

EM@IL SUMMIT '08

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Breakout Sessions II:
Advanced Strategies Tracks

Transcript

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Email and Landing Page Testing and Optimization

SESSION DESCRIPTION

This is a can't-miss presentation for business marketers who are under pressure to produce big results in a short time period. Learn what worked, what didn't work and why.

ABOUT THE PRESENTER



Liz Bullock
Marketing Communications,
Dell Inc.

Liz Bullock has 14+ years of marketing experience and sales ranging from Online, Direct Marketing, Brand Management, Pricing/Analytics and Global Advertising campaign creation. Bullock has developed successful strategic and tactical marketing plans for private and public businesses, products to consumers and decision makers in high tech, travel industry, video game manufactures, newspaper, nonprofits and other markets, working with such fabulous companies as Dell and IBM. Bullock currently leads Dell's Small Business Email marketing team that delivers online sales, lead generation, traffic generation and enhancing Dell's brand awareness and offerings in the Small Business space. Bullock most recently drove a break through win

for Dell's small business customers and Dell in driving the strategic initiative to launch Ratings & Reviews, allowing customers to have the "2 way conversation" with Dell about their products. Prior to Dell, Bullock worked in numerous advertising agencies (Ogilvy & Mather, DDB Needham, Rives Carlberg) driving the strategic messaging development and creative execution for Dell, IBM, Midway Home Entertainment, Houston Chronicle/Dallas Morning News and Frito Lay (new product development). Additionally, Bullock served as the Travel Director for Outside Magazine driving travel editorial content and sales. With what little free time she has left in the day, Bullock serves on the board for Camp Fire USA, driving community awareness for this amazing program teaching children how to become future leaders. Visit dell.com/smb/subscribe to join Dell's small business Email program.

ABOUT DELL INC.

Dell listens to customers and delivers innovative technology and services they trust and value. Dell offers a broad range of product categories including desktop/laptop computer systems, servers and networking products, mobility products for those on the go, over 50,000+ software and peripheral items, as well as enhanced services. Please visit www.dell.com for more information.

Email and Landing Page Testing and Optimization

Marketing Challenge

Simple Formula:
 Email = Get the Click
 Landing page = Convert the Click

Weekly demand gen email with various offers for small business

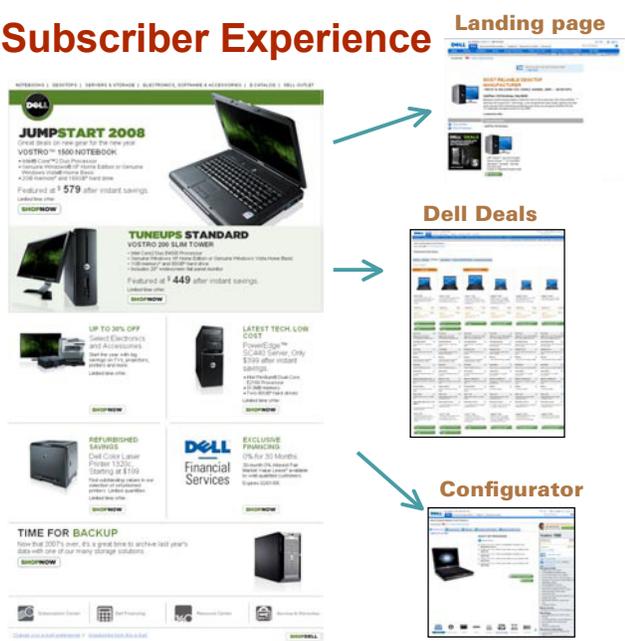
Marketing Challenge:
 Drive higher conversion rates and *optimize* profitability



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Subscriber Experience

Landing page



Dell Deals



Configurator



4

Email and Landing Page Testing and Optimization




Welcome to my world

- Different team manages the website
- Landing page limitations due to one system content publisher for dell.com, but only page email can influence

Must we ask for financing before purchase?



Navigation tabs

More navigation. Do I need to check this out?



What's "dell deals?"
Wouldn't I get best deals in email?



Here is the offer I clicked on.
What about accessories for my desktop?



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The Approach

“To Landing page or not Landing page,” that is the question!

First Round of Tests: (A/B split tests for 2 weeks)

- Determine conversion, units, rev per email, *margin*
- Segment circ between customer and non-customer
- Tested Control Landing page, Dell Deals and configurator (no changes)

Landing page



Dell Deals





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Email and Landing Page Testing and Optimization



A/B Split Test Results

Customer Results:

- 23% higher conversion rate going to configurator vs. landing page
- 25% higher revenue per response on configurator vs. landing page

Non Customer Results:

- 56% higher conversion rate going to Dell deals vs. landing page
- 60% higher revenue per response to Dell deals vs. landing page

	CTR	conversion	%Rev per email	TRU	TMU	Margin	%Rev per resp
Test A/Dell Deals same	2nd place	2nd place	2nd place	3rd place	2nd place	2nd place	2nd place
Test B/Configurator same	WINNER	WINNER	WINNER	WINNER	WINNER	WINNER	WINNER
Control Landing Page	3rd place	3rd place	3rd place	2nd place	3rd place	3rd place	3rd place

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Extreme Makeover: Before



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Extreme Makeover: After



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Extreme Makeover Approach

Question: Will a new and improved landing page outperform the other pathing options?

The Approach:

- Step 1: Wireframe required “must have” elements
 - i.e. price, expiration, product shot
- Step 2: Brainstorm new online/offline offerings that have assisted in higher conversion
 - Click to Call, Customer Reviews
- **Step 3, 4, 5: Test, test, test (MVT)**
- Step 6: Test optimized landing page vs. other pathing options (A/B)

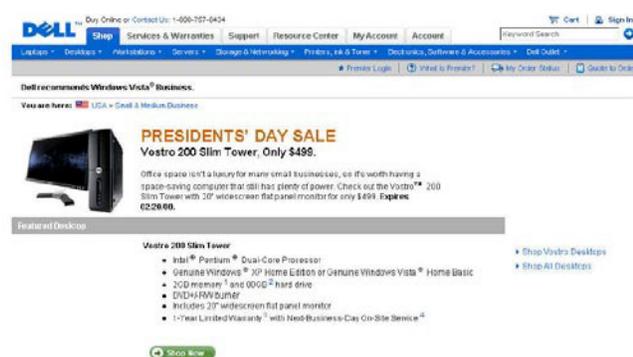
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Email and Landing Page Testing and Optimization



Content Test (MVT)

- Will reduction of pathing options keep subscriber focused?
- Will the option to be contacted by a sales rep give confidence to close the deal?
- Will a customer quote help close the sale?

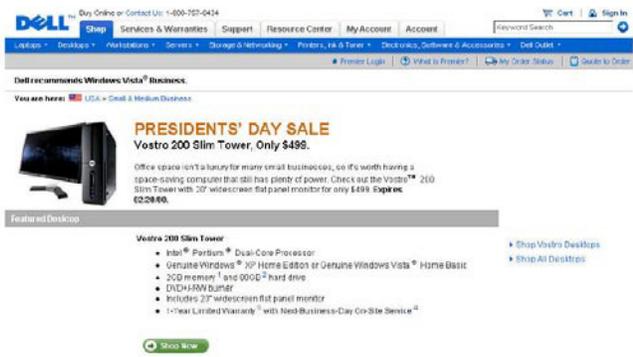


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Control Layout

- 3x2 MVT test
- Combinations on/off
- Leasing info removed (no clicks)



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Test Elements

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MVT Results

Highest conversion and revenue recipe:
 No incremental navigation, no Ratings & Reviews,
 Click to call option

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Next steps

Continue testing landing page elements and enhancements

- Cluster Analysis – show products most likely purchased with x system
- Design, copy, visual

Once landing page optimized, return to path test via A|B test



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Takeaways

- Not only conversion of sale, but revenue and margin optimization
- Customers and non-customers may need different site experience
- A/B test great for margin performance, but slower time to attain test results
- MVT allowed for numerous combinations, make sure you can be statistically significant
- Find out what other tools convert sales
- Test, test, take a break, then test again

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Credits/Thank You

T3: www.t-3.com

Offermatica: www.offermatica.com



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Testing Format and Content to Boost Response Rates

SESSION DESCRIPTION

Workshare has doubled sales conversions by writing personal Emails that come from an individual rather than a corporation. Email format and content tests were critical in determining that customers appreciated long-form, highly personalized copy and that they prefer text to html. Gain insight into how the testing was conducted and uncover other customer preferences that were counterintuitive and previously unknown.

ABOUT THE PRESENTER



Tara Zanecki
Director, Online Sales Channel,
Workshare Inc.

Tara Zanecki is Director of the Online Sales Channel at Workshare Inc., a document management and security software company in San Francisco, CA. She launched Workshare's commerce store 2 1/2 years ago and has grown it into a flourishing sales vehicle that will double sales again for a third year running. Before joining Workshare, Zanecki held dual roles at hosted ecommerce provider Commerce5, now a Digital River company, where she managed corporate marketing

initiatives and developed a marketing services function. In this role, Zanecki identified industry best practices for emarketing and delivered product requirements, ensuring the company's tools and services met the demand for growing online businesses. Zanecki has held numerous other senior marketing positions in software and services companies dating back 10 years. She has a Communications degree from Elizabethtown College and volunteers for SF Connect, teaching disadvantaged adults computer skills.

ABOUT WORKSHARE INC.

Workshare Inc. is an information security company that delivers Secure Content Compliance solutions ensuring safe information exchange without business disruption. Corporations, attorneys and other business users rely on Workshare products to manage document changes across multiple parties, and evoke policies about how those documents can be shared inside and outside of an organization. Whether they use the software on a single-user basis or across a global organization, Workshare tools are trusted to be the most accurate at finding every change, and the most robust at protecting how those documents are shared. Founded in 1998, Workshare is a 150-person, privately held company with worldwide headquarters in London and US headquarters in San Francisco.

PRESENTATION

MODERATOR: Tara Zanecki, Director of Worldwide Online Sales for Workshare Inc.

TARA ZANECKI: Hi. Wow, there's a lot of you out there. I'm always afraid when I get up here that I'm going to open my mouth and nothing will come out. So, let's hope that that doesn't come true. Good afternoon. Thank you so much for joining us today. I want to talk to you about testing format and content to boost response rates, but first, let me give you a little overview about Workshare.

Most of you – actually there's, I think, one person in this room right now that probably knows who Workshare is.

So, for the benefit of the rest of you, we are a business to business software company and we sell our software solutions across all size markets. We sell into large enterprise accounts. We sell into the small and medium sized business space. And we also have a small office and home office segment. I actually oversee this group for Workshare. The products that we sell to the small office/home office customers are exclusively sold to this group online. So I manage the store and all of the customer experiences and all that kind of stuff for this particular segment, and this is the group that we'll be talking about primarily when I get into the testing portion of this example.

Our software products are called DeltaView, which is our legacy product, and our current product, our flagship

Testing Format and Content to Boost Response Rates

product, is called Workshare Professional. And they're in the document comparison and security space. It's really glamorous stuff, let me tell you.

Workshare customers can be found all over the world. We have primarily legal users, so that means they're attorneys, lawyers, legal administrators, general counsel, and businesses. And then we also have a general corporate and business user customer base: Financial services, healthcare, some real estate and title companies, things like that. We have – let's see. Where are we? Today we're actually a little over a million end users of our software worldwide, and they can be found in about 8,000 accounts. And we've been around for 10 years.

So, I want to make sure that we're on the same page when we talk about testing content and format. What we're not talking about are deliverable – or deliverability concerns. So we're not talking about what day of the week or what time of the day you're sending your emails. We're not talking about your spam ranking and things like that. What we're talking about is the stuff that you actually find inside of your emails.

So, are you sending a text mail or an HTML? Are you using a lot of graphics? Are you going to use short bullets or longer copy to convey your message or get the person to read? Are you going to use personalization? How much of it? Is it going to be more of a sales driven like the Dell example, that's very kind of focused on getting to the sale? Also, what are your subject lines and who's the sender? Things like that. So that's what we're talking about when we talk about testing content and format.

So, before I begin any campaign, obviously there are a couple of questions that have to be answered. One is who's your audience and then two is what's your call to action. So, you can look at your current customer list or current subscriber base. You can mail to new customers so you have new leads coming in or new prospects. Maybe they've downloaded a white paper from you or took a free trial or something like that. And in my case, I'm going to be talking to you about my current customer list.

Now I want to pause real quickly here and talk to you about the value of surveys. I survey the living daylights out of my customers. Once per quarter I do a survey out

to our entire list and I will ask them only 20 questions and I always give them a really great prize. There's like a Nintendo Wii or a \$500 Apple gift card or something like that to respond. So the response rates to my surveys are really, really high. But I go around to every single person in my organization, from product management, development, sales, marketing, everybody and I say, "All right, guys. What are the burning questions that you want answered? What do you need to know about our customers?" So I have a lot of information that I get out of just 20 very precise questions.

And then also, at the end of every transaction – so somebody comes to our online store – I do an exit survey and I ask them just two questions. So I have a dropdown that where they have to click what size business they're in so I know how big their company is and then I also just get two quick questions answered. And I change this out quarterly as well. So I'm constantly getting a lot of really great data about my customers. Without this, it would be almost impossible to figure out what to test. And this actually reduces the number of guesses that we have to make when we're designing an email test. So, I'll get off the podium, so to speak, on that one, but surveys are really valuable in helping you draw assumptions about your campaign.

And then, obviously, your call to action. Is it informative? Do you just want them to read something? Is it transactional? Do you want them to download something from you or buy something? Viral? Want them to share your information? Are you trying to get feedback, like a survey and that kind of thing? So in my case I've got a dual call to action and I'll get into more specifics now, but let me talk to you about this campaign that had some really cool results and hopefully it'll be interesting to you, as well.

It's called the product end-of-life campaign. And I don't know how many of you are in technology companies, but if you're in software or hardware or some form of technology, you tend to have to retire your products after a certain amount of time. This is because, in our case, software gets old. It gets out of date. And as new software companies, or even new hardware companies, advance their technology, if we don't keep ours advancing as well, then it gets out of date. So it's very common practice to either end-of-life or sunset or retire a piece of software.

Testing Format and Content to Boost Response Rates

So, we got to a point where our DeltaView, our legacy product, was 10 years old and it was time for us to put it to bed and move all of our customers over to the newer platform. Now we had to do this at a cost because as a company we couldn't afford just to move everyone over for free. We had to recoup our development cost for the newer software. So, we publish a newsletter every six weeks to our entire customer base. And what we did is we said okay. We chose the date of September 21st of last year to finally just – that was the last day we were ever going to sell this DeltaView product and we had a six week window prior to announcing when that end-of-life was going to happen.

So, Marketing dedicated that six week newsletter to just the announcement of the end-of-life of this product and it explained to them why we were doing it. It explained to them that they were going to get special pricing as loyal customers to move over to the new product, and it told them how they could get the product, whether they needed to go through their sales rep, through a partner, or through the online store.

And the one one challenge that we had around this was that not all of our end users of this software actually read the newsletter. So we realized that a large segment of the customers that were using DeltaView that we wanted to move over to Workshare Professional weren't actually going to get the information. And so we needed to manage this. So that's when we decided to come up with this end-of-life campaign. So we wanted to test some specific emails to make sure that the information was conveyed and also the conversions that we wanted to happen along with that. And we gave ourselves a deadline of September 30th, so it was a very short time after the actual end of sale of this product. And we're a very sales driven company, so we had a revenue number attached to where we wanted to be on September 30th.

So let me give you – going back to my assumptions, obviously, the audience and then what's the call to action. The audience was then we had 800,000 end users of the DeltaView product and it was in about 6,500 accounts. So we divided this up by obviously the largest accounts. We said, "Okay, we're going to give these out to our sales reps, have them get on the phone and call these accounts and say here's what's going on, and basically handhold them through the process." So we handed those out to sales reps and to partners, very strategic partners of ours.

Then we had a medium and a small segment. And, again, this goes with the way we run our business, Enterprise, SMB, and SOHO. And we said, "Okay, for these medium kind of mid-tier accounts, we'll send them an email, but we'll also do a paper letter;" just because we wanted to make sure that we reached as many of them as we possibly could.

And then for the smaller accounts, we only decided to do email. And this is the group that we did this test campaign on that then drove the content for the email out to all of the accounts that were going to receive an email. And we did this primarily because we couldn't afford – for the small group, we couldn't afford to do a paper mailing. It was just too time and resource intensive. And also the smaller accounts actually bought from us online. They're used to communicating with us electronically, so it made more sense just to do an email to this segment and to use this group to test.

And then for the call to action, as I mentioned, it was two-fold. One is we wanted them to read. We needed them to understand why we were stopping the sale of this product. And also that just because we weren't selling it anymore that it didn't mean we weren't actually going to keep supporting it. We just weren't developing it anymore. This is a very, very loyal customer base. These people love this software. We hear about it every time we make a single change to it, so it was really important that they understood the reason why and that it was not only to help us provide better products, but also to help them stay compatible with other technologies going into the future.

In addition, we wanted them to trial, or ideally, buy the new product. So we wanted to convert them from DeltaView into Workshare Professional. So it was really kind of tough to say, "Okay, we've got kind of two really important calls to action" but we thought, "Hey, we'll go for it because we know a lot about our customers already."

So, how did we figure out what to test? One of the things that we did was we drew what we felt was really safe assumption and that is we said we're going to do text. We're not going to do HTML. The reason being is the only thing that really goes out to our customers in HTML is our corporate newsletter and then whenever we publish research we give them the option of getting that in HTML, RSS feed, or a text mail. Everything that we do that has a transaction in nature, if we want them

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to click and buy something, basically, primarily through the online store or if we're pushing them to Amazon or wherever, we do in text. And this is because we've already done these tests. We already know that our customers, hands down, prefer getting text mails from us when it comes to transaction type or e-commerce types of emails. So, that was one thing that we didn't have to test, which was really nice. So we could take that one out.

So then for the next call to action, how do we get them to read this information? How do we make sure that those who didn't read the newsletter are actually reading what we need them to hear about end-of-lifeing the product. Short form, long form? Do we want to do bullets? Do we want to be really kind of to the point, concise, hard hitting? How did we want it to come through? Or did we want to give them all kinds of content in the email and hope that they might read it, knowing that a lot of them didn't read the newsletter, which had a lot of content. So we needed to decide what we were going to do there as far as the length of the copy. What was the best way to get them to actually pay attention to what our message was?

Also, how personal did we need to get in this email? Did we want to just give them the facts and off they go or did we really want to kind of speak to that end user or to that customer and maybe build some loyalty around it as well? Also, how tricky or catchy did we have to be with the subject line? What was going to get them to actually read the information? Did we need to be clever or did we need to be more to the point?

And we had similar issues around the conversion to sale. So, what was going to get them to click on the buy button? I mean, that was really our goal. We were doing this email and it went out to all of these users and we didn't want them, nor could we have them, because we're such a small company, pick up the phone and call us and do the transaction that way. So we really needed to make sure that the information that we put in the email was going to do the conversion for us with basically an unassisted response.

In addition, we thought, "Okay, do we want to add a discount and do want to add a time-based expiration on that offer or on that discount?" Now keep in mind, when they got the newsletter they already heard the information about this, about the end-of-life, and

they already receive a small discount for being a loyal customer. Did we want to give them an additional discount? And that was a really big question that we battled quite a bit internally simply because, as I said, we're a very sales driven organization and we had a revenue number that we wanted to meet on September 30th. So these were the questions that we had when we designed the test.

Now let me go through how we did this specifically. So for Test Mail A, and actually Test Mail B, as I said, we did text. So the nice thing is we didn't have that as a question to test. We already knew we were going to do a text mail. For the sender, for Test Mail A, we made it from what we call Workshare Communications. And that is actually a very familiar name to our audience, to our customer list, simply because all of our communications come from that from line or from that sender. So we thought, "Ooh, there's a familiar aspect to this. That could be really beneficial."

For Test Mail B, we actually made it from people in our organization. My name was one of them and there were about six other people that we actually put their names in the from line. Now if you're from a small company, that's a really scary thought because this email blast was going out to a lot of people and they will find you. Even though the reply to actually goes to an alias and to a separate inbox, they'll still – they'll go through your switchboard. They'll find you. And the idea of having thousands of customers getting your name is pretty scary and how can you manage to that? But we said, you know what? This is such an important announcement and these are such loyal customers, we thought we'd take a chance and see if we could manage it.

Then for the subject line, both of them have the name of the product in it. So, again, we were going for that familiarity aspect. So the name DeltaView is in the product line – excuse me, in the subject line. And for Test Mail A, we made it very to the point. And I'll bring up the examples of the emails in the next slides. But it was very straightforward, very to the point. And then for Test Mail B, it was a little bit more intriguing. It also mentioned the name DeltaView. It had the product name in the subject line, so there's that familiarity aspect, but we made it a little bit more intriguing.

Then for copy length, Test Mail A used a short form one, so we went with short bulleted, sort of advertising

Testing Format and Content to Boost Response Rates

sounding almost. Just very quick, to the point. Here's the really important information. Here's what we want you to do or here's how we want you take action. Then for the Test Mail B, we went with really long text-centric copy. And when I actually – I sat down and I showed the two mails side by side to our VP of Marketing at the time and I showed him what I was going to do and he looked at me like I was crazy because I handed him one page for the short form and I handed him three printed pages for the long form. And he goes, "You're crazy." He goes, "No one's going to read this. They're going to glaze over and why are we even bothering with this test." And I said, "I've got a hunch." I said, "This is important information. We want them to read it. Let's go with it." And he goes, "All right. I'll bet you five bucks it doesn't work." I was like, "Okay. Fair enough."

So, I have a couple of asterisks next to that because this really does go against best practices, but when you have a lot of really important information to convey to your customers or to your recipients and if you know your audience, which we do, then sometimes it's worth following a hunch. So, we said what the heck. It's a smaller set of our whole list. This is what we do testing for, right? So then on the tone, for the short form we went with – it wasn't flowery. It was very to the point, very advertising sounding. And then we went with a much more personalized tone, like deeply personalized tone, on the long form, on Test Mail B.

Then we did ultimately decide to put a time-based discount into the emails. So we offered them a pretty significant chunk if they would move over to the new product by that September 30th deadline. But we put it the same in both of them, so we didn't actually test on that one. It was just a decision that we made based on the revenue we were trying to drive from this.

So let's take a look at Test Mail A. And it obviously doesn't look quite like this when you get it in your inbox. But we tested it on all different sized – like several browser settings and several different email programs and things like that. All of this information actually fit above the fold, so it really was short. So the from line, Workshop Communications. Again, it's a familiar sender. And then "If you use product name, DeltaView, you will want to read this." So, it's pretty straightforward. I mean, if you were a user, "If you use Microsoft Outlook, you will want to read this," you'd probably open it. Kind of curious at least. So, very to the point. Not necessarily

intriguing, but just straightforward and then very advertising. Opening paragraph, "Here's DeltaView benefits. Here's the future benefits." Boom, straight for the kill, buy this. And then we also, for the from line, put in from the online store because this is where we wanted everybody to go. We wanted them just to go and buy. So no personalization in this one, but really short, to the point, gets the message across.

Now for Test Mail B, we actually put people's names in the from line and we thought this would be interesting because it's like, okay, I'm familiar with Workshare as a company. I know I use their software product, but why is this person that works here emailing me? So we thought that might be something interesting that might give it a little boost. Then also the subject line we did personalization as well. So "Why I want you to stop using product name". So why I, this person that works here, am emailing you and I want you to stop using this product. So we went with something that was a little bit more interesting than kind of just a straightforward subject line. And then throughout the copy we put in "my name is sender's name," Tara Zanecki, "and you purchased your piece of software from me on this date." Where did you buy it? Did they buy it at Workshare.com? Did they buy it at Amazon or Download.com? We filled in all of that information, so right away it's like, hey, we know you. We know who you are. And then we went throughout this it's this is why I'm writing to you. I want to make it easier for you.

Now, I don't know if you can tell from the way this is displaying, but this goes on and on and on. And I formatted it so it would all fit on one slide, but it went on for three – like you had to hit page down to get to the bottom of this thing. And we even put in there the dreaded "continue reading below" copy that you're just not supposed to put in any email ever. And we did it. We were like why not? Let's give these guys the information.

So let's take a look at the results. I can tell you if you sat through the Adobe presentation this morning, Kim Talbot's presentation, we did not see 29,000%. Wow. Even 5,000% worldwide is amazing. But we were pretty happy with our results. We had – on Test Mail A we had excellent delivery. We generally do, especially when we do text. 97% delivery rate. 10% clicked through, which is not bad. That means 10% of the people who received this email – now the test mail size was 2,200

Testing Format and Content to Boost Response Rates

names. So I don't know if the person who asked in the last presentation is still in the room asking about test sizes, but it's whatever's relevant to your list. I mean, never worry about it being too big or too small. If I had 4 million pages and 4 million people a minute getting my emails, it would be different. But for us we thought 2,200 was a pretty decent list size based on what we were trying to do.

So, of those, 10% of them that got this email clicked through on that "buy now" link. Of those, however, only 20%, which actually equates to like 40-some, 44 users, actually converted to sale, actually got through the shopping cart and bought the new product. So, we were actually pleased, though, because on our transactional emails, we tend to see if we're – on a good day we'll see 6%, so we thought 10% was pretty good.

Then for Test Mail B, same group size. About 2,200 names. Roughly the same delivery, 97%. But we nearly doubled the click throughs at 18%. And then 46%, or almost half of those who actually clicked through actually completed the purchase and bought. This test alone demonstrated that we were going to hit that revenue number if we could get the rest of the list to respond this way by September 30th. We actually were going to exceed then number. So – where am I? Oh, that was fast. I went too quickly.

So, what we learned from this is that Workshare customers read. They read like mad. Now, go figure, most of them are attorneys and not only do they write the fine print, but apparently they read the fine print. So, that's a really important lesson to learn. And we actually took the winning mail and then made a few more small minor tweaks to it and did subsequent blasts out to the remainder of the email list that we had. And by January 1st – we hit the revenue target on the 30th of September and by January 1st, I'm happy to report Workshare has converted 60% of all of those users across all of our accounts to the new product, which is really huge. That was not easy to do.

The other thing that we learned is remember what you already know. So, who are your customers? We're very lucky. We survey a lot. We know a lot about our customers and we have a direct sales force that is in touch with our customers, so we can get feedback in a lot of different ways. But where are they when they get your email? Are they reading it on a BlackBerry? Is that

why maybe they prefer text? Ours are. Ours our holding their handheld devices. They're getting the emails there first and then they'll look at their computer later, look at the email on their computer later if they want to read that information. So, keep that in mind when you're designing your tests and you're trying to figure out what elements to test because you can get rid of a lot of the questions by thinking about that in advance.

And then lastly, best practices are awesome guidelines. They really, really are, but you've got to follow your hunches. And I'm still chasing down our VP of Marketing for my \$5.00. So, that's it. I apologize. I'm a little bit short, but hopefully it was informative.

MODERATOR: Okay. So does anybody have any questions for Tara?

PARTICIPANT: Hi. I was wondering if you could tell us if there was a difference in your open rate in your AP test because I saw that they had similar deliverability, but then you just went straight to the click through and I was curious because there were different subject lines as well as from lines.

TARA ZANECKI: We couldn't track that. We lost that data. Yeah. Trust me, I almost canceled the presentation because of that.

PARTICIPANT: Hi, Tara.

TARA ZANECKI: Hi.

PARTICIPANT: When you're testing so many variables at once, how do you know which variable really moves the dial and gets you your results for the next time?

TARA ZANECKI: That's a great question. Whether it's an advantage or not, because we do get a lot of follow up from these customers, they'll call our sales line, they'll email us. We have one guy who is dedicated to asking the question. So we actually said, "Okay, which email did you get and then what about that was it that caused you to either pick up the phone and call us and ask for more information?" And he kept track of all of that. So it was very unsophisticated, but it got us the results that we needed. It's good to just always be in touch with your customers. I think Liz even mentioned, and someone else this morning, people love to share information, so just ask the question.

Testing Format and Content to Boost Response Rates

PARTICIPANT: I noticed a lot of salesy language in the message, so like discounts, buy now, things that might trigger spam filters. Do you have any sense, on the deliverability side, how many really went to the inbox versus a bulk folder or anything?

TARA ZANECKI: I don't have that information. I don't.

PARTICIPANT: Inaudible question

TARA ZANECKI: What they said is it was the fact that they got all the information they felt like they needed. It was literally – the people who got the long form that called in said, "I understand this. This makes sense to me." Oftentimes it was, "Can you extend the deadline for the discount because I can't buy yet or I can't get permission yet?" It was not related to any questions about what we were actually asking them to do as far as understanding why we were end of lifeing the product or what we wanted them to do. So, yeah, it was very clear that there – and on the other email it was, "Why are you doing this? I'm not sure. I don't understand. Why are you taking away my favorite product?"

PARTICIPANT: Hi, my name's Karin. Did you or your colleagues get a lot of call back because you actually put your name in the email?

TARA ZANECKI: We did get a few. Yeah, it was a few. But, honestly, from my set – and I think there were about 600 mails maybe that had my name on it – I got 10 calls, so it really wasn't bad. It really wasn't bad. I expected it to be worse.

PARTICIPANT: Was there a difference in the amount of phone calls that the email recipients of one email received versus the other because one was more informative than the other?

TARA ZANECKI: Yes, hands down, the one that had less information had many, many more calls and emails.

PARTICIPANT: That email you showed us just now was a pretty long email and it was personalized and it was kind of like a narrative, and I think in this situation, whereas talking about the product changing, that kind of makes sense, but do you think on a routine basis of regular communications with attorneys this would be useful as well?

TARA ZANECKI: We're testing for that now. I'll let you know. Send me an email and I'll let you know. We've got two going on right now for that.

PARTICIPANT: I'm curious to know, on the long form, how early in the email there was a click through link and whether or not there's any way of knowing – whether or not somebody who's starting the long form is like yada-yada-yada, I'll just click through.

TARA ZANECKI: Right.

PARTICIPANT: Do you know? I mean –

TARA ZANECKI: No, we don't know. We didn't have any way of knowing.

PARTICIPANT: No, no. I'm just curious how early in there was there a click through link that gave them the potential of clicking through to purchase, in the long form?

TARA ZANECKI: Oh, oh. There were several places in the email. Yeah, several. There were three I think total.

PARTICIPANT: Okay. Thank you.

TARA ZANECKI: Yeah sure. What's that?

MODERATOR: I think we're going to –

TARA ZANECKI: The first one was above – just above the fold. Yeah, yeah. Some browsers it fell slightly below.

MODERATOR: I think it's time to break, so I want to thank you very much.

TARA ZANECKI: All right. Thank you.

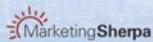
MODERATOR: And there is – there's food and drink out on the floor and Stefan Tornquist, our Research Director, will be in booth #20 to answer your questions if you have anything for him. So, and we'll be starting up again at, I believe, 3:00. Sorry, the next one's at 2:45.

Testing Format and Content to Boost Response Rates

Testing Format and Content to Boost Response Rates

Tara Zanecki, Director, Worldwide Online Sales
Workshare, Inc.

Monday, February 25, 2008



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Workshare Overview

- B2B
 - Enterprise
 - SMB
 - SOHO
- Software products
 - DeltaView (legacy)
 - Workshare Professional (Flagship)
- Worldwide customers
 - Legal users (lawyers, admin)
 - Corporate/business users
 - 1,000,000 users / 8,000 accounts
- Founded 1998

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2

Testing Format and Content to Boost Response Rates



Getting on the Same Page

- Define “Testing for Content and Format”
 - Text mail versus html
 - Long text-centric copy versus short bullets
 - Highly personalized versus generic
 - Subject lines / From lines
 - Offers (discounts)
 - (Not talking about...)
 - Time of day
 - Day of week
 - SPAM ranking, etc...

3



Campaign Assumptions

- Who is audience/recipient?
 - Current customers/readers
 - New customers/prospects
 - The value of surveys
- Call to action?
 - Informative
 - Transact
 - Viral
 - Feedback
 - Other...

4

Testing Format and Content to Boost Response Rates



Specific Campaign Example

Product “End of Life” campaign

➤ Background:

- Retiring old (DeltaView) software product
- Move customers to new (Workshare Professional) product
- Announced final date in newsletter
 - Sept 21, 2007 product sales end
 - Special pricing to buy replacement product for customers
 - How to get new product
 - Sales rep
 - Partner
 - Online store

5



EOL Campaign – The Audience

➤ 800,000 customers, 6,500 accounts

- Large strategic accounts (~400)
 - Contacted by sales rep or partner
- Medium accounts (~1,500)
 - Email and paper letter
- Small accounts (~4,500)
 - Email only

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EOL Campaign – Call to Action

- Read!
 - Understand why we discontinued product
- Try & Buy!
 - Convert users from old product to replacement product

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7



EOL Campaign – What to Test?

- Drawing assumptions
 - Text v. html
- Get them to read:
 - Short Form v. Long Form
 - Personalized v. General
 - Catchy subject line?
- Convert to sale:
 - Short Form v. Long Form
 - Add a discount?
 - Add a time-based expiration?

8

Testing Format and Content to Boost Response Rates




EOL Campaign – The Tests

TEST MAIL A (Short Form)	TEST MAIL B (Long Form)
Text *	Text *
Sender – generic 'team' (Workshare Communications™)	Sender – specific person/title at Workshare
Subject line A (to the point, mentions product)	Subject line B (more intriguing, also mentions product)
Copy length – Short bulleted	Copy length – Long text-centric **
Copy tone – informative/generic	Copy tone - Personalized
Same offer – time-based discount	Same offer – time-based discount

* Already knew our dB responded better to text

**Best practices state otherwise, but if you know your audience, go with a hunch (we did!)

9

From: Workshare Communications
Subject: If you use DeltaView you will want to read this

TEST MAIL A

Dear %%first%%,

For document comparisons, what is better than DeltaView? Workshare Professional! Workshare Professional includes the leading document comparison and redlining tool as proclaimed by our critics, our partners like Microsoft, and 99% of the top 250 law firms worldwide. Professional creates better DeltaView comparisons, with so much more...

A better DeltaView:

- **Create DeltaView comparisons 8x-10x faster.**
- Work directly inside Microsoft Word.
- Save DeltaView comparisons as PDFs or Track Changes.
- Compare PDF to PDF and PDF to Word.
- Compare one original to multiple modified documents.

Designed for your future:

- Discover potential litigation risks.
- Remove hidden data/metadata buried in your documents.
- Convert any file to PDF from anywhere.
- Manage changes from multiple reviewers and keep an audit trail.
- Run fully supported on 2007 Microsoft Office, SharePoint and Windows Vista.

Now to September 30th purchase a copy online for \$99. That is a 44% savings off full price. DeltaView is no longer for sale effective Sept 21st so move over today!

CLICK HERE TO BUY:
 %%HYPERLINK:store_workshare_com_servlet#SPCLICK#http://store.workshare.com/servlet/PromoServlet/promoID.3414900#%%

Sincerely,

Your friends at the Workshare Online Store

P.S. – Act now! This special \$99 offer expires on September 30th, 2007! [Click here to buy now.](#)
 %%HYPERLINK:store_workshare_com_servlet#SPCLICK#http://store.workshare.com/servlet/PromoServlet/promoID.3414900#%%

Generic "sales pitch" copy

Short bullet lists to **read** (why we want customers to switch) delivered in concise sentences.

Straight for the kill...**Buy** it now. Here's your offer.

Generic "From" line and signature

10

Testing Format and Content to Boost Response Rates

From: Tara Zanecki
Subject: Why I want you to stop using DeltaView

TEST MAIL B

Dear %%first%%,

My name is Tara Zanecki and I manage the Workshare online store **where you purchased your copy of DeltaView PE on %%Order Date%%**. At Workshare we take your success very seriously, and I want you to know you are using an application that is nearing the end of its life.

I can appreciate that DeltaView PE performs the critical function of document comparison and redlining better than Microsoft Word on its own, and I hear feedback that DeltaView is better than most competing software. But we have stopped developing the DeltaView product line and we are not making any further improvements to the older, underlying technology. As a matter of fact, effective September 21 you cannot even buy it anymore.

This is why I am writing to you. I strongly encourage you to switch to Workshare Professional, our faster, more accurate and comprehensive technology designed for your future. Professional still runs your favorite, familiar and accurate DeltaView comparisons, but it also performs 10 times faster than DeltaView, it has the ability to compare one original to multiple modified documents (instead of just 1 to 1), it removes hidden data (metadata), and can create PDFs from any Microsoft Office application. In addition, Professional is compatible with current Microsoft operating systems and applications including Office 2007 and Vista.

To make it easier for you to switch I have deeply discounted the price of Professional for a very limited time. Here are the details:

FROM NOW TO SEPTEMBER 30th PURCHASE WORKSHARE PROFESSIONAL ONLINE FOR \$99. This is a 44% savings off full price.

CLICK HERE TO BUY:
 %%HYPERLINKstore_workshare_com_servlet#SPCLICK#http://store.workshare.com/servlet/PromoServlet/promoID.3414901#%%

To learn more about Professional, **continue reading below.** There is a link to our website for more information - and you can trial the product for no charge. But this \$99 offer ends promptly at midnight, September 30th.

Sincerely,
 Tara Zanecki
 Director, Online Sales Channel
 Workshare, Inc.
 ++++++

For document comparisons, what is better than DeltaView? Workshare Professional includes the leading document redlining tool as proclaimed by our critics, our partners like Microsoft, and 99% of the top 250 law firms worldwide. Professional creates better DeltaView comparisons, with so much more.

A better DeltaView:

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- Manage changes from multiple reviewers and keep an audit trail.
- Run fully supported on 2007 Microsoft Office, SharePoint and Windows Vista.

Now to September 30th you may purchase a copy online for \$99. That is a 44% savings off full price.

CLICK HERE TO BUY: <http://store.digitalr.com/servlet/PromoServlet/promoID.3414900> [%%220 - TOTAL%% / %%10 - PERCENT%%]

Sincerely,
 Your friends at the Workshare Online Store

P S - Act now! This special \$99 offer expires on September 30th, 2007! Click here to buy now:
<http://store.digitalr.com/servlet/PromoServlet/promoID.3414900> [%%220 - TOTAL%% / %%10 - PERCENT%%]

Personalized copy throughout / specific "From" and signature

Extended well below the fold

Dreaded "keep reading" note

11

EM@IL SUMMIT '08
 Expo & Awards

EOL Campaign – The Results (A)

TEST MAIL A
List Size: 2209
Received: 97.97%
Click-thrus: 220 (10%)
Sales: 20%
TEST MAIL B
List Size: 2201
Received: 98.17%
Click-thrus: 396 (18%)
Sales: 46%

09/31/08 at 06:30 PM

Mailing Name: D:\PE-PRO campaign - Segment 1 (1)
 Subject: If you use DeltaView you will want to read this
 Date: 09/30/07 05:02:49
 Recipients: D:\PE-PRO - April05-Feb07 Segment 1 (2209)
 Tracking Level: DF
 WYSI Server: mail149.m04.net

Dear %%FIRST%%,

For document comparisons, what is better than DeltaView? Workshare Professional! Workshare Professional includes the leading document comparison and redlining tool as proclaimed by our critics, our partners like Microsoft, and 99% of the top 250 law firms worldwide. Professional creates better DeltaView comparisons, with so much more.

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CLICK HERE TO BUY: <http://store.digitalr.com/servlet/PromoServlet/promoID.3414900> [%%220 - TOTAL%% / %%10 - PERCENT%%]

Sincerely,
 Your friends at the Workshare Online Store

P S - Act now! This special \$99 offer expires on September 30th, 2007! Click here to buy now:
<http://store.digitalr.com/servlet/PromoServlet/promoID.3414900> [%%220 - TOTAL%% / %%10 - PERCENT%%]

Short "Sales pitch" copy:

- 97% delivered
- 10% clicked-thru
- 20% converted

12

Testing Format and Content to Boost Response Rates



TEST MAIL A	
List Size:	2209
Received:	97.97%
Click-thrus:	220 (10%)
Sales:	20%

TEST MAIL B	
List Size:	2201
Received:	98.17%
Click-thrus:	396 (18%)
Sales:	46%



EOL Campaign – The Results (B)

Subject: Why I want you to stop using DeltaView PE
 Sent: 08/18/07 09:52 AM
 Recipients: DVE Users - April03-Pub07 Segment 2 (2206)
 Tracking Level: GP
 VMTA Server: mail2248.mchls.net

Dear %FIRSTNAME%,

My name is Tara Zanecki and I manage the Workshare online store where you purchased your copy of DeltaView PE on %ORDER DATE%. At Workshare we take your success very seriously, and I want you to know you are using an application that is nearing the end of its life.

I can appreciate that DeltaView PE performs the critical function of document comparison and redlining better than Microsoft Word on its own, and I hear feedback that DeltaView is better than most competing software. But we have stopped developing the DeltaView product line and we are not making any further improvements to the older, underlying technology. As a matter of fact, effective September 21 you cannot even buy it anymore.

This is why I am writing to you. I strongly encourage you to switch to Workshare Professional, our faster, more accurate and comprehensive technology designed for your future. Professional still runs your favorite, familiar and accurate DeltaView companions, but it also performs 10 times faster than DeltaView, it has the ability to compare one original to multiple modified documents (instead of just 1 to 1), it removes hidden data (metadata), and can create PDF's from any Microsoft Office application. In addition, Professional is compatible with current Microsoft operating systems and applications including Office 2007 and Vista.

To make it easier for you to switch I have deeply discounted the price of Professional for a very limited time. Here are the details:

FROM NOW TO SEPTEMBER 30th PURCHASE WORKSHARE PROFESSIONAL ONLINE FOR \$99. This is a 44% savings off full price.

CLICK HERE TO BUY: <http://store.digitalliver.com/services/PromoServlet?promoID=3414900> (%396 - TOTAL% / %18-PERCENT%)

To learn more about Professional, continue reading below. There is a link to our website for more information - and you can trial the product for no charge. But this \$99 offer ends promptly at midnight, September 30th.

Sincerely,
 Tara Zanecki
 Director, Online Sales Channel
 Workshare, Inc.

For document comparisons, what is better than DeltaView? Workshare Professional! Workshare Professional!

Long, "personalized" copy:

- 98% delivered
- 18% clicked-thru
- 46% converted

13




EOL Campaign - Summary

➤ Lessons learned:

- Workshare customers READ!
 - Higher conversions when users had more data (confidence to act)
- Remember what you already know
 - Who are they?
 - Where are they when they get your mails?
 - Type of computer?
- Best practices are great guidelines
 - But follow your hunches too!

14

Testing Format and Content to Boost Response Rates

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Credits/Thank You

Tara Zanecki, Workshare, Inc.
(415) 430 8708
tara@workshare.com

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15

Advanced Testing: Targeting and Creative

SESSION DESCRIPTION

This presentation is packed with statistics garnered from multiple tests involving Email marketing for Intuit products including QuickBooks, Quicken and TurboTax. Intuit's intense testing of subject lines, segmentation and creative have resulted in a number of successful formats and strategies. Learn how and when to use simple text or breathtaking creative through the analysis of several "control" winners that are very different in their message, style and appeal.

ABOUT THE PRESENTER



Randall Huff
Senior Marketing Manager
Intuit Inc.

Randall Huff has been a software marketer for more than 15 years, spending many of those early years

with Sage Software doing DM marketing and database management. He spent several years marketing high-end software for Intuit's Lacerte professional tax product before moving to the QuickBooks and Quicken marketing team. He works on a specialized direct-response team responsible for all of the direct mail and Email sent for these products.

ABOUT INTUIT

Intuit is driven by our passion for inventing solutions to solve important problems, perfecting those solutions and delighting our customers. We started small in 1983 with Quicken personal finance software, simplifying a common household dilemma: balancing the family checkbook. Little more than two decades later, our revenue tops \$2.6 billion, we're publicly traded on the Nasdaq Stock Market and are recognized as America's most-admired software company and one of the country's best places to work.

PRESENTATION

MODERATOR: I'm Chris Heine, Senior Reporter with MarketingSherpa. As we saw illustrated in this morning's general session with four of the top email marketers from around the world, knowing your audience is always key, whether you find out who they are via focus group, surveys, behavioral targeting, or tracking, etc.

But delivering the right offer to the right group of people on your list can be tricky for even the most seasoned emailers, and that's why we are elated to welcome Randall Huff, who is Senior Marketing Manager at the tax software firm, Intuit Incorporated, who is responsible for email and direct mail. Please give a great welcome to Randall.

RANDALL HUFF: Hello, everyone. I'm glad to be here today. I want to say first of all howdy, because I'm from Texas, and that's what we do. And then I'd like to say good morning to everybody here that's on Pacific Time that thought it was a good idea to go to Miami Beach and party last night, because this is probably your first session. So hopefully I will be able to keep you awake during that.

It says my name is Randall Huff and I work for Intuit. My unofficial title is marketing dude. It's pretty much what I go by – I'm the marketing dude. I'll give you just a little background on me. I talk with my hands and I walk around a lot. I started in marketing back when we were doing facts blasts as opposed to email blasts, so it's been a few years. I started with Sage and have done some other consulting stuff and I'm fortunate to be with Intuit right now, which is a great place to work.

Let's talk a little bit about how do I work this machine – we're going to find out. We do that, right. The first question for those of you that don't know who Intuit is, you may know us more by some of our other brands, which are QuickBooks, TurboTax, and Quicken. In particular, I work in the Small Business Division, so I do marketing around QuickBooks and Quicken. And our consumer tax group and our professional tax group are two other big divisions.

In particular, I focus on Intuit Payroll. That's my main product, and then I get to have fun with some of the other ones. In the end, when the revenue comes in, Intuit Payroll is where I have to make sure that we're performing. I started in our professional tax division,

Advanced Testing: Targeting and Creative

which is Lacerte and ProSeries and ProVisor, and nobody knows who they are, do you? You're real shy. Very professional tax preparation software. You'd have to be a tax professional.

We've got a bunch of other stuff, too, if – there's plenty of products. I can relate to Liz that, yeah, you go to your website, there's a lot of different directions you can go real quick, and it's real important to get a handle on exactly focusing your message and staying on focus and keeping it simple. So that's a little bit about who Intuit is.

What I was asked to do is go through a couple case studies of things that I've learned, and that's what we're going to do today. The first one is – I titled it "Not Just Targeting, but Timing." So let's set it up a little bit. What do we need to learn? Well, how to make our communication strategy targeting the new QuickBooks customer more effective. Our models show us that a new customer that just comes on board is going to be much more likely to purchase those add-on services. We all know we're – there's lots of money in the add-on service past the initial sale. That's what we're trying to do is how do we make that more effective? Certainly at the beginning of their buying cycle as a business starts to grow – and we have lots of small business offerings for them – and what we tested was actually when we sent the offer – not just what, but when – and you'll see what a difference that can make.

So here I want to show you what we were doing, which was a series of efforts that involved direct mail and email and it stretched for four months, which is a long time. As a matter of fact, they could have gone out of business, but then we got to the end of four months, right, with some of the small businesses. Of course, we welcome them and send them direct mail pieces. Most of these were direct mail pieces. We looked around and we said, "We've got to be able to do better than this. We've got to improve our results that we're seeing." In particular, what was troubling us was this four weeks to get the initial welcome kit and stuff out to them. That seemed like a long time, and really wasn't helping us.

So here's the second test that we ran. On top of it, you see we cut it down to 35 days for the entire test and put email in place. So within day one now, you've got your welcome email. You may say, "Well, duh." They purchase it, you know who they are, send them an email. I agree with what somebody said earlier – if you're at a

small company, congratulations – it's probably easier to do that than when you start scaling at a large scale. You have systems issues that come into play. A lot of times when you see things that are like, "Duh, why wouldn't you do that?"; well, sometimes there's obstacles to overcome.

But in this case, the welcome email goes out and then immediately every week – pretty much every week – you see some type of communications. We start going after our merchant services, which is the ability to take credit cards, and that's something when a business is getting started is very lucrative. And then, of course payroll, and then we get our welcome kit. It's still at about the three to four-week period before they get that, so that didn't change, but when we started talking about all the other services, it all shifted up and shifted to email. Then we follow up with our catalogue, which was – and everything else you can buy, too, right?.

So, let's look at how these work for us. By shifting it up and moving it to email, our open rates went from 28% to 38%. Everybody'll take 10% up, right? I will. I'll move it to 48, I'll be happier. Then more importantly, we saw significant increase in the click rates, from just a small percentage – 1% - up to over 5% click-through and level of engagement. I was either reading, I forget – I've heard so many people speak. Somebody said something about the first communication, and I think it was this morning. They said the very first communication is the one they're going to spend the most time with. I couldn't reinforce that enough. How important it is to be adding value on that first email that you talk to them so that they'll open the second one and the third one and the fourth one when I'm offering Payroll, which is what I care about.

There's just an example: It's not just targeting, which you know probably who your best customers are and do your modeling, but it's also the timing of when you do it is very important. It can create some dramatic results. That's the first case study, just a quick one on timing.

The next one is I want to warn you to be careful of early results. Somebody was talking earlier about, "Is the sample size big enough or not? How do you know? What am I looking for?" And we get real good at email because we say, "Look at all the click-throughs. Look at all the opens." We've got all these metrics we can look at and we love it. We can see it online. I know, you're email geeks, too, you hit refresh when you send

Advanced Testing: Targeting and Creative

that email. See that number go up. Well, I want to warn you to be careful of what you're looking at as far as the decisions that you make.

So what do we need to learn? Payroll needed a new lead offer, because really we had changed our product offering all together. We had taken some things out, restructured, changed some prices, pretty much shaken the lineup up a bit. So basically, my lead offer disappeared and it was time for me to come up with something new. So this will be an offer test that you'll see.

The new winning offer would be our lead offer during our peak payroll. For those of you who aren't in the payroll business – which I assume is most of you – people like to buy their payroll in December and January because that's – they want to keep all their W-2 information all in one place for the whole year. So you do all this work and prep work and you get to December and it's, "Go, go, go, go, go." You've got to sell everything all at once.

Well, that's why it's so important to get it right. My window of opportunity is very small, and that's where testing comes into play. What we did was earlier in the season, in October/November, we ran out with these tests with these different offers. The game plan was we were thinking of taking the winning offer and push it out to everybody in season. Now we're putting our best foot forward to everybody and maximizing our potential.

So what did we test? We tested \$50 off, \$50 off with a free premium, \$100 off, and then – I know all of you think the same way, you think you can write better copy than a professional you go and hire, right? We all think we're copywriters – I do, too. I had to create a new creative that messaged it differently, and then we're in a unique position that our Payroll customers also own our QuickBooks product, so we wanted to say, "Hm, I wonder if I segmented the people that haven't upgraded yet to our '08 product" – which if you haven't, you all should – "And I wonder if I could bundle them together and get more lift if I give them an offer on both." That's our offers.

One thing I warn you about offers is test big. That would be my advice to you. I went through the Design Of Experiment classes, Six Sigma – anybody been through all those? If you haven't, great class to go through to get grounded in exactly how to set up experiments, test for significance, all that kind of stuff. One thing you'll learn as you really get into it, if you're a geek like me and you start creating all these tests – I think I ran a

five factorial direct mail test one time. I mean, I had so many burdens I couldn't keep track of them. I could, but it took a big spreadsheet. You will quickly come to the realization that you just – you have to test big or you just can't see the difference. You start getting five factors in one thing, it's just – there's only so many big things at one time you can test, so pick carefully, test big, or go home. That's kind of what we say in our group. So, test the extremes.

So here we're testing \$100 off versus \$50. Now, this is out of a \$300 product, so \$100 off is a pretty nice little discount. We're trying to test what's the deepest discount we'll do and what's kind of the minimum we're willing to do. So, test big. I want to share with you kind of what the whole effort was, just to give you a mental picture of it.

There was something in one of these books I was reading – "The Dirty Dozen: Special Report." Did you all see that? Anybody get that on your table a while ago? And mistake number 12 was relying on email only. This has to do with newsletters, I think. But, that's true. I have tried and tried and tried just to become email marketing and do just as well as that one, two punch of direct mail email – it's hard to do.

It keeps coming back to – even with the additional expense of the postage and everything that's involved with that – that one, two punch still keeps working. I want to show you, even though we're at an email conference, what the whole test was about. Here we have my creative piece that was just the standard control winner, kicking everybody else's rear now for a while. This is it, and we just versioned it for 150+ and \$100 off. It had the same look and feel, coupon changed. Then went out and got a brand new – this is that new creative test we talked about that messaged it differently. So don't be afraid to challenge and go in and say, "You know what? I just want to take a whole new tonality, I want to test something besides just offer." Because I had \$100 off on my control one so I can test these head to head.

Then here was the \$20 off the combination offer. You see it looked a lot like this one, but that's the direct mail portion of the test. Then here's the email portion. What we wanted to do – I didn't really want to create a thousand different versions of the email to try to get my learnings on this, so we took the one on the left and the basic core message for stepping up to our enhanced payroll is the same. The features are the same, the offer's just different.

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So, we took this right-hand panel where you see “\$50 off”, “\$50 off with a free premium”, and “\$100 off” and we just – we sliced in a different – for whatever sale you’re in, we sliced in the right offer right there to test that. The \$100 off offer that had a different mail piece got the same email, same – didn’t want to do another email.

But here, we did do a completely different offer for the bundle of QuickBooks and Payroll, and lots of discussion in our office about this piece because of how simplistic it is. I’m a big fan of keep it simple, and this one certainly did that. I didn’t give you too many reasons to do anything but click on “learn more” and go from there, as opposed to – the other one’s a bit copy-heavy compared to that one, which, if you saw some of my other emails, you’d laugh, because that’s not copy-heavy at all.

I’ve seen some that are like, scroll down for four days, right. It has everything you need to know. So now let’s look at it. This is why I said, I want you to be careful of what you look at to determine what your winners are or what you would do. The first thing I’d tell you is that subject lines matter. You’ve heard that already today, but I’ll reiterate it and I’ll show you some data that proves it.

Here we have three different subject lines. What I do is I’ll take – here I’ve got three different subject lines I wanted to test. I took 5,000 for each and I just blasted it out on Monday and looked at the results on Wednesday. I said, “Okay, what happened?” Here’s what happened. The number two, “Payroll upgrade offer ends 10/31” – which breaks one of the rules, by the way – so when you look at – you got this one and you think, too, “the seven dirty words”, “offer” is one of the well, 100 words. “Offer” is one of them, but it keeps winning. I keep trying it and “offer” doesn’t hurt me, so don’t be afraid to use dirty words.

So when I look here you can see my open rate, the third number, quite a bit larger. These all had a significant difference, a P value of 0.00. Anybody else here love P values? See, I showed you how much of a geek I am – I love P values. I also like to look – really didn’t have much difference on my click-through rates because I used the same creative to do the test. So, the same creative, three different subject lines, what pulled the best? Now I’m just testing subject line. Because of that, I got an increase – I would have had 45% to 17% less open rates had I picked the wrong one, but now that I know what the right one is, come Thursday, I blasted it out with the

winning one to everybody, so I maximized my open rate. That’s one thing to look at.

The next is we looked at call volumes. So what I did was I gave each different sale it’s own phone number. Now I could track how much call volume was coming in for each of the offers. When I look at this, the \$100 with the new creative test is the top bar and the bottom bar that I have circled is the tried and true \$100-off one that keeps winning. The two \$100-off are still winning, so I have some signals here that says, “Hey, they’re probably price-sensitive here.” The \$50-offer is way down below and the bundle is kind of hanging in there, but they’re significant from each other, as far as difference in call volumes. So if I were to base my decision on this, I’d say, “The \$100-off is probably my winner based off just pure number of calls I’m getting.”

But now, let’s go back to the email results. One of the hypothesis you make is the number of people that click through to go to the landing page is a leading indicator of purchase. Maybe not, right? Maybe so. You have to be careful. See, here we have the different sells, and the reason it split a little bit – I had some timing issues, so I sent the control twice to make sure time wasn’t a factor, but it wasn’t. Look at this bundle – 13% click to opens. I like to look at the number of people that click as a percentage of people that open. A lot of reports just show you percentage of clicks for the total number you delivered. Well, if they didn’t open it, how am I ever going to get them to click? I wanted to know how well was my message working for the people that opened the thing. That’s why I kind of look at it this way – click rates per open. So, 13% - almost 14% - as oppose to 6%, 4%. That’s huge. Huge differences. You would look at that and go, “Man, this bundle is hot. This thing is going to really do well.”

Well, I don’t know. Let’s see who the winner is. When it comes down to it, I find that I can not rely on either looking at source code reporting – that’s where the sales people put in the source code based off your mail – everybody uses source and offer codes, right? Yeah. There’s so many different offers out there – they can pick whichever one’s the easiest one for them to get the sale. Just to keep a sales person’s point of view, their job is to close that sale and go to the next one. I can’t rely on that, I can’t rely on how much call volume’s coming in, I can’t rely who clicked through to get to the landing pages. What I really can rely on is doing a match back, and that is when I take everybody I sent it to and I take everybody that purchased between that time period and

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I send it over to the data team and I say, "Okay, tell me who bought and what they bought." Now I know for sure where the rubber met the road, which is where the revenue came in.

When I look at this, you can see that I ended up with a 1.46% conversion rate for everybody I sent that new creative for the \$100-off. So it, by far, was my number one way of doing it. Changing the messaging, talking to them in a different way, and offering the deepest discount got me by far the biggest result, and that's what we ended up rolling out with later.

So, I would encourage you to be careful in looking at other indicators when you're doing testing, and really know what you're solving for, which in this case was revenue or units or whatever it is for you. Luckily, I'm not in the lead gen business, so there's not as many variables to be able to see it right through the sell. There's a winner – anybody pick that as the winner? No, probably not, because none of them said that. That's really about it. That's all I had. I think we have a few minutes for some Q & A here, and I'll be happy to answer any questions based off what I just said, if I can do it in a Texas accent.

MODERATOR: If you have a question, please go to the center of the room and use the microphone. Thank you.

PARTICIPANT: Hey, Ryan from Internet Order. I guess you'd refer to that ultimately as your mail to sell. You had 46,000 contacts with an ultimate conversion rate of 1.4% on your winning sell. Is that combining direct mail and email?

RANDALL HUFF: Yes.

PARTICIPANT: Okay. And the customers that you're referring to here, were they acquired on both direct mail and email –

RANDALL HUFF: Yes.

PARTICIPANT: Or were they required – acquired on strictly direct mail?

RANDALL HUFF: No. Yes, no – did I confuse you enough?

PARTICIPANT: Sorry.

RANDALL HUFF: It's both. They come in from a – I did not segment them by what channel they came in on. I think that's kind of – the question was where did they come in, were they direct mail only, were they email only, and the answer is no. They could have come in through a referral through an accountant, they could have come in through the web on their own, they could have went to the store and bought it at Staples or wherever.

They could have come in from anywhere, but the one thing that was true about them, they were a current Payroll customer that was on a particular version and I wanted to try to see if I could get them up to another version that had more features, and that's what we tried to accomplish.

PARTICIPANT: Thank you.

PARTICIPANT: Did you evaluate the contribution margin on your test panels to see which actually had the best contribution margin?

RANDALL HUFF: I did not, and I'll tell you why I did not, because in the software business we have real good contribution margins. The intellectual property of creating the software to begin with is where all the cost is, and that's already done, that's already behind us. So when it comes to my marketing, it's not like hardware where I've got slim margins. When I can go pick the winner in my response, my other fixed costs are still fixed at the end of the day, so I'm just looking to maximize, thank goodness.

PARTICIPANT: Hi. You said match people who bought something – like, people on your list to people who bought something. I was wondering how you do that?

RANDALL HUFF: You'll have to speak up a little bit, I'm sorry.

PARTICIPANT: I'm sorry. You say you match people who bought something with people in your list to get the results instead of doing source codes, correct?

RANDALL HUFF: Let me repeat the question and make sure I understood that

PARTICIPANT: You know like you mentioned you match people on your list to people who are like – with orders, right?

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RANDALL HUFF: Correct. So the matchback was only purchasers.

PARTICIPANT: Okay, do you run into problems – how much back do you go to in terms of the promotion, or how much forward in the future to keep tracking that? Do you run into problems of people receiving more than one complaint, things like that?

RANDALL HUFF: Two good questions. One was how far do you go back or forward past your efforts to judge your results, and then I'm going to rephrase the second part of the question is how much noise is there out there that may have come in from something else? Two things that happen, and I didn't show you one part of it.

One is to minimize the noise, we always do a holdout during particular areas. Whatever timeframe we judge it, from one to the other, I also have a holdout which is telling me how much noise was going on. So did somebody's search engine marketing results really drive in units that I didn't, and I can see the contribution that I make from a holdout that gets nothing, as far as lift. So that's part of it.

I apologize for not putting that in. It just standard. It's how we set them up all the time, so I apologize for not putting that in. I always have a control. If you can afford it, have a holdout to see where your real change is, or whether they're even – what you're doing makes a difference.

The other is how far do you go, and here – at some point you just got to end the thing and analyze it. I usually start on day one when we blast the email, and I'll end it – I usually pull it a week after the expiration date of the offer, just to get – there are always those people that come in on the end, but not that many.

You could have ended it probably the day after the expiration date and gotten the same results, I think. There's going to be people that bleed and come in later or cumulative effect, and it gets too complicated to measure. Between that time period, what effect did I have and which one won? Is that it? You all took it easy on me, man. Even after making fun of California – I mean, Pacific Coast people. Okay? Thank you.

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**Randall Huff, Senior Direct Marketing Manager
Intuit Inc.
Monday, February 25, 2008**

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Case Study #1

Not just targeting, but timing

- What we needed to learn?
 - How to make our communication strategy targeting “New To QuickBooks” more effective.
- Why was it important?
 - New customers make additional purchase decisions early as their business grows.
- What did we test?
 - When the offers are sent.

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The timing test V1

- A series of communications sent over a 13 week (4 month) period
- “Triggered” when a new customer registers
- Receives a combination of 7 direct mail and email



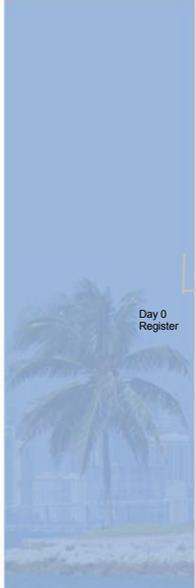
Day 0	Week 4	Week 5	Week 7	Week 8	Week 10	Week 11	Week 13	Week 17
Register								Promotion Ends

- Guide, shortcuts, tips & tricks; Cross-sell Learning QuickBooks & Online Backup
- SEO Guide; Cross-sell MAS, Customer Manager, Google Tools
- Paying & Managing Customers Guide, Disaster Guide; Cross-sell Payroll
- Attach Catalog

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Day 0 Register

The timing test V2

- A series of communications sent over a **5 week period**
- **Automatically** "triggered" when a new customer registers (email only)
- Receives a combination of **1 Welcome Kit and 4 emails**

Welcome Email
1.0

MAS Email
2.0

Payroll Email
4.1

Welcome Kit
3.0

FU Cross-sell Email
5.1

Day 1 Day 7 Day 14 Day 21 Day 28 Day 35 Day 42 (week 6) Promotion Ends

- Welcome EM announces Welcome Kit is coming soon w/ immediate helpful resources; 30 days of support, Learning QB, ProAdvisor, etc.**
- MAS solo email**
- Payroll solo email**
- Welcome Kit focuses on on-boarding with attach awareness of eco-system w/online catalog; high impact kit that will keep and reference**
- Cross-sell email featuring top services MAS & Payroll**

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Results of targeted timing test

- **Open Rates: 38% vs. 28% 2007 w/same subject line.**
- **Significant increase in click rate: 5.20% vs. .95% .**

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Case Study #2

– Be careful of early results

- What we needed to learn?
 - Payroll needed new lead offer due to change in product offering.
- Why was it important?
 - The new winning offer would be the lead offer during the peak payroll sales season of December and January.
- What did we test?
 - \$50 off
 - \$50 off + free HR Pro (premium)
 - \$100 off
 - \$100 off new creative
 - 20% off Bundle (QuickBooks '08 + Enhanced Payroll)

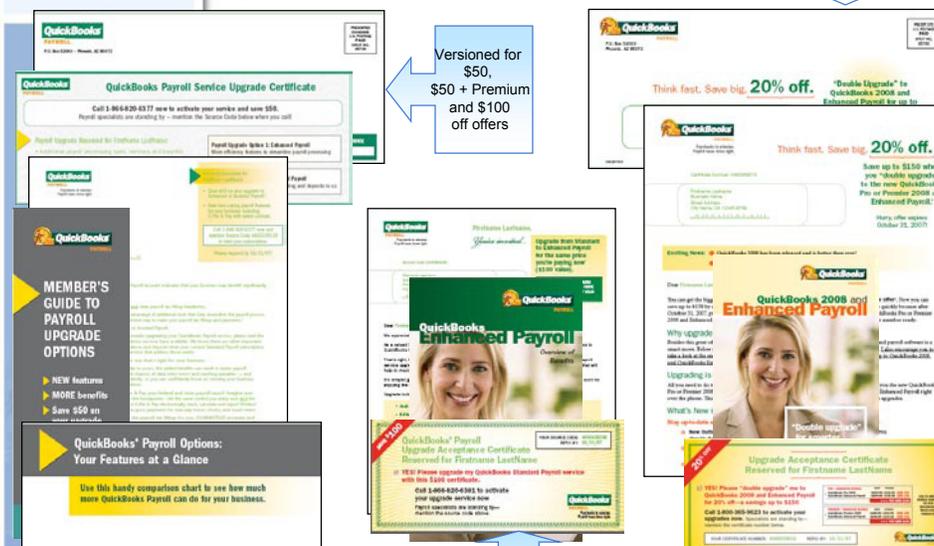
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Creative – Direct Mail

Versioned for \$50, \$50 + Premium and \$100 off offers

Bundle Offer



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\$100 off creative test

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Creative - Email

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Subject lines matter

By testing before we dropped, we increased our overall open rate by at least 17%.

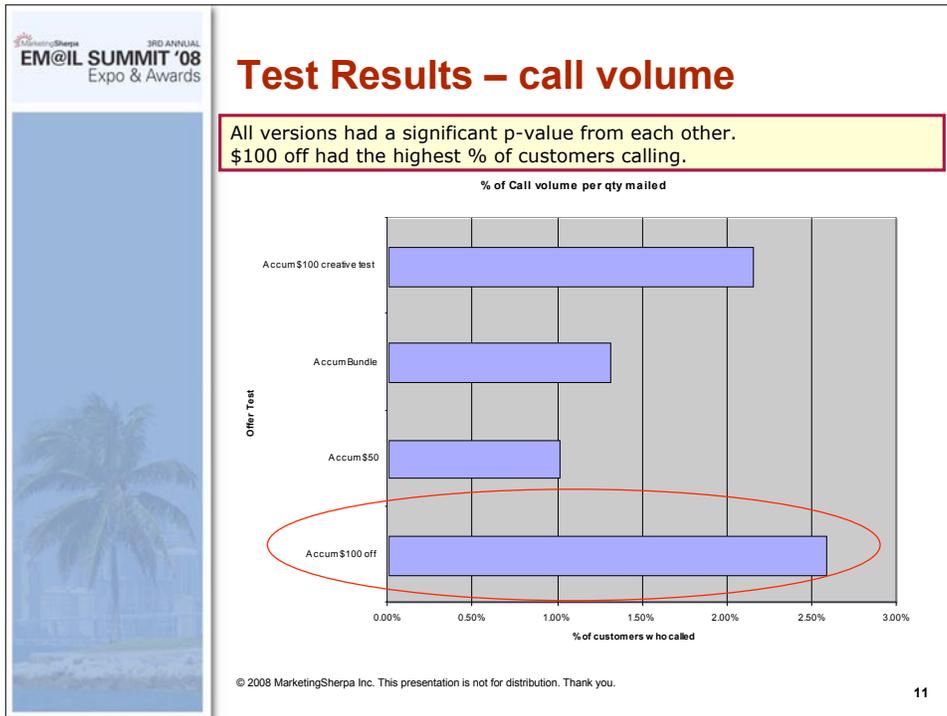
Campaign	Count	Unique Opens	Open Rate	CTR	CTR per Opens
Migration Sept 07 EM Subject line test					
#1 – Move up to Enhanced Payroll at a great price	4,844	947	19.55%	0.64%	3.27%
#2 - Payroll Upgrade offer ends 10/31	4,842	1,391	28.73%	0.99%	3.45%
#3 – Half price upgrades for a limited time	4,852	1,201	24.75%	0.70%	2.83%

How big did it win?

It had a p value of 0.00 against both of the others
 The difference between the winner and the biggest loser was 45%
 The difference between the winner and the second best was 17%

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Email results

The \$100 off offer is significantly greater (p=0.00) then the \$50 off offer.

The Bundle offer BIG is significantly greater (p=0.00) then the \$100 off offer.

Campaign	Count	Opens	Open Rate	Unique Clicks By Cell	Click-through Rate	Click-through Rate per Opens
Payroll Migration Sept EM						
Cell2 - Control Creative - 100_off	31,355	7,704	24.57%	508	1.62%	6.59%
Cell4 - Creative Test - 100 off	31,472	7,630	24.24%	522	1.66%	6.84%
Cell1 - Control Creative-50 off_Balance	15,939	4,855	30.46%	198	1.24%	4.08%
Cell3 - Control Creative - 50 off premium	30,902	7,622	24.67%	266	0.86%	3.49%
Payroll Migration Sept EM (Bundle vs. Control)						
CMC 14637 - Upgrade Bundle Test- 0001	20,587	5,730	27.83%	787	3.82%	13.73%
CMC 14637 - Control Test- 0001	20,452	5,158	25.22%	218	1.07%	4.23%

The assumption here (which in the past has been a solid assumption) is that the number of customers making it to the landing page is a leading indicator of intent to purchase.

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And the winner is...

When we did a match back of the customers mailed against who purchased, the real winner emerged. The refreshed message for the \$100 offer is the winner. P-value of 0.00

INPUTS		OUTPUTS			
TEST	CONTACTS	Customer Level		RR	Ord %
		Buyers	RR		
Cell 1 - \$50 off	46,009	300	0.65%	13%	
Cell 2 - \$100 off	46,009	498	1.08%	22%	
Cell 3 - \$50 off + premiums	46,009	371	0.81%	17%	
Cell 4 - \$100 off (new creative)	46,009	671	1.46%	30%	
Cell 5 - Bundle	25,000	174	0.70%	8%	

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Credits/Thank You

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Using Triggered Campaigns for Targeted Messaging

SESSION DESCRIPTION

When the Boston Celtics missed the playoffs during the 2005-2006 season, their marketing team was challenged with driving ticket sales for the 2006-2007 year in the face of a challenging selling environment. The Celtics responded by developing a highly-targeted Email campaign that allowed them to identify key demographic/behavioral clusters and customize offers appropriately. Further customized offers were developed and presented following an analysis of click-through behavior which identified near-buyers. The Celtics executive in charge of sales and marketing operations provides an overview of the campaign strategy and implementation, as well as results and next steps.

ABOUT THE PRESENTER



Matt Griffin
Director, Sales & Marketing
Operations, Boston Celtics

Matt Griffin serves as the Director of Sales and Marketing Operations for the Boston Celtics National Basketball Association team. In this role, he is responsible for the team's CRM, database management and e-marketing efforts. Griffin is also the team's lead business analyst, employing advanced quantitative analysis to help develop marketing strategies for all of the organization's product lines. Since Griffin's hiring in 2004, the Boston Celtics organization has become an industry leader in database marketing and analytical decision making. Many of the team's Email marketing campaigns and ticket sales strategies are NBA best practices and have been showcased in league-wide marketing meetings.

ABOUT BOSTON CELTICS

A charter member of the Basketball Association of America (which evolved into the National Basketball Association) since 1946, the Boston Celtics have won a record 16 NBA championships and have won NBA titles in three different eras. In December 2002, the team returned to local ownership for the first time since 1963. For more information on the Celtics, log on to www.celtics.com.

PRESENTATION

MODERATOR: I was running around before we started and I forgot to check to make sure that a couple people were here. Angie Moin, are you here? Okay, great, thanks. And Sudhir, are you - okay, great. Okay, our next topic is using campaigns for targeted messaging. I think Randall did a good job showcasing issues of timing and relevancy are crucial to everyone's email successes, and if there's one particular sector that has to be relevant and well-timed, it's the entertainment events industry. With that said, we greatly appreciate hearing today from the Boston Celtics Sales and Marketing Director, Matt Griffin. Ladies and gentlemen, welcome Matt Griffin.

MATT GRIFFIN: Good afternoon, everybody. Thrilled to be here to talk to you today. It's about 40 degrees back in Boston so I'm very happy to be here in Miami to talk a little basketball with everybody. My goal today is to keep this real brief, short, and leave plenty of time for questions at the end. It's a great topic, a fun industry to be in, so I'm hoping I can convey some of that to you

today, then, again, leave some room for questions, so think of some good ones.

Two things I want to do in the presentation: One is to give you guys a little context on why triggered email marketing is so important to us at the Boston Celtics. Then the second topic, too, we want to run through a quick case study of a game we did last December against the Denver Nuggets. We had 3,500 unsold tickets for the game, 30 days until that game commenced, so we had to put through a series of campaigns to sell through those 3,500 tickets in a pretty aggressive timeline for us.

So walk through those things. Boston Celtics – you guys probably all know who we are. We are blessed with a tremendous brand, really a global brand. The tradition is 16 world championships – names like Red Auerbach, Havlicek, Koozie, Russell, Bird – it's something that we're absolutely blessed with to have that as a marketer, and something we try to plug in to as an email marketer.

Using Triggered Campaigns for Targeted Messaging

Every single communication we send out, there's this strong affinity to our brand that we recognize, and again, we try to plug into that with that one-to-one communication via email. One thing to clarify – we only have one property that separates us from many teams. We don't have an NHL team, we don't have a WNBA property, we don't own our building. So basically we're tenants at the TD Bank North Garden in Boston. What that means is we're focused just on Celtics basketball, we're focused really on selling tickets, and selling sponsorships. We don't really get any money from concessions or parking, so we have a very singular focus on NBA basketball and selling tickets and sponsorships. The last part, too – I mentioned we had a global brand that we're very proud of and we plug into often, and our marketing communications, but we are focused on New England.

The way it works with the NBA, that they largely control all the national and global advertising and marketing for the teams, but we're responsible for our DMA, which is 75 miles around our stadium. My job as an e-marketer of the Celtics is to understand everything I can about the people of New England; who comes to our games, who doesn't come to our games, figure out why, and try to get people to come into the building, sample our product, and then hopefully come again.

So what do we do at the Celtics? I had a lot of different variations of this slide, and I thought the best thing to do is just show this picture because I think this is what we do, the essence of what I do as a marketer for the Boston Celtics. We do sell tickets, we sell sponsorships, we play NBA games – all that stuff is true – but what we really do is we create an experience.

Our job is to create this experience for the fan, have a full house every single night, an engaged audience, so that people come to our game and they want to come again. Win or lose, they are having a great time at the Bank North Garden and they want to come to another game in the future. This is what we do, and I love this picture because you have Kevin Garnett screaming up on the video boards, you have the pyrotechnics, you have, again, the full audience, everyone's on their feet, the green glow in the arena – this is exactly the essence of what we do.

We're very lucky that we have this emotional purchase and affinity to our product that, as an email marketer, we need to plug into that. 80% of our single-game tickets are sold online right now. A decade ago that number

has probably flipped and 20% were sold online. With that emotional purchase, the impulse buy is huge for us. Again, as a marketer, what my job is is to create the right offer to the right customer at the right time so that people – we can plug into that affinity for the brand and the product that gets them to buy online and come to a game, have a great experience, and hopefully want to come back again.

I talked about our customers. Our customers – really we are lucky – they bleed green. We have a ton of die-hard fans that have been with us for decades, like this kind of crazy kid here with the face paint, the jersey, the banner – that's one of our core fans right there. It's such an emotional purchase. One thing, before I got into the industry, I really didn't understand how emotional it is and how valued people have that emotional connection to our team. Email's a perfect channel for us to plug into that and get those impulse purchases with the right offer at the right time.

We also have very broad demographic appeal. We have literally an order of magnitude between our high price point and our lowest price point. Bill Gates, Warren Buffets of the world, we have a product for you. We also have a product for the college kids who are kind of short on cash, and there are very varied reasons for why people come to our games. As a marketer, we need to understand why people come to the games, who they are, and cater our products and our offerings to all of these different segments.

Again, people from all walks of life come to a Boston Celtics' game. So, we have a pretty robust customer segmentation strategy, which are predefined customer clusters that we create based on your demographic profile, your purchase behavior, even your click-through behavior. We track all that stuff to create predefined clusters. When we have a need to send out a ticket offer, we're ready to just flip that switch and blast that email out hopefully to the right customer at the right time.

A quick – more context for you guys on the economics of basketball and the Celtics. It's really a variable revenue fixed-cost business. This chart I have on the right-hand side here, this is typical of any team – it's not necessarily our revenue structure, but the items in gray are largely fixed. It's national, regional broadcasts – so it's TV and radio. Largely multi-year deals. For year to year, you can consider them largely fixed sources of revenue.

Using Triggered Campaigns for Targeted Messaging

The parts in green there are corporate partnership and ticket sales. Those are variable or semi-variable revenue. We have a perishable product. If the game tips off and a seat is empty, that's a missed opportunity for us and we can't get that revenue back, that lost revenue back.

In a situation like this with variable revenue and a largely fixed cost, what we do on the email marketing side is we are aggressive as heck to try to fill every seat in the building, to get money for that seat, obviously – yield management analysis is a big part of what we do – but also to create a competitive advantage for our team. I refer to this – we have really 800,000 price points. That's a 19,000-seat arena, 43 events. In my opinion, every single seat for every single game has a different value. Day to day that value is constantly changing. We could trade for Kevin Garnett one day, all those seats are worth more. We could go on a five-game winning streak, five-game losing streak, value is always changing, and we use email marketing really to test and probe our audience to see what the right price is at all times. We're constantly sending out test emails to say, "Is a \$40 price point correct? Is it \$35? Is it \$45?" And we play around with prices again, the goal being to drive a sellout for every single game and create that experience that fans are going to love and want to come back again.

Risk is something I know everyone in here is dealing with. There's talks of recession, foreclosures are up, home prices are down, the market's been just ugly lately. We're not immune to risk by any stretch. Those things affect us, but what really drives our business is winning. And you can see by this chart – this is a Celtics winning percentage the last 20 odd years. You see how cyclical that is. When I joined the Celtics four years ago, I was shocked by how quickly things can turn in this industry. Literally, on a dime, you trade for Kevin Garnett like we had this year, things are great. You go on an 18-game losing streak like we had last year, things aren't so great.

And as an email marketer, what we need to do is create a robust market on the fly capability, and we work closely with our partners at ClickTactics on doing this that we have a system that we can identify good times or bad times, a proper price point, and react quickly with, again, the right offer to the right customer at the right time. Absolutely critical to our business because day of week, time of year, the opponent coming, you name it, all drive value in our business, and winning or losing drives value, player acquisitions drive value. We need to

constantly have our finger on the pulse of that and react accordingly and quickly to get people to fill the building.

So we segment our customers. We have dozens of predefined clusters of customers in our database that we are ready to email at any time. We have fairly robust yield management analytics that we – again, every single seat in our arena, we have a pretty good sense of what the value is and what the right price is, and that price goes up and goes down as the season progresses.

Those things, plus our market on the fly capabilities, allows us to send highly effective, triggered email campaigns. Again, identifying distressed inventory in the building, putting an offer against that distressed inventory, finding the right customers who we know want to buy those particular seats, getting that email out in a timely manner, communicating it effectively, communicating it quickly, and hopefully getting them to buy online right away. That's sort of the core of what we do, and again, 80% of our ticket sales go through that channel.

So, quick case study I want to run everyone through – the Denver Nuggets last year came in December 15th. It was a Friday night. Good opponent. They have Allen Iverson, Carmelo Anthony, Marcus Camby – solid team. Friday night's a good night for us. But we always struggle closer to the holidays. It's kind of been a lull in our business when people are focused on gifting and not really focused on buying tickets for a game a few weeks before the holidays.

So, 30 days before tip off, we ran this snapshot of our arena. Green seats are sold, red seats are unsold. Now, you can quickly look at this and you can see that in the upper balcony corners, we have a lot of red over there. And even in the low-ish level behind the baskets, there's some clusters of red there, as well. All in, we had 3,500 unsold seats and we had 30 days until tip off to get those sold. If we had just maintained status quo and not done anything, our estimation was 2,500 of those seats would have remained unsold for that game. It would have been a significant loss revenue opportunity for us.

So, what did we do? It's a two-phase triggered email campaign we engaged in. So, number one – phase one was targeting email communications to all those predetermined clusters that we have in our database. As you saw, we had a lot of balcony inventory available and

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a lot of large blocks of inventory available. That's perfect for a group sale. So we went out to every customer who had bought a group ticket on a Friday night.

We're lucky in Boston, we have tens of thousands of college students that live within ten miles of our arena. We went out with dozens – literally dozens of emails, college by college, encouraging them to come out to the game on Friday night. We create a family plan. Everyone in our database we knew had small children, boy or girl, we threw in a hot dog and a soda, dropped the price, and created a special family package for that game against Denver. Anyone in the past who had purchased a ticket for the Denver Nuggets, we sent them an email campaign. Anyone from Syracuse University who was Carmelo Anthony's alma mater, we send them an email campaign saying, "Come see Carmelo." Marcus Camby was a UMass graduate. We sent UMass a communication – "Come see Marcus Camby at the Garden." Those are just a sampling of all the different variations of communications we sent out just focused on one game.

Fan survey, you see up there – after every game we survey our fans – "Let us know what the experience was like, what we can do better". Every single person who took that survey got a ticket offer to see the Denver Nuggets. Everyone who sent us an email and contacted us on our website got an email, "Thank you for your feedback. We appreciate it. Here's a half-off ticket to see the Denver Nuggets." Literally every outbound communication that we made in that 30-day period had some sort of ticket offer tied to that Denver Nuggets game. And where possible we made it as targeted as we could, with the UMass Marcus Camby tie-in. Other times it was a triggered email based on past behavior. So all told, I think we sent out two or three dozen different campaigns just for this one game to sell those 3,500 distressed seats. That was only phase one.

Phase two was what we just call clicker conversions. The most effective campaigns for us are multi-channels, not just email only. It's email and phone call. So every email we send out, we track who's clicking on what, and then what we do is we follow up for people we can call that aren't on do not call lists, and we have a business relationship with. We create the click-through list, generate mini-plan clickers handouts for our sales people and create a solicitation. So our sales folks go out, follow up with the email, and try to get people to buy tickets for, in this case, that Denver Nuggets game. These calls are fantastic. We listen in on them. People

pick up the phone and say, "You know what? I was thinking of going to that game, I clicked on that."

And of course the person on our line would never say this, knows. "We're Big Brother, we know everything you're doing with every one of your emails. That's why we called you." These people have no idea. "That's so funny you would call me. I was just talking to my husband about that, and just talking to my son." "Yeah, that's why we did this." These are highly, highly effective sales calls for our people.

Our sales people love these clickers lists. They're always asking me for – "Hey, Matt, when's the next clickers list you can get me? When is it?" Because any other lists I give them, how targeted it is using demographic data, purchase data, whatever, isn't as good as what we generate through these clickers lists because you have a customer that's at least interested enough in the offer to open the email, take a look, click through, and investigate it a little bit, so all they need sometimes is a phone call after the fact to just push them over the edge.

We hear things all the time – "The price wasn't right for me." "Well, you know what? We have some other prices available. Let me share those with you." "I didn't like the seat location that was available on Ticketmaster." "No problem. We have some other ones for you. Here's a list of five other locations you can choose from." "I was just interrupted when I opened the email and I didn't get a chance to purchase." "That's fine. I'm here now, why don't you purchase over the phone?" Countless reasons why people click and don't convert, and these phone calls after the fact are just – they're gold for us.

The ROI of – I should have done a calculation, but it's pretty sick on these. Again, the sales people, they die. They just love these solicitations whenever I generate them for them. So here's a result for us. Remember, the 3,500 seats we had 30 days out? We sent, again, the two or three dozen targeted email campaigns, we followed up with these phone calls – clicker conversion phone calls – and this is what we ended up with. We had a sellout that night.

Then Paul Pierce makes a comment, "The crowd really carried us." That's something that we on the marketing side of the team really feel good about, that a player on the team says, "Hey, the crowd really was plugged in, it was a great atmosphere, we won 119/114, one of our best games of the year."

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That makes us feel good because we converted a lot of people that they would have been 2,500 unsold seats, but we had people in those seats, they experienced our game experience, our game entertainment, they hopefully had a fantastic time, they saw a great game, they saw Celtics win, and they're going to want to come back again. I don't have a slide on this.

The next phase, phase three, would be following up with every single person who purchased tickets for this game, getting them in to 6-game package, 12-game package – "Come out again. You saw a great game, will you come out? Celtics basketball is great. The Gardens is the place to be. You want to come back."

So general results – we did this last year because it was kind of a tough year for us. We did this probably for 20, 25 games last year, and all were highly effective in getting the place sold, getting the building full. These multi-tiered email campaigns – we see 2x returns over a standard email campaign. That's a standard targeted email campaign. It's the multi-tiered phone and email campaign, we see 2x returns on that. This campaign helped us drive a sellout, and then the initiative is really a standard practice for us right now.

This year, fortunately, the team is red hot, we're playing well, we don't need to do these as much, but we have those predetermined clusters still in our database ready to go if good times – hopefully not bad times every strike again. So going forward – last year we had a tough record – I think second-worst team in the league – but we were one of the top teams at selling tickets online. I'd like to think we're getting close to becoming one of the league best practices at doing this. But, we and ClickTastic, our partner that helps us with this, we continue to work, because we can't just sit on what we did last year. Our strategy and our tactics have to constantly evolve.

This season we're at sold out status every game. We have a whole set of new challenges. We're currently looking at ways to employ more dynamic content in triggered emails to sell things like merchandise, playoff tickets, premium products, you name it. Constantly looking for new techniques, and that's one of the reasons I'm here as well, to learn from all of you some ways we can do our job better. That's it. Any questions?

PARTICIPANT: When you get a voice mail or sometimes an answering in making those follow-up calls, how do you handle that?

MATT GRIFFIN: The question is if we get a voice mail on the follow-up calls, how do we handle it? We actually do leave a voice mail, there. We're getting lucky, I think, because of the affinity that we have with our brand that we do get an awful lot of callbacks from people. So what the reps will do is they will leave a voice mail and then they'll also follow up with a polite email as well saying, "Hey, my name is Dave. I left a voice mail with you. I have a great ticket package for you. Call me back or just shoot me an email if you're interested." We actually have a pretty good success with that.

PARTICIPANT: You touched on this briefly, but this year's a great year. Going back to last year, that case study was sort of everybody you could find, look under every rock, hit them as hard as you can hit them, and you mentioned it was like 25 to 35 games that you had to do that. Kind of that's where my question's going.

You knew that season was going to be rough. How did you think about how hard can we hit these people sort of every game, and what sort of yield management across different games – you knew this season was going to be lousy, so you knew this was coming up. And then the second related point is you just touched on merchandising in the end. I'm surprised you're not doing more of that, so can you just put it in the context of broader revenue and sort of relationship marketing, with merchandising, I assume, being a big part of that?

MATT GRIFFIN: I'm sorry, the second question again?

PARTICIPANT: Well, merchandising, and why not doing more of that, even last year when it was a crummy season, and how you think about merchandising?

MATT GRIFFIN: Two great questions. The first one was I think, paraphrasing, how do we keep our database from being tired of all these offers? We had to do this 25 or 35 times, how do we avoid email fatigue, if you will? The second question is this year where things are a little bit – frankly, a 180 from last season, what are we doing to loop in merchandise and sort of more premium offers, I believe.

With the email fatigue, it's something we take very seriously that we will only send out a lot of these offers to one quarter of our database, 1/8th. We rotate that, so that if you're a fan of ours, you shouldn't see more than two email offers a month from us. We're constantly churning through – when I say we sent a family offer to all of our families, it really wasn't all of our families.

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It was probably half of the families in our database or a third, because we knew we would need another family offer in the near future.

That's something we took real seriously, because two years ago we kind of would carpet bomb every single game and send a lot offers. We had people emailing us saying, "Hey, just FYI, when's the offer coming out for the Milwaukee game coming up?" We hadn't done it yet. We realized two years ago that's probably not a best practice, that we have to get a little smarter about rotating these offers among our fan base so they're not conditioned to keep waiting for them.

Then the second question with kind of merchandise and other avenues – that's absolutely what we're focusing our time on right now. Tickets aren't the issue. It's trying to get someone to buy tickets and a premium package, tickets and a Garnett jersey, tickets and season tickets for next year, tickets and a playoff strip. We're constantly – instead of doing distressed inventory email campaigns, we're really doing now the opposite. We're trying to get more than face value for all of our tickets right now by bundling in some other amenities and assets.

PARTICIPANT: One thing that you mentioned is looking under every rock for customers, contacting UMass students and things like that. How did you get all that customer data?

MATT GRIFFIN: The question was how did we get our customer data. Many are from prior purchasers. We don't purchase emails as a practice. We just gather through sweepstakes or tickets purchasers, and from there we do data pens, we do our clustering analysis from that, and we also do a ton of survey work, as well. So we take all that data, throw that in our CRM database, and try to create a more complete profile of everyone who's in the database.

PARTICIPANT: Okay, thank you.

MATT GRIFFIN: Yes.

PARTICIPANT: Are you capturing email addresses for your clickers non-converters, and if so, have you tested re-marketing with a follow-up email campaign versus the phone call, and how is that played out?

MATT GRIFFIN: The question is the clickers non-converters – have we tested follow on email or phone campaigns with those guys? We have. The funny thing

for us are the people who click and don't purchase are actually less effective leads for us than the people that don't click and don't purchase, which is very strange, and we're trying to figure that out. I don't know if that's a data anomaly, but it's actually been pretty consistent.

The way I try to explain it is if someone is interested enough in the offer to click through, investigate it, and not purchase, that there's something that just didn't agree with them, they didn't want it. We actually will call the people who click first and then the people who don't click, we'll follow up with them before we do a follow-up campaign with people who clicked, we called, but didn't convert, if that makes sense.

PARTICIPANT: In your phase one, the targeted email campaigns, you outlined half a dozen different groups that you send emails to. If someone fell into more than one of those groups, how did you prioritize which offer to send them?

MATT GRIFFIN: Whichever ticket price was higher, to be honest. If you're in three different segments and you're getting a \$60 ticket for \$50 versus \$35, versus \$25, we'll probably put in the \$50 and see how that works. If that doesn't work, we send a follow-up offer to people for the \$35 offer – we'd include you in that bucket.

PARTICIPANT: Thank you.

PARTICIPANT: I got a question for your clicker list. Approximately how long does it take before you supply that list to your sales team, that you found what works? My second question is right before you go – also go into the clicker list is how do you, as a marketing organization, coach your sales organization to effectively make those calls so you're not sounding like the Big Brother?

MATT GRIFFIN: Two questions: One was the timing, when someone clicks to when they can expect that follow-up phone call and then how do we condition our people on the phone to not sound – creep out, essentially, people with the Big Brother phone call after the fact. We try to get the clickers list to our sellers within 48 hours. In some cases we've done it same day. It just depends on the campaign, and really the urgency we have in getting through the call list.

If it's a short call list, I will usually wait 48 hours and then do my pull. If we're talking about we have 10,000 or 15,000, 20,000, 30,000 clickers, I'll probably do one list early so we can get the sales people on that call, and

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then we'll do a follow-up list afterwards for people who are kind of more latent clickers, if you will.

As far as coaching, coaching them up, we just tell them, the call, make it like it's any other sales call, and really not acknowledge or even bring up the fact that the reason we're calling you is because you clicked on something. The sales people, because they love these lists so much and we kind of threaten to take them away if they don't use them properly, we haven't had any issues so far with that.

PARTICIPANT: I'm interested in what CRM database you're using, if it's a packaged one? And also, I was kind of disappointed that you have predefined clusters, because I think that dynamic definition of your segments would be more interesting. Also, with the calls that happen, the click calls, do you store the refusal responses and use them in your data set?

MATT GRIFFIN: Questions were what CRM database are we using? Also, I'm sorry, the second and third one were –

PARTICIPANT: Second one was you have the predefined clusters instead of dynamic ones.

MATT GRIFFIN: We use, right now, a Ticketmaster application called ArcTicks, which has a CRM capability to it, so the advantage to that for us is that it's plugged in directly with our ticketing system. As soon as you buy a ticket, it goes right into our CRM and we do our analysis off of that within that database.

And then the clusters – we did a large analysis a couple years ago on what the effect of clusters were for us. It's largely static because those haven't changed, but we do go back and reevaluate every single year if we are missing any clusters, if there are any – that we need to take off that are no longer effective for us, and we do kind of track the performance of each one. There really is – if we look at those clusters from two years ago to now, there hasn't been a whole lot change on that.

PARTICIPANT: Do you store the refusal responses in your data set?

MATT GRIFFIN: I'm sorry, the last one?

PARTICIPANT: From the phone calls, like, the reasons they're not going to buy a ticket. Do you actually store that in a database, or –

MATT GRIFFIN: Yeah, we have that as well. We have memos and tasks we can track, all that. That's something we'll go through, and if it's price, we might rethink our pricing for it. If it's something else, we'll look at that and process that, as well. It's all contained within the customer record.

PARTICIPANT: Okay, thanks.

MATT GRIFFIN: Thank you.

PARTICIPANT: I have a question. With your game by game approaches to these campaigns, how do you work any cross-sales and up-sales, if any?

MATT GRIFFIN: Well, what we'll do – we sell, obviously, a season ticket with all 43 games as our largest package, and then single games, obviously, is our smallest. We have a series of four games – last year – 4 games, 6 games, 12 games, all different number of games. What we'll do is try to – for Denver, for that example, pull every package that's in, if it's in a 6-game package or a 12-game package – we try to get someone to go to that Denver game.

If they just want the one experience, that's fine, but then after that game is played, hopefully it's like that game where we won a close, tight game – I think it was a buzzer – almost a buzzer beater in that one, a great experience, we will then follow up with them after that game saying, "Hope you had a great experience. Would you like a 6-game package or a 12-game package?"; and we go from there.

PARTICIPANT: I'm actually a season ticket holder, was at that game, and wanted to say you're doing a great a job, as a customer.

MATT GRIFFIN: Thank you.

PARTICIPANT: Actually, I've got a question –

MATT GRIFFIN: I've got to be honest with you. Last year you may not have seen a lot of these campaigns because we kind of suppressed some of those people.

PARTICIPANT: I couldn't give away the tickets last year. I actually had a question about what kind of influences outside factors have, such as, say, weather forecasts or other large sporting events going on in the area, or injury reports, and how that affects timing or what kind of offers that you may offer to people.

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MATT GRIFFIN: The question was how do things like weather, other events in the city, those types of other external factors affect us? They definitely do. It hasn't been – we run a lot of regression analyses and it hasn't been a material statistical significance on those, but what we do look at – if we play four games in a week, for instance, we will be much more conscious of what games two and three are selling like in that, because it's sort of a crowding out effect.

There are issues when in our market you have the Red Sox and the Patriots who had great runs the last few years. We definitely do see a bit of an effect, and we will have more discounts in place while they're in season. We definitely look at that stuff, for sure. Anything else? All right, great. Thank you very much – appreciate it.

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Matt Griffin, Director, Sales & Marketing Operations
Boston Celtics
Monday, February 25, 2008

MarketingSherpa 3RD ANNUAL
EM@IL SUMMIT '08
Expo & Awards

MarketingSherpa 3RD ANNUAL
EM@IL SUMMIT '08
Expo & Awards

Boston Celtics - Overview

- Charter member of the NBA
- Winning Tradition
- Community Focused
- One Property - Celtics
- Garden Tenants
- Global Brand
- Regional Marketing Focus



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MarketingSherpa
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Customers - Bleed Green

- Die-Hard Fan Base
- Emotional purchase
- Broad demographic appeal
- Varied reasons for attending games

↓

Customer Segmentation Strategy



4

The slide features a blue vertical bar on the left with a palm tree graphic. The main content is on the right, including a list of fan characteristics, a downward arrow, a yellow box with the text 'Customer Segmentation Strategy', and a photograph of a fan in a green Celtics jersey and wig holding a flag. A small number '4' is in the bottom right corner.

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Economics – 800,000 Price Points

- Variable Revenue/
Fixed Cost Business
- Perishable Product
- Variable Demand

**Yield Management
Analysis**

**Typical Team
Revenue Sources**

Source	Percentage
Tickets (Regular Season)	~45%
Tickets (Playoffs)	~10%
Corporate Partnerships	~10%
Broadcast/Media	~20%
Other	~10%

5

MarketingSherpa
EM@IL SUMMIT '08
Expo & Awards

Risk - You're one trade away....

**Boston Celtics Winning Percentage
(1986-87 to 2007-08 YTD)**

Year	Winning Percentage
1986-87	72%
1987-88	70%
1988-89	51%
1989-90	63%
1990-91	68%
1991-92	62%
1992-93	59%
1993-94	39%
1994-95	43%
1995-96	40%
1996-97	18%
1997-98	44%
1998-99	23%
1999-00	43%
2000-01	44%
2001-02	60%
2002-03	54%
2003-04	44%
2004-05	55%
2005-06	40%
2006-07	29%
2007-08	81%

**"Market on the fly"
Sales Capabilities**

6

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Expo & Awards



Driving Sellouts – Triggered Emails

- Customer Segmentation Strategy
- +
- Yield Management Analytics
- +
- “Market on the fly” Capabilities



Highly Effective Triggered Email Campaigns



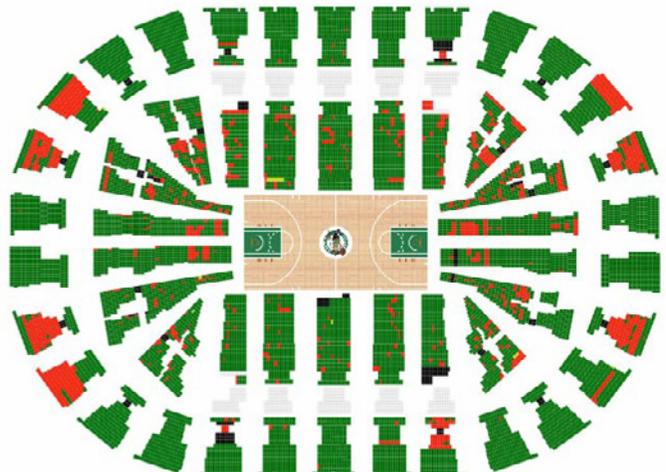
7

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Case Study – Celtics vs. Nuggets

- 3,500 unsold seats... 30 days until tip-off



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Using Triggered Campaigns for Targeted Messaging

Phase I – Targeted Email Campaigns

9

Phase II – “Clicker” Conversions

Send Email Campaign

Track Click Throughs

Link/Clickthrough (Unique Clicks)	Total Clicks	Percent
Home	100 (171.02% (0.24%))	20%
Buy Tickets	200 (342.04% (0.24%))	40%
Celtics vs. Heat	200 (342.04% (0.24%))	40%
Home	200 (342.04% (0.24%))	40%
Celtics vs. Heat	100 (171.02% (0.24%))	20%
Home	100 (171.02% (0.24%))	20%
Buy Tickets	100 (171.02% (0.24%))	20%

Create Solicitation

Pull Mini Plan Clickers

Link ID	Email Address	Click Name	Last Name	Company
1	john@domain.com	Home	John	Domain
2	mary@domain.com	Buy Tickets	Mary	Domain
3	john@domain.com	Celtics vs. Heat	John	Domain
4	mary@domain.com	Home	Mary	Domain
5	john@domain.com	Buy Tickets	John	Domain
6	mary@domain.com	Celtics vs. Heat	Mary	Domain
7	john@domain.com	Home	John	Domain
8	mary@domain.com	Buy Tickets	Mary	Domain
9	john@domain.com	Celtics vs. Heat	John	Domain
10	mary@domain.com	Home	Mary	Domain

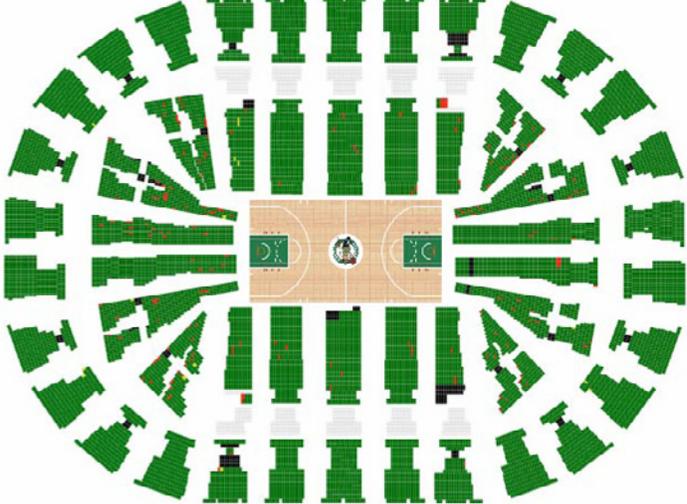
10

Using Triggered Campaigns for Targeted Messaging

MarketingSherpa 3RD ANNUAL
EM@IL SUMMIT '08
Expo & Awards

Celtics Win 119-114

- Pierce – “The crowd really carried us”



MarketingSherpa 3RD ANNUAL
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The Results

- Multi-tiered email campaign generated 2x returns over standard email campaigns
- Campaign helped drive sales to near sellout
- Initiative became standard practice for games with the same ticket buying patterns



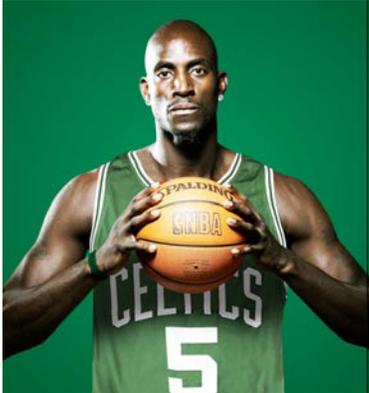
12

Using Triggered Campaigns for Targeted Messaging

MarketingSherpa 3RD ANNUAL
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Nothing but Net!

- 24-58 record last year but Celtics one of top NBA teams selling tickets online
- League best practice
- Celtics and Click Tactics continue work to leverage pre-determined segments, dynamic content and triggered communications to yield even better results for the 2007-08 selling season.



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Credits/Thank You

Matt Griffin, Boston Celtics

mgriffin@celtics.com

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Newsletter Before and After: Layout, Content and Copy

SESSION DESCRIPTION

Bluegreen Resorts experienced a satisfying up-tick in CTR by giving their owners' update newsletter a serious makeover. This monthly Email and corresponding landing page, which is sent out to a base of 170,000 users, was evaluated for its content, layout and copy and revamped. Attendees will get insights into the reasoning, execution and results of this newsletter transformation.

ABOUT THE PRESENTER



Anjie Moin
Online Services Manager,
Bluegreen Corporation

Anjie Moin is Online Services Manager at Bluegreen Resorts, where she manages Web and Email campaigns to gain the most ROI from every digital piece of communication sent to owners and prospects. Moin specializes in Email marketing projects, having worked with major clients such as Nextel Connections, Cablevision and La Quinta with their welcome programs and ongoing digital communications with customers.

She has first-hand experience of the challenges faced by Email marketers in this ever-changing landscape. She has learned what helps to lift clickthroughs and response rates for a given target audience. She understands testing and retesting of those preconceived ideas until the desired result is achieved.

ABOUT BLUEGREEN CORPORATION

Bluegreen Corporation (NYSE:BXG) is a leading provider of Colorful Places to Live and Play® through two principal operating divisions. With more than 175,000 owners, Bluegreen Resorts markets a flexible, real estate-based vacation ownership plan that provides access to over 40 resorts and an exchange network of over 3,700 resorts and other vacation experiences, such as cruises and hotel stays. Bluegreen Communities has sold more than 55,000 planned residential and golf community home sites in 32 states since 1985. Founded in 1966, Bluegreen is headquartered in Boca Raton, FL, and currently employs over 6,000 associates. In 2005, Bluegreen ranked 57th on Forbes list of 'The 200 Best Small Companies' and 48th on FORTUNE'S list of 'America's 100 Fastest Growing Companies.' More information about Bluegreen is available at www.bluegreencorp.com.

PRESENTATION

MODERATOR: Okay, we're ready for part three of our Advanced Strategies Session. For this section, we have Anjie Moin, online services manager for Bluegreen Corporation. Looking at someone else's before and after photos for email or anything else really always seems to be fun. That's why we're thankful that Anjie's joining us to show us how she transformed her company's newsletters in terms of layout, content, and copy. Please give a grand welcome for Anjie.

ANJIE MOIN: Hi, my name's Anjie Moin, and I work for Bluegreen Corporation, which is based out of Boca Raton. We're the largest independent vacation ownership company in the U.S. In 2007, we delivered over 350,000 unique vacation experiences for over 180,000 owner families that we have in the company. Timeshare is actually the fastest growing segment of the travel industry with double digit growth over the past two decades, and timeshare sales worldwide is in excess of \$10 billion. I just wanted to give you some background information there.

Okay. Today I'm actually going to be talking about our monthly e-newsletter that we send out to our owner base. The purpose of the e-newsletter is to inform and educate owners about ownership benefits, informing them about upcoming events and special offers, and any discount travel offers that we have. It's also to highlight the referral program and promote our in-house promotions and additional cost membership programs. The target audience is about 68% of our owner base who we have a valid email address for and who haven't opted out and the average age of the target audience is between 30 and 55.

Here is an example of the previous newsletter, which is very, very nice. In this newsletter, we actually have a letter type introduction, as you can see. The contents area for navigation is actually below that paragraph, which is even below the fold so it's very hard for somebody to try to navigate without scrolling.

The navigation was also broken into business units for ease of internal content creation, which we all know about that. We have over ten business areas who

Newsletter Before and After: Layout, Content and Copy

actually gave us content for the newsletter. And the actual copy that was written didn't always have a call to action in mind, which also made this very challenging.

The email actually clicked through to a landing page. The width of the landing page was also very small, very similar to the width of the actual email. I think it was about 600 pixels or 650. Again, you can see there's a contents, which is broken up by business area. There was no consistency of the article – we had special offers all over the place. We had our membership programs, the Bluegreen Traveler Plus, which didn't really mean a lot to a lot of our owners. Not everybody understood what that program was. And there wasn't actually any way of finding out what the benefits were of becoming a member or how to become a member.

The stats that we have are from January to June. On average, the open rate was 49.6%, which is pretty good. And the clickthrough rates were 19.3%, again not bad, but we wanted to do better.

The process of actually putting the newsletter together was also very challenging. Again as I said previously, we had over ten business owners who wanted to give us content and who were giving us lots and lots of content without really thinking about it. We'd get emails all the time, "I want you to put this in the owner update. I want you to put this in the owner update." They really didn't think through the calls to action, whether it was a telephone call they wanted the owners to call or whether they actually wanted to send them over to the landing page, whether they wanted to send them to the website. It was a lot of information coming in a lot of the time.

So we had to set up some weekly meetings to actually review content and actually give the newsletter a focus because previously we were actually sending lots and lots of emails to the owner base, and we were really spamming them a lot. So we came to a consensus about sending out one email, but then that was challenging because we had so many different business owners all trying to push to get their articles at the top. And so we actually set up these weekly meetings to review the copy, agree the order of the articles, and discuss any special messaging for target audiences. For example, we may send certain messaging to people who were actually just Traveler Plus members. They may get a special message versus people who referred a friend to become an owner.

And also I wanted to set up something so people remembered what the next deadline was. So if they had to review any content, this would be an easy way where they would have half an hour every week to actually go through and meet those deadlines. And plus, we actually set up a schedule so that everyone knew where we were at in the stages.

And here I've put everything together. So you can see we broke things out by all the content was due by a certain date, the copy writer had a deadline, building a template, going through the legal compliance process, and also challenges with IT because we only push our content out to a production server once a week, so that was also another – something else in the mix. And then we have a clear date, so everybody knows exactly what date the email is going to be blasted. And here we have the new email.

So what we did was we actually removed that introduction paragraph and replaced it with a welcome message. Another challenge that we had with our email addresses was the actual owner base that we have. We don't actually have a single person. It could be that you and your brother decide to buy vacation ownership or you and your cousin decided to do it. So we actually came to a conclusion that we could call it the Catel family or Delectorskaya family, rather than a single individual name. We wanted to have personalization, but because we didn't have a single name, we actually decided to do it this way and it worked out pretty well.

We actually removed the words "Contents" because that was very print-like, and we replaced it with "In This Issue." We actually tightened up the navigation, as you can see there, and we removed all of the business units from the navigation. We really did this so that people would actually – even if you weren't a Traveler Plus member, for example, you would actually click on the article. You could actually go and read the information and then there was a clear call to action for you to actually find out if you weren't a member already or if you actually wanted to sign up for the program if you did like what you saw rather than breaking it up, because people weren't clicking on those links.

We also changed the copy throughout to be much more action-oriented, again with clear calls to action. We also created four consistent areas, although I didn't highlight it here in this issue because again I wanted to make sure people actually clicked on those links. But when

Newsletter Before and After: Layout, Content and Copy

they went to the landing page - and here you can see it broken up further down – that we did actually separate out those four consistent areas. So the business areas, when they actually gave us content, they actually thought about which of those four sections their article would need to go under rather than the other way around, which was happening before.

And again on the landing page, we actually revised the navigation so it went down the left-hand side there. We actually also included some house banners as well, some ad banners because we didn't have any ads on the email previously or the landing page. Again, we removed the business units from the navigation. And again we changed the copy throughout to be a lot more action-oriented. And as you can see here, we have the four different areas.

Actually, after we updated the landing page, we've actually done another redesign since then. And what we've actually done is we've separated out those four different areas into four separate landing pages now. And that really helps with search engine optimization as well, so just makes it a lot better. And again, we added the links to the benefits for the various membership programs we have.

Here you can see the open rates actually increased 54.5%, so they went up about 5%. And the clickthrough rates increased to 22.8%. And we also found the page views on the landing page increased by 60%. This was also because we included articles on the owner homepage on the website. So we'd actually send out the email, but we also added an article onto the homepage, linking straight to the newsletter, and that helped us increase those numbers.

And finally I just want to say thank you to Asa Shatkin, the creative director, who did all the nice artwork there, Amy Carody, the web copywriter, Tanya Delectorskaya, who's the web designer, Paul Squiteri, the email deployment, and Silverpop, who is our email engine. And that's my short presentation. If you have any questions, please ask me now.

No questions? Okay. That's good. Thank you.

PARTICIPANT: I have a question.

ANJIE MOIN: Oh, you do. Yes.

PARTICIPANT: You had only touched about the width of the landing page. So in your redesign, did you touch upon that? What was the width and how is it working?

ANJIE MOIN: Well, the width that was previously was about 600 to 650 pixels. It was way too narrow. We didn't have enough room to build in a navigation down the left-hand side if I go back to the – this is the new one. So we wouldn't have enough room to build that left-hand navigation. We kept that consistent. So we actually increased it to 800 pixels. We're actually finding now that the majority of our users are actually on 1024 x 768, so we're now planning again to widen the width of that page.

PARTICIPANT: And have you played with the width of the newsletter itself? Have you tried changing that and see -

ANJIE MOIN: Not the email, no. No, not the email because of AOL restrictions, we couldn't change that too much. We did a little bit. I think it was like 450, and we increased it to 550, I think it is now, but the landing page was more important to us.

PARTICIPANT: Hi. My question is with the index that you have that size in this issue, have you truly seen a difference between the one you had in the front and the one in the left, because we are trying to test that right now?

ANJIE MOIN: Well, as you probably heard throughout the Email Marketing conference, the eyetracking tools actually say that people actually look more towards the left-hand side and that 's what we found in our analytics, as well, that yes, that definitely gives an increase in clicks, having it on the left-hand side.

PARTICIPANT: And throughout the issues as people get used to the design, it doesn't go down? They –

ANJIE MOIN: No.

PARTICIPANT: – keep going to it?

ANJIE MOIN: It doesn't go down. That's the navigation. People are clicking – that's where they look first. They're going to look at the stories of interest, and they're going to click what's interesting to them. So no, I don't think it goes down.

Newsletter Before and After: Layout, Content and Copy

PARTICIPANT: I have a question. Which of the new look features, in the after, do you think is the most responsible for the increases?

ANJIE MOIN: In my opinion, moving the navigation up above that introduction paragraph was huge. Definitely, that was the biggest thing. And also adding in the links to the membership programs. And also adding in – we had a referral program called Encore Rewards – when I joined the company, I’m like, “What is Encore Rewards? I really don’t know anything about this.” So I’m thinking if I don’t know, then the customers are not going to know. So all I did was, because the business owner didn’t want to change the name, we actually added “Refer a Friend” right next to the title. So we kept Encore Rewards. We added the Refer a Friend program, so the owners knew exactly what that was. So I think that was huge.

PARTICIPANT: And is there one major lesson learned that you’re going to take into your next redesign, whenever that is?

ANJIE MOIN: Keep the navigation on the left hand side.

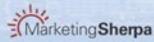
PARTICIPANT: Okay. Well enough. Thanks.

ANJIE MOIN: Thank you.

Newsletter Before and After: Layout, Content and Copy

Newsletter Before and After: Layout, Content and Copy

Anjie Moin, Online Services Manager
Bluegreen Corporation
Monday, February 25, 2008

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 3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards 	<h3>Bluegreen Corporation Some Quick Facts:</h3> <ul style="list-style-type: none">➤ Bluegreen Corporation of Boca Raton, Florida➤ Traded on the New York Stock Exchange (ticker symbol: BXG)➤ Largest independent vacation ownership company in the U.S.➤ More than 180,000 owner families➤ Time share is the fastest growing segment of the travel industry<ul style="list-style-type: none">▪ Double-digit growth over the past two decades▪ Timeshare sales worldwide in excess of \$10 billion <p style="text-align: right;">2</p>
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Newsletter Before and After: Layout, Content and Copy



Monthly Owner Update eNews

- Purpose
 - To inform & educate owners about ownership benefits, upcoming events, special offers and any discount travel offers, highlight the referral program and promote our in-house additional cost membership programs

- Target Audience
 - 68% of owner base have an email address on file
 - Average age is 30-55

3



Monthly Owner Update Old Email

- Letter type introduction
- Contents area below intro for navigation
- Navigation broken into business units for ease of internal content creation
- Copy written with no CTA in mind

4



Newsletter Before and After: Layout, Content and Copy




Monthly Owner Update Old LP

- Width of Landing page too small
- Similar Contents navigation
- No consistency of articles
- Content separated out by business unit
- Membership program offers with no way of finding out how to become a member or what the benefits were



5




Monthly Owner Update Old Stats

- January to June Average
 - Open Rate – 49.6%
 - Click-through rate – 19.3%

6

Newsletter Before and After: Layout, Content and Copy




Monthly Owner Update – Process

- Setup weekly meetings to review
 - Copy
 - Agree order of articles
 - discuss any special messaging for target audiences
 - Reminder about next deadline

- Setup schedule

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2008 Schedule for Owner Update

ALL Content Due	Friday, January 11, 2008
Copywriter deadline	Tuesday, January 15, 2008
Build Template	Thursday, January 17, 2008
Internal Routing Done	Friday, January 18, 2008
Routing Legal & Client	Friday, January 18, 2008
Client Routing Due	Wednesday, January 23, 2008
Client changes completed	Wednesday, January 30, 2008
Clients review changes	Thursday, January 31, 2008
Client final changes completed	Friday, February 01, 2008
Add BITS to push to stage	Friday, February 01, 2008
UAT by CM/OR in stage and approved	Monday, February 04, 2008
Pushed to production	Wednesday, February 06, 2008
Test email to clients for UAT of final email	Wednesday, February 06, 2008
Final correction copy changes only	Thursday, February 07, 2008
Email blasted	Friday, February 08, 2008

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Newsletter Before and After: Layout, Content and Copy




Owner Update – New Look Email

- Removed intro paragraph and replaced with a welcome message
- Removed Contents and replaced with In this issue
- Removed the business units from the Navigation
- Changed the copy throughout to be more action orientated
- Created 4 consistent areas for content and added articles from business units to fit the area rather than other way around!






Owner Update New Look Landing Page

- Removed intro paragraph
- Removed Contents and replaced with In This Issue
- Moved Navigation to left column
- Removed the business units from the Navigation
- Changed the copy throughout to be more action orientated
- Created 4 consistent areas for content and added articles from business units to fit the area rather than other way around
- Added links to find out benefits for various membership based programs



Newsletter Before and After: Layout, Content and Copy



Monthly Owner Update Stats After Redesign

- 2007 average
 - Open rate – 54.5%
 - Click-through rate – 22.8%
 - Page views on LP increased by 60%

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Credits/Thank You

- Asa Shatkin – Creative Director
- Aimee Croatti – Web Copywriter
- Tanya Delektorskaya – Web Designer
- Paul Squitteri – Email Deployment
- Anjie Moin – Online Services Manager
- Silverpop – Email engine

Anjie Moin, Bluegreen Corporation
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12

Advanced Testing Case Studies: Part II

SESSION DESCRIPTION

Get a glimpse into Microsoft's Email campaigns and gain an understanding of strategic considerations necessary to execute in accordance with corporate marketing objectives. The speaker provides insight into the development and refinement of Email copy, landing pages, offers and list management as they relate to current customer-acquisition methods.

ABOUT THE PRESENTER

Sudhir Diddee

SeniorMarketing Manager, IT Pro Online Marketing, Microsoft Corporation



Sudhir Diddee works as Senior Marketing Manager for IT Pro Online Marketing. Diddee is responsible for IT Pro Audience marketing for the US. Diddee has spent the majority of his time at Microsoft in the Business Solutions business group, where he led customer acquisition and partner management of Online Services that integrate with Office Accounting. Diddee was the Lead Program Manager for bCentral Services subscriber customer life cycle management and also led product planning/incubation for Office Live v1.0. Before joining

Microsoft, Diddee worked as a Product Manager at Kodak and drove business strategy in ERP practices in a variety of industries (automobile, tobacco, chemical and electrical) in India.

ABOUT MICROSOFT CORPORATION

Microsoft Corporation develops, manufactures, licenses and supports a range of software products for computing devices. The company software products include operating systems for servers, personal computers and intelligent devices, server applications for distributed computing environments, information worker productivity applications, business solution applications, high-performance computing applications and software development tools. It provides consulting and product support services and trains and certifies computer system integrators and developers. Microsoft has three core business divisions that offer the greatest potential to serve Microsoft's customers. The first is the Platform Products and Services Division, which includes the Client Group, the Server and Tools Group and the Online Services Group. The second is the Business Division, which includes the Information Worker Group, the Microsoft Business Solutions Group and the Unified Communications Group. The last is the Entertainment and Devices Division, which includes the Home and Entertainment Group and the Mobile and Embedded Devices Group.

PRESENTATION

MODERATOR: Hello everybody. You're in the Advanced Testing Case Studies section of this five part section. This is the fourth. We have one more to go after this.

Earlier this afternoon, we heard Liz Bullock from Dell Incorporated speak a little bit about some of the unique challenges that iconic brands have compared to other brands. This session should be particularly interesting because we have Microsoft Senior Marketing Manager, Sudhir Diddee, with us to tell us about how they execute testing in terms of email copy, landing pages, list management, etc., while still staying consistent with their corporate objectives. Please welcome, Sudhir.

SUDHIR DIDDEE: Thank you, Chris. First of all, honestly I didn't expect more than ten people to be here because

it's so late in the afternoon. And after such a great day, how many people would actually hang out to listen to the guest speaker from Microsoft, of all things?

So a little bit about myself, I work in the US Sales and Marketing Org. I'm responsible for IT Pro Audience Marketing. These are the people who deploy Microsoft technology. And for the most part, these are the people who run all of your email campaigns and everything that goes behind it. They are not developers but really the nuts and bolts of the IT infrastructure.

And I've been at Microsoft seven plus years being mainly in Small Business and Online Services. The one thing that is different from me as a marketer here from some of the others is I've been on the technical side myself. I've written code and now I'm on the marketing side, so whenever I get a request to change, I empathize with

Newsletter Before and After: Layout, Content and Copy

the developers who actually be doing those changes so I know what I'm asking for.

So a little bit about Microsoft, almost every one of you would have bought some product from Microsoft at some point or another. We primarily are into three things: Productivity and business software, online service and home entertainment devices.

So what will we learn from this session? Number one, how do you increase your marketing ROI? How do you reduce the cost of customer acquisition? Does copywriting actually work? And then, does segmentation and statistical modeling actually work? Is it really worthwhile to actually invest so much time into this?

So one question before we begin – and give me an honest answer – how many people in this room have actually bought off an email campaign? That's a pretty sizable number. How many of you actually bought a product for business use off an email campaign? So the number reduces, but I'm surprised at even a few hands. That's really the challenge that I face, I'm trying to sell a product that's used in the business scenario. And how do you sell it off an email? And I give you a context on the product.

So TechNet is the Microsoft umbrella brand for IT Professional. We have the website, the newsletter, the events, the online training resources, some virtual labs, and then you have the subscription. And that's the piece we'll be talking about.

So essentially, what the subscription is: it provides IT professionals all Microsoft software with no time limit for evaluation. You name the product and it is there in this. On top of it, it has evaluation resources, deployment resources, training resources. So it's a smoking deal in itself. It's targeted towards IT pros, who are not really the CIOs or do-it-yourself. It could be, for example, some of you would be tinkering around with your home networks at home. At home, you are a do-it-yourself IT pro, but really the code is this, we focus on lower mid-market to corporate. And the way segmentation works at Microsoft, it's based on the number of PCs a company has. So if you have between 1 to 25 PCs, you come in the small business, 25 to 50 is lower mid-market and it goes on until it reaches corporate accounts, which is 2,500 PCs or more. So our target market is the one that's selected.

So how do we acquire customers for TechNet subscriptions today? We acquire them through the standard channel, the website, the newsletter, volume licensing, some channels – Amazon, PC Mall, outbound telemarketing, print campaigns, email campaign and then we just launched a viral campaign to just raise awareness of the product.

So what are the challenges for us? For this product, number one, it's an umbrella brand. Nobody knows what's TechNet Plus. Is it TechNet events, TechNet website – there's absolutely unclear valid prop. There's a shared infrastructure on a global platform. We run this website in over 100 countries and almost all of them come to the same landing page. Those countries that don't have their own local page, they also divert to the EN U.S. page.

So it's very difficult for us to change it on the fly. We have to think of the ramifications of changing it on the fly. It's a matrix organization, so product growth, support, the full fit operations, and legal, all of them roll into different orgs, and the only common factor between them is the CEO. So you have to work through cross-group collaboration to make anything work and that does add its own lag time. There's definitely low awareness when I talk about this product. People often confuse it with MSDN, which has been around longer and which has a much higher awareness.

There's a very high focus on marketing ROI in the org of which I belong. And historically, email has had lower than optimum results. It's not been a key factor for customer acquisition. Privacy is something I'll come to in detail, high cost of email campaigns. Because we have such a unique position in the industry, there are only a couple – one or two – approved email vendors that we can use. And because of that, there's a higher up-front cost that we have to incur. So even if it might be a great idea we have, we have to think of the cost that we'll incur before we can trigger off an email campaign.

And then think scale. Anything we do, can we think in millions? Can we really go and quickly localize it in 100 countries? Can we really make it automated? Can we actually roll it out to consumer product division? So we really have to think of anything that's scalable and that can be automated.

External. How many messages are we exposed to on a given day? Stefan referred to it in his morning session

Newsletter Before and After: Layout, Content and Copy

that 36% of people say that email is on the increase, too many messages what they get. So I did some research on the Internet, and I came to about we're exposed to about 700 messages a day. That's your personal email, work email, text messages, your instant messages, ads you see on TV, ads you see in print, and you have to break through the noise to get your message across, and your email is just a fraction of that stack, the number of email received, together with increase in spam. Microsoft, in particular, is more prone to spam because everyone uses Microsoft testing.

And scams is very unique to Microsoft. Almost everybody in this room would identify with this being that you would have gotten at some point an email that Microsoft is giving away \$100 to everybody who's going to forward the email to three people. So that's so unique to Microsoft. So any campaign that we do, you know, "Oh, we are going to hit into this filters".

So privacy is our number one concern that we make sure. So we strive for the highest standards of privacy. We have a privacy standard for email communication. All the email lists that we pull through come from a central database. We cannot contact a customer more than certain times a year and we have various product groups. So if one product group has actually done a campaign, then the customer is suppressed from receiving another email until a certain period in time. And you will just lose out on that customer. So fortunately, we have sizable lists and enough from more trials going on in the process that we can mostly keep replenishing the base. And then, we have to have a clearly and conspicuously include an unsubscribe button there. Anybody who doesn't want to receive can be unsubscribed very easily. And then we have to have a postal address on the email. Those are the standards we have to adhere to. And that does limit what you can do in terms of the template and stuff like that.

So we know upfront what are the challenges. So why did we choose an email campaign of all the things? And why did we take the big bet? So number one is email allows your personalization and targeting like nothing else. That's one. Second, we know with the right email campaigns, you can really drive down the cost of customer acquisition. And what we've realized was that really web and all digital marketing is a social meter. What we do in real life and what we do on the web, it's very similar except on the web you leave a trail for marketers to really take advantage of to build their

intelligence about you because you are building really good intelligence for them to act on.

So I started doing hypothesis around what it would be, and I said, "You know what? Copy matters". IT professionals are underappreciated guys. Nobody really cares about what they do. And if you appeal to their aspiration, it's going to definitely work. And then really use all the knowledge we have about IT pros and take it to a new level in terms of how you target them. We have some really good statistical teams at Microsoft who build really good models for the teams to use. And we say, "You know what? These models work. Let's give them a fair chance". And then, subject lines definitely influence open rates. And last, price. Our purchase discount outperforms all the others. That means, for the same price, if you sell it as price-off versus purchasing days off, one of them is going to resonate better with the users.

You know what? When you apply it to the templates, the teams aren't going to come across, so it's a four-stage thing. I'll just talk about what it is.

So how did we begin our campaign planning, number one, we go and talk to our customers. What is it about the subscriptions that you like? What is it that you don't like? How do you like it messaged? We do customer visits. We do focus groups. And at industry events, we go and talk to these people. We feed all the inputs we learn into our website and the newsletter and test the frequency of those campaigns. And then what we learn from those, we feed it into email campaigns so that we are not reinventing the wheel there and put the learning back into this. And the last cell that you can't see is the viral campaign. That actually takes the knowledge of all of this into this. And because viral campaigns are expensive, we can only do one of those, so we want to make sure all the learning is distilled into the campaign.

So this is what our calendar looks like for the whole year. So we test our lines every week. And we have a newsletter in green circles at the top. So these green circles here, these are our bi-weekly newsletter, which has a really big circulation that we can actually test banners and headlines. So the golden stars here, these are the promotions we do for subscriptions in the newsletter. We have a banner ad that has this promotion. Every quarter we do an email campaign, and then at any product launches or industry events, we actually end up doing special discounts. Viral campaign is just once a

Newsletter Before and After: Layout, Content and Copy

year. The reason you see a second one is because we are piggybacking on another viral campaign.

And this is a standard email conversion funnel. Everyone is familiar with this. Nothing new here except even though different people have different objectives in what they want to track, for me really the most important thing is the final conversions. It doesn't matter how many people got their emails delivered, it doesn't matter how many people opened the subject line. Tell me how many actually converted. That's really where the rubber meets the road. That's how you actually grow your customer base. Anything that we do in terms of people who converted, we feed it back to our statistical team so that they can improve the models.

And these are typical conversion rates in marketing campaigns. Now, as you have free offers, you'll get a high conversion rate; as you increase the price, rates drop. But in my experience, even with free offers, I've never got 100% conversion rate. It's never that price is the factor. There has to be a value exchange there for the customer to even give up the information.

So the statistical model we used was called the Next Logical Engagement. And essentially, it's pretty simple. We have the wheel that I showed you in the beginning. So we see where the customer has engaged with us on the radius and then we record how many newsletters has he received, how many webcasts has he attended, events, any subscriptions? Based on that, we score the customer and we come up with what's the next logical engagement for this customer, one, and who are the customers who are fit for the upcoming promotion? So, it's based on regression analysis. We tried two. We tried discriminate function analysis and regression analysis. The only reason we went with regression analysis was because the forecasting was much more accurate than what we had tried.

The other model we tried is known is IT Pro Suspect. So, people who are not selected in terms of IT pros, but behave as IT pros, we say, "Oh, good. These are our suspect model candidates." So, what we did when we did the campaign, we actually placed the two models against each other and said, let's see which one is better.

So let's look at what are the email variables in a campaign. You can have the email list. You can have the statistical models, in our case. You can have an audience role. Are you a hands-on guy or are you a manager of hands

on guy? What segment do you belong to? What kind of copy do you reply to? What's the offer, subject line, creative landing page?

Now, I'll just make it real simple. Let's say we have two of each. You have two email list orders, two statistical models, IT manager and IT pro, two offers. And how does the grid multiply? So this column you actually cannot see, but this tells you quickly how soon the grid multiples and the number of sales that ... Reit, who was here earlier, outside referred that your spreadsheet soon gets humongous. And so you are to really make some bets and figure out what's more important. And in our case, given the complex nature of the organization, we said we are only going to focus on things which are in our control. We really don't control the list sources or the models. So the way we work was – oh, where's that – I'm really sorry about the slide here. Hang on. I'll just talk through it.

So we have the approve list. We have the audience role – you know whether you're an IT manager – so this one is for ... now pretend it's IT manager that written there. Trust me. I'll send you the slides. And this is the IT pro. Then, you have the IT manager gets an IT manager specific copy. An IT pro gets the best performing email from previous quarter. We don't want to reinvent the wheel. We just want it to go on and do what it's being done. And then we split it into four groups. And you get two subject lines, two price offers.

So in the end, our grid looks something like this. You have IT manager and you have a subject line, and it says, "Are you an IT manager or IT leader?" And the second line said, "Evaluate Vista with no time limits." We had a \$70 offer and 20% off, and each of them had a unique promo code.

So these are how the two creatives look like. Now, this says, "Are you an IT manager or IT leader?" And this says, "No time limits for software evaluation." Now, one thing you'll also notice in this is this particular email is a pretty goofy looking email and not one they'll expect from Microsoft. And the story behind how we arrived at this creative –and this was the best creative from the past two quarters and why it has actually made it to this place – this one really doesn't talk about the product itself. It just talks about the aspirations, the needs, and what do you want. The mention of price is really very small here. And that was the bet we had made that general copy matters.

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So let's see what the results were. So this is how the results occurred. I can't share the specific numbers in this copy. It's reviewed by my legal team, so I'd better not mess around with it. So, the difference between the worst and the best was 5.9% in terms of unique opens. So you see, over the Next Logical Engagement – this is the group that did it – had the best model. The overlap model actually was the best. And our IT Pro Suspect model really didn't do very well.

Same thing in terms of clickthrough, overlap did the best; Next Logical Engagement definitely the best one. In terms of price – that was again one of the hypothesis – nothing ...12% insignificant. So at this point, really the customer is indifferent between the price or percentage. Same thing in terms of clickthrough, .09%. So it doesn't really matter to the customer what you're offering.

In terms of subject lines, "Are you an IT manager or a leader?" – definitely not. The bet didn't pay off. And look here, this is really the worst performing client.

So again, in testing you really don't know how the results are going to come out. So it just reminds me that whenever you do an email campaign, you're almost like the Roman architects when they built the aqueducts. So when they removed the braces from the arch stone, the architect had to stand under the arches because if it didn't hold up, it would fall right on the architect. So I'm going to stand like that. If the email campaign doesn't work, I get to know of it first. So I'd just thought I'd share with you, it didn't work here. And this, "Evaluate Windows Vista" was the best one. And "No time limits for software evaluation," pretty close, but nothing to beat it.

And now when you look at the actual conversions, people who actually ended up buying, IT manager copy actually had the highest conversion. It had five times as much actual conversions as the best performing emails and compared to all the IT manager copies, ended up getting the highest conversions.

So that means I think the copy resonated with them even though we had a lower email open rate and lower clickthroughs. Once people clicked through, they went all the way to actually purchase, which is really what the test was all about. And we had actually made a very personal-based email and it definitely worked.

So this is again the creative in detail. This shows you the creative in the newsletter that we tried and how we test some of the things here by \$70 off. This is a graphic that actually changes; it's dynamic, so it shows \$70 off and then shows the price, and we can test it. Each of these actually, again, tested by a unique promo code that we can track how we tried the various creatives in this.

And then the key takeaways: Number one. Talk to your existing customers before the campaign. Why are they buying your products? Do a sniff test on your campaigns in terms of, very well, I create an email campaign. I carry the print-out with me. Go to developers. Go to people in the mall and say, "What do you make out of this email campaign?" right? Anybody who has come to my house on Friday night knows I'll have a creative for them to give they're two cents. If people don't get it in 5 to 7 seconds, your customers won't get it.

Call up sample customers. Force the campaigns. So once they sign up, call them up and say, "What was it about the copy they liked?" So sometimes when I talk to customers, they say, "Oh, it was just because you were giving a discount, I bought it". And I said, "Did it matter if I'd given you a 10% discount?" They said, "No". We try to be consistent across our various campaigns that we give the standard discount, but that's something that customers said that the discount really was the triggering factor there.

And then, focus on things that matter. In the grid that I showed you, the actual grid that I had had 64 variables. So the mode of analysis, you can go crazy doing number crunching, but in the end, really just focus on the metrics that matter. Choose three or four that are important to you and just go after them because all this tracking and everything is a means to an end, so just spend only that much time as needed. And save your energy for the next campaigns.

Copy matters. Offer matters to spark action. Offer time does not matter. Integrated marketing, so cascade marketing campaigns like we use with websites and all our other campaigns to keep testing continuously. So fortunately, we have a website that gets millions of visitors every month, so we can actually test a headline and use it for the subject line. If it gets reasonable clicks, we know it's going to work. If it doesn't, we are not wasting money in an email campaign and then figure out at the very high cost that this doesn't work.

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Make the line learning rehydrative. So, oftentimes, Microsoft publishes great case studies. Don't reinvent the wheel. Just take it and just use it for your own campaigns. That's great. And form organizational alliances. I cannot stress more for this. I mean, we have got now alliances with the Operations team, the Website teams, the Statistical teams, and now they want us to do their campaigns because we give them continuous feedback and we share the credit. Actually, a large credit for some of the success we have had. Moreover, the partner teas, actually over the years, we have had so much success lately that they now push us to go and do new campaigns.

In the end, I'd like to thank really a lot of people here: my managers at Microsoft who really give me the freedom to do a lot of things. Microsoft actually gives us the platform to enable us to do great things. The US being a more developed, metrics-focused org, and that helps us push ourselves to the new standards. We have database services in a different org, Operations team, Platform teams, LCA – big role there. MarketingSherpa really for providing us this platform for allowing me to share this, because I think they are great. Business partners – XM Digital is our business partner who does the fulfillment. Midas Data, they help us with some of the project management stuff and some of our design menus there. If you have any questions, I'm more than happy to answer. Open for questions.

PARTICIPANT: For your statistical modeling, do you use that primarily to identify test areas or to project possible performance? Where do you use statistical modeling the most?

SUDHIR DIDDEE: Both.

PARTICIPANT: Do you find that there's more leverage in one area than in another?

SUDHIR DIDDEE: So like I said, we are more of an end user. So if we give them a problem and say, "We want to drive up subscriptions. Now, which is your best model? Give it to us so that we can use it." So in the end they're a tool in our tool box not an end in itself.

PARTICIPANT: Okay.

SUDHIR DIDDEE: That's the advantage of going at the end. It tires out people, so nobody has questions for you.

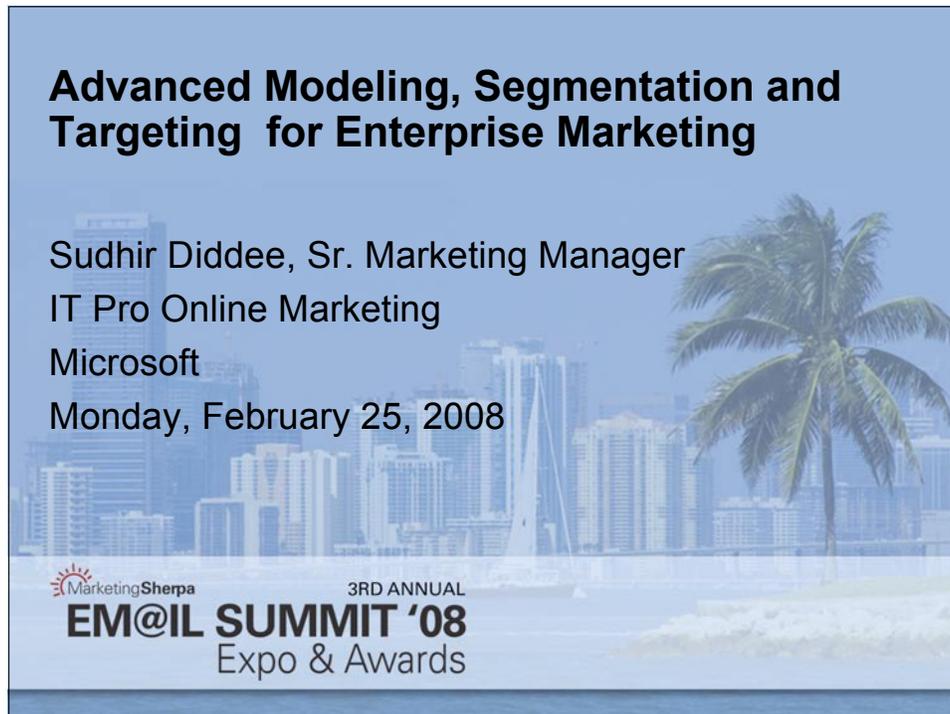
PARTICIPANT: Do you have any advice for emailing to MSN addresses that maybe some people who wouldn't work for Microsoft wouldn't know about?

SUDHIR DIDDEE: So, you know what? The unique thing – oh, no that's a great question actually. Fortunately or unfortunately, I have the same amount of information as everybody else. And that's something, like I mentioned in the privacy policy, it's same thing. People often ask us, "Why don't you optimize for live search?" And come number one, that go time is a game, hidden. We are like anybody else. And that's something we take very, very seriously. Yeah, so nothing. I wish I could, I wish I could, but I don't.

PARTICIPANT: Fair enough.

MODERATOR: Okay, then. A round of applause for Sudhir.

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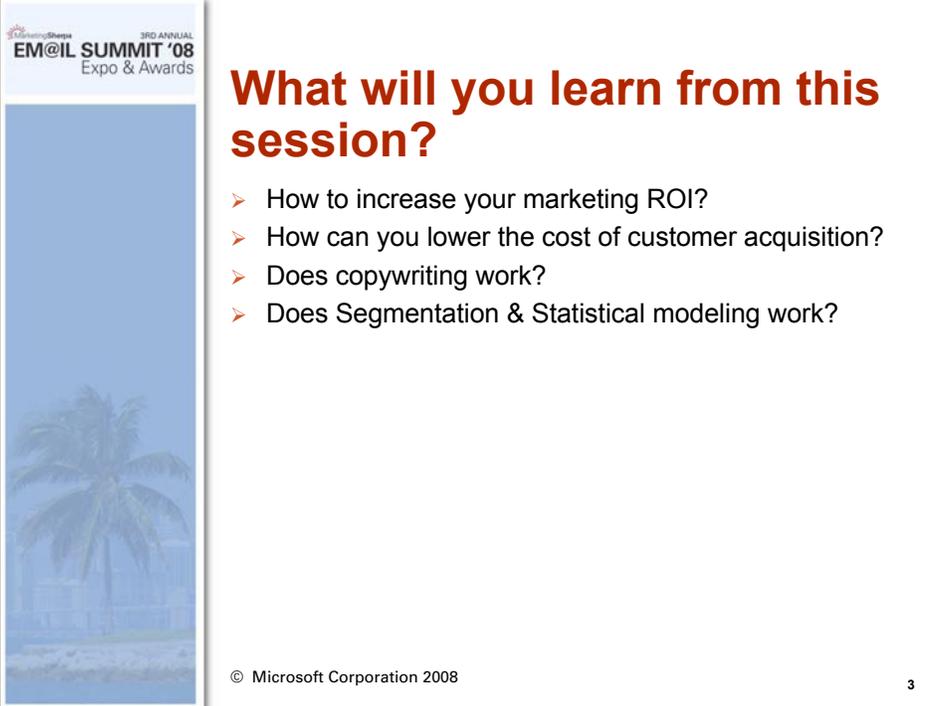
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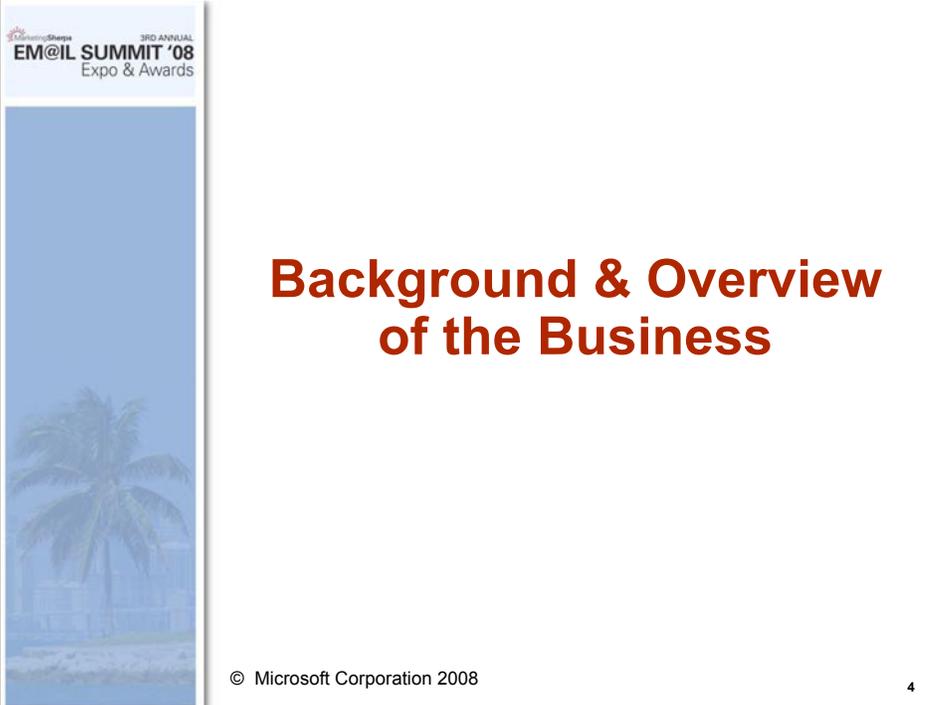
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What will you learn from this session?

- How to increase your marketing ROI?
- How can you lower the cost of customer acquisition?
- Does copywriting work?
- Does Segmentation & Statistical modeling work?

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**Background & Overview
of the Business**

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Marketing Mix & Customer Acquisition Channels

TechNet Website	TechNet Flash	Volume Licensing	Channel Partner
			
Outbound Telemarketing	Print	Email Campaigns	Viral Campaign
			

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Challenges

- Internal
 - Umbrella Brand
 - Unclear value prop
 - Shared infrastructure on a Global Platform serving over 100 countries
 - Matrix organization
 - Low awareness
 - High focus on marketing ROI
 - Historically lower than optimum email results
 - Privacy
 - High initial cost of Email Campaigns
 - Think Scale
- External
 - # of messages exposed to per day
 - # of email received per day
 - Increase in spam
 - Scams

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Privacy & Email Campaigns at Microsoft

- Microsoft strives for the highest standard in maintaining customer privacy
- Privacy Standard for Email Communications
- Use an approved email delivery system
- Ensure that the recipient has given consent
- Clearly and conspicuously include a functioning unsubscribe mechanism
 - Automatically added by approved delivery system
 - Example

If you prefer not to receive future promotional emails of this type from Microsoft, please [click here](#) to unsubscribe. We will promptly update your preferences; however, you may still receive previously initiated promotional communications from Microsoft.

- Include a valid postal address
 - Automatically added by approved delivery system
- **Never** send email to an individual who has previously expressed a preference not to receive email of that type
 - Obtain customer list of those who have chosen to receive these types of communications through internal databases
 - Run the "Do Not Contact" (suppression) list against any customer lists not received from the master database

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Why Email & Campaign Design

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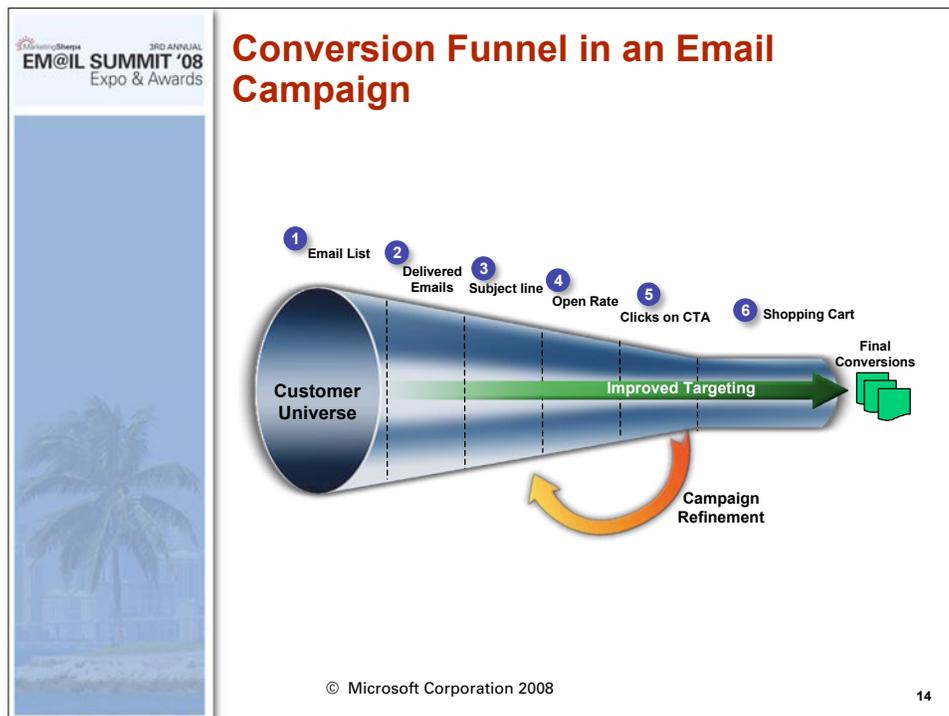
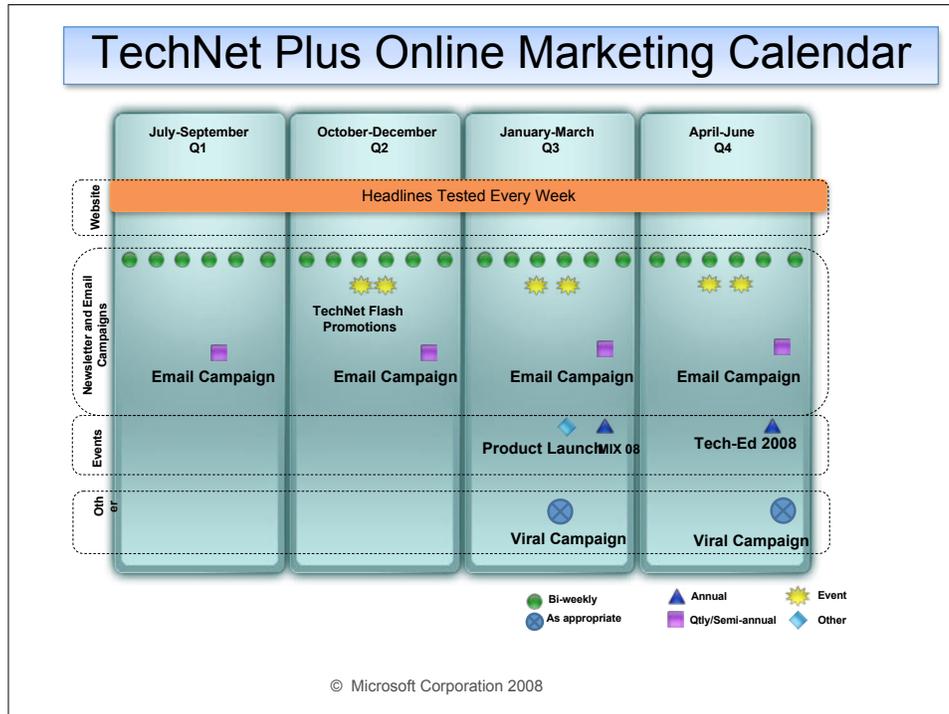
Hypotheses

1. Email copy matters
 - Appeal to the Aspiration need of IT Managers
 - Understand the demographics and information gleaned through prior campaigns/events
2. Statistical models improve targeting
3. Subject lines influence open rates and overall conversion rate
4. Either Price or Percentage discount outperforms the other

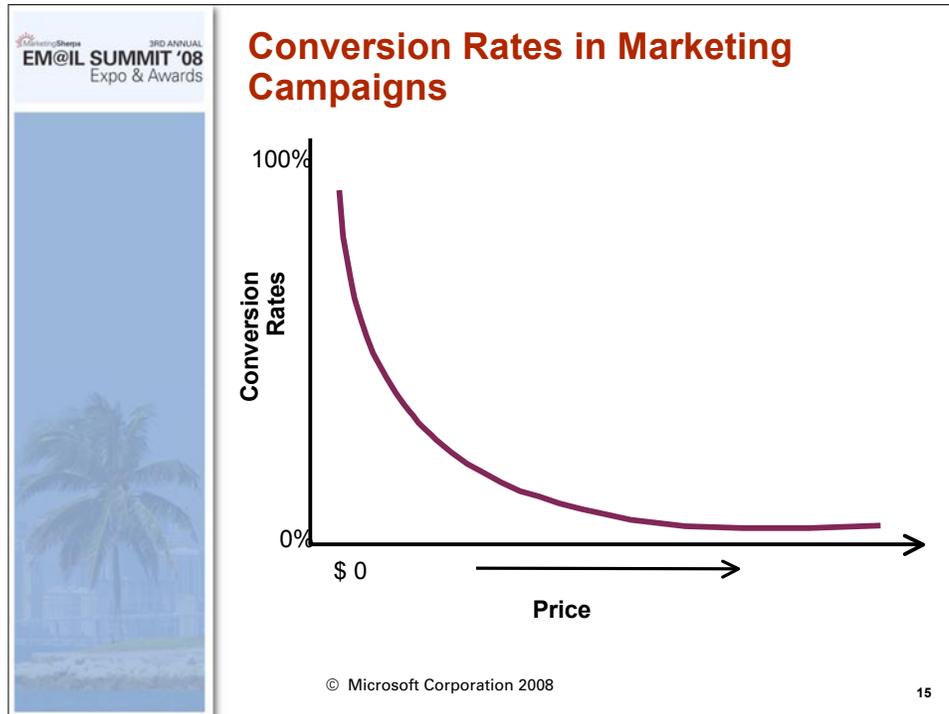
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Model Highlights – Next Logical Engagement (NLE)

The Business Problem

- Based on the Corporate Marketing Group Engagement Index, develop a MSFT statistical model that recommends which **next** activity would be most appropriate for every *individual* in the database

Individual-level accounting of customer-initiated activities

	Individual	# Newsletters	# Wizards	# Webcasts	# Events	MSDN Member	TechNet Member	# Certificates	eLearning
A	1	0	0	0	0	0	0	0	0
B	4	6	1	1	0	0	0	0	4

Engagement Index v2.0

How Can We Address These Problems Through Analytics/Modeling?

- **How Could I Use NLE?**
- Top down scenario: The best candidates for an upcoming promotion. Query NLE recommendations to see which individuals would most benefit from the campaign.
- Bottom up scenario: To strengthen existing relationships with all product trial participants. Get activity recommendations for each participant & send each individual a customized invitation to take part in his/her next logical engagement.

A modeling technique from retailing that determines purchasing relationships between products (such as people who buy diapers also buy beer)

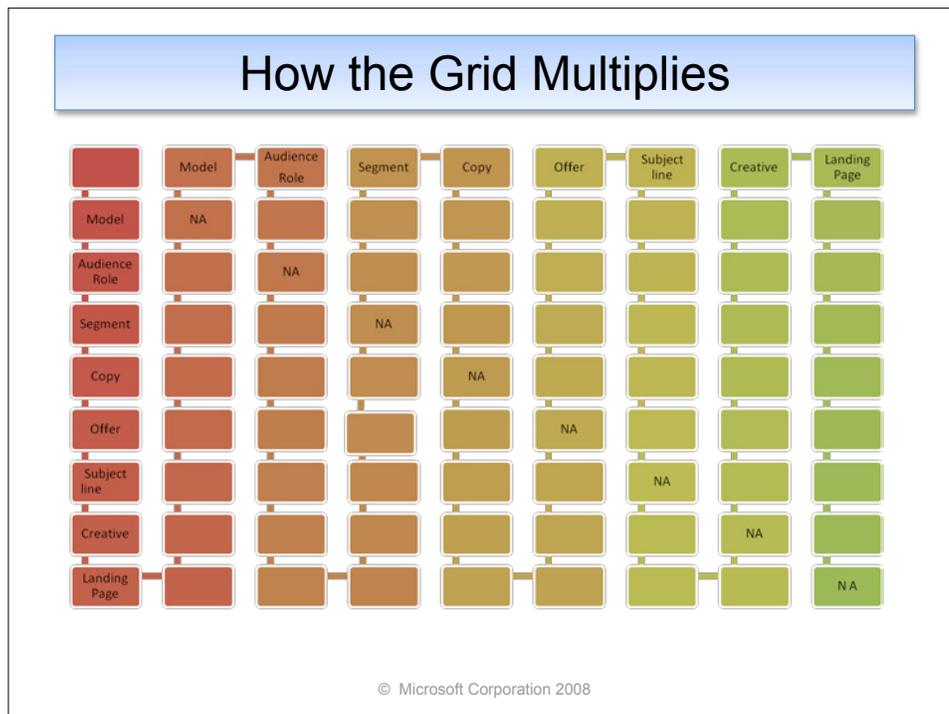
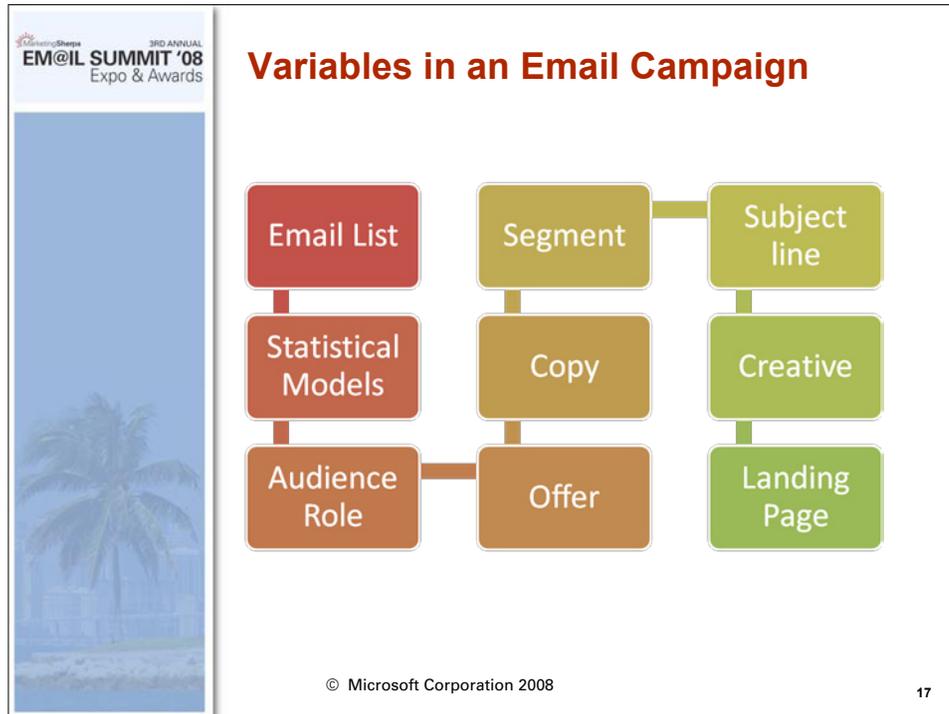
Market Basket Rules

Get Individual-level Recommendations for next activity

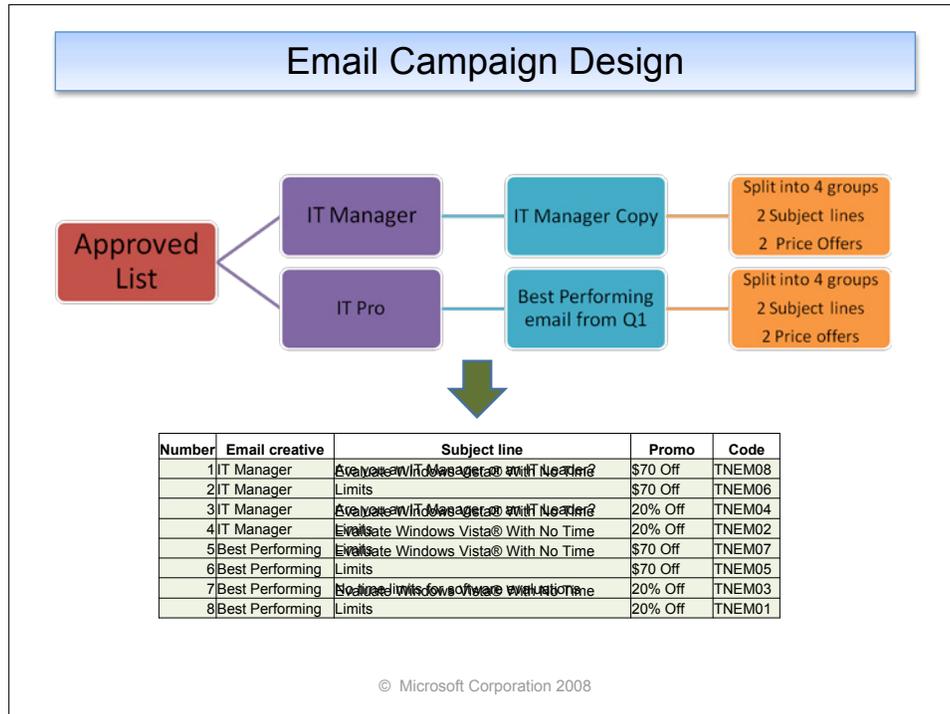
= Next Logical Engagement

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Email Creative

Are you an IT Manager or an IT Leader?

IT Manager or IT Leader? The decision seems straightforward; most of us are a combination of both. We all want to be a leader, but we have to be an effective manager to grow into a role as a true leader.

Let's talk about being an IT Manager. As an IT Manager, you cope well with complexity, plan and budget efficiently, control and pre-empt problems before they occur. You are the person your company expects to pull off the impossible. You cannot incur surprises in deployment, so you lead a team that is out ahead with evaluating the latest software.

As an IT Leader, you strive to be your own person. You challenge boundaries and set the direction. You align and motivate people. You come up with technical solutions to business problems – while ensuring stability and scalability. As a future CIO, you need to know what is possible before you put a stake in the ground, so you ensure that the right people are in the right positions with right skills needed for today's demanding IT environment. And you strive to do all this without stretching your staff or budget.

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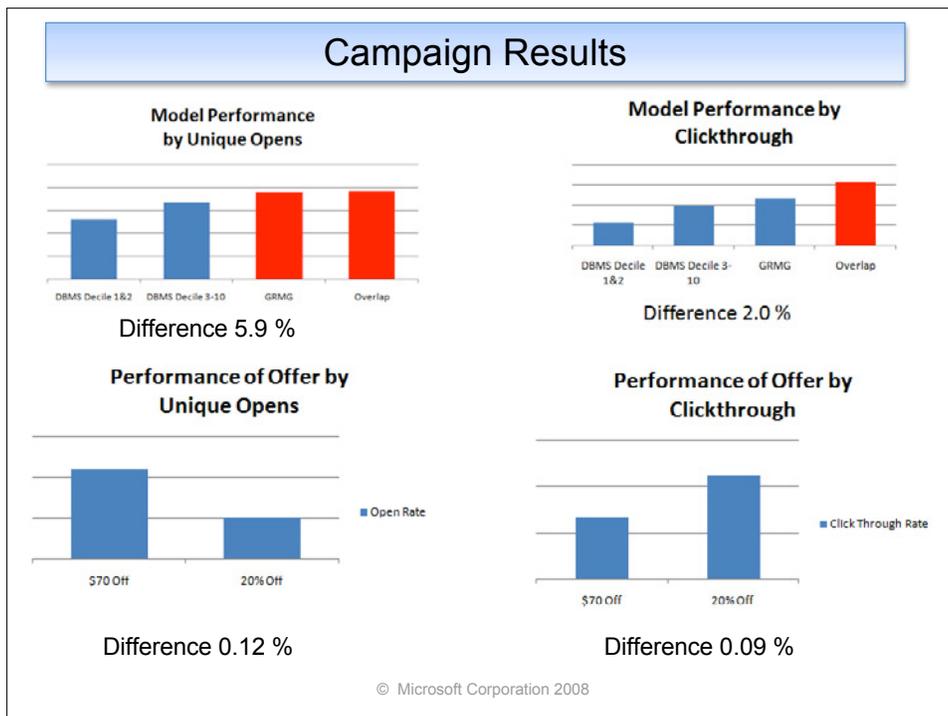
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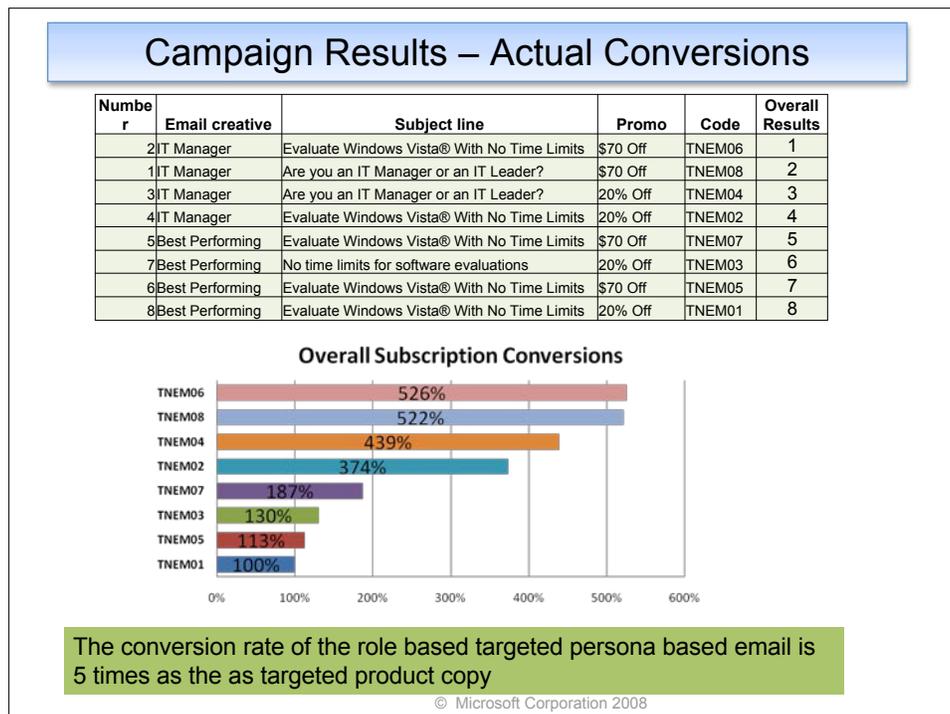
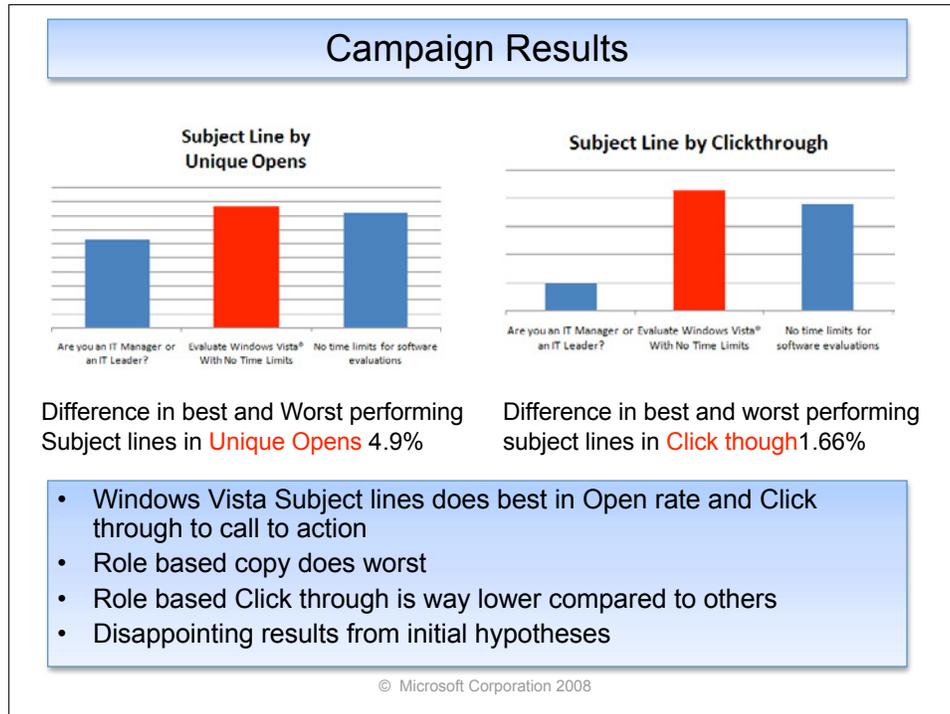
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Microsoft TechNet

TechNet Flash Newsletter

Volume 9, Issue 22 | October 21, 2007

Note from the Editor

Greetings Tophers,

From time to time, I like to test the SystemInternals from not only because the popular site showcases an awesome collection of system utilities, but also because it is updated so often with great new utilities. For instance, if you haven't checked back since mid-October, you will notice the new [msinfo_v3.30](#) utility that displays information about open handles for any process in the system. Recent new additions also include [SysInfo_v3.11](#), which automatically displays relevant information about a Windows computer on the desktop's background, such as the computer name, IP address, and service pack version; [Zoom_v3.11](#), a screen zoom and annotation tool for technical presentations that include application demonstrations; and [ProcessMonitor_v3.25](#), an advanced monitoring tool for Windows that shows real-time file system, registry, and process/thread activity. To find all the utilities and resources and to read [Black Salsapich's](#) blog, check out the [Windows SystemInternals Home Page](#).

For tackling large operating system and application deployments, [Microsoft System Center Configuration Manager 2007](#) contributes to a more effective IT department by offering enhanced system security and comprehensive asset management of servers, desktops, and mobile devices. Configuration Manager 2007 collects information in a Microsoft SQL Server database, allowing queries and reports to consolidate information throughout the organization. See all the [Configuration Manager 2007 Features](#) and learn how to [deploy enterprise systems with System Center Configuration Manager 2007](#).

Also in the System Center family, Microsoft last week unveiled [Microsoft System Center Mobile Device Manager 2008](#), a new security and device management solution designed to give you more control and enhanced security of your Windows Mobile devices. Mobile Device Manager helps safeguard your corporate data, reduce the cost and complexity of mobile deployments, and centralize and simplify Windows Mobile device management.

Thanks for reading,

Mitch Infield
Editor, TechNet Flash

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Key Takeaways

- **Talk to the Customer**
 - Talk to your **existing customers** and audience/target market prior to a campaign – they are more than happy to provide feedback.
 - Sniff test - Do “Walk about” usability studies with your creative.
 - Call up sample customers **post the campaign**.
- **Focus on things that matter**
 - Beware of analysis/paralysis . Focus on metrics that matter...
 - Copy matters!!
 - Offer matters to spur action. Offer type does not matter.
- **Integrated Marketing**
 - Cascade marketing campaigns to amplify each vehicle.
 - Make the learning iterative. Do not reinvent the wheel.
- **Form Organizational Alliances & Cross Group Collaboration**
 - Statistical models help amplify the campaigns.
 - Be nice to your partner teams (Operations, Statistics & Data Mining).

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Utilizing Viral Campaigns for Customer Acquisitions

SESSION DESCRIPTION

How do you initiate talk? Get your customers and prospects involved and invested in providing feedback. The presenter shares five killer secrets that resulted in 90% open rates, five times the normal clickthroughs and significant conversion activity. Don't miss this one if you want to start an ongoing conversation with your customers. Have them treat you like a member of the family.

ABOUT THE PRESENTER



Jeff Greene
Director of Marketing
Communications/Media,
Coastal Federal Credit Union

After an award-winning career as a TV photojournalist, Jeff Greene developed one of the nation's earliest nonprofit ecommerce models while producing engaging landing pages and website communities for the American Lung

Association. Since joining Coastal Federal Credit Union in October of 2000, he has distinguished himself by refining his skills as an accomplished integrated and interactive marketing professional. Today he relies on over 20 years of experience to excel as an Email marketer. He thrives by applying the powerful combination of bold headlines and copy, accurate micro segmentation, interactive links and surveying techniques in the quest to create cross-sell opportunities, sales leads and interactive relationships with his organization's double opt-in Email newsletter subscribers. Greene is a 1985 graduate of the Colorado State University School of Technical Journalism.

ABOUT COASTAL FEDERAL CREDIT UNION

Coastal Federal Credit Union is a member-owned financial cooperative with \$1.8 billion in assets. Coastal operates 22 branches across North Carolina, serving more than 168,000 members and 1,100 sponsor groups. Coastal offers a full range of deposit accounts, consumer loans and credit cards. Coastal also provides an extensive variety of financial services, including trusts, investments, insurance and business services.

PRESENTATION

MODERATOR: Before our final speaker, Jeff Greene, who is the Director of Marketing and Communications for Coastal Credit Union joins us on stage, I'd like to inform everyone here that all attendees are invited to the gala networking party sponsored by ExactTarget. The event runs from 6:00 to 9:00 tonight at Bongo's Cuban Café. There will be an open bar and hors d'oeuvres served from 6:00 to 9:00.

Transportation will be available via shuttles to and from Bongo's for attendees. Basically, after this session is completed you want to take the stairs down one flight to the lobby, and there will be signs that staffers will be holding that will point you in the right direction for the shuttles. For those of you who were here last year, there is a shuttle coming back from Bongo's, which we didn't have last year. We got a little tour of some downtown Miami construction projects last year on the way back. For those of you who were here, you probably remember that.

Jeff was here last year, and he was part of a three person panel that was one of the best things that we had last year. Jeff has a reputation in the industry for helping new

marketers. If we're going to pick a guy to take us down the home stretch and lead us right into tonight, this is probably the guy. So give a round of applause for Jeff Greene, the Director of Marketing and Communications for Coastal Credit Union.

JEFF GREENE: Thank you. Wow. I'm the guy that stands between you and Bongo's and the open bar. Now if that – the last time I was under that much pressure I was in high school playing basketball. We were in a tight, one-point game. I got fouled. They sent me to the line. The coach called two time outs, then the electricity went off in the gym. So I had to wait about four and a half minutes before I shot free throws. I needed to make one free throw to get us into overtime. Somehow, I made two. The second one I don't remember. I just remember I made the free throw. So hopefully we'll end up like that here today.

As was mentioned, I spoke last year here to the group and attended the session last year, and the session yesterday for certification, and then today. I've met a lot of smart marketers. I guarantee you there's a lot of very smart marketers in this room. I heard a lot of good things. I'm sure I'm going to repeat a lot of things. I'm sure I'm going to repeat a lot of the things that you guys

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said. But, ultimately, we all have to go back. We all have to do successful business with the people we do business with.

Let me tell you a little bit about who I do business with. I do business with a credit union. Raise your hand here if you belong to a credit union, or if you know what a credit union is. Good, that's pretty good. We're a 40-year-old credit union. It's a not-for-profit, member-owned financial cooperative that offers higher rates for savings, lower rates for lending, lower fees, and all kinds of things.

If you don't belong to a credit union, it's worth exploring. I have friends and relatives who work for banks that belong to a credit union. We have \$1.8 billion in assets. In eight years, we've grown from 60,000 members to 185,000 members. I'm from Raleigh, North Carolina. We serve that area, and Charlotte, and generally the southeast.

In addition to doing a number of B-to-B business development type newsletters, about 4-1/2 – 5 years ago I started a 10,000 double opt in subscription newsletter that I'm going to show you some examples and talk about and more importantly talk about how you can be viral.

Before I move on to the next slide, I'm going to pull the old invisible slide. Did anybody catch that reference this morning? The invisible slide? Well, I have an invisible slide. I had a slide that originally was part of it that our friends from MarketingSherpa said, "Well, speed it up," but we're at the end of the day. It was Calvin and Hobbs. They were standing up, and it said, "Who would want to see everything about us?" Well, that's where we are.

I've been here for two years. I've talked to I don't know how many of you, and other people here at the conference around and everybody says, "How many people do you send to? How many people on your list? How many people?" So I'm going to ask you a question. One thing you're going to learn about me is that I'm all about asking questions. We'll talk about that in a second. Nobody has asked me how many people are talking to you? How many people talk to you when you send out an email? That's very important.

For me to do good business, I call – we have to do successful business where I work. We have to know when our members are in the market for the products and services we have. Your bank, your credit union, the people who loan you money, don't know when you're in

the market for what they have to offer. They don't know when you need a new checking account, when you've had that train wreck, or when you're going to move.

They don't know when you're going to need a mortgage, or car loan, when you're thinking about refinancing. They can guess. They can say, "Well hey, you bought a car four years from now. It's been four years, and people buy on an average of four years. Let's start putting them in the track for car loan sales." So you can't do that. In order for us to be profitable – here's a secret that your friends here from the financial institutions don't want you to know. I want to see a raise of hands of those people who could do successful business if they automatically – even if they were being successful – were going to lose money on 85% of the people that their company did business with. That's your bank. So guess what? You're in trouble if you work for a bank or a financial institution.

We need to address the need to join at a credit union. Joining – there's not a lot of affinity with joining. "I have to join that? I just want to go up and open an account." Finally, 60,000 of our members have joined our credit union by going to the dealer, taking a dealer direct loan right from that car dealer. "Yeah, I can get these terms and rates just like I want. Give me the loan from that Coastal place." They have no idea why they've joined a credit union. I have to have them care about who we are. It gets back to the relevance. We've talked about relevance. You've heard it over and over.

Most importantly, how many of you go to your bank branch often? Raise your hand if you're a bank branch user. Not very many. 70% of our members seldom visit a branch. In the old days, you built a relationship with your teller. "I love that teller. I love that bank manager. I'm going to go and ask that bank manager about the mortgage." We need cross sale opportunities, just like you.

Finally, we need to engage our members when they have a train wreck. We don't want them to go somewhere else. We want to fix their train wreck, because that's the difference. So raise your hand if that sounds like business that you have to do, even though you're not a financial institution, if you deal with those problems. We're marketers. We have jobs because we're problem solvers. Well, if we're problem solvers, we need to communicate with those people who we do successful business with.

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This is the typical email e-statement that you receive now, because I know a lot of you are electronically engaged. You receive the statement. That's not very informative. It just says, "Hey, Wally Winecooler, your statement's ready." Okay, that's blah. You're not going to get it.

This is the credit union that I went to work for several years ago that said, "Hey, we don't have to send that newsletter in the mail. Let's send them a link and let them go to the PDF of the newsletter." Well, who talks back to a PDF? If you've been successful talking to a PDF, please raise your hand. I can't talk to a PDF.

The President's Message – does everybody love a president's message? How about that rate at the bottom? When they created this newsletter right here, they created it – let's say they created that back in August. This is a quarterly newsletter that's sitting out there. The minute they created it that rate was no good. Well, you guys want to know what the rate is today. I guarantee you I'm going to leave here – "What do you guys have for a 30 year fixed rate mortgage?" By the way, I missed the 30 year rate last week and it went up on me.

We've talked over and over about relevance, about the value exchange. You need to instantly exchange value by an initiating a mutually beneficial relationship. What does mutually beneficial mean? It means that, first off, it's got to be a value to your customer first. But, so many people, hey I want you to see everything I have. I've got computers on sale. Today I heard somebody say that they had 40,000 pages on their website. I want you to be able to look through all 40,000 of our pages? Uh-uh, it doesn't work in email. It is not conversational. Most importantly, it's of no value to your customer.

You've heard over and over, less is better. I've learned, after doing email for over eight years, less is not only better, less is – that's it. That's all there is to it. Personal. They want instant answers to their personal question. I don't want to hear the answer to the person who earns \$300,000 a year and drives a Mercedes and lives in a \$3 million home. That doesn't suit me. You know what? I don't want to hear you like doing business with them. I want to hear you want to do business with me. I want to hear that you're willing to answer my questions.

Most importantly, you want to be viral, and we'll talk about being viral and why that's important. Most importantly – I've said "most importantly" how many

times? Like six now. By the way, please feel free to heckle me. My 9-year-old heckles me at home. So if you're sitting there, just pretend like I'm Jerry Seinfeld, and if I get off track, or something's out there, please heckle me. I deserve it.

Authentic. I used the word authentic in there. Successful. Just remember if you heard anything from Jeff Greene up here is that your goal is not to get click-throughs. Yeah, you want click-throughs. Your goal is not to have a conversion. You want to do successful business with somebody. Keep that in your head. I want to do successful business. And define that. Before you get started on your campaigns, write it down.

I heard just a second ago, write down the successful business, what the path is, what I want to be successful every step of the way. Have that in your head before you go out, you think about any campaign, you think about design, you think about elements. What is successful business? Most importantly, why is that going to be relevant to the person I'm sending it to?

Again, less is more with your list. You can't do business, successful business, with everybody on your list. So that's where you get into the micro-segmentation and targeting. I want to talk about engaging. This is engaging, folks. I went to the airport the other day. I saw an advertisement starting off in my magazine that said - there's a license plate where somebody in the car wants to talk to me. Somebody's going to send me a message from their license plate. Can I talk back? Can you talk back to a license plate or a PDF? No.

I sat there and counted in a half an hour how many people were trying to talk to me. I opened the bottle cap to my water. Somebody's trying to talk to me. There was a message everywhere. There's everybody there on their cell phone and we were text messaging that's there. This magazine has been around for a heck of a long time. Go home and tell your boss, "I went to the MarketingSherpa conference, and they told me to succeed I needed to subscribe to Cosmopolitan magazine."

You get Cosmopolitan why? Why has that magazine been almost a 40 year success? Why do people read it at the beach over and over? It's been offering pretty much the same thing for 40 years. They've modernized it. It exposes you. The minute that you're there you're exposed.

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Let's take a look at the headlines on here. You want to talk about subject lines, and headlines. It's like, "Oh wait a minute. How can I sell Microsoft computers saying let's talk about his 21 sex tips?." Okay, well you maybe can't do that, but let's learn something from Cosmopolitan. "Ten Things Guys Crave." "Ten Things IT Managers Crave." Don't think it works? I'm here to tell you, I run A/B tests like everybody else, subject line tests. I'm here to tell you that it works.

I'm here to tell you something else that's very important. What do you love about the Cosmopolitan magazine? Anybody here want to tell me what you love about Cosmopolitan magazine? Everybody will close their eyes so you don't have to admit that you read it. The tests. Don't they have those wonderful little tests? You're sitting there, you have to figure out how liberated you are. You have to look at this magazine and you have to figure out, you know what, this really doesn't bother me. You know what? I'm really willing to wear that in public.

By the same token, there's a need. The person who reads this has a need. And, in your emails, you're sending to somebody who has a need. Yesterday we talked about friction. We talked about anxiety. If you've met the need in the subject line, if you've met the need right over the top, you're going to break down the anxiety right away. Now when you go in there, and you can very quickly click to have that need taken care of – because we talked about how important the click was – then you've taken away the friction. Oh, wait a minute. I'm trying to make my email newsletter work.

Let's take a look at some examples. Are you prepared to ask good questions and receive real life answers? Why is it important to ask a question, to ask lots of questions right off of the top? What's the first message that a question tells you? Somebody wants to know what I have to say. Somebody wants to know what I have to say. I rarely send out an email where I haven't asked a question right off of the top, even in the subject line.

You have to be willing to receive, now, real life answers, and you have to be relevant, and you have to be genuine in the question you ask. We talked about – people ask me how much information should I ask? Could I ask this, this, and this? Well, if you're going to ask for all that information, you need it. Ask for the information that they need you to know in order to better serve them.

This was a campaign that was basically designed to be timely, because being timely is something that we talked about. Everybody has faced everything at the gas pump, and they're facing rising heating bills this winter, and everything like that. I'm going to tell you right off of the top that our experience is that if you will provide – if I come into my subscriber list - just like the other people, I can't tell you what my numbers are, or what our conversion rates are because it would be proprietary, but if you will provide me two answers back to my question with an email newsletter, I'll tell you that my open rates far exceed anybody else's open rates. Open to click-through rate, same thing.

I have very few unsubscribes. I lose people basically when they forget to change their email – to come in and change their email address in my system. They've changed it and all of a sudden I get that bad bounce. I don't lose people, because I'm relevant with them every time. If they don't open my email newsletter, I lighten things up and I just provide them with a lot of information.

I send monthly. I don't have to send them once a week, once every two weeks. I don't have to hit them up with an offer every time I send them something. I need to know something about them before I send an offer. If you will respond to me two times, I have a 51% chance of doing business with you later on down the line. For me, a successful business is driving you in to talk to an advisor, driving you to a financial seminar, having you check our website to shop for a car, whatever I'm trying to do, get you to visit our landing page. Whatever it is I'm trying to do, I stand a 51% chance of doing business with you. Those are by my measured statistics.

Are your subscribers prepared to ask you questions and receive your answers? I prepared them. When? I prepared them when I signed them up for the double opt in. Start doing your work and your homework when you sign people up for your list to receive your emails. Let them know what they're going to receive so that the relevance matches, so that they know what they're receiving. Otherwise, you're sending them that offer. You're sending them this. I'm looking here – M&Ms, they're going to send you personalized M&Ms on the message. I'm sending them a direct mail offer. I have to tell you, we do direct mail too. We have smart data people where I work, and you know what? If we come forward, narrow down our list, do our homework in the data mining and we send them those offers that they can't respond back to, like the PDFs, we stand a good

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chance of doing business with those people too. So why would I send them something?

This medium – I got to thinking how should I think of this medium? I got to thinking, okay I'm going to send people an iPod. After I send them that iPod, they may decide that they want music from me right away. Boom, and they click. That's your instinct customer that you're going to get right there. There's people who may want to do business with you a little bit down the line. They're willing to consider you. And then there are people like my parents who still have their iPod in the box, and maybe – I don't know, they may be on vacation two summers from now and decide, "You know what? Jeff, can you help me make that work?" Raise your hand if you have parents who are like that. "Jeff, can you show me how this works? I'd love to use it." Well, that's who your email people are. You've got to give them that, and you've got to engage them and make them say, "Hey, if I'm going to do business with you through this email thing, Jeff, I'd better be able to answer your questions."

I have this question here. Can anybody tell me why this message got better results when I personalized it? I think you can. Okay, let's take a look at some of my tactics here with my email newsletter. It comes out, it asks a question. This, by the way, was sent to people who came in. I'll show you some of the testing. I found out through my testing in my newsletters that people wanted to send their kids to college, so I'm asking them a question.

Here I am, I'm giving them information. I'm trying to help them understand how they can save. So I've asked them, "How much money does the average family pay for drinks while they're eating out this year?"; and they send me the answer back. Then the next time I send them a message, I'm going to answer that question. Do you have a gas budget or a savings suggestion? Send it to us. Jeff sent me a savings suggestion. He said not to drive the SUV, but to hitchhike with his neighbor on the way to work every day. By the way, I did that a couple of weeks ago. I'm one of the fools who bought an SUV.

Are your real life leads poignant? Which I talked about. Can you provide valuable answers and authentic offers after they do it? If you take a look at this message, here's a very clear call to action, right at the top, and I have the text version that we send out to, and it's over there. My offer is clear right there. I want to help you make it easier to shop for a car than it's ever been before.

Well, you know what? I may be in – and this was targeted to a group of people who I went forward and I said, "There's a whole bunch of new cars on the market in 2008," and I gave them information, and they shopped, and I found out that they were in the car market. Notice I didn't give them an offer right off of the top. We have a coupon, lower your rate by point something, something. It's sitting right there, but I didn't send them that offer yet.

Look over here. Here's the Cosmo test. There's always another way to present your copy. Do you have a need for speed? Slow down, bucko. A vehicle's gas mileage decreases. Tone. I've set a tone. It's kind of a fun tone. People who receive my newsletter can expect it to be different. Occasionally. I'll get an email going, "What were you thinking? That's stupid." You know what? You're right. How should I have written it? Boom.

I have that email come – by the way, we have an email call center at my credit union to help people who do online banking. Whatever the problem is - I can't get this to open, it won't print, or whatever. During business days they answer all emails within 30 minutes. We have a 24 hour call center at night. People can take it. You know what? I get those responses and I provide service and answers right away. I'm sitting right there. Those emails are forwarded to me and I answer those emails, by the way, within 30 minutes once I get it. So think about that. You have to be prepared to present authentic answers.

Can you target effectively? Can you provide valuable answers and authentic offers? Here we go. Here's another one. The Cosmo test. Take the family wealth test. Answer the questions. Every time somebody answers a question they become a micro-segment for me. Every time. So I haven't just put a click under there and driven them – they still go to the landing page, but I'm using that information. If they click "True" under simplifying bill pay, they need to simplify bill paying, what can I sign them up for? Bill pay. So there's an offer. I can send them a relevant offer, especially if they want to do it.

The family load. 36% of the family debt – again, these are not perfect questions, but you know what? They work. This was an email, by the way, that I sent to people who were not opening my email. They're smart. They're in the financial segment, and these are people who were so smart that, you know what, they didn't need the information. So I sent them a challenge. Here we go

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again. "Are you a financial gearhead? Well, if you're a gearhead, you go take the test and score yourself. Click for every one of those that shows me that you know how to do this"

You know what? I had a bunch of people on this list that didn't – that went to our Lower My Debt calculator. Clicked through to your landing page with a calculator, and all of a sudden there's a candidate for debt consolidation right there. They went to the calculator. Again, I don't have copy. I'm not talking about debt consolidation. I've come right here. I've been very clear and concise and they're taking the test. I've issued them a clear challenge.

Remember my slide a couple slides back? You want to have them prepared to answer you back. Don't be afraid to challenge your people. You're the IT team. Do you know everything you know to make all of your computers this safe? Are people logging off appropriately? There's a lot of information that you have, that your IT managers have, and all you're sending them is information on offers? It's not very authentic. It's not very genuine. So you talk about the email newsletter, it works.

Again, Jeff, go fetch. Learn new tricks needed for financial success. Let me explain this newsletter and the test. Anybody heard of a group called IBM? We're an IBM credit union. We formed out of IBM. A little lady sat in the closet and worked from 11:00 to 2:00, took cash from people and if she had deposits – if she had enough money by 2:00, she would cash people's checks.

Well, we got to be huge. We got to have 60,000 IBM members as it grew in the triangle. IBM recently sold off a huge PC division to who? Lenovo. So we have all these people, and what do you think our business development and our financial services team wants their 401k rollovers, so they sent them what? The direct mail with a letter from the President. "We want your business." Well, how authentic and genuine was that? "Oh, these vultures are after us right now"

Well here they come, they come, and finally somebody said, "We're just not doing any penetration." I said, "You know what? I have a whole list of my people. I have a few thousand people on my list that have IBM.com email addresses. What if we sent them this?" 'Learn the new tricks needed for financial success'. I'm coming right here – 'Do you know how to find new sources of income?'

We have this great little financial seminar on career transitions, all the way down to getting business loans. We couldn't drive anybody there. When I took them to this page, and I started segmenting and coming forward. Guess what? I started to drive them. Again, every one of these are a link. I always capture at every link for a micro-segment. I was always assertive. I always used the passive voice in my copy. Again, they're prepared to answer questions. That's my micro-segment.

Now we're going to get into viral, and I want to work quickly because I'm running behind and I know you guys are ready for Bongo's. I'm going to go shoot free throws when we're done here.

This was a personalized invitation. We had an event with Clark Howard, the radio guy. We signed up people by email for ads and stuff that we put out. This was an acquisition campaign. Just like other people said today, we filled up that event like crazy. We expected to have to advertise that for weeks. It filled up within like 20 hours. We had 2,000 people in a room.

We had all these people who could not do successful business with us. Then we had all these people who went. I said, "You know what? Let's instantly tell them we're sorry you can't do it, but we're going to send you the videotape, and we'll automatically have you ready for the next event." I sent it. I sent them over to what? Ah, there it is. I sent them over to the video of Clark Howard right after it happened. They took a look at the video clip. Then I gave them some other incentives, started pulling them in, started inviting them to other seminars. The next thing I know, ching. I've got conversions. I brought them in virally.

There's a lot of things that you can do. There's a lot of viral tools today. Web 2.0 is the hot topic, social marketing. How many parents have kids with Webkins? Webkins, I think they own me now. I'm going to go out and eat Subway for dinner tonight, because I have to have a Webkins when I come home tonight for my 9-year-old daughter.

You can integrate all your postings with direct mail and other forms of communication, to go to email, to drive them, because all these people that you want to send that iPod to, some of them want to receive the video. Some of them want to receive a pod cast. Some of them are willing to read your blogs. Some of them are willing to read Twitter, your blog on steroids. Some of them are YouTube people.

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You can draw interest in your campaigns using email. Keep sending them the email telling them that you have new posts. Based on what they continue to click on and go to, you're starting to understand what they want. So again, there's lots of opportunities to be viral.

I use email campaigns to draw HR managers to my new business development person that they haven't met. "Hey, we've got an offer for extra interest. Contact this person, he'll tell you how to get it." All of a sudden, boom. That person's calling my business development person, not backwards. So again, you can be exceptionally viral.

I want to leave time for questions, so let me come forward. These are just hot tips and tricks. The first thing, let me skip right to the bottom. Don't be afraid to test and solicit advice from your peers and loyal subscribers. I'm part of a peer group. On Page 26 in your book here, Email Yogi, the group is outside sitting out there. They have a huge groups of peers who come together for conference calls. They have a blog. They have sessions that they have around the country if you happen to be around. They have pod casts. They have all kinds of ways for you to ask questions of other peers to participate in conference calls, to find out questions. Without my peers, I might not be able to take an idea and be able to make it further. Peers can tell you how to use social marketing and other things with your emails and all kinds of things. They're really good with that.

I'm going to go backwards again. Use sexy headlines and leads. Sexy headlines and leads work. You don't have to go crazy, but they work. Keep things unpredictable. Any value to keep things unpredictable? They didn't know that I was going to come and challenge them. All of a sudden I did. Be authentic. Personalize everything you can. Every opportunity I have to capture something, I capture their email address, and I want to know their first name because if I have their first name I can personalize that, and that helps me all the time.

Integrate across the channels and don't be afraid to be creative in offering a reward. I started out my list by having, every month, the opportunity to win a \$300 prize. I went all the way down that – they said long emails, you can – short copy for the web or email, but they had to scroll down to get it. I made them read through my email and then go and click. Once they clicked, I measured that, and they could automatically win.

When I started out four years ago, there were all kinds of people who were clicking for that \$300 prize. Guess what? Now probably about 10% click for the prize. I have the prize down to \$10, \$15, \$25. Maybe I have a gas card. They're clicking on those links, folks. They're sending me questions. So don't be afraid to use a reward. Don't be afraid to use a reward for getting an answer right.

So that's about it. Other than if you have any questions, I'll be glad to field them now. If you want to email me, or call me, or hit me up while I'm here and run a question by me, or make me your peer. If I have time, like other people have said, send me a sexy subject line. I get a lot of emails like you do too, but other than that, I'm free to answer any questions you want.

Bongo's is looking real good. Thank you.

MODERATOR: Okay, folks. That's it. Thanks a lot for your attention, and we'll see a lot of you at Bongo's in a little while.

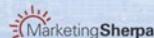
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Jeff Greene, Director of Marketing Communications

Coastal Federal Credit Union

Monday, February 25, 2008

 3RD ANNUAL
EM@IL SUMMIT '08
Expo & Awards

 <p>3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards</p> 	<p>Case Study History:</p> <ol style="list-style-type: none">1. 40 years as not-for-profit, member owned financial cooperative2. \$1.8 Billion in assets, 8 year growth from 60,00 to 185,000 + members3. Serve Raleigh/Durham, Charlotte, S. Pines, Sanford, NC (w/members in VA and SC communities)4. eClips newsletter: 10,000 initial subscribers added in 2002 <p>2</p>
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To do “successful business” we must

1. Know when our members are in the market
2. Cross-sell or penetrate to 4-5 products or services per member to surpass our break-even point!
3. Address the need to “join” for prospective new members
4. Show 60,000 of our new members (especially those added through dealer direct auto lending) why they should trust us and care about who we are!

3



Targeted, micro-segmented emails must help us narrow an enormous communication gap !

1. Few cross-sell opportunities as 70 % seldom visit branches, use online banking
2. Service providers engage w/ members mostly when they have a train wreck!

4

Utilizing Viral Campaigns for Customer Acquisitions




The "typical" eStatement Notification

Blah!!!

To: Wallywinecooler@aol.com

From: USA Bank
 Re: March 07 Statement
 Dear Member,

Your March 07 statement is now available and can be received by visiting <https://www.usabank.com/statement/mar07/...>

You received this newsletter from 1st bank.com who offers 5 different ways to receive your statements.

Informative ...
And timely. But hardly engaging !!!

5



Sign up to receive our pdf newsletter

The "typical" email newsletter ...

Truthful, mildly informative ... but hardly engaging!

Hardly Interactive!!!

Updated Rates?

This rate was stale before the "send" button was clicked on.

How Original?
A President's Message!

6

Utilizing Viral Campaigns for Customer Acquisitions



Connect by ...
sending  messages!

1. **INSTANTLY** exchange value by initiating a mutually beneficial relationship
2. Provide instant answers to selected personal questions
3. Measure responses for micro-segmentation, target & test often!
4. Work to open up new viral channels of communication
5. Wow and/or surprise those who wish to do “successful” business with you by sending an authentic offer!

7



Wow  talk about engaging!



Subscribers
Are instantly SEXPOSED!

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Are you prepared ... receive real life answers?

to **ASK** good questions and

e-Clips Newsletter - November 2007

Finally,

Some **Hot Energy Saving Tips** You Won't Want to Ignore.

XXFirstNameXX, ← Jeff,

Lights went off recently after an e-Clips subscriber sent us a very good question:

Q: "Sure, Coastal has great certificate ... energy market rising household costs, how can I apply ..."

A: **Rising home energy consumption costs are ...**
So why not take continual steps to reduce your ...
much as 20%?

The U.S. E.P.A. reports that lighting and small appliances, electronic equipment, light fixtures, compact fluorescent bulbs ... half of ALL home utility costs. That means "energy inefficiencies" specifically addressed.

To help, the E.P.A.'s [Energy Star](#) home advisory program ... you discover creative ways to increase energy efficiency.

Our Experience

We do "successful business" with **51%** of those who interact w/us!

Are your subscribers prepared ... receive real life answers ?

to **ASK** good questions and

Can you guess why this message got better results when it was personalized?

e-Clips Newsletter - June 2006

What will a degree cost in the future?

Future college cost:	\$29,432	\$25,424	\$18,972
-----------------------------	----------	----------	----------

How Far are You Prepared to Go To Save for Your Kid's College Degree

How much does an average family pay for drinks while eating out each year?

check up. We can help you discover all the ways to insure that your child will one day hold both a diploma and the keys to a successful future.

Feeling the Budget Crunch This Summer?

Stop worrying about high gas prices and start looking at a bigger picture!

Do you have a gas or budget saving suggestion? [Send it to us.](#)

Utilizing Viral Campaigns for Customer Acquisitions

**Are your real-life reads poignant?
Can you provide valuable answers and authentic offers?**

It's Never Been Easier
Find a Fuel Efficient Vehicle. Shop today!

A clear call to action

Think You're a Fuel Efficient Driver
Save a few bucks by taking our test to see if you cut the mustard!

Do you have a need for speed?	Slow down bucko! A vehicle's gas mileage decreases rapidly at speeds above 60 mph. Smooth acceleration, cornering, and braking not only save fuel but also extend the life of the engine, transmission, brakes, and tires.
Are you a drag?	Seriously, try not to add drag by carrying things on top of your vehicle. At highway speeds, more than 50 percent of engine power goes to overcoming aerodynamic drag.

There's ALWAYS another way!

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Can you target effectively?
Can you provide valuable answers and authentic offers?

Take the Family Wealth Test
Answer the following questions to assess and add to your financial knowledge.

1. It's always better to pay off your mortgage as soon as possible to reduce the amount of interest you're charged.	True	False
2. It simplifies bill paying if they are all listed in one spouse's name.	True	False
7. The family debt load (including mortgage) should be less than 36% of take-home pay.	True	False

Surprise!
Every click & answer can be measured for a **new** micro-segment

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Utilizing Viral Campaigns for Customer Acquisitions

EM e-Clips Newsletter - January 2007



Are You a financial gearhead?

Conventional Wisdom Says
It might be time to let Coastal help you gear up your finances in 2007!

Most people admire "financial gearheads" not because they're rich, but because **MOSTLY** successful and happy. Unlike penny pinching geeks, many Coastal members are smart money managers who stay on course by [focusing on a budget](#) and a program of goals to address their ongoing lifestyle needs. But sometimes even these members get off track. However, they take full advantage of their membership and come to us for help.

Take the test to see how you measure up.

Do the math. [Click for the help you need](#) to be a cutting edge manager of your wealth this year.

Take the Test!

1.	I consider a Coastal product or service whenever a financial need arises.	(Yes, give me 1
2.	I budget and save regularly .	(Y
3.	I know how to lower my monthly bills, interest payments, and how to consolidate my debts .	(Yes, give me 1

A clear challenge

Was sent to those who weren't opening ... cause they knew it **ALL!**

Most clicked to our [lower my debt calculator](#). Now we have a **new** micro-segment.

13

EM

Jeff,



Go Fetch!
Learn the new tricks needed for your financial success.

Are you an Old Dog?

Can You Face a Career Transition with Confidence?

Ever thought about quitting your job, starting fresh, going back to the office, or how you ever choose to be fired, laid off or misplaced? How will you handle your changing events occur?

Take the Test ←

Surprise! Another COSMO test.

Answer these questions to see if you understand ALL the new tricks:

<input type="checkbox"/> yes <input type="checkbox"/> no	Do you know how to find new sources of income?
<input type="checkbox"/> yes <input type="checkbox"/> no	Do you understand how to preserve your way of life during times of job transition?
<input type="checkbox"/> yes <input type="checkbox"/> no	Do you know how to utilize effective strategies to reduce your cash flow requirements?

A clear & timely value exchange for those who click to indicate job or financial worries?

Inquiring minds want to know ...

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Utilizing Viral Campaigns for Customer Acquisitions

Take the Test

Answer these questions to see if you understand ALL the new tricks:

<input type="checkbox"/> yes <input type="checkbox"/> no	Do you know how to find new sources of income?
<input type="checkbox"/> yes <input type="checkbox"/> no	Do you understand how to preserve your way of life during times of job transition?
<input type="checkbox"/> yes <input type="checkbox"/> no	Do you know how to utilize effective strategies to reduce your cash flow requirements?
<input type="checkbox"/> yes <input type="checkbox"/> no	Do you know how to restructure your debts?
<input type="checkbox"/> yes <input type="checkbox"/> no	Do you know how to establish an effective working style budget?

If you have answered these questions or are uncertain about your abilities, it's free to join us (Coastal's Career Transitions Team*) for a special [Career Transitions Workshop](#). Seating is limited, so call 877-800-0109 (toll free) today to reserve your place.

ALWAYS
Capture data for micro-segments

Include links to blogs, videos and landing pages

Include Both assertive & passive invitations

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An Afternoon With Clark Howard

Dear XXFirstNameXX,

Because many people like you couldn't attend our recent Afternoon with Clark Howard event, we asked Clark for permission to publish the video highlights of his presentation. Of course he agreed!

Coastal's videos of Clark are now online! [Take a look.](#)

Should you need assistance or more information to achieve your most important financial goals, Coastal has many unique ways to help you grow, thrive and work through sudden changes and times of financial crisis. Also, please sign up for our [newsletter](#) today to receive a brief monthly email with consumer tips and timely information.

Sincerely,
Coastal Federal Credit Union

You are receiving this message because you registered for "An Afternoon with Clark Howard". Your information is safe with Coastal. If you're concerned about the information you have provided, please note our [privacy policy](#). (c) 2007 Coastal Federal Credit Union, 1000 Saint Albans Drive, Raleigh, NC 27609. Phone: (800) 868-4262 All rights reserved. Questions or comments about this message? Contact Joe Mecca at jmecca@coastalfcu.org

This personalized invitation was sent as a **VIRAL** Marketing Effort to those unable to do "successful business" with us ...?

Note: Call to watch video!

How Well received?

67% open/clicks, 1000 new subscribers, 300 new members.

And, a substantial # of people watched the video!

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Are you passing up an opportunity to use email to drive *Viral* interactivity?

View Clip = Cross sell opportunity

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Why are Emails ideal for *Viral* marketing?

1. You can integrate ALL postings with direct mail and other forms of communication
2. You can use your email campaigns to send authentic timely offers and calls to action
3. You can use your email campaigns to draw interest in your events, video postings on YouTube, etc.
4. You can draw interest in your Twitter text messaging campaigns

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Tricks & Tips

1. Integrate across channels and don't be afraid to be creative in offering a reward for a desired action
2. Be authentic, personalize everything you can and don't keep your subscribers from considering your other products/services
3. Keep things unpredictable
4. Use sexy headlines and lead sentences to your advantage
5. Don't be afraid to test and solicit advice from peers and your loyal subscribers

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Credits/Thank You

Jeff Greene, Coastal Federal Credit Union
919-420-8190
jgreene@coastalfcu.org

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New Proprietary Study: How Consumers Interact with Email

SESSION DESCRIPTION

Mintel has commissioned a pair of proprietary behavioral studies that examine how consumers generally manage their Email accounts and what motivates them to open and respond to Email marketing campaigns. These findings will be supported by real-life examples of Email campaigns. Learn what types of Emails consumers prefer to receive, how consumers manage their Email accounts and how often consumers prefer to receive Email communications.

ABOUT THE PRESENTER



Pam McHugh
Director of Research,
Mintel

Pam McHugh, Mintel's General Manager of Research Operations, has more than 20 years of market research experience. Responsible for more than 100 employees, McHugh ensures that Mintel data is paired with insightful and actionable analysis. Her areas of specialty include

strategic business planning and new product testing in financial services and consumer packaged goods. Prior to Mintel, McHugh has directed market research at companies such as Claritas and Information Resources, Inc. She attended the University of Illinois, Champaign, achieving an MA in statistics and a BA with distinction in qualitative research and research methodologies.

ABOUT MINTEL

Mintel is a global supplier of consumer, media, and market research. For more than 35 years, their groundbreaking products have provided unique insights that directly impact their clients' success. Mintel is a competitive database that tracks direct mail and print advertising in the US and Canada, and Email in the United States. Our Web-based tool reveals cross-channel trends and competitive strategies in industries such as credit cards, telecom, banking, insurance, travel, and investments. Mintel scans creative elements and captures detailed information about offer, incentive, and pricing. With the knowledge gained from Mintel, you'll be a more informed marketer, making your campaigns more effective than ever before.

PRESENTATION

MODERATOR: Okay, moving forward. Today we have Pam McHugh, General Manager of Research Operations for Mintel International Group. She's got some proprietary research. They've done extensive studies – they've done I should say - they've done a survey study on an extensive number of consumers and how -we've been talking about Eye Tracking tests and other methods in terms of learning how consumers interact with email, and we greatly look forward to what Pam has to share with us today. Ladies and Gentlemen, give a warm welcome to Pam McHugh.

PAM MCHUGH: Good morning. Oh, very good. I'm certainly impressed. There were a number of South Beach folks out there the first session in the morning. The morning after a South Beach evening has never been easy for me, so I appreciate you joining me here this morning. I hope you're well rested. I'm going to hit you with a lot of data first thing in the morning, so my apologies up front. Ken assures me he's going to hit you with some nice videos and more marketing material afterwards, so we'll settle down after that.

So as mentioned, I'm Pam McHugh, General Manager of the U.S. Operations and Research for Mintel International Group. In your book it said Director of Research. She actually did the math, found out how many people were going to be in attendance at the conference, divided that by the three breakout sessions and suddenly she had a conflict. So I have the honor and pleasure of being here with you this morning.

Mintel International - there's a brief in your book about Mintel. Most of you in the marketing space know us as Comperemedia. It's Mintel Comperemedia. We've been tracking direct mail for about 10 years in the U.S. and Canada and we have recently entered into the email space and I'm going to talk to you about that today.

I actually spent about 10 years on the client side, 20-some years ago, and I can not believe that 25 years later I'm still standing here talking about direct mail. We didn't think that was going to be the case but direct mail is here to stay. We heard about it yesterday from the general sessions in the morning all the way through to the last breakout sessions, that it's really - as Randall from Intuit put - it's a one-two punch.

New Proprietary Study: How Consumers Interact with Email

It's this leveraging across channel communication is very important and I just wanted to share with you some statistics. This looks at customer acquisition direct mail as well as customer communication and you can see that there is continued growth. It's doubled since 2001 in terms of the total number of pieces that we're seeing in projected mail volume.

Clearly, customer acquisition is what people are leveraging in the direct mail space. A gentleman from rabbit eMarketing said customer acquisition just isn't as effective in email and it's certainly portrayed by the direct mail numbers we're seeing here.

And you'll excuse me, I'm going to actually be saying a lot of data, so I'm going to rely on my notes here. When we look at it by sector again, this is still direct mail. What we saw early in 2000, 2002, as a matter of fact, if we look by sectors travel and leisure here in the purple at the bottom, was the first one to move away from direct mail with respect to customer communications over to email. The advent of Orbitz, Travelocity, online booking of travel, a lot of that customer communication followed that trend and moved over. We saw a decline in direct mail.

In 2004, with the telecoms and then in 2005, with credit cards the decline in direct mail with the increase in email. What we saw last year interestingly enough - and we'll talk about the challenges that we face as email marketers - but what we saw from 2006-2007 even in these tech-savvy sectors, a movement back to direct mail for customer communications. We're trying to break through that clutter, take advantage of segmentation, etc. People are moving back to direct mail; not necessarily away from email, but increasing their mail volumes.

The last slide with respect to direct mail before I move over to email is with respect to the web as a response vehicle. Clearly it's replaced the BRE and it's catching up with the 800 number. So a few examples: First, one from National City where in their statement mail they're encouraging their customers to log on to Nationalcity.com and request that they no longer receive a paper statement.

We're seeing a lot of this movement via direct mail pushing people out to the web. We're also seeing it's some rather cute examples from Chase and Washington Mutual. Chase, in some customer communication, is

urging people to prevent paper cuts - you see that Band-Aid there - with paperless statements. So again that push, pushing people away from direct mail into the email space.

Washington Mutual actually has a couple of good examples. Here it says, "Time to break up with your stamps." Another example we had in one of the emails that we tracked said - the subject line was, "Show your bills whose boss"; again encouraging people to move online to online bill pay.

But the challenge is clear, as we've heard time and time again over the last few days, for email marketing and that is relevancy. Just to introduce the study quickly. We interview 1,000 households; consumers via an email panel. We've done two waves now, in September of 2007, December of 2007. We're about ready to go out with our third wave in March, and really the objective of the study is we launched our email tracking product in January of last year and we realize the amount, the volume of mail that people were getting in their inbox. In our email tracking system, what we have is a static panel of 1,000 households and they send us on a daily basis their inbox. So we're able to see everything that's sitting in that inbox.

Now, I spent some time doing research at comScore, so I understand what's available in some of the other internet tracking services, etc. and what you can actually see in the click-through rates. But what we were interested in is once we saw this mail, oh, my gosh, what are people thinking? What are their perceptions of this? We can certainly track all the behavior with some of the other information, but we really wanted to see what consumers' perception was. So we fielded the study really to educate ourselves and to help educate our clients. So what we found - we asked them, "What percentage of personal business email sent to you do you feel is relevant and/ useful?" Interestingly, 10% of the sample said, "None of it," which is, at least it wasn't 20% of the sample.

But on average, they feel only about a quarter of the email they're getting in their email box is relevant. We define personal business email as promoting a product or service or related to a product or service you already have. So it excluded information that they were getting for business professional purposes as well as email from friends and family.

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Interestingly, all those of us that are working in the Internet space understand that there's some critical differentiators; age, gender, income, and ethnicity differentiate people's behavior. What we've seen over time in the two waves that we've done is it's holding regardless of demographic. They still are all saying only about a quarter of what they're getting in the inbox is being relevant.

Changeover time; we've really not seen any. In fact, it's increased, where only 8% said none of their email was relevant in the first wave, 10% said none of their email is relevant in the second wave. So we're going to continue to watch that trend as we go forward.

I felt like a big duh when I looked at my presentation after sitting in at all the presentations yesterday. I think I'm beating a dead horse here. We know subject line content is one of the key drivers of whether or not a consumer is going to open their email. Looking at top two box, as a matter of fact, 79% said the subject line stating the offer was one of the most important things. All of those are related to subject lines except for the last one, the number of times the email was sent. And we're going to talk about consumers' tolerance for the frequency of email later on.

Interestingly, subject line transcends familiarity. I also will report 83% of consumers indicated that familiarity or perception of knowing who the sender is dictates whether or not they open that email. Here that subject line can get you past that. If your prospect or customer isn't aware of who you are or is not used to getting emails from you, if your subject line is clear it's very, very important to them and could impact whether or not they open that email.

A couple of demographic differences were clear here with both Hispanics and African Americans. When we talk about cash incentives and bonuses we see 53% there for the general population overall and for Hispanics and African Americans it was 60 to 64%, so a bigger driver for them - as well as having their name in the subject line.

I did some research with Univision some time ago on the impact of Spanish language advertising and my motto then was, "Build it and they will come," and that seems to be the case with Hispanic email marketing as well, because they're very receptive to targeting, which we'll talk about in a little bit. Here where 45% of the

population indicated two top box for name and subject line. Hispanics and African Americans were 57 to 59%, so a significant increase for them.

Some examples from the emails that we're receiving. I'm told that it took the crew a long time to find these. They're far and few between. Here's four examples of clear subject lines. You see three of them actually state the name of the sender in the subject line, but it also clearly states what the offer is.

Another opportunity, in addition to subject line content, is opting in. We heard about this frequently yesterday as well. Opting in for communication. Eighty three percent report that knowing the sender is very or extremely important. How do you get them to know the sender? Give them the opportunity, your customers and prospects, at every opportunity to opt-in. We see that 56% are actually more likely to select some pieces of communication as to all pieces of communication, but overall 75% opt-in to some sort of communication. It's certainly worthwhile to go through that process.

Interestingly, of those people who said that they would opt-in if given the choice for some part of or all of the communication, of those households 90% indicated that they were somewhat or very likely to actually open and read information that they opted in for. So those of you who've done and knew research before intent to buy an actual behavior, there is a disconnect sometimes about 50%, which ties into what we're seeing in some of the open rates, of 38 to 40% tie into what we're seeing here in terms of how likely they might be to open that email.

Interestingly, 65-plus is certainly a new marketplace for targeting that group. They're more likely if they're going to opt-in for information, they just opt-in for all of it. They don't bother to select certain pieces of it.

Frequency. These are really astounding numbers and we continue to watch them and actually, they continue to grow. And what it talks to is the tolerance for how much email consumers will tolerate in their inbox. Here it says for that first line item, with respect to special rewards and incentives, if they know the sender they'll tolerate over nine emails a month.

Now, when I look at these numbers it makes me go back to my telephone survey days and as you all remember, you know, three to five attempts per household. This

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is the same concept. That's how I'm translating these numbers. They're not saying they're going to open it all, but they're saying it's going to be in their - they'll tolerate getting this email from marketers that they are familiar with.

The key differentiator is if they're not familiar with you. They don't want to see any more than three or less than one a week from marketers that they're not familiar with. A couple of factoids here: In our email panel where we're getting these people's email boxes and looking at everything that's in there, you see there new offer notification. That's basically a cross-sell email. Consumers report to have a high tolerance for it, but less than 1% of the emails that we see in people's emails boxes are actually cross-sell emails, so there's an opportunity there that people are not leveraging.

I know I'm a maniac. I'm checking my email all day long, as are the rest of you are, I'm certain. It's the same for consumer households. What we have - people are checking their email all day long. Fifty-two percent report checking their email at least three times a day. Surprisingly, the 65-plus marketplace are still high at 46%. Nearly half of them are saying they check their email about three times a day. And the affluent, not surprising, 40% check their email five times or more a day.

An example for Citibank where they've given their customers the opportunity to select, do you want email alerts or do you want wireless alerts; do you want them daily or do you want them weekly? Interestingly, across our panel - if I go back to that last slide, 63% of our emails are acquisition emails. Sorry, this tolerance for the three or less. I wanted to go back to this.

I had mentioned that less than 1% of the emails are actually cross-sell emails where they have more tolerance for it. Most of the emails that we're seeing and, in some sectors, nearly all the emails we're seeing are actually acquisition emails; 97% in mortgage, 91% in insurance.

Another example of an email using some practices which communicate to consumers how they perceive they want to be communicated with. Something similar was shown by Air Canada yesterday. This is American Airlines. You can see that really just a small portion of this screen is dedicated to the monthly statement, which is the purpose of the email. Most of the email

is dedicated to special rewards or incentives from their merchant partners.

So we've talked about the subject line. We've talked about the opportunity to increase frequency and the types of emails that they like. The last bit of the presentation is going to talk about the opportunity to target specific demographic groups.

The 65-plus audience is intriguing to us, and we find that they're significantly different in several ways. First of all, not surprisingly, they open less of their personal business email even if they opted into it. Another statistic, if we look at those consumers that said that they open 10% or less of their personal business email, it was 40% of those households that were 65-plus.

Looking at 18 to 44-year-olds. it was only 20% that report opening 10% or less of their emails. Those seem to be the two age groups that affect the economy; 18 to 44 and 65-plus. The 45 to 64-year-olds are falling in the middle of that group somewhere. Also, we asked once they've opened it, how likely they are to respond. In fact, how many emails did they respond to in the last seven days? And the 65-plus audience responded 2.5 on average. That's relative to 2.9 for the general population, so a little bit lower. I wouldn't call that significantly, but definitely a little bit lower. We'll talk about Hispanics there in a minute, as well. Knowing the sending is extremely important.

Phishing, other scams against the elderly, has made them cautious. They're significantly more likely to open mail - in fact 70% say it's extremely important to know the sender. That's relative to only 38% for that 18 to 44 group.

Some great examples of targeting gender segment - excuse me, age segments. On the left there, your left, the example from Sovereign Bank. To reverse or not to reverse? It's a great piece targeted to 65-plus households. Very informative, gets them right with the top line, but the subject line unfortunately read, "Your (whatever the date was) e-news update." It didn't give them any idea what was actually contained in that email.

The other one is one of my favorites that I've seen. It's from Citibank. Do you notice anything in particular about that email, those of you that can read that far? I'm sorry? Personalization is broken. Oh, we mask the

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name, sorry. Yes. There are five opportunities in that one small piece of communication to tell your friends to pass it on. I have a college-aged son, if he finds an email in his inbox - by the way, the subject line was, "Earn up to \$500 in statement credits from Citi Cards". He's going to open that email and he's got five opportunities to send it to his friends. It's a very good example of both getting your subject line right and having the opportunity to pass this on and interact with it.

The other demographic segment group that we wanted to talk about was Hispanics. Earlier we talked about the frequency for that top line item, which is special rewards and incentives, has a tolerance for 9.4 emails per month. Look at the differentiation when I pull out Hispanics. It's 8.9 for non-Hispanics and 12.5 for Hispanics. They will tolerate a lot more information. Build it and they will come across all the different segments.

Interestingly enough, as I mentioned, they're slightly more likely to respond. We talked about 65-plus responding to an average 2.5 emails over the past seven days, 2.9 for the general population. It's 3.3 for Hispanics. Hispanics are also significantly more comfortable with targeting. A concept we'll continue to explore in the next wave, we asked respondents how comfortable they were with marketing companies utilizing either their past purchase behavior, their past search behavior, etc. in order to give them more relevant information. Fifty percent said that they were comfortable with some sort of targeting on average. With the Hispanic market it was 73%.

Some examples that we see on email marketing. We have Enterprise there for the travel and leisure segment with a piece completely in Spanish, with an opportunity to look at it in English in the top right button. And then a Road Runner Time Warner piece that's bilingual. And it interestingly points out the Time Warner Cable Hispanic Heritage Scholarship Fund, so it is targeting the right sort of things for the Hispanic marketplace.

And the last demographic group that I wanted to talk about is the affluent. Again, we asked them how many emails did they respond to in the last seven days that they got in their personal email box that were related to personal business type of email, not a personal friend or relative. And among those that did, which was 74%, we asked them what did they do? What was involved in that response? Significant difference here obviously with the affluent, that's why we all want to target them. Thirty-seven percent who responded to an email in the

last seven days actually followed through with a purchase of a product or service.

A couple of other factoids on the affluent. What we're seeing in the consumer study, significantly more active. I mentioned 40% checked their personal account five times a day or more and they have significantly more financial accounts that are managed online. Forty percent report three or more accounts that they manage online.

An example of affluent marketing pieces. American Express and Mercedes-Benz. There's one problem. The Hispanic pieces that we found and the affluent pieces that we found, and the pieces targeted to a higher age group weren't received by the target audience. These particular affluent groups - affluent pieces were only received by households with income less than \$75,000. They did not hit the 75 to 100 and 100-plus market.

So best practices. Easily enough again, the duh. Where everybody's talked about it today, clear concise subject lines. Get it right, state who you are, state clearly what the offer is, the personalization that everybody has talked about. It comes through a consumer saying, "Yes. Give me more of that. That's exactly what we want and it's going to dictate whether or not I open that email".

Opt-in options. If you don't have them opt-in to the communication you; one, might not get them on your list; two, they don't perceive that they have a relationship with you. If you get them to opt-in give them choices, select just pieces of communication, and then from there you have the opportunity to communicate with them more frequently. Again, think of some of these communications like the old telephone surveys. You know it takes three to five times to actually - before you take somebody off the list, send them the same piece of communication over and over again, because then they might actually open it and read it.

And then finally, targeting. Demographic targeting is obviously what's been driving direct mail for all of these years. Segmentation - it works. There's a return on investment. You hit the right audience with the right message, things happen. So the opportunity is here is to build your demographic information that you have on your files. Every time you're communicating with a customer or prospect, try to pick up one or two more variables. Don't try to capture it all at once.

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Tara, I think, yesterday morning was talking about the importance of surveying and here it is. Even one or two pieces of information a time, you could start to build that database and really make sure that you're targeting for the age segments, the ethnicity groups and the affluent is really on target.

That is the presentation. I'm Pam McHugh. As Liz said - from Dell yesterday morning - make that subject line speak to me. If you do, I might actually open the email. Pammchugh@Mintel.com if you have any questions you want to send me or learn more about this study. Other than that I think I can open it up for questions. Oh good.

PARTICIPANT: What's the average cost of an email acquisition?

PAM MCHUGH: What's the average cost of an email what?

PARTICIPANT: To acquire an email address?

PAM MCHUGH: I don't know that. Anybody here know that? Average cost to acquire an email address? List providers in the room? I'm actually not doing email marketing. I just study it. I think ask any of those people that are out there.

MODERATOR: I've heard less than five cents from someone behind me.

PAM MCHUGH: Less than five cents. I heard that number, it was like .05 cents per hundred or per thousand. I'm sorry?

PARTICIPANT: It depends on how you're doing it.

PAM MCHUGH: Yes, if you're going out and purchasing it, if you're getting it through your - you know, you're sending direct mail, you say, "Do you want to opt-in to email communications?"; it's the cost of that direct mail piece, which is probably costed someplace else. And you can acquire them that way, the cost of entry. Any other questions? Yes.

PARTICIPANT: When you've done your research have you seen anything with the integration between online and offline?

PAM MCHUGH: Yes. The question was have we seen any integration between online and offline and yes, we're looking at cross channel communications. For example - I did not mention five of the nine sectors we track are in the financial services marketplace and we have seen that, and it differs by provider. There's not a consistency yet. Some providers are issuing the same type of communication or the same message from direct mail to email to print. Others are actually having a very targeted message depending on who they think they're sending it to. Yes, the gentleman in the black.

PARTICIPANT: The point that you made about the level of affluents - just the company that I work for (inaudible) was that all self-reported income?

PAM MCHUGH: That was self-reported income on both the survey panel as well as our email panel. Yes? Oh, I don't think the mic is on. Here comes a mic.

PARTICIPANT: Hello. Just on the question of influence. You were mentioning that the email sent out by Mercedes didn't reach the actual target. Could you expand on that a bit?

PAM MCHUGH: All I'm saying is that of the households that received that piece in their inbox, none of them had a self-reported income of over \$75,000. and based upon what the email was communicating, I think it was targeting the 75-plus income group. Gentleman back there in the pink.

PARTICIPANT: inaudible question

PAM MCHUGH: We're not measuring response rates right now. Yes.

PARTICIPANT: Yeah, out of the 90% on the assurance that are acquisitions, how often do you see the frequency of contacts, because I know you guys look at it on a company basis?

PAM MCHUGH: I do have that information. Unfortunately, I don't have it at my fingertips, Karen. If you would like to contact us we can get that for you. There's a woman in the coral back there. Yes.

PARTICIPANT: Inaudible question

PAM MCHUGH: No. But that's a good question. It might be something that we can look at with the email

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base, because we can see actually who the issuer is and who any of the marketing partners are. So we could check that. Any other questions? Yes, in the back.

PARTICIPANT: Do you have any learnings about the possible (inaudible)?

PAM MCHUGH: What we're observing is there is a lot of redundant messaging and actually, based upon the presenters from yesterday who are looking at their results, it does seem to work. Having that same message in direct mail and email is another way - it's that reach and frequency concept. You're hitting them with a consistent message across multiple channels, so it's been very effective.

MODERATOR: Okay, let's have a round of applause for Pam. I'm sure she'll field your questions on the side of the stage if you have one.

PAM MCHUGH: Absolutely.

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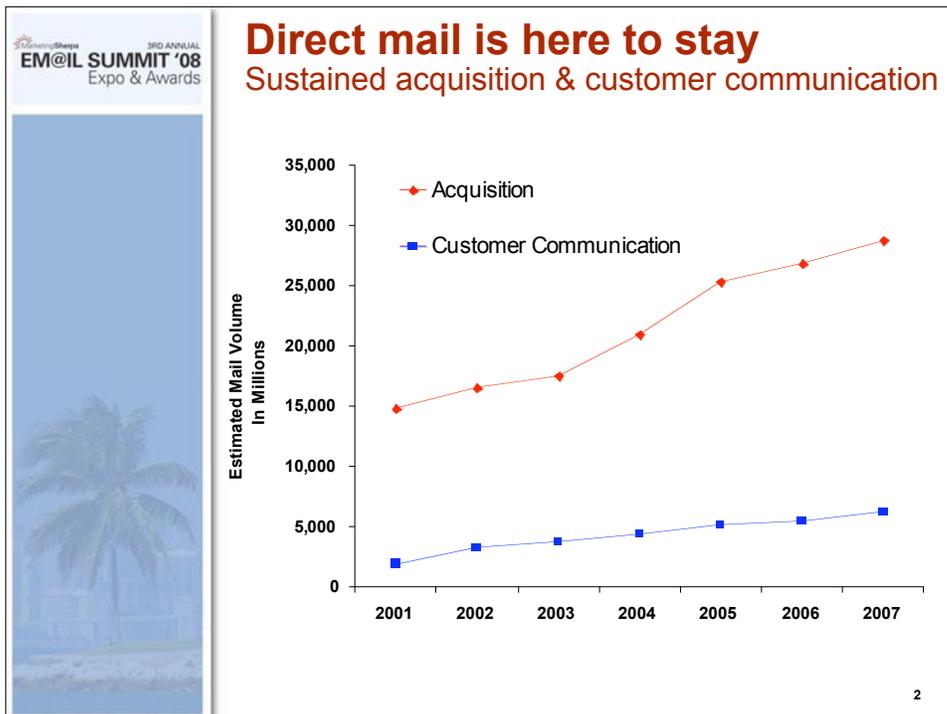
New Proprietary Study: How Consumers Interact with Email

Pam McHugh, Director of Research

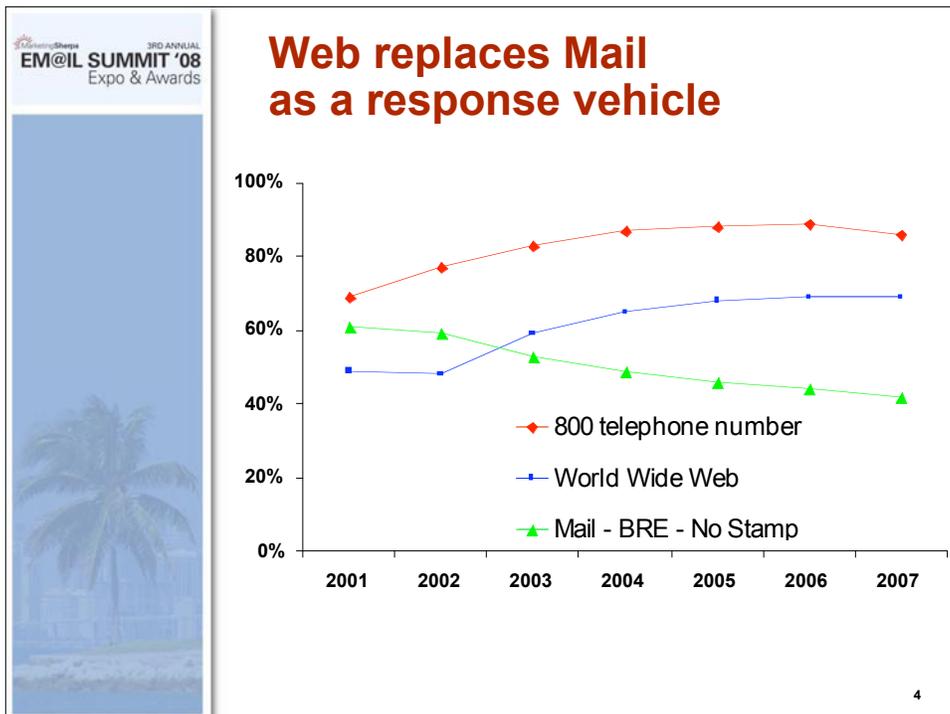
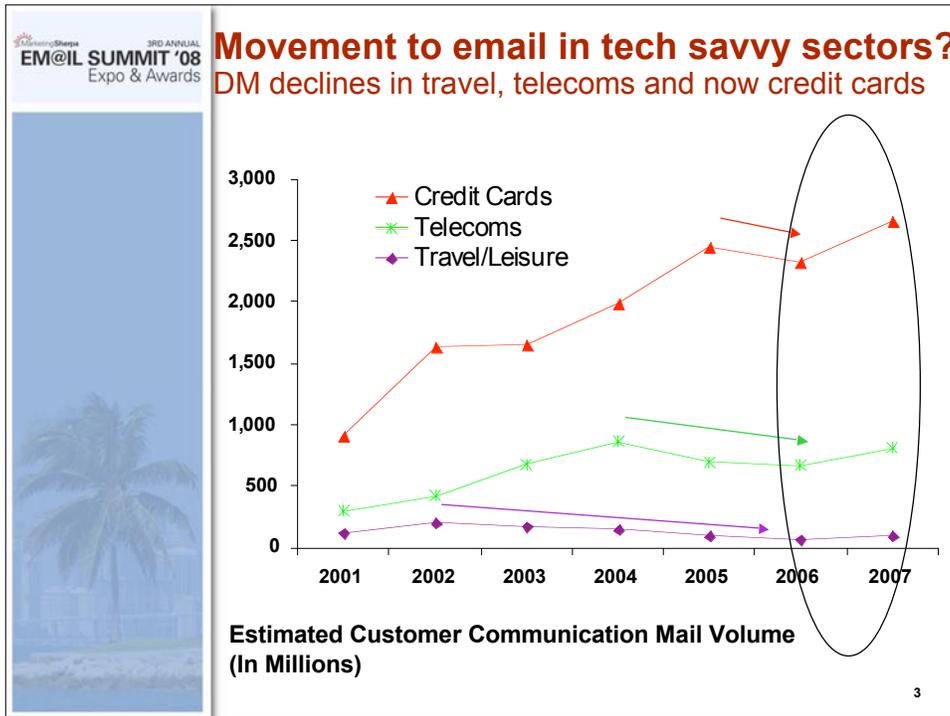
Mintel International

Tuesday, February 26, 2008

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Your personal or business checking account just became easier to manage

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Replace your paper statement with a convenient, secure online statement.

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- **More secure** – An online statement reduces the possibility of identity theft.
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CHASE

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Upgrade to "ouch-free" banking from Chase. **TRY PAPERLESS**

Dear _____,

When you switch to [Paperless Statements](#) you can save time and save paper. It's an easy way to stay better organized and make managing your account simple and paperless too. Take advantage of these convenient features:

- View up to **6 Years of statements online** - that's like an entire filing cabinet of paper!
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[Start enjoying the benefits of Paperless Statements.](#) You can save time, paper and cut down on clutter.

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Executive Vice President
Customer Experience
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To get out of receiving either e-mail or bills in the future, please see the instructions at the end of this e-mail.

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Time to break up. With your stamps.

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You already have online banking. Bill Pay is just a couple of clicks away.

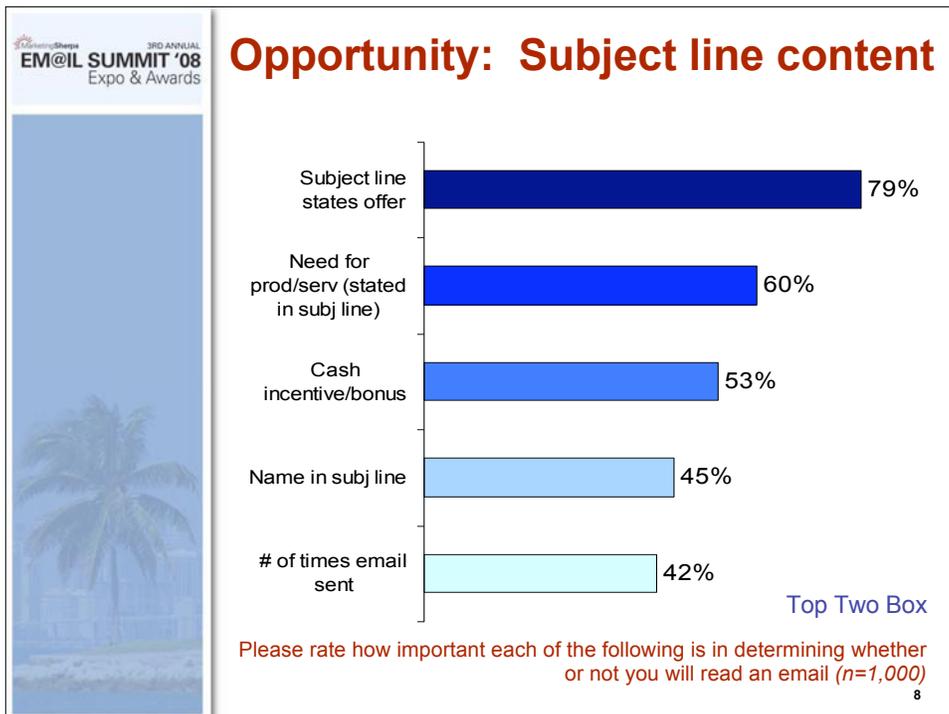
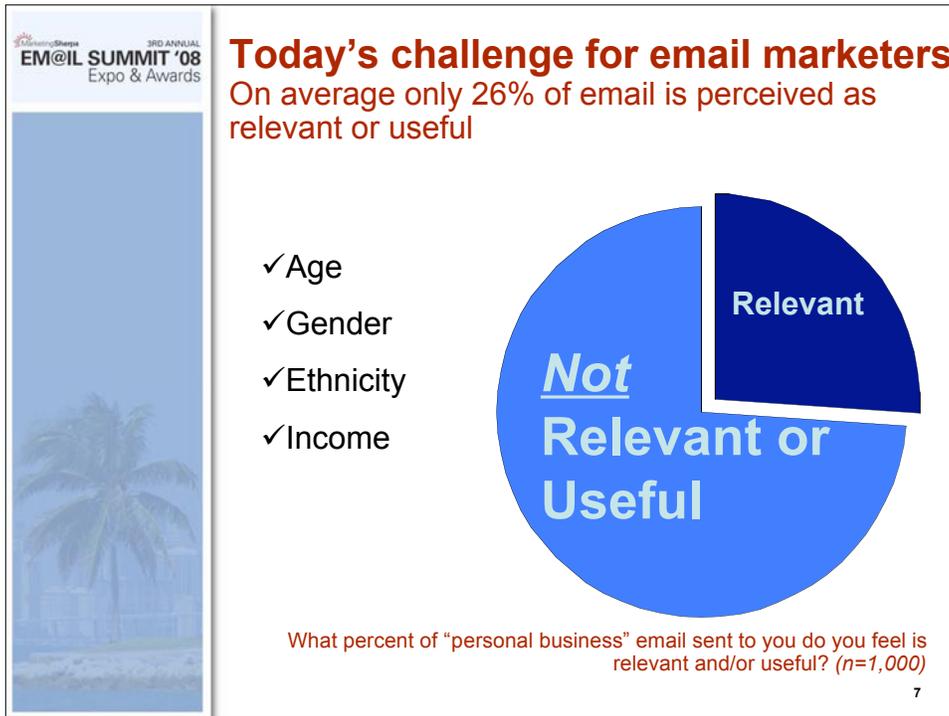
- **It's a snap.** Set up a bill once and it's always there for quick payment.
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And, **it's just waiting for you.** All FREE — and covered by our [Online Banking Guarantee](#). Give it a try. [Log in](#) to your existing WaMu.com account, click on "pay bills and loans" and sign up for bill pay or [check out a demo online](#).

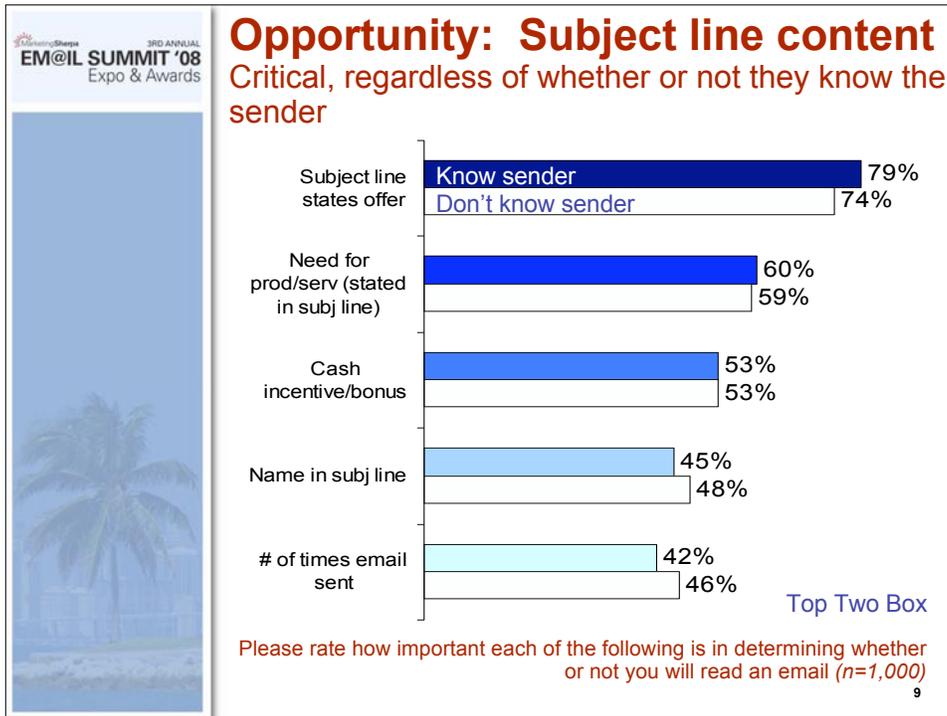
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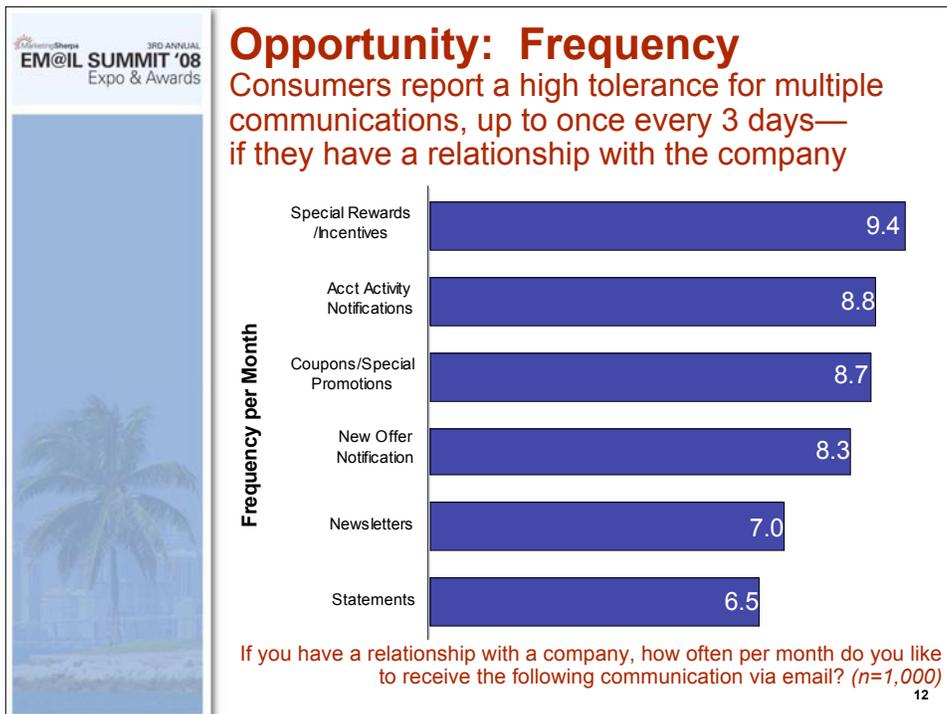
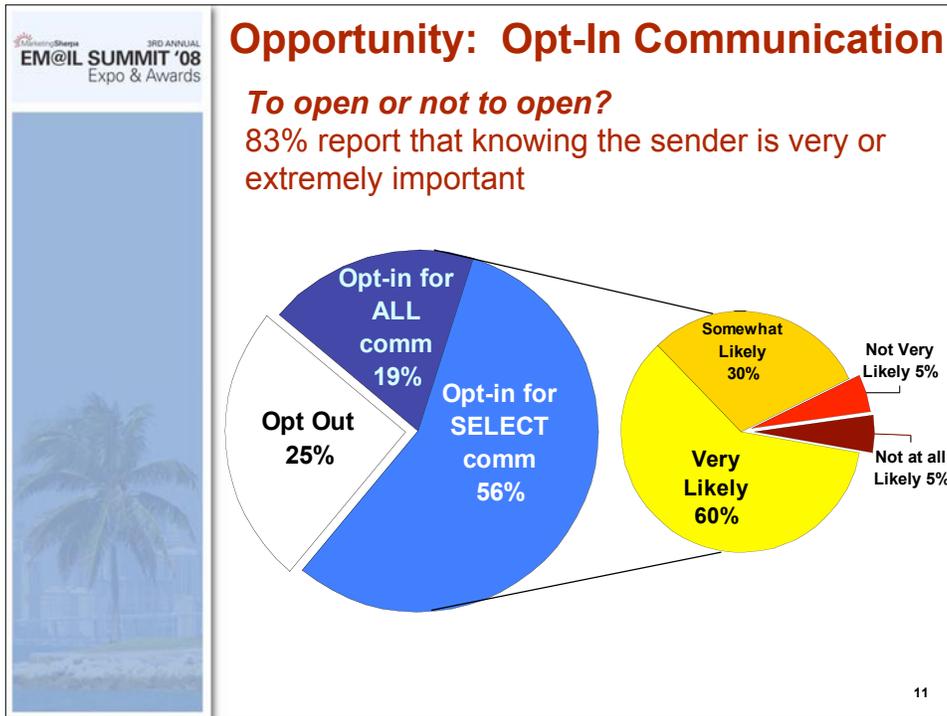


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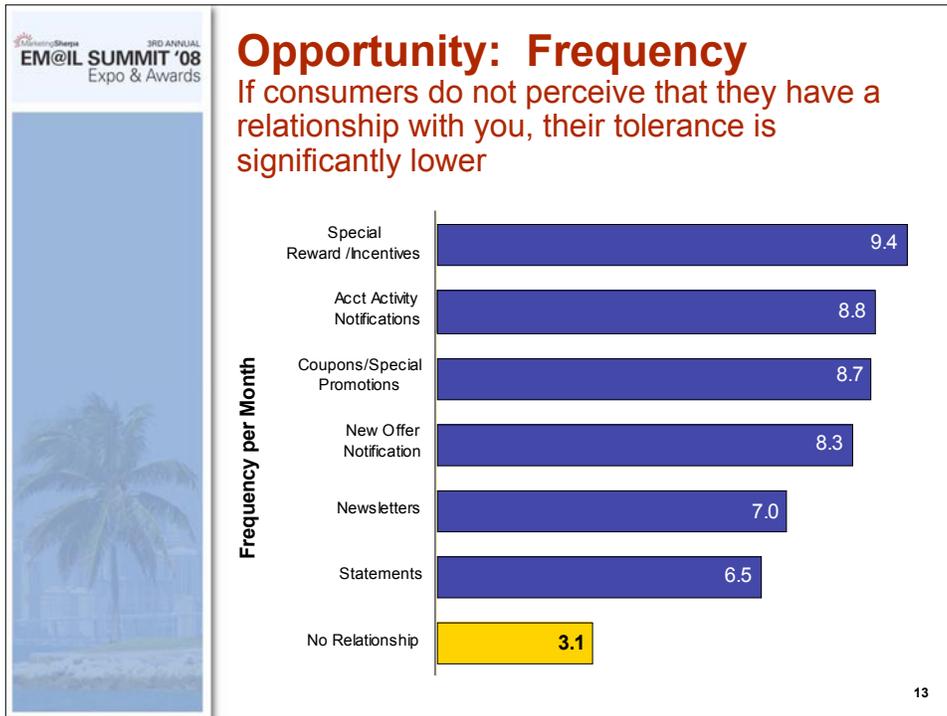


-
- Subject line examples**
- Connect to the DISH Network for only \$19.99
 - Real Deals: \$75 Savings on Las Vegas Getaways
 - Term Life Ins with no exam from HSBC
 - Get \$200 when you open a Chase business checking account!
- 10

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Daily Account Activity Notifications
Citibank

Email & Wireless Banking Alerts
Account updates delivered weekly or even daily.
Enrollment is FREE, the convenience is priceless

Set up alerts to suit your needs and we'll notify you when:

- Online bill payments have cleared
- Deposits are made
- There are insufficient funds
- Your balance reaches a certain amount
- A CD is about to mature
- A specific check has been presented for payment.

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Monthly Reward Statements

American Airlines

Subject: AAdvantage eSummary for [MONTH]

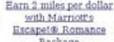
Your Mileage Summary

Summary Date:	2007-09-04
Previous Balance:	11,993
Current Balance:	11,993
Last Activity Date*:	2006-05-20
Mileage Posted:	0
Mileage Adjusted:	0
Mileage Claimed:	0
Mileage Reinstated:	0

[View Your Full Summary](#)



Mileage Offers For You

 Marriott	 LendingTree	
Fly, golf and save with a membership to the Traveler's Perks program	Earn 2 miles per dollar with Marriott's Escape & Romance Package	Earn 1,250 miles for every \$10,000 financed
 Earn 100 AAdvantage bonus miles when you join Points.com	 Register and dine out to earn 5 bonus miles per dollar through 10/31	 Earn double miles at Radisson Hotels & Resorts worldwide
 For a limited time, earn AAdvantage miles with FedEx Kinko's Rewards	 Earn 1,000 miles per \$10,000 financed with Wells Fargo Home Mortgage	 Special offers, discounts & bonus miles from Hertz
 Earn 3 AAdvantage miles per \$1 spent on Bose® QuietComfort® headphones		




Opportunity: Targeting Age Segments

- Respondents 65+ open less of their “personal business” email
- Once opened, however, they are fairly likely to respond; on average, those 65+ have responded to 2.5 “personal business” emails in the past 7 days
- Knowing the sender is “extremely important” for most respondents, and reaches 70% for respondents 65+

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Targeting the Generations

Sovereign Bank and Citibank

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Opportunity: Targeting Hispanics

Significantly higher tolerance for frequent emails

Communication Type	Non-Hispanics (Frequency per Month)	Hispanics (Frequency per Month)
Special Reward/Incentives	8.9	12.5
Act Activity Notifications	8.2	12.5
Coupons/Special Promotions	8.2	11.7
New Offer Notification	7.7	11.6
Newsletters	7.0	10.4
Statements	5.7	10.7

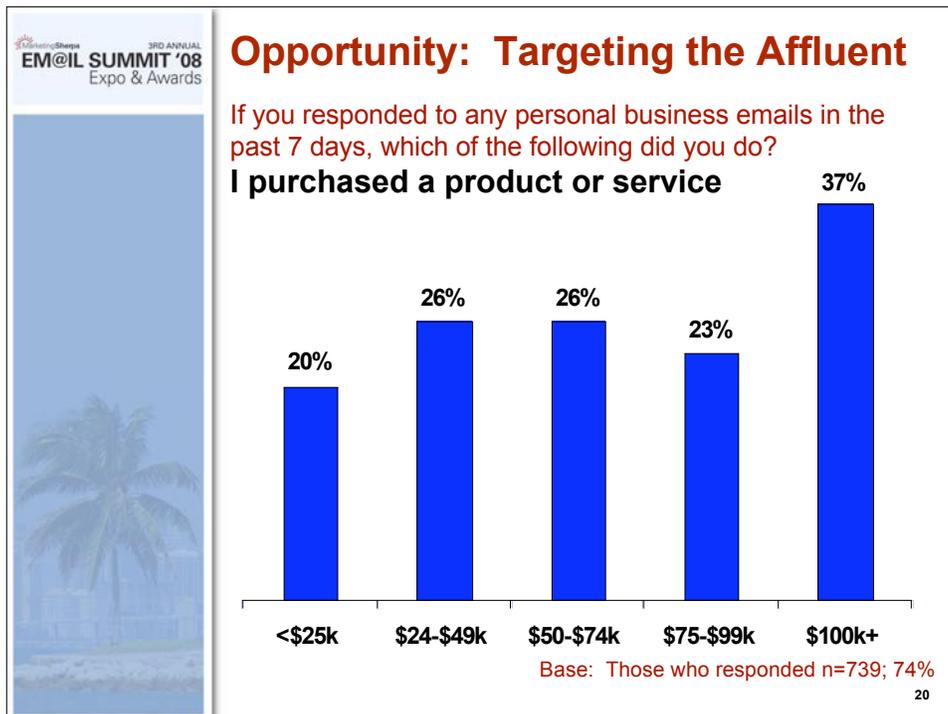
■ Non-Hispanics □ Hispanics

If you have a relationship with a company, how often per month do you like to receive the following communication via email? (n=1,000)

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Hispanic Marketing

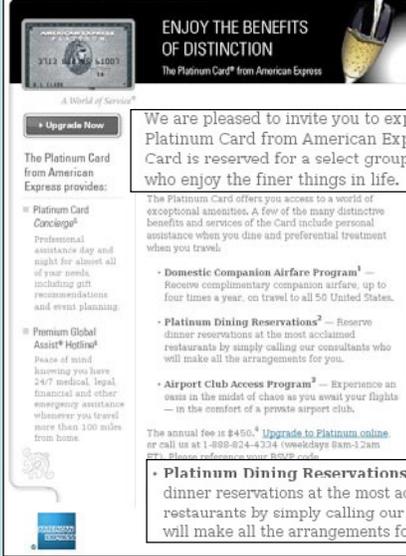
Enterprise and Road Runner



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Affluent Marketing

American Express and Mercedes Benz



ENJOY THE BENEFITS OF DISTINCTION
The Platinum Card® from American Express

Upgrade Now

The Platinum Card from American Express provides:

- Platinum Card Concierge®**
Professional assistance day and night for almost all of your needs, including gift recommendations and event planning.
- Premium Global Assist® Hotline®**
Peace of mind knowing you have 24/7 medical, legal, financial and other emergency assistance whenever you travel more than 100 miles from home.

Platinum Dining Reservations² — Reserve dinner reservations at the most acclaimed restaurants by simply calling our consultants who will make all the arrangements for you.



Mercedes-Benz Fashion Week Miami

Mercedes-Benz Fashion Week makes South Beach its runway July 10 to 14, 2007 — a swimwear-only event at the legendary Raleigh Hotel showcasing the hottest fashions from established names and emerging design talents. Look for highlights coming soon on the Mercedes-Benz Fashion Week site.

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Best Practices

- **Clear, concise subject lines**
Include your company name and offer. The more targeted the better.
- **“Opt In” Options**
Allow your customers and prospects to opt in to select types of communication.
- **Targeting**
“Build” demographic information on your contacts over time to improve targeting.

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Credits/Thank You

Pam McHugh, Intel International
pmchugh@intel.com
312.932.0400



23

The slide features a vertical blue bar on the left side with a faint image of a palm tree. The main content area is white with the title 'Credits/Thank You' in red. Below the title, contact information for Pam McHugh is listed. To the right of the contact info is an image of a person in a dark suit and blue tie holding a white sign with a large black question mark. The number '23' is in the bottom right corner of the slide.

Deploying Video Emagazines to Enhance Engagement

SESSION DESCRIPTION

With the emergence of video solutions, companies across industries must embrace next-generation marketing to effectively communicate with target audiences. See and hear how InterContinental Hotels Group created video e-magazines with the use of relevant content to drive the ultimate sale. The e-magazine has provided a platform to continually improve the sustainability and effectiveness of communication. Attend this one to bring your customer engagement and brand marketing experiences to the next level. Prepare to be "wowed."

ABOUT THE PRESENTER



Ken Bott
Director, Global Consumer
Marketing,
InterContinental Hotel Group

Ken Bott is Director, Global Consumer Marketing, multi-brand and relationship marketing, for IHG (InterContinental Hotels Group) PLC of the United Kingdom (LON: IHG; NYSE: IHG [ADRs]), the world's largest hotel group by number of rooms. As Director, Global Consumer Marketing, multi-brand and relationship marketing, Bott is responsible for all multi-brand global promotions, loyalty program advertising, affinity/sponsorship marketing programs and the direction of IHG's consumer segmentation strategy, "Customer Experience Management." Bott oversees all member communications and credential fulfillment operations to Priority Club Rewards members. With

more than 33 million members worldwide, Priority Club Rewards is the first, largest and fastest-growing guest loyalty program in the hotel industry. Prior to joining IHG, Bott worked in a variety of channel, loyalty and integrated marketing management roles at Continental Airlines and US Airways. Bott holds degrees in Business Administration and Management from Embry-Riddle Aeronautical University.

ABOUT INTERCONTINENTAL HOTEL GROUP

IHG owns, manages, leases or franchises, through various subsidiaries, over 3,700 hotels and more than 558,000 guest rooms in nearly 100 countries and territories around the world. IHG owns a portfolio of well recognized and respected hotel brands, including InterContinental® Hotels & Resorts, Crowne Plaza® Hotels & Resorts, Holiday Inn® Hotels and Resorts, Holiday Inn Express®, Staybridge Suites®, Candlewood Suites® and Hotel Indigo®, and also manages the world's largest hotel loyalty program, Priority Club® Rewards, with over 33 million members worldwide. The company pioneered the travel industry's first collaborative response to environmental issues as founder of the International Hotels and Environment Initiative (IHEI). The IHEI formed the foundations of the Tourism Partnership launched by the International Business Leaders Forum in 2004, of which IHG is still a member today. The environment and local communities remain at the heart of IHG's global corporate responsibility focus. IHG offers information and online reservations for all its hotel brands at www.ihg.com and information for the Priority Club Rewards program at www.priorityclub.com. For the latest news from IHG, visit our online Press Office at www.ihg.com/media.

PRESENTATION

MODERATOR: Okay. Various recent studies have suggested that at least 50% of all Internet users have visited video sharing websites like YouTube. I'm guessing if they sampled that research down to people who are 30 and under that the number would be incredibly higher. With that said, you know, it's not news that online marketing and video have been converging at all, but in the last year or so people have been testing video in landing pages and in email body sometimes as well at an increasing rate.

So we're very happy to have Ken Bott here, who is Director of Global Consumer Marketing for InterContinental Hotels Group. He's going to tell us and teach us about how they've deployed video-based e-magazines to both stay in touch with consumers and customers and create a wow factor at the same time. Please welcome Ken Bott.

KEN BOTT: Thank you very much, Chris. Okay. How many people here, by a show of hands, subscribe to a travel-related email newsletter? Okay, so it's the entire room. That's good. You're keeping everybody

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whose here selling software and service providers in business, so I'll thank you for them. How many people here subscribe to more than one email newsletter that's travel-related? Two, three, five, 10, right, everybody, so I guess my point is you guys can see how cluttered the marketplace is.

It makes my job really easy that you guys get all that email to try to break through the clutter. So the intent of my presentation today is to go into a little bit of detail - and quick detail, trust me, because I know everybody is still recovering from mojitos last night.

But I guess the point again, is that 75% of people in the marketplace today belong to some sort of loyalty program. You think about it. You go to the grocery store, there's one there. You have your airline, your car, your hotel, your credit card, your power company. I mean, everybody - you go Best Buy, you go to any kind of traditional retailer, they all have loyalty programs and they're all competing for share of mind, share of the voice that speaks to you during the day in terms of marketing communications.

There's one point - if you add up all the aggregate - all the number of people that are in loyalty programs within the United States, there's over 1.3 billion people in loyalty programs and I'm sure every single one of those people are getting at least three emails. So the intent of this is to try to give you a little example of what we've tried to do to cut through that. There's just a lot of noise in the marketplace.

Who are we? We run a bunch of hotels across the world, 3,800 hotel properties worldwide. Over 100 companies - or excuse me 100 countries. Approximately 580,000 hotel rooms we need to fill every night, so there's a big task at hand. That's represented by a customer base roughly - a known customer base who are enrolled in our Priority Club Awards Program of 40 million customers.

So why do we do this marketing initiative, this e-magazine? I think it's pretty straightforward. When I talk about the survey and you guys - you know exactly what I'm talking about. When you get these emails in your email box, everybody goes in, you hunt and peck, you search, you know, do I have a need for air transportation or car or hotel, or I want a package or I'm looking to get my grandmother here for a holiday. I mean there's all this noise and you're need set changes on a regular basis.

But the clutter that we all see out there, we try to come up with an effective method in an innovative platform that would try to cut through that and engage folks in more of I guess, the flavor of the day. It really is getting onto the video bandwagon because it's passive. It's the way we consume things today, so why shouldn't we try to talk to you in the nature that you're actually accustomed to?

What we do know is that loyalty programs have evolved over time. Trends have gone from your traditional rebate coupon type of ideas. And I guess this trend also takes place during the lifetime of your relationship with companies. Where initially they get you in with an offer, right? It's a gift with purchase or dollars off, something like that. It's the rebate. It started out with S&H Green Stamps, right? Get a rowboat if you bought enough stuff.

So what it did is it turned into some sort of monetary currency and it got some value and it was a little bit intangible, and you started to feel like you got something different out of what you were doing just in the regular course of business. So you got this value-add intangible emotional aspect and then obviously, the last part of it, which is probably manifesting itself more readily today, is this whole social currency thing. When you travel, you talk about things to your neighbors, your friends, your co-workers. You talk about your experiences - and that's really one of the benefits, one of the luxuries I have being in travel, is that it's kind of sexy, right?

You can go to your neighbor and go, "Hey, I went to this resort and I had all inclusive and my kids actually didn't complain the entire time I was there, and we have a babysitter and my wife and I got to go and enjoy ourselves for an evening," and those are the stories. Obviously there's some bad ones too. I apologize for the folks like myself who live in Chicago or Atlanta today, where we know we're all going to be delayed going home. But I guess the reason for bringing it up is it's trying to come up with an entertaining way for us to tell stories.

So what was the solution? We picked a sample of our audience of email subscribers only in the U.S., 2.8 million people, and we utilized a rich media platform through a partnership with IQ Interactive that is like you've heard, and everything else here - it's a templated approach at trying to do some mass customization to some of your customers.

Deploying Video Emagazines to Enhance Engagement

So what we did is to customize content based on some of our segmentation we've done. We've got 40 million people in the database, so we had to go buy the CRM software and the database integration stuff, campaign management tools, to figure out how to segment all those people so we could target them effectively.

Again, it's a luxury we have because of being a large company. But we wanted a solution that was flexible, could be reasonable, was portable, could actually be modified for our friends offshore - translations. I mean we already publish in 11 languages so we had to make sure we were conscientious of that. And again, this was more or less a test last year, so testing the platform was something that we had an awful lot of interest in to try to make sure we could get the most out of it.

So what did we do? Well, we really teased people with an email. We used – Epsilon is our email vendor and what we did is, we took and had a split test of these two videos - or excuse me, two email templates: One with the thought that people want transparency. The one on the right is the one that kind of tried to get to that, because we wanted people to see up front what exactly it was that they were getting into. You know no one likes to go click on something and all the sudden screaming voices come on and you're turning the volume down at work, because you don't want your co-workers to see that you're cruising the net or anything like that.

So we tried that approach and then we also tried the other approach - which we came out of it, we're like, "Well, what about the mystique? What about the allure? What about the emotion? What about the intrigue of travel?" So of course everybody knows that hotel rooms have doors, so we said, "Well, why don't we use the membership card as the key to try to get you into it?"; so we tried that as well.

So we sent the email out - and I know you're just anxiously awaiting which worked better, but I'll go through a little bit of what the actual landing page looked like. So you hit the email, clicked on it and it dropped you onto a landing page, which has got some pretty cool loading technology. "The sky's the limit with the "Priority Club Rewards e-magazine. In this issue discover why it pays to travel with the best hotel loyalty program in the world. Take a look at incredible sports experiences and merchandise, or check out something truly out of this world with experience rewards. Just click a story to get started."

So we had the three different stories we could go into based on what we thought customers would be interested in. "Frequent travel isn't always easy and not all hotel loyalty programs live up to their promises. That's why Dean Crownover is a member of Priority Club Rewards."

"I like it because it's easy; easy to join, easy to earn a lot of points. My points never expire. There aren't a bunch of blackout dates or restrictions where you can only use them for free hotel room nights. I like that with Priority Club I control how I use my points. Let's see, I've earned airline miles, I've gotten gift certificates, once I even used their personal shopper program to help me get my wife this amazing necklace."

"Oh, their auction site, that's cool. I got myself a signed Jeff Burton cap a few months back. I mean, these are my points, right? I just didn't tell my wife about it. I can even use my points to stay at any hotel I want, not just at a Holiday Inn or a Crowne Plaza; I'm talking any hotel anywhere. I even got their credit card so I could build up points faster. It takes a lot out of you being away from the family, but it's great to be able to get these rewards that really pay me back for the things that I have to do anyway. I sure wouldn't want to travel this much without it."

"Learn more about why Priority Club Rewards is ranked the best hotel loyalty program in the world, or go ahead and put your points to work today." So that was the new customer, doesn't know much about the program.

"If you're a sports fan or know someone who is, Priority Club has the perfect rewards for you. Check out the Priority Club Pro Shop for all your golfing wants and needs. Everything from long drive balls to an incredible golf-filled weekend at the world famous Pinehurst Resort. You can even enter the Golf for a Year Sweepstakes where one lucky winner will win 52 free rounds of golf, enough for the entire year. Or if you're into something a little faster, head over to the Priority Club Rewards auction site and bid to park the Holiday Inn #29 Chevrolet Monte Carlo SS in your driveway. It will be a day you'll never forget."

And for Major League Baseball fans we've got the hottest tickets in town. Hit the auction and bid on tickets to the Division Series, Lead Championship Series or even the 2007 World Series. You can also pick up tons of other rewards from apparel to memorabilia and more. With Priority Club Rewards, it's easier than ever to get in the

Deploying Video Emagazines to Enhance Engagement

game. For everything NASCAR and baseball-related go to the auction site. For golf experiences and your chance to win golf for a year check out the pro shop."

So this was targeted at the middle group of our frequency program who are really engaged with a lot of different brands. We call it multi-branded staying it across different brands. Fortunately, we have great sponsorships. Holiday Inn's got NASCAR and Major League Baseball and Crowne Plaza has the Crowne Plaza Invitational. So the challenge that we had was going and searching out all these assets from the company, kind of stealing them, borrowing them, getting some of the imagery and then integrating it back into our message to make it appealing to again, this big swathe of customers who have probably about four years of tenure with the program and are really embedded and have fortunately, drank our currency Kool-Aid.

And then here's the - this one's pretty self-explanatory. "Looking for something extraordinary? From luxurious spa treatments to white water rafting to helicopter skiing and everything in between. Now you can use your points for even more amazing encounters, with Priority Club's new experience reward opportunities. Roar through the skies on the most awe-inspiring flight of your life as you fly your own plane and engage in simulated air-to-air combat the way few civilians ever have. Or take to the ocean aboard an America's Cup racing yacht, where it only takes an afternoon to discover the real meaning of life at sea."

You can also reconnect with nature at a calmer pace as you spend a mystifying day of majestic whale watching off the coast for a meeting you won't soon forget. And that's just scratching the surface of literally thousands of experiences you can have across a range of point levels from virtually anywhere in the country with Priority Club Rewards. Check out all the great adventures available to Gold and Platinum Members with experience rewards, or find other great ways to make the most of your points."

So this was obviously the aspirational component, but we have been around for 25 years, so we have a lot of folks who are engaged in the program. Our points never expire, so if you have a million points, why shouldn't you be able to do something that's really aspirational? That, again, gives you that social currency to take home and brag to your neighbors or to your co-workers or, I don't know, your brother in law. Somebody you want to get a one-up on.

You'll notice that some of the aspects of the page look a lot like your traditional email campaign. There is a 'Forward To A Friend' feature. We have some QuickLinks. We know by our other research that 'My Account' is the number one thing that people click on in all of our emails, so why shouldn't we put it here? And then from the viral component, as an outcome of somebody sending it to a friend, we actually have the 'Join Now' feature too. But you can see how the 'Send To A Friend' works.

And then just quick calls to action. Obviously, giving some exposure to some of our partners as well, because obviously - I think you guys probably are in the same boat as me, is that all this stuff costs money and you've got to try to figure out how to pay for it. So as you can tell, there's a fair amount of brand mention and partner mention who have graciously agreed to help underwrite some of the costs of this.

So this was our attempt at trying to get out into people's faces and break through the clutter. So what actually happened? Well, we got great deliverability. The rates that I've quoted here are based on Epsilon's travel industry rates. It's above average in terms of the delivery rate, above average for the open rate. Unique click rate, which is a sign for us that the content was compelling and hit on the mark, is way above the industry rates.

The big "ah ha" and the what's it mean to us as marketers is, the viral activity and the fact that so many people forwarded it on to a friend. And this is just based off tracking that we have off of the 'Send To A Friend'. That doesn't count for the emails that were actually just forwarded, because we can't track all that.

So we felt like we were very successful, hitting on the content mark, offering a diversity of messaging, such that it appealed to new members all the way up to the aspirational-experiential components that our more tenured members are looking for. So what does that actually mean?

Well, you're thinking that's a small amount of people that probably visited. I'll couch all of the metrics in this. This is only a week's worth of data. We only looked at the first seven days after they got the email, because we didn't - because we have so many email campaigns going out for one reason. The other is that we just felt like taking a snapshot in time. If you hadn't reacted to it immediately that we shouldn't take credit for that content. However, though - what Pam said earlier makes

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me think there's another - it's just the tip of the iceberg based on the amount of people that reacted to things even after the week.

The big "ah ha" for me, because I had a lot of - I have a lot of passion and I'm one of those people that the video screams in the middle of the day and you're like, "Oh, Ken's looking at videos again on YouTube." So we seeded - went to where you guys are and tried to seed some of the short clip outtake videos that we had to put them up in a more viral aspect. The ones that were most tangible were the interviews with the crewmembers from the Holiday Inn racing team, and these guys were hilarious in what they were talking about. It didn't get a tremendous amount of traffic, the numbers weren't really there, but we got great stickiness out of it from a PR standpoint.

So we conducted your traditional survey to go along with the actual sending of the email to make sure that we were hitting the mark, because we're a big company and we need to have that benchmark created. So we actually tracked that a third of the members actually remembered seeing the email, which is good. It's a little bit higher than our other traditional email.

The big things for me in terms of selling the stakeholders internally, was the fact that it increased the positive perception of our program and made us look more innovative and forward thinking by 13 percentage points. It actually helped changed people's perceptions of our brand too, in a positive fashion which is good, because that's part of my job - is the other hat that I wear is to try to make sure that the brand - you guys actually stay at the brands that belong in the family.

And then the fact that they are actually going to stay at our hotels in the future is probably the biggest. You know that's where you run down the hall screaming, high-fiving people, because that means that we're going to get more revenue out of these folks in the future. And as you guys can again - thinking about the amount of time that you dedicate to your consumption of emails and communication as it relates to travel, I'm very thrilled with that future intent to purchase.

We got some awards. I won't harp on that too much. Net-net, we got a positive return on investment in the course of one week's worth of data. This was tracked directly through the email links, so I'm sure we got a lot more than that. As you can see, it's very inexpensive. I'm a die-hard direct marketer at heart, so a nickel a piece

in terms of cost overhead for what turns out to be three to four minutes of consumption is hugely successful. I couldn't pay enough to get that on CNN and the like.

So what are we going to do? What are our next steps? Well, it proved the concept true and we're going to go out to the other regions. We've got a big contingency over in Asia, Japan and China, specifically that we're going to try to build a platform for later this year, as well as the UK market, just because those are big focal markets for us in the growth standpoint.

And I think the big takeaways are also being open to looking at ways to propagating this stuff down to new platforms. When I've been over in the Asia region, everybody over there is doing what we do here on their cell phone, which I mean, it's like I know, duh, but it's just really everywhere. People are reading books, they're looking at videos, so we're trying to figure out how to cram this kind of message, this kind of content into the pipe to have it play at the other end in a smaller device. And that will remain a challenge I think, that we'll have the next couple of years.

So that's it. Any questions? Four questions, four-part question.

PARTICIPANT: Yeah, so tell me what you're using for your CRM tool, your database, your campaign management and your auction site?

KEN BOTT: We use a little bit of everything. We have SAS, we have Oracle, we have some Siebel components. You know, we've been around for 50 years, so we have a little bit of everything.

PARTICIPANT: How about your auction site?

KEN BOTT: Truition is the name of the company. They are an offshoot years ago from eBay, but they're a good company.

PARTICIPANT: All right. Thank you.

KEN BOTT: This gentleman was before you, I'm sorry.

PARTICIPANT: Thanks, Ken. The three videos that we watched, were those developed specifically for this one email campaign and did you use them later for anything else to kind of get?

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KEN BOTT: Good question and yes, they were actually - all three videos were shot specifically, constructed specifically for this platform. We did obviously use some B-role footage that we had from other things. We got some from Major League Baseball. Everything you see that has any kind of brand in it other than our brands, obviously, we had relationships, had to get sign-offs to make sure we had licensing rights, etc. So a little bit of that, but yeah, and reconstituting them in a fashion that people can go look at them for the future is something that we're working on as an evergreen site right now. It's just being built up and what turns out is it - we have these videos and about 30 other that we need to try to figure out how to coalesce into a story to tell somebody who were to come to the site for the first time.

PARTICIPANT: So you produced them in-house? Did you write them in-house or did you have an agency put the campaign together for you?

KEN BOTT: Yeah, I had my Handycam. No. I aspire to be a creative person, but no, I rely on the aptitude and expertise of the folks at IQ Interactive. They're another Atlanta-based company - I'm based in Atlanta. So we worked with them to develop the story line, come up with the stories to tell and then they tried to figure out how to piece it together, and then we worked collectively to get it to where we want it to be.

PARTICIPANT: Hi. My question is related to your list. You said that you did this to a test. Was there a certain segment that you tested towards? I know that the content seems very heavily towards like a male demographic with aspirations towards sports and extreme activities. So I'm wondering how does your list segment out and did you do any testing based on segmentation?

KEN BOTT: Yeah, that's a good question. Our list, because we have brands like Holiday Inn, Holiday Inn Express in the middle of our brand offering, we have a lot of middle America in our database, so we did look at the test files and try to get a sample size and proportional weighting of folks based on some of the other segmentation stuff we do - I won't bore you in detail. But it's proportional to the rest of our base of customers so that we could try to see who clicked most on what.

So back-end reporting is a nightmare, but it actually goes to show you that standard things that you can find out from axiom overlays and things like that, that golf,

baseball, all over index on the high end of the scale with what our average customer is, which is the average traveler, which is a 42-year-old person who travels 12 times a year.

So we're fortunate that we have brands that have relationships with customers in middle America that we can - and that our relationships with our sponsors in affinity marketing programs makes it possible to pay off on some of the interesting content that people will want to look at. Good question though. Question in the back.

PARTICIPANT: Yeah. For your 'Forward To A Friend', do you have any click data or conversion data on that?

KEN BOTT: I'm sorry, that how many people clicked on it?

PARTICIPANT: Yes and conversion. Did you convert any of the "Forward To A Friend"?

KEN BOTT: That was the numbers, the counts that I had communicated before. That's the only - one of the few links that we actually had, which was the pass along recipients.

PARTICIPANT: So you don't know how many converted?

KEN BOTT: Convert? I do, but I can't tell you. I'd have to kill you. Yes.

PARTICIPANT: Inaudible question

KEN BOTT: We actually had varied length videos. I don't know if you picked up on it. There were some that were shorter and some that were longer. And yes, it does make a difference. Just like you would think - just like we've heard from all of you guys, the experts says that brevity is becoming king. So the longer videos typically don't get viewed as long as the shorter ones. Short attention span theatre, I guess.

I'm like it myself, so we're going to be modifying probably some of the scripts, and actually, from what we've heard from our folks, counterparts over in the APAC region is that we'll actually have to - we may have to produce higher volume of videos at a shorter length just to try to get the same kind of interest level, engagement level that we have just with three here.

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So there's no more questions. Nope, there's one more.

PARTICIPANT: You might have already mentioned this, but which email pulled better, the one that was sort of more emotional with the key?

KEN BOTT: The unlock email pulled better. Almost twice as well as the other one, so I think the benefit - Pam kind of alluded to it before and you guys are all experts and you know this, but - and we're fortunate again, we have a relationship with customers and people know when they see in the from field who it's from, so we don't have those issues. So they trusted us that what they clicked on wasn't going to be the surprise of something that wasn't consumable within the office or at home or to the right audience.

So thank you very much.

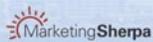
Deploying Video Emagazines to Enhance Engagement

Deploying eMagazines to Enhance Engagement

Ken Bott, Director, Global Consumer Marketing

InterContinental Hotels Group

Tuesday, February 26, 2008



3RD ANNUAL

EM@IL SUMMIT '08
Expo & Awards

 3RD ANNUAL
EM@IL SUMMIT '08
Expo & Awards

Priority Club Rewards



- The world's largest hotel loyalty program in the world supporting seven brands
- Award winning program with unmatched flexibility
 - Points never expire
 - No blackout dates for Reward Nights
 - Redeem for stays at any hotel, anywhere—including our rivals
 - Reward offers for once-in-a-lifetime experiences

2

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Why an eMagazine?

- Create an innovative method for communicating more effectively with members
- Develop an emotional connection with the brand through the sight, sound and motion of rich media
- Encourage program participation by delivering “info-tainment” that educates subtly through entertaining content

3



The Solution

- A comprehensive online drive-to strategy including an HTML email campaign delivered to a sample of entire database - 2.8M users
- A rich media publishing platform that is able to change and scale across audience and over time
- Custom content that features members sharing unique reward experiences

4

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MarketingSherpa 3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards

“Sky’s the Limit” HTML Email

Click here to learn more about our new eMagazine

PRIORITY CLUB eMagazine Issue 2
Sky's The Limit

IT'S EASIER ENJOY Reservations Earn Points Redeem Points All Offers

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AND GET THE MOST OUT OF YOUR PRIORITY CLUB® POINTS

[CLICK TO OPEN THE DOOR](#)

The Priority Club® Rewards Family of Brands

Click here to view your Priority Club® eMagazine

Dear Mike,

Ready for more bonus point offers with our video eMagazine?

When it comes to our members, we know it's not only about earning more points. It's also about being able to do great things with the points you earn. Discover why it pays to travel with the best hotel loyalty program in the world. Take a look at incredible sport events and merchandise. Or check out something truly extraordinary with Experience Rewards.

View now at priorityclub.com/emagazine

REWARD YOURSELF
AND GET THE MOST OUT OF YOUR PRIORITY CLUB® POINTS

Hit The Road
With a transfer who knows how to make every trip count.

Get In The Game
By getting closer than ever to your favorite sports.

Go Further
And discover an entirely new category of rewards.

5

MarketingSherpa 3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards

“Sky’s the Limit” eMagazine

PRIORITY CLUB REWARDS Issue 2 Sky's The Limit MY ACCOUNT JOIN NOW REDEEM MY POINTS SEND TO A FRIEND

IT'S EASIER, ENJOY

Discover how this frequent traveler makes every trip worthwhile with his rewards.

[GET THE ROAD](#)

GET IN THE GAME

Get how Priority Club Rewards can get you even closer to your favorite sports.

[TRIP YOUR GAME](#)

REWARDS BEYOND BELIEF

Gold and Platinum members can explore an entirely new category of rewards.

[GO FURTHER](#)

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Deploying Video Emagazines to Enhance Engagement



HTML Email Results

Delivered	~ 2,801,224
Delivery Rate – premium to industry*	+2.22%
Open Rate – premium to industry*	+2.61%
Unique Click Rate – premium to industry*	+11.72%
Pass Along Recipients	210, 501
Pass Along Referrers	127,556

- **Content Relevancy** – Nearly 25% of members who opened the email clicked through to the experience
- **Viral Activity** – 5% of the original recipients passed it along to 1.7 friends**

* Epsilon Travel Clients – 96.3%, 19.6%, 4.8%
** Tell-a-friend feature tracking #'s only

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eMagazine Results

Measurement	Results	% change from previous communication
Visits	80, 279	+144%
Total Clicks on CTAs	46, 500	+193%

- **Site Engagement** – On average, users spent 3-4 minutes engaging with site content
- **Content Interaction** – On average, users accessed 2-3 videos per visit

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Deploying Video Emagazines to Enhance Engagement




Viral Video Seeding Strategy









- Campaign Length – 30 Days
- Top Video Sites
 - Yahoo! Video (246)
 - Grouper/Crackle (237)
 - You Tube (100)

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Research Results

- One-in-three members recall receiving the 'Sky's The Limit' email.
- eMag impacted positive perception of PCR program by 13% points.
- eMag impacted positive perception of brands by 8% points.
- Positively impacted intentions for future hotel stays by 9% points.

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Industry Recognition

- Awards
 - Interactive Media Best in Class Award
 - Silver Addy Award

- In the Media
 - PR Week Out to Launch (Oct 2007)
 - DM News Feature (Nov 2007)

“Great mix of entertainment and function”
Editor, PR Week

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Return on Investment

Revenue data attributed to the eMagazine effort:

Net Bookings	1,965
Net Nights	3,509
Net Revenue*	\$380,422
Production/Incentive Cost	\$150,000
ROI	254%
Approx Cost per Delivery	\$0.05

**Incremental revenue booked within week of receiving.*

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Deploying Video Emagazines to Enhance Engagement



Publishing Platform Strategy

- Expand the eMagazine globally to reach the EMEA and APAC markets
- Develop episodic content that creates familiarity and interest over time
- Enhance site performance through the use of streaming media server
- Offer content alternatives for mobile users (Podcasts and PDA versions)

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Credits/Thank You

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Email and Complex Partnership Marketing Campaigns

SESSION DESCRIPTION

Liberty Travel recently established partnerships with TheKnot.com and David's Bridal to promote honeymoon travel to couples soon to be married. The result of the partnership was Wedding Countdown, a complex triggered messaging campaign that deploys honeymoon-related messages over an 8-12 month period to couples based on their wedding date. The program generated a stream of leads for Liberty and resulting sales yielded higher than average profits. This case study describes the creative and underlying technology utilized for this program, including the results of creative changes. Discussion will also include the challenges and pitfalls of doing offline acquisition of Email addresses.

ABOUT THE PRESENTER



Jason Steele
Director eMarketing,
Liberty Travel

Jason Steele's background includes extensive experience in the Internet service/agency world as well as recent corporate endeavors, focusing primarily on building and marketing Fortune 500 companies on the Web. He began his career with three of the true pioneers of the Internet services industry; Poppe Tyson Interactive, Modem Media and Grey Interactive. His assignments ranged from building the first Web presence for ING Barings and T. Rowe Price to redesigning the entire Delta Air Lines website. He made his first venture into the corporate world by joining Sony Electronics, where he led the online acquisition-marketing arm of their direct business. As head of the eMarketing department for Liberty Travel, Steele is responsible for Email marketing, paid search, Web analytics, website maintenance/merchandising, third-party media buying and partnership development.

ABOUT LIBERTY TRAVEL

Liberty Travel, a leading US retail and wholesale leisure travel business with 193 stores located primarily in the Northeast, Chicago and Florida.

PRESENTATION

MODERATOR: Good morning. My name's Tad Clarke. I'm Editorial Director of MarketingSherpa.

Okay, we've got three case study sessions to get through this morning and then lunch. After lunch, we have a Q & A session where it's kind of an interactive group with the audience. Any question that you have, any type of thing that you are wondering about, we open it to the whole group and try to get those answered. We also have the email awards ceremony and the top five takeaways from the show, so do not leave early.

First up we've got Jason Steele. He is Director of e-Marketing at Liberty Travel. He's going to talk about how they manage some really big partnerships, mainly using co-registration and tips to get more leads. Jason.

JASON STEELE: Thank you. So I'm here pretty much to say today that I think we've figured out the one case where co-reg actually does work for building a pretty large kind of targeted email database and that's really kind of the two takeaways from the presentation today that I want to kind of drive home, is that we really use

it to build a very large targeted database in that we've employed a kind of a triggered base messaging strategy that allows us to kind of - I'm going to quote Ron Popeil, but, "set it and forget it". So that's kind of really the case study I want to go through today.

I work for Liberty Travel. I'm not sure how many of you are from the northeast, but it's a 57-year-old travel agency, brick and mortar, and I guess - not do a raise of hands, but I'm sure a lot of you might not have assumed that retail-based travel agencies were still in business today. And this one is one of the largest in the U.S. They primarily sell vacation packages, so they combine air and land to create one price, so that you, as a consumer, don't know where we're actually marking it up and ripping you off. So just to be very, very upfront about that.

Again, we're not small. We do \$2 billion in annual sales, so we're pretty much - I don't want to say we're, a privately held, well-kept secret within the industry, but we drive significant volume to the Caribbean and Mexico; top producers up with the Expedias and the Travelocitys and Orbitzes of the world. About 200 locations, again primarily in the northeast and they're all owned by our company. They are not franchised at all, so all the

Email and Complex Partnership Marketing Campaigns

marketing efforts are really derived out of a corporate headquarters up in New Jersey and everything really trickles down and it is meant to be lead generating for the actual physical branches themselves.

There's 1,200 retail travel agents, all of which who think that I personally came to this company to steal all of their business away from them by directing it all online. So I walked into this job three years ago with a pretty difficult challenge in that I was the guy who was going to drive all of our business to the web and steal it away from the physical retail locations. So challenge number one.

And we were recently acquired by Flight Centre, which I'm sure not many people are familiar with unless you're from Canada. It's Australia's largest retail-based travel agency. They have well over, I think, 1,000 plus locations across the globe.

So the business challenge. Well, we're a 57-year-old travel agency that primarily does print-based advertising and really has not focused on the web until the last five or ten years or so, so our customer base has gotten relatively old and, well, actually some of them are dead at this point. So it's really, again, a huge challenge for us, because we need to infuse some level of new blood, younger blood into our customer base, our need prospecting database, so that we can continue to be here the next ten or fifteen years.

I don't need to tell you that travel is increasingly sold online. Obviously, like I said, Orbitz, Expedia, Travelocity, everybody knows that they can go there or they can go to TripAdvisor and read up on any hotel and they can do it all themselves. So why do you even need a travel agent? The consumer awareness about the value of working with an agent, and the fact is, we've been in business for 57 years, we know a lot about the places we sell and we're free. We don't charge you a dime and we pretty much match all the prices of any online travel agency. So people don't know that and people, obviously in their 20s, early 30s, don't know that, as well.

I mean the DIY mentality is prevalent on the web. You can do just about anything you want online, so we've got to combat that and we've got to combat the ease of using the web and getting them to be in front of a physical person and convince them why you want to work with us.

Well, I'm sure like every other e-marketing division within a company, I came in three years ago and I was it. I was the only person responsible for basically building some level of presence online, as well as solidifying a new level of marketing, growing a database, you name it. And with that, we needed to find a strategy that would allow us not to have to again, create every single email every single time it had to go out. That's why we'll talk a little bit about triggered messaging and why I think it is incredibly effective for those resource challenged organizations.

Okay, well, I'm going down this list of challenges and yeah, it's overwhelming the amount of challenges we kind of have to overcome and the last - I'm sure of anybody here operates under a co-op marketing model or if anybody here knows what a co-op marketing model is - maybe a raise of hands? Oh, yeah, you feel my pain, is what it comes down to. Ultimately, we are given money by the hotels and by the cruise lines to market on their behalf.

Their call to action - well, in this case we're at the InterContinental. I'm sure they want to keep all their business direct with the hotel, but it's our place to advertise this hotel with a call to action about a vacation package. So we have those level of constraints in that we have to include hotel brands and cruise line brands in our marketing.

So here's the solution. You're looking at the first major vacation you're going to plan and that is a honeymoon. It's the most value, it's obviously the most profitable for us, it's a recurring stream of customers. People get engaged every day, people go on a honeymoon every week. So this is an endless pool of consumers that we are going after from a co-reg capacity and the two biggest in that - you know I had to do this myself - the two biggest players to team up with from a wedding planning category are David's Bridal, which is the biggest national wedding services dress provider, both online, actually, and off line - 280 stores. And theknot.com, which is an online-only brand and is again, one of the major, I think, number two player in the category. So we went after the biggest, we wanted the biggest impact, we wanted the high volume of growth from a database capacity.

So what did we do by making these level of partnerships? Obviously a younger demographic. You're talking about mid 20s, early 30s. You're not only developing

Email and Complex Partnership Marketing Campaigns

a honeymoon relationship, but you're developing a relationship with a customer and showing them the value proposition so that you can extend this over the lifetime of their traveling life span. And I think that that's really, really important, is that we're not just looking for a sell one vacation today, but it's sell one vacation or sell a relationship today and then we'll ultimately move that into family vacations and all the subsequent vacations.

So the turnkey part of this here is what we really needed to do was drive these leads, not to a website where it potentially could steal the business, but it was to drive these leads and keep a connection back with the agent that they may or may not want to work with. So that was really, really kind of important for us, and then additional benefits of growing our house email list, again, these customers, we see them kind of graduating from list to list to list.

So from a life stage capacity today they're in - you'll see a series of emails that are related to the honeymoon planning process, but then ultimately they migrate off of that list and they make their way to our house list. They're not the greatest performers in the world on our house list, but when you use co-reg in a triggered capacity with relevant messages you get a lot of bang for your buck.

Well, actually one last thing to point out on this slide is the incremental revenues. The honeymoon isn't the only vacation that they're looking to plan. Destination weddings - huge. They're on the rise. It's group business, highly profitable, that's something that we can also target to those people, and then secondarily, bachelor and bachelorette parties. Increasingly they're moving to becoming a trip of some kind. Girlfriend getaways for a weekend and again, something that's highly profitable for us.

So from an acquisition standpoint, this kind of lays out how we're using both the online-offline strategy with our three partners to show you how we're actually collecting the data. Every person who physically walks into a David's Bridal store has to fill out a registration form. You can't see a dress until you fill out a registration form and on that registration form there is a level of - I don't want to say very overt, but there's an opt-in for partner offers. So anybody who checks any of those boxes, we're given a file every two weeks and we load that manually into our email database.

Similarly online there is that same capacity to do co-reg. after initial registration with Davidsbridal.com and with Theknot.com's website. On The Knot's website, we actually supply an offer that we refresh every two weeks to give them some level of enticement to actually opt-in to our program.

And then we have a niche website, Libertytravelhoneymoons.com, built to direct a lot of this traffic that we send out email to, as well as do email level and registration collection there as well. So we have three major sources of kind of co-reg and/or registration collection that all dump down into our email database. And again, some is via an API, so it goes in instantaneously and some is via manual file loads that we do.

So let's look at a little bit of the data flow and what happens here, and this is how we please the agent and we make sure that I'm not stealing their business. So when we get all of these names into the database we send out a series of triggered messages, there's I think, 12, 13 in all. We'll go through what the subject matter is of each of them on the next slide - but what happens is, the instant we import, 24 hours later essentially, a welcome message goes out and then every single message will go out subsequent to that based upon one key data point and that is their wedding date.

We know their wedding date, so we know when they're going to take a honeymoon. So what we've done is, we've put together messages that - the series is called "Wedding Countdown" - that essentially count backwards down to their wedding date and deliver a relevant message at relevant times. So you can see here we're saying that there's 12, but then once the message goes out, it directs them to a retail travel agent. We have a lead management system.

That agent is supposed to put in the email address of the person who just contacted them. We match that up, we send all of that data back to our email vendor to update their record, their profile, and now the agent has a connection to the actual customer. And in doing that, you'll see now with some of the messaging, that we absolutely stress and enforce calling your travel agent to book your honeymoon or any travel-related needs that you have.

So here is the messaging sequence. We again import the file, a welcome message goes out. Our 12-month

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message is about budget planning, stepping backwards, destination weddings. At this stage you might not have known whether or not you're actually going to go to a reception hall and have a wedding or if you are actually planning on going to a Caribbean island and having a wedding on the beach. So we talk about that at 11 months.

Ten months, which is our - which totally blows my mind, but top 10 lists are, they're killers. No matter what's in the top 10 list it doesn't matter, it stimulates everyone. And this top 10 list at ten months out from your honeymoon is our highest opened and highest clicked email in that we step backwards to booking early, the importance of an agent. We have again, a mix of content and a mix of co-op or our marketing partner inclusion in these emails.

So let's kind of get to some of the emails just to show you what we're doing. This is our welcome message. The key thing to point out here - and again, this is maybe why co-reg for us does work - is that we have a level of consistency or continuity between the marketing partner that we're working with and the creative that we're employing. So if you looked at this creative and you looked at what The Knot's website looks like, there's good continuity between them.

So it's not like you're going to be receiving our weekly deal email where you have no understanding of why it's blue and red and it doesn't look at all like where we got your information from. Obviously, here we have The Knot on the email itself. The Knot is in the sender line as well. So again, there's a lot of level of keeping it consistent between where we got the name from and how we treat the messages themselves.

Here we offer them with this welcome message, a pretty overt opt-out, so essentially do nothing and you receive our wedding countdown emails, but if you want to, click the button, opt out. So this is our 11 months prior, and you can see here this is one that we got from our David's Bridal co-reg list. So here a simple tweak, David's Bridal now instead of a logo for The Knot and you can see here, again, we've got - based on top five and 10 lists - we've got some level of content in there based upon our learnings there. We're merchandising our own content with our honeymoon registry here, and this is a more generic call to action based upon just contacting a travel agency within our network in your particular area, not an agent yet.

You go down and there's more content about a tip related to that stage of your planning process. So there's some value in the content we're providing. It's not hard sell at all. It's very, very soft sell. The key really is to stay top of mind. You've got about nine months or so to stay top of mind and when they've got that instant, that urge to plan their honeymoon, they know to reach out for you.

So at 11 months prior - well, you can see here, this is the bottom half of the email and this is where, well, we stick in our co-op. These are our hotels that pay to be a part of our email program. Here two hotels that are specifically good at doing destination weddings, so they're in our 11-month email, and the 'brought to you by American Airlines', well, that's co-op as well, so we're trying to make it as relevant as possible without really hitting you over the head with sponsorships.

Ten months prior, again here's our top 10 email and we pretty much do a lot of analysis of our website to see what people are searching on and then where people are going on their honeymoons, so we've incorporated that into this stream of communication. But the one thing to point out here is okay, now the agent, our travel specialist, has made a connection with the consumer and now that information is in every email that they get thereafter. So if they have an urge to plan based upon that email, it's a direct call to action to that individual agent.

So here you can see the customization for The Knot and the customization at the agent level. Six months prior is typically around the time when they really start getting serious with planning their honeymoon and we offer a honeymoon registry. So here's the mix of pure content, no co-op at all. It's something relevant when they should be thinking about really planning and booking their honeymoon.

Here we send out an email and I think this is the welcome home email. This is one month, I believe, after they have passed their wedding date. So they're one month obviously, outside of their wedding date, again all triggered, and what we've noticed is a high level of email abandonment when you're in the wedding planning process. You apparently have an email address that you use during that process, but when you're a married couple you abandon that email address. So here there is a real strong call to action to update your profile so that in anticipation of you abandoning your email address, that we strongly urge you to update your profile so we can continue the dialogue.

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So here's kind of, again, the migration plan or strategy from when we go from this wedding countdown series to our essentially, house list. So two months after the wedding date we're going to actually put them on another kind of interim list, all triggered monthly, that allows them to really read about - very soft sell - destinations that they would want to explore as a married couple. So they'll continue to get those up until nine months after their wedding date where we now, okay, start thinking about anniversary vacations. And usually the planning process is about three months to actually plan and book any leisure-based vacation, so we're hitting them at that nine month mark to just at least plant that seed. And then 10 months after we actually migrate them to our house list. So it's a pretty sophisticated process and does seem to again, have a dramatic impact on what we do.

We pretty much did, not a pilot, but a test of this in 2007, a limited test with David's Bridal and a pretty full test with The Knot, and we wound up with about 20,000 or so new subscribers in our wedding countdown series a month. We've rolled out this year to a national David's Bridal partnership that allows us actually to increase that to about 140,000 new subscribers a month. So this is where I'm talking about building a large targeted list that, again, it will get results out of if you treat it the right way.

Again, this is a fully automated process. We put this in place and we set it and we forget it and we look at performance, we look to see whether or not certain subject lines are working. We're looking to tweak all the time but for the most part, not one person can see the same message twice, because inherently they're stepping backwards to their wedding date.

And again, the profit per sale on these vacations is twice what our traditional leisure-based vacations will net us. So we're really in a good spot. It's a highly profitable market and it's a high volume market and it's one that's never going to run out unless they stop letting people get married.

So that's pretty much it. If you've got any questions definitely feel free to ask.

MODERATOR: If you have questions just come to the middle mics.

PARTICIPANT: How do you get by - if you're more of a regional travel and you're in the northeast and the two,

The Knot and David's Bridal, obviously are national, how do you get beyond that?

JASON STEELE: So the question was considering we're a northeast focused travel agency predominantly, how do we get by the fact that, yeah, we are working with a national footprint in David's Bridal? It's not easy to say the least. We have difficulties from a brand recognition standpoint, but we do a good job, I think, of branding ourselves in our communication so they understand the value of what we're doing.

We also have a call center that's part of our organization that supports these efforts when you're outside of the area where we do business. So they're more inclined to understand how to deal with somebody from California and what their specific traveling window is more - they're more prone to do. So somebody from California might want to go to Hawaii and it's an easy honeymoon. If you're talking to a New York travel agent it's like, you're going to fly all the way across the country to go to Hawaii kind of a thing - a very, very different type of customer, so our call center is a lot more apt to deal with those types of customers, but it's not easy.

PARTICIPANT: My question is regarding - you had spoke about that the process is involving calling. Have you - I applaud you for just moving in that direction only. What have your thoughts been about, actually attempting to use the online environment just to do the bookings?

JASON STEELE: Well, again, this is one of those vacations - and everybody views it this way, is a honeymoon, as one you can't screw it up or your marriage is doomed for the rest of your life. So we play into that fear factor a little bit, that you can't trust doing this purely on a website. And there's a lot of research lately that shows information overload is having a dramatic impact on whether or not people will do things themselves or ultimately turn to a travel agent.

The one thing we are doing in that Liberty Travel Honeymoon micro site that we built, there's no pricing on it at all and there is the ability to reach out to a travel agent that way via email. So where we've got a closed loop situation going on, it's just not allowing you to price and book something.

PARTICIPANT: Who's your software provider for email deployment and then the second question is, what's your strategy -

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JASON STEELE: They're sitting right there.

PARTICIPANT: - for testing? What's your testing strategy?

JASON STEELE: Quotient Marketing is our email - Fishbowl - they were acquired earlier this year. They do all the email deployment for us.

PARTICIPANT: And what's your testing strategy throughout this triggered series?

JASON STEELE: I mean, really, we're looking at a couple of kind of key metrics throughout the whole triggered series and that is obviously open and click rates. And secondarily, we have unique phone numbers on the bulk of these where they're not associated directly with a travel agent.

So we're gauging the level of demand generated by this stream of communications and then obviously looking at what is and what isn't working, but we're under that co-op model, where sometimes it almost doesn't matter if it's not working, we're being paid to market those brands. So we're in a weird kind of situation with having that as kind of a challenge for us.

PARTICIPANT: Did your partners approach you or did you approach your partners? And also, how difficult was it, the process of getting a deal done with your co-partners?

JASON STEELE: I approached both of them. Again, we're kind of a well-kept secret and we're not a major player in the media buying space, so I had to be the one to reach out. And I had some prior relationships with The Knot in previous lives, so I really reached out and established those with them. And the process really wasn't easy, but at the same time we do \$2 billion in annual sales, so we are a major force and we're one of the few remaining brick-and-mortar-based travel agencies that can service this customer. We're not a franchise.

So with that said, it really didn't take - and on the flip side, I don't want to get into this, but we also have a business to business. We wholesale travel as well under a different brand, so we cover the other part of the country with our wholesale division, so it gives us kind of good coverage to basically say, not that we're national, but we're kind of national.

PARTICIPANT: Mine was a follow-up to that. Were there any incentives that you built in for your partners, or was it monetary exchanges?

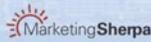
JASON STEELE: Yeah, it's a monetary exchange. I mean, this comes with a budget obviously attached to it, but we're very, very conscious of our cost per lead that we're paying for these email addresses.

MODERATOR: Great. Thank you, Jason.

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Jason Steele, Director of E-Marketing
Liberty Travel
Tuesday, February 26, 2008



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 <p>3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards</p> 	<p>LIBERTY TRAVEL</p> <h3>About Liberty Travel</h3> <ul style="list-style-type: none">➤ Founded in 1951➤ Created and pioneered concept of one-price “package vacation” (air + hotel)➤ \$2 billion annual sales➤ 193 agency locations, primarily in eastern US➤ 1200 travel agents➤ Acquired by Australia’s Flight Centre in November, 2007 <p>2</p>
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The Business Challenge

- Aging demographic of customer base
- Travel increasingly researched and sold online
- Lack of consumer awareness about value of working with an agent
- Do-it-yourself mentality on honeymoon planning
- Staffing, resource constraints
- Co-op funding from suppliers

3

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The Solution

- Focus on vacations that are high margin and require a travel agent
- Strategic partnerships with leading wedding services providers
 - Online: TheKnot.com
 - Online + Offline: David's Bridal

4

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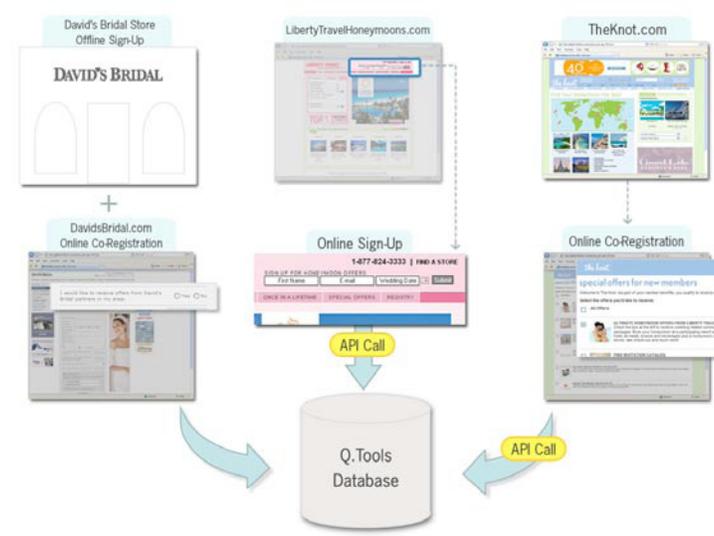

Additional Benefits

- Target younger demographic
- Develop life-long customers
- Drive qualified, online leads to honeymoon specialists to close sales offline
- Strengthen value proposition of working with an agent
- Grow house email list
- Drive incremental revenues

5




Subscriber Acquisition

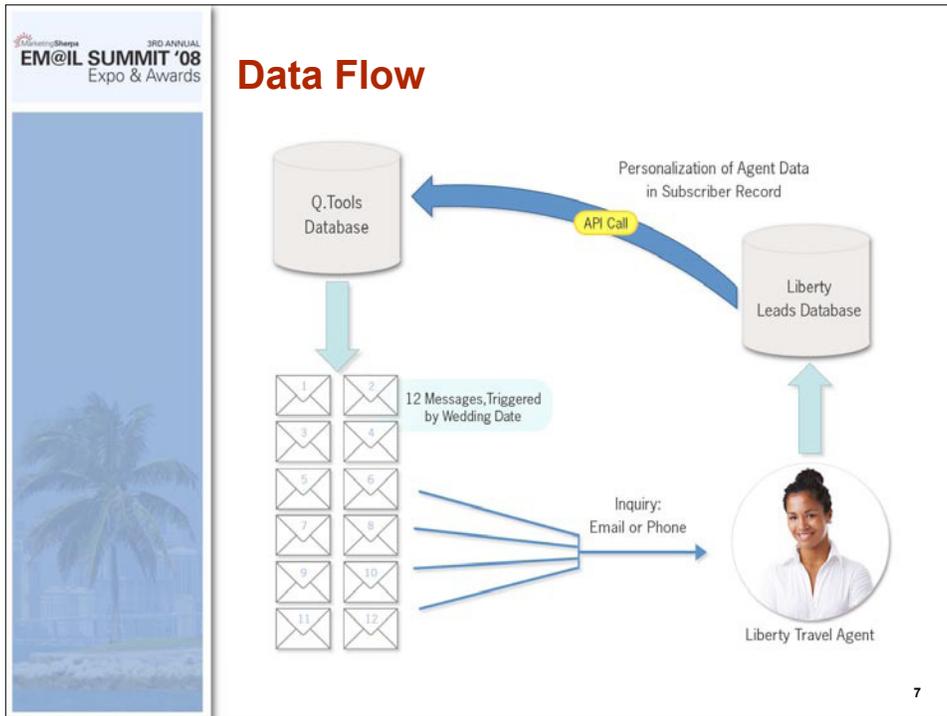


```

graph TD
    A[David's Bridal Store Offline Sign-Up] --> B[David's Bridal Online Co-Registration]
    C[LibertyTravelHoneymoons.com] --> D[Online Sign-Up]
    E[TheKnot.com] --> F[Online Co-Registration]
    B --> G[(Q.Tools Database)]
    D --> G
    F --> G
    style G fill:#ccc,stroke:#333,stroke-width:1px
    
```

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Message Sequencing

Msg. #	Months Before/After Wedding Date	Message Theme	Subject Line
1	Upon file import	Welcome Message	Congratulations on Your Engagement
2	12 months prior	Budget planning	Great Honeymoons Start with a Smart Budget
3	11 months prior	Destination weddings	Destination Weddings for Every Budget
4	10 months prior	Top 10 destinations	Top 10 Honeymoon Destinations
5	9 months prior	Book early	Great Ready for the Trip of A Lifetime
6	8 months prior	Importance of an agent	Liberty Travel and the Perfect Honeymoon
7	7 months prior	Honeymoon web site	Say 'I Do' With LibertyTravelHoneymoons.com
8	6 months prior	Honeymoon registry	Honeymoon Registry
9	5 months prior	Bachelor/-ette parties	Get the Party Started
10	4 months prior	Importance of an agent	It's All About You
11	3 months prior	Last-minute bookings	It's Not Too Late to Plan for Romance
12	1 month prior	Congratulations	Your Big Day is About Here
13	Month of wedding	Suppressed from all mailings	n/a
14	1 month after	Welcome home	Welcome Home

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Welcome Message

Having trouble viewing this message? Please [click here](#) to view this message online.



Congratulations on your
engagement.



As a member of The Knot Community you signed up to receive e-mails that would help make your honeymoon memorable.

The Liberty Travel team of experienced Travel Specialists will work with you to make certain your honeymoon is a perfect romantic getaway free from worries and hassles. That's because **IT WILL BE PLANNED - FOR FREE - BY A LIBERTY TRAVEL EXPERT.** From room upgrades to special excursions to show tickets and spa treatments, your Specialist will make certain your honeymoon memories last a lifetime.

THIS IS THE FIRST IN A SERIES OF E-MAILS you'll receive

9

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11 Months Prior

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Destination weddings
come in all shapes & sizes.



Top 5
Destination Wedding Locations

1. Las Vegas
2. Hawaii
3. Tahiti
4. Grand Cayman Island
5. St. Kitts

DESTINATION WEDDINGS ARE A HOT TREND especially if you're looking for a stylish, out-of-the-ordinary, best on a traditional celebration. And your options are limitless: think idyllic tropical getaways, rustic country weekends, posh Vegas parties, or old-world European celebrations. **CALL A DESTINATION WEDDING SPECIALIST AT 1-877-824-3333** to start planning today.



Honeymoon Savings

By signing us for our First Honeymoon Registry, your guest can purchase part of your honeymoon. (See e-mail's message)

CLICK HERE TO FIND OUT MORE.

Our Queens stores are waiting for you. Call 1-888-382-5071 or **visit us today.**

Ask about our Price Match Guarantee.



Honeymoon Savings

By signing us for our First Honeymoon Registry, your guest can purchase part of your honeymoon. (See e-mail's message)

CLICK HERE TO FIND OUT MORE.

One of the best parts of marrying away from home? **THE SCOUTING TRIP!** make an early trip to handle planning details—and enjoy yourselves solo.

tip:

10

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11 Months Prior, Cont.

Extraordinary backdrops for your wedding
brought to you by **AmericanAirlines**



Riviera Maya, Mexico
Valentin Imperial Maya

- ✓ Grand opening of Couples Only. All-Inclusive resort with the finest amenities
- ✓ Privacy, pampering and dining in an unspoiled paradise
- ✓ Located on a pristine beach - perfect setting for your wedding

★★★★★
[Learn More](#)



Riviera Maya, Mexico
RUI Palace Riviera Maya

- ✓ All-Inclusive
- ✓ Romantic resort on white sand beach
- ✓ Enjoy a sunset wedding or a relaxing honeymoon

★★★★★
[Learn More](#)

The world's top honeymoon destinations
Caribbean | Mexico | Europe | South Pacific | Jamaica | Aruba
St. Lucia | Las Vegas | Canada | Florida

Search by category
5 Stars | 4 Stars | 3 Stars | 2 Stars | 1 Star
[Compare your results](#) | [Alternative locations](#) | [Destination weddings](#)

Prefer to plan on paper?
[Check out our Honeymoon Global brochures](#)

PLEASE NOTE: You are receiving this message because you recently signed up to receive e-mail from David's Book's partner Liberty Travel. We want to make sure that we only send e-mail that you are interested in receiving, so if you would prefer to not receive messages like this in the future please [unsubscribe by clicking here](#). With just one click this e-mail address will be removed from all future Liberty Travel mailings.

Liberty Travel, 69 Spring St., Newark, NJ, 07102-4600

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10 Months Prior

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Top 10 honeymoon destinations

Top 5
Honeymoon Destinations

1. Mexico
2. Spain
3. South Pacific
4. Greece
5. Italy

AS TRAVEL EXPERTS, WE'VE PLANNED HONEYMOONS FOR THOUSANDS OF COUPLES LIKE YOU - people who want their trip to be the experience of a lifetime. And while there are many articles that talk about "most booked" honeymoons, we've decided to use our experience and expertise to develop **WHAT WE THINK IS THE ULTIMATE TOP 10 HONEYMOON LIST**. Each destination offers the promise of romance while we make certain you get the best value, the most upgrades and extras we can get for you. **(THAT'S SOMETHING WE DO, FREE.)**

1. Mexico	6. Tahiti
2. Hawaii	7. Aruba
3. Jamaica	8. Bermuda
4. Florida (Disney)	9. Italy
5. Las Vegas, Nevada	10. St. Lucia



Honeymoon Savings
Create a personalized wedding website as

Your personal Travel Specialist, Stephanie Wilkinson is available for all of your Honeymoon Planning needs.

Contact Stephanie at 207-999-9999

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6 Months Prior

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LIBERTY TRAVEL | DAVID'S BRIDAL



Honeymoon Registry

LIBERTY TRAVEL'S HONEYMOON REGISTRY IS EASY TO USE AND WORKS JUST LIKE A DEPARTMENT STORE GIFT REGISTRY. But instead of picking out a perfect set of china or linens, you plan the perfect honeymoon. Then you let your friends and family help pay for your trip of a lifetime.

Creating your Honeymoon Registry is easy, **JUST FOLLOW THESE FOUR SIMPLE STEPS:**

- Step 1** Meet with a Liberty Travel Honeymoon Specialist to research and plan your trip. (If you don't have a personal Travel Specialist, [click here](#) or call 877.624.3333 to find the Honeymoon Specialist nearest you.)
- Step 2** Create your Honeymoon Registry online at www.LibertyTravelRegistry.com. This takes just a few minutes.
- Step 3** Share the excitement. Tell your friends and relatives about your Honeymoon Registry.
- Step 4** Sit back and relax as your honeymoon fund grows. And dream of your special vacation.

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Welcome Back Message

LIBERTY TRAVEL | the knot



Welcome home

NOW THAT YOUR WEDDING FESTIVITIES ARE A VERY HAPPY MEMORY we wanted to welcome you back and wish you our best for a long, loving and prosperous life together. Many couples decide to create a new email address as they begin their lives together. Please take a moment to update your profile with **YOUR NEW "MARRIED"** email address by [clicking here](#). We'd love the opportunity to continue sending you email about our Great Vacation Packages.

And remember, it's not too early to begin thinking about **A SPECIAL FIRST ANNIVERSARY VACATION.**

PLEASE NOTE: You are receiving this message because you recently signed up to receive e-mail from The Knot's partner Liberty Travel. We want to make sure that we only send e-mail that you are interested in receiving, so if you would prefer to not receive messages like this in the future please [unsubscribe by clicking here](#). With just one click this e-mail address will be removed from all future Liberty Travel mailings.

Liberty Travel, 69 Spring St., Ramsey, NJ, Attn: eCommerce Dept.

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Migration to House List

- 2 months after wedding date, migration to triggered series containing editorial about popular travel destinations
- 9 months after wedding date, receive Anniversary reminder mailing
- 10 months after wedding date, migration to house file to receive weekly promotional emails

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Results

- In 2007 added 20,000 new subscribers per month; to increase to 140,000 per month in 2008
- Fully automated process required no additional headcount
- 2x average profit per sale vs. other programs and channels

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Email and Complex Partnership Marketing Campaigns

	<p>Credits/Thank You</p> <p>Jason Steele, Liberty Travel steelej@libertytravel.com 201-934-3761</p> <p>17</p>
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Utilizing Mobile Messaging for Heightened Engagement

SESSION DESCRIPTION

Here's a hot promotion targeting an extremely active, young and mobile demographic. Hear how Fanscape used triggered text messaging and a partnership with a hip urban artist (Pretty Ricky) to gain registrations for a mobile messaging application. The promotion gained momentum through distribution channels, including the Pretty Ricky website, newsletter, MySpace community and street team. Get the specifics of the campaign's goals and execution plan and apply to your next consumer promotion.

ABOUT THE PRESENTER



Terry Dry
President,
Fanscape

Terry Dry is the President and Co-Founder of Fanscape, a new media marketing company in Los Angeles. He is an expert on wireless and technology-enabled marketing programs. Dry is the former head of the Artist Development/Tour Marketing Department at Interscope/Geffen/A&M Records, where he developed marketing

campaigns for Counting Crows, Limp Bizkit, Eminem, Smash Mouth and other artists. Dry loves his job but on weekends you can find him racing amateur Sprint Racing cars.

ABOUT FANSCAPE

With nine years of experience, Fanscape is a leading new media marketing agency focused on reaching and activating the newest generation of Web- and mobile-savvy consumers through online and wireless media. Aimed at producing measurable results, Fanscape offers a variety of below-the-line services: Email marketing, internet-based grassroots marketing, online publicity, website partnership integration, online promotions, sponsorship and branding opportunities and mobile campaigns. Fanscape's creative experts are able to engage key demographics through sophisticated retention tools and creative associations with well-known brands and personalities. It has attracted major corporations and leading entertainment, technology and wireless companies, including MTV, AT&T, Universal Music Group, Pioneer Electronics and Snickers. Fanscape is located in Los Angeles and is a member of the Word of Mouth Marketing Association. For more information on the company visit: <http://www.fanscape.biz>.

PRESENTATION

MODERATOR: Okay, our next session is not just about mobile, it's got a bunch of other buzz words in there too, so we've got some excitement going on. Things don't have to be fancy when you're using some of these buzz words, this technology, and especially when you're reaching out to a young audience.

Our next presenter, Fanscape, did a text message to get names to build a list of passionate customers. They mixed in widgets, they mixed in social networking, all to build this buzz. And we have Terry Dry, President of Fanscape. Terry.

TERRY DRY: Hello. So in order to present this case study, I want to tell you a little bit about Fanscape, my company, so it kind of puts everything into context and makes sense. What we are at Fanscape is what we call a new media marketing agency. What that is, is being very, very focused on engaging an audience and doing non-traditional marketing to engage them.

So what I mean by that is we do a lot of work for entertainment clients, corporate brands, ad agencies and web properties, but they're bringing us in on this non-traditional side. And essentially that means no money' is changing hands. That means we are doing what we call this grassroots viral non-traditional side. So the buzzwords you've heard like grassroots and viral or content integration, social media marketing, mobile marketing, things like that; that's what we're doing.

My company is made up of a bunch of 20-somethings and some 30-somethings, as far as people who live in that world and live there every day engaging with an audience and figuring out different ways to activate an audience. So what we're doing really is complimenting what a bigger traditional media buy is by doing sort of the underground, underneath, below the line stuff that's doing that one-to-one interaction. We've found that mix really, really works and I think this case study is something that's going to show you that as far as us taking something conceptually and then all the way through the execution, which is what we do.

Utilizing Mobile Messaging for Heightened Engagement

So our client in this case is a company called Rabble. Rabble is a mobile social network. So think of it as MySpace or Facebook but on your phone. So that's their platform. Now, I think everybody knows MySpace is massive and so is Facebook with the huge valuations they have, so anyone who's trying to look next, which is mobile or is wireless, they're trying to develop a platform or a place for people to go there.

So it's a struggle. They're somewhat ahead of their time as far as their audience is very young, it's teen, because that's whose the most active in that space as far as moving off of email and moving even off of online and doing things via text message or cell phone. My goal is I'm trying to hit everybody who can text message without even looking. So when you see kids walking around just doing this, which is a little scary - I always thought it was a nervous habit, but it's actually - they're communicating.

And that's our goal is, how do you hit them? And that's what Rabble wanted as far as getting new users to their platform. So now their struggle was - their goal is getting all these new users, but they couldn't figure out what piece of the puzzle when it comes to marketing, would actually get them there. So they did things. They did traditional marketing. They did radio spots. They did online media buys, meaning buying banner ads. So they did a lot for the branding but even when they bought an email list it branded it, but it didn't necessarily result in the activation. It didn't turn people to actually look at that email, look at that ad, go to their phone, find their way to Rabble, and that is a long process and that was really where we came in.

So our job is to be this missing piece of the puzzle and surround the audience with different messaging and we have to remember they're not just email, they're IMing, they're texting, there's all these different ways to hit them and we want to surround the audience. That's our goal. So we came up with a concept of a sweeps - which I'll get into - tying in an artist endorsement. I should say about my company, we work with a lot of entertainment, so when I saw that we're really working with the talent sometimes, whether it's Courtney Cox right now with her TV show, "Dirt" or Gene Simmons on his show on "A&E," which has all sorts of other funny things going on right now - sex tape. Anyway, which really helps my business.

And I didn't tell him to do it. It's just pretty cool that he did it right when I was working. So thank you, Gene. Then also working with a lot of music artists. We do a lot of work with "American Idol," so it's from everything from having Kelly Clarkson in our office to do different things, etc. We know how to use the artist and integrate them, if we're working with talent. In other cases, we're working with Samsung and tying into music, and that's a whole different animal, but always trying to understand how do we integrate that. And doing that, that's the artist endorsement side. Then there's doing online publicity to kind of broaden the message - that's integrations, partnerships, going through the social networking sites and then ultimately, translating that to mobile, which is the ultimate goal.

So their goal was 1,000 new user registrations and this was over a one-month span, so we had one month to try and drive 1,000. Now, I'm not allowed to quote what their users were at the end of last year, but I can tell you that a spike of 1,000 would be a very big spike for what they were doing. So this was a pretty lofty goal for them to get people all the way through this process and they were going for this age 13 to 29 demographic, and they also wanted an urban leaning audience, because they had already found that the initial audience was more urban leaning, which explains - if you've looked at any kind of statistics, that's who was migrating with texting first.

So that was their goal, then we came with this concept. So first we kind of went through the Rolodex. Okay, who are all the artists or entertainer properties that we work with that will apply to this audience and work? So we came up with a band, that I don't know how many of you have heard of here, because it's not necessarily this audience, but they're from Miami, so that's huge right here and they're not far from here. And they're called Pretty Ricky, they're on Atlantic Records and they're a platinum selling artist and it's very - take a look at them, I mean, that's sexy, right? All their music is sexy - well, let's just put it this way, their number one hit was called "Grind With Me." So we'll leave it at that.

So that's who we're dealing with as far as the artist, but I knew that was what was going to drive this audience, and we knew from them that they are a very, very mobile, themselves, active band. I should tell you also, by looking at them, they're not named like Fred, Frank and Tony. They go by the most killer stage names - so if anyone wants to take on a persona - just going from left

Utilizing Mobile Messaging for Heightened Engagement

to right that's Slick'Em, Spectacular, Baby Blue and then my favorite, Pleasure.

So these are their names, these are these guys and I should say that the last trip I made to Miami, I got a text message myself from Pleasure - because we've hit it off, so go figure - about he wanted me to come to Miami and listen in on their recording session and then the two of us were going to go on Miami Beach and pick up girls. That was the text. So, a, I don't think my wife would like it, but it would make a killer case study and maybe next year I'd present that. Or actually, it would make a better reality show, but that's for the future.

But just what I'm getting at here is, understanding that not only are their fans mobile and active, but the band themselves. When we communicate with other celebrities it's by phone, it's by email. These are the guys who are texting. So that's the band, that's why we chose them to integrate.

The concept here was take a sweepstakes, make a promotion that is so targeted to their audience that we can get people from online and merge them over to the web - I'm sorry, merge them to wireless. So the idea here was we knew from all the research that, in their target audience, the number one thing people want is an iPod. So we did a giveaway, a sweepstakes, as you can see on the entry, "You can win an iPod".

We customized it to Pretty Ricky fans by saying, "You can also get an autographed CD. You can also get an autographed photo", so we're trying to make it special for their fans. Then the idea behind having a sweeps, this is our way to gather data. This is our way to take people in there and give us some data so that we can communicate to them, because the ultimate goal here was - we went to Pretty Ricky because they were going to set up their own Rabble channel, meaning their own community within Rabble, this mobile social network, where their fans could communicate directly with them. So again, it's what I was talking about earlier about integrating the artist with the product, with their fans and giving people a reason to kind of get off their butt and do this.

Why would I go to Rabble otherwise? Well, now I just gave you the incentive. You can talk to the band that you love. To make it even better, we had the sweepstakes where you can win an iPod, and then to take it another step further, if you so much as just register for Rabble,

which we set up for you for free, you were also going to get a free wallpaper for your phone of an image of Pretty Ricky. So we'd kind of gone through every layer of why would somebody want to do this? What is the value proposition back to the people who are going to go Rabble? We've got to get in their heads and why are they going to do this? So we came up with all those different elements and cleared them.

I mean, our relationships for instance, with Atlantic Records - getting something for free from a record company is a whole other issue, which I don't know how many of you have ever tried that, but that is not easy and it's something that we're able to do by way of the promotions that we run. So that's what was set up here. This is sort of the platform.

This is what happens from the execution standpoint. Now you get in there and it's saying, "Enter to win now. Register for Rabble. You could get to hang out with Pretty Ricky," and this is what people would see.

So if somebody entered the sweepstakes, number one, you could enter the sweepstakes and right there you could create a Rabble channel online, which meant you would actually sign yourself up. Our system talked to Rabble's system and they would immediately get an SMS showing them, via text, that you're now part of Rabble, click here and you're set.

If they didn't do that, the next sort of point of entry for us was what you're seeing on the far side, the congratulations. And that was once you register you got this message online saying, "Okay, you've just entered the sweepstakes. Now you can talk to Pretty Ricky, get a free wallpaper, click here." If they gave us their cell phone number, which is part of the registration process, they then immediately - within five minutes of registering, they got an SMS text sent to them saying, "Congratulations. You've entered. Click right here," and we take you right to the WAP site. So we can get them right into Rabble.

So again, these are the different ways that we're hitting people. There's also a confirmation email that looks just like the same message saying, "You've registered. Now, here's another way to get there." So you can tell we're hitting people over the head with this is how you can get something free, something that should benefit you, in theory, because you are this fan.

Utilizing Mobile Messaging for Heightened Engagement

So the next part is people will set up these promotions or these things and then they'll just let them sit there and they'll go, "Boy, I just set up the coolest promotion," and they just expect everyone to come. Well, that's not always the case, and this is where we also come in from not only like I said, the concept, but all the way through the execution. You have to market and promote this and this is what we did.

So number one, we went right to the hardcore Pretty Ricky fans. That seems like a

no-brainer, we know that's the target audience. So running what's called their online Street Team, we have 69,000 plus members of the Street Team, so they all got this email that says, "You can hang out with Pretty Ricky, you can get a free wallpaper. We just set up a community where you can, not only talk to the band, but you can talk to other fans. Click here." So that was kind of phase one of an email.

Then you've got to pay attention to the social networks, and I know that's sort of all the buzz these days, and it's pretty interesting to look at their MySpace community and see that there are 660,000 friends of Pretty Ricky. So this is pretty massive, but in this case the messaging had to get a little bit wider, meaning look, all 660,000 people probably don't care about communicating with the band via text. So this is where the sweepstakes concept comes back in. We say in this message, "Win an iPod and you can get the free wallpaper and you can communicate with Pretty Ricky."

I think the key point I want to make here on these two messaging platforms, meaning via email and via the social network, is you've got to be transparent, and the one thing that my company's good at is sniffing out all the crap and knowing that if we sent these messages pretending to be a 14-year-old girl saying, "Hey, man, check it out. You've got to check out Pretty Ricky. Yo, yo," that's not going to work and their audience is going to sniff it out. They're going to know it's somebody who looks like me writing that message and they're going to want to kill me, and they're going to want to not participate.

The key is create the value proposition so strong and so relevant that you don't need to play games with them. You don't need to put a shine on it. Just tell them what it is, speak to the audience intelligently. That's one thing we certainly know from dealing with the social networks in particular and then all the viral messaging.

You're going to get just ripped apart and nothing's going to work. Just tell it to them straight.

The next part is to take it even wider. We did what we call an online promotion, which is online publicity or partner integrations, etc. What this is, is we went to a website that probably a lot of you haven't heard of, which is called Starpulse.com. It's an entertainment related site. We knew it was related to where the audience was, where Pretty Ricky fans would be, and we made them a partner in this promotion, so that they could then promote it on their website and we could take the audience wider.

Now, this isn't paid for. This is all partnered out and this is again, part of our what I'll call, non-traditional way of getting a message across and being very, very targeted. You can see that 6.2 million monthly unique visitors isn't going to make anyone crazy, but it's also not bad and the key there is it's the right relevant audience.

So now it's about taking that online experience and moving it to mobile. Like what's the payoff at the end of the day? So you can see just from the image of the phone that's like what the free wallpaper would look like. So if you went through this whole process, this is what you were getting in the end; you got the wallpaper. And then what I'm showing here is sort of that artist-fan interaction. The big screen there is, that's actually what it looks like on your phone. That is the Rabble community and you'll see at the top is the initial message from Pretty Ricky, "Hey, this is the official Pretty Ricky Rabble page. Hit us and drop us a message in channel." So again, I couldn't have come up with that, but they did.

Then you'll see - as those who are looking closely and already laughing - you can see some of the messages back have a lot to do with hooking up, so to speak, which I already told you about their songs, their imaging. My favorite is the last one from my favorite Rabble community member, named Sexy Bitch, and she says, "Sure hon, I will send you some love"

So there's a lot of this garbage going on as far as talking back and forth and this is what's happening in mobiles, in social networking and the reality is, this is what's happening in the mobile social network. So we're creating this platform for this interaction, but it's pretty cool to see at the end of the day somebody going through that entire process and then being able to communicate with the band, and that's what this is.

Utilizing Mobile Messaging for Heightened Engagement

So what are the results? Well, the results are pretty great. We got 1,525 registrations in that month, so we exceeded the goal by 52% and this was really great. Like I said, it put a big, big spike in Rabble's business and also, we weren't just trying to trick people there, we weren't just trying to get them there, we were trying to expand it; so, get them into the community, then see the benefits and talk to other people, and that's really what happened.

Some more data, because I know we like data here. The whole promotion got 2.9 million unique views. So if some traditional or online media buyer came in and said, "Well, that's crazy. I'm going to give you 100 million impressions," this is the differentiation of what we do versus that. That's branding. This is really engaging, this is activating. So I would sit there and say, "These are 2.9 million very targeted unique views that are branding Rabble and also driving the kind of results that you didn't see anywhere close to with the traditional media that you ran"

We saw 10,200 wallpaper downloads. Now, this was fascinating, because Rabble then offered the free wallpaper to anybody who was already in their community enjoying the Pretty Ricky page. So it was kind of a benefit going the other way. And we also saw a viral effect of people taking it, stealing the code and pulling the wallpaper themselves, which from where I'm sitting isn't the worst thing in the world. We're branding the band, we're branding the channel, and it was kind of cool to see this viral activity happen off of it.

That contest or sweepstakes that I showed you earlier, we had 7,400 entries, which meant we had the opportunity to do what we call remarketing with 7,400 emails that went, those confirmation emails I was talking about. And of those 7,400 entries 2,000 of them gave their cell phone numbers right in the entry, which meant we could trigger 2,000 SMS messages right from the contest entry, again, taking them online and into the wireless environment.

Of those 2,000 SMS messages, 804 of those people, so more than 40%, clicked on right onto the WAP deck and went over to Rabble, which is a pretty great number. And of the 7,400 people who entered the contest, 21% of them actually started a Rabble channel, so another really, really good strong number.

So those are the results and at the end of the day I can be very proud of myself and sleep at night knowing that

I created a platform where a sexy bitch could talk to Pleasure. And that's it. Thanks.

MODERATOR: Do we have any questions? If you have questions come to the middle.

TERRY DRY: There he is. I've stumped everyone.

PARTICIPANT: Can you talk a little bit about how you get through the SMS messages? Do you have to have special agreements with the phone companies to do that?

TERRY DRY: So this is where - yes, you do and there are just so many providers right now it's hard to mention. In this case Rabble, who was our client, was also our partner, so they were executing on the mobile side. So what we were doing was, on the online side, our technology was talking to their system and able to trigger the SMS. But you do have to have clearances, permissions. There are costs involved and there are so many companies now that will deliver this, it'll blow your mind.

So there are ways to get it done. What I would suggest is, don't ever try and do it yourself - which we made the mistake of years ago as a company - and partner with people who have the clearances through the carriers, who have the know-how how to do it and they can trigger these texts. In this case, Rabble is that company, so we used them and they used their platform. I hope that's answering - I know it's not specific, but there are companies that can do that.

MODERATOR: Any other questions? I've got one. Does this audience use email or do they want to text everything?

TERRY DRY: Email's probably about fourth on their list. So number one would be text, number two is IM, number three is a social network like a Facebook or a MySpace and number four is email. So it's a challenge, but that's to be said, like there are all these different ways to hit them and we all know multiple impressions, especially with teens - which is the audience we were going for - is what matters, but you had to hit them in all these different ways and like I said, hit them in a compelling way. But yes, texting is number one.

MODERATOR: Any other questions?

PARTICIPANT: What's your band name?

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TERRY DRY: What's my band?

PARTICIPANT: Your band name.

TERRY DRY: I probably shouldn't say that here. But just take a look at me and then look at that, and there's all sorts of funny things that you could say that probably aren't appropriate right here. But we had a lot of fun together, I could tell you that. These guys have amazingly great personalities, really great guys. We do have another question.

PARTICIPANT: Okay. I apologize for my voice. How did you collect - did you have to collect permission for you to send those mass text messages out?

TERRY DRY: Yes. So at the bottom of the sweeps - well, the reality is - hold on, I'm going to pose. Okay. All right, anyway, sorry. The reality is on the sweeps you can do things like - it was an option to put your phone number in. What I find amazing is 2,000 of 7,400 people gave us their cell phone information. There was absolutely nothing requiring you to do it. But again, this is that audience. If that's how they want to communicate, that's what they do and it's trusted. That's what we're trying to brand. It's a trusted thing, it's endorsed by their favorite band and that's what's going on.

So yes, you need their permission. If they put it in there you have their permission. But there's all sorts of issues now with what's called the MMA, the Mobile Marketing Association, as far as what you need to do, but to put it in most basic terms is, if you're going to do something mobile, you have to send them a text and then they have to respond for something to activate, and that's essentially what we did. They got a text and then if they clicked they could go straight to the Rabble WAP deck to activate a subscription.

PARTICIPANT: Does anyone unsubscribe or ask not to be texted again?

TERRY DRY: In that case, no, because you had to opt-in to be texted. But like I said, to have 804 people take that text - I mean, so 40% of them and actually then take the next step of going to that WAP site, that's a pretty great percentage.

PARTICIPANT: Do they get tired of Pleasure and everybody else and say, "Quit. I want to get out."?

TERRY DRY: Eventually, yeah. That's the nice fun cycle of the music business; it can't last forever.

PARTICIPANT: Hi. I'm wondering what - if you thought of - I saw you went to MySpace, but what about Twitter or some of that kind of online social networks? Or were you precluded from doing that because of Rabble's competitive space? And also, like Facebook or going to some of the other ones?

TERRY DRY: Sorry. Say the last part again?

PARTICIPANT: Also, going to Facebook, or was it just throwing demographic for -

TERRY DRY: Yeah, Facebook, it's interesting how much it's changed just in the last few months, but Facebook is less music-focused so to speak. Now they are. They've kind of opened up this music platform. They've opened themselves up more. But specific to this audience, meaning the urban leading team, Facebook wasn't as relevant and also, it's not as easy to get the message across. And for instance, Pretty Ricky doesn't have their own hub already in Facebook. They will, but they don't yet.

As far as Twitter, it was taking - it's almost too mobile. Twitter is going to broadcast this mobile message that I had to get people in Twitter to then go over to Rabble. So I needed again, to take the most basic step of what is the community they're in, where are they communicating now? So MySpace, the email list that we already had and then these websites; those were the easiest kind of points of entry to them, because then I had to take them through this process of mobile.

So by using a Twitter, which is an amazing thing, it was actually going to take them out of it. And the reality is Rabble is somewhat competitive with Twitter, because we could have set up a Pretty Ricky - so you know, Twitter will broadcast a message out, so Pretty Ricky could have set up a Twitter channel similarly where they would broadcast a message and it would hit everybody's cell phones or IM's, so it is somewhat competitive.

Thank you very much.

Utilizing Mobile Messaging for Heightened Engagement

Utilizing Mobile Messaging for Heightened Engagement

Terry Dry, President
Fanscape
Tuesday, February 26, 2008

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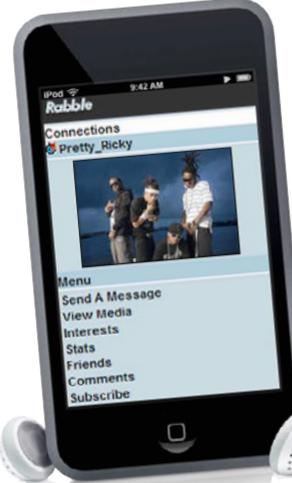
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The Client



Rabble

Mobile Social Networking



2

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The Client's Struggle

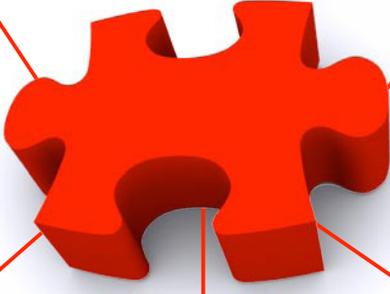


**Traditional
Offline & Online Media
- INEFFECTIVE -**

3

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Fanscape's Solution



Targeted Sweepstakes **Mobile Messaging**

Artist Endorsement **Online Publicity** **Social Networking**

4

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Goal

1,000

NEW USER REGISTRATIONS

Ages 13-29

TARGET DEMOGRAPHIC



5

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Concept

Win an iPod Touch & an Autographed CD from *Pretty Ricky*



ENTER TO WIN NOW + Register for Rabble — the mobile social network — and you'll get to hang out with the guys from PRETTY RICKY in their Rabble community!

GRAND PRIZE
iPod Touch
Autographed Pretty Ricky CD & Photo

FIRST PRIZE (2)
Autographed Pretty Ricky CD & Photo

Rabble
REGISTER for Rabble and become part of Pretty Ricky's mobile community!

You'll get messages and updates from the guys and a FREE mobile wallpaper!



Urban Leaning
Platinum Artist

Extremely Active
Mobile Fanbase

6

Utilizing Mobile Messaging for Heightened Engagement

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Marketing Execution

ENTER TO WIN NOW + Register for *Rabble* — the mobile social network — and you'll get to hang out with the guys from PRETTY RICKY in their *Rabble* community!

Sweepstakes Registration



Thanks For Entering
the *Rabble* Sweeps featuring...
Pretty Ricky
Rabble
REGISTER for *Rabble* and become part of *Pretty Ricky's* mobile community!
You'll get messages and updates from the guys and a FREE mobile wallpaper!
Congratulations!
You've been entered to win an iPod Touch from *Rabble* and an Autographed CD from *Pretty Ricky*.
If you created a *Rabble* channel during the sweepstakes, login at mobile *rabble.com* using your mobile phone to join *Pretty Ricky's* community where you'll meet up with other fans, get messages and updates from the guys (LOL a FREE *Pretty Ricky* mobile wallpaper!)
If you still haven't created your *Rabble* channel, [CLICK HERE TO REGISTER](#) and receive a FREE *Pretty Ricky* wallpaper. It's time to get social on your mobile phone!
Questions? Contact help@rabble.com

Confirmation Message & Email



INCOMING SMS
Go to *Rabble* now <<http://rabble.com/fanscape>> and meet new friends, share pix, and get info from *Pretty Ricky* and other bands on your phone.

SMS

7

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Marketing Execution: Promotion



October 29, 2007
Hey Bent!
Join *Pretty Ricky's* *Rabble* Community And Enter To Win An iPod Touch!
Pretty Ricky wants to hang out with you in their new *Rabble* community! Register for *Rabble* - the mobile social network - and become part of *Pretty Ricky's* mobile community. You'll get messages and updates from the guys and a FREE mobile wallpaper. Plus, [click here to register now](#) and enter to win an iPod Touch and an autographed CD & photo from *Pretty Ricky*!
*** This is the last week to enter, so make sure you sign up NOW so you don't miss out! ***
[Click Here To Join Pretty Ricky's Rabble Community And Enter To Win!](#)

**Online Street Team Email
69,000 Subscribers**

Artist Endorsement

8

Utilizing Mobile Messaging for Heightened Engagement




Marketing Execution: Promotion



Pretty Ricky MySpace Bulletin Sent To 660,000 Friends

Social Networks

9




Marketing Execution: Promotion



Starpulse.com
6.2 Million
Monthly Unique Visitors

Online Publicity

10

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Marketing Execution: Mobile Communication



Free Mobile Wallpaper

Artist-Fan Interaction

Get on the hotline...
Pretty_Ricky
10-06-2007 @ 5:42 PM
Cooper City - Fort Lauderdale, FL
Hey ya! This is the official pretty risky rabble page. hit us up and drop us a message...
In Channel: Pretty_Ricky

Comments
Page 1 of 1

Jaslin said:
12-13-2007 @ 6:18 PM
I want ya! all we can have fun

CaramelHun3yDipp said:
11-17-2007 @ 10:28 PM
Ummmmmm... SEXCI SPEC iz AWWWW mine, lo!!! Spectacular, get @ me!!

Alyasia said:
10-29-2007 @ 10:18 PM
i love all ya'll but that damn spec um um i will do something to you

sexcie.biatch said:
10-16-2007 @ 6:05 PM
Sure hunt! i will send u sum luv!

11

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Results

1,525

NEW USER REGISTRATIONS

Goal Exceeded By 52%!

12

Utilizing Mobile Messaging for Heightened Engagement

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Results

- **2.9 Million Unique Views**
- **10,200 Wallpaper Downloads**
- **7,400 Contest Entries**
- **7,400 Follow-up Emails**
- **2,000 SMS Messages Sent**

13

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Credits/Thank You

Lauren Kahner, **Director, Marketing**
Shane Rodack, **Director, Creative Services**
Derrick Oien
Deborah Critten, **The Rabble Team**

Terry Dry, Fanscape
terryd@fanscape.com
323-785-7752

Pleasure Says:
Look me up on...



14

Critical Steps for Addressing Image Blocking

SESSION DESCRIPTION

Image blocking got you down? Increase the probability that your Emails will display as planned, but be sure to send Emails that will still be effective when your images are suppressed. Hear how Dell addresses the issue to be certain that you are doing everything possible to address this pervasive problem.

ABOUT THE PRESENTER



Elias Haslanger
Email Marketing Manager,
Dell Consumer Email

Elias Haslanger is responsible for managing the Dell Consumer Email Marketing Program. While managing the program, he has driven significant online revenue as well as increased site visitation. Under Haslanger's direction, the Dell program is focusing on 1:1 communications to high-profile customers. He has over seven years of experience in the interactive marketing space specializing in Email and design at Dell, Critical Mass and HarperCollins Publishing. In his spare time, he

enjoys playing with his toddler and is an accomplished saxophonist.

ABOUT DELL INC.

Dell Inc. listens to customers and delivers innovative technology and services they trust and value. Uniquely enabled by its direct business model, Dell sells more systems globally than any computer company, placing it No. 34 on the Fortune 500. Dell's climb to market leadership is the result of a persistent focus on delivering the best possible customer experience by directly selling standards-based computing products and services. Revenue for the last four quarters totaled \$59.4 billion and the company employs approximately 89,100 team members around the globe. Dell was founded in 1984 by Michael Dell, the longest-tenured executive to lead a company in the computer industry. The company is based on a simple concept: By selling computer systems directly to customers, Dell could best understand their needs and efficiently provide the most effective computing solutions to meet those needs. The direct model allows the company to build every system to order and offer customers powerful, richly configured systems at competitive prices. Dell also introduces the latest relevant technology much more quickly.

PRESENTATION

MODERATOR: Our last session is about blocked images. I know they're a pain in about every marketer's butt, but there are things you can do to work around those, and we have Eli Haslanger of Dell who is going to tell us how to attack this problem. He's got several practical takeaways for us on working around blocked images. Eli.

ELIAS HASLANGER: Thank you. Hey, guys. How's everybody doing? Learning anything at MarketingSherpa? I learned I'm – I got the wrong gig. I want to roll with pleasure on South Beach, pick up chicks. My wife wouldn't be too happy with that, either. My name's Eli Haslanger, and I appreciate you being here. We're going to talk about the very exciting topic of addressing image blocking.

We got to talk to MarketingSherpa and make sure we go before the guy who's rolling with pleasure in Pretty Ricky right before lunch. I can't promise that I'll be as riveting

or as funny as the guy before me, but I can promise you I'll be brief. I'll give you hopefully some good tips to address the image blocking issue, and we'll get you off to lunch quickly.

The challenge is today many of the users who are receiving your emails are not going to see images due to their user settings or default ISP settings – so across the major ISP's – AOL, Hotmail, Gmail, etc., plus your desktop clients like Outlook have different settings that users can enable to either show images or turn them off. There are some things that you can do to combat and educate your audience about how to tackle this issue so that your message is getting through.

One of the things that we, as marketers and creative types, images are obviously really key to communicating our messages, so if they're not showing up, then what's going to happen is that you're going to get an incomplete message and a poor experience. The first example here I would say is okay at addressing this image block issue.

Critical Steps for Addressing Image Blocking

If you'll notice, we've got some grey boxes there at the top of the email – probably a branding image for the company so you know where it's from. Headline is blocked out so you're not quite sure what this email's about. I'm sure there's probably a lifestyle image involved here. What they have done is included the main message is text HTML, and they've also included that the nav links on the left are all linkable text HTML. So, you're not completely lost when you open up this email, and the subhead obviously, "You're 21 weeks pregnant," is going to give you an indication that, "I'm hoping that Jennifer knew she was 21 weeks pregnant when she got this email." But at least you get a sense of what they're trying to communicate to you.

The second example is a little bit worse. The whole email looks to be an image, and unless you're interested in clicking through on their terms of use or privacy policy, I'm not sure there's much value to the customer if they're not – have any alt text or creative ways to get your message across. The last one is pretty much the worst ever. It's just all grey boxes, no idea who it's from, what the subject is, it's just nothing. So you get an F, whoever this was, for dealing with image blocking.

Image rendering varies across the various ISPs and your desktop clients. With the assistance of my email service provider, Axiom Digital – they pulled this from www.campaignmonitor.com – you'll notice that across the ISP's the default settings are different. For Live Mail – aka Hotmail – and Gmail their images are automatically turned off, and for Outlook 2007 and Outlook 2003, they're also turned off.

So I would bet that a great number of the people who are receiving your emails, just right off the bat, have default images turned off. If you're not thinking about this when you're designing and cutting – coding your HTML, there's a good chance that your images are not going to show up. The second column has to do with some of the ways that the ISPs are tackling or letting people know – enabling clients and users to either click a button to say "show messages now, – always show messages from this sender."

It also has a lot to do with the fact with how you're managing your relationship with your ISP. This kind of gets into the deliverability issue, too, which is not really on this topic, but there's two issues here, right? First of all you've got to get in the inbox before the second part which is enabling the images to be on. So, making sure,

if you're working with an email service provider, that you're white-listed, that you have domain keys, all the good mail, all that stuff that's getting you in the inboxes is really the first hurdle, and it has everything to do with being a trusted sender. The second part – making sure that you're doing everything you can to get those images turned on.

The last column is extremely important in that this is probably one of the best ways you can combat having images turned off, and that is employing alt text or alternate text. In the event that your images are turned off in your email, you want to make sure you're doing everything you can to get an alternate text message that will display when the image is not there.

It's simply a line of code in the HTML that goes along with your image SRC tag that says, "Alt text equals," and you can have it be action oriented, you can have it be branded, and you can have it be linkable. You can really accomplish all three things. You can get your brand across, you can get your message across, and you can get your call to action across with this alt text. What this column shows you is that it's varied across the different service ISPs and also your desktop clients.

This first example, we're going to get into specific ISP examples. This is from Windows Live Mail. The email example you see here is from J Crew, and if you guys have seen J Crew's emails, they all look very pretty. They're usually a single call to action with maybe some generic nav messages, but you'll see here it's all image, right? So nothing shows up. It's just a big grey box. So if people don't know to show this content or Hotmail uses – what they're telling you to do to show the content, then that's all they're going to see. So somebody like my grandma or my grandpa who's opening up their email, that's all they use their computer for, right. They see this big grey box, they're like, "This is broken. This doesn't work for me." So, what can you do?

J Crew has done a couple of things here – well, one thing in particular – that is best practice. If you'll notice at the very top of that email it says, "If you can't see the image below, click here." This is probably one of the key things that you can take away from this is that you need to have a web-hosted version of your email and you need to have a very clear call to action in case people don't see the image, what they need to do in order to see them. So it's very clear. "If you can't see the image, click here." What that'll do is pop open your

Critical Steps for Addressing Image Blocking

browser – Firefox, IE, etc. – and up comes your pretty-looking email with all your images displayed with your links, price points, messages, etc. It's very important, a web-hosted version of your email. If you're working with a service provider, an email service provider or vendor, they should absolutely be telling you about this, and this is something they should do for you. If you're not and you're sending it out through your own company, then you need to work with your online team to make sure that you're getting this online version of your email hosted every time you blast.

The second example is also from Windows Live Mail, and really what I wanted to call to your attention is how Windows Live Mail handles – or, what their setting is. If you'll notice at the top with the shield with the exclamation point it says, "Attachments – pictures and links in this message have been blocked for your safety." So, "show content." One of the things we used to do several years ago when "add to address book" was a big deal – it still is, but less of a concern, I think – is that we would actually have a link in our emails pointing people to our site where we had detailed instructions on how people could add to their address book. So, I think something similar could probably be employed here.

If you have a link that says, "Learn about how to unblock images," take them to your site, you can really pay off the story there and have detailed instructions for each ISP on how to unblock images. It's pretty clear here, but again, grandma, grandpa – somebody's not technologically savvy, it might be worth having that detailed content online.

This is Gmail, and it's a little more direct, and I think a lot clearer. They still have the highlighted bar above the email that says, "Images are not displayed. Display images below" and "Always display images from the sender." Here, it's very clear. You click on the link, it'll always display the images if they click on the right one, as long as you're not changing your firm address, or they can do it on a one-off basis every time they receive.

Here's AOL, so the default image is on. For any of you who send a significant amount of mail to AOL, you will know that the challenge is not the image blocking, it's actually getting into the inbox. You need to white-listed, you need to make sure your email service providers have a good relationship with AOL, and that you're always managing that relationship. So once you're in the inbox, your images will display, but it's actually making sure – it

goes – image rendering, deliverability, they're somewhat related. Making sure you're getting it in the inbox is the first step.

Here's Yahoo! and our welcome message. You'll see that the images default on, but you will also notice that we have very prominently displayed at the top of the email, "Having trouble viewing the email? Click here." That will take you to our web-hosted version where you'll see the same message. This is really the one slide I think that you can take away from this presentation and make sure that you're doing all these things to combat image blocking. So really you need to design for it. So, if you're working with a creative agency, they need to work closely with your service provider or whoever your HTML guru is, that they're working together to make sure that the email template should remain intact without the images turned on, meaning if the images are default off and something wacky happens with your template – like the birdseed goes to the top or there's text that is overlaying, the alt text is not displaying properly, the template should remain intact.

The second point is also extremely important. Include action-oriented alt text within clickable images. We talked briefly about this earlier. In the event that the image does not display, you should really try to get your brand in there. If there's an offer involved, make it action-oriented. Any time we have an email that goes out – so Dell, I'm sure – I'm sure you've heard about us, we sell computers, but for years it's been direct. Only recently have we been into retail.

We had to overcome a touch and feel barrier. So images to us for our computers is a big deal. We want to get them in all of our marcom, make sure our customers see the latest and greatest computers we have. But in the event that we can't get that image to display, we want to make sure we have our brand, what our offer is, and the ability to click through the website so they can see the image.

So, the "Click to view link." I think I beat that one to death. Make sure you have a hosted version of your email online somewhere and it's prominently displayed at the top of your email so that people who are not savvy about how to manage their preferences or ISP settings can click through and make sure they can see all your images.

The next point is really kind of a philosophical discussion,

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I guess. Creative should use a balance of texts and images. So unlike direct mail catalogue broadcasts where how you draw it up is pretty much what you're going to see, email, we've got to deal with these challenges, different ISP's, the fact that we got to keep our image size down, text versus imagery. When you're working with creative types, your agency, they're going to go, "Well, it looks great and the balance is perfect and the font size is this, and we really want to make sure that the lifestyle imagery is captured," and that's great and visual images are very powerful and they can get your message across, but if your email's 200K and you can't see anything once it gets into the ISP, you're not doing your job. So, it's going to have a good balance.

Refrain from using background images. I'm not really a tech guy, but I do know that background images are used to – for gradients or for any kind of patterns that will span across a – an area of your email. It's definitely a add value for your imagery, but something like gradients, in particular, you'll need to really QA across all the platforms to see if this is showing up, because what will sometimes happen is – if you're not familiar with what a gradient is, essentially going from one color to another or going from dark to light very gradually and it looks really nice, kind of adds some nice shading and texture to your imagery, but it won't show up in a lot of these browsers. They'll just go right from red, right to white, look very stark and not pretty at all. So I would refrain from using background images if at all possible. If you do need to use them, make sure your Q & Aing across all the platforms.

Use images with discretion. Again, we touched on this. Make sure they add to the communication. If you have a newsletter that you're going out with a lot of content, maybe it's not a great idea to use a bunch of imagery.

Mind your case size. Keep it under 70K total. I would say even 40K is a better target. For us, this is a really big deal. We send out a lot of email messages all the time. It's really important because the company relies on our channel to drive a significant amount of revenue. If we're late getting out because of the size of our emails or if we're late getting in to the inbox because of the size of our emails, that's going to have a significant impact on our bottom line, every email that goes out.

We're really monitoring this closely to make sure that our case size is 70K, really 40K or less, in every email that goes out. The faster it gets out the faster it gets in

the inbox, the more money we're going to make.

Finally, QA across all ISP's – that's kind of a no-brainer. Make sure your service provider or your HTML guru is checking this, not just across ISP's but different computer platforms, different resolutions, making sure what you think the people are going to see is actually what they're going to see, and if there's any issues, then dumb it down. Make it so it's simpler so it renders across all platforms.

Here's some examples from Dell email. We've since revised our template to not be so image-heavy, but you can see that the template is intact – it's not broken. We've got alt text in there. The second thing I'm going to call out is "Click to view" link at the top of the email. It's really prominently displayed, easy to get to, "click here," up pops your browser, and there you can see the email in the event that the images are turned off.

The second one I want to talk about is the action-oriented alt tags within clickable images. You'll notice that anywhere there's an image, you'll see the little broken image link, but right beside it, we will always have the alt text about what the offer is and what we want you to know. So "Buy a wireless printer solution now. Dell wireless photo all-in-one printer 966" – we've got our branding, we've got our offer, and we've got our call to action all there, even with the images turned off.

The next thing I don't have a bullet for, but I'm going to just speak to it. If you'll notice at the top of our mast head, we always include our two most prominent offers as linkable text at the top of the mast head. People are constantly bombarded with tons of information, they're rifling through their email, deleting like crazy. So if we can get you, even in just two or three seconds, to see what we're selling, what the price point is, and clicking through, we've done our job.

In the event that the images are turned off or you don't have a lot of time, you quickly see what our two main offers are in the email at the top of our mast head. Here's some other examples from American Airlines. They're actually telling you to unblock images in your email – "Reader, to see full offer details" – they don't really tell you how to do it, but they're at least giving you the heads up that you should.

The next one is Pottery Barn and they do the same thing – "If you're having trouble viewing this email,

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click here.” So, it looks like a lot of your major emailers are doing this, so having the hosted web version of your email I can’t stress enough is very important. So that’s it for me. I’d like to thank Jennifer Alexander and Axiom Digital for helping me put this together and MarketingSherpa for having me. As promised, it’s quick, and any questions?

PARTICIPANT: I’ve got a question.

ELIAS HASLANGER: Yes.

PARTICIPANT: The question I have is regarding forwarding emails, and if you’ve had an experience of or heard of, when you forwarded the email, the images or the tables or whatever you built it in get all kind of garbled up, and if you have any tips on how to either prevent that or minimize it.

ELIAS HASLANGER: Right, it is an issue. So I’ll get them all the time from my colleagues at Dell. “Hey, what happened to this email?,” and it’s forwarded to me and it’s all broken. I think it all goes back to when you’re designing, laying, cutting and coding the HTML, make sure that the template remains intact when the images are off and Q & Aing it across different platforms. Obviously, the more images you have or the more content that you have the more likely something like that’s going to happen. I’m an advocate of less is more. So if there’s any way that you can cut down on the amount of content as well I think would probably help.

PARTICIPANT: Okay, because it was seeming, as it gets forward more, it’s kind of like the multiplicity rules of it gets worse. As it keeps going, it’s getting uglier.

ELIAS HASLANGER: One of the things that we do, if you’ll notice, is the “Send to a Friend.” Instead of just actually forwarding is from your desktop client, this takes you to a hosted page where you enter your email address and your friend’s email address, and then the provider – service provider – actually sends that email with, actually, a banner at the top saying, “Hey, so-and-so thought you might like this email.” It’s probably a better way to address that.

PARTICIPANT: Great, thank you.

ELIAS HASLANGER: Sure, thank you.

MODERATOR: Any other questions?

PARTICIPANT: In your alt tags, when you say they’re clickable and actionable, does that mean that the images that are not displayed are still clickable, or do you actually have an http link in the alt tag that people can click on, and if so, how?

ELIAS HASLANGER: Okay, so what was the very last part? Do you have http?

PARTICIPANT: Just your clickable alt tags. You say your clickable, actionable alt tags – are the alt tags themselves actually clickable or is it the images that aren’t displayed that are still clickable, and the call to action is in the alt tags, so then people are going to click on the images that aren’t displayed.

ELIAS HASLANGER: Right. It’s my understanding – and I don’t cut and code our emails, but the line of code that makes the image linkable is still going to be live. When you go over that area, it’s still going to be clickable and through. Really, the message there, then, is –

PARTICIPANT: To click.

ELIAS HASLANGER: - The alt text to say, “Here’s what would have been here if the image was displayed.” But that area is still clickable just by virtue of the code that was written before the image itself.

PARTICIPANT: Okay. Also, on the repeatable thing, a lot of – I know Outlook, for instance, takes background images and repeats them, and that kind of messes up your forward, so that’s just something to pay attention to.

ELIAS HASLANGER: Yeah. Thank you.

MODERATOR: One thing on the alt tags – Sherpa did a case study last summer – I think it was A&E Networks, they added a – basically what Eli’s saying, just information about it, and they increased their clickthroughs on those – I think it was 10% or 15%. It was a dramatic number.

PARTICIPANT: What sort of click through rate do you find you have on the HTML version of this email on our website?

ELIAS HASLANGER: That’s a good question. I wouldn’t think that it’s phenomenal, but there are a fair amount

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of clicks on every email that we send. It has to do with if people have their settings the way they want them. I mean, I couldn't tell you a click through rate on those links specifically for our program, but I think it's probably pretty low. Sorry I can't be more specific. Yes?

PARTICIPANT: Do you have any suggestions on how to handle the way BlackBerry handles images?

ELIAS HASLANGER: That's a big topic – global messaging, how to get your HTML into Blackberry. I think this is still kind of a brave, new world for folks to try to get an HTML version into a BlackBerry or other mobile devices.

PARTICIPANT: Inaudible question

ELIAS HASLANGER: Thank you, Jennifer.

PARTICIPANT: Could you repeat that?

ELIAS HASLANGER: What she's saying is that on the click to view – so, the hosted version of your email – you can then have it optimized for a BlackBerry at that point. If it shows up weird and they have that "click to view" text – I'm not sure how the technology would work – maybe there's a sniffer that knows that it's a BlackBerry that would optimize it for that particular handheld. Okay, any other questions?

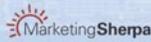
MODERATOR: Any other questions?

ELIAS HASLANGER: Thank you, guys.

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Elias Haslanger, DHS Email Marketing Manager
Dell Consumer Email
Tuesday, February 26, 2008

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Challenge: Image Blocking

Many users today don't see images due to user preferences or ISP default settings

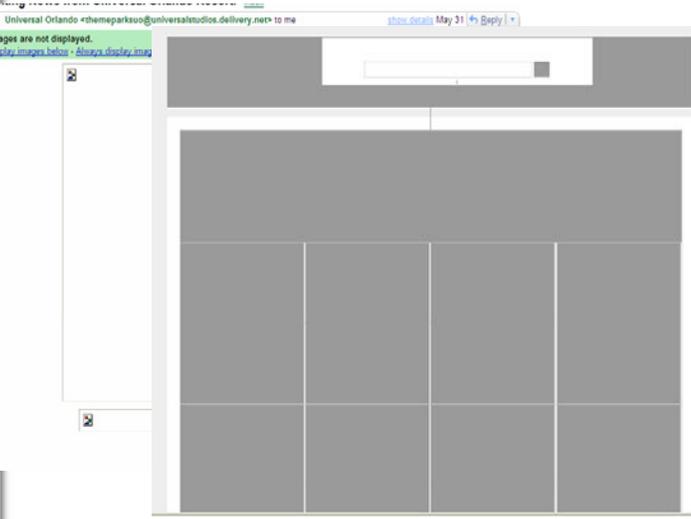
Hotmail MSN
Gmail
AOL Yahoo!
Outlook 2003 & 2007

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Result: Incomplete Message & Poor User Experience

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Image Rendering Varies

Image Blocking in Webmail Clients			
Client	Default Img Display	Trusted-Sender Img Display	Renders ALT Text
Yahoo Mail	on	✗	✗
Yahoo Mail Beta	on	✓	✓
Windows Live Mail	off	✓	✗
Gmail	off	✓	sometimes
.Mac	on	✗	sometimes
Hotmail	on	✓	✗
AOL	on	✓	✓

Image Blocking in Desktop Clients			
Client	Default Img Display	Trusted-Sender Img Display	Renders ALT Text
Apple Mail	on	✗	✗
Thunderbird	on	✓	✓
Outlook 2007	off	✓	sort of
Outlook 2003	off	✓	✓
Outlook Express	on	✗	✓
Lotus Notes	on	✓	✓
Eudora	on	✗	sort of
Entourage	on	✗	✓
AOL	off	✓	✗

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Windows Live Mail

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EM@IL SUMMIT '08 Expo & Awards **AOL**

The screenshot shows the AOL Mail interface. On the left is a list of emails. The selected email is from 'Dell Direct' with the subject 'Welcome to Dell, and Thanks.' The email body features the Dell logo and a 'DAYS OF DEALS' promotion for the Inspiron 531s laptop, priced at \$589. Below the main content, there are sections for 'Your Credit Score' and 'What is Your Credit Score?' with various credit score ranges and interest rates.

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EM@IL SUMMIT '08 Expo & Awards **Yahoo!**

The screenshot shows the Yahoo! Mail interface. On the left is a sidebar with folders like 'Inbox', 'Draft', 'Sent', 'Bulk', 'Trash', and 'My Folders'. The main area displays an email from 'Dell Direct' with the subject 'Welcome to Dell, and Thanks.' The email body features the Dell logo and a 'WELCOME' message. The message text says: 'Thank you for signing up to receive [Dell] email updates. As a valued subscriber, you can expect email delivered to your inbox that will include: • Exclusive Dell offers and promotions • The latest Dell product and service news • Smart and simple online shopping'.

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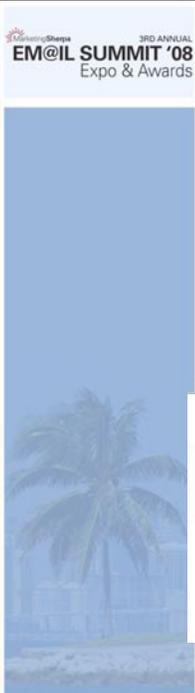
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Design for it

- Email template should remain intact without images turned on
- Include Action-oriented alt tags within clickable images (branded)
- Include Click to View link at the top of the email
- Creative should balance text and images
- Refrain from using background images
- Use images with discretion
 - Make sure the images add to the communication
- Mind your K size, keep it under 70K total
- QA across ISPs

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Dell Examples

- ✓ Email template should remain intact without images turned on
- ✓ Include Click to View link at the top of the email

Having trouble viewing this email? [Click here](#)

▶ SEND TO A FRIEND



Deals
United States | January 16, 2008

10

DAYS
OF
DEALS

DAYS OF DEALS

ONE DAY TO SAVE BIG ON A NEW NOTEBOOK OR EXTERNAL HARD DRIVE.

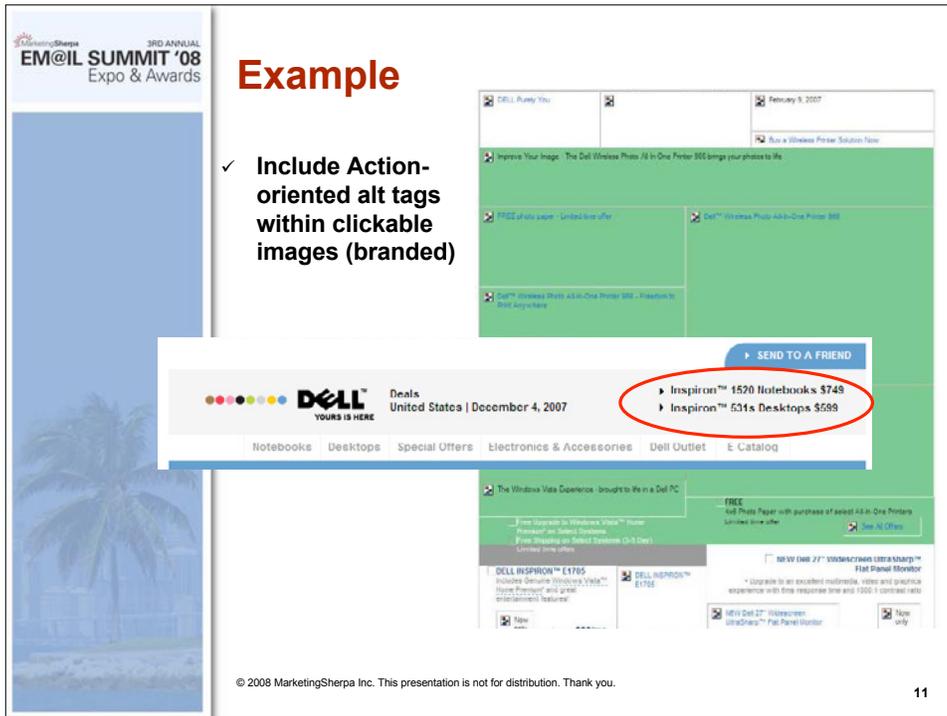
A DIFFERENT DEAL EVERY DAY FOR 10 DAYS - ONLY 7 DAYS LEFT!
Visit www.dell.com/daysofdeals daily until 1/24!

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Example

✓ Include Action-oriented alt tags within clickable images (branded)

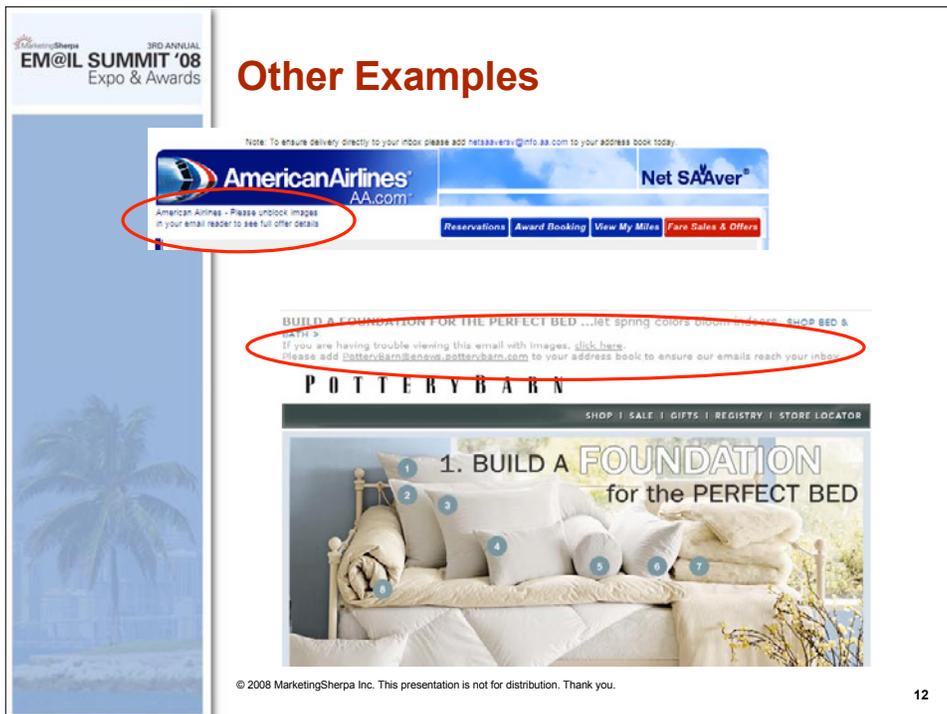


The screenshot shows a Dell email newsletter. At the top left, it says "3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards". The main content area features a large green banner with the text "Improve Your Image - The Dell Wireless Photo 3D In-One Printer 950 brings your photos to life". Below this, there are several product offers. A red circle highlights the alt text for a Dell Inspiron laptop: "Inspiron™ 1520 Notebooks \$749" and "Inspiron™ 531s Desktops \$599". The Dell logo and "YOURS IS HERE" tagline are visible. At the bottom, there is a navigation menu with links for Notebooks, Desktops, Special Offers, Electronics & Accessories, Dell Outlet, and E-Catalog.

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Other Examples



The screenshot shows an American Airlines email. At the top, it says "3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards". Below the header, there is a note: "Note: To ensure delivery directly to your inbox please add netaa@verx@info.aa.com to your address book today." The main content area features a large image of a bed with the text "BUILD A FOUNDATION FOR THE PERFECT BED...let spring colors bloom in yours. SHOP BED & BATH". A red circle highlights the alt text for a link: "If you are having trouble viewing this email with images, click here. Please add potterybarn@news.potterybarn.com to your address book to ensure our emails reach your inbox." The Pottery Barn logo and navigation menu are visible at the bottom.

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Credits/Thank You

Elias Haslanger, Dell Consumer
Email
elias_haslanger@dell.com



ACXIOM | DIGITAL

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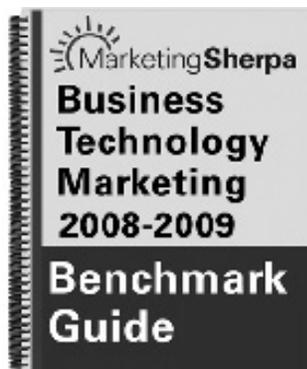
MarketingSherpa Online Advertising Handbook + Benchmarks

Part Handbook, Part Benchmarks – All new and practical to make sure you maximize the effectiveness of your Online Advertising. Includes: fact-based data for online advertising strategy, tactics, and general know-how; 577 advertisers and marketers surveyed; common sense design and scientific targeting; 30 Images/Creative Samples; 116 Tables and Charts
213 pages. Published March 2008 by MarketingSherpa; \$497 for instant PDF download plus printed copy!



MarketingSherpa Landing Page Handbook 2008

Newly updated and expanded for 2008, MarketingSherpa's bestselling Landing Page Handbook helps you raise conversions by up to 55% or more for search, email, and ad campaigns for lead generation, ecommerce, and even blogs. Includes: page design & copy instructions; 54 stat & data charts; 114 samples of landing pages to copy; help for search, email, B-to-B, ecommerce, blogs & lead generation conversions
273 pages. Published November 2007 by MarketingSherpa; \$497 for instant PDF download plus printed copy!



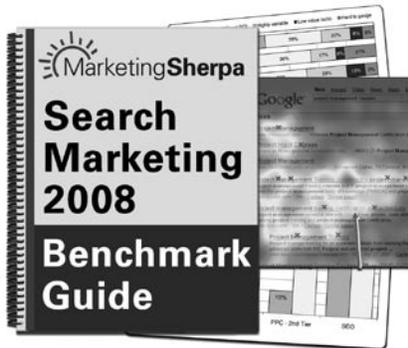
Coming Soon! Business Technology Marketing Benchmark Guide 2008-09

- Thousands of B-to-B marketers and business tech buyers surveyed
- Practical data on search, email, PR, direct mail, lead generation, trade shows, podcasting, telemarketing, & budgeting

Publish Date - June 2008; PRICE: \$397

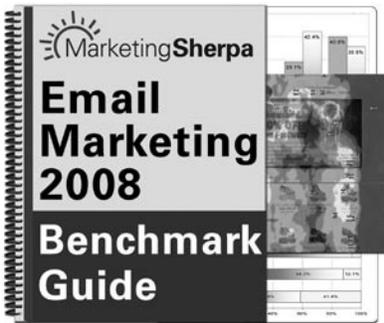
For more information, contact Customer Service at (877) 895-1717 or service@sherpastore.com

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