financial perspective, an internal business process perspective, a customer perspective, and a learning & growth perspective. The BSC concept can also be adapted to assist in evaluating business processes such as business functions, organizational units, and individual projects. This study developed a BSC for IA selection that measures and evaluates activities as follows: IA awareness, brand awareness, brand perceptions, purchase intent. The model presented in this paper was based on the pioneering concept of the BSC.

We propose the BSC concept for IA method selection called the balanced IA scorecard (BIAS). The BIAS is used to measure and evaluate on and off-line advertising applications. This BIAS observes the positive and the negative impacts of advertising methods and activities on the factors. In addition, corporations may prefer the BIAS to strategically select more effective advertising methods and obtain more customers and users through the strategy based on BSC.

Our study results showed that the BSC for IA selection between IA methods were useful for companies which value high accuracy.

### 1. Introduction

To sell goods or services, advertising is the first step to making them available to the public. The World Wide Web is a new way to present information to the public via the Internet. The growth in the adoption of the Internet in advertising has been revolutionary in the last decade. The Internet advertising (IA) industry has witnessed increasing competition for high IA methods quality and customer satisfaction. According to Yahoo Japan, the IA effect is better than other IA methods because IA enables evaluating marketing results directly and advertise to customer considering propensity, ages, and so on[1]. However, many evaluation methods have defects, such as technical hurdles, unethical business practices of IA agencies, and errors in evaluation software, etc. Therefore, we studied the existing IA evaluation framework, and constructed a new IA framework.

# 1.1 IA

According to consumers, IA includes many forms of commercial content, from electronic advertisements that are similar to traditional advertisements to formats that are different from traditional advertisements, such as a corporate Homepage. Thus, it appears there are idiosyncratic differences in consumer perceptions concerning IA, such that any specific definition of IA is likely to be a bad fit for measuring IA perceptions. Because the goal of our research is to assess consumer perceptions of IA, it is described broadly as any form of commercial content available on the Internet, that is designed by businesses to inform consumers about a product or service. Hence, IA can be delivered via any channel (e.g., video clip, print or audio), in any form (e.g., an e-mail message or an interactive game), and at any degree of depth (e.g., a corporate logo or an official Web site). [4]

# 1.2. Why IA?

Ironically, merely 40 years ago television was considered "new media," as was cable, just 15 years ago. During their respective early days, each of these "new media" had to prove their value to earn a spot on the media plan – the same position the Internet finds itself in today. [8]

#### Fact: Television Audiences are Migrating to the Net

The erosion of the network television audience during the 1980s and 1990s changed media plans forever. In the early '80s, television was simple to plan and buy with just three networks to consider. Next came cable, then a fourth network called FOX, followed by a dizzying array of syndicated offerings and yet more new network entries: Paramount and the WB. New choices continued to fragment traditional television viewing and advertising budgets soon followed this trend.

Television's recent history has demonstrated that media budgets are ultimately pragmatic. As audiences migrate, media plans follow, acknowledging that the ultimate goal of any brand is to reach its target audience effectively and efficiently. The exploding media landscape of the 90s – driven by increased TV audience fragmentation and the Web's popularity – has accelerated the process into overdrive. Like the 80s and early 90s, media planners are, again, adapting their plans to account for ever-growing numbers of people spending increasing amounts of time online at the expense of other media. [11]

The first evidence of this audience migration appeared in a Forrester Research report in 2001. The researchers asked PC users which activities they were giving up to spend more time on their computers. While 24% admitted giving up eating or sleeping for their computers, the activity sacrificed by over three-quarters of the respondents was television. Simultaneously, Nielsen and CommerceNet released their Internet study, reporting that the North American online audience had doubled in the past 18 months. Clearly, the conclusions of these two studies are far from coincidental. Taken alone, this migration of the television viewing audience to the Internet is particularly striking. This data is made even more impressive by the fact that Internet users are remarkably upscale. Therefore, not only are we witnessing a fundamental shift in media habits, the Internet audience represents that hard-to-reach, well-educated, high income population most coveted by marketers.

#### Fact: The Net is the Fastest Growing Medium in History

IA began in 1994, when the first banner ads were sold (Hotwired, October 1994) and the first commercially available Web browser, Netscape Navigator 1.0, was released (November 1994). In a recent study, Mary Meeker, the Managing Director of Morgan Stanley, and her team of researchers closely examined the adoption rate of the Internet, a contrast to the three other major "new media" inventing this century: radio, network television and cable TV. As a common metric, they examined the number of years it would take for each media to reach 50 million U.S. users. With television, cable and radio included for historical context, the growth of the Net is nothing short of remarkable. Meeker estimates the Internet will attract 50 million users in just five years. It took TV 13 years and radio 38 years to reach this milestone. [12]

### Fact: Internet Demographics are a Marketer's Dream

Every major research organization has studied the demographic composition of the Internet. While methodologies and approaches vary, the findings are consistent: Net users are young, well-educated, and earn high incomes. Increasingly, research shows that both men and women are using the Internet. Some topline findings from some of the more recent surveys are summarized on the following page.

### 1.3. Research Objectives

The growth of the IA industry is closely tied to the development of tools for measuring audience size, behavior, and demographics. In traditional advertising, the measurement unit used to determine the cost of reaching an audience is CPM (cost per thousand), based on circulation for print media and the projected viewing audience for television. With the Internet, the number of times an IA is delivered and clicked is not projected – it is accurately measured. The Internet can measure audience behavior by counting the number of times an IA is viewed, as well as the number of times an IA is clicked. Thus, the objectives of the present research are to address answers to two questions: (1) How to evaluate IA methods and (2) Which IA methods are more effective? We address these issues with a framework.

### 2. IA measurement and evaluation

Many methods and techniques for evaluation have been suggested over the years for IA methods. Traditional methods focus on the well-known click rate, visit, unique registration, and so on. These methods are best-suited to measure the value of simple IA methods evaluation, such as no considering technological hurdle and standardization in the industry. Unfortunately, IA evaluation methods that rely on simple measures are not as well-suited to the newer Internet environment. [8]

#### **Technological Hurdles**

Some of the very same technological developments that assist in speeding up Web delivery and facilitating corporate security can skew measurement numbers.

### Caching

The caching describes the process of storing Web pages on a hard disk or server to decrease download time; it eliminates the need to download the same pages each time they are requested. Most browsing software caches recently viewed pages on a user's hard disk, and the larger commercial online services and ISPs, such as AOL, store particularly popular Web pages on their server to expedite the loading of those sites for its members. This also occurs at many large corporations.

Although this process allows users to access information more quickly, publishers cannot track usage of their Web site when that usage occurs on someone else's server. For example, thousands of AOL users can surf a Web site, but if it is cached on AOL's servers, the publisher would not know about this activity. This is a problem for two reasons. First, the publisher does not have the correct usage data of the Web site. Second, the publishers who sell advertising based on impressions cannot charge for impressions delivered through cached pages, because no record exists of the impressions in the log files. Note that although impressions are not recorded, clicks are – when someone clicks a banner it triggers a

script that runs through the publisher's server, so sites that are cached will report inflated click-through rates. The caching server does keep usage records of sites it has cached; this information is recorded in the caching server's log file. Publishers are not apposed to caching, but they would prefer access to the log files of cached sites so that can accurately measure activity on their Web sites. Fortunately, there are now software products, such as MatchLogic's TrueCount (www.matchlogic.com), that can measure impressions even when caching occurs.

### Proxy Servers and Multiple Users of One Machine

In an effort to maintain security on corporate computer systems, proxy servers act as the gateway from inside a company's firewall to the outside world. Requests for information from the Internet generated inside the firewall must first go to the proxy server, which then gathers the material from the Internet. Proxy servers usually use only one IP address, though larger systems may use several. The result is that a publisher's log file may have identified only one user (the proxy server) when in fact hundreds of company computers requested information from the site. This obstacle will be difficult to overcome for obvious security reasons.

Another similar situation occurs when several people share a machine. This happens at businesses, academic institutions, and in home environments. For example, at a small company, only one computer may be connected to the Internet, and all employees wishing to surf the Web must use that machine. This also occurs in an academic setting where many students may use the same computers in the school's computer lab. In the home, every member of a family might use the same PC. The result is that the same IP address will appear several times, giving the impression that one person returned to the site (or visited many pages) when in fact several users did so. This demonstrates the shortcoming of defining a user by a unique IP; the IP identifies the computer, not the user. Also, as we mentioned earlier, proxy servers cache publisher's pages.

### Robots

Whereas caching and proxy servers can deflate the true number of requests, robots can inflate the traffic numbers. A robot can be programmed to request a site hundreds or thousands of times a day. A robot may also be a search engine that requests every page of a Wet site in order to add those pages to its database. Fortunately, most measurement analysis software is sophisticated enough to identify this measurement aberration for known spiders (the ones used by the major search engines). However, if someone is tracking your site through a spider or an unknown search engine is spidering your site, it can be difficult to detect.

#### **Industry Standards**

In any industry standardization follows on the heels of invention. And in many respects, Web measurement – from terminology to technology – is still developing. With new measurement software coming on the market virtually every month, the lack of industry-wide standards accentuates the confusion, which extends from terminology to design to pricing structures. In terms of reporting, standards are needed so advertisers can compare IA performance reports from different publishers. As Richy Glassberg, III /general manager of Turner Interactive Marketing & Sales and founding member of IAB, puts it, "Standardizing Web measurement in general will make it easier for agencies and clients to buy so that everyone does well."

Any growth industry generates its own terminology, and the Internet is no exception. The Internet has a vocabulary for applications, procedures, and products. While terms exist to describe the processes and procedures in Web advertising, what is lacking is industry-wide acceptance of the meanings of those terms. Fortunately, organizations like the IA Bureau (IAB) have developed standards for Web terminology. Unfortunately, not everyone uses their metrics yet.

### Cookies

A discussion about Web measurement is not complete without a discussion about cookies. This is a topic which generated much heated discussions, but about which few people have in-depth knowledge. A cookie is text that can be written to a text file on the user's hard drive when visiting a Web site. In most cases, that text will be a unique string, allowing the person to be identified. If the user has a cookie, the browser will present that information to the server. If the user does not have a cookie, the server will try to place one in the user's cookie file. [5] Unfortunately, the cookie

picture is not all rosy. There are a number of reasons why a server cannot place cookies on a user's hard drive. In fact, only about eight out of ten Internet users can be cookied. Moreover, cookies are mapped to the browser, not to the individual. The hard drive on which cookies are placed may be used by several people, thus opening the door to profile distortions.

One proposed approach is the Internet Advertising Bureau (IAB) report, which should not be confused with IA methods. The IAB report seeks to account for a wider scope of IA methods selection, by including less tangible items, such as proxy server, referral link, domain, and regionality. [11] It also prescribes that the benefits and risks be separated into four domains, IA awareness, brand awareness, brand perceptions, and purchase intent, and that each domain be evaluated separately. [9] However, even the four domains of IA evaluation fail to fully capture the range of IA methods offered by contemporary IA methods evaluation applications. As a result, we suggest that it may be appropriate to use a balanced scorecard to measure and evaluate IA methods. Robert Kaplan of Harvard University and David Norton, an American management consultant, proposed a balanced scorecard as a means to evaluate corporate performance from four different perspectives: the financial perspective, the internal business process perspective, the customer perspective, and the learning and growth perspective.[3] They compare their approach for managing a company to that of pilots viewing assorted instrument panels in an airplane cockpit: both have a need to monitor multiple aspects of their working environment. Many companies are adapting the balanced scorecard (BSC) as the foundation of their strategic management system. Some managers used it to align their businesses to new strategies, moving away from cost reduction and towards growth opportunities based on more customized, value-adding products and services. [7]

Kwon [13] have suggested that BSC may also help managers to evaluate IA methods, as well as the performance of IA. This paper builds upon that suggestion by elaborating a framework for evaluating IA based on the BSC concept. We detail how the BSC can serve as a decision support tool for IA managers. It may be applied not only to assess the contribution of a specific IA, but also to evaluate the performance and guide the activities of an IA department or functional area.

# 3. The Balanced scorecard

Kaplan and Norton have presented the BSC concept in a series of articles published in the Harvard Business Review. They have argued that traditional financial accounting measures (like the ROI and payback period) offer a narrow and incomplete picture of business performance, and that reliance on such data hinders the creation of future business value.



# Fig.1 Relationships between the four perspectives in the balanced scorecard [3]

As a result, they suggest that financial measures be supplemented with additional ones that reflect customer satisfaction, internal business processes, and the ability to learn and grow. Their BSC is designed to complement the "financial measures of past performance with measures of the drivers of future performance." [3]

The name of their concept reflects the intent to keep a score of a set of items that maintain a balance "between shortand long-term objectives, between financial and non-financial measures, between lagging and leading indicators, and between internal and external performance perspectives."

Management attention to such a broad set of performance measures should not only help to ensure good short-term financial results, but also to guide a business as it seeks to achieve its strategic goals. [7]

During the evolution of their BSC concept in the 1990s, Kaplan and Norton have demonstrated an increasing awareness of the assumptions and theories that underlie business process re-engineering (BPR). Many advocates of BPR contend that traditional Industrial age competition is being supplanted by a new form of Information age competition. Business success in the past was largely based on the efficient allocation of financial and physical capital in order to achieve economies of scale and scope. However, the ability to mobilize and exploit softer and less tangible intellectual assets is becoming increasingly important. [7]

### 4. Building a Framework for IA evaluation

The BSC concept can also be applied to measure, evaluate, and guide activities that take place in specific functional areas of a business. [10] It can even be used to shed greater light on performance at the IA technique level. The remainder of this article illustrates the application of the BSC concept to IA methods evaluation. We develop a BSC framework which can be adapted to the financial aspect as well as to click effects, customer reflection and advertising technique as a whole.

The BSC-for-IA methods evaluation framework presented here is structurally similar to the BSC framework at the corporate management level. However, we made substantial modifications to the perspectives and measures proposed by Kaplan and Norton.

First, we considered several IA evaluation methods and picked out their problems and limitations. At the same time, we searched the BSC model of Kaplan and Norton, and we determined that BSC would be a special solution for solving the intangible problem of measures.

Second, we modified the balanced scorecard to adopt IA evaluation.

### 4.1. Measure for IA Effectiveness

Our goal is to provide a common set of metrics to measure advertising on the Internet. The widespread adoption of these metrics and the resulting comparability across Web sites will make advertising on the Web easier and more meaningful for both advertisers and publishers. Note that, for true comparability to exist, we need to define both the concepts and the metrics themselves, as well as the methodology site should use to generate those metrics. Third parties must use these same definitions when verifying site statistics or their results will not be comparable across Web sites.

IA awareness perspective	Brand awareness perspective
Mission	Mission
Can we measure which online advertising was advertised to the customer easily?	Can we measure whether the online ad was successful at achieving this branding objective?
Objectives	Objectives
Degree of communication Support AI's belief Targeting unique customer	To obtain the most popular name-brand so that when the consumer is in the grocery store, he or she is more likely to purchase our brand.

Table 1. The four perspectives in a Balanced IA scorecard

Brand perceptions perspective	Purchase intent perspective
Mission	Mission
Are IA methods enough to entice customer?	Can you connect to purchase from IA exposure?
Objectives	Objectives
Enticement degree	Establish good relationship with the user
Control IA effects	Satisfy end-user requirements
Establish and maintain a good image	Provide cost-effective region



# Fig. 2 Framework for IA methods evaluation via BSC concept

# 4.2. IA Awareness

IA awareness means to facilitate advertising exposure to consumers. IA Awareness is measured by a question asking respondents if they recall seeing an ad on a particular Web site in the past seven days. Those who respond "no" are prompted with the tested ad and then re-asked the question.

By the criterion of exposure to consumers, the twelve ad banners tested by the IAB demonstrate unequivocal success after a single additional ad exposure. Eleven out of the twelve show a marked improvement in IA awareness. An additional exposure to the IA boosted IA awareness by 30% on average (from 34.0% to 44.1%), statistically significant at the 95% confidence level.

Since their first appearance on commercial Web pages, the value of banner ads has been debated. Many felt they were physically too small to offer much branding and some advertisers convinced themselves that click-through was the only metric by which to measure ad effectiveness. They erroneously believed this

a) despite the fact that no research existed to support their belief

b) that without a click-through, no brand building would occur.

In the fall of 1996, Millward Brown International set out to test the impact of banners on brand awareness, which was

the first study of its kind. Millward Brown's objective was to measure the impact of a single ad banner exposure on brand awareness. The three brands tested included a men's apparel brand, a telecommunications brand and a technology company. The findings were significant and conclusive for each brand. Awareness was significantly greater among the banner-exposed (test) group than the non-exposed (control) group. Specifically, exposure to the advertising banners alone increased brand awareness from 12% to 200% in a banner-exposed group.

Objectives	Measures
Degree of communication	Unique Registration
Support Al's belief	Unique Cookie
Targeting unique customer	Unique URL Tagging
	Unique IP Address w/ heuristic
	Visit
	Return Visits
	Time
	Average Time

# Table 2. Measures for IA Awareness perspective

# a. Visitor

"As identified by one of the following methods."

- Unique Registration
- Unique Cookie
- Unique URL Tagging
- Unique IP Address w/heuristic

Unique Registration: Where unique individuals who visit a site identify themselves. This requires the user to take some action, usually completing a survey on the first visit, and then entering a password on subsequent visits. Sites that register visits should have no difficulty in determining page requests which belong to the same visitor.

Unique Cookie: Where a web server stores a small piece of information with a browser which uniquely identifies that browser. While cookies only identify unique computers – as opposed to individuals – the inactivity constrain on the calculation of visits, i.e. 30 minutes, should make it relatively safe to use cookies to determine the page requests associated with one. One caveat is caching: reportedly, some online services are caching the cookies, thus requesting pages for multiple visitors. Another occurs when you count visits just by cookies, you will end up with a batch of pages for visitors without cookies. You must use one of the other methods to estimate. the numbers of visitors that created this batch of requests.

Unique URL Tagging: The process of embedding Unique Identifiers into URLs contained in an HTML content. These identifiers are identified by web servers on subsequent browser requests. Identifying visitors through information in the URLs should also allow for an acceptable calculation of visits, if caching is avoided.

Unique IP Addresses: A collection of HTTP requests from an IP address grouped together to form a visit. The process of grouping requests to form visits from IP addresses associated with a visitor yields information that guides the grouping of requests to form visits from IP addresses associated with multiple users (e.g. proxies). Visits shall NOT be calculated by assuming that all page requests from one IP were shown to one individual, unless such IP has been identified as not serving more than one visitor, i.e., not being a gateway or proxy machine. If this methodology is employed, it should be explained by the site.

b. Visit

"A series of page requests by a visitor without 30 consecutive minutes of inactivity." Given the current stateless nature of the Web, a "visit" is an intrinsically arbitrary definition. \*Technical consideration: It is a non-trivial matter to determine whether several page requests were performed by the same individual or not. The methods for determining a visitor are also those by which a visit would be qualified as unique. See Registration, Cookies, URL Tagging and IP Addresses.

c. Return Visits

"The average numbers of times a visitor returns to a site over a period of time." Relies on having a registration method in place.

d. Time

"The elapsed time from the first to the last page request that constitutes a visit, and adding the average time per page for such visit."

### 4.3. Brand awareness

Web advertising boosts awareness of advertised brands.

Can we measure whether the online ad was successful at achieving this branding objective? "Yes." We can measure branding. It just takes a little more work than counting click-throughs, requires and is relatively painless and inexpensive. Rather than placing a direct-marketing message that implores the consumer to "act now" and then measuring the consumer's immediate mouse clicks, branding measurement focuses on measuring the consumer's state of mind and subsequent purchase intent and activity. Generally, specific branding objectives are set forth and some consumers are exposed to your ad, while other consumers are purposefully not exposed to your ad. Surveys are then used to measure specific changes in consumer responses after exposure to the IAs. In this case we would focus on measuring "top-of-mind awareness," because we understand that snack foods are typically purchased somewhat impulsively and brand selection often occurs in the store while consumers draw upon top-of-mind brand awareness to inform their selection.

Objectives	Measures
Customer's loyalty	Cache
Customer's interest	Click
Participation degree of Customer	Click Rate
	Page Request
	Time

Table 3. Measures for Brand awareness perspective

Cache: Caches come in many types, but they all work in the same way: They store information where you can access it quickly. A Web browser cache stores the page's HTML code as well as any graphics and multimedia elements embedded within it. In this way, when you return to the page, everything does not have to be downloaded all over again. Since hard disk access is much faster than Internet access, this speeds things up. Hard disk access however is slower than RAM, which is why there is disk caching, which stores information you might need from your hard disk in faster RAM.

Click: The opportunity for a visitor to be transferred to a location by clicking on an advertisement, as recorded by the server.

Click Rate: Clicks divided by ad requests. (see also click and ad request)

Page Request: The opportunity for an HTML document to appear in a browser window as a direct result of a visitor's interaction with a Web site.

Time: The elapsed time from the first to the last request that constitutes a visit, and adding the average time per page

for such visit.

# 4.4. Brand perceptions

Click-through are not necessary for impactful brand communication; in fact, click-through does not add very much.

Banner exposure itself was responsible for 96% of brand enhancement, while a click-through only contributed 4 percent. While additional powerful messaging may wait on the other side of a banner at the advertiser's Web site, the analysis indicates that the exposure itself carries nearly all of the value. Click-throughs may be an important element of some online campaigns, but with an industry average of 2%, the real communications power is where the majority of the audiences can see the message.

Objectives	Measures
Enticement degree	Browser
Control IA effects	Log
Establish and maintain a good image	Platform
	Proxy Server
	Referral Link

### Table 4. Measures for Brand awareness perspective

Browser: A program that allows users to access documents on the World Wide Web (WWW). Browsers can be either text or graphic. They read HTML coded pages that reside on a server and interpret the coding into what we see as Web pages. Netscape Navigator and Microsoft Internet Explorer are examples of Web browsers.

Log: A file that keeps track of network connections.

Platform: The type of computer or operating system on which a software application runs. For example, some common platforms are PC, Macintosh, Unix, and NeXT.

Proxy Server: A technique used to cache information on a Web server and act as an intermediary between a Web client and the Web server. It basically holds the most commonly and recently used content from the World Wide Web in order to provide quicker access and to increase server security. This is common for an ISP especially if they have a slow link to the Internet.

Referral Link: The referring page, or referral link, is a place from which the visitor clicked to get to the current page. In other words, since a hyperlink connects one URL to another, in clicking on a link the browser moves from the referring URL to the destination URL.

### 4.5. Purchase intent

IA methods can be connected to purchase of customer? & IA is more likely to be noticed than television advertising.

Millward Brown International's FORCE score (First Opportunity to see Reaction Created by the Execution), measures a medium's ability to its advertising to be first noticed. The results show that Web advertising compares favorably to television in its ability to create a brand-linked impression.

The results are impressive indeed since little research has been conducted on how to optimize online advertising – much in contrast to the significant expenditures allocated to television and print creative pre-testing. And while television has the advantage of being more intrusive (through the combination of sight, sound and motion), it is still a passive medium where the viewer is not required to be actively engaged and attentive to the medium in order to consume it. Conversely, Web and print-based media have the advantage of active reader involvement and attention, being 12 - 18 inches away from their audience and requiring them to take action to consume the medium. The engaged

state, which the Web encourages, seems to help provide higher attention to online advertising.

Objectives	Measures
Establish good relationship with the user	Advertising Request
Satisfy end-user requirements	Domain
Provide cost-effective region	IP Address
	Regionality
	National vs. International

### Table 5. Measures for Brand awareness perspective

Ad Request: The request of an advertisement as a direct result of a visitor's action, as recorded by the advertisement server software.

Domain: The "address" or URL of a particular Web site. This is also how you describe the name that is at the right of the @ sign in an Internet address. "netlingo.com" is the domain name of an Internet dictionary. There is an organization called InterNIC that registers domain names for a small fee and keeps two people from registering the same name.

IP Address: Internet Protocol Address – The numeric address that is translated into a domain name by the Domain Name Server. (see also domain)

Regionality: A measure of server requests aggregated by the visitor's or ISP's location. Much like "National vs. International," only with narrower classifications.

National vs. International: Traffic summarized by the physical location of the visitor or ISP, aggregated by country. National shall be the country of origin and International will be all other. The country of origin shall always be noted.

### 5. Conclusion

We have proposed a new advertising evaluation framework. It applies the balanced scorecard concept to IA awareness, brand awareness, brand perceptions, and purchase intent. This paper proposed the use of a BSC framework to measure and evaluate IA applications. The concept was initially proposed as a decision-making tool for advertising clients. The IA evaluation framework presented here has not been applied to structure and evaluates IA services to assist management in deciding which services to offer when aiming to achieve a specific impact. However, two points must be emphasized: (1) this framework is considered as an intangible element to evaluate IA, and (2) the emphasis on qualitative perspectives helps to clarify assumptions and consider consequences, but makes a precise economic evaluation difficult.

At present, the BIAS allows the client see the positive and negative impacts of IA effects on the perspectives that are important to the evaluation process as a whole. Moreover, the balanced advertising select scorecard integrates several aspects to measure for IA. The effect of IA is most directly addressed by the Internet adverting evaluation framework.

In future, we will study the degree of accuracy of our proposed IA evaluation framework through case studies.

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