



THE MAGAZINE FOR MARKETING STRATEGISTS

SPECIAL ISSUE | \$15

INTERACTIVE MARKETING GUIDE 2008

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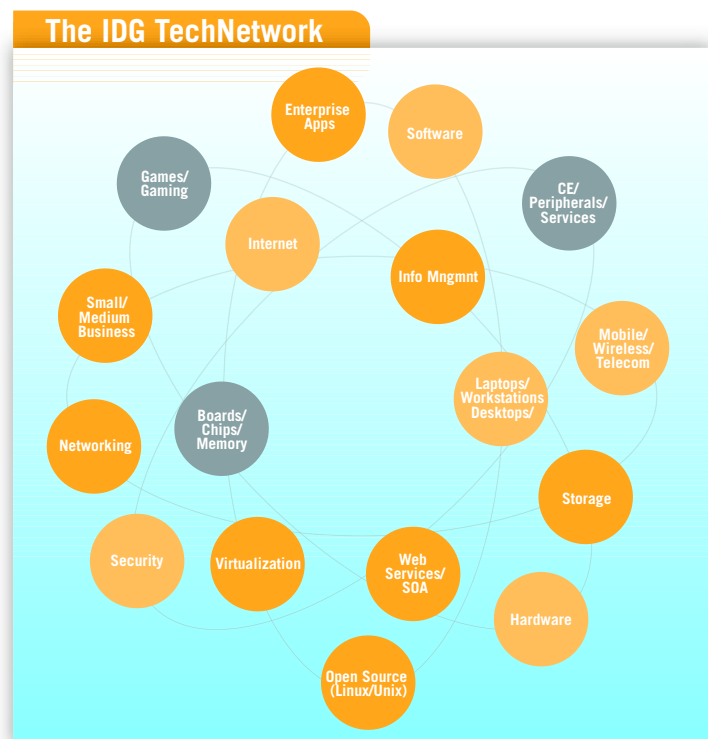
IDG TechNetwork
NETWORKED TO PERFORM

Marketers and publishers face a common dilemma: where to place content or advertisements and what will be of most interest to the readers? With the IDG TechNetwork, marketers and publishers have the answer.

The IDG TechNetwork represents high-quality independent publishers to well-known technology marketers who trust IDG to place advertisements in appropriate sites. In return, publishers receive a share of the revenue and gain valuable member benefits to help them grow their businesses. The IDG TechNetwork offers independent technology sites to advertisers seeking maximum impact across a variety of technology categories.

IDG Offers Advertisers Scale and Innovation

Marketers can take advantage of IDG's reputation and credibility built through more than 40 years of tech publishing. The IDG TechNetwork features highly targeted technology categories and full transparency on which sites are in the media buy. Plus, IDG's editorial teams review each site for quality content before a site is accepted into the network. Then, IDG monitors the content on a daily basis to ensure the best quality advertising environment.



IDG TechNetwork also offers lead generation and custom marketing solutions that give advertisers marketing campaigns that can scale.

More Than an Ad Network

Many publishers start with an expertise and opinions but lack a way to generate the true revenue potential of their brands. The IDG TechNetwork becomes their sales force matching

advertisers with appropriate audiences. The network is organized by technology categories such as security, hardware, mobile, networking, storage, open source, small-medium businesses, storage, desktops/laptops, cool gadgets, and personal technology.

With this partnership, IDG also helps its member publishers grow traffic at their sites via distribution of their content on contextually relevant IDG media brands and partner sites. In addition, IDG shares its knowledge of search engine optimization and effective Web site design gained from 15 years of experience.

Engagement Matters for Marketers and Publishers
The IDG TechNetwork, with more than 100 enterprise and consumer sites at its launch in March 2008, complements IDG media brands giving marketers and publishers access to

“Being a member of the IDG TechNetwork helps me increase my revenues while I spend more time tracking the trends and news events that are shaping the data center sector.”

Rich Miller, editor in chief, Data Center Knowledge

an even greater universe of technology buyers and readers.

With the new metric of network-based advertising, engagement represents the cornerstone of a modern understanding of audience, rendering the standard quantitative CPM approach obsolete. The IDG TechNetwork develops and encourages advertiser-audience engagement through first-class content combined with a solid understanding of what content audiences find most compelling. The IDG TechNetwork connects the right content with the appropriate advertising for the most rewarding relationships.

Audiences

- Technology marketers who must reach targeted prospects across enterprise and consumer categories.
- Independent publishers who need to grow their revenues while focused on writing to serve their audiences.

Services

- Contextually relevant ad placement, comprehensive reporting, lead generation and custom marketing campaigns across independent technology sites
- Sales representation and audience development programs for technology publishers

Ad Units

IAB ad units

- 728x90
- 300x250
- 160x600

Custom marketing solutions

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EDITOR'S NOTE

Economic slowdown will accelerate online shift



WELCOME TO *BtoB's* 2008 Interactive Marketing Guide. Our annual publication offers sections on e-mail, search, Web sites, online advertising, online events, b-to-b media sites, social media, interactive agencies, analytics and multimedia. ¶ In addition to overviews of the various topics, the guide provides tips, expert interviews and sidebars with useful resources and data.

You'll also find updated vendor lists and data charts.

Just like last year, marketers can pick from a slew of interactive channels for reaching their customers and prospects. And just like a year ago, there are analytical tools for measuring how these channels perform, both individually and in concert.

What's different this year is the weak state of the U.S. economy. How will this reality affect marketers' choices?

Dark economic clouds will, in fact, *accelerate* the shift to digital away from traditional media, notably print, as marketers scale back budgets and seek granular, measurable media. This was the exact finding in *BtoB's* exclusive survey of 684 b-to-b marketers, conducted during the last week of January and the first week of February.

Of the 29.4% of respondents who said they have revised original 2008 marketing budgets, nearly half (45.3%) said print will see the greatest decline.

Unfortunately, the unintended consequence of this movement out of print advertising is that it will put marketers' media partners, whose online portals and audiences they correctly value, in a bad place. That's because the revenue models of most media companies continue to be skewed toward their legacy print products.

Regarding online channels, research from eMarketer—our data partner in this guide—provides the following insights:

Search continues to be the prime format, in terms of dollars

spent (\$8.6 billion in 2007 and expected to hit \$11 billion this year) and as a percent of total online ad spending (40%).

However, two formats beat search in terms of spending growth: Rich media/video will increase 48.9% from 2007, and lead generation, or referrals, will increase 30.9%. Search, by comparison, will grow 27.5%, according to eMarketer.

Online video is an especially interesting category, in part because the cost of entry is so much lower than traditional broadcast efforts, a fact that has and will spur adoption by companies that never had a video strategy in the past. U.S. online video advertising spending this year will increase 74.2% from 2007, the watershed year for video growth (89%), according to eMarketer.

In this guide's section on online advertising (page 26) Andreas Combuechen, CEO-chief creative officer of Atmosphere BBDO New York summarizes video's virtue this way: "Video is a particularly compelling way to tell a brand or product story and can be very useful for b-to-b communications, as these businesses tend to be more complex and can require additional explanation."

Overall, marketing spending on the Internet continues its rise. According to eMarketer, online ad spending is expected to reach \$25.8 billion, up 23% over last year.

Ellis Booker is editor of *BtoB* and *BtoB's* Media Business. He can be reached at ebooker@crain.com.

What's different this year is the weak state of the U.S. economy.

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Year-over-year trend of b-to-b online ad dimensions

Segment	Share of all b-to-b image-based display advertising impressions				
	2/07	5/07	8/07	11/07	2/08
Leaderboard (728x90)	44%	30%	36%	29%	35%
Medium Rectangle (300x250)	15%	17%	16%	19%	24%
Wide Skyscraper (160x600)	7%	11%	8%	10%	10%
Non-Standard Dimension	9%	17%	17%	19%	9%
Full Banner (468x60)	4%	6%	3%	6%	5%
Square Button (125x125)	3%	4%	5%	1%	3%
Large Rectangle (336x280)	1%	3%	1%	3%	2%
Skyscraper (120x600)	2%	3%	2%	3%	2%
Micro Bar (88x31)	2%	3%	1%	2%	2%
Button #1 (120x90)	1%	1%	1%	3%	2%
Half Banner (234x60)	1%	1%	2%	3%	2%
Rectangle (180x150)	2%	2%	4%	1%	1%
Vertical Banner (120x240)	1%	1%	1%	0%	1%
Button #2 (120x60)	6%	2%	1%	1%	1%
Square (250x250)	1%	0%	0%	0%	0%
Vertical Rectangle (240x400)	0%	0%	0%	0%	0%

Year-over-year trend of b-to-b use of ad technologies

Share of all b-to-b ad impressions (image-based and sponsored)					
Technology	2/07	5/07	8/07	11/07	2/08
Sponsored Search Link	44%	60%	85%	71%	49%
Standard GIF/JPEG	26%	19%	8%	10%	30%
Flash (Generic)	17%	16%	5%	13%	18%
Compound Image/Text Ad	12%	3%	2%	2%	2%

Note: Nielsen Online, AdRelevance service uses a proprietary methodology for estimating online advertising expenditures and only takes into account image-based technologies and advertising sold per CPM. Above data do not reflect house advertising activity, strategic partnerships between publishers and advertisers, or text units, paid search, sponsorships, e-mail, units contained within applications (e.g., messengers and pre-rolls) or performance-based advertising.

Source: Nielsen Online, AdRelevance

U.S. online advertising spending, by format, 2006-2011

	U.S. dollars in millions					
	2006	2007	2008	2009	2010	2011
Search	\$6,799	\$8,624	\$11,000	\$12,935	\$14,906	\$16,590
Display ads	\$3,685	\$4,687	\$5,913	\$6,663	\$7,500	\$8,190
Classified	\$3,059	\$3,638	\$4,675	\$5,493	\$6,281	\$6,930
Rich media/video	\$1,192	\$1,755	\$2,613	\$3,575	\$4,463	\$5,481
Lead generation*	\$1,310	\$1,733	\$2,269	\$2,795	\$3,281	\$3,675
E-mail	\$338	\$428	\$481	\$553	\$600	\$630
Sponsorships	\$496	\$535	\$550	\$488	\$469	\$504
Total	\$16,879	\$21,400	\$27,500	\$32,500	\$37,500	\$42,000

U.S. online advertising spending growth, by format, 2006-2011

	% increase/decrease vs. prior year					
	2006	2007	2008	2009	2010	2011
Rich media/video	18.7%	47.2%	48.9%	36.8%	24.8%	22.8%
Lead generation*	74.0%	32.3%	30.9%	23.2%	17.4%	12.0%
Search	32.2%	26.8%	27.5%	17.6%	15.2%	11.3%
Classified	43.5%	18.9%	28.5%	17.5%	14.4%	10.3%
Display ads	46.9%	27.2%	26.2%	12.7%	12.6%	9.2%
Sponsorships	-20.9%	7.9%	2.8%	-11.4%	-3.8%	7.5%
E-mail	34.6%	26.6%	12.4%	14.8%	8.6%	5.0%
Total	34.6%	26.8%	28.5%	18.2%	15.4%	12.0%

U.S. online advertising spending, by format, 2006-2011

	% of total online ad spending					
	2006	2007	2008	2009	2010	2011
Search	40.3%	40.3%	40.0%	39.8%	39.8%	39.5%
Display ads	21.8%	21.9%	21.5%	20.5%	20.0%	19.5%
Classified	18.1%	17.0%	17.0%	16.9%	16.8%	16.5%
Rich media/video	7.1%	8.2%	9.5%	11.0%	11.9%	13.1%
Lead generation*	7.8%	8.2%	8.3%	8.6%	8.8%	8.8%
E-mail	2.0%	2.0%	1.8%	1.7%	1.6%	1.5%
Sponsorships	2.9%	2.5%	2.0%	1.5%	1.3%	1.2%

Note: eMarketer benchmarks its U.S. online advertising spending projections against the Interactive Advertising Bureau (IAB)/PricewaterhouseCoopers (PwC) data, for which the last full year measured was 2006; online ad data include categories as defined by IAB/PwC benchmark—display ads (such as banners), search ads (including paid listings, contextual text links and paid inclusion), rich media (including video), classified ads, sponsorships, referrals (lead generation) and e-mail (embedded ads only); excludes mobile ad spending

*also called referrals

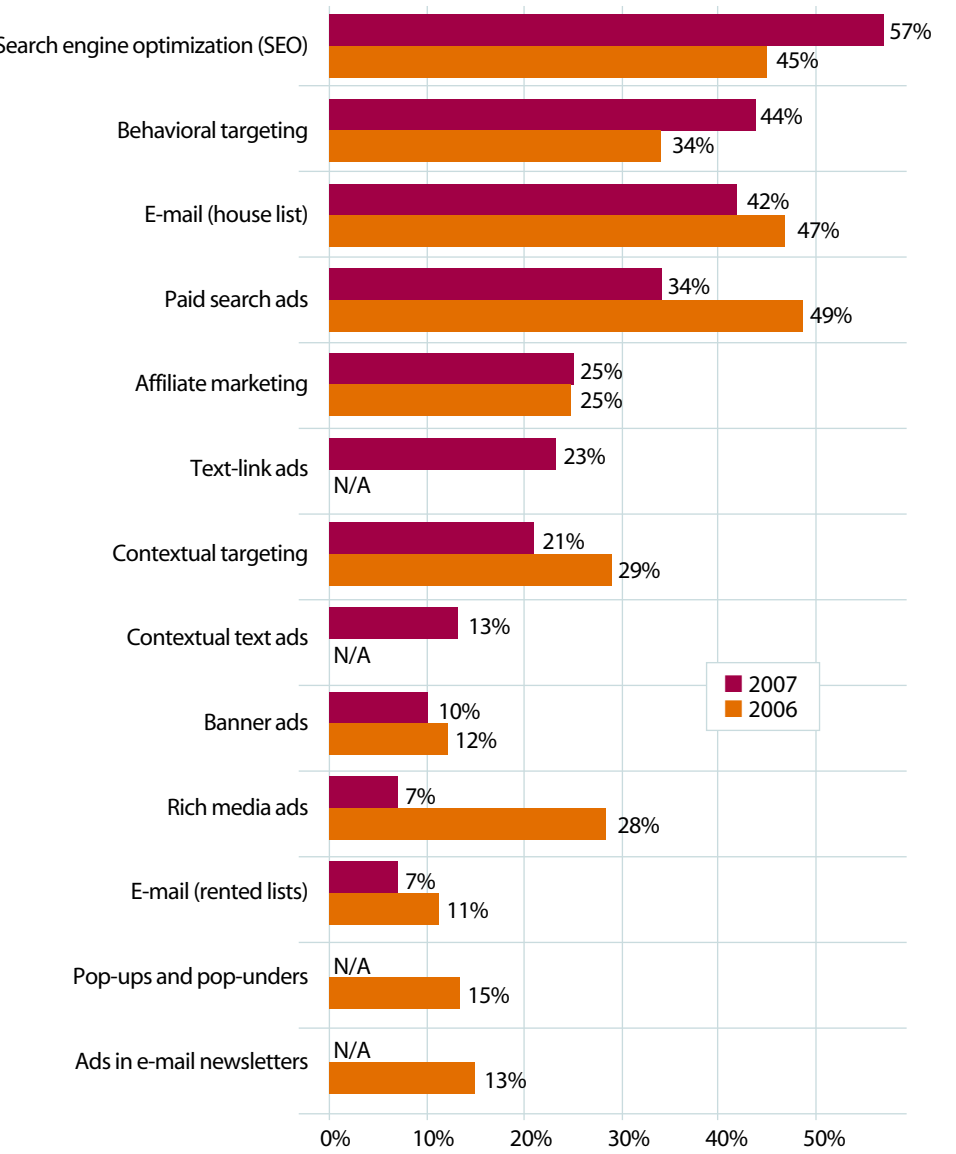
Year-over-year trend of b-to-b advertising segments

Segment	2/07	5/07	8/07	11/07	2/08
Marketing Research & Data	23.0%	22.8%	22.6%	18.9%	21.3%
Trade Publications & Sites	20.2%	3.3%	9.0%	4.2%	13.4%
Telecom & Connectivity	3.6%	4.1%	5.5%	4.1%	12.4%
Human Resources	3.2%	3.1%	3.2%	1.4%	9.9%
Computer Hardware & Software	4.6%	6.0%	8.8%	15.6%	9.1%
Advertising & Marketing	18.7%	6.9%	7.2%	9.2%	9.0%
Finance	10.8%	17.8%	20.1%	16.1%	7.2%
Web & E-commerce	5.2%	12.8%	9.6%	8.6%	6.3%
Equipment & Materials	1.8%	3.6%	3.3%	4.6%	3.3%
Shipping	4.7%	11.8%	2.6%	6.1%	2.4%
No Segment	2.0%	3.1%	1.4%	4.9%	2.4%
Consulting & Contracting	1.3%	2.8%	2.1%	4.4%	1.8%
Training & Conferences	0.7%	0.8%	1.0%	0.7%	0.9%
Marketplace & Exchange	0.2%	1.0%	3.5%	1.2%	0.7%
Legal Services	0.1%	0.1%	0.1%	0.1%	0.1%

Year-over-year trend of b-to-b use of ad delivery types

Delivery type	2/07	5/07	8/07	11/07	2/08
Sponsored Search Link	44%	60%	85%	71%	49%
Standard GIF/JPEG	26%	19%	8%	10%	30%
Flash (Generic)	17%	16%	5%	13%	18%
Compound Image/Text Ad	12%	3%	2%	2%	2%
Rich Media Vendors	2%	2%	0%	3%	1%

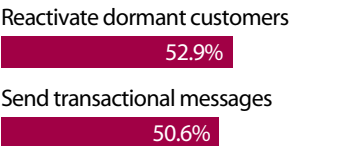
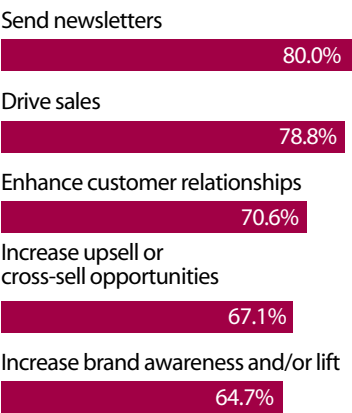
Best* performing online advertising tactics, according to U.S. Online Marketers,** 2006 & 2007 (% of respondents)



Note: *Great ROI, outperforms other tactics; **adtech attendees

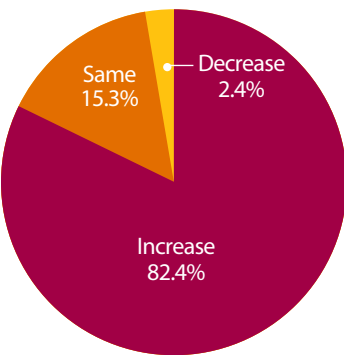
Source: MarketingSherpa "adtech Fifth Annual Study" as cited in press release, Feb. 5, 2008

REASONS THAT U.S. MARKETERS USE E-MAIL MARKETING



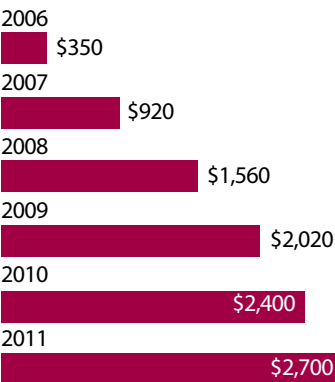
Source: eMarketer citing Datran Media, "2nd Annual Marketing & Media Survey 2008: Looking Forward," as cited in press release, Jan. 22, 2008

CHANGE IN E-MAIL MARKETING USE NEXT YEAR BY U.S. MARKETERS, DECEMBER 2007 (% OF RESPONDENTS)



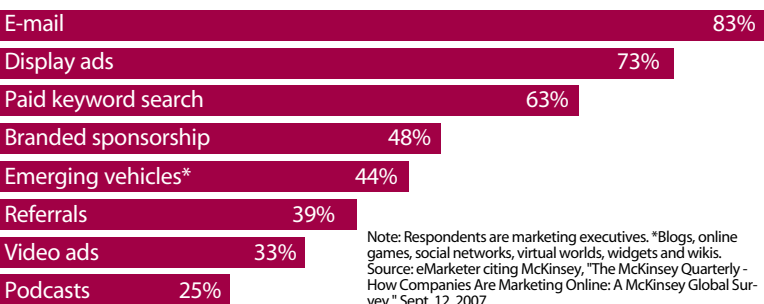
Source: eMarketer citing Datran Media, "2nd Annual Marketing & Media Survey 2008: Looking Forward," as cited in press release, Jan. 22, 2008

U.S. ONLINE SOCIAL NETWORK ADVERTISING SPENDING, 2006-2011 (IN MILLIONS OF \$)



Note: Includes general social network sites where social networking is the primary activity; social network offerings from portals such as Google, Yahoo and MSN; niche social networks devoted to a specific hobby or interest, and marketer-sponsored social networks; in all cases, figures include online advertising spending as well as site or profile-page development costs; figures exclude user-generated content sites with social networking features, such as YouTube. Source: eMarketer, December 2007

ONLINE MARKETING TACTICS USED BY COMPANIES WORLDWIDE (% OF RESPONDENTS)



Note: Respondents are marketing executives. *Blogs, online games, social networks, virtual worlds, widgets and wikis. Source: eMarketer citing McKinsey, "The McKinsey Quarterly - How Companies Are Marketing Online: A McKinsey Global Survey," Sept. 12, 2007

MARKETING GOALS COMPANIES WORLDWIDE ARE TRYING TO ACHIEVE USING SELECT ONLINE MARKETING TACTICS (% OF RESPONDENTS)

	Brand building	Consideration	Direct response	Retention	Don't know
E-mail	5%	20%	33%	37%	6%
Paid keyword search	27%	29%	29%	7%	8%
Display ads	36%	18%	27%	10%	9%
Branded sponsorship	55%	11%	7%	24%	4%
Referrals	13%	28%	27%	22%	11%
Video ads	33%	30%	17%	12%	8%
Podcasts	22%	25%	5%	33%	14%
Emerging vehicles**	19%	15%	9%	22%	35%

Note: *Marketing executives whose companies use each vehicle. **Blogs, online games, social networks, virtual worlds, widgets and wikis. Source: eMarketer citing McKinsey, "The McKinsey Quarterly - How companies are marketing online: A McKinsey Global Survey," Sept. 12, 2007



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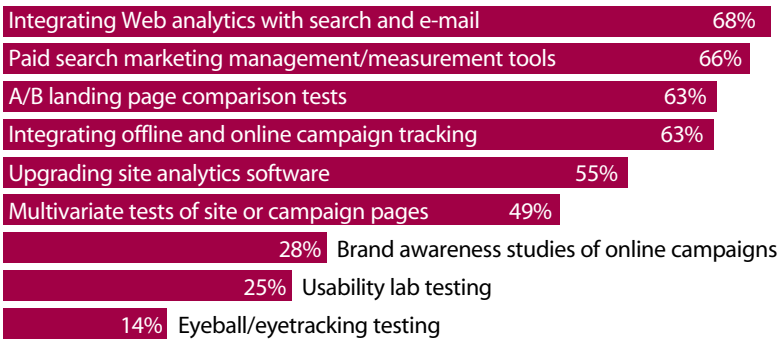
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DATA

MEASUREMENTS/ANALYTICS IN WHICH U.S. ONLINE MARKETERS* PLAN TO INVEST IN 2007



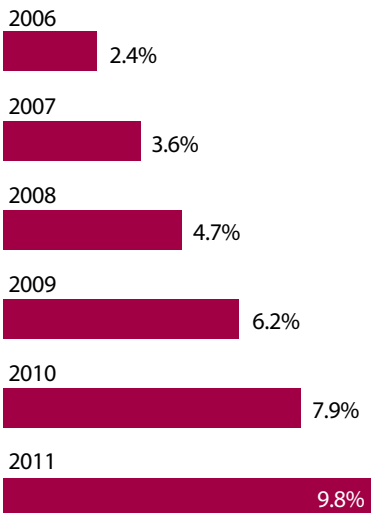
Note: *ad:tech attendees
Source: eMarketer citing MarketingSherpa, "ad:tech Fifth Annual Study," as cited in press release, Feb. 5, 2008

U.S. ONLINE MARKETERS** PLANNED SPENDING IN THE NEXT YEAR ON EMERGING ADVERTISING TACTICS (% OF TOTAL ONLINE AD SPENDING)

	Increase	Keep budget same	Decrease budget	First time budget
Viral video on sites (e.g., YouTube)	48%	7%	0%	45%
Viral marketing using networking sites	47%	10%	3%	40%
Paid advertising on networking sites	32%	28%	4%	36%
Paid in-stream video placements	23%	23%	6%	47%
Prod. placement in games/virtual worlds	15%	15%	8%	62%
Wireless ads on mobile networks	13%	20%	7%	60%
Consumer SMS/text marketing	12%	29%	6%	53%

Note: Numbers may not add up to total due to rounding. **ad:tech attendees
Source: eMarketer citing MarketingSherpa, "ad:tech Fifth Annual Study," as cited in press release, Feb. 5, 2008

U.S. ONLINE VIDEO ADVERTISING SPENDING, 2006-2011 (% OF TOTAL ONLINE AD SPENDING)



Note: eMarketer benchmarks its U.S. online advertising spending projections against the Interactive Advertising Bureau (IAB)/PricewaterhouseCoopers (PwC) data, for which the last full year measured was 2006; online video includes in-page and streaming video.
Source: eMarketer, June 2007

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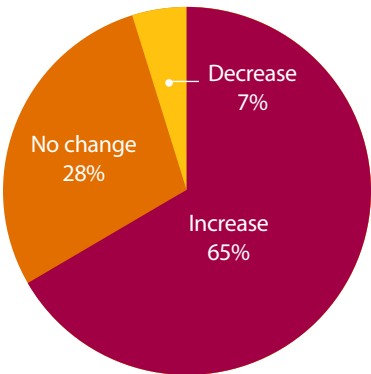


Beth Thomas-Kim
Director & Head of Consumer Services, Nestlé USA



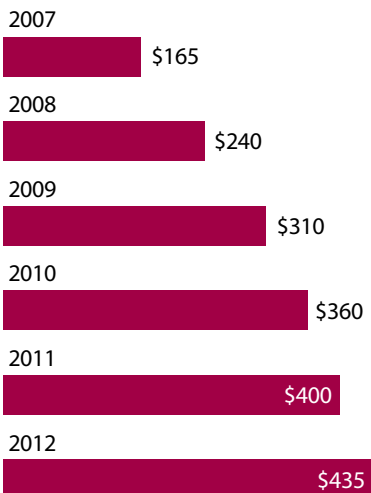
Jeremy Wright
Global Director, Mobile Brand Strategy, Nokia Ad Service

CHANGE IN SEARCH MARKETING SPENDING PLANNED FOR THIS YEAR BY U.S. SEARCH MARKETING EXECUTIVES, 2007 (% OF TOTAL ONLINE AD SPENDING)



Source: JupiterResearch, "U.S. SEM Executive Survey, 2007: Understanding the Increasingly Sophisticated Search Marketer," as cited by ClickZ, April 11, 2007

U.S. PODCAST ADVERTISING SPENDING*, 2007-2012 (IN MILLIONS OF U.S. \$)



Note: *Includes advertising and sponsorship spending
Source: eMarketer, Jan. 2008

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Basic designs still need work

Many b-to-b sites still suffer from confusing layouts and poor navigation

BY MARY E. MORRISON

THOUGH MORE ADVANCED b-to-b marketers are using Web 2.0 applications such as rich media, blogs, podcasts and video to engage their Web site visitors—and seeing positive results from those efforts—many companies are still struggling with basic site design and usability issues.

“There’s a lot of improvement that b-to-b marketers need to do to their Web sites just to accomplish basic usability goals and make it easier for their users to get done what they need to get done,” said Laura Ramos, VP-principal analyst at Forrester Research.

Ramos cited problems such as font sizes being too small and category or subcategory names being confusing or misleading. “It’s basic stuff, but [marketers] fail on these things time and time again,” she said.

A Web site’s design must facilitate the experience you want users to have on your site, said Siobhan Kelleher, director of client services and digital media at Sametz Blackstone Associates, a strategic communications consulting company. “If it’s a very transaction-based Web site, the design should steer them through those transactions,” she said. “If it’s a more information-based site, it should make it easy to find and read that information.”

FOLLOW CUSTOMER LOGIC

In determining site taxonomy—the hierarchy of information—marketers can make the mistake of presenting content according to how their company is organized internally, rather than presenting it in a way that will make sense to customers, said Dave Greves, a principal at Faction Media, an interactive marketing agency. “If [the customer’s perspective] is not taken into account when you go through

the actual ‘architecting’ of the site, you end up with some confusion and miss out on opportunities to cross-sell and upsell,” he said.

Marketers must also remember to view their Web site as one piece of their overall on-line communications strategy, Greves said. For example, the Web site must be easily found by search engines, and it has to be able to accommodate microsites if the marketer is

Need to know

5 simple rules for effective e-mail marketing

1. Organize site content in a way that addresses visitors’ needs and helps them achieve whatever their goals might be. Recognize that this structure may be different than the way your company is organized internally.
2. Consider your Web site as one piece of your overall communications strategy. Is the look and feel consistent with other on- and offline campaigns?
3. Personalize visitors’ experience as much as possible; consider using microsites to address different groups’ needs.
4. When appropriate, use rich media such as audio and video to connect with customers and show how your products or services can help them.
5. Ask users for feedback on your site in an online survey or by walking through the site with them on the phone or in person.

using online ads, he said. “If you just go and develop it myopically, without a clear broad-based strategy, you’re going to miss out on opportunities, which ultimately is going to result in you having to redo things. And [it’s going to] cost more.”

Marketers that have the basics covered can consider which more-advanced tactics will benefit their customers and prospects. A microsite—the specialized Web page a prospect lands on after clicking an online ad or an e-mail, for example—is particularly useful, Ramos said, because it allows the marketer to start a personalized conversation. “Microsites and landing pages really help to do that because otherwise you’re designing your Web site for the masses,” she said.

B-to-b marketers can also benefit from the use of rich media and podcasting, Ramos said. “B-to-b marketers forget that they’re selling to people. They think they sell to companies,” she said. “And being able to create an emotional appeal, an appeal to [customers’] desires and motivations, going beyond presenting facts and doing a logical sell of what you’re about, really does work.”

KEEP TESTIMONIAL VIDEOS SHORT

Using audio and video to present customer testimonials is a good way to engage buyers, she said. Though it depends on the content and the situation, shorter videos are usually better, Ramos said. “When you get over 10 minutes, you’re taxing the b-to-b decision-maker’s patience,” she said.

Ramos cited RSA, the security division of EMC, as being a good example of a b-to-b company that has effectively used Web 2.0 applications. The company has a program called Speaking of Security that includes a blog, and audio and video podcasts.

Alexandra Fisher, Web marketing manager at RSA, said the company developed the program because it wanted a channel through which it could demonstrate thought leadership. “We had a channel for official responses for things—public relations. We had a channel for telling people how great our security solutions are—marketing. What we didn’t really have was a way to take a position on something,” she said.

Fisher said she also knew that having constantly refreshed content and links from other bloggers would increase the company’s position on search engines. “That was also very important—to use the blog as a traffic builder,” she said.

RSA recruited writers from among its employees, Fisher said, including marketing people and technologists. The company decided to do a group blog, with four of five bloggers all contributing to a single blog feed. That decision ended up being critical to the program’s success, she said. “That means that even if someone’s only blogging once a month, we constantly have new content,” Fisher said. “That’s important because nobody wants to subscribe to a blog that’s dead. You want to have a constantly fresh, interesting conversation happening.”

Fisher said it’s very important for marketers to pay attention to the “greater Internet ecosystem” when considering what their Web site will offer to visitors. “You’re not just a Web site sitting in a little island all on your own,”

RESOURCES

Tech watch

Key technologies and trends b-to-b marketers should know in 2008:

■ **Virtualization**—The creation of a virtual (rather than actual) version of something, such as an operating system, server, storage device or network, stretching costly IT resources.

■ **Mashups**—A Web application that combines data from more than one source into a single integrated tool.

■ **Microsoft Silverlight/Adobe Air**—Technologies for delivering interactive applications within a Web browser.

■ **Google Gears**—Emerging technology from Google that lets Web sites work offline.

■ **Mobile Browsers**—A new generation of cell phone/smartphone browsers that allow mobile users to view the Web with the same fidelity as desktop users.

How to be social

Social networks have brought a whole new bag of buzz phrases and techspeak, such as:

■ **Social graph**—The network of connections through which people communicate and share information.

■ **Feeds**—A data format used to provide users with frequently updated content. Content distributors syndicate a Web feed, thereby allowing users to subscribe to it.

■ **Wall**—This allows users to post messages on the profile of their friends.

■ **Poke/Superpoke**—Users can send a virtual “poke” to each other to get their attention; a superpoke is a similar but more elaborate gesture.

■ **Widgets/apps**—A portable chunk of code that can be installed and executed within any separate Web page by an end user.

■ **Tweet**—The act of sending a message to one’s Twitter social network.

Source: Wikipedia

she said. “Your site is part of an ecosystem that includes Google, and Flickr and all the different sites that you need to plug in to and leverage. You have to be very conscious of that. If you’re building a new site, are you going to try to duplicate something that’s already been built somewhere else or are you going to leverage that platform? □

ASK THE EXPERT

What are the key elements of a successful b-to-b Web site?

Kelleher: There are many. One of my very strongly held opinions is that technology, though a wonderful thing, can’t solve all your problems. You still have to think about the larger world in which you’re working, in which you’re putting out this Web site. Aside from bells and whistles, which can certainly help, think strategically: “What is it that I’m trying to say? To whom am I trying to say it, and how do I properly convey it to that audience?” You see these absolutely beautiful, well-programmed sites that are missing that



Siobhan Kelleher
Director of client services
and digital media,
Samentz Blackstone
Associates

key piece of saying the right things to the right people. Frankly, if you’re doing that work right, the technology can support it or can go along side it and it’s not as critical a part of it. It sounds like a very anti-technology thing to say, which is not at all my position, but it’s really a key to making sure all the pieces fit together—just knowing who you’re trying to talk to,

what you’re trying to say and why you have a Web site.

How can marketers use Web 2.0 elements to connect with customers?

Kelleher: One of the things we’re seeing that can really open up a whole new world for people is to start doing something like a blog, where there’s an actual human being that’s giving actual opinions or insider information—like expert tips or expert perspective—that you won’t get from a traditional sales and marketing Web site. That sort of thing can really generate a ton of buzz and make

your site something that people really want to come back to. For certain sites, it’s appropriate to have user feedback and have people respond to blog postings or articles, and really make them part of the conversation. That seems to really engage clients—and even prospects—and draw them in, and make them feel like they have more of a connection with the organization. We talk often about whether it’s blogs, or RSS feeds or things like that [that are most effective]. The method is flexible—you can do it a bunch of different ways. But the basic idea is that it’s a human being sharing some expertise with the people out there and really engaging them in a conversation. □

Integrating channels key

Convergence of search, direct marketing and e-mail helps move customers to buy

BY CAROL KROL

TODAY, INTEGRATING E-MAIL ACROSS channels has become the No. 1 priority for many marketers, and they are wrestling with how best to carry off an integrated marketing strategy.

On the convergence of search and e-mail, for example, Brian Ellefritz, senior manager-global direct marketing at Cisco Systems, said that putting search and e-mail together can be effective, but it still entails a learning curve.

"We're trying to revisit [our customers'] buying processes and figure out which channels are being used at which point in the process," he said.

Integrating such media as search, direct mail and e-mail can potentially captivate a customer's or prospect's attention and move them along in a buying cycle, which could then result in a sale.

Wacom Technology Corp. extended its e-mail campaign with a blog element. In its "PowerofthePens.com" campaign, created by eROI, an e-mail marketing agency, it incorporates e-mail with a robust social community, which included a blog.

"This is a brand new concept for our company," said Diane Moore, marketing manager at Wacom. "Not only do they love our products and want to buy our products, but they want to talk to each other." Moore said the campaign was so successful that the company more than doubled its revenue.

Rosanne Saccone, CMO of BEA Systems, said in a recent podcast on marketing to IT buyers that tailoring messages that line up across channels is a must. In fact, she said it is where she is "placing a pretty big bet." E-mail marketing and events are the two main areas of marketing focus for BEA this year, she said.

"[It is] highly targeted, almost one-to-one marketing, looking at the behavior within our prospects or within the people we target—what are they looking at on our Web site, what kinds of events are they attending—and then sending to them the kind of content we think is pretty well focused on their area of interest," Saccone said.

Need to know 5 simple rules for effective e-mail campaign deployment

1. An opt-in list. Wherever you have your list stored, make sure you have access to the original source of permission. Also include an opt-out link with a mailing address.
2. The "from" name you want to use. Also include the "reply to" e-mail address that someone will check (or, if you are a company that cannot check these messages for security reasons, a strong disclaimer that replies will not be read).
3. A really good subject line—not something catchy, but rather something that creates trust and interest in opening the e-mail.
4. Links that work inside the content even if images are blocked.
5. A strong reporting system on the back end to track bounces, opens and clicks.

Source: Jeannine Mullen, founder, Email Experience Council

She said it is easy to "blast out lots of content to lots of different audiences all the time" because it is so inexpensive, but she advocates focusing on just a couple of strategies instead.

"What I tell my team is, 'What are the couple things that really get above the noise level that matter where we can put a lot of energy, and focus, and creativity and sophistication around that one or two or three key bets?'" Saccone said. "Find the audience that matters most to you, and 'get it right' with that audience and then expand as you start to see the fruits and the return on investment from that. I'm not a big believer in the big bang approach."

Spencer Kollas, director, delivery services for Strongmail Systems, agreed that a targeted approach is ideal, and said many companies

are taking the e-mail marketing platform more seriously.

"E-mail has been the stepchild of the marketing industry, and now when you look at it, it has the highest ROI [among media channels] and it is the one mechanism that can be personalized and timely," Kollas said. "The relevancy of e-mail is so important. Marketers are no longer doing 'batch and blast.'"

Barry Abel, VP-field operations for Message Systems said less is more.

"Sending more mail to more people does not translate to better revenue," he said. "Most marketers' charter is to build relationships, so tools that address bounces and list hygiene and doing analysis on quality vs. quantity in e-mailing that capitalizes on demographic information are all going to be important."

The biggest challenge to incorporating e-mail into the multichannel marketing strategy is that, typically, customer databases are siloed. Usually, the larger the organization, the harder it will be to integrate customer information.

Cisco faces that challenge. "We are a big company, and we're a complex marketing organization," Ellefritz said. "We've got legacies [legacy databases] like you wouldn't believe."

He said it is difficult to combine data from e-mail, search and other media channels with, for example, behavioral data.

This channel integration also requires a change that extends company-wide and involves breaking down departmental silos to allow people from different parts of the company to work together, said Andy Goldman, senior partner-senior director, North America, e-mail and digital dialogue services at OgilvyOne Worldwide.

Jim Champlin, director of e-mail at Allstate Insurance Co., said integration is becoming a requirement because customers expect marketers to understand their preferences and communicate accordingly.

"I don't want to send mail to anyone who doesn't want it or won't respond to it," he said. "The way to do that effectively is to give customers rich preference capabilities" so they can tell you through which channels they prefer to receive your messages and how often.

Determining preference management can only be accomplished by analyzing those

E-mail, page 10

RESOURCES

E-mail=Sales

E-mail delivers sales at an average cost per order of less than \$7. That compares with \$71.89 for banner ads, \$26.75 for paid search and \$17.47 for affiliate programs.

Source: Shop.org's "State of Retailing Online 2007," September 2007

Viewing e-mail

■ 64% of key decision-makers view e-mail on their BlackBerrys or other mobile devices.

■ 69% of at-work users usually view their e-mail in preview panes.

■ 59% of online consumers routinely block images.

Source: Marketing Sherpa, 2007

Time-of-day trends

■ The highest open rates during Q2 2007 were Wednesday (27%), Monday (26%) and Thursday (26%). The highest click-through rates were Wednesday and Thursday (both 5%).

■ 11 a.m. and 4 p.m. scored the highest marks for business-hour open rates (30%) and click-through rates (5%).

■ Click-through rates were between 4% and 5% during the workday, peaking at 7% at both 9 p.m. and 4 a.m.

Source: eROI, "Email Marketing Statistics by Day and Time," July 2007

Spam trends

■ 79% of e-mail recipients said that if they don't recognize a sender, they sometimes mark messages as spam.

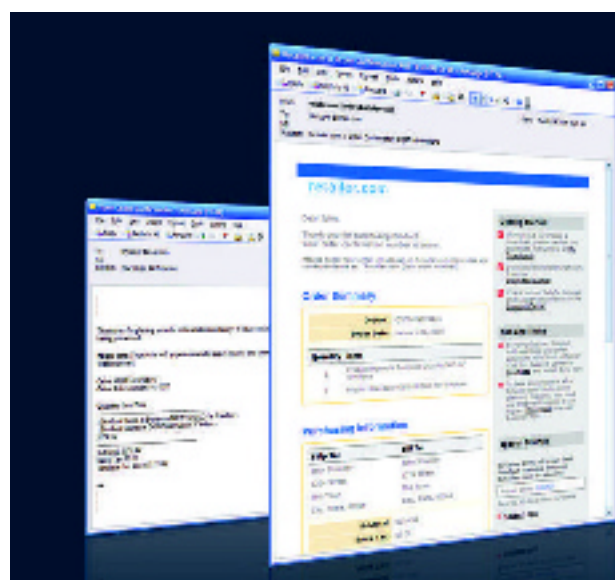
■ 20% of e-mail recipients said they use a spam button as a way to unsubscribe from messages or newsletters they've signed up for in the past.

Source: Survey by Email Sender and Provider Coalition, March 2008

They said it

"Buyers and sellers have been using different terms and definitions to describe e-mail campaign performance, which has created some confusion and inconsistencies in the marketplace." —Sheryl Draizen, senior VP-general manager, Interactive Advertising Bureau, discussing the group's e-mail campaign performance metrics definitions

Source: btobonline.com, July 12, 2007



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How can b-to-b e-mail marketers grow e-mail lists responsibly?

Lewis: [First], be sure to get permission, however you acquire names, whether in response to an info request, such as a white paper or at a trade show. If you don't get permission at the point of capture, do it immediately thereafter and give recipients a clear idea of what you'll be communicating. But don't assume that their permission is evergreen. It's not. How you handle prospects from this point forward is crucial to retaining their permission and converting them into brand-loyal customers. For starters, reset your objective from list size to the percentage of names on your list actively engaged with your brand. While counts aren't immaterial, an engagement objective is much more conducive to responsible list growth and bottom-line re-



R. David Lewis
VP-market and
product strategy
Bizanga
San Mateo, Calif.

sults. Second, re-examine your data-capture strategies. Too many marketers see data capture as an "event," and it's not. It's a process. There's a value exchange going on between you and your prospects. As you serve up value, they'll reciprocate by sharing more information with you. As you build out your profiles, your aim should be to understand who they are, such as their position (marketing or IT) and role in the purchase process (influencer or decision-maker). And where they're at in the buying cycle (now or 12 months from now). Seg-

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menting your list by such criteria will enable you to shape messages by what's relevant to your prospects and to move them toward eventual product purchase.

What's the danger in not growing e-mail lists responsibly?

Lewis: If you don't do these things, you'll likely send out messages that recipients perceive as irrelevant (and possibly spam) and may ultimately undermine their view of your brand. To avoid that outcome, you'll need systems that allow you to interrogate your databases, as well as the activity on your Web site; build your segments and automate the rules surrounding them; and serve up the kind of relevant messaging that serves both your business interests and those of your recipients. □

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Continued from page 8

multiple marketing channels.

Ellefritz said in addition to preference management, the media channel he communicates through can also vary depending on the kind of product he is promoting or the community of people he is trying to reach. For example, he said, "If we have a strong, mature list [of customers], we'll use e-mail. If it's a new product or service, we'll rely on search."

Enterprise marketing management systems offered by companies—such as Aprimo; Eloqua Corp.; Vtrenz, a division of Silverpop; and smaller companies such as Bronto Software—are becoming more popular as the demand for so-

"You have these different systems that do different things. It's a lot of work to get multiple systems to talk to each other."

Joe Colopy,
CEO of Bronto Software

phisticated cross-channel campaigns and measurement and analysis of those campaigns on the back end grows. The EMM systems provide the technology backbone to tie marketing efforts together into one central system.

"It's a timeless challenge," said Joe Colopy, CEO of Bronto Software. "You have these different systems that do different things. It's a lot of work to get multiple systems to talk to each other."

In the end, it all has to gel.

"Measurement metrics must connect to the big picture of consumer behavior," said Aaron Kahlow, managing partner of BusinessOnline.

"If we don't have these things aligned with a consistent message, you miss [the] boat of reaching these customers," he added. □

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CheetahMail, an Experian company	New York	www.cheetahmail.com/corp	(212) 809-0825
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By Julie M. Katz

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StrongMail Systems	Redwood City, Calif.	www.strongmail.com	(650) 421-4200
SubscriberMail	Lisle, Ill.	www.subscribermail.com	(630) 303-5000
TMX Communications	Conshohocken, Pa.	www.tmxinteractive.com	(610) 897-2500
Topica Inc.	San Francisco	www.topica.com	(415) 344-0800
Venture Direct Worldwide	New York	www.venturedirect.com	(212) 684-4800
VerticalResponse Inc.	San Francisco	www.verticalresponse.com	(415) 905-6880
WhatCounts	Seattle	www.whatcounts.com	(206) 709-8250
Xtenit	New York	www.xtenit.com	(646) 825-9070
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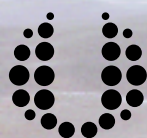
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Best e-mail marketing practices

Coordinating and unifying your e-mail program post-merge

ANY COMPANY THAT merges or incorporates another into its fold ends up dealing with several e-mail marketing challenges. E-mail lists might overlap, or design standards might be completely different—not to mention that the companies would likely be using disparate e-mail service providers, making it difficult to coordinate a unified program. Sixteen months ago, ThermoFisher Scientific (the company formed when Thermo Electron Corp. and Fisher Scientific International merged in November 2006) was facing all of the above, said Jeff Mucci, the company's e-marketing and analytics manager, enterprise e-business, who started right after the merger.

"We had a ton of different lists and different list sources," Mucci said.

"And that's not to say all the lists and names we had were great," he added. "Everything was fragmented when we merged. There was no singularity, and each separate company segment managed their own lists using their own e-mail service provider vendor."

This meant that many outgoing messages didn't align with ThermoFisher Scientific's overall brand. Recipients were unsubscribing because they were overwhelmed with e-mail from the multiple divisions within the combined company, Mucci said. Plus, with a fragmented list, there was no way to make sure someone who unsubscribed from one list would be removed from all the company's lists.

"There are still companies to this day that are choosing not to receive e-mails from us," he said. "Some of our best and biggest clients opted out because the volume of e-mails was just too high."

In an effort to counteract all those problems, ThermoFisher Scientific

asked all its divisions to use the same e-mail service provider, Subscriber-Mail. The company now has a single subscriber list for its 49 subaccounts. "Each business unit has its own accounts, but if someone unsubscribes from one list, then the change is carried over to all of the lists," Mucci said.

As part of this strategy, the company put limits on the number of times any customer or prospect can be contacted in a single month. It also created several "seed" accounts on the main subscriber list to ensure that someone from the marketing department monitors every message that goes out for brand and design quality.

"We've established corporate brand templates, although people can build their own templates as long as they follow overall design suggestions—color use, logo placement, copyright, using 'Inc.' for example," Mucci said. "Anyone who abuses the privilege has to use the templates, so this forces people to adhere to the rules."

The benefits of each step have been significant, he said. Delivery rates have increased "dramatically," unsubscribe rates are down and there haven't been any spam complaints in more than 90 days. Mucci is so confident in his new program that he's having marketing leadership go back to top customers to tell them that changes have been put into place so they can possibly re-subscribe, he said.

"We're finally able to see who [in marketing] is doing something right and where success lies," he said. "We can share best practices, and we're finally seeing brand consistency."

—Karen J. Bannan

Using e-mail to launch a product, service or company

THANKS TO ITS SPEED, ease and cost-effectiveness, e-mail marketing can be an ideal way to

promote a new product, service, division or company. Julie M. Katz, an analyst with Forrester Research, and Britta Meyer, VP-marketing for Eureka Inc., a provider of social search technologies that used e-mail to publicize its new custom video search portal, suggest these best practices.

■ **Segment your list.** Meyer wanted to send her messages out to the people who were most likely to use a video search product, so she started with her existing customer base of image search engine users, she said. She also looked at other factors. "We looked at usage of current products, how frequently they were using the products, what industries they were in, and other behavioral and demographic data points," she said.

This is a smart strategy, Katz said. "Gauging current customer interest in different products or services is a good practice whether launching a new division or a new product," she said. **Best E-Mail Marketing Practices, page 18**

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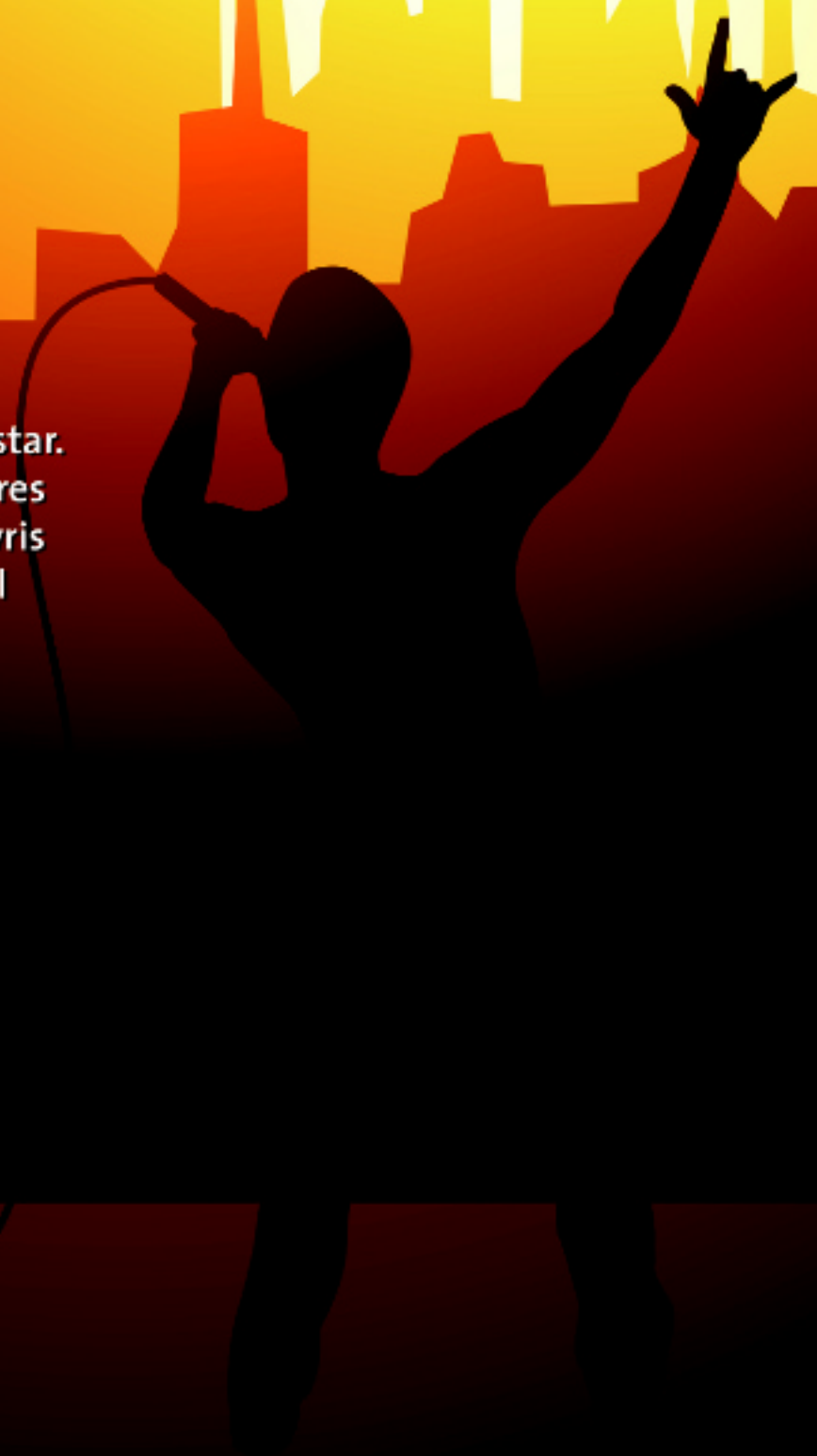
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Best e-mail marketing practices

Continued from page 16

said. If you don't have good segmentation, Katz suggested using a survey a few weeks or months ahead of your initial marketing phase to see who might be interested in your new venture.

■ **Build anticipation.** Eureka has a fairly short time to market, so Meyer started her messaging a few months before the video product was launched. Depending on your lead time, however, you may want to start whetting your customers' and prospects' appetites even six to 12 months ahead of time, Meyer said. "You can use that time for special offers. You can presell. You can build a list of people who are interested," she said. Start small with a mention in your current e-mail newsletter or at the bottom of transactional e-mails and build noise as you get closer to the launch date.

■ **Create a separate e-mail alert.** The best way to market a new product or service is to create a separate e-mail dedicated just to that topic. You can ask current subscribers to sign up for an e-mail alert and add that alert to your e-mail preference center, Katz said. "Starting with a highlighted feature in your current e-mail newsletter is going to get people excited, but you want to move those people over to a separate e-mail after a short period of time so you're only addressing people with a true interest in what you're announcing," she said.

■ **Manage your messaging.** E-mail can be a wonderful tool to help you handle the little hiccups and issues that often pop up when launching a new product, such as a release date slip or poor product reviews, Meyer said.

"It's all about managing expectations," she said. "If you know you're going to be late, you need to reset expectations. You want to make sure you're not losing trust, so it's important to acknowledge that something isn't working or communicating

how you're addressing problems."

—K.J.B.

Breaking through to inactive e-mail recipients

LIKE PERSISTENT SUITORS, at some point e-mail marketers have to decide whether to keep trying to get someone's attention or divert their energy to courting individuals who already know and like them.

One of the biggest challenges for marketing managers is to get those who never open their messages—an average of 80% of a marketer's list, according to Russell McDonald, CEO of iPost, an e-mail service provider—to change their behavior. Marketers might think it's more prudent to focus only on recipients who actually open what's sent to them, but doing so can mean giving up an enormous opportunity.

"There's only so much stuff that 20% of the list can buy from your company," Russell said. "You could easily increase your spending on the effort by a little and boost your return by 100% if you focus on that other segment."

McDonald offers these tips for converting those inactive e-mail recipients into people who interact with your company.

■ **Make sure your e-mails are getting through.** Watch your domain delivery statistics closely and look for low response rates, which can mean your e-mail is being diverted to a junk box, McDonald said.

"It's worth spending a bit of time to ask an e-mail service provider's delivery assurance officer to find out if your e-mails are going through," McDonald said. "When the ESP learns it's permission-based, that should be enough to ensure delivery to the inbox. Often, just a phone call from the

delivery assurance officer to the network administrator of a business domain will take care of the problem."

Also, find out if your mail is being labeled as spam by checking if your IP address is on spam lists, such as SpamCOP.net. If you discover you're on a list, it's important to get removed because those lists are shared with lots of policing organizations, McDonald said.

■ **Try discounts to entice uninterested recipients.** For the e-mails that are getting through but remain ignored, McDonald suggests managers entice first-time customers with a loss leader. "Give them a big discount on something to get them to interact with your brand," he said. Studies show that a recent buyer is more likely to do business with your company again, he said.

■ **Make your message interesting and entertaining.** Recipients are hard at work when they get your e-mails and like it when a message gives them a smile and brief respite from the workday. "They will be more likely to read your messages in the future, and they are more likely to forward your note to friends," McDonald said.

—Judith Nemes

Create e-mail surveys that get responses

E-MAIL MARKETING managers love to include quick surveys in their e-newsletters—so much so that they risk overdoing it.

Melissa Read, VP-research and innovation at Spunlogic, a full-service digital marketing agency, believes managers send surveys too often, causing respondents to burn out on the novelty of providing feedback. Eventually, she said, they'll stop responding.

"Surveys should only go out when you want to understand something about the business respondents," Read said. Otherwise, "it will become the survey who cried wolf and the next time you really want to know something, respondents won't

be as interested in telling you."

Paring down the number of surveys is a good start, she said. Read offers these other helpful tips to make the most out of such surveys:

■ **Design for distraction.** Business clients who participate in surveys won't be able to shut out the long list of ongoing distractions that may be occurring in their office at the same time, so a survey should be designed to accommodate interruptions, Read said. Make sure the survey isn't the kind that times out; and keep it brief, she added.

"If you've got to distribute a longer survey, allow respondents to save their progress and come back to it later," she said.

■ **Make the survey a seamless fit with a newsletter.** A survey that launches from an e-newsletter should have the same look and feel as the newsletter, Read said. "The customer sees it all as one entity, so it can be confusing when they get taken to a page that doesn't look the same," she said. "Some people may abandon it. Think about the brand guidelines that are used to design the e-newsletter and leverage that in the survey."

■ **Get what you came for and get out fast.** Some managers might be tempted to round three questions up to five, or round nine up to 10. Read said they should avoid that temptation and respect subscribers' time by asking only essential questions.

"Your respondents are in business, and they are already very busy," Read said. "Trust me, they don't want more work."

■ **Show readers how they can benefit from the survey.** Business respondents are often motivated to respond to surveys that will help them make progress in their business objectives, Read said. Tell respondents upfront in the survey instructions how they could benefit from offering feedback. Then make sure to present questions that immediately get to the heart of what you're measuring so respondents see the relevance to them, she said.

"Don't make the mistake of asking for demographic information first so you can segment the data," she warned. "Save that to the end."

■ **Don't assume you need sophistication.** "E-newsletter surveys don't need to be written in a sophisticated language, even those that are distributed to the top of the food chain," Read said. "Even if the potential respondents are highly educated, they don't necessarily need to see formal language or high reading levels. Often, they're going to take your survey as a break from their real job."

—J.N.

Achieve higher ROI with postal campaigns by integrating e-mail

BUILDING A multichannel campaign that includes touch points for direct mail and e-mail just makes better economic and strategic sense. Getting in front of the customer is your primary mission, and hitting them from multiple touch points can become the key response driver that yields the ROI you so desire. But before you give it a try, you should first take these three things into consideration.

1) Be consistent with your marketing message across channels. Don't present conflicting offers that will frustrate your audience—for example, offering 20% off through e-mail but 10% off in the catalog.

2) Make sure your message fits the medium. Design your creative for the appropriate channel. E-mail requires a different format and voice than direct, postal mail.

3) Be relevant. Make sure what you send will be welcomed. Using best practices when sending e-mail will help build trust and awareness for your postal campaign.

Craig Swerdloff is VP-general manager of customer acquisition solutions at Return Path, an e-mail services provider (www.returnpath.com).

Who Wants To Be An Emailionaire?

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Search draws big spending

Paid search may be consistent, but there's more than one way to get results

BY CAROL KROL

PAID SEARCH MARKETING remains a juggernaut, on track to comprise 40% of all U.S. online advertising spending, far ahead of display ads, rich media and video, and e-mail, according to research aggregator eMarketer. Paid search will continue to hover around 40% of online advertising through 2011, eMarketer predicts.

"Paid search has emerged as one of the key marketing forces," said James D. Speros, former senior VP-CMO for Marsh & McLennan Cos., a global professional services firm specializing in risk, strategy and human capital.

"Most of my colleagues in the industry are using paid search in some form to stand out in the crowd, he said. "Paid search brings you to the top for certain keywords. It's one way to make your brand more salient."

While search only made up 2% to 3% of the Marsh & McLennan budget, Speros was pleased with its results. Moreover, he suggested that tight budgets in 2008 could cause search to increase as a percentage of total spending. "Unless marketers' budgets go up dramatically in 2008, paid search may benefit from taking share from other media," Speros said.

CUSTOMER BEHAVIOR INSIGHTS

Bringing search marketing and Web analytics closer together has also boosted paid search's

share of ad spending, because it gives marketers great insights into customer behavior.

"Being able to measure the consumption and interaction of content from visitor to visitor, we were never able to do that until we brought Web analytics and search marketing

Need to know

5 reasons to buy branded keywords

1. Your competition will be buying branded keywords, and you should, too.
2. More than 50% of Internet traffic on company Web sites originates from search engines. Buyers turn to search to help research industries, companies, products and solutions.
3. Search fuels branding and direct marketing programs by controlling marketing messages and keeping them in sync with advertising and public relations campaigns.
4. Buying branded keywords makes offline and other forms of online advertising campaigns more effective. After seeing a television spot or reading a print ad, prospects routinely turn to search engines to learn more.
5. Branded keywords result in more conversions. Prospects using branded terms have already done their homework and are declaring their level of interest by their searches.

Source: SearchRev, an AKQA company

together," said Chris Knoch, principal SEM consultant for Omniture, a Web analytics firm. "You can measure that, so people are spending more money there." Knoch said that marketers used to glean information from many different sources, paste it together manually and create a picture of the customer.

"You spend more time looking for your facts and integrating them than you do using [the information]," he said. "When you have integration between your search marketing programs and a measurement tool, it is seamless and you don't have to do that manually—and you can immediately act on it."

For other marketers, search engine optimization rather than paid search is in the spotlight this year.

Brian Nizinsky, manager-online marketing, worldwide marketing for the Graphic Communications Group at Eastman Kodak Co., said the Kodak site was redesigned last year to accommodate how its customers are looking for information. That included search engine optimization.

"We've done a lot of rethinking on our site," Nizinsky said. "Presenting our portfolio in a way that is logical, intuitive and user-friendly is crucial. If a customer is looking for a half-million-dollar printer, there are five to seven different companies who actually produce a product that meets their needs, and it is an 18-month sales cycle. Commercial printing is a small industry. For us, it's really about making sure they are presented with information appropriately and logically, and making it easy for them to contact us and become a lead in our system. We're in the b-to-b space, so until they actually call our phone number or fill out a form, we don't know them. If we don't present ourselves well, they will go somewhere else."

Nizinsky added, "You have to optimize the page for the user, not for the keyword."

LANDING PAGE IMPORTANCE GROWS

As the Internet becomes the primary channel for marketing and customer acquisition, Search, page 21

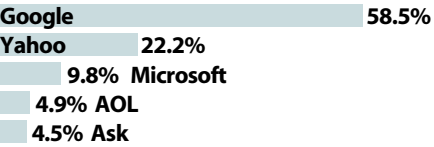
RESOURCES

Market share trends

Paid search advertising is expected to total \$15.5 billion in 2008, up 31.9% over last year.

Source: eMarketer, January 2007

More than 10 billion searches were conducted in the U.S. in January. Here is the breakdown of market share:



Source: comScore, February 2008

Search revenue

Worldwide search revenue will reach \$30.5 billion this year, up from \$26.2 billion last year.

Search revenue will grow at an annual rate of 28% over the next four years, reaching \$60.0 billion by 2011

Source: JPMorgan Chase Outlook Report, January 2008

Mega-mergers

Google acquires DoubleClick

"B-to-b advertising managers have to make sure that their dollars are being spent in the most efficient way possible. Advertisers need to be confident that DoubleClick won't be beholden to Google." —Kevin Lee, Executive chairman, Didit Search Marketing, a competitor to Doubleclick's Performics SEO unit

Source: BtoB, Jan. 14, 2008

Microsoft makes bid for Yahoo

"[If the deal goes through,] it's going to hurt Google, especially on the b-to-b side. Yahoo and Microsoft are well-positioned for the SMB market relative to search because Microsoft is in the b-to-b space." —Lauren Robinette, Commercial segments manager, Cisco Services, a division of Cisco Systems

Source: BtoB, Feb. 11, 2008

VERTICAL SEARCH ENGINES

Company	URL	Phone	Marketplace	Partners
Business.com	www.business.com	(888) 441-4466	B-to-b products and services	American Express, Bank of America, Dell, Hewlett Packard, Microsoft, NetSuite, Office Depot, Verizon
GlobalSpec	www.globalspec.com	(800) 261-2052	Engineering, manufacturing and related scientific and technical market segments	ASEE, Autodesk, EE Times, Solidworks, Chemical Engineering
goWholesale	www.gowholesale.com	(877) 566-4849	Retailers	Liquidation.com, Wholesale.com
Indeed	www.indeed.com	(203) 328-2691	Search engine for jobs	N/A
IT.com	www.it.com	N/A	Enterprise information technology	N/A
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SureHits	www.surehits.com	(888) 246-4612	Insurance and loans	N/A
TechTarget Inc.	www.techtarget.com	(888) 274-4111	Information technology	Cisco, Dell, EMC, Hewlett Packard, IBM, Intel, Microsoft, SAP, Symantec
ThomasNet	www.thomasnet.com	(800) 699-9822	Industrial manufacturing	Parker Hannifin, eFunda, Alibre Inc., American Society of Mechanical Engineers, Entrepreneur.com
Thomson Findlaw	www.findlaw.com	(800) 455-4565	Legal	Nolo.com, Thomson West
VerticalSearch.com	www.verticalsearch.com	(202) 338-5790	Multiple b-to-b markets	Interim Step Marketing, PARS, Planet Discover, DeSilva & Phillips
Zoom Information	www.zoominfo.com	(866) 904-9666	Business information	BusinessWeek, CareerJournal.com, Yahoo, Onvia Corp., Thomson Corp., Bernard Hodes Group

SEARCH

SEARCH ENGINE MARKETING VENDORS

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Acronym Media	New York	www.acronym.com	(212) 691-7051	Optimization, pay-per-click management, link-building campaigns, consulting, analytics
Axiom Digital	Foster City, Calif.	www.axiomdigital.com	(650) 356-3400	Optimization, search engine paid inclusion management, pay-for-placement strategy, analytics
AdGooRoo	Chicago	www.adgooroo.com	(312) 205-4260	SEM and SEO information and research to agencies and advertisers
Advertising.com	Baltimore	www.advertising.com	(410) 244-1370	Creative services, campaign management, custom reporting
Alchemist Media	Los Angeles	www.alchemistmedia.com	(415) 814-3345	Optimization, pay-per-click marketing, SEO Web site design, consulting
Backbone Media	Waltham, Mass.	www.backbonemedia.com	(781) 899-4050	Optimization, Web site design, keyword research, ROI tracking, corporate blogging, consulting
BeyondROI	Hallandale Beach, Fla.	www.beyondroi.com	(954) 456-5000	Paid inclusion, paid search management, optimization, analytics
Bruce Clay	Moorpark, Calif.	www.bruceclay.com	(866) 517-1900	Optimization, pay-per-click management, campaign management, Web site design, analytics
Brulant	Beachwood, Ohio	www.brulant.com	(216) 896-8900	Optimization, design, Web development, analytics
Business.com	Santa Monica, Calif.	www.business.com	(888) 441-4466	Pay-per-click management, paid inclusion
ClearGauge	Chicago	www.cleargauge.com	(312) 923-7604	Optimization, pay-per-click management, design, analytics, SEM development, consulting, research
Did-It.com	Rockville Centre, N.Y.	www.did-it.com	(800) 932-7761	Paid search management, SEM development, research
DigitalGrit Inc.	Boonton, N.J.	www.digitalgrit.com	(973) 316-9696	Optimization, paid placement, paid inclusion, SEM management, Web development, tracking services
eBrandz	Mumbai, India	www.ebrandz.com	(866) 625-5717	SEM services, private-label SEM services for agencies, pay-per-click management
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MIVA	Fort Myers, Fla.	www.miva.com	(239) 454-6988	Online ad network delivers pay-per-click ads to publisher partner Web sites
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Prime Visibility	Melville, N.Y.	www.primevisibility.com	(866) 774-6381	Optimization, pay-per-click management, keyword research, measurement, Web site development, analytics
Proceed Interactive	Schaumburg, Ill.	www.proceedinteractive.com	(800) 933-2402	Optimization, pay-per-click management, Web development, online PR, consulting, analytics
Quigo Technologies	New York	www.quigo.com	(646) 289-6000	Optimization, pay-per-click performance marketing, paid inclusion, campaign management
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Searchfeed.com	Bridgewater, N.J.	www.searchfeed.com	(866) 722-9951	Pay-per-click management
SEMDirector	San Diego	www.semdirector.com	(858) 397-1500	Search marketing automation software
SiteLab International	La Jolla, Calif.	www.sitelab.com	(858) 456-4720	Optimization, pay-per-click management, paid placement, social media development, consulting, online PR, analytics
SmartSearch Marketing	Boulder, Colo.	www.smartsearchmarketing.com	(866) 644-3134	Optimization, pay-per-click management, search lifecycle management, analytics
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How has search changed in the past six months?

Sullivan: Last year, blended search was a revolution. There's a lot of buzz around the whole blended search space. People are still trying to get their head around what that means for them. They only had one entrance point until now, and so [the question is], which door do I walk through? If you



Danny Sullivan
Editor in chief of
Third Door
Media's
Search
Engine
Land

want to be in the top listings at Google, you need to consider [other searchable content such as] video. There are several new doorways to the front page. Blog search, news search, video search, image search, shopping search and book search. Google is integrating these into search results much more than it used to.

How can b-to-b marketers take advantage of some of these new doorways?

Sullivan: If, for example, you have any kind of local-oriented business, your ability to show up on Google is much better right now. If you do searches on Google now, you'll notice a map at the top of the results and 10 little listings that take up half the screen. Local results dominate the page. Marketers should look at each of these areas and look to see if they have materials in each area that are relevant. Not everyone will do local search; not every b-to-b marketer is locally oriented. But people who are looking for b-to-b providers are going to be doing some local searches.

What are b-to-b search marketers getting wrong?

Sullivan: When potential customers come to the sites, b-to-b marketers tend to want to qualify their information. But sometimes they ask for too much, and that can impact whether they get the leads they are looking for. You need to do a lot of testing to see how people are coming into your site. It can be helpful to talk to customers beyond those who are doing the purchasing and understand how they work with the employees who have purchasing power. Too many people think of search secondarily. They put together a marketing plan and figure out where they will buy their ads. After the fact, they think about search. They need to be thinking about these things in the beginning. If you run an offline campaign, you have to understand people are going to go search on it. And you want those results to put you in the No. 1 position. □

Search

Continued from page 19

the role of a Web site's landing pages has also become more important. A good search marketing campaign must bring visitors to landing pages that give them what they need. As a result, landing page optimization tools are in demand. (For example, Omniture bought Offermatica, a landing page optimiza-

tion company, in order to give clients that capability, Knoch said.)

'A FEAR OF MATH'

Tim Ash, president of Site-Tuners, a landing page optimization company, said one of the big challenges marketers face in optimizing Web sites and landing pages involves "a kind of fear of math." He said marketers need to get past that and test different versions of landing pages, even if they do sim-

ple A/B testing.

"Landing page testing is based on statistics," Ash said. "People are afraid to do it because of that or they will make novice mistakes like drawing conclusions from insufficient data." Ash said that when it comes to landing page optimization, it may take weeks or months to gather a sufficient data set.

"If you had one version that was converting at double the rate of another, then it would be clear which

was the winning landing page," he said. "But if it's a 2% difference, it'll take longer to know that that's a real difference and not just an anomaly."

His advice? "Start small. If you have a lot of traffic, say, 'Hey, Mr. Webmaster, give me 10% of that traffic' for a simple A/B split test and change one feature, like the headline of your site. That way you don't have to bet the farm." □

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Measuring new media not easy

Marketers still mastering basic analytics must now deal with Web 2.0

BY RICH KARPINSKI

WEB ANALYTICS GURU Eric Peterson—analyst and author of *Web Analytics Demystified* (Celio Group Media and Cafe Press, 2004)—likes to point out that most businesses haven't mastered the basics of first-generation Web analytics. So he asks: Why worry about what comes next?

The truth is b-to-b marketers can always tune-up their basic search engine optimization and analytics tactics. But that doesn't mean they can afford to ignore the march of progress on the Web, where growing online video inventories, new social network constructs and Web 2.0 apps and widgets bring new complexity to measuring user activity on the Web.

Indeed, if the past year has shown anything, it's that marketers must stay at the cutting edge of the Web analytics game or risk being left behind.

"In the good old days, we didn't have all the problems we have today, such as worrying about widgets, gadgets and social networks," Peterson said. "Now, we're doing things that aren't easily measured."

MEASURING A BROADER UNIVERSE

The biggest difference between Web 2.0 and early Web analytics is that marketers today must track activity and interest across a much broader universe. These "engagement" metrics must span things such as Web browsers, Web applications such as widgets, RSS readers and destinations including traditional Web sites, walled social networks and services like Twitter that extend beyond the realm of any one Web "location." Web 1.0 typically measured an entrance to and exit from a

Web page. Web 2.0 analytics focus on user interaction—where do users click, hover, look or interact?

That reality, Peterson said, has initiated a new generation of measurement metrics, including use rate, interaction rate, click-through rate, conversion rate, distribution rate and cost per interaction.

The Web Analytics Association has even gone so far as to publish standard definitions

Need to know

5 simple rules for effective Web analytics

1. Web 2.0 innovations—from interactive widgets to distributed video to social networks—require new modes of Web analytics and measurement.
2. The most accepted next-generation Web 2.0 metric today appears to be "engagement."
3. Engagement essentially measures the ways and degree to which users interact with an online ad.
4. However, there is little agreement on precisely what engagement means. Web analytics analyst Eric Peterson is trying to define a complex engagement algorithm. Microsoft recently introduced a new Engagement Mapping metric and is testing it with national advertisers.
5. Ultimately, any Web analytics metric needs to correlate back to marketing goals, such as lead generation or brand recognition, experts say.

of 26 new Web analytics metrics, adding certainty to terms such as visits, content and conversion.

"The key here is that people are getting caught up in the complexity and actually end up making the process more complicated for themselves," said Forrester Research analyst Megan Burns. "So while analytics can be extremely helpful, they are still tripping a lot of people up."

Indeed, such Web 2.0 measurement challenges have some b-to-b marketers spooked. A joint survey, "Harnessing the Power of New Media Platforms," by the Association of National Advertisers and *BtoB* last year

showed that marketers were apprehensive about adopting new media. The challenge of effectively measuring ROI was chief among their concerns.

"It's hard to put an ROI on it, and that's where there's some hesitancy," said Jonathan Mendez, founder and chief strategy officer of OTTO Digital. "The value is the platform and the ability to listen to your audience, your customers, even to yourself and your own business. That just requires new ways of measurement more than anything else."

DIVIDENDS CAN BE HUGE

On the other hand, working through these challenges can pay huge dividends. Take Designer Linens Outlet, which credits rigorous analysis of customer Web site behavior—and subsequent Web optimization—with cutting marketing dollars spent versus money brought in by 25%.

Software company Symantec Corp. has begun correlating data from its Web site, e-mail and other avenues not only to reveal

trends in customer activity but to better target its online media buys, often in real time. Cisco Systems has turned to behavioral analytics to better segment its Web audience based on what they do on the Cisco Web site, a technique that ultimately influences that behavior. IT reseller RADirect Inc. used analytics as a core part of its program to add video and other Web 2.0 elements to its Web site, using analytics feedback to optimize video placement on its pages as well as decide to distribute its video to third-party sites such as YouTube.

What all of those efforts have in common is that they use Web analytics along with various other marketing data to get a more complete, and actionable, understanding of a particular customer.

"If you only care about how many people are coming to your Web site, that's a thing of the past," said Jim Sterne, president of Target Marketing and founding president of the Web Analytics Association. "Today, it's 'What does user behavior look like on my Web site?' Tomorrow, it will be about matching behavioral data of online customers with offline phone, call center and mobile phone interactions. What do I know about my customer and how can I profile them? That's the holistic picture." □

RESOURCES

Job pays well

Salaries for experienced Web analysts push past six figures

According to self-reported data collected last March, practitioners new to the field (less than 12 months of experience) earned an average of \$78,524 in salary and bonus; for practitioners having at least five years of experience salary and bonus averaged \$102,543.

Source: Web Analytics Demystified, "Salaries 2007," December 2007

Free, but not better

Marketers using free Web analytics tools are more likely to treat analytics as a casual endeavor:

■ 35% of analytics practitioners surveyed use free solutions on an ad hoc basis, while fewer than 20% of those using licensed solutions reported ad hoc use.

Source: Web Analytics Demystified, "The Problem With Free Analytics," July 2007

Vendor trends

Forrester Research evaluated Web analytics products and gave the following ratings:

Leaders: Coremetrics, Omniture, Unica, Visual Sciences Visual Site, WebTrends

Strong performer: Visual Sciences HBS

Contenders: ClickTracks, Google Analytics

Source: Forrester Research, "Forrester Wave: Web Analytics," September 2007

Analytics acquisition

In October, Web analytics provider Omniture acquired competitor Visual Sciences in a stock and cash deal valued at about \$394 million. Omniture said the combination of its capabilities with Visual Sciences' own Web analytics will enable it to expand into new markets.

Source: btobonline.com, Oct. 26, 2007

They said it

"You have to be committed to Web analytics. You have to be willing to assign resources. You have to hire people or assign people internally to manage the data. You have to be willing to commit to the process of understanding and doing it. There's more to it than a nice looking [Web analytics tool] interface." —**Eric Peterson**, Web Analytics Demystified

Source: btobonline.com, July 23, 2008

What is the basic definition of "engagement"?

Peterson defines engagement as an estimate of the degree and depth of visitor interaction on the site against a clearly defined set of goals.

What constitutes an engaged visitor?

According to Peterson, visitors who are consuming content slowly and methodically, and returning directly to the site, are well-engaged. Visitors who have



Eric Peterson
Author of
Web Analytics
Demystified

also subscribed to some type of "push" feed are more engaged, and even more so if they've returned to the site recently. Key actions by engaged users include:

- The visitor views "critical" content on the Web site.
- The visitor has returned to the

Web site recently.

- Some high percentage of the visitor's sessions are "long" sessions.
- The visitor is subscribed to at least one available site feed.

What is measured in the engagement metric?

Peterson's engagement metric includes session-based indices such as click-depth, recency, duration, brand, feedback and interaction activities, plus measures of loyalty and subscription.

Peterson writes: "I agree with other analysts and bloggers who insightfully say that there is no single calculation of engagement useful for all sites, but I do believe my model is robust and useful with only slight modification across a wide variety of sites. The calculation needs to be made over the lifetime of visitor sessions to the site and also accommodate different time spans."

What's next with Engagement Project?

Originally launched in 2006, the Engagement Project aims to develop a mathematical formula that takes into account all the elements of Web site engagement and can deliver a score that can compare one site's engagement level with another site's. The project has picked up speed in recent weeks. Peterson is now focused on the need to apply mathematical rigor to the framework and calculation so that the result is repeatable, reliable and trustworthy. The latest work can be seen at blog.webanalyticsdemystified.com. □

WEB ANALYTICS

WEB ANALYTICS VENDORS

Company	URL	Phone	Products	Description
ClickTracks	www.clicktracks.com	(877) 773-2249	Analyzer, Optimizer, Pro, Agency	Tracks time on-site, offers visitor labeling, rates keyword performance, manages multiple data sets and provides click fraud reports and funnel reports
Coremetrics	www.coremetrics.com	(650) 762-1400	Coremetrics Online Analytics	On-demand Web analytics and precision marketing solutions for online marketers
Google	www.google.com/analytics	(650) 253-0000	Google Analytics	Free analytics product that tracks visitor site interaction and keyword profitability
IndexTools	www.indextools.com	(888) 241-0470	IndexTools Web Analytics 9.0	Tracks visitor behavior in real time and provides overview of key performance metrics
Infor	www.infor.com/solutions/crm	(800) 260-2640	Infor CRM Epiphany Marketing	Campaign management, real-time interaction optimization and scalable database management
Metronome Labs	www.metronomelabs.com	(412) 434-4911	Metronome Capture, Explain	Provides data management and built-in reports detailing hits, page views, visits and visitors
Omniure Inc.	www.omniure.com	(877) 722-7088	SiteCatalyst 13, Discover, Data Warehouse	Real-time online analytics products include path analysis, customized tracking, commerce reporting, site design and optimization, virtual focus groups, multisite grouping, advanced segmentation, Excel integration and dashboards for sharing information.
SageMetrics Corp.	www.sagemetrics.com	(818) 505-6409	SageAnalyst 10.0	Hosted Web analytics include data aggregation, tracking, site process and path analysis, customer profiling, reporting, data acquisition and processing infrastructure
SAP Labs	www.sap.com	(650) 849-4000	SAP Strategy Management	Analytics software includes strategy planning, initiative management, scorecards, dashboards, reports, modeling and integration capabilities.
SAS	www.sas.com	(919) 677-8000	SAS Web Analytics	Analytics solution includes data and text mining, data visualization, forecasting, optimization, model management.
SPSS Inc.	www.spss.com	(312) 651-3000	SPSS Web Analytics	Data collection and warehousing, visitor segmentation, role-based reporting, business event reporting
Unica Corp.	www.unicawebanalytics.com	(800) 407-3570	Affinium NetInsight, Unica NetTracker	Turnkey or on-demand (ASP) with traffic analysis, dashboards, path analysis, custom reporting
WebTrends Inc.	www.webtrends.com	(877) 932-8736	WebTrends Analytics	Software bundle containing WebTrends Analytics 8 (measures and optimizes site conversions, e-mail campaigns and merchandising performance), WebTrends Marketing Warehouse (real-time customer segmentation and targeting) and WebTrends Dynamic Search (optimizes paid search advertising)

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THE MAGAZINE FOR MARKETING STRATEGISTS

Virtual events offer results

Marketers point to lead generation, branding, thought leadership and buzz

BY CHARLOTTE WOOLARD

Virtual trade shows were not an easy sell at Quest Software.

Eric G. Myers, director of Internet marketing at the technology company, wanted to test the online events medium, but product managers shied away from budgeting dollars for a platform that had not already proven its value within the company.

"We're a lead-generation-based business and a sales-focused, product-focused company," Myers said. "Marketing has to be on its game and make sure we are delivering value to the business."

He found his test case last November when a manager working with the Microsoft Exchange campaign bought into the concept. The company hasn't regretted the move—Quest held two virtual trade shows last year and currently has scheduled four events this year.

"Once we got that one person to take the chance on us and we were able to collect the data we wanted, it was very clear it was a success," he said. "If it had failed, we wouldn't have done it again."

Companies like Quest have increasingly gravitated to virtual events, drawn to a medium that allows organizers to cut travel and other event costs while interacting with customers in an environment that grabs attendee data and feedback.

"Virtual events have gone beyond the novelty to gain mainstream adoption," said Brent Arslaner, VP-marketing at Unisfair, the virtual events producer that worked with Quest on its inaugural online show. The company's customer base has more than tripled in the past year, he said, with much of that growth coming from enterprise companies interested in putting together product launches and user events.

When Cisco Systems launched its new ASR

1000 router in March, for example, the news came via an online event, a prerecorded executive presentation that allowed attendees to ask questions in real time. The global event went live four times between 9 a.m. and midnight allowing the product to debut in disparate locations—the U.S., Europe, China, Japan, India—on the same day. It made a long day for

than 80 attendees walk through an online replica of the new router. The company bought banner ads on prominent sites to drive traffic to marketing materials on their site. It built a game around the new product and invited top prospects to take part in telepresence sessions that put them at a virtual table with company contacts.

"You don't want to translate your physical world approach to marketing to the virtual," Webster said. "The Web allows you to do a whole lot more."

The events and the marketing campaign created a strong buzz, he said. The company reached its audience. "There isn't one clean metric, but if people are talking about it favorably, we've helped the field engage with customers," he said.

And over time—as potential customers register to watch the archived launch presentation, and the sales force starts to see what kind of revenue comes out of the leads generated through the event—Cisco will be able to measure more

than buzz. Moreover, the company could be setting a marketing pace favorably viewed by analysts and other industry stakeholders.

All marketers do not approach virtual events with the same goals. For Quest, the sought-after outcome is three-pronged: "They hit on our three main objectives: lead generation, awareness and thought leadership," Myers said.

Mimosa Systems, an information management solutions company, works with virtual event producer ON24 to create about a dozen webi-

nars a year, focusing on lead generation. "Awareness is a byproduct of that," said Sarah Howard, senior campaign manager and acting director of corporate marketing at the start-up company. She recommends testing extensively to get the kind of lead results desired. "Do several of them and really play with it," she said.

Jerry Skurla, VP-marketing at Bradford Networks, said webcasts are helping the start-up security company expand out of its vertical market. "I do as much Web as I can," he said. "It's [about] awareness and leads. We're a new company, and we want the world to know about us."

While technology companies may be ahead of the virtual curve, marketers in other industries are finding the Web a useful platform as well. Seattle-based luxury travel company Cruise West, for example, puts on more than 800 virtual

Need to know

5 simple rules for producing effective online events

1. Conduct a review of your company's events to determine when virtual events might make sense.
2. Test various types of registration, different partnerships, lists and content to find the best way to reach your audience.
3. Steer away from a hard sell. Couple your products or services with an expert's presentation or a customer testimonial. Build in opportunities to interact with the audience. Always take questions.
4. Leverage the Web in your marketing approach. Start promoting the event about three or four weeks before it occurs. Send a reminder.
5. Follow up with attendees. Send a link to the archived event to people who registered but did not attend to the event.

the marketing team at Cisco, said Doug Webster, director of marketing for the service provider segment at Cisco, but it allowed the company to unveil its product with the flair of an in-person event.

"Companies are always looking for that on-stage reveal," he said. "We were able to do it, but it was very scalable."

About 2,500 people attended the first session, drawn to the largest online event in the company's history not only by e-mail blasts and traditional media coverage but also by content distributed to bloggers and by such social networking sites as Facebook. "You're letting your audience distribute your content," Webster said.

A separate, same-day launch on Cisco property in the virtual world Second Life saw more

RESOURCES

Event spending in 2008

- 50% of b-to-b marketers plan to increase spending on executive seminars and events.
- 27% plan to increase spending on trade shows.

Forrester Research, "B2B Marketers' 2008 Budget Trends," January 2008

Event marketing tactics

- 82% of business marketers view leads as an important factor in making a decision to exhibit at trade shows.
- 81% cite building brand identity and awareness as a factor in that decision.
- Trade shows typically represent the largest part (23.6%) of the overall marketing communications budget.

Source: Survey by BroB, BMA and Readex Research, June 2007

Virtual events

Among the findings of a recent study of 200 virtual events:

- The events drew a total of 3,000 sponsors and 500,000 attendees.
- Average virtual event registration was 3,102 people, with an average attendance of 1,587.
- Leads generated for each sponsor averaged 348 per event, and attendees spent an average of two-and-a-half hours at each event while visiting an average of 16 locations and completing at least five downloads.

Source: White paper by FactPoint Group for virtual event company Unisfair, October 2007

They said it

"B-to-b marketers waste money when they scurry around last minute to staff the booth and expect show-related traffic, or a favorable booth placement, to produce leads. B-to-b marketers who fail to build interactive campaigns that preview show-specific offers, invite attendees to on-site executive briefings and continue booth conversations via e-mail should look to spend their money elsewhere."
—Laura Ramos, VP-principal analyst, Forrester Research

events a year, said Peter Rumm, manager-online marketing. Many of those events consist of small, interactive training sessions for travel agents interested in learning to sell the company's cruises.

"It's so simple," Rumm said. "We have the most technologically inept people tuning in." □

What is driving the growth of virtual events?

Sharon: Webcasts and webinars have become very important marketing tactics that enterprise technology-oriented companies cannot live without. No other medium allows you to target qualified audiences, generate an average of 200 to 300 people who are watching, listening and interacting, who spend 45 minutes on average with your webinar and who, then, with lead scoring technology, are added to your CRM and become very important leads. Also, doing virtual events gives you a directness, an immediacy, an intimacy with your audience at a much lower cost. We are in a recession or slow growth time,



Sharat Sharon
President-CEO,
ON24 Inc.

and people want to reduce travel, reduce costs, go green. All of those are key things that virtual events and webcasts provide.

How does going green play into this?

Sharon: We will do 25,000 webcasts this year. If you take 25,000 webcasts with an average of 250 to 300 people, you are saving a lot of people traveling by plane and car. [Also, there are] less carbon emissions

and less printing of paper. Webcasting and virtual event technology is ideal.

What is the biggest benefit of virtual events?

Sharon: Lead generation, then brand awareness and education. If you are a b-to-b company and you want to generate sales leads, you use your own database, partner with a publisher or do some other list work [to] drive a targeted audience to come to this webcast. You may have an analyst talk about the product, you may educate people on the product and you [may] take questions. Based on how you have interacted, you would qualify the leads and add to your database

of potential customers. So people got educated, they asked questions and now you have an opportunity to sell to them. That is the biggest advantage. Lead generation is the wheel that drives everything.

What is the future of virtual events?

Sharon: We are seeing more demand for a suite of products: webcasts, podcasts, "bannercasts," virtual shows. All of these are registration products. You have to have strong reporting because you have to show ROI to the customer. Enterprise customers and publishers are looking for one vendor who can be integrated into their systems. □

Powerful Communities

Marketers perceive value but wary about targeting social media channels

BY PAUL GILLIN

FOR THE PAST year, business professionals have connected to each other online as never before. Now marketers are trying to figure out a way to monetize these new networks.

The MySpace effect finally seeped into the business world, triggering explosive growth for the new darlings of social networking: Facebook and LinkedIn. Both networks had breakout years, with Facebook breaching the 60 million-member mark. LinkedIn, with 20 million members, broke from the pack to become the place where business people make contacts, find jobs and develop professional relationships.

Social networks are proving to have the kind of stickiness that marketers have long dreamed of. People give up all kinds of details willingly in the name of furthering friendships. Facebook's early 2007 decision to open its platform to developers has created a gusher of 16,000 new applications. While few have gained much traction, marketers are pushing ahead in hopes of inventing a megahit like Scrabulous.

The battle for supremacy in the broad social network market is effectively over. MySpace and Facebook together account for 88% of all visits to social network sites, according to HitWise (LinkedIn wasn't included in those totals). Although MySpace holds a three-to-one advantage in total visitors, users actually spend more time on Facebook, according to comScore Inc. Emory University surveyed its incoming freshmen last fall and learned that 97% had Facebook accounts.

YOUTUBE A BIG WINNER

Another big social networking winner is YouTube, with 66 million videos. Although

widely perceived as a playground for backyard videographers, YouTube has had some notable b-to-b successes. IBM's tongue-in-cheek "Mainframe: Art of the Sale" videos have grown traffic to its associated blog tenfold. JetBlue Airways CEO David Neeleman took to YouTube to explain the February 2007 crisis that left thousands of travelers stranded.

Social networks are now springing up in

Need to know

5 simple rules for effective social media marketing

1. **Don't start with the tool.** Define the business objective and then select the tools to achieve them. Often it will be a combination of channels, including video, podcasts, discussion groups and social media.
2. **Get employees involved.** Online customers are likely to be more knowledgeable about your company and market than most prospects. Deputize your employees to speak for the company.
3. **Be respectful and open to criticism.** Ignoring or (even worse) deleting negative comments will only make you look arrogant and defensive.
4. **Be personal.** Social media are about people. Whatever you do, let the human voice come through. Include bios, photos and statements by the employees who will be engaging with the community. Mix personal and professional topics and invite visitor response.
5. **Take a long-term view.** You're forming relationships, not delivering messages. The first 13 weeks are just a starting point. Successful campaigns may stretch out a year or longer. Choose topics that have staying power and contributors who are passionate about interacting with their constituents.

vertical professional communities. Sermo claims to have 50,000 members in its online physicians network. Big winners overseas are virtually unknown here. They include Orkut.com (Brazil), Cyworld.com (Korea), Mixi (Japan) and Grono (Poland), to name a few.

Now the vexing question is how to market to these groups.

Social networks have remained stubbornly resistant to promotional campaigns. Many experts believe that's because the intensely personal interactions between members prohibits

traditional interruption marketing. MySpace has made the most progress. Researcher eMarketer expects it to generate \$820 million in advertising this year, nearly four times the estimate for Facebook.

But there have been disappointments. Google's subpar fourth-quarter results were blamed, in part, on MySpace advertising shortfalls. And recent data has indicated that social network traffic is leveling off.

B-to-b marketers have been wary about social network campaigns. For one thing, the conversation is unpredictable. Reliable metrics still don't exist and the paucity of success stories has also dampened enthusiasm. Then there was the outcry over Facebook's social shopping experiment, called Beacon, which let members see each other's purchasing activity, sometimes without their knowledge. Marketers wrestle with how to engage an audience that shuns messaging.

Social media thus stands at an awkward transition stage: businesses overwhelmingly understand its importance but are unsure of how to take advantage of it. While 78% of respondents to a Coremetrics survey said social media marketing is a way to gain competitive edge, they're spending less than 8% of their online marketing budgets there.

BLOGS GO MAINSTREAM

They aren't nearly as curmudgeonly about blogs, however. Corporate activity in the blogosphere has ramped up even as the hype has died down.

Recent entries into the blogosphere include Marriott, Johnson & Johnson, Toyota and Wal-Mart. Even the Transportation Safety Administration has gotten into the act, giving five midlevel employees the green light to blog on behalf of the organization about the practices that befuddle frequent travelers.

There's a trend here. B-to-b marketers are finding that employees can be powerful and persuasive advocates of the company message. Microsoft and Sun both claim to have more than 5,000 employee bloggers, and corporate giants like Southwest Airlines and Kodak have structured their blogging initiatives around ordinary employees and even customers.

The surprise social media winner has been podcasting. Those downloadable radio programs have turned out to be a hit with time-challenged business people.

EMarketer estimates that the U.S. podcast

new-product development—then a private community can be invaluable.

What are the three most important elements of successful community building?

Schlack: 1) Visible and ongoing facilitation;
2) Active and responsive listening;
3) Creating a trusting, relationship-based environment.

What are examples of the payoff for clients?

Schlack: In the b-to-c domain, Kraft

RESOURCES

The numbers

Social network audience numbers for February 2008:

Site	Monthly visitors	Monthly visits
myspace.com	66,744,241	955,057,928
facebook.com	28,563,983	326,418,930
classmates.com	11,978,068	22,488,912
myyearbook.com	3,019,068	20,022,490
bebo.com	3,540,465	19,282,335

Source: Compete.com, March 2008

Year-over-year

From February 2007 to February 2008:

■ MySpace traffic grew 11.6%; time spent on site declined 10.4%.

■ Facebook traffic grew 78.6%; time spent on site declined 1.1%.

Source: Compete.com, March 2008

Bookmarking sites

Largest social bookmarking sites, by combination of inbound links, Google page rank, Alexa Rank and U.S. traffic data from Compete and Quantcast:

1. Digg
2. Technorati
3. Delicious
4. Propeller
5. StumbleUpon

Source: ebizmba.com, February 2008

Follow the money

Ad spending worldwide on social networks totaled \$1.2 billion in 2007, a 155% increase from 2006. That number is expected to grow to \$2.1 billion this year, up 75%.

Source: eMarketer, December 2007

audience grew 285% in 2007 to 18.5 million people and will hit 65 million people in 2012. More importantly for b-to-b marketers, Arbitron reported that 72% of podcast listeners are older than 25 and 48% are older than 35. General Motors, Purina, HP, IBM, Kodak, Wells Fargo and many others are using them to reach business influencers.

It all adds up to a chaotic scene, although there are signs that consolidation is setting in and the flood of new services is slowing. □

When should a business move from listening to public conversations to managing private communities?

Schlack: Mining public conversations is great for tracking trends and observing common perceptions and buzz about brands, but it tends to be less effective for understanding challenges and unmet needs. You get a snapshot in time of an aggregation of comments, but about all you know about those customers is that they're vocal online. Private customer communities add dimension. You can delve into brand perceptions and gain insights into the feelings, needs and desires



Julie Wittes Schlack
Senior VP,
Innovation and Design,
Communispace

that people don't necessarily articulate. They're also a safe place where brands can co-innovate, test new concepts and engage in iterative work with their customers. So if your objective is largely to measure buzz and gain some high-level characterizations of customer sentiment, listening to public conversations works well. If you're trying to surface unmet needs and gain insight into the lives of your customers—or even engage them in

Video in play as ad vehicle

B-to-b viral campaigns and social media are also expected to be big this year

BY KATE MADDOX

AS B-TO-B ADVERTISERS seek effective ways to communicate with customers and prospects in a challenging business environment, they plan to increase spending on newer interactive formats, including online video, social media and viral marketing.

This year, online ad spending is expected to reach \$27.5 billion, up 28.5% over last year, according to Internet research firm eMarketer. The spending will be driven largely by paid search engine advertising, which is expected to total \$15.5 billion this year, up 31.9% over last year.

Spending on online video advertising is projected to reach \$1.4 billion this year (up 74%), and advertising on social networks is projected to reach \$1.6 billion this year (up 70%), according to eMarketer.

"There will be a lot more use of online video ads by b-to-b marketers," said Lisa Phillips, senior analyst at eMarketer. "Video is becoming a way for people to find out about a product and how it works, particularly for b-to-b products."

Many b-to-b marketers are using online video ads in innovative ways, including banner campaigns, outdoor ads and viral marketing efforts, to drive users to their Web sites to learn more about their products and companies.

LENOVO GOES FOR VIDEO

For example, PC maker Lenovo launched an integrated ad campaign last July, driven heavily by online video ads.

The campaign, with the tagline "Best engineered," was developed by Ogilvy North America, New York, and includes online videos of engineers testing Lenovo notebook computers in extreme conditions. It features five online videos, portions of which were used in online ads as well as out-of-home advertising in air-

ports, to drive users to a microsite at www.in-sidelenovo.com.

On the site, videos of about one minute in length show Lenovo engineers conducting extreme tests, such as holding a Lenovo laptop while being submerged in a tank full of water or holding a Lenovo notebook over a vat of liquid nitrogen.

The online video ads have also been picked

Need to know

5 simple rules for effective e-mail marketing

1. The best-performing online video ads are integrated with other Web applications, such as linking to microsites or joining discussion groups.
2. Online videos that are enjoyable and entertaining generally perform well.
3. Don't rely on sound in ads to catch viewers' attention because their audio may be turned off.
4. Concentrated ad exposure during one 24-hour period has a greater impact on purchase intent than seeing the same number of ads spread out over several days.
5. Online ads boost awareness and persuasion metrics when combined with TV and print ads.

Source: DynamicLogic

up on social networking sites such as YouTube.

"The production value is a little more rough than in TV spots, so there is a better chance of going viral," said Glen Gilbert, VP-integrated marketing communications at Lenovo. "There has been some nice viral pickup."

Other b-to-b marketers are coming up with innovative ways to use online video ads in viral campaigns.

Last April, IBM Corp. launched an online campaign called "IBM Storage Scavenger Hunt Game," which sent IT users scrambling around the Web to find clues to free fictional characters from a virtual storage maze. The campaign was developed by OgilvyOne New York. It included online video in banner ads and e-mail featuring a call for help from IT characters Ned and Gil, who have appeared in IBM TV spots.

"It was a really exciting campaign and demonstrated IBM pushing themselves to the next level," said Jeannie Mullen, executive director and senior partner, worldwide e-mail marketing at OgilvyOne.

"IBM had been experimenting with new campaigns around storage and wanted to reach storage system decision-makers in a way that would be fun and engaging."

The video e-mail and banner ads directed users to a landing page, where they were given clues in the online scavenger hunt to free Ned and Gil from the storage maze.

Viral campaigns incorporating online video are producing good results for marketers. The IBM campaign resulted in click rates that were four to five times higher than average e-mail campaigns and twice as high as average banner ad campaigns.

"People were truly engaged in the campaign," Mullen said. "It was the right target audience, and they were interested in solving this."

IBM isn't alone in exploring new uses of viral marketing in conjunction with online ad campaigns.

FedEx Corp. has been testing a viral marketing program called "Launch a Package" and is planning to launching the online campaign officially this month.

It features a microsite at www.launch-a-package.com, where users can create a virtual package—including personal messages, photos and documents—and send it via e-mail to a friend or colleague.

The campaign was developed by Atmosphere BBDO, New York. It will be promoted online through banner ads, as well as on the FedEx site.

INCREASED SPENDING PLANS

Other b-to-b marketers say they plan to increase online ad spending this year.

Motorola Inc., which kicked off an integrated campaign last month, is making interactive a more central part of its overall marketing this year, said Eduardo Conrado, VP-global marketing communications at Motorola.

"There is a much heavier emphasis on online. More of our marketing spend is shifting to that area," Conrado said. "We are shifting from traditional advertising, heavy event and collateral to more interactive."

He pointed to Motorola's newest campaign, "Second Nature," which features a microsite at www.motorola.com/secondnature aimed at police chiefs, fire chiefs and municipal CIOs.

The campaign, created by BBDO, New York, includes print and online ads, direct mail

are the desired actions, click-through rates and cost-per-action are valid measurements. For a branding or awareness campaign, a brand recognition study ... is more appropriate. And, in this respect, there is little difference in the tools used to measure campaign effectiveness, whether for a b-to-b campaign or a b-to-c effort.

What are some of the most promising new technologies for online advertising, and how are you using them?

Combuechen: Using video in banners, as

RESOURCES

Ad spending this year

■ Online ad spending is expected to reach \$25.8 billion this year, up 23% over last year.

■ Spending will be driven largely by paid search engine advertising, which is expected to total \$15.5 billion this year, up 31.9% over last year.

■ Spending on online video is projected to reach \$1.4 billion this year, up 74% over last year.

■ Spending on advertising on social networks is projected to reach \$1.6 billion this year, up 70% over last year.

Source: eMarketer

Long-range forecast

Longer term, the U.S. online advertising market will reach \$50.3 billion in revenue by 2011, more than double the figure for 2007. By 2011, nearly 25% of all media consumption will be online, drawing 15% of the advertising budget, according to the forecast.

Source: Yankee Group, January 2008

Ad game changer?

In March, Google launched a free ad serving solution, Google AdManager, serving mostly small- and midsize businesses. Google offers the free ad server in exchange for the opportunity to fill up excess inventory with its own ads.

They said it

"The No. 1 issue on the minds of everyone in the various segments of the industry is how the ecosystem itself is going to evolve. There are a number of major companies positioning themselves as ad platforms and looking to add value up and down the value chain. The evolution of Microsoft, AOL, Yahoo and Google, through a combination of technological developments and acquisitions, is having a transformative effect on the landscape."

—**Randall Rothenberg**, president-CEO, Interactive Advertising Bureau

Source: BtoB, Jan 14, 2008

and e-mail, all of which are designed to drive users to the microsite to learn about Motorola's technology solutions in a virtual city environment.

"In prior campaigns, we usually created the offline assets first. For this campaign, we created the online assets first, and they are the primary delivery tool," Conrado said. "We will

Which online ad formats are proving to be most effective for b-to-b marketers?

Combuechen: The most effective ad formats vary depending on program objectives, target audience or size of company. For example, we've seen success with display ads for building brand awareness for medium-to-large companies advertising to small-to-medium-size business audiences. We've also had success with content provision—that is, providing proprietary content like white papers on a host business site or sponsoring sites like Yahoo Small Business or LinkedIn questions.



Andreas Combuechen
CEO-chief creative officer
Atmosphere BBDO,
New York

How do you measure the success of your online ad programs?

Combuechen: Again, measurement varies depending on the objectives of the program. For a direct response campaign, where actions such as "download this report" or "contact this salesperson"

Opt-in video offers options

Marketers find new opportunities, venues to connect with customers

BY KAREN J. BANNAN

ONLINE VIDEO ADVERTISING is projected to grow from \$550 million in 2007 to \$768 million this year and to \$2.3 billion by 2012, according to a JupiterResearch report. Judging from the numbers, it's pretty clear: Video-based online advertising is a force to be reckoned with and something b-to-b marketers need to get a handle on—and quickly.

But as with most emerging technology, said Bobby Tulsiani, an analyst at JupiterResearch who covers online video, getting there isn't going to be easy for anyone. Today, marketers are taking chances and experimenting with what works and what doesn't when it comes to online video, he said. "Creating video marketing is not easy to do—or being effectively done right now," he explained. "We're getting a lot better, and there's lots of investment and experimentation, but it's all by trial and error. On the flip side, [end-users] love online video and are consuming more of it every day, so marketers are in a great position."

WHAT'S ON THE MENU?

A year ago marketers could use video on their own Web sites, embed video ads as pre- or post-roll content, as well as embed video within traditional banner ads or in expandable units. But today they have other options. These include video-within-video as well as so-called "opt-in video" or video overlays—icons that pop up at the bottom of video players while other content is playing and launch sponsored content if the user chooses to click on them.

Some marketers are also creating widgets that contain video as well.

Video isn't just living on the marketer's or publisher's Web site or server. Instead, it's being hosted at YouTube.com as well as Facebook so ads are searchable and forwardable.

The fact that some ads are available on YouTube.com adds to the viral nature of the

medium. For example, TIBCO Software last year ran a brand awareness video campaign designed to get people to sign up for its quarterly custom magazine. The first video—one of four released—was posted on YouTube.com. To date, the b-to-b spot has garnered more than 70,000 views. It also got heavy coverage on industry blogs, no small feat given the software

Need to know

5 simple rules for producing effective online video

1. Select a dynamic spokesperson who is also a subject matter expert. This increases engagement with the audience and message content retention.
2. Be realistic about the lead time to create the video. This helps ensure all elements are thoughtfully considered and included.
3. Clearly determine your goals and measure against these to better track conversions and measure ROI.
4. Incorporate a clear call to action to collect relevant data to move a prospect further along in the sales cycle.
5. Select the right producer, who can provide insight on how to light and shoot the video. If you're producing your video in-house, try to have a clear understanding about how video and nonvideo elements work together.

Source: ON2 Inc.

company's narrow, IT enterprise focus.

NOW PLAYING ON A SITE NEAR YOU

Video ad content is changing, too. Unlike past efforts, which were basically scaled-down versions of television commercials, the new breed of video advertising has a decidedly original approach. Companies are creating original video with high-quality production value and targeting narrowly by segment or even specific verticals, said Dorian Sweet, executive creative director at Tribal DDB Worldwide.

"We see b-to-b marketers posting video online in what we call 'webinars' to really target specific groups and [to] be explicit with them. It's really a lot of narrowcasting going on; delivering as much information as possible via social networks, associations or target lists. Some companies are even picking up the phone to tell people on their current customer

list about new video assets," he said.

Case in point: PC World Communications this month added a Webcast library powered by Insight24 and provided by companies such as Quest and HP.

And with video, true dayparting can occur. But with so many different ad formats, tracking ads becomes trickier. Today, most video ads are sold on a CPM basis, but JupiterResearch's Tulsiani said the CPC model (cost per click), while more costly, may be a better choice.

"Using the CPC model, you're getting more measurable and performance-based ROI numbers," he said. The other caveat: "There aren't a lot of markets selling this way right now."

This is carrying over to the types of metrics that publishers and rich media companies are providing. For example, DoubleClick in November announced a service for publishers—DART Motif for In-Stream—that provides additional reporting capabilities, tracking such metrics as mutes, pauses, restarts, average view times and full-screen views as well as more traditional online metrics like impressions, conversions, reach and frequency in regard to ad serving. In-video interactive elements are also tracked.

WHAT WORKS AND WHY

"We're finally at a point where you can tell if playing a video, period, is creating higher conversions or if you need to play an entire video to create those conversions," said Ari Paparo, DoubleClick's VP-advertiser products.

Indeed, this is one the biggest differences between the ads that ran a year ago and the ones running today, said Scott Symonds, executive media director for interactive agency AKQA. Marketers—at least those on the cutting edge—initially are concentrating more on perceptual metrics and less on conversion metrics.

"We're telling our clients to measure success more against perceptual metrics. The success of video isn't based on that immediate click," he said. "Is it meeting your customer and prospect business needs? Is it targeted? The more targeted or relevant your video actually is, the better."

This strategy starts at the point of ad creation, said Agency.com's Zucker. Companies look at their actual business needs and, at least in the b-to-b world, are focusing on the educational benefit of using video to speak directly to customers and prospects, he added.

RESOURCES

TV less effective

■ 62% of marketers believe TV advertising has become less effective over the past two years.

■ 87% of marketers plan to spend more on Web advertising this year than last year.

Marketers are exploring new TV ad formats, including:

- Online TV shows (65%)
- Ads embedded in video on demand (55%)
- Interactive TV spots (43%)
- Ads within the set-top box menu (32%)

Source: Association of National Advertisers and Forrester Research, February 2008

Monetizing video

Hoping to do for video what it did for search advertising, Google launched AdSense for video in beta version in February. AdSense for video uses the InVideo ads that have been adopted on Google's YouTube property. InVideo ads run along the bottom of the video screen, taking up the bottom fifth. AdSense for video is currently available to publishers that serve a minimum of 1 million video streams a month

Source: btobonline.com, Feb. 21, 2008

Video ad overview

The Interactive Advertising Bureau recently released a report, "A Digital Video Advertising Overview," designed to help advertisers and agencies maximize their use of digital video advertising. The document provides information on digital video metrics, technologies and products, as well as a look at challenges facing the industry. You can find it in the Products and Industry Services section of IAB.net.

They said it

"When someone in your organization says, 'Hey, we can put video on Google,' stop and think twice. These are real costs, and this is not a bargain here. When you start adding video, it's not a [Web] site but a network that you have to manage. And I promise that most of you will be running one this time in a year."
—Guy Nouri, CEO, video network provider Dragonfly

Source: btobonline.com, Nov. 6, 2007

"Think about it as the next generation of infomercials," he said. "Case studies and customer testimonials can be really boring to read but, when you produce a video, you can bring these assets alive." □

ASK THE EXPERT

What was the most significant change in the world of video-based b-to-b marketing in the past year?

Fay: B-to-b companies are thinking of video as a regular tool in their marketing arsenal. In the past, b-to-b marketers sought to dominate print sources, and only companies with the biggest budgets would do video. Now, most b-to-b companies are factoring video into their budgets. Video can live on the Web in the form of e-learning, webcasts and ways to produce content and thought leadership. Video is no longer an innovation. It's a staple.

How are your clients using online video?

Fay: Companies in the b-to-b space want to be seen as



Sarah Fay
CEO of Carat
and Isobar US

terms of form factor, banners and display units have evolved and are able to include video. We will see more of that, but for the most part, video is living on the clients' Web sites.

What's the best way to measure the success of a video-based campaign?

Fay: You measure success in all the traditional ways you measure other online marketing efforts. You want your site to become a watering hole for information. You want buy-

solution providers and partners. And that takes building relationships. ... Video creates a feeling of touch. It creates a people connection. In

ers orbiting around your brand and creating a sense of community. To do that you need to be checking on who came to see the video, who opened it, how long they watched, at what point they dropped off and whether or not they came back. And of course, whether they did anything—bought something, asked for more information.

What should marketers be thinking about in 2008?

Fay: They need to think about their long-term strategy. ... The best use of video is attained when you have a long-term perspective so you're always keeping it fresh. This means you've got to dedicate time, people and budget to this medium. And they have to be thinking about targeting very narrowly. When you can send specific video to specific verticals, you gain a powerful advantage. □

Ad units meet new demands

Publishers and clients develop online campaigns that cut through the clutter

BY MATTHEW SCHWARTZ

WITH THE WEB garnering a growing share of b-to-b advertising dollars, business publishers and their marketing clients are striving to create more sophisticated advertising units that provide a much richer user experience.

"It's the consumerization of b-to-b advertising," said Matthew Yorke, senior VP-corporate sales and marketing for technology publisher IDG Communications. "B-to-b users are also consumers, and you want to capture people's imagination and break through the clutter in a business environment."

IDG will soon be rolling out a new online campaign for a major technology company featuring a "Chatterbox" advertising unit. Yorke would not name the client.

The Chatterbox, which Yorke said was inspired by the online ad campaign for the movie "A Mighty Heart," starring Angelina Jolie, is an online ad unit that allows users to drill down into product specifics and also connect—or chat—with peers about the products.

Yorke said the format enables visitors to "obtain what they want in the site rather than being redirected, saving them time and avoiding frustration."

Compared with even two years ago, b-to-b publishers are now taking a much more consultative approach to their clients' advertising needs. The challenge is fusing myriad ad elements into one cohesive message.

"The biggest challenge for most publishers is bridging brand and direct response initiatives," said Jeff Lancot, senior VP of Avenue A | Razorfish, one of the biggest buyers of online media. "Too often publishers put them in

silos and are not tying the two together to build awareness and provide a call to action."

Still, Lancot added, "The Web publishing community and sales teams have matured immensely. We don't get the hard sale anymore."

Scott Berg, worldwide media director at HP, said: "B-to-b publishers are developing more digital programs where we'll be able to provide specific content that provides more value to business owners versus running

Need to know 5 simple rules for buying effective online advertising

1. Choose media partnerships carefully. Consolidate relationships with a handful of business publishers that help you craft your online advertising. You don't want to spread things too thin with partners. On the other hand, be aware of the next generation of online publishers that are becoming increasingly important in your business sector.
2. Choose rich online units versus static units. Rich units have proven to be more effective.
3. Relevancy is key. The more relevant the message, the more impact it will have with the target audience.
4. Closely track click-through rates. This gives you the luxury of being able to alter your marketing campaigns on the fly and adjust media spending accordingly.
5. Set approximately 5% of your budget aside for online innovation and to test and learn programs. (The percentage for smaller companies should be around 3%.)

banner ads."

HP, which has bumped its online ad budget to 42% of overall media spending, up from 36% in 2007, is gearing up for another "run-of-sites" ad campaign with IDG that will showcase its products and services for IDG's various IT audiences.

Novell Inc. is running a growing number of integrated marketing units (IMUs) to plug its SUSE Linux Enterprise software on Web sites affiliated with IDG, TechTarget and United

Business Media.

The video units "bring Novell messages and storytelling to life in a way static messages cannot do," said Phil Juliano, the company's VP-global brand management and corporate communications. "They're like TV ads but can be longer than a traditional 30-second spot. They can also be expensive."

So far, the returns have been encouraging. Click-through rates for Novell's IMUs are 25% to 50% higher compared with a static online ad, Juliano said, adding that Novell has bumped its online ad budget to 50% of overall media spending from 20% three years ago.

Juliano said publishers are doing a much better job these days of crafting online campaigns. "Three, four, five years ago there was a lot of arm-waving with making online advertising innovative," he said. "Today, it's really happening."

While banner ads are still used in significant numbers, they seem to be losing their luster. "They're still a staple of most online schedules, but I don't think they're effective," said David Rowe, VP-media director of b-to-b ad agency Doremus, whose clients include SonicWALL, Tektronix and TSMC.

On behalf of Saba Software, Doremus has created "expanding banner ads." When a user rolls a mouse over the IMU ad, it doubles in size without the user having to click on it, Rowe said, adding that 20% of users will inquire about an IMU compared with less than 1% that will click on banner ads.

Video, of course, is becoming an increasingly crucial element in online advertising. CIT's "Behind the Business" advertising campaign, for instance, features online-video interviews with corporate executives. The campaign has run on portfolio.com and wired.com, among other Web sites.

"There is no waste," said Dan Ingram, VP-director of brand marketing at CIT. "It's the most efficient use of budget dollars because [the video] is not being delivered to people outside our target."

Publishers are also moving quickly to take advantage of Web 2.0 community features.

"As we officially move from 'read-only' on the Internet to 'read-write' among users,

RESOURCES

Big moves

In the early months of this year, some of the biggest b-to-b publishers made key moves:

- Reed Elsevier put its Reed Business Information unit on the block to reduce the parent company's exposure to cyclical advertising markets.
- United Business Media restructured its CMP unit into four market-focused businesses, each with its own CEO, and eliminated the CMP name.
- Ziff Davis Media filed for Chapter 11 bankruptcy protection on March 5 in order to restructure its operations and pay down its debt.
- Penton Media underwent a major reorganization with the aim of creating new marketing vehicles and sharpening its sales focus.

They said it

"It is certainly a challenging environment. Marketing is a prime suspect for potential cuts and reductions. If we haven't seen pressure, we will see it coming as CEOs and CFOs take a look at the balance sheet to make sure we are prepared for a downturn." —**Michael Gerard**, VP-research director, IDC's CMO Advisory service, on the economic outlook

Source: BtoB, March 10, 2008

there's an opportunity for marketers to become part of the conversation that [read-only] didn't provide for," said Tony Uphoff, CEO of TechWeb, one of four new divisions resulting from United Business Media's recent restructuring. "As we shift from Web 1.0 to Web 2.0, there's also a shift in how companies price and value the audience."

Traffic on TechWeb's blogs, including David Berlind's blog, Over the Air, Startup City and Wolfe's Den, rose 400% in January from a year earlier.

Sandra Lopez, business integrated marketing manager for Intel Corp., stressed that the company is increasingly looking for media partners that can provide online vehicles that allow it to "engage our audience in a continuous dialogue." In the fourth quarter, for example, Intel distributed its marketing messages throughout CNET.com, including blogs and reader forums. □

What are some of the hot trends in b-to-b marketing and online advertising?

Rousseau: Validation of story and analytics. Marketers are having a hard time validating their b-to-b or technology stories to enterprise. The value proposition for marketers has become very complex because they're doing a lot of partner marketing with their solutions, so one trend is "multiple messaging" among marketers. The other is analytics and nurturing: how demand and lead-gen programs can lower marketers' costs at the bottom of their sales funnel so they can sell more efficiently to their buyers.

What are some of the more unusual ways marketers can reach their audience?

Rousseau: Right now it's probably



Tom Rousseau
President of sales
Ziff Davis Enterprise

outbound social media or community programs. The hottest thing in the market is community and outreach programs—how to reach influential authors on the Internet who [may] have positive things to say about a brand. It's what's being called "disruptive marketing budget." CMOs are looking for disruptive ways to break through the clutter and reach these real authors and bloggers who can influence their brand sentiment. Companies are trying to figure out how to put their corporate bloggers out into the Internet to do word-of-mouth-type, two-way conversational marketing. Corporate bloggers are being told, "Your job is to get out into the Internet and talk about their product

[or service] from a thought leadership or technical aspect. Get out there and get these two-way conversations going."

What's the best way to use online advertising as part of an integrated marketing plan?

Rousseau: Banner advertising is only at about 5% to 7% growth in the industry. It's slowing down for marketers. So right now they're making their banner ads more enriched and putting more of an offer with the right asset exchange. An asset can be a white paper, tech brief, case study—anything that helps a buyer learn more about what your product is. Digital 2.0 assets are the most critical thing in integrated marketing today. Digital 2.0 assets can be a video or a podcast—anything that can tell a great story because [buyers] have become so self-

selective. Self-selection of the buyer is at an all-time high, and that's a massive problem for the b-to-b marketer. Marketers have lost complete control of the way b-to-b buyers are going to source their information to make a quick and smart decision. You have to make sure the story or offer is validated and is a benefit statement to the buyer. You have to nail the story, put it in multiple digital assets and make sure you're not losing the story as you go to multiple platforms to reach the buyer. That's another challenge to marketers—they want help communicating in the proper way with Web programs, so a four-minute video is very different than a business story on how something is going to increase productivity. Marketers have a real talent challenge customizing content with the right message and then taking the last 10% and saying, "Why buy from me?" □

ONLINE PUBLISHERS

B-T0-B PUBLISHER WEB SITES AT A GLANCE

Web site	Phone	URL	Unique Monthly Viewers	Monthly Page Views	Source
Advertising Age	(212) 210-0280	www.adage.com	2.2 million	420,000	ABC Interactive Audit
Agriculture Online	(515) 284-2917	www.agriculture.com	212,273	5.0 million	Omniture
AllBusiness.com	(415) 694-5000	www.allbusiness.com	3.5 million	7.0 million	Fireclick
Automotive News	(313) 446-6031	www.autonews.com	213,207	1.9 million	ABC Interactive
Aviation Week	(212) 904-2000	www.aviationweek.com	272,381	1.3 million	Omniture/HBX
Baseline	(212) 503-5900	www.baselinemag.com	128,352	551,166	Omniture
Billboard	(800) 449-1402	www.billboard.com	2.5 million	24.5 million	Nielsen
Bloomberg	(212) 617-4486	www.bloomberg.com	2.7 million	332.5 million	Nielsen//NetRatings
Business.com	(888) 441-4466	www.business.com	7.0 million	N/A	Internal
BusinessWeek	(212) 512-2511	www.businessweek.com	8.1 million	N/A	Omniture
CFO	(212) 698-9787	www.cfo.com	358,297	1.5 million	InsightXE
ChannelWeb	(516) 562-7245	www.crn.com	608,652	1.6 million	Omniture
ChicagoBusiness.com	(312) 649-5200	www.chicagobusiness.com	225,000	1.9 million	HPX
CIO	(508) 872-0080	www.cio.com	536,000	2.2 million	Omniture
CIO Insight	(212) 503-5900	www.cioinsight.com	154,183	812,815	Omniture
CIO.com	(508) 872-0080	www.cio.com	536,000	2.2 million	Omniture
CNET Networks	(415) 344-2000	www.cnetnetworks.com	124.8 million	1.8 billion	comScore Worldwide
CNNMoney	(212) 522-8007	www.money.cnn.com	27.7 million	421.8 million	Omniture
Computerworld	(508) 879-0700	www.computerworld.com	2.5 million	7.7 million	Omniture
Construction.com	(212) 512-2000	www.construction.com	800,000	5.2 million	Coremetrics
Crain's New York	(212) 210-0100	www.newyorkbusiness.com	145,906	1.3 million	ABC
EDN.com	(781) 734-8000	www.edn.com	422,638	1.6 million	NetInsight
EE Times	(415) 947-6649	www.eetimes.com	457,716	2.3 million	Omniture
Entrepreneur	(949) 261-2325	www.entrepreneur.com	4.6 million	78.5 million	Omniture
ESPN.com	(212) 448-4850	www.espn.com	19.3 million	1.2 billion	Media Metrix
eWeek	(212) 503-5900	www.eweek.com	1.5 million	7.2 million	Omniture
Fast Company	(212) 389-5305	www.fastcompany.com	950,000	5.5 million	Omniture
Federal Computer Week	(703) 876-5100	www.fcw.com	191,000	495,000	WebTrends
Financial Times	(212) 641-6500	www.ft.com	3.1 million	7.3 million	WebTrends, ABCe
Forbes	(212) 366-8900	www.forbes.com	18.0 million	N/A	Omniture
Government Computer News	(202) 772-2528	www.gcn.com	299,752	468,000	WebTrends
Hollywood Reporter	(323) 525-2000	www.hollywoodreporter.com	1.9 million	4.1 million	Nielsen Business Media Tracking
Inc.	(212) 389-5247	www.inc.com	650,000	6.0 million	Omniture
IndustryWeek	(216) 696-7000	www.industryweek.com	119,655	310,972	Omniture
InformationWeek	(475) 947-6000	www.informationweek.com	2.0 million	4.2 million	Omniture
InfoWorld	(415) 978-3274	www.infoworld.com	1.3 million	3.2 million	Omniture and DoubleClick
Investors.com	(212) 626-7676	www.investors.com	1.2 million	19.2 million	Omniture
JupiterOnlineMedia	(203) 662-2800	www.jupitermedia.com	15.0 million	N/A	Self-reported
MarketWatch	(415) 439-6400	www.marketwatch.com	9.0 million	277.0 million	Omniture
Nation's Restaurant News	(262) 835-2661	www.nrn.com	75,680	2.4 million	WebTrends
NYTimes.com	(646) 698-8000	www.nytimes.com	19.0 million	50.0 million	Nielsen//NetRatings
PC World	(415) 243-0500	www.pcworld.com	10.0 million	33.0 million	Hitbox
TechTarget Inc.	(888) 274-4111	www.techtarget.com	15.0 million	42.9 million	Hitbox
TechWeb	(516) 562-5000	www.techweb.com	3.3 million	8.0 million	Omniture
The Deal	(212) 313-9200	www.thedeal.com	175,963	839,402	24/7 Real Media/InsightXE
The Economist	(212) 541-0500	www.economist.com	2.9 million	23.1 million	ABCI
USA Today	(703) 854-4434	www.usatoday.com	25.0 million	210.0 million	Omniture
Variety.com	(323) 857-6600	www.variety.com	3.4 million	11.0 million	Unica
Wall Street Journal	(212) 597-5600	www.wsj.com	15.0 million	154.0 million	Omniture
Windows IT Pro	(970) 663-4700	www.windowsitpro.com	2.5 million	7.0 million	Omniture
Workforce.com	(949) 255-5340	www.workforce.com	456,000	1.3 million	WebTrends

Note: This chart represents the most recent information available to BtoB.

INTERACTIVE AGENCIES

Agencies bulk up online skills

Rising demand prompts shops to add expertise through hiring, acquisitions

BY KATE MADDOX

TO HANDLE THEIR clients' growing demand for interactive services, b-to-b agencies are expanding their offerings through new hires, acquisitions, partnerships and new service practices.

Whether they are traditional b-to-b shops or pure-play interactive firms, agencies are finding they have to strengthen their capabilities in search, social media, mobile and analytics to keep up with this demand.

"There is a lot of appetite [from clients] in exploring all of the new dynamics that are emerging in this space," said Andreas Combuechen, CEO-chief creative officer of Atmosphere BBDO, New York, the digital agency network of BBDO North America.

"From social media, to HD Web to high-level rich media content, there are a lot of opportunities," he said. "The social media space is getting more and more robust, especially as it relates to b-to-b. Another important space is mobile. Clients are really beginning to implement activity on the phone."

Atmosphere BBDO has been working with such clients as FedEx and AT&T on mobile advertising initiatives.

For example, it developed a mobile application for FedEx tied into its NASCAR sponsorship, in which users could sign up to receive phone calls from race car driver Denny Hamlin.

It also developed a viral program for FedEx called Launch a Package, which lets users create and send virtual packages online, and it is

now developing a social networking application for that program on Facebook.

To handle the growing demand for mobile marketing, Atmosphere BBDO recently hired David Bear, previously with San Francisco-based ipsh!, to head up the agency's mobile advertising practice.

Atmosphere BBDO is also expanding its analytics practice. It recently hired Sue David-

Need to know 5 simple rules for working with your interactive agency

1. Involve your agency early in defining business strategy and setting clear objectives.
2. Find an agency partner with expertise in new media platforms such as online video, social media, mobile and viral marketing.
3. Be willing to explore Web 2.0 applications such as blogs, podcasts and social networks.
4. Select an agency that has a strong analytics practice and can help you measure performance.
5. Leverage your database and work with your agency to build lead-generation, CRM and targeted marketing programs.

son, previously at Digitas, for the new position of director of strategy and analytics to lead integration of business strategy and data-driven insight into the agency's creative product.

Full-service b-to-b agencies are also bolstering their interactive services through internal expansion and partnerships.

HSR Business to Business, Cincinnati, last month partnered with ClearGauge, a Chicago interactive agency, to strengthen its analytics offering.

Under the partnership, HSR and ClearGauge will deliver interactive marketing services such

as Web site development, analytics, online creative and Web application development.

"The work they've done in Web site analytics in the b-to-b space aligns perfectly with our 100% focus on b-to-b work," said Rick Segal, CEO of HSR.

"We have relied on them for some time in an adviser/supplier relationship. It became abundantly clear to us that we offered them expansion in their ability to offer more fully integrated solutions, while ClearGauge offered us the ability to take our analytics capability to a new level."

In addition to the ClearGauge partnership, HSR is also beefing up its search capability, with plans to hire a new director of search, as well as expanding its offerings in areas like Web 2.0, experiential marketing and mobile marketing.

"We're looking at making some acquisitions in these areas," Segal said. "We'll be very aggressive in adding to our capabilities along these lines in the year ahead."

Bader Rutter & Associates, another full-service b-to-b agency, is expanding its interactive services primarily through organic growth.

"We are hiring people with more programming and IT backgrounds, who have the expertise in building the foundations under the hood that drive these digital marketing programs," said Greg Nickerson, president of Brookfield, Wis.-based Bader Rutter.

Nickerson said that while the agency has outsourced some of these database capabilities in the past, now it wants to bring them in-house.

"This is such a strong direction for the future, we want to own the talent ourselves," he said.

Bader Rutter is also providing more services in digital asset management, content management and digital business strategy.

"We are starting to see more demand for the development of a formal digital strategy that integrates tightly with clients' overall marketing strategy," said John Gilbert, VP of Bader Rutter's digital solutions group.

"A lot of customers ran off and built a lot of cool things, and now they have realized they

RESOURCES

Top campaigns of 2007

■ Integrated campaign (more than \$200,000): Panasonic Toughbook, "It's Not Just a Laptop." Agency: Sigma Group.

■ Integrated campaign (less than \$200,000): Pitney Bowes MapInfo, "Be Location Intelligent." Agency: Mobium Creative Group.

■ Online campaign: TIBCO Software "Greg the Architect." Agency: Big Fat Brain.

■ Online video: IBM Corp., "Satin Curtain—NYPD." Agency: Ogilvy & Mather.

Source: BtoB's Best, October 2007

They said it

"While many agencies like to bill themselves as full-service providers, we rarely find that to be the case. We look instead for core competencies in particular disciplines—from PR to media buying to event marketing—and [for] agencies that can deliver excellence within them, rather than overextend themselves and disappoint. You have to manage more agency relationships this way, but the quality of the work delivered makes up for it." —**Kathryn McGrail**, interactive marketing leader for the Gore-tex brand at W.L. Gore & Associates

Source: BtoB, Jan. 14, 2008

Ad spending

■ Internet ad revenue reached an estimated \$21.1 billion in 2007, up 25% over revenue of \$16.9 billion in 2006.

Source: Interactive Advertising Bureau and PricewaterhouseCoopers, February 2008

■ Total U.S. ad spending is projected to increase 4.2% this year, with Internet ad spending increasing 14.4% over last year.

Source: TNS Media Intelligence, Jan. 2008

have many islands and silos of digital product and not all of it is tied together nicely. They are asking us to tie it all together, and they are seeking synergies with other disciplines, like CRM."

Nickerson said the agency is also developing interactive programs to help b-to-b clients better



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manage their channel marketing.

Gary Slack, senior partner at b-to-b agency Slack Barshinger, Chicago, said clients are much more focused on interactive programs that deliver measurable results. "We continue to see more and more interest in both search and programs with measurable Web interactions—lead generation, downloads, etc.," he said. "We've been very surprised by how equipment manufacturing companies seem to

be embracing and investing significantly in paid search."

Slack said b-to-b clients are also increasing their spending on online video this year and are exploring new areas, including social media and mobile marketing.

"We believe we'll see more and more b-to-b marketers experimenting with, though not allocating big budgets to, mobile marketing," Slack said. "We'll definitely see WAP versions of existing corporate

sites on the horizon, as well as more spending on banners and text placements on news-based mobile sites."

Another big area of interest from b-to-b clients is measuring the effectiveness of integrated marketing programs.

"We see more companies interested in and trying to measure and evaluate the combined impact of marketing and PR, not only for ROI, but to evaluate messaging and overall campaign effectiveness," Slack said. □

ASK THE EXPERT

What types of interactive services do your b-to-b clients want?

Maheu: Our b-to-b clients are leveraging interactive services to achieve three objectives: drive sales (generate leads), engage the influencers in their marketing programs, and

leverage rich media and video to drive brand awareness. In the b-to-b space, lead generation involves the whole range of interactive marketing techniques, from teleweb to e-mail marketing. They are also interested in how they can leverage social media to identify the influencer audience and then tap in to the influencers to learn from them, to engage them in solving problems and turn them into brand advocates. Finally, our clients are also interested in leveraging reach media and video to communicate their stories, engage with their target audience and drive persuasion.

Are they exploring Web 2.0 services?

Maheu: Our clients are looking at Web 2.0 services to do three things:

Listen to what people are saying about their brands and competitors' products and services; engage influencers and brand advocates and develop an advocacy channel—a channel between the brand (our client) and their advocates for communication, collaboration and problem solving; and distribute their content to drive engagement with their brand. Web 2.0 allows marketers to seed the Web with engaging content and nurture through search and social media the distribution and viral spreading of that content.



Jean-Philippe Maheu
Chief digital officer, Ogilvy North America, New York

How is your agency handling the growing demand for interactive?

Maheu: Ogilvy has been hiring talent across the interactive field. In particular, we are hiring specialists to help us lead new practice areas and to add to our expertise in growing areas such as social media, search engine marketing and digital analytics. We have also been looking at targeted acquisitions. Last year we purchased GSI, a leading organic search company to add to our paid search expertise. □

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INTERACTIVE AGENCIES AT A GLANCE

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ABI	New York	www.abipr.com	(212) 529-4500
Abstract Edge	New York	www.abstractedge.com	(212) 352-9311
Ackerman McQueen	Oklahoma City	www.am.com	(405) 843-7777
Agency.com	New York	www.agency.com	(212) 358-2600
AKQA	San Francisco	www.akqa.com	(415) 645-9400
Alloy Media + Marketing	New York	www.alloymarketing.com	(212) 244-4307
Ambrosi	Chicago	www.ambrosi.com	(888) 262-7674
ANEW Marketing Group	Smithtown, N.Y.	www.anewmarketinggroup.com	(631) 982-4000
Apollo Interactive	Culver City, Calif.	www.apollointeractive.com	(800) 599-7499
aQuantive (Avenue A Razorfish)	Seattle	www.aquantive.com	(206) 816-8700
Aristotle	Little Rock, Ark.	www.aristotlewebdesign.com	(501) 374-4638
Aspen Marketing Services	West Chicago, Ill.	www.aspenmarketing.com	(800) 848-0212
Atmosphere BBDO	New York	www.atmospherebbdo.com	(212) 827-2500
Avenue A Razorfish	Seattle	www.avenuea-razorfish.com	(206) 816-8800
B/R/C Marketing	Dayton, Ohio	www.brcmarketing.com	(937) 384-0515
Babcock & Jenkins	Portland, Ore.	www.bnj.com	(503) 629-6090
Backe Digital Brand Marketing	Ardmore, Pa.	www.backecom.com	(610) 896-9260
Bader Rutter & Associates	Milwaukee	www.baderrutter.com	(262) 784-7200
Barbarian Group	Boston	www.barbariangroup.com	(617) 424-8887
Bayshore Solutions	Tampa, Fla.	www.bayshoresolutions.com	(813) 902-0141
Bennett Kuhn Varner	Atlanta	www.bkv.com	(404) 233-0332
BGT Partners	Miami	www.bgtpartners.com	(305) 438-1800
Biggs Gilmore	Kalamazoo, Mich.	www.biggsgilmore.com	(269) 349-7711
Blast Radius	New York	www.blastradius.com	(212) 925-4900
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Burk Advertising & Marketing	Dallas	www.wambam.com	(214) 953-0494
BusinessOnLine	San Diego	www.businessol.com	(619) 699-0767
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Carlson Marketing	Minneapolis	www.carlsonmarketing.com	(763) 212-4520
Carton Donofrio Partners	Baltimore	www.cartondonofrio.com	(410) 576-9000
Charleston Orwig	Hartland, Wis.	www.charlestonorwig.com	(262) 563-5100
Citrus Marketing	Portland, Ore.	www.citruspdx.com	(503) 973-7700
ClearGauge	Chicago	www.cleargauge.com	(312) 923-7604
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.Com Marketing	Winter Park, Fla.	www.commarketing.com	(407) 774-4606
Connect Direct	Redwood City, Calif.	www.connectdirect.com	(650) 306-9060
Cramer	Norwood, Mass.	www.crameronline.com	(781) 278-2300
Cramer-Krasselt	Chicago	www.c-k.com	(312) 616-9600
Crossbow Group	Westport, Conn.	www.crossbowgroup.com	(203) 222-2244

Company	Location	URL	Phone
Cummings Group	Rockford, Ill.	www.cummingsgroup.com	(815) 394-0184
Definition 6	Atlanta	www.definition6.com	(404) 870-0323
Designkitchen Inc.	Chicago	www.designkitchen.com	(312) 455-0388
DigiKnow	Cleveland	www.digiknow.com	(216) 325-1800
Digital Pulp	New York	www.digitalpulp.com	(212) 679-0676
Digitaria Interactive	San Diego	www.digitaria.com	(619) 237-5552
Digitas	Boston	www.digitas.com	(617) 867-1000
Digitas Health	Philadelphia	www.digitashealth.com	(215) 545-4444
DiMassimo Goldstein	New York	www.dimassimogoldstein.com	(212) 253-7500
Doremus	New York	www.doremus.com	(212) 366-3000
Draftfcb	Chicago	www.draftfcb.com	(312) 425-5000
Eastwest Marketing Group	New York	www.ewcreative.com	(212) 951-7220
Eleven Inc.	San Francisco	www.eleveninc.com	(415) 707-1111
Enlighten	Ann Arbor, Mich.	www.enlighten.com	(800) 447-1771
Eric Mower & Associates	Syracuse, N.Y.	www.mower.com	(315) 466-1000
Extractable	San Mateo, Calif.	www.extractable.com	(650) 212-3900
Flightpath	New York	www.flightpath.com	(212) 674-5600
Fry Inc.	Ann Arbor, Mich.	www.fry.com	(734) 741-0640
Fullhouse	Milwaukee	www.fullhouseinteractive.com	(414) 271-4001
Fusionbox	Denver	www.fusionbox.com	(303) 952-7490
G2 Direct & Digital	New York	www.g2dd.com	(212) 537-3700
G2 Interactive	New York	www.greyinteractive.com	(212) 420-5100
Gage	Minneapolis	www.gage.com	(763) 595-3800
Geary Interactive	San Diego	www.gearyi.com	(619) 756-6700
Genex	Los Angeles	www.genex.com	(310) 736-2000
Goble & Associates	Chicago	www.goble-assoc.com	(312) 803-1900
Greater Than One	New York	www.greaterthanone.com	(212) 252-1999
Hanft Raboy and Partners	New York	www.hanfraboy.com	(212) 674-3100
Harte-Hanks Direct	San Antonio	www.harte-hanks.com	(800) 456-9748
hawkeye	Dallas	www.hawkeyewww.com	(214) 749-0080
Hitchcock Fleming & Associates	Akron, Ohio	www.teamhfa.com	(330) 376-2111
HMH	Portland, Ore.	www.thinkhmh.com	(503) 295-1922
HSR Business to Business	Cincinnati	www.hsr.com	(800) 243-2648
Hudson/ Union	Brooklyn, N.Y.	www.hudsonunion.com/clients	(718) 858-6888
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Laughlin/Constable	Chicago	www.laughlin.com	(312) 422-5900
LBI	Atlanta	www.lbi.com/atlanta	(404) 267-7600
LeapFrog Interactive	Louisville, Ky.	www.leapfroginteractive.com	(502) 212-1390

Company	Location	URL	Phone
Leapfrog Online	Evanston, Ill.	www.leapfrogonline.com	(847) 492-1968
Liquid Interactive	Breinigsville, Pa.	www.liquidint.com	(484) 397-4174
Macquarium	Atlanta	www.macquarium.com	(404) 554-4000
Marden-Kane	Manhasset, N.Y.	www.mardenkane.com	(516) 365-3999
MarketSense	Burr Ridge, Ill.	www.market-sense.com	(630) 654-0170
Mastermind Marketing	Atlanta	www.mastermindmarketing.com	(678) 420-4000
MEA Digital	San Diego	www.meadigital.com	(619) 308-5266
Media Logic	Albany, N.Y.	www.mlinc.com	(518) 456-3015
MediaWhiz	New York	www.mediawhiz.com	(646) 442-0074
Medium Blue	Atlanta	www.mediumblue.com	(866) 436-2583
Merkle Inc.	Washington, D.C.	www.merkleinc.com	(301) 459-9700
MindComet	Altamonte Springs, Fla.	www.mindcomet.com	(407) 838-1010
Mintz & Hoke	Avon, Conn.	www.mintz-hoke.com	(860) 678-0473
Mobium	Chicago	www.mobium.com; www.mobium.tv	(866) 266-2486
Molecular	Watertown, Mass.	www.molecular.com	(617) 218-6500
Monster Worldwide	New York	www.monsterworldwide.com	(212) 351-7000
Movéo Integrated Branding	Oakbrook Terrace, Ill.	www.moveo.com	(630) 570-4800
MRM Worldwide	New York	www.mrmworldwide.com	(646) 865-6204
Nelson Schmidt	Milwaukee	www.nelsonschmidt.com	(414) 224-0210
Never Without	Atlanta	www.neverwithout.net	(404) 577-3515
New Media Strategies	Arlington, Va.	www.onlinebrandpromotion.com	(703) 253-0050
Nurun	Montreal	www.nurun.com	(404) 591-1652
Ogilvy	New York	www.ogilvy.com	(212) 237-4000
One to One Interactive	Charlestown, Mass.	www.onetooneinteractive.com	(617) 425-7300
Performance Communications Group	Chicago	www.performcom.com	(312) 870-6020
Periscope	Minneapolis	www.periscope.com	(612) 399-0500
Phelps Group	Santa Monica, Calif.	www.thephelpsgroup.com	(310) 752-4400
PJA Advertising+Marketing	Cambridge, Mass.	www.agencypja.com	(617) 234-7371
Publicis Modem	San Francisco	www.modemmedia.com	(415) 293-2570
Quiet Light Communications	Rockford, Ill.	www.quietlightcom.com	(815) 398-6860
R/GA	New York	www.rga.com	(212) 946-4000
Renegade Marketing Group	New York	www.renegademarketing.com	(646) 486-7700
Resource Interactive	Columbus, Ohio	www.resource.com	(614) 621-2888
Richards Group	Dallas	www.richards.com	(214) 891-5700
Ripple Effects Interactive	Pittsburgh	www.r-effects.com	(412) 683-3700
Risdall Advertising Interactive	New Brighton, Minn.	www.risdall.net	(651) 286-6700

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Rodgers Townsend	St. Louis	www.rodgerstownsend.com	(314) 436-9960
RPA	Santa Monica, Calif.	www.rpa.com	(310) 394-4000
Sapient Corp.	Cambridge, Mass.	www.sapient.com	(617) 761-1676
Schematic	Los Angeles	www.schematic.com	(310) 202-2900
SF Interactive (Butler, Shine Stern & Partners)	Sausalito, Calif.	www.bssp.com	(415) 331-6049
SGW Integrated Marketing Communications	Montville, N.J.	www.sgw.com	(973) 299-8000
Sharpe Partners	New York	www.sharpepartners.com	(212) 366-4123
Skyworks Technologies	Hackensack, N.J.	www.skyworks.com	(201) 457-1000
Slack Barshinger	Chicago	www.slackbarshinger.com	(312) 970-5800
Slingshot	Dallas	www.davidandgoliath.com	(214) 634-4411
Spunlogic	Atlanta	www.spunlogic.com	(404) 601-4321
Strategix/NobleSteed	Hunt Valley, Md.	www.strategix-noblesteed.com	(410) 527-1800
Studio North	Chicago	www.studionorth.com	(847) 473-4545
SubscriberMail	Lisle, Ill.	www.subscribermail.com	630-303-5000
Sullivan Higdon & Sink	Wichita, Kan.	www.wehatesheep.com	(316) 263-0124
T3	Austin, Texas	www.t-3.com	(512) 499-8811
TBA Global	Woodland Hills, Calif.	www.tbaglobal.com	(818) 226-2800
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Tenth Floor	Cleveland	www.tenthfloor.com	(216) 575-1010
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Unreal Marketing Solutions	Conshohocken, Pa.	www.unrealmarketing.com	(866) 664-6805
VantagePoint	Greenville, S.C.	www.vantagep.com	(864) 331-1240
Waggener Edstrom	Bellevue, Wash.	www.waggeneredstrom.com	(425) 638-7000
WeAreGigantic	New York	www.wearegigantic.com	(212) 460-0400
WebMetro	San Dimas, Calif.	www.webmetro.com	(909) 599-8885
White Horse	Portland, Ore.	www.whitehorse.com	(503) 471-4200
Whittman Hart	Chicago	www.whittmanhart.com	(312) 981-6000
Winning Strategies	Oakland, Calif.	www.winningstrategies.com	(510) 835-3334
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Quit living in yesterday's world

BY DAVID MEERMAN SCOTT

WHenever I begin a speech, I pose five questions to the audience and ask them to raise their hands if the answer to a question is “yes.” How would you answer? ¶ In your personal or professional life in the past two months, when looking for answers to a problem or to research or buy a product or service, have you: ¶ 1) Responded to a direct mail advertisement? ¶ 2) Gone to a trade show or conference as an attendee (not as an exhibitor)? ¶ 3) Consulted magazines, newspapers, TV or radio? ¶ 4) Used Google or another search engine? ¶ 5) Electronically contacted a friend, colleague or family member who responded with a Web URL that you then visited?

Over the course of a year, in front of more than 10,000 people from many dozens of groups—including college students, marketing pros, IT buyers and executives at *Fortune* 500 companies—the answers were surprisingly consistent. Between 5% and 20% of people answer each of the first three questions with a “yes.” These answers mean that the ways most b-to-b companies have historically reached people—advertising, direct mail, trade show participation and pleas to the mainstream media and analysts for coverage—are only effective in reaching a small portion of potential customers. However, between 80% and 100% of people raise their hands to indicate that they have used a search engine to find a solution to a problem, or to research a product or that they have checked out a Web site suggested by a friend, colleague or family member.

Clearly, effective Web content in all of its forms (blogs, content-rich Web sites, e-books, YouTube videos, podcasts, profiles on social networking such sites as Facebook) are critical for any business. Rather than trying to coerce people into paying attention to products and services by dreaming up messages and ad campaigns, smart b-to-b marketers understand that effectively developed Web content delivers interested buyers right to a company's virtual doorstep. This is a marketer's dream come true.

However, most marketers don't know how to harness this exciting form of marketing because they are living in yesterday's world. For decades, the only way to spread our ideas was to buy expensive advertising or beg the media to write or broadcast about our products and services. But now we have a tremendous opportunity to directly publish great content online—content that people want to consume and which they are eager to share with their friends, family and colleagues.

Being a successful b-to-b marketer on the Web requires radically different thinking than what you've been successful with in the past:

- Don't talk about your product or service. Instead, explain how your company makes your customers' lives better.
- Don't obsess about being on message. Instead, pay attention to solving your buyers' problems.
- Don't interrupt people and try to coerce them to do something. Instead, provide thoughtful content that people want to consume.
- Don't measure marketing by the number of leads. Instead, measure how your ideas spread online.
- Don't beg mainstream media to write about you. Instead, tell your story directly to an interested market.
- Don't build programs based on your sales cycle. Instead, deliver great Web content at the precise moment that your buyers need it.

The most effective way to market b-to-b products and services online is to develop thought leadership-based content that existing and potential customers want to read. Companies develop content-rich Web sites, YouTube videos, blogs, podcasts, white papers, e-books, webinars and other Web content to reach buyers directly. Organizations that exercise thought leadership rather than simple advertising and product promotion are today's success stories.

Today's marketing success comes from self-publishing Web content that people want to share. It's not about gimmicks. It's not about paying an agency to interrupt others.

Here's one of the coolest things about great Web content. It has the potential to take off and spread as one person shares it with another, as people post links on their blogs, and as they tell their friends and colleagues. Viral marketing (or “word-of-mouse”) is the single most empowering tool available to b-to-b marketers today.

In January, I wrote and published on my blog a totally free (no registration required) e-book called “The New Rules of Viral Marketing: How Word-of-mouse Spreads Your Ideas for Free.” Amazingly, in the first month, more than 50,000 people downloaded the e-book, and over 100 bloggers wrote about it. Imagine what I would have had to invest in traditional marketing to get 58,000 people to pay attention to my idea if I couldn't offer free and valuable stuff? Millions of dollars, no doubt.

“Hold on, David,” some b-to-b marketers say when I talk about Web marketing at conferences. “We're a _____ company. We can't put video on YouTube. We can't blog. This stuff is for kids or consumer products companies, not us.” (Fill in the blank with “big,” or “famous,” or “conservative,” or “enterprise software” or whatever excuse you've got.) The fact is that some of the best Web marketing efforts come from b-to-b companies.

One of my favorite YouTube videos is a series of “mockumentaries” produced by IBM Corp. The multiepisode “The Art of the Sale” is a terrific spoof on corporate training videos. Until the end of the video, you don't even know who produced it. Hundreds of thousands of people have watched the series, humanizing a large company in the process. But IBM is just one example. Companies like Cisco Systems, Dow Jones, Sun Microsystems and Microsoft Corp. have enjoyed success too. Any b-to-b company with thoughtful ideas to share—and clever ways to create interest in them—can, after some careful preparation, become famous and find success on the Web.



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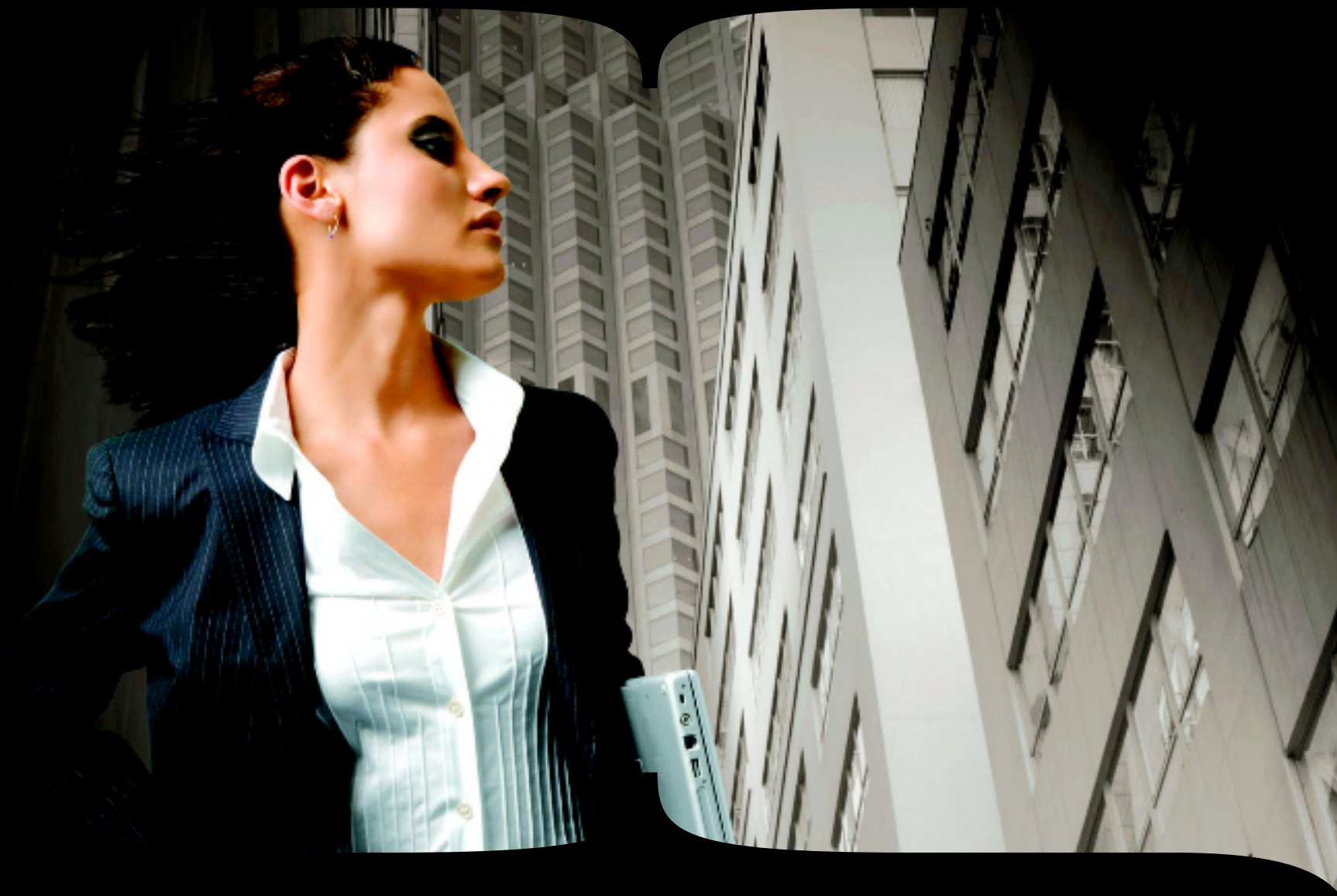
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The Buyer



She is smart. She is savvy. She knows what she wants, how to get it, and she's just a click away. She also has options. Lots of them, both online and offline. So **be relevant**. To her.

Keep her engaged. Make her feel like everything you do is just for her. View every email and web page as an opportunity to build a relationship with her. **Be relevant** and she will be one of your most loyal and profitable customers.

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