



# CONTENT MARKETING: **Doing it Right**

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## Introduction



Many businesses struggle to improve new customer acquisition and retention performance for some of the following reasons:

1. They lack a solid understanding of their target audience – an audience that is changing from Boomers and Gen X to Millennials and Generation Z. This causes them to deliver the wrong message and offer at the wrong time via the wrong communication channels which leads to lower conversion, sales, retention and lifetime value.
2. They have forgotten about marketing communications – which is all about getting the right message and offer to the right person at the right time via the right channel in order to motivate the right action – and shifted focused to ‘content marketing’ – which, for many, is all about creating more content. They refer to marketing departments as publishers – and that is not only wrong but can be financially crippling.
3. They believe the hype that Millennials and Generation Z are online so much that they must want all communications and content available to them online – when in fact these groups consist of some very different segments and many are driven by the quality of the message more than the channel of delivery.
4. They still look at their audience at the generational level rather than the segments within each generation. Not all Millennials are the same – some are married with children and mortgages, others are single and just out of college. Failing to segment is costing you sales.
5. They have bought into the unproven concept that if you create enough ‘content’ and optimize it properly, your audience will find it online when they want it – inquiries and leads will surely follow.
6. That testing and tracking performance isn’t all that important which can seem correct when many have marketing focused on leads and sales focused on turning a leading into a first time buyer and no one focused on retention – these silos create inefficiencies and wasted resources.

This e-Book will explain how ‘content marketing’ is and needs to be part of your marketing communications strategy, plans and activities efforts, and that success comes from your ability to provide your audience with fast, easy, convenient access to the right information at the right time via the right channels so they can take the desired next step with you. This means shifting the focus from “creating content” to “providing your audience with the right message and offer at the right time via the right communication channel(s) in order to motivate the right action.”

Some may argue this is a subtle difference but when you witness so many talking about “What content do we need to create” rather than “what does our audience need now in order to move forward with us”, you quickly realize the difference is not subtle and marks the difference between an organization that “creates stuff” versus one that “effectively and efficiently attracts and retains customers.



We like that definition – especially because it ends with “marketing communications.” Unfortunately, too many are creating more and more content. This eBook will show you how to do it right.

And for the purposes of this document, “content” refers to “right message” – so it goes beyond the more traditional definition of [ex] a blog post, white paper, ebook, video etc. and includes the messaging you use in your advertising, emails, direct mail, outbound telemarketing. The reason for this is simple – you can’t separate the messaging you use to capture your audience’s attention and engage them in a conversation from the content you create for them with the intent of capturing their attention and engaging them in conversation.

So as you move through this document, remember that what we are presenting is a step above a content marketing strategy that focuses on what white paper gets produced and distributed. Instead, we are presenting a ‘communication strategy’ that addresses who you target and why, what you need to address in order to motivate them to select you over other businesses and products.

## What is a Content Marketing Strategy?

- Your targeted segments by product (messages by segment)
- Specific features and benefits of the product for each segment (to be featured in messages)
- Media channels preferred by your targeted segments for each stage of their decision making process

- Insight into the needs, wants, questions, objections that each targeted segment has to address at each stage of their decision making process
- Channel plan that addresses what communication channels will be used for each targeted segment at each stage of their decision making process
- Content Mapping and Scheduling (also known as a marketing or marketing communications calendar)

In the following pages, we will address these and other critical factors that must be part of a content marketing strategy in order for your business to see marked improvements in performance.

## Why Content Marketing Should be Part of Your Acquisition & Retention Strategy

The simple answer to this question is because a well devised content marketing strategy allows you to make better informed decisions based on hard data that will help you improve performance in acquisition and retention efforts in critical areas such as, but not limited to:

- Lowering your cost to acquire a new customer/first time buyer
- Increasing the average size of order
- Increasing order frequency
- Increasing retention rates
- Increasing lifetime value
- Increasing your referral rates (which helps lower your cost to attract a new customer even more)

## Direct Marketing and Your Content Marketing Strategy

### What is direct marketing?

“Direct marketing is the interactive use of advertising media to stimulate an (immediate) behavior modification in such a way that this behavior can be tracked, recorded, and stored on a database for future retrieval and use.”<sup>2</sup>

The one enhancement we would suggest to this time honored definition is that “advertising” be supplemented with “paid, owned and earned media” in order to reflect the changes that have taken place in the world since this definition was originally coined in 1998.

We strongly believe, based on first-hand experience, that owned media (web site, mobile site, blog, social media accounts) and earned media (word-of-mouth, reviews) can stimulate an immediate behavior modification and that this behavior can be tracked, recorded, and stored on a database for future retrieval and use.

The key is knowing how to do this – which we will address throughout this document.

### Why Content Marketing is Part of Direct Marketing and Marketing Communications

Your success across multiple communication channels will be driven by the 5 direct marketing pillars.

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<sup>2</sup> Bob Stone and Ron Jacobs, Successful Direct Marketing Methods, 2007, page 5.



What are the 5 direct marketing pillars, you ask? Well, here you go – straight out of DWS Associates founder, Dudley Steven’s new book, *Marketing Direct: Breaking Through the Clutter*.

“The five most important things that you have to worry about when creating a direct marketing campaign are, in order of importance, target, offer, format, creative and timing.

1. **Targeting.** Targeting is about 7 times as important as other factors. The “who” is the most important aspect of creating and launching a successful direct marketing campaign. Locating and targeting the right prospects in the right way is absolutely critical. Sometimes, we as marketers spend more time worrying about the product than we do about the audience and this is absolutely backwards. The consumer, the prospective buyer or responder is number 1 and the more you know about the “who” the more likely your promotion is going to produce the desired results.
2. **Offer.** The Offer is about 2.5 times as important. The Offer is the whole proposition and incentives that you offer to generate a response. The Offer is made up of your product/service, your pricing strategy, your service and support proposition and any incentives you might include to get the reader/viewer to respond or buy.
3. **Format.** The Format is about 1.5 times as important. Format includes the medium and the physical shape, size, etc., of your advertisement. Choosing the right format is dependent upon a lot of factors including who you are trying to reach, what media are likely to be the best to reach them, and what media are going to allow you to present your message most effectively. Once you’ve selected the appropriate medium, you then have to select the appropriate physical characteristics. If mail, it is going to be a brochure in a number 10 envelope with a letter and BRC or a self-mailer or large format flat or dimensional mailing. The format is affected by cost factors as well. What can you afford to spend on the format and achieve your breakeven or desired financial results?
4. **Creative.** Creative is about 1.35 times as important. These are the words, pictures...the bits people tend to get excited about. In direct response advertising, the words are the most important part of the creative. Copy is first whether it’s in print or spoken words. The design, including pictures, is there to support the copy.
5. **Timing.** Timing is important, but is the last on the list. It varies from market to market. It can also vary from industry to industry and product to product. When do you mail, when do you launch your broadcast campaign can depend on both internal and external factors. For example, there are better times of year to mail certain types of B2C and B2B campaigns. Factors such as elections can impact the results of a mailing. As a rule, you never want to mail into an election. Email messages may do better at certain times of day or the week depending on the audience and the offer. There are some industry norms for launching direct response advertising campaigns depending on the medium, but in all cases it is best to test to find the best times to launch these activities.”<sup>3</sup>

Do you see the similarities between content marketing and direct marketing? Both are all about getting the right message and offer (offer) to the right person (targeting) via the right channel (media/channel/content mapping at the right time (stage in the decision making process) in order to motivate the right action (modification in behavior) in a way that’s trackable.

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<sup>3</sup> Dudley Stevenson, *Marketing Direct: Breaking Through the Clutter*, 2015, page 17.





The concept that some struggle with is that “offer” must be appropriate to where the individual is within the decision making process. For example, for someone that just contacted you for the first time and is interested in the cost of the product, the right offer could be information about price, financing options, payment options, warranties and guarantees – not ‘Buy Now’. The former addresses their needs, answers their questions and helps them determine if they should continue working with you.



## Step 1: Getting Started

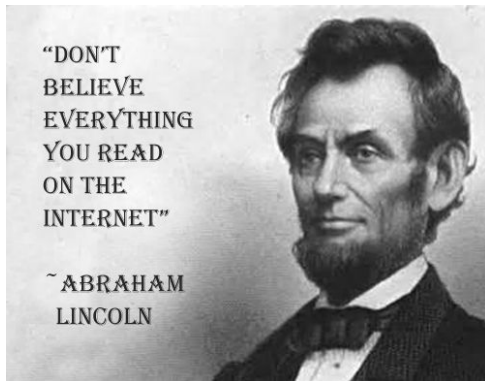


For the past decade, your customer base has consisted of Boomers (52 to 69 years of age in 2016) and Generation X (36 to 51 in 2016). Yet as you read this, Boomers and Generation X are being replaced by Millennials (19 to 35 in 2016) and Generation Z (9 to 19 in 2016).

What do you know about these two groups – and what segments have you identified within these groups as the source of your greatest opportunities to achieve your sales/revenue goals over the next 5 to 10 years?

A changing target audience requires some research in order to understand them. Now, some might say that there has been plenty of research focused on Millennials (Ms) – and to an extent, they're correct. But most of that research has been extremely broad and filled with contradictions which makes it incredibly difficult for you to put together an effective strategy.

In this section, we will focus on the questions you need to answer and how you should go about getting those answers in order to develop your acquisition and retention efforts.



### Generation X, Millennials and Generation Z

For the past decade or so, the argument has been made – typically by technology companies trying to sell you their 'solution' for digital marketing – that digital is it and offline is dead.

Unfortunately this has motivated a great many marketers to act without testing the information coming at them.

Today, many businesses have reduced their spending on 'traditional' channels like print, television, radio, out-of-home,

and direct mail in order to shift their budget to [a] marketing technology (CRM, marketing automation, email platforms) and [b] digital advertising.

Here's an example.

"29 percent of people aged 18 to 24 say they haven't read a printed newspaper at all in the last year."

That comes from a March 2013 [YouGov poll](#) commissioned by Guardian.

Scary, isn't it?

Ummm...no it isn't. Because it also says "71 percent of people aged 18 to 24 say they have read a printed newspaper in the last year."

Try this one on for size.

"The proliferation of online ad formats has not eroded trust in traditional paid advertising channels. Roughly six-in-10 say they trust ads on TV (63%), in newspapers (60%) and in magazines (58%)."



That factoid comes from September 2015 report from Nielsen entitled [Global Trust in Advertising](#).

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*We could go on and on...but the point we're making is simple. You can rely on the potentially biased research performed by others that has been designed to help them sell you their products or you can talk to you own audience and learn for yourself how they wish to receive information.*

*We highly recommend talking with your audience and learning for yourself.*

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The key to your success will be segmentation and the development of personas (profiles) – so that you can be as specific and relevant as possible in your messaging and offers in order to drive higher response rates, sales and more.

## Target Audience, Segments, Personas

### B2C Personas

The best place to start is with your current customer base. Start by identifying your customers, by product(s), for the past [ex] 24 months. Then, depending on the data you have available, score them based on the following attributes:

- How recently have the purchased from you
- How frequently have the purchased from you
- How much have they purchased from you
  - Revenue
  - Profits
- How much revenue have they generated for you via referrals
- How much do they cost you in after sale support and service
- Do they pay cash upfront, upon delivery, or make payments over time
  - Are they on time/current with payments or require reminders/collections

Depending on your industry, business model, and the complexity of your sales, you might have other factors you will want to include – but the goal here is to identify your 'ideal customer' so you can identify others like them for your acquisition efforts.

Why?

Because these customers have done what you want a customer to do and they have certain factors in common that can be used to improve the quality of your acquisition efforts.

The next step is to append data to the customer records in order to identify additional shared characteristics.

For consumer audiences, you will want demographic, psychographic and geographic data should be appended and, if you work with data firms such as Claritas (PRIZM) or Neustar (ElementOne), you will



receive the following information.

Persona Name	Daddy Driver
Demographics	40 to 45 year old, married, male, Caucasian, college educated - graduate degree in business/finance, 2 children under 18 living in the home, owns home valued at \$500,000 to \$749,999, HH Income \$175,000 to \$200,000, Vice President in financial services industry
Geographics	Southwest US: Arizona
Psychographics	Active, outdoorsman that hikes, camps, avid golfer and cyclist, watches Game of Thrones, reads fiction 6 to 12 books per year
Needs	Fuel Economy, Safety, Style that reflects successful professional career; prefers gathering information and buying online rather than visiting dealers
Challenges	Having the time to gather information, compare and contrast as well as visiting various dealers to see/test drive
Internet Usage	Smartphone, Tablet and Laptop computer used for business and personal. Uses mobile devices for email, texting, phone/Skype, social media and gathering information (search, download content, view videos); Entertainment/Personal: Pandora, ESPN App on mobile devices
Current Auto	Ford Escape 3 to 5 years old
Considering	Ford Escape Hybrid, Toyota Highlander, Ford Flex, Honda CR-V
Quote	I do the driving for the family and use the vehicle for business (client meetings and entertaining) so I want safety, style, smart features, room and fuel economy.
Television	ESPN, Financial News Network/Bloomberg, HBO
Radio	Local Talk Radio (Drive Time)
Newspaper	Local Daily Paper (Arizona Republic) and Wall Street Journal
Magazines	Reads Financial Magazines: Kiplinger's, Bloomberg Business, The Economist
Smartphone	Phone calls (business and personal), text (personal), email (business and personal), apps (airline, hotel, rental car)
Social Media	Facebook (Family and Friends, News, Information Gathering), LinkedIn (Business only), Twitter (Family, Friends, Social more than Business), No other social media used

Figure 1: Persona "Daddy Driver"



Figure 1 shows what a completed consumer persona might look like – though there are many variations in use. Notice that this addresses demographics, psychographics, motivations and social media habits. All of this information can be put to use to improve targeting/lead generation as well as nurturing so you see a lower cost to attract a new customer and higher conversion rates.

Below, Figure 2 shows the messages, offers and preferred communication channels by stage in the decision making process. This level of detail can help drive your customer acquisition performance by clearly articulating the content of interest and preferred delivery channel for that persona.

Figure 3 and Figure 4 offer examples of reports you receive that address size and location of your audience/persona and their media usage habits. Again, all of this information helps you better understand your audience/personas so you can be more effective at recruitment – and retention.



Pre-Inquiry	<b>MESSAGES/OFFERS:</b> Trying to determine if they have a problem/need and if so what it is and what options exist for solving/filling it. Messaging will focus on educating the individual - how to determine if you have X or need Y; options for people suffering from Z. Offers would be to contact leading solution providers - so another piece of content would be "how to select the right solution provider for your needs"
	<b>CHANNEL PREFERENCES:</b> Broadcast (TV and Radio), Website, Google Search
Lead	<b>MESSAGES/OFFERS:</b> Gathering specific information about possible solution providers to determine reputation and decide if they make the 'short list' of solutions to consider so messages will focus on quality, reputation, customer satisfaction, awards won, etc. Call to action/offers would be speak with a member of our team to get answers to your questions, attend events/webinar to learn more.
	<b>CHANNEL PREFERENCES:</b> Email, Direct Mail, Phone Call, Text
Marketing Qualified Lead	<b>MESSAGES/OFFERS:</b> This is where the individual's unique needs and preference begin to be addressed - if they are interested in cost or quality or style. At the same time, you are validating their qualification - do they have a need you can serve? Do they have the budget necessary to acquire your solution? Do they have the authority to spend the budget? What is their timeframe for making the purchase? In this stage, both parties need to be in agreement that moving forward makes sense for both.
	<b>CHANNEL PREFERENCES:</b> Email, Direct Mail, Phone Call, Text
Sales Qualified Lead	<b>MESSAGES/OFFERS:</b> Now the sales team/person is speaking with the individual and offering demonstrations, trials with offers focusing on closing the deal - perhaps nothing more than "Would you like to buy anything else to go with this item" or "If you act now, I can help you save %"
	<b>CHANNEL PREFERENCES:</b> In-person, Phone, Text
Sales Ready	<b>MESSAGES/OFFERS:</b> Congratulations on success, and reminders about key dates for registering/enrolling in coming term. Reminders about what awaits them upon completion of the program in terms of potential promotions and increased income based on actual results from past students/graduates of the program
	<b>CHANNEL PREFERENCES:</b> In-person, Phone, Text
Sale/Purchase	<b>MESSAGES/OFFERS:</b> Congratulations on success, and reminders about other items available now or upcoming events/sales. Reminders about warranties and guarantees, service and support.
	<b>CHANNEL PREFERENCES:</b> In-person, Phone, Text
Onboarding	<b>MESSAGES/OFFERS:</b> Follow up - thank you along with asking about questions and reminding them about [ex] proper care, service, support, guarantees and warranties. Offers/call to action might include cross sell/add ons- belts and shoes to go with the suit, extra warranty protection, etc.
	<b>CHANNEL PREFERENCES:</b> Email, Direct Mail, Phone Call, Text

Figure 2: Persona:Daddy Driver - Messages/Offers and Media Channel Preferences by Decision Making Process Stage



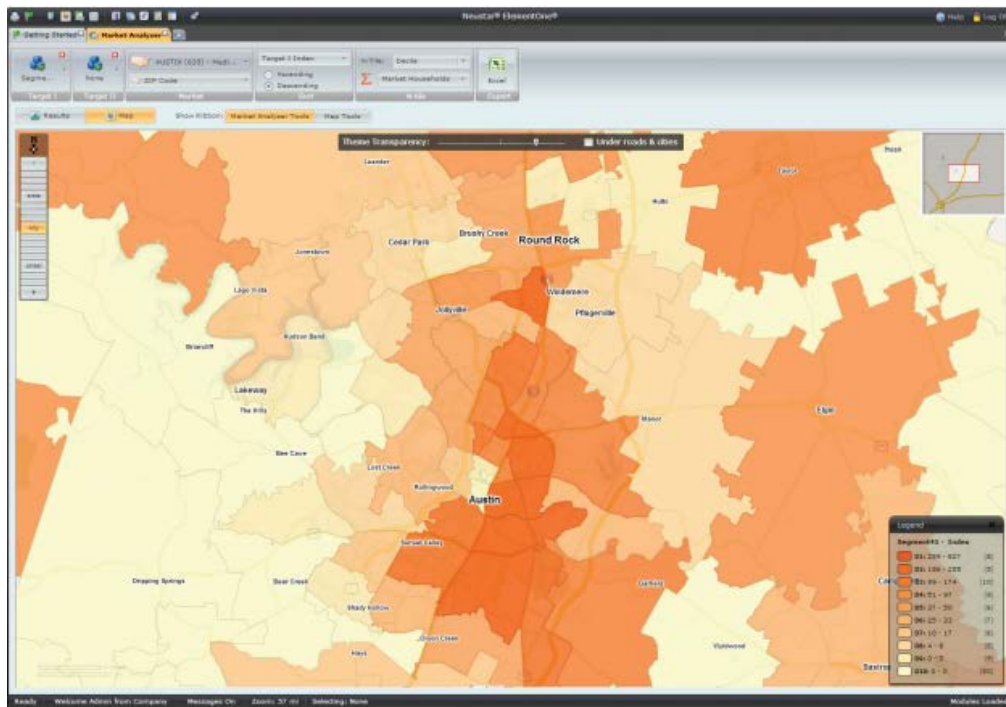


Figure 3: Neustar ElementOne Density Map Shows Where your Audience lives

All Profiles	S1 Index	S1 %Pop	S2 Index	S2 %Pop	S3 Index	S3 %Pop	S4 Index	S4 %Pop	S5 Index	S5 %Pop	S6 Index	S6 %Pop	S7 Index	S7 %Pop
Home Ownership: Own Primary Residence	134	85.81%	74	85.81%	124	85.81%	69	85.81%	130	85.81%	113	85.81%	89	85.81%
No Highnet Adult in Household	107	85.81%	97	85.81%	103	85.81%	109	85.81%	111	85.81%	104	85.81%	99	85.81%
Home Type: House	131	85.81%	87	85.81%	133	85.81%	117	85.81%	128	85.81%	121	85.81%	119	85.81%
Language Spoken in Home: Only English	146	85.81%	87	85.81%	133	85.81%	117	85.81%	128	85.81%	121	85.81%	119	85.81%
Home Ownership: Own House	134	85.81%	75	85.81%	137	85.81%	89	85.81%	130	85.81%	113	85.81%	89	85.81%
Race: White	109	85.81%	103	85.81%	133	85.81%	117	85.81%	128	85.81%	121	85.81%	119	85.81%
Head of HH Employment Status: Single Full or Part...	131	85.81%	105	85.81%	129	85.81%	144	85.81%	145	85.81%	141	85.81%	131	85.81%
Head of HH Marital Status: Married	130	85.81%	107	85.81%	128	85.81%	140	85.81%	141	85.81%	131	85.81%	120	85.81%
Number of Children in HH: None	131	85.81%	139	85.81%	43	85.81%	7	85.81%	74	85.81%	140	85.81%	73	85.81%
Head of HH Employment Status: Employed Full T...	140	85.81%	131	85.81%	133	85.81%	138	85.81%	135	85.81%	140	85.81%	134	85.81%
Current Residence Tenure: 1-12 Months	113	85.81%	110	85.81%	114	85.81%	109	85.81%	120	85.81%	114	85.81%	86	85.81%
Number of Adults Age 55+ in HH: None	113	85.81%	110	85.81%	137	85.81%	108	85.81%	129	85.81%	121	85.81%	119	85.81%
Own the Land Around Home	146	85.81%	85	85.81%	137	85.81%	89	85.81%	130	85.81%	113	85.81%	89	85.81%
Employed by Others: Works for Private Company	146	85.81%	133	85.81%	133	85.81%	138	85.81%	130	85.81%	121	85.81%	117	85.81%
Employed by Others: Works for State/Local Govt	146	85.81%	133	85.81%	133	85.81%	138	85.81%	130	85.81%	121	85.81%	117	85.81%
Number of Adults in HH: Two	120	85.81%	114	85.81%	141	85.81%	138	85.81%	139	85.81%	118	85.81%	129	85.81%
Male head of HH	150	85.81%	111	85.81%	111	85.81%	111	85.81%	116	85.81%	119	85.81%	120	85.81%
Head of HH Edu: Graduated College or More	135	85.81%	135	85.81%	132	85.81%	131	85.81%	133	85.81%	135	85.81%	134	85.81%
HH Income: \$100,000+	140	85.81%	138	85.81%	137	85.81%	138	85.81%	139	85.81%	140	85.81%	139	85.81%
Head of HH Age: 55-64	140	85.81%	138	85.81%	137	85.81%	138	85.81%	139	85.81%	140	85.81%	139	85.81%
Number of People in HH: Two	140	85.81%	138	85.81%	137	85.81%	138	85.81%	139	85.81%	140	85.81%	139	85.81%
Number of Employed Adults Age 18+ in HH: Two	140	85.81%	138	85.81%	137	85.81%	138	85.81%	139	85.81%	140	85.81%	139	85.81%
Currently Self-Employed and Company Size: unkn...	133	85.81%	132	85.81%	132	85.81%	138	85.81%	134	85.81%	133	85.81%	139	85.81%
Occupation: Professional/Technical (Prof)	138	85.81%	134	85.81%	132	85.81%	138	85.81%	134	85.81%	133	85.81%	139	85.81%
Ever Attended Special/Technical School	105	85.81%	89	85.81%	89	85.81%	134	85.81%	134	85.81%	89	85.81%	83	85.81%
Lot Size: 1/4 - 3 Acres	140	85.81%	84	85.81%	89	85.81%	89	85.81%	134	85.81%	134	85.81%	87	85.81%
Respondent Is a Grandparent	95	85.81%	84	85.81%	89	85.81%	89	85.81%	134	85.81%	134	85.81%	87	85.81%
Female head of HH	119	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%
Head of HH Age: 45-54	119	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%
Occupation: Management/Business & Financial G...	135	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%	135	85.81%
Currently Self-Employed and Company Size: unkn...	133	85.81%	132	85.81%	132	85.81%	138	85.81%	134	85.81%	133	85.81%	139	85.81%
HH with Female Between 21 and 49	80	85.81%	89	85.81%	132	85.81%	138	85.81%	134	85.81%	133	85.81%	139	85.81%
HH Income: \$100,000 - \$149,999	140	85.81%	138	85.81%	137	85.81%	138	85.81%	139	85.81%	140	85.81%	139	85.81%
Employed by Others: Works for Local, State Or Fe...	135	85.81%	135	85.81%	132	85.81%	138	85.81%	134	85.81%	133	85.81%	139	85.81%
Head of HH Edu: Graduate Degree	140	85.81%	138	85.81%	137	85.81%	138	85.81%	139	85.81%	140	85.81%	139	85.81%
Head of HH Edu: College Graduate	140	85.81%	138	85.81%	137	85.81%	138	85.81%	139	85.81%	140	85.81%	139	85.81%
Number of Adults in HH: Three-Four	130	85.81%	131	85.81%	131	85.81%	138	85.81%	134	85.81%	133	85.81%	139	85.81%
Home Value: \$300,000 - \$499,999	130	85.81%	131	85.81%	131	85.81%	138	85.81%	134	85.81%	133	85.81%	139	85.81%

Figure 4: Neustar ElementOne Persona Media Usage





## B2B Personas

For those targeting businesses, you would also start with your customer base and you would focus on firmographics

- Industry
- Total Revenue
- Total employees
- Location/Geography

Then, like the B2C example cited earlier, you score and rank based on performance metrics over a specific time frame (24 months) and those performance metrics might include:

- How recently have they purchased from you
- How frequently have they purchased from you
- How much have they purchased from you
  - Revenue
  - Profits
- How much revenue have they generated for you via referrals
- How much do they cost you in after sale support and service
- Do they pay cash upfront, upon delivery or make payments over time
  - Are they on time/current with payments or require reminders/collections

The next step is to build a buyer persona which is focused on the individual(s) within the organization that is responsible for making the buying decision and here is an example of the data you would want to capture:

- Personal demographics
- Education
- Career path
- Job Role and title
- Reporting structure
- How their job/performance is measured
- The personal benefits that they would derive from the purchase of the product/service (e.g., personal recognition, increased authority, skill development, reduced stress, increased leisure time, self-esteem, problem avoidance, pride of contribution, personal satisfaction, etc.)
- What a typical day looks like
- What skills are required to perform the job
- Their greatest challenges
- Their definition of 'success'
- How they learn new skills and stay current
- What they read
- What associations and networks do they participate in
- How do they prefer to interact with vendors





- Where do they turn to in order to gather information\*
- Overview of a recent purchase

Here's an example of what this might look like:

Persona Name	Tommy Technology
Product(s) of Interest	Sales and Marketing Technology (CRM, Marketing Automation, Website/ecommerce)
Demographics	35 to 45-years of age, male, White/Non-Hispanic, Married, 2 children under 18 living in the home, HH Income \$100,000 to \$125,000, own home(\$500,000 to \$749,999 value)
Geographic	US: New England: Suburban
Psychographics	Running, hiking, belongs to a gym and works out 3 to 5 times per week, reads books on financial planning and investing, watches college and professional sports (football and basketball), watches DIY programs on HGTV
Education	Bachelors Degree: Information Technology
Career Path	Hired out of college by current employer and has moved up the ladder with regular promotions in current company
Job Title and Role	Director, Information Systems
Reporting Structure	Reports to VP/CIO
How Performance is Measure	Speed and effectiveness - how quickly he solves issues/user support requests
Typical Day	80% of the day is spent supporting/solving user issues, 10% is spent on related paperwork/reporting, 10% is spent on training (self development or staff development)
Greatest Challenges	Wants to pursue cutting edge technology to make business more digital but is not the final decision maker; struggles with being seen as less experienced due to having no experience outside current employer
Definition of 'success'	Getting his vision implemented which requires newest technology drive sales, marketing, and back-end operations
How they learn new skills and keep current	Training provided by the manufacturer of technology used by company; webinars and white papers collected from tech companies whose products he admires; professional networking
Associations and networks they participate in	Association of Information Technology Professionals (AITP), LinkedIn Groups (Information Technology Professional, Global Information Technology Professionals)
How they prefer to interact with vendors	Emails that share information that helps him stay current, and phone/video calls when involved in researching new technology. Prefers not to meet face to face until closer to the decision time.
Where they turn to for information	Online-manufacturers site for documentation, FAQs, Knowledgebase and Forums.
Overview of recent purchase	Focused on gathering information and briefing VP/CIO and other key groups (Users, Finance), acted as point of contact and scheduled presentations and demonstrations of short list vendors selected by VP/CIO and Finance and Users, participated in presentations and demonstrations and was able to share insights/opinions but did not have a vote in the final selection

Figure 5 Example of B2B Persona/Profile

Remember...



That how deep you go or how complete a persona you develop for each of the people involved in the purchase process depends not only on the availability of information you have or can get on these people, but also what roles the people (customers) actually play in the buying process. This is fairly simple and straight forward in a B2C sale/purchase because the information gather, gate keeper, influencer, decision maker and buyer are usually the same person or at most family members.

In a B2B sale/purchase the complexity of the sales process will be driven by the industry and product category and you may have multiple individuals performing the various functions of information gather, gate keeper, influencer, decision maker and buyer. In fact, in highly complex sales you may have multiple people in each category and each of those people may fall into a different persona. It may not be operationally or financially feasible to develop a persona for each of the people involved, so your best option is to develop personas (profiles) for those individuals / roles that have the greatest need, responsibility, and/or authority in the sale/buying process.

### How to Create Personas & Why

“Buyer personas are research-based archetypal (modeled) representations of who buyers are, what they are trying to accomplish, what goals drive their behavior, how they think, how they buy, and why they make buying decisions. (Today, I now include where they buy as well as when buyers decide to buy.)”<sup>4</sup>

Once you identified your segments, it’s time to sit down and ask questions, observe behavior.

- Who is this person?
- What is his or her need? (This is NOT why they need your product.)
- Why should she care about you?
- What unique value proposition (UVP) do you offer this persona?
- How do they buy from you?
- How many are there in your geographic market?
- What are their media preferences?

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<sup>4</sup> Downloaded from <http://tonyzambito.com/buyer-persona-original-definition-matters/> on February 24, 2016.



## Step 2: Mapping it out

		STAGES IN THE DECISION MAKING PROCESS						
Prospective Customers		Pre-Inquiry	Marketing Qualified	Sales Qualified	Sales Ready	New Customer		
						First Purchase	Repeat Customer	Loyal Customer
Product A	Persona A	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels
		Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers
	Persona B	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels
		Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers
	Persona C	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels
		Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers
Product B	Persona A	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels
		Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers
	Persona B	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels
		Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers
	Persona C	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels	Preferred Channels
		Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers	Messages/Offers

Let's walk through the above chart. Persona A in the "Pre-Inquiry" stage is off gathering information through a variety of channels – friends, family, colleagues as well as online searches are the most common. But their wants, needs, expectation and perceptions vary from Persona B and Persona C.

For example, Persona A might be price sensitive and searching for bargain prices (coupons, sales) whereas Persona B might be focused on value which they define as "...high quality with strong service and support and warranties..."

Taking it a step further than wants, needs, expectations and perceptions, Persona A might have significantly different preferences for where they search for information – for example, they might be fine with searching online for 3<sup>rd</sup> party reviews and recommendations whereas Persona B might prefer limiting their information gathering to family and friends at this stage.

Later in the process, let's say the "Sales Ready" stage, both Persona A and Persona B might want a demonstration of the product – but they might be looking for completely different features and benefits. So it's key not to have a "one size fits all" demonstration!

As you can see it's critical for you to understand who your audience really is and how they go about gathering, analyzing, selecting and buying.

### Your unique story – the benefits that matter for the Persona

You now have identified your personas – their unique needs, wants, perceptions and expectations – so it's time to match that with your unique strengths and develop ways to communicate them to the individual in ways that show how your business delivers unique benefits.

No more "convenient locations" – instead, focus on how the individual saves time and money because the locations are nearby which cuts down on travel, gas, wear and tear on the automobile.

No more "experienced staff" – instead, focus on the individual will be able to ensure they enjoy the full range of benefits the product offers thanks to people that take the time to ask the right questions and make recommendations based on your wants and needs so you can save time (shorter learning curve) and begin enjoying benefits ASAP.

But more importantly, focus on what makes you unique so the individual realizes that you really have no competition – that you offer rewards that cannot be acquired anywhere else because that is what will help the individual make an informed decision easier and faster.



## Step 3: Production



Now is the time to start creating the content and that requires a content creation team, an efficient workflow process that gets you from “Kick-off” to “In-market” as quickly as possible while still producing high quality content, and the tactical plan which addresses tasks, owners, milestones.

### Staff

You are going to need people that address the following requirements/duties/responsibilities:

A strategic leader that oversees the daily operations and sets the vision for the team. Typically a ‘marketing director’ position that understands the product(s) and the persona(s) and is responsible for ensuring that what content is produced is on target for the persona(s) in each stage of the decision making process.

A creative director or using the new lexicon a “content” director that ensures that all work produced meets the standards set for the business, product and persona(s) in terms of tone, graphic standards and schedule.

Writers and designers that are responsible for creating the content based on strategic instructions and maximizing the strengths of the communication channels that will be used to distribute the content.

Researchers that are gathering, analyzing and making practical recommendations on the personas because change will occur and you need to monitor your audience and the competition so that you can respond quickly and appropriately rather than try to react. Attention should also be given to key internal areas such as [ex] staff because their insights and perspectives can add tremendous value to how you should best respond to changes that occur within your persona(s), the market and within the business.

### Editorial and Production Calendar

There are plenty of tools in the market for this function but the key point to remember is you want a simple tool to use that allows your staff to quickly understand

- Topics/Project Title
- Audience
- What is being produced
- Why it is being produced
- How it will be used/Channel Distribution
- What the tasks and key milestones are
- Who owns each task
- Budget
- Goals and Objectives/Projected Results



And remember that the Projected Results should be tied to Key Performance Indicators (KPI) that are tied to your key objective – leads, marketing qualified leads, sales qualified leads, sales ready, demonstration, trial, purchase etc. ‘Like’, ‘Retweet’, ‘Download’ and similar metrics are nice but they don’t generate profitable revenue so focus on metrics that pay the bills.



## Step 4: Testing

Many ‘content marketers’ are focused on [a] digital channels and [b] inbound marketing. Our focus is on “delivering the right message to the right person at the right time via the right channel in order to motivate the right action.” What that means is that our focus is integrated multi-channel marketing communications across digital and offline channels AND inbound and outbound.

“Inbound marketing is promoting a company through blogs, podcasts, video, eBooks, enewsletters, whitepapers, SEO, physical products, social media marketing, and other forms of content marketing which serve to attract customers through the different stages of the purchase funnel.”<sup>5</sup> Some of these tools are also used in outbound marketing, so the quotation from Wikipedia may be debated.

Inbound marketing should never be your sole strategy – you know who your audience is and where they are based on the research and segmentation work, so go direct too. Focus on the communication channel(s) that deliver the result and don’t risk success by ignoring the ability to go directly to the individual within your targeted persona(s).

For example, optimize the checklist that helps potential customers decide why your product is best for them so they can find it via search but use it as an offer in emails, direct mail, social media posts/tweets etc. Don’t hope they find the content – make sure they know it exists and where they can quickly, easily get their hands on it.

And make sure that you can track which effort generated the download.

One of the most common mistakes we see is content placed on a website page without any way of knowing where the individual came from in order to download the content. Imagine having done something that drove hundreds of people to that website page to download the content – but have no idea what you did to drive that traffic!

For example, the media relations team at one business was working with a publisher (a key influencer for their audience) and finally motivated the publisher to review a product that would be of interest to their readers. But they gave the publisher a tracking URL so the traffic wasn’t attributed to the media relations team’s effort!

## Testing Methods and Techniques

“It’s one thing for an organization to have a content delivery model. But it’s an entirely different thing to execute well in the space,” Ramona Meyer-Piagentini, Senior Consulting Manager in Digital Marketing for Adobe explains. “Intuition doesn’t play a role in marketing. If you’re going on complete assumptions, you could be missing the boat on driving real impact.”<sup>6</sup>

## Media Relations

This is almost a lost art – and it’s a tremendous opportunity to get that all important 3<sup>rd</sup> party endorsement. Going beyond placing a press release on Newswire and hoping someone picks up the news, we’re highly recommending that you reach out to the key influencers and develop a relationship that leads to greater exposure for your content via their channels. Craft press releases that offer the full

<sup>5</sup> Downloaded from [https://en.wikipedia.org/wiki/Inbound\\_marketing](https://en.wikipedia.org/wiki/Inbound_marketing) on February 25, 2016.

<sup>6</sup> Downloaded from <http://contentmarketinginstitute.com/2013/09/content-optimization-advantage-performance-testing/> on February 25, 2016.



story and make yourself available for comments on industry news. Open up this line of promotion with professional help from PR firms or tackle it on your own.

Think outside the box – you have product managers that can be [ex] a subject matter expert for the local news on the nursing/healthcare sector or the economy. You have staff that can speak about events in society and your industry, and how those factors are impacting customers in your market. If you have done your research on your audience, you can talk about how some are using your product to achieve new results.

Just remember to set up a process for accurately tracking the performance of the activities. If part of the media coverage effort includes a free white paper for potential customers, use a unique tracking URL.

### Calls-to-Action

Specifically the “link/button to click”- test its size, color, shape, wording. Don’t look at it as a throw-away driven by graphic standards and never to be changed or tested.

### “Coupon” Codes

There are two popular options here – the first is “enter this code to get a free offer, such as a free white paper, free sample, etc. ” and the other is “enter this code to get this special price, discount or sale”. One is tied to free content, the other to a monetary incentive. Let’s focus on the one tied to content first – for this to be an effective strategy, you are going to need something of high perceived value, otherwise the use of a “coupon” for content may be viewed as “another piece of information to remember and enter” and that can negatively impact results.

Which leads us to “always test the use of the coupon code”.

Now, if you’re offering a free or discounted entrance to a special event, or waiving the application fee – that ‘high perceived value’ is a different story than ‘free checklist to help you select the right product.

Bottom line, coupons/codes should be used to add to the experience and should not be perceived as “another step, another hoop”.

## Testing Methods and Techniques

### Body Copy

Working in direct marketing, I have had the honor of working with some incredibly talented people that have taught me a lot of valuable lessons. And body copy is one area where I have learned a lot and been amazed a lot.

Some people like clear and concise – so keep it short and simple. Some like to scan so use bullet points, italics and bold text. Some want long, detailed content – the longer and more detailed the better.

Often the length of copy is as much tied to the offer or product/service being sold, as it is to what people may or may not like. For example, credit card promotions typically have pages and pages of copy associated with the offer/promotion. But, even this is tested or should be tested.



“Multivariate testing is a technique for testing a hypothesis in which multiple variables are modified. The goal of multivariate testing is to determine which combination of variations performs the best out of all of the possible combinations.”<sup>7</sup>

So you can test the headline and an image and some copy...but you also need to understand that your greatest challenge is going to be getting the responses and /or visitor traffic you need to reach meaningful results and conclusions. Which is why you should project a traffic sample size prior to attempting the test – and if the responses or traffic are projected as too low to deliver statistically valid results in a timely manner, consider restructuring the test to an A/B split.

### A/B Testing

Simple, efficient, and fast, A/B testing – also known as ‘split testing’ and ‘bucket testing’ - allows you to compare a baseline control sample with a variety of single variable experiments to improve conversion rates. A classic direct mail tactic, this method of testing is easy to execute and is a great starting point for testing copy, layouts, images, and colors.

Experiments are typically distributed equally with the original control sample.

Conversion results are measured and tracked for comparison and performance analysis. This method is different from multivariate testing, which applies statistical modeling for experimentation with multiple variables within the distribution.

Check out our post on [A/B Testing: 8 Tips to Follow](#)

### Eye Tracking

Eye tracking is the measurement of eye activity. Where do we look? What do we ignore? When do we blink? How does the pupil react to different stimuli? The concept is basic, but the process and interpretation can be quite complex but the findings can help drive improved performance.

### In-Page Analytics from Google Analytics

With In-Page Analytics, you can make a visual assessment of how users interact with your web pages. This helps you answer questions like:

- Is the layout optimal for what I want users to accomplish on the page?
- Are my users seeing the content I want them to see?
- Are my users finding what they're looking for on the page?
- Are my calls to action motivating or visible enough?
- What links are users clicking?

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<sup>7</sup> Downloaded from <https://www.optimizely.com/resources/multivariate-testing/> on February 26, 2016.





## Step 5: Distribution



Earlier we discussed the development of your personas which included insight into what communications channels they preferred to use at each stage of the decision process. So when it comes to creating your content distribution plan, you want to start with that insight because that tells you where you need to make your content available as well as where you want to target your advertising (paid media) to generate awareness and engagement.

As you put together your distribution plan, keep these

questions in mind:

- What content do we have that they use – and is that content optimized for that preferred channel?
- What content do we have that needs to be improved and/or better optimized for that channel?
- What do we have that we don't need for this persona(s)?
- Once you have the channels in order, set objectives.

### Setting Channel Objectives

The goal here is to identify how you will make the content readily available on those communication channels used by the targeted persona(s), and what success will be defined as at the end of the day.

Leads	1000	Product A			
Campaign Title	Content/Offer	Persona 1	Persona 2	Persona 3	
Search: Paid	Checklist: Options to Solve	50	10	5	
Search: Organic	Video: Staff Testimonial	50	10	5	
Email	Checklist: Right Product	50	10	10	
Email	Video: Staff Testimonial	50	10	5	
Social Media: Facebook	Checklist: Right Product	25	10	5	
Social Media: Facebook	Video: Staff Testimonial	25	10	5	
Social Media: Twitter	Checklist: Right Product	25	10	20	
Social Media: Twitter	Video: Staff Testimonial	25	10	20	
Social Media: LinkedIn	Checklist: Right Product	25	25	20	
Social Media: LinkedIn	Video: Staff Testimonial	25	15	20	
Direct Mail	Checklist: Right Product	25	15	15	
Direct Mail	Video: Staff Testimonial	25	15	15	
Events: Face-to-face	Checklist: Right Product	10	7	5	
Events: Face-to-face	Video: Staff Testimonial	10	7	5	
Events: Online	Checklist: Right Product	10	7	5	
Events: Online	Video: Staff Testimonial	10	7	5	
Referrals		10	7	5	
Advertising: TV	Checklist: Right Product	10	7	5	
Advertising: TV	Video: Staff Testimonial	10	7	5	
Advertising: Radio	Checklist: Right Product	10	0	5	
Advertising: Radio	Video: Staff Testimonial	10	0	5	
Advertising: Out-of-Home	Checklist: Right Product	10	7	5	
Advertising: Out-of-Home	Video: Staff Testimonial	10	7	5	
Print: Newspaper	Checklist: Right Product	10	7	5	
Print: Newspaper	Video: Staff Testimonial	10	7	5	
Print: Trade Journal A	Checklist: Right Product	10	7	0	
Print: Trade Journal A	Video: Staff Testimonial	10	7	0	
TOTAL		550	241	210	1001



In the above table, Product A has a goal of 1,000 leads during a specific time frame – and during that time frame, they are running multiple campaigns (Campaign Title) with content offers. The numbers you see above under each Persona reflect the channel objectives/goals for each piece of content via each scheduled campaign.

How did we come up with these specific goals/objectives? Same as we always have – with historical performance as a base line; ROI analysis of the media to determine revenue and margins necessary to achieve breakeven or exceed the media costs and generate the desired profits; and a little SWAG. The important point is [a] every activity/campaign and every piece of content has a measurement to evaluate performance and [b] if we see that actual results are exceeding or failing to meet expectations, we can shift resources to maximize overall performance. For example, if “Social Media: Facebook” with the Checklist: Right Product content is on track to exceed 25 leads for Persona 1, we can switch resources from an under-performing campaign/activity so we can get the most from a successful campaign.



## Step 6: Performance/Key Metrics

There are 'soft metrics' and then there are 'hard metrics' – we prefer focusing on the hard metrics which include:

- Leads
- Cost per sale
- Average order size
- Order frequency
- Lifetime value
- Referrals

The reason? These pay the bills – and 'Like', 'Follow' and 'Retweet' don't.

However, there are other factors that impact your ability to maximize your performance, so let's address those as well.

### Search Listing Positions

No surprise here – you need to be found easily via search – Google, Bing, and Yahoo. This is no big deal if you're a known brand such as IBM, Ford, Apple or Samsung; because the prospect will easily find you by just typing in your name into whatever search engine they are using. If on the other hand, you are selling the same product/service or similar product/service that 1,000s of other companies are selling, then placement becomes a big issue. You can affect your listing position through SEO for organic searches and SEM for paid search results. How much you choose to spend on either or both of these is dependent on your industry, product/service focus and target audience.

### Website Traffic

They found you via search, make sure they visit you too! Research the search terms users employ to find you, you can then create more content with the goal of driving traffic to your site so they can consume more content.

### Time on Site

Remember when this was called 'sticky'? Well the bottom line is the longer they hang around, the greater the chance that you can provide them with the content they need so they can realize you are their best option.

### Repeat Visits

You will be able to tell what brought someone to your site for the first time but it's equally important to understand what brings them back again and again so you can create new content that continues to appeal to them and bring them back to your site.

### Clicks and Engagement

Clicks are nice to know – it tells you how many people felt the call to action was effective. But even more valuable is the engagement or time spent with the content. For example, your offer is an online calculator to estimate costs and the clicks are through the roof but no one is staying on the page with the calculator for more than 2 seconds which means they aren't using the tool. Ideally, you would want them using the tool for several minutes and maybe clicking a link on that page to more content so they spend even more time on your site.



### Downloads

Gated or ungated content, the act of downloading content is a sure sign of perceived value and that makes this metric an important metric.

### Shares

If everyone is willing to share that cat meme across Facebook and Twitter, make sure your content is easy to share so that once the laughter dies down from the cute kitty meme, your audience can discuss the valuable insights and recommendations from your latest white paper.

### New Customer Acquisition Cost

The cost per lead is not as important as the cost to acquire a new customer. If you're generating a \$5 lead but a \$10,000 new customer...you probably have low quality leads or problems with your lead nurturing and conversion process. Lower the cost to acquire a new customer and you can get the break-even and profitability faster.

### Page Views

As we mentioned earlier, getting site visitors to spend more time on your site means the content is engaging, they are finding their time on your site to be a valuable investment – and this increases the potential for the visitors to move forward with your business into the various buying stages.

### Conversion Rate

With a variety of tools, including Google Analytics, you can track how many visitors take action on your site – submit a completed form requesting information or subscribing to a newsletter, or even registering for an event. Again, these are great signs that the content you are offering is perceived as high value!



## Content Marketing Tools



### Interactive Content

[DWS Associates](#): Not to toot our own horn, but we need to mention that DWS Associates builds a great deal of interactive content in the form of calculators, mobile apps, quizzes and surveys. The examples on our website are focused on marketing, but we have the ability to build custom interactive apps and tools.

[SnapApp](#): The Boston-based company offers online tools for building calculators, quizzes, infographics, interactive videos and other types of interactive content.

[Knack](#): Knack uses mobile games to match people to opportunity.

[Contest Factory](#): Contest Factory is a contest company that creates online promotions, games and sweepstakes that help you to engage your customers, build brand awareness and grow your business. Our patented contest system provides the most comprehensive platform in the industry for developing contests in social media, mobile devices and websites that deliver real results.

[Woobox](#): Interactive apps for social, email, mobile, and web.

[Formstack](#): Formstack is an online form builder that enables users to create any type of online form, including surveys, contact forms, event registrations and order forms. Users can then integrate the forms into their websites and begin collecting data.

[Wishpond](#): Wishpond makes it easy for marketers to create landing pages and contests, track leads, send emails and more

### SEO

[Brightedge](#): BrightEdge transforms online content into tangible business results, such as traffic, revenue and engagement.

[Yoast](#): Yoast optimizes websites, making them more usable, easier to navigate, faster and more reliable.

[SEMRush](#): SEMrush is a powerful and versatile competitive intelligence suite for online marketing, from SEO and PPC to social media and video advertising research

[Buzzstream](#): BuzzStream is web-based software that helps the world's best marketers promote their products, services and content to build links, buzz, and brands

[SEOLytics](#): SEOLytics is the controlling software for the sophisticated analysis of your SEO activities.

### Social Media Marketing

[Storystream](#): Increase audience engagement by keeping your digital channels alive with relevant, social and live content using our powerful tools to aggregate, curate

[Sociata](#): Sociata is an award-winning digital marketing company. We love helping businesses get results from their online marketing



Hootsuite: Hootsuite is a social media management system for brand management.

Trackmaven: digital marketing software which analyzes your content across 15 different online channels.

Networked Insights: Networked Insights provides analytics that enable companies to make data-driven marketing decisions and improve media efficiency

Sproutsocial: Sprout Social is a social media management tool created to help businesses grow their social media presence.

### Testing & Optimization

Optimizely: Enterprise-level A/B testing and personalization for the web and mobile apps.

Sitespect: provides the world's only tag-free web and mobile site optimization platform, enabling online businesses to test everything and target anyone.

Marketizator: an award winning CRO software that can be used for: A/B testing, online surveys, traffic segmentation and web personalization

Webtrends: provides web, social and mobile analytics and a number of other software solutions related to digital marketing.

### Content Marketing

Kapost: content platform for B2B marketers

Pulsepoint: helps brands engage the right consumers at scale by fusing the science of programmatic distribution with the art of content marketing.

Contentrunner: connects people who can write content with the people who need it.

Storify: Create stories using social media. Turn what people post on social media into compelling stories

Percolate: a complete web and mobile software platform to manage all your marketing in one place

Contently: helps brands do great content marketing at scale—with smart technology, content strategy expertise, and a network of 50000 freelance creatives.

### Performance and Attribution

Marketshare: enables large companies to measure, predict and dramatically improve ... It includes applications for cross channel attribution, mix modeling

Beckon: software to help marketers understand and beautifully communicate the business impact of everything they do

C3Metrics: Complete Attribution Platform

### Marketing Automation Tools

Leadlander: enhances the ROI of your inbound and outbound marketing automation efforts by showing you which website visitors are responding to your online



OntraPort: all-in-one business and marketing automation platform that removes the burden of technology for small businesses and entrepreneurs.

Autopilot: easy-to-use software for multi-channel marketing automation

CallidusCloud: Transform revenue results with Lead to Money- marketing automation, CPQ, sales enablement, compensation, customer experience, and sales analytics

Salesfusion: provides an easy to use marketing automation platform that allows sales and marketing teams to be successful.

CampaignDock: Use life cycle and drip email campaigns to share your content with each individual contact.

Salestraction: a simple marketing automation system that allows you to create a steady flow of new customers

MobileROI: leading mobile marketing automation platform

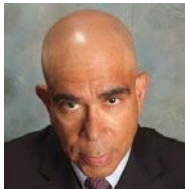


## About DWS Associates

Founded in 1982, DWS Associates is a full service marketing firm that develops and implements multi-channel marketing programs for organizations targeting business-to-consumer and business-to-business audiences in global markets. Our focus is on data-driven, innovative lead generation, lead nurturing, retention, and referral programs that attract, engage and retain profitable customers. Our staff is highly experienced in market research, competitive intelligence, business intelligence and analytics, strategic planning and campaign management - so we help you increase sales and marketing performance while building strong, unique, differentiated brands.

## About the Authors:

### Dudley Stevenson



Dudley Stevenson, founder and CEO of DWS Associates, has over thirty-five years' experience in consumer marketing, business-to-business marketing, and direct marketing, including developing, planning, and implementing go-to-market strategies. He's also the author of "Marketing Direct: Breaking Through The Clutter." Working with organizations ranging from start-ups to Fortune 100 companies, he and his team have helped clients such as IBM, SAS Institute, Sony, Neiman Marcus, Arizona Highways, Marshall Field & Co., Mrs. Field's, UNICEF, SSA Global Technologies, Hartmarx, and Patagonia implement successful direct marketing programs. A longtime member of the Direct Marketing Association and the American Marketing Association, Stevenson is also a sought-after speaker. He's given hundreds of presentations and workshops on marketing and direct marketing. His "Marketing Planning 101" workshop alone has reached more than sixty thousand marketing and sales professionals.

### Pat McGraw

For more than 25-years, Pat has been developing and leading integrated multi-channel direct marketing campaigns targeting B2B and B2C audiences for non-profit and for-profit organizations in education, technology, retail and other industries.



Drawing upon his experience in market research, competitive intelligence, data analytics and strategic planning, Pat identifies opportunities for success - new audiences to pursue, new markets to enter, new programs, products and services to develop and launch, pricing strategies, etc. And with his operational experience, Pat launches and manages integrated campaigns (recruitment and enrollment campaigns that attract, enroll and retain students more effectively for colleges, and lead generation and retention campaigns for tech firms, retailers and service firms). The results include lowering the cost to enroll a new student/attract a new customer, increasing retention rates and more.

Within the education sector, Pat has worked with leading service firms including Noel Levitz, Hobsons, Aslanian Market Research, as well as a wide variety of institutions including Greenville College and Alvernia University to University of Maryland University College, Walden University, University of Chicago, Tulane University and others.





Outside of education, Pat has worked with leading corporations and service firms including Microsoft, IBM, Sears, Kmart, Insight, Barry Blau & Partners (currently Havas Worldwide) and more.

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