

Enhancing eCommerce ROI through Rich Internet Applications (RIAs)

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A White Paper from Integration New Media



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Introduction

For years, retailers have experienced double-digit growth in online sales. In many cases, just being online with a working web store guaranteed decent sales numbers. However, as the market has begun to mature, the growth rates are beginning to plateau and will slow down over the next 3-4 years. JupiterResearch predicts that US retail e-commerce sales growth will slide from 16% in 2007 to just 8% in 2011.¹

To remain competitive in this market, retailers need to increase client conversion and decrease drop-off. In addition, they must take customers away from competitors, motivate them to spend more and retain their loyalty. With the total number of online shoppers expected to peak at about 156 million in the next five years, it will be essential for retailers to have a strategy in place to drive repeat business.

One way retailers are looking to gain this necessary competitive advantage is by changing their clients' shopping experiences. The limitations that retailers have faced in differentiating themselves online, both in terms of technology and client acceptance, are slowly dropping. In addition, many retailers today have collected the data and have the business intelligence to understand their clients' behaviors. They have ideas about how to differentiate their brands and reflect the nuances of the retail experience electronically, as they have with their traditional stores.

The challenge for retailers lies in balancing eCommerce spending, typically 5-8% of their total sales volume² and deployment times with return on their investments. This balance is a critical one, as it can make or break a company.

This paper will look at the benefits of adding richness to eCommerce process, including the impact that this change can have on a retailer's bottom line. In addition, it will present options for moving forward that leverage current technology investments to provide retailers with the biggest bang for the smallest investment.

“Over the next four years retail e-commerce sales will be driven more by current online buyers increasing their spending than by new online buyers shopping for the first time,”

- Jeffrey Grau, senior analyst at eMarketer

What Are Rich Internet Applications (RIAs)?

Rich internet applications combine many of the features and functionality of desktop applications, but are delivered over the web. These applications combine the best of both worlds – the power and rich content of the desktop with the connectivity of the internet.

The key differentiator between an RIA and a website is that an RIA is focused on a task. When you apply this in the context of eCommerce, that task is typically focused around finding, customizing, and ultimately purchasing a product.

Another difference with RIAs is the way they handle and process information. Traditional desktop applications today rely exclusively on client-side processing. When a task is initiated, the local system's resources are leveraged to process the request. In contrast, a web application relies exclusively on the server-side technology to process a request. With RIAs the load is shared by both client-side and server-side technology.

With an HTML website, when a user fills in data, changes options, or checks boxes, the page must be submitted to the server for data validation and then the screen is reloaded with the new data incorporated. This model is the basis for many eCommerce sites today. Users navigate through a series of pages to find the products they want and another series of pages to actually buy them.

With RIAs, the data is partially processed by the client, so a full page refresh and return trip to the server is not necessary for every action performed. This means that when users click boxes, fill-in forms and modify preferences, the results can be displayed on screen immediately without the page being fully refreshed.

This responsiveness and smooth interaction creates new possibilities in information flow and new methods of information display. Web-enabled applications no longer have to present information in a rigid page-by-page format, nor is the user experience limited by a client's web browser. The shared interaction between the server and the client delivers vast improvements in usability and speed over traditional eCommerce sites.

“Rich Internet Applications improve our product display capacity because we are presenting the customer with a better shopping experience that combines better imaging with interactive features that let them build products the way they want,”
- Mike Lowe, Internet marketing manager for Aschunet

How RIAs Can Enhance the eCommerce Experience

Beyond breaking the mold for page-by-page data presentation, RIAs also open up a number of other possibilities for enhancing eCommerce.

At a high level, RIAs can improve the overall client experience and provide the continuity that's lacking in many of today's eCommerce sites. Today, when a customer arrives at a website and is faced with the task of finding a product, there are really two ways this can be accomplished, by browsing or searching. If the site has a relatively small or highly focused product offering, then browsing can be an effective way to navigate. However, if the retailer offers a wide variety of products, particularly ones with very different characteristics, then searching may be a more effective option.

RIAs by nature provide an immersive and continuous shopping experience. What's unique about the RIA experience is that they provide context for the information that's presented. A well designed RIA provides the consumer with a seamless shopping experience, visually guiding the user from one step to the next. For example, in a typical HTML-based website, if a consumer searches for a product, the rigid page-by-page model means that he/she will be delivered to a new page that houses the search results. If he/she clicks on a specific product, then a second page is launched with the product detail. Getting back to the original search results generally means hammering on the browser's back button or re-submitting the search.

With an RIA, the search function can launch results on the same page and then use modal window to display detailed product information. This keeps the context of the search visible and allows the consumer to adjust criteria on the fly and update his/her search.

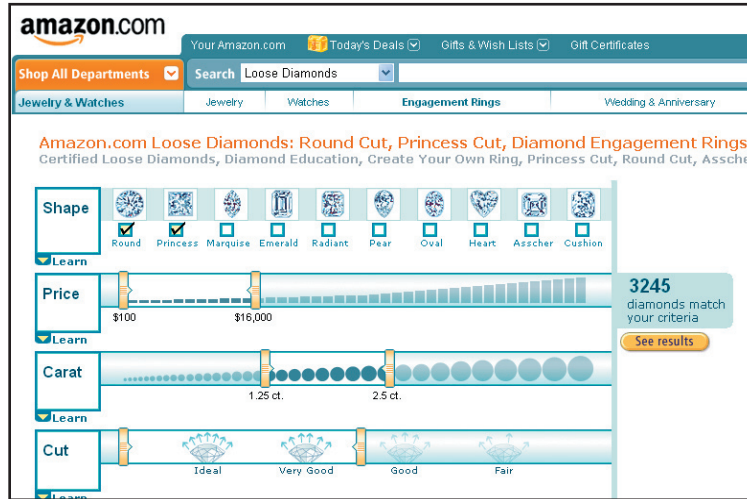
Results of the 2006 e-Tailing Group survey are compelling. Of the respondents who said rich media applications are having an impact on their site:

- 85% said they enhance the customer experience***
- 65% said they increase conversions***
- 47% said they increase average order size***
- 38% said they reduce returns***

In addition, specific RIA-driven tools can be used to enhance the eCommerce experience, these include:

Product Selectors

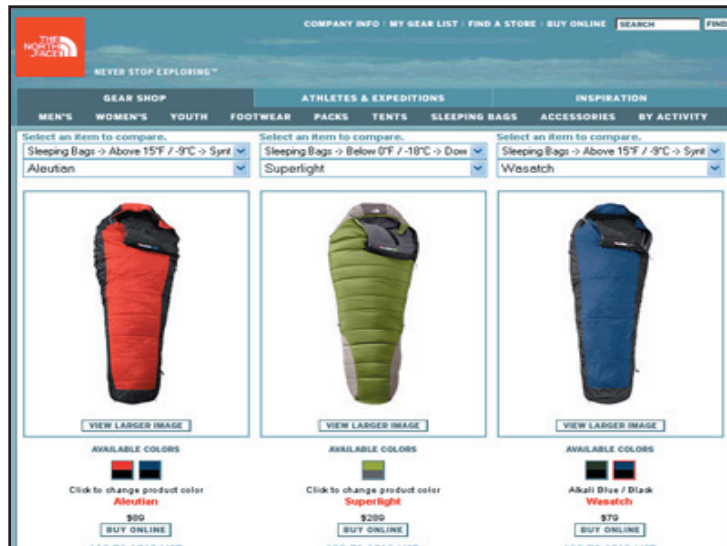
If a retailer only offers a handful of products, the process of locating exactly what you are looking for is easy. However, when sites today offer hundreds or thousands of different options, drilling down to find a specific item, in a specific color or size can be challenging. Product selectors help users sift through large volumes of data and easily narrow results down to just their area of focus.



The sliders in the “Find a Diamond” application on the Amazon.com website make the process of narrowing down multiple options easy. In a traditional HTML page, this process would require the user to check and uncheck boxes and submit a page to the server before seeing the results. Having an RIA approach, the results update in real-time providing immediate feedback.

© Amazon.com

Using sliders, check boxes, color swatches, product comparisons and other customizations, users can search for products and then selectively narrow results to find exactly the right fit. The enhanced ability to customize views on the fly and provide real-time visual representations of the selected products also significantly enhances the user’s shopping experience.



The North Face estimates that adding interactive elements to search results has increased conversion on technical (specification-heavy) products by 90% and increased conversions from search pages by 101%. While the company knew that adding interactive displays meant more consumers would engage with their products, the results also showed that adding interactivity convinced more shoppers to buy.

© TheNorthFace.com

The addition of a product selector is relatively easy and can add significantly to a customer's experience with your site. The addition of rich interactive tools for browsing and comparing products allows users to actively interact with your products and develop a stronger attachment to the shopping experience.

Configurators

As retailers provide customers with more personalized options the complexity of buying an item increases significantly. Configurators allow users to build and configure their own products and to immediately visualize the customizations that they've made. Since RIAs allow for partial page updates, they are perfect for this type of implementation as they allow images to change on the fly to reflect additions and updates.



This sports uniform creator from Teamwork allows site visitors to choose from different uniforms and fully customize their team's look. Users can change colors, add graphics, add numbers and player names and preview the final look throughout the entire process.

© Teamwork.com

Configurators are very useful for complex products that offer many options and exceptions. They can be used to strategically show accessory dependencies and to up-sell additional features to clients. When implemented well, product configurators can lead to both better conversion ratios and larger order sizes (thanks to the concept of bundles and add-ons that users can easily add with a few clicks).

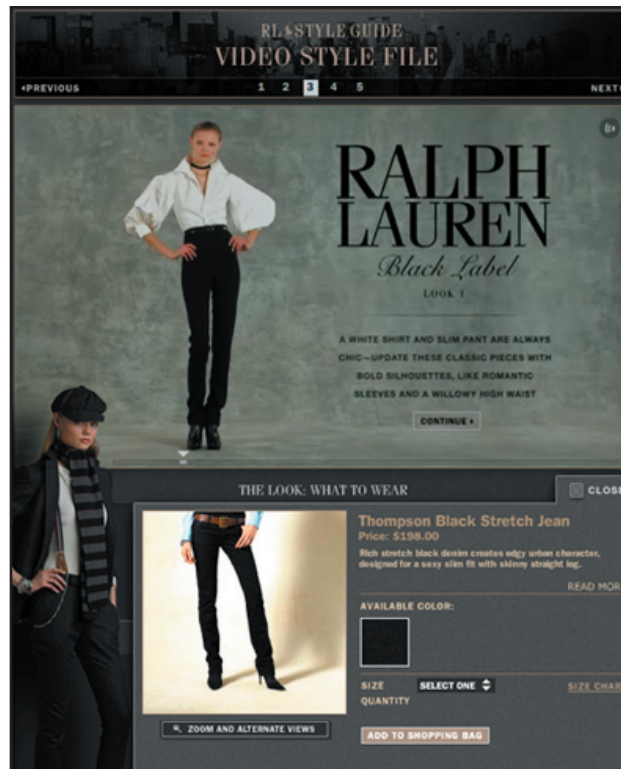
Although frequently designed solely as a way to help potential buyers, these tools can also become extremely useful tools for sales people and other company representatives.

Integrated Video

Another way that retailers can enhance their website with rich media is through the addition of integrated video. Many fashion retailers today are exploring adding captured video from fashion shows to their sites for consumers to view at their leisure. This presentation of complete looks, often with overlays that provide detailed product info and a "buy it now" option, encourages the purchase of multiple items at once.

In addition to fashion, integrated video can also be used to:

- leverage advertising footage
- blend in lifestyle elements (such as sports footage) to make your site more sticky
- provide guidance, how-to's or instructions for your products



The RL Style Guide is a mini application that's embedded into the Ralph Lauren website. It shows signature looks that are based on pieces from the current season's collection, with an option to zoom in to any piece to view the specifics and add it to your shopping bag.

© RalphLauren.com

Streamlined Shopping Cart

According to Shop.org's 2006 State of Online Retailing Report, the average shopping cart abandonment rate is close to 48 percent³. Combine this with the fact that the average checkout process takes 4.93 clicks to complete and you can see how challenging it is to hold a buyer's interest from the time an item is placed in the cart till the time the transaction is complete.

From the initial impulse to buy, a shopper generally has to complete a series of steps that require pages to be submitted and loaded just to add an item to his/her cart. This process can be frustrating and can easily lead the buyer to become distracted and dropping out.

Making small improvements that help users place items into their carts, switch back and forth between the cart and the store, and process their transactions, can help shave several percentage points off the abandonment numbers. As well, adding features such as "drag and drop" item selection, slide-out shopping carts that are always present, and advanced single-screen checkouts for more tech savvy users will help improve the overall shopping experience on your site.

Why You Should Consider Rich eCommerce

The reasons for incorporating richness into an eCommerce site are compelling, ranging from stronger brand building with your consumers through to increased average order size. With a rich eCommerce site, both the retailer and shopper experience a number of benefits, including:

Key Benefits for Retailers

- 1) **Lower drop-out rates** – the efficiencies introduced by rich eCommerce technology streamline the shopping process and can have a significant impact on the number of customers that drop out during the transaction. Some of the most commonly quoted reasons for drop-out include issues with comparison shopping, a confusing check-out process and site unreliability – all of which can be improved by RIA technology.
- 2) **Larger average order size and an increase in the number of items sold** – when shoppers are presented with tools to combine or customize products, they typically buy more. By showing related products and presenting merchandise in outfits, packages or groups, retailers can encourage larger orders.
- 3) **Increased site stickiness and customer loyalty** – the more engaged a client is, the greater sense of loyalty he/she will have with your brand. Adding in convenient shopping tools helps make your site stickier and encourages clients to spend more time exploring and being exposed to your brand.
- 4) **Ability to create a “brand experience” online** – retailers are able to infuse the unique elements of their brand into the site and use this channel as a true extension of their offline brand identity.
- 5) **Fewer returns** – better product imagery, more detailed product specs, tools for comparison shopping and more lead to more educated buyers, and hence fewer returns for retailers.
- 6) **Wider Reach** – retailers that offer a robust online shopping experience can reach a wider audience, as they can provide the same feeling as shopping in the store, but over the web. Customers will get a true sense of the items they are purchasing, without having to physically go into a store. Clients who may have been hesitant to buy online can now look and feel the merchandise before they purchase, taking any risk out of the eCommerce experience.

Key Benefits for Shoppers

- 1) **A more responsive and reliable shopping experience** - with an RIA-based site, information can be fetched from a server in anticipation of a client’s next need. Combine this with the fact that the asynchronous structure of a rich commerce site allows it to partially refresh data without a full page refresh, and shoppers will be presented with a site that has fewer dependencies on browser-to-server response time.
- 2) **More product information** – with the addition of larger, more interactive imagery and more immersive content, shopping online becomes easier for consumers as they have a better understanding of what they are buying. This makes the product selection process easier and leads to fewer unhappy clients.
- 3) **Choice of channels** – with the changes retailers are making to their eCommerce sites, the web is becoming a stronger channel of interaction and one that consumers can integrate into their shopping mix.

Why Now?

The business case for adopting RIA technology is strong, and the benefits clearly outweigh the challenges of implementation. However, the question you may be asking is “why isn’t everyone adopting RIAs?”. Until recently a number of technical and cultural limitations made it challenging for retailers to significantly modify the shopping experience, including:

- 1) **The need for retailers to be competitive** - with the rapid rate of growth of eCommerce in recent years, there hasn't been a need for retailers to break from the mold. In the early days of eCommerce, retailers with even with the most rudimentary store were pretty much guaranteed a client base. However, as the market matures, and more competition surfaces, retailers must evolve to stand out from the pack. A recent Hitwise report shows that eCommerce spending growth is predicted to slow down as quickly as this holiday season, making the competition fiercer in the short term for retailers⁴.
- 2) **The attitude and expectations of shoppers** - eCommerce has moved beyond its initial audience of early adopters to a more mainstream group. This shift has transformed the web from a niche vehicle for transaction-based selling, into a key channel for retailers which is garnering at least equal value to physical stores. In the retail world, clients expect to have the same experience in a Gap store in Kentucky as they would in London. This concept has extended to the web, with customers expecting the same brand extension for a retailer's eCommerce site. Over 65% of US internet users said they would not patronize a poorly designed website, even if it's their favorite brand.⁵
- 3) **The significant penetration of broadband** - broadband is everywhere, and the base speed of a typical broadband connection has increased significantly in recent years. By 2011, the number of broadband users is expected to reach 115 million households.⁶ With this rise in broadband, retailers can now push out higher resolution images, provide 3D views of products, and incorporate video. For many retailers, 80-95% of revenue comes from broadband customers⁷, yet their web experience is still designed for the 5-20% of their clients that are still on dial-up.
- 4) **The enhancements in development technology** - in the past few years, the tools for creating richer experiences have become much more accessible, cost effective and easier to use. The ability to create rich, branded experiences with high degrees of interaction is much easier with tools like Adobe Flash, Adobe Flex, AJAX, Microsoft Silverlight and Adobe AIR. These technologies support new techniques and architectures that HTML couldn't possibly deliver. The rise of Software as a Service (SaaS) is also making the initial investments in technology lower, making it more affordable for retailers to be more innovative. With SaaS alternatives, retailers can spread technology investments across a period of time, making investments more palatable.

Different Approaches for Adding Richness

Adding richness to your website is more complicated than a point-and-click addition. In fact there are a number of different ways that retailers can enhance their sites. The best approach often depends on what's already in place today.

If You Have a Site

If your company already has an eCommerce site in place today that is integrated into your organizational practices and systems, it's often quite a difficult decision to pull the plug and migrate to a new platform. Today the cost of an enterprise caliber eCommerce solution can range from \$50,000 up to more than \$1M, which makes any decision to replace technology a significant one.

However, it's not always necessary for a retailer to pull the plug completely to embrace RIA elements. If a retailer's current system has a Service Oriented Architecture (SOA), meaning that it has

“There are going to be more retailers chasing the same repeat buyer and competing for fewer new online shoppers. Retailers that will garner the most market share are the savviest technology buyers that see their investment in eCommerce systems as a competitive advantage.”
– Jeffrey Grau, Senior Analyst, eMarketer

loosely-coupled relationships between modules, it may be possible to build on the current solution to add an RIA front-end while maintaining the current back-end technology. This approach combines the best of all options, creating the optimal experience for customers, while not introducing unnecessary change into the retailer's processes and practices.

If you have an eCommerce site today that you are not happy with (both front-end and back-end) you should not completely rule out moving forward with a new solution. Chances are very high that the cost of a new solution won't be as expensive as the first time you built it. While end-to-end solutions can be pricey, there are a number of open source technologies, lower cost options and even SaaS solutions that can make the new cost of an eCommerce site much more accessible today than it was years ago.

If you do opt for a complete rebuild, it's important to objectively look at what your needs are and to start with a solution that will be more flexible than what you had previously so you aren't in the same position in a few years. Look at solutions that are SOA-driven so you have the option of swapping out components in the future to evolve your site as needed.

If You Don't Have a Site

If you don't yet have an eCommerce site, then there are a variety of options for you to consider. Be sure to choose a solution that's modular, flexible, expandable and ready to support rich commerce today. It is also prudent to look for solutions with a proven infrastructure and a variety of added features, even if you're not planning to use them all today.

Even though you may not have a site, it's also important to have a strong understanding of what your current process is today for supporting clients' orders. Starting with your workflow and a firm understanding of what you are looking for in terms of success metrics will help to clearly define the type of solution that makes the most sense for your organization.

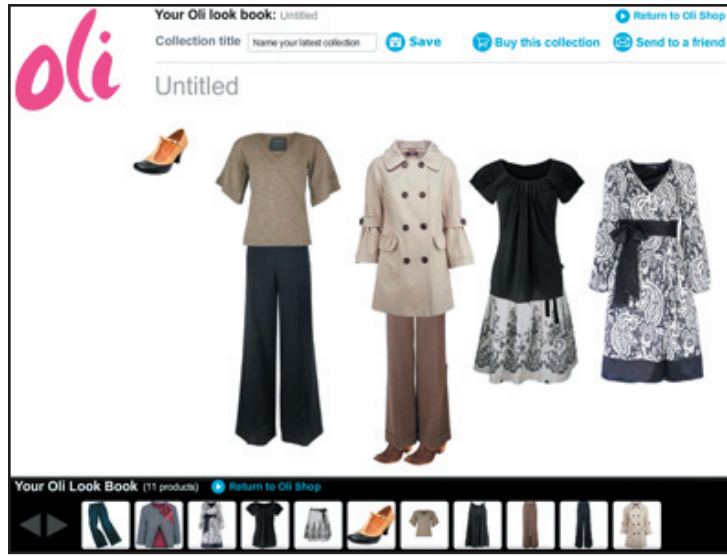
What You Can Do

If you are interested in adding RIA elements to your existing eCommerce site, there are a number of different methods for doing this that range from small additions, through to complete site revamps. To prioritize what will have the most impact on your sales, it's important to look at where your challenges lie today and what your objectives are for the site. Defining these success metrics is the first step in your decision process.

Partial Site Enhancements

One of the easiest ways to add RIA elements to your site is through targeted enhancements. This involves looking at the key business problems that you are facing and selectively adding rich elements to specifically help solve them.

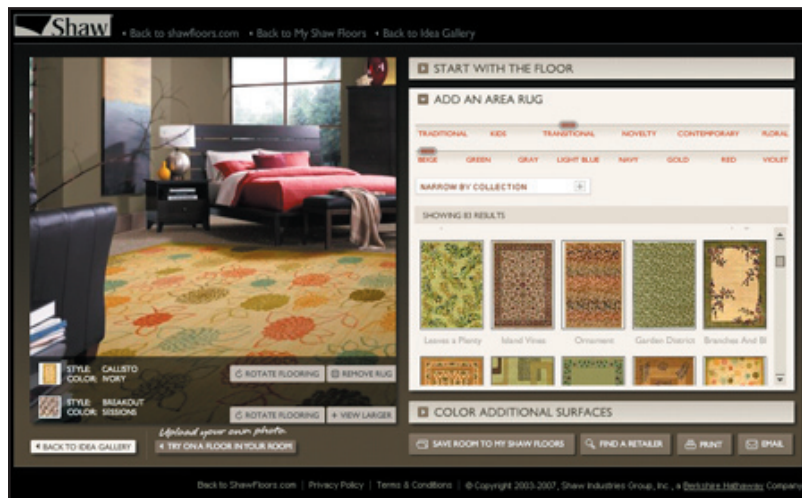
For example, if your site is working well, but your buyers are only purchasing one or two products at a time, one enhancement you could add is a **visual up-sell solution** that would suggest related or complementary products to your shoppers. These come in many forms, depending on the type of offering your site is selling. For fashion retailers, enhancements for multi-item orders can include functionality like a virtual model or a wardrobe area where shoppers can virtually try on different outfits and save them as part of their profile.



The Look Book application from Oli allows shoppers to add individual items to their book and assemble virtual outfits to see how items work together. Shoppers can save and share their look books and can even buy their collection in a single click. This encourages multiple item purchases.

© Oli.co.uk

Another form of enhancement is **visualization**. Similar to the example cited above, visualization tools allow users to really see what they are buying. For example, if you are a retailer selling rugs and flooring, it may be challenging to drive buyers through the purchase process without seeing a sample and showing them how the floor will look in their home. Visualization tools allow users to choose a room that's similar to theirs, or even upload a photo of their own room, and apply the floor virtually to see exactly how the room will look. Tools such as this not only get the consumer more involved with your brand, and therefore more committed to the sale; they also increase conversion and reduce returns.



The Shaw Floors Idea Gallery allows users to choose a standard room and customize the colors or to upload a photo of their own room and try on different floor treatments to see which combination works best.

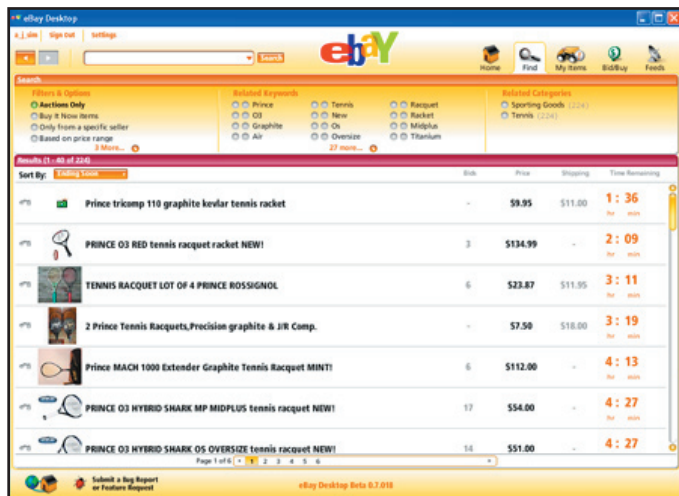
© ShawFloors.com

These types of visualization tools and product selectors can make a huge difference in conversion for products that are complex and multifaceted (such as digital camera, laptops and appliances) or simply ones that carry a higher price tag.

Add-Ons

Another efficient way you can make your eCommerce site richer is through the use of site add-ons, such as viewers, widgets and desktop applications. These add-ons can complement your retail strategy by adding more touch points and providing dedicated customers with the opportunity to further engage with your brand. From notifying users when new products are added to the site, to pushing

out special offers or even collecting client information, these desktop widgets can provide a new level of interaction and relationship building.



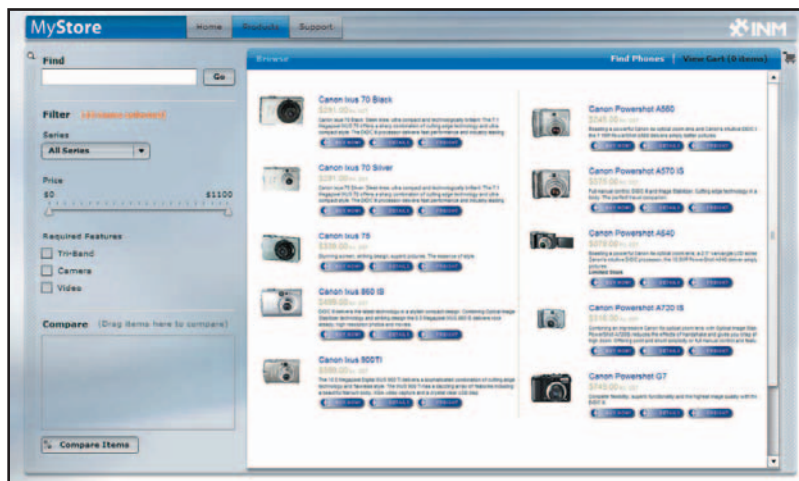
eBay Desktop provides users with a way to search, follow auctions, and even place bids directly from their desktop. The application runs off the user's desktop and updates whenever there is an internet connection available.

© eBay.com

With major advertisers, like Nike, cutting back on media placement spending and increasing spending on non-media marketing by as much as 33 percent (up to \$457.9 million this year for Nike alone)⁸, there is a shift toward providing consumers with services like workout advice, online communities and local sports competitions as a way of developing connections. In recent months, there have been a number of interesting examples of this type of add-on popping up in the form of virtual workout coaches, health advice and matchmaking services.

Front-End Revamp

Another quick-fix option for improving the shopping experience on your eCommerce site is through an overhaul of just the front-end of the site. If your current eCommerce solution is SOA-based, it may be possible to revamp the front-end of the shopping experience without changing much on the back-end.



This sample application shows how a basic HTML site can be revamped on the front-end to add rich product info, comparison tools and drag-and-drop functionality, while still leveraging its original eCommerce back-end technology.

© INM.com

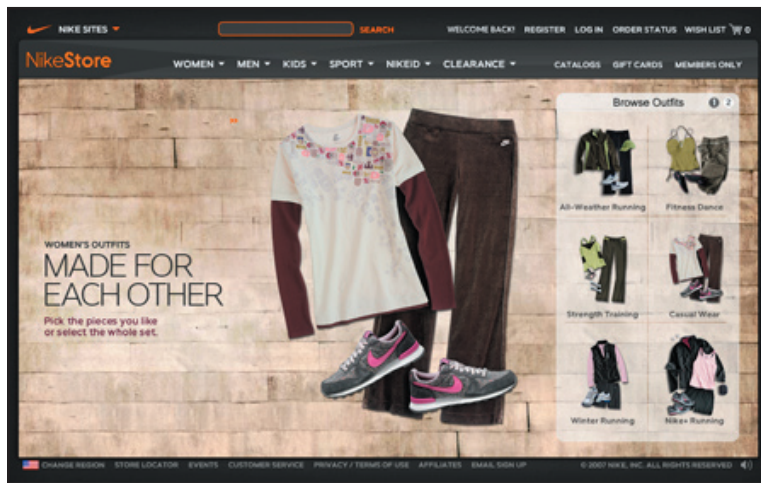
This can involve building a Flex or AJAX based application and laying it on top of your site's current shopping cart. A new RIA-based front-end can add the rich elements that shoppers respond to, such as high-resolution photos, 3D imagery, product comparison tools, drag-and-drop shopping cart access and more, to provide a consistent and continuous shopping experience.

Full Site Revamp

A final option for adding richness to your shopping experience comes with a full site revamp. If a retailer has a proprietary solution in place today that doesn't have an open architecture, it may be challenging to embrace some of the other options presented.

This prospect may be challenging, as undertaking a full eCommerce site revamp often involves several months development time, as well as a budget that can range from several thousand dollars to over a million.

Earlier this year, Nike rolled out a completely redesigned website that changed the way the company sold online. It introduced new merchandising, added significant community elements and provided rich product info for its products. The site was carved into a series of mini-sites with different purposes and audiences all under one umbrella. The most significant change to the site was the Nike Store, which was completely redesigned based on significant data about how its customers shopped.



The Nike Store site incorporates rich imagery of its products, detailed specifications and technical data, on-the-fly color changes, outfit building and many more features.

© Nike.com

Technology Options

Technology is a complex universe which leads to a huge number of combinations and a variety of different ways to approach the problem. We suggest that before getting into the deeper questions of platforms and languages that you start with these three broader options: custom built applications, commercial applications and combination solutions.

Custom Built Applications

With the increased availability of tools for building RIAs, many organizations are considering in-house development project for Rich eCommerce. This approach can be rewarding, as it allows retailers to design a solution that is truly unique and customized to their environment and back-end

systems. While this approach has a number of advantages, it can be very costly and time consuming as it's difficult to benefit from proven technology and shared experiences. Whenever a project starts with a blank piece of paper, it has the potential to suffer from long implementation times and project scope creep as it progresses.

The other challenge with a custom built solution is maintenance. Even after the project is built and deployed, there needs to be a team dedicated to maintaining and improving the system. The pace of change in technology is at an all time high, with new technologies and trends hitting the market every few months. In order for your site to remain current, your custom built application will need to evolve and keep up.

Commercial Applications

On the opposite end of the spectrum from custom built solutions are commercial applications. These products are either an application your organization installs and operates, or a SaaS model where the application is installed and operated by the vendor.

A packaged solution can often be implemented in less time than a custom built solution, but there may be less ability to leverage any of the components you have in place today that are working. In most cases, the choice of a commercial eCommerce solution means a complete end-to-end implementation or replacement. In addition, adopting a commercial application for your eCommerce site can mean that you are locked to a specific vendor.

Commercial solutions also typically are driven by the concept of “innovation on demand”, where new features and functionality are added when requested by a number of users. As well, since features need to support a broad common denominator of users it can be challenging and costly to have something unique added to your platform.

Another potential problem is specialization. While the solution you're leaning toward adopting today may be generic enough to fit your current sales needs, many software providers are leaning toward specialized solutions. This means that the generic solution you're considering for selling shoes on your site may evolve into one that is more suited for a different type of product in the future.

Combination Solutions

The nature of today's software world provides retailers with another option, creating a solution out of the various components available. The growth in open source software has led to the development of a number of mature and feature-rich shopping cart solutions, many of which have active development communities that continuously add features and functionality. These solutions, such as ZenCart, osCommerce and Apache OFBiz, are designed to allow retailers to setup, run, and maintain an online store with minimum effort. There are typically no set-up or license fees for the software, but it often takes some technical knowledge to get them up and running. The key with a combination solution is that it allows retailers to invest in custom development where it counts, drawing from open source programming for the foundation and leveraging proprietary code to make their eCommerce solution unique.

Many of these tools provide very powerful functionality, but they won't support rich content elements without some form of front-end customization. Since these shopping carts are open source and SOA-based, they are very easy to build on top of and expand. By creating a front-end solution that leverages RIA technology, such as Flex, users can add rich content and powerful eCommerce tools to their site and pair them with more traditional shopping cart. This front-end can also leverage and integrate with other SaaS tools for marketing, merchandising, inventory management, and more.

Conclusion

This combination of a robust back-end solution with an open and SOA-based architecture, layered with a custom built web application that leverages SaaS elements creates the perfect balance for many retailers. It allows for a relatively quick implementation, keeps costs low, and provides the flexibility for retailers to swap out components in the future as newer technologies emerge.

Now is the time for retailers to get serious about improving the richness of their eCommerce sites. Whether a retailer's budget is a few thousand dollars or a few hundred thousand for its eCommerce investments, there are concrete ways to enhance the richness of a site and improve the overall shopping experience. Retailers need to strike a balance between investing too heavily in solutions and not taking any action, as either approach is a dangerous proposition.

It's important for marketers to really look at their site's key performance metrics today to see what challenges lie ahead and to start working on a strategy to selectively enhance their offerings. Retailers need to act now to capture and retain clients before the eCommerce climate shifts and the market becomes more competitive.

Working with a Partner

One way to collapse development cycles and quickly deliver the best results is by working with a partner. Since designing Rich eCommerce applications is quite different from building a website, working with a trusted advisor who has a strong history of software and application development will help ensure that your solution is properly architected to meet your client's business requirements. More than ever the development of web applications, particularly those that incorporate eCommerce elements, is a multi-tiered, balanced approach that involves:

- metrics gathering and analysis
- concept development
- visual design
- use case development
- user experience analysis
- software design

The right partner can be instrumental in helping you choose the best technology to fit your needs. There are a number of different ways you can build a Rich eCommerce site and dozens of development paths you could follow. Choosing a partner with a broad cross-section of expertise and knowledge ensures that you're working with the best solution to meet your business requirements, not simply the technology that your in-house team or an individual freelancer knows best.

Working with a development partner for your Rich eCommerce projects also helps your company stay focused on core projects and immediate deliverables.

About INM

Integration New Media (INM) helps companies create rich user experiences in both online and offline environments. With projects ranging from rich internet applications through to interactive sales and marketing tools and online libraries, INM has developed solutions for organizations large and small in a variety of different industries. A well-known player in the industry for over nearly 20 years, the company offers top-level interactive project consulting and programming services as well as a successful line of products that includes some of the best-known plug-ins for Adobe Director, Flash and Authorware. For more information, please visit: <http://www.INM.com>.

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Examples

Amazon Diamond Selector - <http://tinyurl.com/38ulfs>

The North Face – <http://www.thenorthface.com/>

Teamwork Athletic - <http://www.teamworkathletic.com/taa/design-uniform/>

Ralph Lauren Video Style File - <http://tinyurl.com/37nhh6>

Shaw Floors Idea Gallery - <http://shawfloors.com/tryonafloor.aspx>

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