MarketingSherpa

$97

ISBN: 978-1-932353-77-8

EM@IL SUMMIT '08

InterContinental Miami | February 24-26

Breakout Sessions III: Operations Tracks

Transcript

This Transcript is the property of:

_____

Your name here

For additional copies, contact MarketingSherpa Inc.

MarketingSherpa's Email Summit '08 Transcript - Operations Tracks

US $97 / ISBN: 978-1-932353-77-8

To purchase additional copies of this report, please visit
http://www.SherpaStore.com

Yes, bulk discounts are available for multiple copies. Contact:
Customer Service
MarketingSherpa Inc.
+1 (877) 895-1717 (outside US call +401-247-7655)
Service@SherpaStore.com
499 Main St.
Warren, RI 02885 USA

Transcription services provided by: 

Table of Contents

Managing the Vendor Selection Process

SESSION DESCRIPTION

Is your software outdated? Following last year's Email Summit, the Quadrant Software team realized that they needed to explore new Email marketing software solutions. Get the blow-by-blow on how they selected and evaluated solutions for Email and lead scoring, as well as the role that the Quadrant sales organization played in deciding on a vendor. This process-focused presentation is sure to elicit discussion from marketers and vendors alike.

ABOUT THE PRESENTER

Daniel Kuperman

Director of Marketing,
Quadrant Software

Daniel Kuperman, Director of Marketing for Quadrant Software, has more than 12 years experience in the high-tech industry. He is responsible for the planning, execution and evaluation of online and off-line campaigns ranging from trade shows, print/online advertising, website design/SEO and Email marketing, among others. With a solid technology and marketing background, Kuperman is able to understand and translate to common business terms how the underpinnings of technology solutions can affect marketing processes. Being personally involved in the selection and evaluation of marketing software vendors, he is keenly aware of the promises and the perils faced by Email marketers when dealing with purchasing decisions and how the pressures to improve response rates, ROI and lead generation can influence your choice.

ABOUT QUADRANT SOFTWARE

Quadrant Software provides document management/imaging, workflow, electronic forms and fax solutions that transform your company into a paperless environment. Improve productivity, increase visibility to critical processes, and reduce your costs by having everything electronic. Don't Worry, Be Paperless! www.quadrantsoftware.com

PRESENTATION

MODERATOR: Okay, once again, this is the Operations track. The Operations track will be held in this room both this afternoon and tomorrow morning, so if you're interested in this track this is the place to be.

My name is Eric Jaeger, and I am with MarketingSherpa and I'm here just to kick things off. Our first presenter this afternoon is someone who actually attended last year's event and got some really good ideas and submitted a proposal and was very anxious about sharing with you the ideas with respect to managing the vendor selection process. So his information is in the book, and at this point I'll hand it over to Daniel Kuperman of Quadrant Software.

DANIEL KUPERMAN: Thank you, Eric. Welcome everyone and thank you for coming. I know it's tough to stay awake after the heavy lunch they serve here, but I will do my best. So if you just bear with me, we're going to be done in a few minutes. As he said, my name is Daniel Kuperman, the Director of Marketing for Quadrant Software, and I manage all the marketing activities of my company including print advertising, online advertising, pay-per-click campaigns, SEO, email marketing, etc.

Coming here last year to MarketingSherpa 2007 was a very, very interesting experience because I had the opportunity to talk to a lot of people there doing the same things I was doing and to the vendors that were here, and that was a really big experience for me and really helped us put in motion this whole process we are actually still going through on selecting a new email marketing software vendor for us.

So let me just give you a quick background so you will better understand where we are coming from.

Quadrant Software, we're a leading document management provider for this very specific platform, IBM System I, it used to be called AS-100. Like you have Windows, Linux, Unix, you also have the IBM platform. A lot of the old school companies, manufacturing, transportation, distribution companies, are still running on that platform, and that's where we focus our efforts.

We provide what we call paperless process management, which is basically trying to get your company to go paperless. What a concept. So, you have invoices coming in, and you have purchase orders, all those transactional documents, and we try to eliminate all that paperwork and manage that electronically.

Managing the Vendor Selection Process

We are privately held. We were founded in 1990. Originally actually from Boston, Massachusetts, and we just moved the headquarters to Tampa a couple of years ago. The Marketing Department is comprised of four full-time staff, including myself, and we have two part-time employees. They are usually marketing interns from local universities and colleges that help us with administrative tasks, setting up email campaigns, analyzing results, and things of that nature.

Our challenge is we are a very small department and we have big ambitions. We do everything in-house from creation of collateral, all the design work, copy writing. We hire some outside help when we need, but we try to do most internally, and not only collateral materials, but we manage trade shows. We manage events. We do web casts. So we do a lot of things, and we have our hands full all the time.

We purchased a solution about five years ago for email software. Throughout the years, we were wondering is there a better way to do things, or is that it? Can we send emails faster? Can we create those HTML messages in a better way? Can we track things better? We're also having some problems with our internal IT infrastructure. That was a solution that we hosted ourselves, so we have a dedicated server for the email software.

I don't know if you guys have ever experienced that, but we have a very big disconnect between Marketing and the IT group, where the server goes down and we need to call them and say, "Hey, you know the server is down." They say, "Okay, we'll get to it next week." "No, no, no. The email needs to go out today." So you have that problem where you're constantly pushing the IT group to get the server back up, and the server goes down, and all of that. The whole process for sending emails – it's very, very time consuming for us with the solution we have.

Just to give you an idea, we mapped out the process, and that's very small, you don't need to read that, but every single step we take, from the moment where we create the email to the moment where we click the "Send" button, there's like those 15, 20 steps there because we need to manually segment the list. We have a person there – it's Michelle. She's great, because she runs SQL queries and segments the list, and creates tables, and uploads the tables to the software, and then sends those out. Then if we need to segment the list again, we need to go back to our table. It's like a really, really cumbersome process.

We do a lot of email. We do for newsletters, we do for promotions, we do for webcast invitations, and we started in thinking about how long is that actually taking us? We came up with those averages. We send probably about 10 newsletters, 10 to 11 newsletters, a year, and on an annual basis that takes up about 15 hours of our time for newsletter set-up. For webcasts, we do probably between 30 and 50 webcasts, so you can see there is about one to two hours of setting up the email to send out the invitation to the webcast.

Then for trade shows – we go to several trade shows, but we select some of the most important for us, and then we send out the trade show email to attendees, or after the show to people who came to our booth and say, "Hey, stop by our website," and stuff like that. We analyzed, and it took us about 12 hours overall to send those kind of emails. It's just a lot of time spent just creating and sending out the emails.

So last year I was at MarketingSherpa and that was really a big, eye-opening experience, just talking to people, talking to the vendors, and seeing, oh my God, there's a better solution out there. Not only one, but have you seen how many vendors are out there in the booths, and they all say they do the same thing? I said, "Oh, that's great. So how do I go about selecting the ones that I want?".

Let me just stop here for a minute, and let me ask you guys how many of you are now in the process of changing your solution provider and you're trying to figure out what is the better solution for you right now? Show of hands. Okay. How many of you are thinking about, 'You know what? There might be something out there and I'm going to start looking towards changing vendors?" Anyone kind of thinking about – not sure? Okay, cool. Are there any vendors present? Cool, great, because the things I'm going to talk about – the process we went through – is not to just help the people who are selecting the users, but the vendors might like it as well because I'm in the software business, and we sell software. We sometimes have problems on people that they don't know what they want, and we are trying to sell them, and they really don't know how to translate what you're asking so that you can help them sell the software. I think this is going to be a good discussion coming.

Managing the Vendor Selection Process

The first thing, after the MarketingSherpa last year, I came out of that with the goal of finding a software that would help me reduce the manual tasks so I could increase my team's productivity. All those hours we were spending on sending out emails, if I can reduce that – instead of 15 hours for email set-up to two hours, three hours, that would be a big help.

We went and we researched a bunch of vendors. Those are just some sample names I picked up. We looked at a couple more down there, and we really looked from all spectrums, all strengths and weaknesses, all characteristics - hosted, not hosted, low cost price, high cost price - really trying to understand also what is the market out there? What does it look like? What is the best solution for us?

After looking at the vendors, we went back and we said, "You know what? There's so many things that they can do that we didn't even know existed. We actually can go back and not only improve the way we're doing things, but do things in a much better way when it comes to tracking our results and segmenting our lists."

Then, with that insight, we went back to the original process flow and we say, Okay, if we do things with a new vendor, this is what we can do. We can eliminate all those steps, and just crossing those away. How much time is that going to save us? The average effort per year we calculated, that's actually going to save us from 15 hours in setting up those newsletters to three hours; from 100 hours of webcast setup to maybe just 23 hours. So that's going to really, really help. So we got very excited about it.

If you were to begin your own process, do this kind of the framework we used, and we're still using, for evaluating the vendor and if you like to begin the right way, that's what I would suggest you do. The first thing you need to do is really look at your problem. So, in our situation, our major problem was actually the amount of time we are spending on setting up email and sending out those emails. Then we identified two sub-problems, the tracking and the segmentation, okay?

In your case, it might be a different problem. You might have a problem with your current vendor with reliability, or maybe you're spending too much money and you want a cheaper solution, or maybe you need to send emails to Germany, and your current vendor doesn't provide something like that, or language translations. So really understand – if you can step back, okay, what is the problem I'm trying to solve?

The next thing we did, and you saw the process mapping, was understanding how you do things today. That helps you understand and get that communication flowing within your department, if you have more people involved, in getting everyone on the same page and saying, "Okay guys, is this what we do?", because I'm not the person solely involved with email marketing. When I set up my campaigns, I use certain steps and when Michelle, the other person that sets up, she uses different steps. So we realized there was kind of a disconnect there.

Looking, then, at what you're doing today and what you want the process to be. So you map out your future process. Those X's you saw on that – on the process flow, that was a great help for us, not only us understanding what are the benefits, but when we present that to the CEO of the company and he sees everything crossed out, and how many hours you're saving, that really helps him understand the advantages of a new system.

The future process also helps you identify all the features you want on your ideal solution. You map out what you'd like the process to be, and you need features now to support how you're going to do that. So if I need a better way to do segmentation, one of the features might be I need to be able to select maybe behavior-based segmentation, and I want to send out my emails to only people who open the email. Okay, there needs to be a feature that does that. Or I want to be able to do A/B testing. I was never able to do that, so A/B testing may be a feature you'll use. As you go through that thinking process, separating the list of – your wish list. What will I like to have on that solution?

We then went and talked to vendors. That was kind of a back and forth process, because as we were evaluating and talking to vendors, they were educating us. Some vendors are better at that than others, but overall I had very, very positive experiences with most of the vendors, especially the ones here on the floor, where they are educating you, "Okay, you know what? That's a great way to do it, but if you track now your Pay-Per-Click campaigns, and you have the consolidated report ", I say, "Can you do that?". "Yes, you can". Awesome, I want that on my list.

Then part of it is then preparing the full ROI. What's it

going to cost me? What is the return we're going to have? Ultimately it comes to making sense and not just spending money because you have the money. Putting together this whole ROI proposition for when you're presenting to your group, or to your CEO, or you need to get the budget approved for that, you have the details in your business case, basically, to do that.

One thing I haven't talked about is that whole sales buy-in process at the bottom. From the get-go, I decided to involve our sales team, and so I spoke with the Director of Sales, the Sales Manager, and also our Business Development Manager, because those are the people that are ultimately going to close the deals, to close the leads I'm sending over to them and because the changes I make to the marketing process are going to directly impact them, I really wanted them to tell me, "Yes, we are on board with you. Whatever you present, we are going to help you do that". That was a great help.

Throughout the process I was bouncing back ideas and saying, "Guys, here's what I would like to do. I'd like to start doing some lead scoring. Or I would like sending leads to this person instead of to that person. Or "I would like to do some customization based, maybe having the sales rep pictured there." They were coming back and saying, "No, we don't want the pictures there. No. They looked – they're all ugly people. You don't want to show our sales reps there. If you want to show someone, show myself, or show Joe, or just use the CEO's name. So they are giving me back sometimes good answers, sometimes not so good. But, anyways, I had to get them on board.

Throughout the ROI compilation aspect, that was a great help because they were coming back with questions for me and saying – because sometimes you're going through the process, you're so in-depth analysis, and you've researched that so much that it's obvious to you why segmentation is important. They come back to you, "Okay, now explain to me exactly what do you mean by segmentation?" You say, "You don't know?" "No". So then you explain to them. That makes you think. If for nothing else, just having someone to feedback, give you some very constructive, and very good feedback on how your whole selection process is going.

Now, talking about features is interesting because you talk about the feature list, everything you wish you had, and how do you actually go about determining what is your must have, what would be nice to have, and what is it I really don't care if I have that? That's kind of what we used, and what I kind of suggest you go through is a very analytical process. It really helps you put in perspective when you're involved in discussions with vendors. You see all those great, nice features, and you come back and you say, "Do I really need that?" or "Is that really critical for what I'm trying to do?"

One of the things we did, we are trying to assign weights for each of the features. Features I must have. Maybe I must have A/B testing. It would be nice if I could do maybe German language for my emails, but I really don't care if you do spam delivery testing, or if you test my emails in Hotmail, because I don't have any Hotmail accounts on my list anyway. Then comparing each of the vendor's features against the usage.

The usage means they say, "Yes, I do A/B testing". You say, "Awesome". The other guy says, "I do A/B testing". So how do you know they really do A/B testing? Maybe the first vendor says they do A/B testing, and the A/B testing they do involves you uploading three emails to their server, sending back responses to you. It's a whole complicated process that doesn't really work. The other vendor's A/B testing is you know what? You just click and it works.

If you further the detail about how their features are solving your problem, then you go back to your problem. Is that really helping you solve the problem? If my problem is all the manual steps I was taking to set up the campaigns and send it out, I don't want, for example, to have an A/B testing that involves three more steps than the other vendor, which is one step. So just go back to that and see how you're going to compare that.

The end result is something that might look like this. You can read, but that's an Excel file. If you're interested in getting kind of a template with a form list, email me or talk to me after the session, and I can just email that out to you so you have a starting point.

Basically that's a sample of – let's say you're evaluating three vendors. You have a column where you're listing the vendors, and then across the columns you're listing all the features you would like to have. Then you're inserting in the cells – so Vendor One, A/B testing. Do they comply or do they not comply with the feature you're asking? Then you go to maybe spam, or deliverability testing, or previewing emails and different accounts. Do they comply? Do they comply fully? Maybe they do

not only A/B testing, but they do A/B/C/D/E/F/G testing, whatever. Then it's even more what you expected.

Then you see down below the features and the weights. So maybe A/B testing is nice to have. Maybe sending German language emails is, I don't care. That's going to help you ultimately when you score the results, and you see on the far right side the results. As a sample, if I had only looked at the vendors and the features, and I just scored them as they were telling me, maybe Vendor One would have been the best solution because you're 16, and the Vendor Two is 15, and the Vendor Eleven is 11. However, when I'm weighting that, Vendor One might have had an awesome way for deliverability testing, and for Hotmail, and for Yahoo!, but I don't really care about those things. What happens is you're now weighting the scores, and Vendor Two now comes out as being the highest, even than before and then Vendor Two might be more attractive to me.

That just really helps you when you're looking back and you have a lot of people involved in the process, and everyone - "Oh, I like that one". Why did you like that one? You get things on paper, and you add some math to it, it helps you put things in perspective.

Just quickly, some lessons learned from that. It's funny and interesting that the vendors are here also. That's kind of a criticism for some of you guys, but some vendors, they really don't know how to sell. We had several, several sales calls and sales demos where we were talking to a person, and we spent half an hour on the phone explaining, "This is what we want. This is what we like." And stuff. Okay, let's do a demo. Yes. Then you go there and he doesn't even remember your name. It happens. It's kind of discouraging.

Then what happens, for the vendors out there, your software might be the best one, but if you don't really remember my name or what my problem is, I'm probably going to whisk you out of the equation because I have 15 other vendors, they're more interested in my services. That's just something. So that really tells you that you have to take control.

Taking control really means you know what you want, you know what you're looking for for the vendors. One of the things that helped us a lot - throughout the middle of the process, we realized there was a big disconnect. You talk to them and you tell them, "I want to do A/B testing," and they show you anything but that. Then you go back and it's rephrased, and how do you do this? So we decided to share with them the process map, the features, the reports we wanted it to look like, and I said, "If you can't show me in your demo those things I'm asking, I'm not even interested in seeing your software."

Taking control back really means knowing what you want, telling them clearly what you want, because that's also going to help them target the demo towards what you want. We had some really, really great experiences also with some vendors that had their stuff together and they showed the demo and we were like, "Wow", because it was everything we were talking about. They were using the same jargon. They were using the same examples. It really helps you understand when they're doing that. It helps you also to understand their capabilities.

Again, clear requirements is really imperative. You really need to understand. Sometimes you may have to talk to several vendors, talk to other people here at the conference. What are you doing? What do you see that's useful? What do you see that's not useful? Make sure you understand what the features are you must have versus the nice to have. Especially when you're evaluating in the market here, it's so amazing. You have more than 15, 20 vendors. They say they do the same thing, and how do you really tell one from another? Then you have – some people are really excited about the feature of Vendor A, but you were excited by the feature of Vendor B.

So what helped us was taking a step back and using kind of the Excel file and say, "Okay, let's forget the vendors. Let's forget who took us out for lunch. Let's forget who gave us the nice giveaways at the show, and let's just see who would rank higher." Don't see the vendor name, just see who's going to come up.

Getting your team on board: That means if you have more than one person using the software, it's very likely you like to have them talk to you and participate in the process. Like in our case, I have a separate person that does most of the email and the sending, so I kick started – I jump-started the process. I started talking to vendors and then I stopped and said, "You know what? Michelle, come here. I really want you to do things with me because you're the person who's ultimately using the software. I don't want to tell you what you need to do. You tell me the ones you like, and let's go through that together." Then reporting, we have another person

that helps us with the reporting, so different people have different perspectives, and they really helped us move along the process.

Getting references: It's very important, and that helped us a lot to validate some of the vendors we really liked on talking to some people. On the other hand, it helped us also to open our eyes to some things that some vendors said they would do, or they could do, and you talk to someone and realize that's not quite true. It's really interesting after you talk to the references.

Just some quick additional thoughts here: Getting buy-in from the Sales or other departments. That might help, especially if you're trying to get someone to give you some feedback, constructive feedback, why, values, stuff like that. Lead nurturing? Is that important to you? How are you going to score leads? If you're going to score leads, you'd better have the sales organization behind you on how you're doing that.

Ask questions. Make sure you match the answers to the process. So if they're telling you how good the things are, go back to your problem. How is that solving my problem? How important is the feature to me? And if you're using a matrix like the Excel file, and really adding numbers and matching stuff to that, don't forget that sometimes you also need to put a lot of weight into the soft things about the vendor. How quickly did the sales rep return your call? How good was he at arranging that reference for you? Or the tech support guy to talk to you?

Sometimes they might have a great software, but if they're really not helping you to buy their software, after you buy it, my experience being that they're also not going to help you with tech support and stuff like that. So look at the soft things. How long they've been in business. Do they have partnerships with other companies? Maybe what you want to do is to start small and then grow features, functionalities, or volumes and stuff like that. So look at the other things as well. The analytics helps a lot. There's also some of the soft side that you can't forget about.

Basically take control of the vendor selection. Know what you want. Ask what you need, and understand how that's going to fit your goals, and your processes, and you're going to ultimately solve your problem.

I'd just like to thank everyone for coming. If you have any questions about our process, what we went through, or any questions about vendor selection, just feel free.

PARTICIPANT: About how many hours did you spend selecting on the whole then?

DANIEL KUPERMAN: How many hours did we spend selecting? That's a good question. Let me think about that for a minute. We would have meetings every week, and we would have a day – okay, this is a day of the vendor selection. We're going to have, let's say a lunch meeting, or a two-hour meeting, and that's what we're going to do. It was probably throughout the course of three months, because we all have a lot of stuff to do. I would say it would probably be between 40 hours, 40 to 60 hours.

It's a lot, but in the beginning, we just were bumping against the wall a lot, because where do we – what do we do? There's so many vendors and all of that. The demos. You need to spend a lot of time watching what they're doing and coming back. If you stop, and it's past a few weeks, you don't remember what the guy showed you or something, you need to go back and stuff. So it took us about 40 to 60 hours in total.

PARTICIPANT: How satisfied are you with the vendor you selected? Are you starting to improve your process?

DANIEL KUPERMAN: He's asking me how satisfied I am with the vendor I selected. That's an interesting question. The irony of the situation is we are still selecting a vendor. We went through the process and we narrowed down the list to just probably two companies we really wanted. We made executive presentation, had a buy-in from Sales. We were ready to pull the trigger, and – maybe that doesn't happen with you guys, but with our company it happened that the word came from above that said, "You need to put your project on hold because of budget." So have you seen that before happening? Yeah. So there you go. Sixty hours, and I can't do anything.

PARTICIPANT: That was a perfect lead-in to my question, which is how much did investment play into the scope of what you were looking at?

DANIEL KUPERMAN: The question, how much investment played into the scope. I think back to the 40 or 60 hours we spent looking at that, and I don't think it's really time wasted, because it gave us the opportunity

to go back and map our process. As we were mapping the process, we're asking ourselves: "Why are we doing it that way?" Sometimes you're doing things the way you're doing things because that's the way things were done before you even got there.

Questioning the way you're doing things helps you. From the process – now we haven't implemented a new solution, but what we've done, we've re-done some of the things we were doing manually. We're creating some small work-arounds that are helping us with segmentation, and helping us with the time that it takes to create stuff. Sometimes it's just a small change in the work flow and it helps a lot.

Unfortunately, we're not able to pull the trigger, but it was not a complete waste of time, I think.

PARTICIPANT: Did you guys use a formal RFP document sent out to the vendors and, if so, where did you get the template for that RFP document?

DANIEL KUPERMAN: We did not use a template. The only thing we sent out -- we sent out a few PDF files with what we wanted them to present to us. We sent them, "This is the process. How I see it working in the future. How I want to create my emails. This is how I want to be able to evaluate. What are all the reports I would like to get? Show me that or show me nothing.' That's what we did.

One more question? No? Yes?

PARTICIPANT: Besides kind of getting referrals and getting demonstrations, how did you actually get a vendor to prove they could handle data size, or certain features.

DANIEL KUPERMAN: How did we – besides doing the selection process – you're question is really how did we – how were we certain that the vendors could do what they were telling us they could do? We did not do any testing for data size and stuff like that. We basically relied on them and their experience, and talking to the references on what are the volumes you are sending because our volume is not a lot. We send basically 50,000 emails a month. For some of you guys, that's like peanuts compared to millions and millions in what you send. So what was important was if you're telling me that's easy to do, the A/B testing, for example, show me.

That's where some of the demos, they broke. Where you say, "You know what? You can't really show me that, can you?" They say, "Well, it's coming in the new feature next year." And stuff. Okay, so I'm, "It's coming," and stuff like that. We really asked them - and the vendors who are here, they worked with us. We really – Quantum Software, we're really a pain in the ass for the vendors, because we wanted them to show us everything and five times again. Those guys were really nice guys. You're still nice to me. Thank you for that. We're really a pain.

I think that's it. Well, thank you everyone. If you have more questions, I'm happy to answer them after. Thank you.

MODERATOR: Thank you. Nice job.

Managing the Vendor Selection Process

Managing The Vendor Selection Process

Daniel Kuperman, MBA PMP, *Director of Marketing*

Quadrant Software, Inc.

Monday, February 25, 2008

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

EM@IL SUMMIT '08 Expo & Awards

Quadrant Software

QUADRANT SOFTWARE www.quadrantsoftware.com

- Leading document management solution provider for the IBM System i (iSeries / AS 400).
- Provider of Paperless Process Management Solutions.
- Privately held, founded in 1990
- HQ in Tampa, FL; Technical dept in Boston, MA.
- Marketing dept comprised of 4 full time + 2 part time employees.

2

Managing the Vendor Selection Process

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

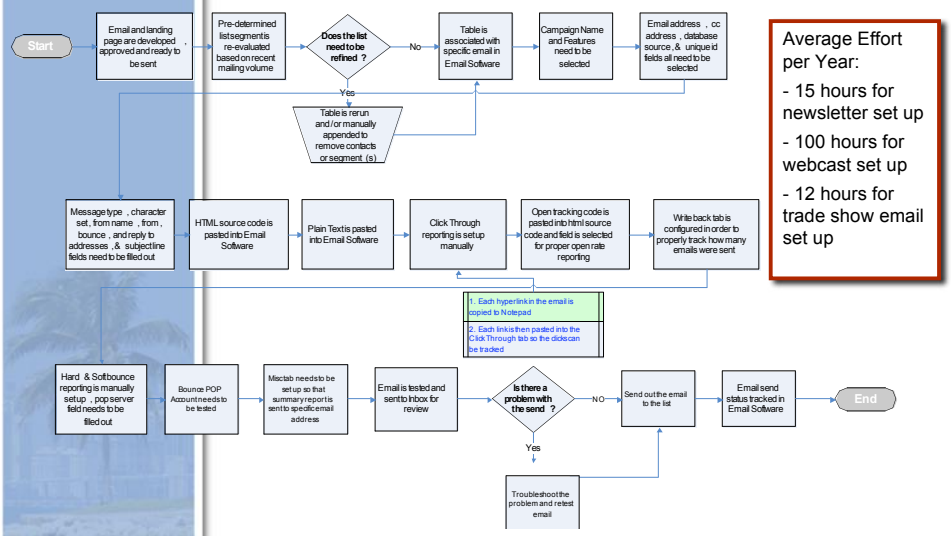
Our Challenge

- Small department, big ambitions
  - Responsible for lead generation
  - In-house development of all collateral, print and online ads, coordination of trade shows and events and email marketing
- Purchased an email solution 5 years ago and have outgrown it
  - Need for better segmentation
  - Need for better reporting
  - Problems with internal IT
  - Time-consuming process for creating and sending out emails

3

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

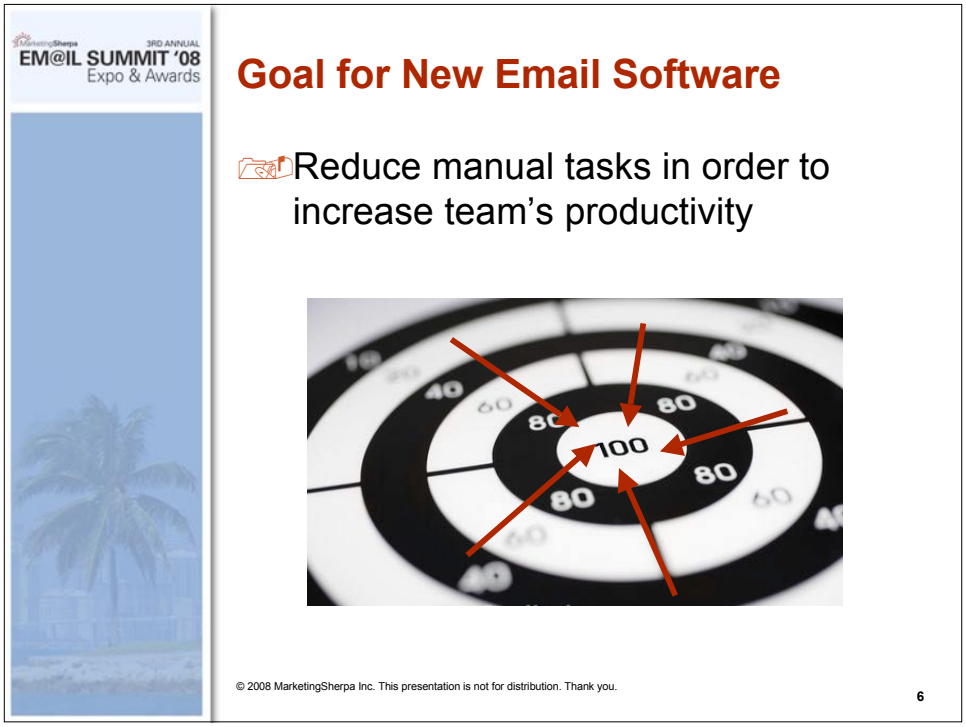
'Old' Email Deployment Process



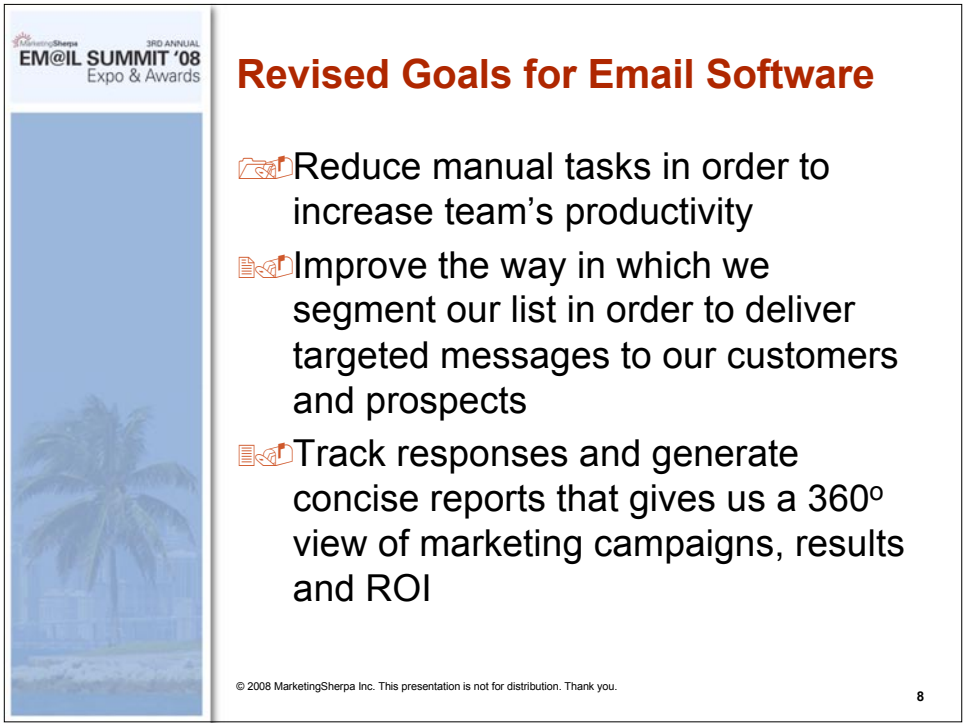
Average Effort per Year:

- 15 hours for newsletter set up
- 100 hours for webcast set up
- 12 hours for trade show email set up

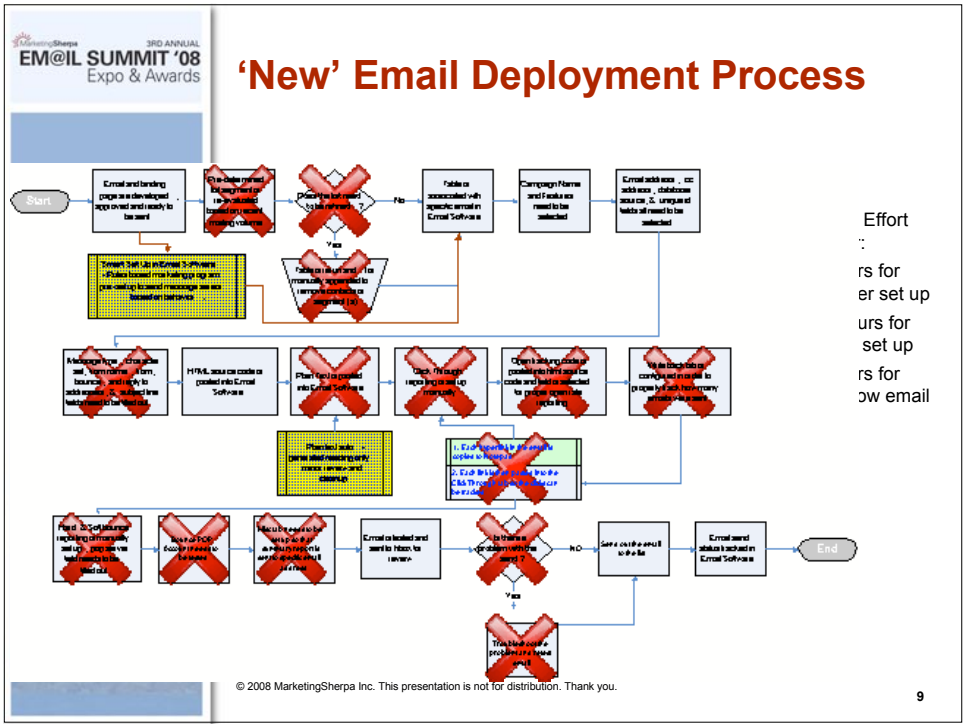
4

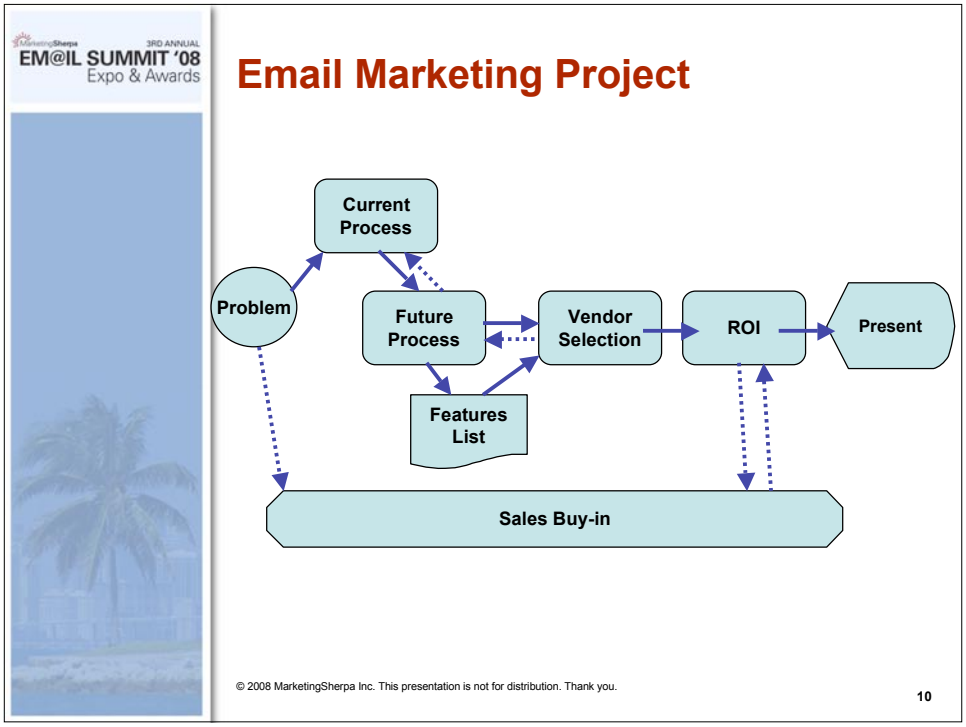


Managing the Vendor Selection Process



Managing the Vendor Selection Process





Managing the Vendor Selection Process

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

Feature Comparison

- Assign a weight for each feature
  - Must Have = 3
  - Nice to Have = 2
  - Don't Care = 0
- Compare each vendor's feature against your usage of the feature
  - Doesn't Comply = 0
  - Complies with modifications or additional customization = 1
  - Complies fully = 2
  - Complies fully and beyond = 3

11

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

Comparison Matrix

VENDORS	A/B Testing	Weighted Score	Creation of HTML Emails	Weighted Score	Auto-creation of Text emails	Weighted Score	Reports on Bounces	Weighted Score	Segmentation based on multiple criteria	Weighted Score	Conversion Tracking	Weighted Score	SPAM index	Weighted Score	TOTAL SCORE	TOTAL WEIGHTED SCORE
Vendor 1	1	2	2	6	3	0	2	6	3	6	2	6	3	0	**16**	26
Vendor 2	2	4	3	9	3	0	2	6	1	2	3	9	1	0	15	**30**
Vendor 3	2	4	2	6	1	0	2	6	1	2	2	6	1	0	11	24

Features	Weights
A/B Testing	2
Creation of HTML Emails	3
Auto-creation of Text emails	0
Reports on Bounces	3
Segmentation based on multiple criteria	2
Conversion Tracking	3
SPAM index	0

0 = Don't Care
2 = Nice to Have
3 = Must Have

VENDORS	TOTAL SCORE	TOTAL WEIGHTED SCORE
Vendor 1	16	26
Vendor 2	15	30
Vendor 3	11	24

12

EM@IL SUMMIT '08 Expo & Awards

Lessons Learned

- Often times vendors do not know how to sell
- YOU have to take control of the process and requirements
- Clear requirements is imperative
- Make sure you understand what features are must vs. nice to have
- Get your team onboard – especially if they will be using the software
- Get references and speak to them

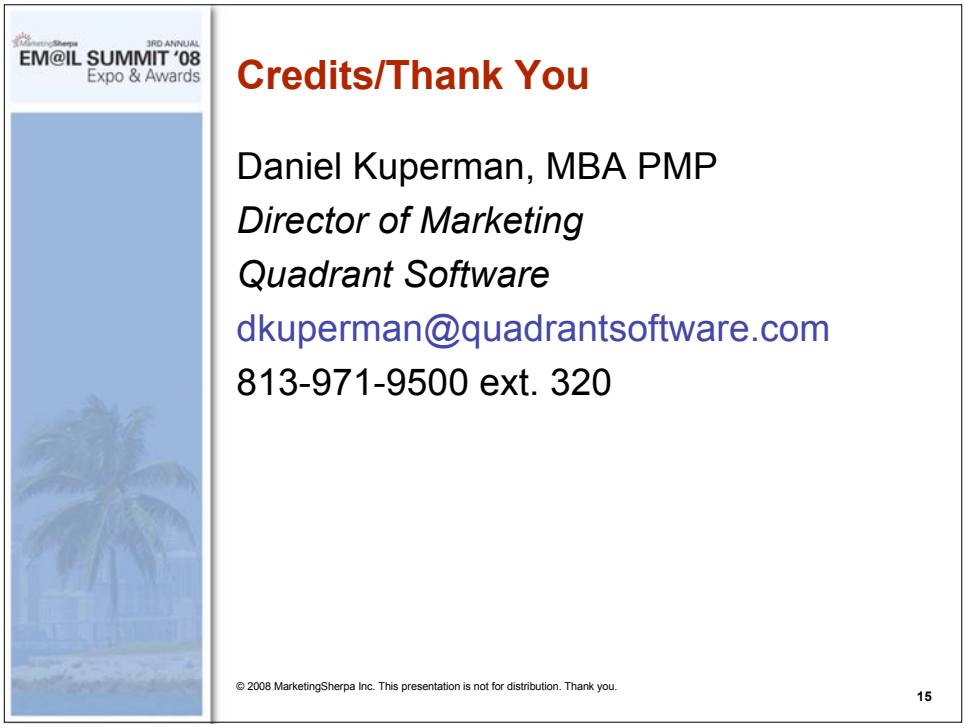
13

EM@IL SUMMIT '08 Expo & Awards

Additional Thoughts

- Getting buy-in from Sales or other departments may help build your case
- Ask questions and get details from the vendors – make sure you match the answers to your process
- Even if using a 'matrix' to compare features, use good judgment and take into consideration the 'soft' characteristics of a product/company
- Take control of the vendor selection process by:
  - Knowing what you want
  - Asking what you need
  - Understanding how it all fits with your goals and processes

14



24,000 Leads in 24 Days – Niche Affiliate Partnership Marketing Tactics

SESSION DESCRIPTION

Looking for a quick, creative way to penetrate niche markets? In this fast-paced session, you will hear specific integrated online/offline strategies for capturing leads quickly. Affiliate partnership marketing takes on a whole new perspective as you walk through the process – and learn how to "gang up" on the competition!

ABOUT THE PRESENTER

Chip Cummings

CEO,
Northwind Financial Corporation

With over 20 years in the financial industry, Chip is a nationally known e-marketing speaker, trainer and author specializing in using creative technology strategies to attract, capture, convert and retain customers. He has helped thousands of sales professionals, managers, business owners and executives in understanding and deploying laser-targeted marketing strategies to increase their marketshare and bottom line results.

ABOUT NORTHWIND FINANCIAL CORPORATION

Northwind Financial was created for mortgage lending professionals and consumers nationwide, to provide tools, information, resources and training with regard to real estate finance. We are the leaders in mortgage training, consulting, and sales training services with certified experienced industry professionals on staff.

24,000 Leads in 24 Days!

Niche Affiliate Partnership Marketing Tactics

Chip Cummings, CEO

Northwind Financial Corp.

Monday, February 25, 2008

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

EM@IL SUMMIT '08 Expo & Awards

Creating Successful Campaigns

- Key to success in email marketing:

Build a Relationship!

2

EM@IL SUMMIT '08 Expo & Awards

Creating Successful Campaigns

- Integrate online & offline strategies
- Use audio and video techniques
- Set up ***DEDICATED*** landing pages and sites
- Get specific "niche-affiliates" involved

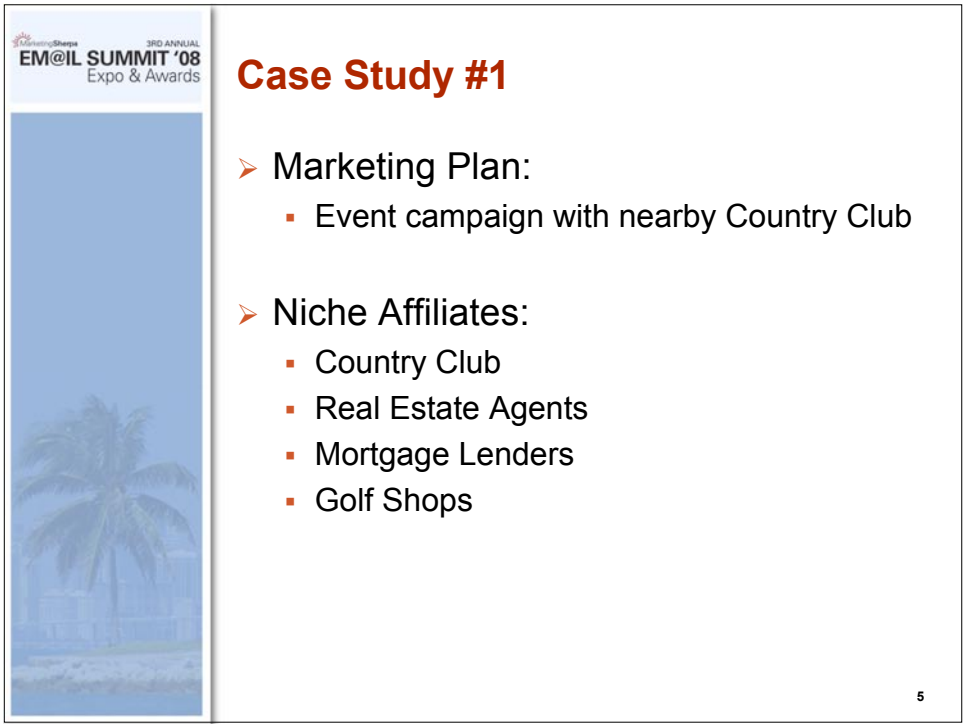
3

EM@IL SUMMIT '08 Expo & Awards

Case Study #1

- Client:
  - Coldwell Banker Real Estate
- Situation:
  - New development – Golf Course
- Goal:
  - 12 new sales in 21 days

4



EM@IL SUMMIT '08 Expo & Awards

Case Study #2

- Client:
  - Sprint Communications
- Situation:
  - International Auto Show
- Goal:
  - 4000 Leads During Show

7

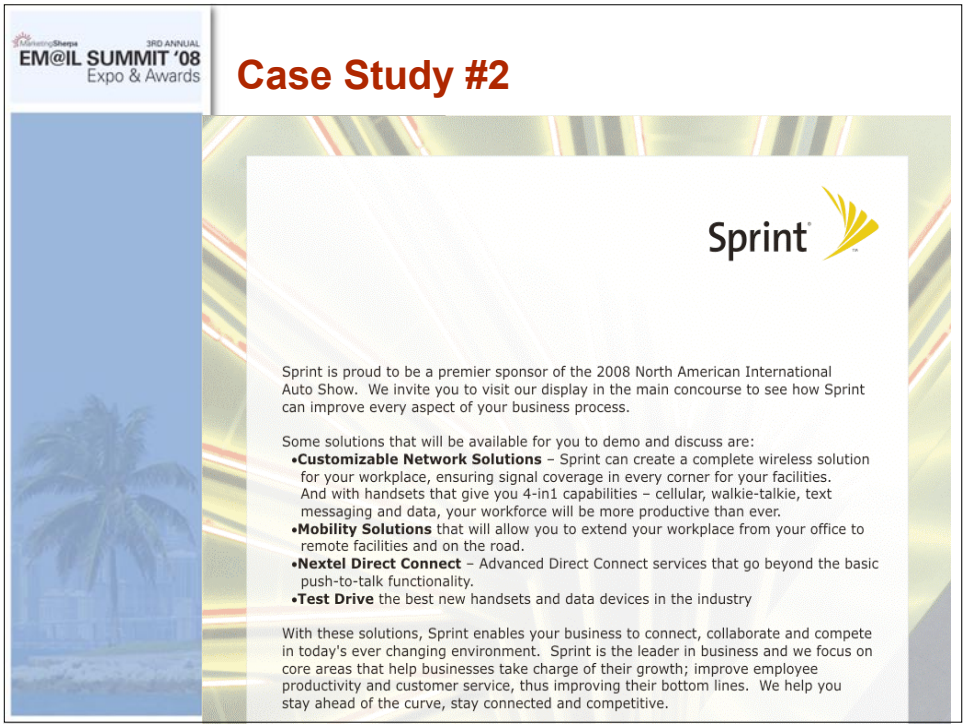
EM@IL SUMMIT '08 Expo & Awards

Case Study #2

- Marketing Plan:
  - Event Campaign
  - NASCAR Party
  - Online/Offline Campaign
- Niche Affiliates:
  - Sprint Representatives
  - Automotive Companies
  - NASCAR Suppliers
  - Local Dealers

8

24,000 Leads in 24 Days – Niche Affiliate Partnership Marketing Tactics



24,000 Leads in 24 Days – Niche Affiliate Partnership Marketing Tactics

EM@IL SUMMIT '08 Expo & Awards

Case Study #3

- Client:
  - Large National Bank – Mortgage Division
- Situation:
  - New Mortgage Leads – First-time Homebuyers
- Goal:
  - 2000 Leads in 21 days

13

EM@IL SUMMIT '08 Expo & Awards

Case Study #3

- Marketing Plan:
  - Target Rental Communities
  - Use affiliate providers for access
  - Combine offline/online promotion

14

EM@IL SUMMIT '08 Expo & Awards

Case Study #3

- Grocery Store Campaign:
- Niche Affiliates:
  - Grocery Store
  - Nearby Retail
  - Newspaper
  - Radio
  - Rental Complex

15

EM@IL SUMMIT '08 Expo & Awards

Case Study #3

- Results:

46,680 Leads in 24 Days!

16

EM@IL SUMMIT '08 Expo & Awards

Affiliate Partner Strategies

- Use creative text/html email
- Dedicated landing pages
- Custom landing pages for affiliate partners
- Use audio and video

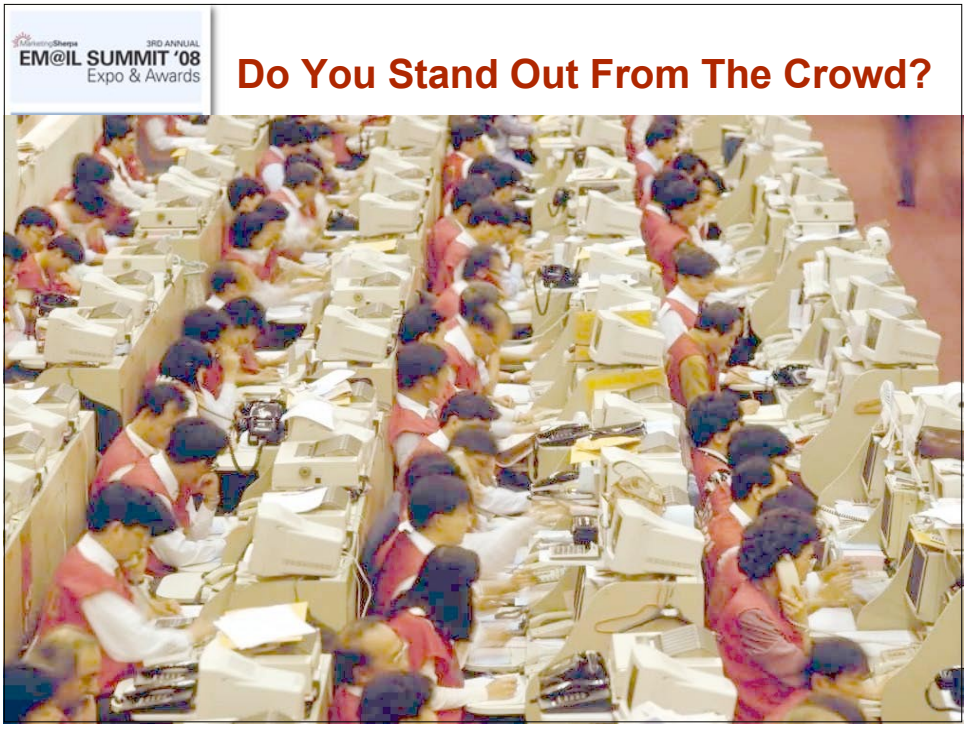
17

EM@IL SUMMIT '08 Expo & Awards

Affiliate Partner Strategies

- INTEGRATE campaign with:
  - CD's and/or DVD's
  - Targeted Direct Mail
  - Conference Calls
  - Webinars
  - Specialized Events

18



Managing and Integrating Multiple Vendors

SESSION DESCRIPTION

Learn how two heads can be better than one when it comes to vendors. This highly practical presentation addresses the failures, successes and surprises associated with the use of two vendors to support an integrated system for Email marketing optimization. Cold Stone Creamery will share results on using an integrated system to improve efficiencies and develop more sophisticated communication to 1.6 million subscribers. This forward-looking case study also examines a future plan for using the system to streamline Email marketing to increase customer loyalty.

ABOUT THE PRESENTER

Cori Mozilo

Interactive Marketing Manager,
Cold Stone Creamery

Cori Mozilo is Interactive Marketing Manager for Cold Stone Creamery, a part of Kahala Corp. Responsible for online marketing strategy and partnerships, Mozilo also oversees the execution of the Cold Stone Creamery Email marketing program. Since its launch in 2006, the Cold Stone Creamery Email program has grown to 1.6 million subscribers with continued growth daily. Before joining Cold Stone Creamery, Mozilo worked in technology marketing for Mixed Signals Inc. and GoldPocket Interactive (now TANDBERG Television, an Ericsson company). Mozilo has a Bachelor of Science degree in Marketing from the W.P. Carey School of Business at Arizona State University.

ABOUT COLD STONE CREAMERY

Cold Stone Creamery delivers the Ultimate Ice Cream Experience through a community of franchisees who are passionate about ice cream. The secret recipe for smooth and creamy ice cream is handcrafted fresh daily in each store, and then customized by combining a variety of mix-ins on a frozen granite stone. Headquartered in Scottsdale, Arizona, Cold Stone Creamery is part of the Kahala Corp holding company, a leading brand-building franchisor with a portfolio of 14 diversified brands. Cold Stone Creamery alone operates more than 1,400 locations in the United States, Puerto Rico, Guam, Japan, Korea, China and Taiwan. For more information about Cold Stone Creamery, visit the company's Web site at www.coldstonecreamery.com.

PRESENTATION

MODERATOR: We've got to breeze through these because everybody's got about 30 minutes each. We'll try to get some time for Q & A's. Speakers, if you're in the room, please see me about when the Q & A starts happening and we will get you over if you need a lavaliere and move on to the next people. First up we've got Cori Mozilo. She's with Coldstone Creamery.

Why I thought I wanted to do this presentation, I thought she was going to give out ice cream, and she's eating all the Jelly Belly's. I also looked at her slides earlier today and you're going to be really hungry and wanting that ice cream in about 30 minutes. She is going to talk about how Coldstone Creamery executes their email campaigns with an in-house agency and they use four outside vendors to do all this – I think it's four. Cori, please tell us.

CORI MOZILO: Thanks so much, wow. Everyone always asks if you're nervous before you speak, and it's not until this very moment that it actually hits you just how nervous you are. Thank you guys so much for the opportunity to just kind of tell you a little bit about what we've had as far as successes in our campaigns and the partners that we've been able to work with to achieve those successes.

Nothing I'm going to tell you today is all that revolutionary. Anyone who's ever had a house and had to hire an electrician for one job, a plumber for another job, has done this. You all have the ability to juggle vendors. You do it in your daily life, and we're just going to go ahead and tell you how we do it at Coldstone.

Give you a little background on the company – Coldstone is now part of Kahala Corp. Kahala Corp has a portfolio that includes 13 diversified brands, most of them being in the QSR field, and then we have one non-food brand that you'll start to see growing across the country. We are based out of Scottsdale, Arizona. We generated $1.1 billion in system-wide sales in 2007. We have nearly 3,000 franchisees in 4,600 locations worldwide.

Very exciting stuff, but on to the real great thing – Coldstone Creamery. We celebrate our 20th anniversary this year. We started in Tempe, Arizona where I went to school – Go Devils - in 1988 and our first day of business, we couldn't give ice cream away. We are now the

number three largest ice cream concept in the United States, and we have more than 1,400 stores operating worldwide.

Our most recent worldwide store openings were in Mexico City and Dubai. We continue to be growing in our goal to become the ultimate ice cream experience and be known around the world as the number one ice cream experience. Of the ice cream and mixing combinations, we can come up with 11.5 million possible creation combinations. This was determined by a Harvard math student. It would take you approximately 14 lifetimes to try every possible combination of Coldstone ice cream. I am well on my way. I eat ice cream two times a day on average when I'm at the office. I scale back on the weekends and only eat it once a day.

But, on the real meat of the matter, vendors. Why would we have more than one? It seems like we're making the process a little more complex than it needs to be. One of the key reasons – expertise. We use multiple vendors because we get to pick the best in breed. We get to pick the people who are best at what they do and really pick on the – focus on the things that they do well, that they've been working years to develop the best processes, the best systems, the best software.

So we get to pick the best in breed, and we get to use those focused skill sets in more of an assembly-line kind of approach, where everybody has the piece that they work on, and that's the piece that they're best at. When you manage all those together, line them up in the right way, then you're getting a more effective campaign process, resources.

We have a limited internal team. The interactive team at Coldstone Creamery is dedicated – three dedicated people to that. That's actually shared across all 13 brands. Three people, 13 brands, 13 websites. I will tell you that only Coldstone Creamery has a full email campaign so in that sense, we only have one brand rolling out this email campaign, but it is – it is trying to get the bandwidth from the people in the building.

It's a little bit tough. In addition to that, we have the same struggles as the rest – as everyone else – budget and time. In order to maximize our budget, we get to use these multiple vendors on more of a consultancy basis as well as contracting for retainers and things like that. We get to manage our budget a little more creatively to maximize these focused skill sets, these expertise areas. So, that's one thing.

Time limitations – when we have projects, we often do them on the fly. Believe it or not, ice cream is an ever-changing and exciting business. Because of that, we may need something done quickly, and in order to get something in the workflow pipeline, if you only have a single vendor, you may have a longer lead. We are able to tap into a – if we just needed redesign quickly, we can just call our design vendor. If we just need to check on a deliverability status or we have a problem on that side, we can call our ESP. It allows us to work with more flexibility in our time schedule.

Then finally, innovation and flexibility. When you put one person in a room, they can come up with a few great ideas. I think William Shakespeare does that or there's – I'm sure there's some adage that goes along with it. If you put five great people in a room with great ideas and great perspectives, you're going to get possibly the best campaigns you can come up with. That's one of the advantages we have in our multiple perspectives that we get from our vendors -- is that they do bring different experiences, different expertise areas – when we sit them all together – and although not all five of my vendors have ever sat in the same room – when we get that group thing, when we're passing along an idea, where we're coming up with the way we're going to run a campaign, we do get that advantage of looking at their multiple perspectives, as well as their backgrounds, to come up with a more effective process as well as a more effective campaign.

We combine all their abilities and experiences to make an optimized email campaign, as well as an optimized interactive campaign. That's one of the things I would stop and mention here is that Coldstone, when we look at email, it's not separate from the rest of the marketing department, which is why we can only – why we can operate with just three interactive people.

This is part of our larger campaign, this is part of what you will see in the store, from the ice cream that you put in your mouth to the email that you receive in your inbox. Everything has to be integrated, and we also have to integrate it across 1,400 store locations, 1.6 million birthday club subscribers, and then a team of about 30 marketing people.

It is this – taking all of this and having our vendors that are incredible and work with us to make incredible campaigns. I'm sorry – wow, it is starting – I got nervous now, that's awkward. These are our vendors, incredible vendors. Coldstone Creamery – I did not make a mistake here – this is our in-house agency. Because we are a franchise organization, we have to use some of our

Managing and Integrating Multiple Vendors

design and resources, and we build them outside of kind of the marketing department or traditional operations department.

Additionally, we have Santee Advertising. Santee Advertising is part of our creative side. ExactTarget is our ESP. TargetScope is our interactive design agency and TopLine Strategies is our technical agency. A little bit about what they do. Santee Advertising handles our promotion development. They're going to give us the overall creative campaign, the look and feel, what we want our customers to think, do, and how we portray that.

They take that creative direction and they hand it over to Coldstone's in-house agency. Our in-house agency employs six designers. Those six designers will help with design support based on the promotion that Santee's developed. The asset development – we're going to have an entire asset library for any single campaign as well as just for our standard products. Then the management and tracking of those projects also falls to our in-house agency. I should note here, Coldstone does all of its own RND, so sometimes what'll happen is the Coldstone, not necessarily the in-house agency but the actual company, will develop a product and that product is then pushed to Santee, and they develop the promotion based on that product.

ExactTarget, as I said, is our ESP. Email creation and delivery, as well as tracking and analysis, falls to them. TargetScope – I realized I went a little out of order – TargetScope does our email design and website design and website maintenance. So all the little interactive pieces, we rely on them to take the ideas, the design, and turn it into something that translates into web and email.

We also rely on them to do that maintenance because, again, I said small team. So relying on vendors and having vendors to support a small team, especially if you're looking at early campaigns. This is really where we start to rely on our vendors. TopLine did our CMS developments. When we did our website redesign, it became the amazing thing that you see today.

They were critical in that, and they continue to be our systems integration management as well as our technical management agency. If I had to explain this, I am not as tech savvy as I would like to be, and these are the people who are much smarter than me and make sure that everything runs.

Here's our process. Ideation starts at Santee. They develop a promotion, tag lines, and a creative brief is generated here. That's our overarching creative brief for promotion. That creative brief is handed to the Coldstone in-house agency where they create the overall design elements. This is going to go into in-store as well as those email interactive – this is where the assets are developed. This is where the look and feel of a single campaign or promotion is developed.

From there, a new creative brief is actually – the creative brief is altered to become interactive creative brief, and that creative brief is handed over to TargetScope. They will be responsible for designing the email, creating the code, and then developing all of the supporting elements – our landing pages, our page updates, our product updates, coupon pages, all of that.

From there, we take what TargetScope develops and we put it into our ExactTarget client. In between kind of the development of the email and send from ExactTarget, we will go into our lists, and this is when we refresh and scrub and do all of that business. We send emails daily as part of our birthday club, but we send about 12 promotions a year, is what we plan for.

Whether or not we hit all 12 depends on how our year shakes out, but giving you an idea of – how kind of our database integration happens there. Am I speaking too fast, too loud, anyone? All right. I went backwards, sorry.

Part of the key factors that we've learned as we've been working with our vendors, adding vendors, changing vendors, as we went through a company merger is – one of the key elements I found is distributed project management, and I think all of my vendor partners will agree that having an internal project manager at every single point – I have an internal project manager with each of my vendors – that includes my in-house agency, as well as a project manager, and overall project manager, which then myself or our Director of Interactive Marketing.

That overall project manager – again, going back to our assembly line – this is our kind of general manager. This is the guy overseeing all the moving parts on the floor, and then each one of those internal project managers with our vendors is going to be a supervisor for a single area. From that, you would develop single point communication, and this is the critical part of multi-vendor management, is discipline with single point communication.

Managing and Integrating Multiple Vendors

It's so easy once you meet the entire team, and they're all great people and smart people, to want to reach out to the single designer or the tech person or whoever writes the code and have them do the little changes, the little bits and pieces, or ask them to do something. It's tough. It's very hard to say that you have your single point of contact with each one of these vendors.

It allows them to manage it on their side and it streamlines the process for you. It is a process – I'm not perfect at it, but it is one of the key elements. And then beyond that, road maps and timelines – getting everyone on the same page is really what equals success from the onset. You have to determine the scope of every campaign. Not everything is a full scale promotion for us.

Some of it is just we want to let people know or remind people that we have sundaes or that we do shakes and smoothies or – other times it's, "Hey, guess what? We're rolling out soup," which is exciting, and it needs to be much bigger. Determining the scope from the very onset as well as defining that and the expectations for each one of your vendors as well as the timelines so that when you put your process together as the internal project manager for your company, everybody knows where they sit, what – lining up those dominoes so that they fall in line, and everything happens on time.

Here's one of the pieces that we use. For a single promotion – and this is actually a promotion that just passed – what you see here is the definition of promotion for our side is at that top level, and then below that is all the interactive elements that we have to take into account when we roll out a campaign. Now, a level one campaign for us is a full scale, in-store push as well as an interactive update to both our website as well as an email campaign. As you can see, a lot of pieces have to be developed, so a creative brief that goes to our interactive agency would be pretty extensive. We expect them to create all of these things based on the creative brief that they're handed from our ideation and creative agencies. So, as each one of these items get checked off, this is kind of what you see.

This was for our Ghirardelli chocolate promotion, which I'm excited to tell you is in stores, so if anyone has seen this, this is the result, an email. The product was developed in our R&D department as a partnership with Ghirardelli Chocolate, so the chocolate flavor is made with Ghirardelli cocoa powder inside of it, Ghirardelli chocolate caramel squares, and Ghirardelli chocolate chips.

How do you tell people that we have not only the best ice cream but the best chocolate ice cream now? What you see is the – all of the stores will have this design reflected in them, and then we wanted to take that design and – it strays a little bit from the traditional Coldstone red and black and white, and we turned everything brown and chocolatey. Hopefully – anyone getting hungry yet?

What you'll notice about this campaign is this is one of our first campaigns where we don't actually offer any coupons at the bottom. We have an incentive-based campaign, by and large, it's how we built our list, and we're continuing to test and analyze how our customers react. What we want to look at here is not only design incentive, but the way that our customers are looking at this page and how they're interacting with it. From that email, we also had to update our website because we drive people – we want to drive traffic to our website, so you want to see that same reflection.

You'll see our flash banner – I think that's – and then you can see down in the corner, if you were to click on the ice cream cone, it would take you to a promotions page as well as a My Coldstone – My Coldstone login, which would tell you more about the products that we rolled out, and all of that was, again, managed – the promotion was designed and developed from R&D to Santee, handed over to Coldstone, developed – these interactive developments were designed and, as I like to say, coded and loaded by TargetScope, the email was delivered by ExactTarget, and this is kind of the end result.

That was a promotion campaign. Our larger scale campaign is our birthday club. Most of you, if you have received free Coldstone ice cream, you've received it through this. We launched it in January of 2006. Since then, we've had over 1.6 million subscribers and over 2 million birthday club members. Our birthday emails get about a 60% to 70% open rate with 40% to 50% clickthrough rate. That's exciting numbers for us.

Our promotional campaigns, obviously we're going to see those numbers drop off a little, and we see a 40% open rate with a 10% clickthrough rate. We're looking at the bottom number, 10% - we're always looking at how to bump it up. So, at different points in time in the year, we may go to ExactTarget and say, "Is it that our design isn't optimized?" Or we may go to TopLine and say, "Is there something about the way we're kind of refreshing our database that we need to look at?" We may go to our design team or our ideation team and say, "What aren't we saying to our customers?"

Managing and Integrating Multiple Vendors

So when we look at these numbers, this is an opportunity to work with all of our vendors and get their feedback on how to – how to improve our email campaigns and our overall marketing strategy. This is what a birthday club email looks like in the upper left-hand corner. That's what you get. You click on that and then you'll get taken to our birthday club landing page and that's where you will have the opportunity to print out your coupon as well as tell your friends all about the free ice cream.

We recently did a changeover to My Coldstone. When we started birthday club, we took only baseline information from our customers. We've decided that we want to become more aggressive marketers, more targeted marketers, work on that one-to-one communication, so we started collecting more key information. We made it a more personalized experience.

Since then, as part of the birthday club email, what you'll see is a request to update your information and start a My Coldstone account. We've had 150,000 – more than 150,000 new accounts since July when we rolled out the My Coldstone, and we had a 50% conversion rate for members. About 50% of the people that we sent a birthday club email to say, "Yeah, I would actually like to tell you a little bit more about myself, my ice cream preferences, and have more targeted information sent to me."

The idea behind this – we're going to use that data to drive dynamic content. ExactTarget showed me this exciting dynamic content and I was like, "Let's use it, but we don't know exactly how." So we're going to use that My Coldstone information to roll our dynamic content so we'll be able to tell you about – if your favorite flavor is a seasonal, it's back in stores.

Regional offers and events – we are a franchise organization, which means your local store may be running a free ice cream day. I don't necessarily know about it on a corporate side, but we're working on how to integrate some of our interactive pieces to be able to tell people directly that the store around the corner from them is having a promotion. Then, again, just trying to make this a personalized experience – that's the whole point of Coldstone, is that we are your ice cream, your way, and so our interactive campaigns and our emails should be your ice cream, your way.

When we look at going forward, our Microsoft CRM integration is at the – we're kind of at the front of everyone's mind. We currently have a CRM database, and that's how we manage our birthday club. It doesn't really talk to our ExactTarget client yet, so what we're trying to do is take those two pieces, let them talk to each other so that we can start to use that database-driven messaging – taking the information we got from the My Coldstone registrations and using it to drive that one-to-one communication that we talked about before.

In addition to that, automation. As of right now, we have to pull a report every day to say, "Who's birthday is today?", and remember to send their emails. This integration will allow us to take that step out of our lives so we can focus more on being innovative and exciting marketers rather than robot marketers. What that means, as far as a Microsoft CRM integration for our current vendors is that ExactTarget gets to take our current subscriber management and integrate with our CRM database.

TopLine has to manage that technical integration, as I told you. They're the smart people that understand all the technical pieces. And then Santee and Coldstone, this actually complicates their job because they now have to look at how do we message directly to people based on the information that we have. And then TargetScope gets to create even more elements for every email as we start to look at that dynamic content element. I believe that's it.

What I'd like to do is take a moment to thank all of my vendor partners – Kelly Morales in the ExactTarget team, Scott Johnson and the TopLine team, Lindsey Sullivan and the troops at TargetScope, Steve Coach and our Santee team, Heather Door and the Coldstone crew, and of course, ice cream lovers anywhere. Apparently my information is up there. Go ahead, email me when you're grandma has a birthday or if you're just looking for a friend. I'm always looking to add to my MySpace groups. We'll open it up for Q & A.

MODERATOR: Thank you, Cori. We've got time for one or two quick questions if anybody has any.

PARTICIPANT: Thank you. Yes, Cori. You had some good redemption rates or some good click- through rates on your emails. Do you have a redemption rate on birthday coupons, birthday rebates?

CORI MOZILO: Our birthday redemption rates are pretty close to that clickthrough rate. When we – part of the problem that we have as far as tracking on the other end is that we rely on 16-year-old crew members to key in a PLU and then we pull that report. In the event that we don't see that PLU, it's not a perfect reflection of how much our email campaign is getting used in-store, but if

Managing and Integrating Multiple Vendors

I had to say, it is pretty close to that clickthrough rate.

MODERATOR: Anyone else?

CORI MOZILO: Right there. That was a wave.

PARTICIPANT: That was a wave.

CORI MOZILO: Hi.

MODERATOR: Okay, we need to march on.

CORI MOZILO: Thanks so much. If you have any other questions, feel free to grab me afterwards.

MODERATOR: I don't know if ice cream is being served tonight at Bongo's later, but other cold things are. Thank you. Cori.

Managing and Integrating Multiple Vendors

Managing & Integrating Multiple Vendors

Cori Mozilo, Interactive Marketing Manager
Cold Stone Creamery
Monday, February 25, 2008

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

EM@IL SUMMIT '08
Expo & Awards

About Us – Kahala Corp

- Portfolio includes 13 diversified brands
- Generating $1.1 billion in system-wide sales
- Nearly 3,000 franchisees
- More than 4,600 retail locations in the United States and worldwide

2

EM@IL SUMMIT '08 Expo & Awards

About Us – Cold Stone Creamery

- Founded in 1988 in Tempe, AZ, by Don and Susan Sutherland to offer the *Ultimate Ice Cream Experience®*
- #3 largest ice cream concept in the United States
- More than 1,400 stores operating in the U.S. and worldwide
- Over 11.5 **MILLION** possible Creation™ combinations

3

EM@IL SUMMIT '08 Expo & Awards

Vendors – Why More Than One?

- Expertise
  - Best in breed
  - Focused skill sets
- Resources
  - Limited internal team
  - Budget and time limitations
- Innovation & flexibility
  - Multiple perspectives
  - Combined abilities and experiences

4

Managing and Integrating Multiple Vendors

EM@IL SUMMIT '08 Expo & Awards

Vendors – What They Do

- Targetscope
  - Email design
  - Website design
  - Website maintenance
- TopLine
  - CMS development
  - Systems integration
  - Technical management

7

EM@IL SUMMIT '08 Expo & Awards

Process – How It Works

- Ideation
  - Santy develops promotion
- Design
  - Cold Stone creates overall design
  - Cold Stone creates supporting assets
- Email/Interactive
  - TargetScope develops email
  - Supporting website elements created
- Delivery
  - Email loaded into ExactTarget for delivery

8

EM@IL SUMMIT '08 Expo & Awards

Process – Key Factors

- Distributed project management
  - Internal project manager
    - Cold Stone
    - Vendor
- Communication path
  - Single-point communication
- Road maps and timelines
  - Scope determined at onset
  - Clear process and timeline
    - Define requirements and deadlines

9

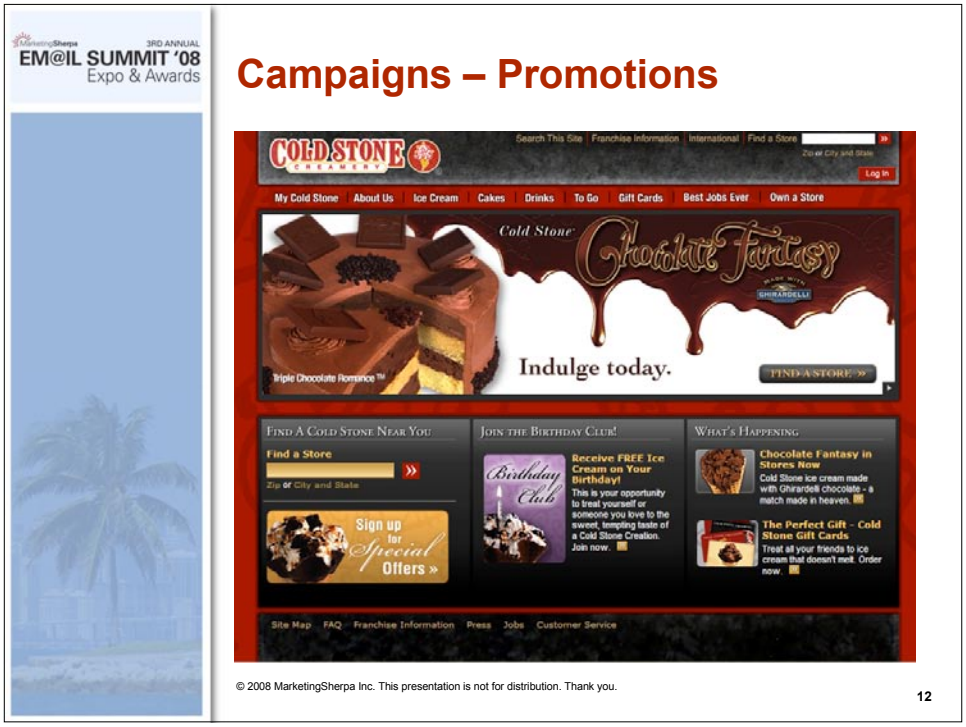
EM@IL SUMMIT '08 Expo & Awards

Process – Internal Tracking

2008 CALENDAR SNAPSHOT				
Month	**JANUARY**	**FEBRUARY**	**MARCH**	**APRIL**
Promotion	**CAKES**	**FOR THE LOVE OF CHOCOLATE 02/06 - 04/29** Ghirardelli Promotion		
Promotion Level*	**LEVEL 2**	**LEVEL 1**		
Homepage	N/A	Flash banner update with Ghiradelli products Header update with Chocolate Fantasy theme		
My Cold Stone	N/A	Banner teasing online offers		
Product Page(s)	N/A	Cakes - Update for Ghiradelli cake, banner? (LTO) Shakes - Update for Ghiradelli shake, banner? (LTO) Creation - Update for Ghiradelli creation, banner (LTO)		
Coupon Page(s)	N/A	No National Offer		
Landing Page	N/A	N/A		
Promotions Page	N/A	Ghiradelli Product & Promo Information, Links to Coupon Page		
About Us Page	N/A	Ghiradelli Promo Teaser		
Press Room Calendar	N/A	Update w/Ghiradelli Promo Info		
Email	N/A	February - Vday & Ghiradelli product		

10

Managing and Integrating Multiple Vendors



EM@IL SUMMIT '08 Expo & Awards

Campaigns – Birthday Club

- Launched January 2006
- 1.6M+ Subscribers & 2M+ Birthday Club Members
- Birthday Emails
  - 60-70% open rates
  - 40-50% CTR
- Promotional Campaigns
  - 40% open rates
  - 10% CTR

13

EM@IL SUMMIT '08 Expo & Awards

Campaigns – Birthday Club

14

EM@IL SUMMIT '08 Expo & Awards

Campaigns – My Cold Stone

- Collecting key data
  - Name
  - Email Address
  - Password
  - Favorite Store
  - Phone Number
  - Mailing Address
  - Preferences
- 150,000+ new accounts since July 2007
- 50% conversion rate for members

15

EM@IL SUMMIT '08 Expo & Awards

Campaigns – My Cold Stone

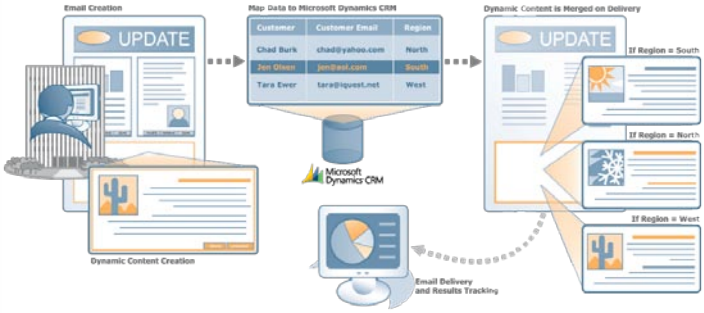
- Data to drive dynamic content
  - Favorites
  - Regional events & offers
  - Local store events & offers
- Ultimate personal experience for Cold Stone ice cream lovers

16

Managing and Integrating Multiple Vendors

EM@IL SUMMIT '08 Expo & Awards

Future – Microsoft CRM Integration



- Database driven messaging
  - Tie CRM database with email content
- Automation
  - Reduce maintenance and redundancies

17

EM@IL SUMMIT '08 Expo & Awards

Future – Microsoft CRM Integration

- ExactTarget
  - Integrate current subscriber management with CRM database
- TopLine
  - Manage technical integration of MS CRM and ExactTarget system
- Santy and Cold Stone Creamery
  - Develop more personalized promotions
- TargetScope
  - Create email elements for dynamic content

18

Strategies for Mobile Messaging

SESSION DESCRIPTION

Your Emails are being read by people on their BlackBerrys and other mobile devices. Regardless of whether you are marketing to business or consumers, you need to know how to optimize open rates and create messages that will inspire action when your market is on the run. This session goes beyond discussions of tweaking landing pages and will offer attendees a new level of understanding about what works and why.

NOKIA

ABOUT NOKIA AD BUSINESS

Nokia Ad Business combines the recently acquired Enpocket together with Nokia Ad Service and Nokia Advertising Connector to build the world's largest open marketplace for mobile advertising. Nokia Ad Business offers advertisers unrivalled reach to global audiences through advertising on a premium advertising network and provides brands with end-to-end, turnkey solutions that make marketing to the personal device simple and effective. With an award-winning platform and worldwide partner network of mobile operators and publishers, Nokia Ad Business delivers high return-on-investment mobile advertising experiences.

PRESENTATION

MODERATOR: Up next we've got Scott Pearson, Vice President of Development at Nokia. He is replacing Jeremy Wright in the handbook, if you noticed that. We've got a slight change. A little bit of data just to present – to start this presentation.

This is from our 2008 Email Marketing Benchmark Guide. 39.7% - so almost 40% of marketers still don't think mobile is something that they need to think about or do anything with in the very near future. Don't think in the near future – so, this year to next year, in the next 12 to 18 months or whatever – they don't think they really need to think about mobile.

However, the interesting thing to point out in this – last year's number, the exact same question, it was 63.5%. So, a 20 percentage point drop in one year is quite a bit. So mobile is becoming on the minds of marketers quite a bit. What they're thinking about doing, rendering issues, the iPhone, SMS, just the whole bit, there's a lot going on and Scott is going to tell us more about it. Scott.

SCOTT PEARSON: All right, thanks. Hello, everybody.

PARTICIPANT: Scott?

SCOTT PEARSON: Yes?

PARTICIPANT: Inaudible comment

SCOTT PEARSON: Yeah, that's fine. Actually, that's perfect. Do something real quickly here. I'm going to break the cardinal rule of presenting and I'm going to kind of do something on the fly here, so if it doesn't work, I apologize. Do you want me to wait or do you want me to –

PARTICIPANT: No, go ahead.

SCOTT PERSON: Let's see, where is it? There it is. All right, I'm going to play a video that is an integral part of my presentation, so I apologize. I didn't have it here in advance, so thus the ad hoc. For those of you, by the way, who showed up to see Jeremy Wright, I apologize, but I am Scott Person, the next best thing. Jeremy's a lot smarter than I am, but I have more hair. He's also got a British accent which is – I know that's probably disappointing. All right, let's see here.

Video

All right, I don't know if anybody can even hear that, but the video's kind of cool. I'm here to talk about mobile, and the fourth screen is really what it represents. Let me get my presentation back up here. So here's where the video was supposed to be embedded had I had my act together. So, fourth screen or first screen – that's really the question. If you look globally right now, how many people have computers, how many people have TVs, and how many people have mobile phones?

The vast majority have mobile phones over the rest of those. Today, 3.3 billion mobile phones, 1.5 billion TVs,

Strategies for Mobile Messaging

1.1 billion PCs – by 2015 there will be 5 billion Internet devices, and the majority of those will be mobile. So clearly this is a place where all marketers and all brains have to be looking if they look to get their message out. Here's a quote from Andrew Robertson, CEO of BBDO.

"The single most important medium that people have is their wireless device. It's genuinely the convergence box that everyone has been talking about for so many years. Agencies must create content so that mobile phone users will be willing to seek it out."

I think that says a lot. It is that one personal device, everybody has it with them all the time, it's always on, it's always available, so you have to figure out a way to reach people on their mobile. I think one sort of problem though, when people look at mobile is they see it as just an extension of the computer, as a mobile computer, which it really is not. You have to resist seeing it as that and treat it like really the device it is, which is its own unique device with its own unique properties. You have the ability to engage people when they're off line. Rather than providing them with tons of information, it's going to be bits and pieces.

You also have to create content for the mobile that's specific to the mobile device and not made for something else. If you look at the mobile capabilities from the consumer's point of view, you're really looking at something that's very social. Text messaging is huge. IM on the phone now is also huge. It's very personal. You put wallpapers on your phone, you put your own ringtone of your favorite artist.

It's expressive, it's ever accessible, it's stored on your person, so you always have your phone with you no matter what. And you act on impulse on your phone. From a marketer's perspective, try to reach them when they're out there in the store or out there ready to buy. From a marketer's perspective, you have wider reach. The slide I just showed, it showed that sort of vast penetration of the mobile phone compared to other devices and other mediums. You have tighter targeting.

At Nokia Interactive, we have the ability to target – not to do a commercial here, by the way – but we have the ability to target people based on the subscriber data that we have for some of our publishers, so we can really target geographically, demographically, behaviorally. It's more interactive, obviously. The phone, text messaging, MMS messaging, mobile Internet. It allows you to really interact with a consumer.

Tons of information can be found and stored on the phone. It's very entertaining, and it's also a purchase device. I think we're going to see a lot more of this in the years to come where people are actually purchasing more than mobile content on their phone – they'll be purchasing all sorts of different stuff, and it's happening around the world already. As I've said before, the mobile phone is an essential tool for marketers.

From a messaging perspective, what are some of the constraints? It is more intrusive, so all of the things that make it great, it's personal in nature. The fact that it's always on make it something you also have to be careful of. You don't want to intrude on people's privacy – you want to respect it so they're very strict opt-in rules with mobile. You have to be cognizant of data charges and other things that people might have when they're using the mobile. It is a small format.

We've got a very small screen despite the fact that some of today's PDAs or other multimedia devices are growing and the capabilities are much greater than they used to be, it's still a small screen, so you're sort of limited there. It's mostly text only today, although that's changing. There's a technology called MMS, or Multimedia Messaging, which hasn't quite reached the US yet from a cross-carrier perspective. As soon as that's here, we'll have many, many more capabilities as far as what can be delivered via mobile.

Then there's a limited attention, too. As I mentioned earlier, it's tidbits of information. People tend to be on the go when they're using their mobile, so you're not going to have somebody, in my opinion, watching full-length TV shows or movies on their phone at least any time soon.

What are the channels with mobile? First of all, there's SMS, or short message service, it stands for. You're limited to 160 characters and it's all the same font, so it's kind of boring, but as I've said before, many, many people use text messaging. I don't have the latest figures, but I think penetration-wise, it's 75% of mobile subscribers today use it, and there are 200 million mobile subscribers in the US.

We have SMS web push, so that's sending a text message with a link embedded so that you can direct consumers to a mobile Internet page with more information or downloads or possibly M-commerce. We have short codes, which are actually five and six-digit numbers that a consumer can text into. So rather than having to dial

a ten-digit number, they can text to this five or six-digit code, which then elicits a response from the marketer brand or whomever is putting on the campaign.

There's also something that's just starting to hit the US called QR code. It's basically a scanable code, and many new handsets now have QR readers in them, so you can essentially take a picture of this code and it'll direct you to a mobile Internet site or some other piece of content. I think eventually short codes will phase out in favor of QR codes or other technologies like those.

Multimedia messaging, which I talked about earlier – this allows you to deliver animation, video, much more text – I think up to 300 – or 3,000 characters, I believe, is the maximum for MMS, and then email. Obviously, many of us have PDAs, BlackBerrys, what have you, so many people checking their email, getting their email directly on their phone.

That, too has limitations, however, because as I was saying earlier, most content is formatted for the PC so when you get it on your phone, it's not ideal for the medium. Here are some of the mechanics of mobile, just some of the different things we employ for campaigns that we deliver and others deliver. I won't hit on all these, but things like Text 2 Win – I'm sure you've seen those where you can text into a short code for a chance to win something.

There's a lot of mobile voting. Think of "American Idol" – very, very popular. Other TV shows where you can text in your vote. Quizzes, ticketing, couponing will be huge. Opt in, receive coupons, get them on your phone as a text message or as a scanable MMS. Mobile alerts for weather, for sports scores, for stock quotes, all that kind of stuff. MMS screens – so take a picture on your phone, send it to a big screen in a venue or send it to a website where it will be displayed.

Picture recognition and QSR codes, I talked about – that's this new technology that you can use to direct people to content on their phone. Mobile websites, mobile agendas, surveys – the list goes on. A lot of things can be done with the mobile. I've got some case studies to show you, as well.

So just a few words about best practices. You have to be relevant to the person, obviously, to the time, to the place – that's forthcoming. Location-based services is a big buzz word right now, so eventually you'll be able to advertise to people as they are approaching a retail store or some other venue. Then purchase history, too, using that type of data to target relevant advertising or messaging to a consumer.

Here's a case study for UK NHS. They lose $800 million per year through missed appointments, so they did a program where essentially you can sign up to get text message alerts of your appointments. This trial that we conducted with them showed appointment reminder reduced waste to 40%. Just something as simple as signing up for a text message reminder reduced that by 8% to 40%, which is a pretty big number.

We talked about mobile agenda. This is something, hopefully, that maybe they'll do here next year. Imagine rather than carrying around a big book or binder, you just have a little WAP site that has your agenda. You click on each session, you get a little bit of information about that session right on your phone. Just a real practical, great idea. We've done a lot of this. Hotel bookings, restaurant bookings, that kind of stuff.

Confirmation messages – rather than having to print out a piece of paper and go in your briefcase and find your confirmation number, it's right in an MMS message with your number or it's right at a WAP site. Directions to a hotel or restaurant right on your phone. And then thank you and research. So, so the minute you check out you get a text message saying, "Hey, radar service, what did you think? Give us a one through ten."

You want to be brief. I think I've mentioned this about five times already, but this is not a reading medium, it's a snacking medium for lack of a better term. So, again, save the full on, detailed content for another medium. Keep it brief and to the point with mobile. Here's an example of an MMS message that we did for Vodafone, one of our clients over in Europe.

Captured impulses – response, voting, Text 2 Win, all these sort of at-the-moment type things. Text 2 Wins, a couple examples of these. In venues, this is very popular. Maybe you send in a text message to shout out to somebody, it shows up on the big screen, or you can text in to win something at a venue.

This is an example of something we did for Pepsi where they gave away an Xbox every 90 minutes for people who were texting in. Again, Text 2 Win, text to vote, text to register, text for details, text your viewer opinion, text to join, text for coupon, text for URL to find more on a mobile Internet site. Instant reward provides simple, quick gratification.

Strategies for Mobile Messaging

Here's an example of a mobile Internet site that we built for Pepsi during the Super Bowl last year where there were banner ads that were displayed on Sprint, which is one of our publishers. There were a couple of different ad mechanics there. You could click to download a branded wallpaper. You could click to win tickets to next year's Super Bowl. You could click to see a video of the new can designs. You could click for video updates of the game – all this right from one of the mobile Internet sites.

We had about a 4.6% clickthrough rate on the banners for this campaign, which is just a little above average for most the campaigns that we run. 175,000 people downloaded a Pepsi can wallpaper to their phone just in the three days of the event, so imagine that. You've got all these people running around with a Pepsi can on their phone – mission accomplished.

More than 50% of the clicks downloaded the wallpaper, so the other thing about mobile is once you have them there, the conversion rates are very high, and there's not a lot of clutter, it's pretty simple and to the point and here's what you got, and people tend to to do what you want them to do. 60% of those that clicked on the video page actually viewed the video.

Here's another example of a mobile Internet site. This one was for Ford and the Ford Edge vehicle that they rolled out almost a year ago now, but we've built out a bunch of other sites for other vehicles. There's many mechanics that we employ in these sites from click to find a dealer, click to call, click to find a gift idea, click to download mobile content, click for coupon – again, all these different examples of mobile executions.

Finally you want to exploit the unique features of mobile. It's always accessible, right? It's a call device, so click to call. You run a banner ad or you have a text message that has a number embedded right in the message – somebody can just click and call and order something – back to that impulse discussion of earlier. Very personally expressive – it's stored on the person.

You can use your camera, obviously, so there's a lot of cool things you can do most – I think the number now is 78% of phones have cameras now, so take advantage of that. Games and music on the go – another way to sort of establish your brand or leverage other sponsorships you might have.

Here are some examples of using the camera or MMS. You upload pictures and/or video to a screen or website, so people go online and see the content that they've created or they see content that other people have created. It's ideal for blogs or competition – again, voting in an event or trivia in an event at halftime or in between quarters.

Here's a case study of a campaign that we ran for BP, the Wild Bean Cafes. The idea here is obviously to drive traffic to these stores, so people could opt in for this mobile couponing program through texting in to a short code. Obviously, it raised awareness of this coffee offering – they're not – BP's better known for gas and coffee, so they wanted to build a database for future activity.

So you text into the short code, you go to any BP Wild Bean Café and you can just show your phone and give them this code, type it in at point of sale, it's tied into the Visa terminal, and it ties back to the back end and everything is redeemed and tracked. This is, at the time, one of the largest, if not the largest, secure mobile couponing program out there. Over 1,000 enabled stores, tens of thousands of voucher requests to date – that is a very old statistic, so need to change that. It's literally hundreds of thousands at this point. Response rates are very close to 10% and redemption rates are 5% to 10%. I'm not up to speed on what's good in the email world, but I think these are pretty good and pretty impressive rates.

So, Vodafone, MMS push – Vodafone, as I mentioned earlier, is a big client of ours in Europe, and they've essentially abandoned all their mediums for marketing and just use MMS or multimedia. Clearly, the carriers like Vodafone have an advantage in that they can send these messages very inexpensively because they own the networks, but this is very, very effective for them in promoting new content, whether it's a game or whether it's a service.

This particular case study was for a Pacman game and they have a 50% uplift in January game sales over December just by sending out this message. It almost doubled the clicks on their game's home page the day that the MMS messages were was sent. Again, a little bit skewed because it's a carrier, but just shows the impressive results you can get from mobile.

Then lastly, this is another case study for Vodafone for live music gigs. Fans receive messages about these gigs and how they could win tickets, so they would

reply or they would text in to enter the contest, and then winners received a scanable SMS bar code for tickets for entry at the venue. This will become much, much bigger as we move into MMS and have greater technological capabilities. You'll see a lot of mobile couponing, mobile ticketing applications like this. That's it. I am done with the official part of my presentation. I think we move to Q & A. I stole your microphone.

PARTICIPANT: Scott?

SCOTT PERSON: Yes?

PARTICIPANT: I'm curious why you think that this has been more widely adopted over in Europe than in the US?

SCOTT PERSON: Yeah, that's a really good question. I think there are a couple factors there. I think the primary factor is in the US, we're all used to having landlines and everybody had a landline back to our grandparents' days. Whereas as if you look at Europe and Asia, it was really one in five or one in ten people really had landlines, so mobile phones, when they come out, were adopted much quicker than they were in other parts of the world, than they were in the US. So that's one thing.

There's a couple of other factors that play. In the US, we've got a unique technology situation where a couple of the carriers are on a technology called GSM. A couple of the other ones are on one called CDMA, so there's sort of this inability to communicate with each other, so it limits things like MMS that I was talking about earlier.

PARTICIPANT: Is there any standardization going on for the carriers so they'll all be on the same platform? Because we're testing to SMS text messaging and it's real hit or miss for our customers, and I – you had just alluded to a couple of different platforms. What can you tell us about that?

SCOTT PEARSON: Yeah, it's a bit of a frustration. I've been in this business of mobile for four years, and have been saying ever since the first year that MMS would be happening in a couple of months. It really is a matter of the carriers getting together and sort of agreeing on some formats. SMS or text messaging, you can text cross-carrier.

So if I'm an ATT&T subscriber I can send a text message to a Sprint subscriber or anybody else, but that said, there's still a lot of parties involved so you have to go to one party to get what's the short code that I described earlier, then you have to go to an aggregator to really get the connectivity of the different carriers. Even then, they might not have connectivity to all the carriers, so you're never going to get 100% reach. I think, unfortunately, it's just – it's getting better, but we're still not to the point where it's easy, unfortunately.

PARTICIPANT: Okay, I have a question regarding location-based delivery.

SCOTT PEARSON: Yes.

PARTICIPANT: Are you using GPS currently to deliver messages based on the receiver's location? And if you're not doing it yet, can you talk about your plans to do that?

SCOTT PEARSON: Yeah, absolutely. As I said earlier, that's just a huge buzz word right now, is LBS and location-based advertising. The technology is there to do it. We are not doing it yet at Nokia Interactive, but we will be soon. A lot of our handsets now load with mapping applications, so literally you open up the mapping application, you get directions from point A to point B and you can see the McDonald's logo pop up everywhere there's a McDonald's along the way. I think you'll see that from us later this year. I think you'll see it earnest in '09 for sure.

PARTICIPANT: I was wondering what your thoughts are on the open alliance.

SCOTT PEARSON: I'm sorry, the what alliance?

PARTICIPANT: Open alliance – the Google android phones?

SCOTT PERSON: The Google androids, yeah. You know, I get asked that question often and frankly I don't enough about it yet to really – to really comment. My personal opinion is I think it's a good thing. We've actually teamed with Google in some cases for search, so we don't see it as a competitive threat certainly, but I think it's – I think it's good. It just means that more developers can develop for phones and the stuff's going to work on a number of phones instead of in silos based on what carrier you're on. So sorry, not a great answer, but the best I got at this point.

PARTICIPANT: Hi. Hi there.

Strategies for Mobile Messaging

SCOTT PERSON: Hi.

PARTICIPANT: Do you have recommendations on how to format an email for those mobile users that have access to Outlook on their Smartphone?

SCOTT PERSON: So, how to format an email knowing that it's going to go to a phone, you mean? No, I don't, is just the honest answer. I think – to my presentation, the points I made there, if you're formatting an email specifically for consumption on the phone, I think the rules still apply. You want to keep it short and sweet.

You want to limit the graphics because the handsets are still so different, the network speeds are so different that if you load it up with graphics, people might be waiting minutes or ten minutes or 20 minutes to have something download, so I would say, just as a rule of thumb, keep it short and pretty light from a KB perspective.

MODERATOR: I asked Tim McAtee, one of our research analysts that – basically that exact same question. Go try to track him down either at the Sherpa booth. He had some suggestions to me just saying if you're trying to reach to a specific audience by the phone, do it differently than if you're doing some other things, but if you're a consumer – go.

PARTICIPANT: Inaudible question

MODERATOR: It kind of depends if you're reaching out to -

PARTICIPANT: Inaudible question

MODERATOR: It depends if you're reaching out to B-to-B people, if you're reaching out to consumers, and people just looking on their BlackBerries are different, but he's kind of right in – what Tim was saying to me was if you're trying to reach people, send it to them in that format. Don't try to reach both audiences because it's not going to work.

SCOTT PEARSON: Yeah, we run into this a lot when we're developing mobile Internet sites. The rule of thumb is to really develop to the least common denominator. Knowing that the vast majority of phones can't support some of the really cool stuff, you just got to make it as simple as possible.

PARTICIPANT: You talked about in your presentation sending pictures to a screen at a venue. Do you have any pushback from the venue about taking uncontrolled pictures up on their big screens?

SCOTT PERSON: That's a good question. In almost all the campaigns that we've done like that, we provide a moderation tool, so there's going to be some sort of time delay, so they can sort of scan things before they go up to the big screen, because you're right, it could cause many problems.

PARTICIPANT: If I am running an email campaign, I will start with probably finding a good list, either developing it myself or buying it from somewhere else. If I want to start, like, a mobile campaign, where do I find or how can I get good SMS or telephone numbers, or how do I define the target audience?

SCOTT PERSON: So the question is how do you define the target audience for SMS?

PARTICIPANT: Not so much how you define the target audience, but once you find the target audience, how do you find the leads? How do you say, "Okay, I will send my SMS or my message to these five people." Where do you find the people? How do you get the information?"

SCOTT PERSON: I think I know where you're going here. There are some pretty strict rules – there's an association called the Mobile Marketing Association, the MMA, and there's a good best practices document online that you can go take a look at. Basically, any time you're doing a mobile campaign specifically with SMS, you're going to have to have a specific opt in from the consumer for SMS, so they're going to either have to sign up online to receive the SMS or they're going to have to text in to opt in to receive the SMS. Unlike email, where there are no lists that you can buy or use for SMS, you have to get an explicit opt in for your brand. Does that answer your question? Okay.

PARTICIPANT: How do you know that your product is for SMS? Because we're trying to move into SMS. We have email alerts, but we don't know if our product will work as an SMS because through email we can send more alerts down, we won't be able to send through SMS because you have a limited amount you can send, and you have really small limited texts. How do you know what to send?

SCOTT PERSON: So how do you know what kind – what the content should be of that message, or –

Strategies for Mobile Messaging

PARTICIPANT: Yes. How do you determine what is really relevant for the person who's going to get the SMS, because he's going to pay for it?

SCOTT PERSON: Yeah, that's right, and that's a very good point. You have to keep it relevant, because in some cases, they're paying per message or they're paying as part of a package. I think that's really going to vary depending on the marketer, their brand, that's sending that message. If it's a TV station, maybe it's going to be programming reminders that's valuable to that consumer. I don't know what business you work in so it's kind of –

PARTICIPANT: Inaudible question

SCOTT PERSON: Pardon?

PARTICIPANT: Inaudible question

SCOTT PERSON: So, for like, online courses?

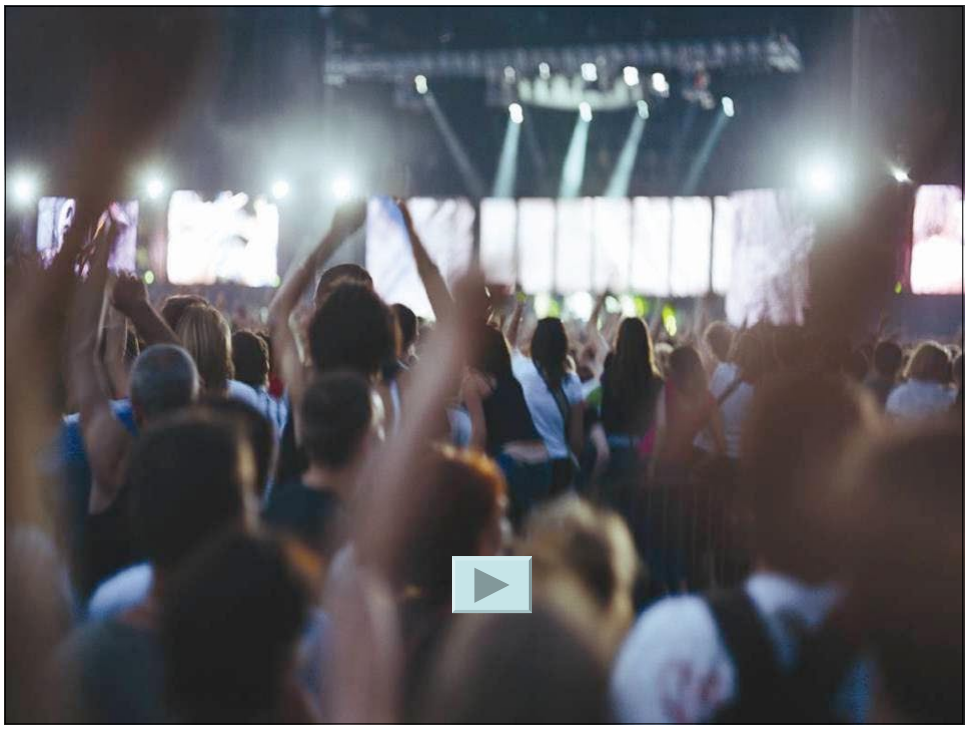
PARTICIPANT: Yeah.

SCOTT PERSON: I guess without giving it some additional thought, it would be hard for me to sort of tell you what the content – the valuable content might be or relevant mobile content might be, but maybe it's reminders of classes that are coming up or things like that. Yeah, sorry, it's really going to vary by industry, I think.

MODERATOR: Okay, thank you, Scott.

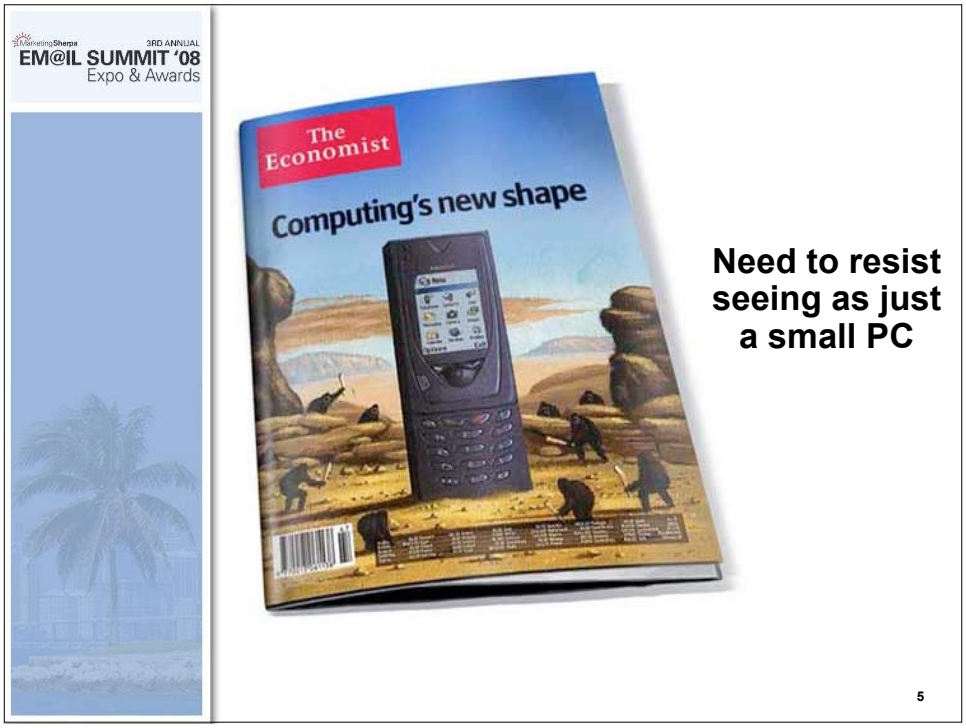
SCOTT PERSON: All right, you bet.

Strategies for Mobile Messaging



Strategies for Mobile Messaging

Strategies for Mobile Messaging



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

Mobile capabilities

SOCIAL

PERSONAL

EXPRESSIVE

EVER ACCESSIBLE

STORED ON PERSON

ACT ON IMPULSE

WIDER REACH

TIGHTER TARGETING

MORE INTERACTIVE

INFORMATION

ENTERTAINMENT

PURCHASE DEVICE

7

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

Messaging constraints

MORE INTRUSIVE

SMALL FORMAT

MOSTLY TEXT ONLY

LIMITED ATTENTION

8

Strategies for Mobile Messaging

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

Channels

SMS: 160 characters, same font text

SMS WEB PUSH: Text link to an internet site

SHORT CODES: 4/5 digit numbers for user text in

MMS: Multimedia messaging, inc. animation, video and long text (Carrier limitations)

EMAIL: Short format access to Web email

9

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

Mechanics

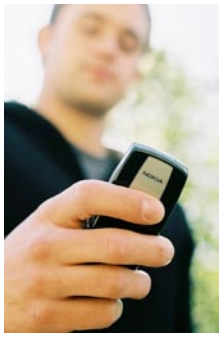
- Mobile Web Push
- Text-to-Win
- Mobile Voting
- Mobile Quiz
- Mobile Ticketing
- Mobile Coupons
- Mobile Alerts
- MMS Push
- MMS-to-Screen
- MMS-to-Web
- Picture Recognition
- Location Finder
- Mobile Opt-in
- QR Codes
- Mobile Web Site
- Mobile Agenda
- Mobile Download
- Mobile Banner Ad
- Mobile Video Ad
- Mobile Survey
- Click-to-Call
- Click-to-Video
- Web-to-Phone

10

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

Best practices

- Be relevant: person, time, place, purchase history



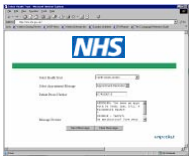
11

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

Mobile Alerts

- UK NHS loses $800m+ per year through missed appointments
- Enpocket/Nokia trials across numerous offices show text appointment reminders reduce wastage 8–40%
- NHS challenge is internal implementation

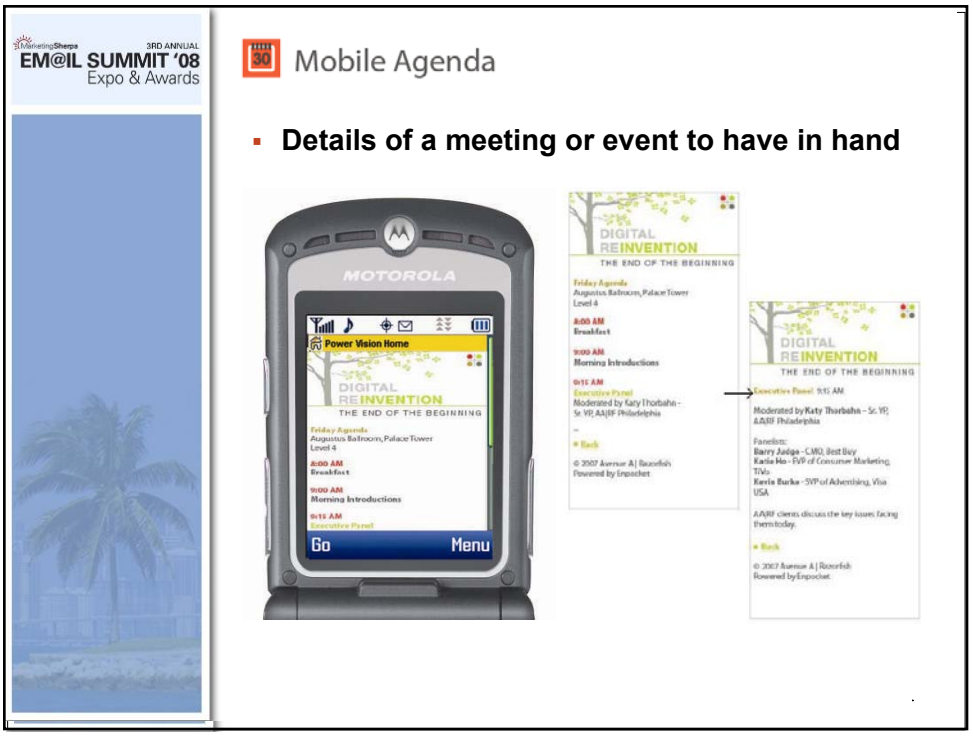
Opt-in and number collected when appt made

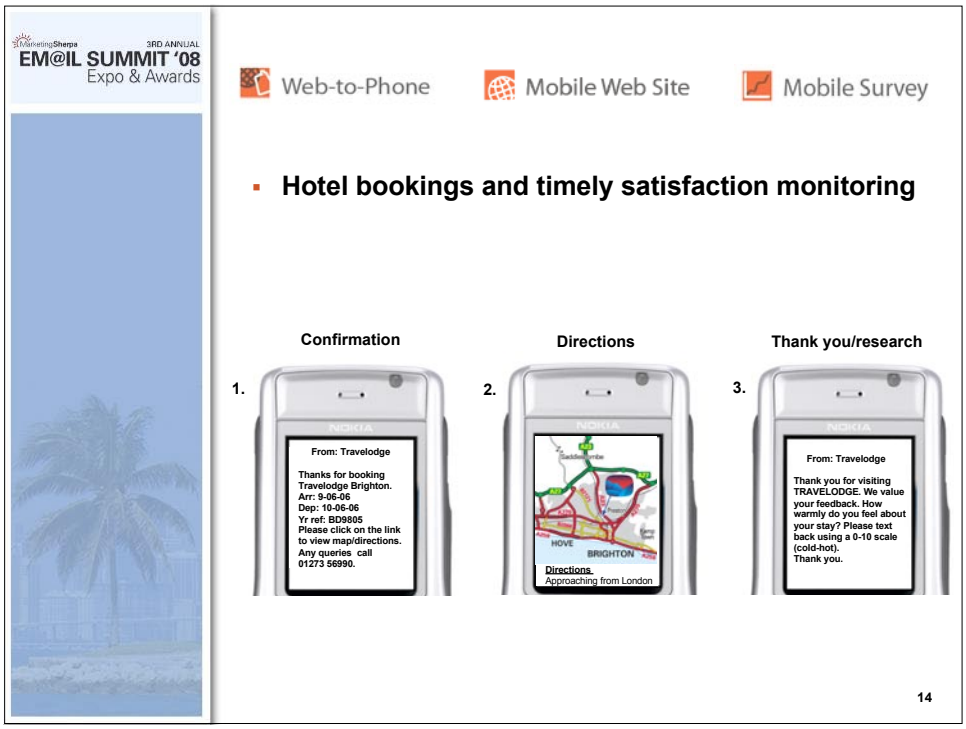


Day before appointment

12

Strategies for Mobile Messaging





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

Best practices

- Be relevant: person, time, place, purchase history
- **Be brief: not a 'reading' medium, a 'snacking' medium**

15

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

Best practices

- Be Relevant: person, time, place, purchase history
- Be brief: not a 'reading' medium, a 'snacking' medium
- Capture impulses: response, voting, text to win

American Idol

16

Strategies for Mobile Messaging

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

Text-to-Win Text Voting

- 'Text in' is the simplest mechanic, capturing customer impulse for response off other media
- All types of engagement and data capture opportunities

Examples

Text to win
Text to vote
Text to register
Text for details
Text your view
Text to join
Text for coupon
Text for WAP URL

17

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

Best practices

- Be relevant: person, time, place, purchase history
- Be brief: not a 'reading' medium, a 'snacking' medium
- Capture impulses: response, voting, text to win
- Instantly reward: provide simple, quick gratification

18

Strategies for Mobile Messaging

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

Pepsi

Mobile Banner Ad
Mobile Download

Goal

- Super Bowl promotion to help launch 15 new Pepsi can designs

Solution

- 4 mobile banner ads on Sprint portal in 5 day lead up to Super Bowl
- Ad mechanics:
  - >click to download branded wallpaper
  - >click to win tickets
  - >click to view video of new can designs
  - >click for live video updates of the game

Results

- 4.65% average CTR (peak 11.5% CTR)
- Wallpaper download more popular than click to win tickets (175,000 downloads)
- More than 50% of clicks downloaded wallpaper
- More than 60% of clicks viewed video

19

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

Mobile Download
Click-to-Call
Click-to-Video
Location Finder

- Many ways to deliver instant customer reward/engagement

Examples

- Click to view a video
- Click to call a representative
- Click to find your nearest store
- Click for a gift idea
- Click to download mobile content
- Click for a coupon
- Click to do a quiz
- Click to enter a sweepstake
- Click to spec out your new car

20

Strategies for Mobile Messaging

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

Best practices

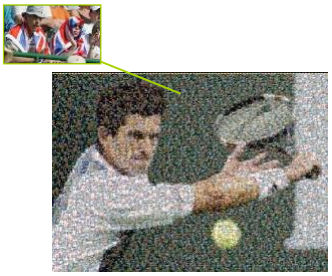
- Be relevant: person, time, place, purchase history
- Be brief: not a 'reading' medium, a 'snacking' medium
- Capture impulses: response, voting, text to win
- Instantly reward: provide simple, quick gratification
- Exploit unique features of mobile:
  - always accessible
  - call device
  - stored on person
  - personally expressive
  - camera
  - games and music on the go

21

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

MMS-to-Screen MMS-to-Web

- Use camera to upload pictures and/or video to screen or web site
- Ideal for blogs, competitions, enhancing event sponsorships



22

Strategies for Mobile Messaging

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

BP/Wild Bean Café

Mobile Coupons

Goal

- Drive traffic to BP gas stations via Wild Bean Café offer
- Raise awareness of coffee offering
- Build database for future activity

Solution

- Text in to short code for unique SMS coupon
- Go to any BP/Wild Bean Café and use coupon to receive free coffee

Results

- Largest secure mobile coupon scheme to date (1,000 enabled stores)
- Tens of thousands of voucher requests to date
- Response rates <10%
- Redemption rates 5–10%

bp

23

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

Vodafone MMS push

vodafone

Campaign Aim: Increase traffic to, and sales of, games downloads on Vodafone live!

- 50% uplift in January games sales over December
- Almost doubled clicks on games home page the day MMS was sent

24

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

VODAFONE LIVE MUSIC

First music fans received messages about the gigs & how to win tickets

Then winners received scanable SMS barcode tickets for entry at the venue

25

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

Credits/Thank You

Scott Pearson, Nokia Ad Business

scott.pearson@nokia.com

26

Serving Up Dynamic Content for Increased Loyalty and Lower Costs

SESSION DESCRIPTION

Want to get more bang for your buck from your Email campaigns? Learn to establish and manage a dynamic content program that will strengthen ties with customers and reduce the frequency of ineffective Email messages. Get answers to your questions, including prototyping and testing, key performance indicators and critical elements of an effective Email "wire-framing" process.

ABOUT THE PRESENTER

Marc Constantineau
Manager, eCRM, Air Canada

Marc Constantineau has worked at Air Canada for the past 13 years in Call Centers, Marketing, IT and eCommerce. He manages Email and online communications and leads the Data warehouse integration. He is also a certified Six Sigma Black Belt.

ABOUT AIR CANADA

Air Canada is Canada's largest full-service airline and the largest provider of scheduled passenger services in the Canadian market, the Canada-US transborder market and in the international market to and from Canada. Together with its regional affiliate Jazz, Air Canada serves more than 32 million customers annually and provides direct passenger service to over 170 destinations on five continents. Air Canada is a founding member of Star Alliance, providing the world's most comprehensive air transportation network.

PRESENTATION

MODERATOR: A few minutes ago you heard Cori if you were in here earlier talk about Coldstone Creamery and how they're starting to add some dynamic content, putting more details about personalization and things like that.

This next presentation is from Air Canada. They did a newsletter redesign and they had some pretty big goals. They were trying to increase clickthroughs, traffic, reduce unsubscribes. They wanted to personalize the content, improve targeting, and we have with us Mark Constantineau. He's ECRM manager of Air Canada to tell us more about that. Mark.

MARK CONSTANTINEAU: Thank you. Good afternoon, everyone. Thank you for joining me this afternoon. We're going to go into a little bit – right away into an introduction of Air Canada. Air Canada is the largest full airline service carrier. We serve over 32 million customers on a yearly basis, and we are also a founding member of the Star Alliance.

Give you a little background on the Web Saver email program. Web Saver started actually probably about five years ago, but only three years ago did we start to actually collect data using the tool or the weekly newsletter, and also making it a weekly newsletter, not more of an ad hoc piece of email. We have three different versions of the email – Canadian, we have English, and French, and we also have an English version for US customers.

Our list has grown very rapidly since 2006, and we have some key metrics that we observed through the redesign activity. It's a revenue generation as well as the cost of production, which is very important. Some of the challenges – although Air Canada is a big company, we have only – at the time we only had three people associated with creating the weekly email on every – every week.

We wanted to avoid the garbage in, garbage out syndrome, so by collecting information, we wanted to make sure that it was relevant, because that was what we were going to use to present to the customer within the email. More and more as we went through it, we wanted to integrate the information that we collect from Web Saver with other databases, because there's a lot of information scattered around into the company and they're all siloed. We're looking more and more to incorporating that, and Web Saver database is one of those. Some special considerations – as most of you know when you travel, you don't always go to one place, and that's it. You book, travel, and you look around a lot, so that means that your audience is quite web savvy.

Serving Up Dynamic Content for Increased Loyalty and Lower Costs

Some of the objectives that we have for the redesign – reduce the time and the effort to create the email.

Like I mentioned, we had three people assigned to those – two web developers and one web writer that we have to create the email, and we can go above that. We actually reduced the time – it took four days for us to create the email on a weekly basis, so there isn't – wasn't a lot of time to turn around – got to do one after the other. Increase the activity – so their clickthroughs increase by 10% at a time when it was typically low, which is coming up very soon.

After March break, there's not a whole lot happening, so that was what we wanted to focus on first. And drive people to our website. Air Canada has been pushing really true customer choice, offering choices to our customers through how they want to travel and the price – also they didn't want to pay for the service that they have when they travel. Increased customer retention and reduce unsubscribes by 20% so that we can keep our audience as long as possible with us.

Email program philosophy – the travel experience doesn't only start when the plane takes off and doesn't end when the plane lands – it's way before that, and Web Saver, in many cases, is the initial point of contact for when people begin to travel. So we wanted to make sure that their experience with Web Saver is the one that gets them started, and we actually use Web Saver after their travel experience to provide some feedback. I'll show you specifically how that's done. But, the whole experience, from one end to another, can begin with email and/or the website.

So to do this, we needed to focus on all our subscribers and their specific needs, also. Each subscriber needs to have their own control over how they want to see the email and what content that they want to see in the email also. It's a weekly newsletter, so not everyone travels every week, whether it's for business or pleasure, but we need to maintain an ongoing dialogue with our subscribers and our customer, because we never know when they might decide to travel.

And we also learn – use the Web Saver to make changes to it and adapt it to the customer's needs. Some of the solutions – fully dynamic templates. We created modules with Web Saver, which I'll show you in just a minute, and increased targeting and relevance also to the customers. Have them what they want and when they want, and they can refer back to it, and make it scalable.

As I showed you before, our customer list increased by over 500 names within a year, and the same thing happened in 2007, so we need to have a program and also some tools at our place that will be able to grow exponentially with the list. We created a whole new set of tools for the administration of the email program to speed up the process and also assign specific responsibilities, which would reduce the amount of time to create, and also collecting the data from the email would be associated with other information that we collect throughout the travel process at Air Canada, and use those preferences within the email database that we have and connect those with the people that are traveling also, because it's not easy to make a one-on-one match with all of those.

I'll show you right now how we really began working with the redesign of the email. We begin with a template. As you can see, we have the different modules on the top right, and then going down – each of the different boxes, we played around looking at historical data – where people were clicking, what people were purchasing, the conversion rates of the different links that we had previously, because they weren't moduled, they were just links all over the place. We looked at which ones were the highest producers and then we played with the modules. We had a module here, this one is really good conversion rate, we'll try to put it up as high as possible.

Once we got it – our heads wrapped around which piece is going to fit where, we let the creative design team sort of go crazy and give us some nice document in the end. This is the result of the new Web Saver with the modules that we showed you just before with the design and the creative themes embedded in it.

I'll show you, piece by piece, of all the actual dynamic content, how that works, if it moves, and what is delivered within each of these modules. We have the anchors at the top right, which are specific sections within the email. Customers are allowed to choose which sections of the email they want to display or not.

For instance, the second top one, which is My Special Fares, if you don't want to have that section shown, the anchor will not be shown, and everything will move up. It's really specific to each subscriber's preferences.

Serving Up Dynamic Content for Increased Loyalty and Lower Costs

Another section, which I'd like to just mention, is My Special Fares. What's important to note about this one is that it is based on the customer's preferred home airport – so, My Special Fares from Toronto, in this case. If you reside in Vancouver, we'll display you fares for each different four regions that are from Vancouver with some sample destinations. One person may decide to have all four of them shown – one of them may only want those – knows that he's traveling only to the Sun – Sun Destinations, that's the only section that can be displayed.

Everything else rolls up or moves up, which frees up some space, and the email is less long and more pleasant to look at as well. The feedback section I mentioned before has become very important with us. We used to have a feedback section, but we've actually now enhanced its features and we've categorized the feedback that we've received from customers. We've also used it to make several enhancements through Web Saver already.

We've launched a new design of the email about six or eight months ago, and already we've made three or four significant adjustments based on the customers' feedback. In the section right below it, the Did You Know section, we use it to promote new services that we offer. The example that's written on here is the Web Check-In, but also new products. Air Canada has flight passes that are displayed as new products. Check-In change times, longer, shorter, those types of things that are quick and easy to know for people who are about to travel.

Ad placements – we have four different ad placements that can be used either for external advertising or in-house also. Not every week not all four spots are sold, so if one or two is not sold for that week, it just gets removed and everything else rolls up and the whole side of the – it's on the right-hand side, so everything shrinks up. That makes it nice and neat. There's no empty space within the email as well.

The Preferred Destination section was really at the forefront of the redesign. We're permitting – not permitting, but we're allowing our subscribers to choose up to four of their preferred destination to be shown. The fares are shown as based on their home airport – preferred home airport. You can have one, you can have four, whatever you choose, whether it's business, personal, it does not matter – you choose the destinations, we'll show you when we have special deals and fares for those specific origins and destinations.

We're assuring truly relevant information to those customers that he's assigned a preference center by himself with a list to choose from, and every week he can take a look at whether it's someplace in the data – this is the price that I'm looking for, great, clickthrough, bring him to a website, and convert on the sale.

Some of the challenge that we have – accomplish more but with fewer people. Like I said, we only had three people at the beginning, we're not going to get more. The list is increasing at a very rapid rate, which means a variation of the messages that needs to be sent out also increases exponentially. We've created, like we've mentioned, some set of tools in the background that were created for this. There's no HTML coding required. Everything is in modules, so all of the information fits always in the same place every single week. There's the coding – they're reduced the amount of time – the coding that it takes is much less, which means it's much faster for us to produce.

So we'll get into some results. Reduced by 50%, the amount of time that it takes to create the Web Server email on a weekly basis. We went not only from four days to produce the email and deploy it to two days, but we also now do it with two people. We only have one developer every week and one web writer that are used to produce and send out over 1.6 million emails on a weekly basis with the type of targeting that we just showed you.

Second objective that we have is to increase clickthroughs or activity by at least 10%, and the clickthroughs were increased by 21%. The study for us that we did, as I mentioned, there's a little period of activity which is right after March break. Not only do we place the clickthrough, but also we've got a lot more visits through our website, which is really a basic objective of the emails, to bring people to your website.

The third objective is to live the brand. Not only do we use historical information to know what people were looking at in the old version of the email, but we're offering a lot more choice also to what they use. So by offering them choice, they provide their own preferred destination. They've got their preferred own airport, so they know that the information they're going to get is from their hometown or their home city, whatever they've put in, and going to destinations are relevant to them, which means they control that, and not only can

they change that once in – they can go whenever they want and change it on a weekly basis, on a yearly basis, depending on how often you travel.

Increased customer retention. We reduced the number of unsubscribes by 60%, so that's something that we're very proud of and that we want to continue throughout and make sure that people – because it is relevant to them, obviously. They're traveling, they get to choose, so they can keep their – part of our mailing list as long as possible. This is a great slide I find to show the evolution of the newsletters.

In 2005, basically we sent out one email to everybody about whatever the pricing team, what our marketing team wanted to push out during that time, whenever it was available. And in 2006, we moved into some versions of the email that we sent out, so we were doing some segmentation, trial, a lot of A/B testing going on.

Then we moved into redesign, we were able to really apply more and more to one-on-one communication that we're always looking to get as much as possible, and we're still continuing trying to move forward and do more personalization and segmentation on the email to make it as relevant as possible.

Some key lessons. Increase activity and engagement by giving control. If you can provide them a simple tool that is easy to use that they can update at will that has really provided value for the customer and make every communication relevant, because it's different for each subscribers, so the more you can get to going – put in their destinations that they want and change as often as they want, they really like that. Every interaction provides information.

This feedback section was something that we monitor every week now. We have the different – whether there are some issues or they're happy with – it could be fare-related, could be availability, it could be they can't find the city that they want, that kind of stuff. We really use that and push them to really put the communication as clear as possible.

So, the bottom line. A fully interactive email offering requires a commitment to balancing technology, a whole new set of tools that was created to not only reduce time to produce, but reduce the amount of effort also, as well as the brand value, because it's very important to conduct – even if people are not flying every week, you want to have visibility, be in their box every week, but not too much also, and design. The design's always an important piece, make sure that it's pleasant for everyone.

Just want to give a couple of credits to some of the people that were part of the redesign. From the Thin Data team, John Valarutso, Sminaz, Dennis, and Lisa, and part of the Air Canada team is Mark Sneiderman, Maggie Seminini, and Bobby Dupont. Maggie and Bobby are the web writer and developers on a weekly basis producing and deploying out the Web Saver email. That's it for my presentation. I look forward to some questions.

MODERATOR: Okay. If you've got questions, please come to the middle.

PARTICIPANT: How much time on a weekly basis do you have for development?

MARC CONSTANTINEAU: WebSaver is deployed for us every Tuesday night. So right now because we've reduced with the set of tools that we have, we actually spend about two days a week with getting the pricing information from the Pricing Department and having the marketing team with some of the creative, some of the picture on the top to design that. So we have two full days that are dedicated to the website reproduction.

PARTICIPANT: Did you look into targeting behaviorally based on past purchase behavior, the last time someone logged onto your site and so forth?

MARC CONSTANTINEAU: We haven't done cross-channel targeting because we don't have the capabilities yet to bring that together, but we are focusing more and more attention on it. We can track the sales from the email, and that we're starting to use much, much more in saying who would be suitable for certain products that we are selling. We are starting to do that just with – on the email channel and eventually we're hoping to use it on both, what was purchased from the web, with the email and combine that and do some cross analyzing.

PARTICIPANT: Hi. My question is – I'm sorry. I'm losing my voice. When you basically were working through building this out, did you have people within your team that were basically going through creative approvals and looking at the content? Because let me give you a little background. One of the challenges – I work for Dell and we're looking at dynamic content and one of the biggest challenges is we have so many partners and brand

members that have to look at the content, see it in the template, and you can't build out all those versions. And so was there a process on your side as far as getting this approved where it didn't have to go through all these legal and brand reviews? Does that make sense, what I'm asking?

MARC CONSTANTINEAU: It does make sense. Our process is not as complex because we only have one brand, right, which is the Air Canada brand, if I understood the question.

PARTICIPANT: Oh, that must be nice.

MARC CONSTANTINEAU: That would be nice. Yeah, but even within that there's a process that's set up where anything that goes to content within the email has to go through a certain approval or a certain group. The Marketing Communications Group is responsible for that, and we have the E-Commerce Group, the enablers to putting the information in, on the customer experience side. So there is some back and forth and some head butting. It took us, I would say, before everyone got comfortable with who does what and how that goes, about a year to figure out, "Okay, this is how we're going to do it now." Pricing is saying, "We want to push this," yeah, but Marketing said, "This product is really what we want to go out this week." So, a lot of communications between the different groups and we came to an understanding and some give and take as to what's going to go in and the reason it's going to go in. So, it's done that way. So, you probably have a little more work to do on the communications side because you're working with outside groups, which adds complexity to that process. Yes?

PARTICIPANT: What types of things were they looking at, do the other teams?

MARC CONSTANTINEAU: I'm sorry?

PARTICIPANT: What types of things do the other team look at just to review?

MARC CONSTANTINEAU: Well, we send – Pricing sends us what is that they have available this week and we have the Communications Group that looks at that piece and then says, "How are we going to promote that." And then you have the E-Commerce group that says, "Okay. What's the best way in order to promote through the website and bring them to those available fares?"

There's pre-exchanges, if you want, beforehand, but the focus is really on those two days of production where we send sample emails to both the Pricing team, the E-Marketing Communication, the E-Commerce and say, "Okay, this is what it's going to look like this week." And we have some cutoff times. We go back one, two, or three times. We try to keep it to one or two as a minimum because of the amount of time that we have, which is not much, but we do send samples out saying, "This is what it's going to look like." We can tweak it here and there, but because it's standard in its format and the modules and what can be shown, that really helped reduce the amount of going back and forth, if you want, between the groups.

PARTICIPANT: Cory earlier today said that she's got to up – somebody on our team has to upload the day's birthdays each day. Are your processes automated in any way?

MARC CONSTANTINEAU: Yes, and we're looking at further automating that. We have – like I said, pricing information today is done manually, but the content upload is all done automatically. But even that we're looking to get the pricing information updated automatically through FTP servers and all that kind of stuff, so that there's less manual intervention and maybe more focus on the copyrighting and what we're going to do with the newsletter.

TAD CLARKE: Any other questions? Well, we are ahead. You speak –

MARC CONSTANTINEAU: Thank you very much.

Dynamic Content for Increased Loyalty and Lower Costs

Marc Constantineau, Manager eCRM
Air Canada
Monday, February 25, 2008

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

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

Introduction to Air Canada

- Canada's largest full-service airline
- Largest provider of scheduled passenger services in the Canada-US trans-border market
- Serves over 32 Million customers/Year
- Over 170 destinations on 5 continents
- A founding member of Star AllianceTM – the world's most comprehensive air transportation network

AIR CANADA

2

EM@IL SUMMIT '08 Expo & Awards

Background to webSaver® email Program

- 3 yrs sending offers/collecting data
- Weekly electronic newsletter
- Canadian/French & Canadian/US
- Growth in 2006 from 500K to more than 1,000,000 subscribers
- Key Metrics: Activity, Revenue – via email Beacons, Cost of Production

3

EM@IL SUMMIT '08 Expo & Awards

Background to webSaver® email Program

- Challenges
  - Allocating resources efficiently for production and deployment
  - Collecting complete and consistent subscriber data
  - Integrating with other databases

4

EM@IL SUMMIT '08 Expo & Awards

Background to webSaver® email Program

- Special Considerations
  - Audience web-savvy
  - Audience skilled at using numerous online travel and tourism options

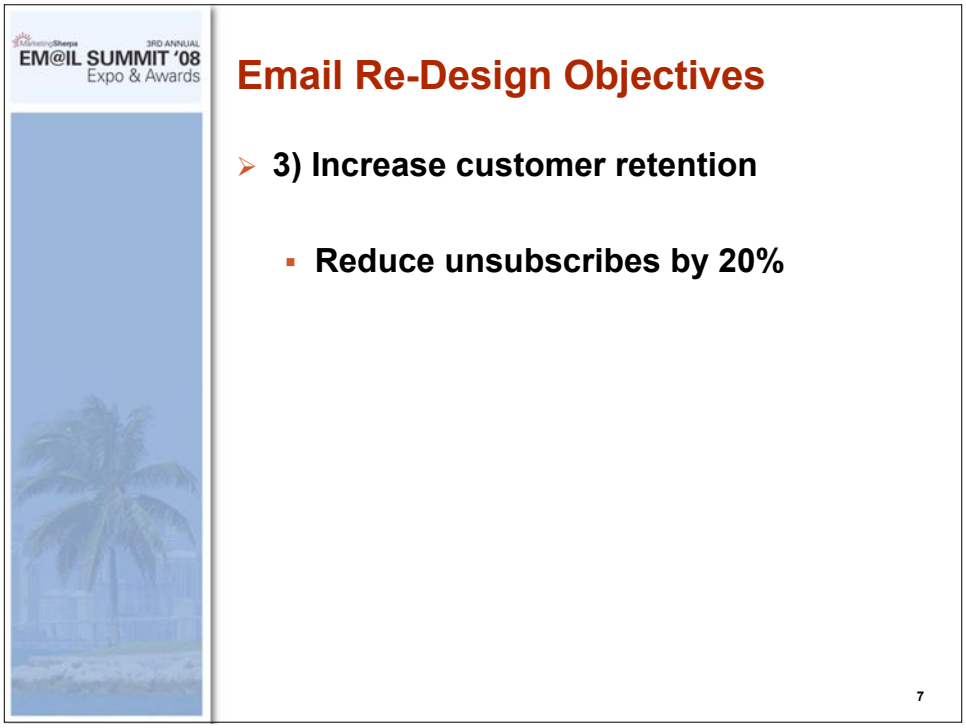
5

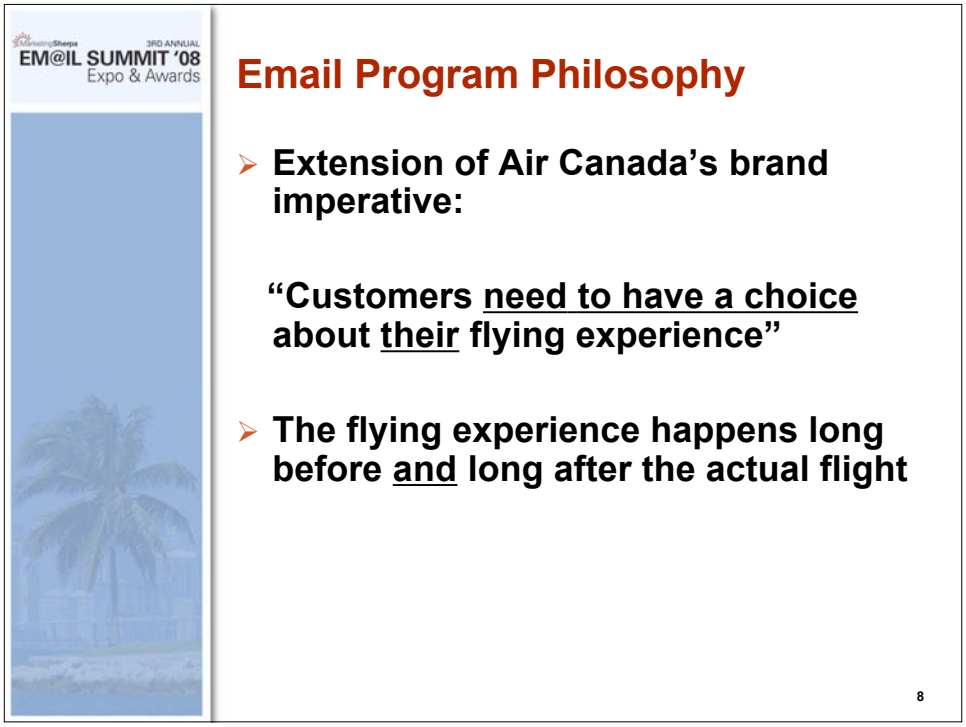
EM@IL SUMMIT '08 Expo & Awards

Email Re-Design Objectives

- 1) Increase new process/technology efficiencies – reduce time to create emails
- 2) Increase customer activity
  - Click-throughs by 10% at a time when activity is typically low
  - The number of visitors to AirCanada.com
  - Implement true "customer choice"

6





EM@IL SUMMIT '08 Expo & Awards

Email Program Philosophy

- So…
  - Target product offerings for <u>each</u> subscriber
  - Provide <u>each</u> subscriber with control
  - Maintain <u>an ongoing dialogue</u> with subscribers
- Learn and adapt to subscribers' evolving preferences

9

EM@IL SUMMIT '08 Expo & Awards

Email Program Solutions

- Fully dynamic template for modular personalized content
- Targeted emails with increased subscriber relevancy and usability
- Scalable template to evolve as the program gains complexity

10

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

Email Program Solutions

- Online creation toolset to speed up creation process
- A database that continually collects, analyzes and re-configures emails based on subscribers' preferences

11

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

Email Re-design

- Integrated subscribers' clickthrough and conversion patterns
- Wire-framed to map out design architecture
- Paper prototype to ensure alignment with program objectives
- Email designed to maximize visual engagement and comply with C.I. standards

12

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

Email Re-design

- Developed highly intuitive "customer choice tools"
  - Embedded in the newsletter
  - Serve to bridge to web-based preference centre
  - Subscribers can continuously refine the type of information they receive

Enlarged Top Portion of webSaver®

13

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

Email Re-design

- Customers can Customize Immediately
  - Anchors based on each subscriber's profile choice
  - Only the applicable anchors are displayed
  - "Edit my preferences" linked directly to online Preference Centre

Top Header and Navigation

14

Serving Up Dynamic Content for Increased Loyalty and Lower Costs

EM@IL SUMMIT '08 Expo & Awards

Email Re-design

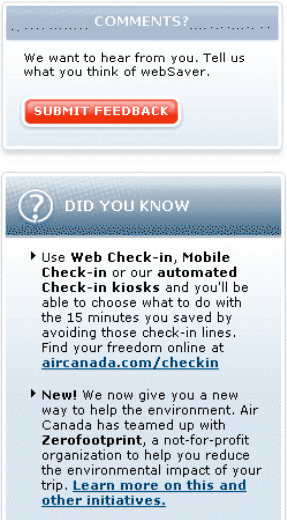
- **Further Adaptability**
  - **Contains up to 4 destination sections**
  - **Sections based on a subscriber's chosen preferences**
  - **Subscribers can choose sections they want in email**
  - **Subscribers served offers that match their 'preferred' home airport**

15

EM@IL SUMMIT '08 Expo & Awards

Email Re-design

- **Collect Information**
  - **Submit Feedback…**
    - **Subscribers provide general and specific comments on content and user experience**
    - **Has identified actionable tasks**
  - **Did You Know…**
    - **Provides general information**



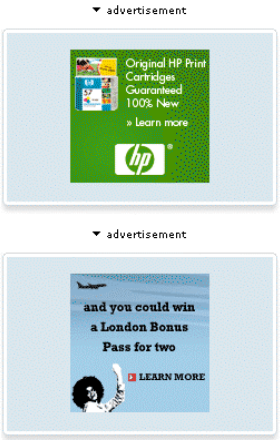
16

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

Email Re-design

- **Relevant Offers**
  - **Capability for ads to reflect understanding of key segments**
  - **Ad area shrinks or expands depending on the number of ad spaces sold**

Ad Placements

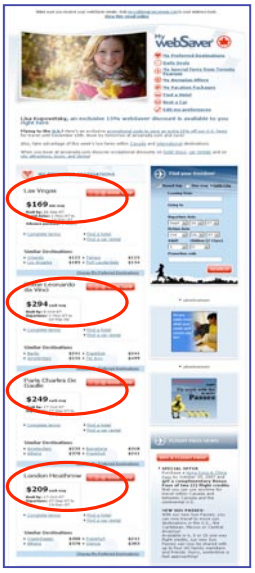


17

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

Email Re-design

- **Configuring Email to Subscribers**
  - **Configuration is based on content most valued – e.g. Up to 4 preferred Air Canada destinations**
  - **Text/offers <u>not valued</u> are <u>not shown</u>**
  - **Demonstrates understanding of each subscriber's preferences**



4 Preferred Destinations

18

EM@IL SUMMIT '08 Expo & Awards

Dealing with Challenges

- How to accomplish more email marketing success with the following:
  - Fewer people?
  - Increased volume of email?
  - Increased variation of messages?

19

EM@IL SUMMIT '08 Expo & Awards

Dealing with Challenges

- Easy-to-Use Back-End Administration Tools
  - No HTML coding required…marketers can assemble and deploy
  - Designed in modules…easy administration
  - Optimized coding…the time between deployment and delivery is dramatically decreased

20

EM@IL SUMMIT '08 Expo & Awards

Results

- Increase new process/technology efficiencies
  - Target: Reduce time to create emails
  - Result #1: Reduced time to create emails by 50%
  - Result #2: Streamlined responsibilities for creating email without additional hires

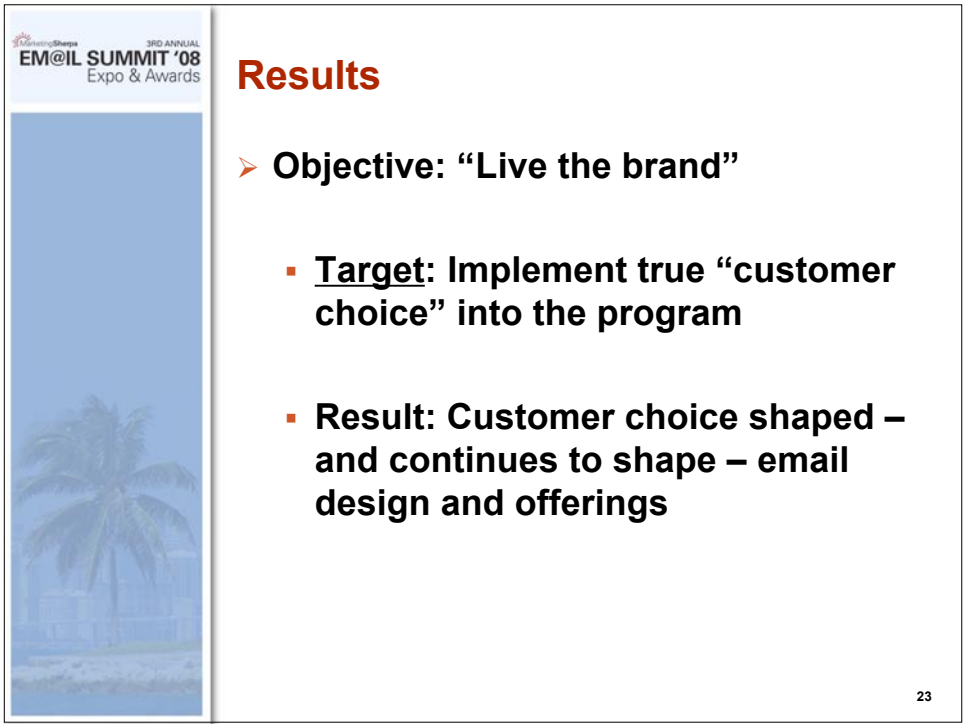
21

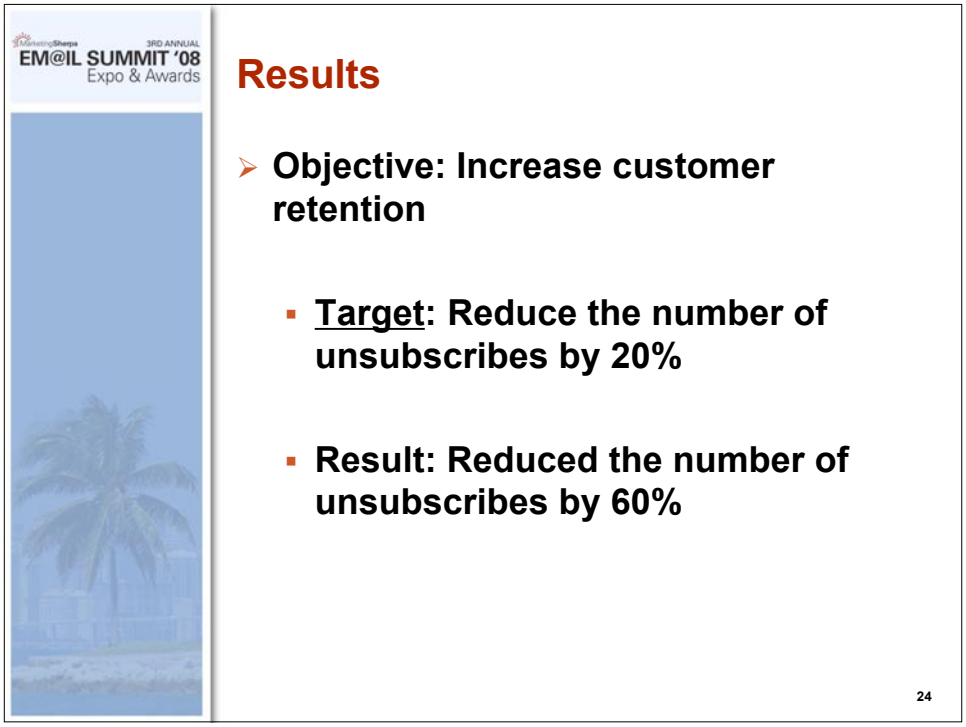
EM@IL SUMMIT '08 Expo & Awards

Results

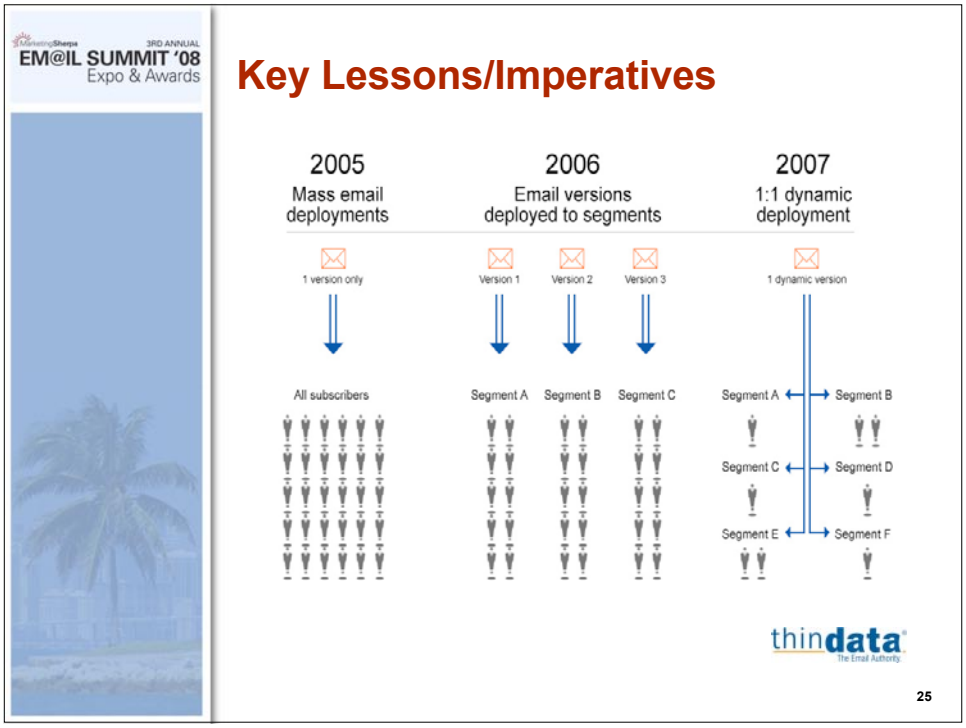
- Objective: Increase customer activity
  - Target: Increase click-throughs by 10% at a time when activity is typically low
  - Result #1: Increased click-throughs by 21% during low activity
  - Result #2: Dramatically increased the number of visitors to AirCanada.com

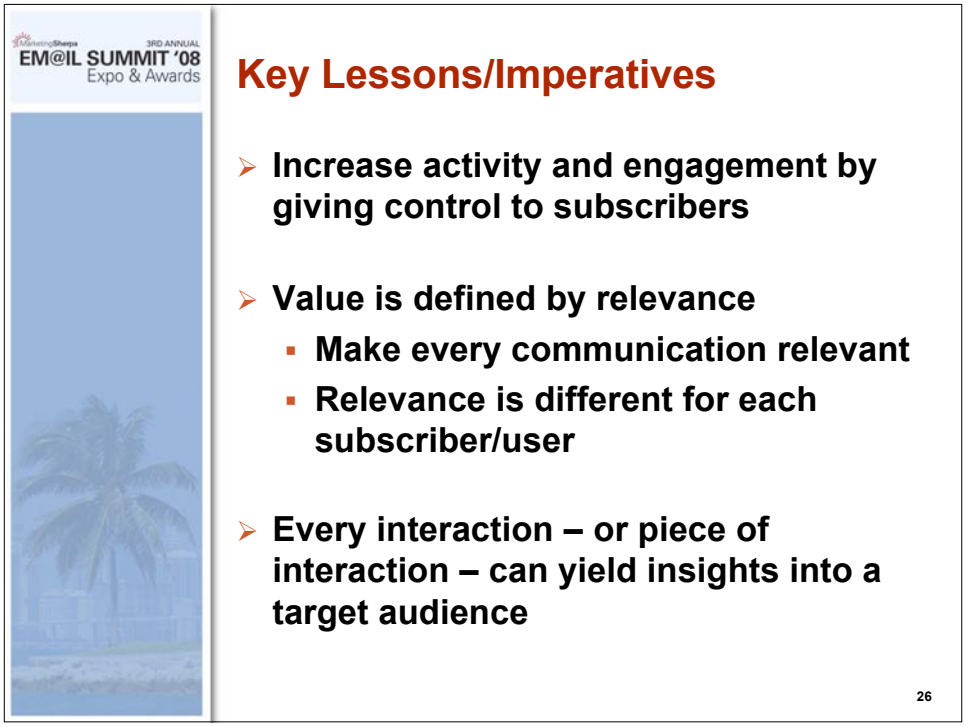
22





Serving Up Dynamic Content for Increased Loyalty and Lower Costs





Information Security Procedures and Privacy Protection

SESSION DESCRIPTION

Eli Lilly is under a consent decree because of an Email blunder that occurred a few years back. Get a first-hand account of lessons learned on protecting privacy of opt-ins and information security. Learn how Lilly developed standard operating procedures to avoid risk, maintain CAN-SPAM compliance and meet the expectations of customers and prospects.

ABOUT THE PRESENTER

Michele Dow

Associate Marketing Consultant,
Eli Lilly & Company

Michele Paddock Dow has a robust background in healthcare and technology marketing. She has extensive experience in epromotional planning and implementation with an emphasis on promotional Email. Dow designed and implemented the Email channel capability for the US Affiliate of Eli Lilly and Company. Before joining Lilly, she was Manager of Relationship Marketing for Aprimo Inc., a leading enterprise software development company that develops solutions to help marketers manage their marketing programs. Dow is experienced in directing the growth and execution of Email campaigns, search engine marketing and online advertising.

ABOUT ELI LILLY & COMPANY

Eli Lilly & Company is a leading, innovation-driven corporation committed to developing a growing portfolio of best-in-class and first-in-class pharmaceutical products that help people live longer, healthier and more active lives. Lilly products treat depression, schizophrenia, attention deficit hyperactivity disorder, diabetes, osteoporosis and many other conditions. We are committed to providing answers that matter – through medicines and information – for some of the world's most urgent medical needs.

PRESENTATION

MODERATOR: We're ahead by about five minutes, but that's good. Well, we will go right into Michele's presentation. Does anyone here have a Chief Privacy Officer? Anyone here know their privacy policy inside and out, what you can do with your emails, what you can do with customer data, all that? Nobody knows. Okay.

We've got with us Michele Dow of Eli Lilly. She is going to talk about the importance of knowing what you can do with your email, what you can do with customer data. She's got some first-hand experience and a few lessons to tell. Would that be about the right way to describe it?

MICHELE DOW: I think that's good.

TAD CLARKE: Okay. Here you go, Michele.

MICHELE DOW: Thank you. Appreciate it. So email and privacy. I hate to tell you this, but I get really excited about it, so I'll probably talk fast because I really enjoy what I do and I find it fascinating. I'm really thrilled there's somebody in the room because I thought maybe there'd be nobody. Not everyone's as excited as I am about privacy, but not everyone's lived the experiences we have lived and learned. So I will go ahead and get started.

We talked a little bit today about CAN-SPAM. You're all familiar with that, so I'm not going to go into a lot of detail, but increased privacy needs. How many times do you read the paper where there's been some type of invasion of privacy? Almost weekly today. Most people think about it in terms of social security numbers, but we're going to learn a little bit more about that today.

As technology continues to increase and you're able to segment and gather more information on people, we have to make sure that that information we are gathering is well-maintained and kept secure, so we'll talk a little bit about that. Consumer information is personal and private and they want to keep it that way. So the best way to ruin your brand is to have some type of breach. The FTC is very interested in this and these are just some of the speeches that they've had recently on the subject matter. So I won't go in great detail, but just to let you know the FTC is watching, they are out there, and they are very serious about what they do.

Information Security Procedures and Privacy Protection

When I talked earlier a little bit about privacy and social security numbers, that's what we normally see in the news. We see that there's been a breach of some type of banking information, insurance information, the Veterans Association, something has been exposed. There's been a laptop that's been stolen that has information on it, there's been tapes that have fallen off the truck with backup information that has been taken or lost. That information is very, very public today and you read about it all the time.

It does not have to be, as I said, a social security number. Any information that is identifiable is considered personal information and the FTC is very interested in that. Identifiable could be first name, last name. It could be email address. You may not have thought about that, but it very much can be email address.

As we go forward, I want to talk a little bit about the situation at Eli Lilly and what got us to where we are today and what brought me to Eli Lilly. Just keep in mind that there are rules and regs out there every day and they're always changing. If you, as you continue to look at your privacy situation and to grow, just remember to keep things transparent and to do what you say you're going to do. That's basically it. You can't keep up with every law that changes every day because, believe me, they are out there and they are constantly changing. But if you do what you say you're going to do and you stick to that, you should be perfectly fine. You need to be transparent.

I don't want to fault anyone, but I did just come from a presentation where they were discussing the fact that they find a click-through and then make an immediate phone call. That really made me nervous. They said, "Well, the people don't know that they've been exposed, that they know that someone on the backend is looking at that email data and then they're making that phone call." That can get you in trouble because you're not being transparent to the consumer. You need to let them know somewhere that by reading the email and clicking through, you could possibly receive a phone call. It's as simple as that. A one-liner in your email saying, "By clicking through this data, we may talk with you further." But if you don't do that, you're putting yourself at risk and when I say at risk, I'll talk about what happened to Eli Lilly and Co. in 2001.

I was not working at the company at that time. And does anyone know what I'm talking about before I even start? I have one person in the back. Compliance and partnership. In 2001, there was an email sent on a Friday afternoon. As many of you work in this industry, you know there was a brand manager that was breathing down the neck of a coder. And at that time, Eli Lilly was sending their own emails with their own software, so they had someone who was actually coding the emails. In 2001, email software wasn't as sophisticated as it is today.

So the brand manager at 2:00, 3:00 in the afternoon, as I understand it, was breathing down the neck of the coder saying, "It's got to go out, it's got to go out, it's got to go out." Now, the email was nothing more than telling there was an update to our Prozac website. It wasn't pertinent information, it wasn't something that had to go out that day, but the brand person felt as if it did, so they were rushing. There weren't any testing standards in place, there were no standard operating procedures in place. So the email was sent to 669 individuals and every email address was in the To: column. Not a big deal, right? It's just email addresses.

Well, it became a very big deal because our privacy notice says that we will keep your information private, we will not share it with anyone. I was not at Lilly at the time. I was working for a company that had their own email engine. And I remember when this happened and we all sat in the back corner and said, "How silly of them. How could that have happened?" And then we all looked at ourselves and said, "Oh, my gosh, can our software do that?" And from that day forward, I can guarantee that every email engine put into effect business rules that only allows for one address in the To: column.

But, anyway, our privacy policy stated that we would keep that information private. As I understand it – I wasn't there – there was an individual on the list that was either an attorney or a law student. I've heard a couple different stories. That individual went to the FTC and said, "Look, Lilly has breached their privacy policy. It says right here they'll keep my information private and they did not." What did that get us? That got us a consent decree from the FTC. What does that mean? It means a lot. It means – that just kind of – I'm not going to go over every slide because this isn't – on the website, you can download these if you want to get more information.

It means that we are in a 20-year consent decree and in eight states we are in a consent decree that is never-ending, so it will never end. We can have no

Information Security Procedures and Privacy Protection

misrepresentations going forward. For any error that we make, we are subject to an $11,000 fine. You say, "Well, that's not that big a deal." Well, let's think about it. If I'm going to send to 80,000 individuals today and I make some type of mistake, that's almost a billion dollar fine. So it becomes very serious very quickly. So we take all of the privacy measures at Lilly very, very seriously. We can have no misrepresentations.

We had to put in a formal privacy program, which is great. Everything has a reason and we're really pleased. We want to do the right thing, we want to be a good company, so we put a lot of things in place because we had to, but in looking at some of you, you don't have these things in place. So don't get in our situation and wait until you have to. Think about them ahead of time and put them into place.

We had to create policies and procedures and we had to have disciplinary actions in place. Now, we try not to rule with the carrot – we try to rule with the carrot and not the stick, So we try to educate all of our employees that it's very important. You, as a consumer, me, as a consumer, I don't want my information out there. So we try to make it a very important measure, but we want to make it a carrot and not a stick. We don't beat people over the head with it. We just want them to be aware as to why it's important and for them to take it very importantly.

We provide annual training. We have 45,000 employees. We are required by the FTC to give annual training. So you can see some of the ramifications and the expense that becomes involved when an error is made. We are audited annual, an external audit on our privacy measures. So we have someone who comes in and looks at everything we've done and how we've done it and was it appropriate and were there any errors made?

I came to work for Lilly and I said, "Why was the FTC so upset about an email address and why do they come to us and really audit us and take into account everything that we do?" Well, if you think about it, it's a revenue stream for the FTC because every error they can find is a revenue stream to them; we pay fines. So think about that. That's one of the things the FTC's looking for. They want to make sure that everything is fair and appropriately implemented from your perspective and your businesses, but they also would see this as a revenue stream. So it's real. It does happen.

Okay. I went out and looked at some privacy policies, and I don't know how many of you have one and how many of you know yours and how many of you know where it came from. The company I was previously with, one of our competitors took our privacy policy. They cut and pasted it, put it on their website. That happens all the time. People will come out and look at your policy and think, "Well, that's pretty good. I'll just take it." The reason we found out is because they didn't even go in and change the name. So here I am on a competitor's website with my privacy policy, my information on there as the company and it was for someone else. So that was pretty funny.

So know what your privacy policy is. Don't necessarily take someone else's; if you do, please make sure that the information that you have you are implementing because that's what it's all about. You want to be able to do what you say.

Consumers today are very, very tainted. How many of you have difficulties getting email addresses? People don't want to sign up. We've abused some of the privileges. We want to make sure we are telling them what we're going to do and then doing them what with their information what we said we were going to do. How many of you remember telemarketing? Somewhat a thing of the past because of the do not call lists. The telemarketers knew all along that the best times to call is between 5:00 and 7:00 of an evening. They also knew that that was the time that irritated people the most, but they continued to do it.

We don't want to get ourselves in that situation from an email perspective. We want to make sure that we know what people want, we give them what they want when they want it and how they want it. We don't irritate them because the more that you irritate them, the more likely you are we're all going to get in trouble at some point in time.

So keep information private and let me say here, only collect the information that's necessary. When you've got a web registration site, you don't need to know a lot of information that some of you are collecting. I understand we want to segment, I understand we want to have dynamic content, but only collect that information you're going to use at the time.

So if I'm not going to start a dynamic content newsletter today, I don't necessarily need to know sex or income or address maybe. I don't know. I would recommend

Information Security Procedures and Privacy Protection

– I'll take that back. I would recommend collecting address because it's a way that you can help cleanse your list because postal addresses are kept more up-to-date than email address, but do be cautious on what you are collecting and only collect the information that you need because remember that information that you're collecting you're storing, you're trying to keep it secure, and it's just more difficult the more things you have. If you're not using them, it's not necessary really to collect them.

I'm not going to go into a lot of detail here. I covered some of this, but we need to keep information relevant. That bristle factor; you know, when someone irritates me, I can name three or four retailers, I won't name them by name, that I get four and five emails a week. It irritates me. Some of it goes straight to my junk drawer. I've already put it there. I don't want it. I need to go in and opt out from some of it, I will be the first to admit that, but it irritates me. I'm not going to change what I'm doing Tuesday from what I'm doing Thursday if your offer isn't any more relevant. So keep your information relevant. It'll assist you in that bristle factor in annoying people. I'm not going to go through a lot of that.

One thing I do want to talk about here is we all talk about email marketing and the strategy and the tactics and the analytics. That's kind of the tip of the iceberg. We need to be looking below the iceberg. How is our data collected, how is it stored? How many collect their own data? You keep it at your – in-house? How many have a vendor collecting data? A few. Of those vendors that are collecting data, have you ever been to visit to see where that data's stored? Oh, you have.

PARTICIPANT: Not me personally.

MICHELE DOW: Not you personally.

PARTICIPANT: We do audits a couple times a year.

MICHELE DOW: That's excellent. They audit a couple times a year. That's an excellent point. A lot of companies just turn it over to somebody else and say, "Not my problem." It is your problem. It's your information, it's your privacy policy, it's your tail that's on the line if something goes array.

I will tell you that we have uncovered vendors in programs that we've done, even at Lilly, where the server's kept under somebody's desk in the back hall, very open. Not a good thing. Obviously, we've made changes there, but it's interesting when you're working with 12 different brands and you have 12 different brand managers who are out there trying to do the best they can to get their information, sometimes they get into relationships with companies that don't have the same standards that we need. So we're constantly looking at that. So be aware of what's kind of below the iceberg because that's what's going to get you into trouble.

Okay. Some details. How many of you have standard operating procedures on your email procedures? A couple. I would highly recommend that. Put in writing how you're going to collect your data, who can collect it, where is it stored, how is it stored, how is it deleted, how is it backed up? Those need to be in place so that you know and if you win the lottery tomorrow and you don't come back to work, your person taking your position can go in and pick that up right away.

You need to have email procedures on how you're going to send, what needs to be in an email. Obviously, we all know we need to have opt out and so forth and so on, but privacy language maybe, maybe a header that says, "You're receiving this because you've signed up at list XYZ". Standards: What goes into every email and must. How do you pull your lists? You need to have that information. If you're using an internal list, that's one thing.

We have a standard that when we pull a list and we're going to mail it to – and I will tell you right now, just a little tidbit of information, we don't send any information via email on Cialis. We do no email marketing for Cialis.

PARTICIPANT: I get it all the time. What do you mean?

MICHELE DOW: You don't get it from me. That's part of the reason we don't do it. So emails coming about Cialis are not coming from Eli Lilly and Co. That has been a decision that was made that we do not promote that product via email. We have a lot of spammers and a lot of information going out about it, but it's not coming from us. Sorry. I digressed.

So, anyway, when we pull an internal list, I know how many people are on that list. So I'm going to mail something today on Strattera and I'm going to mail it to parents of teenage children. I know how many are on that list. Say there's 42,000 on that list. I check and see how many emails were sent. Were there around 42,000? Because if there were only 4,200, did they pull the wrong list? It could happen. You say, "It won't

Information Security Procedures and Privacy Protection

happen." It could happen. We've had it happen to us. So make sure that your email provider is pulling the right list. So you need to have some stopgap measures in there to make sure that that's happening.

Nothing runs on autopilot. We've heard a lot today about the automated programs and the trigger programs are great. We at Lilly have several. Make sure you're signing up for those not just the first time they go out, but maybe signing up every month or however many different programs you have. We have programs that run for Strattera; they might run for eight weeks. So at the end of eight weeks, when all the series is complete, we need to make sure that someone else is signing up to make sure the next eight weeks work. I don't know if you've ever done that, but you'll find sometimes that things don't work the way they should. You think they are, but they're not. So make sure that it's running – nothing runs on autopilot.

We have had the wonderful opportunity to centralize all of our databases. I know that not everyone has had that opportunity, but we have our database for consumers and we have a database for our healthcare professionals and everything must run through there if they're going to receive email. It's a wonderful place to be. Obviously, when you work under a consent decree, life is a little – you have a bigger hammer to go to the executives and the brand managers and say, "You will do this." But you also have CAN-SPAM, so you need to make sure that you're working with office politics and the folks behind the scenes to get that done.

Obviously, you're all going to process opt-out requests. That's not a problem. You need to hold all parties accountable. I said when we mail an internal list, we have some safeguards. We also have safeguards when we rent a list. First of all, when we rent a list, we go out and we look at the company that we're going to be renting from. We have a due diligence form that we make them go through. They get all irritated; nobody wants to do it. But we ask things like, "Where did you get your names? How often do you use your names? Give us a sample of what you do with your names. What is your opt-in wording? What is your privacy policy wording?" So we have standards that we look at.

You would be amazed at the privacy policies I've looked at when going to rent a list that says, "We will never rent or allow a third party to use your name." It happens. So right there, we've breached and we've not been transparent. So when you're renting a list, you need to take a look at that list and make sure that the information that you are using, that individual will expect to be receiving information from you because if you don't, you could get in trouble just as much as the third party list.

So make sure that you build your trust. Your brand is very important. We have all of our staff and even our vendors sign off on our SOPs. We also have a standard operating procedure on testing, not for multi-variant testing, but testing along the lines of does the privacy policy link work, does the opt-out link work, are we linking to the correct web and landing page? It may sound elementary. Maybe all of you are doing that. I can guarantee you that my 12 brands were not doing that. They were just sending it. "Send that creative over to the vendor, have them send the email, get it out the door." You have to be very cautious about things like that.

Password protect data. I won't go into a lot of detail here, but just remember that email is very open. I don't know if you've ever had an opportunity where you thought you were mailing something to someone and you actually mailed it to someone else. If you are mailing very secure data, you need to make sure that it's encrypted. I'm talking more on the one-off and I won't get into detail, but if you've read the news lately, you may know what I'm talking about there.

Make sure that your connections are secure, and in transferring data, have some type of procedure in place that you know what and how that information's being transferred. I have so many of my brands who will email an Excel spreadsheet of our customers to an email provider or to a vendor. Very dangerous thing to do. How many servers is that email going to ping off of before it gets to the end result? That's an Excel spreadsheet, that's exposing. Someone can go in and tap that. I'm not saying they will, but they could. That's proprietary data. Those are my customers. Those are my HCPs.

So we have transfer guidelines. Any time we're transferring information, you need to follow that guideline. You need to make sure it's encrypted or it's a secure FTP, whatever, but you need to make sure that it's taken care of, and there are disciplinary procedures in place if you do not, if you're caught. Not everyone gets caught, but we don't want them to. We want them to know about it up front and, as I said, the carrot and the stick.

Information Security Procedures and Privacy Protection

We need to bring vendors up to speed. We have a certification process that we work with our vendors. They have to not only be audited, we go out and actually look at what their data looks like and how their data's secure and how they're backing up tapes and where do those tapes go to, where's the deletes, how do you delete a list, how do you get rid of names, what happens when that's done? Those are all audited on an annual basis. So secure collection, know what you're doing there. Secure storage. Secure transfer. Those are very, very important.

Just a small checklist to end on. Put yourself in the view of the consumer. How, as a consumer, would you want your information treated? You need to be clear and up front. As I said earlier, just be transparent. Just tell me that by clicking through and getting more information, you might call me. I won't be as irritated when I find out that you did call me because you saw my click-through screen. Have senior representatives on your privacy policy and have them review their standard operating procedures.

We talked earlier this morning about office politics and making sure that you have everyone included. It's very important that your senior management know the ramifications of what could happen and why it's important. So make sure that they are involved and they are kept up-to-date on any changes that you might have in your privacy standards, any breaches that you might have.

You need to – I come from a hospital background, so that was my – I did that a long time ago before I went into email and then came over to Lilly. You need to have a crisis communication plan in place, so to speak. You need to have something in place so that if something goes awry, you're not scrambling on that day that it goes awry and finding out what we need to do. So be thinking in your head, "Gee, if something went wrong, what would be the levels that I need to communicate and how would I communicate that information?", so that you're not scrambling at the last minute. So have that in place.

I think that's about it. I am going to end with a song. I'm a little older than a lot in the crowd, but The Thicks had a song out in the '80s that said, "Do what you say, what you mean. One thing leads to another." And that will be my ending statement. Do what you say. It'll keep you out of trouble. It'll keep you hopefully out of a consent decree and hopefully things will run much more smoothly. Thank you.

MODERATOR: Thank you, Michele. How long of a timeframe did it take to implement the policy once you – reviewing it and everything? Can you walk through some of that –

MICHELE DOW: I sure can.

MODERATOR: - and cost? What did it cost?

MICHELE DOW: A tremendous amount of cost. I can't give you a dollar figure, but to let you know, today I'm in the Marketing Solutions Area. We have 64 individuals that are dedicated to privacy not just for email, that's for any consumer campaign, but it is a tremendous investment that we've put in place.

This happened in 2001. I think all was settled in middle of 2002. I was brought on board in 2004 to help with the program for email. What they did between 2002 and the time I came on, and even nine months after I was there, there were no emails sent, so it totally shut down. And one thing I didn't state, we can be fined, but if we have a major breach, FTC will shut down all of our consumer promotion. So it's a very, very serious situation. We take it very seriously. We want to do the right thing. We're not just doing everything we do because of the consent decree, but it definitely is something that we think about on a daily basis.

MODERATOR: Did it hurt response rates? Are your response rates better now because you're more protective?

MICHELE DOW: That's a very good question. I don't really know what they were before. And when you're comparing 2001 to 2008, I think everybody's response rates probably are a little bit lower. We collect our own information as much as we can. With consumers, we only collect our own information. We never rent a list of consumers. We will only collect opt-ins that opt into our information. We have pretty good response rates, depending on what the information is, so I wouldn't say that's negative.

From a physicians' standpoint, we do rent names. Physicians are very challenging to get a hold of and so we do rent names on occasion, and our open rates range between 14 to 30%, depending on the offer.

MODERATOR: Questions from the audience? If you

do, come up to a microphone.

PARTICIPANT: Do you email your privacy policy every year?

MICHELE DOW: We email our privacy policy on every email for any individual who is signed up to receive information from us. That's an excellent question. We make sure it's on every email that's going out. It's obviously on all of our websites. We do try to contact individuals every six months because we want to keep our lists fresh. And we do have opportunities where we're just saying, "Hey, we're just keeping our lists fresh. If you want to opt out, please feel free to do so." So, yes, we do use our privacy policy very frequently. We have a privacy policy for consumers and one for HCPs. I'm sorry.

PARTICIPANT: Dealing with pharmaceuticals, how many problems do you have with the Ohio State law that states that you can't mail at all anything to do with drugs?

MICHELE DOW: Any states that I can't mail to?

PARTICIPANT: Ohio. Yeah.

MICHELE DOW: Yes, we have states that we cannot mail to from a direct mail perspective. And we don't really have anything from an email perspective because it's all opt-in at some point in time. We do have information though, depending on what state you're in. Say if you're in Vermont, Vermont has laws that say, "You can get pricing information." I won't go into a lot of detail there, but every email we send to Vermont, we have to make sure that that offer is available, that those physicians can go and look at pricing information. So it does vary by state.

PARTICIPANT: So how do you guarantee that the email address isn't actually located in that state and isn't going to be read by somebody in that state?

MICHELE DOW: We ask for address information. That is something that we've just recently added within the last year. At one point in time, we were only asking for email address, we weren't asking for their demographic information, trying to keep it somewhat simple because we only want to collect that information that we're going to use. So at that point in time, we had to add all those appendages to every email, so it became very bulky. So we have gone to more of a state structure.

So what we did with our old list is we asked those people to re-opt in. And I'll be happy to say we had about 50% who re-opted in of our physicians. When they re-opted in, we asked for more information so that we know where they said they are located. So if they said they're located in Vermont, then we're going to send that Vermont information. Depending on what states there are, there may be other rules and regs, but the Vermont one's the one that comes to top of mind.

PARTICIPANT: Any best practices that you can share about how to reach physicians using email?

MICHELE DOW: That's a very good question. I go back to my marketing hat. I'm very process-oriented and I love this stuff, but I'm also a marketer at heart. If you give them information that they want, what is the offer? It goes back to the very basic. If you give them something that they want, they will sign up. If you just ask for their information because I want to send you what I want to send you, they're much less likely to sign up. We take every opportunity we can to have folks sign up. We have kiosks at tradeshows; we have information from our sales reps where they can fill out cards.

Once again, we don't ask the sales rep to get us the name and give it to us. We want to have a signed card that the physicians says, "I want you to send me information" because it goes back to that making sure that the opt-in is there. We also don't do double opt-in, but we will send you a confirmation email saying, "Dear Michele, you've signed up." If it's not you or you don't want it, you can opt out right there because we want to be very, very transparent.

I don't know if you all know this. There is a privacy law and I don't know the exact one, I'll be happy to get it for you, anyone who's interested, that says, "You need to be able to show – I, as a consumer, should be able to go to you and say, 'How did you get my name and when?'" So there needs to be a time and date stamp. So we do that. We make sure there's a time and date stamp. So if we collect something on a business reply card, we keep those cards forever so that that if doctor comes back and says, "I never signed up", we can go back and we can find that exact card. Obviously, if it's a website registration, we can go back and look at the database at the time and date stamp. Yes?

PARTICIPANT: Hi. I was just wondering how the HIPAA regulations that came into effect last year or the year before, I forget, have affected some of your data rules,

regulations, management, integration?

MICHELE DOW: That's a very good question. HIPAA's obviously another thing that we are dealing with. Once again, from a consumer perspective, we do not send any information to anyone who hasn't signed up either via web or via BRC, so that we know hopefully we're dealing with that individual with a confirmation email and some type of information. We don't send, at this moment in time, a lot of very private information. One thing we don't – as I said, we don't send to Cialis. There's things that we don't send to.

As targeted medicine comes into play and therapeutics become much more targeted to the individual, we know that's coming down the pike, so that's another reason we're wanting to make sure we have everything very, very clean and very, very clear. So we're preparing for that in the future, but we don't send a lot of personal information. I will tell you from a direct mail standpoint, we don't even personalize. We don't personalize our email either. It won't say, "Dear Michele", or, "Dear Sam" and we don't do that from a direct mail perspective either because when you're sending direct mail and it's being folded and put into the envelopes, you can easily get two on one. We don't want anyone's information ever being shared, so we don't personalize for that reason. Same thing with email. We never personalize to the name. Yes?

PARTICIPANT: Hi. So how do you keep up to date with all of the changes that are going on in every state or every country without Google every week?

MICHELE DOW: Every week.

PARTICIPANT: It's amazing. Every week.

MICHELE DOW: You are correct.

PARTICIPANT: So you're doing it every week?

MICHELE DOW: It is very challenging and that's why I had the slide. We try to be very transparent and keep things very simple and just say what we're going to do. So, obviously, it comes into play with the Vermont law with physicians and so forth. We do have a team of privacy folks, about eight folks in our U.S. privacy area, that keep up to date on that and are constantly feeding the rest of us on what we have to know and how we're doing it. So it's a big investment. It really is.

PARTICIPANT: And that's what they're doing then, they're just going into Google and trying to interpret some of the regulations? Because it takes an attorney sometimes to really interpret –

MICHELE DOW: Yes.

PARTICIPANT: - that stuff.

MICHELE DOW: It does.

PARTICIPANT: Are they, in fact, attorneys? I guess that's a good question.

MICHELE DOW: We do have attorneys on staff.

PARTICIPANT: Okay. All right.

MICHELE DOW: And we also have external counsel on staff. We are constantly looking at that and not only from a U.S. perspective, but globally. I work in the U.S. affiliate, so I only – I'm most concerned about U.S., but from a global perspective, it's even more mail.

PARTICIPANT: Yeah. I try to help enterprise clients and forget it, they're just trying to, out there, interpret as well and they don't have the legal teams and so forth, so it's a struggle. So thanks. Okay.

MICHELE DOW: It's very challenging. That's why I think if you go back to just keeping it simple and doing what you say you're going to do, you're probably okay, depending on – if you're selling pharmaceuticals, then you have to be very cautious about the rules and regs for selling to a physician. Obviously, that's a little different. But from a consumer perspective, if you say what you're going to do and then do what you say, you should be fine.

PARTICIPANT: Thank you.

PARTICIPANT: Have you had any close calls in the past few years, somebody saying, "Do it. Send it. Send it"?

MICHELE DOW: That's an excellent question. We do get a lot of "Do it, say it, send it", so we do have those policies and procedures in place. We also have some timelines built in saying – we have Visio diagrams that show how long it takes and, as all you know, it's not like pushing an Outlook button. There's lots of things that go behind it. So we really don't want to send anything less than 14 days and we don't send anything on Fridays

Information Security Procedures and Privacy Protection

because it gets down to that Friday at 2:00, push, push, push, and we don't want to do that.

So we have a rule that we won't send anything on Fridays unless it's something super urgent. If something came out that was a safety problem or something along those lines, we would have the response team to put that in place. But if it's promotional and if it's not life-threatening, it doesn't go on Fridays. And we audit everything and there is that response team in place and I will tell you that it has been used.

MODERATOR: Thank you, Michele. Perfect. There's Michele's contact information and she's taking questions still here.

Information Security Procedures and Privacy Protection

Information Security Procedures and Privacy Protection

Michele Dow, Associate Marketing Consultant
Eli Lilly & Company
Monday, February 25, 2008

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

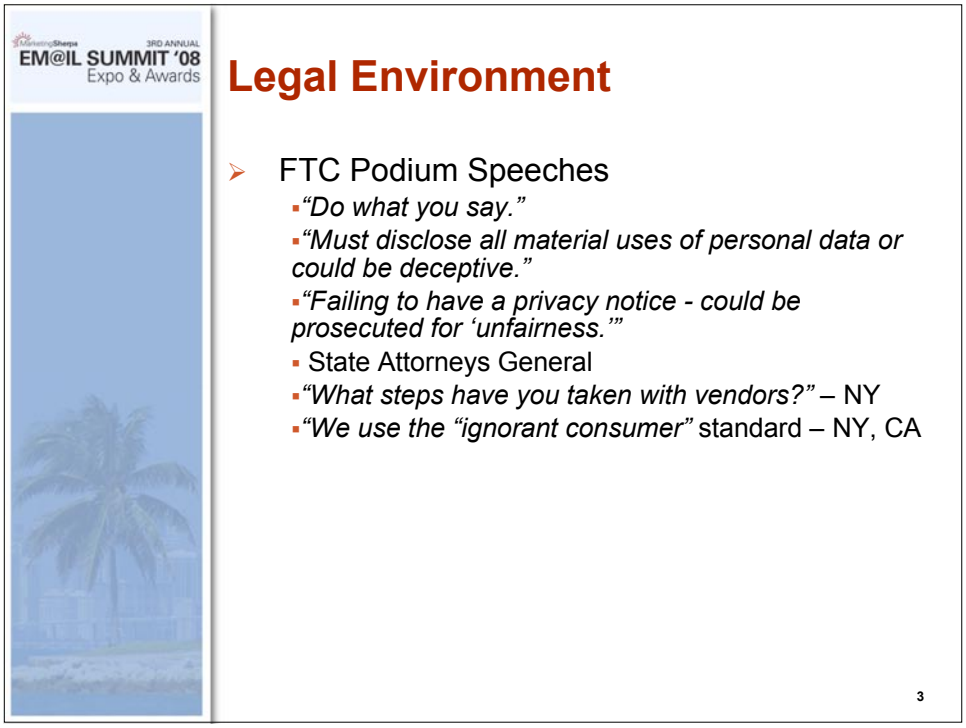
EM@IL SUMMIT '08
Expo & Awards

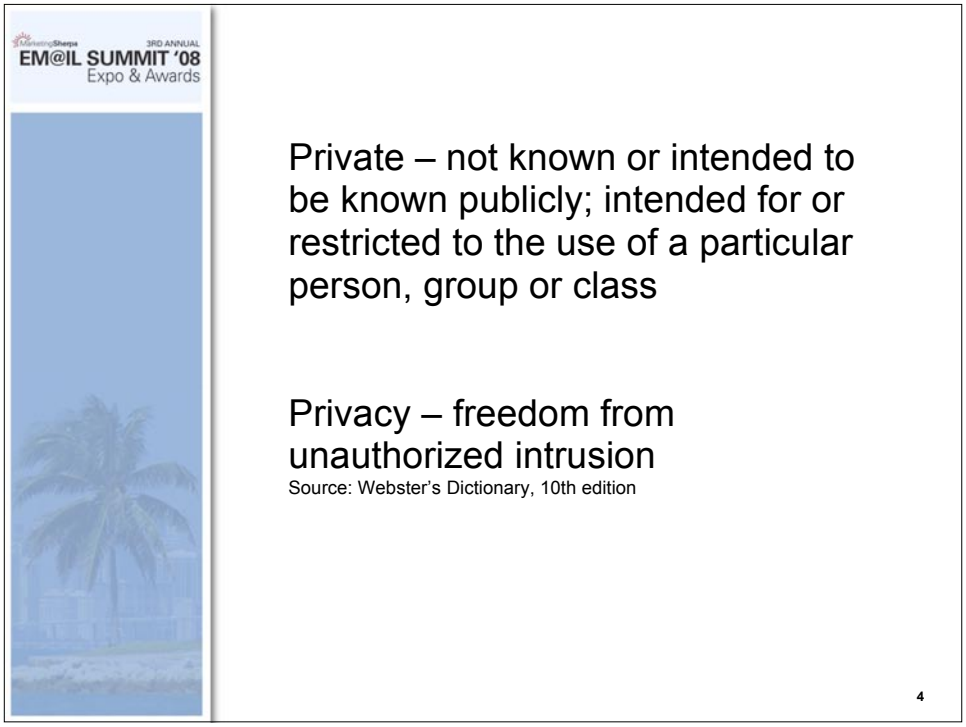
Email Environment Today

- CAN SPAM
- Increased Privacy Needs
- Technology has enabled customization to reach precise customer groups and elevate targeting strategies
- Consensual or permission marketing is becoming more main stream and a requirement of CAN SPAM. Consumers expect it.
- Consumer information is personal and private

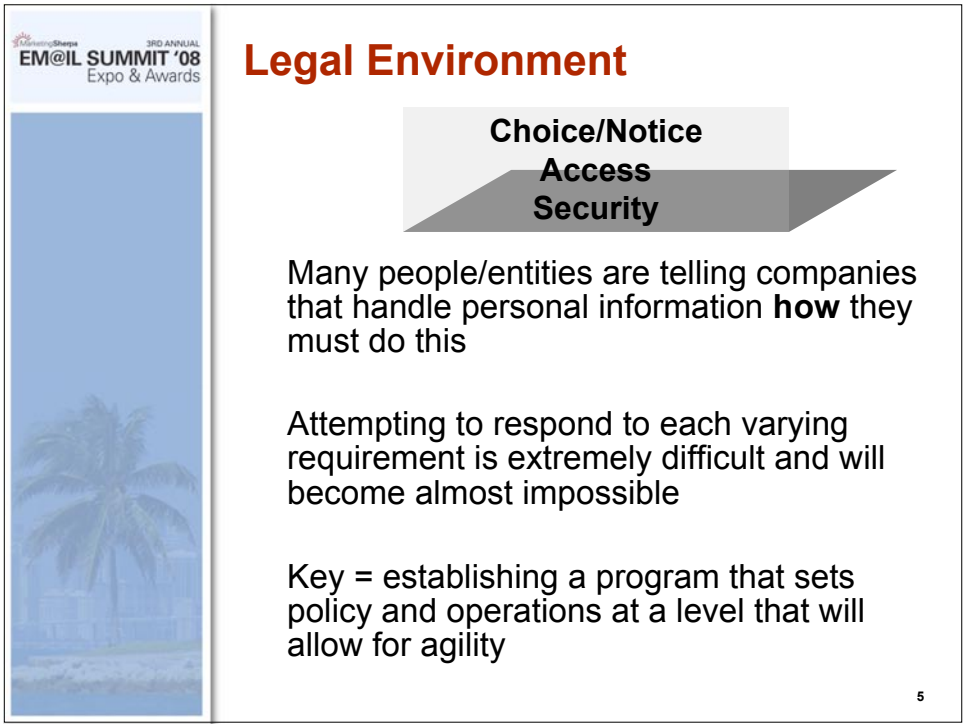
2

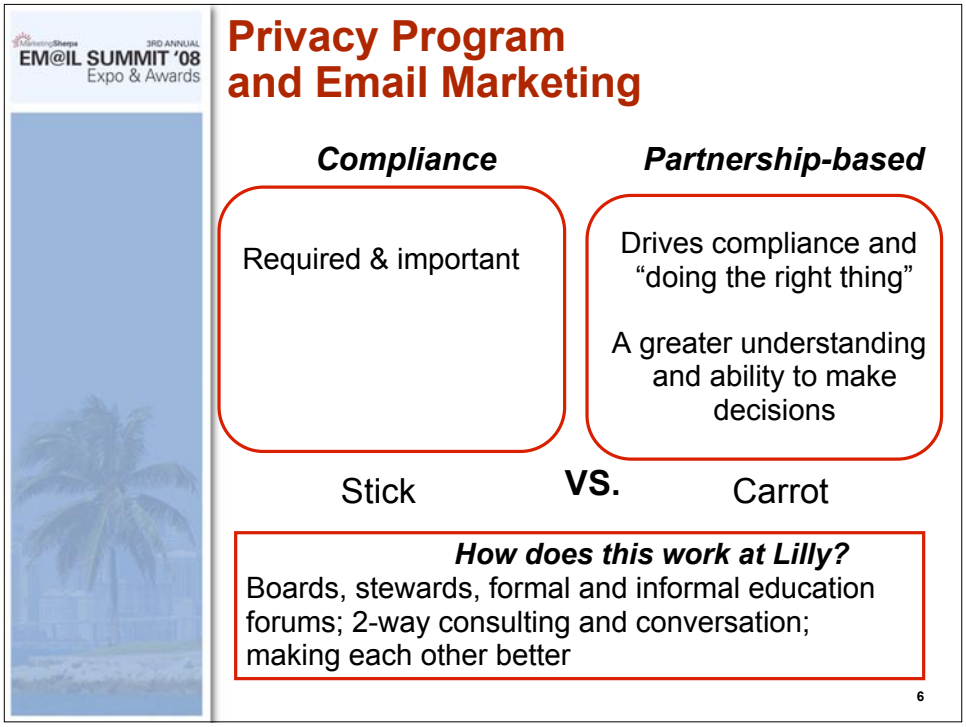
Information Security Procedures and Privacy Protection





Information Security Procedures and Privacy Protection





EM@IL SUMMIT '08 Expo & Awards

Making It Personal

- The Lilly Precedent:

  FTC in the matter of Eli Lilly and Company,

  Docket No. c-4047, May 8, 2002

  Eli Lilly and Company Assurance of Voluntary Compliance and Discontinuance with Attorneys General of Eight States, July, 2002

- The Disclosure:

  Email sent to 669 individuals with email addresses of the addressees in the *"to:"* line

- The Privacy Notice Claim:

  "We respect the privacy of individuals who visit this site."

7

EM@IL SUMMIT '08 Expo & Awards

Making It REALLY Personal

Commissioner Swindle during his meeting with Lilly in January, 2002:

"Lilly is a fine and ethical Company and I hold you in the highest regard. Because of that, I have high expectations: that you will treat consumers fairly, not just because the law says you have to and not just because it makes good business sense, but because it is the right thing to do . . . "

8

Information Security Procedures and Privacy Protection

EM@IL SUMMIT '08 Expo & Awards

Lilly's Consent Decree

- Lilly Precedent:
- FTC Settlement – 20 years; State Settlement – no termination
- Make no misrepresentations
- Create formal privacy program with appropriate oversight
  - 5 year retention of records
- Create appropriate policies and procedures to protect personal consumer information
  - Discipline is expected if policies are violated
- Provide appropriate annual training
- Audit privacy program annually - external consultant
- Should sound very similar to OIG/HHS guidance

9

EM@IL SUMMIT '08 Expo & Awards

Promises to Consumers

Each of the following claims from privacy notices should be supported by a "program":

- "We recognize the importance of protecting the privacy of the users of our web sites"
- "Any such information is held on a secure server operated by X company"
- "We will not sell or rent personally identifiable information to any other third party without your permission"
- "Personally identifiable information will not be sold, rented or exchanged outside of X Company unless the user is first notified and expressly consents to such transfer"
- "We will limit access to this information to those X Company personnel with a need to know"

These apply to all operations unless explicitly limited – per FTC.

Information Security Procedures and Privacy Protection

EM@IL SUMMIT '08 Expo & Awards

Setting the bar and driving business – but how?

61% feel that the amount of marketing and advertising is out of control and 65% feel constantly bombarded with too much marketing and advertising.

Press release, Yankelovich, Consumer resistance to Marketing reaches an all time high (April 15 2004)

80% (of consumers) believe corporations are too concerned about profits and not concerned enough about responsibilities to "environment" – employees, consumers, surroundings.

66% believe corporations will take advantage of the public if they believe they won't get caught.

63% believe even "well-known, long-established companies" cannot be trusted to make safe, durable products without government setting industry standards.

11

EM@IL SUMMIT '08 Expo & Awards

Trust – the good news

The promise

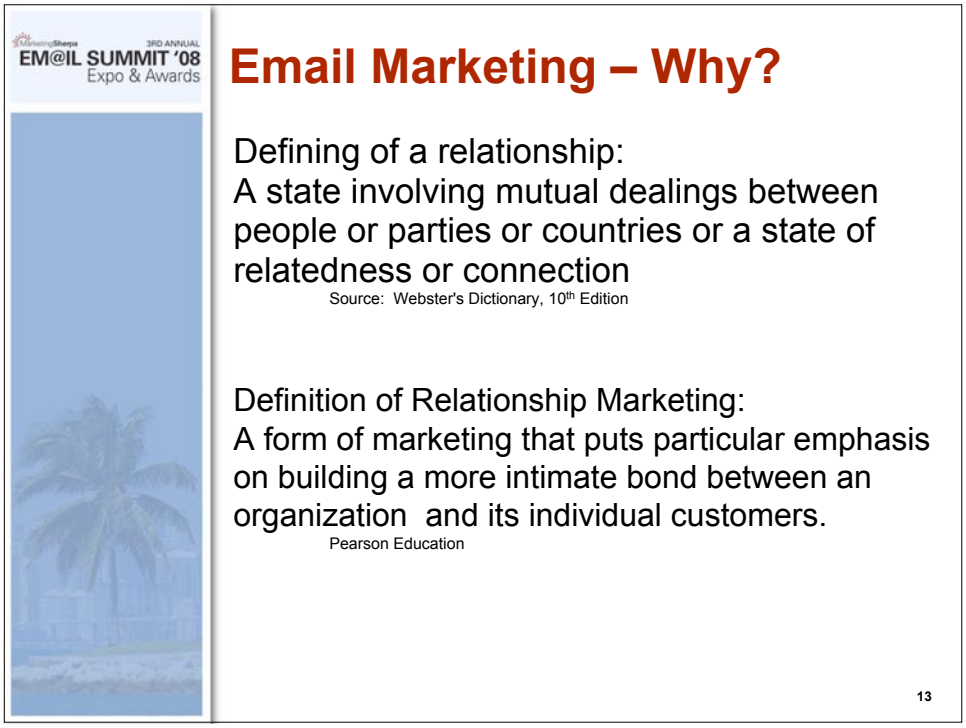
More "information" about our customers will lead to delivery of goods and services targeted to their individual needs.

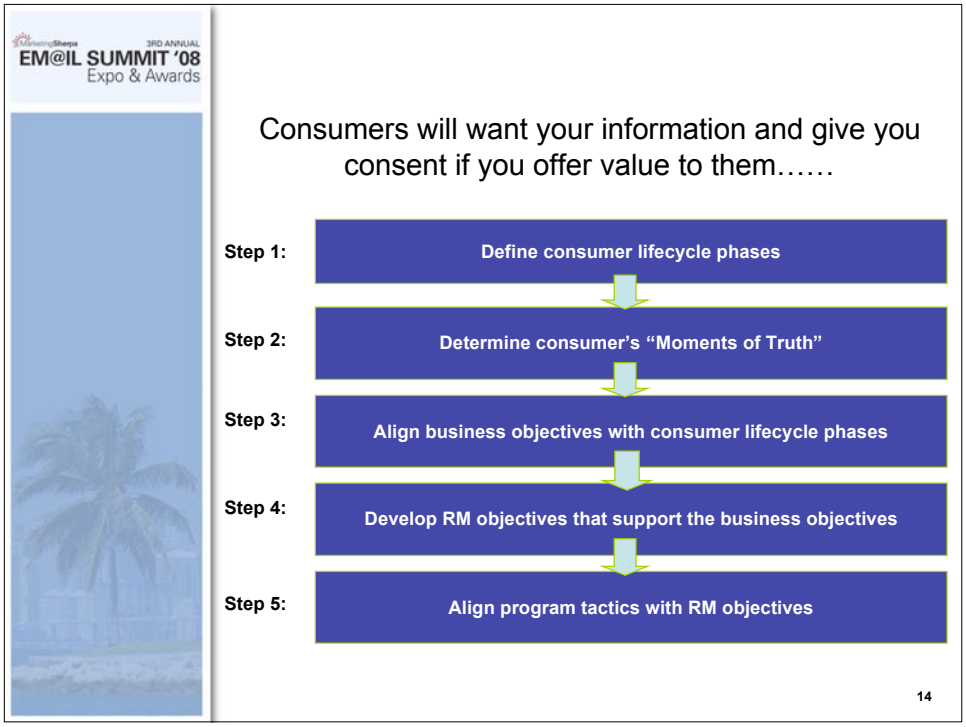
vs.

The reality
Corporations have simply used the additional information to do "more of the same" – "we haven't changed anything, we've just increased the rate at which we're saying it" (more spam, more advertising, more emails, more sales calls, etc.).

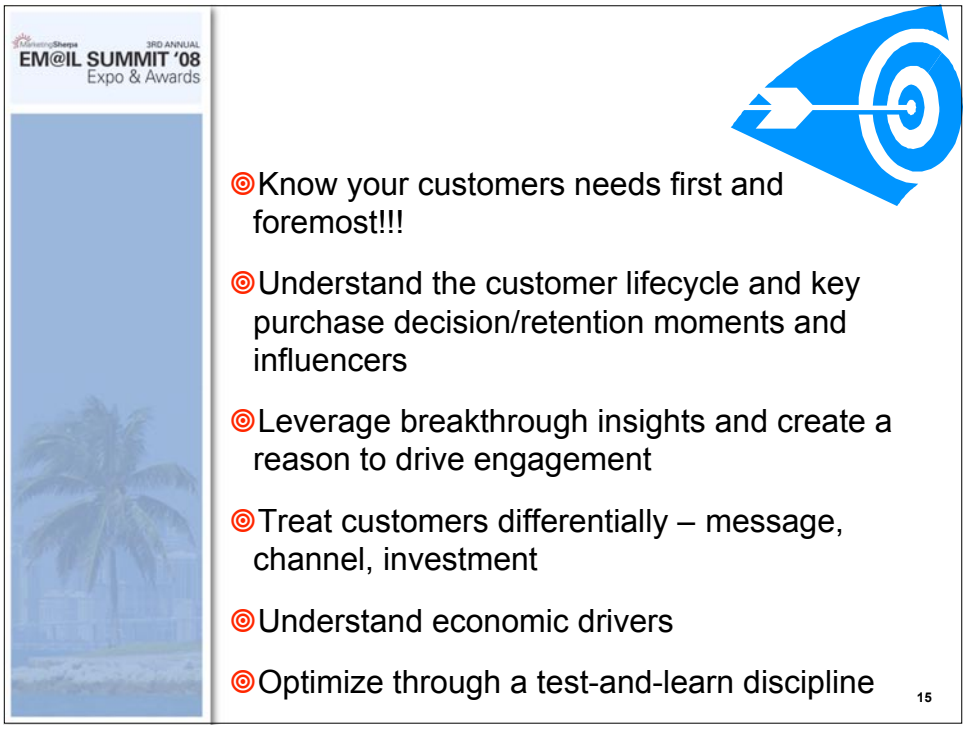
12

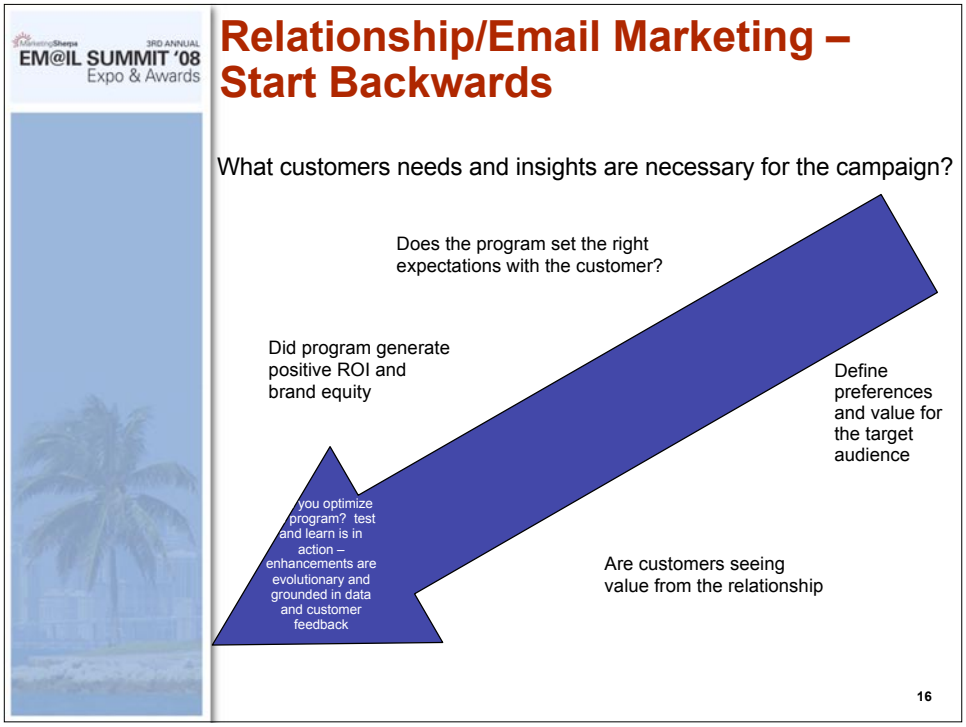
Information Security Procedures and Privacy Protection



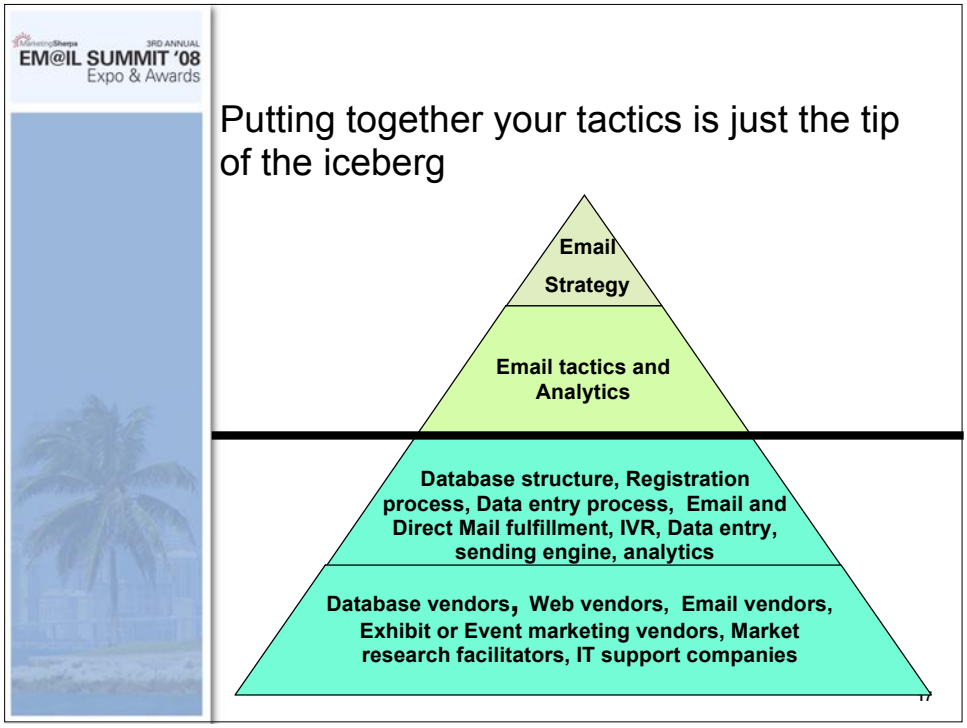


Information Security Procedures and Privacy Protection





Information Security Procedures and Privacy Protection



Information Security Procedures and Privacy Protection

EM@IL SUMMIT '08 Expo & Awards

Devil is in the details…..

- Have staff and vendors sign off on SOP review
- Draft interface agreements with all your vendors
- Password protect where there is data
- Make sure all connections are secure
- Be explicit with how data should be passed
  - – have data transfer guidelines
- Create escalation paths and incident response team
- Detail timing and events like "0" records
- Bring vendors up to speed-document certification process

19

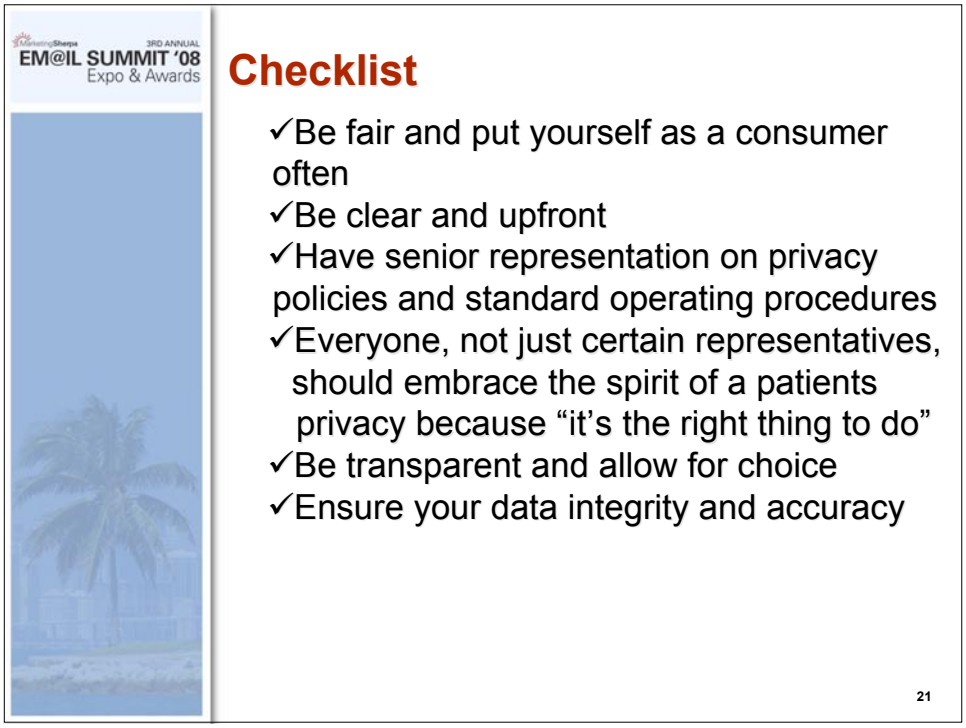
EM@IL SUMMIT '08 Expo & Awards

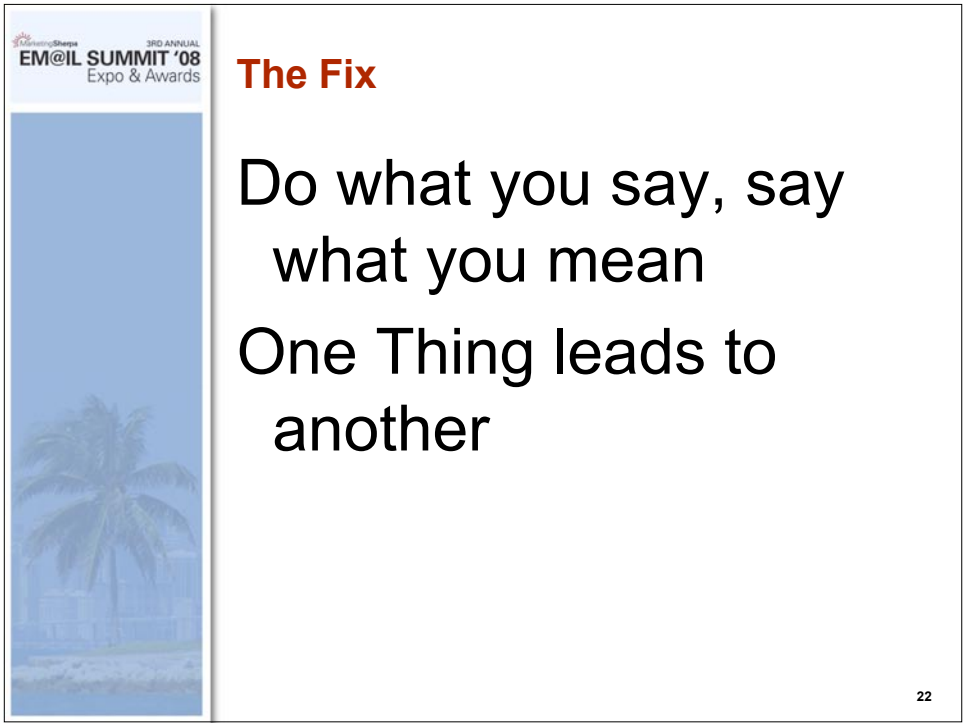
Keep it safe

- Secure Collection
- Secure Storage
- Secure Transfer

- Includes secure channel and/or data encryption.

20





Information Security Procedures and Privacy Protection

Strategy and Procedures for Global Email Operation

SESSION DESCRIPTION

For many BtoB marketers, Email marketing has become a global necessity. Despite the obvious challenges of language, local law and time zones, global Email marketers must plan and execute an Email marketing strategy that delivers the right information to the right audience while maintaining consistent branding and messaging across continents and cultures. Focus will be on regional and country segmentation, an explanation of global roles versus local roles, and the process followed for planning, executing and measuring Email campaigns.

ABOUT THE PRESENTER

Jeff Kosiorek

SeniorManager of Corporate Communications,
TAC

Jeff Kosiorek has 15 years of experience in marketing and communications management. In his role as Senior Manager of Corporate Communications at TAC, he is responsible for developing and implementing global communications strategies aimed at increasing efficiencies within the company's marketing operations. He also oversees the organization's Enterprise Email Marketing system currently in use in 54 countries. Prior to TAC, he was Director of Marketing at Inforonics, where he defined the organization's marketing strategy and managed the company's product marketing, direct marketing and marketing communications operations. He has a Bachelor of Arts degree in Communications from Westfield State College and a Master's degree in Innovation and Technology from Boston University.

ABOUT TAC

TAC's mission is to provide added value through building environment services for indoor climate, security and use of energy, delivered with advanced technology to end users and property owners throughout the world. TAC employs more than 7,000 people worldwide with partners and branches in 80 countries. They can be found on the web at www.tac.com.

PRESENTATION

MODERATOR: Well, Michele talked a little bit about international and some of the challenges that Eli Lilly face. I think Jeff is going to get in some more detail on that. If you think managing your email campaign and everything around it is hard, the global level just takes things just to a whole other perspective. You've got languages, you've got laws, you've got time zones, you've got segmenting, you've got regional aspects, you've got country aspects. You've got the whole thing. And Jeff Kosiorek has probably a headache just about every day thinking about some of those. He's Senior Manager of Corporate Communications at TAC and he will talk about strategy and procedures.

JEFF KOSIOREK: All right. Thanks, Tad. Thank you all for sticking it out. I know it's been a long day here and this is the last session of the day. So I'm sure you'll be a very small, but attentive crowd. I can feel it already.

Quick show of hands. How many folks are currently doing global email communications or international? Okay. Good. A fair amount. And how many folks are going to be doing that in 2008? Okay. Very good.

Coming down here yesterday from Boston, when I was flying down here, I had a couple of quick thoughts. One of them was the fact that my wife is stuck in Boston with my 4-year-old and 2-year-old while I'm in Miami, so she hates me. The second fleeting thought I had, I kind of turned the clock back 20 years when I was thinking about this presentation and it was a conversation I had with my dad when I was going off to college and he said, "You should really concentrate on this international business thing. I think it's the way of the future." And he was in business and I thought, "Ah, I'm going to go have fun in college and whatever." So now I'm here talking to you 20 years later about global email operations and I'm jumping on a plane to Denmark next week. So I guess my old man knew what he was talking about, right?

Well, let me just quickly give you a brief discussion about what TAC is and what we do. Some of you may have heard of us, some not. We're a large-scale provider of building automation solutions. What does that mean? We design and manufacture large-scale heating, ventilating, and air-conditioning systems, basically the brain that controls a giant facility such as this hotel or an airport or university. We also have a security practice where we have physical security. At banks and airports,

you're going to see access control and video systems. We do that as well.

We're in about 80 countries around the world, about 7,500 employees, and in those 80 countries, we have dedicated marketing personnel and that's who I'm going to be talking about and for throughout this presentation, those localized resources where we, as Corporate Marketing, can count on to push those messages out through email communications.

Our parent company is Schneider Electric, a large, $22 billion company based over in France. Some of their other brands besides TAC you might have heard of, Square D, and also they acquired APC, American Power Conversion, last year; more of a consumer-based brand, so you might be familiar with that.

I came onto TAC about a little over three years ago. My first charter was to make sense of our global email communications program. As I said, we're in a lot of countries, there was lots of inconsistencies when it came to brand awareness and brand integrity, when we talked about what information was going out, was it being sent out in duplicate, who was doing what, etc. Lots of issues happening there. So my first charter with the company was, at a corporate level, to centralize all this, put a method to the madness and figure out how this is all working, what roles people have, and how to make this process better.

I'll be talking a lot more about that. In this case here, this is just some quick program goals and objectives that we had at the corporate level. I quickly assembled a team of three or four folks from our corporate marketing staff and also brought on board one representative from each of our three regions to be part of this fact-finding mission and implementation team to get us to that next level.

These are some of our goals and objectives. The three that I circled, almost arbitrary, but we had to get a cost-effective solution. We had to find something that would be cost-effective, yet powerful to use. It had to be easy to use. As I said, we're in 80 countries, so we're dealing with some marketing folks where English isn't their first language, some folks aren't technology savvy, they've got varying degrees of interest there. And also when you look at email marketing in general, we all know it's a craft, it's a science, it's something that's learned and to get these folks on board. So developing a solution that was easy to use was critical.

And, lastly, as marketers, you know – not to knock any IT folks in here if there's any IT, but at the end of the day, you want to have a self-service model. You want to count on yourself and your marketing staff to administrate and manage these programs, and that can be frustrating for both parties if you're running to IT if you need support on an application, if you need support on a database, if they need to post a file to you so you can link to that, turning back the clock. Many times that's happened, right? You're running to IT, "Can you post this file so I can link to it? I got to get an email out today." So at the end of the day, that was critical to us too because we're so dispersed. Our IT group is out in Rockford, Illinois. We don't have anybody in the Boston area that can help us on this stuff, so we needed to produce a solution and find a solution that would get us to where we wanted to be quickly and self-administrate from a marketing perspective.

I'm going to do a little before and after here. Again, turning back the clock three years ago, this is an example, three quick little screen clips of what were sending out as a global enterprise. Okay? The one at the bottom you can see labeled corporate, that was going out from corporate. You can see it was basically a Outlook email. Text heavy, no pictures. There was even an attachment there. A big no-no when it comes to deliverability, right? Also no tracking, which I'll get into in a couple minutes.

The one labeled Americas, that was coming out from our Americans group in Dallas that does all of our marketing for the U.S. They had this piece of communication going out called Edge mail. And then over on the left from Europe that was going out from our European headquarters in Sweden. They had this called TAC mail. So lots of different flavors of communication. These were all taken on or around similar times of day. And a lot of problems with this, right, from a consistency standpoint, from a brand management, brand integrity. We had a transitional brand here, you can see over on the Americas side. Lots of things here and this was before.

Now let's take a look at the after. Within about three to five months of going through this – and I'll tell you a little bit about the process. We'll get really tactical in a couple minutes, but just a quick before and after snapshot. Here's some examples of what's gone out from the Americas, Singapore, the UK, Poland, and Australia, and you can see there's a lot of consistency, right? Brand integrity is there. We came up with a name for this communication that goes out to all our sales channels.

It's Exchange Mail and that coincides with some of the marketing efforts we're doing.

Every spring we have a global sales meeting called the Exchange Conferences. So these people are seeing some synergy between our marketing operations, what they're seeing when they go to our events, what they're seeing in their email box when they get these communications. Okay?

Pictures, you can see, are around the same spots. They kind of look and feel the same, but, at the same time, we're giving some latitude to our regions to be able to add to this content because people do have regional efforts, right? Our group in America might be running training seminars this week, so we want to be able to have them pull together information to talk about training seminars. Our office in Poland, they might be having a webinar series that they wanted to promote to their local partners and branches. So to have that latitude and let them publish locally is part of the plan, too. So we'll get deeper into this, but I wanted to show you kind of a before and after so you can get a framework of what we're talking about here.

One of the first thing we had to do was establish a workflow. And particularly important when you're looking at global email communications is you have to lock this down and you have to let people know that there's a new process, right? And that can be tough. I remember I was in a meeting probably 10 years ago and I went into this person's office and they had a sign on the wall and it said, "The only person that likes change is a wet baby." All right? When it comes to change, people like the tried and true. They like what they're doing. "Oh, my current email provider, they're fine and everything's working", but the realization is you got to look at the big picture when it comes to global communications and not get into these siloed issues.

So in looking at this workflow, you can see it's kind of like a funnel. We've got all these different folks that provide information to us in Corporate Marketing. So we've got our Product Marketing folks, we've got Field Devices, which is another division, you've got Business Development. They're continually doing things to energize the market. They've got new white papers that are going out, they're doing webinars, they're traveling, so they have announcements that need to go out to our channels as well. Tech Support. They've got technical bulletins, they've got software updates that need to get out. A lot of those are critical. Then we've got senior management and some of those folks need to get communications out to the field, as well.

So all that gets pushed down into Corporate Marketing. We then disperse that locally to about 350 people across the global organization, a lot of marketing managers and country managers. And then when you look at the actual distribution, I kind of outlined what our Americas group does. They do a very good job at this. You look at their partners and their branches, they've got 2,200 emails that go out to partners and we've got about 1,600 emails that go out to our branch folks.

So that just kind of shows you the trickle of information and then looking back to that before and after, the after shows what it looks like. So from a workflow perspective, we're locking down the branding, we're locking down headers and some of the graphics to make sure that that integrity stays there, and then at the end of the day, the local folks are the ones that actually press the button to their local markets.

I'm going to do a quick little internal case study here of how our strategy works for our Denmark organization. They were one of the early adopters of our Exchange Mail system, and I'm just going to go through a couple of quick examples of what they do. On our website they have a web collect form. This web collect form collects data from folks. It could be a customer, it could be a prospect, and they're essentially signing up for a e-newsletter. And in the beginning we talked about what we do. We do building automation systems, we do security, we do energy, and they actually have a healthcare practice that they promote there too. So we're allowing folks to sign up for one or many of those, depending on their level of interest, and then they're enrolled in a database and then they get quarterly newsletters in their local language as far as the topic of interest.

So we've got these newsletters that are delivered on a quarterly basis. We do check all the results, the clickthroughs and everything, and I work with our marketing manager on the ground in Denmark and we analyze these and we do deep dives on these. How many new folks did we get? How many people were enrolled in one newsletter and then opted in for another one? So we actually follow this and we track it quite frequently because we're using this as a best-of-case solution, best of breed, that we replicate through the other countries in our practice. So he's actually spoken with me at some regional events and how he's doing

this and trying to get other countries to come along as well.

This is an example of their energy newsletter that went out. We've got a Forward To A Friend feature here, which adds some additional lead generation possibilities for these folks. There's always links in there. They can respond at any time and get back to our Denmark office with any questions. And, of course, it carries the brand, as you can see, the header in here. It's in Danish, but it looks the same as the Exchange Mail headers that were going out before. So there's brand continuity across all these communications.

So at the end of the day is this worthwhile, looking back three years ago, moving forward with this effort? And the answer is yes. It is an indispensable component of our marketing strategy. I travel quite frequently to our three main regions, in the Americas, the Europe, and Asia-Pacific, and I'm going to get into that a little bit more when we start talking about how we carried this through the regions and how we executed this campaign.

PARTICIPANT: Excuse me.

JEFF KOSIOREK: Yeah.

PARTICIPANT: When you say Asia-Pacific, what do you mean. You mentioned Singapore. Do you have any emails?

JEFF KOSIOREK: That's a good question. At TAC, as far as internally, the way we communicate to our sales channels - and the question was, for those folks who couldn't hear it, do we have any emails that go out in the Asian-Pacific region specifically, which might cater to Japanese or Chinese or anything like that? As a corporate standard, we communicate in English. That being said, the countries are allowed to do what they need to do with the content. We give them that latitude. And if you saw before the example of Poland, that's all Polish character sets.

When we did our review for solution providers, we decided to go with Exact Target. They have a very sophisticated international email marketing engine and they account for all these different character sets. They do the spam regulations internationally, so they make sure our IP address is white listed for all these. We do have some folks in Korea that are using it and that is going out in U.S. We also have some folks that are about to use it in China and we're going to be doing some testing in the near future on them, in Chinese. Great question.

So is this worthwhile? Of course it is, right? We're email marketers. We know this is going to work. What we've been able to do, obviously, is standardize and increase global brand awareness. Over the past three years, we've had four major acquisitions, so we've essentially brought four new product lines and four companies into the fold of TAC. So it's never been more important than now for folks to feel like they're part of the TAC family, to see the brand, to make sure they're transitioned properly into our corporate structure.

Communicating with the unified message. That, again, we have a lock-in publish model that we use where we can actually lock down parts of the content. So if we're doing something, say a new product release, and there's messaging around that, we can lock it down. If there's new product photos, we can lock those down so that people cannot change those out. We do still give them some latitude in some of those content boxes to change information or to localize it, but we do lock down a lot of that. Delivery statistics.

PARTICIPANT: And when you say lock down

JEFF KOSIOREK: No. No.

PARTICIPANT: So if you would be locking down?

JEFF KOSIOREK: Right. Right. A lot of times what we'll lock down is the assets that are used in the email like a price list so that people can't change pricing. Stuff like that's crucial. Or an image of a product. We don't want – everybody thinks they're a desktop publisher, but they're really not sometimes, so we really lock down a lot of those product photos or logos so that people can't play with them and then, of course, the header, which is kind of the mainstay of all of our communications. So those are the types of things that we lock down, as opposed to a lot of the content. Yeah?

PARTICIPANT: Inaudible question

JEFF KOSIOREK: Yeah, the question was this lock and publish thing that I'm talking about is that a standard feature or is that a customized feature? We have the enterprise edition, I believe is what they call it, and it was a standard feature for us. It just comes with the territory. You can choose to lock down or not lock down any or all pieces of the email. Question right here?

Strategy and Procedures for Global Email Operation

PARTICIPANT: Inaudible question

JEFF KOSIOREK: Okay. Quickly talk about statistics. If you remember back, the before and after photos, screen clips that I used, on the before there was a corporate marketing email that was in Outlook there. It was kind of ugly, no pictures and PDF attachment, etc. When we sent that out the first time through the Exact Target system, we didn't know what to expect. That was going out to about 2,500 partners. We didn't know what type of results we were going to get because it was going out through Outlook, right? So we were hoping that these were getting to the right folks.

Well, when we did the first deliverability report, we found out that the deliverability on that email was only 79%. So when you look at a wide swath of 2,500 partners, you're talking 21% of those people weren't even receiving it, let alone hopefully opening it and clicking through and all that. Quick math, that's like 450 or 500 partners who aren't even receiving the communication and this was going on for years, right?

So the first thing we did was took the 21%, got a resource on the phone, and started calling those partners and said, "Hey, is this person still there? If not, let's get that new email address. Is there somebody else we can add to this list? Are you still interested in getting information from us?", etc. And in one month's time, we increased our deliverability from 79% to 99% and that was a huge metric to be able to go into senior management and say, "Problem, solution." Implemented the solution. Within four weeks, we just almost brought 500 new partners back on board, right? So talking about metrics, that's one of the huge ones that we've been able to kind of push in our favor.

Then, of course, at the end of the day, we're educating our partners more. These folks weren't getting information, our branch personnel weren't getting information. They're the ones who are selling our products. These people were a little bit fortunate because we're not – this is B-to-B and these folks need to hear from us to sell and generate revenue for themselves. So typically our deliverability rates are very high. We're in the 95, 97% deliverability rate and our open rates are between 40, 50, 60% on a global scale, so we're fortunate in that avenue.

So let's talk about some dos and don'ts. What did we learn? Remember relationships are developed at the local level. This is particularly important, obviously, for global email operations. The analogy I use a lot for this is think of if you're buying a car, do you buy – if you live in New York, do you go to Georgia to buy a car? No, you probably buy it locally. Why do you buy it locally? Well, you want to get it serviced locally, you might have a relationship with a dealer there that you've dealt with before, a friend of yours might have gone to this car dealership, got a great deal so they want to go back. So in talking about localization, that's one of the key things that I usually tell people, that these relationships are at the local level, especially when you look at list management.

Crucial to the success of any email campaign, how are we, as Corporate Marketing in Boston, Massachusetts, going to manage a partner list for our German office? It's just not going to happen. We just don't have the relationships, we don't have the salespeople influencing us, we're not tied into their SFA systems. We just have no idea. So localization, giving these folks the tool and the power to do this, but, at the same time, leveraging them and their relationships to update these lists. Very powerful.

One of the things that's a continual challenge for us is surveying. One of the cool things that our Exchange Mail system has is survey functionality built into it where we can quickly integrate in a simple radio button survey. And I try to get the regions, as much as possible, to pull information from the field. It's easy to kind of push, it's easy to give people information, but what are they really reading? What do they want? Have you talked to them in the last six months? Have you got information back from them? Are these communications hitting the mark?

So know what you're dealing with. Survey the field every once in a while, and we're not talking about a massive survey. As far as best practices go, once every few weeks, ask them a question. And that's what I tell my folks in the field. If somebody's reading an email and they can click yes and then submit, it takes two seconds, right? But that information is so valuable from a marketing perspective that you need to capitalize on it.

As global marketers, it's easy to get overwhelmed. In our case, we're dealing with 80 countries. There's 80 different marketing managers who are continually asking us questions. How do you deal with that? And the best way for us was to – and I'm going to get into this on the next slide, I believe – is to sell your internal resources, the value of this even before you execute.

Strategy and Procedures for Global Email Operation

Identify the stakeholders and get some information from them and build out a self-service model so these folks are actually doing things themselves, they're not relying on you as a corporate entity or somebody who's supposed to be feeding them information and doing their job for them, but instead you're giving them the tools to be successful.

Strategy and Procedures for Global Email Operation

Strategy and Procedures for Global Email Operations

Jeff Kosiorek, Sr. Manager, Corporate Communications
TAC
Monday, February 25, 2008

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

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

About TAC

TAC is a leading provider of building automation solutions that manufactures and delivers HVAC control systems, security systems and energy efficiency programs.

- **$2 billion in revenues**
- **7,500+ people worldwide**
- **Partners and branches in 80 countries**
- **Localized marketing personnel**

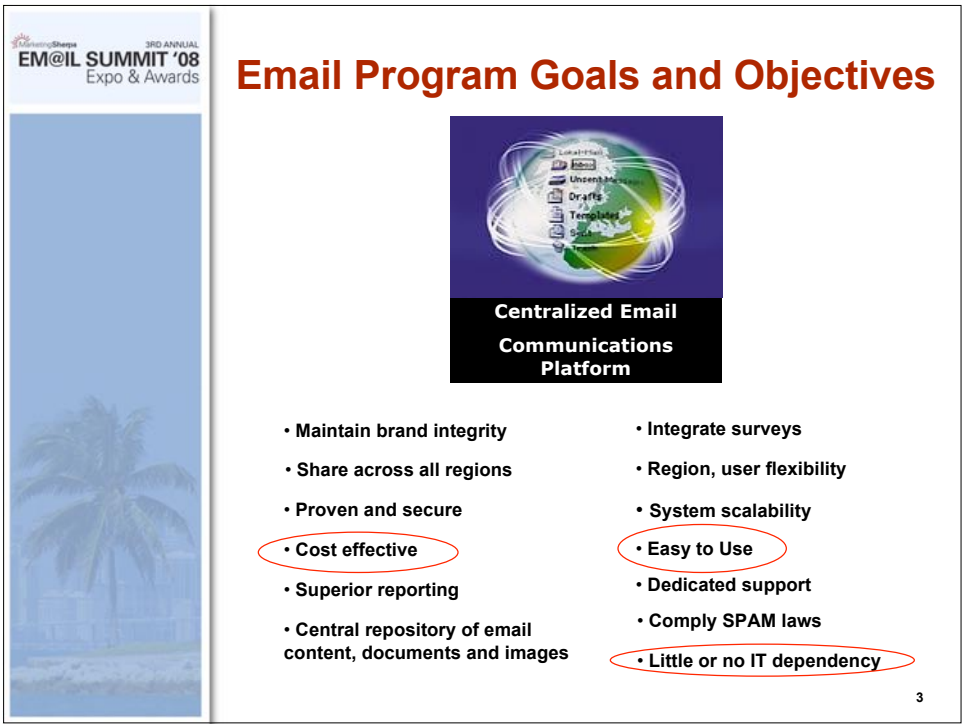
TAC's parent company, **Schneider Electric**, is the world leader in electrical distribution and automation and control with 112,000 employees worldwide and operations in 190 countries. Other business units include:

SQUARE D

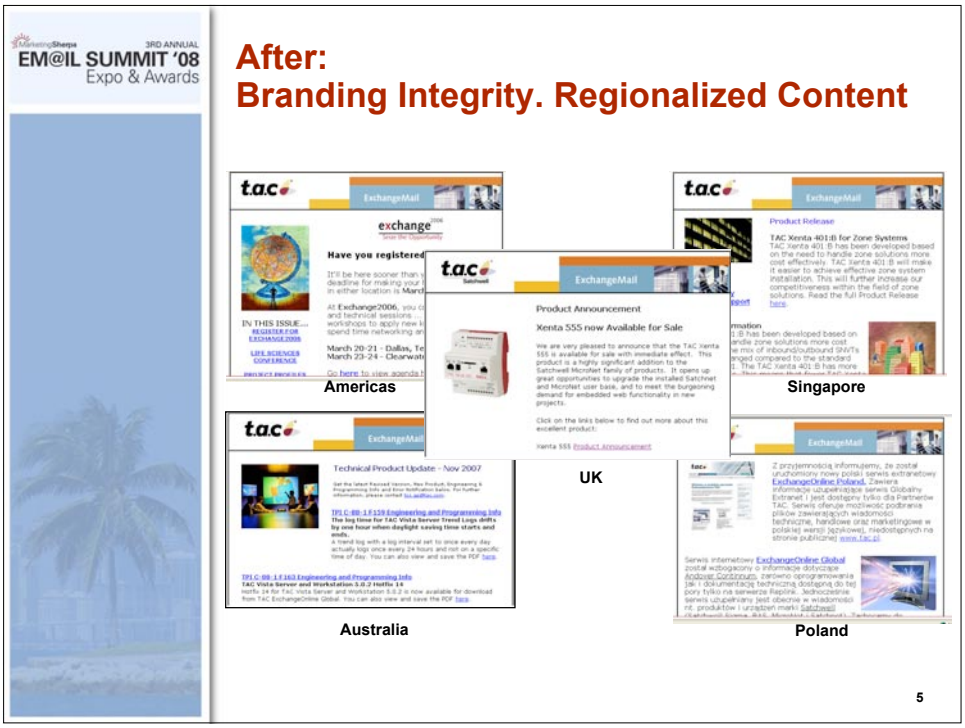
APC American Power Conversion

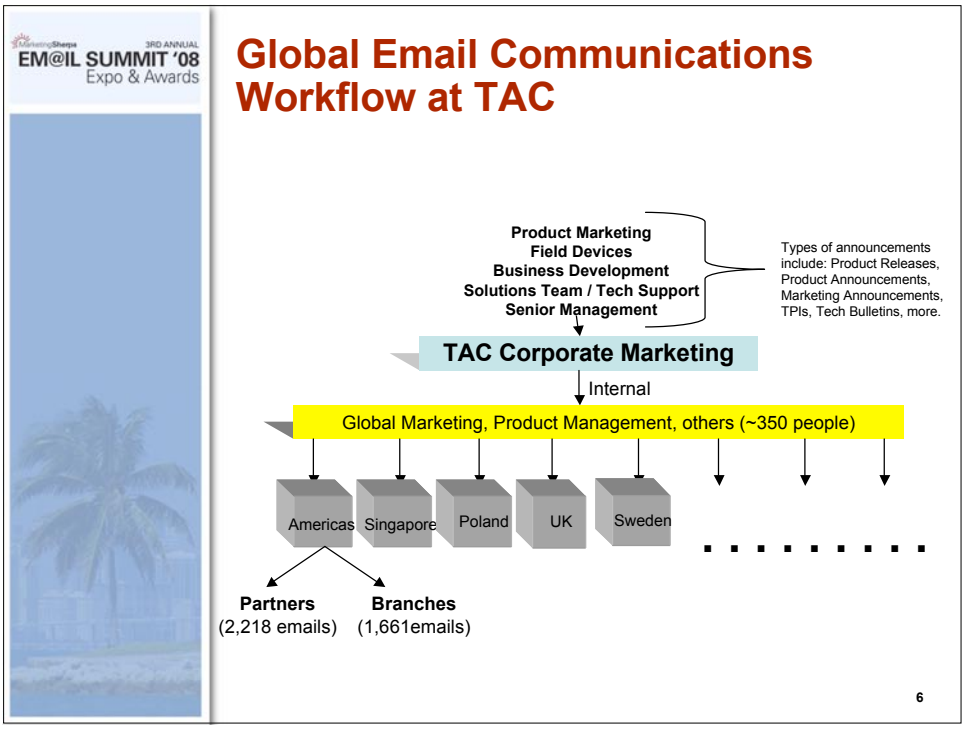
2

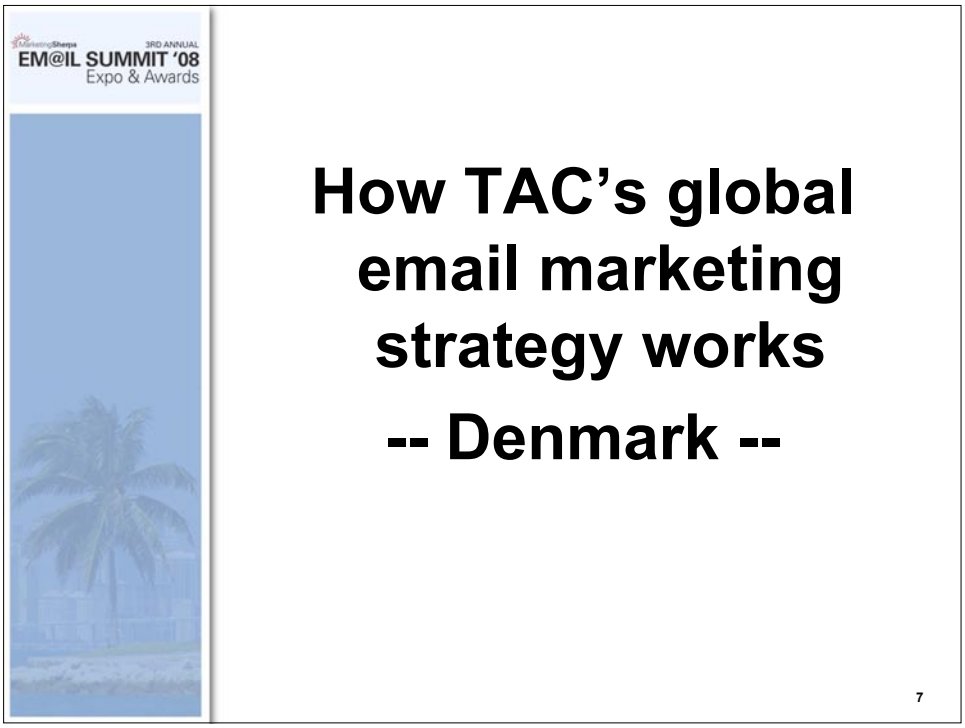
Strategy and Procedures for Global Email Operation

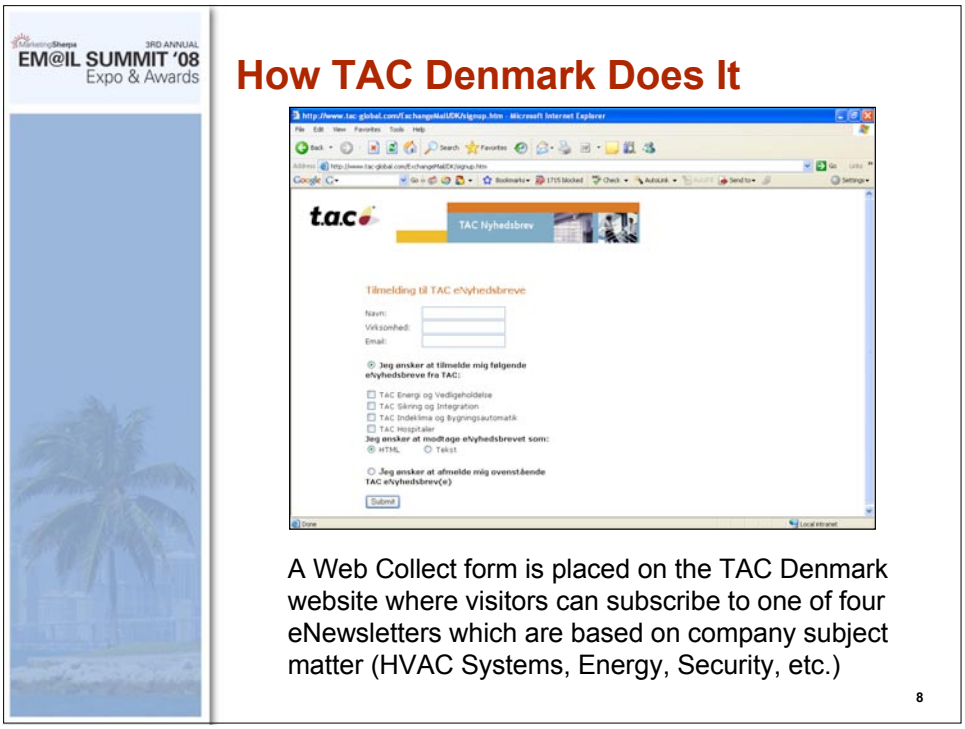


Strategy and Procedures for Global Email Operation









Strategy and Procedures for Global Email Operation

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

How TAC Denmark Does It

- Prospects are now subscribed to their eNewsletter(s) of choice.
- These eNewsletters are delivered quarterly in local language and provide information and links to only the information that the subscriber is interested in.
- Results and clicks are tracked for business development purposes.

9

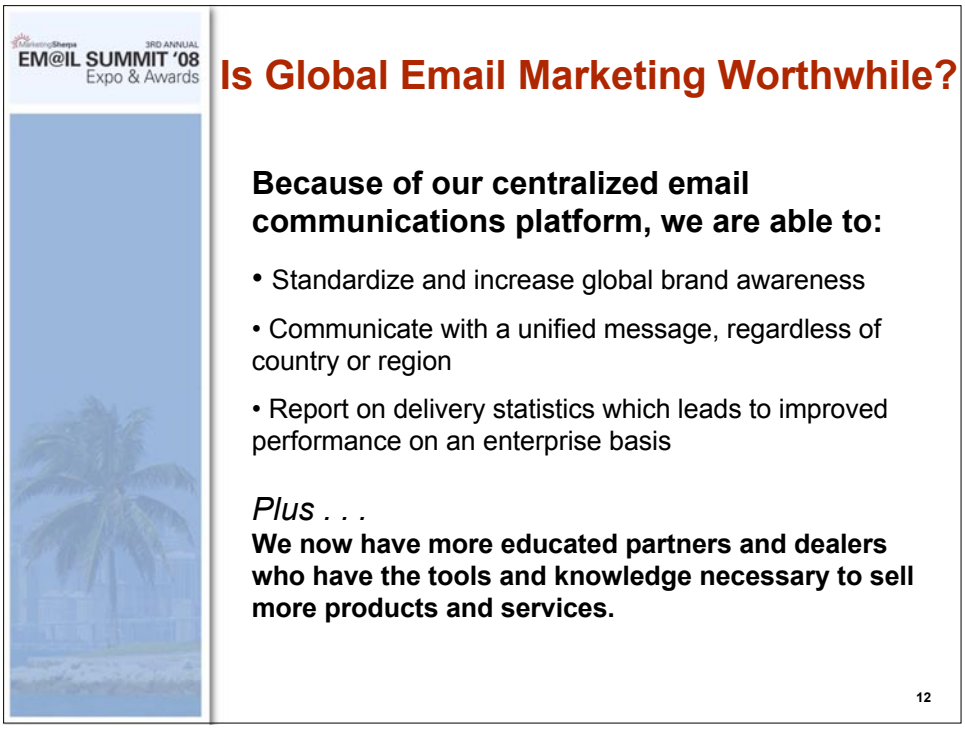
3RD ANNUAL EM@IL SUMMIT '08 Expo & Awards

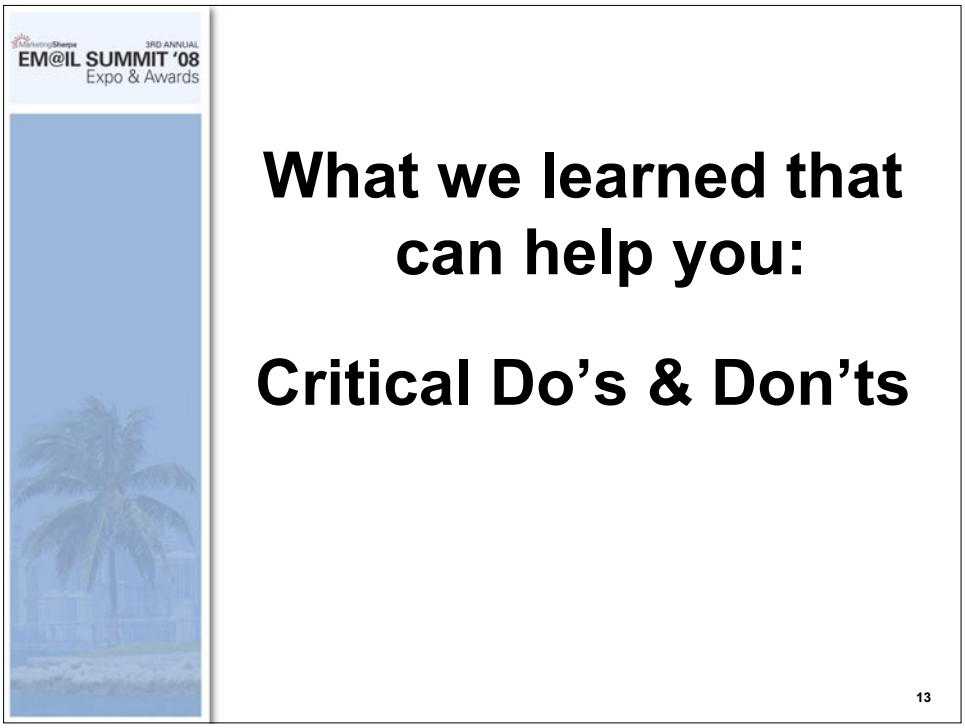
How TAC Denmark Does It

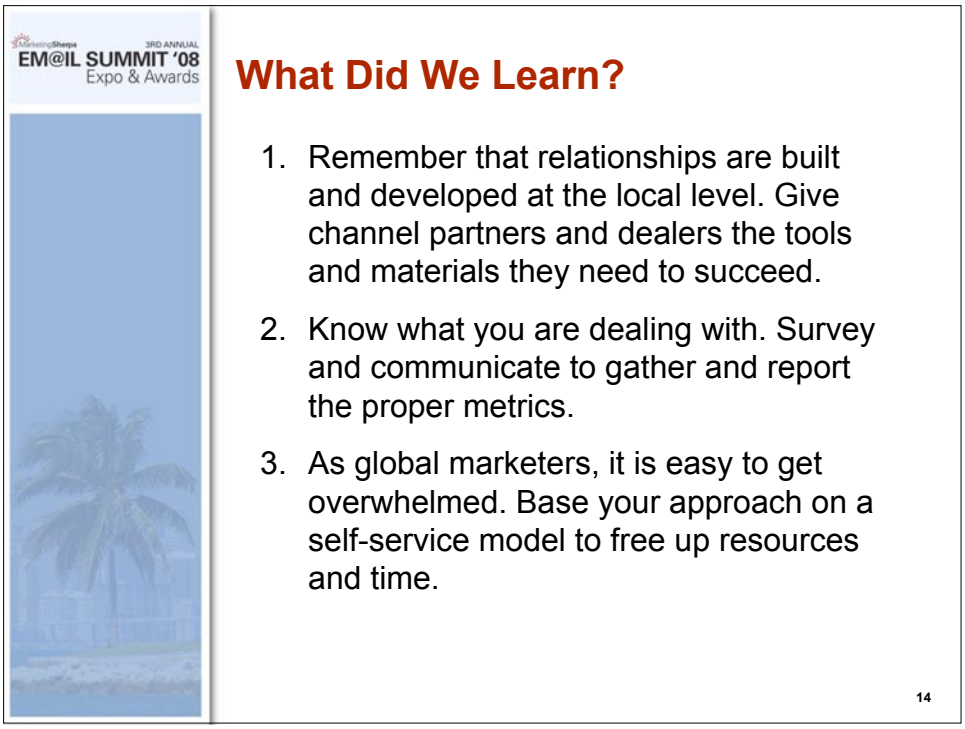
- Example of an Energy Solutions eNewsletter .
- Forward to a Friend feature allows for additional lead generation possibilities within that country.
- Recipients can respond or ask for more information at any time.
- eNewsletter carries the brand of the organization.

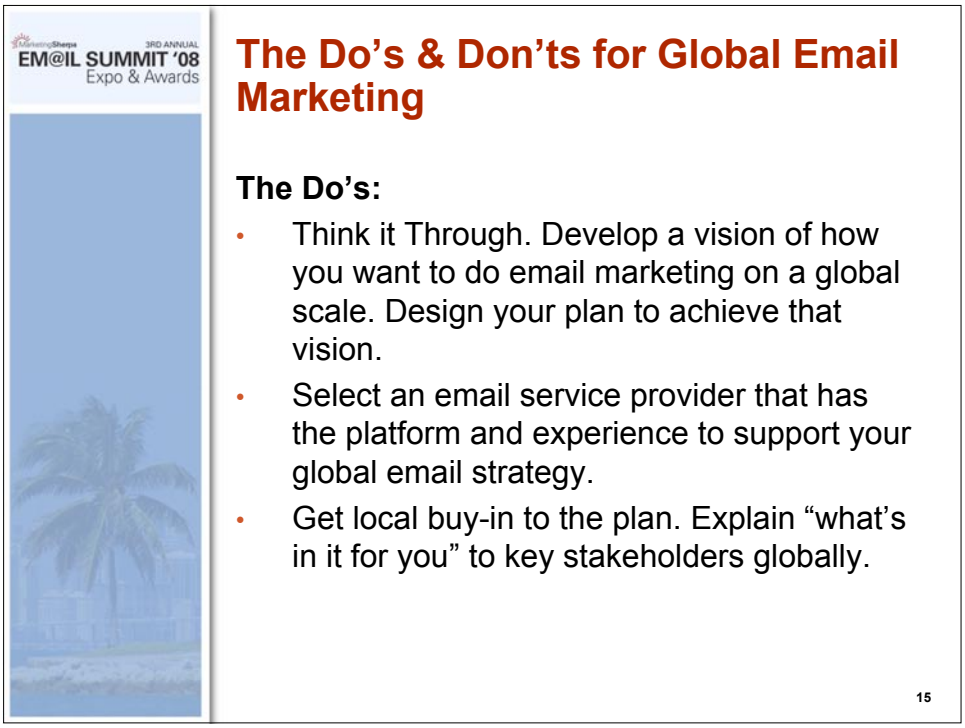
Energy eNewsletter

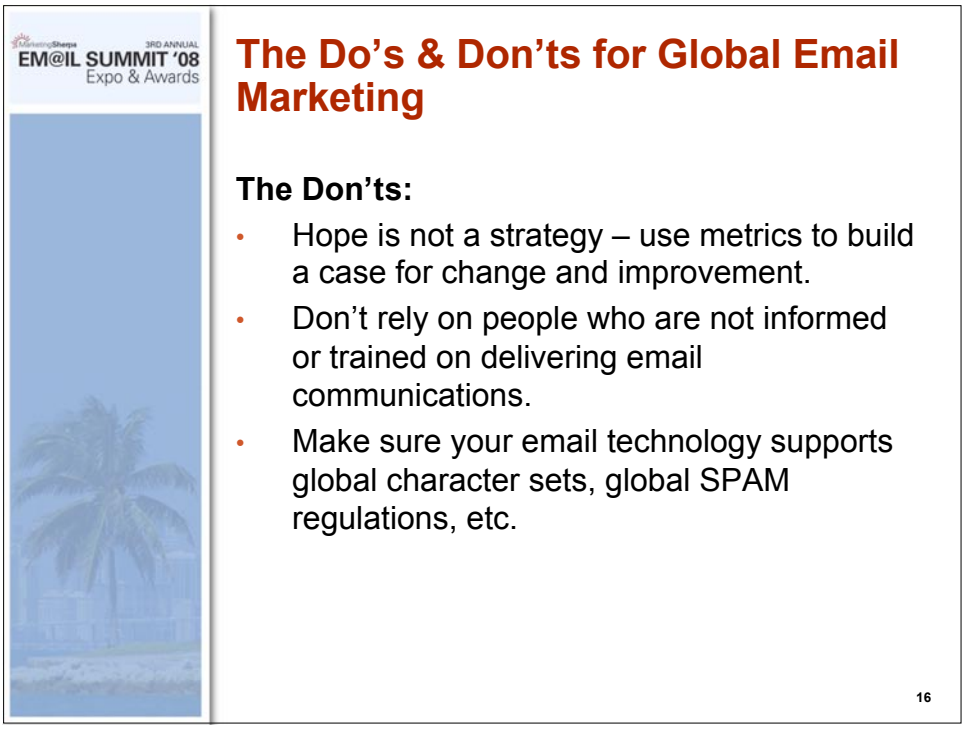
10











Email Deliverability: The Battle to the Inbox

SESSION DESCRIPTION

Hear top tips on navigating the tricky maze of ISP relationships, Email watchdog groups and other obstacles to having your Email messages successfully reach inboxes. What are the steps necessary to pinpoint your biggest obstacles to deliverability, and what will be required to overcome them?

ABOUT THE PRESENTER

Arend Henderson

Chief Analytics Officer,
Q Interactive Inc.

Arend Henderson is Chief Analytics Officer for Q Interactive, a leading online marketing services provider for advertisers and publishers. As leader of Q Interactive's Analytics team, Henderson oversees the company's suite of high-performance inventory management and analytical services, including its targeting, contact management and optimization systems and infrastructure for Email. Prior to joining Q Interactive in 1998, Henderson was an Analyst with Spectra Marketing, a VNU-USA Marketing Information Systems company, where he developed geo-demographic marketing applications for large manufacturers and retailers.

ABOUT Q INTERACTIVE INC.

Q Interactive is an online marketing services provider for advertisers and publishers. Using a unique combination of demographic, behavioral and transactional data in a proprietary targeting engine, Q Interactive is fundamentally improving the relevancy of advertising on the Internet.

PRESENTATION

MODERATOR: We have a couple of things here to clear up before we get started. So first up, I want to thank Strong Mail. They are our networking sponsor for breakfast. I want to thank Exact Target for the gala networking party last night. Did any of you make it out to that? No. Okay, probably not too many people at the 9:00 a.m. did, I'm guessing. All right. We are audio recording, so if you want to ask a question please do use a mic. I'll be walking around towards the end, so either get up and grab one or just wait for me to come to you. And please do turn off all your computers, cell phones, BlackBerrys, anything that makes weird noises. All right, and let's get started. I want you to welcome to the stage Arend Henderson, Chief Analytics Officer for Q Interactive. And a very smart guy, helped us out a lot on the Email Benchmark Guide. Appreciate it. So.

AREND HENDERSON: Thanks, Tim. Good morning. Thank you. Thanks for coming to the first session on the last day, and nice to see so many people made it back after last night and made it up in time this morning. Again, I'm Arend Henderson. I'm the Chief Analytics Officer with Q Interactive. For those not familiar, Q Interactive has an email network. We're a list manager. We also have a lead generation network, a display network, manage some internal properties, Cool Savings being the most recognizable consumer brand that we manage. So we're involved in many different aspect of the email chain. We're a list owner, a list manager, an advertiser, as well as an acquisition source for email addresses. So that's sort of our background.

And what I'm talking about today is deliverability. And this is kind of a high level road map with a lot of different items on it, but these are all the different aspects of deliverability that we manage and look at in Q. A lot of these things … authentication, white listing, things like that … have to do with infrastructure of your email program. And I'm not going to be talking about those today. I think the session following mine with Sal Tripi from PCH is going to be talking a little more detail on those. It's not to downplay the importance of those things. Your infrastructure has to be set up properly to get into the inbox at all. But what I'm going to be focusing on are complaints and the filtering. So if you're doing everything else correctly, everything is set up correctly with your infrastructure and your IPs, complaints, filtering and reputation are things that can, in the long run, cause you deliverability issues.

So ISPs and reputation services today are increasingly looking at these complaints to filter not just what we traditionally call spam but also to filter unwanted email. They're using it to filter any email that they think is annoying their members as a retention device. So that means that consumer satisfaction increasingly affects the deliverability of your program. It's not just a nice to have or something that you're talking to, it's going to

become increasingly important for deliverability, so it's yet another reason to focus on it.

The other thing I'm going to talk about is how the definition of spam has changed over time. It has gone from permission to perception based, and I'll explain what that means in a moment. So what this means is that strong permission practices and list hygiene, which used to be the benchmark for if you're opt-in or double opt-in or whatever your opt-in standard is and you're scrubbing opt-outs, then you're pretty much good to go. But the fact is, that isn't enough anymore and is going to become – even if you're not necessarily having an issue today, you may in the future as they become more sophisticated in filtering.

So to start with this may seem a bit simplistic, but to start with when I talk about complaints what am I talking about? I'm talking about that little button on the ISP screens for – Yahoo and Gmail it's a spam button, for MSN it's a junk email button. And this is essentially a one-button survey that consumers are using to flag email that they consider to be spam. That information is then used by the ISPs to filter similar content from multiple senders or to filter content from an existing sender that they believe is negatively impacting their receiver base. So it's very important to understand the cause of these complaints, and this is where, as the analytics guy, where I got involved with this is they're filtering based on a rate. I'm all about optimizing performance against a metric. Complaint rate is a metric.

So it's also worth noting that this feedback mechanism used by the ISPs, if you're not already familiar and signed up, there is what you call a feedback loop that you can sign up for, and these complaints, this consumer complaint can be fed back to you with the information about who complained and what they complained about. And even if you're not that concerned about deliverability at this point, I would encourage you to all sign up for that information and use that information. And you'll see why that this is such a valuable information source in a second.

So the place I really needed to start with, and again bear with me, this sounds really rudimentary, but what is the definition of spam. This is the definition from dictionary.com: "Unsolicited email, often of commercial nature, sent indiscriminately to multiple mailing lists, individuals or newsgroups, essentially junk email." So this is kind of a generic description, but it speaks to permission, unsolicited email. It's a permission-based description of what spam is. So I also went and looked to try to find what messaging there was to consumers about what consumers were being told about what spam was, what the definition was. There wasn't a lot of talk in the industry, generally, about it. It was seen very black and white. So these were actually not easy to find, but I dug into some of the tutorials on a couple of the big ISPs.

And Yahoo! had it defined as "spam is any message or posting regardless of content that is sent to multiple recipients who have not specifically requested the message." So this is very clearly a permission-based definition. So if you don't have permission, it's spam. If you do, it's not. That's essentially what this definition says.

MSN has a much broader messaging around it where they basically just talk to their feedback mechanism and say, "messages you report as junk are used to improve our junk email filters and can help you lessen the amount of junk email you get in your inbox." So it doesn't define junk at all. It really just leaves it up to the consumer to define that. You can almost insert any noun in there you want for junk.

So I wanted to have a quick survey of the audience of how many people agree with or subscribe to the Yahoo! definition that spam is permission-based, so spam is when you don't have permission to mail. How many people think that that's the true definition? And you can use any permission standard you want, double opt-in, the highest standard possible. Okay, how many people think that spam is anything that's just not interesting to you, regardless of permission? So anything you're just not interested in. Okay, interesting. It's a bigger split than I expected, which is good, because we went and did a survey to complainers. We took people that complained to our email and sent them an email survey, which I know seems counterintuitive, but I really wanted to know why people were hitting that button. Because, again, by that permission standard we were – we're opt-in and we did have permission to mail those people – and partnered here with the folks at MarketingSherpa to help design a survey. And what we found was 52%, which is actually a lower number than I expected – it's a big number – but they didn't remember signing up to receive email from the sender. And I say didn't remember, because again, I know that I confirmed everybody that complained did in fact opt-in to our program.

The next biggest percentage, which was a very large percentage, was similar to some of the folks here in the

audience that says the email was not of interest to them. So in other words, they just didn't find it relevant and, therefore, it was spam, regardless of their permission standard. The next biggest reason, which is kind of a three and four, should in some ways be combined, was about volume. So they either felt they were receiving too much email from the sender or too much email overall in their inbox and were using this complaint mechanism as kind of a defense to try to gain control of their inbox.

How many people have used the complaint button on their ISP, either personally or – wow. Okay, a lot of complainers in the industry. Okay, how many people have knowingly used the – of the people that complained, how many people have knowingly used the bottom to complain to email that they knew wasn't spam? Even to a competitor or just for fun? Nobody? Wait, we got a couple, a couple that are admitting it here. When we asked consumers this, a full 21% came out and said yes outright that they had complained about email that they didn't consider to be spam, but they complained about it as spam. Another 28% wouldn't admit to it or couldn't remember. But only 50% said no, that they hadn't used this complaint mechanism for email that wasn't spam.

Okay, last question. I promise this is the last part of the survey portion. How many people believe that a spam complaint is an unsubscribe? Like it's an attempt by the consumer to unsubscribe to email? Okay, so a lot of you. How many people that do use the feedback mechanism, that do get that information back, actually remove those people from their lists? Wow, okay. Looks like all the same people. And we're in that same boat, too.

When we asked consumers what they thought would happen when they actually used that button, this is where we got some of our most surprising information, I think, of the whole study. 56% thought that they were telling their ISP to filter future email from that sender, which is roughly accurate with what happens. But again, that percentage is relatively low when you think about it. It means half of the people didn't think that the ISP was going to use it as a filter. 47%, only half of the folks, thought that they were unsubscribing, but 21%, one in five, thought that they were giving feedback to the mailer to tell them that that specific email wasn't of interest to them.

Now even if you're not concerned about deliverability, this points to some really interesting feedback that you're getting from your consumer. They're saying that that specific email wasn't interesting to them. Not that they don't want to receive email from you anymore, they're just trying to tell you how you can do a better job of mailing them. So for those folks in here, and we're in the same boat there, of the people you're removing, there's at least 20% of them that are trying to have a dialogue with you and you're ceasing all email communication in the future. So something to think about.

So the next aspect of complaints that I looked at was understanding consumers – once I understood kind of what was motivating consumers, was I wanted to look into our database and say, are there any variables that are predictive of a complainer. So is there any way I can identify, either early on or even later in the game, who on my list is complaining and what are the predictive variables? The good news was I found some very predictive variables. The bad news was the variable was consumer value. So my most valuable segments were the ones that were the most likely to complain. And these two lines are clickthroughs and complaint rates. And before you jump to any conclusions, these are on a different axis, so our complaints and our clickthrough rates are not the same. But what I wanted to show by overlaying these two rates is the close correlation between complaints and response. And this is what I think is one of the most troubling things about complaint rate filtering is that there's such a close correlation between this member value.

So what the ISPs are trying to do with this complaint filtering is protect consumers from annoying messaging, but what we're seeing here is that my most valuable communication is also the most risky for me to pursue. So it's sort of having an inverse effect at some level. As we become more sophisticated with this, we're actually being compelled to do something that – mail to people that we're actually providing less value to, just because they complain less, which is kind of backwards from what the ISP goal and complaint rate filtering is.

So with all this information, it's not that surprising that – and this is from the study with MarketingSherpa and Pivotal Veracity – roughly half of email marketers, half of the folks in this room, maybe more if you're attending the session – are saying that they're affected by false positives, in other words, email that they don't consider to be spam that's getting filtered from receiving – from being delivered into the inbox. Although I would question this a little bit given the consumer perception study that we saw earlier in whether these are really false positives. How do these companies know that this email was truly relevant to their consumers and that it

was something they were interested in? If this is looking just at permission, that's not really the measurement anymore.

So what does all this mean? It may sound like I'm coming out against the complaint button and complaint rate filtering and calling for its banishment, but I'm not. I believe that complaints are a potentially powerful tool for marketers, as well as ISPs, to provide value to their shared consumers. And this is an important point that because you have permission from a consumer, you don't have sole ownership of that relationship. So consumers also have a relationship with their ISP, but that value is a two-way street. Without your content and your value, the ISP's relationship with the consumer becomes less valuable. So if the consumer can't receive the email they want, then that equation breaks down. If they're receiving a lot of email they don't want, that also negatively affects that relationship. So this is a powerful big use of information.

Again, even if you're not having a lot of issues with deliverability, or this isn't a big issue for you, I would recommend paying attention to this information, because like I said, you're getting essentially a free survey every time you send a mail and free consumer feedback.

So the next issue I talked about was consumer versus industry perception of spam complaints. And as you can see, even among the folks in this room, there's some differences, some real meaningful differences in what defines spam. And that goes even further when you go out to the consumer base. There's not a lot of messaging. It's sort of left up to them to define. I also talked about the correlation between response and complaint, which I think is one of the more troubling aspects of the complaint rate filtering and one of the weaknesses of complaint rate filtering.

And so lastly, I'd like to sort of challenge everybody in this room and other trade organizations out there to make this really important metric even more meaningful and effective. That could be consumer education. That could be changing some of the filtering guidelines. But I think most importantly is to have some discussion around this. Before I was doing this study and I would talk to people in the industry, complaints were a very black and white thing. They were unsubscribes, or they were people that thought it was spam, and that was it. But as you can see, when you start to get into more detail, there's a lot of different layers and nuances to what that information actually means.

Okay, so that's my high level overview and my kind of industry plea and rant to pay more attention to complaints. Now I want to talk a little bit about practical applications, things that you can do today to effect complaints in a meaningful way. So I'm going to focus on the three … the top three reasons consumers gave for reporting email as spam. That was not remembering signing up or not remembering their point of permission, the email not being of interest to them, basically not relevant, and the third was volume.

So in terms of remembering to sign up, there are three different tactics in areas that we look at at Q. One is lead generation, looking at the list sources. And I have another slide after this that gets into a little more detail. But it's very important to not simply buy names. You need to set consumer expectations, and very importantly, work with providers that value permission and recognition. So not just opt-in, but value the recognition of consumers of the brand.

Next is permission practices, and this is an area we get a lot of questions about from our partners and our advertisers, double versus opt-in. Single opt-in is always a big question. Our experience has been that double opt-in is unnecessary and, in some ways, an ineffective consumer hurdle for marketing email. Now I'm not shooting double opt-in altogether. I think there's value for the security aspects of double opt-in. If you need to confirm somebody's identify to send them sensitive information, there's a lot of value there. But if you're looking to have somebody sign up for a newsletter or have a more casual marketing relationship, they're likely going to be annoyed to have to go through this extra step and potentially confused about why they're doing that.

What's much more important, and our study has shown this over and over in analysis of different lists and permission standards, is establishing the expectations of what they're going to receive. You want to be as clear as possible that they are going to receive email. This is the brand that they're going to receive it in, and be consistent about that. So that gets into the contact strategy. Again, it's critically important that you message immediately after somebody subscribes to your list to increase the chances that they're going to recognize that brand and actually remember that they signed up for the list. If you wait a couple of days or even longer and message people, they're busy and they've got a lot in their mailbox, and they're not going to necessarily remember signing up, and it increases the chances that

they're going to confuse your message with spam.

It's also – this is something that is kind of the foundation, one of the founding principles of our whole email program -- that's being consistent about sending under the brand that the consumer gave permission. The consumer's not going to remember signing up for email if they didn't actually sign up for email under that brand. So trading permission and assuming that people, say they opted in for third party, so they're going to be responsive to whatever brand you send them is a dangerous game, and it just increases the chances that people are going to complain about that.

So talking a little bit more about collecting the right information. Like I said, name and email address just isn't enough. You have to qualify your consumers, set those expectations. But the most important thing is to find out some piece of information that indicates why they want to be messaged by you. So, I'm not advocating every person on your list has to fill out a three page survey about why they're interested in your company, but you need to collect or find some creative hook or some clever way to find out, beyond them signing up for your list, what are they expecting to get from you, and how can you make your contact more relevant from the very beginning.

This is an example of a lead gen form that collects address information which you can append, do a demographic data to, but also it's for an infant product so you're actually collecting information about the infant that you can use to help personalize the messaging. So this all leads to relevancy, making the email interesting.

So you need to use that information to personalize the creative and the email that you're sending the person to improve the chances that they're going to find the email interesting. At Q Interactive, we use demographic, geographic and behavioral segmentation to break people up into unique groups. Now you don't necessarily need to be sophisticated about this, but I highly recommend segmentation as a method to get part of the way there towards personalization but still have it be actionable. The worst thing you can do is to dream up a really sophisticated approach that is very difficult to implement and maintain.

A very important part of that, though, is integrating this complaint data to measure campaign effectiveness. You shouldn't just be looking at response rates or ROI or yield of an email. You need to also be including that complaint metric, those people that have surveyed and said, no, I didn't like this message. You have to be careful, because what I said about the correlation of complaints and response, not to just throughout all your top complaining campaigns because they might also be your most responsive. And what you need to look for is outliers of where you have relatively low response and high complaint. Those are warning signs that your messaging is off base.

So, lastly, too much email from the sender, too much volume. We use a behavior-based approach to volume modeling. I'm in the firm belief that what is too much email varies by consumer. From Stefan's remarks at yesterday's opening, I think content is a big part of this. If you don't have the content, then the volume doesn't matter. But even if you have lots of relevant content to send people, I think there's variance in how people like to interact with email. And what we found is taking a modeled approach where we look at how engaged people are and how responsive they are to email, we continually adjust the volume of email that they're eligible to receive. And we're always comparing that against what content is available to make sure we're only sending relevant content. But to adjust that, not just say I'm going to send two a month and that's good for everybody. There might be people that two a week is better. There might be people that once a month is probably more than enough. So that's our approach to volume.

So to summarize, I can't – I didn't talk about it at all, but I can't overemphasize the need to have experts internally or to outsource to manage your technology platform. If you're not doing that stuff right, all this downstream data and everything else gets essentially useless and becomes a lot more complicated. The next thing to keep in mind is your email is spam if the receiver thinks it is. Don't think just because you have permission and that you're processing unsubscribes within an hour that everything is good with your program and that you're getting false positives.

Next is to understand the drivers of consumer complaints. So do your own surveys. Collect your own information. Let's discuss this as an industry to better understand why people are complaining, and use this valuable data source. Like I said, even if you're not in this for the deliverability angle, you've got this free survey provided by the ISPs for every single mail that you send.

So that's all the slides I have. Hopefully we have a couple

of minutes if anybody has any questions. Step to the microphone.

PARTICIPANT: I just have two things that are unique in our business. We're a multi-channel retailer. We have stores and email. So in-store is a big source of email capture, but determining who from in-store really wants to receive our ongoing – it seems like giving an email address in a store is a little different than when they give it specifically to sign up to a newsletter.

AREND HENDERSON: Right.

PARTICIPANT: And I wonder what practices you have there? The other element is we're very seasonal. One of our businesses is Halloween, so two months of the year we can't mail enough, but then determining how best – who wants to hear from us in the off season or not, and if you have any thoughts on that.

AREND HENDERSON: So, that's something we run into with our partners, and I understand that offline collected email addresses often have a high undeliverable rate. A lot of them are bogus or mis-keyed and everything else. So you need to do that. That gets into kind of that upfront hygiene that you need to do with the list, but beyond that, again, I would ask a couple of questions to qualify those people. I would send out a couple of feeler emails to try to establish true interests and do that sort of filtering. The second part of your question had to do with seasonality, and that is a really big challenge. And I'm familiar with another mailer that works with calendars, which again that's extremely seasonal, as well. But I recommend is sending at least once a month, and I know it might be tough to come up with something. Halloween might be almost impossible, but you really need to maintain some contact with consumers to maintain that those are still valid addresses so that when that important season comes up, you're prepared. But also so that they can recognize that they still signed up for them. So I'm not sure – I'm not the creative guy, but I know it's difficult, but I really recommend trying to find some way to contact those folks.

PARTICIPANT: Okay. The finding where you found that your most active customers were also the highest complainers, is there anything that you can really read into that? I guess I have a couple of questions. Like, was that one particular market niche? Was it a particular demographic that you used to study that? And then the other one, are there any kind of qualitative learnings from that?

AREND HENDERSON: Yeah, that's a good question. In the limited time we're here, I couldn't get too deep into it. But what we found is those consumers were much more likely to be the ones that thought they were giving qualitative feedback about our email program. So they were engaged, and they were saying, "I just don't like this message. Don't send it to me anymore". And, of course, we respond by never sending them another message again. So that's what we found, unfortunately.

PARTICIPANT: Okay, thank you.

PARTICIPANT: Hi. You touched briefly on purchasing third party lists. I was wondering if you had any recommendations on email append services?

AREND HENDERSON: Email append services. I don't have a lot of experience that with, myself. It's not part of our business, but I would exercise a lot of caution in doing that. I think there's a lot of danger in people not remembering that they signed up to receive that email. So if your content is relevant enough, and you can establish that communication permission right off the bat, you might be okay. But in my world, that's much too dangerous. I think we're out of time, right?

PARTICIPANT: Okay, thank you.

MODERATOR: Yeah, we're sorry; we're out of time everybody. But thank you very much, Arend that was great

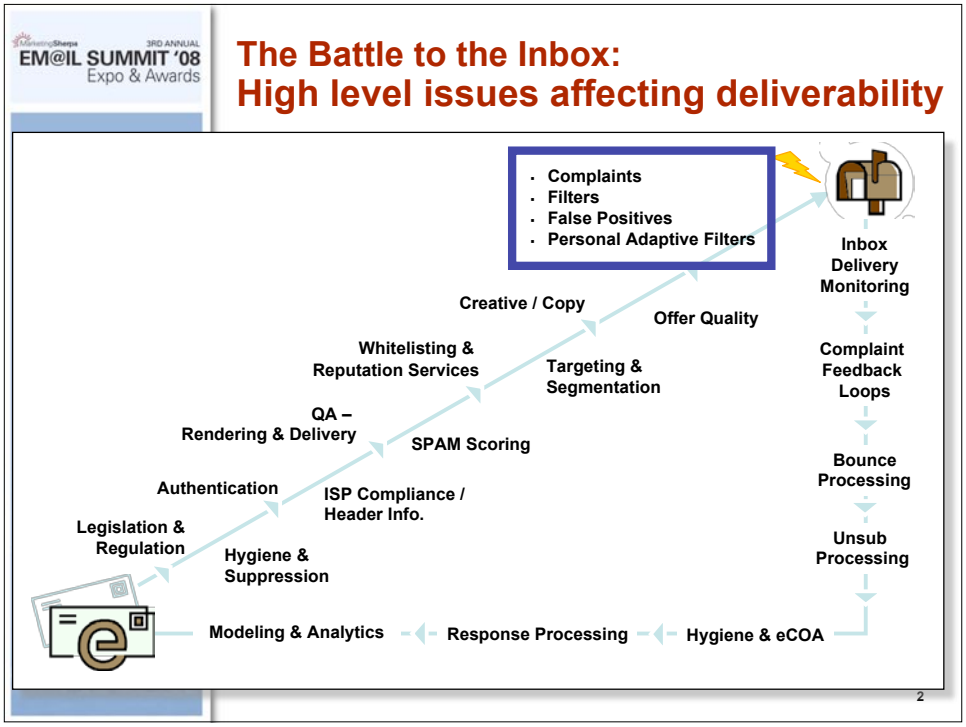
AREND HENDERSON: Thank you.

Email Deliverability: The Battle to the Inbox

Email Deliverability: The Battle to the Inbox

Arend Henderson, Chief Analytics Officer
Q Interactive
Tuesday, February 26, 2008

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



EM@IL SUMMIT '08 Expo & Awards

The Battle to the Inbox
High level issues affecting deliverability

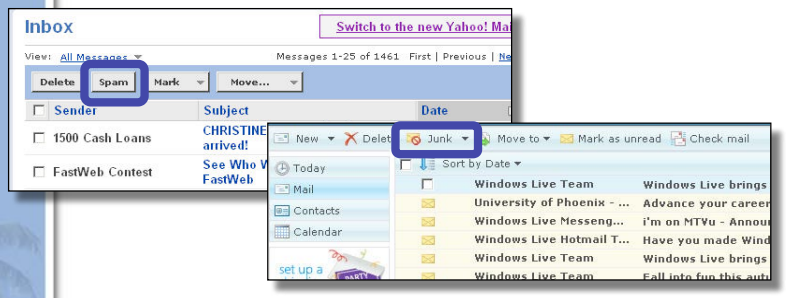
- ISPs and reputation services are increasingly looking to consumer complaints as the primary measure used to filter "unwanted email" and not just spam
  - False Positives
  - Correlation of response and complaint is a fundamental weakness of complaint rate filtering
- Consumer satisfaction will increasingly drive the deliverability of your email program
- The definition of spam has changed from permission to perception based
- Strong permission standards and list hygiene practices aren't enough anymore

3

EM@IL SUMMIT '08 Expo & Awards

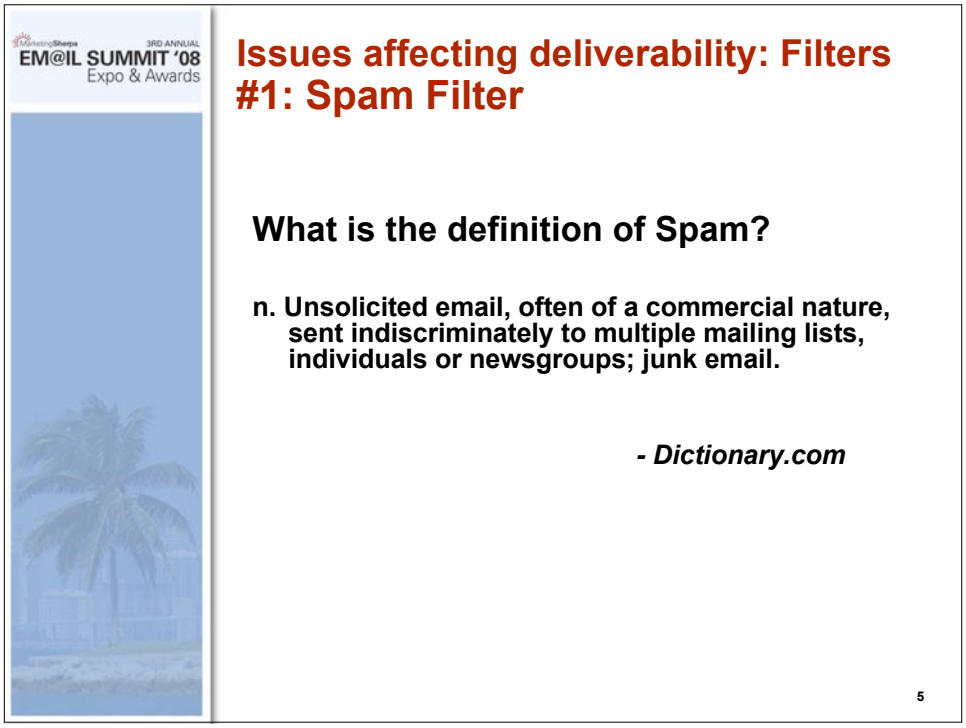
Anatomy of a "Spam" Complaint

- Consumer feedback mechanism used by ISPs and Reputation services to filter "unwanted" email



- Therefore, managing complaints and understanding their cause is increasingly important to ensure ongoing deliverability

4

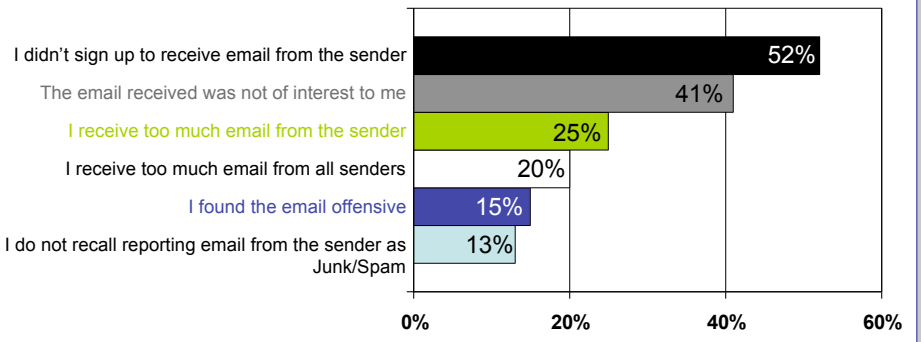


EM@IL SUMMIT '08 Expo & Awards

FACT: Your email is spam if the receiver thinks it is

- What drives consumers to hit that button?

Why Have You Clicked the 'Report Spam' or 'Junk' Button?



MarketingSherpa and Q Interactive, September-November 2007

7

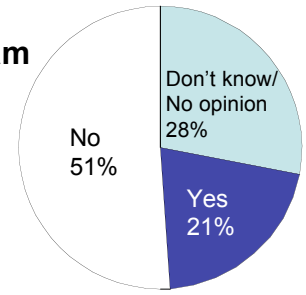
EM@IL SUMMIT '08 Expo & Awards

FACT: Your email is spam if the receiver thinks it is

- What drives consumers to hit that button?

Consumers Reporting Emails That Aren't Spam

21% knowingly report email that is not spam as such



MarketingSherpa and Q Interactive, September-November 2007

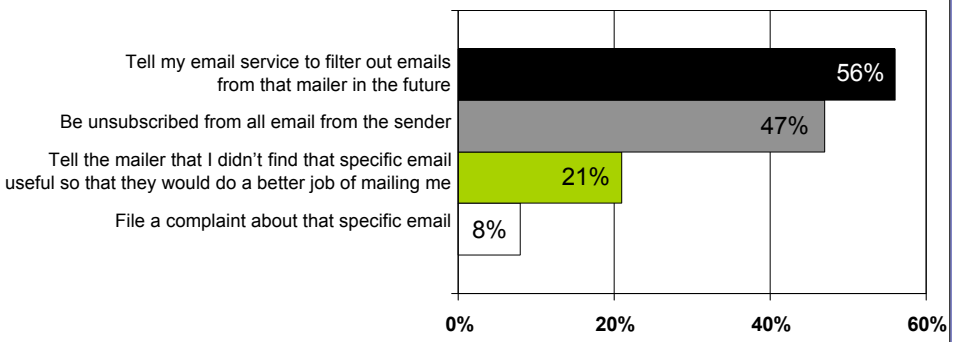
8

EM@IL SUMMIT '08 Expo & Awards

FACT: Your email is spam if the receiver thinks it is

- What drives consumers to hit that button?

Why Did Consumers Think Would Happen When They Clicked 'Spam'?



MarketingSherpa and Q Interactive, September-November 2007

9

EM@IL SUMMIT '08 Expo & Awards

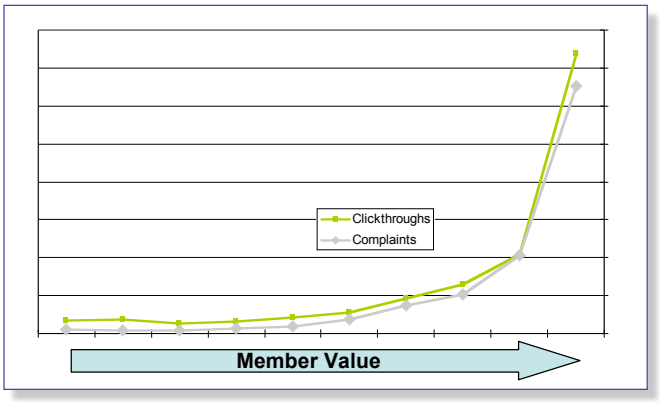
FACTS to Face

- ISPs and reputation services are increasingly looking to consumer complaints as the primary measure used to filter "unwanted email" and not just spam
- Consumer satisfaction will increasingly drive the deliverability of your email program
- The definition of spam has changed from permission to perception based
- Strong permission standards and list hygiene practices aren't enough anymore

10

EM@IL SUMMIT '08 Expo & Awards

Fundamental weakness of complaint rate filtering



- Correlation of response and complaint means most valuable consumers generate the most complaints/feedback

11

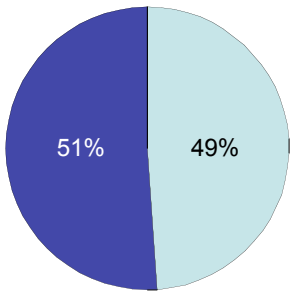
EM@IL SUMMIT '08 Expo & Awards

False positive email filtering

- Legitimate email that's misidentified as spam by ISPs

Percentage of Companies Affected by False Positives

100 Consumer and business emailers – 49% were affected by false positives



MarketingSherpa and Pivotal Veracity, Emailer Practice and false Positive Study, November 2007

12

EM@IL SUMMIT '08 Expo & Awards

Understanding complaints
What does all this mean?

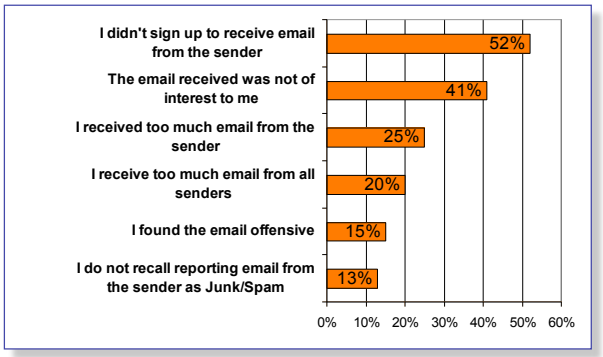
- Complaints are a potentially powerful tool for marketers and ISPs to provide more value to their *shared* consumers
- Consumer vs. Industry perception of a spam complaints
- Correlation of response and complaint is a fundamental weakness of complaint rate filtering
- Challenge to the industry to make this increasingly important metric more meaningful and effective

13

EM@IL SUMMIT '08 Expo & Awards

Practical approaches to managing complaint rates today

- Top 3 reasons consumers said they reported email as Spam
  - I don't remember signing up to receive email from the sender
  - Too much email from the sender
  - Email was not of interest to me



14

EM@IL SUMMIT '08 Expo & Awards

I don't remember signing up to receive email from the sender…

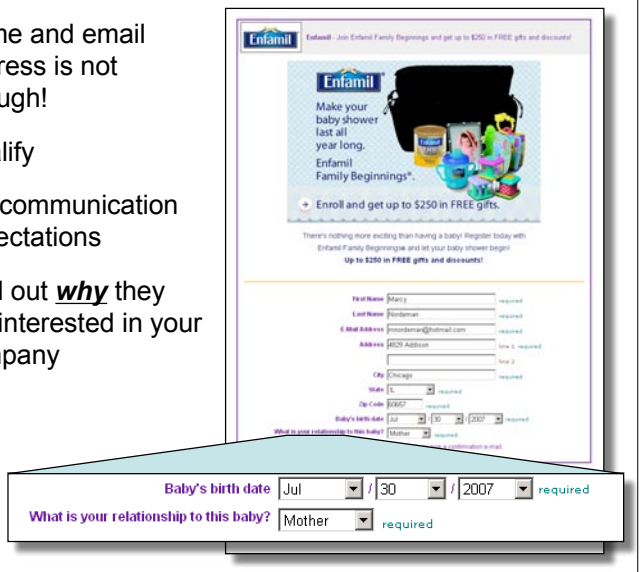
- Lead Generation - Managing list sources
  - Don't simply buy names/addresses
  - Establish a relationship and set consumer expectations
  - Work with providers that value consumer permission/recognition
- Permission Practices
  - Double vs. Single Opt-in
  - Double opt-in an unnecessary and ineffective consumer hurdle in our experience
  - Establishing expectations with consumer about what they're going to receive is most important
- Contact Strategies
  - Rapid deployment of welcome message/auto responder and consistent contact important to maintain the relationship
  - Be consistent in sending under the brand that the consumer gave permission

15

EM@IL SUMMIT '08 Expo & Awards

Collecting the right information

- Name and email address is not enough!
- Qualify
- Set communication expectations
- Find out ***why*** they are interested in your company

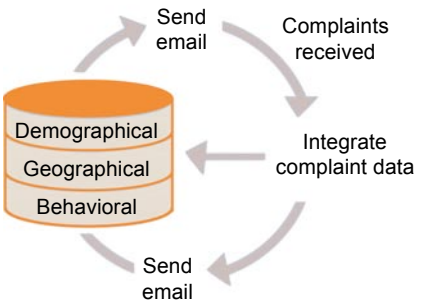


16

EM@IL SUMMIT '08 Expo & Awards

Email was not of interest to me…

- Relevancy
  - Demo/Geo/Behavior Segmentation
  - Integrating complaint data to measure campaign effectiveness
  - The complaint/response correlation conundrum

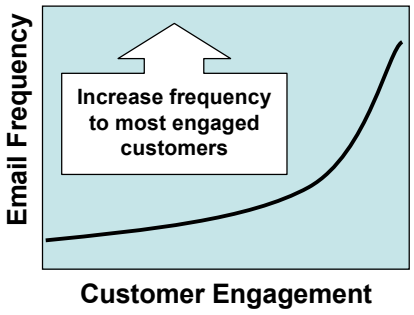


17

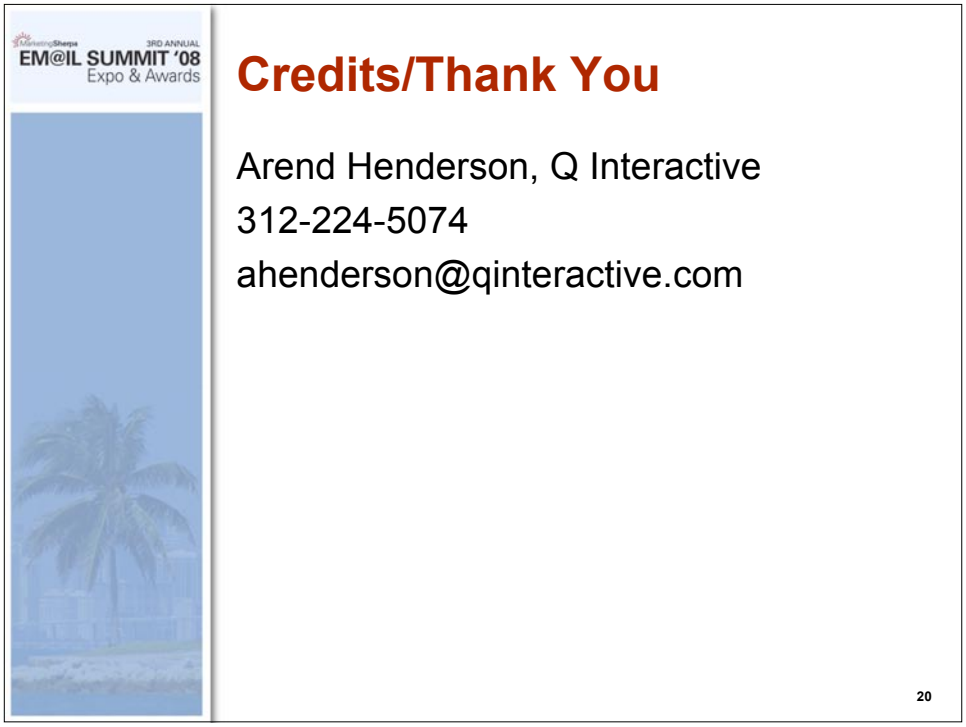
EM@IL SUMMIT '08 Expo & Awards

Too much email from the sender

- Behavior based volume modeling
- What is "too much" varies by consumer
- Look at how consumers react to continually optimize volume
- Q's approach



18



How a Good Reputation Delivers Huge ROI

SESSION DESCRIPTION

Publishers Clearing House, one the most recognizable consumer brands in the United States, has built a solid operation around Email marketing as a primary channel in the context of multichannel strategy. This case study will focus on how PCH is generating significant return on investment from Email reputation management practices and tools. Marketers will gain a good understanding of critical issues, including the use of a strong compliance policy, best practices and partner standards as a business enabler.

ABOUT THE PRESENTER

Sal Tripi

Director of Operations and Compliance,
Publishers Clearing House

Sal Tripi is the Director of Operations and Compliance for Publishers Clearing House (PCH), the United States largest and best-known sweepstakes company. He has had many successes in a variety of operational areas, including compliance, privacy, order processing and merchandise fulfillment. Tripi successfully developed and implemented compliance policies and practices that allowed PCH to expand their entrepreneurial endeavors while maintaining a reputation as a legitimate Email marketer.

ABOUT PUBLISHERS CLEARING HOUSE

Publishers Clearing House was founded in 1953 by Harold and LuEsther Mertz and their daughter, Joyce Mertz-Gilmore. With mailings offering consumers an unprecedented array of discounted magazine subscription offers, the company soon became the largest magazine circulation agency in the industry, earning it a respected leadership position in the direct marketing field. From the start, Publishers Clearing House mailings generated mail response standards which even the most creative and sophisticated tests had a difficult time beating. Meanwhile, the company pioneered in mailing production and operational areas, establishing models for a growing industry. Not surprisingly many direct marketing industry leaders learned their craft within the walls of the company known as PCH. The name "Publishers Clearing House" is almost synonymous with the sweepstakes launched in 1967 to draw attention to the magazine deals in company mailings. Since 1974, consumer response has been bolstered by TV campaigns -- now featuring the Prize Patrol, a team of PCH employees that travels to locations near and far surprising prize winners of thousands and millions of dollars. Starting in 1985, the company's product offering was broadened to include a wide range of merchandise, including household and personal items, home entertainment, collectibles and more. Customer response has been so favorable that merchandise now accounts for the majority of Publishers Clearing House sales. The company launched its website, pch.com, in 1999, providing online means to enter the Publishers Clearing House Sweepstakes, additional prize-winning opportunities and product offerings. Publishers Clearing House, a limited liability company staffed by 400 employees, is headquartered in Port Washington, Long Island, NY, near the home where the founders (now deceased) started it all -- in their garage! The Mertzes' philanthropic spirit lives on with nearly half of the company's profits going to benefit charitable causes ranging from the arts to social services to the environment. The New York Botanical Garden, Lincoln Center for the Performing Arts, the National Audubon Society and the Alzheimer's Disease and Related Disorders Association are just a few of the major beneficiaries of PCH's more than 50 years of success.

PRESENTATION

SAL TRIPI: - To a point where the value of a good reputation and the value of a sending reputation that's viewed positively within the industry.

It's good to see that the industry is maturing to a point where the value of a reputation is viewed as much if not equal to the value of the marketing material and content. I think going back to 2005, everybody heard the expression "content is king" and you needed relevant content in order to be a successful email marketer. And I think this is an indication that people are realizing that reputation and delivery is equally as important as content, because without that that dynamic content or that wonderful content is not going to be enjoyed by anybody.

So, my name is Sal Tripi. I'm the Director of Operations with Publishers Clearinghouse. Today we're going to spend a few minutes walking through how Publishers Clearinghouse adopted a reputation-based marketing

approach that has been very successful in growing sales.

Before we get into it, I'd like to take a step back and look at how compliance and best practices were traditionally viewed in the marketplace really as an obstacle to growth, a preventer of sales, an inhibitor. When we first started adopting this practice a couple of years ago, my nickname around the office was the 'Director of Business Un-development'... But what we're going to talk about today is how we've captured that, the essence of a good email reputation and fostered it within our business and grew the concept to one where now our email reputation is helping us increase sales, foster and grow very profitable business relationships, protect our brand and improve all of the campaign level metrics, including increasing conversions which obviously helps the bottom line profitability of the company.

An email reputation is critically important to any email marketing company, because again, it's the number one force being getting your message out to the consumers. Without a good reputation, without good deliverability, your content, your offers, your partner's content and their offers is not going to be seen. It's not going to be delivered. And then protecting the brand. The PCH brand is critically important to Publishers Clearinghouse. We've spent over 50 years developing and nurturing that brand. We have become the leader in the sweepstakes industry. Our name is synonymous with sweepstakes. We're one of America's most well-known brands. We're a very trusted brand.

And yes, we really do give away all that money. And no, you do not have to order to win. And the other thing, just because I've been approached probably 60 times, Ed McMahon is not associated with Publishing Clearinghouse. They're associated with American Family Publishers.

Protecting our brand is crucial for success, and leveraging that brand with valued advertisers is going to be the catalyst that helps us drive our products and advertising for the future. Publishers Clearinghouse has been successful doing what very few other offline, traditional companies have been able to do. We've been successful in growing an online business that complements our offline channels. What you're seeing is a series of ten different websites we have all under the PCH umbrella that is all riding on the PCH brand but offering different content to people. We have a very robust email list consisting of many, many, many millions of opt-in email addresses, engaged customers, and today we're going to talk about how we protect that list, protect that brand to monetize that list to the fullest.

Before we can talk about what we do to protect our reputation, we have to look at the things that really impact our reputation. We've broken it down into five primary areas. First is the infrastructure. The infrastructure is the method in which you use to send out your emails, the mailing activity. Exactly how do you mail your emails? What are your consumers', your customers' actions? What are your business partners, your advertisers? And then third party services you can use. All of these different things affect your reputation in slightly different ways.

From the infrastructure side, authentication if a critical part. Authentication came out a couple of years ago, and a recent document published by AOTA, the Authentication and Online Alliance, Trust Alliance, recently published a major milestone which said that over 50% of the sending domains and IPs were authenticated. This was a major milestone. It's a very good thing. There's a lot of people in this room are sending from properly authenticated IPs. It also means that there are 50% out there that's not. So we still have a ways to go to make sure we're all authenticated.

For those of you not familiar with authentication, authentication is the listing of your IPs with the various ISPs, MSN, Yahoo!, so that when they receive an email from your IP address and from your domain, they know that this is from you and they look at that and they say, okay, this is from the source that owns this IP and domain. It's a very good tactic to stop things like phishing. Over 90% of the emails currently sent are spam or viewed as spam right now. And a big method of spammers is phishing. People send mail under a different sending domain, trying to pretend that they represent a company that they really don't represent in an attempt to harvest information that could be used for mischievous purposes. So authentication is one of the first steps taken by the ISPs to really stop phishers from being able to get that information.

Feedback loops. Arend spoke a little earlier very eloquently about the value of feedback loops and participating in them. If you're not participating in feedback loops, I highly suggest you do. But feedback loops are a mechanism in which you can get a metric, a report card if you will, on your email campaigns, analyzing the feedback data, evaluating the feedback

data, making the data that's received very actionable, so you can either modify future campaigns or modify list segments. It's a very critical part.

The webmaster and abuse email boxes that are set up. A lot of companies tend to have auto-replies to their webmaster and abuse and don't spend a whole lot of time really looking through those. Those email boxes can provide very valuable insight into what your customers are thinking. What are they afraid of? Do they trust that this email was actually from you? And can allow you to take actions to circumvent problems before they arise. And also within your infrastructure is having the ability to monitor the KPIs of the feedback loops of your complaints, of your unsub rates, to really make that data actionable so you can have a positive impact to your reputation.

Your mailing activity has a critical impact on your reputation within the industry. I'm going to talk a little bit about frequency. When most people discuss frequency, their primary thought is, "Am I mailing too much?" But with frequency, as Arend mentioned earlier, is we have to look at not only am I mailing too much, but am I mailing too little. What was the customer's expectations when they opted in to receive your list? Did they expect to receive an email daily, weekly, monthly? And then living up to those expectations. One of the biggest mistakes I see mailers make is they're so afraid of the impact of mailing too much that they mail too little. And the engagement with their customers because of their own actions is reduced, and the customers no longer either remember doing business with the individuals or they get frustrated doing business with the individuals. So I think setting the right frequency and understanding what your customers want is a critical part of maintaining a good reputation.

Again, I'm not going to spend a whole lot of time talking about segmentation, but segmentation is the ability to segment your lists and segment your offers to deliver appropriate content to the individuals receiving that offer. Arend spoke a little bit about people reporting spam. People report spam because they don't view that message as being valuable. They may have opted into it, but it's not a something of value that they're getting. They're getting what they perceive to be a very generic email that's sent to a lot of people. So using segmentation to isolate the appropriate targets of your list and to send the appropriate content is a critical factor for just, again, keeping that customer engaged with content that's relevant to them.

Making sure that the emails are expected. Again, this gets back to setting the appropriate opt-in communications when your customers opted into your emails. Customers should understand that they're going to receive emails with some degree of frequency, and they shouldn't be surprised when it comes up. Having a very short time between the initial opt-in and that first contact is critical. People are doing a lot of things on the web. When they opt-in to your list, it should be a very conscious thing that they're doing. It should not be hidden in any way shape or form. People should understand that they're going to receive messages. They should expect to receive a message, and then a very near, short time after that they should start to receive those messages.

And then throttled. Anybody who sends mail to Comcast, I'm sure knows that throttling is critically important. Understanding the ISPs requirements as far as throttling mail, Understanding what they will accept, what they won't accept, and being able to react to that is a critical part of just maintaining a good reputation. For those of you, not to state the obvious, but what throttling is, is if you're having a relatively large mailing, it's limiting the size of the mailings, limiting the size of the emails delivered to any one ISP for a period of time and just staggering that over a period of time.

Again, just a little bit on segmentation. If this is a view of your email segmentation, I suspect you might want to go back and relook at that. Publishers Clearinghouse, we capture an enormous amount of data. We capture data through our online program. We capture data through our offline program. We augment our lists with a lot of purchased data from a variety of sources. Use of that data is critical, so that when we send out an email campaign, it's very personable to that customer.

Here's a sample of one of our email campaigns, and you'll notice it's very targeted to that customer. You'll see we're playing up their town, their state, the local TV stations. It's important to note that Publishers Clearinghouse is in the business of sweepstakes, so by using personal data, including local TV stations, they have the impression that we know them, we know their surrounding areas. The Prize Patrol is out looking for them. They're familiar; they've notified their local TV station. It just delivers – it adds a lot of credibility to the email. And then, obviously, sending then to landing pages or offers that are very targeted. This happened to be for an inspirational mailing. But again, using data that we've collected over the 50 years, data that we've purchased, we're able to target and offer products that

are very relevant to the customer's either past purchase activity or affinities that we've deemed appropriate for them.

Your customer actions are a critical component to your reputation. Do they report spam? If they do report spam, why are they reporting spam? Having the ability to go back and just analyze why they're reporting spam. From what I understand, there's probably a 50/50 mix in the audience between people that do their own mailings and people that use email service providers. Working with email service providers – we happen to work with eDialogue, and working with an email service provider to understand the nature of the complaints, getting the data, making it actionable, being able to drive it back to the original segments and audience and mailing that those customers receive is just a critical part of maintaining a good reputation. We'll talk a little more about taking actions on that a little later.

Again, are they reporting abuse? If they are reporting something as abuse, why they're reporting it as abuse. How are we presenting offers to them that make them suspect that this may be legitimate or may be illegitimate? Your abuse mailbox is also a very good way of finding out if your brand is being phished out there. Publishers Clearinghouse, very well known brand, very inspirational customer base, and we're a prime target for people to pretend to be Publishers Clearinghouse in an attempt to get our customers to turn over personal information, bank account information for depositing the check should it arrive. So looking at the abuse mailbox gives a good indication, so we can take appropriate actions within our company to notify our customers of frauds and scams that are out there and to work with the various ISPs in an attempt to block phishing attempts against our brand.

Are they engaged or dead? Everybody has heard the old saying that size doesn't matter. In lists it really is the case. A list of multimillions of people that are not engaged is really only just costing you more money to send and deploy that email. They're not adding any value to the bottom line, and they're only negatively affecting your list. So having the appropriate list hygiene and having the appropriate mechanism of getting non-engaged people off your list is a very critical part of managing your reputation.

Business partners. This is probably the most overlooked impact to your reputation. Publishers Clearinghouse, we sell and we make money doing a variety of things. First we sell our own good and merchandise and magazines. Second, we provide an advertising space to a lot of potential partners. So understanding their email reputation, as well as your own, is a very critical part of managing our own reputation. When somebody either promotes the PCH brand or is promoted on the PCH website, it's very critical that they treat our customers, because they truly are our customers, with the same respect, and that they manage that inbox and they manage those communications in the same manner that we try to do internally.

We drive acquisition traffic to our sites through a variety of fellow websites, as well as we advertise on a lot of sites, and understanding their practices and then the practices of our advertisers, really helps us gauge and helps us effectively communicate to our customers that we're setting the appropriate expectations when they opt in.

Understanding how they mail. Do they share names? Do they monitor and manage their suppression lists? Very, very critical for an advertiser that's placed on our site. We're basically making the introduction of our customers to their organization. If our customers go there and their experience is negative, and they start receiving 30 or 40 emails a day, our regular newsletters and our regular emails are going to be lost in this inbox between all theirs. And what we're going to see is the mass reporting of spam, and it's just not a good experience for the customer. So managing partners and managing advertisers and managing the people you do business with is equally, if not more important, than managing your own reputation. You can control your own reputation. You really have to react and monitor the partners.

And last is the third party accreditation services, such as the Habeas, Flashbacks, Good Mail, Return Path. These are third party services that provide added value to your organization and to your reputation by one – the first thing they do is they conduct an overview and an audit of your procedures. They validate that you're not only CAN-SPAM compliant, but you're achieving a high level of compliance, practicing best practices.

Second, they provide industry expertise. In the industry that we're in, it's constantly changing. It's constantly evolving. And we're finding ourselves in a world where no one person knows everything about the industry. So having a separate organization that's focused on the industry. Maintaining the industry and providing

guidance, they provide an increased level of ISP relations. We all get into trouble every once in a blue moon for whatever reason. Third party accreditation services after monitoring – after validating your procedures are a good mechanism to use to help mediate some of those issues as they arrive.

Most of them provide a tool set that allows you – and we'll get a little more into this a little later on, but it allows you to help really manage your reputation, because your reputation is something that really has to be managed. Some of them provide white listing services based on the various ISPs they have relationships with. And then they allow you to put their seal into your outbound emails, which tells your customers that the procedures have been validated. That this is a reputable organization. They have passed the minimum service level compliance. They're constantly monitoring your site, your activity, your complaint rates, as well as your email service provider, as well as yourselves, so that there's multiple eyes managing your email reputation. Then they provide white listing and they provide a good knowledge base for new updates into the industry.

To effectively manage your reputation is not something that can be done by one individual. It really takes the organization as a whole and the executive team to really embrace the philosophy of reputation-based management. And I use the term reputation-based management, because what that is, is that's bringing the impacts of reputation and the deliverability of emails to the forefront within the organization and being treated with the same level of importance as conversion rates on emails, so that when programs are being discussed and increased mailings are being discussed or as modifications are being discussed, that the impacts on your reputation, both positive or negative are considered as well as the individual short term return on investment that that campaign may have. And often times it leads to very difficult decisions, really looking at the long term view of protecting your reputation and protecting your brand versus short term opportunities.

Publishers Clearinghouse as we implemented our reputation based marketing program, we've had to make some very difficult decisions. Some very long term business partners we've had, we've had to sever. We've been able to foster some new partnerships. But short term, there takes a commitment not to take the easy way out, not to make the inappropriate decision based on the short term view, really looking at the long term brand protection. And this is real easy when times are good. It's when the month is not shaping up so good that this decision gets a little more difficult to make. And then it takes an investment in time and tools. This reputation based marketing to really effectively manage your reputation takes an investment in both resources and money to purchase and acquire the tools that are needed to do that.

Let's take a few minutes and spend some time about how we at Publishers Clearinghouse implemented our reputation-based management program. First and foremost, each and every morning all of our IPs are reviewed by the SNDS. For anybody not familiar with SNDS, it's Smart Network Data Services. It's put out by Hotmail, MSN Hotmail. It allows you the ability to get the insight and the visibility how they're viewing your own reputation. And by IP address, they allow you to see, are they looking at you as good is green, yellow is not so sure, and red is bad. It's very simple. It's very fast. It's free. If you're working with an email service provider, they should be providing this information over to you. They should be able to make this accessible to you if they're hosting the domains, the IPs. If you own your own IP, your technical folks should be able to give this to you very easily.

Again, I'm going to focus on complaint rates a little bit, and this gets back to a little bit what Arend was saying earlier. Making that data actionable is really key. Monitoring complaint rates on the overall send volume is really a number. It really doesn't give you anything actionable. But understanding where those complaints are begin generated from, what campaigns are causing higher level complaints, further breaking it down to what segment of your mailing list has a higher propensity to complain is really a critical element. We've taken it one step further, and we've, looking at the source of acquisition as well, where did we obtain the name, where did they opt in from? So not only are we looking at the activity that led up to the initial complaint, but then tracking it back all the way upstream to where are we getting names that have a higher propensity to complain. Because, again, that's an indication about how they're mailing that may not be visible to us that we might want to know.

Managing the block lists. There are over 50 different block lists that are out there that are published that have an impact on your reputation one way or another in either a positive or a negative manner. It's very difficult to see each of these in one without some use of tools. Again, this is a snapshot of what happens with the Habeas tool

that allows you to see your overall reputation on each of the block lists. Some of these are more important than others, but the important thing is to understand what lists you're on and then take corrective action to get off those lists should it occur.

Managing your delivery. Having the appropriate bounce management. Understanding your re-try's and working with your email service provider to allow the appropriate number of re-try's without pushing the limit and having your undeliverables spike up. And also removing hard bounces immediately. Again, it sounds obvious but just worth stating. Again, manage your inbox delivery. This is a critical part that not a lot – not enough people truly understand the inbox delivery. All email service providers do a very good job at providing delivery percents, and for the most part they're reporting delivery as the absence of a bounce message back from the ISP. But that's not really saying where did that message go. Did it get nuked on the back end and they didn't bounce it back? Was it put in the bulk folder? Was it delivered to the inbox? Again, using tools to evaluate your email delivery is a critical part of making sure you're maximizing the ROI with each and every campaign that goes out.

At Publishers Clearinghouse we implemented a process where prior to delivering, to deploying any particular campaign, we may go through four, five or six different iterations of that email to make sure that we're getting – that bar on the side shows inbox delivery, green is good, yellow's in bulk folder, red is miss. So we may deploy a campaign four or five times looking for reasons that we weren't getting good delivery. And we'll only deploy that campaign when we're hitting inbox delivery at an acceptable rate.

And again, being careful of your third party advertisers. Things are not what they appear. Your third party advertisers – no marketing third party advertiser has ever walked into the organization and has ever said, "Okay, if you'll let me advertise on your site, anybody who opts in from that is going to receive 15 emails a day, and we're not going to process unsubs until the ninth day to comply with CAN-SPAM". Everybody walks in and says they're wonderful, how great. They're so CAN-SPAM compliant and they've got privacy policies and they've got a compliance guy. And what we found is it really takes diligence to really monitor our third party advertisers, both ones that we are advertising with our site within their emails or on their site or advertisers within our site for third parties. Understanding how our customers are treated, their mailing practices, it's just a critical part of understanding your overall customer experience.

We all spend a lot of time developing our own marketing plans, but to the customer they're monitoring their inbox. If that experience gets cumbersome, very quickly they're changing email addresses. Most customers now have a personal email address that they use for personal contacts, and then a secondary email that they use for dealing with websites. So they're very quick to change that email address should it get flooded and not be a good experience. So managing the customer's inbox is just a critical experience and one way you can do it is to manage who you're doing business with. One of the ways we do it is we've taken on the philosophy that we do a third party reputation assessment on every vendor that comes in. We evaluate their sending IPs, their domains, for a view into how they're being viewed. And then once they're accepted and they're into our program, there's some very rigid ongoing monitoring. We're constantly seeding them. We're using third party services to manage not only our reputation, but again, to give us an ongoing visibility into their reputation, as well.

What is all this worth? For lists like Publishers Clearinghouse, we are a very, very, very large list, multi, multi, multi millions of emails on our list. And what the chart is showing is what typical lists in our industry with our size has for an open rate compared to Publishers Clearinghouse. And the more impressive is the one on the right, the click rate. When you look at what the industry average for lists in our size is getting for average click-through rates to what we're getting. It's a very noticeable difference. And the difference there is really what we can draw as this is the ROI in our campaign, and you can see it's quite tangible.

Once you have a very aggressive reputation management program in place, the most important thing you can do to help not only yourself but help the industry as a whole, is to publicize it. Engage your sales force so they can go out there and they can talk to potential advertisers and say, "If you do business with us, we are going to be a good business partner. We are going to work with your business, and we are going to help you help yourself in a very responsible manner". And I think, as I mentioned at the start of this, the attendance here is indicative that the industry is changing where more and more people are caring about reputation and are concerned about reputation. As this becomes more and more, this will be the norm, and there'll be less of the bottom feeders

out there that are causing a lot of this trouble that we're having.

But, again, we allow people to evaluate our IPs. We openly provide our IPs domains. We provide referrals over to our reputation services. We allow any advertiser that would like to do business with us to audit our process as well as their own. And the interesting thing is, as this becomes more and more the norm, people are getting more and more educated, we're helping our third party advertisers grow and manage their own reputation. As we start a business relationship off, we start performing the reputation assessments on them, a lot of them were not even aware that they had these issues. So by engaging with us and going through this process, we've helped them help themselves, as well.

And all this leads to increased list retention, increased customer service. Our list retention has dropped dramatically since engaging in a process like this. It's obvious. Treating the customers well, they'll continue to do business with you. They're not going to get frustrated and unsub. We've protected our brand. The PCH brand that we've nurtured over 53 years has a very successful online presence, and we've formed some very, very mutually beneficial partnerships.

If you take a look at this slide, some of the titles on here are not traditional online advertisers. After implementing this program, we reached out to people who were very skeptical of getting into the email business and allowing people to mail their offers. And you can see these are some pretty big names that are not out there. They've come to us. Some of them have given us exclusivity because they feel safe doing business with us. It's truly win-win, because in an environment like this you're able to price it appropriately for the value that they're bringing to not only your organization, to their organization, and it's really forming a truly win-win long term relationship.

This is another example of a company that was very hesitant to engage in third party email. After a very detail audit of our site, we've developed a custom promotion for them. We've had the ability through our email service provider to segment out a very, very highly targeted segment of our list and deliver a personalized campaign just for them. And the relationship, while it's early on in the relationship, it's very, very positive so far.

And again, I'm Sal Tripi, and I'll open it up for questions. You want to step over to the microphone?

PARTICIPANT: Two questions. One, how you deal with image blocking? And if you have any statistics for the industry, how many end users really aren't looking at anything that has an image? The second is if you could talk a little bit about enterprises. It seems like we have a good understanding of how to get a good reputation with ISPs, but then they often hand it over to universities, large companies, and they often have their own processes, software filtering, and how do you – do you have any examples of how you deal with that? Because it sort of can be like a black hole when you get to the enterpriser, the corporate level.

SAL TRIPI: The first question was around image blocking and that is an industry issue. There are certain certification programs that are out there that allow your images to be displayed. But as far as best practices go, alt tags are always a good alternative to images. That allows that if your images are blocked, you allow the alternate tag to display. And mixing up the appropriate amount of text and image obviously helps, because the customers are seeing something.

Related to your second question and really not so much at the massive ISP level but at the local level, a lot of them using a variety of services such as Postinean variety of spam filters. The block lists that I showed earlier are often consumed by those third party spam guards and very active. So if you're managing your block lists, you're able to get mail through some of them. Some of them you just can't. And you really have no visibility into it, as well.

PARTICIPANT: Hi. If you're working with an ISP, how do you have the third party accreditation work for you?

SAL TRIPI: That's a very good question. And your email service provider is probably one of the most important tools you can have in order to deliver your emails, so working with a good email service provider that provides you the ability to see all the data and execute campaigns. That's only one component, though. Email service providers, they're core competency is being able to allow you to segment your list, deliver these dynamic emails with great content. That's their core competency. They all have very good deliverability teams. Third party accreditation services are – that's their core competency. They wake up in the morning, they want to understand the delivery. That's what they do for a living. And the two of them can go hand in hand. You can have your email service provider managing your day to day deliverability, working with a third party accreditation services. In the

world of deliverability, sometimes a belt and suspenders is a good thing.

PARTICIPANT: Listing with the ISPs obviously helps for just general deliverability. Does simply listing with the ISPs also keep your mail from not getting lumped into the bulk box?

SAL TRIPI: You're talking about white listing?

PARTICIPANT: No, not really white listing, just kind of maintaining the relationship, yeah. Obviously it helps you get to the recipient, but it also – I'm just wondering, does it stop you from getting there and just getting lumped into the bulk box?

SAL TRIPI: There is no magic bullet to get to the inbox. It's really very gray. It's based on not only what's happening within your own campaigns, it's what's happening in the industry. Our emails in particular are often very inspirational. We use $10 million. We are a legitimate sweepstakes company. A lot of people are not legitimate using the same type of things. So while listing and accreditation is very, very important, it's not going to guarantee you inbox delivery. It's not going to help that. It's really what is happening at that point in time. So, it is a critical step and should not be overlooked, but it's really the evaluation at the campaign level that's going to get you into the inbox and making sure your reputation and your scores are well maintained. That's going to get you to the inbox.

PARTICIPANT: My question is an extension of the same question. Could you share some more information about inbox management tools?

SAL TRIPI: There's a lot of inbox management tools. We happen to use the Habeas toolset. And basically the way it works is they provide you with a very, very large group of seed accounts that allows you to send test campaigns and the actual campaigns, too. And to the ISPs this is invisible. They don't realize that it's seed accounts, and you can really see where that mail is going. It's not a very complicated approach, but these third party services have a view. There's Habeas, there's Return Path, there's Good Mail. They have a view into – they allow you to view into all the emails, and they allow you to typically see it by either domain, if you're concerned about one particular domain, across all campaigns, or focusing in at a campaign level to see how the campaign performance is.

There is – oh, I'm sorry. For anyone that is interested, we have published a white paper, and that is available over at the Habeas booth. If anyone is interested in picking one up, it's over there. Thank you.

How a Good Reputation Delivers Huge ROI

A Good Reputation Delivers Huge ROI

Sal Tripi, Director of Operations/Compliance
Publishers Clearing House
Tuesday, February 26, 2008

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

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

Traditional View

Obstacle

Sales Prevention

Growth Inhibitor

2

EM@IL SUMMIT '08 Expo & Awards

Using Reputation Based Marketing

- Increase Sales
- Grow/Foster Profitable Business Relationships
- Protect Brand
- Improve Campaign Level Metrics = Increased Conversions

3

EM@IL SUMMIT '08 Expo & Awards

The Importance of Email Reputation

- The #1driving force behind getting your message to the consumer
- Brand Protection
  - Value of Brand
  - Impact on Potential Business Relationships

4

EM@IL SUMMIT '08 Expo & Awards

The PCH Brand

Over 50 Years

PCH is Sweepstakes

One of America's most well-known brands.

TRUSTED

- Yes!
  We really do give away all that money
- **No!**
  You **do not** have to order to win.

5

EM@IL SUMMIT '08 Expo & Awards

The PCH Brand

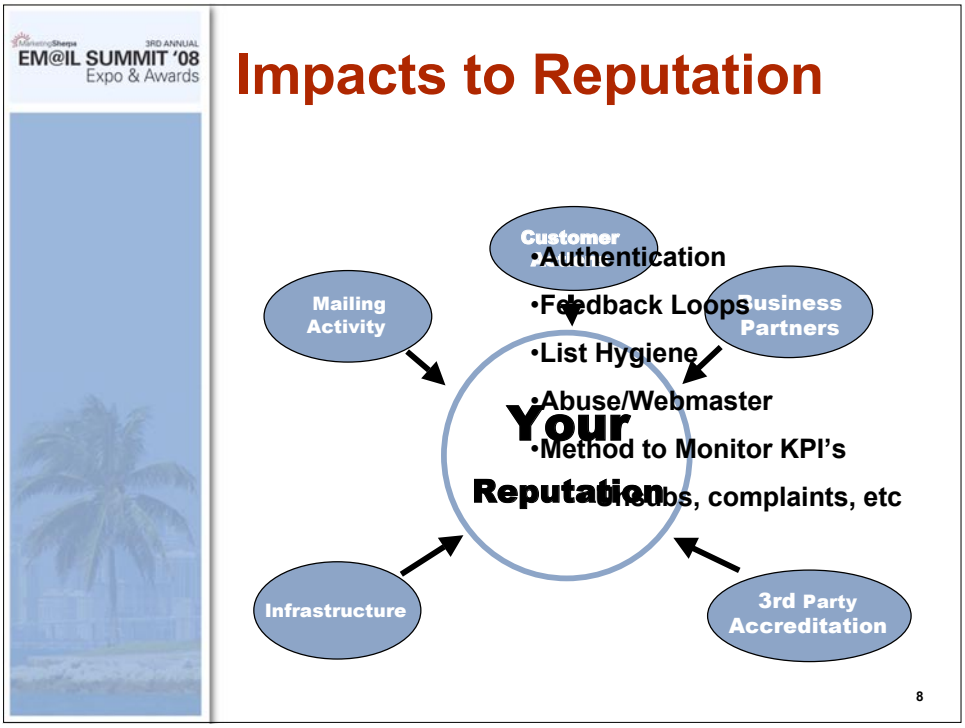
- Brand Protection is Crucial For Future Success

- Leveraging The PCH Brand With Valued Advertisers And Partner

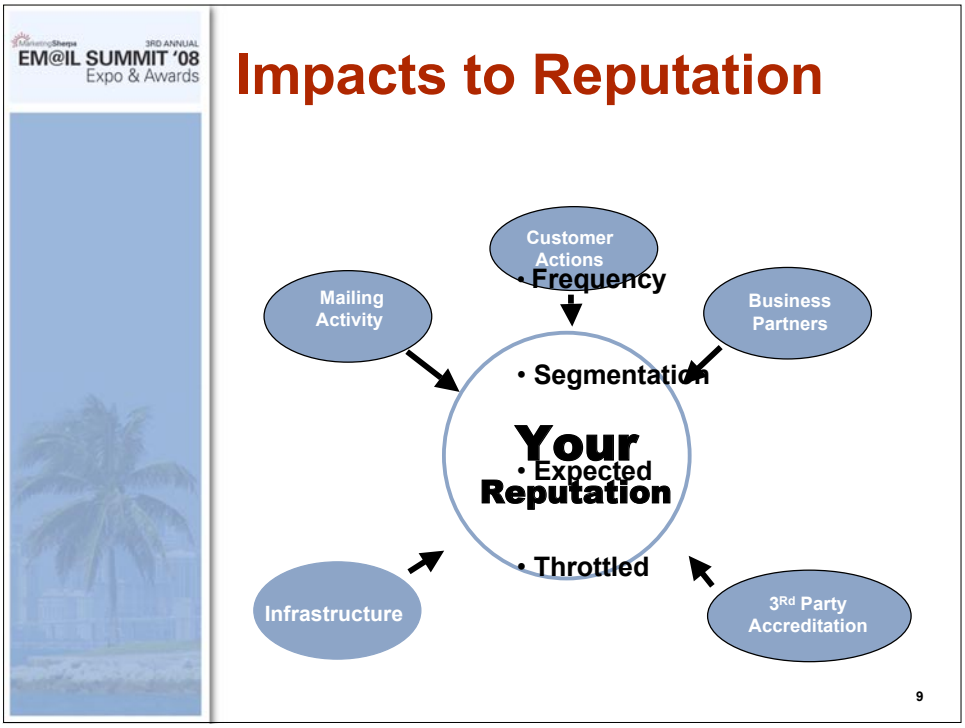
pch.com PUBLISHERS CLEARING HOUSE

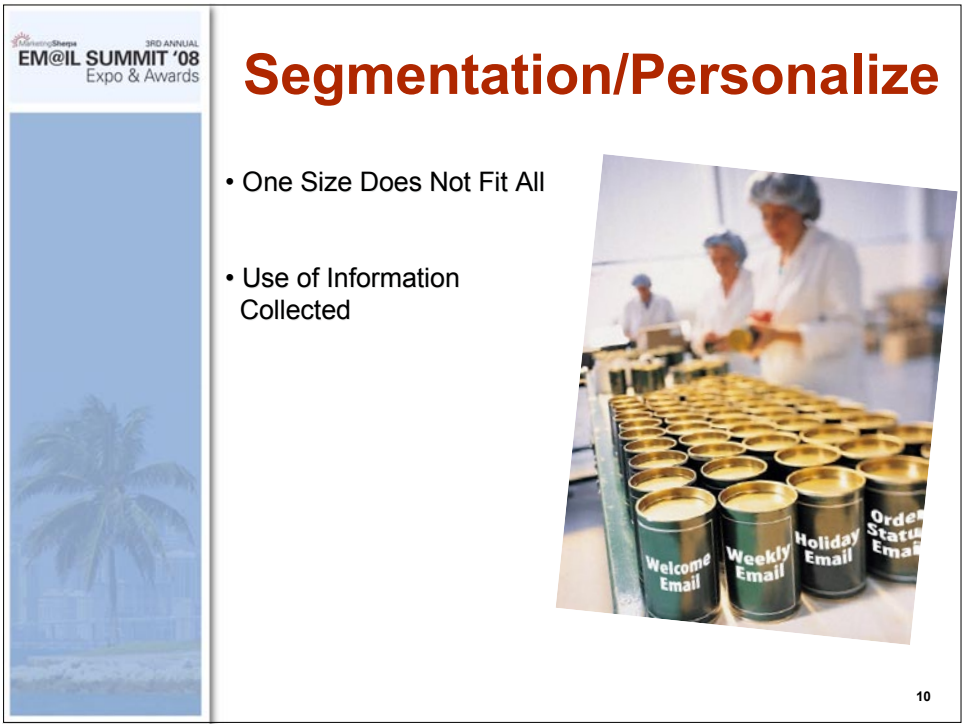
6

How a Good Reputation Delivers Huge ROI

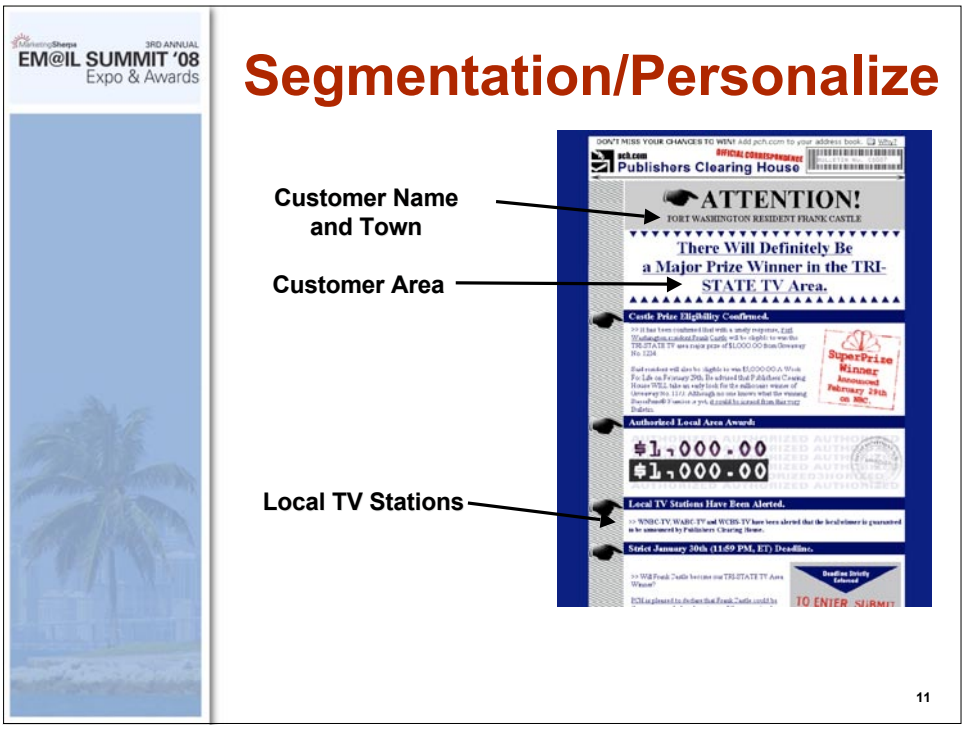


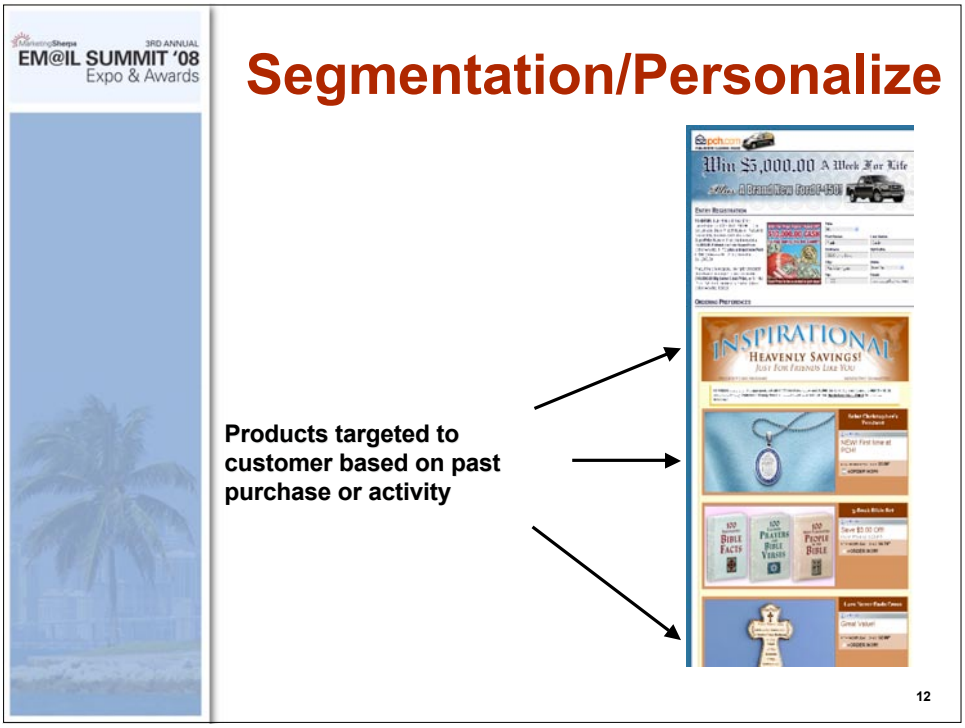
How a Good Reputation Delivers Huge ROI



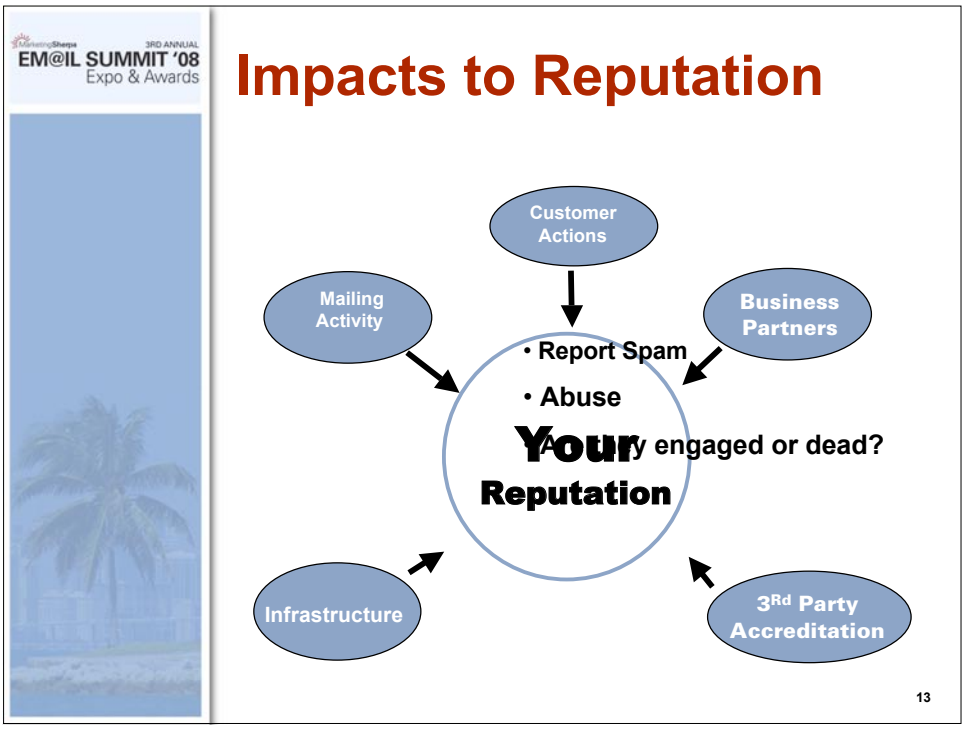


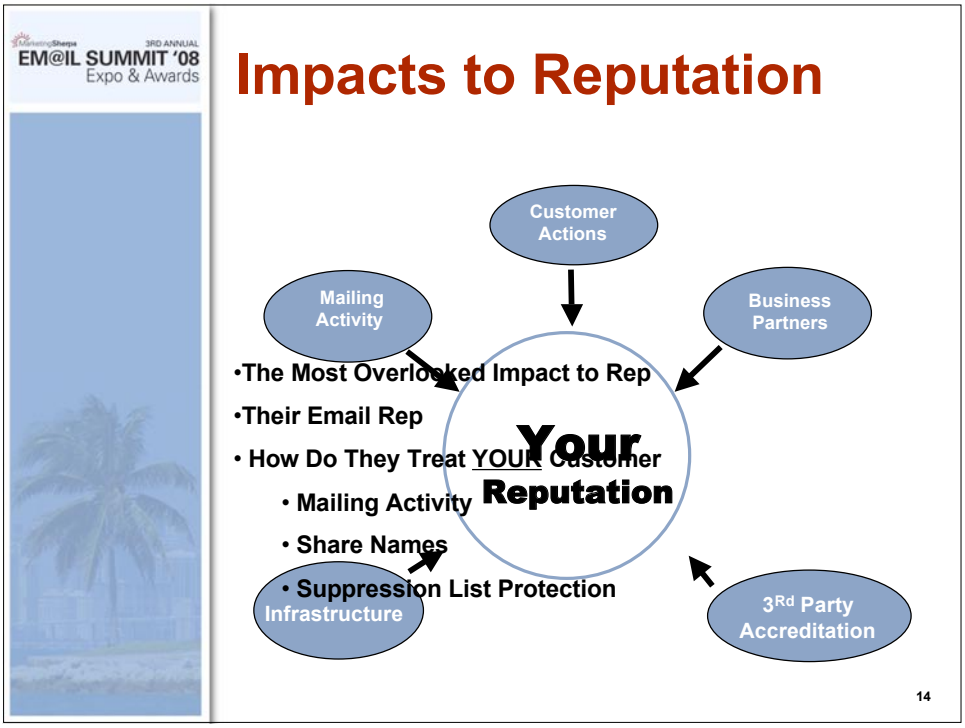
How a Good Reputation Delivers Huge ROI



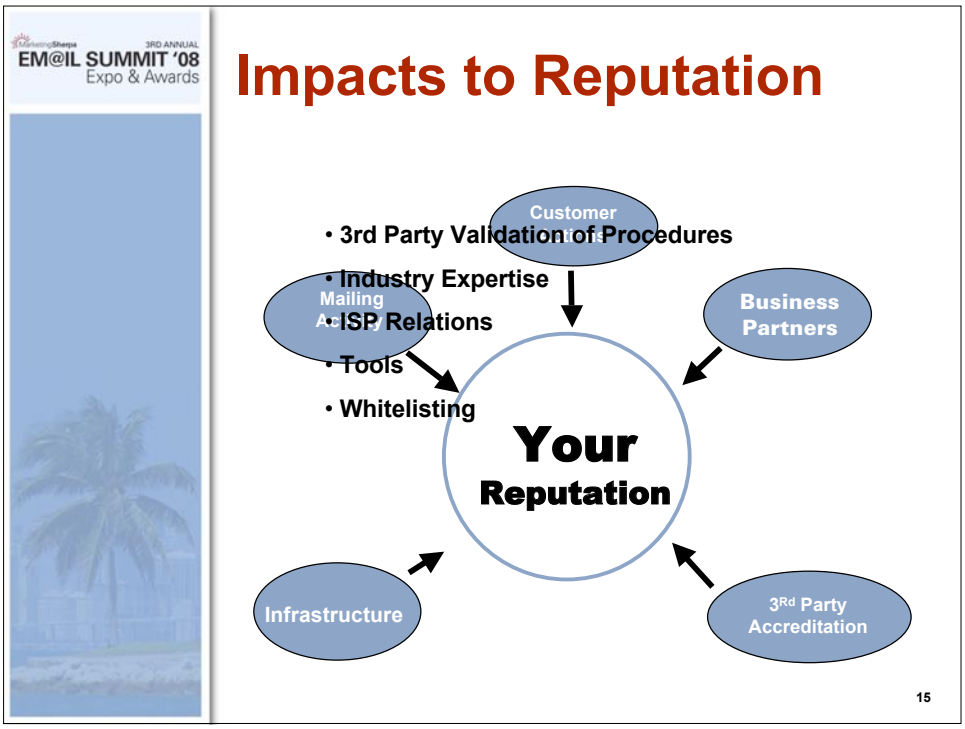


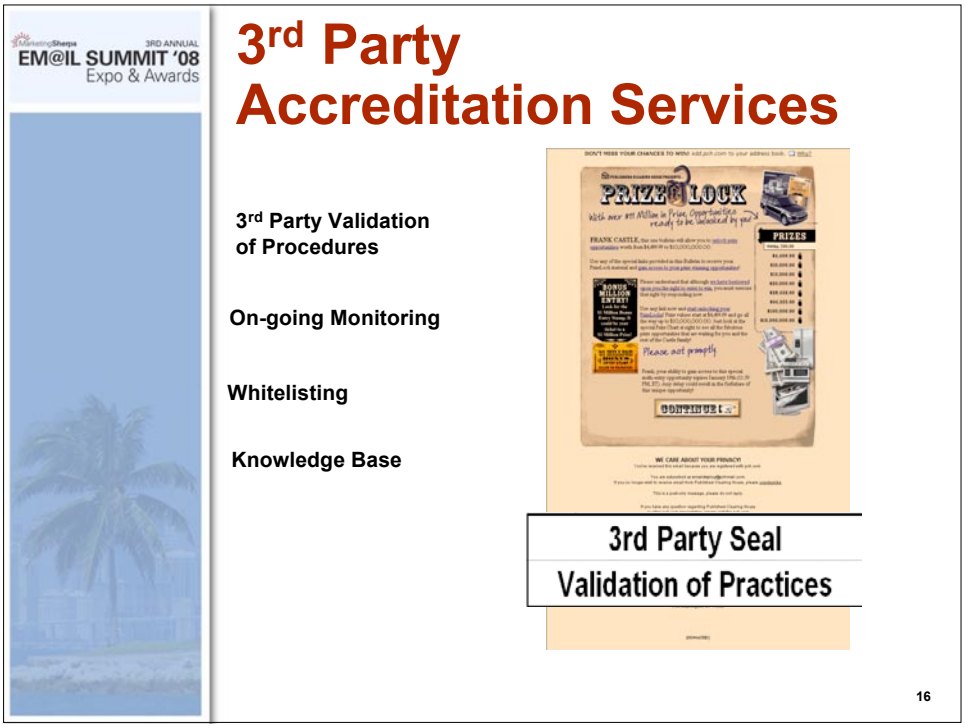
How a Good Reputation Delivers Huge ROI





How a Good Reputation Delivers Huge ROI





EM@IL SUMMIT '08 Expo & Awards

Manage Your Reputation

Commitment from Executive Team

- **Difficult Decisions**
  - Long Term View vs. Short Term Opportunity
- **Resources**
  - Time
  - Investment in Tools

17

EM@IL SUMMIT '08 Expo & Awards

Managing Your Reputation

- SNDS

Smart Network Data Services (SNDS)
Analyze and react to email activity. It's Quick, Easy and FREE

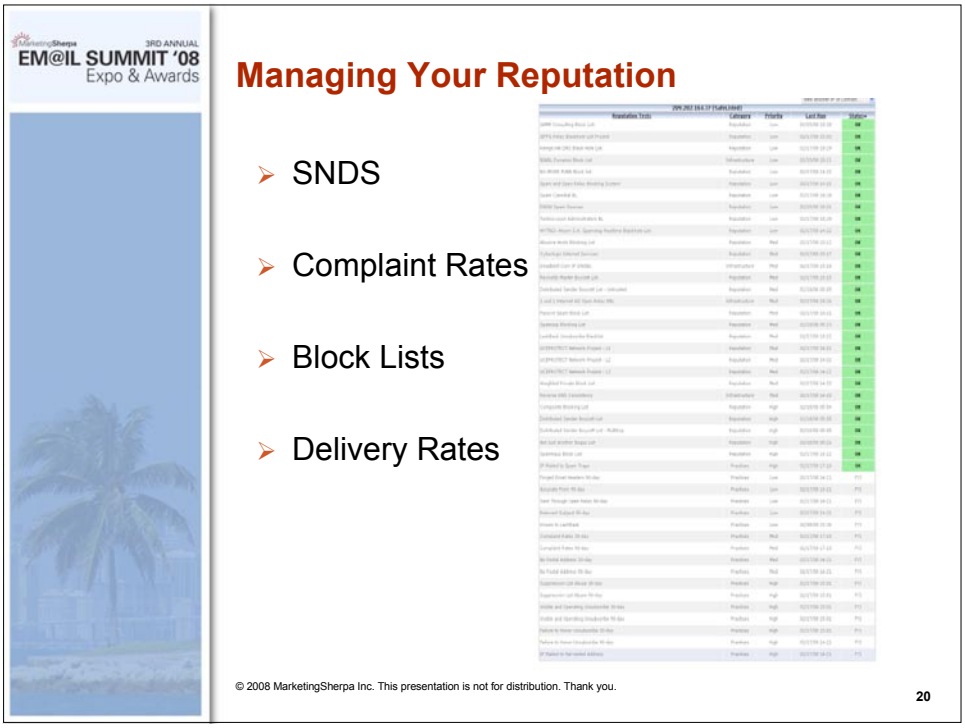
- Complaint Rates
-

Result	Example	Verdict percentage
Green		Spam < 10%
Yellow		10% < spam < 90%
Red		Spam > 90%

- Delivery

18

How a Good Reputation Delivers Huge ROI



How a Good Reputation Delivers Huge ROI

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

Managing Your Reputation

- Delivery

- **Bounce Management**
  - **Have limited retries**
  - **Remove Hard Bounces Immediately**

21

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

Managing Your Reputation

Delivery

- **In Box Delivery**

Subject	Campaign ID	Performance	Inbox	Bulk	Missed	Dup	Seeds	Interval	First	Feedback
Jay's Record Of SuperPrize Number Ownership			100%	0%	0%	0	15	0m	02/15/08 16:02	0
Jeff's Record Of SuperPrize Number Ownership			100%	0%	0%	0	15	0m	02/15/08 15:01	0
Brent's Record Of SuperPrize Number Ownership			100%	0%	0%	0	15	0m	02/15/08 15:01	0
Reese's Record Of SuperPrize Number Ownership			100%	0%	0%	0	15	0m	02/15/08 15:01	0
Jessica, the faster you enter, the more you could win!			100%	0%	0%	0	15	0m	02/15/08 15:01	0
Drew's Record Of SuperPrize Number Ownership			100%	0%	0%	0	15	0m	02/15/08 15:01	0
Ken's Record Of SuperPrize Number Ownership			100%	0%	0%	0	15	0m	02/15/08 14:01	0
Alert: Prevent Entry Forfeiture, Seeding			100%	0%	0%	0	15	0m	02/15/08 13:02	0
Jane , SuperPrize Bank Account Notice			100%	0%	0%	0	15	0m	02/15/08 12:02	0
Isaac , SuperPrize Bank Account Notice			100%	0%	0%	0	15	0m	02/15/08 12:02	0
Someone with the initials Jeff must be declared...			100%	0%	0%	0	15	0m	02/15/08 12:02	0
Ivonne , SuperPrize Bank Account Notice			100%	0%	0%	0	15	0m	02/15/08 12:02	0

22

How a Good Reputation Delivers Huge ROI

EM@IL SUMMIT '08 Expo & Awards

Managing Your Reputation

- 3rd Party Advertisers

23

EM@IL SUMMIT '08 Expo & Awards

Managing Your Reputation

- **3rd Party Advertisers**
  - Understand Your Customer Experience
    - Their Mailing Practices
  - Perform a Reputation Assessment Prior to allowing any 3rd party advertisements within emails. Evaluate Sending domain, IP's for a view into their mailing activity.
  - On-going monitoring

24

How a Good Reputation Delivers Huge ROI

EM@IL SUMMIT '08 Expo & Awards

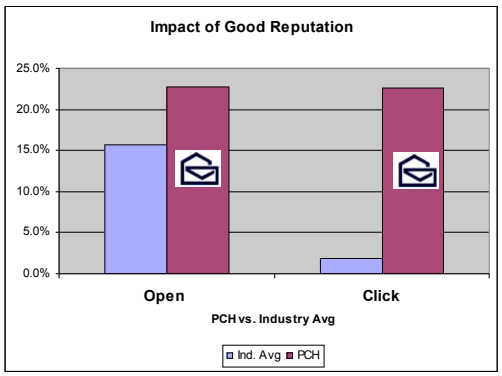
Managing Your Reputation

- **3rd Party Advertisers**
  - On-going monitoring
    - Constantly Seed
    - Monitoring Services
      - Habeas, Lashback, Return Path etc.

25

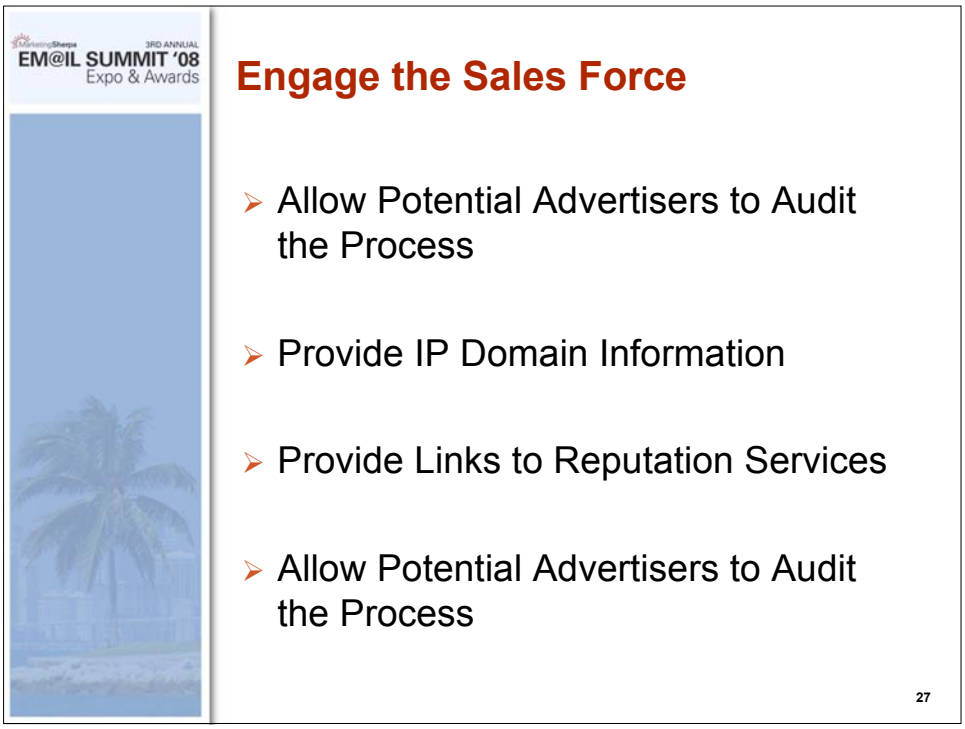
EM@IL SUMMIT '08 Expo & Awards

What's it Worth?



26

How a Good Reputation Delivers Huge ROI



How a Good Reputation Delivers Huge ROI

How a Good Reputation Delivers Huge ROI

Data Enrichment and Synchronization Strategies

SESSION DESCRIPTION

Unilever Belgium is responsible for international brands, including Dove, Knorr and Boursin. To support these brands, the marketing team is engaged in data enrichment, data synchronization, data-mining and identifying most valuable users (MVU). The presenter provides an overview of the team's strategy and the role of the Email channel in multiple database integration, content segmentation, message creation and lifecycle management.

ABOUT THE PRESENTER

Michon van Doom

CRM Manager,
Unilever Belgium

Since 2005, Van Doom has been CRM Manager at Unilever Belgium Strategic reflection & consultancy regarding direct marketing, database marketing, relationship marketing and interactive marketing in its largest definition and for the Unilever brands and/or with Unilever customers (retailers). From 1999 to 2005, she was Account Manager at WDM Belgium responsible for sales, advice, organization and coordination in consumer data management for companies in Belgium in different sectors. She earned a Bachelor's degree in International Business Communication at the Radboud University of Nijmegen (The Netherlands) and a Master's degree in Intercultural Management at ICHEC Brussels (Belgium). She completed a marketing internship at Telefonica (Chile). Born in The Netherlands, she lives in Belgium. Hobbies include dancing, playing field hockey, reading, and travelling.

ABOUT UNILEVER BELGIUM

Unilever's mission is to add vitality to life. We meet everyday needs for nutrition, hygiene, and personal care with brands that help people feel good, look good and get more out of life. With 400 brands spanning 14 categories of home, personal care and foods products, no other company touches so many people's lives in so many different ways. Our brand portfolio has made us leaders in every field in which we work. It ranges from much-loved world favorites, including Lipton, Knorr, Dove and Omo, to trusted local brands such as Blue Band and Suave. From comforting soups to warm a winter's day, to sensuous soaps that make you feel fabulous, our products help people get more out of life.

PRESENTATION

MICHON VAN DORN: Thank you. I think I'm your second non-native English speaker of this conference and I saw you were a very nice public to the German speaker yesterday. So, I'm pretty nervous about this one, but with that in mind, I hope it will be okay. You might not know Unilever, but I think all of you will know some of our brands, and the most important brands here in the US would be Dove, Axe, Knorr, and the only thing that you should know is that Unilever Belgium is part of the original division of Unilever Europe and the CRM part is in charge of everything that has to do with email marketing at Unilever Belgium.

So, before I start to really talk about the role of email marketing at Unilever Belgium, there are some things I want to remind you of because when I saw all the sessions yesterday, there are specific differences for Unilever as a fast-mover consumer goods company and because we're in Belgium. First of all is that we don't have a direct sales channel, which means if we use email marketing, it's more as a brand communication tool and it's not a sales tool. It means when using email marketing, you have to keep that in mind because the objectives behind will be different.

Secondly, the Belgium market requires the opt-in legally. So, that's a big difference with the United States markets, as I suppose most of you will know, but there are two specific differences for Belgium, too. We have only an on-line population – so the penetration of internet is only 65%. So, for our marketing department, when using email marketing, you should be aware of that because you can't touch all the targets you would like to, just by using email.

The second point, which is typical for Belgium, is that we can't use e-coupons. So, we can't just send them a coupon voucher to get a rebate on one of our products in a supermarket, which means, again, in email marketing, you just don't use it as a tool to just boost your sales. It's really about brand awareness and brand perception.

Data Enrichment and Synchronization Strategies

Anyway, email marketing is, like all the cases we've seen until now, just part of what we call our relationship marketing strategy. It's another channel, another direct to consumer channel, besides what we already were using, which was, of course, most of all, direct mail. Relationship marketing means we talk about the relationship. So we're using email marketing almost always in a long-term commitment and not just during an email blast and just getting the attention of our customers just once. That also has to do with the opt-in legislation in Belgium, because consumers really say, "Okay, I want you to communicate with me through email", they just expect you to send them something relevant over time; just not once every three months. Now, it would be every month, or every six weeks, or with the frequency that's needed to be relevant for the consumer.

So, we try to apply what we call the relationship marketing principles, which are about high impact, about personal relations, about activation and about bonding. So these, I think, are pretty common for all of you.

Of course, as I just told you, email marketing makes relationship marketing accessible for our brands. As you might know, the margin of our products is so small that we just can't allow paying for direct mail pieces twelve times a year, because a stamp is already three times as much, so we just can't allow this for all our brands. But, it makes it accessible to have direct contact with our consumers through email.

As I told you, it's about long-term. Some expectations are made for some of our brands. They just communicate once in a while when they have something to tell, but in general, when our brands are using email marketing, it will be on a long-term basis. This is the real challenge in fast-moving consumer goods because being relevant, when you're talking about margarine or talking about shower gel, it's not that simple. So, when I'm having brand marketers come to me and they say, "Okay, I want to do something with email marketing", I say, "Okay". Except for the point of being relevant – I don't want to go into that one because all of you know how it's important, I want them to think about two other aspects, and the second one would be credibility.

Just to give you an example, environmental issues can be very relevant for the consumer, but is it for Dove, as the brand is Dove, to talk about the environment. But, on the other hand, if there are an environmental aspect for the packaging they're using, maybe it is relevant to the consumer to talk about the environment from a brand as Dove.

The third one is sustainability, and what I mean by that is, as I told you, by the opt-in legislation, the brands are engaged with the consumers on a long-term basis. So most of our brands have great big activation campaigns during the year, just for two or three months, and they have lots of things to tell to the consumer which is relevant, which is credible for the brand, but after the three months, okay, what will we tell the consumer? So I want them to have in mind that they have to think of content that's relevant over time and not just because they have one big activation going on that they can tell something to the consumer.

For us, email marketing allows us to connect with the consumer, because as a big, fast-mover brand doing lots of things in television, where we don't really know whether people, consumers are thinking about us, this is really important to us. But one thing that's really important for me, as the CRM manager at Unilever, is that consumers don't know Unilever. They do know our brands, but they don't know that Promise is the same supplier as Dove, and they are all the same manufacturer.

So, if we want to be in contact with the consumer, and I really want to do this in a way that is beneficial for Unilever, I should know how to contact the right consumer for the right brand at the right moment and the right message. This, of course, is not only for email marketing, but it goes for all we do in direct marketing as a whole. So, the database, in this part, is really very important.

As you can imagine, every brand is doing its marketing campaign separately. So if I, from a Unilever point of view, have to know – I want to know what's happening, I have to create a central database for all my channels, and that's what I will be talking about in the next ten minutes.

So, where did we come from? As I told you, email was not for fast mover brands, and sometimes when you were surfing on their websites, you could see that they were collecting data from consumers, but not really in a way – they were just thinking, "Okay, it's nice to have the consumer data, and then I'll see what I will do with it". So there was not really a strategy behind it. Collecting an opt-in just to say, "Okay, maybe in one year I'll do something with it", it's not a good way to go. So that was not really a good point.

Data Enrichment and Synchronization Strategies

If there was data capture on the websites of the brands, this was not done at all in a uniformized way. So, what happened, if you looked at the databases behind the different websites of the brands, you would find very different kinds of data. For example, as you may know, in Belgium, we have two languages, Dutch and French, and there were brands who would just forget to ask in what language did the consumer want to have their communication, or they'd forget to ask the gender code, for example. So, you could not really use the data as properly as you would like to.

Then, the databases were all behind the different sites, so there was no connection at all, and sometimes we even saw that the Unilever legal standards were not applied. This meant that we didn't have any single consumer view at all. So I didn't know if Becel – which is Promise in the States – was the same consumer as the Dove consumer, or if there was any link at all between this data, and this was only on the on-line site. On the off-line site, I had a lot of data coming from other sources than websites. I had a huge central database for Unilever, but there was no link at all with this data. So even if I had already this consumer in this database for other brands, I didn't even know it.

So, if I want to visualize the situation – you can see on the left hand side, all of the different brands with their different agencies having different websites with different databases, and on the right hand side, we already had a large off-line consumer database, which is called Genesis, hosted externally at a Belgian company called WDM, and from that database we were, for example, doing already our direct mailing campaigns for Becel and for a magazine, which is a multibrand for Unilever. We were using that database. So, we had more than ten or twelve databases all around.

What we tried to do in the last two years is that we really tried to make the brands aware that you don't need to collect consumer data if you're not planning to use it. It can be useful from a marketing research point of view, but the consumer will be expecting something of you if you are just saying, "Okay, do you want to have information or communication from me in the future? Just leave your email address", and if afterwards you're not doing it, the consumer will be disappointed. So we really made them aware that it's a good thing to capture data, but only if you have a strategy afterwards. So, really think about relevancy, credibility and sustainability. We want to have them top of mind.

So I started using a tool called Email Garage, which is our email marketing platform today, so we could centralize all of our data collection processes, because of course, the brands still have their own websites. We didn't change anything about it, and every brand wants to work with their agency. I couldn't tell them, "Okay, you have to all change to one agency, or change to another". It's impossible, given the current situation.

But what we did, is the registration, or the data capture page on each brand website was centralized via these tools. So, the agency could just go on developing the website, but just the registration page was linked to one central email marketing tool. This means that by doing this, we already created the single consumer view on the e-data, on the on-line data we captured for all our brands, and also, the registration forms were uniformized as much as possible for all the brands. Of course, they could ask specific questions for their brands because you don't ask the same questions for the different categories, but the main data would be the same.

The third part, which is also a very important one, was, of course, centralizing the on-line data and the off-line data. So what we set up was a synchronization process going from our email marketing tool to our central database tool. So what we're now doing today is every week, we exchange the on-line data through the central database, so we can create a complete single consumer and household view, so we can even see if two persons from the same family are subscribed to different newsletters for example, is available. So, we combined here the on-line and the off-line data.

So what you see here is, on the left side, you have the subscription form for one of our brands. Well, the subscription form, it has a lay-out specific to the brand, but the whole data capture fields are linked to our email marketing system. It then goes into our email marketing tool, which you see just a screen shot of it just below, and then on a weekly basis, we have our synchronization. It contains more of the unsubscribes or bounces, the interactions the consumers have been having, profile updates we are receiving by the net and the new subscribers. They are going to our central database where this will be treated And, on the other hand, of course, in the email marketing tool, as all the data will be captured centrally for all the on-line data, we there will have a profile enrichment so we can see if the Dove consumer has already interacted three times with us, if it's the same one as the Becel consumer, well, we can use the data over all the brands finally.

Data Enrichment and Synchronization Strategies

So that means that what I just showed you before has completely changed. We still have all our brand websites with our different agencies working on it, but on these websites, you all have the data capture pages linked directly to our Email Garage tool. From this tool, we have our weekly synchronization to the central database that you see over there on the right. This central database, that's where all the campaign selections start from. So, for example, if we do an emailing selection, it will start in the central database, it will be sent to our email marketing tool. From there, we will do our e-campaigns. Our direct mailing campaigns will also start from the central databases and then we will send our magazine over there. So we have really one master database where everything is captured, and we have just the Email Garage tool, the typical email data that you don't need in the master database.

This means, in the tool, we are able to check for all our email campaigns, the design, testing and the Spam checks. I think you must be aware of this one. We have reporting on deliverability and benchmarks geography. For example, we created a standard for all our Unilever email campaigns, and so we can check for every campaign we're doing, if they're having better or worse results than the average of our Unilever campaign, or compare it to the market standard.

I just want to show you one case we did for one of our brands. It will be really a marketing case, but you will be aware of the fact that this is only possible since we have this central database So, I won't be focusing really on numbers. It's more about the process that we installed here which made this possible finally.

So, Becel is the brand Promise, as I just told you. Normally, it's exactly the same brand with the same positioning in the States, and what we tried to do is we set up a relationship marketing program. It was called Becel 'Heart In Great Shape', and then you see the two translations in Dutch and in French, just afterwards. What we did, this program we did on-line and off-line communications, so email and direct mail, and it was completely permission-based. So, opt-in is legally required for email marketing in Belgium, but what we did for this program is that also for the direct mail, we wanted people to subscribe. Why? Because we only wanted to invest in those people who really want our communication. We don't have a customer database. We just have a consumer database and a consumer can buy a different brand tomorrow and then it's not my customer any more. So, that makes it pretty complicated to select and target really the consumers that are worth communicating with.

So we did a huge recruitment I will explain you some more afterwards. When they subscribed to this program, we asked them to select a person who had a challenge in life about three heart risk factors. So we wanted them to identify them with one of the persons. So, one of them had a problem with blood pressure, one of them with cholesterol, and the third one with their weight, so their BMI. At the subscription, they said, "Okay, I'm interested in more information about this or this area", and then all the program was about receiving tips, recipes and being fit programs that could help them get their heart age fit, really. So, we had a very active recruitment phase, and this recruitment was done via off-line and on-line channels, so people could subscribe on the website, but there were also a lot of people who subscribed via a voucher and sending it back to us. Why did we do this? Because this is the type of product where we have typically a target group about – well, most of them are about 50+ years old. So, we know that the 50+ people are not on-line, all, so we really had to open up our program to everyone. So that was where the central database was really crucial to the program because you had to see who was on-line, who was off-line, and how we could communicate with them. So the program was via the both channels, too.

Once the subscribed – after they just told us what they were interested in – we asked them, at the subscription stage, some small questions - you can see the questionnaire on the left screen shot – about their consumption and category. So, if they are using our brand, for what categories they are using our brand, and how many times a week. This is, of course, a declaration of what they're doing. I don't know if it's real, but it's the only information I will have for my consumers. And, based on what they said here, I divided them into three segments; the ones we call our most valuable consumers, the ones I called the most global consumer and the other. Maybe I should call them low profile consumers, or whatever, but they're consumers who subscribe to my program but I'm not really investing a lot in them because they are using competitor brands, or their usage is very low.

So, based on this segmentation, we set up different types of communications. The first strategy was about growth; so, really develop the potential of these consumers. So we focused on inspiration about how could you improve your heart age, and we had frequent

communication to underline the importance of the daily use of our products. Then, the second segment was about maintaining. So we defined potential most valuable consumers and this was focused on the current positive lifestyle they're already having and we want to support them in. And the third would be what we call low profile. It's more keeping the brand top of mind, and it's more about relational attention. So, we didn't want to invest too much, but these people were signing up for our program, so we wanted to communicate with them anyway.

With these segments behind, we have chosen to target them via on-line or via off-line and we sent them different offers. What you should know is that for one segment, it's possible that they didn't sign up on line, so we're only capable of sending them direct mail. We didn't have any other choice. Some of them only subscribed on-line, and then we had the possibility to do on-line and off-line.

So, what we did, for example, is we only sent direct mailings to our two first segments, and not to the third one, and for the most valuable consumers, for example, we sent saving cards, really to stimulate them to keep on buying, and to our most growable consumers, we sent them coupons. So we can use coupons as a rebate via paper, via direct mail. We can't do it by email. We can do it by direct mail.

The emailing, we didn't really have a direct sales offer for something, but we tried to differentiate the content in function of the profile they indicated at the start of the subscription of the program. So, if they were interested in blood pressure, in cholesterol or in the weight problems. So, a typical example is that we had the person having the same problem as they have in the visual, and then we had a tip of the month, which was talking about the typical problem they were having, and then we had a part of the content which was staying the same for everyone.

For our direct mailing, we ended up with 24 different versions, and you may see that for the Belgian marketing, we need a French and a Dutch version, so that makes already 12, and then we took into account if they were already receiving on-line communication or not, because if they received on-line communication, they already received a lot of information, and we took into account, of course, also the profile they were subscribing in. So that meant that we had about 24 different versions.

So, to end up is that this case really shows that having the central database, we can really use it for recruitment channels and for our communication channels, but this was more about getting the basics right. So, we've went through a tough process the last two years, but now we are there. We now want to go a step further and test more. We want to go to more personalization. I don't have a very good multi-channel campaign reporting yet, so that's something I want to develop, and even a cross-band reporting. I can see all the cross-brand data, but I don't have a good reporting yet . E-couponing we are working on for Belgium, so maybe – I hope it will be possible next year, and of course, also in Belgium, we started having problems like how to cope with the clutter in the email box, as people are receiving more and more emails, even if it's still less than what's happening in the States. People are just considering it as spam, even if you have their opt-in. Of course, there we can see the open and click rates are dropping, so this is something we also have to take care of for the next year.

So this is what I wanted to tell you today. I hope it was clear for you all. I just wanted to thank my agency, Email Garage, who is here today, and thanks to who I'm here today also.

MODERATOR: Michon, thank you very much. We do have time for just a couple of questions. Yes. Let me bring the mic over so that everyone can hear your question.

PARTICIPANT: My question is in regards to the different brands that you have. Do you have any challenges with regards to data ownership and how do you process the data with regards to unsubscribes. Is it done at the brand level or as a parent company under Unilever?

MICHON VON DORN: I think you have to repeat the question because it's very difficult for me to hear.

PARTICIPANT: I'm sorry. My question was with regards – because you have several different brands, how do you handle the data sharing between the brands?

MICHON VON DORN: Okay. So the question is about the data sharing between the brands. Well, the problem is that it depends on the company. Unilever took the position for Belgium that as the consumer don't know Unilever, when they give their opt-in to a brand, it's really exclusive for the brands because it's very weird if Dove, for example, would collect the opt-in and then transfer it to Becel, Promise, which is a food brand, compared to

a personal care brand. So consumers don't understand why they receive something from another brand. Proctor & Gamble is not doing the same in Belgium. They collect opt-ins for Proctor & Gamble and then they just put a list of all the brands that are for Proctor & Gamble. We decided not to do so, but if you put it in your privacy statement, legally, it's okay. The way we found to cope with this problem is to launch our multibrand program. I just talked about it very shortly. We have a magazine, which is called Cent Idée, One Hundred Ideas, if you translate it literally. It's also active on-line, and when I have an on-line opt-in for the multibrand program, which is not Unilever because people don't know Unilever – it has another name – but all the brands are behind it. That means that separate brands can use my multibrand email database, but it will always be the multibrand program name that is communicating to the consumer, so they will be able to recognize who it's coming from. And as we saw in other presentations, it's very important to identify the sender. That's why.

PARTICIPANT: Hi. The question is about database management. You mentioned Email Garage. In the case of my company, what we have is a lot of customer information collected via our off-line channels, our field sales force, and we are starting to collect information from on-line sources. I don't know if you have evaluated the possibility of interrelating both data or keeping the data in separate databases for more flexibility or more speed to market?

MICHON VON DORN: Okay. Well, our business activity means, as I explained, we don't have really direct sales operations, which means that we don't really have an operational CRM system. Never the less, the tool that I'm using for my email marketing will also be possible to use for mobile marketing, for example, in the future, if I want to do that, integrating sales force information – that's what you're talking about, I guess. I don't think it's possible, straightaway, but I also asked myself the question, if, for Unilever, it's really necessary to go that far. So, I can't say this is really a CRM tool. It's more like a channel management tool, I would call it. So maybe my agency is thinking differently about it, so he can answer if he wants to.

MODERATOR: Michon, thank you. We've got a couple of people in the back. I think we've probably only got time for one of you. I'm sorry.

PARTICIPANT: My question is regarding the database synchronization. Your chart indicated that you do a weekly database transfer. Do you know why you choose weekly rather than on a daily basis?

MICHON VON DORN: I'm sorry. I heard you were talking about the weekly synchro, but –

PARTICIPANT: Yes, my question is regarding the weekly sync. I was wondering why you chose to do a weekly sync rather than on a daily basis.

MICHON VON DORN: Well, that has been a discussion from the start. We chose weekly when we watched our frequency of the campaigns and of our data coming in. We didn't really need a daily one and a monthly one would not be enough. So that's why we chose the weekly option. Maybe it can change in the future if our email marketing will be more frequent for more brands at the same time, but at the moment, this is sufficient for us.

MODERATOR: Michon, thank you very much.

Data Enrichment and Synchronization Strategies

Michon van Doorn, CRM Manager
Unilever Belgium
Tuesday, February 26, 2008

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

EM@IL SUMMIT '08
Expo & Awards

About Unilever

- 150 million times a day, in 150 countries, someone somewhere chooses a Unilever product. From feeding your family to keeping your home clean and fresh, our brands are part of everyday life.
  - Unilever => Unilever Europe => Unilever Belgium
- Email marketing at Unilever Belgium
  - Expertise domain of CRM manager

2

EM@IL SUMMIT '08 Expo & Awards

The Role of Email Marketing at Unilever Belgium

It's just another channel...

Email marketing is part of our Relationship Marketing (RM) approach towards our consumers

- Email is "just" another channel we can use in this context
- So we try to apply RM principles
  - High impact (recall, attention)
  - Personalisation (relevancy)
  - Activation (direct response + brand perception)
  - Bonding (loyalty)

3

EM@IL SUMMIT '08 Expo & Awards

It's just another channel…

Some interesting observations…

- Email marketing makes a RM strategy accessible for FMCG brands
- Email marketing related to RM is long term
  - Some exceptions are made
  - This is a real challenge in FMCG
- Scanning of our RM, and thus email, activities on 3 parameters
  - Relevancy
  - Credibility
  - Sustainability

4

EM@IL SUMMIT '08 Expo & Awards

It's just another channel…

We try to connect with our consumers

- CRM programs are part of this "connection"
- Consumers know our brands, but don't know Unilever
- If we want to be in contact and create a dialogue
  - With the right consumer, for the right brand, on the right moment and with the right message
- For all our direct-to-consumer channels

⇒ Database marketing is crucial in this

⇒ And Email is just another channel…

5

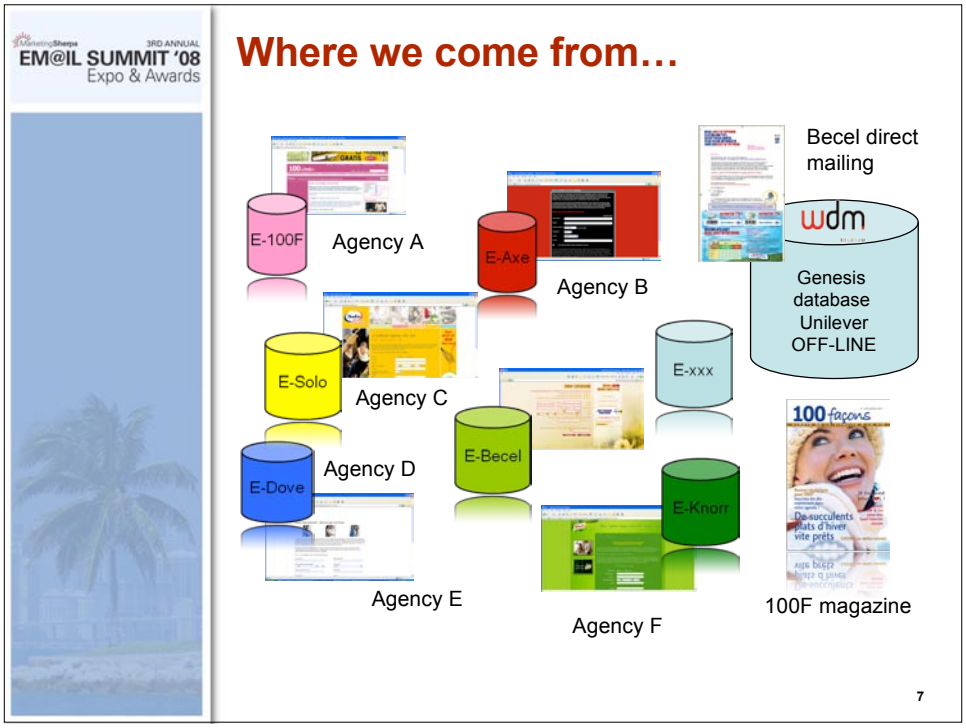
EM@IL SUMMIT '08 Expo & Awards

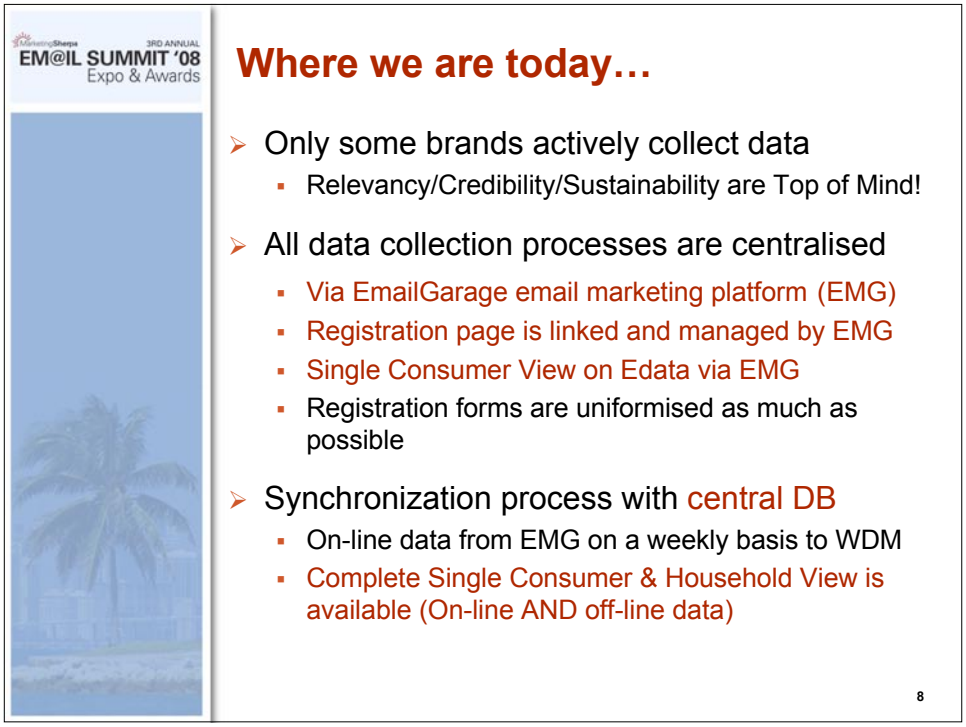
Where we come from…

- Email marketing was not for Fast Mover brands
  - If data collection was being done, there was not always a reason for it!
- If data was collected on the site
  - This was done in a non-uniformised way
  - Data was stored locally behind the site
  - Not always according to Unilever legal standards
- Lack of "single consumer view":
  - "Is my Becel consumer also a Dove consumer if we talk about email?"
  - No link to off-line data: huge consumer database available!

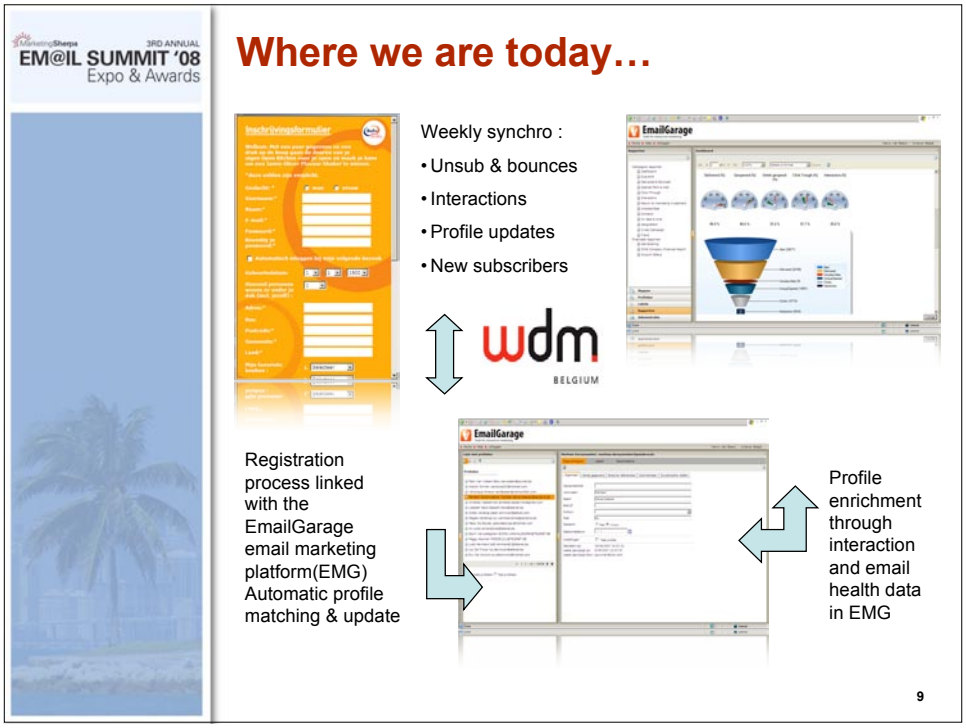
6

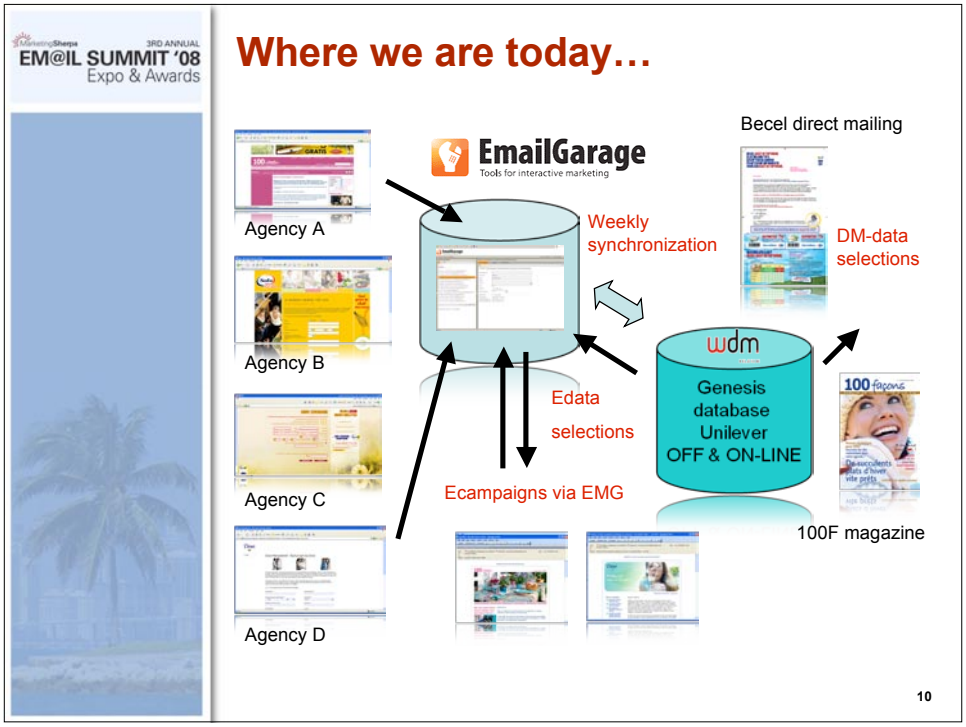
Data Enrichment and Synchronization Strategies



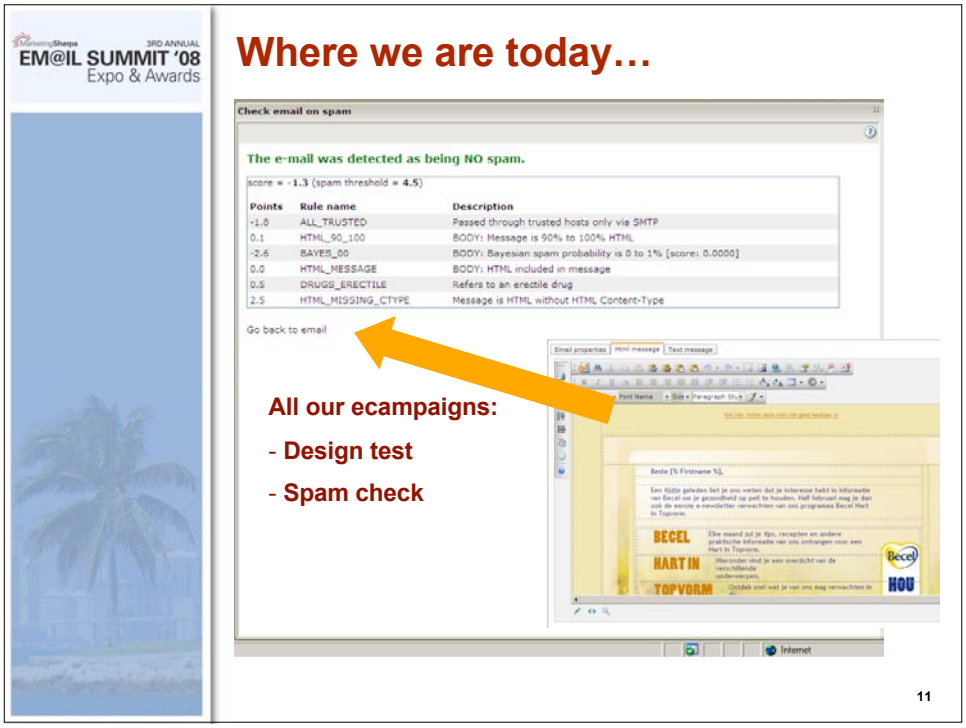


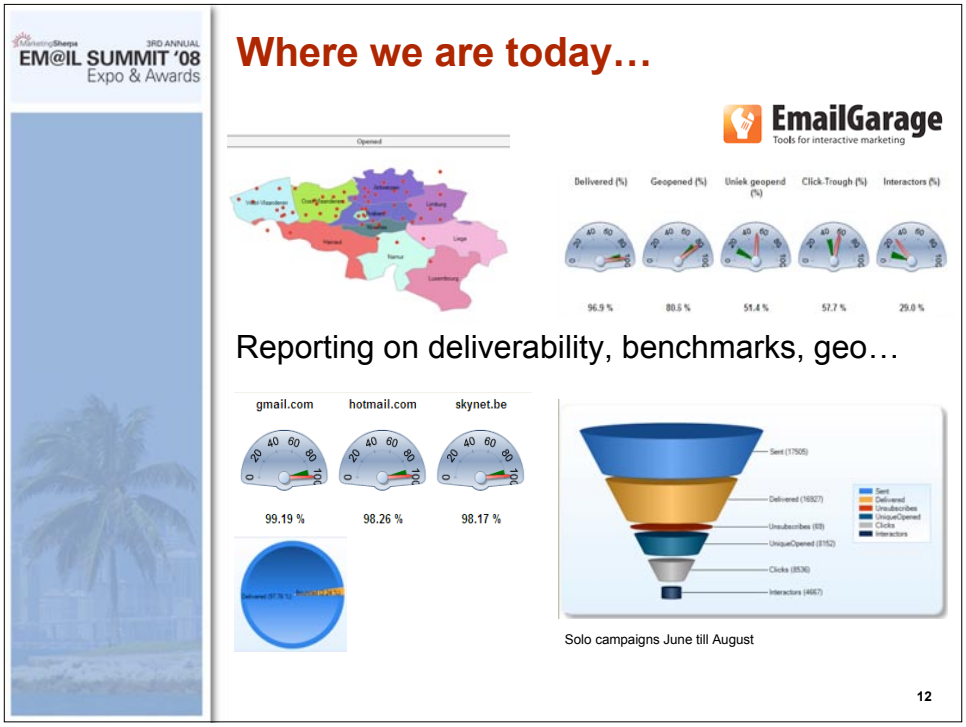
Data Enrichment and Synchronization Strategies

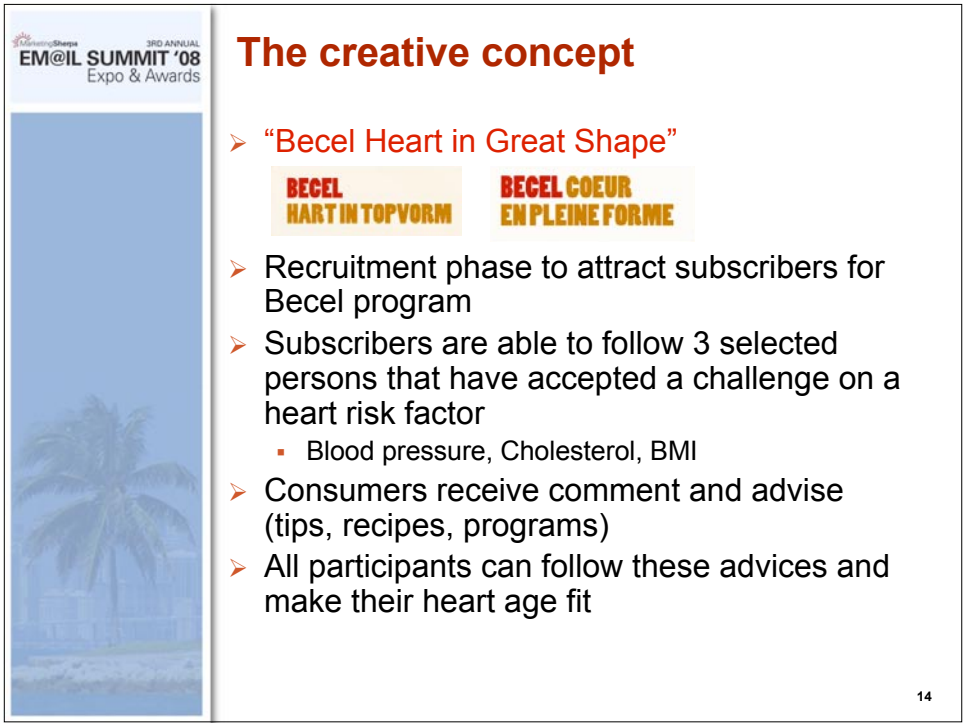




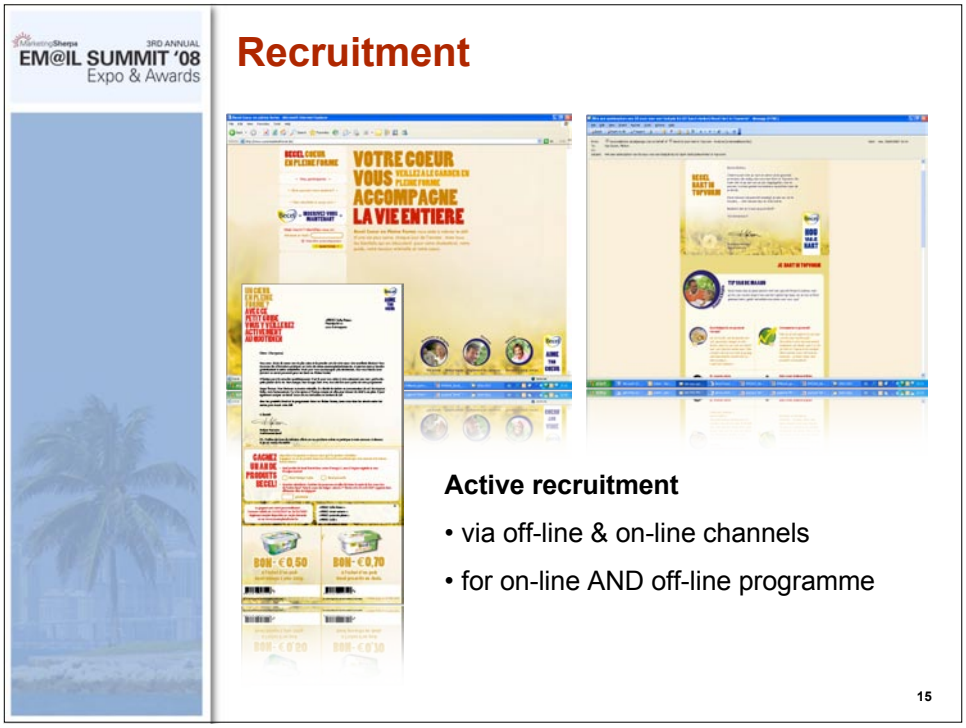
Data Enrichment and Synchronization Strategies

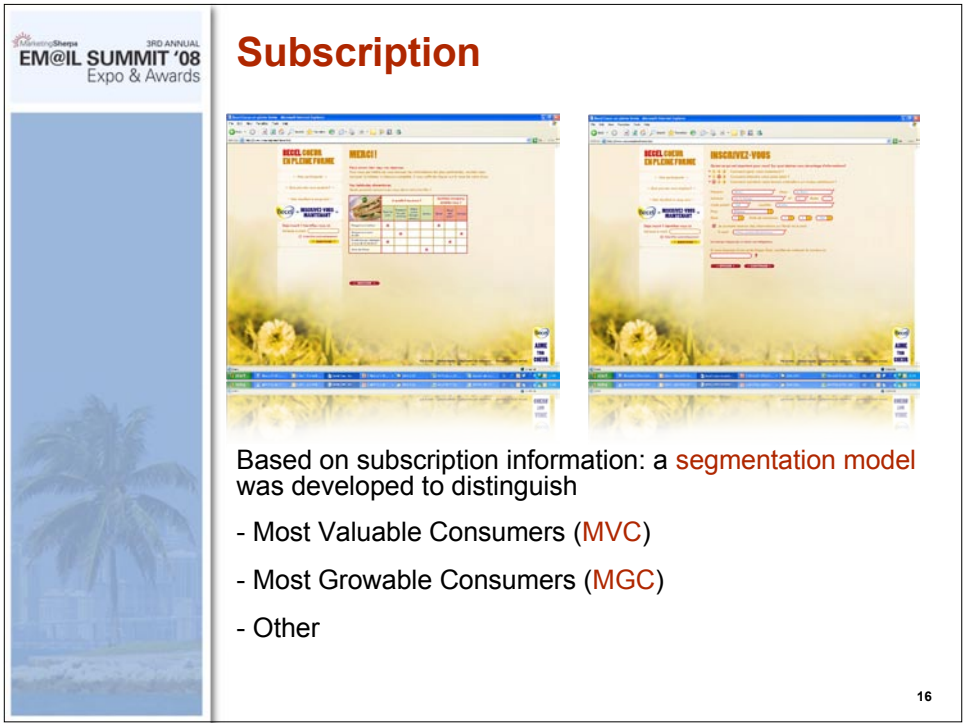






Data Enrichment and Synchronization Strategies





EM@IL SUMMIT '08 Expo & Awards

Communication strategy

Our segmentation allowed us to develop different types of communication.

- Grow - develop the potential (for MGC)
  - Focus on inspiration: how can you improve your heart age ?
  - Frequent communications to underline importance of daily use
- Maintain - defend the potential (for MVC)
  - Focus on current positive life style
- Low Profile - keep the brand top of mind
  - Relational attention

17

EM@IL SUMMIT '08 Expo & Awards

Contact strategy

- Contact strategy: Off-line vs On-line

	Segment	Communication strategy	Online + Offline	Offline Only
Most valuable consumers	MVC	MAINTAIN	7 e-newsletters + 2 DM's	2 DM's
Most growable consumers	MGC	GROW	7 e-newsletters + 2 DM's	2 DM's
Other	Other	LOW PROFILE	7 newsletters	-

Differentiated offers in Direct Mailing

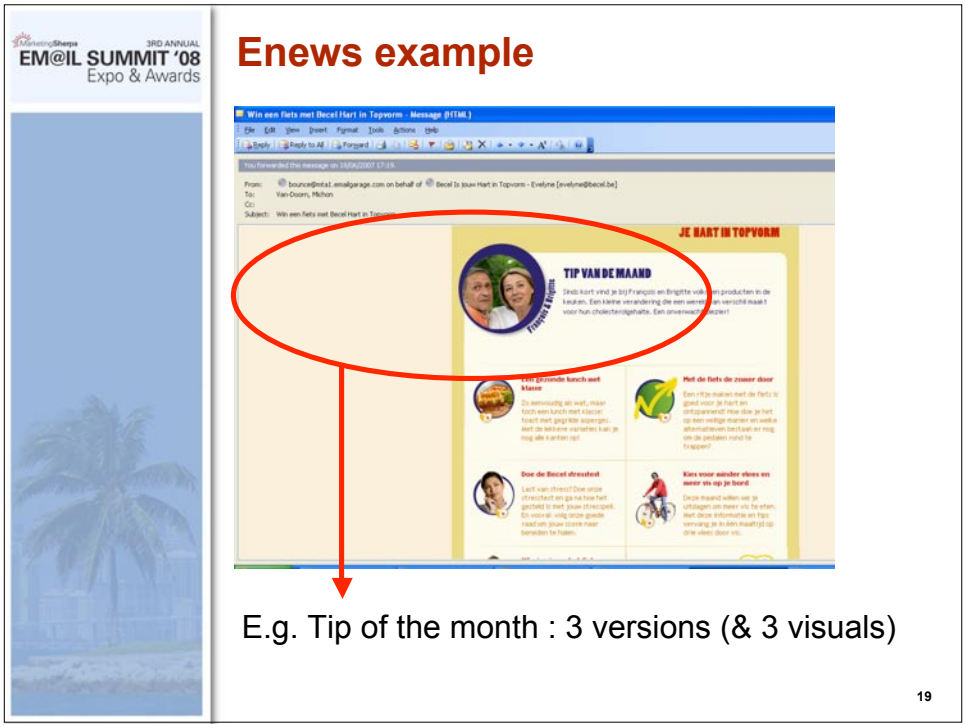
- MVC : saving card (keep on buying…)
- MGC : coupons (buy more…)

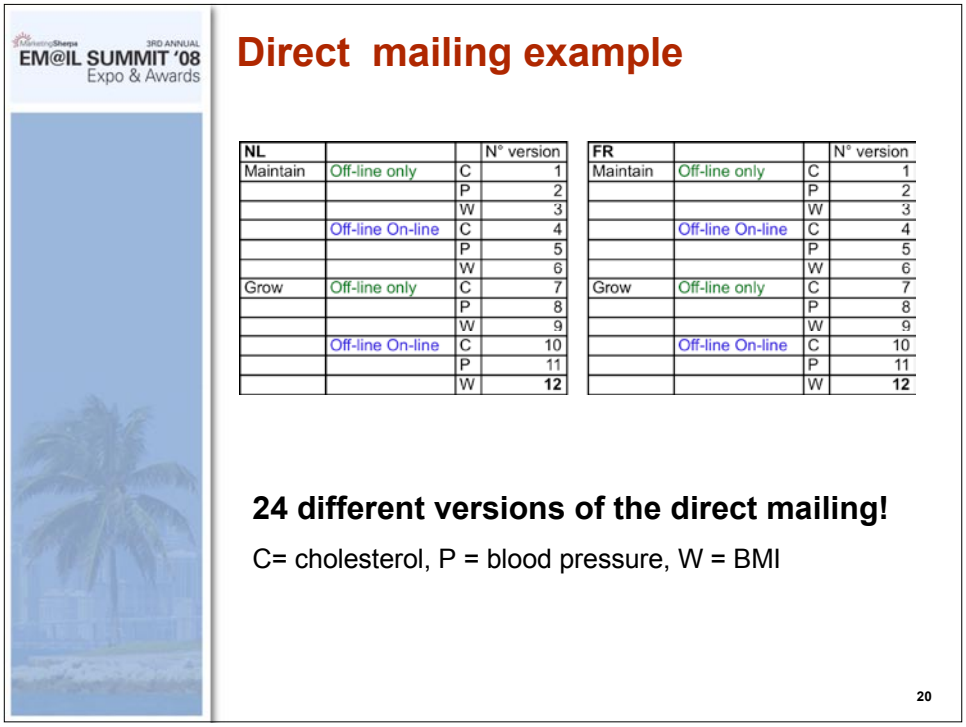
Differentiated content in Emailing

- according to 3 profiles: Blood pressure, Cholesterol, BMI

18

Data Enrichment and Synchronization Strategies





NL			N° version
Maintain	Off-line only	C	1
		P	2
		W	3
	Off-line On-line	C	4
		P	5
		W	6
Grow	Off-line only	C	7
		P	8
		W	9
	Off-line On-line	C	10
		P	11
		W	12

FR			N° version
Maintain	Off-line only	C	1
		P	2
		W	3
	Off-line On-line	C	4
		P	5
		W	6
Grow	Off-line only	C	7
		P	8
		W	9
	Off-line On-line	C	10
		P	11
		W	12

EM@IL SUMMIT '08 Expo & Awards

Our Challenges for the Future

Until now, the challenge has been
" Get the basics right"

- Test more
- Enhance personalization
- Multi-channel campaign reporting
- Cross-brand reporting
- Ecouponing
- How to cope with the clutter in the email box?
- How to keep open & click rates on an acceptable level over time?

21

EM@IL SUMMIT '08 Expo & Awards

Credits/Thank You

- Kenny Vanbeeck, EmailGarage

Michon van Doorn, Unilever Belgium
michon.van-doorn@unilever.com
32 2 333 65 29

22

Tuesday, February 26 | 11:15-11:45am

Ramping Up: How to Maintain an Efficient and Results-Driven Email Program during Periods of Rapid Growth

Breakout Session III : Operations Track : Trianon

SESSION DESCRIPTION

Over the past year, Eventful has designed and built a proprietary email deployment and reporting system. During this time, email volume has increased from 20,000 to over ten million per month. Learn how Eventful successfully overcame the deliverability challenges of scaling to approximately 3.5 million users and implemented custom list hygiene tools to achieve an excellent reputation. Get tips for creating dynamic messaging to provide unique user experiences, even during periods of tremendous change and expansion.

PRESENTER

Troy Foss, Director of Email Marketing, Eventful Inc.

ABOUT THE PRESENTER

Troy Foss

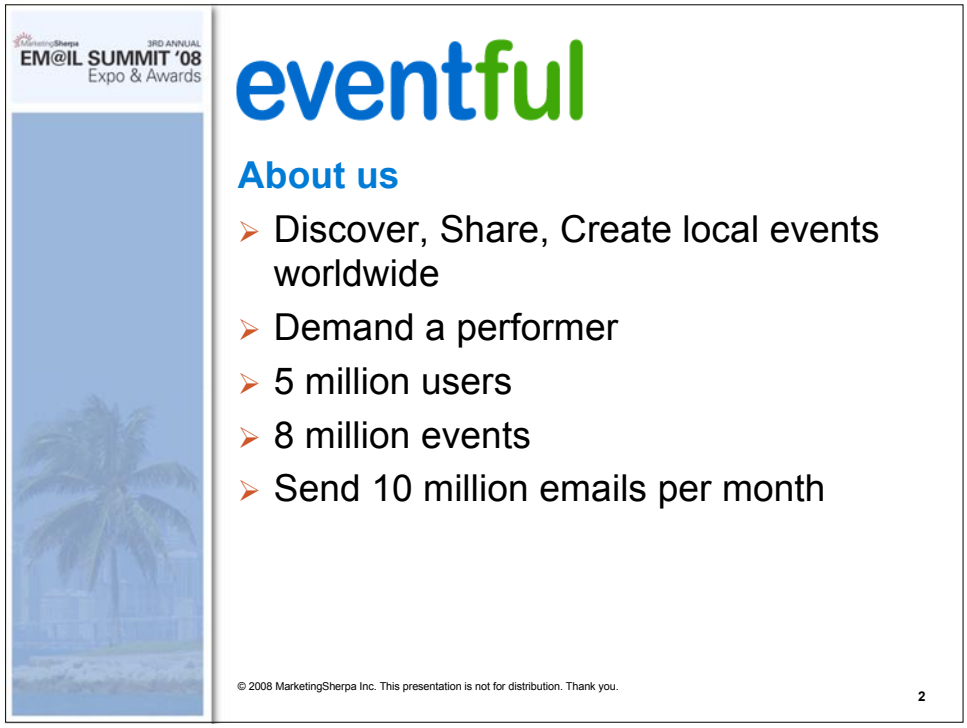
Director of Email Marketing
Eventful Inc.

BIO

Foss joined Eventful in 2006 to oversee Email marketing operations and provide strategic direction during the initial stages of the company. He has developed and implemented a proprietary Email sending and monitoring platform designed to scale alongside Eventful's rapid growth. Prior to joining Eventful, Foss managed Email deliverability and strategy at RealAge.com, a division of Hearst Digial Media. He is also the co-founder of eDiagnostix, an Email optimization and consulting company that provided deliverability and rendering services to a portfolio worldwide clients. Foss holds a business degree from the University of Colorado at Boulder.

ABOUT EVENTFUL INC.

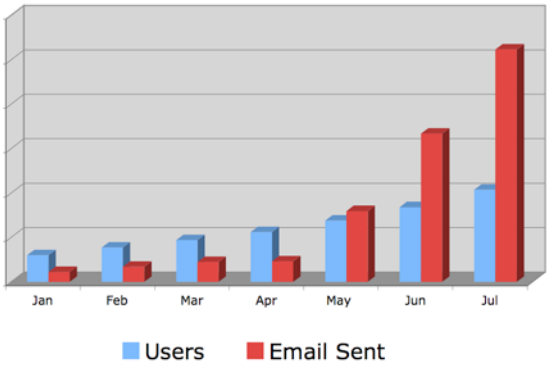
Founded in 2004, Eventful Inc. is the leading events website which enables its community of users to discover, promote, share and create events. Eventful's community of users select from nearly 4 million events taking place in local markets throughout the world, from concerts and sports to singles events and political rallies.



EM@IL SUMMIT '08 Expo & Awards

Rapid Growth

- Dec. 2006 - sent 20 thousand emails
- Dec. 2007 - sent 10 million emails



3

EM@IL SUMMIT '08 Expo & Awards

Challenges of growing from 20K to 10M emails per month

- Personalization w/ Dynamic Content
- Deliverability
- List Hygiene/Management
- Reputation

4

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

Personalize your emails

- Dynamic data
- Dynamic subject lines
  - Feb 23. - Events this week in Miami, FL.
  - Goo Goo Dolls demand update, local events and more.

5

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

Personalize Your Emails

- Triggered, relevant messages
  - Ticket alerts as soon as tickets go on sale for a Favorite Performer within 100 miles of your ZIP

6

EM@IL SUMMIT '08 Expo & Awards

Deliverability

- New, Clean IP Addresses
- SPF, Sender ID, DKIM
- Send clean HTML
- Monitor ISP accounts - Hotmail, Yahoo, AOL, Gmail, etc.
- How does your email look with images being blocked?
- Scale slowly, get whitelisted

7

EM@IL SUMMIT '08 Expo & Awards

List Hygiene/Management

- Remove Hard & Soft bounces
- Setup ISP feedback loops
- Honor unsubscribes ASAP
- Misspelled email address tool

Email address joe@hotmial.com

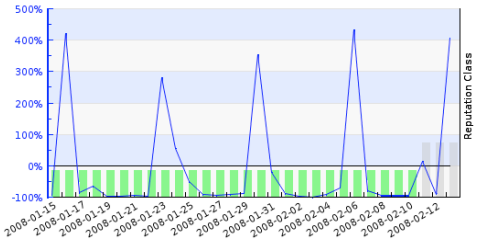
Did you mean "joe@hotmail.com"?
Yes | No

8

EM@IL SUMMIT '08 Expo & Awards

Reputation

- Monitor your IP reputation
  - SenderScore
  - Smart Network Data Service (Hotmail)
  - TrustedSource
  - SenderBase



9

EM@IL SUMMIT '08 Expo & Awards

Resources

Misspelled email address tool
http://biz.freshaddress.com/

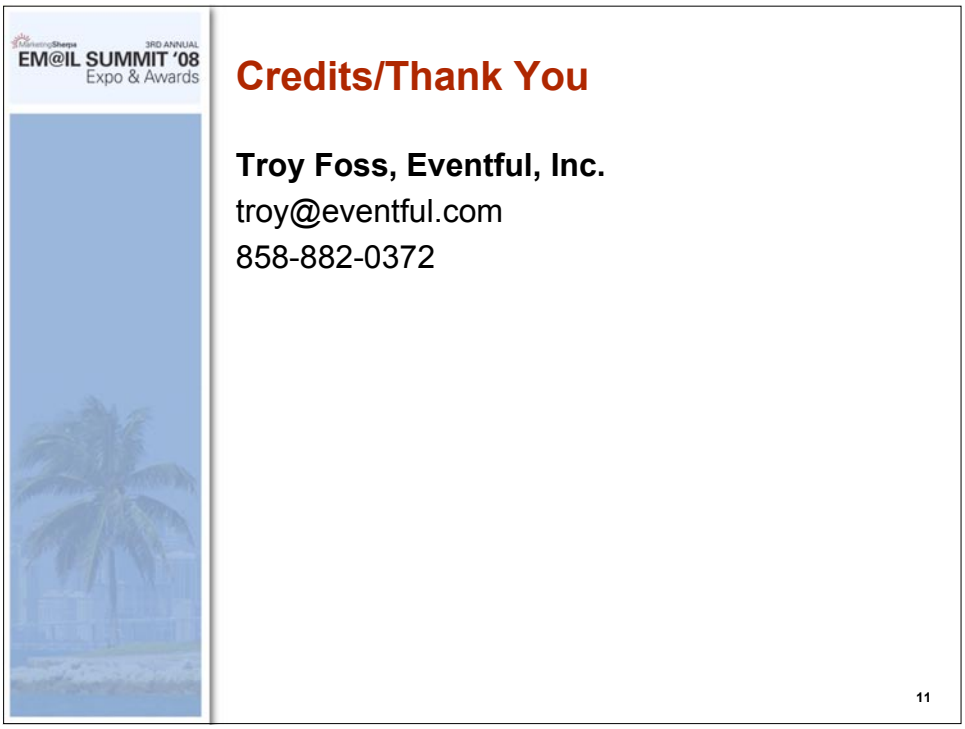
SenderScore
https://www.senderscore.org/

Smart Network Data Services
https://postmaster.live.com/snds/

TrustedSource
http://www.trustedsource.org

Senderbase
http://www.senderbase.org

10



Conducting Smooth Email Testing Operations

SESSION DESCRIPTION

This final session will review key considerations and procedures necessary to adjust your Email campaigns for maximum impact. Gain practical advice on how to implement a testing strategy to best support your marketing goals.

ABOUT MECLABS GROUP

MarketingExperiments is a research laboratory dedicated to discovering "what really works" in Internet marketing. The MarketingExperiments lab tests online communications to determine which strategies and tactics are the most successful at improving conversion, driving traffic, and selling product. The findings are published in the MarketingExperiments journal and broadcast via online briefings.

Putting Marketing Back into Email Marketing

John Bradley Jackson

Tuesday, February 26, 2008

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

EM@IL SUMMIT '08 Expo & Awards

Email Marketing

More Than Just….

- Click-through rates
- Bounce-backs
- And Black-lists

The operative word is *Marketing…*

which means "creating customers" (Drucker)

2

EM@IL SUMMIT '08 Expo & Awards

Target Market

- Your "target market" is the market segment that you choose to serve.
- To truly understand your market you need to be able to answer these basic questions:

- Who are they?
- What do they want to buy?
- When do they want to buy?
- Where do they want to buy?
- Why do they want to buy?
- How do they want to buy?

3

EM@IL SUMMIT '08 Expo & Awards

Branding

- Not what you think but what the customers believe about your brand.
- Great brands Your "brand" is a ***promise of value*** to your customers; thus, it is not are unique, consistent and authentic.
- Your brand's **uniqueness** answers the question, "How is your offering different or better?"
- A great brand has to be **consistent** to be recognized and believed.
- **Authenticity** means telling the truth---being real.
- Every email you send reinforces your brand with your customers, so careful attention should be given to all the controllable elements of your email letter such as font, color, words and images.

4

EM@IL SUMMIT '08 Expo & Awards

Messaging

- **"Messaging"** is what you want your customer to understand about your offering.
- People buy because of an offering's ***differences*** not because it is the same as others.
- This difference should be the **core** of your email marketing message and it should be stated throughout the body of the copy.

5

EM@IL SUMMIT '08 Expo & Awards

What is a Marketing Mantra?

A **"marketing mantra"** is three to five words that describes how your offering is different:

- It must be easy to say and remember
- It must leap off the page
- It must be easily understood
- It must be positive

"When it absolutely, positively has to get there overnight." - FedEx

6

EM@IL SUMMIT '08 Expo & Awards

Putting Marketing back into your Email

- The purpose of email marketing is to entice the reader to take the next step in the conversion process.
- The challenge is to choose the right combination of words and images to deliver your message without saying too much.
- Your email marketing letter helps the reader understand how your offering is different.
- It must move them to take action.

7

EM@IL SUMMIT '08 Expo & Awards

Personalize Your Message

The most common form of **"personalization"** is the use of subscriber's name.

- The tone of the personalization must match the type of communication and the type of relationship that exists between the sender and recipient.
- But, there are many other ways to personalize your message including geography, industry, job category, interest, affiliation, etc.
- Personalization works because your subscribers feel like they already have a relationship and the dialog is a one-to-one conversation.

8

EM@IL SUMMIT '08 Expo & Awards

Elements of the Message

- Headlines
- Opening Paragraph
- Value Proposition
- Words that Sell
- Call to Action

9

EM@IL SUMMIT '08 Expo & Awards

Postscripts

- **"Postscripts"** have been a very effective tool in the direct mail marketing industry for many years and they have a place in email marketing, too.
- After the headline, the "P.S." can be the second most frequently read part of an email; because of this many companies like to place their incentives there.
- Often, recipients will read the headline, scan key elements, and go directly to the P.S.
- Be sure to restate your message or mantra in the postscript.

10

EM@IL SUMMIT '08 Expo & Awards

Use an Active Voice

An "active voice" focuses encourages the reader to take action now. It is all about them.

Passive voice:

"You've been selected for a special discount on any of the following services."

Active voice:

"Buy any of these services at a special discount."

11

EM@IL SUMMIT '08 Expo & Awards

No Business Double-talk!

We are committed to excellence through global technological synergies and continuous innovation" – Unknown

- These buzz-words and business clichés don't communicate, so why bother?
- The solution is simple: say and write what you mean.
- Speak the readers' language—this includes jargon, tone and content.
- It is generally best to use a personal tone that is informal, courteous and helpful.
- Avoid arrogant, uppity or overly formal language. Leave the big words for the lawyers.

12

EM@IL SUMMIT '08 Expo & Awards

Eye Tracking and Heat Mapping

Eye tracking and heat mapping studies are the current rage for website design. The same research from these studies can be easily applied to email copy.

- **Text attracts attention** before graphics. Most casual users will be coming to your site looking for information, not pictures or other images.
- **Bigger images** are better than smaller images. If you use images consider a larger size.
- **People** begin to **read** from the upper left corner of the page and move down and to the right. Readers generally scan a page in the **shape of an F".**
- People generally **skip over** ornate or unusual formats. Readers want to find information. They don't want to be impressed or teased.

13

EM@IL SUMMIT '08 Expo & Awards

Eye Tracking and Heat Mapping

- **Single column formats** are easier to read than multi-column formats.
- Type **size matters**. Large fonts encourage scanning while small fonts challenge the reader to focus.
- Also, beware of readers with **"over 40 eyes"** who may struggle with small type face.
- Readers **prefer numerals** instead of text numbers. Write 10 instead of "ten".
- The **lower section** of the page gets **scanned** which is where most marketers put the call to action. Be sure to include CTAs elsewhere on the page.
- Use **bullets** and **white space** at the bottom of the page to help the reader find the CTA.

14

EM@IL SUMMIT '08 Expo & Awards

Eye Tracking and Heat Mapping

- **Shorter paragraphs** with shorter sentences are really better. Long paragraphs and long sentences don't get read.
- **Images of real people** sell better than slick images of professional models. The eyes of the people do most of the communication so make sure they are clear and visible.
- **Lists** capture attention. This include bullets and numerical lists. Doing this makes the email easier to scan.
- Bold face, capital letters, italics, color, and underlined text get attention but can be easily **overdone**.
- White space helps the reader find what they want.

15

EM@IL SUMMIT '08 Expo & Awards

So…Marketing Matters

- Email marketing's purpose is not to sell, but to move the reader to take the next step in the conversion process.
- Your value proposition says why your offering is different.
- Remember the power of the headline, the appeal of the postscript, and how mantras are remembered.
- Use authentic words that reflect your brand and your uniqueness.
- Finally, it is not you but it is all about them.

16

Conducting Smooth Email Testing Operations

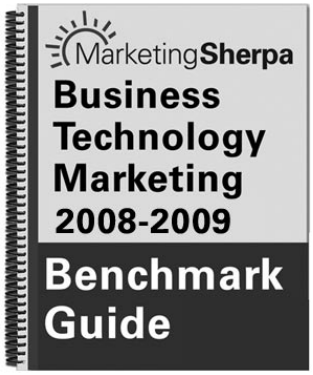
Practical Reports For You From MarketingSherpa

MarketingSherpa Online Advertising Handbook + Benchmarks

Part Handbook, Part Benchmarks – All new and practical to make sure you maximize the effectiveness of your Online Advertising. Includes: fact-based data for online advertising strategy, tactics, and general know-how; 577 advertisers and marketers surveyed; common sense design and scientific targeting; 30 Images/Creative Samples; 116 Tables and Charts
213 pages. Published March 2008 by MarketingSherpa; $497 for instant PDF download plus printed copy!

MarketingSherpa Landing Page Handbook 2008

Newly updated and expanded for 2008, MarketingSherpa's bestselling Landing Page Handbook helps you raise conversions by up to 55% or more for search, email, and ad campaigns for lead generation, ecommerce, and even blogs. Includes: page design & copy instructions; 54 stat & data charts; 114 samples of landing pages to copy; help for search, email, B-to-B, ecommerce, blogs & lead generation conversions
273 pages. Published November 2007 by MarketingSherpa; $497 for instant PDF download plus printed copy!



Coming Soon! Business Technology Marketing Benchmark Guide 2008-09

- Thousands of B-to-B marketers and business tech buyers surveyed
- Practical data on search, email, PR, direct mail, lead generation, trade shows, podcasting, telemarketing, & budgeting

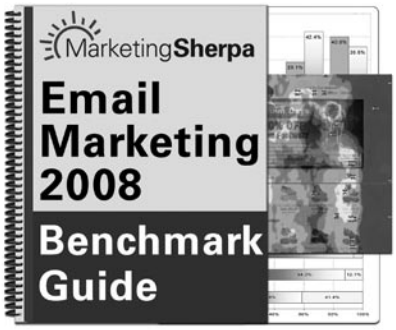
Publish Date - June 2008; PRICE: $397

For more information, contact Customer Service at (877) 895-1717 or service@sherpastore.com

Practical Reports For You From MarketingSherpa

MarketingSherpa Search Marketing Benchmark Guide 2008

New handy guide gives you: 2,475 search marketers surveyed; 184 charts & tables +10 eyetracking heatmaps; 711 search marketing agency execs and staff surveyed; growth rates and ROI of search marketing vs. other marketing tactics; stats on costs per click, conversion rates, SEO vs. PPC, and more.
275 pages. Published September 2007 by MarketingSherpa; $297 for instant PDF download plus printed copy!



MarketingSherpa Email Marketing Benchmark Guide 2008

Complete with all new research, Marketing Sherpa's fifth annual Email Marketing Benchmark Guide delivers the fact-based data you need to compare your Email campaigns with others. Includes: Results from in-depth survey of 1,210 marketers with hands-on Email experience; 260 charts, 12 images and 9 new eyetracking heatmaps + 4 new special reports
328 pages. Published December 2007 by MarketingSherpa; $347 for instant PDF download plus printed copy!

MarketingSherpa Ecommerce Benchmark Guide 2007
Practical ecommerce data to help you improve shopper-to-buyer conversions. All-new Guide features: 98% new content; 223 charts & tables; 1,913 ecommerce marketers own data; Survey results from heatmaps 2,449 online shoppers; New eyetracking incl. Best Buy, Circuit City & Wal-Mart
294 pages. Published March 2007 by MarketingSherpa; $297 for instant PDF download plus printed copy!

For more information, contact Customer Service at (877) 895-1717 or service@sherpastore.com