

ONLINE MARKETING. CHALLENGES AND OPORTUNITIES FOR THE MILITARY HIGHER EDUCATION

Gheorghe MINCULETE*
Maria -Ana CHISEGA-NEGRILĂ**

* PhD in Military Sciences, professor at the Logistics, Finance and Accounting Department, "Carol I" National Defense University, Bucharest, Romania.

** PhD, associate professor, English teacher at the Foreign Languages Department, "Carol I" National Defence University, Bucharest, Romania.

The impact of the Internet on marketing is a radical phenomenon whose elements are difficult to quantify. The explosive dynamics of the phenomenon has determined unpredictable evolutions, shaking the very foundations of modern economics, and putting to the test modern managers' ability, intelligence, and capacity to adapt. In this situation, online marketing is a challenge to organizations, taking into account the opportunities offered by the Internet at global level.

In higher education, online marketing is a rapid way to form and develop the image of an institution regarding not only the implementation of strategies, policies, plans, and educational programs, but also the better use of products and services that accompany the offers according to the requests of beneficiaries or interested users.

This article stresses the essential aspects of educational marketing whose requests become viable through e-marketing. To this end, we will approach the mechanism of online marketing, and further, we will concentrate on its applications for higher military education. In addition, we will approach eLearning as a modern electronic system to implement e-marketing objects.

Keywords: *educational management; educational marketing; onlinemarketing; online marketing strategies; online promotion; online clients; military academic institutions.*

1. INTRODUCTION

The Romanian military higher education has to meet the specific requests for domestic and international defense according to NATO's strategies and directives, being affected by the competition on behalf of the civil environment, by the process of European integration, and by the need to satisfy the requirements in the new security and defense situations. From this point of view, the military higher education

has to change by adapting to the new educational requirements, taking into account the restrictions imposed by the features of the military field.

In the military higher education, marketing involves the planning function and field specific educational management so that it meets the needs and expectations of the target group, as well as the use of effective means regarding the valuing, communication, and distribution of educational goods and services in order to motivate and inform the

community. To this end, the analysis, planning, and control of academic programs have to be performed in order to ensure the voluntary exchange of ideas with the target market in order to meet the strategic objectives of the military academic institutions.

The efficient military marketing is not a matter of intuition or instinct, but a thoroughly planned process as part of the educational policy and educational management of an institution. In this respect, from the educational point of view, marketing has to include strategies that are adequate to the profile of the university employing them. So, the marketing strategy of the military higher education is a cyclical process of collecting and sharing information, of planning and modifying educational policies and programs as an answer to the information obtained from the target market.

Apparently, the normal communication relationship between the military university or military academy and the community is sufficient for the exchange of information necessary for presenting the educational offer. In reality, research from the field of educational management proves the opposite. The university and its functional structures have to systematically and consciously feed the community with information.

Within the community and on the market of educational services and products, an important role is played by the image of the military academic institution, which is built based on the information regarding the training of personnel and the quality of the activities they perform. Mass-media is essential as it advertises and shapes the public image of the university/military academy, equally

important being in this respect both the concrete information furnished by the academic institution via e-marketing, and the information collected by the media from the specific military field in comparison with the civil universities.

2. MECHANISMS OF ONLINE MARKETING

Online Marketing (Internet Marketing, Web Marketing) is represented by the way in which the company conducts studies in the market, produces, promotes, and sells its products. In this respect, information technology brings added value by reducing expenses regarding: publicity (i.e. by giving information via the Internet), delivery of products, and keeping customers abreast of the products and services offered, etc.

Online clients wish nowadays to be able to track their order instantaneously from the moment they click on the buy-button to the moment their shopping is delivered, to calculate the cost and the necessary delivery time and to redirect the orders. Shifting the “power” from the seller to the buyer triggers a new “eve of expectation”, so the customers, be they private consumers or firms, will not tolerate anymore negative experiences, such as the partial shipment of goods ordered, delayed delivery or inappropriate return policies [1].

Internet marketing is meant to promote organizations using on-line media in order to increase sales and maximize profit. Companies can get involved in e-marketing activities such as creating their web site, promoting their products on-line, and founding or participating in on-line communities or using the webcasting [7, 14].

Figure 1 shows the system elements of e-marketing that will be presented further.

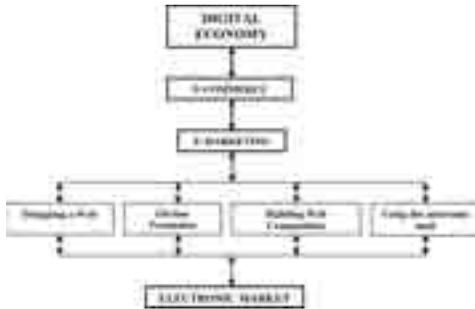


Fig. 1. System elements of e-marketing
Adapted from: Philip Koler, Gary
Armstrong: 2008, p.789.

2.1. Web sites

They are different in terms of content and purpose. The most common are the web sites that belong to a company. These web sites are more designed to build a database of clients and enhance sales, and less to sell directly the firm's products. When the websites belong to certain corporations, they offer a greater variety of information and facilities in an effort to answer customers' questions, create closer relationships with clients, and make the company more active in the market. Usually, they provide information regarding the history, mission, policy of the firm, or about the products and services, they offer [2].

Web sites are meant to provide information about current events, the personnel, financial balance, and employment possibilities. Most of them also provide entertainment to attract and retain visitors. Finally, the sites give customers the opportunity to ask questions or comment via email in order to mirror real face-to-face communication.

For fast connection with the market, companies create marketing web sites as real instruments of selling, promotion, research, public relations, and direct marketing. Therefore, if the site offers the possibility to sell product, it becomes a real instrument of selling. To this purpose, when registering customers on the site, they are asked the permission to be sent newsletters with the offers and promotions of the firm. Therefore, the site becomes a powerful promotion instrument. More than this, the information about products, identity, value, culture and the mission of the firm provides data for the market studies conducted by business partners, the site, thus, becoming an important instrument of target market research [10].

So marketing websites make clients interact in such a way that they are coming closer to purchasing products. Such sites will offer a brochure, hints about ways to shop, and promotional items such as coupons, selling events, and contests. Through marketing, companies can promote themselves by using leaflets, different types of publicity, or ads run on other sites.

The web site of a firm is first an efficient way of communication with market partners. In the context of the global development of e-business and of the opportunities it provides, a must in being successful involves the design of marketing web sites, which should be attractive and interesting enough to make clients revisit them.

2.2. Online promotion

Online promotion is considered one of the most efficient forms of marketing because of the costs and long term effects. Virtual sellers use

on-line promotion to introduce their own brands on the Internet or attract visitors to their web sites. Being extremely useful, online promotion as an instrument of marketing, involves reasonable costs compared to other means of communication.

On-line promotion is in fact a group of methods and techniques such as SEM, email marketing (including spam), viral marketing, and advertisement through banners, CPM (cost per mille), on-line advertisement, and contextual advertisement. Advertisement involves free software, social networking, on-line reputation management, on-line market surveys, social bookmarking, Web-blogs, marketing through mobile Internet; affiliate marketing; newsletters, etc. On-line promotion also involves SEO (Search Engine Optimization) [12].

Further, I will briefly present some of the aforementioned models and techniques.

2.2.1. Search Engine Marketing (SEM)

SEM is used to promote by increasing visibility in search engine results pages in order to maximize the capacity of the company to design, manage and shape a mixture of marketing taking into account research, contextual publicity activities and several events by developing the search value and the digital marketing. SEM is a general term that covers two domains: free traffic through SEO and traffic through paid traffic sources [20].

A search engine usually includes three components:

- the search component: which is an automated program called spider or crawler. It is also known as robot Web

or simply bot. This permanently looks for text or code behind the web sites and adds the pages to huge databases.

- the index has an impressive number of information about web sites (title, address, key words, links associated with the web site or links with other pages, etc.)

- the software application which comes with the results of the search on user's computer [22].

A search directory is an organized collection of web sites, organized in categories, on hierarchical structures, according to their subject. Among the most popular search engines, we can mention Google, Yahoo!, Microsoft, Netscape and the newcomer A9 from Amazon, launched in 2004, built based on Google technology with many options to personalize the interface and the search [23]. For a more efficient search, MetaCrawlers, meta search engines can also be used as they simultaneously go over more search engines eliminating duplicate sites.

SEO "optimizes" the content of the web site in order to obtain superior results after a search. According to the context, SEO can be an umbrella term for several means of putting something on the market, including a SEO web site, or conversely, concentrating only on the paid component [24].

2.2.2. E-mail marketing

This is a more suitable way to promote business, with fewer expenses than direct marketing, postal taxes being thus avoided [24]. It is an efficient promotion instrument as it allows fast connection with potential clients with a simple click and is more convenient than sending a letter. The e-mail provides efficient

and proactive communication with the target clients, which increases the success rate of the company and sales as it brings new customers. The e-mail thus becomes an important instrument of on-line marketing for both B2C and B2B merchants.

If a company has a correct e-mail management, than it not only builds strong relationship with the customers, but it also improves profit. E-mail involves only a small fraction of the costs incurred by direct mail so compared to other forms of on-line marketing it will be extremely useful.

2.2.3. Viral Marketing

This is the equivalent of door-to-door sales for Internet companies. It involves a message sent via e-mail, which is so appealing that the receivers will wish to forward immediately to their friends. As clients themselves spread the message or the offer to others, viral marketing is very cheap and efficient for the digital economy. When the information comes from a friend, it is more possible for the receiver to open the e-mail and read it.

2.2.4. Affiliated marketing

It was coined by CDNow.com in 1994 and imposed on the market by Amazon.com in 1996 through "Associate Program". This type of marketing has rapidly developed from its inception being based on e-commerce web sites. The principle of affiliated marketing is simple: the company (*advertiser*), which wants the promotion of products rewards one or more affiliated site (*publishers*) for every visitor or client brought to them (**Figure 2**). Therefore, the publisher is the webmaster or any other representative of a website

that wants to publish the advertiser's banners and links on its site in order to earn from on-line advertisement [19].

2.2.5. Internet advertisement



Fig. 2. Concept of affiliated marketing

Source: Mihai Rusoae, 2008:p.19.

It appears when users navigate on the Internet. Therefore, they include banners and tickers (banners that move on the screen surface) [7]. The new formats include skyscrapers (prolonged and thin banners placed on one side of the web page) and rectangles (frames that are bigger than a banner). Interstitials are web advertisements that appear unexpectedly when passing from one website to another.

Sponsored web content is also a form of Internet advertisement. Many companies earn the right to put their name on the Internet because they sponsor the content of web sites such as news or financial information. The sponsor pays for site in exchange for his recognition as the provider of the respective Service on the Internet. Even if many companies experiment with publicity on the Internet, they pay a minor part in most advertising mixes.

Contextual Promotion (Pay per Click, PPC) is the most efficient method as far as online publicity is concerned, but it still plays a minor part in advertising mixes. It is based on placing on-line thematic resources as far as the theme of the site corresponds to the one of the contextual

publicity. Therefore, the advertisement domain of the potential client depends on the content of his site.

Contextual publicity creates the conditions to draw the attention of those interested in certain goods. A simple example to demonstrate the aforementioned: an advertisement referring to car parts on sale will be more efficient if placed on a drivers' web site or on a similar one, etc [18].

Another category of contextual publicity is "search publicity". It consists of placing the advertisement on the web pages of search engines (such as Google, Yahoo, Yandex, etc.) Publicity appears because of specific searches within search engines. When working with this type of advertisement, it is important to pay attention to the key words that will trigger those advertisements on the page of the search engine. According to specialists, contextual publicity gradually gained its market segment on the Internet. Actually, it has already gained this segment because of its characteristics, which allow the efficient marketing and promotion of goods and services within the global network.

2.2.6. Web-blogs

In its most simple form, a blog (short form from Web log) is the most recent communication instrument (2003) being a special site that has revolutionized not only the Internet, but also many professions that are based on this such as journalism, public relations, marketing, information management, virtual communities or social network.

The Internet is full of definitions of blogs, from those that refer to them as an authentic, uncensored form of expressing the self, to

more descriptive ones regarding the frequent publication of personal thoughts and to the connection with other sites that are considered interested by the author(s) [22].

Rebeca Blood, one of the first bloggers defines it as a web page with a constant, regulated and chronological series of posts about a subject or a number of subjects that often have links to other web sites. The blog posts are often arranged in chronological order, the most recent ones being more dominant as they will appear as the first listed. The blogosphere is defined as the total of ideas, information and original posts from blogs within a definite geographic, social or technical space. The activity of updating the blog is called *blogging* (some blogs are maintained by one person, others have more authors behind)[22].

2.2.7. Social networks

These are specialized sites that build communication links between people with similar interests. Those who wish to integrate and communicate in the network create a profile on *tweeter, facebook, myspace, linkedIn, etc.*, dedicating their energy to this hobby. It works for building personal, but also professional relationships as social media has replaced somehow business cards. Other sites like *ecademy.com* have fewer members, but it is a good opportunity to build business relation. Globally, *linkedin.com* is the most popular business site, and those interested know that they will be visited by people from the same domain because now everything can be done on World Wide Web [3; 22].

2.2.8. Online Reputation Management (ORM) wishes to stress the presence of a person in the virtual zone, addressing those who are interested in that person's reputation, and those who want to build reputation on-line (for example politicians before elections).

2.2.9. Marketing via mobile Internet

Mobility is a key factor to create new life and working styles, which redefines management business techniques, and interactions between people and organizations. Therefore, the rapid development in telecommunication contributes to the globalizing the economy. To this end, the use of wireless networks is considered the key element to increase the productivity of data and information broadcasting. Moreover, mobile Internet as being available through a portable device is considered the *new economic Eldorado* [3;15].

Wireless communication includes mobile phones, PDA, tablets and other devices that are generally used by air and tourism companies, or by ordinary people to book rooms, tables, etc. For banking operations, music downloads, accessing information on forecast or sports, etc. They open new perspectives for marketing messages, as they are timely and precisely, being a cheaper alternative to more expensive third generation networks. Even if it is difficult to predict now the future impact on marketing of this omnipresent connection, which is mobile technology, it is predictable that it should play an important role [15].

2.3. Web communities

The popularity of chat rooms and group discussions has resulted in a boom of commercial and

web sponsored sites, called web communities, which use the C2C advantages of the Internet. Such sites allow their members to meet online in order to exchange opinions on common topics. A possibility of connection for these communities is the *web conference*, with distance image and sound, and in real time through Internet technologies. Web conferences not only reduce the costs, increase productivity and sales, but they also offer more possibilities for development and promotion of a certain type of web activity by encouraging collaboration and strengthening relationship with customers, partners or coworkers regardless of their geographical position. Companies increasingly use web conferences as a communication medium that easily combines teleconferences with the interactivity given by the Internet connection [3; 15].

The rapid development of blogs is extremely important for customers that are part of a web community in exchanging opinion regarding the products and services.

2.4. Use of webcasting

Companies can make a contract with a webcasting firm that will immediately transfer information to customers. Webcasting involves sending important information to customers. Also known as the push program, webcasting provides an attractive channel through which online firms can send via Internet their ads and other information [3;16].

However, similar to other types of commerce, firms have to be precocious not to disturb their customers who are already overwhelmed by unwanted and low quality junk mails. Some analysts

warn that there is a very fine line between giving the customer the impression that he is offered something valuable and bothering him. Companies have to try not to be annoying by sending clients unwanted mails.

3. THE NEEDS & CHALLENGES OF ONLINE MARKETING IN THE MILITARY HIGHER EDUCATION ENVIRONMENT

The image of universities in front of their potential customers and beneficiaries of educational products and services is shaped by the attitudes and actions taken that support or, conversely, damage the image of the military academic institution, having an impact on the support offered by the community. Educational marketing means that it can be used to promote the image of the university/military academy either through online marketing, that favors publicity, or by implementing techniques and models for learning via electronic means (**Figure 3**).

The design of educational strategies, plans and programs in accordance with the specific functions of educational marketing and management characteristic of military academic institutions, instruction, professional development, skill-enhancement are performed to the benefit of the military and civilian personnel that work for the defense, public order, and national security structures [13].

An important role is played here by the electronic institutional functions on the Internet such as online marketing and eLearning.



Fig. 3. Integration of online marketing into the military academic education

Online marketing is the best way to attract potential clients through a military academic institution's web page as it harbors the possibility to form a brand of educational products and services specific to the military university/academy.

Online marketing allows for the promotion of both the image of such an institution, and its educational products (curricula, lesson plans, and other additional activities of the former organized by stages and sub-stages).

Besides online publicity (display or contextual), within the online marketing mix, many other techniques (already presented in chapter 2) are used to bring traffic, sell and promote educational products and services via the optimization for search engines, activity on social networks (tweeter, facebook, myspace, linkedln etc), marketing email, affiliated marketing, blogging, etc.

In order to determine the efficiency of online marketing application, the *conversion rate* can be determined as follows: the number of visitors on the web page, who answered the requests of the military education institution, can be subtracted from the total number of visitors. This way, the conversion rate is a measure of the ability of the interested educational structures to convince visitors to answer

the desired purposes and objectives, bearing in mind more elements: number of visitors on the web page; a well established action objective for those visitors; a measuring system of visitors' activities on the web page; a movement flow of users on the website [21].

In the conditions of eLearning training programs, online marketing is done through this modern educational system, specific to online distributed learning.

In order to attract more customers interested in the educational process within military higher education, it is necessary to apply more objectives of online marketing strategy, which will ensure easier work and efficiency of activities in the field. These are highlighted further:

- *The creation of an efficient web page* is an important step for drawing visitors' attention and furnishing useful information about academic products and services.

- *The optimization of the site* ensures the promotion of a military academic institution on search engines in order to improve the results of its educational activities.

- *The promotion of education programs and their results* has to be part of a "must do" list because it assists the interested customers, providing technical and functional details about educational services and products.

- *The analysis of the site* helps the detection of possible errors using certain applications or technical errors that could be part of loading web pages.

- *The analysis of competition* can show the position of the military academic organization in the hierarchy of military education

institutions and provide data about the quality of educational products and services of the competitors.

- *The publicity of press releases* draws the attention to the new information and changes as far as the academic institution is concerned.

- *The interaction* of a university's/military academy's representatives with customers/potential students represents an advantage of that institution because it welds a connection between the furnisher of educational products and services and customers interested in one or more future educational programs [3].

Online marketing completes the series of activities oriented towards shaping the image of the university/military academy, also being an important vector that helps to increase the online educational advertisement, to establish/maintain the connection with current and potential customers, and to make statistics regarding the regressive or progressive evolution of the academic military institution. Advantages of e-marketing strategies mainly refer to: stimulating communication with customers; ensuring targeted communication; obtaining recommendations in a simplified way; facilitating rapid feedback; tracking the actions of the beneficiaries of the educational products and services, as well as of the potential customers in real time; ensuring control over cost indicators and benefits, and relatively reduced costs; having control over customers interested in educational products and educational services by compiling a data base with their data, etc.

Developing online marketing supports the activity of the military academic organization, being a strategy that needs time, but which over time, brings multiple benefits.

4. OPPORTUNITIES OF ONLINE MARKETING THROUGH ELEARNING IN THE MILITARY ACADEMIC ENVIRONMENT

Social and economic development has gone through a series of stages corresponding to many technological revolutions peaking at the beginning of the third millennium with the digital society. The evolution of economy and society, generally speaking, has education as its main engine. Enriching the knowledge base of the individuals leads to the development and maturity of complementary systems: family, collectivity, region, society. All this is possible through permanent education, distance education, online education or *eLearning* in order to reach the objectives of online marketing in the knowledge-based society [7].

The limited physical space of institutions and other difficulties faced by the students together with the need for life-long learning has led institutions to apply techniques and models of traditional and online education, which can be adopted according to the purpose reached, the educational request, and the resources available.

Electronic education or *eLearning* is a modern way to develop education in accordance with technological advances. A concise definition of the term electronic learning could be: "*providing education, instruction or learning through electronic means*" [11].

The term is used nowadays to unify a multitude of teaching, instruction techniques through means assisted by the computer. Electronic education refers to the use of Internet technologies in order to furnish a large number of solutions that amplify performance and knowledge. Generally speaking, the

term *eLearning* is the synonym of online learning, Web based learning [28].

Defined as e-education, the semantic area of the *eLearning* concept interferes and overlaps a multitude of terms that engulf the variety of educational experiences that benefit from technological support: assisted instruction mediated by the computer/ digital/mobile/ online learning/education/ instruction through multimedia, etc. Under the name of electronic materials, many electronic aids are developed to simplify the educational process: map, dictionaries, encyclopedia, educational movies, presentations in different formats, electronic books, tests, tutorials, simulations, ability forming software, training software, serious games etc. The computer, the electronic and multimedia materials are used as support in teaching, learning, evaluation, or as communication means [14].

The self-standing eLearning model involves a virtual institution that has the following functions: a) development of educational programs (including the design of learning materials); b) tutoring and supervising; c) production, storage and distribution of materials for learning; d) management and financial problems; e) marketing; f) evaluation and accreditation [11; 30].

The arguments for which an *eLearning* system should be built within the military university/ academy are as follows: a) the traditional management and educational systems do not correspond to the development of management as far as the distance systems are concerned; b) traditional institutions consider that distance learning has inadequate results so they are not eager to allocate resources; c) distance students' requests can be fulfilled if the institution is dedicated entirely

to their needs; d) characteristics of target population are different from the conventional system compared to the online one; e) pedagogy of distance education is different from the traditional one [15].

The implementation of educational projects and programs regarding the military and online marketing, *eLearning* fosters a series of advantages as follows [29]:

a) allows the good organization of learners' time - the temporary constraints disappear and hence the student has the possibility to organize courses according to the program of the basic activities. In this respect, the possibility to attend courses becomes real for the people who have to go to work;

b) adapts better to the skills of more learners according to everybody's rhythm and possibilities. This adaptability refers to both the learning process, and the examination dates, so, the system based on transferable credits could be used;

c) offers the possibility for people to attend courses if they do not live in military academic centers and cannot go there frequently, communication through the Internet being universal so the student/learner has the possibility to attend courses in their home town.

Therefore, *eLearning* is used nowadays by academic military institutions as an educational and online marketing instrument. The direct effects of these could be: shorter time for getting educational products on the market; better profit of educational products and services; reduced costs.

5. CONCLUSIONS

For the military academic institutions, internet marketing does not mean only online advertisement, but the efficient use of online

marketing instruments according to each situation and set of educational objectives. So, they take into account the marketing view applied to the online environment.

E-marketing within the military academic institution has gained momentum due to the development of technology and methods used, online medium has fostered the development of a functional image and academic educational efficiency on both the internal and international market. The internet is an atypical communication channel that involves more receivers, the information exchange being made in both directions, so feedback and interactivity are increased. Similarly, the audience is greater, and the use of online instruments tools (blogs, emails, social networks, etc.) for marketing communication allows the interaction with more Internet users that can be potential customers to integrate into the military academic environment. This activity of online marketing needs a certain period of time in order to have results and involves the continuous evaluation according to relevant criteria and objectives for the purpose of the university or military academy.

We consider that an academic military institution has to take into account, in the process of shaping its own image, the main characteristics of the Internet user: wish to communicate, to interact with other users and the need for novelty, for originality. The image generates reputation, and reputation generates improved image. Even if reputation is won on its own, there are instruments which can monitor and influence it even in the online environment.

We consider that in the future, academic military organizations will develop e-marketing according to their

own strategies and techniques. As long as online marketing will continue to develop in order to become a powerful instrument meant to establish strong relationships with customers that are interested in the military education, in the communication of useful and relevant information about educational structures, people involved, teaching materials, etc., that will foster a good relationship between civilians and military in the academic field with a positive impact domestically and internationally.

REFERENCES

1. Bayles D.(2001), *E-commerce logistics and fulfillment: delivering the goods*, Prentice Hall, New York, p.30.
2. Close, A, G.(2012), *Online Consumer Behavior: Theory and Research in Social Media, Advertising and E-tail*, Editura Taylor & Francis Gropu, New York,
3. Clow, K., Baack, D.(2007)-*Integrated Advertising, Promotion and Marketing Communications, Third Edition*, Pearson Education.
4. Dantuma, L., M., Y., Hawkins R.W.(2001), *E-commerce in the logistics sector. Assessing the effects on the logistics value chain*, TNO Report 01-41, TNO and Telematica Instituut, Delft, p. 89.
5. Gay, R., Charlesworth, A., Esen, R. (2009), *Marketing online. O abordare orientată spre client*, Editura All, București, p.70.
6. Gămulescu, C.(2005), *Marketing Online-concepte de bază*, Conference: Marketing Forum, 30 noiembrie, W TC.
7. Kotler, Ph., Armstrong, G. (2008), *Principles of marketing*, Editura Teora, București, p. 789.
8. Micu, D., marketing professor at Bucharest School of Management/*Programul Canadian MBA.*, p.35.
9. Middleton, J.(2010) *Meștrii afacerilor on-line*, Editura Meteor Press, București, p. 13.
10. Popescu, M., *Site-ul web: Între modalitate de comunicare și instrument strategic de marketing*, Revista de Marketing Online - Vol.2, Nr. 1, p.43, <http://www.editurauranus.ro/marketing-online/21/pdf/6.pdf>.
11. Roșca, Ion Gh., Micu, Bogdan, Ghilic și Stoica, Marian (2006) *Informatica, Societatea Informațională, eServiciile*, Editura Economică, București.
12. Rusoae, M.(2008) *E-business models in Romania*, Master of Business Administration - Executive, The Polytechnic Institute, Faculty of Management in Production and Transportation, Timisoara, pp. 18-19.
13. Stoean, Ioana, Tania (2013), *Profesionalizarea resurselor umane*, editura UNAp, București, p.45
14. Susnea, Elena (2011), *Data mining techniques used in on-line military training*, The 7th International Scientific Conference eLSE “eLearning and Software for Education”, “Carol I” National Defense University , Bucharest, 28-29 April, Editura Universitară, pp. 201-205.
15. *Internet - spatiu informational si de comunicare*, <http://oradeinfo.wikispaces.com/file/view/Generalitati+Internet.pdf>
16. http://facultate.regiulive.ro/cursuri/marketing/marketing_in_era_internet-65152.html.
17. <http://www.gandul.info/magazin/reteaua-de-socializare-linked-in-si-a-lansat-versiunea-in-limba-romana-8372296>
18. <http://avansare.com/pay-per-click-publicitate-contextuala/#ixzz1hN2SjaBJ>.
19. http://4money.ro/strategia_de_marketing_prin_afiliere.aspx.
20. <http://searchengineland.com/guide/what-is-sem>.
21. <http://ideas.repec.org/a/ase/journal/v6y2012i1p2-16.html>.
22. *Internet - spatiu informational si de comunicare*, <http://oradeinfo.wikispaces.com/file/view/Generalitati+Internet.pdf>.
23. www.google.com; www.yahoo.com; [www.msn.com](http://search.msn.com); www.netscape.com ; [www.a9.com](http://a9.com); www.metacrawler.com.
24. *De ce Marketing prin E-mail?*, <http://www.attagency.ro/blog/internet-marketing/internet-marketing/email-marketing.html>.
25. UNCTAD E-Commerce and Development Report 2001
26. <http://www.oecd.org/dataoecd/45/60/22572212.pdf>
27. <http://www.design19.ro/blog/publicitate-online/e-mail-marketing-si-marketingul-online>.
28. www.elearning-forum.ro.
29. www.elearning.ro.
30. <http://www.licentaispir.go.ro/elearning.htm>.