

# EM@IL SUMMIT '08

InterContinental Miami | February 24-26

Breakout Sessions I: B-to-B Tracks

# Transcript

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## **MarketingSherpa's Email Summit '08 Transcript - B-to-B Tracks**

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# B-to-B: Research Update

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## SESSION DESCRIPTION

The MarketingSherpa team has compiled and updated B-to-B research findings following the recent B-to-B Summit. We'll present the most relevant and timely information based on what you have asked for.

## ABOUT THE PRESENTER



Stefan Tornquist  
Research Director,  
MarketingSherpa Inc.

As Research Director for MarketingSherpa, Tornquist conducts primary research studies as well as gathers and evaluates marketing, advertising and PR statistics data from thousands of sources. He uses this data to create MarketingSherpa's annual Benchmark Guides for Email, Search and Business Technology Marketing, among other reports. Tornquist has been a featured speaker at events held by the Advertising Research Foundation, the Direct Marketing Association, Web Marketing Association, TechTarget

and KnowledgeStorm, among many others. He has been quoted in a variety of publications, including The Wall St. Journal, BusinessWeek and Inc. Magazine and appeared on CNBC's Street Signs. Prior to joining MarketingSherpa, Tornquist co-founded Bluestreak, the pioneering marketing technology company that started out in rich media and grew to become one of the industry's largest ad servers. He also co-founded and ran marketing for technology start-ups, 9th Square Inc. and Waterworks Interactive Inc., as well as his own marketing and public relations consulting company.

## ABOUT MARKETINGSHERPA INC.

MarketingSherpa is a research firm publishing a wide range of Email Benchmark Guides, Buyer's Guides and How-to Reports. It boasts 850+ Case Study Library. The site was praised by The Economist, Harvard Business School's Working Knowledge Site and Entrepreneur.com. More than 237,000 advertising, marketing and public relations professionals read MarketingSherpa publications every week.

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## PRESENTATION

**STEFAN TORNQUIST:** Welcome everybody. I'm Stefan Tornquist from Marketing Sherpa. I think this is about a 20 minute presentation because this is going to be a small one. I thought we could actually get some question and answer in. I'm really going to have problems with that lie. So there's no reason not to raise your hand at any point in this presentation and not just to ask – you're going to be trouble, aren't you? You were the one talking about how easy it was to find this room. At any point that you have a thought or a question of application, it doesn't just need to be a definition. This is not a huge session, and it's B-to-B where I feel everybody's sort of in it together and facing many of the same challenges, so just shout it out. Well, raise your hand, I guess.

So for the first half of my few slides. Oh, slides right. Hang on one second. Okay. I wanted to talk a little bit about the business-to-business, the buying process or the selling process, depending on how you look at it. So this is characterized by big ticket items and large ticket items and a long sell cycle, not that there aren't plenty business – business products that don't fit this profile, but this is the data we're going to be looking at

is reflective of that kind of sale. And even if you have a product that doesn't exactly fit that, I think you might find something useful in here.

So, we will get to email, by the way, but the question is really how does email apply to the process that we're going to be taking a look at? So, every year we ask a few questions of technology marketers and large ticket item marketers, asking them about what are the big challenges they're facing, how has life changed in the last year, that kind of thing. And for years we've seen a fairly consistent number one which is the lengthening sale cycle, right, what used to be three months is now five and so on and so on. What's happened recently is that has - sort of emailed deliverability - we were talking about in the general session how deliverability has become sort of ambient problem or chronic problem but isn't that acute. The sale's cycle has more or less stabilized. People are still seeing it creep up, but they've now come to contend with that as simply part of part of life, and we see other things moving to the top. So, the new number one, and it's indexed it's fairly significantly beyond the others, is marketing to a growing community in the buying process.

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So they're more people playing a role in – was that a question or - ? Okay. Sorry. So they're more people in the buying process and in fact there are – this is by company size. This is an average number of people who are involved. And so, we've got seven people at small companies. To me, that's a more surprising number than the 21 people who are involved at an enterprise level company. That's what enterprise companies do is throw people at problems. But even at a small company you see almost seven people involved in the buying process, so that means seven people with more or less unique needs in terms of information and what they're going to want and when. And we're going to take a look at sort of their process or their travel through the process.

This is just quickly to show you how much the big tech process has changed where, in the earlier days, the Internet played obviously a role in sort of the initial awareness and research phases and would've dropped away sort of in negotiation and purchase. And now, this is basically just what percentage of people – as we define as either decision- makers or contributors in the process – what percentage of them say that they use the Internet for various tasks at this stage in the buying process. So even in negotiation two-thirds are saying, "Yeah, I'm still using the Internet." And these are the kinds of searches that economic buyers are doing and sort of comparing and contrasting prices, feature, functions as you really get close to the short list becoming an even shorter list.

So here we have our three types of buyer. You've got the economic buyer, user, and influencer. And see that these folks come in and out of the process. We start off with the user. That's the person who says, "Okay. We need a CRM and here are some of the features we want," and so on and so forth. And then they're going to eventually use that product. One of the reasons that the number that we looked at earlier has grown is that - or it's a larger number when products touch a lot of departments, right? So if it's something a CRM where you're going to have sales and marketing and other departments involved, you see that number balloon. More purely tech products tend to have a smaller group where it's just a few people from the technology department and a CTO or a CIO. So the user's involved heavily up front as they're defining what they need and how they're going to use it, hopefully.

But then their involvement drops off and they're replaced by the influencer. And the influencer is not any one role;

there's certainly not any one title, but they're people who are project managers, line of business managers, people that will ultimately really be important in your marketing process, because in a lot of organizations they're going to be the one setting the table for the economic buyer. So you think about so much of our marketing is historically been oriented around making sure that CEO that CIO knows the brand. That's important, but it's not necessarily going to get you on the short list because it's that influencer who really gets the heavy lifting in the middle part of this process. And the economic buyer, not particularly involved early on, and their involvement grows towards the end.

And see what you might be thinking about throughout this is, "Okay, so how does email play a role? What is it about email that can sort of serve this process?" And thinking about this process taking, for some companies, 14 months between 16 months. Even over the course of a six month buying process, that's a lot of time and a lot of different needs for content. And, sorry. PowerPoint has smushed my chart here, but – . So here are some of the different types of content that people want and at different phases. Now, we'll talk about pricing, maybe last. And it's certainly the most important and the one that's changing the most, but –

So, you'll notice that two things are start off low and then become more important over time. So it's company info and customer service. And these are two things that very often get kind of short shrift in our marketing.

It's tough to tell a compelling customer service story. It doesn't seem, "Oh, do people really buy on that?." And company info, that's very typical. You see most B-to-B sites. When was the last PR release? Was it six months ago? It's the Board of Directors – all that kind of thing - really up to date? That may not seem all that important, but for these economic buyers, especially if you're not a huge brand that they know instantly, that's the kind of information that becomes really important to them over time or towards the end of the process. They're going in – that's when they go and look at webinars, not necessarily to know about the content, but to get to know a couple of the people at the organization, to get an idea. How did these people bring it to the marketplace? Are they good at what they do and are they professional at it and so forth. And the little tell-tale signs little ragged edges on a website like an ancient press release being the most recent. That's the sort of thing they notice.

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Now, customer service is, as you probably know, the number one reason that people leave vendors. Even though the – if you ask vendors, the number one reason is price, but that’s just because people were being nice and they said, “Oh, it was too expensive”. There’s a great study. It’s a few years old now, but it just shows this radical difference in perception and reality.

So customer service and customer service disaster usually being the reason that they just left, that makes it a much more compelling argument when you’re trying to sell. They’ve just had a disaster quite like limits, something like 60% of companies their reason for having left a recent vendor is customer service. So they’ve just left for that reason.

If you can tell a compelling story, that’s a real selling a point. And the challenge there is that usually customer service is told through, “Oh, it was three in the morning, and I was in Dubai”. And by a sort of a case study that – and that’s fine if that’s the only thing available. What we see increasingly is that some of the highest rated customer service stories are those that cite the different features of customer service in real metrics. We always respond within 6 hours to a level 1 server breakdown. I’m making things up now, but that kind of metric. We have this x-customer retention. The average account manager is on the same account for an average of 5 years. That kind of stuff. And then any sorts of features that you might have like, “We have RSS feeds for every product to let before anything bad happens” or “We do regular training for free to upgrade the knowledge of your newer employees, whatever.

**PARTICIPANT:** So do you see customer service as being a huge must have? Like as service as being an add on?

**STEFAN TORNQUIST:** Depends on the company, but the question was do - is it just a must have or is it also revenue generator? I think it’s both, right? And so as we think about this long process and the role that email plays in it and we’re – people get onto our opt-in lists because they’re at some point in this process, right?

Oh, excellent. There’s our next speaker, so a little weight off my shoulders. I was afraid that - okay. Our half an hour just became an hour. No.

What email can do that other media really can’t is – if you can sort of analyze the people that are opt coming

in, by virtue of where they came from, you can create a separate segment for them before just putting them into your main list. And I know depending on your company size you may be like “Yeah, that’s going to happen”. But think about this, it’s really not that complicated.

So let’s say you’ve identified that our influencers tend to be IT managers. They’re the one’s who are really – they’re giving our product the once over. And then we do a print campaign to get to the CIO. So we’re okay with the CIO’s, but we’ve got several different kinds of influencer, and we know that sooner or later the financial people come in and take a look. So by the different information products you have – let’s say that you’ve got sort of a range of white papers that are pointed at these different people. That’ll tell you if you – once you’ve tailored, designed that content – that’ll tell you hopefully who they are and possibly if your – once you really get familiar with it and you have a wide enough range of content might also tell you where in the process they are. We’ve done a lot of work and the amount of information you can get back from people early in the process is, of course, much less than later on. So it’s a tricky business, but you can look at internal search terms they’ve used but really the easy – Yes?

**PARTICIPANT:** The question I have is I see that pricing is constant. Are there any rules of thumb or general relations about communicating with a particular person with pricing through email because generally it seems like unless you’re selling a specific product where if this is the price, if we’re talking about haggling down pricing, it doesn’t seem like a good medium?

**STEFAN TORNQUIST:** Well, that’s a really interesting question, and it sort of transcends email. It’s really more about where search and social networking are truly affecting what our customers or prospects know about our pricing. A few years ago, you – and we still we want to keep pricing as close to the best as possible to give the salesperson or salespeople flexibility.

And we currently have a piece of research in the field, and absolutely I do not proof of this yet, but I’ve got enough anecdotal evidence so I’m increasingly feeling confident. And we’ve gone out and done a few simple experiments to just test, okay, does this apply? It’s getting easier and easier for people to use their networks and their network’s networks to get a ballpark figure. And I’ve done this since sort of the marketing technology realm. We’ve have done a few tests and it is amazingly fast,

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right? You can within a day have several ballpark figures on a wide range of products, "I like this PR agency. What do they cost a month?" "We're going to implement Sugar CRM across 500 people," whatever.

The problem there is that the information – this is really where my research is headed is to figure out how inaccurate or accurate it is. Because if you're – it's not such a big deal if your information or your pricing is out there and it's vague and people say, "Well, I think it's about \$20 grand a month." And if it is in fact about \$20 grand a month and you don't have to then say yes or no, that's fine. But my suspicion is that because things need to be so tailored, that the pricing isn't within 10% of right or wrong. And that really is a problem because if your pricing is sort of known but wrong you're really in a bind. It's going to be too high or too low, neither one of which is all that helpful. Did that answer your question?

In terms of using email to discuss pricing, I don't think it's any better or worse than any other mechanism. I think when pricing is something where, if you do make the decision to be sort of brave and put your pricing out there in comparison with other products, I would say that that's such a good white paper topic. I wouldn't just put it out in an email. I would use – if you're going to do that, you might as well make as much as hay from that as possible. Set your sights on your primary competitors even if they're cheaper. Make it clear why they're cheaper; why you're more expensive, etcetera. And turn that white paper into the bulwark work of your lead gen campaign, and ask for plenty of information. Don't go overboard. We don't have time to get into all of the what to ask, what not to ask. But it's absolutely something where you can – it should be an opt-in generator rather than just something you send out.

Okay. So this is one that sort of cracks me up. When both the case of decision-makers and contributors, about 80% when we said so identify technology or large purchase over, I believe, \$25 thousand dollars – we said in the last year, identify a purchase this if you can. Did you find your vendor or did your vendor come to you? 80% of them, "We found them." I don't know – they didn't do any work. We went out and found them.

So I would take that as meaning you're all good at your jobs not the reverse because obviously it was easy enough to find the vendors. And by finding them, whether it's email newsletters or search or other types

of lead gen, that's what we're taking it to mean. But one thing that this tells us a little bit about in terms of the marketing that we do is that historically in B-to-B you've seen a lot of we've got a big quarterly campaign or even we've got two semi-annual or even one big annual campaign. We're going to coordinate some print ads and we're going to buy some email names and we really focus effort around these big events in marketing.

And when you think about that long sale cycle and the fact that people are at different points, even within an organization, in that sale's cycle, and that they're saying, "When I'm in a search mode I went out and found this vendor." Even though that vendor's done all of the work to be there. It suggests to us that it increasingly perhaps a better idea to move away from these big occasional campaigns and to do more to be there all the time in even if it's in a smaller way. More shows with a 10 x 10 smaller print ads, what have you.

And certainly in the case of email, we've done some frequency studies and found that for those companies that do sort of less than monthly you start to see a drop in sort of the engagement level of the email newsletter recipient, and you see a real drop at the sort of the quarterly level. So this is business technology marketers. House email – best tactic just so it's still up there, comparing well even with SEO, another comparatively inexpensive tactic.

And the other thing about email that it has a little bit over SEO is that it's very few people say that it's hard to measure the impact. Now, I don't know that that means that they're measuring all of the impact, but at least the metrics of email have become fairly engrained in our corporate cultures. Increasingly, one of my favorite things to hear at this Summit is, "Hey, our CEO or CFO or the C level and president level VP's are asking for email metrics." Yes?

**PARTICIPANT:** Excuse me. Are these acquisition tactics or -

**STEFAN TORNQUIST:** This is straight ROI for money spent. So in some cases it's going to be acquisition but it's really sort of more of a holistic for the money we spend.

**PARTICIPANT:** What's PPC business?

**STEFAN TORNQUIST:** Oh, Pay Per Click marketing. So

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paid ads on Google. Oh, there are others, but yeah. Really, Google. I hear there are others – no. And then I think all the others are fairly straightforward, but this is one of those charts that, for email people, I throw in the next time somebody says, “Well, is this email any good?”. And well here you go. Throw that into a deck. All right, so this is the b-to-b version if you were in the general session – Hi.

**PARTICIPANT:** I want to ask you about the acquisition email –

**STEFANTORNQUIST:** Okay.

**PARTICIPANT:** – house email. Where would you put rental lists?

**STEFANTORNQUIST:** Acquisition email, well. Here ish – no. I’m kidding. One advantage that we have in B-to-B over B-to-C is that the actually rental lists are of some value. And we’ve seen sort of – certainly when you ask people about higher ROI tactics and what not, you’re not going to see it do all that well. It would probably be somewhere in the print and online display from an opinion point of view.

I was just talking to some people at list rental companies. They think that this is going to be a tremendous year on the list rental side because of the economic downturn, that email names are a cheap way to go. And there’s an expectation mail getting more and more expensive that this might actually be a very good year if you’re doing the renting or if you are the rentor – rentee. I don’t know that that says anything good for the rentor, but so where – okay, so this is the same chart from this morning except this is the B-to-B version.

And you’ll notice that sweepstakes are the only – way over there. And actually that’s not a bad to start because even in B-to-B, it’s about how you do it, right? Something like sweepstakes campaign can be tremendously effective. The problem is usually that there’s so little relevance to the campaign itself. A trip to Hawaii is great, but it’s not going to get you the highly relevant IT managers or whomever you’re marketing to. But the right kind of sweeps - and I’m forgetting there was a great example, and I think it’s a Sharpe case study. When I find it, this presentation will be, by the way, be in along with all of the others linked. You’ll get an email after the Summit. If I can remember, I’ll find that example. It’s just sort of proves to the contrary that for every nine times out of

ten, I would say, sweepstakes are going to generate a bunch of bad leads. But if done right, the execution -

And the same holds true for co-registration which it – co-registration is all about execution. Nine out of ten co-reg campaigns or co-reg relationships are executed badly. Does anybody not know what co-registration is? Okay. That’s a terrific example because in nine out of ten, the names will be batched and dealt with once a week or something or there won’t be a confirmation email from the co-reg partner. And then they turn around and say, “Wow. These didn’t work. These names didn’t respond. They don’t act like the other names on the list”. Of course, they don’t. As far as they’re concerned, they’re on a list they never signed up for, and they don’t know who you are. That’s not a great place from which to start a relationship.

So back to our perennial newsletters. They are seeing lower open rates, lower click rates that’s been jogging down a little bit, year over year. More pressingly perhaps, I’ve heard quite a few marketers talking about how the new subscription rates are dropping. And now, they’re still getting opt-in names, right, but they’re getting it from these other sources. They’re getting it from – we’ve got a pre-checked box so you get a white paper. And bada bing, you’re getting our newsletters. So people aren’t opting-in saying, “Yes, I want that newsletter,” in the same degree that they did. Now, is anybody experiencing that? I got one of these so that’s – all right so yeah. So there’s starting to be that timbre.

Despite that, when you compare this, this is of course the quality axis, the newsletter leads are still better even then the free trial leads. Now, you might have to deal with them – yes?

**PARTICIPANT:** Just a question regarding appending email addresses to post only records. I’m having trouble differentiating the colors on the slide. Is it the light purple towards the bottom?

**STEFAN TORNQUIST:** Yes. Email appending is this one.

**PARTICIPANT:** It’s kind of a gut reaction type question, but from your comparison is appending email kind of a lesser tactic that you want to utilize this year versus the effectiveness a year ago?

**STEFANTORNQUIST:** I will say that, generally speaking,

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reviews of email append have gone down over time, yes. Everybody heard the question? Okay.

So yeah, just finish out with newsletters, the quality of the opt-in is still considered to be the highest of these popular topics or methods. What they see - just a quick reminder from the whole design standpoint, and I don't mean to pick on Microsoft here, but this is what that the person sees. The is the top of the average newsletter - or not an average newsletter, the Windows Live newsletter. Nobody has any clue what's taking place - yes?

**PARTICIPANT:** Sorry. Do you have any stats on readers who use Outlook versus -

**STEFAN TORNQUIST:** Yeah, I can tell you a few. In terms of Outlook, Outlook still got an 80 plus share in the B-to-B world, domestic. I do not have international rates although, generally speaking, they're not wildly different for this stuff. And we did a study asking people - we showed them pictures of different preview pane formats, and this was the winner. The top two were both horizontal, sort of horizontal small, horizontal large, and then vertical. So that's why I'm showing you this one. It seems the most common of - when people have the opportunity to use preview panes, 70 plus percent do that, and that number's been creeping up. We've even seen that in B-to-C with now that Yahoo!'s got an advanced version. 70% there are using the preview panes so yeah, this problem's not going anywhere.

And so the design around that top left portion of the email is exceedingly important and a lot of people are constrained by the rules put out by perhaps by Marketing, maybe by Legal, "Oh, we have this line, and then we have the logo," etc.. If you've got content there that doesn't differentiate that newsletter from another issue or doesn't differentiate the topic, you're not going to get the opener that you'd like or the click rate. Yes?

**PARTICIPANT:** So are you saying that's a typical view that they're going to see you have a website and that's it?

**STEFAN TORNQUIST:** Yeah. Obviously it's going to depend on resolution to a certain extent, but you're the average view is not much larger than that. So one thing that we've recommended for - anybody who was in the copywriting session yesterday will know - for a long time we were saying it's important to have a

line suggesting that you white list and we're now - is it something I said? Oh, we're at 28 minutes. Okay. Moving on. Welcome message is important, RSS nice to have - no, no.

This is another really basic one, but this is a study of a 150 technology and sort of general professional services websites. Of those 150, only 38% did anything with the welcome, that first email that went out beyond simply saying, "Thanks for subscribing. We'll send you a newsletter when we have one." This is the most open newsletter of the cycle of email campaign. And that's an absolute place to start, include a white paper, segment them out, do a special mailing, what have you. They just signed up. They're there for the plucking. Pluck.

Okay, emerging media. Obviously there's a great deal of talk about mobile for smaller companies that really are not going to be getting WAP sites in the next 12 months. Of course, it is important to remember that the people making buying decisions, 64% of them say that they are reading more than half of their email on a mobile device. And so that means they're in a cab reading your newsletter; they're not sitting in front of a big screen, and that naturally has implications for design and how svelte your - do you have table of contents on the top of your newsletter that is very easy to use in a mobile format?

RSS rated nice to have by 71%. Is it going to make or break how your content is received? Probably not. We've done a lot of internal data analysis of our own RSS. It's truly nice to have. And - yes?

**PARTICIPANT ;** If your corporate standards don't allow you to make it look pretty on a mobile device, but RSS blends itself well, can that take the place?

**STEFAN TORNQUIST:** Yes.

**PARTICIPANT:** So the RSS could replace that?

**STEFAN TORNQUIST:** Just because it can doesn't mean that it will. Those people are going to have - yeah but yeah, there's just not opportunity to build a WAP site version, at least not yet.

**PARTICIPANT:** Based on the syntax of the way the decision-maker knew what they'd get, is there inaudible speaker.

## **B-to-B: Research Update**

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**STEFAN TORNQUIST:** They're reading everything, and we didn't really dig in. I'm sorry.

**PARTICIPANT:** Inaudible speaker

**STEFAN TORNQUIST:** Well, it depends on which device you're using. If I didn't read newsletters on my iPhone, I would not read newsletter anymore.

**PARTICIPANT:** Inaudible speaker

**STEFAN TORNQUIST:** We didn't see a heck of a lot of differentiation, but also the question set didn't really get at that, so that's a great question.

And so finally this is my – the weird number of the last 2 years. KnowledgeStorm and we both came up with the same number that almost 80% say that they've listened to a business related podcast in the last two years. Now, at least one, so maybe they listened to one and never did again. I'm not knocking the podcast. It just is a number that seemed remarkably high to me. But the opportunity of offering some audio content is – okay.

Yes, we have gone long. Let me look at these last couple of slides. We talked about that this morning.

Basically, let me leave you with this one thought. This is the landing page funnel. People have clicked on your email, and they've arrived on your landing page. And these are sort of the four groups right there. Those that instantly say, "Nope. Not the right place." At the bottom, you've got the people who convert.

And in the middle, you have these two they give the page a chance but click away. They're actually not a problem because they figured out accurately that it wasn't where they wanted to be. And then, the visitors who started to convert but don't finish. These are the two groups that you really ought to be concerned about engaging with because these for one are usability issues. And usually this number is almost exactly or is in the same range as the number of the people that don't actually – that start to but don't finish. Those are usability issues that can be overcome.

And then finally, the people up at the top, that's all about landing page design because in four seconds they can't figure out they're in the wrong place, they just feel they are.

B-to-B: Research Update

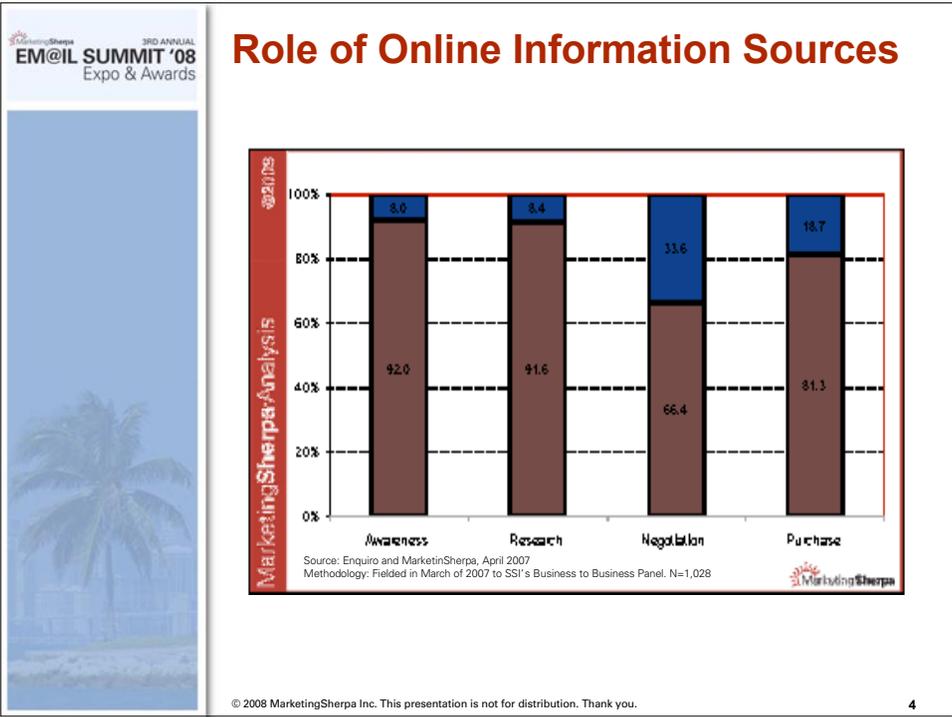
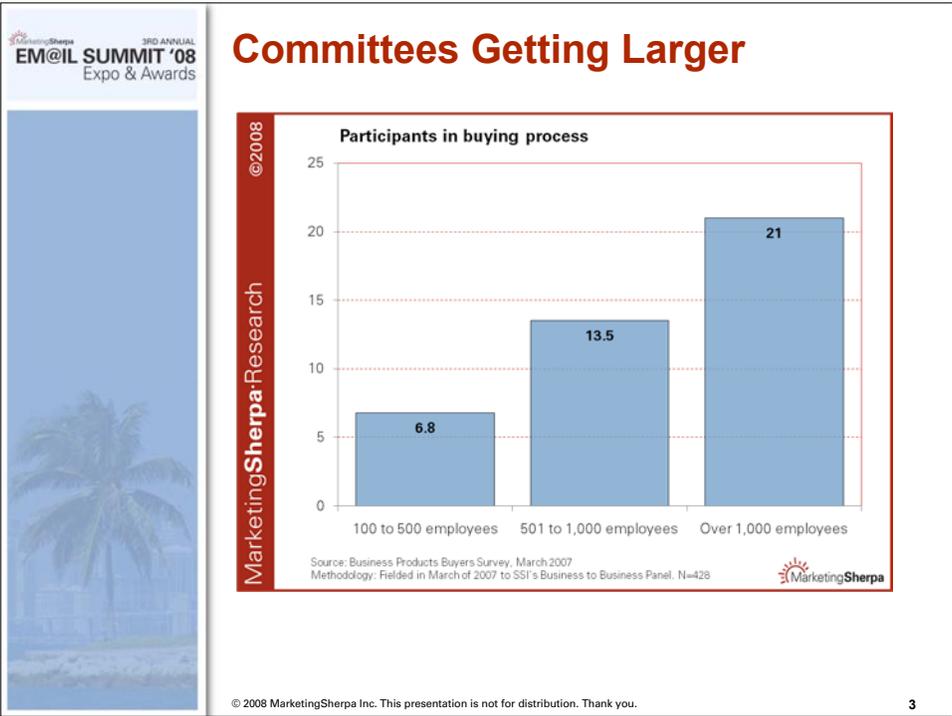
# B-to-B Research for Email 2008

Stefan Tornquist  
Research Director, MarketingSherpa

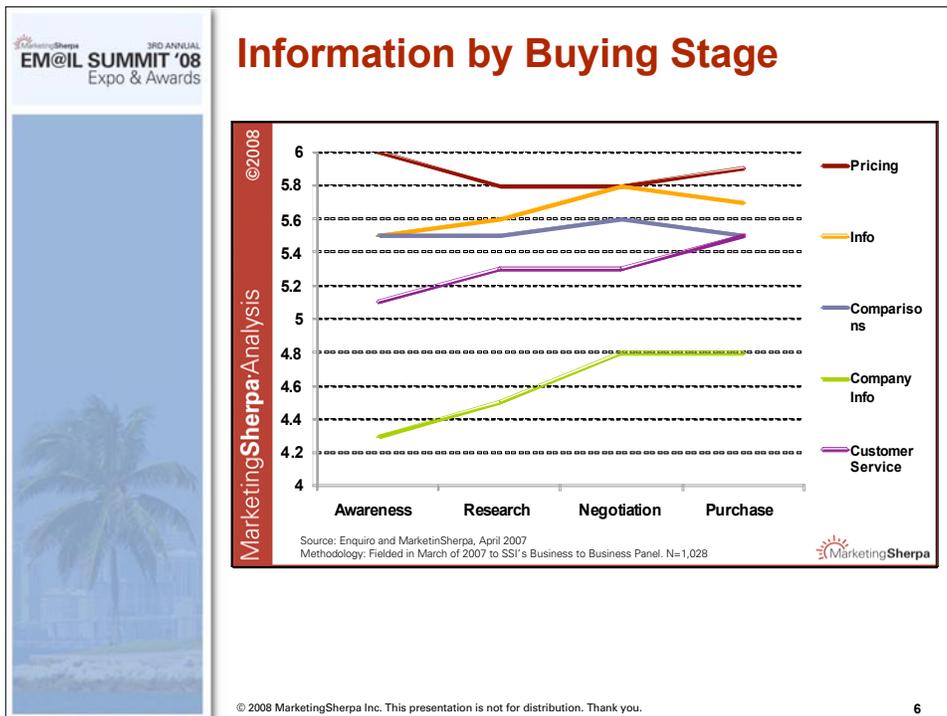
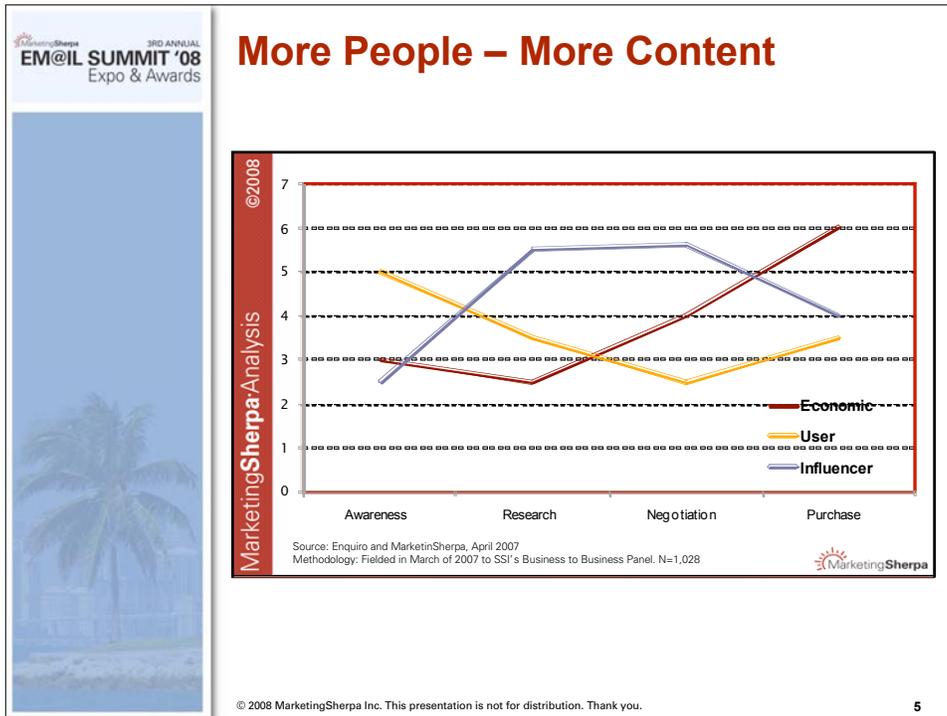
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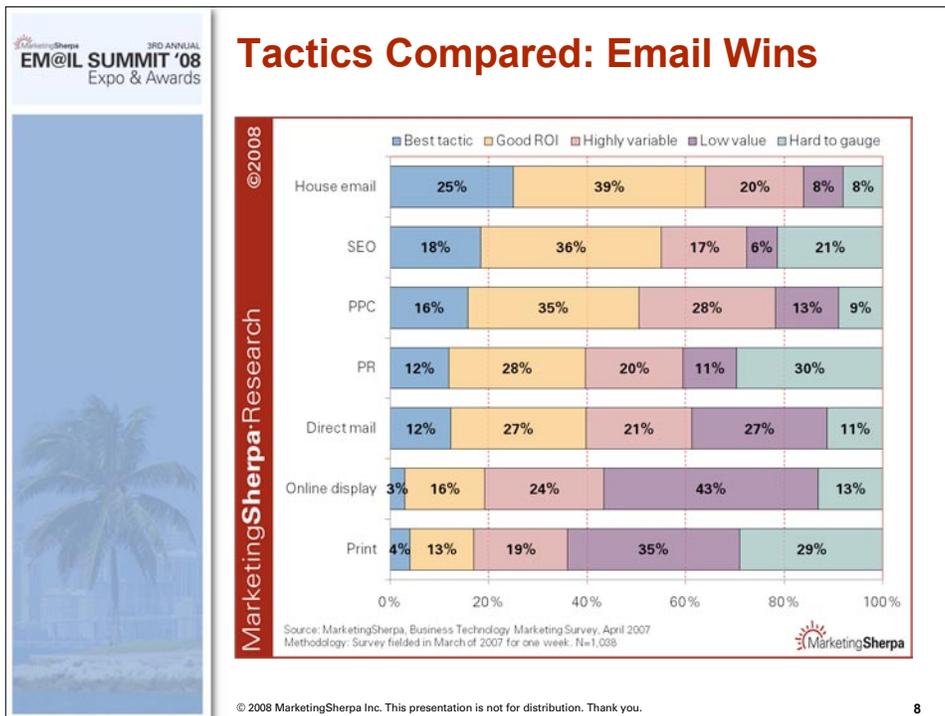
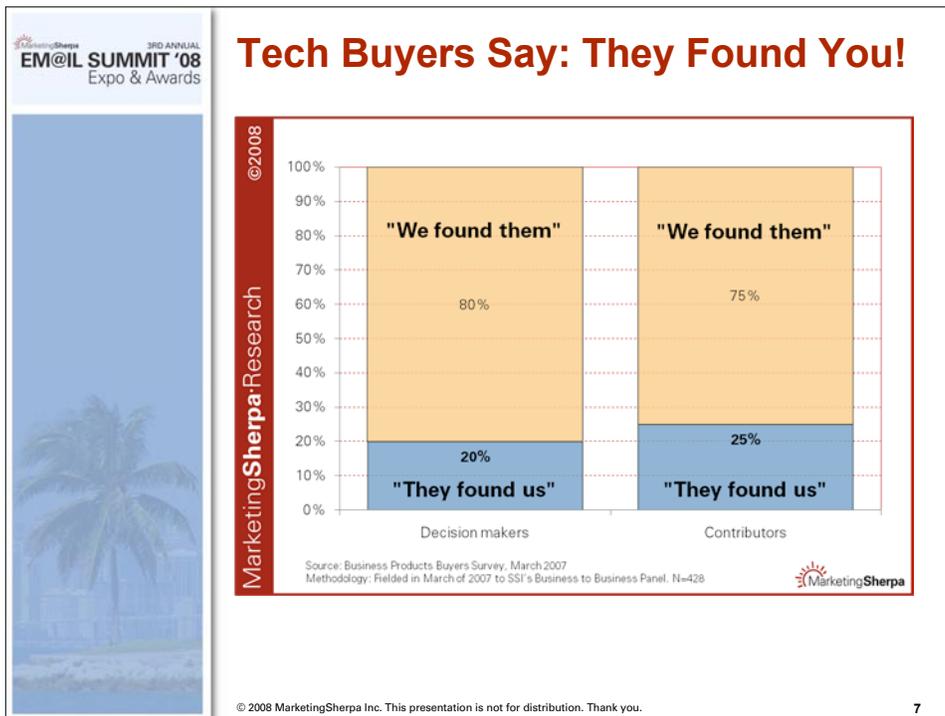
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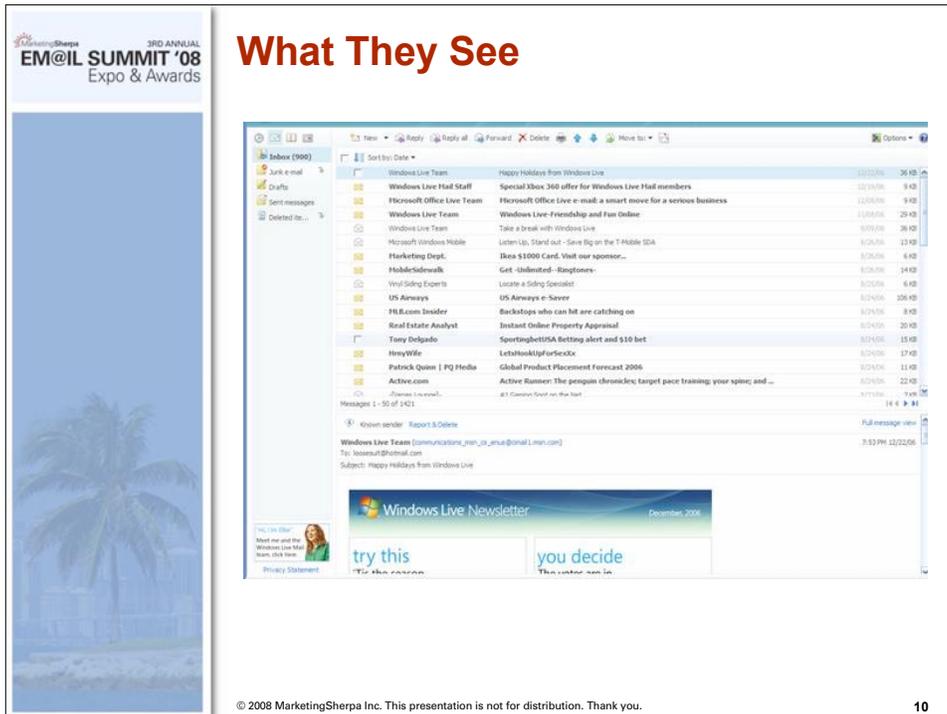
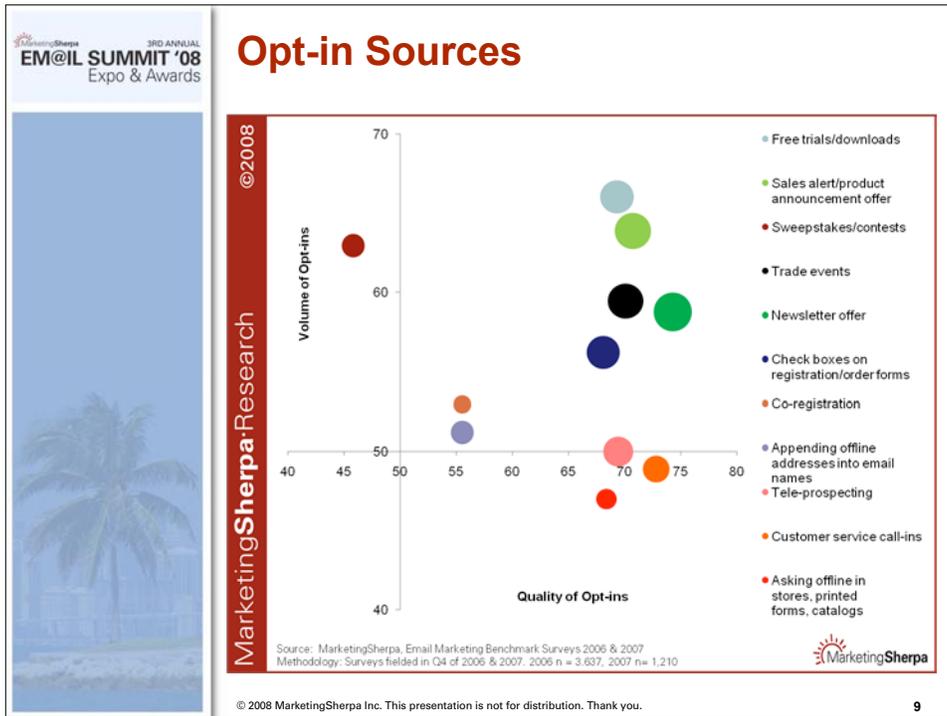
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## What's In Your Welcome?

Content Type	Percentage
Standard content	62%
Content beyond 'welcome' or 'confirm'	38%

Source: MarketingSherpa, Business Technology Website Audit, April 2007  
Methodology: Analyst observations of 150 professional technology related websites.

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## Role of Emerging Media

Tech Buyers:

Behavior	Percentage
Decision makers viewing email on mobile devices	64%
RSS 'nice to have'	71%
Have listened to biz/tech related podcasts	78%

Source: MarketingSherpa and SSI, Business Products Buyers Survey, March 2007  
Methodology: Fielded in March of 2007 to SSI's Business to Business Panel, N=428

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B-to-B: Research Update

### Top Test: Registration

The image shows two side-by-side screenshots from the MarketingSherpa website. The left screenshot is a registration form with fields for Name, Email, and various checkboxes. The right screenshot is a survey titled "How can Source Technologies help you?" with a bar chart showing responses for "Check Pricing Software", "MCP/Laser Printer", "Self Service Kiosks", and "MCP Printing Services". A large "VS" is placed between the two screenshots.

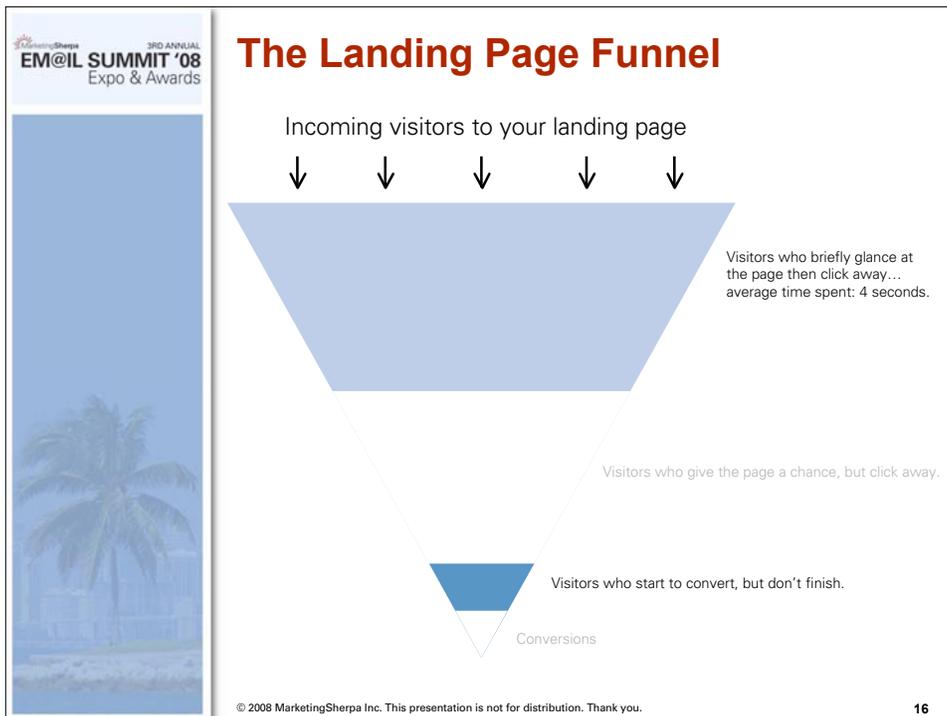
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### Vary Your Templates

The image displays three different email templates for "Demand Generation". Each template is overlaid with a heatmap, where red and yellow areas indicate high engagement or click-through rates, and blue areas indicate low engagement. The heatmaps show varying patterns of user interaction across the three different template designs.

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**Question & Answer**

# Thank You

Stefan Tornquist, Research Director  
MarketingSherpa Inc.



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# Response Rate Testing: Putting a Face with a Name

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## SESSION DESCRIPTION

Who's my sales rep? Thomson Compumark tested the importance of this question by using agent photos in newsletter marketing. By measuring the effect of photos against a control group, they came up with some compelling results, including a 40% increase in click activity and an increased likelihood that a user would click twice. Learn the specifics and apply directly to your own testing and Email campaigns.

## ABOUT THE PRESENTER



Dave Wieneke  
Manager for Interactive Marketing,  
Thomson CompuMark

Dave Wieneke manages interactive marketing for a division of Thomson-Reuters, which is the global leader in trademark protection. Before Thomson, he headed online strategy for a national newspaper, published a chain of technology magazines and managed statewide e-government initiatives for Massachusetts and New Jersey. Wieneke lives in Boston, where he speaks and blogs on the intersection of online branding and the law.

## ABOUT THOMSON COMPUMARK

Thomson-Reuters' CompuMark is the global leader in researching and protecting brands in over 200 countries.

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## PRESENTATION

**MODERATOR:** Dave's going to tell you about it.

**DAVE WIENEKE:** All right, thank you, Stefan. And I'm not sure you've all been properly congratulated yet today, but congratulations, you're in Miami. You're not at the office. Paradoxically, you're in Miami, and you're here to talk about newsletters. So, just a show of hands, first poll of the day. How many people have newsletters that you're carrying? Everyone, okay. So earlier in the conference when the question was asked, what are newsletters good for are newsletters still lively, I kind of had this moment of pause, because the newsletter, over the last year for us, has kind of turned into the crown jewel. And if you've read the preview of this, you've already kind of had the suspense broken of this presentation. The little experiment we did worked. So, instead of that tension, I want to create a new tension. And we'll talk about that, but for the next half hour we'll talk about whatever this room wants. You all have newsletters. The amount of knowledge and the amount of ideas in this room are just cataclysmic compared to what you'd normally find in my office.

So, I want to put kind of the big idea out that I heard from Nicole Fowler earlier today, and this is the second poll question. Nicole was talking about Sales and Marketing and how Sales may never really believe that this newsletter stuff and this e-marketing stuff works. Now maybe kind of an extreme statement, but how

many of you in your email marketing feel that there's some disconnect between the world of sales and the world of marketing?

In my company we talk about Sales in the past having had revenue responsibility and Marketing having had four-color brochure responsibility. And this presentation, I think, starts to overcome that, because it's about using the photos of salespeople in the newsletter. And one of the reasons for that disconnect, I believe, is how many people here believe in segmentation? That's all we talk about. We're marketers. We're taught segmentation. Salespeople are taught not to believe in segmentation. They're taught to believe that they have to listen to an individual client and have a one-on-one relationship at least in the business-to-business marketing space. The idea that you can generalize people into buckets is just not how our sales team gets brought up.

So when we talk to them about user personas and use case scenarios, they all kind of glaze over, because they know that the reason – when I say, think of a customer, I think of a persona. They think of somebody who likes a mojito. They know, individually, who did they just go out drinking with last night, and that, for them, that's the customer. It's like singular. So there's always this kind of disconnect.

So what we wanted to do was start to personalize our newsletter with some of that relationship that our salespeople have. Quick introduction to the company,

## Response Rate Testing: Putting a Face with a Name

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and I've been with Thompson Compumark – okay, how do we make that come up? I'm going to guess F7. Maybe F7 again. There we go. See, there's the picture. We're marketing already.

Okay, so a few words about Thompson Compumark. My background is I'm a publisher. I ran a chain of technology magazines, went on and was the strategist for a national newspaper of how to bring them online. Thompson Compumark, an almost 100-year-old company that sells trademark information to lawyers, wanted to create an interactive marketing position. They were realizing that they had some startups doing something with this Internet thing. And the fact that there's a company in 2007 realizing that they've got competitors doing something with the Internet thing tells you how the legal market may be a little bit different than some other markets that you've heard about today.

So, what the company does is it sells naming information to lawyers and to really smart marketers, because the lawyers are helping people pick out names for products and then watch to make sure that no one else picks out a name like that. And the really smart marketers are doing the same thing, but instead of watching their own brands, they're watching their competitors' brands, saying show me what new products are being named in my industry, and they're using that as kind of radar. So very long term professional kind of B-to-B type of sale.

Now the company had never had really a website. And like a lot of websites you maybe have seen, it was kind of brochures interconnected posing as a website, but there really wasn't a marketing purpose. And further, the infrastructure – and I didn't know this until my first day there – the infrastructure is based on a piece of arcane open source that will never, ever allow keyword optimization. All the pages are titled the exact same thing. I can control effectively one-third of the design space on the screen. And on that first day when I realized oh, this isn't – you know, people didn't know they couldn't do it, they just couldn't do it, and I had to make a decision. Do I stop the train and say, "You're going to have to spend lots and lots of money to redesign this nine-language website that does nothing for you into an actual website," or can we do something productive to get some cadence of delivery going. And email marketing became that for us.

So, we'll talk a little bit about that solution. In fact, coming in, I talked about analytics. And in other organizations, especially the newspaper business, analytics is very

important, because everything is ad driven. So that's how we know how much money is coming in. That's how we know how people are using the pages in our page counts. First day in I said, "You know, forget analytics. We're going to do Google analytics for free. And we're going to take that budget that I asked you people to put aside, and we're going to spend it on email marketing, because I would rather be good at selling things than accounting for things." And that was that first piece of jujitsu was, don't worry about the accounting, worry about what your website's doing. In this case, since we couldn't do the website, we just focused on the email marketing.

Secondly, the platform we bought integrated really well with our CRM, which happens to be salesforce.com. Next survey question – how many salesforce.com in the room? Some? Any others that are big? Seibel or – Sugar I heard over here. Okay. So that integration became really important to us, too. And the overall idea was, let's see if we can start personalizing in that way that salespeople personalize a little bit. Let's see if we can go down into the smaller tier accounts that don't have the personal relationship and create some air cover.

So what we discovered pretty quickly was, not a bad list. For open rates, tell me where good begins for you. How many people does a good open rate begin at 10%? Just put your hand up. Good open rate begins at 20%? Good open rate begins at 30%? 40%? Is there anyone here where like 40%, if it's below 40% you're disappointed? Some? Okay. So, well, we were happy to find that 25%. We can do something with the list. Kind of a respectable open rate.

And the question was, can we do something that's going to boost the relevance? And just in an initial send, no customization at all. There's kind of a vague idea of what it looks like. It's a nice, plain HTML newsletter. But we got a few things out of doing a broad list send. The first thing we got to do is we got to clean the list. We got to see which ones were being opened, which ones were being bounced. No one had every had that analytics on the email before. So just at a blocking and tackling level, that helped.

Second, we were able to start getting some use statistics. So you see there's an article about China. We have the only database in the world of who's registering trademarks in China. And it's really interesting to us who wanted to read an article about China because they're

## Response Rate Testing: Putting a Face with a Name

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high priority sales. There's no one else with one of those. So we were just able to take that list, hand it over to Sales, and then also on the following issue, we only had the front feature running for China for the people who had already shown interest. So we started establishing a China channel, essentially, in the newsletter.

Confirm the interest thought leadership. But what we didn't have is, we didn't have personalization. One of the problems you find sometimes in older, very established companies is the royal 'we'. How many times do you have sentences start with, "We at Thompson Compumark," - or insert your company's name here - "We understand." And any sentence that begins with your company name is almost never really about the customer.

So we started moving away from that royal "we" language, and instead of that started branding it to - let's see if we have a picture. We'll have the picture in a minute - we started branding it to our unusually handsome sales team. One of the tricks, one of the benefits, if you ran to your unusually handsome sales team, you don't have to go back to the brand people and ask permission, because your sales team is already representing the customer - representing you to the marketplace. So it's a great way to kind of covertly start to re-brand without going through what in our case would have been an international exercise in how do we balance branding. No, it's just we're going to customize it right down to someone who you probably already recognize. So, part of that is about the authenticity.

One of the things we also found talking to Sales about this was they don't believe in email marketing for the most part. What they do believe in is that individual relationship. So here's a case where we're really not getting in their way, we're just reminding them how unusually handsome the sales staff is. And there was a huge gender difference as we did this, and we'll talk about this. Because men and women - in my experience in this, you know, n=1, only one company worth of research - they think about marketing with their images differently.

Every man on my sales staff called up and said, "Finally, we're in the 21st century. My God, I've wanted my picture on billboards forever." I had, a 60-year old guy from Ottawa call up. He's like, "This is fantastic." I was getting phone calls. Now we have an equal amount of women on our staff, and for the most part our sales staff have law degrees. They're smart people. Smart guys like having their picture up on the billboard. The meaning

of marketing, the identity of a woman's picture, carries much more power to it. And had we not had a woman VP of Sales working with me on this, this could have become a debacle. And what she said is, "You know, these people are smart. They maintain something called a right of publicity. Just because they let you use their picture one time, doesn't mean you get to use it however you want. So you're going to have to map out for them in advance how they're going to expect their picture to be used." And paradoxically, our sales team almost unanimously said, "Don't use it to sell. You can use my picture to service, you can use my picture to invite people to parties, but if it's a product announcement, or if there's a coupon, don't put my picture on that, because that's my identify and it cheapens it. Keep it for only when I'm serving people."

The other thing we allowed was the opt out. Anyone who didn't want their unusually handsome picture used in our campaigns, they didn't have to. And that created a control group. The people who weren't able to be there for our professionally shot photo day, the people who didn't want their pictures used, perfectly equal in terms of revenue generation in their territories. So we had the opportunity to run some with pictures, some without pictures and see what the difference was. And there is an example.

The only difference between these two layouts functionally, is the presence of a picture. You've still got the name. You've still got the mail to address that people can click on. All the content is totally the same, five different messages that pop in, and that's based on demographics, but they're the same.

**PARTICIPANT:** Did the people you were sending this to know these people in advance or not?

**DAVE WIENEKE:** For the most part, yes. And, now, if you ask the salespeople, they all knew them. But I'm going to guess that when you get below the top tier clients, they might know the name, Jim McIntosh, but they might not recognize him by face.

**PARTICIPANT:** It was client, not prospect communication?

**DAVE WIENEKE:** So, it was client communication, and almost all of our communication is client because over 60% of the market are currently clients. So almost everyone has done business with us at some time. Its kind of one of those companies. Yeah?

## Response Rate Testing: Putting a Face with a Name

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**PARTICIPANT:** Just for information, the profile on your sales staff, how many, how long?

**DAVE WIENEKE:** Oh, thank you. Remarkably long term. I'd say out of the 25, maybe three have come on in the last year-and-a-half. There are 25 throughout the U.S., and this campaign was limited to the U.S. and Canada. And I see a question back there. Sir?

**PARTICIPANT:** You're not personalizing it to the recipient at this point?

**DAVE WIENEKE:** At this point we're personalizing it only by showing them their unusually attractive sales staff member. So it's not Dear Jim, none of that. Back there.

**PARTICIPANT:** In your – here I notice you have the email address as a link. Is that coming from that email address? Or –

**DAVE WIENEKE:** Not in the data that we've used, and let me tell you why. I wanted to do this as a NIT project, and NIT, in our company, stand for 'No IT'. So, there's a little bit of integration that would have been required, and I decided not to get into the NITs until we had the success going. Now we are going into that direction. We expect there to be better results, but we didn't benefit by that. Yes, sir?

**PARTICIPANT:** There's multiple variables in the email that are -

**DAVE WIENEKE:** Yeah, there are two different versions of the message here, and there were five different message versions. You're just seeing two different samples of what would have been identical text. Yeah?

**PARTICIPANT:** Did you have to segment these based on the geography of the sales rep, or did you just blast this out to all of North America?

**DAVE WIENEKE:** I did two lists, one for the people with pictures, one for the people without pictures, and that was because there was a formatting difference in the template. And then the way we segmented to make sure the right face showed up was inside of Sales Force there's an account owner field, and it just had a long list of logic that if it's Jim, put in Jim's picture, if it's Joyce, put in Joyce's picture, and went all the way down to default, and if it's the default, put in the Vice President of Sales' picture.

**PARTICIPANT:** I'm sorry. I think I missed it when you said what was the from line?

**DAVE WIENEKE:** The from line –

**PARTICIPANT:** Was it the salesperson's name or -

**DAVE WIENEKE:** No, in fact it would have been my name. One of the personalization moves is, rather than "Support at," better to introduce this guy named Dave Wieneke than have the faceless "Support at," all getting away from the royal 'we'. So getting away from the royal we. So, okay, I think we've harvested some of the questions. Yeah?

**PARTICIPANT:** To clarify what you just said, using the from was from you?

**DAVE WIENEKE:** The from was from me, not even their salesperson. So, that's a benefit not yet realized in any of this data. We just wanted to get that one personalization change made. Yeah?

**PARTICIPANT:** Did you do all the challenge response, then?

**DAVE WIENEKE:** Uhm hm, which was a benefit. Because I was new at the company, I wanted to see what I had showing up, and there are always some challenge responses, and there also were some hard bounces that don't necessarily get accounted through the ESPs analysis, but you can sometimes see those coming back as physical bounces. Yeah?

**PARTICIPANT:** Are you going to get into the different segments? I'm just curious.

**DAVE WIENEKE:** Yes. The difference between no picture and picture, that's our next stop. Yes, sir.

**PARTICIPANT:** A question regarding the from address. We've found that names that are in an address book, you know, are displayed by default, whereas those that aren't – did you consider that or see any problem in that most of the people you're sending to wouldn't necessarily have your address in their book, but they would have the salesperson's? =

**DAVE WIENEKE:** There wasn't a tradition of that personalization already happening, so I don't think we lost much in that respect. But what we've gained just by putting a human's name on there is now interestingly,

## Response Rate Testing: Putting a Face with a Name

not only do I get the bounces, but occasionally people say, "What the hell is this?" and it actually comes to a human. And I can immediately answer that, or I can immediately hand it off by telephone to a salesperson, and now that reply button is getting them an answer. So that's been net positive for us.

So I'm going to take a poll here. We have a difference between picture and no picture. How many people would imagine a 10% or more difference? 20% or more? 30% 40% or more? 50%? I think the answer is already published, so some of you are already looking.

Okay, so just right off: I have two measures here, one, which I've called the clicker rate, and one, which I've called the total, click rate. So the first is the likelihood of a click, a click through, and with photo, 6.2, without photo, 4.2, so a significant difference with the only variable changing being the picture. But what really surprised us was this second line, the total click rate, which isn't just what's the likelihood of a first click, but count the second click and the third click and the fourth click. And people who saw the picture were not just more likely to click the first time; they were more likely to click multiple times.

So, okay, we saw a difference here, and this was kind of exciting, but, you know, I'm a pessimist, and I wondered, "Is this a bright shiny object effect of 'Oh, look, I can see Jim McIntyre in my email. That's fantastic.'" But you start getting blind to that. So I believe we have the next month's information, and you can see almost an eerie similarity of difference between photo and no photo; that 48 going down to 41, and the total click rate still holding steady around 63 as a difference. And that stayed in the same ballpark for three consecutive months. We're obviously still watching this, and I'm always expecting that the trap door's just about to open and the effect is going to go away. But in this market, the presence of a person seems to effect click behavior. Yeah?

**PARTICIPANT:** Can you alter the list in any way to see if people who had no picture responded now to a picture?

**DAVE WIENEKE:** No, we haven't done that yet, and we're about to. The reason we're about to is I went to the sales meeting, and I showed them these numbers. They said, "Wow, give me some of the pictures." And about half of my no thank you I don't want my picture on the email crowd said, "Oh, well, okay, if I can get an

extra order or two by you doing something with email marketing, go for it." Yes?

**PARTICIPANT:** My question is that, I mean, it's great to see that result and to hear that at a sales meeting, and the sales guys responding by saying, Oh, yeah. Get my picture on there." Just before you can test click through rate on a service email, I'm just wondering how you – so how do you then go from here to ROI?

**DAVE WIENEKE:** Okay, that's a great question. Let me see if it's maybe the next slide. It's an upcoming slide. I talked a little bit about the complexity of using people's images. They do control the right of publicity, and you want to respect that. The other piece of showing respect is, you want them to look good. So in the case of the sales team, I brought a photographer into a sales meeting before we started this about eight months ago, and just got everyone shot professionally. Now, as we inboard people, we'll take their photos. We'll take their headshots if they have a professionally shot one, or we'll send them out to Sears. Believe it or not, Sears has this \$120 package, and it's kind of weird for them to put their suit on to go to Sears, but it works just fine, and it gets our new hires introduced visually to their new sales territories.

So, even though people initially felt a little funny about that, making sure that people are shot professionally, and that they get to approve the photo before it goes out – so they see two or three different versions and they can pick the one they like – just continues to put Sales in charge of the use of their image,

**PARTICIPANT:** Somebody else kind of intimidated this earlier. You mentioned that you have a low turnover rate on your sales force. I know you just said that it's a good way to introduce new people. I would think clearly a concern would be if you do have a little bit of a higher turnover rate, right? You're branding the company to Jane, but Jane's not around next year. How did you guys think through that?

**DAVE WIENEKE:** Well, the first thing is we think of ourselves as differentiating ourselves in the marketplace based on that relationship. We're not just the biggest player; we're also probably the most expensive player or one of the more expensive player in this space.

**PARTICIPANT:** You have the Jag line?

## Response Rate Testing: Putting a Face with a Name

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**DAVE WIENEKE:** Yes. It really is. It's the premium product. So part of that is you're going to have this one-on-one relationship with a really smart person who's going to be responsive to you, and we want every bit of your business, not just the discount piece of your business. If we had a higher turnover, we'd have to think of how much we wanted to brand to that relationship. But internally, that decision was made years ago, that the sales team are people who everyone in our industry seeks to keep, and they, in fact, are relationship holders, and that was an easy decision for us to make. Yes?

**PARTICIPANT:** How many emails are you sending out? Like is it a couple thousand?

**DAVE WIENEKE:** That's a great question and my answer is between 10,000 and 50,000 per campaign, and it's somewhere in between those. It's not low, it's not high, but I don't want to be on video announcing list size. One of our goals this year is to double list size.

So, moving forward. Make sure they're looking great - we talked about that. Oh, the things you worry about. You have to trust your data if you're going to do this. You have to make sure that those account reps are really assigned to the right people, or Jim gets Joyce's picture on the email and you hear about that right away. And when I hit the fire button the first time, I thought, "Man, I'm going to know immediately if this didn't work because it will be obvious." And salespeople are pretty good about making sure their names are assigned to their prospects. So thank goodness that worked.

The other thing that you'll want is a way to do this programmatically, because you may have 100 salespeople, not 25. You don't want to do 100 different layouts. You want to be able to drive that right off of the data. It's a joy to do, but it would be a real pain in the neck taking those 25 salespeople and five different offers and maybe a special insert and HTML versus text and having to do lots and lots of manual layouts. So this almost, I believe, presupposes a programmatic way to run that.

Okay, so newsletters, what are they good for? First of all, we've been able to fill events that are lead gen events. Whether it's going to a trade show - "Hey, look. We're having a party" - driving people to podcasts, driving people to register for webinars, all of these drive people to a registration form. And increasingly kind of the mantra that we've had around this kind of marketing is, you don't sell things in a newsletter. You push people

to a web page and the sale happens there where you can use all of those forbidden words that you couldn't use in an email, where you can have forms, where you can have Flash, where you can really have a dynamic environment.

So, what we've been able to do is increasingly magnetize - and just as a side thing, one of the things we always see now in our content - people are very interested in industry news, surprisingly. We do just like a little news summary down on the bottom of the page. It's always the second most popular thing on the edition. So, we, going forward, are leveraging that more and more into the identity of the company and the website, and why, if you're already a customer, would you come by. Oh, it's going to be to see this nuggetized news, and what we show them is little three and four word headlines. They used to see only a couple of paragraphs, and putting six little nugget up has gotten us so much more attention there than two little paragraphs. So, nuggetization has been a good thing for us.

**PARTICIPANT:** Going back to what you were talking about earlier, I was just wondering (inaudible). Did you see a significant difference in your response rate between those two groups, with or without a picture? Because that's something we're exploring, and I can't believe that a photo makes a big difference. So I'm wondering, when the person (inaudible) the person you don't know, does that picture make a difference and have you done that?

**DAVE WIENEKE:** We haven't done that. In fact, it's very hard, looking at our data, telling who is hot and who is not. We can now find prioritized accounts, and we're beginning to market to them as their own segment, but there, right now, is very little segment of brand new people who are the shiny, brand new people with no relationship. And in the next 60 days, that's going to change, and we'll probably have 50% of the list is going to be new people who are being resurrected or brought in through events.

**PARTICIPANT:** The other question (inaudible)

**DAVE WIENEKE:** Are we there? I'm going to repeat that question, and I think that's the last question.

**MODERATOR:** I think it is.

**DAVE WIENEKE:** Which is how do we deal with image blocking? And the answer is the way you deal with

### **Response Rate Testing: Putting a Face with a Name**

---

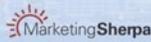
image blocking in everything else, which is, we're using all tags, and we're also sizing the images so that they would be able to display reasonably on a mobile device. And we're very attentive to the mobile design, which is a little bit different than the HTML design. But that is a question. If that image can't get through, can you live with the all text? And the answer is usually, yeah, because you end up with a version a lot like what you saw, which is a space over on one side and a nice letter signed by a nice person. So it degrades reasonably if that image isn't there. And I'm happy to talk more about this or encourage anyone who's working on this, offline. And I appreciate it.

**MODERATOR:** Thank you very much.

## Response Rate Testing: Putting a Face with a Name

# Response Rate Testing: Putting a Face with a Name

Dave Wieneke, Interactive Marketing Manager  
Thomson CompuMark  
Monday, February 25, 2008

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## About Thomson CompuMark

- Global Leader in Brand Protection
  - Trademark Research in 200+ Countries
  - Copyrights, Design & Entertainment Titles
  - Market: Lawyers / Competitive Intelligence.
- About the Company
  - Three Market Hubs: AM, EMEA, AP
  - 90 years old / 60% of calculated market
  - 300M globally

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## Response Rate Testing: Putting a Face with a Name




### Online Challenge

- Problem
  - Online channel ignored
  - Website requires new investment
  - Need to establish cadence of delivery to build global commitment.
  
- Solution: Show Progress is Possible
  - Analytics / Email Platform (judo switch)
  - Build List Strength – Integrate w/CRM
  - Lead gen off the corporate site

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### What we wanted from version #1.

- List reach (smaller leads get contact)
- Message consolidation rests list
- Customization boosts relevance
- Results can be leveraged
- Independence / Adjacency: NIT

June	
Open rate	25.1%
Click rate	7.8%

**Our “Top Quality” Range:**  
**Open: 30-40%**  
**Click rate: 5-10%**

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**Response Rate Testing: Putting a Face with a Name**




## Before: Version #1 Creative



Welcome to our first edition of Client Times Online!

At Thomson CompuMark we are continually developing new ways to provide you with the information you need to make more informed trademark and brand protection decisions. Our Client Times newsletter is one way we fulfill that mission. Now, we're taking Client Times to the next level with this, our first online edition. [Read more](#)

We hope you enjoy this exciting, new online information resource!



There is, perhaps, no global market more intriguing and full of promise than China. Once an economic backwater, China today is one of the fastest-growing economies in the world. Over the past decade, the Chinese economy has experienced explosive growth as it has accelerated its transformation from

**What it got us:**

- Use of full list for QC
- Lists of who clicked what
- Confirmation of Interests
- Industry news
- Thought leadership

**Next steps:**

- List improvement
- Targeted one offs
- Brand to Sales Rep

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## Why is Sales Rep Branding Good?

- Authenticity: Lose the corporate “we.”
- Underscores service leadership.
- Provides increased communication with smaller clients.
- Example of marketing extending sales rather than substituting it.
- It personalizes the brand without re-branding.

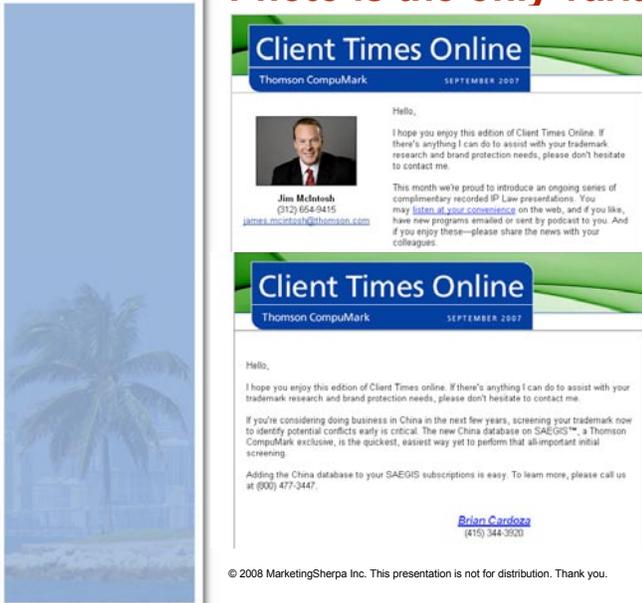
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Response Rate Testing: Putting a Face with a Name

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## After - Version 2 designs Photo is the only variable



Client Times Online  
Thomson CompuMark SEPTEMBER 2007

Jim McInosh  
(312) 654-0415  
[james.mcintosh@thomson.com](mailto:james.mcintosh@thomson.com)

Hello,  
I hope you enjoy this edition of Client Times Online. If there's anything I can do to assist with your trademark research and brand protection needs, please don't hesitate to contact me.

This month we're proud to introduce an ongoing series of complimentary recorded IP Law presentations. You may listen at your convenience on the web, and if you like, have new programs emailed or sent by podcast to you. And if you enjoy these—please share the news with your colleagues.

Client Times Online  
Thomson CompuMark SEPTEMBER 2007

Hello,  
I hope you enjoy this edition of Client Times online. If there's anything I can do to assist with your trademark research and brand protection needs, please don't hesitate to contact me.

If you're considering doing business in China in the next few years, screening your trademark now to identify potential conflicts early is critical. The new China database on SAEIGS™, a Thomson CompuMark exclusive, is the quickest, easiest way yet to perform that all-important initial screening.

Adding the China database to your SAEIGS subscriptions is easy. To learn more, please call us at (800) 477-3447.

Brian Cardoza  
(415) 344-3000

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What this got us:  
22 sales person versions  
5 customized offers  
2 format choices  
-----  
That's 220 versions

Group A had pictures  
Group B didn't.

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## What's the effect of adding images of people?



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**Response Rate Testing: Putting a Face with a Name**




## Emails with sender photos received much higher click rates

September 2007

	Name	Photo		
Clicker Rate	4.2%	6.2%	48%	↑
Total Click Rate	6.0%	9.8%	63%	↑

Clicker rate = % opens / how many clicked  
 Total click rate = # opens / all clicks

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## Does this effect persist?



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### The effect has persisted to date.

September 2007

	Name	Photo	
Clicker Rate	4.2%	6.2%	48% ↑
Total Click Rate	6.0%	9.8%	63% ↑

December 2007

	Name	Photo	
Clicker Rate	6.5%	9.2%	41% ↑
Total Click Rate	7.7%	12.5%	63% ↑

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### What do you need to do this

- It takes trust to make this work.
  - Discuss how these images will and won't be used.
    - Staff will approve new uses of their images
    - They are not posted on the web
    - They will mostly be used in marcom, not offers.
    - Staff retains the right to the use of their image.
  - Gender played a huge role in how staff regarded the use of their image.
    - Men loved the idea with abandon.
    - Women were more cautious about the social meaning and potential risk.

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## Response Rate Testing: Putting a Face with a Name



### It takes trust to make this work.

- Make sure the piece is terrific
  - Require professional photography.
  - Allow staff to select between good shots.
  - If there are doubters, let them opt out (Results will bring them in.)

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### You Need Email Marketing Resources

- Reliable contact assignments.
- Email program that will conditionally assign content based on assignments.
- Professional photos – Sears portrait package for ~\$120 can do it.

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## Response Rate Testing: Putting a Face with a Name

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### What Demand These Generated

**Client Times Online**

Thomson CompuMark DECEMBER 2007



**Ronda Majure**  
(817) 849-1110  
ronda.majure@thomson.com

Hello,

A new year is a time for new beginnings. As we prepare to welcome 2008, we are excited about the upcoming arrival of SERION™—our new, integrated work environment.

SERION will provide easy access to everything you need to research, report and protect your brands, in one convenient "place" customized to the way you work. SERION will also provide a new, enhanced Analysis Tool for U.S. Availability Reports that will replace PowerBuild. It is designed to save you time and maximize your productivity. Look for SERION and the new Analysis Tool in early 2008.

[Want to know more? Come take a look right now.](#)

Readers Speak

Technology Agreements That Create Value for Clients



Paul Jorgensen shares what he's learned about creating effective licenses, development contracts and distributions agreements.

His presentation is the latest in Thomson CompuMark's growing collection of thought leader podcasts. [Listen now.](#)



You're Invited!

To a client reception aboard the Queen Mary and a special product preview.

INTA Trademark Administrators Conference  
September 30 - October 3 in Long Beach, CA.

[Get details and RSVP](#) to celebrate with your colleagues and see an exclusive preview of new tools that will streamline your trademark workflow as never before.

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### What's Next

- Customer Focus: Any sentences starting with our company name probably won't be about customers.
- Only service messages are anonymous, all others are from real named people who answer replies.
- If available, use send "on behalf of" so the featured sender is on the from line.

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**Response Rate Testing: Putting a Face with a Name**

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## Credits/Thank You

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**Online marketing law blog:**  
*www.UsefulArts.us*

ExactTarget.      salesforce.com  
Success On Demand™

Google Analytics      marketo

Thomson CompuMark  
You can't be more certain.™

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# The Rapid Rise of the Un-Newsletter

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## SESSION DESCRIPTION

Don't miss the dramatic before-and-after story of ISITE Design's content-rich and widely read ISITE Insight Email newsletter. Learn how to crack the code for creating an enewsletter that enthralls, entertains and enlightens clients and non-clients alike by going against the grain (and instincts) of most other BtoB newsletters. This case study will show how this unique newsletter helped increase the subscriber list, dramatically improve open rates, and generate new revenue. Don't miss the chance to learn how to effectively use the "soft-sell," more personal approach to interactive communications with clients and prospects via your newsletter.

## ABOUT THE PRESENTER



Jeff Cram  
Managing Director and  
Co-Founder, ISITE Design Inc.

Jeff Cram cofounded ISITE Design in 1997 and has played an integral role in establishing the agency as a national leader in web strategy, design and technology services. Cram has consulted for companies, including Siemens, Xerox, Nike, Nintendo and WebTrends. He is a frequent speaker at national conferences on topics including Web analytics, online marketing and web strategy. Cram resides in Cambridge, Massachusetts, and has a Bachelor's degree in Communications from Linfield College.

## ABOUT ISITE DESIGN

ISITE Design is a leading full-service interactive agency located in Portland Oregon, and Cambridge, Massachusetts. ISITE Design helps marketers improve business results and wow online visitors with interactive solutions. ISITE has created an award-winning Email newsletter of its own called ISITE Insight, which is rapidly gaining acclaim as a creative, informative and fun voice on web strategy and online marketing.

The Rapid Rise of the Un-Newsletter

# The Rapid Rise of the Un-Newsletter

By Jeff Cram, Managing Director & Co-Founder  
ISITE Design

Monday, February 25, 2008

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## About ISITE Design

- Full service interactive agency
- Founded 1997
- 45 employees
- B2B services company
- Rely on word of mouth marketing
- Boston, Portland Oregon, Dallas
- Fanatical Red Sox fan

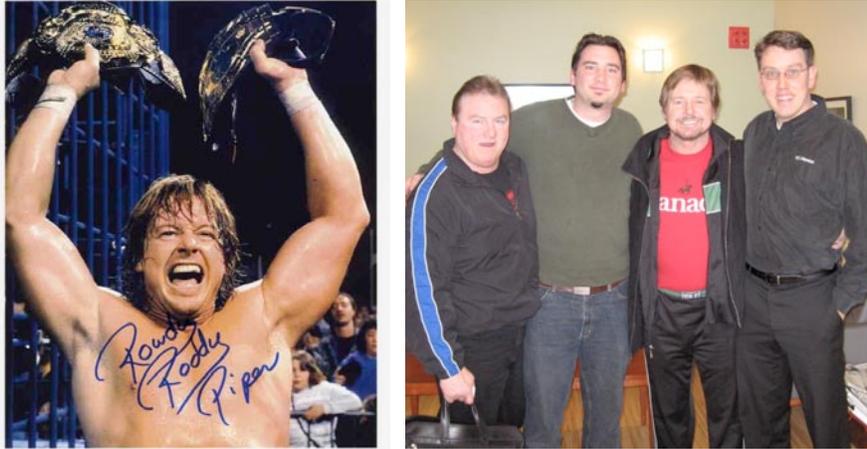


2

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### The Agency of World Wrestling Champions



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### The Agency of Rock & Roll Legends



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# El Problemo

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## My Friend Casey



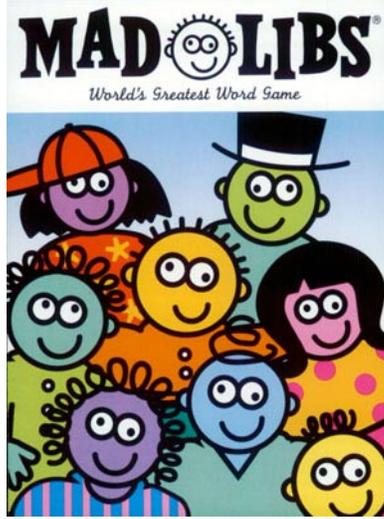
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### The Status Quo



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### The Old Formula

Personal Text Email From President

Frequency: Shoot for every month  
Settle for every 6 weeks

**Paragraph 1:** Seasonal Intro (mention the weather)

**Paragraph 2:** List new Hires

**Paragraph 3:** Highlight cool new project launch

**Paragraph 4:** Call to action

Personal Signature Block

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### Our Tiny (Yet Terrific) List

3,000+ Contacts



Prospects

Customers

Friends,  
Partners,  
Industry Peers

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### Epiphany #1

**ISITE Design**

## Every Email is a Brand Interaction

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### Epiphany #2



OUR STORY

Our people have  
personality. Our  
brand did not.

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### Epiphany #3



Creativity Trumps  
Conventional Email  
Marketing Wisdom

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## Juicing the Brand



At what point do the incremental 1% lifts start to erode your company brand?

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## ISITE Insight Was Born



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### Delivered Every Full Moon



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The slide features a vertical sidebar on the left with a blue background and a palm tree silhouette. The main content area has a white background with the title 'Delivered Every Full Moon' in red. Below the title is a large, high-resolution image of a full moon.

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### The Content Strategy

Web Strategy      Sage Advice      Delight



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The slide features a vertical sidebar on the left with a blue background and a palm tree silhouette. The main content area has a white background with the title 'The Content Strategy' in red. Below the title are three classical columns of different heights. The tallest column is labeled 'Sage Advice', the medium column is 'Web Strategy', and the shortest column is 'Delight'.

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### Invest in Original Content

**DOES YOUR WEBSITE  
TASTE LIKE CHICKEN ?**

Is your website a culinary masterpiece leaving visitors craving seconds, or a bland encounter requiring extra seasoning? Creating compelling and different experiences is the key to success online.

[Making your website more tasty](#) ➔



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### Have a Point of View

**RFPs from  
HELL**

Accustomed to putting your web vendors on the RFP hot seat? Cool it down with our tried-and-true tips to finding your agency soul mate.



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### Align with Services



#### The Cure for What Ails You ?

Like a miracle drug, web content management promises to cure all your website ills. It all sounds great, but is the CMS more magic elixir than miracle pill?

[Debunking the CMS Myth](#) →

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### Be Interesting



#### ARE MARKETERS *ruining* THE WEB?

The web is a marvelous marketing channel, but are your efforts helping or hurting your brand and user experience?

[Read More](#) 🐾

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### Adding Delight – Below the Fold

*Below the Fold*

#### ORACLE OF STARBUCKS

The oracle says astrology is lame and Myers-Briggs is for losers. Find out what that \$4 Starbucks grande, extra hot, no-foam, non-fat, vanilla latte really says about your personality.

[Visit the Oracle](#) ➔

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### Adding Delight – Below the Fold

*Below the Fold*

#### HOW TO MAKE A FESTIVUS POLE

The [Festivus holiday](#) (today!) popularized by George and Jerry has taken on a life of its own. From Facebook applications to fan sites, it's now possible to bring this unique event into your own home. Case in point: an inventive Milwaukee firm [sells Festivus poles](#). Just remember, Frank Costanza finds tinsel distracting.

[How to Make a Festivus Pole](#) ➔

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## Adding Delight – Below the Fold

Below the Fold

### THE STEVE JOBS NUTRITION SHAKE



Tom Dickson and the folks at Blendtec once again answer the age old question of 'Will it Blend' – this time with an iPhone. While we doubt you'd chuck your Precious into a menacing kitchen appliance, here's your chance to see if it will go up in iSmoke

Will the iPhone Blend? →

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## Involving the Entire Company

**BODACIOUS BOOKMARKS**  
Sites we love on and off the clock.

Melissa C.  
[Food Pairing](#)

Christoph S.  
[Original](#)

Peter H.  
[Levitated](#)

Melissa W.  
[Holiday Haiku](#)

David A.  
[The Laws of Simplicity](#)

Al P.  
[Pownce](#)

Caton G.  
[Google Co-op](#)

Will M.  
[Microformats](#)

Jeff C.  
[230 Keyboard Shortcuts](#)








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### Engaging The Reader

**POP QUIZ HOT SHOT**  
Recognize this Skyline?



[See larger view](#)

First one to [e-mail us](#) the correct answer wins something barely worth the effort.

**POP QUIZ HOT SHOT**



Which Star Wars character is pictured above? First one to [e-mail us](#) the correct answer wins something barely worth the effort.

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### Tell the ISITE Design Story

*Agency Tidbits*

COMING UP ROSES



Adding office bling with a PAF Rosey award for [Maven Networks](#) multimedia work...Guest blogging on [EduWeb Buzz](#)...Restoring honor to Dewey's System with a [MITX award](#) win for [Solano County Library](#)... Crashing the [Boston Gilbane CMS show](#) with two speaking slots plus a three hour best practices workshop...Bringing Boston and PDX offices under one roof for a rockin' fright night costume gala.

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## Finding Our Inner Geek



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### The Process

- Brainstorm Topics
- Solicit Staff Bookmarks & Content
- Write & Edit Feature Story
- Commission Custom Art/Illustration
- Research & Write rest of newsletter
- Produce HTML & Supporting Graphics
- Review
- Test & Deploy

**Total Time Investment: 40-60 hours per month**

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### The Results

- MarketingSherpa Email Award!
- 5% organic list size gains
- Improved click to open rate 30-50%
- Memorable brand impression
- Employee pride & Improved recruiting
- Doubled company size in 2 years
- Invited to Miami in the middle of a New England winter

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## The Rapid Rise of the Un-Newsletter

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### The Real Value

“Thank you for putting good content in my inbox. I actually look forward to receiving your email.”

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### The Real Value

“I looked up at the sky, saw the moon and started to look for your email.”

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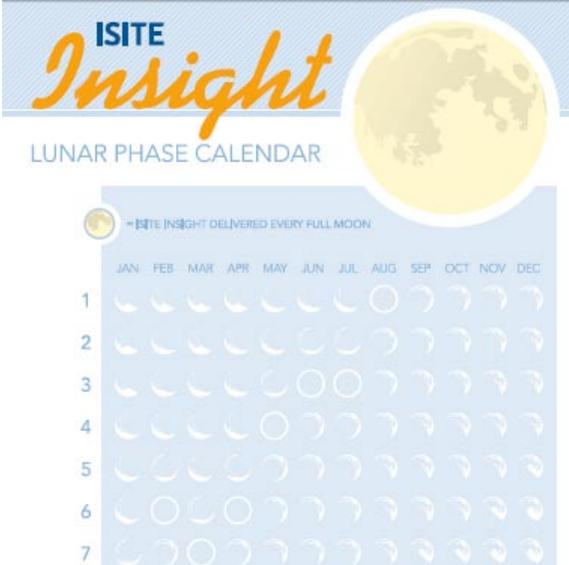
### The Real Value

“Your newsletter is the reason we invited you to talk about our project today.”

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### Extending the Insight Brand



The graphic features the ISITE Insight logo in blue and orange script, a large yellow moon, and a calendar grid. A key indicates that ISITE Insight is delivered every full moon. The calendar shows the moon phases for each day of the month from January to December.

ISITE  
*Insight*  
LUNAR PHASE CALENDAR

ISITE INSIGHT DELIVERED EVERY FULL MOON

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾
2	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾
3	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾
4	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾
5	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾
6	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾
7	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾	☾

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The Rapid Rise of the Un-Newsletter




## Extending Thought Leadership

BLOG HOME
ABOUT THE MYTH
WHO WE ARE
EVENTS
IN PARTNERSHIP WITH ISITE Design

### the CMSmyth

The CMS Myth exposes the reality behind web content management today with an in the trenches look at why so many people are falling with CMS and what it takes to succeed.

**Jan 17 2008, 05:54 PM**

#### Duck and Cover: Avoiding Drive-by CMS Implementations

Posted by David

Although it's not quite an epidemic (yet), we're encountering examples of a problematic trend that fits squarely into CMS Myth. We suspect it's only going to grow, so fair warning.

We term it "drive-by CMS implementations." It's a trend in which third-party web agencies and tech shops doing CMS projects, well... leave a trail of smoke and mayhem in the rear-view mirror. Too many agencies—through neglect, lack of expertise, shoddy development practices and other factors—both the project, sometimes aggressively so. Others fail to offer a long-term strategic vision for their client, which inevitably leads to bigger issues.

The injuries inflicted by CMS drive-bys are many. We've seen search engine rankings drop off the face of Google; the complete content of a website stuffed into a single back-end folder; authoring environments that simply don't work; sites whose dynamic home page barely loads; and many, many more examples.

There are many reasons for this situation. A big one is: CMS projects can be difficult. It's not hard for a CMS project to jump the tracks, even for the most competent developers and agencies out there.

**WHAT IS THE MYTH?**

There is a treacherous gap between the expectation of a CMS and reality of the final implementation.

[More on the Myth](#)

**WHO ARE WE?**

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## The Rapid Rise of the Un-Newsletter

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# Building High-Performance Newsletters through Intelligent Content Selection

## SESSION DESCRIPTION

This case study will focus on how to affect positive change in your newsletter results through small changes in content and strategy. Discussion will include results of the successful effort of the Business Technology Group at CMP to revitalize its Email newsletter programs with a selected template redesign and with better selection of content, headlines and subject lines. With just a few simple recalibrations the clickthrough rate for group newsletters jumped from 4.9% to 7% in just three months. This is an important session for those marketers who need to get results in a hurry.

## ABOUT THE PRESENTER



Stephen Wellman  
Editorial Director of Email  
Newsletters,  
CMP Media LLC

Stephen Wellman is Editorial Director of Email Newsletters for CMP's Business Technology Group as well as Editor in Chief of Over the Air (blog). Wellman has been tasked with creating Email newsletters and other forms of online content that address the needs of the mobility marketplace. In addition to serving as Editor in Chief to the Over the Air blog, Wellman is Editor-in-Chief for Grok on Google, the only Email newsletter that chronicles the Web's leading agent of change. With nine years of industry experience, Wellman has chaired numerous wireless and telecom industry events and has been a featured speaker at high-profile conferences

and business strategy seminars. Wellman most recently served as Editorial Director for FierceMarkets and Executive Editor of FierceWireless, a daily Email newsletter that covers the wireless industry. In his capacity as editor of FierceWireless, Wellman served as chairman for numerous wireless and telecom industry events, including the Wireless LAN Event, VoIP World, the Symbian Expo, Frost & Sullivan, wVoIP 2005, and the Broadband Wireless Innovation Awards. He has also spoken at such major events as CeBit Americas, Supercomm, and CTIA. Wellman has also been featured as a noted speaker at other high-profile conferences, including the Internet Society's 12th Annual INET 2002 Conference and business strategy seminars at the Tuck School of Business at Dartmouth College and the Robert H. Smith School of Business of the University of Maryland.

## ABOUT CMP MEDIA LLC

CMP is a media and marketing solutions company serving the technology industry. With the leading online, event and print brands in all technology market categories, and with services and tools that reach beyond traditional advertising, CMP shapes and influences the technology industry worldwide. CMP publishes highly respected media brands such as TechWeb, InformationWeek, ChannelWeb, CRN, EE Times and TechOnline; produces major industry events such as Interop, Web 2.0 Expo, XChange, Game Developers Conference and the Embedded Systems Conferences; and provides business information and marketing services, such as the International Customer Management Institute, Semiconductor Insights and Second Life consulting for technology marketers.

## PRESENTATION

**MODERATOR:** Continuing on with the theme of what can you do with your newsletters in terms of content and strategy, I noticed something pretty interesting this morning in Stefan's keynote. I'm sure some of you, if not all of you, were there, but there was that question of "What do people consider spam?" And there was the top answer of something like 65% of the people said, "Anything that's not relevant to me, I think is spam" and that's even if they know the sender.

So when you're sending out newsletters to your B-to-B customers, you might be encountering that. If you're sending them stuff they're not interested in, they might think it's spam, and you obviously don't want to do that. So how do you combat the tendency for people to see your stuff and just not find it relevant? That's what we've asked Stephen Wellman here from CMP Media to talk about. He's going to talk about some strategies they use, some content strategies, some other design strategies, sort of a whole soup-to-nuts approach to make their email newsletters more relevant.

## Building High-Performance Newsletters through Intelligent Content Selection

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And particularly, as we mentioned blogs at the end of that last session, how does a newsletter fit in, in an era when Web 2.0 is starting to kind of compete for peoples' time on the web and readership time? So let's bring Stephen up to tell us what they've been working on.

**STEPHEN WELLMAN:** Thank you for that great introduction. I'm going to try to keep a relatively brisk pace here. If I've learned any lesson in my life, it's never keep a roomful of marketers away from a free cocktail.

I work at CMP Media, which we're now calling ourselves CMP Technology. CMP is a publishing company. We specialize in B-to-B tech markets and we publish everything from Information Week to Tech Web. We do live events. The part of the company that I work in, called the Business Technology Group, focuses on CIOs and senior IT managers. So we developed these editorial products, online print and live events that speak to this particular segment of the enterprise IT market.

As you can guess, the majority of our audience is very tech heavy. They're predominantly engineers and developers, mostly engineers working in corporate enterprise, IT, and IT structures for smaller- and medium-sized organizations. The two brands that represent, Information Week and Tech Web, are the leading online brands for this particular segment. And, again, we're very micro targeted on one particular segment of readers, so our universe is pretty finitely defined. In terms of our total traffic across the Tech Web network, you're looking at about 6 to 7 million-page views a month and you're looking at several million unique users. So we have a lion's share of that highly defined market of enterprise IT decision-makers.

When I came on board the company a couple years ago, I came from a company called Fierce Markets, and we were a publishing company that, at the time, distributed our content exclusively through email newsletters. I didn't become a newsletter expert because I worked in marketing or because I worked in the online part of a company. I learned email newsletters because at the time that was the only way the people that paid my bills distributed their content. So I had to learn to become an email newsletter expert on the fly.

And when I came on board with CMP, I discovered a company that were kind of doing email newsletters because they did email newsletters. They didn't really know what they were doing with the products, they

didn't really know why the products were there. The products were there because they were there and they had been there for a really long time. So one of the things that I had to do both for myself and for the stakeholders across the organization was to define what an email newsletter does for a publishing company like CMP and for the audience it reaches, specifically because what we were doing was so unique, particularly more unique than a lot of the kind of marketing business or call-to-conversion newsletters that dominate this space.

And so I broke it out into kind of two areas, for readers and for publishers. Our email newsletters from our perspective are an efficient method for distributing new content, they condition our readers to be loyal, and they stimulate additional newsletter subscriptions. From the perspective of our reader, however, they advance the value perception of our brand, they provide convenience, and they give people a content reception choice. They can receive content on a monthly, a weekly, or a daily basis.

In terms of the consumption of content, newsletters were a very convenient way for us very early on, to this day, to get our content into inboxes of people who were often simply too busy to take time out of their lives to go to a destination site like an Informationweek.com. For the reader that's our perspective, as well. For them, it's a passive way to interact with this content.

And to give you some idea of the basis of newsletters that we're sending, our lists are pretty big, the biggest being the Information Week Daily, which serves about 130,000 people every business day, five days a week, all the way down to some more micro targeted lists like an email newsletter we just launched for our unifying communications website called No Jitter with about 15,000 to 20,000 people interested in a much more granular niche subject like unified communications. And from a revenue perspective, they drive page views for us, which is how we sell ads. On top of that we monetize these newsletters through ad positions in the newsletters directly, and they provide a marketing vehicle for us to drive attendance to live and online events. So there's a kind of virtuous cycle, if you will.

And here's kind of a glance at our products. At the end of 2006, newsletters in this particular division of the company had an average click-through rate of about 4.9%, which was within industry average, but it was on the low side. With some readjustments by the middle of

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2007, we had boosted that up to about 7.2%. And I don't want to give too much about what we did here because there could be some of our competing companies out in the audience. But during the Q&A if you want to ask me some questions, I'll be more than willing to walk you through that specific kind of tactical list.

But taking a step back, I want to talk a little bit here about email newsletters in a Web 2.0 world, because when I first came on board the company, there was a real push to kill email newsletters in our organization. People saw Web 2.0, particularly things like RSS and blogs, as being enemies of the email newsletter and they said, "Why are we keeping these products around? Maybe you should just come in and kill them and help us transition out of a newsletter model." And these are kind of the traditional challenges that people line up against email newsletters. They say that they're spammy, their RSS has replaced them, blogs have replaced them, searches replace them, then, of course, the most famous thing, "Gen Y millennials don't actually read emails, so why on earth are you still publishing these dinosaur content distribution?"

But I came back to some of the pressure from inside of the organization. I said, "Look, I think newsletters aren't going away. And, in fact, I think some technologies like RSS actually present all these kind of interesting opportunities to create more, not fewer email newsletters." If you look at a popular RSS service like FeedBurner, do you know how they distribute the majority of their RSS feeds? Any guesses in the room?

**PARTICIPANT:** Email.

**STEPHEN WELLMAN:** Email. That's right. That's right. FeedBurner distributes the majority of its RSS feeds through email newsletter format. So here you have a situation where RSS is actually creating more, not fewer, email newsletters. Interesting, huh? Blogs: Many of Feed Burners' RSS clients are top-of-mind blogs. In our industry, they're blogs that we deal with on a daily basis, things like TechCrunch, GigaOM, and all of these blogs are pushing a lot of their content out through, lo and behold, email newsletters that carry their RSS feed within them. And bear in mind, this is for one of the most tech savvy audiences on Planet Earth, IT users, enterprise IT users, CIOs. These are people who own three, four, five different IT devices on their job alone, not including what they have at home. And if they're using RSS in email, what does that tell you the average

consumer is going to do with RSS? They're going to use email to access it.

And search. If you go to News.Google.com, you'll find that there is this interesting alert system that they have that updates you when certain keywords pop up into their news search functions. What's powering that? Again, it's an RSS feed and it's being distributed. How? Email newsletters. So while I don't think newsletters are as competitive as they could be, for a publisher like us, the real key is automation because if we can't automate the way some of these competing services like a FeedBurner or a Google News is automating, we get buried. If we spend too much time building these newsletters, given the number of audiences we reach, the number of websites we have to service from, it's just not cost effective for us.

So Web 2.0 is all about the user. It's what I want, when I want it, and how I want it, and email newsletters are ideally about all of the same things. If you can make your newsletter relevant, if you can target your audience the way we've begun to do at CMP, then you can build a thriving email newsletter business so long as you're making people happy. But the old days of batch and blatch are gone. Of course, I'm speaking to the choir here.

And how to give your readers what they want in an email newsletter: We got to brainstorming ways to beef up our products and we decided that our newsletters needed to be topical. We've begun launching more topically based newsletters, in many cases anchoring newsletters to specific popular blogs across the Tech Web network. Never forget your brand in the brand promise. Give your readers more options. If you can, give your readers the option to get your content daily, weekly, or monthly or even, if possible, real-time. There are people out there, believe it or not, even in this age of spam, who, if you let them, will literally take emails from you every second you update your website. They're a minority. You have to be very careful with them. We love them. They're like reces monkeys, click, click, click, click, but if you can identify them and plug, through email, directly into their cerebral cortex, why wouldn't you do it?

Integrate your newsletters with your overall online offerings. This is a real challenge for us, particularly with the number of brands that we have to deliver to and service, but you've got to be able to think of ways that you can integrate newsletter sign-ups into things like

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blog sign-up pages, forum chats, etc. And always work to improve your products. If there's anything that I find really interesting about email marketing, it's that once people get a template or a design that they like and they get success with, they stay loyal to it until they drive it into the ground.

I actually encourage people to start playing with their templates and their layouts of their newsletters before they have a decline in performance because if you wait until the time you've got a decline in performance, you've already lost people and you're going to take a lot of time to get back people who you've already lost. So you've got to always be experimenting. We're much more willing to do this with websites, for whatever reason, than we are with newsletters, which I find very curious.

The virtuous cycle: How to make your newsletters work into the overall fit. This is a little chart that we came up with to kind of describe how newsletters work for us. We have – basically, you start out with a list of objectives. A list of element is very important. I don't know if people have been preaching this here or not, but at CMP, I got everyone under the gospel of list cleaning where we go into our email lists, we identify people who neither click nor open our product within six months, we get them off that list, we keep them in a reserve file, we try to reengage them, but otherwise we don't hit them anymore because if you've hit them to the point where they're bored with your product, you've got to let them go. Copyrighting content development, design, distribution, and then, finally, metrics: How do your KPIs influence this?

Here are some industry averages for people in our space, companies like CMP. Our click-through rate is between 5 and 6.5 percent and our average open rate is about 20 to 22 percent. When we got up to 7.2%, we got our open rates close to around 30%. They've come down slightly since that peak in the summer of last year, but they're still much higher than when I came on board. So this is the average numbers in our space that you're looking at, but also bear in mind people like - publishers like CMP are sending out newsletters every day, five, six days a week. It's not like with most marketing newsletters where you're sending once a month or once in 30 days or once every full moon.

Objectives: Meet your industry averages at first. If you don't meet your industry averages, you got to just do whatever the heck you got to do to get there. Always

improve: Target at least 10% improvement year over year for each newsletters, which is really tough for us. It's a very high bar, but if you don't set the bar high, you never get there. I manage the click throughs. I stopped worrying about open rates like two years ago. I think, given the current change in things like gmail, Outlook 2007, and Notes, managing the open rates is just antiquated. We're increasingly moving to a world where our readers want text ASCII only newsletters, which means we have no way of gauging open rates. I imagine, at some point, this will begin to impact the broader audiences out there too, but, by and large, I stopped managing the opens a while ago. I just don't see the point of it.

All right. Here's the list of element process. How do you grow your email lists in the age of spam and email fatigue? I think you have to offer benefits for each newsletter and target readers outside your current readership. You've got to have a universal newsletter offering, you've got to create individual brochure pages for each newsletter. If you're not doing this, by the way, this brochure page for newsletters, this is a trick I learned at Fierce Markets. It's you create – it's a standalone website with descriptive copy and benefits about why you should come and sign up for your newsletter and then you just leave it there. You search engine optimize it. You don't spend any money on SEM. And if it does its job correctly, it'll just sit around like a mousetrap or a flytrap and it'll just take in new subscribers for you. So it's an easy way to grow your email list with very little effort. And you just build that brochure page somewhere inside your existing page structure. Try to identify, kind of through a SCO, SEM analysis, where the best place to put it is.

Consult: How do you maintain high email lists while you're growing your lists? Solution: You identify the old subscribers that no longer click, and you cut them. You bring in new subscribers and you try to create profiles so that you're not over spamming the new people that you bring in. And then sort of step four, content. What do successful email newsletters do? They're informative, they're convenient, they're timely, and, most importantly, they're concise.

Section two: Recipe for a killer newsletter. Leadership and guidance. If there's anything I've seen today from the newsletter stuff that seems successful to me, it's the newsletter offers an opportunity to lead people where they want to go. Relevant subject lines. Each

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word is critical. I stress six to eight words, no more, in a subject line. If you can convey two subjects in a subject line versus one, separate with a semicolon; you'll get a better result. Descriptive headlines within the newsletter: Synthesize what's important, and cut the fluff. As Louie Sullivan said, "Form must follow function."

Here are some examples of some varying newsletters across the Tech Web network. Elements of a well-designed newsletter: They're all easy to read, they're easy to scan, but they have some degree of personalization, an editor's note. And while HTML is still king for us, text is becoming increasingly important, particularly among our tech readership. A side note on this: We were able to drive growth on our WAP website from about 10,000 – WAP being a mobile format for mobile websites. We were able to drive traffic from a WAP site from 10,000 page views a month to 110,000 page views a month by identifying every mobile user on our list and converting them from HTML to ASCII text. Why? Because if you're on a Blackberry, HTML is unreadable and ASCII formats perfectly.

So guess what? All of those readers who were on Blackberries who were wanting to go to our websites from Blackberries, but couldn't interact with our newsletter format, started using our standard newsletter through straight up ASCII. So if you can figure out a way through your email service provider to target your Blackberry users and your Smart Phone users, I'd get them over to text formats as quickly as possible. It worked for us.

And then always experiment with your design. What works today may not work – I say may not – will not work next year and may not even work six months from now. And email distribution is all about three factors. It's about lists, it's about the quality of your service provider, so please always be shopping around for a service provider, and it's about your DNS and IP addresses. And make sure that you're not associated with things like spammers. And then keys to successful distribution: Choose your deliverer carefully.

And, with that, that's my presentation. I promised you I'd try to get through as quickly as possible. And let's see if we have some time for some questions.

**MODERATOR:** We have time for questions.

**STEPHEN WELLMAN:** There was hand earlier. Yes, you in the front.

**PARTICIPANT:** If somebody didn't read your newsletter, how many months did you wait to drop them? Was it three months?

**STEPHEN WELLMAN:** The question being "If someone wasn't reading or engaging with our newsletter, how long do we wait to cut them from our list?" Six months. Six months.

**PARTICIPANT:** How frequently do you redesign your newsletter?

**STEPHEN WELLMAN:** Not as much as I'd like. At this point, about once every 14 months. In an ideal world where I had more resources, it'd be about once every six months. I would tweak it. I wouldn't do a radical redesign every six months, but I would just tweak layouts to see what works and do even more A/B testing than what I do. There was another hand back there.

**PARTICIPANT:** For your industry averages, is there a list size associated with that?

**STEPHEN WELLMAN:** It's not - I would say the average list size for a newsletter in our industry's around 50,000.

**PARTICIPANT:** Okay. And then what was the source for that -

**STEPHEN WELLMAN:** That was from a strat services consultancy that we employed. I can't give that out publicly because they deal with our competitors too and they don't really tell us, "Well, this is how you stack up against your competitors." They just told us broadly, "This is what it looks like in your sector." Does that make sense?

**PARTICIPANT:** Uhm hm.

**STEPHEN WELLMAN:** Obviously, there being reasons there that they can't say and things like that. Yes?

**PARTICIPANT:** How did you determine to mobilize?

**STEPHEN WELLMAN:** It was experimentation. I kept wondering why we weren't seeing any significant number of click-throughs from mobile devices. And

## Building High-Performance Newsletters through Intelligent Content Selection

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our ESP upgraded their platform to allow us to begin to assess that. There are some limitations about how far you can take that to and that's based on how carrier networks operate, but we noticed that people were definitely reading the products on mobile devices, but they weren't clicking on them, had an exceptionally low click-through rate. And I kept wondering, "Why is that?" And I subscribe to all of our newsletters on mobile devices, but being a true klutz that I was, I was only reading my corporate internal email.

And then I said, "Stephen, you should really look at your products on your BlackBerry". And I did and guess what? They were horrible. Tables were everywhere because the BlackBerry enterprise server was trying to accommodate those HTML layouts, but just didn't do it very well. And I'm like, "Well, you know what? If it looks this bad on my Blackberry, I bet it looks this bad on theirs too."

So we identified some of them and we started moving them over to ASCII text and what ended up happening, which is really interesting, was that as some of our users noticed they got ASCII text and were able to use their newsletters better on their BlackBerrys, other people who knew them were writing in and saying, "Hey, whatever you did for Jeff you need to do for me because I want to get my newsletter on my BlackBerry," right? And so it started this viral input of readers who were coming to us and demanding ASCII HTML access because they're heavy BlackBerry users.

And when we actually started looking at the data too, the people we wanted to reach, right, the decision-makers, the decision-makers live on BlackBerrys. They're always on their BlackBerry because they're always in meetings. They're never in front of a desktop. So we started optimizing that way and now we give everyone a choice. When they sign in and come in, we tell them they can choose HTML or ASCII. That way we let them kind of self-select. Frankly, I want to evolve that model so it's not just a self-select, but we lay it out and say, "If you're a heavy mobile person, you need to be on text."

**PARTICIPANT:** Inaudible question

**STEPHEN WELLMAN:** At this point, it's still probably over 75% are HTML. So the majority of them are still HTML users. If you would have asked me that a couple years ago, it probably would have been closer to 90% HTML. And we used to use this awful format called

HTML Lite, which is the worst of HTML and the worst of text together in one format. It was really awful. It got blocked by images, yet it looked like it was ASCII. So it was just no one won on that one. And we also get a lot of internal pressure on that too because advertisers like to use HTML Creative in email newsletters. They want to be able to basically roll the same leaderboard IME that they're using on a website into the newsletter and they don't really have to sit around and create ASCII text created for ads. So we get a lot of pressure on that, but because we send multi-part, they have to give us ASCII text anyway.

**PARTICIPANT:** Do you anticipate that the devices eventually will catch up?

**STEPHEN WELLMAN:** Here's the problem: I think that there's always going to be an issue between full HTML on the desktop and a mobile device. I say this being someone who used to edit one of the biggest newsletters for wireless carriers on Planet Earth, so I have a little bit of industry knowledge behind me when I talk about mobile. What's happening is that there's always been this split between the mobile web and the desktop web, right? And then the iPhone came in and Steve Jobs told us that the iPhone equals the desktop in your pocket, but that's not what's happened. In fact, I bet many of you in here have already launched iPhone specific versions of your websites. So now we have three webs. We have a desktop web, we have a mobile web optimized for BlackBerry or other smart phones, and we have an iPhone web. That wasn't the intention, but that's ultimately been the end result.

Mobile equals fragmentation, predominantly because it's a very personalized experience and each device is different and it's not like Windows where you're developing for a Windows machine and you're developing for a Mac. You're developing for a Windows mobile deployment on a Samsung phone, which is different than a Windows mobile deployment on an HTC phone, which is different than a Windows mobile deployment on a Symbol ruggedized phone. So it's – the stack varies from device. So do I think that's going to go away? Maybe in 10 years. I don't think it's going to go overnight, but mobile's growing at a much faster rate, so you ignore it at your own peril, or potential for peril, I should say.

**PARTICIPANT:** Inaudible question

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**STEPHEN WELLMAN:** ASCII seems to work best. I've seen people go back and forth on this if they want to keep it in a compact HTML in a mobile device, but I haven't seen it work that well. It just seems like more balkanization than it's worth. But I can tell you that both Bez and Motorola Good know what to do with text. And, of course, everybody sends multi-part. Over here.

**PARTICIPANT:** I was wondering if you could talk a little bit about deliverability. How do you deal with the labor-intensive issue of people emailing someone saying, "I'm not getting it anymore"?

**STEPHEN WELLMAN:** Spam management? First of all, that's an ESP issue. Your email service provider should be helping you maintain the integrity of your list. If they're not helping you maintain the integrity of the list, they're not doing their job. But, on top of that, you need to monitor it and you probably should go through a third-party provider to examine your reputation and list score. And the easiest thing you can do, literally, is to put language at the top and bottom of your email newsletter that says, "Unsubscribe me from this list."

**PARTICIPANT:** No, I'm talking the other way, people who say, "We're trying to get it and aren't getting it."

**STEPHEN WELLMAN:** Oh, in terms of getting through the deliverability? That's a better challenge. 'White List Me', having a white list me button at the top of the newsletter is a great way to address that and then having an easy way for them to communicate with you. That's the kind of thing where you may not have enough feedback mechanisms inside your newsletter product to give your readers a chance to communicate upstream to you that they're not getting the product, right? There's a time delay lag.

**MODERATOR:** Can I jump in?

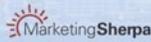
**STEPHEN WELLMAN:** Yeah, please, go ahead.

**MODERATOR:** If you guys have more questions for Stephen, I'm sure you can grab him after the session or at the cocktail party. And I just want everyone who's still here, let's give him a big hand and thank him for coming.

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# Building High-Performance Newsletter

Stephen Wellman, Editorial Director of  
Email Newsletter & Business Mobility  
CMP Media LLC  
Monday, February 25, 2008

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## The Value Of Email Newsletters For Publishers

<b>For Readers</b>	<b>For Publishers</b>
<p><b>Value-adds:</b></p> <ul style="list-style-type: none"> <li>▪ Enhances <i>value perception</i> of brand</li> <li>▪ Provides convenience</li> <li>▪ Monthly, weekly and daily NL choices provides industry coverage and assortment</li> </ul>	<p><b>Distribution:</b></p> <ul style="list-style-type: none"> <li>▪ Efficient method of distributing new content</li> <li>▪ Conditions readers to be loyal</li> <li>▪ Can stimulate additional newsletter subscriptions</li> </ul>
<p><b>Value-content:</b></p> <ul style="list-style-type: none"> <li>▪ Allows readers to stay current</li> <li>▪ Stimulates reader interest</li> <li>▪ Provides for <i>passive</i> interruption</li> </ul>	<p><b>Consumption:</b></p> <ul style="list-style-type: none"> <li>▪ Increases <i>frequency of editorial consumption</i></li> <li>▪ Drives unique users back to targeted areas of web property</li> </ul>
<p><b>Emotional benefit:</b></p> <ul style="list-style-type: none"> <li>▪ Readers can forward articles and be seen as 'current' by peers and colleagues</li> </ul>	<p><b>Revenue:</b></p> <ul style="list-style-type: none"> <li>▪ Drives page views (PVs), ads monetized on PVs</li> <li>▪ Monetizes content via ad positions and sponsorships within NL itself</li> <li>▪ Provides marketing vehicle for driving attendance to live &amp; online events</li> </ul>

3




## TechWeb Newsletters

**Newsletters at a Glance: 2007 To Date**

- TechWeb Newsletters Average Click-Through Rate 2006: 4.9%
- TechWeb Newsletters Average Click-Through Rate 2007: 7.2%



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**Building High-Performance Newsletters through Intelligent Content Selection**



## Email Newsletters & Web 2.0: Friends Or Foes?



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## Challenges Posed To Email By Web 2.0

Email as a channel is challenged by key trends:

- ❑ Spam -- While spam was on the decline for almost two years, it's back in the news and people are, understandably, annoyed.
- ❑ RSS -- Real-time syndication is a format for distributing content online. This technology, and similar technologies like XML and ATOM, are predicted to eventually replace the need for email newsletters and other published email content.
- ❑ Blogs -- Blogs have taken the place of email newsletters for some readers, especially for tasks like content aggregation or market leadership.
- ❑ Search -- The continued growth of news aggregators like Google News make it easy for users to get the latest news and updates without having to rely on old-school email newsletters.
- ❑ Gen Y -- Gen Y, or the generation known as the millennials, don't use email as much as we do. As they move into the workforce, they will use email and email based products, like newsletters, less than their predecessors.

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### Not As Competitive As You Think

Turning Challenge Into Opportunity

- ❑ RSS --RSS services, like FeedBurner, now offer delivery of their content through, you guessed it, email newsletters. A large percentage of Feedburner's readers access their RSS feeds through email.
- ❑ Blogs -- Many of Feedburner's RSS clients are blogs. These blogs rely on Feedburner's newsletters to distribute their content to their readers.
- ❑ Search -- Google News uses its custom email updates to drive traffic to aggregated news.



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### Not As Competitive As You Think

Automation Is The Key

The one factor all these newsletters services share in common -- Feedburner, Google News, blog newsletters -- is automation. These newsletters are created by systems built into the sites. They are NOT built manually.



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### What I Want, When I Want It, How I Want It

#### Web 2.0 Is All About The User

- Web 2.0 is about giving users more power.
- Email newsletters that thrive in a Web 2.0 world will give readers more choices.



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### How To Give Your Readers What They Want

- Topical – Make your existing newsletters more topical. Newsletters that target a more narrowband topic will perform better than those that target a wider audience.
- Never forget your brand.
- Give your readers more options. Give them daily newsletters, weekly newsletters, and real-time newsletter updates.
- Integrate your newsletters with your overall online offerings. Make it easy for readers to sign up for RSS, newsletters, Webcasts, etc., in one place.
- Always work to improve your products.

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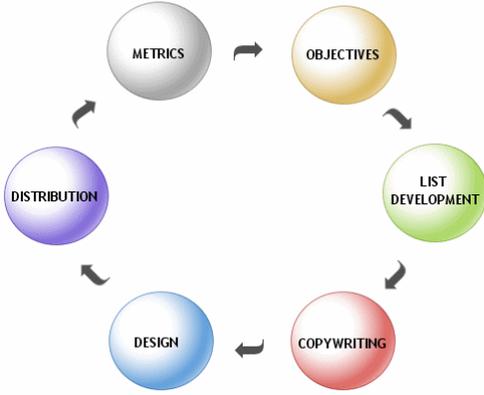
The Virtuous Cycle:  
How To Make Your Newsletters Work



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**Email Newsletters: The Virtuous Cycle**



```
graph TD; METRICS --> OBJECTIVES; OBJECTIVES --> LIST_DEVELOPMENT; LIST_DEVELOPMENT --> COPYWRITING; COPYWRITING --> DESIGN; DESIGN --> DISTRIBUTION; DISTRIBUTION --> METRICS;
```

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## Building High-Performance Newsletters through Intelligent Content Selection



### Step 1: Metrics

Industry Averages For B2B Email Newsletters

- ❑ Average Click-Through Rate: 5 to 6.5%
- ❑ Average Open Rate: 20-22%\*

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### Step 2: Objectives

- Meet industry averages. If don't meet them, get there. If you do meet them, beat them.
- Always improve. Target at least 10% improvement year-over-year for each newsletter.
- Manage to click-throughs over all other metrics. If readers are clicking, they're opening. And if they're clicking they're interested. Translates to more page views, more ad sales, etc.
- Know the purpose of each newsletter. Make sure you define editorial and business objectives for each product.

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**Building High-Performance Newsletters through Intelligent Content Selection**




## Step 3: List Development I

**Consult**



**Challenge**  
How do you grow email lists in the age of spam and email fatigue?

**Solution →**  
**Offer Benefits For Each Newsletter And Target Readers Outside Your Current Readership**

- Create a universal newsletter offering and target across your sites
- Create individual brochure pages for each newsletter
- Use search engine optimization, search engine marketing, and search engine ad buys to drive traffic to your newsletter Websites.

**Accountable**



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## Step 3: List Development II

**Consult**



**Challenge**  
How do you maintain high performance while growing your email lists?

**Solution →**  
**Identify Old Subscribers Who No Longer Click On Newsletters And Cut Them**

- Monitor your email newsletter lists
- Identify "dead wood" (aka non-clickers)
- Churn deadwood every six to nine months

**Integrate**



**Results**

- Cutting dead wood keeps performance high
- Dead wood doesn't just drag down performance, it also raises your risk for spam ratings
- Cutting dead wood cuts costs, it costs money to deliver email to people who don't want it

**Accountable**



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## Building High-Performance Newsletters through Intelligent Content Selection



### Step 4: Content I

**Successful email newsletters do all the following:**

- Informative: Email newsletters keep users up to date (mentioned by two-thirds of the users).
- Convenient: They're delivered straight to the user's email inbox and require no further action beyond a simple click.
- Timely: They offer current information and convenient delivery.
- Concise: They deliver must-know information

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### Step 4: Content II

Recipe for a Killer Newsletter

- Leadership and Guidance
- Relevant Subject Lines: Each Word is Critical
- Descriptive Headlines
- Synthesizes What's Important and Why It Matters
- Cut the Fluff

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### Step 5: Design

*"It is the pervading law of all things organic and inorganic,  
Of all things physical and metaphysical,  
Of all things human and all things super-human,  
Of all true manifestations of the head,  
Of the heart, of the soul,  
That the life is recognizable in its expression,  
**That form ever follows function.**  
This is the law."*



-- Louis Sullivan, Architect & Inventor Of The Skyscraper (The Building, Not The Online Ad Unit)

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### Step 5: Design II

Elements Of A Well Designed Newsletter

- Easy to read and easy to scan
- Not too long -- No more than 3 pages long
- Consistent creative & experience with Website
- Can be easily read across all formats -- Outlook, Notes, Gmail, Yahoo, Hotmail, Mobile
- HTML vs. Text -- HTML is still king, but this may change in the next few months
- Always experiment with design -- What works today may not work next year.



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### Step 6: Distribution

**Email newsletter distribution is all about three factors:**

- Email lists – if you don't practice solid development, forget about it
- Email service provider
- DNS and IP addresses



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### Step 6: Distribution II

Keys To Successful Distribution

- Clean & current lists -- See earlier slide on list development
- Choose your e-mail service provider carefully -- Monitor your DNS (make sure you're not being associated with spammers, etc.)
- Monitor your spam list status -- ESP should do this, but do this on your own too.
- If your deliverability drops below 90%, sound the alarm
- Always watch copy -- make sure your editors and your content avoid certain words

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# Nurturing the Lead: Messaging and Frequency Planning

## SESSION DESCRIPTION

Learn how National Instruments has developed targeted, automated Email marketing programs designed to nurture leads and contacts. Presenters will detail how they qualify leads gained via their website, tradeshow, and other marketing activities, and convert them to sales via an online sales transaction or through a direct sales channel. Before and after case studies will focus on developing multitouch pipelines aligned with a specific campaign's sales objective.

## ABOUT THE PRESENTERS



Rosanna Picillo  
Senior Direct Marketing Program  
Manager,  
National Instruments Corporation

Rosanna Picillo joined National Instruments Corporation in 1998 and has since held multiple marketing management roles. First, Picillo managed the Asia-Pacific Marketing Communications team in 2000. After earning a Master's degree in Business Administration from the McCombs School of Business (UT-Austin), she moved to Tokyo to manage the NI Japan Marketing Communications team from 2004 to 2006. It was during this experience that Picillo uncovered the need for a global direct marketing team at the Austin corporate office. Since 2006, Picillo has managed a team dedicated to Email marketing globalization efforts worldwide. Her team's mission in

2008 is to reduce Email marketing redundancies around the world via automation and to encourage best practice sharing.



Shelly Smith  
Direct Marketing Manager,  
National Instruments Corporation

Shelly Smith is Direct Marketing Manager for National Instruments for the US/Canada regions. Direct Marketing is responsible for generating leads and new contacts leveraging National Instruments database with a combination of list acquisitions. In addition, her team works with internal organizations and has created a contact management system to ensure customers and prospects are receiving targeted messages in a timely manner. She has been in direct marketing for 13+ years.

## NATIONAL INSTRUMENTS CORPORATION

National Instruments is transforming the way engineers and scientists design, prototype and deploy systems for measurement, automation and embedded applications. NI empowers customers with off-the-shelf software such as NI LabVIEW and modular cost-effective hardware and sells to a broad base of more than 25,000 different companies worldwide each year. Headquartered in Austin, Texas, NI has more than 4,300 employees and directs operations in nearly 40 countries.

## PRESENTATION

**MODERATOR:** We've invited Rosanna Picillo and Shelly Smith to talk to us a little bit about email for lead nurturing. So let's give them a round of applause.

**SHELLY SMITH:** Nice. Thank you. Hi, I am Shelly and this is Rosanna –

**ROSANNA PICILLO:** Hi.

**SHELLY SMITH:** - and we are from National Instruments located in the beautiful city of Austin, Texas.

**ROSANNA PICILLO:** All right.

**SHELLY SMITH:** Any horns? All right. If not, you should. All right?

**ROSANNA PICILLO:** We've got some prizes for you.

**SHELLY SMITH:** Yeah. And we are going to be talking about nurturing the almighty lead. So who is National Instruments? And we make hardware and software for engineers and scientists. Our core product is LabVIEW. Any LabVIEW users in the house? That's because we're marketers, not engineers. So most of our audiences have never heard of LabVIEW and that's completely okay. Like I said, our target audience are engineers and scientists. We've got a proven track record of growth year over year, \$740 million in revenues in 2007, so we're shooting for that billion dollar mark. More than 4,300

## Nurturing the Lead: Messaging and Frequency Planning

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employees and for 9 years in a row we have made the list of top 100 best companies to work for in the United States. So we are very proud of that.

So that was who we are. Who are our customers? Probably like you, our customers are very broad. We have over 25,000 not contacts, but customers, so 25,000 different company names in our databases that are our customers. And we have over 1,000 products, 1,000 different hardware and software products that we manufacturer and sell. So we have to speak to a variety of people on any given day.

Now, Rosanna and I head up our Direct Marketing Department. I do the United States and Rosanna does the world. So I apologize. We don't know what happened to our slide in translation here, but the way we have attacked our direct marketing program, which is primarily email, is we've divided it into four different sections, four different types of emails because we would get very frustrated when our vice presidents or our higher-ups would ask us, "Well, you sent out a product message and it had such a low open and click-through rate, but your newsletter has such a great, high open and click-through rate. What are you doing wrong?" And our message back to them, finally, over the years has been "You know what? It's not apples to apples. We have four different types of communication."

What you can't see on the left this would be our one-off types of communication, people that they're not expecting to get it. National Instruments decides when and to who to send it to such as a product release or an event communication, inviting them. They haven't signed up for that, they haven't requested to get product information, but it's what we feel is appropriate to send them. And those types of communication will have our lowest open and clicks, which seems to make sense.

Now, on the far right-hand side, some of our best are our opt-in communications. These are our newsletters. These are people that have chosen, they said, "Yes, please opt me in. I want to get sent the newsletter on your X number of days basis, how you send it." And in the middle, we have a couple of different types. The darker blue there, the nurturing communications, let's say that you buy LabVIEW; these would be the types of communications that you would just – if you bought something, your everyday life. Maybe you bought a Quicken product. You get that first welcome email, right? Then you get that second email about "Well, if

you need any help, please contact here." Then you'll get that third email that says, "Great. Hope you're having a great time using our product. Here's another something that you may want to buy."

So those are just those continual nurturing types of emails, but then this light, kind of bluish-purple box here, these are our activity-driven communications. And these are the ones that we're going to focus on primarily today because these are kind of our big guys, what we have found that are the most important. These are our activity-driven communications. Someone goes to our website, they download a white paper, they download an eval, they sign up for a seminar, so they go and they do something and they immediately the next day or even that day get a follow-up email. And we have found that these guys have the highest open and clicks, so they're pretty important, right? Yeah. Yeah. Well, we just kind of found out they were in the last year or so.

So, okay, great. We have these four different types of communications now. We're all proud. We can talk to our presidents and our vice presidents about the different types of communication, but we got to get peeps, right, people. We got to get people to our website. Well, we do it the same way that you guys do. We have tradeshow, we have seminars and people just go to our website and download information. Well, because of the vast types of products we have and the different types of industries that we reach, we have decided one of the best ways to communicate to everybody that we need to is our website. So we have invested heavily in making our website kind of the best of best, so to speak. We have over 100 people dedicated just to content updates and development on our website. Yeah, I know. Kind of crazy, right?

**SHELLY SMITH:** So we have –

**ROSANNA PICILLO:** We're trying to make some green.

**SHELLY SMITH:** Yes?

**PARTICIPANT:** What percent of the – how many people did you say were in your company, 4,000?

**SHELLY SMITH:** About 4,500.

**PARTICIPANT:** 4, 500.

## Nurturing the Lead: Messaging and Frequency Planning

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**SHELLY SMITH:** Uhm hm.

**PARTICIPANT:** And you said 100 –

**SHELLY SMITH:** About 100 people that work on the website.

**PARTICIPANT:** 100 out of 4,500.

**SHELLY SMITH:** Uhm hm.

**PARTICIPANT:** And you have 1,000 products as well, right?

**SHELLY SMITH:** Yes, 1,000. A thousand products, give or take. Yes?

**PARTICIPANT:** 6:33 or are they just a small fraction?

**SHELLY SMITH:** No. They're all full-time people. And Rosanna will talk a little bit, a tiny bit of what these people do. We are committed to having our website. If you go to Texas and you log onto the website, we want the same experience as if you fly across the ocean and go to the Japanese website. We are very, very committed to having a global website, which is why it takes 100 people. Does that make sense? Yeah?

**PARTICIPANT:** Is your website customized to the Japanese market?

**ROSANNA PICILLO:** It is.

**PARTICIPANT:** Okay.

**SHELLY SMITH:** But we want it to have the same look and feel, the same product information, the same web experience. Does that make sense? Does that help?

**PARTICIPANT:** Inaudible question

**ROSANNA PICILLO:** There's a global consistency and then, surely, the Japanese offices does customize it to maybe up the content on electronics or – but when it comes to core forms or structure of the site, it's all uniform.

**SHELLY SMITH:** Okay. So people flow to our website. We capture the data and it flows into Eloqua, which is the tool that we purchased in the last year, an email marketing tool. As they go into Eloqua, they get what we call the

automated lead follow-up. We call it affectionately an ALF at National Instruments. And that automated lead follow-up, if you remember from the previous slide, those were the guys that we're focusing on because those have the highest open and click-through. It's that immediate call to action that our folks, our peeps, are responding to. And here's what one looks like.

Rosanna will talk a little bit too - we've decided, as we're starting to focus more on our ALFs, because we see what a great return on investment they have, we have kind of globalized the look and feel of the automated lead follow-up. So we said we had 1,000 products, about 25,000 different companies all visiting our website kind of throughout the month. So how many automated lead follow-ups do you think we have? And sorry, there's no prize. You just get that self-fulfillment of you got it right.

**PARTICIPANT:** 1,000.

**PARTICIPANT:** 100,000.

**PARTICIPANT:** 30,000.

**ROSANNA PICILLO:** No, it's around the 1,000 mark. And what these are doing is they're really just self – they're just flowing, they're automated. And so in any given time there are around 1,000 of these going. And just to qualify, first of all, National Instruments is a pretty large company and we do all in-house marketing, so we have PR and advertising and I said here that we have 100 people in web. That also includes IT working on the web, as well as all the e-commerce. And what's remarkable, what I'm going to try to hit home with in this final portion of this presentation is that we have not resourced this very important follow-up, which has really come to sting us.

And so what we want to do is talk to you about how we can make sure that the lessons we've learned in the last, say, six to eight months can hopefully be tips that you can share with your organizations because this truly is where we're nurturing contacts to go and continue to come back to the web and buy. So what we were facing was, okay, we have automation in place. Automation says efficiency, it's just going. You don't tend to think about these automated pieces. Who in the audience has, within your own email marketing organizations, pieces that are automated right now? And what challenges do you think that poses your organization? Just shout out

## Nurturing the Lead: Messaging and Frequency Planning

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some. Automation, especially when you're thinking of like nine different languages.

**PARTICIPANT:** Updating content.

**ROSANNA PICILLO:** Updating content, so content freshness.

**PARTICIPANT:** Trying to specialize each individual communication.

**ROSANNA PICILLO:** Right. So you're trying to gain the benefit of the scale where anyone's taken care of, but there's like thousands of some unique needs and so how customized can you get is a question. Any other thoughts?

**PARTICIPANT:** It's easy to forget.

**ROSANNA PICILLO:** So you guys, basically I need you all to try to help me with this problem because that's pretty much what we've been facing. We were really in the last, I would say, one year building and building and building these individual emails and we were not scaling our resources at all to manage that. In fact, we had one person at Corporate that would work with the web team. They wanted to post an offer on the site and then we'd have somewhat of a form that they would complete and have an ALF, this automated lead, attached to it.

And her one – her job was just to keep building and then we would roll them out to different branches and they would bring back a localized. So she was just coordinating, putting the French, putting the Japanese, putting the Korean, putting the traditional Chinese into the form and then building. And we had come to realize that as we put more and more time into the web, it was only – our success was also hurting us because they were just growing and we were talking about they were like gremlins where at first they were fun and cute and cuddly, but then they got really ugly if you don't treat them well.

And so it was just amazing that this one person had, of her 100% dedication, maybe 10 towards editing or analysis and as large as just producing. And that's not the respect that these powerful pieces deserve. And so coupled with that, our own aspirations within direct marketing were really growing. I think everyone in this room can appreciate that direct marketing is pretty new in terms of marketing, just the trackability and really

understanding how to customize, as you mentioned in the back. Everyone's getting that much more behind it. And so we quickly outgrew our current DM tool. So not only were we putting human pressure on resources, but then also the tool itself did not make it easy at all for us to access the content and place any kind of reporting. So we'd just do a quick spot check, "Oh, looks good," and then we would continue on, on our product launches or all of our event invitations.

So the crux of the problem was that we did not have any content management in place. We would just keep building and one product marketing engineer from here, one product marketing engineer from there we would all work together and build these. And they were kind of, as I mentioned, very difficult to get into the reporting. So what was the much larger problem was that from a contact management standpoint, we really didn't think about these being part of the inbox. Obviously, they're going to their email inbox. It should just be like, "Duh," but we were really focusing on how many product launches do we send contacts? How many times do we invite them to an event each month?

All these unsolicited emails we were heavily tracking for frequency and effectiveness, but we weren't really bothering to look at all of these maybe solicited, expected pieces like, "Oh." We were just psyched that they came to the web and as we were growing our prominence in all these different markets and trying to have offers across these different markets, that we would then have a follow-up, but we never really thought about how many of them they're getting.

And then, finally, not only – we also kind of – even though we're one cube section over from our web team, it was like, "Ah, that's a web thing" and we didn't really have as much of a connection with our web content group and our direct marketing content group, and that, as well, as come a long way. And I really encourage you, if you manage both direct marketing and a web content group, to work really closely together because, obviously, our goal is to drive them to the web. And so the consistency in our messaging versus their content should be there.

So we just thought, "Okay, if some contact goes to two activities or more in a given day, we don't want to send them more than one email the next day. But if they went to a software and a hardware, let's send them the software," which is really outdated logic in terms of where we are as a company when we want to really,

## Nurturing the Lead: Messaging and Frequency Planning

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first of all, speak to both software and hardware. And so all of this was just kind of on the backburner and suffering. And we say, "It wasn't necessarily broken. It just had so much more opportunity if we'd put more energy towards looking at this program. And if we had technology like a new DM platform in place, that would make the reporting at our fingertips."

So what we did was exactly that. Shelly and I were figuring out, "Okay, we have a limited budget, we have limited resources. Let's make sure that we up the resources."

**SHELLY SMITH:** I suggested, "Kill them all." I think that's in my permanent file now.

**ROSANNA PICILLO:** Shelly was like, "Pull the cord. Pull the cord" and I was thinking, "Well, wait a second. These have a lot of value if we just wrap our head around it. And it's hard to do, but let's first do a total – let's, first of all, staff this. Let's make sure that there are more people." We have two now. Whew, 100% increase. Wow. But two people to really dedicate to looking at this. And it was a really mess, I would say, last summer. Thankfully they're still working for us.

But it was messy to just take a total audit of all the content that exists. Remember, there are 1,000 of these and what they stem from is maybe 400 to 500 offers with some offers having French, Japanese and Korean and German. Others might just have English, but just understanding, "Gosh, these people are going to a French webcast and they're getting something in Chinese as a response. That is messed up." We were really trying to wrap our heads around what is going on? And it's just invisible because it's automated.

And so we said, "Okay, we need to have – ' we're all about centralizing the strategy in Austin, but I'm a huge proponent of decentralizing the maintenance around the world. Empower the local staff so that they can make quick edits, they can make quick decisions because it literally helps everyone. There shouldn't be a control issue where we will do it all. Let's just make sure that they then have the skills and training locally to go in and change things, especially when it's in a language you can't even read and understand." And so that was the approach we took to content management. Total inventory.

We said, "Keep, kill, edit" to all of our stakeholders. We decentralized it in terms of "Corporate, okay, industrial control team, people that are doing deep dives in the ocean and trying to control things, you guys take this content. Okay, people that are working for Sony and trying to test some LCD panel on their cell phones, this is all automated test content. You take this." And we decentralized just the whole cleanup process and then we made sure that once in place, there's the management over time.

And then the contact management, we made it much better we will have now a total process flow where the web content team that might be creating an offer on the web page take the first stab at the email follow-up, but then our team signs off on it and ultimately takes ownership of the results because no one was really taking ownership of the results before; they were just flowing. And the same two people on my team on a monthly basis will now say, "Okay, these are the good, the bad, and the ugly per campaign. Every email is assigned to the campaign and this is what you can now try to emulate or these are the ones you need to work on. They're not performing. They're not getting good opens. They're definitely not getting good click-throughs," which is the number goal, to bring people back to the site.

And so with that clear ownership, we then took the prioritization. So this is kind of an eye chart, but this is basically what we tried to do. We said, "Okay - " just as Shelly illustrated, there are four core categories of email types. Well, even within these activity-driven-triggered emails, we wanted to make sure that we prioritized some of them that are transactional. They came to our website, they created a UP, we wanted them to get a profile immediately. Or if they came and did an online advisor, they were trying to do some potentially online sales, we want to get them a follow-up immediately, real time. But then the others, if they come and they're exploring, they're seeing a webcast and then they're checking out a white paper, they're also making sure that they download a 30-day evaluation, we wanted to batch them and have a follow-up the next day.

So unless it's a super high priority, other – like with the priority, they might get a real time, that's really minimal right now, to be perfectly honest, and this has just kicked off in January. The vast majority are ranked priority two. So when we first create an email and we attach it to this program, we prioritize it and then that determines the

## Nurturing the Lead: Messaging and Frequency Planning

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timing, but every one of them comes out at least one day later. And we can't even do anything manually with our website, just the given traffic. Tens of thousands of these go out a month. There are a thousand type, but they go out every – they are requested every day.

And then, finally, once they – the ultimate goal is to bring them to the site. They create a quick form and then they will generate a lead and then that lead, through our Oracle sales and management will be completely prioritized, but it's a much, much smarter approach. Now rather than saying just "This product versus that product," we base the priority level on the depth of engagement with us on the web. So if they spend 45 minutes watching a webcast versus a quick white paper, that webcast follow-up will be the one that gets triggered. Does that make sense? Yes?

**PARTICIPANT:** Inaudible question

**ROSANNA PICILLO:** It's a one-time user profile and then we let them just quickly log in, but they don't have to fill out any incremental information unless it's specific to that offer, but it's kind of a one time entry and then it's –

**SHELLY SMITH:** But it's also dependent on what they want to see. If you just want to take a quick look at a white paper, we only require your email address, where if you want to download a full evaluation software, we ask for more information.

**ROSANNA PICILLO:** So, they used to be too fragmented and we've merged it. But, is your question just how often we ask for information?

**PARTICIPANT:** Inaudible question

**ROSANNA PICILLO:** If it's unique details. If we're asking for unique details, but we probably already have a cookie on the link. We know that they were just there. We're trying to do it through segmentation, too, like ask some questions. Sometimes we'll ask, "How many measurements do you take?," questions that will help us understand if they have really complex need. But, that's – we try – everything we do, we try to lower the bar for people to just come in and get information, but we are in business for marketing and we have to bring in sales leads. Fundamentally, we need to bring in a lead, and if not immediately, then through – we don't ask for much information. We get their email address. We send one

of these automated lead follow-ups, and then in that form, we have a more robust offer that would require more information, and then they become a lead.

**PARTICIPANT:** Inaudible question

**SHELLY SMITH:** Not for lead scoring.

**ROSANNA PICILLO:** Not for the lead scoring. The lead scoring, itself is within Oracle. We've to Eloqua a little bit about that. Eloqua is new to us. We can't really say that much about it except that we have been pleased so far, and this data, which I'll share in a moment, is still pretty new, but the lead scoring is completely outside of that. Any other questions?

**PARTICIPANT:** Inaudible question

**SHELLY SMITH:** The question was, why is the reason for a batch and not immediate.

**ROSANNA PICILLO:** We want to have the option to do both. So, at any point, any piece could be sent real-time, but our fear – and we're testing this – is that the average contact does more than one thing at a time in one visit. So, we don't want to send them too much, too often. The strategy behind the batch would be to prioritize the most important piece and then bring them back the next day. So it's timely, for sure, but it's not – we've all been in that situation where we get back to our computer and already there are four. So, what's the balance. So, we feel like if it is like an on-line purchase, that would be real-time. Yes.

**PARTICIPANT:** Inaudible question

**ROSANNA PICILLO:** Sure. Okay, so I'm an engineer and I work for Toyota and I'm trying to figure out how I'm going to test my airbag deployment. So, I will go and say, "I need this hardware plus this software plus these boards." I don't know if you noticed, on that first webpage, there are these boards. We sell tools to electrical engineers, so they're always multiproduct systems. So, we want them to self-select and try to put together a potential configuration that we'll then send as an email and then the sales guy or women would call. That's more a word, but I speak a lot.

So, what happened? Again, the initial data is just that. We've had maybe less than two months of –

## Nurturing the Lead: Messaging and Frequency Planning

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**SHELLY SMITH:** Yeah, sure.

**PARTICIPANT:** Inaudible question

**ROSANNA PICILLO:** Okay. Well, first of all, we want to make sure that it's not – I would say, nine times out of ten, we want to make sure that we always have a next step and so there is usually a transactional one or two. We also want to make sure that some things – if we've already driven them as far as on-line store and there's already a follow-up, then maybe there's not a follow-up for that one. So not everything will get a priority one or two. A priority two would be, I would say, 90% of any kind of learning materials; everything from a short demo to a white paper to a FAQ, and a priority one –

**PARTICIPANT:** Inaudible question

**ROSANNA PICILLO:** They're intentionally engaging with us.

**SHELLY SMITH:** The priority one may be downloading a driver. They already have our product and they just need to download a driver because they're in the middle of development. So, yeah. Okay, download it, go.

**ROSANNA PICILLO:** The chief distinction between priority one transactional, there's a lot of stuff that's just – we're not really expecting a next step, per se, but we just want to get them information immediately. Okay?

So, this is what the – we also took a step towards just refreshing the look and feel. It was so out-dated. I didn't have a previous screen shot, but it was literally just a blue bar and there was really very little professionalism to it, per se. So, before we moved onto the Eloqua platform, we had solid open rates. This is a – if you come to try out our LabVIEW for thirty days, this is the next step. This is the new content. The click-through rates, which was total clicks, were around 9. What's really great to see with such a popular email that goes – again, we're all about volume. This goes out a lot. For it to go up 3 percentage points, with 33%, is very great to see.

Another core issue we face is that, again, we have all of our emails in nine different languages, this being Korean, and we had all kinds of dual-byte issues. Asia/Pacific, for us, is our fastest growing markets. If anyone here has dual-byte tips and tricks, please find me afterwards because it's messy and so we're happy to see that, for them – while I can't read Korean, I know this has

to do with industrial control. They saw tremendous improvements in both the click-throughs and opens because we took a step to refresh the subject lines, and, for sure, the content itself was so much fresher. It was quite scary to see some of the content pushing – right now, we're selling LabVIEW 8.5, but some of the content out there was for LabVIEW 6.0. So, I'm just sure that they're being still probably less likely to send as many ALFs as the US, coupled with refresh content and targeted messaging really helped them drive their opens and clicks.

I can't emphasize enough, especially as managers, it is so wonderful to be able to get access to results. This is just a quick dashboard. Within Eloqua, they give you opportunities to look per email at the effectiveness. So they have this kind of green/yellow/red scale and it helps us understand everything from deliverability to opens and clicks. It was just really hard to see. Another really great benefit that we'll now have is both unsolicited and solicited, the solicited being everything from our newsletters to our automated lead follow-ups. This will be bundled as part of the total send each month; meaning, from a reporting standpoint, we'll see how many emails a contact will get.

So if I can just see a quick show of hands, of your customers, how many get more than three emails from you a month? How many get – okay, so let me just ask you, what is your sweet spot? What are you trying to manage in terms of frequency? Two?

We were seeing 1.4, 1.3 and thinking, "Oh, yeah. We're doing well." But, then when we take in the NI News, which is our newsletter, plus all these ALFs, we're seeing more like 3, 4, and we're trying to a grip along that, but we can only do so with that visibility of seeing how many we're truly capturing.

So, I guess, in closing, I just want to help explain that this, just six to eight months ago was really just a project that we knew so little about and we just had this confidence that it was doing okay. Just please take time to dig into the programs you think are okay and try to understand the full process, and if enough resources are being dedicated towards it.

Thankfully, with this total attention by staff, as well as greater visibility within the company, making sure, again, the DM, the direct marketing, the web and all the webcast teams pulled together, coupled with Eloqua,

## **Nurturing the Lead: Messaging and Frequency Planning**

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should help in driving greater and greater success, and then we do know that activity-driven – whether it's an event follow-up, or most likely – we personally get 70% or more of our leads from our website, and so we know that these are only going to be increasingly important with time. And, without proactive ownership, someone that's going to dig in and make sure that the right people are correcting the content to – because no one can know everything about all these different campaigns. There just has to be centralized ownership, but then decentralize the clean-up to keep them fresh and effective. So, that's the way we've come so far. Hopefully, next year we can have even great results to share. So, there you go.

**Nurturing the Lead: Messaging and Frequency Planning**

# Nurturing the Lead: Messaging and Frequency Planning

Rosanna Picillo, Senior Direct Marketing Program Manager  
Shelly Smith, Direct Marketing Manager  
National Instruments  
Monday, February 25, 2008

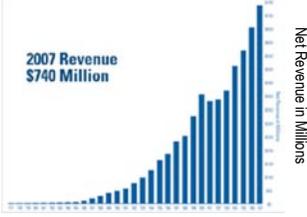
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## Who is National Instruments? Corporate Overview

**Proven record of growth and profitability**

- Manufacturer of hardware and software for engineers & scientists
- Long-term Track Record of Growth and Profitability
- \$740 Million Revenue in 2007
- More than 4,300 employees; operations in 40+ countries
- *Fortune's* 100 Best Companies to Work For Ninth Consecutive Year
- Website since 1995, eCommerce since 1999



Net Revenue in Millions

2007 Revenue \$740 Million

2

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## What are our customers?

More than 25,000 companies  
>90% of Fortune 500 manufacturing companies



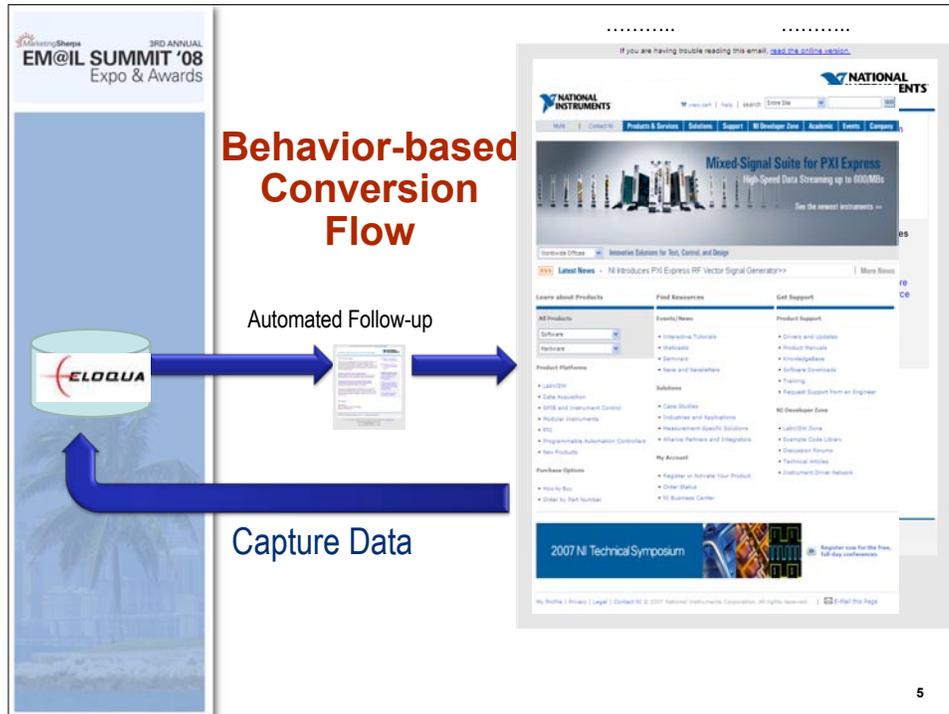


3

## Drive Results per Communication Type

Unexpected Communications	Nurturing Communications	Activity-Driven Communications	Opt In Communications
<ul style="list-style-type: none"> <li>• NI decides <i>WHEN</i></li> </ul> <ul style="list-style-type: none"> <li>• Results</li> <li>• 20-30% OPEN</li> <li>• 5-10% Total CLICKS</li> </ul>	<ul style="list-style-type: none"> <li>• Contacts <i>BEHAVIOR</i> and/or <i>PROFILE</i> decides when</li> </ul> <ul style="list-style-type: none"> <li>• Results</li> <li>• 25-35% OPEN</li> <li>• 10-15% Total CLICKS</li> </ul>	<ul style="list-style-type: none"> <li>• Contacts <i>BEHAVIOR</i> decides when</li> <li>• 100% tied to an activity</li> </ul> <ul style="list-style-type: none"> <li>• Results</li> <li>• 35-45% OPEN</li> <li>• 15-25% CLICKS</li> </ul>	<ul style="list-style-type: none"> <li>• Contact decides <i>WHAT/WHEN</i></li> </ul> <ul style="list-style-type: none"> <li>• Results</li> <li>• 25-35% OPEN</li> <li>• 10-15% CLICKS</li> </ul>

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## What was the problem?

- No content management and optimization
  - Very difficult to access and edit the content
  - Reporting was challenging
- No contact management
  - Managed out of web team vs. the DM team
  - Program had an outdated relevance logic

We could not easily **MANAGE** our success!

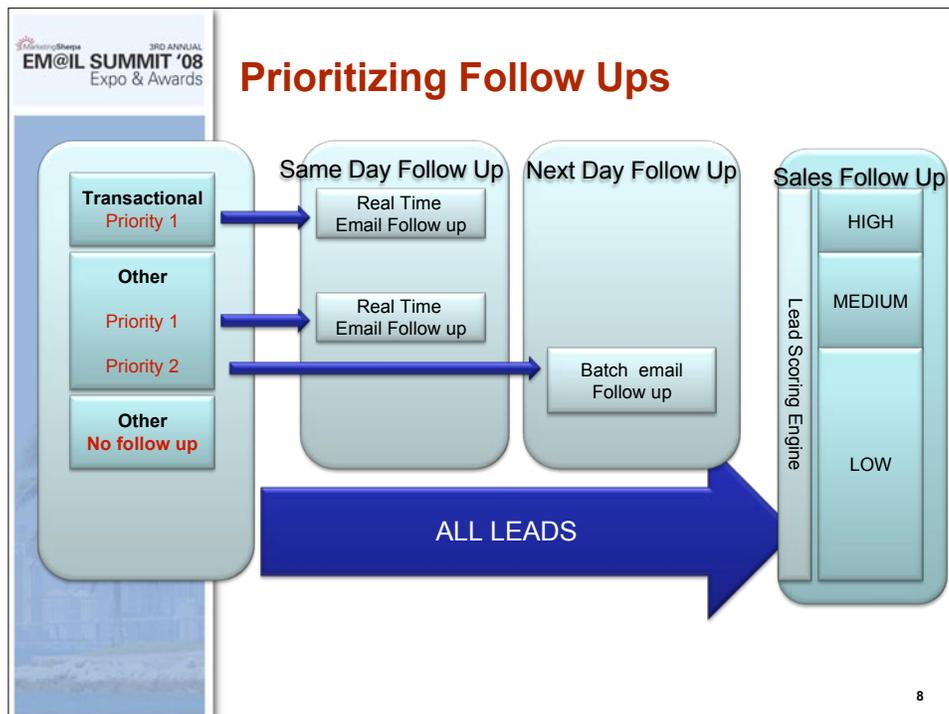
**Nurturing the Lead: Messaging and Frequency Planning**



## What was our Approach?

- **Content Management:**
  - Hired resources to manage the coordination and analysis
  - Decentralized the maintenance
- **Contact Management:**
  - Established clear ownership across teams
  - Revamped prioritization scheme

7

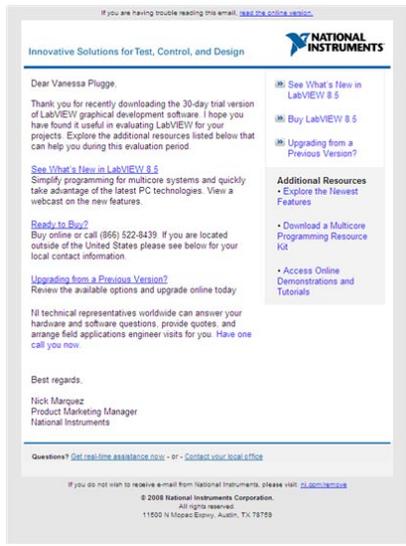


**Nurturing the Lead: Messaging and Frequency Planning**



## Conversion Results

- **Pre-Migration Metrics:**
  - Opens: 34%
  - Click-throughs: 8.90%
  
- **Post-Migration Metrics:**
  - Opens: 29.30%
  - Click-throughs: **12.11%**



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## Conversion Results

- **Pre-Migration Metrics:**
  - Opens: 37.50%
  - Click-throughs: 12.50%
  
- **Post-Migration Metrics:**
  - Opens: 70%
  - Click-throughs: 30%



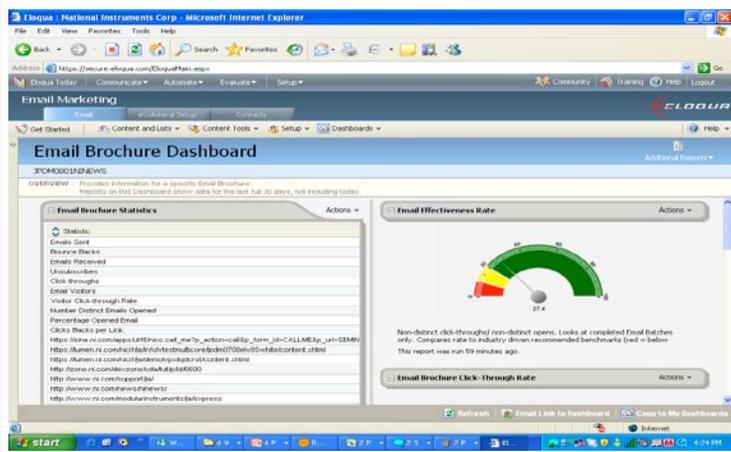
10

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### Increased Focus on Analysis



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### Summary

- The web is central to our business model
- We will reference behavior to drive conversion
- Advanced technologies allow us to send timely and relevant emails
- Proactive analysis will drive greater effectiveness

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## Nurturing the Lead: Messaging and Frequency Planning

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 	<h3 data-bbox="540 352 896 394">Credits/Thank You</h3>  <p data-bbox="540 415 977 520">Rosanna Picillo, National Instruments rosanna.picillo@ni.com 512-683-6414</p> <p data-bbox="540 562 945 667">Shelly Smith, National Instruments shelly.smith@ni.com 512-683-5231</p> <ul data-bbox="540 730 1068 1001" style="list-style-type: none"><li data-bbox="540 730 1068 793">➤ Eloqua<ul data-bbox="581 762 1068 793" style="list-style-type: none"><li data-bbox="581 762 1068 793">▪ Jocelyn Brown, NI Account Representative</li></ul></li><li data-bbox="540 835 1036 898">➤ Astadia<ul data-bbox="581 867 1036 898" style="list-style-type: none"><li data-bbox="581 867 1036 898">▪ Brian Reilly, NI Account Representative</li></ul></li><li data-bbox="540 940 1026 1001">➤ National Instruments, Project Leads<ul data-bbox="581 972 1026 1001" style="list-style-type: none"><li data-bbox="581 972 1026 1001">▪ Vanessa Plugge and Kelly Greenwalt</li></ul></li></ul> <p data-bbox="1221 982 1237 1001">13</p>
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# BtoB Segmentation Strategies and Procedures

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## SESSION DESCRIPTION

NorthStar, a leading provider of software to financial institutions and advisors, describes lessons learned and best practices for undertaking an advanced solutions-based campaign. This exclusive case study will be of particular interest to firms with limited internal resources. NorthStar is a recent Software 500 winner and has been recognized as one of the fastest-growing companies under \$10 million.

## ABOUT THE PRESENTER



Vicki Morris  
Vice President of Marketing,  
NorthStar Systems  
International Inc.

Vicki Morris is a seasoned marketing executive with more than 18 years experience. Morris is Vice President of Marketing at NorthStar, where she helped establish

the company as a leader in the wealth management industry. Before joining NorthStar, Morris was Vice President of Marketing at Saba Software, where she helped the company grow revenues from \$34 million to \$100 million (run rate) through acquisitions and global marketing initiatives. Before that, Morris was a marketing executive at several companies, including PeopleSoft, Oracle and Sun Microsystems, where she received the President's Award for best contribution to the company for her Java marketing efforts. Morris received her Master's in Business Administration from the University of Chicago and a Bachelor's degree from Georgetown University.

## ABOUT NORTHSTAR SYSTEMS INTERNATIONAL INC.

NorthStar is the leading provider of wealth management software solutions to financial institutions. Five of the top 10 wealth managers use NorthStar's Integrated Financial Advisor Desktop, Client Acquisition, Client Reporting, Product Catalog and/or Compliance Solution(s). For more information about NorthStar, its premier clients and award-winning offerings, visit [www.northstar.com](http://www.northstar.com).

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## PRESENTATION

**MODERATOR:** And frequency and when to send. But another big factor, which we talked about a little bit today in the keynote is that obviously no one email is going to work for every single person on your list. You've got to start thinking about actually how do you segment that list, how do you develop custom messages for different people, different timing, different strategies for those different segments of your list. So we have Viki Morris here. She's going to talk to us a little bit about some segmentation strategies that she's been using. So let's give Viki a welcoming round of applause.

**VIKI MORRIS:** Good afternoon. Need that afternoon stretch. Doing good. All right, great. Well, I've been asked today to speak about B-TO-B strategies, so I hope that most of you here are with B-TO-B companies, is that right? How many here have companies with less than 100 employees? Okay, great, then I hope this'll be a useful session. My company has 85 employees. It's called Norstar. We're a business to business software company. We specialize in providing software to financial advisors. So we have customers like Charles Schwab, Bank of America, and if you have advisors at those shops and you have more than \$1 million in investable assets

– hope you do – then you might actually be a recipient of using our software.

When I joined the company, which was 18 months ago – it's a start-up, based in San Francisco with offices on Wall Street – the company had very little marketing presence, almost no brand awareness. Again, a very small company, it started in 2001, first customer sales in 2004.

So how many of you walked into a situation where you had almost no marketing, you're trying to build it from scratch, from the ground up? Okay, many of you. How about we trade places? You can do the case studies.

I hope you'll find this a little bit fun today, because what we're going to be doing is really a series of case studies where we're going to do it interactively. I'm going to share with you what I experience and then invite you to help me decide what you think I should have done, and then I'll show you what I did and what I learned from it, and hopefully we'll just have a lot of fun with that.

Based on this company, the assets that we had is we had a couple marketing customers. How many of you are actually in the software business, selling software?

## BtoB Segmentation Strategies and Procedures

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Okay, many of you. So, it's a good thing when you have shipping software – it's not just vaporware – so we had that as an asset, and again, we had a couple of marketing customers. Now, how many of you have ever sold software to the financial services industry as a target? So what do we know about financial service customers that are different than sort of general customers?

**PARTICIPANT:** Security.

**VIKI MORRIS:** They care about security, absolutely. A lot of times they want to buy that software and put it behind the firewall as a result, right. What else about financial services? Are they easier or harder to sell to? Harder. Why are they harder?

**PARTICIPANT:** Trust issues.

**VIKI MORRIS:** Trust issues, yeah. I would say that this is a market that cares about relationships. It's about trust. As a result, it was great that we had a few customers, but the question was how do we build a new market where typically people build financial advisory software in-house? They had their own IT departments, because they weren't actually going to a third party vendor. How do you convince them in that market to go to a small vendor, even though they're a big company, trust you, have a relationship with you?

So, when I was invited in 18 months ago, our number one goal was to generate leads. Of course, that's what – role in the business, generating leads. If this is all you know, it's a relationship-oriented market, you have two customers, you have shipping software. Any initial ideas for how do you approach segmentation and build the right strategy to generate an e-marketing campaign to this market? No ideas?

**PARTICIPANT:** Inaudible question

**VIKI MORRIS:** Absolutely. We have a suggestion here about sizing the market universe. That was something I wanted to understand. I wanted to understand what part of financial advisors could we sell to. And as I mentioned, we found out that we sell to advisors who have investors with more than \$1 million in investable assets. They were called high net worth investors who could be benefiting from our software. That's one side of segmentation.

And then, obviously, we want to go with proven success, and that was exactly what we did. So I went to this

sales team – somebody had sold Charles Schwab, right? Somebody had sold Bank of America – and I said, "What do we know from these current successes?" We found out that the buyer is the head of wealth management. It's a business buyer, it's not an IT buyer. It's a business buyer trying to solve a business problem.

In general today, most firms have 12 different applications that their advisors use to manage their wealth management clients. So, with one single application, we replaced all 12. It is a productivity gain for the business and something that can help grow their market. So our strategy for this first segmentation, just to give you some hints here, was very basic.

Again, I was new to the company. I'm a software marketing person. I was new to the financial services, so I had to rely on we already knew in the company. What we knew is that this was a market where it was early adopters, emerging business, and we were selling based on the title. We knew the buyer. That was the one thing we knew in this market. So you start with you know, and that's what we did with this case.

We targeted the title of the buyer who could use our software, and that person was a decision-maker running the wealth management business. Now, I kind of call this – using basic segmentation – I call this just software marketing. If you're marketing software, you figure out who your buyer is and whoever that is, that's your segmentation. That's what I call the very first and most basic kind of segmentation strategy you can do in this market.

However, we added a bit of a twist here. As I mentioned, this is financial services. This is a relationship-oriented business. If I just sent you one email, do you think I'm going to establish trust? You were talking about trust, right? That's not a great way to establish trust. So I had to figure out a way, given the fact that I had almost no resources – I had one contractor working for me and very little budget. In fact, my budget for the year was \$75,000 – for the year. Again, if you're here, you're hopefully going to be hearing about very cost-effective ways in terms of best practices to get to market.

So what I decided to do is that I needed to have a combination approach to get to this segment, this buyer. Now, the other trick I'll say is this business buyer is a C-level individual, or executive vice president. What do we know about really senior buyers? Are they easier to sell to or harder to sell to than more junior people? They're

## BtoB Segmentation Strategies and Procedures

harder, and it takes more communications, again, more relationship-oriented.

What I decided to do is to offer first and foremost – because of my budgets, I had to use what I call a high tech approach on the one hand, and the high tech approach I wanted to use was e-marketing. Out of all the e-marketing vehicles that I could choose – and of course, those of you who have been here all afternoon probably know the answer to this one – which one do you think that I chose as being the most cost-effective, single way to reach a very senior level audience?

I chose an e-newsletter, a thought leadership e-newsletter, the first in the industry. I needed to come out not selling these people, but helping them understand some of the issues and new approaches in this space. That's what I did with an e-newsletter as my high tech approach. Then I needed to add a high touch approach. Again, this is a relationship-oriented market. I felt if I just had one single touch point and no one really interacting with them in person, someone they knew or someone who they knew, then I'd have no way to move it forward to a lead.

So I added a second component which I call telenetworking. This is very different from telesales. You don't put somebody junior on the phone, give them a cold call list, and try to call a senior EVP of wealth management. What we did is we started with 893 of our own contacts built from our own sales people and then we used networks of people we knew and friends and family to use a very senior-based telenetworking. We did that kind of follow-up after we established the initial connection with the newsletter.

**PARTICIPANT:** Inaudible question

**VIKI MORRIS:** Telenetworking. It's just my terminology for it. In our industry, we couldn't just do telesales because telesales is usually a very junior person, so what you want to do is you want to have a very senior person talking to a very senior person.

**PARTICIPANT:** So who'd you use, your own staff, or -

**VIKI MORRIS:** We augmented our own staff with some very senior people who had relationships in financial services industry and we asked them to do two things. The first thing is we asked them to do what I call a landscaping project. We described our buyer as the head of wealth management and we asked them to

find out who runs the private banking division of the bank, because usually this is about – we'll get into the segmentation later – but wealth management is not a uniform industry. There's going to be one group who's going to handle people who have \$1 million to \$5 million and there's going to another group that's going to handle \$5 million to 30. And believe it or not, for people over \$30 million, that's a whole other level, whole other group. So there's all these groups within any of these different organizations that we could target.

So we first wanted them to landscape and help us identify those contacts, and then we started to work the connections; people that we knew hearing about projects that were no the books for the year. It's a kind of spin on telesales, but it's just a more sophisticated, higher end. I call it telenetworking. A very effective approach, I think, when you have a very senior buyer and you're trying to create a market. Again, this is not a market where people have bought software from a vendor before, so we have to create a lot of education. Yes?

**PARTICIPANT:** (inaudible) management services. How were you able to get these folks to opt in to (inaudible)?

**VIKI MORRIS:** The question is, given that it's a fairly niche market within financial services, how do we get people to opt in? We'll be talking about this a little bit more, but we did a couple very innovative things – I'd recommend this almost for any industry. We were able to track all new hires and people who changed firms, and then offer our newsletter to them. So again, a newsletter, we were talking earlier this afternoon – thank you for your presentation on newsletter – really it is a great way to establish a relationship with your brand. We were using that in this case to offer that.

This was the strategy we pursued with the first campaign. Again, I call that the software campaign. I called it the software campaign because we're promoting our entire wealth management software suite to a single buyer. Very basic campaign, basic segmentation. Again, we went to 893 contacts, a fairly targeted list. Our software starts at \$250,000. This is not cheap software. This is enterprise software that's secure behind the firewall that runs your business. It's like CRM, only for wealth managers. It's very specialized for investor kind of clients.

So our click-throughs were well above industry average.

## BtoB Segmentation Strategies and Procedures

MarketingSherpa, as you know, is a great resource for benchmarks and data. We went and we found that for financial services as an industry, the average rates for opens is 26% to 29%. With this approach, using an e-newsletter, high-quality content, a lot of the best practices that were described earlier today, we were able to get very good open rates, extremely good click-through rates. There was another presentation today talking about the value of click-throughs, and it definitely got a lot of interactions.

We had some viral marketing, forwards and opens, and a lot of really positive things happening with this campaign, and we did the whole thing for \$5,000. So this was a very effective campaign. Then we spent – again, the bulk of our money is on the high touch piece – it’s really the telenetworking. By doing it that way, we added another 129 contacts, so we’re really building the market.

It turns out in my space, I can’t buy a list. How many of you can just go out and buy a list? Okay, you’re really lucky – I’m really green with envy. In my space, I have to build it, because there’s no one I can basically – they might be able to tell me who’s the head of financial services, but they can’t tell me who’s the head of wealth management and so you have to try some very ground roots approaches like this. And, if you’re in a similar business, this is a great way to have a list that provides a competitive advantage, lists that no one else has.

So, I would say this campaign was pretty good. The one challenge was that we got an A for awareness and I would say a C or D for leads, because we were not able to get any deals closed from this particular campaign. This was a campaign. It took one quarter. As you see it cost \$17,000. We established ourselves in the marketplace, got a lot of great initial feedback, but weren’t able to close any business.

So, I would say the takeaway for this is if you’re a start-up, this is a good way to get your name out there. It’s a good way to establish yourself in a new market, but if it’s your very first attempt, particularly in a relationship-oriented market, you might not be able to drive home the business on the first campaign.

So here I am back at the drawing board. Guess what Sales is saying to me? “We need leads.” They’re like, “That’s great, you did a great job with awareness, but you really need to hook us on the leads.” So I come back and I have to go back to the drawing board and

figure out a new strategy. Again, I think strategy always starts with segmentation. How do we incorporate what we know about the market, build it into the campaign strategy to make sure that we get better results?

So, what have we learned? Okay. This is definitely a new market. The buyer has pain points and we’re getting meetings, but it turned out that no one had budgets. There was no projects that they were willing to spend money on today. So every lead that we generated from the first set, which was 11, all had senior level meetings. We got meetings with 11 senior level buyers, so that’s pretty good, right? But, we weren’t able to close any of them.

Now, this is where I think it’s important when you’re in a start-up like ours is there can be no separation in Sales and Marketing. It can’t be a sense that I got the leads, okay, Sales, you didn’t close them, that’s your problem. I really believe that if you’ve read Crossing the Chasm that when you’re in the chasm and you want to get across, you’ve got to be about teamwork. It can’t be just marketing’s about leads and that’s it. We didn’t get the business results. We had to think about what can Marketing do to help get across the chasm, get the leads?

Okay. So that’s what you know so far. You’re in my job, you’ve had a successful campaign, people are happy with the awareness and they’re happy that marketing’s moving and they’re happy the website’s going, they’re happy that things are happening, but they’re a little anxious because they need the leads. If this is what you know about the market, what do you next? What’s your next campaign? Survey – that’s a great idea. I didn’t have a lot of money so I didn’t go in that direction, but –

**PARTICIPANT:** Inaudible questions

**VIKI MORRIS:** Okay, so there’s a suggestion for frequency, having some cadence to the communications, because we were making connections, but we just weren’t getting them to move, and then getting them to move through a special offer. Great idea. Any other suggestions?

**PARTICIPANT:** Trials.

**VIKI MORRIS:** Trials. No, our case is tricky, because we have enterprise software, so we can’t do an on-demand trial.

## BtoB Segmentation Strategies and Procedures

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**PARTICIPANT:** How are you setting the expectation? Like, what was the message that was in your original newsletter, and the disconnect with what they – why they wouldn't close the deal?

**VIKI MORRIS:** The question was what was the disconnect between the expectation I set in the original newsletter and why we couldn't close the deal? It's because we're educating. People kind of thought it was a "nice to have." By the way, this is very important if you're an emerging market. If you read Crossing the Chasm – excellent textbook in this case – our market was about "nice to have" and our software was about "nice to have."

We, in one newsletter, couldn't convince people that this was "must have." So it wasn't about an expectation mismatch in my book – it was about that people, in terms of their budgets, in terms of the way they went to work every day, we were "nice to have" versus "must have." We just hadn't moved them to that point yet, and we weren't going to do that in one newsletter. Yes?

**PARTICIPANT:** How long is your sales cycle?

**VIKI MORRIS:** The question is how long is the sales cycle? Our sales cycle actually could be 12 to 18 months. We sold Wachovia – it took 18 months. That was a \$12 million deal, so sometimes it can be worth it to stick it out. Anyone?

**PARTICIPANT:** Are you saying (inaudible), or did you have a series of conversational (inaudible)?

**VIKI MORRIS:** So the question was were we so stupid as to think that with one email we could get people to close and buy business? No. What I was saying was we started with the e-newsletter and we had the other touch points, but Marketing wasn't necessarily blasting people every two months. We also hadn't got to that level of sophistication, to be frank. Other question?

**PARTICIPANT:** Inaudible question

**VIKI MORRIS:** Right. So that's a great lead in. The question was did you uncover any other pain points? That's exactly what happened. As I was saying, if you've ever been in a software situation and you're trying to create a market, if you go out to the market like we did, we tried to sell them a big ticket item, a complete solution, a complete platform – like an ERP system, if

you can imagine this – for wealth management, and it was too big, too scary – think about the market.

So what we ended up doing in terms of a strategy is trying to figure out how to make our software more bite-sized. This was a marketing-led strategy to change the way the company sold in the marketplace. Rather than just selling the entire suite of software for wealth management, we decided we needed to find the things where there was a budget and such a pain point – not create the pain point, but where there was the pain point that we could solve.

What we decided to do was launch a second campaign. I call this solution marketing, because if you've got a pain point, you need a solution for the pain point, right? So we wanted to understand the segmentation. Now, in this particular case, based not just on title – again, it's the wealth management senior buyer – but what is that pain point of that buyer? And this is related to your point about survey. We didn't have time for three months to go launch a big survey. We had to pull in the knowledge from the sales team and our industry analysts. It was a much more scrappy approach to surveys, but we did the segmentation based on pain point. And what we did is we created a series of criteria. Again, this was all led by Marketing. This is a wonderful opportunity for Marketing not to be just a tactical seat at the executive table, but really to be a co-creator of building this business.

What we tried to say is if we want to get people to buy – again, not just with one email, but many emails – we still are going to have to get them to understand that we need an acute pain point where there's budget and that it's going to solve a particular pain point better than their alternatives, even if their alternative is in-house IT software solution. So we have to look at all the alternatives, not just the third party software in the marketplace.

More critically important is the question that came up about sales cycle. We didn't want this business to be 18-months sales cycles. We wanted to figure out how do we shorten the sales cycle, how small are budgeted projects – quick wins for the customer, quick wins for us. So, these are some of the criteria that we selected to try to do this project. We came up with 13 ideas, again, based on our own internal knowledge and some help from analysts and others about how we could segment our business.

## BtoB Segmentation Strategies and Procedures

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Out of all of these, you can see we picked four as being really critical problems for the wealth management business. How many people here have an advisor? Okay, just a few. Do you like the client reports that you get, the reports that say how your portfolio's doing? Do you like the way those look? Are those nicely done? Not lately. Well, performance is a good thing.

What we found is client reporting is a real -time – where if people are dissatisfied and you haven't proven that your advice that you gave them has paid off, then they're going to walk. That's a moment of truth for them. Try to catalogue it. It turns out – for example, I was looking for an advisor years ago, and my independent advisor wanted me to go with Goldman. Guess what they offered? Goldman products. Every single product was Goldman product.

I'm like, "Is Goldman really the best mutual fund in every single area?" The answer, of course, is not, so you really want to have – in this case, a product catalogue enables you to have all the best products from any firm, and not every firm can do that today. Then there's other things like acquiring new clients. It turns out that people with \$1 million in investable assets – there's 11% more of them every year, and there will be for the next ten years. It's a huge growth market.

Interestingly enough, wealth management is the fastest growth market within financial services. So it's an interesting space. And then, of course, there was compliance. It turned out in March 2007 that a major regulation was changed and so all the sudden people needed to adopt to that.

So, long story short, we launched campaign number two, which I call the solution campaign. We had to pick a particular solution and so we chose compliance. We felt that it was a non-discretionary budget item, that it's something people would have money for and that we could try to move forward. As you can see, again, even though we're a small company, we're growing leaps and bounds. Look at our list size – went from 893 in one quarter to 2,934. Okay, so major strides in how we build out our list. We did that, by the way, with partnering with a consulting firm called Emphasis. Many of you can work with partners as a way to build your list. I highly recommend that as a great way. They hadn't done an e-newsletter, we had, and so again, you can imagine the synergies in that kind of situation. We're able to keep our open rates very high – 34% - and generated some really good leads.

This program was – we're able to also, because of the partner, which gave us \$10,000 or \$12,000, we were able to offset some of the costs and do more things. We were able to place ads in some key publications, we were able to do a webinar together. So all the sudden – I call this e-multiples. You really want to get out there with SEO press releases, just all the different things that you can do to get your word out to the marketplace.

Again, even though our budgets were very small, by working with a partner we were able to add these e-multiples, really being able to get out to market. And then again, we kept that telenetworking piece. That was really important the first time, and so from this particular campaign, we were able to close a million dollar project. We still have – because of our sales cycles – we still have clients who are coming in through this campaign.

So, compared to first campaign, sound better? Okay, it sounds a little bit better.

So we doubled the leads, we improved our awareness, we improved our reach, and we're on our way. But guess what? We have a business that cares about ROI and accountability, and they're kind of like, "Well, what are you going to do for me next?" So, I'm back to the drawing board and I'm planning campaign three. So based on everything we've learned, we found that we were wrong about a few things, partly because we didn't take the time to do your survey. We based some of this knowledge based on what we thought the market would be.

It turns out that compliance – there's different kinds of compliance. There's back office risk management compliance where you're managing the risk of your trade portfolio, and then there's front office compliance around are you handling the investor's wishes when you build their portfolio?

We did the front office piece, not the back office piece, but the back office piece was funded and the front office piece was not. So although we had a pain point, we again had this problem, there wasn't really the budget. Again, this is one of those nuances where when you're in a market, you're learning all the time, each campaign is doing things, and even if you don't do the survey, the campaigns will tell you, the market will obviously tell you what's what.

In this particular case, we also found that there's all kinds of different wealth management firms. A bank is

## BtoB Segmentation Strategies and Procedures

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not the same as an asset manager. An asset manager is the people who run mutual funds, and mutual funds don't sell through – they sell through the advisor to the end investor, whereas the bank has the advisor who sells. It's a channel sell versus a direct sell.

So, all these different nuances – and you're going to see this in any market, but you'll get to the point – and I'll move quickly here – is your strategy needs to move very quickly. I would say from title base – understanding who the software buyer is in your first B-to-B segmentation – to B-to-B segmentation number two, understanding your pain point. Then segmentation number three is getting down to the point where you understand the niche or segment or the firm type within your market who's going to buy this.

In our business, believe it or not, there's eight sub-segments within wealth management. You had mentioned that you thought we were a niche – we're wealth management within financial services. Never assume that you've got a real targeted market until you really start exploring why people buy, what their needs are, and things like that. So we had to go to the next level.

Again, we build on our base using our list, e-marketing techniques, and telenetworking, but in this case we segmented also by firm type. So we're not segmenting and we're sending out e-marketing campaigns so that it directs to a bank, which is separate from a broker dealer, which is separate from an asset manager – the different segmentation of the firm in addition to the pain point. So, if we're talking about compliance or client acquisition or whatever, the pain point is we're talking about in the context of the segment's need.

In this particular case, we decided that out of the eight segments, there were three that would buy a client acquisition solution, and that that's what the value proposition of our solution would be. This is just an example of – in addition to doing the e-newsletters, we started adding additional e-marketing communications to move people along.

We are now at the point with this campaign where we're doing outreach every two weeks. In this particular case, the client acquisition campaign, this is for a bank and this is for their advisors. Again, I've also found as a best practice – we talked about personalizing with people and interesting content. I can't underestimate how important great graphics are. Everyone's talked

about this bite-sized communication whether it's in an e-newsletter or e-card – less is more, really strong creative graphics. We're all about creating wealth champions. That's our brand, it's what we do now. So you see how also our messaging has evolved as our segmentation knowledge has improved.

With this campaign, we got \$6 million in pipeline - \$6 million in pipeline, this campaign just completed, and we quadrupled the number of leads. I would say that, again, if you're looking for an overall takeaway here, I would just – I'm going to put all these up here. I really believe that segmentation is a learning process, and one of the most important things you need to do – it's not about just doing a certain kind of segmentation.

So the message here is not just skip the first two and go to the third one, that's the one that got the results. I think the message here is that you want to work with your own market, because it's going to have its unique pain points and buyers and idiosyncrasies, and go deeper and deeper in your segmentation strategy so that you can demonstrate, improve results each time. I really don't believe, as a small company and an emerging business, that anyone could have jumped to the kind of success we had with the third campaign without starting with campaigns one and two.

So hopefully if you do all of this, our agency, which is Fast Lane, if you ever need an agency, it's the best agency in the world. They do very cost-effective work. They work with non-profits, people in different industries, and they handle everything for us from PR down to the graphics, marketing, communications. So that's how I can do things cost-effectively – I've outsourced the staff.

In-house, I use ExactTarget now for my email campaign and Salesforce for my CRM and Google Analytics, as was talked about earlier – Google Analytics is fantastic. You don't need to spend money on an analytics package. With that, I believe we're operating, as our agency says, like a company that's two to four times larger.

We are definitely a company that is a marketing-led company. I know all of us struggle to show accountability and results and have full seats at the table, and I want to say that these – using B-to-B segmentation, getting to the right buyers and – really can provide a fantastic way for Marketing to generate superior results that are much beyond the size company that you are. Thank you.

**BtoB Segmentation Strategies and Procedures**

# B2B Segmentation Strategies and Procedures

Vicki Morris, VP Marketing  
NorthStar Systems International, Inc.  
Monday, February 25, 2008

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## About NorthStar (in 2006)

- Emerging wealth management software provider
- Some early adopter clients
- 1 marketing consultant
- Limited awareness
- [www.northstar.com](http://www.northstar.com)

**Early Adopter Clients**

charles SCHWAB Bank of America

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**BtoB Segmentation Strategies and Procedures**

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## Strategy: Software Marketing

The diagram illustrates a marketing strategy process. It starts with two input boxes: 'Current Sales Contacts' and 'New Targets'. These feed into a central 'Mktg DB' (Marketing Database) cylinder. An arrow points from the 'Mktg DB' to a central dashboard area containing various charts, graphs, and a document icon. From this dashboard, an arrow points to the right, leading to an illustration of two business figures (a woman and a man) standing on a circular platform, representing the outcome of the strategy.

- Segment by Title (Based on Early Client Success)
- Use Hi-Tech eMarketing to keep costs down
- Use Hi-Touch Tele-Networking to build relationships

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## Results: Software Campaign #1

### Hi-Tech Strategy Component: eNewsletter

- 893 Initial Contacts from Sales/Recipients
- 34% Open Rate vs. 26-29% Average in Financial Services
- 31% Click-through Rate
- 12 New Subscriber Requests
- 2 Forwards
- 2 Opt-Outs, 0 Spam
- Cost: \$5k

### Hi-Touch Strategy Component: Tele-Networking

- Followed up on eNewsletter subscribers
- Established 129 New Contacts
- **11 Leads** Generated (with Meetings and Dossiers)
- Cost: \$12k

**Takeaway:** Great way to jump start a vendor in a new, relationship-oriented market

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### Assessment & Planning for Campaign #2

- New, Emerging Market
- Buyer Has Pain Point(s)
- No Currently Budgeted Initiatives
- We Get Meetings, But No Projects

➡ Strategy?

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### Strategy: Solution Marketing

➤ Segmentation based on Title & Pain Point

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### Solution Selection Process

Criteria		Solution Options
<ul style="list-style-type: none"> <li>•Acute pain point</li> <li>•Pain in key target segments that are a match for us</li> <li>•We can solve pain point better than alternatives</li> <li>•Have experience solving (with referenceable client)</li> <li>•Short sales cycle (&lt; 6 mos.)</li> <li>•Budgeted project</li> </ul> <p>Limited integration &amp; quick deployment</p> <ul style="list-style-type: none"> <li>•Buyers/titles we can reach</li> </ul>		<ol style="list-style-type: none"> <li>1. <b>Compliance</b></li> <li>2. Client acquisition</li> <li>3. Product Catalog</li> <li>4. Client Reporting</li> <li>5. Product promotion</li> <li>6. Performance reporting</li> <li>7. Retirement planning</li> <li>8. Practice management</li> <li>9. Client Web</li> <li>10. Better prospecting</li> <li>11. Better analytics</li> <li>12. Client on-boarding &amp; account opening</li> <li>13. Globalization</li> </ol> <p style="text-align: center; color: #4F81BD; font-size: small;">Selected Solutions Are in Blue</p>

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### Results: Solution Campaign #2

Hi-Tech Strategy Components: eMultiples with Consulting Partner

- > 2934 Contacts vs. 893 for prior campaign
- > eMultiples: eNewsletter, eCard, eVite/Webinar, ePR, eAd
- > 34% Open Rate, 12 New Subscribers & Forwards
- > 31 Opt-Outs, 0 Spam
- > 27 Webinar Attendees
- > 36 PR Portal Postings
- > eAd in 2 key publications (13k readers)
- > **12 Leads**
- > Cost: \$8k + \$17k from Partner

Hi-Touch Strategy Component: Tele-Networking & Analyst Relations

- > Market Validation/Gatekeeper Identified: VP Wealth Mgmt
- > **10 Leads** Generated (with Meetings and Dossiers), **1 lead in contract**
- > 1 Analyst Report with Industry First Position
- > Cost: \$10k

Takeaway: Doubled leads & awareness

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### Assessment & Planning for Campaign #3

- Compliance Budgets Not What Thought
- Different Types of Compliance:  
Front Office vs. Risk/Back Office
- Front Office Compliance as Pain Point, Just Not Urgent One for Most Firms
- All Wealth Management Firms Don't Have the Same Pain Points

➡ Strategy?

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### Strategy: Segment Marketing

➤ Segmentation based on Title, Pain Point and Firm/Industry Segment Type

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## Segment Marketing

Target Segment/ Firm Type	Value Proposition
Private Banks and Broker-Dealers	REVENUE: Increase Assets Under Mgmt (AUM) <i>per Advisor</i>
Asset Managers	CHANNEL SALES: Drive Asset Growth via Channel <i>Note: Prefers on-demand solution</i>
Multi-Family Offices	PROFITABILITY: Generate Profitable Growth by Growing Share of Wallet

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## Client Acquisition Banking eCard



NORTHSTAR

Can your advisors create a  
customized proposal in an hour?

Capture first place with NorthStar's automated  
proposal generation.

Become a wealth champion with the  
NorthStar Client Acquisition Solution.

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## BtoB Segmentation Strategies and Procedures



### Results: Client Acquisition Campaign #3

Hi-Tech Strategy Components: eMultiples to Target Segments

- > 4470 Contacts vs. 2934 for prior campaign
- > eMultiples: eNewsletter, 3 eCards w/ case studies, white paper, datasheet
- > 3 Target Segments with Different ROI/Value Propositions
- > 34% Open Rate, 20 New Subscribers & Forwards
- > 55 Opt-Outs, 0 Spam
- > 45 PR Portal Postings, 90% SEO Visibility Ratings
- > **60 Leads, 1 Lead in Contract**
- > Cost: \$15k

Hi-Touch Strategy Component: Tele-Networking & Analyst Relations

- > **46 Leads** Generated via In-House Sales Team (armed with target list and targeted e-mails to follow up on eCards), **1 Lead in Contract**
- > 4 Analyst Briefings; Analyst Quote in Solution Press Release
- > 3 Positive Articles in Key Publications
- > Cost: \$13k

**Takeaway:** Best way to generate leads & awareness

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### B2B Segmentation Strategies Work

- > Software Marketing with Title Segmentation: Great awareness, limited leads
- > Solution Marketing with Title & Pain Point Segmentation: Double the leads
- > Segment Marketing with Title, Pain Point & Industry Segmentation: Quadruple the leads
- > B2B Segmentation Strategies helps you generate results like firms that are 2-4x larger.

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**BtoB Segmentation Strategies and Procedures**

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## About NorthStar (2008)

- **Leading provider of wealth management software**
- **NorthStar used by 5 of the top 10 U.S. wealth managers (Barron's)**
- **Recognized by top analysts**
- **Won awards (Red Herring, Software 500)**
- **Brand awareness with 5200 prospects**
- **3800 returning website visitors/month**
- **Bi-Monthly eMarketing and PR efforts**
- **Launched industry trends survey**
- [www.northstar.com](http://www.northstar.com)

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## Appendix

- Recommended Resources
- Best Practices

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## Recommended Resources

Best Agency (PR, Creative & eMktg)	Fast Lane (cfaust@fast-lane.net)
Best Product Marketing Consultant	linda@lindasonne.com
Best Case Study Consultant	emily@nolamarketing.com
Best Powerpoint Consultant	chic@focusvc.com
Best Flash Consultant	futurehelen@gmail.com
Best HTML eNewsletter Producer	ken@kenb.com
Best Competitive Research Papers	ggow@crimson-consulting.com
Best SEO Consultant	ray@seomatrix.com

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## Best Practice #1: Take Time to Do Market Analysis

Required Analysis	
1. Opportunity	Where are the prospects located? How many are there? Where do I find them?
2. Competition	Who am I likely to be up against? What are the odds of winning? How do I counter their claims?
3. Target Audience	Who do I approach? Who calls the shots?
4. Sales	Will Sales qualify deals? Do they need training?
4. Partners	Who leads this deal? What's in it for partners?

➤ **Doing the hard work up front pays off**

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**BtoB Segmentation Strategies and Procedures**



## Best Practice #2: Establish the Right Structure

Campaign Structure	
1. Value Proposition	Addressing an important business issue with a viable offer that represents a unique advantage to your company with credible evidence to support these claims
2. Concrete & Compelling Offer	Specific, customer-actionable deal
3. Call to Action	Explicit direction to client (e.g., free whitepaper, free trial) and explicit direction to Sales (e.g., commission)

➤ Determining structure and content is key to success

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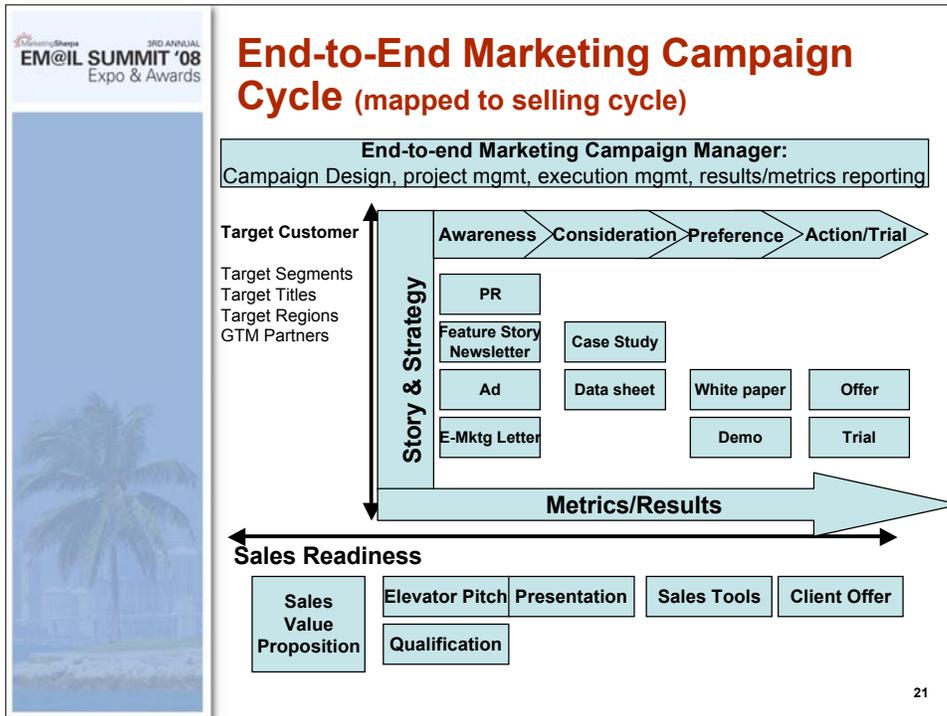
## Best Practice #3: End-to-End Marketing Campaign Design

	Awareness	Interest	Desire	Action
Killer Content	Why?	What?	How?	When?
Partner team enablement	Partner joint marketing	Opportunity mapping	Mapping back to partner plans	
Sales enablement	Demand creation via website, online ads, e-mail & PR	Customer Meeting	Demos Workshop	Trials POC Pilot

➤ Helping prospects move through the cycle is imperative

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**BtoB Segmentation Strategies and Procedures**



**Credits/Thank You**

Vicki Morris, NorthStar  
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# Inventing Must-Read Content for BtoB Newsletters

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## SESSION DESCRIPTION

Attend this case study presentation to develop a sound strategy for developing BtoB newsletter content. This session will delve into the competitive marketing, research, editorial selection, production, project management, tracking and measurement associated with a recent enewsletter launch that generated a 13% CTR and a 40% open rate.

## ABOUT THE PRESENTER



Robin Anna Pernice  
Vice President of Product  
Segment Marketing,  
JPMorgan Chase & Co.

Robin Anna Pernice is a Vice President of Marketing for JPMorgan's Deposit product suite in the Clearance & Agency Group under Worldwide Securities Services Marketing. Prior to joining JPMorgan in 2005, Pernice had over 20 years of experience with several notable global financial and marketing firms including American Express, Citibank and TIAA-CREF. She has been involved in providing comprehensive strategic direct marketing, and innovative creative and database marketing

solutions that have successfully proven to drive qualified sales leads and build brand loyalty. Pernice is involved with JPMorgan sales and product executives to successfully create and manage numerous BtoB marketing campaigns, including enewsletters, online marketing and direct mail, executive seminars, events, and other innovative marketing. She utilizes cutting-edge marketing tactics to build strong client relationships, and product and brand awareness worldwide that has a direct impact on the firm's bottom line.

## ABOUT JPMORGAN CHASE & CO.

JPMorgan Chase & Co. (NYSE: JPM) is a leading global financial services firm with assets of \$1.5 trillion and operations in more than 50 countries. The firm is a leader in investment banking, financial services for consumers, small business and commercial banking, financial transaction processing, asset management, and private equity. A component of the Dow Jones Industrial Average, the corporation serves millions of consumers in the United States and many of the world's most prominent corporate, institutional and government clients under its JPMorgan and Chase brands. Information about the firm is available at [www.jpmorganchase.com](http://www.jpmorganchase.com).

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## PRESENTATION

**MODERATOR:** All right. Well, we're at our last session of the afternoon before we actually all get to go out and have a party. So, it's actually kind of fitting that our last session is really going to tie together a lot of things we've been talking about today, things like understanding your market and understanding the differences in your opt in list and providing relevant content and measuring success factors. So this is what we're going to cover right now. Robin Anna Pernice from JPMorgan's going to talk a little bit about a newsletter project where she did a lot of research to understand the audience, developed some content strategies, and also some important metrics that they've been tracking to really make this a successful product for them. So, let's welcome Robin Anna Pernice.

**ROBIN PERNICE:** Thank you. You stole my opening there. Thank you very much for – I know it's late in the afternoon, so I hope I can hold your attention. I am the Vice

President of Marketing for JPMorgan deposit products. And deposit products cover basically bankruptcy, like-kind exchange, and escrow. We basically target M&A lawyers for escrow, venture capital firms for the 1031 like-kind exchange product, real estate, tax attorneys, financial advisors, high net worth individuals, and then for the bankruptcy, bankruptcy attorneys.

What I'm going to be talking to you today – oops. I think I did something wrong here. Did I turn it off? Sorry. Yeah, there you go – is the 1031 like-kind exchange product. And the 1031 like-kind exchange product, how many of you know what a 1031 like-kind exchange is? Oh, that's great. That's so rare. Let me just explain what a 1031 like-kind exchange product is. It's basically a way for a company to save on capital gains tax.

So I'll give you a very basic B-to-B example and then I'll also give you a B-to-C example. Although I won't be talking about that today, it does apply to both markets. So let's say Wal-Mart decides that they would like to sell

## Inventing Must-Read Content for BtoB Newsletters

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all of their properties here in Miami and they sell their properties. We take the money. We act as a qualified intermediary. So it could be JPMorgan, it could be another bank, it could be a qualified intermediary – which could be an independent company – will take the proceeds of the sale, we will invest it on their behalf and they will save on the capital gains tax.

Now, in order for them to save on the capital gains tax, they need to identify the new property or the new land within 45 days, so it's a very short sales cycle or – I'm sorry. And then actually identify the property that they're going to purchase, or the building, within 180 days. So, the advantage here is the fact that they're going to save on the capital gains tax and for a large real estate investment, that could be millions of dollars. In the case of an individual investor, that could be anywhere from an airplane to a boat, condominium, artwork, and there are other asset classes, but for this particular product, real estate's probably the top one. Like I said, we target tax and real estate attorneys, the CPAs, financial advisors, and high net worth individuals. We built a database with about 100,000 plus prospects. Now a lot of what is said today is very, very key. The segmentation really drives the content for this newsletter or any newsletter that you're going to create.

So our newsletter was basically constructed from top tier clients that we have already that we're working with and that's law firms and real estate companies. It also has trade and industry association membership lists of companies of which our groups are members of, things like the National Association of Realtors, The Federation of Exchange Accommodators and so on and so forth. The other types of segmentation within our database are commercial real estate brokers and then I think that was pretty much it. And then, obviously, marketing initiatives that we've already sent to them.

The goal – the way that the product is sold is through a team of salespeople. We have about 25 salespeople across the country, so, again, a lot of what is said here today is it's a relationship-based market. So you really you're dealing with salespeople who are covering a very wide array of states and clients throughout those states, so they obviously can't be everywhere at every time and especially if you have somebody who's in the Northeast and he's covering six different states, he couldn't possibly see all of those clients on a day-to-day basis.

So we thought to ourselves what could we do to really

keep JPMorgan top of mind and build a relationship with that salesperson through some kind of marketing vehicle. So we developed the newsletter with the thought of the goals being that we're going to present thought-provoking, lead-generating articles, thought leadership, product branding. A lot of people don't know that JPMorgan has this product. Even people within the bank that we work with in the mortgage group, they had no idea that we actually offer this product. We also wanted to build a relationship, but not only with the salespeople, but within the 1031 like-kind community. Because it is a fairly small community, there are a few top players in the industry. And then, obviously, sales lead generation.

So, just to elaborate a little bit more on that, the thought leadership is really what's going on in the market right now. Like recently with the credit crisis, this is really, really key, especially to the real estate industry. What's going on in the mortgage industry? How are people – I mean, it really lends to the commercial real estate brokers, but also to those individual investors. The stories needed to be timely and relevant. When you're dealing with a newsletter that's on a quarterly basis, how do you sort of combat the fact that you start the copy in January and it doesn't going out until the lunar moon, right?

So some of the elements of the newsletter were a feature story. The feature story would always be something very topical, what's going on in the market, like I just mentioned. A quarterly profile, another way for us to build relationships. So the quarterly profile would be either somebody in the JPMorgan property exchange organization. It might be one of our strategic partners. So that was another way to get them more involved with the newsletter. It could be one of our clients or one of our prospects.

And then the private letter rulings. The private letter rulings is basically it's a synopsis, sort of the Cliff Notes, of what's going on in the tax industry. Because of the fact that these – the tax laws are changing all the time and for capital gains tax, every state has different laws. So what we do is we take the private letter rulings and we summarize them into sort of a Cliff Note version so that they're easy to digest and that they wouldn't have to read a summary that's probably that high. Some of the educational tools that we looked at were we have capital gains calculators, other types of calculators, a glossary of terms because there's a lot of education needed in this market.

## Inventing Must-Read Content for BtoB Newsletters

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And then the product branding is really the frequency of the communication is quarterly, probably because there is a lot of things out there and we wanted to be – sort of keep our product top of mind because it's a transient, action-based business. What I mean by transaction-based business is that you don't really think about a like-kind exchange provider until you actually need one. It's not something that you're – that's kind of top of mind. And each issue features a list of industry events, so obviously we want to keep them abreast of maybe events in the industry that they might be interested in attending or ones that we might be attending or proprietary events. And then the link to register for networking events that we host.

The relationship marketing aspect of our newsletter was basically a way for us to solicit articles from people within the industry, or topics. Now, we're still in the early stages, so that hasn't actually happened, but I will say that the salespeople utilize this as a tool for them to go out when they're on a prospecting call and say, "Oh, and by the way. We have this newsletter. Would you potentially like to write an article for us?" And a lot of times that would engage them and ultimately end in a sale.

One of the other – obviously we talked about lead generation. Each issue has some kind of thought leadership piece or some kind of educational piece to it. When we started the newsletter, and we still have this program rolling, and we, obviously, in addition to the newsletter, we do drive to web activities to support the registration of the newsletter and also this 1031 like-kind exchange practitioner's guide. That practitioner's guide has outperformed any of the marketing materials that we have shown throughout this year, so that's a pretty good piece. And then we also do a refer a colleague registration page and forward functionality.

How do we do it? Well, first we realized that there was a need to come up with some kind of vehicle. Like I said, the salespeople couldn't possibly cover six, seven states. I mean, even if they tried it's just impossible to reach the numbers of thousands of prospects and clients that they needed to see on a regular basis. So we looked at the four top newsletters in the industry and we really analyzed them. We analyzed what we liked about them, what we didn't, how they were organized, the navigation, what types of educational tools they had on the site, how easy it was to understand the product, and some of the other aspects of the design,

the functionality. And then we also looked at the market needs. The general market needs, which was a lot of research sort of that's on hand in the industry and also what were our client needs? What were they asking for? What made sense? And then we thought about, well, what could we do differently? What would make us stand out and really be value added?

So, we identified our strategy and goals, which I talked about earlier, and then we developed a content driven design. So we basically come up with a grid, which I'll show you in the next slide. Now because we're a bank and not a marketing organization, it's always a challenge, especially in the B-to-B space. We're not the card group. It's very different the way that we market. The numbers are smaller. The budgets, I'd say at least we have a little more than \$75,000, but for this newsletter it was a very small budget because it was a pilot test. But one of the things to recognize is that because it is a tax-related newsletter, you've got tax attorneys that have to review it, legal – JPMorgan's legal, outside legal counsel. So there was a lot of people that had to really influence and be sure that they were on board before we can proceed with the newsletter.

And then we engaged an outside email service provider. Although we have an inside group, we decided to use an outside service provider so that we could get a higher level and deeper, I would say, probably being able to really look at every single aspect of the newsletter; what people clicked on, the open rate, and a higher level of detail that we might not have been able to get within our organization. And I will say that we also just recently signed on with Salesforce, which I think is going to help us really move the needle.

This is the layout. So, basically let me just point out the way – the first – part of the design is we started out with – we thought, well, there's a lot of content. Now if you went on our newsletter, which I encourage all of you to do so, you can actually get the full form of this newsletter, which is all of the articles in its complete form and I think the newsletter is about 30 pages long. We really wanted to just give them short snippets of content and people could pick and choose what they would like to read.

So we started it out with a welcome letter from the product manager. And similar to some of what the other speakers were saying, none of the salespeople wanted their picture in the newsletter, which that I'm sure will

## Inventing Must-Read Content for BtoB Newsletters

change. So we start with a brief introductory of what – setting up the newsletter. And then the second section is a feature story and, like I said, is a feature story of what's going on in the industry. Expert opinion, I think, was a great addition to the newsletter and it would be an opinion on some subject matter with a client or some other notable person within the industry. And we're still struggling with that sometimes, but I think that's a very good section. And then the quarterly profile, in this particular edition it was our Strategic Alliance Manager, who is launching this program.

This section is the FAQ. The FAQ is usually a frequently asked question within the industry and then last section is JPEX in the news. It talks about basically maybe an industry event that we attended, some kind of leadership program. We might offer a presentation that one of our lawyers had spoken at that they wouldn't be able to get otherwise. And then on the right nav bar, obviously you can't see it, but the top half has a table of contents, which is that part up on the top. And then the educational tools, a resource center, which has all of the calculators and the glossary I talked about, and then on the bottom the feedback and suggestions. And basically – and I'm trying to whip through this because of the time. I apologize. But the welcome letter sets up the newsletter. The feature story's a thought leading piece. Expert opinion is usually a contributor article. And then the quarterly profile. I'm just going to pass this.

Oh, and one of the things I mentioned, in the educational tools we also give them an option to go to an online seminar. A lot of people – what we're testing is whether or not a live seminar versus a webinar. And I don't know. Everybody uses a different term, which is an on demand, basically.

Now what we found, and I'm showing you this summer newsletter, is that we did have those recent rulings on the right hand side. What we found is that the click rate on those rulings were so high that we actually created a section for it. So in the original newsletter it was sort of on the side. So now it was actually the third piece in the article, the third article, rather.

So, let's talk about the metrics. The launch was in the spring. The open rate was 31%, which is about 4% above the industry average. And the click-through rate, surprisingly so, was 12%. Now, I apologize, but there's a typo on the next section. The open rate for the second newsletter was 40%, which is a big jump. It jumped

9%. Now we thought about that, well, what would be the reasoning? Well, one is I think the idea of having a newsletter that has very rich content. Two, it's that it's brand new to the market. We really looked at those other newsletters and analyzed what we thought we could make – you know, present the content in a very different and real way. And then the other is that it's easy to read. They can pick and choose what they're interested in and they opted in to get it.

**PARTICIPANT:** Were the increase in the click-through rate – can you talk about the subject lines? Did those stay the same or did you change them between the two?

**ROBIN PERNICE:** It's interesting you should ask that question because we're toying with the subject line now, but basically because people want – they raised their hand and they said I want this, it was so plain jane. "Here's your spring newsletter" and "Here is your summer newsletter". So we didn't change the subject line. I think part of the fact that it wasn't frequent, perhaps people were waiting for it. I mean, I would hope so, but we didn't do anything with the subject line.

**PARTICIPANT:** How did you actual have people opt into it?

**ROBIN PERNICE:** Now we do that in a number of ways. If you go onto the site now and you happen to be browsing JPMorgan site and you type in 1031 Exchange, you could come to a place where you can actually register for the newsletter. We do a lot of drive to web activity, so we would market the products within other newsletters, but not in banners, mostly text- related content in a tax newsletter, tax related content in a wealth management, or perhaps we might even work with the woman who was just here talking about her software product. We basically try to find our target audience and what they're reading and we built a whole program around driving people to register for the newsletter.

**PARTICIPANT:** So you have a web page that allows them to actually check and receive the newsletter?

**ROBIN PERNICE:** That's right. And we also, within that web page – and I know that it's not good to do too many things in one registration page, but we basically, when you get to the bottom of the page, it says 'Do you want to be contacted for online seminars? Are you interesting in networking events? Are you interested in

## Inventing Must-Read Content for BtoB Newsletters

newsletters?” And basically somebody checks that on a regular basis because we make sure that the leads are followed up immediately and that if somebody raised their hand and said, “I want the newsletter, but I don’t want anybody to contact me,” we don’t do it.

So, basically I wanted to talk a little bit about the content and what people clicked on. They clicked on the feature story. The feature story in the first newsletter was about 23%. I’m not going to switch back and forth, but the second newsletter it was about 20% higher. So that’s a pretty big jump. Expert opinion was something they really, really liked. The private letter rulings, which led us to put the private letter rulings in the main section. The welcome letter, to an extent, was something that was highly clicked upon, as well as the education center. The guide to practitioners - which we built a whole campaign around that guide to practitioners - we took that guide and we put it inside of some of those other newsletters and it was a great way to drive people to register for the newsletter. And then the capital gains calculator and the glossary. And then the summer edition followed suit, which was the feature story, the expert opinions, and then private letter ruling through the roof.

So what we learned is that the like-kind exchange industry really seeks informational content. It’s really key that you educate them because it’s not a product that is easy to understand. Like I said, the tax laws are always changing, so a newsletter lends itself to this type of audience or product because they really constantly need to be up on what’s going on in the industry. One recent case with artwork, the laws around capital gains tax in artwork was changing. Obviously, people want to know about that. The editorial content, the feature stories are key because obviously that’s the first thing they see when they open it up. And then the private letter rulings. That’s always a challenge for us because it’s being written by an attorney and they always have other things better to do than write those letter rulings, but they’re very, very important to the audience.

And some of the actions that we took, we enhanced the glossary section because, again, it’s an educational newsletter. People don’t really understand the terms. What we found is that people were really clicking a lot on that glossary section. We also are expanding our online seminar offerings because a lot of people are not always able to travel. They are interested in learning more about our products, so we, besides doing road shows, we also give them the opportunity to go online and take a seminar. And then we’re –

**PARTICIPANT:** Are your online seminars live or recorded?

**ROBIN PERNICE:** They were live. Yeah, we did live, but I mean I didn’t get to the last slide, but we’re also exploring the possibility of recorded. And the reason being is that you may go to a webinar from 1:00 to 2:00, but maybe you can’t go there at 2:00. Maybe you can be there at 3:00. Or maybe you’re going to listen to it on the way home in your car because you have to pick up your kids or whatever. So we are exploring that because what we found is we had a couple of webinars. The first two were really, really highly attended and then the third one not. And sometimes I think it really has to do with availability. We’re exploring multimedia content, such as podcasts, which some people mentioned here today, and streaming videos. And we’re also always struggling to find those – not to find the extensive on hot topics, but to find those industry experts who are willing to contribute articles or help us with the content.

One thing I didn’t mention is that the way that the content is built, we have industry experts within the organization that have sort of raised their hand and said we’ll do it, but when it comes time to – you have a schedule, it’s really hard for them to commit to the time that’s involved. I don’t think I ever put a number on it. I saw somebody else’s slide here, 40-50 hours. I think if I said it took 40 to 50 hours, they’d probably never volunteer.

So, I wanted to leave you with some of the challenges, which I think most of you may or may not have if you’re involved in the newsletter. And the challenge is getting people to really commit to writing that content. Do we go out and get a group of people and sort of have outside? It wouldn’t make sense for us. If JPMorgan is being a thought leader, it needs to be JPMorgan staff members writing the content. So, we have a few people on staff, the product managers, the lawyers, that write the main sections, like the private letter rulings and the feature article, but then we have those guest contributors, which could be a client or – and we’re actually now looking into people like the National Law Journal, some of the editors there, or some of the other publications that we work with because it’s getting increasingly challenging to get good content in a timely fashion.

And then, obviously, keeping the newsletter top of mind, getting it out on a timely basis, like I said.

And then the future considerations. We’re looking at RSS feeds. I’m not completely sold because I think what

## Inventing Must-Read Content for BtoB Newsletters

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makes this newsletter so successful and unique is the fact that it is original content and I think we might want to explore that. And then personalizing the content. A couple of the things that we're planning to do are we're planning to, instead of having a picture of the product manager, we're going to segment by sales person. Each sales person has a territory, so we're going to segment by territory and then we're also going to segment by industry. One of the things I didn't say earlier is that the like-kind Exchange industry is very interesting in the respect that you wouldn't guess, but it's real estate, but then you also have the oil and gas industry. So how that would work is an oil and gas would sell their power plant or their pipes or their equipment and then the other industry that's really booming is aircraft. So it would be anything with transportation, transportation-related. So we think that the further – we have – the email lists are very, very well segmented so now what we need to do is get the expert opinions and feature article content contributors in each one of those areas so that we can finally segment and send it out by sales person by segment to make it even more successful. Does anybody have any questions? Sure.

**PARTICIPANT:** I understand this is a very unique content rich newsletter, but it's so far out. Do you kind of engage your audience prior to the next edition saying watch out for the next edition of the newsletter?

**ROBIN PERNICE:** What we do is basically – I mean, obviously we employ many different marketing channels. So each opportunity that we have, whether it's direct mail, whether it's an online seminar, we're always sort of keeping that newsletter top of mind, yes. But do we actually actively send out an email and say watch for the newsletter, no we do not.

**PARTICIPANT:** Or maybe in an existing newsletter that's going out, that's in this corner, and say a snippet of the next newsletter we cover this, this, and this?

**ROBIN PERNICE:** Ideally, I would love to say that we could do that, but because of the fact that the industry changes all the time, we couldn't really say what the topics would be that far in advance.

**PARTICIPANT:** You say you have a lot of lawyers review your content. How do you keep your content fresh and exciting even though a lot of lawyers will trim that?

**ROBIN PERNICE:** Oh, boy. That's a loaded question.

And I will say that luckily – first, rule number one, establish a terrific relationship with your lawyer. I have a really good relationship with the JPEX lawyer. And what's a challenge is because JPEX, and that's JPMorgan Property Exchange, was another company before it was rolled into JPMorgan, so I not only have to work with the lawyer at JPEX, but the lawyer at JPMorgan and they're both – they're never on the same page and there's always sort of a convincing juggling act.

I think what you have to do is you have to give them false deadlines sometimes because you're never going to get that copy when you need it. I mean, that's – I'm not going to lie to you. It's sort of like I need it on Wednesday when I really need it two weeks from now. Anybody else? Well, thank you.

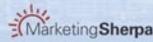
**MODERATOR:** All right. I have a very important announcement before you guys go and you can help spread the word to your colleagues who are probably wondering. We actually have our big networking party tonight and it's sponsored by ExactTarget. It's over at Bongo's Café, which is kind of – you can see it from here, but we're going to actually take shuttle buses to make it easier for everyone to get there. And the shuttles are going to be downstairs right in front of the hotel, so all you got to do is go down the stairs into the lobby. You'll find MarketingSherpa employees kind of helping direct you to where the shuttle buses are. And this party runs from 6:00 to 9:00 and the buses will be available to take you home as well, so you don't have to worry about, well, how am I going to get back? So, it's going to be a lot of fun. There's going to be food, open bar, music. So, come on down.

**Inventing Must-Read Content for BtoB Newsletters**

# Inventing Must-Read Content for B-to-B Newsletters

Robin Anna Pernice, Vice President, Product Segment Marketing  
JPMorgan

Monday, February 25, 2008

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

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

## Product Profile

- Product: J.P. Morgan Property Exchange Inc. - 1031 LKE
- Target Audience: Tax & Real Estate Attorneys, CPAs, Financial Advisors, High Net-Worth Individual Investors
- Database: 100K+ Prospects & Clients Nationwide

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## Inventing Must-Read Content for BtoB Newsletters



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### eNewsletter Goals

- Industry Thought-Leadership
- Product Branding
- Relationship Marketing
- Lead Generation

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### eNewsletter Strategy

- Industry Thought-Leadership
  - Innovative highly-targeted, must-read content
  - Timely & relevant industry information
    - Feature Story
    - Quarterly Profile
    - Private Letter Rulings
  - Educational Tools
    - Calculators
    - Glossary
  - Interactive
- Product Branding
  - Frequency of the communication keeps JPMorgan's 1031 product top-of-mind
  - Each issue features a listing of industry conferences and J.P. Morgan Property Exchange Sponsored Events
  - Link to register for nationwide networking events

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## Inventing Must-Read Content for BtoB Newsletters



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### eNewsletter Strategy

- Relationship Marketing
  - Build two-way relationship with prospects and existing clients by establishing 1031 LKE Community
    - Ability to contribute articles or suggest industry topics for future issues
- Lead Generation
  - Each issue has an offer that encourages the download of a whitepaper, case study or research report
  - Generate incremental revenue streams by driving qualified sales leads to JPMorgan 1031 Product
  - Features refer-a-colleague registration page & forward functionality

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### How We Did It

- Conducted competitive research
- Evaluated design, functionality and content
- Analyzed market needs of target audience
- Identified our strategy & goals
- Developed content driven-design
- Sought key stakeholder & business buy-in and content contributors
- Engaged email service provider for deployment

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## Spring Launch eNewsletter: Layout/Content Sections

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Welcome Letter

Feature Story

Expert Opinions

Quarterly Profile

FAQ

J.P. Morgan Property Exchange - 1031 Like Kind Exchange in the News



➤ Welcome Letter

➤ Feature Story

➤ Expert Opinion

➤ Quarterly Profile

➤ FAQ

➤ J.P. Morgan Property Exchange - 1031 Like Kind Exchange in the News

Educational Tools

Resource Center

Glossary

Feedback/Suggestions/Questions

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## Spring eNewsletter: Layout/Content Sections

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Welcome Letter

Feature Story

Expert Opinions

Quarterly Profile



➤ Welcome Letter

➤ Feature Story

➤ Expert Opinions

➤ Quarterly Profile

➤ Personal introduction letter that set up content of newsletter

➤ Thought leading/educational piece about newest industry trend

➤ Guest contributor article

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Inventing Must-Read Content for BtoB Newsletters



## Spring eNewsletter: Layout/Content Sections

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Educational Tools

FAQ

J.P. Morgan Property Exchange - 1031 Like Kind Exchange in the News

- FAQ
  - Frequently asked questions
- J.P. Morgan Property Exchange - 1031 Like Kind Exchange in the News
  - Featured articles about industry event participation, client success story or strategic partnership alliance case study
- Educational Tools
  - Whitepapers, Research, Case Studies, 1031 Practitioners Guide
  - Industry Trade Shows & Conferences
  - Networking events
  - Online Seminar Series Presentations & Registration
  - Strategic Alliance Program

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## Spring eNewsletter: Layout/Content Sections

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Resource Center

Glossary

Feedback/Suggestions/ Questions

- Resource Center
  - Exchange Application
  - Capital Gains & Exchange Deadline Calculators
- Glossary
  - Commonly used industry terms
- Feedback/Suggestions/ Questions
  - Opportunity to provide feedback, contribute articles, suggestions for future issues and questions about newsletter content

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## Summer eNewsletter Layout/Content Sections

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Welcome Letter →

Feature Story →

Recent Rulings Summarized by JPEX →

Expert Opinions →

Quarterly Profile →

FAQ →

J.P. Morgan Property Exchange - 1031 Like Kind Exchange in the News →

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➤ Welcome Letter

➤ Feature Story

➤ **Recent Rulings Summarized by JPEX**

➤ Expert Opinion

➤ Quarterly Profile

➤ FAQ

➤ J.P. Morgan Property Exchange - 1031 Like Kind Exchange in the News

➤ Educational Tools

➤ Resource Center

➤ Glossary

➤ Feedback/Suggestions/Questions

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## Results

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- Metrics
- Newsletter Launch: Spring Edition #1
  - Open Rate: 31%
    - 4% above industry standard
  - Click-Through-Rate: 12% Unique
- Newsletter Summer Edition #2
  - Open Rate: 35%
    - 8% above industry standard
    - 4% increase in open rate from newsletter #1
  - Click-Through-Rate: 14% Unique
    - 10% above industry standard
    - 2% increase in CTR from newsletter #1
    - Continuing positive trend in click-throughs

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## Inventing Must-Read Content for BtoB Newsletters



### What Responders Clicked On

- Spring Edition – Launch Newsletter
  - Feature Story
  - Expert Opinion
  - Private Letter Rulings
  - Welcome Letter
  - Education Center
    - Guide to Practitioners
    - Capital Gains Calculator
    - Glossary

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### What Responders Clicked

- Summer Edition
  - Feature Story
  - Expert Opinions
  - Private Letter Rulings

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## Inventing Must-Read Content for BtoB Newsletters



### What We Learned

- LKE Industry seeks informational content
- Recipients seek to be “educated”
- Editorial content/feature stories are key to newsletter success
- Private Letter Ruling Summaries are very important due to changing tax laws

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### Actions Taken

- Education
  - Enhancing Glossary section
  - Expanding online seminar offerings, white papers and case study sections
  - Exploring featuring “multi-media” content such as podcasts and streaming videos
- Feature Articles
  - Conducting extensive research on “hot topics” and latest “industry trends”
  - Seeking industry expert opinions

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## Inventing Must-Read Content for BtoB Newsletters



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### Next Steps

- Challenges
  - Generating content that is timely and relevant to our audience given the time frames involved in developing and deploying newsletter
  - Seeking industry experts to contribute articles
  - Engaging writers who can commit to producing the content each quarter
  - Keeping the newsletter top of mind among key stakeholders to obtain timely approvals of content
- Future Considerations
  - Exploring RSS Feed to source content from internal bank sources and through external industry and trade groups
  - Personalize content based on sales territory and industry vertical

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### Credits/Thank You

Questions?

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# Launching and Managing Global Email Campaigns

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## SESSION DESCRIPTION

This case study will look at the organizational requirements of managing a global Email marketing organization. The focus will be on central management of multiple databases, multinational concerns about legal and privacy issues, and the complexities of dealing with intercontinental office politics.

## ABOUT THE PRESENTER



Sam Pederson  
Senior Manager of Global  
eMarketing,  
Sun Microsystems Inc.

Sam Pederson is an online marketing and eMarketing specialist, globalizing corporate programs and initiatives for Sun Microsystems. Before joining Sun, Pederson worked in television and online journalism and later as a marketing communications consultant in the technology industry.

## ABOUT SUN MICROSYSTEMS INC.

Sun Microsystems Inc. (NASDAQ: JAVA) provides network computing infrastructure solutions that include computer systems, software, storage and services. Its core brands include the Java technology platform, the Solaris operating system, StorageTek and the UltraSPARC processor. By investing in research and development, Sun creates products and services that address the complex issues customers face today, including increasing demands for network access, bandwidth and storage being driven by explosive growth in network participation and sharing. We innovate at all levels of the system and we partner with market leaders to provide value and choice for our customers. Sun's network computing infrastructure solutions are used in a wide range of industries including technical/scientific, business, engineering, telecommunications, financial services, manufacturing, retail, government, life sciences, media and entertainment, transportation, energy/utilities and healthcare.

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## PRESENTATION

**MODERATOR:** I'm kind of curious. I want to take a little audience poll. How many people in this room are currently operating multinational email campaigns? Okay, quite a few of you. How many who aren't currently doing it are planning to do it or expected they're going to have to do it some day? Good. So, pretty much everyone else. If you're not doing it now, you're planning to do it. That's great.

We're going to have Sam Pederson from Sun Microsystems come up and talk about what goes into kind of planning and managing a global email campaign. He's going to talk about a lot of issues you need to know. Just a big one – I don't want to give away his talk, but what do you keep centralized, what do you keep control of, what do you manage at the home office, and then what do you sort of disperse to the local offices? How do you balance the need for centralization with the need for localization? So let's bring up Sam to talk about that.

**SAM PEDERSON:** Thanks. Hi, everyone, I'm Sam from Sun. Yeah, I'm going to talk a little about the options and the different considerations and basically all the

things that you need to look at when you're planning for this. That's really what I'm going to focus on here. Ask questions throughout this. Just raise your hand and we can make this interactive, as well.

So a couple quick things about Sun. We are a fairly large company. We make our money selling hardware. We also give away a lot of software trying to get adoption of our general product portfolio. Things that you would probably know – Java, which is on just about all of your laptops and most of your phones, and lots of other places – Blu-ray machines. Solaris is our operating system, StorageTek is our storage platform, and Ultra Spark is our chip along the lines of an Intel or an AMD type thing.

MySQL is an open source database vendor which we recently announced the intent to acquire and, by soon, I mean a couple of hours, actually. So it'll be kind of interesting. I built the presentation about a month ago and that's a bit of a coincidence.

But, the most important thing here is that we are conducting business in about 115 countries, really 100 countries seriously conducting business with teams.

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About 40 of those are actually doing email campaigns. That doesn't mean necessarily that they're just sending out email. That means they're actually building or adopting campaigns and sending them out locally. So the other 60 or 80, however you want to count it, are also sending out email, but it's more sort of adopting just whatever's coming out from Corporate and saying, "Yes, go ahead and send that out to my contacts as well."

A couple things: It is a somewhat tricky landscape doing these global campaigns. The first piece and the biggest piece is really – what's your infrastructure and how's it set up to be able to handle this? That's something I'll definitely get into. The laws around privacy, around data protection, they vary from country to country, from region to region, with local attitudes as well. So that's definitely something to think about.

Does one size fit all? That applies to ideas, messages in your emails, the tools that you're using, the formats. So that's really kind of a guiding principle to some degree. In Asia, obviously – and this goes back to your infrastructure questions – but do you have capabilities around multi-byte, because obviously, it's a big hurdle if you don't have that capability.

How do you track – and this also goes back to infrastructure, because you have to have it set up in such a way that you can actually track from country to country, from region to region, campaign to campaign, and a lot of that even comes back to visibility. If you don't have it set up in such a way that you know what's going out from where, by whom, to which customers, you certainly can't track it if you don't even know about it in the first place.

And then, lastly, and this was what Sean was talking about, is the who's in control. This is the idea of what comes out from Central, from Corporate, which, in our case, is in the US and probably a lot of your cases as well, and then what's actually done, executed, and decided upon in the local office.

Just to give you a quick idea of where Sun's mix is in terms of email versus email subscribers versus our company revenue, as you can see, the two big disparities are really in the US, which has a far less number of known email subscribers compared to the revenue and APAC, which has far more. There are also – "known" is kind of a key word.

There's a large chunk of people who we know what

their email addresses are, we don't necessarily know where they live. You're probably in the same boat, I'm guessing. That's also one of our company's tenets is, kind of being an open source company, we definitely want to give people the option to just give us as little information or as much information as they want for us to market to them with.

The one interesting thing about APAC is if you've got that many known email subscribers and you've got that company revenue, we have a different model there, which is that most of our business actually goes through resellers, and we don't have a direct connection with those people there. That number is actually skewed even more, which would lead you to believe that perhaps there's a greater thirst for consumption of information via email, at least with our community members and our subscribers in APAC.

Here's the big rules that we live by. The first thing is – I'm going to talk about a lot of things that you need to consider. Just make a decision one way or another. You could make an analogy about skinning a cat, but it's kind of gross. But, give it some time to let it play out, to see if it actually works. Most things that we do take six months, a year, two years to really start seeing whether something is actually succeeding or failing. Track everything you can and then play by the rules, and by play by the rules, again, I'm talking about privacy and data protection and local laws.

So, a couple basic infrastructure choices: You can have essentially a central hub or a centralized database, and that's not just a central database, it's your document that has all of your email lists, that's also your central platform and it's also your central – who's who's actually managing and sending out campaigns, who's actually deciding what's going to go out and prioritizing, keeping a map of making sure that you're not hitting certain customers at irregular cadences or based on different business units or whatever.

The other way you can do it is you can do a dispersed infrastructure, where local offices or local areas pick their own vendors, have their own databases, their own platforms. If you're going to do that, then you at least do need a small central hub, which would be your do not email list, if you're abiding by any sort of privacy concerns, so that everything gets cleaned against that. There's got to be at least some sort of centralization, but a lot of times you do have the option of going with a very local perspective. Yes?

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**PARTICIPANT:** I'm just curious if you're going to talk at all about the local database model?

**SAM PEDERSON:** The local database model.

**PARTICIPANT:** Like, basically maintaining one central contact list, but many different databases?

**SAM PEDERSON:** So, how do you do that?

**PARTICIPANT:** That's my question, is how are you – how are you technically dealing with that?

**SAM PEDERSON:** In our case, we have a Privacy Office that maintains the do not email list. So we have a Chief Privacy Officer and people that work in that privacy office, and they maintain that list, and so everything goes through them, and they act like a third party within our own company.

The other way that you can do it is you can have a – sort of like one of those safe house models different vendors provide where you can house the do-not-email list with them, and then the different local vendors can then communicate back and forth, and you really have to do this almost on an every single campaign basis because it's going to change every single time, or at least on a weekly cleaning basis.

**PARTICIPANT:** And did the – I'm sorry. Would that central privacy office – is that data being passed back manually in terms of spreadsheets, or are they maintaining a central database that talks to the others?

**SAM PEDERSON:** It would be a central database that would – yes, it would talk to the others, but it wouldn't even necessarily – it's not like the central database would go out to say, Singapore, and then Singapore would send out the email. Singapore would have access to the same – it's one instance.

**PARTICIPANT:** Okay, so there's a business rule in place that the local offices need to report back to the central privacy office.

**SAM PEDERSON:** Yes. Well, because the unsubs come through the email, it gets automatically reported. In fact, the local offices, they'll get reports back to find out who unsubbed, but it doesn't go through them, necessarily.

**PARTICIPANT:** I see. It goes directly back to the central

office.

**SAM PEDERSON:** Exactly. A couple just basic pros and cons of this. The centralized model, you do have more governance around the privacy, but you also have governance around control of brand and message that's coming out from the company, whereas, in the local case, you're talking about local offices that theoretically know their local customers a little bit more and know what they need and when they need it.

The other thing is you can get – the data you get from a centralized model is going to be a little more interesting in terms of being able to compare country to country, giving a worldwide perspective of what your campaigns are doing, whereas the disperse model, you get a little bit more flexibility, certainly, in terms of who you want to work with and when.

Also, there's a lot of time to be saved when you've got local offices say, in India. Just like people in the US prefer working with people who are on US business hours, same goes with people in India who are doing their campaigns. With that local model, you save a lot of time going day by day, not losing cycles, as you're preparing to send these things out.

So our model is we do have a central hub. We consolidated about 300 databases into one about two years ago, three years ago. It was a large project, mostly successful, but there are still untold numbers of other small databases out in field offices and different business units. New ones crop up just as much as you bring other ones into the fold. So there's a lot of governance questions there. Yes?

**PARTICIPANT:** Do you have one business line for 380 databases or different business lines?

**SAM PEDERSON:** That's across the entire company.

**PARTICIPANT:** So all different business lines.

**SAM PEDERSON:** Yes. So, laws and privacy, and the different things you need to think about there. Most of you know about CAN-SPAM, I assume. The EU is interesting. If you read up or follow these types of things, there are news articles literally every day about new things around data protection and privacy that are cropping up in the EU.

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The way that I would summarize it, if you're not completely familiar, would be that the EU treats or makes companies treat your personal information the way a bank in the US treats your money, which is that it's still yours and you can deposit it and pull it out whenever and wherever you want. So this whole idea of implicit tracking that we're very used to in the US doesn't happen quite as much.

How many people send out email in Quebec? Are you familiar with the laws there? Basically, if you're sending email in Quebec, you need to give people the option to receive their email in French Canadian. Then, if you send them email in English after they've asked for French Canadian, it's a pretty substantial fine. I believe it's \$500 per email, and if you're talking about an email campaign of 5,000 emails or more, that can get pretty serious. But, it's an example of the type of quirky law that's out there that you kind of need to pay attention to.

So what I would say about privacy policies is, since it does vary all over the place, what you want to do is to get a global privacy policy that encompasses everything across the world, and then to make sure that that's governed across your company all the way across the world. So go a little bit beyond what the bare minimum is in all these countries – if you go to an EU standard, you'll pretty much be covered. The odd thing about it, though, is if you look at Asia Pacific, a lot of the countries there have very, very few rules, if any. Now, they are beginning to adopt some, but for the most part it's pretty loose there, whereas a lot of your competitors – and your local offices will tell you this – a lot of your competitors are saying, "Well, they've got just an opt out policy" or "They're just collecting emails and sending it." I would urge you to be on the cautious side of that, because when the laws do come down, you have to say where you got those email addresses from.

Here's a look at one of our newsletters. This is our inner circle newsletter. This is the privacy policy up there. Interesting thing there, you notice that we put our privacy policy at the top of our newsletter, which bothers a lot of e-marketers, especially when it comes across on a mobile device and it gets turned into text, like on a BlackBerry. But our privacy office is pretty strong and they make us do that, so here we are.

**PARTICIPANT:** Would you put it at the bottom if they didn't require it at the top?

**SAM PEDERSON:** Would we make the choice to put it at the bottom? Yes, and we would shorten it, but we don't have that choice. Going back to the local offices versus the central control, the recommendation there is to just think about it, talk about it with your local offices before you dive into this, and decide on what that balance is going to be. The way that we actually do it is – so, we have this centralized hub, right? And what we do is somebody from – we've got a big office in Singapore. Somebody from Singapore wants to send out a local campaign, so what they do is we've got a request tool where they go online and they fill out all the details that they want on the campaign, and then it goes to one of our campaign managers, who then sort of acts like a consultant on the campaign.

They schedule it into the whole global calendar so that we're tracking what's going out to whom, and then once that's okayed with the central office, they can go ahead and send it out. Likewise, if you've got a corporate campaign that's being built at the corporate level and it's pretty much being designed for everybody, if you go and – when that is being built and then going to send out, what happens is it gets sent for approval to these countries.

When we consolidated the 300-some databases into one, we gave control, local control, over those lists to those countries. In other words, they still own it and nothing can be sent out to them unless they okay it. There's a lot of autonomy there. So a letter goes out from our CEO and they say, "We want to make it worldwide." We still send it out for approvals, and France will be like, "No, it's not in French, we're not taking it," and we respect that. That's the level of local control that we allow.

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** Ideally or realistically?

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** Okay. I would say on average, between two and four weeks.

**PARTICIPANT:** How big is your e-marketing?

**SAM PEDERSON:** E-marketing in general, worldwide?

**PARTICIPANT:** Inaudible question

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**SAM PEDERSON:** I would say we have about 60 to 70 people working on e-marketing in different local offices in different areas. Yes?

**PARTICIPANT:** What tool do you use for your corporate

**SAM PEDERSON:** What tool do we use? We built one ourselves.

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** Everyone has visibility to it in the entire company.

**PARTICIPANT:** What platform does it run on?

**SAM PEDERSON:** What platform does it run on? Windows, of course.

**PARTICIPANT:** How do you define e-marketing?

**SAM PEDERSON:** E-marketing would be Web-based things that are outbound, is the way that we define it. So, web-based items where it's going out actively and trying to get other customers, or trying to grab or get the attention of customers.

**PARTICIPANT:** As opposed to site – as opposed to –

**SAM PEDERSON:** As opposed to like, a site, yeah. We have untold numbers of people working on www.sun.com – tons of pages that nobody reads. Yes?

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** It includes customers and prospects, but it's a different list. Customers aren't necessarily opt-ins. Customers are – they're just customers. So just because they gave us their information and they filled out a PO, that doesn't mean that they've opted in to receive communication from us. It's a little bit of a different mix. When we're talking about e-marketing, we're only talking about people who have specifically gone in and said that they wanted to receive communication from us.

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** We have a few people who sort of represent what we call the field, which is all of the different local offices, and so it's incumbent upon

them to sort of decide on what direction the field, as a general rule, needs. I'll actually – I'll show you. I think it might be the next slide. Yes, it is. This is an internal Sun website and this is how we disseminate assets around campaigns.

We've got a team of web publishers that do nothing but build these, what we've dubbed internally as global online packs. Essentially what they are is – they can be web banners, emails, landing pages, all sorts of things based on what has already been defined at Corporate as being one of our tabbed go to market campaigns.

Then what we essentially do is – we've got these Web publishers who go and they get translations and they localize those campaigns for any country that raises their hand and says that they want it. We do it – usually, I think it's 26 countries, 19 different languages is the current reach of this particular realm that we do these go packs for. Yes?

**PARTICIPANT:** Translations being done in-house or outsourced?

**SAM PEDERSON:** We outsource the translation itself, but that's another issue that I'll show. There's a difference between translation and localization. Whenever possible, we go for the localization route. In fact, I will show you. So this is a straight translation. This is obviously a non-production email as you can see by the first name and last name, in English, and then the straight translation of that looks just the same, and it is just that. It's just a translation.

We can do that. That's the easy way to go. It's cheap, with the cost of a translation. You're basically doing a cut and paste from the document that you get back from the translation vendor. Then somebody needs to go in there and read it, but that's the problem, is that somebody needs to go in there and read it. If I'm doing this myself and then I get something back in German, I'm like, "Hey, looks good. Excellent." Then I just kind of go from there.

You kind of have to get somebody from the local office to take time out and actually look at these things. Localization – now, this is a campaign, "Hats off to Solaris" which was sort of a Solaris – it was basically trying to get people to move from Red Hat over to Solaris, which is our operating system. "Hats off" is obviously an idiomatic local US expression that doesn't

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translate particularly well. Here is what the campaign looked like when it was translated into – I don't even know – French. There was one example that I wanted to get for everybody, but the evidence was cleverly destroyed. But there was a – yes?

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** Which one? Where?

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** Was that –

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** Our brand, the way that we do things is – or that we've had going for a couple of years is we have photography that's supposed to be halfway candid and it's supposed to be something that you wouldn't expect. So, this actually would be an expected brand image for us. The example that I was talking about, it was another Solaris campaign, and it was an email that went out with the title "Keep up with the Joneses."

The US-based person took it upon themselves to do the translations for this and sent it to a translation vendor who doesn't much care about things, and "Joneses" was still in the title, but the – all the other words around it changed, and the rest of the campaign changed. They sent it out to the different countries saying, "Here's your asset."

Actually, it became a political fireball internally, because it was insulting to the local offices. It was like, "Are you kidding me? You think we're going to send this out? Who are the Joneses? What is this?" So it was unfortunate. The big stuff that I wanted to sort of get across was that you do want to plan and grow your international marketing to match your business in the different countries. I mean, obviously it is important. I don't think I need to sell any of you in this room on that. The privacy landscape, it is really important, and it's a matter of risk and exposure to your company. A lot of times you get email addresses and you say, "I've got a list of email addresses and I've got a number that I want to hit in terms of clickthroughs or revenue or whatever it might be," and it's very tempting to just send it out, but the cost could be enormous.

Again, the skin the cat example, there are different choices

for your infrastructure, and there are a number of them that could work. We went with the centralized model, but a lot of different things could work. The localization versus translation, obviously I've just explained that I'm a big proponent of localization. And actually, a couple ways that you can localize – what does that mean? It's not just idioms, but it's also – say, it's an email you put in a local event. You tie it to a local news story or something that gives the people in the local office who know that they're dealing with a US company some sort of feeling that they've got somebody in their country who's paying attention to them and their needs as opposed to just something that was pushed and translated from the US. So there's a – yes?

**PARTICIPANT ;** For localization – I mean, I really like that model as well – do you have somebody in that local office that is a part of your team basically whom you're able to pass this information on to and fulfill your responsibility to them and work with them and their teams of vendors to get it localized?

**SAM PEDERSON:** The model that we have is we've got a web publishing team that will localize it for the local offices, but they'll do it taking orders from the local offices. So we have e-marketing representatives that'll cover maybe two or three different countries, that that's what they need to pay attention to, and they'll work with the web publishing team to build those localizations, and they're the ones who are paying attention to those local – I mean, they're living in the countries, they're not US-based.

**PARTICIPANT:** So the e-marketing people are also local-based, right?

**SAM PEDERSON:** Yes.

**PARTICIPANT:** Okay, so they're not in the US.

**SAM PEDERSON:** Yes, that's right. Then give your plan time to work. Give it a chance. I do want to thank Axiom Digital, who is our global provider and provided the stats that were in this. They're the ones who we're working with on this, and our vendor of record. And then that's my contact information, so please feel free to contact me if you have any questions on this stuff. Yes?

**PARTICIPANT:** What place, if any, do you send English email newsletters to non-English speaking countries?

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**SAM PEDERSON:** Well, take France, for example, just because I happen to know the statistics. We also not only have country, but we have language preference in our database. About 8% to 10% of our contacts in France actually have language preference as English and so they would almost always get the stuff that comes out from the US because that's what they asked for. However –

**PARTICIPANT:** Even if it has something like “Keeping Up With The Joneses”, will you still send it?

**SAM PEDERSON:** They would typically get something like that, so we wouldn't do a localized English version. They might get a UK version, which does get localized. It's like, the Z's become S's in some cases, stuff like that. Yes?

**PARTICIPANT:** Inaudible question

**SAM PEDERSON:** So testing, in terms of –

**PARTICIPANT:** Inaudible question.

**SAM PEDERSON:** Yes, we can do both localized and centralized testing; however we don't do localization. We use that as a test model to drive our decisions elsewhere, because the decisions elsewhere are usually independent and they usually don't follow suit exactly. Yes?

**PARTICIPANT:** I was wondering, how many English versions do you use? I mean, you have British, Australian, etc?

**SAM PEDERSON:** We usually do a US, a UK, and an Australia, and that's usually it, and the Australia one works for the rest of Asia. The UK one usually works for the rest of Europe, and Canada gets what the US gets.

**MODERATOR:** I think we're going to take a break here and move on to our next speakers, so let's give Sam a round of applause.

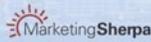
## Launching and Managing Global Email Campaigns

# Launching and Managing Global B-to-B Campaigns

Sam Pederson

Sr. Manager, Integrated Campaigns, Global eMarketing  
Sun Microsystems, Inc.

Tuesday, February 26, 2008



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- Key brands include Java, Solaris, StorageTek, and UltraSPARC (and soon MySQL)
- Conducting business in more than 100 countries worldwide

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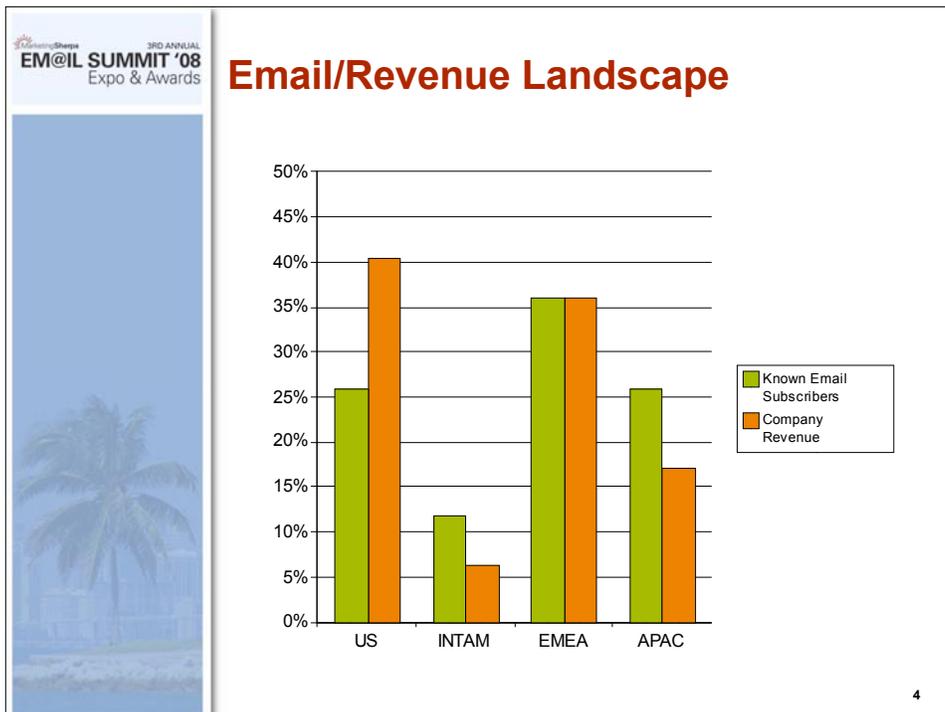
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### Global Email: Big Concerns

- What's my infrastructure?
- What laws apply to me?
- Does one size fit all?
- Multi-byte?
- How do I track it?
- Who's in control?



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### Global Email: Big Rules

- Make a decision and give it time to work
- Track everything you can
- Play by the rules

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### Infrastructure Choices

or....

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### Laws and Privacy

- CAN-SPAM and others like it
- Watch out for the EU!
- French-Canadian?
- What's your privacy policy and how do you share it?
  - Make it global and go past the bare minimum

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### Laws and Privacy

From: Bob Worrall, CIO Sun Microsystems <sun.program@mail.communications.sun.com>  
Subject: **Sun Inner Circle: Using Identity to Secure Information Assets**  
Date: September 12, 2007 9:08:06 AM PDT  
To: Sam Pederson  
Reply-To: sun.program@mail.communications.sun.com

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## Local Control vs. Central Prescription

- Local offices know their customers the best
- Those in corporate headquarters know best how to present a consistent brand and message
- What's the balance?



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<p style="font-size: x-small; margin: 0;"><b>Resources for Web Producers</b></p> <p style="font-size: x-small; margin: 0;">Banners, images and components.</p> <ul style="list-style-type: none"> <li>➤ Get Banners</li> <li>➤ Image Pack</li> <li>➤ Photoshop Templates</li> <li>➤ Banner Previews</li> </ul>	<p style="font-size: x-small; margin: 0;"><b>Calendar</b></p> <p style="font-size: x-small; margin: 0;">What's in the pipeline?</p> <ul style="list-style-type: none"> <li>➤ View Calendar</li> </ul>	<p style="font-size: x-small; margin: 0;"><b>Previews and Building Kits for the latest Global Online Packs</b></p> <ul style="list-style-type: none"> <li>➤ Startup Essentials</li> <li>➤ Web Scale</li> <li>➤ Web Infrastructure</li> <li>➤ Eco Innovation Initiative</li> <li>➤ SOA</li> <li>➤ HPC</li> <li>➤ Identity Management</li> </ul>	<p style="font-size: x-small; margin: 0;"><b>Visit our Blog for news from the Go Pack Team</b></p> <p style="font-size: x-small; margin: 0;"><a href="#">Read Now</a></p>

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## Launching and Managing Global Email Campaigns

MarketingSherpa  
**EM@IL SUMMIT '08**  
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# Straight Translation



» Nu downloaden

**Uw behoefte aan gegevensbeheer groeit. Is zelf doen de moeite waard?** » Nu downloaden

Beste [firstname] [lastname],

Eik jaar hebben organisaties naar schatting 30 procent meer gegevens te verwerken dan het jaar ervoor. Om dit eindeloze probleem aan te kunnen, beginnen IT-afdelingen over de hele wereld een deel van hun gegevensbeheer uit te besteden.

Sun Microsystems heeft een diepgaand onderzoeksrapport gepubliceerd over de ontwikkelingen op het gebied van uitbesteding van gegevensbeheer. Dit rapport beschrijft de vier stappen die nodig zijn voor een effectieve uitbesteding. Tevens identificeert het de 10 belangrijkste verantwoordelijkheidsgebieden die voor uitbesteden van gegevensbeheer in aanmerking komen. Daarnaast behandelt het rapport de praktijksituatie van Forbes.com waaruit blijkt hoe zij competitiever werden door gegevensopslag uit te besteden.

Meer weten? [Download een kosteloos exemplaar](#) van dit uitvoerig rapport.

Wilt u weten wat het uitbesteden van gegevensbeheer voor u kan betekenen? Neem dan contact met ons op via onderstaand e-mailadres. Met behulp van Sun's (patent-pending) Information Management Maturity Model (IM3) kunnen wij een objectieve beoordeling van uw gegevensbeheer maken die wordt afgezet tegen de situatie van vergelijkbare bedrijven in uw industrie.

Wat u ook besluit, u haalt veel informatie uit de Sun Executive Report Series. Als u vragen heeft of wilt u reageren, stuur dan een berichtje naar [emea-storage-campaign@sun.com](mailto:emea-storage-campaign@sun.com).

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# Localization




**SÉCURISEZ VOTRE SYSTÈME D'INFORMATION SANS EN BLOQUER L'ACCÈS.**

Solaris 10 et la gestion des identités :  
Un choix sûr.

[insert Greeting2\_FR]

Si vous souhaitez voir vos activités en ligne se développer, n'acceptez aucun sacrifice : ouvrez votre entreprise à vos clients, partenaires et employés – tout en garantissant la sécurité et la protection de vos données importantes.

**Ne sacrifiez pas la sécurité au profit de la croissance de votre entreprise – et inversement.** Jusqu'à ce jour, le libre accès et la sécurité en ligne ne faisaient pas toujours bon ménage. Aujourd'hui, Solaris 10 et la gestion des identités de Sun interagissent pour vous offrir une solution de sécurité complète.

Combinée à Solaris 10, la gestion des identités de Sun vous offre :

- un accès en ligne sécurisé aux ressources de l'entreprise, avec des fonctions de sécurité intégrées innovantes
- une disponibilité 24h/24, 7j/7, avec des fonctions de clustering et d'autres fonctionnalités de prévention des pannes
- la possibilité de développer vos activités en ligne avec un système d'exploitation et des technologies éprouvées dans des environnements comptant des millions d'utilisateurs

**Faites confiance à Sun, le leader de la sécurité et de la gestion des identités**  
Sun est le seul à vous permettre de jouir des avantages d'une véritable sécurité multi-niveaux dans un système d'exploitation Open Source de classe entreprise – combiné à un système de gestion des identités leader sur le marché, offrant un accès en ligne sécurisé aux différentes applications et données.

## Launching and Managing Global Email Campaigns



### Important Points

- Plan and grow your international eMarketing to match your business
- Know the privacy landscape and stay ahead of it
- Know the options for infrastructure choices
- Localization vs. Translation
- Give your plan time to work

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### Credits/Thank You

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samuel.pederson@sun.com  
415-294-5052

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# Testing and Segmentation Strategies of a Chinese Weekly

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## SESSION DESCRIPTION

This session addresses the opportunities associated with email marketing in China. Hear about the success of a successful Chinese trade news website, and identify some of the challenges associated in managing a Chinese-language newsletter. The presentation includes a case study on challenges specific to embedding flash in the email newsletter for ChinaHospitalityNews.com.

## ABOUT THE PRESENTER



Danny Levinson  
CEO,  
XZList

Danny Levinson has been living in China for over 10 years, working in the Email and digital marketing, publishing and advertising fields. He is a frequent speaker and lecturer at marketing conferences and universities on both sides of the Pacific. Levinson is also a representative for Spamhaus in China, where he consults directly with the Internet Society of China and China's Ministry of Information Industry to craft better spam heuristics and Email marketing rules.

## ABOUT XZLIST

XZList is China's largest Email list management, Email publishing, and Email marketing platform for loyalty marketing companies and digital publishers. With services dating back to 1997, XZList provides a secure and powerful means for hundreds of companies to connect with their users, clients, readers, and subscribers throughout China. More information at [www.xzlist.com](http://www.xzlist.com).

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## PRESENTATION

**SEAN DONAHUE:** If you're not doing business there yet, you might be interested in doing business there soon. China is so big, it's growing so fast, that it's impossible to ignore. So we asked Danny Levinson to come talk to us a little bit about email strategies for China, in particular. So, let's welcome Danny and he can tell us what he's learned.

**DANNY LEVINSON:** Thank you. That's right. China right now has – latest stats – conservatively about 170 million Internet users, which puts it second in the world. As far as penetration within the country, it's still only about 15% penetration. So it still has a long way to go. I realized after I sent my presentation in a month ago that I failed to put contact details at the end for my email, so I have name cards here. Very Chinese. If after the presentation you'd like my email address, please come up and take a name card. It has Chinese on it. So if you go to a Chinese restaurant, you can impress the waiter or waitress.

How many people do have operations in China right now? Okay. And how many of you are currently sending Chinese-language emails? Oh, great. I'm sorry?

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** Okay. Including indirectly. Your company is sending Chinese-language emails? Okay. That's a good a number. I presented at MarketingSherpa Email Summit two years ago, the first conference in Chicago, and at that time, a smaller percentage of the folks were actually sending Chinese-language emails. Perhaps it was because I had the first speech of the morning, right after a party and maybe nobody showed up. How many of you have actually been to China? Okay. How many for pleasure? Business? Okay. Good. Again, more people are aware of China. China has been in the news, the Olympics are coming.

My name is Danny Levinson and I live in China. I've lived in China for about 11 years. I'm just here for a couple of weeks for some meetings. I'm heading back to China on Wednesday morning. I don't live in the US and, therefore, I'm not really too much up on the latest email marketing buzz about the US. You folks know a hell of a lot more about which companies are hot, the English-language words that you use, the jargon that you use. I read about it on MarketingSherpa's website, but rarely do I actually speak English-language email marketing jargon. In China, it's Chinese language. It's either simplified Chinese or traditional that we write and I'll go into that a little bit more.

It's slightly different than what I sent in. Since it's skipping a couple of slides. I'm CEO of BDL Media. BDL Media

## Testing and Segmentation Strategies of a Chinese Weekly

is a diversified media company. Ninety-five percent of our staff are Chinese language, Chinese local users. We print a number of different print publications. We've invested in a broadband business in China. I own a game software company in China, as well. However, my passion for the last ten years has been email. And, as it says on my bio, in China, I'm also the representative for Spamhaus, which some of you probably despise. But by working with Spamhaus in China, I work with the Public Security Bureau in China and the Ministry of Information to set up heuristics so that we understand deliverability issues and we understand what gets through and what kind of content works best.

To give you a brief introduction to what's happening in China versus the rest of the world, instant messaging is still much more important in China than in the West, and email is not so much important. One of the reasons is that the adoption rate for the Internet is still among young people, folks under the age of 35, folks who went to college ten years ago and graduated. They're still using instant messaging, mobile messaging, SMS and MMS. And email is really something that's only being done on the corporate landscape. Sohu.com, SINA.com, NetEase.com, those are the big Chinese portals, which some of you might have problems emailing to. And those really attract a lot of the local users, non-corporate users.

I've run into a lot of people who have small and medium-sized businesses in the United States and they have AOL addresses or they have EarthLink addresses. They still haven't bought their own domain name. In China, you'll rarely find folks with an email address from one of the free web mail providers for a small or medium business. They will have their own corporate email address. And we'll talk about that in a few seconds because that helps us with segmenting consumers from B-to-B.

Some of the good things about emailing in China: First of all, CorpEase's anti-spam system is standard. CorpEase used to be owned by NetEase. NetEase is one of the largest web portals in China. They also own a big game company. By understanding how CorpEase puts their heuristics together, and how they block email, both legit and non-legit, you can really understand how pretty much 80-85% of the ISPs and the portals operate their email systems. So once you've mastered CorpEase's anti-spam system, which has a big monopoly on everything, you can really understand how to get your emails through. And, please, if you have questions while I'm talking, stop me and ask me questions. Go ahead.

**PARTICIPANT:** Can you explain what CorpEase does?

**DANNY LEVINSON:** Sure. CorpEase is two words put together, corporation and easy. And it previously was owned by NetEase, NetEase.com, which is - NTES is their NASDAQ ticker. They use to be owned by NetEase. They were set up by NetEase as an anti-spam system email provider, and then they split off. And because they were from NetEase, they took on the name CorpEase. What the system involves is you can purchase it either on a client, on a thin client, or you can subscribe to their service. And what they run is similar to what a lot of block DNSBLs run, a lot of block lists run. They have both white lists and black lists. They also have a lot of exploit lists that they're tracking both viruses and phishing incidents, similar to what Spamhaus does in the rest of the world. Did that answer your question? Somewhat?

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** Yeah. CorpEase, type it in, unfortunately, there's not a lot of English-language information. One of the websites that we own in China is called ChinaTechNews.com. It's an English-language technology website. And I think we might have some news in the past about CorpEase, perhaps a few years ago when they broke off from NetEase.

The other big benefit is 95-97% penetration for Internet Explorer. So, for many years, folks in the United States had to worry about AOL markup. They had to worry about how they were going to format their email. Well, in China, a lot of folks use Outlook Express or Outlook. Now, of course, that poses new problems if you're using Outlook 2003 or later versions for embedded images. However, at least you know what you're dealing with and you don't have to worry about Macs. Macs don't exist in China. There's very, very few. Mac is really just an American anomaly. That's what I like to tell folks because I don't own a Mac. And so far, you don't you have to worry about that.

Firefox. Firefox is up and coming. However, Thunderbird, people don't use Thunderbird, people don't use Thunderbird clients. Eudora also is not a big problem.

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** IBM has never really been able to make good headway. Lotus Notes is still being used, for example, for our clients. XZList, we do mailing list management and the US Embassy still uses Lotus

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Notes. Ogilvy uses Lotus Notes. A few of the other big PR and advertising agencies still use Lotus. But as far as local, true local businesses, rarely will you find them using Lotus Notes. And it's very difficult to find a Lotus Notes' developer as well.

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** Okay. Japan, I'm not too familiar with, but fortunately they've stopped servicing Eudora now, from what I understand. That's the latest information I've heard. They're not going to come out with upgrades to it. So, perhaps soon, that will go the way of a lot of the AOL markup problems.

Some of the bad things are blocks. And as a foreigner – you guys are foreigners – as foreigners, trying to email into China, your understanding of how to get through these blocks is extremely frustrating. And I receive emails all the time. When I talk to folks outside of China, I hear very frustrated words about, "How do I connect with these ISPs, to these IDCs, and to these portals?" The big problem is language a lot of times. You try to email through and they'll send you back, they'll kick you back a message telling you exactly why you've been blocked, but it's Chinese language.

And what makes things even more complicated is often, on your computer, it looks like gobbledegook. You don't have the language pack installed, so if you do manage to forward it to a Chinese-language person, a lot of times that comes through as double gobbledegook. So then you have to go back. You have to try to send a bad message again to the IDC – I've been through the whole process many times – and try to get that message kicked back, sent to a true Chinese person to try to translate it for you.

ISC is the Internet Society of China. In the end of 2006, they passed the Chinese version of the CAN-SPAM law. It's called Green Email Inbox. At the end of 2006, they passed this law. It's basically a white list. And with this law, I skip down to the caveat, you must include the word ad, in capital letters, A-D, or the Chinese word Wongow, in the beginning of all of your subject lines. That's part of the CAN-SPAM law. You don't have to include the address, like I understand you have to do here in the U.S., however, a lot of companies still go ahead and do that because Hong Kong has its own laws for spam. And Hong Kong laws for spam say that you do have to include an address. And so because a lot of the multinational and very large Chinese domestic

companies are operating both in Hong Kong and in mainland China, like the last speaker who was here said, it's just easier to have a blanket policy that tries to hit all of the bases.

**PARTICIPANT:** For the ad, is that for unsolicited or for anything commercial?

**DANNY LEVINSON:** Yeah, this is the extremely large headache that everyone is dealing with. The China DMA is trying to deal with it. The China DMA has tried to get word from the regulators on exactly what they mean because right now it's unclear. The way we approach it is, as a larger media company – outside of XZList, as a larger media company, when we have someone opting into – for example, if we have a subscriber to one of our magazines, the print magazine and they're also a subscriber to the email, we don't include Wongow, we don't include Ad on it. The reason why is we say it's a closed list. It's not a subscriber list for advertising. We're just updating them with information and they registered for it.

It's still very gray though. And, from what I understand, I've seen both ends of the spectrum where I've seen Cathay Pacific, for example, send me my frequent flier points, with ad at the beginning and I know they shouldn't have to do that because it gets stuck in my spam filter. I'm a member of Cathay Pacific's frequent flier program. I don't want them to send me something that gets stuck in spam filters. So there's a lot of confusion still within the industry.

Going back up to bad things, there's also low sophistication among ad buyers. And those of you that have offices in China might have experienced some of this with some of your local staff working in China, where you, again, understand email marketing, you understand some of the jargon, you ask your local offices to deal with finding vendors, marking up your newsletters, localizing your email newsletters and email programs, and yet there's still a lack of sophistication on exactly what they need to do. That's extremely frustrating for us dealing with the U.S. office and their China office and trying to combine them. We're usually the ones that get blamed. But it's also very frustrating for the user who is often given an email that seems to come from two different offices and has two different meanings. The gentleman that was just talking from Sun Microsystems, they seem, from my point of view, to be doing it the best that anyone can do it, the way that they've structured their local offices and their main databases. I really don't see, in this day

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and age of flat earth, of really doing it any better unless we can all speak Chinese and we can all speak English.

Finally, under caveats, China is not one market. You have the three large markets of Beijing, Shanghai and Guangdong Province in the south. Guangdong Province, they speak Cantonese, but they write simplified characters. Beijing and Shanghai, Beijing they speak Mandarin. They write simplified characters. In Shanghai, which is where I live right now, they speak Shanghaiese, which I don't understand, and Mandarin, which I do, but they write simplified Chinese. So, because emails are in written form, in mainland China, you're dealing with simplified Chinese. Hong Kong, you're dealing with traditional Chinese. And being able to localize those markets as much as possible is very important. Because once you start going out to SiChuan Province, where the dialect is extremely difficult to understand, you start running into problems. Shanghai and Beijing are a headache in and of themselves.

So how are the companies dealing with their email marketing campaigns? Well, there's pay-to-send emails. This is something that Daum, D-a-u-m, in Korea kind of started a number of years ago and has been adopted here in the US, and has really been adopted in China. Anyway you can make money, China is making money.

The way this works is, if you're having problems sending to a certain portal, for example, Sohoo.com, which is one of the largest portals, you contact Sohoo and they will charge you, per user, to send through. Now one fen, in China, is equal to about an eighth or a one-seventh of one US penny. So basically you're dealing with about a half a penny to send through if you're looking at basically 1-2 million users a month that you want to send through their portal.

For third party opt-in lists, such as what we sell, if you're looking at 1-2 million, it's usually about one renminbi, which is about 12 U.S. cents. And if you want to send to the ISP or portal users, I'm sorry, I mixed those up. If you're sending your own list, it's your own list at the beginning, if Sohoo has those users on their list, you're going to be paying that price. However, on the number three, send to an ISP portal, those are your users that have not opted in via Sohoo. You don't have a co-registration process with them. Then you'll be charged four to six fen. So especially with a lot of the in-fighting with a lot among the portals in China, if you're an outsider, they're going to encourage you to combine registration, especially if you're running a game company

or consumer product program. For B-to-B items, you're going to be targeting folks at their secondary level, the level above the consumers, and for that you're going to be paying more money.

Most importantly is developing relationships. I spend most of my time in China developing relationships. I don't drink alcohol when I'm in China, very rarely, because I learned many years ago that my liver can only hold so much. I became a vegan a few years ago, because I realized that I could not eat but so much pork and beef and other items at these banquets. But developing relationships is very important. And I've seen on some of your name tags, some of you that are deliverability companies, I've worked with some of your offices as they've come to China and I've taken some of you to these banquets where you have to develop the relationships with the local governments, or the national governments for certain committees. And developing that relationship is very important because when doo-doo hits the fan, you want to be able to call them up and say, "We're having a deliverability problem. What can you do to help us?." And so a good meal does wonders.

The other problem is high turnover in IT staff. So you want to develop relationships with good IT people. They don't have to be working for you full time, but at least they can help you source staff when you need it. And that's a big problem that I see for medium-sized foreign companies that want to operate in China on the B-to-B level, is they only have a sales office in China because perhaps they're selling software, or they're selling some other service that they don't need full manufacturing capabilities in China. But, at the end of the day, they still need one or two people to localize their products and with high turnover, if I'm going to offer your guys 100 US dollars more a month, he's going to come to my company. And so you have turnover and in order to pick the best from what's available in China, you need to develop some really good relationships. Also, use publication-based lists. I say that just because we run publications, we run Chinese-language publications and I find them much better than opt-in lists.

I want to quickly go over a case study of embedding Flash in an HTML email newsletter. The fact that you can embed Flash, first of all, probably makes you guys think, "Well what the heck is going on in China?" As you know, in the US, Flash-based email campaigns, they get stripped out. If you send Flash embedded in an email to Yahoo! or Gmail, it will be stripped out of the HTML code. We printed a white paper last year for

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Chinese language on the web-based email-side. Four of the largest actually accept embedded Flash in the email campaigns. 163.com, Sohu, SINA and 21CN, all accept Flash emails. What that means is you now have more opportunities, as marketers who love flashy things, who love to see movement, you have more opportunities to market to certain segments within your database. Now, as B-to-B marketers, though, as I just told you when I first started speaking, a lot of corporate folks don't use some of these web-based emails. So you're in a quandary. You know that they're using Outlook, but you know that Outlook is not going to be accepted if you send Flash-based email.

Well, this case study involves our China Hospitality News magazine. It's a travel related magazine. The print publication only goes to 20,000 subscribers and the email newsletter every week only goes to about 14,000 subscribers. But these are the folks that buy travel products. These folks, for one purchase might spend 200, 300, 400,000 US dollars, to plan a conference, to plan a retreat for their company. And so although you're only dealing with 14,000 people, each and every one of these people is very valuable to a potential advertiser. And broken down even further, we found that 3,000 of those folks actually use their private email accounts to receive our email newsletters. So we're dealing with 3,150 subscribers that could potentially receive Flash-based email.

Again, this is very simple. We put together three different email campaigns for the Westin, a Starwood property. First one was in the top left-hand corner, our left-hand corner of the email. Then we tried another one which it was in the middle. Now the reason why we switched these around, it seems kind of quaint and ridiculous, is that for some of the email providers, for 21CN, for example, the actual preview pane, extremely narrow. They fill up the left side not only with navigation, but with ads. It seems kind of unbelievable, but they only give you maybe 300 pixel-wide to operate in. And so because of that, and everything is left justified, we wanted to really make sure that the people that were looking at our 250 x 250 ad, really had access to click on it. And, finally, we put it at the top left.

Obviously - it wasn't obvious to us, but we wanted to find out as good researchers, what the ultimate success rate would be. We had about 6.5-7% success rate overall clicking on this rather than a normal - I don't have the stats on here. A normal animated GIF we were getting 1%, less than 1% click rate on it. So we found that the Flash

was very animated. It spoke directly to the users. And we were able to, within the Flash-based advertisement, actually tell someone you are coming from 21CN. And so we were able to give them a special message within the flash advertisement in Chinese saying, "As a 21CN subscriber, Westin is offering you a special discount for this weekend for your corporate travel."

I've listed four different URLs on here of just brief information that I've talked about. XZList is our mailing list management service. We also do email marketing. China Hospitality News is the website from which we sent the email newsletters from, and Chinsi.com, which powers a lot of our email marketing.

At the end of the day, emailing to China revolves around knowing and understanding a certain amount of assumptions and those assumptions are always changing. If you look at the emailing marketing world in America, although I'm not so much up on what's happening here, I feel that it's changing very quickly, there's new providers coming online and in China, it's the same times ten. You have so many VCs still coming in there, powering new partners. You have foreign companies coming in there who are buying and acquiring two, three, four different types of companies that previously were competing. And so the landscape is really changing. And it's a headache sometimes to keep up with what's going on, but what we found is that keeping up with what your clients' needs are in China is probably the most important thing that you can do, and the best way to do that is through a good meal. That's all.

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** Okay. These clicks were only on the Westin ad.

**PARTICIPANT:** Specifically to that ad?

**DANNY LEVINSON:** Specifically for the Westin ad. We didn't look at any other links on this. This is particularly for where we placed the Westin ad and the amount of clicks that we get on it. That's why 6% is fantastic.

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** Right. According to the Green Email Inbox - what she asked was: What's the best way to acquire opt-in emails from this type of user base? According to the Email Inbox law that was promulgated

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in 2006, you don't necessarily need to have double confirmed opt-in. You just need an opt-out. That being said, because a lot of you are American and operate internationally, it's not in your best interest to do that only in China. You want to have a blanket policy.

What we've found is it's best to partner with portals and publications that really target what your needs are. And as B-to-B users, they're going to flock to a lot of the BBSs. In America, as B-to-B, as business people, rarely do we go to BBSs unless we have a problem with our BlackBerry, or we're looking for a husband or a wife and we go on one of those forums. But in China, BBSs and those type of social networking sites are very large and there's a lot of business related social networking sites. I would say partner with them.

The problem in those situations is that with the co-registration, the problem with anywhere, I believe, with co-registration is who owns the data and how will they market to the data and how will you market to the data. You understand maybe you'll only market once a week or twice a month, but you don't what your partner is going to market to. You don't know how dirty that data is going to become after a few weeks. So that's always the problem.

What we've done is we're really focused on marketing and we've built up our publications, both online and print, around marketing, around the email lists. So our content is really created to drive people to build up those email lists. And I would say that if you have the capabilities, create a publication, create a website that gets updated a few times a week, in Chinese, where people come to and they subscribe to your email newsletter. At the end of the day, I think that that's really the cleanest way that you're going to have control over your list and no one else is going to own it. Any other questions?

**PARTICIPANT:** You mentioned there are these three centers in China where most of the population actually converges. So can you tell me what's the email population size that we can target?

**DANNY LEVINSON:** Right. The Guangdong, in the south, actually has the largest. Beijing and Shanghai are second and third, respectively, but Guangdong is the largest. As far as population for internet, the Internet Society of China, [isc.org.cn](http://isc.org.cn), has downloadable reports that they issue every three months and you can download that information there.

**PARTICIPANT:** Can you repeat the URL, please?

**DANNY LEVINSON:** ISC, [www.isc.org.cn](http://www.isc.org.cn), and the top right corner, there will be an English-language link, you click that and you'll see lots and lots of reports that you can download. And that's actually a fantastic resource for you and your company as you develop strategies for China to aggregate a lot of the data that they have. They have data on instant messaging. They have data on email. They have data on mobile, SMS, MMS, everything.

**PARTICIPANT:** And are there any preferred providers like Hotmail, Yahoo!?

**DANNY LEVINSON:** Yeah. The problem with China is auditing of numbers is very difficult, even for publicly listed companies. So Yahoo! says that they are the biggest email provider in China. Hotmail says that they are biggest email provider in China. Sohu says, SINA says, NetEase says. They all say – TOM.com.com says, they all say that they are the largest. It's extremely difficult to find out information on that. A good statistic to know, though, is that the average Chinese user has more than five email accounts. And so understanding that really puts you on a good level to understand that maybe the number of email accounts that was displayed before, the amount of people that own those accounts is perhaps lower, and that if you target a certain, especially for B-to-C, for B-to-C communications, you might be sending someone an email that they might not look at for two weeks.

**PARTICIPANT:** In B-to-B, I think you mentioned, are corporate users using these other providers for their email?

**DANNY LEVINSON:** Right.

**PARTICIPANT:** That is what you said?

**DANNY LEVINSON:** They're using – for example, sina.com, has a special section called VIP. They have a VIP section. So if, for example, Danny Levinson has an email address sina.com for corporate, I will have an email address that says [dlevinson@vip.sina.com](mailto:dlevinson@vip.sina.com). Now that costs me a month – I have a monthly fee that I pay. I pay it via my mobile phone. And to email as a marketer emailing to SINA, I have to pay SINA money to get to that VIP member. Because the VIP member pays SINA for the privilege of having that email address, but also for the privilege not to be spammed by outsiders.

## Testing and Segmentation Strategies of a Chinese Weekly

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**PARTICIPANT:** Okay. But if I had your corporate address, I could get you through there?

**DANNY LEVINSON:** Sure. Exactly, unless the corporate address is running through a Chinese ISP that is maybe blocking your originating IP. That's the only problem that you have to contend with that.

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** Sometimes it can be as narrow as 300 pixels on 21CN.com. Right. Normally, it could be 600, 700 pixels wide. Right.

**PARTICIPANT:** The earlier slide you had about IM usage versus email. When I was in China, it was really amazing how people were IMing so fast. And it seemed like they were using pinion as an input method?

**DANNY LEVINSON:** Right.

**PARTICIPANT:** But could you talk about – there's been other talks here about using SMS and kind of viral campaigning and maybe leveraging that usage, especially in Asia?

**DANNY LEVINSON:** Sure. Two questions. First of all, for input, right, everything is input in pinion, which is the Romanization of Chinese characters. If you're on your desktop and you're typing, or if you're on your computer, you're not actually typing characters. You're typing the pronunciation. So China is Xhong Guo. So if I wanted to type the two characters for China, I would type x-h-o-n-g for Xhong and then a number of characters would pop up on the screen and I'd quickly choose one of the characters. And then I'd spell g-u-o on my computer and a number of characters would – for Guo there's probably 20-25 characters that relate to g-u-o. So I'd quickly choose the right character and I'd move on to the next character. So it's really typing and choosing characters.

Now the second part of your question was integrating email and marketing and mobile marketing campaigns.

**PARTICIPANT:** Yeah, and if there's IM (inaudible)?

**DANNY LEVINSON:** There's IM stories. There's IM novels. By IM, we break it down as both mobile SMS and also web-based instant messaging. For mobile SMS, there have been a lot of campaigns that have integrated that. And, actually, two years ago when I was here, I spoke on an integrated campaign that we had done. But

what we found is that instant messaging really works very well for B-to-C users and email works much better for B-to-B users. Because really for mobile, you're really dealing with point of sale type transactions and that plays a lot better to someone at a retailer than someone sitting at their desk.

**PARTICIPANT:** Inaudible question

**DANNY LEVINSON:** Oh, that's a great idea. That's right.

**PARTICIPANT:** How prominent is text versus HTML in China? And then the second question I have is the pushback we often get from our Chinese branch is that they want their templates to be much more image rich and really exciting and clearly the Flash availability is probably evidence to that. But do you have any surveys or research to show that really busy, kind of exciting works better than just simple? Because we're always trying to reach a balance. And then there's the extreme with Japan that just wants text.

**DANNY LEVINSON:** Right. For your second question, I received the exact same question two years ago here on subject lines. Someone asked me, "Why do we have to have such frilly sounding subject lines in Chinese?" In recent years Sohu, SINA and NetEase have passed internal regulations saying that they won't have popups on their web pages, that they will try to make their web pages less busy. But there's been a lot of Chinese-language reporting and studies that show that Chinese-language websites are a lot more text-based. You might think that they're flashy with images, but actually take a look at the front of Sohu.com. Yeah, there's a lot of images, but there's a hell of a lot more text on that page than the front of Yahoo.com. And the way that navigation toolbars are created, as well, is very different. For example, if you try to stay with four characters for every item on your toolbar to make it look more appealing. And so there's a lot of theory that goes on behind the scenes on that. As a foreigner, although I've lived in China for 11 years, I still don't quite get it, but I trust my designers when they tell me that I should design something in a certain way.

Going back to your first question, text and HTML, that's a great question. On XZList, we provide folks the ability to log in and send their own email. We give them the ability to send multi-part text or HTML. No one sends text. Very, very rarely do they send text. Multi-part, almost never. If you try to explain the different – well, if

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you try to explain well some people can then view the HTML and some people can then view text, there's not that level of sophistication.

It's the same way people sell banner ads. Banner ads are not sold on a CPM basis. People just sell a spot for a day or a week. Why? Because when the guy who buys that banner ad looks at your web page, if it's rotating and he doesn't see it, he gets angry. He doesn't realize that it's pay-per-view. Any other questions? One last.

**PARTICIPANT:** So a banner ad runs for a day?

**DANNY LEVINSON:** He asked if a banner ad runs for a day. The way we sell banner ads, the way Sohoo, SINA, all the big guys sell banner ads, even the way DoubleClick would sell banner ads, is not necessarily – sometimes you will sell, like in the US, but almost always you will sell based on time. You'll sell for a certain period of time and then you'll either manually or have your ad server swap that ad out. It's what people understand. And with only a 15% adoption rate for the internet in China, a lot of times the guy that's signing that contract for that web advertisement maybe doesn't use the internet. Okay?

So what you do is you print out something. For example, our email newsletters, we have one website that is purely an email newsletter publisher on different types of information and it competes with some print publications. And I know that our penetration, our users are much higher than some of these print publications. But they make a lot, lot more money than we do revenue-wise because the guy that's chopping that contract and signing that contract actually has something in his hand. And when our salespeople go to sell an ad on an email newsletter, they print it out and they bring him a copy of it and it doesn't look good. It doesn't look good. Those are some of the problems with dealing with this level of sophistication among ad buyers in China.

Yeah, I think we have time for maybe one more. We have time? Okay. No more. One more.

**PARTICIPANT:** I'm not sure if you want to answer this now, or maybe we can catch up later, but I have a client who is actually trying to build a list to talk to engineers in a B-to-B space in China. What would you recommend to be that best approach then?

**DANNY LEVINSON:** Sure.

**PARTICIPANT:** To build an opt-in list, other than their website, of course?

**DANNY LEVINSON:** Right. Similar to what we discussed before. I'll give you an example from my business, for example. Part of my business, we publish magazines and websites devoted towards the travel industry, people working in the travel industry. One of the problems that you're going to confront is if you come to me with a travel client and say, "We want to acquire users," my first thought is, well you're going to be competing with me. So, again, one of the ways around that is to create your own little microsite and find ingenious ways to either co-market it with someone like myself, but try not to tread on my turf, or try to find a big portal that is doing everything, because portals are much more important in China than they are here, and market it through that.

And what I mean by they're much more important than they are here is that here in the US, you have Engadget, you have all these very niche, very vertical websites that have developed over the last 10 years. You won't find that type of thing in China. You'll definitely have niche websites, but people really go to the portals and they'll spend all day at the portals. And so if you can put an advertisement on Sohoo or SINA or NetEase or TOM, and they'll have an engineering section, they'll have a business section, a trade section that will hopefully cater to your needs, then you work with them in that section, because those guys don't care if you're competing with them. They have so many other things to worry about, that they just want to sell the ads.

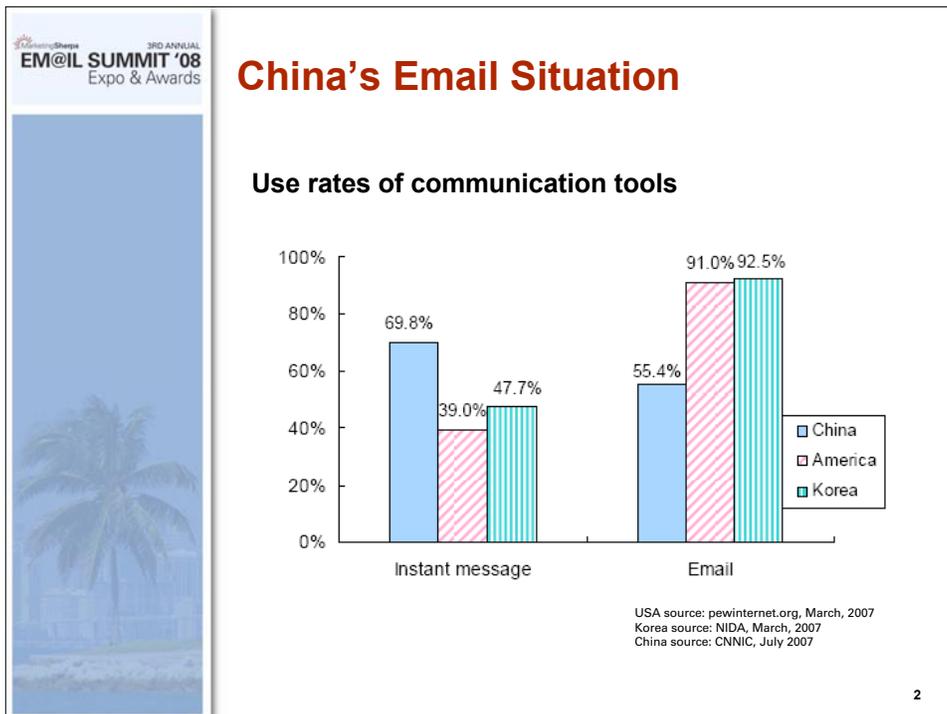
Any other questions? Okay, good. Well, thank you very much. If you have any questions, or you need my name card, just email me.

Testing and Segmentation Strategies of a Chinese Weekly

# Testing & Segmentation Strategies of a Chinese Weekly

Danny Levinson, CEO, BDL Media Ltd  
XZList  
Tuesday, February 26, 2008

MarketingSherpa 3RD ANNUAL  
**EM@IL SUMMIT '08**  
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### China's Email Situation

**Good things**

- Corpease's Anti-Spam system is standard
- 95-97% penetration of Internet Explorer

**Bad things**

- Blocks: ISC, DNSBLs, overseas ISPs block
- Low sophistication among ad buyers

**Caveats**

- "AD" (or "广告") in the subject of email, so that the user can recognize the advertisement mail quickly
- "China" is not ONE market!

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### China's Email Situation

**How are companies dealing with email marketing and email newsletters in China?**

**Pay-to-Send Emails**

- Your own list: 1-5 fen per user
- 3rd Party Opt-In List: 4 fen to 1 RMB
- Send to ISP/Portal Users: 4-6 fen per user

**Develop relationships**

- A good meal does wonders
- High turnover in IT staff

**Use Publication-based Lists**

- Stay away from dime-a-dozen lists

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## Case Study: Embedding Flash

**Problem:** The weekly Chinese-language ChinaHospitalityNews.com email newsletter has a new client who wants a Flash advertisement embedded in the HTML newsletter.





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## Case Study: Embedding Flash

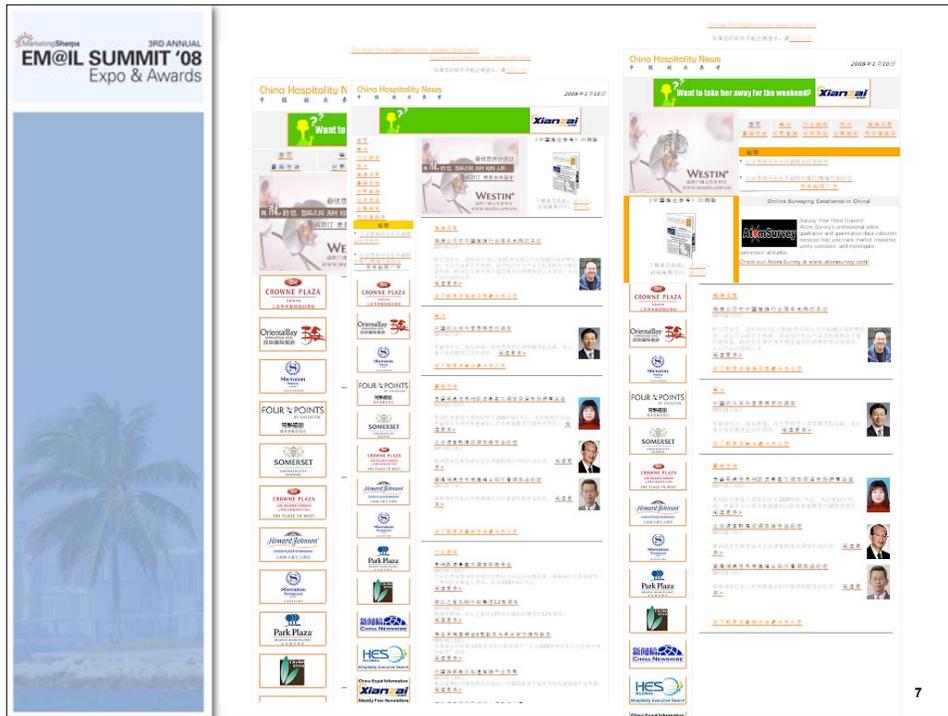
### Can you embed Flash in email?

Email Software	Displayed by Default	Security Warning
Outlook 2003	X	⊗
Outlook Express	X	⊗
Eudora 7.1	X	X
Lotus Notes	X	X
Web-Based Email		
163.com	⊗	X
Tom.com	X	X
Sohu.com	⊗	X
Sina.com	⊗	X
21CN.com	⊗	X
Yahoo.com	X	X
Gmail.com	X	X
Hotmail.com	X	X

**CHN Chinese Email Newsletter Subscribers: 14,200**  
 •Corporate Email Addresses: 9,680  
 •163, Sohu, Sina, 21CN: 3,150

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## Case Study: Embedding Flash

### Results

	Left side, under Nav	Middle	Left side, no nav
Sent	1000	1000	1000
Open Uniques	460	422	452
Open Total	502	479	493
Clicks Unique	22	29	43
Clicks Total	24	34	46

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### Credits/Thank You

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# Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program

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## SESSION DESCRIPTION

This session offers proven techniques for expanding a user base of BtoB customers who are typically not impulse buyers. Learn how to develop and deliver a message so that it will be received and acted upon by busy customers and prospects. The core of CareerBuilder's marketing strategy is involved in keeping prospects engaged regardless of whether they are in or out of market. Attend this new case study presentation to gain and keep the attention of the most discerning of your target market.

## ABOUT THE PRESENTER



Michael DeHaven  
Ecommerce Marketing Manager,  
CareerBuilder.com

As the Ecommerce Marketing Manager at CareerBuilder.com, DeHaven plays a central role in driving the growth of BtoB ecommerce sales. In addition to revenue, he is responsible for managing CareerBuilder's BtoB marketing website, natural and paid search initiatives, online banner campaign and much of their BtoB Email marketing efforts. DeHaven started at CareerBuilder in 2002 and spent his first three years with the company managing the front-end Web development team. Prior to 2002, he worked with various companies as a consultant, designer and developer with the purpose of bridging the gap between marketing and technology departments.

## ABOUT CAREERBUILDER.COM

CareerBuilder.com is the nation's largest online job site with more than 21 million unique visitors and over 1.5 million jobs.

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## PRESENTATION

**MODERATOR:** Our next speaker is actually someone who's given us a great deal of advice. Michael DeHaven of CareerBuilder actually was an attendee at this event for the past couple of years and submitted a case study proposal which was accepted - it's a terrific proposal - and it's titled "Creative and Viral Components of CareerBuilder's Refer-a-Friend Program," and it's a before-and-after look at best practices and it will analyze when a campaign should be killed, when it should be enhanced, with very specific information with respect to that campaign.

**MICHAEL DEHAVEN:** All right, thank you. So I'll set my watch out here to make sure we don't go too far over time. Well, thanks for coming today. My name is Michael DeHaven, as Eric said, and I have the role of E-Commerce Marketing Manager at CareerBuilder.

To start out, let's just briefly set up for the case that we're going to look at. This is a B-to-B case. We want to take our B-to-B audience and try to grow our B-to-B list. So we have two separate divisions in CareerBuilder

marketing: One is B-to-C, which is where you see things like Monkey Mail and other products like that or other campaigns like that. The B-to-B effort is much smaller, but it's much more strategic, and we're the ones where you'll normally see banner ads scattered everywhere across the internet. And then we have a lot of newsletters and other targeted pieces that go out.

So, first, to start out, let's take a look at some stats about CareerBuilder. At this point, we are the nation's largest online job site with more than 23 million unique visitors and over 1.6 million jobs. We've been in that position for about three-and-a-half years, and the stats continue to grow, so it's wonderful to be part of that.

CareerBuilder powers the career centers for more than 1,600 partners including 140 newspapers and leading portal, such as America Online and MSN. You'll also see us on CNN and a few other major portals. We service more than 300,000 employers; we have over 26 million resumes in our resume database, and we operate in the U.S., Europe, Canada and Asia. The international effort keeps expanding, which is just really exciting.

## Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program

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Additionally, in the past 5-1/2 years that I've been with CareerBuilder, we've seen amazing growth which most of you have probably experienced. When I started, there were about 500 people in the whole company. At this point, 5 years later, we're almost about 3,000 employees.

So, in this room, who's used CareerBuilder? As a job seeker? A job seeker, come on, be honest.

**PARTICIPANT:** I have a job opening in San Francisco.

**MICHAEL DEHAVEN:** I'll be honest - there are times where I use CareerBuilder as a job seeker in moments of minor frustration, plus I've got bosses back here and they probably do the same. Who has used CareerBuilder as an employer? Okay, great.

So, last fall - to set up this case - last fall, one of our special projects teams was given the project of developing the Refer-a-Friend campaign. And, when given the project, the team was directed to execute as quickly as possible and to not involve too many parties for the sake of efficiency.

Now, as part of the culture at CareerBuilder, we do our best to follow Lean Development principles. So, who's familiar with Lean Development? For those of you who aren't, for the purposes of the discussion today, Lean Development is basically a project management philosophy whereby we're very iterative, very agile, and we focus on learning at every iteration. So, what comes with that are times where we may fail. We accept that we will fail in certain projects and we're not going to - in a lot of cases, we won't go out and do enormous amounts of research to try to get it right the first time. We're willing to put something out there, experiment with it, learn quickly, and then adjust. So, that's part of our culture and I believe a huge part of why we've been as successful as we have at what we do.

So, this campaign is to leverage our active customer list to generate new leads, and what the project team came up with were three main components, pretty basic and pretty simple. They were going to send an email to our active customer list with a 15% offer, whereby if they referred a friend or gave us some contact information about that person so that we could market to them, they would receive a 15% off coupon. Additionally, there's a landing page that had a form to collect the information, and there was an automated email to send the coupon after this all happened.

So, this was the original email that went out. If you look at it, we've got a huge CareerBuilder brand on the top, and that was our tagline from last year: "Experience Better." "Refer a friend today and receive 15% off your next Google.com online purchase." Pretty obvious what we're offering here.

And then some copy in there: "Customer referrals are very important to us and nothing is more gratifying than a satisfied customer telling a friend about CareerBuilder.com. Click here to fill out the referral page with your information and the information of the person you would like to refer. Upon submission you will receive an email with a coupon code that you can redeem for 15% off your next purchase online."

So, email best practices. Who wants to shoot at two potential issues they see here? Anyone?

**PARTICIPANT:** The logo's too big and 15% really should be larger.

**MICHAEL DEHAVEN:** Okay. The logo's too big and 15% should be larger. Definitely key points, and we will get to those in a second. The landing page. So, the landing page was built by one person interacting with one developer, and what they found as part of the efficiency process is that somebody had done a Refer-a-Friend campaign about 2-1/2 years ago, so this developer said, "Wow, we use the same code and we can use all the same pieces. So, let's just get it out and it'll be out tomorrow." As you can see - by your reaction I can tell - you had some of the same feelings that I did when I first saw this.

The results of this - we'll jump right into it. In a vague sort of way, open rates met expectations. Every time we send a campaign, we have expectations about what those are. I don't want to be specific about that here today because we all have our own expectations, we have our own benchmarks. So, what my exact numbers are won't be that relevant to you.

Click-throughs were lower than expected, which could mean that our offer was not good enough. It could mean that people are not interested in Refer-a-Friend. There could be a variety of reasons, maybe a design best practices, whatever. It speaks for itself.

This campaign went out to a fairly good-sized group of our active customers whom we try to engage as much as possible, whom we love and we take care of. And

## Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program

zero. Not even zero percent hiding the one or two. The only conversions were the two people or three people who actually tested it from our Marketing Technology Department.

So, next steps. Do we conclude that Refer-a-Friend campaigns are a terrible idea, is the first question. Or, do we investigate, improve and try again? And we debated about it. The girl who put this campaign together is a good friend of mine, and we got on the phone and she said, "You know, I think it's just a really bad idea. Let's just kill it and let it go." While we were on the phone I took a look, walked through the campaign creative elements and said, "You know, there are some opportunities here. Why don't you give me two days to work on this. I'll re-do the creative for you and we'll try it again in an email that we have scheduled two weeks later." So literally, within two weeks we turned what you're going to see around.

**PARTICIPANT:** What was the timing? So, you said, "we had zero conversion." I mean, how long -

**MICHAEL DEHAVEN:** It was about two weeks.

**PARTICIPANT:** Two weeks.

**MICHAEL DEHAVEN:** Yes. So again, what I just said: Is this just a bad idea? Another question that we asked, was 15% a good enough offer? Now, from history, we had tried different coupon offers which we talked about yesterday in some sessions. Coupons aren't always the best and we try to reduce the amount of coupons that we send, so we don't train users too much. But, we did have data to indicate that 15% was an offer that does motivate users to action, so we're comfortable with that.

And then we asked the question, "Why would someone want to give us their friend's email address?" Now, if somebody asks me to give an email address, I'm probably going to be a little resistant to it because I don't want to tick off my friends. Is so-and-so going to really want their information on another one of our mailing lists? I don't know.

So, discovery number one: Our offer did not benefit the friend, a really simple piece. The offer only sent a 15% off coupon to the person who referred the friend. So, very simple, very basic. All we had to do is change the code in our automated email to send two emails with a 15% off coupon instead of one. Simple, easy to do.

So, analyzing the email design: Does the subject line attract attention? Open rates were pretty close to expectation, so subject line we determined was pretty acceptable. We actually did experiment with some variations of it, but it didn't have any impact with our experiments. Does the copy clearly communicate the value proposition? 15% off, as somebody noted, wasn't extremely bold, but the 15% off was visible.

And then, does the email use best practices? So, obviously there is a boatload of best practices that we're all experiencing here this week. But discovery number two was that the email used graphics extensively and the text extended beyond 70 characters, and minimal content was visible in a preview pane.

So, take a look at our email. Here's the general email that we looked at a minute ago. The images are turned off.

**PARTICIPANT:** And what was the subject line again?

**MICHAEL DEHAVEN:** The subject line was - didn't put it in here. It was something about, "You can benefit by referring a friend." That was one. Another that we experimented with was very clear: "Get 15% off for referring a friend." They both performed about the same.

So, the design there. Now, if you take off your 70 characters across the side, that's what you're going to see. In most cases, if you put it into an Outlook preview pane, that's all you're going to see. Still, the message is viewable in here. "Refer a friend. 15% off. Online purchase and click here." Now, I wouldn't suggest that you use "click here" as a call to action. You want to have something more descriptive. But anyway... obvious that there's a lot of room for improvement in that design.

The landing page, which you all laughed at before: did the email landing page convey a consistent message? The creative that was used across the two was very inconsistent, which we'll talk about. And, were there obstacles that prevented the user from completing the offer? So, very little design consistency across the pieces. And discovery four: there were too many form fields that made the offer questionable.

Now, the number of form fields - what we'll see as we look at this - the type of form fields that we were asking for was problematic. We communicated to a user who was a customer of ours whom we already knew. So,

## Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program

we're going to a customer saying, "Tell us who you are," which is a bit ridiculous. We asked for a first name, last name, title, email address, all of this information that we already had in our databases.

Additionally, the layout made it look cumbersome, but one of the other pieces that's kind of hidden from us is that in our industry there are a lot of phishing scams. We're so large - there are scammers out there who try really, really hard to get our customers to do whatever. So, if we send an email that sends to a landing page like this, it's very likely that somebody who's aware of phishing scams is going to look at this and say, "It looks like CareerBuilder, but don't they know who I am? Why are they asking me for this information?" which is likely to be a huge contributor to our zero conversion rate.

So, the changes. First, offer the 15% off coupons to both the referrer and the friends. Very simple, and we're happy to give that friend 15% off if it engages them for the first time. Redesign the offer email to follow the design in best practices. Update landing page and emails with design consistency. Reduce form fields in the landing page, obviously.

So, here is our offer email. We changed the headline slightly: "Refer a friend and you both get 15% off." Continued on: "Both you and a friend can save money with our new Refer-a-Friend program." "New" if they are reading the copy just adds a little life to it. "After you refer the friend, we will send you and your friend coupons for 15% off"

And then, the big point here is "Click here to refer a friend now" is the call-to-action. It's text-based; it is very clear this is the link - it screams out how you're going to call. Also, you'll notice there is no image header, so immediately your content is pushed to the top; your offer is pushed to the top, tuck the logo down at the bottom.

And, also, one other thing to note: We've seen quite a few examples where there are mastheads across their emails. In a piece like this, typically we will opt to not use a masthead, but we always include the CareerBuilder logo at the bottom for consistency, and the Visit CareerBuilder.com for Employers.

If people are not interested in the offer, they very, very commonly will click the Visit CareerBuilder.com for Employers link, so we get a lot of traffic on that. I have a lot of stats that show that people come in through that

link and will buy immediately, or log into their account and use product. So, just something to it as an aside.

And then, one thing to note here. This woman's eyes are focused right at 15% off, so it was very convenient when we found the photograph, but she's focused on it, which we hope draws some additional attention to the offer and to the headline.

If images are turned off, not much happens to the email. The CareerBuilder.com for Employers graphic that was at the bottom has an alt tag on it. Because there was no text under the photograph, we opted to not put an alt tag there. We have different views on that but, typically, I won't put an alt tag that says, "Woman looking at headline"

So, this is our landing page. We brought the same woman over into our landing page. Once again, had her looking up right at our headline, at our offer. You'll notice the boxes that are on the top. We wanted to communicate "coupon," communicate "offer," so we put the scissors in there with a dotted line around our upper content. Brought the number of form fields down from 20 to 11, which was a huge change. The name and email address - we actually only needed an email address, but we wanted to match it to the name for some personalization things and for efficiency. But, the friends information we split into two sections: "Tell us who your friend is," and "Tell us who their company is." It's not just a huge laundry list. And then added a green call-to-action Submit button that just says "Refer Friend." So, very simple and clean.

Another thing that we tried to do in this piece was to give a lot of white space, so there's breathing room when you're on a page; it feels comfortable are you're reading it.

**PARTICIPANT:** Question?

**MICHAEL DEHAVEN:** Yes?

**PARTICIPANT:** Were you not able to auto-populate their name and email address?

**MICHAEL DEHAVEN:** That's part of the agility piece. With some customers we could if, when they came back to the site, we recognized their cookie. As I mentioned earlier, we executed this piece and all these changes in two days. So going from the original to this, it required some extra coding and some extra tracking

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pieces. Technically, yes, absolutely could. Technically, we wouldn't even really need those two fields.

Anyway, the other interesting piece is that if somebody forwarded this off to a friend, we want to make sure those fields are there, so if it gets in the hands of somebody else, even if they're not a customer.

Okay, this - which I didn't show you the other one because it wasn't really relevant - but this continues to carry the design consistency across. This is the coupon email that goes to the friend who was just referred. A couple strategic things here. Subject line is the same as the headline. "Jack Smith sent you a 15% off coupon," so we're identifying the friends, carrying across that this is somebody you trust and somebody trust cared about you enough to send you coupon to use CareerBuilder. So, your friend, Jack Smith, thought that you would find value in this coupon, and it can go on.

The dotted line around the coupon piece, I have to give credit to somebody who presented - I don't know who it was, but somebody who presented last year at this conference actually a trapezoid dotted line coupon that they presented. Strange shape. I took it home and used the dotted line coupon in another campaign, and within six weeks generated over \$157,000 worth of business on an email with a dotted line trapezoid catch-your-attention kind of coupon. There's a reason why we went with just a plain square here, but it also worked. So, whoever that was, if you're here, thank you.

All right. The results before. This what we saw. Open rates met expectations, clickthroughs lower than expected and conversion zero. After results: Open rates once again met expectations. Very consistent with the two emails. Clickthroughs once again were lower than expected.

**PARTICIPANT:** When you resent, was it the same audience?

**MICHAEL DEHAVEN:** It was about the same audience. The list changed slightly over time, but it was a very, very similar group. There was a lot of crossover with the original send.

**PARTICIPANT:** Were the open rates the same for the first time and the second time?

**MICHAEL DEHAVEN:** Yes, yes, and we used the

expectations - we set them at the same so that this was measurable.

And then the real question was conversion. This wasn't an enormous email list, but from zero conversions we went to 67. So, pretty substantial to go from zero to 67 with this campaign. Now, 67 is still lower than I would have liked, so the next phase to this campaign - we haven't gone there yet - but we'll go back and ask the question: "Is Refer-a-Friend a good idea, is it a bad idea?" But, whether it is a good or a bad idea, the point here, even if it is a bad idea to ask our B-to-B audience to refer a friend, applying the best practices, as you see, will still cause an enormous increase in conversions.

So, the top five takeaways and then we'll take a few more questions. Consider customer objections. The basic in sales - if you've ever done sales, know your customer, know what they're objections are going to be. Beat them to those objections and get them to say yes. They're starting into reading the email and they're going to go, "Yes, I would really love to have 15% off," but you want to beat them to the objection - "I don't want 15% off if I've got to give my friend's name. But if I can give my friend a 15% off coupon, that's all right."

Leverage the email creative that doesn't rely on graphics. So, standard best practice, but as you can see from the creative that we used, content on the left, image on the right, the image wasn't absolutely relevant to the execution of the email and to the communication of the value proposition.

Use consistent designs across all campaign elements. In our case, we carried that girl's photo across. We actually had - one other piece had a different version of that same girl in a different pose, but for the most part we used the exact same photo and felt pretty comfortable doing that. Regardless of what it is, if it's color schemes, if it's fonts, if it's a style of writing, if you have one piece that's written very informally and another piece that's written like if you were writing to a staunch professional audience, that inconsistency will be noticed and picked up on. So, be very, very sensitive to consistency.

Know, leverage and communicate with your available resources. At CareerBuilder, we have quite a few people who we can communicate with. Other companies may not. But, even presenting this to my wife, she looked at it and laughed like you all did.

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Having an available resource does not mean that I have a professional designer that has done this and had an amazing success. Available resource is to show a friend, ask that friend, "Say, if you got this email how would you feel ... what would you think?" But, regardless of the size of your business, regardless of the size of the market, expose what you're doing to a few people before you execute it. Ask a few questions. If you can do a test, which I hope you can, send it to a test market. Send it out. If your list is 10,000 people or 100 people, at least send it to a few and see if you get some opens, get some clicks and see what happens there.

And, finally, "Fall forward. Don't kill an idea because it fails once." This is an enormous piece that I want you to take home. If you have a campaign that dies or that feels like it's going to die, take a really serious look at it. Evaluate it. Download this presentation and go back through some of the basic questions and find the parallel questions that your campaign needs to be asked and see where it goes from there.

And then a couple credits. I want to thank the senior leadership at CareerBuilder for building a culture that allows experimentation. It really, really helps us to have, in one way, a lot more fun and also to learn and grow much more rapidly than we would otherwise.

Our email team - some of whom are sitting back here - for their flexibility and responsiveness, because campaigns like this and others sometimes cause great headaches for Amy and Heidi. Thank you.

And then our technology team who aren't here, but in Atlanta. We have a great team who works really hard to give us a lot of agility so that we can make changes as quickly and easily as possible.

And then finally, as I noted earlier, whoever presented that trapezoid coupon, I love it. All right. Questions? Yes, red hair in the middle.

**PARTICIPANT:** How did you define that conversion? Was it a referral or a redemption of the coupon?

**MICHAEL DEHAVEN:** The conversion was a referral in this case.

**PARTICIPANT:** And did you track the coupon redemption?

**MICHAEL DEHAVEN:** We do usually track coupon

redemption. I don't have the stats for that on this. I do know that there were coupon redemptions. Usually a coupon redemption for us will be around 50% in campaigns like this. In the pink shirt?

**PARTICIPANT:** Our legal department is very strict about usage of incentives for list building, and it's just that to do so we have to ensure that the friend's name is checked against our opt-out list.

**MICHAEL DEHAVEN:** Yes.

**PARTICIPANT:** I'm wondering if you've had similar issues with that respect to the conversion at all?

**MICHAEL DEHAVEN:** We do have similar issues. We're quite sensitive about our opt-outs. When we sent this out they were validated against our master opt-out list, so we did check that, and I don't believe there were any - I mean, the value of this wasn't enormous, so you've got to play the game of odds. But I don't think we had any issues with that with this one. Yes?

**PARTICIPANT:** Who were the recipients of these emails? Were they people who already had purchased or where they people who may have entered your site somewhere along the line?

**MICHAEL DEHAVEN:** These were mostly active customers, and there some that we put into the win-back category, which are customers who recently lapsed. So, they were people that we knew were pretty engaged.

I will note - one thing on that - we did an extension of this a little bit later in the process, and said, "Well, let's try it and send it out to the masses, including our win-backs and customers who haven't done business in a year." And those customers, we actually got more responses from the folks that we didn't expect. So an interesting debate there. Do you take the risk of sending it out to the whole list? We did take the risk to see what would happen, and it was relatively successful. On the floor over here.

**PARTICIPANT:** Related to, I guess, questions about permission. I'm still trying to figure out, for the people that were referred, so the friend, what event is going to denote that they've given you permission to market to them now? Because if it's the first one, if someone's sending all of their information about that person, do they have to take an action - is the action in the coupon

## **Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program**

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and hoping they say yes, these people are getting permission to market them?

**MICHAEL DEHAVEN:** Right, well technically, we've looked into the laws on this, and I'm not an expert on CAN-SPAM laws and all of that. But, in a general sense, my understanding is that the biggest focus is giving somebody the - making it very clear who your company is. We have to provide basic information about our geographic location, which you'll see back here a little ways. Every email we send, "this email is sent by" - every email we send has an unsubscribe link. Those are the many pieces to be concerned about. So, the physical opt-in, various policies exist from company to company on how they interpret opt-ins.

This is a case where if a friend has referred them, we're okay marketing to them, but we're going to make it very easy for them to opt out of it if they don't want to receive it. Does that answer it? Okay.

**PARTICIPANT:** Does the friend's email have the same -

**MICHAEL DEHAVEN:** Where was the question?

**PARTICIPANT:** Right here, sorry.

**MICHAEL DEHAVEN:** Yes.

**PARTICIPANT:** When the friend gets the email that says, "Your friend has referred you," do they have that same option to buy something?

**MICHAEL DEHAVEN:** Yes, this is a standard footer. Every email we send has that standard footer. And one more. We'll go back here.

**PARTICIPANT:** Yeah, did you measure the performance of the referred people?

**MICHAEL DEHAVEN:** The referred people -

**PARTICIPANT:** This is a small group.

**MICHAEL DEHAVEN:** Yeah, it is a small group. I don't have stats on that specifically. I recall looking back and the open rates were pretty good, but I don't have any specifics on it today.

All right, thank you for coming.

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# Creative & Viral Components of Refer-a-Friend Program

Michael DeHaven, Ecommerce Marketing Manager  
CareerBuilder.com  
Tuesday, February 26, 2008

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## CareerBuilder.com...

- Is the nation's largest online job site with more than 23 million unique visitors and over 1.6 million jobs.
- Powers the career centers for more than 1,400 partners, including 140 newspapers and leading portals such as America Online and MSN.
- Services more than 300,000 employers
- Has over 26 million resumes in the resume database
- Operates in the U.S., Europe, Canada and Asia.

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## Campaign Goals

- Leverage Active Customer List to Generate New Leads
- Components
  - Send email with 15% offer for a referral, the customer giving referral gets coupon.
  - Landing page has form to collect info.
  - Automated email to send coupon.

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## Analysis: Email Design

If your email program mangled the layout of this message, [view as a web page](#)



\*Discount coupon code is a limited time offer, and will be good until the end of the month after it is delivered.

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## Before: Landing Page



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## Before: Results

- Open rates: met expectations
- Click-thrus: lower than expected
- Conversions: 0

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### Next Steps

- Do we conclude that refer-a-friend campaigns are a terrible idea?
- Do we investigate, improve and try again?

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### Analysis: Customer Objections

- Is this just a bad idea?
- Is 15% off a good enough offer?
- Why would someone want to give us their friend's email address?
- Discovery #1: Our offer did not benefit the friend. The 15% off coupon was only for the referrer.

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### Analysis: Email Design

- Does the subject line attract attention?
- Does the copy clearly communicate the value proposition?
- Does the email use best practices?

- Discovery #2: The email uses graphics extensively, text extends beyond 70 characters and minimal content is visible in a preview pane.

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### Analysis: Email Design

If your email program mangled the layout of this message, [view as a web page](#)

People · Process · Solutions  
**careerbuilder.com**  
Experience Better

Refer a friend today and receive 15% off of your next CareerBuilder.com online purchase!

Customer referrals are very important to us, and nothing is more gratifying than a satisfied customer telling a friend about CareerBuilder.com. [Click here](#) and fill out the referral page with your information and the information of the person you would like to refer. Upon submission, you will receive an email with a coupon code that you can redeem for 15% off of your next online purchase.\*

Thank you for your business,  
**careerbuilder.com**

Qualified Talent Pool | Most Extensive Reach | Value Delivered

This Email Sent By: %%Member\_Busname%% - %%Member\_Addr%% %%Member\_City%%, %%Member\_State%%, %%Member\_PostalCode%%, %%Member\_Country%%  
[Visit CareerBuilder.com for Employers](#) | [Forward this email to a friend](#) | [Unsubscribe](#) | [Privacy Policy](#)

\*Discount coupon code is a limited time offer, and will be good until the end of the month after it is delivered.

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## Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program



### Analysis: Email Design

If your email program mangled the layout of this message, [view as a web page](#)



**Refer a friend today and receive 15% off of your next online purchase!**

Customer referrals are very important to us, and nothing is more gratifying than a referral from a friend about CareerBuilder.com. [Click here](#) and fill out the referral page.



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### Analysis: Landing Page

- Did the email and landing page convey a consistent message?
- Were there obstacles that prevented the user from completing the offer?
  
- Discovery #3: There was very little design consistency.
- Discovery #4: Too many form fields made the offer questionable.

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### Before: Landing Page



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### Changes

- Offer the 15% off coupon to both the referrer and the friend
- Redesign offer email to follow design best practices
- Update landing page and emails with design consistency
- Reduce form fields in landing page

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## After: New Offer and Email Design

[View this email as a web page](#)

**Refer a Friend and You Both Get 15% OFF**

Both you and a friend can save money with our new refer-a-friend program. After you refer a friend, we will send you and your friend a coupon for 15% OFF your next online CareerBuilder.com purchase.

This is a quick and simple way for you to save your recruiting budget.

[Click Here to Refer a Friend Now](#)

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For more information about CareerBuilder.com's recruiting products, employer advice or to manage your account, [visit CareerBuilder.com for Employers](#) or call (877) 235-8978.





**This Email Sent By:** %%Member\_Busname%% - %%Member\_Addr%% %%Member\_City%%, %%Member\_State%%, %%Member\_PostalCode%%, %%Member\_Country%%

[Forward this email to a friend](#) | [View this email as a web page](#) | [Unsubscribe](#) | [Privacy Policy](#)

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## After: New Offer and Email Design

[View this email as a web page](#)

**Refer a Friend and You Both Get 15% OFF**

Both you and a friend can save money with our new refer-a-friend program. After you refer a friend, we will send you and your friend a coupon for 15% OFF your next online CareerBuilder.com purchase.

This is a quick and simple way for you to save your recruiting budget.

[Click Here to Refer a Friend Now](#)

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For more information about CareerBuilder.com's recruiting products, employer advice or to manage your account, [visit CareerBuilder.com for Employers](#) or call (877) 235-8978.



**This Email Sent By:** %%Member\_Busname%% - %%Member\_Addr%% %%Member\_City%%, %%Member\_State%%, %%Member\_PostalCode%%, %%Member\_Country%%

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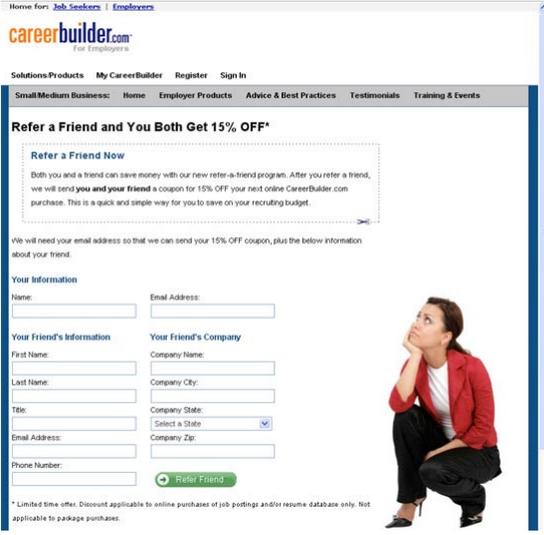
16

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## After: New Landing Page Design



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## After: New Coupon Email

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**Jack Smith Sent You a 15% OFF Coupon**

Your friend, Jack Smith, thought that you would find value in this coupon. Use the coupon code to receive 15% OFF an online purchase of Job Postings or Resume Database access at CareerBuilder.com\*.

**15% OFF Your Online Purchase**

This coupon code is good for 15% OFF an online purchase of Job Postings or Resume Database at CareerBuilder.com.

Coupon Code: **[insert coupon code]**

Expires: [insert exp date]

**Click Here to Use Your Coupon Now**

For more information about CareerBuilder.com's recruiting products, employer advice or to manage your account, [visit CareerBuilder.com for Employers](#) or call (877) 235-8978.

**careerbuilder.com**  
For Employers

\* Coupon valid for online purchases only

**This Email Sent By:** %%Member\_Busname%% - %%Member\_Addr%% %%Member\_City%%, %%Member\_State%%, %%Member\_PostalCode%%, %%Member\_Country%%

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## Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program



### Before: Results

- Open rates: met expectations
- Click-thrus: lower than expected
- Conversions: **0**

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### After: Results

- Open rates: met expectations
- Click-thrus: lower than expected
- Conversions: **67**

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## Creative and Viral Components of CareerBuilder.com's Refer-a-Friend Program



### Top 5 Takeaways

- Consider customer objections
- Leverage email creative that does not rely on graphics
- Use consistent designs across all campaign elements
- Know, leverage and communicate with your available resources
- Fall forward - Do not kill an idea because it fails once

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### Credits/Thank You

Michael DeHaven, CareerBuilder.com  
michael.dehaven@careerbuilder.com  
770-349-2907

- Senior Leadership for building a culture that allows experimentation, learning and growth.
- Email Team for their flexibility and responsiveness when new discoveries drive unexpected and inconvenient change.
- Technology Team for their agility, which gives us the ability to quickly change landing pages.
- A presenter at the 2007 summit who shared an email that contained a trapezoid-shaped, dotted-line coupon.

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# Revisiting Email Survey Strategy to Optimize Results

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## SESSION DESCRIPTION

This presentation examines lessons learned from an ongoing effort by PTC to collect feedback from VP-level decision makers from global companies. PTC is utilizing a market perception survey conducted on a worldwide basis to over 30,000 recipients. Hear about the survey's objectives, how it was developed, and key messages gleaned from results to date.

## ABOUT THE PRESENTER



Erin Sheehan  
Enterprise Marketing Program  
Manager,  
Parametric Technology Corporation

Named a New England Direct Marketing Association "Prodigy" and called a "Woman on the Move" by the Boston Business Journal, Erin Sheehan has an extensive background in product and service marketing. In both in-house and agency roles, she has contributed to the

development of some of the fastest growing companies in New England. As an Enterprise Marketing Program Manager for Parametric Technology Corporation (PTC) in Needham, MA, she manages a global marketing program targeting the industrial manufacturing sector, the company's primary market. Additionally, she is responsible for channel marketing strategy for PTC's strategic industries. Sheehan has been a featured speaker at numerous industry events, was published in Target Marketing Magazine, and has contributed content to a best-selling book on business writing.

## ABOUT PARAMETRIC TECHNOLOGY CORPORATION

PTC (Nasdaq: PMTC) provides leading product lifecycle management (PLM), content management and dynamic publishing solutions to more than 50,000 organizations worldwide. PTC customers include the world's most innovative companies in manufacturing, publishing, services, government and life sciences industries. PTC is included in the S&P Midcap 400 and Russell 2000 indices. For more information on PTC, please visit <http://www.ptc.com>.

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## PRESENTATION

**MODERATOR:** Case is entitled Revisiting Email Survey Strategy to Optimize Results, presented by Erin Sheehan. The presentation is looking at lessons learned from an ongoing effort to collect feedback from very senior level executives from global companies. So I, among you folks, am very interested in hearing this presentation.

**ERIN SHEEHAN:** Thank you. Can everyone hear me all right? Everyone recovering from last night? We're almost at lunch, so I'm sure we're good. Definitely, stop me at any time if you have questions or if you can't hear. I tend to get a little bit softer over time, so just shout at me.

So, a little bit about PTC, Parametric Technology Corporation. I am an enterprise marketing program manager. I focus specifically on the industrial equipment vertical, but I just have global oversight for the program we're going to go through. It's based in Needham, Mass., a little bit west of Boston. So, it's a lot colder. I'm very happy to be here. About 4,500 employees worldwide, about 2,000 of those located in North America. The rest are global. We have offices in Asia, Central Europe,

Western Europe, and Eastern Europe. Just under a billion dollars in annual revenue. We make 3-D CAD/CAM engineering software and enterprise product light sale development software. So, I deal specifically on our enterprise market, which we define as companies with \$500 million and above in revenue. So those are the products that I focus on.

So, I joined PTC about a year ago. I took over a program known as the Target Decision-Maker Program. What that really is is a customized database of all of our top customers and prospects in every region. So, we pooled all of our regional sales teams and marketing teams and said, "What enterprise level customers are most important to you to reach out to, whether they're prospects, existing customers, known competitive wins? Who are they?" Then, we set about collecting information on what we called key decision-makers in those programs across all product lines. So, we were targeting people like VP of Product Development, VP of Engineering, VP of Operations, and C-level titles. So, very high level, all of them over \$500 million in revenue, most of them over \$5 billion in revenue. So, a small number of companies, about 30,000 contacts overall. We collected these contacts from our sales reps in the

## Revisiting Email Survey Strategy to Optimize Results

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region. We did telemarketing campaigns using outside vendors. There were various different methods that we used to build the database. But, that's important, too, because if you've gotten data from your sales team, you know that it's not always very clean.

So, the list was not a perfect list. Of those 30,000 contacts, we had about 15,000 email addressed, although just under 12,000 were valid on the first pass. It's a pretty high level audience, so to send email communications is a bit of a challenge heading into it, and I took it over after the first phase, so the invite had already been created. The incentive had already been set. It was just basically administration and moving forward at that point.

So, we wanted the survey to come from not PTC but from a third party market research vendor because we wanted the responses that we got back to be objective. What we were asking them about was what your product development initiatives are this year; what are your overall initiatives; how do you feel about these vendors in the market space? Would you buy from them; do you trust them; what do you think they have for products? So, it really had to be objective. If it came from PTC, there's an inherent bias there, but that presented more of a challenge because it meant we couldn't use our branding. We couldn't leverage that customer relationship to get these responses, and the vendor we used was a company called Infosys. So, it wasn't an Aberdeen. It wasn't a Forrester. It was just a third party market research vendor. So, we definitely had a lot of challenges going into this.

The incentive we used was, "enter to win one of fifty \$250 gift certificates." Primarily, these were American Express gift certificates because they could be delivered electronically on-line, but there were some countries where regional marketing felt that wasn't appropriate, so we used Amazon or Joyo for the Asian countries.

It was translated into eight languages, so it was a very extensive translation effort. That in itself presented a challenge. Translation can be very expensive. To do eight different versions was certainly very expensive because it wasn't just the email invite. The survey had to be translated, as well. It was a very long survey, as anything developed by committee is. It had a lot of pointed, matrix questions about each particular vendor and each product that they thought they had, and we had to make sure that we kept the same survey year after year, so we didn't have a lot of flexibility in that.

This is what the Corporate Executive Team wanted to get feedback on. So, it pretty well fit with that, and again, the survey and invite couldn't be PTC branded. So, where we'd seen higher response rates for PTC surveys, we couldn't expect that going into this program.

We also had to just understand that even though one of the previous presenters talked about localizing content versus translating it, we had to keep the regional differences to a minimum because this was being centrally managed, centrally operated, and centrally sent out. It wasn't being co-managed by our regional offices. I don't speak Japanese. I don't speak Chinese. My German's not so good. So, I could only manage so many differences between the invitation, and the survey had to be consistent. So we really wanted to make sure that we were sending one message that was globally applicable.

We had a limited promotional budget. So, in this case, just about \$12,000. I'm sure in some cases that's a great promotional budget, but with the audience we had, the priority that this program was, it was definitely a constraint. And one of the big concerns going into it – and I think, in some cases, the marketing team that we had was a little bit optimistic about the response rates that they would get, but they were very concerned that because it was a variable response, we'd go over budget on the promotional products. That's why they chose to do a set number of \$250 gift certificates, so they wouldn't have to worry about if a thousand people responded, how that affects the variable nature of that budget. So, it was definitely a concern for us.

We also had a relatively small sample size. 12,000 emails for all of your important customers is not a huge base. There's not a lot of margin of error, and to get a statistically valid sample, you really have to have a pretty good response size. So, we had to make it as effective and targeted as possible, given that this wasn't a database of 2 million. It was 12,000, 13,000 and it was a very unreceptive, high-ranking audience: CEOs, COOs, VPs at very large companies. They don't have a lot of motivation to fill out a twenty question survey.

An additional challenge was regional stakeholders in Europe, Northern Europe, so the UK, Nordic region chose to not use incentives. They felt that it was perceived as bribery and that it would taint the results and that it wasn't effective. So, we let the regional marketers make the decision – yeah?

## Revisiting Email Survey Strategy to Optimize Results

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**PARTICIPANT:** When you say limited promotional budget, do you mean for incentives?

**ERIN SHEEHAN:** Yes. Absolutely.

**PARTICIPANT:** I was going to say, if you could pull this whole thing off for 12-grand, come work for us.

**ERIN SHEEHAN:** Wow. I can speak to that a little more, too. We used a survey deployment vendor, so we outsourced that part of it. I know a lot of places use Zoomerang, SurveyMonkey. That can be very effective. But, for us, because it was such a large matrix survey, there were so many different languages that had to be brought in together, it was just easier to outsource that part of it. We spent a lot of budget on building the initial database. So that was really where the bulk of our investment went into. But, replicating this on a different scale, I think you can use in-house survey tools. I would say that this is the most important part of the budget, and we can talk about that a little bit later in the case study, but it's certainly doable on a smaller scale in terms of budget.

So, this is the before email invite. It was text-based. I don't know if anyone reads Japanese, but it gives you an idea of what it looked like coming into all of the email inboxes. So, three links; one at the top, one in the middle, one at the bottom, but pretty much text-based. You can see - what was that?

**PARTICIPANT:** Can I ask the subject line? Did you have issues with double byte? Is that why it's -

**ERIN SHEEHAN:** This is actually a test version. That was fixed. But, double byte is a challenge. So the subject line, "On-line Market Research Survey, Enter to Win \$250.00". You can see it comes from Infosurv Research. It says PTC up there now, but when they actually deployed it, it only came from Infosurv, so not large brand recognition. And this is - what was that?

**PARTICIPANT:** Did you do any testing of your subject lines?

**ERIN SHEEHAN:** We didn't initially. We just didn't feel that we had enough of a base to really split it up. There were so many smaller segments within those different languages that it would be been a little bit unwieldy. So, going forward.

But here's some of the translations: So, it's "Complete

this important industry survey and be entered to win \$250. As a special thank you for completing the survey, you'll receive an aggregated summary of key findings. In addition, 50 respondents will win \$250 dollars as an American gift check, gift certificate to Amazon.com or Joyo.com". Yes.

**PARTICIPANT:** Could you speak at all to why there were some of the people in the survey like CEO and high officials.

**ERIN SHEEHAN:** Yes, absolutely. The text did say, "As a leader in your industry, we've asked you - ". We said, "It will only take about ten minutes" - which is a little bit of a lie, but - "it won't take you that long. We really appreciate it." It was very short, very concise, but definitely, yeah. But, you'll notice that the offer structure is a little cumbersome and part of that was harking back to we couldn't have separate versions for each translation. It had to be as concise and together as possible, and it did, as we were doing the translation, pose a major problem. Once you actually read how this plays out, you can't just say, "Win \$250." You have to specify where it's coming from. As you can, we had to asterisk it and bring it down to a side note at the bottom. It says, "Most winners will win American Express gift checks". So, it was a little vague on the incentive - " and will be awarded gift certificates in those countries that prevent the use of gift checks".

So these were our results. I've broken them out by our major reasons. So, you can see, on average, this is about a 1.6% response rate. Non-incentive response rate was 0.5%. So, it was a good 'I told you so' to the Northern Europe office. But, the pure incentive response rate was only about 1.7%. So, we got about 200 respondents, which, for a first pass, was effective, but if you look at how that breaks down by country, it becomes much less interesting. There's not a lot that you can glean on a regional basis. So, when my country manager in Italy calls me and says, "Well, what does that mean for the Italian market?"; "Well, those two people - ". So, in terms of a campaign, I'd say, we felt it was fairly successful, but we needed to do a lot more to get where we needed to be.

**PARTICIPANT:** There's 201 people who finished the survey?

**ERIN SHEEHAN:** Yes. We counted anyone who went 80% through or more. So, our click rate was higher, but that was one of the static items. So there wasn't a lot

## Revisiting Email Survey Strategy to Optimize Results

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we could do to adjust the survey to have them come through, especially after we launched the first time. We wanted to be able to compare year on year, so we had to be pretty static in what we were saying and how we were phrasing the questions.

**PARTICIPANT:** As far as the of your survey, did you take into consideration – because it's a lot of questions –

**ERIN SHEEHAN:** It's a lot of questions.

**PARTICIPANT:** Inaudible question

**ERIN SHEEHAN:** Yeah. I've run some other surveys specific to my industrial equipment program, and I tend to stick with 15, to keep them very short and concise, probably put three to five on a page so that it's not too cumbersome to click through, and I've found that that really affects the percentage of people starting the survey to finishing the survey. But, that's one of the challenges of working for a large organization; sometimes even when you know the best practices, there's not much you can do about it.

**PARTICIPANT:** Are there any kind of – I notice that you have the little bar that can tell you 5% -

**ERIN SHEEHAN:** Yes, and they did have the status bar at the bottom, which I'm sure was a little bit depressing to send people when it was three question in and you're 2% complete. No, absolutely.

**PARTICIPANT:** Do you have any data about the problems? In other words, where did people get to where you start really having exits?

**ERIN SHEEHAN:** Yeah. I don't have the data in front of me, but I would say there was a lot of drop-off in the first few questions where people identify their job level and their job role and product development question, and then just realize that they can't do this, and then about 60% through, there was another wave where it's, "Uh, this thing is not ending." But, certainly, if you want to contact me after, I can give you some hard statistics on it. Yeah, way in the way back?

**PARTICIPANT:** Was your survey vendor able to rotate the sequence of the survey items in order to -

**ERIN SHEEHAN:** We actually chose not to because we had a very specific lead-in to the questions. We didn't want to affect some of the later responses. So the first questions that we asked them were just about business

initiatives: So what are your company's business initiatives? Then we asked follow-up questions about, well, what are your company's product development initiatives? So, we moved it through that way and then asked a bunch of vendor questions at the end. It was just how they wanted it to flow at that point.

So, before I get to the after results, just out of curiosity, a show of hands. How many people here are at a company with under a thousand employees? Under 500? How many of you are currently using surveys? Great. How about internationally? Okay, great.

So, if you were me and you came into this project and you needed to drastically change it to roll another survey out in about six months, which is more like two weeks for a large company because there's a lot of red tape it's got to go through, what would you change? The budget stays the same year over year. The survey has to stay the same, it can't change. But, everything else is open game. What would you do differently?

**PARTICIPANT:** Consider offering some of the results back to the respondents.

**ERIN SHEEHAN:** We did that in the first year in the summary of key findings. We didn't want to give them any of the actual competitive data. But, no. Absolutely.

**PARTICIPANT:** Increase the incentives.

**ERIN SHEEHAN:** So, increase the – it was \$250. Go higher with the incentives? We had to keep it at a pretty fixed budget. So it was \$12,000 for incentives, the next year as well. But, definitely.

**PARTICIPANT:** Send in your offer with some more clarity to markets.

**ERIN SHEEHAN:** The one challenge that we had was, again, that translation budget, which was a big – it was very expensive

**PARTICIPANT:** I'd test the first five or first ten. The first ten respondents get –

**ERIN SHEEHAN:** Sure. It's definitely something we considered. Again, going over in incentives was a big concern for us. We didn't want to offer a one-to-one incentive and then have that go over our target budget, so – but that's – yeah?

## Revisiting Email Survey Strategy to Optimize Results

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**PARTICIPANT:** I would make the text of the copy 18:13, and then also the subject line, because if I remember correctly, the subject line said, "Online survey" and it really didn't say anything specific. So I think that might be a little too broad. That would be something else to consider the next time.

**ERIN SHEEHAN:** That's definitely something we're going to test in the future.

**PARTICIPANT:** What was the open rate?

**ERIN SHEEHAN:** Open rate? I'll have to check. I want to say it was probably around 20% to 25%. It was what I would have expected.

**PARTICIPANT:** I would just supplement the previous point that it could be, at that high level of an audience, just make it less of a contest. Maybe it does have to be more about the content and what they're getting out of the survey in the process.

**ERIN SHEEHAN:** That's definitely a challenge, definitely a consideration and I think that's something you have to take into account when we're looking at the results. I know people have said that your response rates are kind of unique to each company, and I would see it as unique to this campaign, too. It was a very high level audience. We knew that they would be unresponsive from the beginning. So we really had no way of telling until we set this benchmark what we should expect going forward. So it's not like we expected 10% response rate and we got 1.6%. We didn't know what to expect. It was a first test. We just knew that we wanted to go higher than that.

So, what did we do? We kept it from a third party vendor because we really did feel that while changing it to a PTC-branded survey would have increased our response rates, it would have hampered the intent of the survey. There was a lot of pushback from the regional teams about that, about making it PTC-branded because then they could reach out to these accounts and tell them to fill out the survey. It definitely has an effect, but we decided that we would keep that as a challenge to save the integrity of the survey, itself.

We also kept the invite text and the general layout the same. I know, in testing, one of the first things I tend to do is go back and change the copy, but in this case, I'd spent so much on the translation, I was going to keep it the way it was. And, of course, our challenges

from year one are about the same. It's still the same audience, still the same group. They've already had this message once.

**PARTICIPANT:** Inaudible question

**ERIN SHEEHAN:** The drop-off actually wasn't that substantial. The response rates were pretty high compared to people that actually started the survey, but I tend to not really look at the clicks so much as the actual respondents in this case. But, again, if you want to email me after, I can try to get you some specific numbers.

**PARTICIPANT:** - Inaudible – or was very response treated equally?

**ERIN SHEEHAN:** Yeah.

**PARTICIPANT:** Inaudible question

**ERIN SHEEHAN:** Right. So, the way the PTC is structured, I have regional marketing officers in each of those countries, and they're all buy-ins to this project. So I really didn't have a lot of choice in not including some of these regions. So just to have a global perspective, and just from a political standpoint. If I said I'm not translating Italy, Italy would not be so happy about that. So it really was the biggest challenge that we had, but it was definitely a consideration and something that we just had to include as part of it. But one of the changes that we did make is we changed it to a one-to-one incentive. So, instead of offering a prize drawing, we scaled it down to a \$25 Visa gift card and we offered it to everyone that completed the survey. What we did to make sure that we didn't go overrun in the survey costs is we did a test segment of 3,000 contacts first from each major market; so 1,000 from Asia/Pac, 1,000 from Europe, 1,000 from North America, to gauge what our anticipated response rates would be and then we extrapolated that through the whole audience to make sure that we weren't going to go overboard on the responses, and we also changed from American Express to Visa gift cards, because even though the Visa gift cards had to be delivered by mail, we found it was preferable to use a brand that was more globally applicable, especially in some of our Asian regions, than the American Express gift card. So, we built in some extra shipping costs, but I think we gained in the global applicability and tending down that language.

It also meant that I changed the messaging for the

## Revisiting Email Survey Strategy to Optimize Results

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incentives, and the text for that was it. So, I only had to translate those particular sentences that referred to the actual incentive, which saved me a lot of budget on the translation. We also added some HTML versions. We tested currency conversions. So, instead of a \$25 gift card, you got a 15 gift card. We translated all of those into the local languages, which was a very minor change to make, but I think it had a much bigger impact on where we were going. And incentives for non-incentive countries – this is the Nordic region. You can't offer incentives to a marketing offer because it's considered illegal. So, what we offered them was a donation to the charity of their choice if they completed the survey and we tested that against the other incentives, as well.

So this is just a look at the creative. So you can see it's a local language, local currency. The text is the same. The general lay-out of where the links are is about the same. We changed the wording a little bit to reflect the new incentive and we put this little caveat line on the bottom, just in case it was posted to a public site or somehow made it out to a contact base that we didn't want to actually be paying \$25 per response for.

We also tested a promotional product instead of just the \$25 Visa gift card. So, this emergency cell phone charger costs \$14 with shipping, compared to the \$30 of the \$25 gift card with shipping, just to see if that had any effect, if there was a perceived value that was higher than the actual value.

So, these were our results: We increased our response by 220%. So we went from 1.6% overall to about 3.5% overall and you can see now we have some statistically more important samples, especially in some of those larger regions. And you can see, overall, the response rate went up a little bit by to 200%, 300%, sometimes 500% in the Asian regions.

**PARTICIPANT:** Did you find the charity donation – did it deliver?

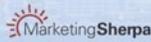
**ERIN SHEEHAN:** Yes. I'll talk about that in just a second because the Nordics was one of the outliers. But, the important thing is, compared to the nonincentives, your cost per lead was actually lower, including the cost of incentive, than it was without an incentive at all because it had a lift on the response rate, even including the survey cost and what we paid. Our lead with the \$25 gift certificate was \$86 per lead, including all of the survey costs and translation and everything we put into it. It was \$186 with the fifty gift certificate prize

drawing. So, the same incentive budget, different cost per respondent. Nonincentive, \$398 per response, we paid. So, as someone said to me earlier today, "We don't use incentives in the surveys because they're too expensive," well, this is your bottom line. That's why I think the incentive is the most important purchase, and I tested this with \$5 products and \$25 products. So it can be scaled up and down for the budget. I'll explain the Nordic part to you after if you're interested. Thank you so much.

## Revisiting Email Survey Strategy to Optimize Results

# Revisiting Email Survey Strategy to Optimize Results

Erin Sheehan, Enterprise Marketing Program Manager  
Parametric Technology Corporation  
Tuesday, February 26, 2008

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### About PTC...

- Based in Needham, MA
- Roughly 4,500 employees worldwide
- ~\$950 M in annual revenue
- Leading maker of mechanical computer-aided design, manufacturing and engineering software

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## Revisiting Email Survey Strategy to Optimize Results



### The Before – Year 1

The Goal:

- Survey high-ranking decision makers worldwide

The Audience:

- Target list of 30,000 contacts
- 12,000 email contacts
- VP and above, large companies

The Invite:

- Text-based invite only
- Three survey links (beginning, middle, end)
- Translated into 8 languages
- Enter to Win one of 50 \$250 Certificates
- American Express Gift Cheque, or a gift certificate to Amazon.com\* or Joyo.com\*

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### Challenges

- Maximize response on a slim budget
- Survey and invite could not be PTC-branded
- Regional differences needed to be kept to a minimum
- Limited promotional budget (~\$12,000)
- Small sample size
- Unreceptive, high-ranking audience
- Regional stakeholders chose not to use incentives in Northern Europe

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## Revisiting Email Survey Strategy to Optimize Results




### “Before” Email Invite



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### “Before” Email Invite

- Complete this important industry survey and be entered to win \$250!
- As a special thank you for completing the survey, you will receive an aggregated summary of key findings. In addition, 50 respondents will win \$250 (as an American Express Gift Cheque, or a gift certificate to Amazon.com\* or Joyo.com\*)!
- Most winners will receive American Express Gift Cheques, which can be used like cash at nearly any store or restaurant – gift certificates will be awarded in those countries where restrictions prevent the use of Gift Cheques.

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## Revisiting Email Survey Strategy to Optimize Results




### “Before” Results

Region	Total w/ Email	Responses	FY07 Response Rate
CER	1,092	11	1.0%
UK	3,191	16	0.5%
Nordics	784	4	0.5%
NA	4,048	77	1.9%
China	799	26	3.3%
France	694	6	0.9%
Italy	209	2	0.9%
Spain	168	2	0.9%
India	173	3	1.6%
Japan	227	4	1.8%
Korea	505	7	1.4%
Taiwan	643	8	1.2%
<b>Total</b>	<b>12,533</b>	<b>201</b>	<b>1.6%</b>

Average Response Rate = 1.6%  
 Non-incentive Response Rate = .5%  
 Incentive Response Rate = 1.7%

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### “After” – Year 2

- The Same:
  - 3<sup>rd</sup> Party “From Line”
  - Invite text and general layout
  - Challenges from Year 1
- Changes:
  - 1-to-1 Incentive instead of prize drawing
  - HTML invite instead of text invite
  - Visa Gift Cards vs. Amex/Certificates
- Tests:
  - Currency conversions
  - Product vs. \$ incentive
  - Incentives for “Non-Incentive” countries

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## “After” - Incentives

1 – 1 Incentive →

Local currency equivalent  
Visa vs. Amex

Concerns:

- Would incentives go over budget?
- Would asterisked amount sap interest?



Sehr geehrter Herr Robledo,  
Welche führenden Initiativen bewegen das Geschäft im Jahre 2008? Welche Arten von Technologien können Ihnen helfen, Ihre Ziele zu erreichen?  
Ihre Meinung und Antworten zu diesen Fragen sind uns wichtig.  
Als eins der führenden Unternehmen in Ihrer Branche sind Sie deshalb zur Teilnahme an dieser Umfrage ausgewählt worden. Sie benötigen nicht mehr als 10 Minuten, um dieses einfache, web-basierte Formblatt auszufüllen. Alle Antworten werden zusammengefasst, und die Teilnahme bleibt vollkommen vertraulich.  
Als einen besonderen Dank für die Teilnahme an dieser Umfrage erhalten Sie eine Kopie der zusammengefassten Ergebnisse. Zusätzlich erhalten Sie einen **Visa Gutschein über 15€\*** dafür, dass Sie uns wissen lassen, was Sie darüber denken.  
Nehmen Sie jetzt an der Umfrage teil: [Antwort](#)  
Wir möchten Sie bitten, die Fragen bis **Freitag, den 21. Dezember** zu beantworten, danach können wir die Teilnahme nicht mehr mit einem Visa Gutschein belohnen.  
Dieses Angebot gilt **NUR** für die Empfänger der versprochenen Einladung.  
Wenn Sie irgendwelche Fragen oder Schwierigkeiten beim Zugang zu der Umfrage haben, können Sie uns unter <mailto:sales@infosurv.com> erreichen.  
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## “After” Email Invite

- Complete this important industry survey and receive a \$25 Visa Gift Card!
- As a special thank you for completing the survey, you will receive an aggregated summary of key findings. In addition, you will receive a \$25 Visa Gift Card just for letting us know what you think!
- Completed surveys received after this date will not be eligible for the gift card reward. Reward offer is valid for original invitation recipient ONLY.

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Revisiting Email Survey Strategy to Optimize Results



## “After” – Incentive Tests

Gift card (~\$30 with shipping) vs. Cell charger (\$14 with shipping)



Take this important industry survey and receive a **\$25 VISA Gift Card!**

Click Here

Dear John Doe,

What are the leading initiatives driving business in 2008? What types of technologies can help you achieve your goals?

As a leader in your industry, you have been selected to participate. It takes only 10 minutes to complete this simple, web-based form. All answers will be aggregated and respondents will remain completely confidential.

As a special thank you for completing this survey, you will receive an aggregated summary of key findings. In addition, you will receive an emergency cell phone charger just for letting us know what you think! With only one AA battery, this charger can provide roughly 2 hours of conversation time on most popular cell phone brands.

Take the survey now: [Click Here](#)



Take this important industry survey and receive an **Emergency Cell Phone Charger**

Click Here

Dear John Doe,

What are the leading initiatives driving business in 2008? What types of technologies can help you achieve your goals?

As a leader in your industry, you have been selected to participate. It takes only 10 minutes to complete this simple, web-based form. All answers will be aggregated and respondents will remain completely confidential.

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## “After” Results

Overall lift of 220%

Total incentive cost = \$12,158

FY08= \$28 per respondent (\$86 w/survey costs) vs.

FY07= \$62 per respondent (\$186 w/survey costs)

FY07 non-incentive cost per lead= ~\$398

Region	Total w/ Email	Responses	FY08 Response Rate	FY07 Response Rate	Percent 08/07
CER	1,092	44	4.0%	1.0%	401.8%
UK	3,191	58	1.8%	0.5%	365.9%
Nordics	784	0	0.0%	0.5%	0.0%
NA	4,048	133	3.3%	1.9%	173.2%
China	799	19	2.4%	3.3%	71.9%
France	694	19	2.7%	0.9%	300.3%
Italy	209	12	5.8%	0.9%	646.0%
Spain	168	8	4.8%	0.9%	529.1%
India	173	10	5.9%	1.6%	367.6%
Japan	227	11	4.8%	1.8%	268.8%
Korea	505	36	7.1%	1.4%	507.2%
Taiwan	643	19	3.0%	1.2%	250.0%
<b>Total</b>	<b>12,533</b>	<b>441</b>	<b>3.5%</b>	<b>1.6%</b>	<b>219.8%</b>

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## Revisiting Email Survey Strategy to Optimize Results



### **“After” Results - Incentive Tests**

- Promotional Product and Cash Based incentive produced EXACTLY the same response rate
- \$30 per lead vs. \$14 per lead
- Projected incentive cost of cash card only campaign = \$13,230
- Projected incentive cost of all promo campaign = \$6,174
- Regional restrictions and international shipping still need to be considered
- Future plan = additional product tests

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### **“After” Results – the Nordics**

- One outlier in overall successful campaign
  - Why were the Nordics non-responsive?
- Charity incentive was not as compelling
  - Previous year had a .5% response rate
- Currency & language were non-native
  - Previous year language & currency the same
- List quality had decreased
  - 61% bounce rate
- Sample size too small
  - Other “small samples” were responsive
- NER is not as receptive
  - UK 1.8% compared to 3.5% avg – but % improvement above avg

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### Summary

- Incentive give-away lowered cost per lead, **even below cost per lead with NO incentive**
- One-to-one incentive much more effective than prize drawing
- Potential to lower costs through additional promotional product testing
- No measurable correlation between currency conversions and increased response – but no negative effect
- Regional response varied greatly – possibly as a result of dollar equivalent value

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# Email Strategies to Increase Event Attendance

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## SESSION DESCRIPTION

Gain a step-by-step outline of how to boost event attendance through segmented and highly targeted Emailing. Learn how to utilize high-impact graphics and determine what the effect will be on CTR, and about the effectiveness of using more Eflash content. Develop strategies for follow-up, including personal Email and outreach by phone. Specific case studies will show how to effectively use an Eflash campaign involving exhibitors and strategic partners to entice earlier, more immediate registrations. Discussion of segmented outreach initiatives that pair with print direct mail campaigns will be relevant to all serious BtoB marketers.

## ABOUT THE PRESENTER



Don Browne  
Marketing Director - USA  
Operations,  
Tarsus Group, plc

Don Browne is a marketing and business development professional who has spent the last 15 years creating and/or growing new businesses in several industries, including hospitality, trade shows and events, packaging and apparel. In his capacity as Marketing Director for Tarsus Group USA, Browne has focused on creating fresh new campaigns for products like Packaging Summit (which he co-founded in 2004), Off-Price Specialist Show, tsnn.com (Trade Show News Network) and the American Academy for Anti-Aging Medicine (A4M). Throughout his career, he has managed successful re-branding campaigns for a wide range of groups,

including Man Financial and the Off-Price Specialist Show. His team at Tarsus is leading the way among trade show organizers in creating and implementing outreach programs that target specific segments with segment-specific messaging – and are driven by Eflash but integrated with traditional marketing tools like print and POP. Browne was recently selected to the Advisory Board for the new Fashion Merchandising Program at the International Academy of Design & Technology (IADT) – Las Vegas. The appointment came as a result of his work with IADT students to promote fashion-forward and sustainable apparel opportunities at the Off-Price Specialist Shows. This pilot program, which Browne branded as T.O.P.S. – the very best of the Off-Price Show, will become a curricular requirement for IADT fashion merchandising students in 2008. Browne is also a veteran of the restaurant business, where he got his feet wet in marketing and promotions. He spent eight years with the Clean Plate Club in Evanston, Illinois, where he was general manager for four conceptually unique restaurants in downtown Evanston. During this time, he Co-Founded the Pete Miller's Jump & Verve Jazz Festival which, in its 3rd year, attracted over 10,000 people to see an all-star line-up headlined by McCoy Tyner and Stanley Turrentine in 1999.

## ABOUT TARSUS GROUP

Tarsus Group is an international business-to-business media group with interests in exhibitions, conferences, publishing and online media. The Group has five business divisions: Labels and Packaging; Discount Goods; Caroo; France; and Medical. With its head office in London, Tarsus also has offices in Paris, France; Milwaukee and Chicago; Dusseldorf, Germany; and Shanghai, China.

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## PRESENTATION

**MODERATOR:** Well, this is another session I'm particularly interested in. Email Strategies to Increase Event Attendance. Maybe we'll implement some of these strategies for next year. We're certainly appreciative of your attendance here. The next session will be led by Don Browne, Marketing Director of Tarsus Group. Don.

**DON BROWNE:** Thank you. Just a quick intro about my company. Tarsus Group is a producer of niche exhibitions and conferences. We do events in labels, packaging, off price apparel, anti-aging medicine. We recently bought

an air show, a commercial air show in Dubai last fall. We are publicly traded on the London exchange. We're also headquartered in London with offices in London, Paris, Dusseldorf, Shanghai and Milwaukee and one of the reasons why we are there is that it is the center of the printing/converting capital of America, if not the world, when you go from Chicago land all the way through to the Fox Valley area. That includes Green Bay, Appleton, Oshkosh and some of the leaders in label technology and printing and converting both equipment and materials are kind of in that corridor, as well as many converters. And it supports our largest event, which is called Label Expo, which to our knowledge is the only global trade show product out there. We're in every continent except

## Email Strategies to Increase Event Attendance

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Africa and where there is emerging economies and developing nations and a need for consumer products, there is a need for labels and we've responded to that quite nicely.

We also have a growing online media business. The umbrella name is called Crew Media. We own websites like TSNN.com, which stands for Trade Show News Network. It's the oldest and largest resource for the trade show and event planning industry. And I'm the editor of the online newsletter there, which is free - it goes out twice a month and I do encourage you to sign up for that and there will also be some blurbs on this event that we're at here now, which I thought was extremely well produced. CDB hot rates, which is an Expedia for - that connects event planners with convention and visitors bureaus. Promotional Merchandise USA, which is self explanatory and Onrec.com, which is a website and a supporting trade show that supports the online recruiting industry.

Now, the difference for - I think this is really important to discuss the difference between event marketing - and many of you I believe, represent consumer packaged goods or software or financial services - and I mentioned some of those websites. Your website actually is a trade show if you are connecting buyers and suppliers. Or if you're trying to connect with suppliers in a B-to-B capacity, then you're kind of an exhibitor in a bigger trade show.

One of the challenges is that you're selling an intangible versus an immediate consumable. You're selling an experience and a sense of urgency. In our company, there's kind of two rules that we recognize that drives people to participate in trade shows, whether they're exhibitors or attendees. It's fear and/or greed. Fear in that your competitors will be there, so if you're not there you're missing the mark, and greed, because even if you are the biggest player, you want to be there just because there's not enough market share for you.

And then another thing you can't overlook is that there is a networking hospitality component. When you're in event planning, you are ultimately in the hospitality business, and then of course you're creating a marketplace or market experience, which is fun. But one of the pitfalls is that oftentimes you're marketing to suppliers and buyers at the same time, so it's something you want to really address and kind of delineate.

I actually went to MarketingExperiments this morning

and they did a little diagnostic on one of our show websites and they said, 'Yeah, be careful that your website is trying to cater to both, because you send a very confusing message.'

Now, because we produce an event in labels and an event in packaging, we've learned a lot about how packaging affects marketing and have taken some of those lessons and have applied it to our email marketing. If you look at the history of advertising and marketing back in the day, a generation or two ago when there were just three TV channels and some radio stations, your marketing spend was rather simple because you had a captive audience.

In today's media world of multiple options ... there's so much media out there and there's different demographics that are utilizing it, that really your final frontier, especially if you're in consumer products, is on that retail shelf and even then you have two seconds to make an impact.

So a lot of leading brand owners; Procter & Gamble, Kimberly-Clark, they've made a big shift from viewing their packaging as trying to improve technologies and efficiencies and costs to now there's a bigger investment in innovation. They're literally putting marketing departments with R&D and with packaging together to come up with new innovations that help their brand and help market who they are.

You need the same approach to your e-products, especially in today's world where - go to your postal inbox down to the mailroom somewhere and then look at your Outlook, or whatever your inbox is in. There's really not much of a difference except for the paper trail. It's becoming more and more overcrowded, so the rules of packaging for your product become very important for setting yourself apart, especially when you're selling intangibles like an event that's a year away, or for some of our products, is two years away. Or there's several products in a year, several events in a year you're trying to promote and trying to get participation in all three or four of them in different seasons.

There's three basic rules of effective packaging. One is shelf impact and that speaks for itself, the innovation of the packaging. Another is greater functionality, the ease of use and other great features of the packaging; and third, of course is proper and effective brand integration, which many email marketers or organizations miss the mark on that because they have a cost effective medium and then there is concerns for graphics and load ability, bandwidth. Oftentimes, the brand is missing in the

## Email Strategies to Increase Event Attendance

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e-product versus what's out there in print or on the package.

So starting with shelf impact - powerful design. How that applies to email is the catchy subject matter. Abide by the rules of keeping it between five and six words - and even a call to action. And something I noticed here at the event, which is because I don't do a lot of vendor selection, because we have a lot of in-house capabilities - so the exhibitors here have been as much of an education for me as the sessions.

And the one exhibitor, Iconics, what they're doing with putting the logo in the 'from' section of your inbox, I think, is brilliant. And I know there's some timetables for when that can kind of be used by the rest of the world and how you can make an impact on your universe, but that is package design there. That is shelf impact. And some of the groups they're working with like eBay and PayPal, security becomes an issue and that's why they've developed that brand and the security to support it. But I think for everybody, that's something to consider for shelf impact.

Clever but meaningful graphics. There was a good talk yesterday where they said, avoid fancy layouts or you don't need fancy layouts and that's true, but the graphics do have to be meaningful. They have to integrate with the brand and they have to appeal to the end user's emotions.

For event planning, one of the biggest mistakes made is there's a huge emphasis on the venue. I think if people don't know what Las Vegas is all about by now they're not your target audience, so I'm pleased, as a marketing director, to get away from the dice and the pharaoh table and the black jack and really focusing on why we're driving people to the event.

And let's face it, we don't want to draw people away from your show so they can be doing other things in town. You want them to do that after the event or before the event, depending on when it's taking place. The event we produced for anti-aging medicine in Orlando, they still operate autonomously from us in the marketing and there's this huge emphasis on pushing Disney, the Epcot Center and the big castle. And these are doctors; they can go there on their own dime and bring their families. You need to draw them to that event because they need to get their certification, they need to be up on the latest technologies. That should be your message.

Of course the key copy should fit the screen. You want to have to avoid, especially for an event - trying to get people to come to the event, you want all the key points right there in that first page there. And you can continue the copy as long as there's relevant links and scrolling, but it's really key that in those first two seconds of that first minute you're able to capture that crowd that's looking at your email, and we'll get to that.

Personalized messaging. If your database is organized, highly effective - and it's worked quite well for us on one of the products, which I'll show you about in our case studies.

And then of course Register Now in the relevant links. Using good colors for your buttons; big, easy to find and even repetitive, so in your scroll down your people can register on the bottom as easily as they can on that front top area, that's very key.

Next, greater functionality. Same thing, when that demographic is at the supermarket and they're looking for the product, they want a product that's easy to use, especially if they have children. It's reusable or recyclable are all the things that are important to us as consumers now.

Same with the e-flash. You want to have the extra Act Now, Register Now features. You want to have the contact info on the top, even a phone number, even a person's name that's a direct contact. An Add This Event to Your Calendar function, which is extremely helpful. Access to testimonials. Again, you're talking about an experience, so you want to be able to link. You want to have it on e-flash if you can, or be able to link to your website what people are saying about your event, about the marketplace you're creating.

Links to the agenda if it's a conference format. The exhibitor list. Again, fear and-or greed. Let people know who's going to be there. The arrangements, housing and travel. There's a lot of anxiety about that. And if you can, add a video component. At our Packaging Summit, there was a last second decision and with a very dismal budget of \$1,000, we produced a very effective video that was well received by our association partners. And let's face it, for certain people, they're very visual. They want to be able to see something in two minutes that kind of describes your event without them having to absorb a lot of copy.

Proper and effective brand integration. It sounds like a

## Email Strategies to Increase Event Attendance

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simple rule but again, the mark is easily missed. Match the website and the print collateral with what your email looks like. If you hear me say e-flash a lot, that's our internal term for our emails or e-newsletters. And, again, a lot of trade show organizers, you might get a new template for your website, like once every two years. That's kind of one of the hurdles I have so I'm looking forward to this summer when we're redesigning some of our products. And oftentimes because of the format you've inherited, you're not able to have that affective brand integration, even with your website and your e-flash.

And of course the print collateral. Again, you still need an integrated approach. You want to hit the people over the head as many different times. And what appears on a postcard is what you'd love to have the look and feel to be in your email, your e-flash or your e-newsletter.

Consistent copy and wordsmithing. Keeping that relevant, redundant copy just as the rules follow for SEO that appears in your direct mail, your collateral, your website, your public relations. Again, oftentimes when people are getting that email - and consider the amount of emails each one of you get every day. There's nothing wrong with that consistent redundant copy because it is proper branding and, again, if you have that Register Now button or that Act Now button front and center, they know just by looking at the graphics and seeing the tagline that they better act soon, especially if they don't want to end up being down the street at the Courtyard like I have since I didn't act in time.

The brand integration should also help drive your SEO. When you think about the days before the Internet, your brand integration was kind of your pre-SEO. You were creating links to what you wanted people to ultimately do; getting to the shelf, buying the product.

I have an agency background and when we'd do our pitch we'd always talk about the Client Name Here day, you know, whatever your company's name is. And we'd talk about waking up in the morning and hearing an ad on the radio, getting on the bus and seeing an ad on the bus or seeing it on a billboard, getting to your office and that direct mail piece arrives or that email arrives. The same thing - following the rules and also make it work to your advantage to help drive your search engine optimization. Every time you have your website appearing in print, it certainly helps your website and same thing with your email.

Strategies that work. Creating urgency, fear and/or greed. You're going to hear that a lot from me and again, just to recap, you act to participate in an event because you're fearful that your competitors are there, or in some cases, you need to be at that event to get your proper certification so you can continue your business or your practice. And then of course there's the greed factor, how much is enough? And either way there's also the - going back to our high school days, all the cool people will be there.

Segmenting your audience for targeted messaging. Identifying your specific attendee categories. Again, one of the pitfalls in event marketing is trade show organizers will develop an e-flash or a website that caters to both interests. You're selling to suppliers to exhibit there and you're selling to buyers to go and source at the same time, and even though it sounds very close and it's a common marketplace, there really should be two different delineated messages.

Packaging Summit, for instance, there's two main categories of exhibitors, those that carry materials and containers for packaging and those that offer contract packaging services, which is one of the fastest growing segments of packaging. And your buyer, your attendee base are very different people. You have packaging professionals, degreed packaging professionals, and then you have many people that oftentimes work in purchasing that are looking for outsourcing partners to help efficiencies, to help take the work out of their house and get rid of some of the brick and mortar internal costs. Two very different audiences that we try to target with different messaging.

Utilizing tools from the rest of your marketing mix. Your website, your print, your phone, video; again, do not abandon the print and other marketing aspects of your mix. New and other media options, which I'm really excited to talk about because I've come across some virtual platforms that are very exciting that can support events like these quite nicely, as well as some digital portals for print that I think is good to share and it's good how it integrates well with e-flash.

And in these bottom two points be sure to remind me later about the 80% rule about attendance at events and these two points will address that.

Creating urgency, fear and/or greed: At our Packaging Summit event - just to give you a little background, it's an event that's small. The attendance is about 2,500. It's

## Email Strategies to Increase Event Attendance

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in a sector that's saturated with packaging events. Go on the Internet and do a Google and you'll find tons of packaging events, and where our event tries to be unique is that we don't allow any equipment or machinery and we represent all industries, whereas most events in this space are dominated by equipment and machinery or are vertical or regional in nature.

So to get people to come to our last event we had Wal-Mart do a lunch presentation of what's called their sustainable scorecard. Anybody that are representing consumer brands here know that to be in Wal-Mart you have to follow this new list of guidelines they have, because there's an initiative for them to minimize the amount of waste they're putting into the earth and whether or not it's because they're being responsible partners or they want to minimize costs, it's really had an impact on these sectors. And so having them as a major hook, people came to exhibit and attend because they wanted to kiss the Wal-Mart ring. They knew it was important for them to be there and just hear what they're saying, hear what the recent developments are.

Involving your anchor exhibitors, attendees and sponsorships. Again, if you have some of the biggest names of suppliers in the industry, promoting those names in your email effectively, linking to your website to tell you more about the other exhibitors. Key attendees that will be there, within reason, or attending companies if you can't use the names, is huge.

Sponsors - for a couple of our products, many of our products, we have key association and for-profit partnerships that greatly benefit our search engine optimization as well as support our email marketing campaign, having their logo on there, their identity and the link to their website. And I'll get to that later.

Another possibility is having an exclusive event sponsorship, which is very contrarian to the typical trade show practice. You don't want your name to be overwhelmed by one industry leader, but for certain events like software where it's being done or even something like this, if you were to partner with a major leader in the industry that commands respect and commands a critical need to be there, it's fantastic for driving attendance to your event. And it's also a new revenue center that can be great for your event. You think about the bowl games now that all have sponsors in college football and it's very much the same concept.

Active communication with new and repeat customers,

attendee development. Again, e-flash is a very effective tool provided you can segment that audience and you're supporting it with proper follow up by telephone and other vehicles.

Sponsored e-flashes. A great way again, to utilize those anchors in your industry those competitors. Having them send an e-flash to a segment of your audience or your entire audience to create buzz is very powerful. And again, it's also extra revenue to support your marketing efforts.

Starting with segmenting your audience for targeted messaging. Obviously much more effective than global messaging. In the past, we've sent emails to pre-reg prospects, exhibitors, speakers and it got to a point where it was very obnoxious, because people are already signed up for the event and they're getting this messaging and it doesn't necessarily apply to them, and even if you have the disclaimer, "If you've already signed up for the event, we look forward to seeing you there." So we've taken some great strides to really divide up that messaging.

Compliments the fear and/or greed event marketing, because you can really focus in on your targets in specific categories and again, share with them the specific companies that are there and sometimes it's just one or two names as opposed to giving them a whole list of everyone that's going to be there.

It can include language translations for our label expo product, because it is a global brand. Our emails are translated into 12 different languages and we'll be looking to do the same with some of our American products, at the very least to translate into Spanish.

You can still link to your global messaging, creating links to your website or scroll down features in the e-flash. And again, using your exhibitors. For one of the products we produce, we do an off price specialists show for the apparel industry and our exhibitors that pay for sponsored eflashes only want to go to specific categories, people that are buying t-shirts or people that are buying menswear, and don't want us to send to their entire audience, for fear that their competitors, some of which are registered as buyers in our group, get a hold of these great deals or the great pricing that's being offered at the event.

We also have e-flash results with our in-house capabilities, so anybody that clicks through or opens the email, we

## Email Strategies to Increase Event Attendance

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have that data and very carefully it's shared with our sales team or our attendee development people. And you wait a day or two or sometimes a week and if the name's already in the database, you're doing a follow up call. And it's very pleasing for them to hear that, "Oh, yeah, I just got your email. I just opened it up yesterday," or "Here's what my plans are."

Utilizing tools from the rest of your marketing. Following up with specific respondents, personal response to online requests. When I get a request for a Packaging Summit, as soon as that email comes to me I'm able to pick up that phone and call the person and usually, like I said it's a matter of minutes or two minutes. And sometimes it scares people, but sometimes they're really appreciative of the personal effort. And the conversion rate is also very high when you're able to do that, when you're able to add a personal touch to your online media.

Again, you still need print marketing. Develop e-versions of all your print marketing and you could even have them available as downloadable PDFs on your e-flash, or again, links to your website where it may appear to help improve your SEO.

SEO and other online marketing tools, blogs, webinars. We just did an exhibitor orientation using gotomeeting.com, who is a partner of ours, and it was very effective; taking away some of the anxiety for people that have to do the trade show coordinating with the companies, helping them with meeting their critical deadlines, but also an opportunity for us to encourage them to market our event to their audience as well as utilizing us as a resource for co-marketing efforts.

Sales support. We're currently developing e-flash templates through our database in which our sales team can personalize messages to prospects or to existing customers. And again, the brand integration is there, the proper graphic that mirrors what's on the e-flash.

And after one of yesterday's talks I'm also looking at adding sales members pictures on there. And of course the marketing tools you have to support the exhibitors; the free passes, the codes, the sponsored e-flashes. Even though it's because of the cost of email, you can do pro bono as a barter or even like I said, free for some of your anchor exhibitors that you really want to make a splash in the industry knowing that they're participating in your event.

And again, like I say, we have a great software product that allows us to get this data on who clicked on what link, whether they opened the email or they went straight to the registration, and you can share that with the sales staff. One of the pitfalls we have is that because it's a proprietary product you can't just copy and paste or print even to share with the sales staff, so we're working on - which is great, because it protects our data, even for internal use. So we're trying to develop a system whereupon we can share this information with our sales team without them having to scan the screen or even just kind of look at what's on my laptop and copy names down.

New and other media options. I mentioned video, a great tool to have on your e-flash. One of the case studies I'll show you from what's going on in the presidential campaign politics shows you a very effective use of video to drive people to act.

Virtual platforms. There's two companies I want you to write down right now. One's called InXpo. Inxpo.com out of Chicago and iCongo out of Montreal. These groups create virtual tradeshow platforms. And you think about it, nothing will take the place of the face-to-face experience of the event, but for all of those people that want to be here, that need to be here, but can't because of family reasons, work reasons, or other conflicts, you can get them to visit your event virtually and even charge a higher price than the onsite registration fee, because there is that demand for rich media that you can utilize from the benefit of your own home or your own office and it is a growth opportunity for the event planning and trade show industry and something I encourage everybody to look at. These two groups currently work with a lot of publishers that put on online events and very successful.

Lessons and challenges. Clean, manage and grow your database. There's a lot of consultants that support the trade show industry that work from home that are pretty cost effective. Utilizing graduate students or interns with the proper training. They can help you with organic growth, which I think is still the best way to grow your database. List acquisition is there, but if you are growing the database yourself, suddenly you have a product, you have an intellectual property that again could be another revenue center or makes your main product very attractive.

Translating into handheld mobile vehicles, and thanks to MarketingSherpa for the tip on that. We tried to make

## Email Strategies to Increase Event Attendance

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some adjustments last summer that could affect so that executive level people can read the messaging on their handhelds.

Finding new urgency for next year's event. We have a much better speaker than the one we had from Wal-Mart in 2007, but because of the urgency, it's not being as well attended right now as the Wal-Mart was last year.

Economic market factors affecting attending. Trade show budgets, marketing often times first to go, so something you can use the e-flash to address.

Post event follow-up. Eighty percent of all leads at events are not followed up afterwards. So, again, e-flash is probably your best tool for making that happen.

And quick case studies. Like I said, we mentioned the Wal-Mart offer. In addition to having Wal-Mart there, we made a special offer that anybody who signed up for day one of the conference with a complete package got the Wal-Mart lunch, which was a separate billable, as part of their deal. Because even though Wal-Mart is important, people do have budgets and they need to justify those budgets, and when they can get a deal where they're saving \$125, it helps them get to the event. We sold out the event with 600 people, very successful.

Blue Man Group at Off-Price Show. Our Off-Price Apparel Show in Las Vegas - we were in the same venue as the Blue Man Group, so we had a special deal with our visitors that if they came to the show - as well as for our exhibitors - they got special pricing and special seating for Blue Man Group - and a very effective campaign.

And then the presidential email campaigns. My company doesn't endorse political candidates, but it's

worth everyone's while. Just one more point then I can wrap it up. And Eric will tell you this - when I talked to him in December - I think Barack Obama has a very serious chance of winning because of what he's doing with email marketing. It's highly effective. I encourage anyone to sign up for it. Not to donate, that's your choice, but look at the kind of emails they're sending out to their audience.

This was from Michelle Obama and it says, "You have to see this. Don, a friend sent me this video over the weekend. After nearly a year on the campaign trail I've seen a lot of things that have touched me deeply, but I had to share this with you. Sharing this video, which was created by supporters, is one more way to help start a conversation with your friends, family, co-workers and anyone else who will be voting soon about the issues important to them in this election. Thank you so much, Michelle." Very personal, very personalized. It's the Yes We Can speech that was created into a music video and it appears on YouTube. Very highly effective.

Any questions?

**PARTICIPANT:** Inaudible question

**DON BROWNE:** Yeah, that is one thing we're looking to develop and I'm glad you mentioned it, because one of the hurdles we have with Register Now is that we have a separate registration company that handles these registrations and that doesn't help our SEO, so we're looking at ways of creating a landing page, which they come to our site first to help the SEO, and then a proceed to registration function, which will ultimately take them to signing up for and paying for the event. Anybody else? Thanks everybody.

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# Email Strategies to Increase Event Attendance

Don Browne, Marketing Director – USA Operations  
Tarsus Group, plc  
Tuesday, February 26, 2008

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## About Tarsus Group

- Producer of Niche/Focused Exhibitions & Conferences
- Publicly Traded International Company
- Growing Online Media Business
  - tsnn.com
  - cvbhotrates.com
  - promotionalmerchandiseusa.com
  - onrec.com

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### Event Marketing vs. CPGs Marketing

- Intangible vs. Immediate Consumable
- Selling Experience & Sense of Urgency
  - Fear and/or Greed
  - Networking/Hospitality Component
- Creating a Marketplace or Market Experience
  - Marketing to Suppliers & Buyers

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### Your Email as a Packaged Product

- Understanding Importance of Packaging in Marketing
  - History: 3 Channels vs. Today's Multiple Options
  - Retail Shelf Most Captive Audience:  
2 Second Rule
  - Need Same Approach to eProducts
- Email Inbox as Overcrowded as Post Mail Inbox
  - Rules of Packaging Important for setting yourself apart

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## Email Strategies to Increase Event Attendance

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### Rules of Effective Packaging

- Shelf Impact!
- Greater Functionality
- Proper & Effective Brand Integration

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### SHELF IMPACT!

- Powerful Design
  - Catchy Subject Matter
  - Clever but Meaningful Graphics
    - Avoid emphasis on venue/location
  - Key Copy Should fit screen
  - Personalized Messaging
  - Register Now! and Relevant Links

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### Greater Functionality

- Extra Act Now/Register Now Features
- Access to Testimonials
- Links to Agenda, Exhibitor List, Arrangements
- Video Component

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### Proper & Effective Brand Integration

- Match Website & Print Collateral
- Consistent Copy and Wordsmithing
- Should help drive SEO

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## Email Strategies to Increase Event Attendance



### Strategies That Work

- Creating Urgency: Fear and/or Greed
- Segmenting your audience for targeted messaging
- Utilizing tools from rest of marketing/support mix
- New/Other Media Options

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### Creating Urgency: Fear and/or Greed

- Wal-Mart Lunch at 2007 Packaging Summit
- Anchor Exhibitors/Attendees/Sponsors
  - Exclusive Event Sponsorship
- Active Communication with new/repeat customers
  - Attendee Development
- Sponsored eFlashes

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## Email Strategies to Increase Event Attendance



### Segmenting Your Audience for Targeted Messaging

- More effective than global messaging
- Complements Fear and/or Greed Event Marketing
- Can Include Language Translations
- Can still link to Global Messaging
- Use your Exhibitors

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### Utilizing Tools From Rest of Marketing/Support Mix

Follow-up with specific respondents

- Personal response to online requests
- Still Need Print Marketing!
  - Develop eVersions of all Print Marketing
- SEO and other online marketing tools
- Sales Support – eFlash Templates
- Marketing Tools for Exhibitors

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### New/Other Media Options

- Video
- Virtual Platforms
  - Recruit new levels of attendees
  - Create New Revenue Streams
  - Get Ahead of Competition

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### Lessons & Challenges

- Clean, Manage & Grow Your Database
  - Organic Growth still the best
- Translate into Hand-Held/Mobile Vehicles
- Finding New Urgency for Next Year's Event
- Economic/Market Factors affecting Attendance
- Post-Event Follow-Up – 80% Failure Rate

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### Quick Case Studies

- Wal-Mart Lunch at 2007 Packaging Summit
- Blue Man Group at Off-Price Show
- Presidential Email Campaigns

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### Credits/Thank You

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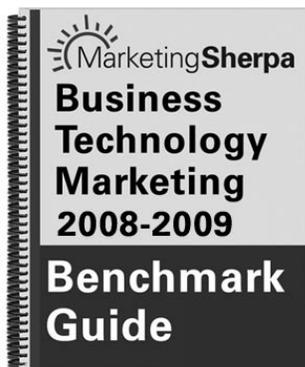
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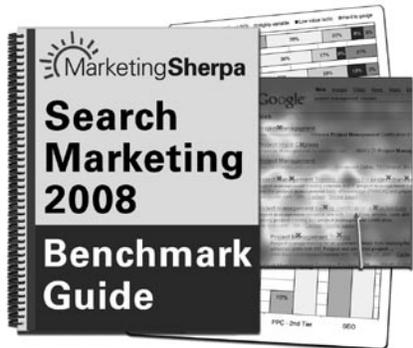
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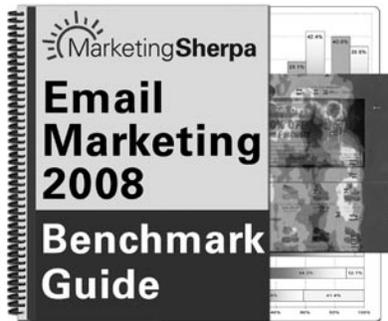
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