A STUDY ON THE CREATION OF AN INTERNATIONAL WEB PORTAL: THE FRANCE-COREE.NET CASE

By

Pawlowski Laurent

Thesis

Submitted to
KDI School of Public Policy and Management
In partial fulfilment of the requirements
For the degree of

Master of Business Administration in Strategy and Global Management

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ABSTRACT

France-Coree.Net is a project that had been initiated in the Internet Marketing course at KDI School. The aim of the class was to deal with Internet businesses from a marketing perspective. The course was completed with a presentation about an Internet related project which uses marketing tools. A real project had to be initiated, and thus France-Coree.Net was born. Considering the short length of a course during a term, France-Coree.Net could not be completely developed. This thesis was the opportunity to bring back this project and complete it properly.

Consequently, this thesis will present and study the concept of France-Coree.Net. This website is an on-line international community with the aim of gathering and helping people abroad. France-Coree.Net, as its title may indicate, is focused on French people who are living in Korea or have an interest in Korea and its culture. Its goal will be to provide interactive information in French about daily life in Korea. The focus of this thesis is its business applications. Usually, the technical aspects of website creation are especially important and would be related to computer engineering. However, this thesis will focus on Internet Marketing such as increasing returning visitors, sustaining quality information, increasing advertisers, and improving popularity. Plus as a business thesis, a large part is dealing with the way to make the website a business. Finally, the international context of the thesis brings interesting views on how to deal with different cultures.

CONFIDENTIALITY

Mr Christian Bouthier proposes to disclose certain of his confidential and proprietary information related to France-Japon.Net. Confidential Information shall include all data, specifications, financial information, and other information described in the Chapter III "Make and Deliver the Value" part 2 "Financial Projection" disclosed or submitted, orally, in writing, or by any other media, to readers/correctors of this thesis. Nothing herein shall require Mr Christian Bouthier to disclose any of its information.

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1. A business proposal as a thesis

Ordinarily, a thesis consists in presenting research and findings that are expansions of key concepts in a class lecture. The key concept chosen for the thesis is generally deepened and applied to many cases in order to hopefully sort out new key concepts. However, this thesis is quite unusual in that it will be closer to a business proposal than a key concept analysis. A discussion of the Internet Marketing class where France-Coree.Net originated may explain more on the reasoning behind this choice. The Internet Marketing course took place in the fall term. The aim of the class was to examine the impact of the Internet on marketing management. In fact, the class was trying to highlight similar concepts between traditional marketing and on-line marketing. At the same time, new emerging concepts for the Internet Marketing environment were explored. To do so, lectures were based both on text book readings and case studies that were discussed in class. Cases were analysed to better understand the how to of successful Internet businesses. All of this knowledge was integrated together in order to be applied to the final exam project. It consisted of developing a business plan for an Internet-based business that might test students' entrepreneurial ability. No papers had to be submitted but a PowerPoint presentation had to be given. This final requirement leads to the creation of the France-Coree.Net concept. Later on, France-Coree.Net was finally opened based on the Internet Marketing studies.

Unfortunately, the feeling of an unachieved work arose. Indeed a 30 minutes presentation is not enough time to fully study and present a complete

business proposal for a project like France-Coree.Net. This thesis appeared the ideal opportunity to conclude the Internet Marketing's concept with a dissertation.

2. Context

The Republic of Korea, also known as South Korea, is a part of the Korean peninsula that became an independent state in 1953. It is the result of a division with the Democratic People's Republic of Korea, also known as North Korea. During an invasion by North Korea, South Korea's independence was protected by troops from the United Nations and the United States. Democracy in South Korea is relatively new. In 1993, for the first time, South Koreans voted to elect their president. It has been less than 15 years since South Korea became a democracy. South Korea can almost be considered as an island country as its only neighbour is North Korea which does not allowed any passage into the country.

i.   Demography

South Korea is a relatively small country with a surface area ranked lower than the hundredth in the world. South Korea is as big as Portugal, but while Portugal has 10 million people, South Korea contains almost 50 million people. This gives South Korean the 24th largest population in the world behind France, the United Kingdom and Italy respectively. Consequently, South Korea has a really high density of population of around 500 inhabitants per square kilometre.

Korea's population is homogeneous with almost no immigration. However emigration of Korean people was really high by the past with around 5 million

Koreans abroad[1]. Today, Koreans are still going abroad but mostly for business, education and tourism.

ii.   Economy

After the Korean War, South Korea's economy was in chaos until the 1960s. The country was as poor as the poorer African and Asian countries. Eventually, political ambitions over the economy totally changed the deal. By the end of the 20th century, the country had raised its economy by an average of 9% per year. South Korea's economy became strong enough to support the Asian crisis alone in 1997. From that time up until now, South Korean economic growth is about 6% per year. In 2004, South Korea joined the club of the trillion dollars economies. Today, South Korea represents the 10th largest economy in term of Gross Domestic Product (official exchange rate)[2].

The general economic indicators for South Korean economy are positive. Inflation is nowadays stabilized with an average rate of 2.2% similar to Italy's. The country is considered in full employment state with an unemployment rate of approximately 3.3%[3]. South Korea possesses a substantial export surplus of 2 billion dollars a year. The Korean economy is following a relatively good lead because of the government's decision to focus on technology. The government gives high priority to certain sectors they judge promising by encouraging investment and research in these areas with financial advantages and supports. One of the best examples is probably Korea's broadband usage. Today Koreans are the world's fourth most connected

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[1] According to Korea Ministry of Foreign Affairs and Trade
[2] According to CIA, Central Intelligence Agency
[3] According to CIA, Central Intelligence Agency

population to broadband Internet[4]. The country wanted to become a major actor in telecommunication technologies. Pioneering in Mobile phone 3G, Digital Media Broadcasting, FTTH (Fibre to the Home) protocol and soon, with the premises of network convergence known as Wibro, South Korea is now a leading country in connectivity. Nowadays, Korean companies are becoming more and more prevalent in a lot of new high technology industries such as robotics and biotechnology.

To conclude, the encouraging state of the Korean economy will be highly favourable to the expansion of the popularity of Korea worldwide. By browsing information regarding Korea's economic miracle, it is expected that it will encourage people to want to learn about Korean culture.

iii.   Technology environment

In terms of technological development, Korea is considered one of the most, if not the most, developed country worldwide. The entire economy is based on technological development.

The Internet is something that can be considered a part of Korean life. 73% of Korea's population has Internet access and almost 100% of Korean students are online[5]. Free accessible wireless Internet connection can be found all around Seoul, in the main stations and on universities campuses. A typical Internet subscription connection speed is about 100 megabytes per Second. Nowadays, the introduction of FTTH[6] connections of 1 gigabyte per second has been made in Seoul.

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[4] According to OECD
[5] According to NIDA
[6] Fiber To The Home

Despite the late introduction of mobile phones to the country, Korea is considered extremely advanced in this area as well. They were introduced in 1996, that is to say 4 years later than France. South Koreans introduced 3G[7] 2 years before it was introduced to the French market. Satellite and Terrestrial Digital Mobile Broadcasting system, used to watch TV on mobile phones, is already widely used in Korea. Nowadays, they are talking about converging different networks. Projects that will lead to 4G have been debated since 2003. 4G will represent the merger in only one network of the Wireless Wide Area Network used by mobile phones, Wireless Metropolitan Area Network used by Wimax technology, and Wireless Local Area Network used by notebooks with Wi-Fi connections. The first step to this goal has materialized with the creation of an international standard for Wimax and Wibro.

With the feeling that everything can be done through the Internet in Korea, it has become a major part of the Korean lifestyle. The technological conditions for the France-Coree.net web portal project will be highly favourable.

iv.   Social / cultural / political approach

Internally the political situation of South Korea is relatively stable. However international relations between South Korea and Japan and North Korea are explosive.

Since Korea was divided into two countries in 1948, and South Korea has been in a state of war with North Korea since 1950. The issues that are dividing the North and the South have yet to be solved. Clues have been found that North was preparing a second invasion of the South. Four tunnels extending under the demilitarized zone from the North to the South have been

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[7]   3rd generation mobile phone and network

found in 1974, 1975, 1978 and 1990. These tunnels had the capability to move military equipment and troops. The recent development of Nuclear weapons in North Korea has raised animosity with the South Korean population and government. Nowadays, talking about North Korea in South Korea is still forbidden. Rare North Korean websites and websites which discuss North Korea are sometimes censored in South Korea. There is limited tolerance, but in order to respect these circumstances, topics which deal with North Korea must be avoided.

South Korea has also had disputes with Japan. There are two major disagreements that are important to South Korean politicians. The first is the name of the sea between the two countries. The South Koreans name it the East Sea, while the Japanese have named it the Sea of Japan. The second disagreement is about the ownership of Liancourt Rock also known as Dokdo in South Korea and Takeshima in Japan. To many French people, Korea and Japan seem to be similar countries. Thus, these countries are often associated together and even confused with each other. This behaviour can be really insulting to Korean people. Consequently every obvious reference to Japan as the obvious link between France-Japon.Net and France-Coree.Net will be hidden as much as possible.

v.   Legal approach of the project

Even if the project France-Coree.Net is based on France and South Korea, the website will not be hosted in Korea or in France. As the website should be equally reachable from France and Korea, hosting the website in one of these countries would be more advantageous to one population. Because the project wants to treat both populations on equal terms, a solution to give a

good balance of the connection speeds between both countries had to be found. Therefore the website will be hosted in the United States. The country proposes a good balance of connection speed between Korea and France. Consequently, the website will not be liable to Korean or French but United States regulation. In spite of this, the website will try to be respectful not only of United States but also French and Korean regulation.

3. Definition of the business the company is involved in

France-Corée.Net is a portal community website based on its forums. Its goal is to provide information in French regarding daily life in Korea. The France-Corée.Net project is a step towards the expansion of France-Japon.Net to extend throughout all of Asia. The final goal is to a platform of portals covering all the major Asian countries.

France-Japon.Net is the first web-portal providing daily living information for the French community in Japan. France-Japon.Net was created in 1999 and its first aim was to help French speaking people in Japan to reach and share information regarding the country. When the website was created, information regarding Japanese life was coming along with the boom of ADSL / Cable Internet in France. From a state of no information, it quickly evolved into a flood of information. As a result, French people who were searching for information were quickly lost among the contradictory information provided by different websites. The response of France-Japon.net to this was to provide only valuable information. This information is obtained by two methods. One is through a hub of official information provided by official institutions such as government entities and associations. The second method is through the

maintaining of quality interactive information by efficient moderation and topic control on the forum. Topics are constantly trimmed to leave only relevant information posted by members.

Today France-Japon.Net has 4000 topics with more than 20000 messages and 8,500,000 visitors since 2003. France-Japon.net currently represents a community of nearly 10000 members.

What the Internet did for the communication process was create an unprecedented level of interactivity for information. Books, radios, newspapers, and TV send information, but feedback is either never received or is received after significant delay. A way to overcome this problem was with conversation. However, this was inefficient as it is impossible to share information with a large amount of people. With the Internet, it is now possible to send information and instantly collect feedback to adjust it. Considering this point of view, we may define France-coree.net's activity as a French language interactive hub for information about life in Korea.

4. Customers

The customers for the community are the French-speaking members of the population that are looking for information about Korean life. In this case, customers are not the ones who will bring money to the website. This issue section will be divided into two parts. The website user's part will be geared towards the population of members that may visit the community. The advertiser's part will concern the potential advertisers that may be interested in advertising to these populations.

i.   Website users

As the website will be fully and exclusively in French, only the populations that are able to understand French may interact with the community. Of these people, only those who have an interest in topics related to Korea would be attracted. Of course, these populations should also have regular access to the Internet.

The first population that may be directly interested in the website should be the French speaking population in Korea. According to the French Embassy, only 2000 French people, declared to the embassy, are in Korea[8]. This population may be interested in finding information regarding cultural events and general news regarding the French people in Korea. They may be interested in giving and exchanging information about the daily life in Korea.

There is also a French population that is in Korea but not declared to the French authorities. These people should be staying less than a year there. Typically, this population is composed of tourists, students who are here for a semester or a full year. There may also be a French population that stays for a period longer than a year but does not realize they need to be declared to the French authority. In fact, people in this group are not likely to remain in this group. They may decide to live in Korea or go back to France and still maintain an interest in Korea.

The main population that will come to the website should be the French population who is living in France and has an interest in Korea and its culture. This population is not exclusive to the population that is coming to Korea for less than a year. The French population that may be interested in learning

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[8] According to *Résultat du recensement 2005*

and exchanging information about Korea is a growing population. This population is probably not so big nowadays. However we can expect a rapid growth in a near future. Korea is trying to be more and more well-known all around the world. The Korea Tourism National Organization is aggressively using the Internet, famous Korean people (singers, movie stars, movie directors…), sports, video games, and companies to export Korean culture. France is already saturated with Japanese culture everywhere. The Korean culture may have a really favourable base to expand its culture. Korean and Japanese culture are really close to each other from the French point of view. An assumption that can be made easily for French people is: If someone has an interest in Japan, that person may be interested in Korea as well. The most well-known event regarding Japan in France is the Japan Expo. This convention has the aim to be a window of Japanese culture in France. Popular culture, manga, anime, movies, music, technology, sports; etc..., as well as traditional culture is represented. Recently, the Japanese expo expanded to include all Asian culture, especially Korean. The growing popularity of Korea in Japan also affects people who have an interest in Japan. It is expected there will be a growing interest in Korea through Japan. This convention is welcoming more and more people every year.

Another population that may be interested in the community is the Korean people who speak French and have an interest in France and its population. They may be interested in communicating in French with French people who have an interest in Korea. Judging by the experience of France-japon.net, there will be few of these joining. Something should be done to attract them. They may not be considered at first but should be for the long run.

Other French speaking populations may also be interested in the website. There as probably not been a website about Korea developed by other French speaking countries. These people come from countries where the official language is French : Belgium, many African countries (Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Comoros, Republic of the Congo, Democratic Republic of the Congo, Côte d'Ivoire, Djibouti, Equatorial Guinea, Gabon, Guinea, Madagascar, Mali, Niger, Rwanda, Senegal, Seychelles, Togo and Vanuatu), Canada, Haiti, Luxembourg, Monaco, and Switzerland. Even though this population represents around 200 million people, they will not be targeted.

Overall, the number of people that may be interested in the website should be around 240 000.

The French population that is living in Korea and is declared to the French authorities is around 2000 people.

The French population that is living in France and has an interest in Korea is really difficult to approximate. Around 70,000 people attend the Japan Expo. These people should have a strong interest in Asia. The number of attendees is expected to grow by around 40 % every year.

It is expected that there will be very many Koreans with an interest in French people and culture. However, very few will be able to write fluently in French.

The number of French speakers from other countries with access to Internet and an interest in Korea is really difficult to approximate.

Lastly, the Korean population in France that can speak French fluently may be interested in the website, especially the forums. Their motivation may be either to make connections and relations with French people who have an

interest in Korea or to share information about Korea. They may also be interested in practising their French with French natives.

ii.   Advertisers

Advertisers for the website will be companies who want to advertise to the website users. Knowing the profile of those users, it is possible to determine potential advertisers and target them.

The main organization that needs to communicate to French people in Korea is the French authority and administrations in Korea. In France, French people are hesitant to deal with administration. They are often considered useless institutions that need to be contacted only when problems occur. However, in Korea, the French administration has useful information to communicate to the French population. By using part of the web portal as a communication tool, it may increase its visibility with the French population in Korea.

Additionally French related events such as festivals may be interested in targeting the French population in Korea as well.

French magazines in Korea also have the unique target of the French expatriate population in Korea. These magazines do not have many ways to reach the French population in Korea. They have to communicate through French organizations, the embassy and other official French representations in Korea. A web portal like France-coree.net represents for them a good opportunity to easily target the population they want to reach. They can also potentially reach members of the French population that visiting the website to get information regarding a future immigration to Korea.

The French population that is living in Korea may be interested in some activities related to French culture. French restaurants may be interested in

attracting French people in Korea. Some restaurants are defined by the nationality of their cuisine. This is usually the case for French restaurants, Japanese restaurants, and so on. If a foreign restaurant attracts many natives to that restaurant it is usually as good sign for the restaurant. For example, a French restaurant in Korea with a lot of French people inside probably indicates that the cuisine is of high quality. Therefore, the goal of communicating to this population will be to attract them. Also, if a French restaurant can attract some French people, it might indirectly use them as marketing tools for communication.

Korean companies which have French related products or activities may be interested in targeting that population as well. It may be a French restaurant owned by a Korean. Their goal would be the same as a French restaurant managed by French people. They would use the French population they attract to attract their real goal, Koreans with an interest in the French experience.

French expatriates in Korea can also be a target for the bakeries and cafes which market French culture. Most of the bakery and cafe franchises use the image of France to market their product. They use French names and logos. If they use a French image to communicate, they may get some benefits in advertising on the web portal.

Recently in Korea, Korean Wine bars have become more and more popular. Their goal is to be a cosy place providing a wide range of wine to their customers. As France remains the most well-known country for its wine quality, some Korean wine bars try to use the French image to attract customers. With the French excellence in wine, the French image in this

industry may be automatically associated with superiority. As a result, attracting French customers can be a good way to market the quality of the place. Also, advertising on our website and getting a recommendation by "The French community in Korea" represent a quality label easily marketed.

Koreans with an interest in French culture are also a target that can be reached through France-Coree.net. Some Korean fashion companies in Korea use the French image and logo. By putting advertising on the French community in Korea's portal, they may enforce their French authenticity image to the Korean population. This way to communicate can be also a method for French companies that also need to enforce their French image to the Korean population.

Events in Korea that want to use the image of France and need to get some French authenticity may be interested in advertising. By advertising their event on the website, they can get the right to put a French community in Korea logo on their poster. It would certainly enforce their French image.

French people living in France and have an interest in Korea and French people that will come to Korea for a short period are a wide target for advertisers. As they are a growing population, they are also a good target. Advertisers that will be the most interested are companies related to tourism in Korea.

Airlines companies may be interested in advertising special promotions regarding a destination like Korea. They are likely to interest companies with direct flight between France and Korea such as Air France, Korean Air and Asiana Airline along with other companies. More generally, companies that

offer tour packages to Korea may be interested in communicating to this population.

Along with airlines companies and tour operators, hotels, youth hostels and lodging related businesses may have an interest in attracting foreigners from France. Even if French does not represent one of the biggest tourist populations in Korea, some places may be specialized in welcoming French speaking tourist. Communicating to the French population represents a way to communicate to a niche population.

Currency exchange offices in France may be interested in communicating through the website as well. For example, if they have special offers on Korean won and want communicate it, their target should be the French population who is going to Korea. As they need to communicate to a niche French population that has an interest in Korea, the website would be a good place to reach them.

Mobile phone renting services in Korea may also be interested in communicating to the French population that is ready to go to Korea. Card phone companies in France that have calling offers to Korea, may be interested as well. Their target would be the Korean population in France as well as French people who communicate with Korea often. Car renting services in Korea may be interested in communicating with potential French tourists to Korea.

An advertisement through france-coree.net to reach the Korean native speaker population or the French-Korean population does not seem efficient at all. Indeed, to reach these populations in a wider range, it would be better to put advertising on Korean websites or forums which deal with France.

5. Competition

i.   Direct Competition

Direct competition to France-coree.net may be defined as every online community that has or proposes a forum to share information in French about daily life in Korea.

Direct competition comes from 2 interactive communities with the same aim as France-coree.net:

- ilovefrench.co.kr

Ilovefrench was created in August 2006. Its aim is to be an interactive community based on its forum to share information in French and Korean about Asia. The web site is based in Korea. The website has 6 members with around 30 topics for less than 3000 pages visited.

We can assume that this website is inexperienced as well undeveloped. Its strengths are that it is a website that can be viewed in Korean or in French and a webmaster that seems to be proficient enough in Korean to manage the website in different languages.

In spite of these qualities, the community has a lot of weaknesses. One of the most important things is the identity of the community. The community has too broad of a focus by trying to cover all Asian countries Currently, the website is rarely gives information about Korea, so we can not even say that the website is covering Korea. It is obvious that another problem is the gap between the identity of the website and its real function. One of the problems that restricts the development of the community is the lack of registered members. At the beginning of 2007, the website's forum was still closed to visitors. If one wanted to view the forums, he or she would have to register first. This is a real

problem for a website that does not have many community members registered. Indeed by closing the website to the sight of potential members, it also closes the community to the sight of rank-spiders and rank-bots that index the Internet in search engines. From a visitor point of view, it becomes really hard to find the website by using search engine. In the event that a person does find the website, he is not encouraged to register because nobody wants to "buy" something he doesn't know about. That problem was corrected in April 2007. However, the website still has a lack of activity and updates. The last negative thing that may be brought forward is the design of the website. The design is isochromatic with a sad grey.

- macoree.com

Macoree.com was created in November 2003. It is not really an interactive community based on its forum. The forum Macoree.com is a part of the website "Regards sur la Corée". "Regards sur la Corée" is a personal website which provides basic information about Korea. Thus, the forum Macoree.com only has an image of a personal forum. However, this forum is the only real direct competitor to France-coree.net. It covers a wide amount of topics about Korea most exclusively in French. It now has close to 600 members and more than 22 000 messages written with a little more than a million visitors.

Overall, Macoree.com can be judged as a relatively good website with many strengths. First of all, the forum is active. Everyday messages are posted by members and many discussions take place. The webmaster no longer needs to create messages and movements for the forum to be active. The webmaster really knows about Korea. He is a real expatriate living in Korea. He is proficient in Korean language, has a Korean wife, 2 mixed French-

Korean kids and has experienced 10 years of living in Korea. The forum possesses a lot of moderators. Some of them really know about Korea and Korean language. As a result a part of the forum is in Korean.

In spite of all these good points, macoree.com also has weaknesses. First, the design is really ugly. Since its creation in 2003, the design has not changed at all. The website looks a little messy because of the bad design. The colours are a really bad bright brown. On the page, there are a lot of gif images that give a feeling of a rookie website. Additionally, the gif images are everywhere replacing the normal icons of the forum. As there are no connections between the gifs and the meanings of the icons, the forum loses its user-friendly aspect. Another problem is that it does not show up in the top ten results of a Google search for Coree. The forum's link found on "Regards sur la Corée" opens the forum inside the website in a smaller window. If these issues are added to the others, it makes the forum even uglier and less user-friendly.

Except for the design, the forum has some differences from France-coree.net that seem to be weaknesses. One part of the forum covers political news. The problem with political news is the debates and fights that they generate. Often, the forum is inflamed because of disagreements regarding political matters. It puts tension among the members and the moderators of the forum. Political topics often contribute to irrelevant answers as well. Consequently, posts quickly become messy and stray away from the original purpose. They make moderation difficult, even more so when the moderators have contributed and even fought with each other openly on the public part of the forum. Some moderators have strong political belief and do not have any modesty to hide it.

For example, some of them have Korean nationalist behaviour and hate everything which is Japanese. Also, the moderation is generally bad. It does not look like the moderators work has a team. They just moderate in a "free for all" way. It leads to fights and disagreements among moderators. Additionally, certain moderators make a lot of orthography mistakes. It presents an image of a lack of seriousness among the moderators.

Finally, the weakest point of the forum is its lack of popularity among the French population in Korea. Communication and advertising of the forum is just done by Google and word of mouth. The community members in the forum know each other well. It causes trouble for the moderation because there is no distance between the users and the moderation. Also, it does not help to integrate new comers in the forum when the population only wants to stay together. Because the administration does not have any ambition for the forum, no work is done on the expansion of the popularity of the forum over the Internet and among the French population in Korea.

ii.   Indirect Competition

Indirect competition comes from a lot of websites that have a forum to share information in French about daily life in Korea. However, they lack one or more important qualities. Typically, they will be a specialized forum, anon-interactive community, or a non-French-based on-line interactive community.

- Specialized forums

Routard website's forum part Corée (Korea)[9]

Le guide du routard is the French version of the world back packer's guide equivalent to Lonely Planet. They developed an on-line version of the book

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[9] http://www.routard.com/forum/coree_du_sud/181.htm

which gives the opportunity for the users to exchange information regarding different countries. The topic of the forum is focused on travelling. No pieces of information are given to French people who are living in these countries. The forum has a part about Korea which is not totally inactive. Its major weak point is its niche orientation on travel. The forum design is really bad with a monochromic grey. Advertising is displayed inside the responses of users. It is also not user-friendly. To check a response for a topic, every response must be opened one by one. There is no way to display a full topic. The forum does not look like it is controlled by any moderation.

Racine coréenne (Korean roots)[10]

This website is an organisation with the aim of connecting Koreans adopted by French families and Koreans that have expatriated to France. The forum is dedicated mainly to Korean rooted French people who had been adopted by French families. The weak point of the forum is also its niche orientation with a forum focused on the way to find their genetic parents. Additionally, the website is based in France. Consequently, they give very little information about daily life in Korea as this is not the goal of the forum. They have around 2000 members, but a subscription does not require a valid email. This means that there are a lot of fake users.

To conclude the specialized forum part, there are also some small forums where groups of friends converse without any moderation on topics about Korea. Usually, these forums are managed by kids who love Korean pop music and Manhwa (Korean comics).

- Non interactive communities:

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[10] http://forum.racinescoreennes.org/

Association Cercle Franco-coréen (French-Korean Circle)[11]

This is an association which is open to welcome French newcomers to Korea. They do not welcome tourists and do not provide them any information. They organize meetings among expatriates and newcomers in Korea.

This association was created by the wife of the French ambassador back in the seventies. The chairs of the association are still dominated by wives of expatriated French men. This association has an "elite" image. It is usually an association for quiet rich French expatriates in Korea. This usually means people in this association should have a large salary. Subscription to this association costs money but is not too expensive at only 40 000 Won per year. The website is not interactive as it does not include a forum.

Association des francophones de Corée (French speakers in Korea)[12]

This association has the same goal as « Cercle Franco-coréen » but is more focused on family. This association is a member of the FIAFE, the International Federation for Welcoming French and French Speakers Abroad, which connects every French association worldwide with the aim of welcoming expatriate families abroad. Chairs of the association are dominated by wives of expatriated French people as well. This association has the same "elite" image of quiet rich French expatriate people as Cercle Franco-Coreen. Subscription to the association is also 40,000 Won a year. Membership also includes a subscription to "Le Petit Echotier," a bimonthly news magazine edited by the members of the association. Members can also receive a special discount for events co-organized by the association.

The website is also not interactive as it does not include a forum.

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[11] http://www.cerclefrancocoreen.org/
[12] http://www.afc-online.org/

Association Les Cahiers de Corée (Notebooks from Korea)[13]

This association was created in 1998 by the French department of the Hankuk University for foreign languages study. This association is financed by the university and the French Embassy in Korea. Their aim is to create a yearly magazine where different types of writing (Poem, news, essay…) are exposed. The website has only a little basic information about the association.

- French written website in Korea with a daily life information orientation.

Tour2korea, Official Korea Tourism Guide Website[14]

This is the website of the Korea Tourism Organization. This website has a lot of information regarding everything about Korea. It provides news about Korean pop culture. It is one of the best sources to find something information about Korea in French. The website does not provide lot of information about daily life in Korea except for administrative details. Additionally it is not interactive as it does not have a forum. It is managed by Koreans.

LaCoree, Website of the Korea Overseas Information Service[15]

This is the website of the Korea Overseas Information Service (KIOS). It provides news about Korea as well as the daily life. This website is not as developed as Tour2Korea and has the same lack of interactivity. It is administrated mostly by Koreans as well.

KBS World, Website of the Korean Broadcasting System channel[16]

This is the website of the most popular Korean channel, KBS. The website is like LaCoree but even more focused on news. It provides little daily life

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[13] http://www.cahiersdecoree.com/welcome/index.php
[14] http://french.tour2korea.com/index.asp
[15] http://www.lacoree.fr/
[16] http://world.kbs.co.kr/french/#

information but has very useful Korean language lessons. It also has no interactivity. This website is administrated by Koreans as well.

Infos Corée Pratique, Korean Daily life information[17]

This is the Korean daily life information website connected to Association des francophones de Corée. This website provides a lot of accurate information about life in Korea. The design sometimes looks a little bit old. The website also lacks interactivity. It is fully managed by French expatriates in Korea.

Other indirect competition may also come from forums based on languages other than French.

6. Company

i.   Human Asset

Originally the France-Coree.Net project was created by two people, Bouthier Christian and Pawlowski Laurent.

Bouthier Christian is currently an associate professor of French language and culture at Seitoku University in Tokyo, Japan. He has been teaching in Japan for almost 15 years. He has also created his own translation company, Anae Japan, 2 years ago. Its purpose is the translation of technical contents from French to Japanese. Mr Bouthier is also the current owner, webmaster and administrator of France-Japon.Net. This website was created almost 10 years ago. Its aim is to provide various pieces of information about Japanese life for French people living in Japan. Christian Bouthier is managing around 10 other websites from different institutions too (Department of British and American cultures at Seitoku University; Association of forums and websites

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[17] http://www.geocities.com/infocoree

about Japan; Assemblée des Français de l'Etranger, Assembly of French people living abroad...).

Christian Bouthier graduated with a Masters degree from Institut National des Langues et Civilisations Orientales (The National Institute of Oriental Languages and Civilizations) in Japanology. It has been almost 20 years since he began living in Japan. He has a deep understanding of Japanese culture and civilization. He is receptive to other Asian cultures as well. Even if Mr Bouthier is not fully aware about Korean culture, he has a high potential to assimilate different aspects of it.

The real strength of Christian Bouthier in the France-Coree.Net project is his experience in administrating websites. Additionally, the concept of France-Coree.Net is the same as France-Japon.Net's. Christian Bouthier symbolizes the best advisor possible for launching a project like France-Coree.net.

His weaknesses are his lack of accurate knowledge about Korea. He does not have experience living a Korean lifestyle. Moreover, Christian does not speak Korean.

Pawlowski Laurent is currently working for Valeo Compressor in Korea as an international purchaser. He is still a Master in Management candidate at the Institut Supérieur du Commerce, Paris, and a Master in Business Administration candidate at the Korea Development Institute School, Seoul.

His strength is his living experience of a year and a half in Korea. Indeed, his scholarship at KDI was abundant in cultural experiences. KDI regularly organised cultural trips to discover more about Korea. Therefore, every one of these expeditions through Korean civilization contributed to feed his understanding but as well as his web log. Most of the space in the articles

depicted countless scenery pictures showing various aspects of Korean society.

Laurent also has around a year of moderating experience in France-Japon.net. Laurent's weaknesses are his young age, his lack of extensive experience in Korea and his lack of competency in the Korean language.

Besides the administrators moderators will be recruited, following the expansion of France-Coree.Net. The selection criteria will be based on a competency basis. They have to know a lot about Korea or should be able to find accurate information about Korea and have the willingness to share it. Their main goal is to provide information for members. They should have empathy and never use typical French sarcastic responses. They have to respect every member even if they ask really basic questions. Also, they have to be inflexible in term of moderations. When users do not respect basic rules of the forum (disrespect, insult, spam…), they have to report and immediately reprehend them. A user, even if very active, would be banned if he is constantly transgressing the rules.

Moderators are expected to be chosen from people who will actively participate to the forum.

ii. Physical Asset

Up until now, the website does not own any physical assets. Administrators and moderators will have to use their personal or professional computer to access the forum. They should have Internet access on their computer.

The server will not be a physical asset as the website is hosted by a third company. It is not planed to provide a dedicated server for the community as it is much too costly for the creation of France-Coree.Net.

iii. Non physical Asset

France-Coree.Net possesses the domain's name: http://france-coree.net. The website will possess information that is displayed and that will be brought by administrators, members and users. Also, everything that will be hosted on France-Coree.Net's domain will become the property of France-Coree.Net. This means that moderation has a great role to play in trimming bad information from the website and the writings of members. For instance, an illegal article or topic posted on France-Coree.Net's domain may lead to a law suit against France-Coree.Net.

iv. Financial Asset

The website will not be have any financial assets. Every financial need will be brought by the administrators on an equal basis. For instance, the cost of hosting the website and the domain name has been covered by administrators with their own personal money. As a result, they plan to share any profit gained and not reinvest it into France-Coree.Net.

7. Collaborations

i. Human Collaborations

Thierry Consigny is the first person that was willing to collaborate with the website. Mr Consigny is a close friend to Bouthier Christian. He is currently an elected representative of French people in Asia (Chair of Assemblée des Français à l'étranger[18]). Consequently he is given the chance to meet many French administrative officers in Asia, occasionally in Korea. He is willing to promote and assist the expansion of France-Coree.Net. For instance, he

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[18] Assembly for French people who are living overseas

mentioned the community to various interlocutors in Korea. He also suggested that France-Coree.net should represent him at a French community meeting with French government officials and administrators. Basically, Thierry Consigny is helping France-Coree.Net to get the opportunity to be promoted in the usually closed circles of French deputies.

Jérôme Limozin also known as "JLZ" on on-line communities is a professional Unix system administrator. He is a friend of Mr Bouthier. He was an active member of France-Japon.Net. He gave advice about which platform to chose and helped to install the Joomla framework platform on France-Coree.Net's domain. Furthermore, he is also consulted whenever a database problem occurs.

Pierre Corbin also known as "Le developpeur" on online communities is a website PHP specialist working currently in Japan. He is an active member of France-Japon.Net as well. He helps to fix France-Coree.Net whenever there are problems with the template.

Joseph Rusic is a member of Pawlowski Laurent's family. He is a Desktop Publishing specialist. It is expected that he will help to develop Flash based modules for the community's main page. Presently, the best way to upgrade France-Coree.Net's design is under discussion.

ii. Website collaborations

Unilateral collaboration

ANAE Japan KK[19], Asia Network And Experience, is a website created and administrated by Mr Bouthier. The company specializes in professional web page translation from French to Japanse and vice versa. ANAE Japan allows

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[19] http://anae-japan.com/

France-Coree.Net to use 1 gigabyte of space to back up their website. It is important to back up a database, or at least part of it, on a different server in a case of hosting deficiency or an successful hacking attempt. In return, the website will have an advertising link to ANAE's website that has not been previously displayed.

AFE's website[20], l'Assemblée des Français de l'étranger zone Asie du Nord, Assembly of French people living abroad in North Asia, co-administrated by Thierry Consigny and Christian Bouthier displays a link to France-Coree.Net. The link presents France-Coree.Net as the official online representation of the French community in Korea.

Meilleurduweb[21], the best of the web, is a website whose members vote for the best website in each category. Currently, France-Coree.Net is largely ranked as the most popular website under the key word "Corée".

Technorati[22] is an Internet search engine for web logs. It increases website visibility and displays an authority rank for them. The authority rank is a good way to see the rate of the website's occurrence on Internet. A website with a high occurrence rate means a website is easily located from search engines or related websites.

Cross linkage collaboration

AFC Association, Association des Français de Corée (Association for French people living in Korea), consented to make a cross linkage between both communities.

CFC Association, Association Cercle Franco-Coréen (Association French-Korean Circle), agreed to make a cross linkage as well.

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[20] http://afe-asie-nord.org/
[21] http://www.meilleurduweb.com/
[22] http://technorati.com/

Cross linkage had also been concluded on additional personal web logs and websites with laventurecontinue and Hankuk[23] being the most popular. Cross linkage does not always need agreement. Indeed, by using a system of comments, a nickname linked with a website can be left behind. Consequently a web of linkage can be created by leaving comments on a lot of websites related to Korea.

iii. Entities Collaborations

Collaboration with entities started the day that the framework platform was chosen. From the available freeware and open-source software, Joomla was adopted. Joomla has the ability to be customized and upgraded easily, as well as the capability to easily expand the possibilities of the website. Nothing is required to use Joomla as it is open source software. The program can be used and modified freely.

Netcom-Factory Digital Solutions is a German company that is develops templates, frames and design solutions for Joomla and other website platform bases. The original template of Joomla was good but Netcom-Factory is a business oriented company that offers many better templates including free templates. Their Vulcanus template has been chosen, modified and adapted to France-Coree.Net. The only requirement of its use was to leave a link to Netcom-Factory's website in the template.

For the forum, Joomla offers its own preinstalled forum software named Joomla Board. Even if this software is complete enough to meet the needs of France-Coree.net's forum, it is not common and not as user friendly as PHP BB. Consequently, PHP BB forum, which is by far the most popular type of

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[23] http://laventurecontinue.over-blog.com/ , http://hankuk.over-blog.com/

forum on the Internet, has been chosen. A license for PHP BB forum software can be obtained for free and, as with Netcom-Factory, only the original copyright signature has to be kept at the bottom of the forum's design.

The module Adsense has been installed on the template. The concept of this module is to display advertisements related to the content of the website. Whenever a visitor clicks on a displayed link, Google accredits France-Coree.Net account with payment. It is the most common way to for a website to make money with advertisements.

The module JoomlaSpan from Joomlaspan / Google is a module that allows Google Advertisings to be displayed on a website. Only a subscription to a Google Adsense program is required to be able to set up an account which will receive money from Google.

The module Slick RSS from Creative Commons is a module that creates and designs user-friendly RSS feeds. RSS, Really Simple Syndication, is a way to display content that can be read by software without the need to directly consult the website. It works on the same principles as email clients.

Some Mambots have been used to complete the Joomla platform. Mambots are Joomla's task oriented bots that are managed in the backend[24] of the forum to display the manipulate website's frontend[25]. JoomlaXplorer, under GNU License, is free software that allows the management of TCP/IP[26] tasks and the browsing of website directories without the use of TCP/IP tasks. JoomlaStats, under GNU License, is another free program that provides statistics to the administrators that can be displayed on the frontend of the website.

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[24] Backend, what an administrator of a website manages and the user does not see.
[25] Frontend, what a users see when he is navigating on a website.
[26] Internet Protocol suite, a way to transmit data to a web space.

The French Economic Mission in Korea is now discussing collaboration with France-Coreen.Net. France-Coree.Net has been contacted by juridical and website officers. They are engaged in a project to collaborate with France-Coree.Net. Basically, the agreement will be the display of a link to France-Coree.Net on the French Economic Mission website's main page and the endowment of privileged access to information relating to visa and French economic activity in Korea. In return, France-Coree.Net will display information related to French economic activity in Korea. Actually, the deal is good as it is provides France-Coree.Net with contents that should interest French people living in Korea.

French official organisations such as French Embassy, EduFrance and French cultural centres are also collaborating with France-Coree.Net. They let the website select appropriate information to display on France-Coree.Net.

Footcoréen[27], a website that is displaying information in French regarding Korean soccer is also collaborating. Guy Morin, its administrator, provided information regarding French soccer teams who are participating in the Korean Peace Cup. In the future, all information regarding French soccer club activities in Korea will be forwarded to France-Coree.Net.

iv.   Suppliers

Dreamhost is the only supplier for France-Coree.Net. They facilitated the registration of the domain name "France-Coree.Net". They are hosting the entire domain as well. Dreamhost was chosen primarily for its most appealing hosting offer. Additionally, Dreamhost servers' location in the United States was an important factor. Actually, the United States offers a good bandwidth

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[27] http://www.footcoreen.com/

and ping balance for a website that is consulted from France and Korea. As France-Coree.Net main users would come from France and Korea, this helped decide the choice of the host. Details of the hosting agreement are displayed in the appendix.

8. SWOT analysis

i. Analyze

Strengths of France-Coree.Net

- Design

The design is one of the main focuses for France-Coree.Net. Visitors should not be deterred by an unpleasant design. The design should attract them and make them want to visit again. Towards this goal, Netcom-Factory has brought the ideal solution. Very few companies offer professional design for free. Plus, the template was easy to adapt to the needs of France-Coree.Net. The design of the website looks professional, or at least serious, and it did not cost any money.

- User friendliness

To be as user friendly as possible, the website platform is based on Joomla. Joomla is well-known for its easy to use administration and adaptable contents. With the experience of France-Japon.Net, adaptating and reshaping the way to display information could be efficiently organized.

- Popularity

France-Coree.Net's popularity is expected to grow gradually. Its connection with official French administrative websites will make it the natural gateway for access to information in French related to Korea. The cross linkage plan and

the management of the Joomla platform will make it the most popular French website related to Korea. Already, a Google search for the phrase "France Corée" produces France-Coree.Net as the first result. Finally, its link to the French expatriate community in Korea will also contribute to the popularity of the website.

- Quality information

To attract and keep visitors returning to France-Coree.Net, the quality of information provided is expected to be optimum. The information will be trimmed to appear clear, easy to find and accurate. Towards that end, only official information forwarded by Association, French administration or French events will be displayed on the website. In the forums, daily life information that can not be accurate by definition will be posted. Everything will be under the constant control of moderators.

- Manage efficiently

The website is managed efficiently as its basis is clearly defined. Administrators freely exchange thoughts about how to manage the website. Discussions are made on a part of the forum that is not displayed to anyone but administrators. Because of the administrators' significant experience as moderators, they will be able to lead moderation efficiently. The same type of free space to express ideas will be created for moderators. They will discuss anything that needs to be moderated. Therefore, they can also exchange their thoughts and not debate directly on the forums viewable to visitors. Discussions and explanations between moderators displayed on the public part of a forum present a disorganized image of a forum.

- Professional consulting for the project

The project of France-Coree.Net will be presented to a panel of expert people charged to correct the France-Coree.Net thesis project. It can be considered as an expensive consultation that other websites probably can not afford.

- Help

Because of the popularity of France-Japon.Net and its administrators over the Internet, France-Coree.Net receives a lot of help from everywhere. This help had been brought for major features of the website such as database management, design enhancement and publicity.

Weakness of France-Coree.Net

- Newcomer

The most evident weakness of France-Coree.Net is its introduction in the market. There are already two websites with the same purpose. Neither of them could find a way to be successful, maybe because of there is little opportunity due to a small market. Consequently, for newcomers, the field is not favourable.

- Korean language

Currently, none of the administrators are proficient in Korean. This is a major weakness when the goal of the website is to be a gateway for French people in Korea. It would allow better access to information about Korea.

- PHP, CSS and database specialist

Up to now, most of the major technical problems relating to the database and template have needed the help of someone outside of France-Coree.Net's team to be solved. It is really a precarious situation to be reliable on people that are not linked to the community by contract or any other means.

Additionally, it is a potential opening for critical problems. If a problem occurs and no one wants to or can help, an expensive expert will have to be contracted. The website needs to find someone that is able to deal with technical database and template problems.

- Moderators

None of the moderators have been recruited yet. Currently, this is not a problem as everything can be easily managed by just one person. However, the website should be prepared for a rapid increase in activity.

Threat to France-Coree.Net

- Competition

Threats can come from competition. If a website like Macoree restructures its site to remove its weaknesses, the continuation of France-Coree.Net project would almost certainly become harder. Threats can come also from any indirect competitors that can overcome their deficiencies. Plus, newcomers to the market should not be ignored. If a website is created and mimics France-Coree.Net while adding improvements or new features, it can also represent a major threat to France-Coree.Net's development.

- Hacker threat

The website is the target of search engine spiders that reference France-Coree.Net on the Internet. The problem is that spiders with the same features but with a malicious goal have been created. To forums, these represent a threat as they can sign in to infiltrate the community and spread spam advertisements. These advertisements are links to websites that can install threat to users' security such as Trojans, worms and viruses. One of the most

common ways to do this is to create a fake user directly in the database and display links to websites as profile information. They can also post advertisements directly on the forum or contact other users with private messages.

- Scam threat

The website has already been a victim of a scam attempt. Scams are attempts to intentionally mislead people fake opportunities. Usually, this leads to the user giving his bank account information, and then his bank account is totally emptied. There are a limitless number of tricks used.

- Disagreement between administrators

Because the website is co-administrated, disagreement can occur between administrators. If this happens, consequences to the community can be very serious. If no solution can be found, it will be really hard to divide the website. Probably the website would have to close. Something has to be done to prevent this.

- International crisis

As the region is in a relatively unstable international situation, the eventuality of a war or a crisis has to be mentioned. In the event of war, every foreigner will be forced to leave Korea. Then information regarding daily life becomes useless and the website will be irrelevant.

Opportunities for France-Coree.Net

- Popularity of Korea

Since the Korean government is investing tremendous amounts of money to increase the popularity of the country all over the world, sky-rocketing popularity for Korea and its culture is expected.

- Design

The website's design is expected to enhanced even further with the assistance of the Desktop Publishing specialist's help. Enhancement is still in the brainstorming phase as the current design has reached a quality sufficient for now.

- New moderators

As the project France-Coree.Net looks challenging and interesting, it may attract interested users that can be eventually recruited as moderators. Additionally, some good elements from macoree.com can be attracted by the France-Coree.Net project. Connections with the administrators in the Korean university environment may help in finding Korean students who have a strong interest in French culture and are fluent in French.

ii.   Force and Opportunity Confrontation

- Popularity of Korea

When the popularity of Korea sky-rockets, probably the most popular website about Korea will gather the most benefits. France-Coree.Net has to be ready for when that time comes. It should become the most popular French gateway about Korea.

- Quality information / New moderators

To keep up the quality of information, moderators will play a major role. Their first duty is to watch over the information posted by users. It should not be fake information. Secondly, they'll check to make sure the information stays

organized. They'll constantly browse, check the topic subject and latest discussion in order to prevent the discussion from deviating from the original topic. They'll trim unnecessary comments from topics. For instance, if someone asks a question and someone answers, a follow up comment like "Yes, good answer" does not bring anything to the topic. So, it should be deleted. Whenever someone posts information about another subject, his message is divided to create another topic. Moderators' third duty is to keep the forums civil. This means that questions, answers and messages should be exchanged with politeness and respect. Usage of sarcasms will be avoided as much as possible. Recurrent trouble makers will be banned without hesitation.

- Manage efficiently / Popularity of Korea

With the rising popularity of Korea, it is expected that the website will attract many more users. As everybody will want to share their idea and thoughts about Korea, special care must be taken. Some of them may not understand that good manners and rules are required on the forum. The most common form of deviation on a forum is so called "troll" behaviour. This way of participating in a discussion is dangerous to a community. It consists of never agreeing and encourage endless debates. The growing popularity of Korea will bring this kind of user. They should be dealt with and banned if refuse the requests of moderators. Generally, on really popular websites, moderation should be highly reactive to that kind of behaviour. Thus, moderators will not have time to debate on the right answer to a problem. They will have to react on their own. As a result, moderation becomes more complicated and growing popularity leads to lower information quality. Indeed, a flood of contradictory information that can not be trimmed makes a forum less comprehensible.

Thus the goals of popularity and high quality information seem mutually exclusive.

iii.   Weakness and Opportunity Confrontation

- New comer / Good moderators

New providers of forum bring a fresh field to talk about Korea. Some moderators from Macoree's forum may be tired of the way the forum is managed and may want to find a new field to express themselves. For instance, one really famous user on Macoree quit participating entirely. He disagreed strongly with the moderators and administrators of Macoree. Consequently contact has to be made with him. He will be evaluated to see if his ideal forum corresponds to the vision of France-Coree.Net. Moreover, he possesses a large amount of information related to Korea. Possessing that kind of user is a strong competitive asset. Furthermore, he is also proficient in Korean language. No information is available regarding his work background.

- New comer / Popularity of Korea

As a newcomer, France-Coree.Net can not be introduced with a direct leading position in the market. Since the website has opened, in terms of popularity on the Internet, France-Coree.Net is the first result of a Google search for "France Corée." A Google search for just "Corée" gives France-Coree.Net as the second result, far behind Macoree but also far ahead of Ilovefrench. In term of visitors per day, it is impossible to get accurate statistics, but France-Coree.Net is supposedly second a little bit behind Macoree. On this comparison basis, ilovefrench should be far behind both websites. In terms of numbers of active users, France-Coree.Net is also second far behind Macoree. So we can basically say that, France-Coree.Net is currently the

second in the market. As a matter of fact, if an increase in popularity was to take place now, it would be more profitable than Macoree.

- Korean language / PHP, CSS and Template specialist / Good moderators

As none of the administrators are proficient in Korean or programming, at least some future moderators that will be recruited have to be proficient in Korean or in PHP, CSS and template management.

iv. Force and Threat Confrontation

- Hacker Scam threat / Popularity

The website is confronted daily with subscriptions from fake users sent by "bad" spiders. The right response is to delete these accounts and ban the IP[28] address. The objective is to prevent them from being able to return to the France-Coree.Net domain. However, these fake users' account can be used as a popularity tool. Instead of deleting their accounts, they can be used as fake "clear" users. To become a "clear account," their profile has to be trimmed of advertising references, but the profile will remain in the database. For instance in the database, instead of having 20 real users, it could appear that the website has 200 users even if 90% are fake. Whenever someone wants to subscribe to the website, if he notices only 20 users, it will probably discourage him from subscribing to what is apparently an inactive community.

- Manage efficiently / Disagreement between administrators

Both administrators have different backgrounds and bring differing expertise to the website. For instance, Mr Bouthier would be more talented in managing everything related to the website physically. Mr Pawlowski would be proficient

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[28] Internet Protocol Address, address of computer or server on a network

dealing with things related to Korea and website content. The goals of Mr Bouthier are likely to more focused on the interests of France-Asia.Net project. The goal of Mr Pawlowski would be to provide perfect contents to users. These goals may be incompatible on some points. If so, it may lead to disagreement between administrators. Thus, both administrators have to be clear about their goals for the website and share any apprehensions they have.

v. Weakness and Threat Confrontation

- New comer / competition

In the case the France-Coree.Net project is successful; it may attract potential competitions who wish to follow the movement. These potential competitors would make efforts and investments to adapt to the already present competition. They might see profit opportunities in the long run.

- PHP CSS and database specialist / hacker

If there are any major hacking attempts on France-Coree.Net, the community may not be able to effectively protect itself without a PHP specialist. This is an extremely rare threat, but it would be very damaging if it happened. Therefore the possibility should not be ignored.

II. Choose the value

1. Segment of the Market

i. Users segments

Figure 1 - Users segments

	Population characteristic designation	Approximate number	% of the total
A	The French population permanently living in Korea	2 000	0,83%
B	The French population that is in Korea but not declared to the French authority	1000	0,42%
C	The French population who is living in France and have interest for Korea and its culture	70 000	29,2%
D	The Korean population which speaks French and has an interest in France and its population	3000	1,25%
E	Korean population in France that can speak French fluently	14 000	5,83%
F	The French native speaking population in countries other than France which has access to the Internet and which may have an interest in Korea	150 000	62,5%
	Total	240 000	

The French population permanently living in Korea has been approximated by the French Ministry of foreign affairs. Currently around 2000 French people are living in Korea permanently.

The French population that is living in Korea but not declared to the French authority is thought to be really small. That is why the approximate number is based on nothing than personal judgement. It is really hard to have statistics because this population is constantly being renewed as they are mainly tourists.

An approximation of the population in France which has an interest in Korea is complicated to make. The closest way to approximate its size is to assume that people who have an interest in Japan may also have an interest also in Korea. Currently, the most major Korean culture related event in France is the Japan Expo. The70 000 people who attend the exhibition to enjoy Japanese and Korean culture are considered as people who are potentially sensitive to Korean culture.

The Korean population which speaks French and has an interest in France and its population has been approximated by the number of Korean students who graduate with a Master degree in French language per year. According to experiences with French language majors who have only obtained a bachelor's degree, it is reasonable to assume that they would not be able to interact on a French based forum. According a member of the French department of Hankuk Foreign Languages University, Eric Bidet who is in relation with French Alliances in Korea, French language masters can be approximated at around 2000 people, not more.

The native French speaking population from countries other than France which has access to the Internet and which may have an interest in Korea has been roughly approximated. A square computation has been made regarding the 72300 people French people who have an interest in Korea compared to the 60 million French people. This gives a ratio which can be multiplied by the 200 million French speakers worldwide minus the 60 million who live in France, or 140,000 people. As a result, we obtained around 150 000 people.

The Korean population in France that can speak French fluently has been estimated with the number of Korean people currently in France. In 2006,

about 14 000 Koreans were in France for vacation, studying, or as workers according to the Korean Minister of Trade of Foreign Affairs.

As a matter of fact, these figures are really inaccurate, but the percentage they provide, allows us to see an image of the users' market that should be close to what the market really is.

ii.   Advertisers segments

Figure 2 - Advertisers segments

Advertisers / type of users	A	B	C	D	E	F	Total
French authorities and administrations in Korea	5	5	3	4	1	1	19
French related events	5	5	5	5	1	1	22
French Magazines in Korea	5	5	4	4	1	1	20
French restaurants	5	5	3	5	1	1	20
Korean French restaurants	3	3	2	1	1	1	11
Korean wine bars	3	3	2	1	1	1	11
Korean fashion companies	1	1	1	1	1	1	6
Korean Bakeries	1	1	1	1	1	1	6
French brands in Korea	1	1	1	2	1	1	7
Airlines companies French – Korean destination	3	3	4	4	3	1	18
Tour operators	1	1	3	1	1	1	8
Hotel / youth hostels	1	1	3	1	1	2	9
Currency exchange offices	1	1	3	3	1	1	10
Mobile phone rental in Korea	1	1	1	1	1	2	7
Car rental in Korea	1	1	1	1	1	2	7
Korea tourism organisation	3	3	4	1	1	1	4

Type of companies which will be interested in advertising has been sorted and their interest in the different users has been approximated. The scale is from 1

to 5. 1 correspond to no interest, 2 to a little interest, 3 to interested, 4 to very interested and 5 to the ideal population to reach.

From this chart and figures, it is possible to sort companies by the type of population they are interested in.

Companies which may be interested in French people living permanently in Korea (A and B) are the French authorities and administrative offices in Korea, French related events, French magazines in Korea, French restaurants, and to some extent, Korean tourism organisations.

Companies that may be interested in French people living in France that have an interest in Korea are airlines companies, currency exchange offices, hotels / youth hostels, and tour operators. Also, companies interested in reaching French people living in Korea will be interested, but to a lesser extent.

Companies which may have an interest in Korean people who have a strong interest in France and are able to understand French are currency exchange offices, airlines companies, and also any companies that have a mutual interest in categories A and B except for Korean tourism organisations.

Companies which may have an interest in Korean people living in France are for the most part only airline companies.

The French speaking population from other parts of the world is too large to be targeted by most types of companies, but they may hold interest for a lot of the Korea tourism organisations.

iii.   Competition segments

Figure 3 - Competition Segments
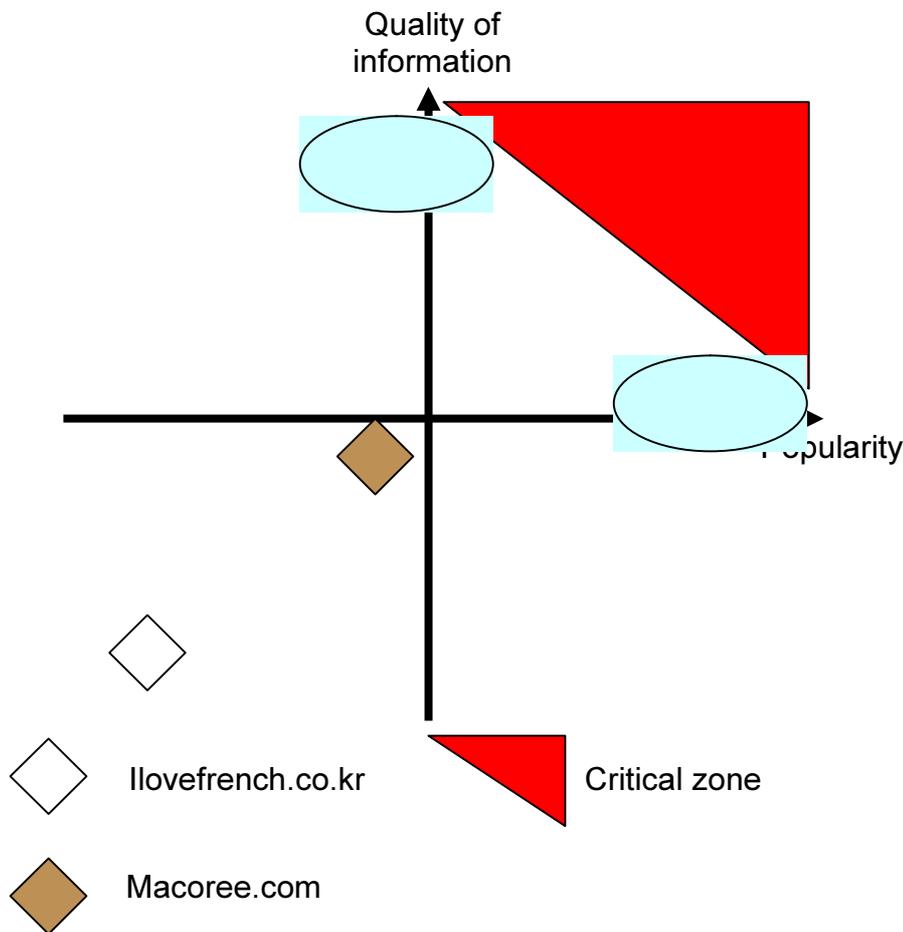
The competition can be sorted regarding 2 types of performance: Their popularity and the quality of the information they are providing. If the market were mature and atomized, we might have lot of competitors in the blue circles. The market would include very popular websites and websites with quality information provided. Popular websites with quality information is a combination really hard to reach. As a result the red zone is called the critical zone.

Regarding the competitors, they can be pointed out on the graphic in comparison with the previous description.

Ilovefrench's quality of information is really hard to judge as they offer almost no information. They are not popular at all because of their lack of apparent inactivity.

Macoree is not a very informative forum. They provide information to whoever asks but usually, it resembles a chat room. Everybody debates about details and deviates from the main topic. In the end, the original question is left unanswered. Actually, the forum is active even though there are only a few users dominating every discussion. However, it is not popular as they possess very few new-comers who participate in the forums. That is why Macoree has been put below the axis.

2. Target for France-Coree.Net

i.   Users targeted

Among all the users defined previously, the French expatriate community in Korea, the French population in Korea not declared to the French authorities, the French population living in France with an interest in Korea and its culture, and the French speaking Korean population which has an interest in France and its population (Families A, B, C and D) will be the target of France-Coree.Net. The plan is to use intelligent tactics to target and attract all of these populations.

In the short run, the population that has to be attracted is the population from Family A. They should be French people who have a lot of experience in Korea and are able to speak Korean. The goal is to have a panel of experts on Korea as the first users of the forum. As a result, whenever users come to ask questions about Korea, they will receive quality answers. To give more credibility to them, they must be helped by Koreans who are able to express

themselves in French. With a few members from the family A and D, it will be possible to attract the average person from these families. Indeed, not all French expatriates know about Korea, so the real goal will be to attract a big amount of people from Family C. The subscribers from this family will have to be monitored, so that the bad apples can be removed. Every member who joins will be beneficial to the increase in popularity of France-Coree.Net in the short run. However, in the long run, bad elements will have a negative effect on the general quality of the website. Consequently, they will have to shape up or be banned.

ii.   Advertisers targeted

The advertisers have to be chosen based on the type of users France-Coree.net welcomes. In the short run, France-Coree.Net will be focused on people from Families A and B. Advertisers that are thought to be the most interested by French people permanently residing in Korea are the French authorities and administrations in Korea, French related event, French magazines in Korea and French restaurants. So far most contact made has been with people responsible for the organisation of French events in Korea.

As these entities are very limited in number, the field of advertisers will have to be broadened. Consequently, advertisers that may have a slightly lower interest in Families A and B will be approached. Korean French restaurants, Korean wine bars, airlines companies with flights from France to Korea, and Korean tourism organisations. Most of these companies can not be contacted currently as nobody is able to speak Korean. It is also very unlikely that Korean tourism organisations will want to advertise on the website since their advertisements already appear on by Google Adsense advertising. In fact by

the time advertisers are being target, it is expected that France-Coree.net will have integrated a reasonable number of people from Family C. Most of the companies that are interested in family C, hotels / youth hostel, currency exchange offices and tour operators advertise through Google Adsense as well.

3. Positioning for this market

Figure 4 - Positioning
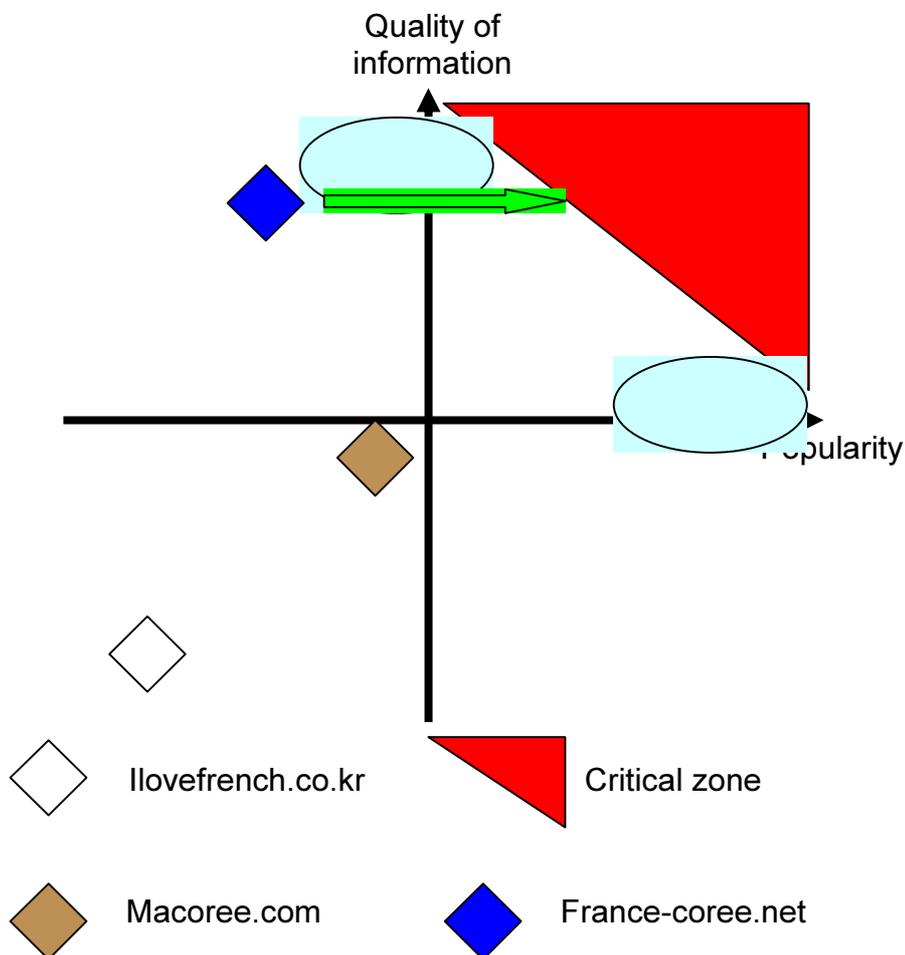
Since France-Coree.Net has been introduced in the market, it has become positioned between Ilovefrench and macoree in popularity but is already above macoree concerning the quality of information displayed. It is thought

that France-Coree.Net displays better information on account of the absence of flooding on the forums. Floods are information fluxes that hide relevant information and make it harder to find.

The current position of France-Coree.Net is not satisfactory at all. Indeed, to be able to make money through advertising, a website has to be popular. Popularity is like a barometer that indicates the level of advertising salary a website can receive. An increase in popularity can be done very quickly, but it should not compromise the quality of information. That is one of France-Coree's challenges.

III. Make and Deliver the Value

1. 4P Analysis

i. Product

- Home page

The website home page is designed to be clear. As people need to be encouraged to come back, the first page has to be easily understandable. It should not be crowded with a flood of information. Moreover, it should be easy to handle and use.

The first page consists mostly of news about recent or coming events. This information comes from the Assembly of French in Foreign Countries, the French Embassy, French cultural centres, French Alliances, the Association of French in Korea, and the French Korean Circle Association. It may come from different sources like Footcoreen.com or other websites but this is rare. These news items are also displayed also in the RSS form.

Beside news, the weekly program for the French movie shown every week at Donsoong Art Center is displayed in a module just above the news and below the advertisements.

On the first page can also be seen links to sponsoring advertisers and Google Adsense advertisements. It is important that sponsors appear in a good position on the first page. That's why their advertisements appear just under the banner. For partnerships with other websites, such as the embassy's, an advertising space equivalent to that provided by our partner will be allotted. The module Google Adsense appears on the right of the screen. It displays

advertisements related to the content of the news. Its position on the right seems more effective, maybe because of its proximity with the scrollbar.

Then, links to other parts of the website are active at the top right of the page and in the left navigation side bar. Links lead to the archive of information published, to the forum and to a list of French websites about Korea. This list includes around 100 websites that are divided into 17 groups[29] covering major Website types. These websites are all in French and should mostly be about Korea.

- The forum

The forum is the most important part of the website because it can be considered the nervous system of the community. This is where administrators interact with each other to set up the general management of the website. It is also a place for moderators to discuss members' issues and general moderating activities. The public behaviour of moderators and administrators is the most sensitive part of a good forum. It is the source of the high quality of information provided by France-Coree.Net. Specific behaviours have to be followed by the moderators, and they should not deviate from these rules. They have to follow specific rules which are described below.

Figure 5 - Moderators' duty act

> **Moderators' duty**
> Moderators have a duty to act as follows in their free limit allows:
> To welcome new comers;
> To animate and refocus debates in discussions deviating from the topic;
> To delete offensive messages such as insults, slang, English, Korean or to give warning to the perpetrator;
> In the event of a repeat transgressor, to notify administrators who will give a special warning or banish the perpetrator;

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[29] The list can be seen in the appendix

To move discussion topics to their proper parts;
To divide topics whenever more than one topic is being discussed.
Moderators' rules
Moderators are bound to these rules:
To follow the rules for basic members which means:
To write in proper French, with strokes and cedilla…
To not engage in troll-like behaviour;
To not chat (except in welcoming presentation topics);
To remain affable, courteous, polite and never use mocking sarcasms to answer;
To never debates with other moderators on the public part of the forum. They should instead create a topic on the moderation part of the forum.
Moderators are volunteer
In counterpart of their work, moderators can promote themselves on the web. Discrete promotion of a website, professional activity is acceptable in their signature and profile on France-Coree.Net.

The forum is the place where interaction between users takes place. In this sense, all topics of the forum have to be accurate and cover major subjects. For clarity, the topics have been divided into 4 parts.

Figure 6 - Forum's discussion topics

French topic's name	English translation	Description
Administrateurs	Administrators	Discussions between administrators
Discussions de Modérateurs	Moderators' Discussions	Discussions between moderators
Sanctions et requêtes de sanction	Penalties and Penalty Requests	Submission and follow through of banning requests and users' involved in the banning.
Poubelle	Trash	Archive of messages without any pertinence with the website or with contents violating forum rules.
Le forum et ses members	The Forum and its Members	Part I of the forum
Présentez-vous	Introduce Yourself	This is the place where users introduce themselves to the other members in order to receive a warm welcome. They can describe their reasons for choosing Korea and what influenced them, and they can introduce their choice of avatar[30].
Blogs et sites sur	Web Logs and	This is where members discuss and

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[30] Avatar is the graphical representation of a user on Internet

la Corée	Websites about Korea	exchange information regarding their web logs and sites dealing about Korea. They can introduce them and gain some "free" advertising.
Fonctionnement du forum et bug	Forum Settings and Bugs	If certain parts of the websites are not user friendly, questions can be asked here.
Informations pratique	**Daily Life Information**	**Part II of the forum**
Société coréenne	Korean Society	Discussion about Korean society, what is good and bad, problems in Korea etc… Political discussion is forbidden.
Achats, coût de la vie, banques	Shopping, Cost of Living, Banks	Discussion of prices in Korea, where to buy specific Korean products, etc…
Voyager et loger en Corée	Trip and Lodging in Korea	Where to visit, how to find lodging and visa questions.
Informatique et technologie	Computing and Technology	How to use Korean computers and software, household machines, etc…
Gastronomie	Gastronomy	Discussion about Korean and French recipes, Soju and wine tasting… Advertising advertisements are forbidden in this part.
Santé	Health	Discussion about health, and the medical system in Korea
Travailler en Corée	Work in Korea	Information about working visas, and ways to find a job. No job advertsements allowed.
Autres sujets	Other Topics	Discussion about topics related to daily living and which are not covered by previous topics.
Langues, education, culture et arts	**Languages, education, culture and arts**	**Part III of the forum**
Education des enfants en Corée	Children's Education in Korea	Information exchange regarding children's education in Korea.
Etude en Corée	Studying in Korea	Discussions and information regarding studying, scholarships and universities in Korea.
Etudier le coréen	Study of the Korean Language	How and where to study Korean in French speaking countries. Reviews of various study methods.
Traduction	Translation	Place for asking for tentative translations between French and Korean
Littérature coréenne ou en rapport avec la	Korean Literature or Literature	Discussion of Korean literature and French books related to Korea.

Corée	Related to Korea	
Culture et arts	Culture and the arts	Discussion of Korean arts and crafts.
Sports et arts martiaux en Corée	Sports and Martial Arts in Korea	Exchange of information about Korean sports and martial arts and how to practice a sport or a martial mart in Korea.
Petites annonces	Classified advertisings	Part IV of the forum
Vends, achète, échange	Buy, Sell, Exchange	Advertisings should be related to Korea or take place in Korea.
Offre et recherché d'emploi	Job Offers and Postings	Job or internship offers or related to Korea.
Evènements	Events	Advertisements of events, concerts, meetings, parties, activities in Korea.
Rencontre en Corée, recherche de correspondent	Meeting in Korea, Pen Pal Requests	Advertisements for meeting in Korea or finding a pen pal.

⬛ Topic accessible only by administrators

⬜ Topics accessible only by administrators and moderators

Topics related to news and politics are deliberately avoided. These topics are not related to daily living. Moreover, they are constant sources of nationalism, frustration and fights between different ideologies. In order to keep a good atmosphere on the forum, these topics will be avoided and deleted if a user tries to create that kind of topic.

- Interaction

Interaction between users and the website is possible only if a visitor becomes a member. Becoming a member of France-Coree.Net allows a person to interact in three ways. First, in the forum, members can ask, answer and exchange thoughts, ideas and facts about Korea on different topics. They

have to respect the basic rules of communication. Second, they can interact with the website directly. They can post an article that announces an event in Korea. If the article is accepted, it will be posted on the homepage of the community. Third, they can interact with the list of websites related to Korea. They can announce a site which is related to Korea and if that website is acceptable, it will be added to the database.

ii. Price

- Users

In order to increase the indexing level of the community, every page of the portal and forum will be free to access except for the administrator and moderator parts of the forum. It means that everybody will be able to see any postings in the forum or on the website. On the other hand, to post on the forum, signing up will be required. To sign up, users will have to register to become members of the community. To register, they have to first accept the term and conditions of the website[31]. If the users are more than 13 years of age and accept the terms and conditions, 3 pieces of information are required to become a member. They have to choose a nickname that is not offensive to other users; give a valid email address and a password that has to be typed twice. The rest of the profile information is optional. This includes ICQ[32] number, AIM address, MSN Messenger address, Yahoo Messenger address [33], their website address, where they live (country and city), occupation, hobbies, and a signature for every message they post. They can also choose an avatar by importing an image to the server. Then, preferences

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[31] Terms and conditions details in Appendix
[32] ICQ, I seek you, is an instant messaging software
[33] AIM, AOL Instant messaging system, MSN, Microsoft Messaging, and Yahoo messaging are all instant messaging software.

for the way they wish to use the forum can be chosen. They can decide to show their email address after every message, to hide their online activity, to be warned of message responses or new private messages, to open pop-ups[34] for new private messages, to attach a signature after every message, to authorise BB code[35] or HTML[36], to activate smileys[37], to choose the forum language (English or French) and to set their local time.

To avoid fake subscribers, a visual code must be typed in and approved. Then, confirmation of the user's email address is sent to the email address. After confirmation, the user is recognized as a community member.

In the event of improper behaviour on the forum, a member can be banned at any time without any warnings. To avoid improper behaviour, a member will have to follow these basics rules of the forum. They have been translated into English.

Figure 7 - Members basic rules

Administrators and moderators would like to remind members of the proper netiquette[38] for forums.
1. Keep in mind that messages that you have written on the forum can be read by any web surfer and that you are the only one responsible for their content. Some parts of the forum are accessible only to members; however vigilance has to be maintained.
2. Vigilance means avoiding any discriminatory (sexist, racist…), pornographic, paedophilia or slanderous posts; avoiding direct, indirect or allusive accusation; respecting the posts of others, tolerating different opinions and behaviour, being understanding of humour from other members.
3. Discord is sometimes unavoidable and we do consider that exchanging points of view in a blunt manner may be positive and help to clarify the debate.
Generally, understanding, goodwill and collaboration will help towards a better forum. Discord must be avoided. If you can not contain your anger, express it through private messages.
Information and advice about the proper use of the forum:

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[34] Pop-up, a new window that pop-ups to inform the user about something
[35] Bulletin Board code, a forum simplified way to use HTML font style code
[36] HTML, HyperText Markup Language, predominant markup language on Internet
[37] Stylized representation of an happy face. It is used to express emotions in posts
[38] Convention on electronic forum to facilitate interaction

1. Post in sections that apply to your topic.
2. Messages or advertisements not related to Korea, its culture, its language, as well as any real estate or commercial advertisements, posts resembling psychological violence are not acceptable and can be erased without warning.
3. Act courteously and avoid making comments about other user's orthography. However, do pay attention to yours; this is the best way to avoid attracting comments on its orthography. Moreover, proper writing is a mark of politeness and respect to whomever you address in your posts. Do not forget capital letters at the beginning of your sentences and punctuation marks in and at the end of your sentences.
4. Bear in mind that Korean people may read your posts. Avoid slang, argot, and casual language register as much as possible. Avoid abbreviations which are probably understandable to French natives but not to foreigners. Messages written in SMS Language and chatspeak[39] will be deleted.
5. Do not post advertisements unless they are related to the forum.
6. The forum is not a chat. For chatting, feel free to use the private messages.
7. Do not overuse smilies. Avoid writing only in capital letters which is the online equivalent of shouting.
8. Refrain yourself from commenting on questions without giving any answers.
9. To avoid being banned, do not behave like a troll. A definition of troll is accessible on this website (website in link).
10. In order to avoid mailbox spamming, do not post any e-mail addresses.

- Advertisers

The price of the advertising on France-coree.net will be negotiated directly with the clients. As no clients have been attracted yet, a basic advertising fee to be reached at negotiation has been decided. The price is considered reasonable at about 100 000 Won per year. For this price, the advertisement will be displayed on every page of the website.

An agreement can be made for advertising on a month-to-month basis for 10,000 Won a month. In case of high demand or lack of space, the price may be increased or a reverse auction can be adopted.

For Google Adsense advertising, the agreement is general conditions applicable to every client. It is possible to set a payment for every one thousand times it has been displayed or per each click on an advertisement.

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[39] Common languages used in chatrooms and mobile phone messages to reduce the number of input characters

France-Coree.Net's account is currently set on payment per click. One click brings around $0.15. Generally, it is better to start a community website on a "click" account because the website is still building its members visitors. Then, when the visitors come back regularly, it is better to set the account on to pay for the number of times displayed. Indeed, because Google Adsense filters the IP address, if one user clicks on 3 advertisements, it is computed as only one click. So, if the same users are always coming, the effectiveness of advertisements decreases.

iii. Place

The website will be reachable from everywhere. It does not need a high speed Internet connection as the homepage is only about 350 kilobytes. In comparison, Yahoo's homepage is about 400 kilobytes. The website is hosted in the USA and is bound by American regulations. As previously explained, the United States of America represents an ideal place with high speed connection to good ping from both France and Korea.

iv. Promotion

The website will not use any traditional advertisements such as banners on other websites or Google's advertising program. In fact, no money is planned to be invested for now.

- Users

For users, not a lot can be done. The plan will be essentially sustained by cross linkage, indexation, word of mouth and search engine inquiries.

Cross linkage has to be made with major French websites in Korea. This has been done thanks to the French websites about Korea in the directory of

France-Coree.Net. The problem is that most popular French websites in Korea are French administrative websites. They represent the best cross linkage to be obtained. This is a problem because their bureaucratic way of working makes them difficult to reach. France-Coree.Net, even with connections with these entities, may not be able to get enough cross linkage. Currently, the French Economic Mission in Korea is negotiating for the rights to link to France-Coree.Net. The Embassy and consulates may not be reachable. Attempts will be made with the help of Mr Consigny to approach the French Cultural Center. Approaches with French Alliances that teaching French to Koreans in major Korean cities failed. Cross linkage has been successful with the 2 French circles in Korea (CFC and AFC).

To increase the likelihood of France-Coree.net appearing in searches, a large number of words must be used on the internal links of the website. A Forum is one of the best ways to increase word usage as it provides a lot of topic titles that link to a discussion. If topics titles are smartly written, a website's index can rapidly increase. For instance, if the forum has a topic with the words "Corée Visa" in the title, and somebody searches on Google for the words "Corée" and "Visa," he may find the posting on France-Coree.Net's. Increasing the rate at which France-Coree.Net appears on search engine inquiries may also have a positive effect on the general index of the website. A good way to improve the indexation is the comments – links way. The principle is to visit lots of web logs and to leave a comment with a username made up of key words that we want to use to improve our index. For instance, it can be "France Corée". Then, after writing a comment, these words linked to France-Coree.Net can be left. As a result, if the web log which is commented

on is really popular, by typing France Corée in a search engine, it may link to the comments with France-Coree.Net as a link. As a result, it will bring web surfers to this web log, to France-Coree.Net's domain.

- Advertisers

To reach advertisers, a specific plan has to be made. They will not be easily attracted by France-Coree.Net's project.

French Administrations:

The French Embassy and consulates will be consulted with the help of Thierry Consigny. Unfortunately, there is little hope of getting anything from them related to their website. A loan will be requested.

Negotiations are currently being held with the French Economic Mission. Obtaining a connection with them seems likely. Special access to information will be obtained as well. They will also provide content for France-Coree.Net's website.

The French foreign Affairs Ministry is currently releasing information about Korea's technological benchmarks. It looks like they have no need to reaching our users.

The Assembly of French People living abroad is managed by Thierry Consigny. A cross link has already been made.

The French Cultural Center has not been contacted yet. Thierry Consigny may help gain privileged access to the people in charge.

Edufrance provides information regarding studying in France to Koreans. They have not been approached. Their target is mainly Korean people. They do not have any needs on communicating through France-Coree.Net.

Contact with Alliance Française (8 websites, 8 cities)'s has already been made. The discussion was not friendly at all and is unlikely to bring any results. France-Coree.Net has for one of its members a professor from the Incheon Alliance. He will provide contents France-Coree.Net's website.

French related events:

French related events are part one of the types of news items displayed on the website portion of France-Coree.Net. They already have an adspace set aside on the website that is free of charge.

Shopping / restaurants:

Restaurant La Cigale Montmarte is a quite popular restaurant in the Itaewon district of Seoul. Contact has to be made with the manager of this restaurant.

Restaurant Le Saint Ex is the best known French restaurant in Seoul for its cuisine quality. An approach has not yet been made with this restaurant and up to now, no contacts have been able to connect France-Coree.Net to the restaurant manager.

The French online book store, Frenchbook[40], is a website created by Korean people with the purpose of distributing French books and French authored books in Korea. As with Le Saint Ex, contact with them has not been planned.

Magazines in French in Korea:

Le petit échotier is a magazine that is edited by the French Korean Circle AFC. It is free of charge to whomever is a member of this circle. A free advertisement in this magazine can be hoped for.

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[40] http://www.frenchbook.net/

Corée Affaires is an economic magazine written in Korean and French and edited by the French Economic Mission. When an agreement is signed with France-Coree.Net, an announcement will probably be made in this magazine. Les cahiers de Corée is a magazine edited by the French department of the Hankuk Foreign Languages University. Contact has been made with them but the distribution of this magazine is very limited.

2. Financial Projection

i.   Increasing Website Popularity

The financial projections will depend highly on the website's popularity. In order to make a financial projection, a popularity projection has to be made. The data is not complete enough to make a proper analysis of the website. Additionally, websites in France, and more generally in Western countries, are the victims of a seasonal effect in August. Because of vacation, people travel and enjoy more outdoor activities instead of browsing Internet. As a consequence, website statistics decrease in August. However, it does not mean that popularity has really diminished.

Figure 8 - Change in the number of first time visitors total visitors' over 6 months.
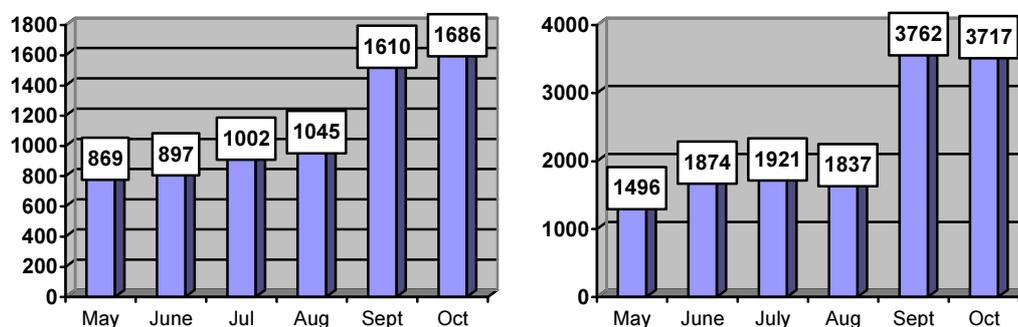
The number of first time visitors has been increasing constantly. There is seasonal effect. The total number of visitors is stable with a slight decrease in

August which is probably due to the seasonal effect. From mid-July, the number of visitors starts to decrease. The number of first time visitors increases by about 10% a month from May to August then by more than 50% for the month of September.

These numbers are increasing at similar rates. If the number first time visitors is increasing but not the total number of visitors, it means that more and more people are coming to see the website but are not coming back or not coming back often.

Figure 9 - Monthly changes in pages browsed and indexed
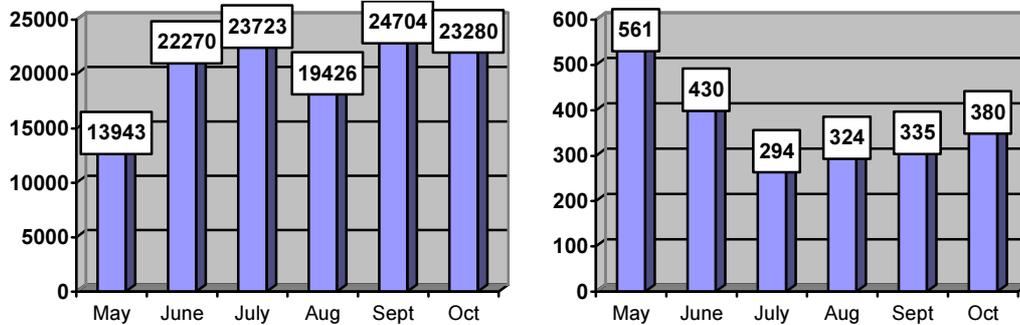
The statistics for browsed and indexed pages are linked. Indexed pages are web pages that display links to France-Coree.Net. Whenever a web sufer clicks on this link to come to France-Coree.Net, it registers as one indexed page. Usually, the more indexed pages a website has, the more first time visitors there are. However, for France-Coree.Net, this is the opposite. The explanation should be that fewer people are discovering the website and instead old visitors are rediscovering the website. It is a little bit contrary to the previous analysis but if we reason in monthly terms, it is not contradictory. Lots of new users return to the same page about once or twice every month.

Also, the number of pages browsed is about 22 000. This means the website is small and unpopular. For the indexed page statistics, from July onward, the

website is building its own index base. It shows that the pages which are indexing France-Coree.Net are the most common way of finding the website.

Figure 10 - Unique spiders' statistics
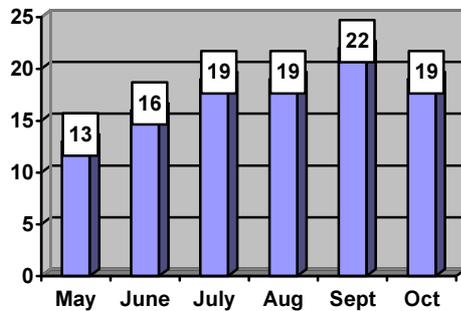
The number of unique spiders gives information about whether or not the website is recognized by search engines. Compared to the beginning of the website, the changes have now stabilized. To a certain extent, having too many spiders indexing France-Coree.Net is not good. It would mean that piracy threatens the website.

ii. Revenue

France-Coree.Net's revenue will not be high until Korea becomes as a popular country as Japan is nowadays in France. Until that time, revenue will be extremely low and everything possible has to be done to stay above the deficit.

From negotiating advertising space on the website, France-Coree.Net can hope to get sponsors within the year. However, as of now, no contracts have been made.

The second source of revenue will be donations from users. Donations can be really high. For instance, the creator of Bittorrent protocol, a peer to peer protocol, was living from these donations. Many people wanted to express

their thanks for creating such useful software. In the case of France-Coree.Net, it is impossible to hope for a fortune from this, but it is way to get some revenue. As of now, nothing has been gathered.

With the help of Thierry Consigny, contact to the French Embassy will be made. It is said that if France-Coree.Net is created as an association, it can become eligible for cultural grants. This project is still in the thinking process.

The only revenue that France-Coree.Net has been able to gather up till now is money made from Google Adsense's revenue. In 4 months, around $20 was made.

iii. Cost

The only costs are for the domain name and server hosting. The domain name costs $10 a year. The use of Dreamhost's server costs $10 a month or $120 dollars a year. In total, the annual cost of France-Coree.Net will be $130. These costs are not likely to fluctuate. In the most optimistic scenario of Korea's popularity taking off in France, a plan for further development is to be made.

iv. Coming Year Simulation: Optimistic Scenario

Korea's increasing popularity has hit France, causing more and more people to be interested and visit the website. First time visitors to the website top off at 1000 newcomers per day or 25,000 per month with a constant increase.

Revenue:

Negotiated advertising on the website = 5 negotiated, $500

Permanent advertising (Google) = $900

Donation from users through Paypal = 5 donations, $100 in total

Funding from French authorities = $1000

Total = $2500

Cost:

Server Host: $120 per year

Domain name: $10 per year

Total = $130 per year

v. Coming Year Simulation: Neutral Scenario

What we are planning for is that the frequency newcomers to the website after a year will be raised to 400 first time visitors per day which means 12 000 first time visitors per month with a constant increase.

Revenue:

Negotiated advertising on the website = 2 negotiated, $200

Permanent advertising (Google) = R360

Donation from users through Paypal = 2 donations, $20 in total

Funding from French authorities = $0, could not been negotiated

Total = 580 $

Cost:

Server Host: $120 per year

Domain name: $10 per year

Total = $130 per year

vi. Coming Year Simulation: Pessimistic Scenario

In a pessimistic scenario, the website will never take off. The number of first time visitors will not even reach 200 people per day which means less than 6,000 first time visitors per month.

Revenue:

Negotiated advertising on the website = 1 negotiated, $100

Permanent advertising (Google) = $180

Donation from users through Paypal = 1 donation, $10

Subvention from French authority = $0, could not been negotiated

Total = $310

Cost:

Server Host: $120 per year

Domain name: $10 per year

Total = $130 per year

vii. France-Coree.Net's Potential, a Comparison With France-Japon.Net

Figure 11 - Comparison France-Coree.Net, Macoree and France-Japon.Net

	France-Coree.Net	Macoree	France-Japon.Net	Rapport FCNET / FJNET
Days of activity	121	1,329	1,389[41]	8.71%
Pages browsed	87,333	1,295,945	10,749,588	0.81%
Members	140	633	8,967	1.57%
Posted messages on the forum	532	24,703	26,462	2%
Adsense revenue per year	360 $ (expected)	N/A	228,000 Yens[42] (2,007 $)	17.94%
Negotiated advertisings per year	200 $ (expected)	0 $	180,000 Yens (1,584 $)	12.63%
Donation per year	20 $ (expected)	0 $	0 $	N/A
Subvention per	0 $	0 $	0 $	N/A

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[41] France-Japon.Net has been created in 2001. However, it was totally rebuilt to be re-opened in November 2007.
[42] Currency exchange rate of September 10th 100Yens = 0,88$

year	(expected)			
Total revenue per year	580 $	N/A	3,591 $	16.15%

This table shows the difference in term of size between France-Coree.Net, Macoree and France-Japon.Net. It is notable that Macoree and France-Japon.Net has approximately the same date of creation and number of messages posted. However, France-Japon.Net has 14 times the members of and 8 times more messages viewed than Macoree. It is also remarkable that the few members of Macoree are very active. By looking closely at their statistics, more than half of their messages were posted by the top ten posters. As explained previously, discussions on this forum often deviate from their original purpose and transform the forum into a chat room.

The comparison of France-Coree.Net and Macoree clearly shows the difference of popularity between both websites. Notably, the number of members for France-Coree.Net is over-represented compared to those from Macoree. This is not due to a bias towards France-Coree.Net, but is because Macoree deletes inactive members and approximately half of France-Coree.Net's members who are false.

Financially, France-Japon.net shows the full potential of France-Coree.Net in term of revenue. As Mr Bouthier is not totally satisfied regarding its financial performance, France-Japon.Net can not be considered as being at the maximum potential in term of revenue. In terms of popularity, France-Coree.Net is still really behind. Even after one year, revenue seems to be over estimated (0,81% of the number of pages browsed compared to 16,15%). In fact, change in advertising revenue can usually be described with a square

roots curve instead of a straight line. After four years of activity if a Korea popularity boom occurs, France-Coree.Net may meet this expected this revenue.

3. Milestones and Project Execution Planning

2006 November 21st, France-coree.net domain registered.

2006 November 22nd, Joomla platform initiated.

2006 November 26th, the website is migrated from Joomla to Geeklog platform. Joomla looks interesting but is too complicated.

2006 December 7th, France-Coree.Net's project is presented as a PowerPoint presentation in an Internet Marketing class to the students and professor.

2006 December 20th, contents and plans for the website is adjusted based on the remarks given from Internet Marketing class.

2007 January 1st, following advice, the website is migrated back to the Joomla platform. Even though complicated, the possibilities of Joomla merit the efforts of learning how to use it.

2007 January 14th, the forum PHP BB is installed. This type of forum is the most widely used on the Internet.

2007 January 16th, A contract with Google adsense is signed and the installation of the Google Adsense module done.

2007 January 24th, Mr Bouthier migrates the website from Joomla to PHP Nuke again.

2007 January 25th, after debates, a definitive decision is made, the website will be based on Joomla's platform.

2007 February 6th, the Joomla design of Netcom-Factory is adopted.

2007 March 24th, France-Coree.Net's domain is made public to web surfers but is not ready yet. The test phase begins.

2007 April 10th, the first user subscribes to France-Coree.Net's forum and posts the first message.

2007 May 9th, the design is stabilized and France-Coree.Net is officially launched.

IV. Conclusion

1. Extension and Expansion to Be Added

France-Coree.Net is still a project that has yet to be completed. The next plan is the creation of an interactive calendar that will be connected to the event announcements. This will allow a user to check which events announced earlier are happening this week or this month.

A Frequently Asked Questions section will be created for the forum, when a lot of information becomes available. This will help to clarify the information. Generally, these pages are easily created on Wikipedia. Wikipedia is really useful for use on collaborative works. Thus, administrators and moderators will be able to work on the FAQs simultaneously.

France-Coree.Net lacks administrators and moderators who are able to understand the Korean language. When a member of the team joins who is able to speak and write Korean, many plans can be launched.

The most important plan will be to index France-Coree.Net on Korean search engines. In Korea, Yahoo and Google are far from the most popular search engines. The search engine that is the most widely used in Korea is Naver followed by Daum.Net. Both of these websites require a subscription to become a part of the Korean network. This subscription has to be done in Korean and, can only be handled by a moderator who understands Korean. With the indexation with these two search engine, visitors to the website will increase substantially as France is a lot more popular in Korea than Korea is in France.

A Korean speaker team member will also be used to put up a page on the most popular web log host in Korea, Cyworld, which is a real social phenomenon. Almost every Korean has their own Cyworld page to manage. Having a Cyworld page is almost like having a mobile phone. It is planned for France-Coree.Net to open its Cyworld version to attract even more French people in Korea and Koreans who love France. A Cyworld domain has already been contracted under the address http://cyworld.com/francecoree. From this domain, a circle can be created to gather many Cyworld users to the community. The problem is the administration of the page is all in Korean. Only a Korean speaker can manage it.

A Korean version of the website is also under consideration. It is not planned to be done in the short run. The website has to be well managed in French before launching any plan that can not be totally controlled by the administrators. Indeed, their lack of Korean language capacities will not permit proper control on this version of the website.

Along with a Korean version of the website, a Korean forum is also something that can be done. As this part will depend only on the forums, it will have to be managed entirely by a Korean. It is something that can be done faster than a Korean version of the website. Although, this forum may be useful in attracting Koreans who have an interest in France but are not able to speak French, it deviates too far from the original goal of the website of being only for the French speaking community in Korea.

As one of the administrators of France-Coree.Net possesses a huge number of photo about different places in Korea, an interactive map can be created. The idea is a map of Korea that can be clicked on and clicking on certain

parts of it will open pictures. This project requires a flash specialist. It will probably need the collaboration of the Internet map provider in Korea, Congnamul, and the Seoul metropolitan city government.

If a flash specialist is recruited to France-Coree.Net's team, plans for reshaping France-Coree.Net's homepage will commence. Flash brings a really beautiful design to a website and new websites often employ at least a banner in Flash.

Some plans are also under consideration to increase the money that France-Coree.Net can make. A currency converter sponsored by a popular finance website or a currency exchange office can be made. This may bring money to France-Coree.Net whenever someone uses this module to calculate currency conversions.

A directory for French restaurants is also being considered. If France-Coree.Net can attract a few French restaurants with the advertising program, a special section for them can be created on the website. This is something that will be discussed. It may allow restaurants to announce parties, special days or specific menus to a community which is potentially interested in these restaurants. It may also be possible to find a way to make online reservations. If that kind of module can be developed and its introduction is popular with French restaurants, a lot more money can probably be made.

2. Discussion, Limitation and Future Research

For this study only a little data was available and it is not yet meaningful. Thus, means for making a proper analysis were limited. When the website has been online for at least 1 or 2 years, real statistics can be extracted. With these

statistics, a real analysis can be done on the users, and their way of finding and accessing France-Coree.Net. Consequently, necessary improvements to be made can be identified and efforts can be undertaken to carry out those improvements. Additionally, through the forum, quantitative research survey can be made. It needs a lot of users to become meaningful. Qualitative research can be done if specific users agree to collaborate. Interviews can be made in a chat room, on MSN or in a real discussion.

Another important point is the consequence of the thesis's topic which is a little bit unique in the business field. It is currently hard to find a business oriented thesis or even research paper on this kind of project. The website is created to be a service to a community. Originally, it was not intended as a profit oriented website. The way to make it profitable is the dilemma of this business oriented thesis. Indeed, making more of a profit will be hard in its current state. When the website is developed, opportunities to make the webstie more profitable will probably become clearer. New ideas will rise up as well.

In the long run, every attempt to increase indexation and popularity of the website will be measurable.

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English Wikipedia: http://en.wikipedia.org

Korean Ministry of Foreign Affairs: http://www.mofat.go.kr/index.html

Google Adsense: http://www.google.com/adsense

France-Japon.Net : http://france-japon.net

France-Coree.Net : http://france-coree.net

Macoree: http://macoree.aceboard.fr

CIA, the World Factbook:
https://www.cia.gov/library/publications/the-world-factbook/index.html

APPENDIX

1. Dreamhost hosting plan solution details

Support	Level 1
97-day money-back guarantee	✅
24 hour Technical Support (E-Mail)	✅
Telephone Support (# of Callbacks/mo)	0
Account Features	**Level 1**
Disk Storage at signup	**145.6 GB**
Automatically Increases Weekly By:	1 GB
Monthly Bandwidth at signup	**1.456 TB**
Automatically Increases Weekly By:	16 GB
MySQL Databases	Unlimited
Web-Based Account Control Panel	✅
Jabber ™ Chat Server	✅
User Accounts	**Level 1**
E-Mail Accounts (POP/IMAP)	3,000
Shell / FTP Users	75
Email	**Level 1**
POP / SMTP Access	✅
IMAP Access	✅
Web-Based Email Access	✅
Procmail Mail Filtering	✅
Spam Filtering - SpamAssassin	✅
Email Addresses (Aliases)	Unlimited
Announcement Lists	Unlimited
Discussion Lists	Unlimited
Domains	**Level 1**
Free Domain Registrations (A $9.95 Value!)	1
Free Domain WHOIS Privacy	✅
Domains Hosted	Unlimited
Subdomains Hosted	Unlimited
Domains Forwarded/Mirrored	Unlimited
Custom DNS	✅
Programming	**Level 1**
PHP4 Support	✅
PHP5 Support	✅

Full Unix Shell	✅
Crontab Access	✅
Full CGI Access	✅
Ruby On Rails	✅
Canned CGI Scripts	✅
Server Side Includes (SSI)	✅
CVS Repository	✅
Subversion Repository (SVN)	✅
Unique IP Address	☐
SSL Secure Certificate	Not included
Advanced Features	**Level 1**
SSL Secure Server (req. Unique IP)	✅
Enhanced Web Security	✅
WebDAV	✅
Snapshot Data Backup	✅
Daily Access Statistics	✅
Access to raw log files	✅
Banner-Free DreamBook.com account	✅
Passworded Directories (.htaccess)	✅
RealAudio and Video (http stream)	✅
QuickTime Streaming	✅
Anonymous FTP Server (req. unique IP)	✅
VPN Access	☐
One-Click Automatic Software Installers: WordPress, phpBB, Advanced Poll, ZenCart, MediaWiki, Joomla, Gallery, WebCalendar	✅
Account Upgrades	**Level 1**
Additional Disk Space / 10MB	$1/mo
Additional Monthly Bandwidth / 1GB	$1.00
Additional Domain Registration / Year	$9.95
Unique IP Address / Month	$3.95

2. List of group that index websites about Korea in French in the website

- Actualités officielles en Corée   (Official news in Korea)
- Service public français en Corée   (French public service in Korea)
- Service culturel français en Corée   (French Cultural service in Korea)

- [Service public coréen en Français](#) (Korean public service in French)
- [Association francophone en Corée](#) (French association / circle in Korea)
- [Association Corée en France](#) (Korean association / circle in France)
- [Éducation, bourses en Corée](#) (Education, Scolarship in Korea)
- [Éducation pour les coréens en français](#) (Education for Korean people in French)
- [Apprendre le coréen](#) (Learn Korean)
- [Restaurants / sorties françaises en Corée](#) (French Restaurant and hanging place in Korea)
- [Acheter français en Corée](#) (Buy French stuff in Korea)
- [Information touristique et pratique en Corée](#) (Tourist and daily life information in Korea)
- [Blogs des francophones en Corée](#) (French weblogs in Korea)
- [Blogs/actualités de la Corée](#) (Weblogs / news about Korea)
- [Blogs en rapport avec la Corée](#) (Weblogs talking about Korea)
- [Blogs non mis à jour des francophones en Corée](#) (Old weblogs of French people in Korea but outdated)
- [Cyworld francophones](#) (French Cyworlds mini homepage)

3. Translation of terms and conditions of the forum registration

Translated from French

France-Corée.net – Register - Rules

While the administrators and moderators of this forum will attempt to remove or edit any generally objectionable material as quickly as possible, it is impossible to review every message. Therefore you acknowledge that all posts made to these forums express the views and opinions of the author and not the administrators, moderators or webmaster (except for posts by these people) and hence will not be held liable.

You agree not to post any abusive, obscene, vulgar, slanderous, hateful, threatening, sexually-oriented or any other material that may violate any applicable laws. Doing so may lead to you being immediately and permanently banned (and your service provider being informed). The IP address of all posts is recorded to aid in enforcing these conditions. You agree that the webmaster, administrator and moderators of this forum have the right to remove, edit, move or close any topic at any time should they see fit. As a user you agree to any information you have entered above being stored in a database. While this information will not be disclosed to any third party without your consent the webmaster, administrator

and moderators cannot be held responsible for any hacking attempt that may lead to the data being compromised.

This forum system uses cookies to store information on your local computer. These cookies do not contain any of the information you have entered above; they serve only to improve your viewing pleasure. The e-mail address is used only for confirming your registration details and password (and for sending new passwords should you forget your current one).

By clicking Register below you agree to be bound by these conditions.

I Agree to these terms and am **over** or **exactly** 13 years of age

I Agree to these terms and am **under** 13 years of age

I do not agree to these terms

4. Screen capture of France-Coree.Net and France-Japon.Net's mainpage