



Customer Affinity from Optimized Content Delivery

EXECUTIVE SUMMARY



Underwritten by:



003 PREFACE

006 KEY FINDINGS

010 CONCLUSION

011 OVERALL RANKING OF 25 COMPANIES

014 DETAILED RATINGS OF 25 AUDITED BRANDS

014 Southwest Airlines*

022 Toys R Us*

030 Red Bull*

038 MTV*

046 Motorola*

054 MLS*

062 LG*

070 JetBlue*

078 Etrade*

086 Enterprise*

094 Doritos*

102 Dell*

110 Comcast*

118 Citibank*

126 BestBuy*

134 AT&T*

142 Washington Mutual*

150 American Airlines*

158 Target*

166 Campbells*

174 Fox TV

182 AllState*

190 Home Depot

198 Marriott*

206 DirectTV*

221 EXPERT CONTRIBUTED CONTENT

221 Interwoven

222 ABOUT THE CMO COUNCIL

223 SPONSORS

224 PARTNERS AND AFFILIATES

*Score Card available in full report

ASSURING THE CUSTOMER EXPERIENCE IN A CHALLENGED MARKET

Today's marketplace has become a quagmire of corporate consolidations, commodity price increases, business failures, and product compromises that frustrate, irritate and alienate the consumer. As market pressures increase and margins erode, the commitment to operational excellence frequently lags, often undermining the quality and consistency of the customer experience and the level of brand advocacy and affinity.

At a time when customer retention and relationship management should be a top priority, many companies are being forced to cut corners, extract more revenue from existing customers, and reduce customer handling and support personnel. Among the most notable examples:

- Airlines are cutting back routes, charging for baggage and reducing in-flight services.
- Banks are making up for losses in real estate loan portfolios and equity markets with added fees and extra charges on all manner of transactions and services.
- Food manufacturers are reformulating products and downsizing packages to offset rising prices in ingredients, production costs and transportation.
- Auto dealers are boosting maintenance and repair rates to pick up the slack from slow new car sales and lease losses.

Log on to any blog or customer forum where customer experience seems largely defined by mediocre service, off-shore call center comprehension issues, conflicting messaging, unmet promises, and continuously changing deals, offers, and pricing strategies. What might appear in print ads is often not reflected on web sites, or even communicated at point-of-sale or service. Customer contact centers aren't privy to policy or pricing changes and usually are never fully empowered to solve problems, take actions or remedy mistakes.

Content inaccuracies in multi-channel communications can often confuse consumers, and brand uniformity and image quality can vary significantly across geographies. Global companies also struggle to provide a standardized business face and common set of standards and practices across their company owned, newly acquired, franchised or joint venture operations.

Few companies today have deployed real-time customer listening and feedback systems that quickly identify and alert management to problems, issues or risks in the everyday customer experience. They are not culturally, organizationally or operationally structured to rapidly remedy and address deficiencies in the customer experience, and marketing is certainly not leading the way in this regard.

Siloed, distributed data still remains unconsolidated and untapped from a customer insight and intelligence gathering perspective and marketing groups rarely have a hook into the customer service and support center to monitor, recover or prevent churn, defection, account loss or turnover issues.

Consumers have stated that a single negative experience with a brand can alter the decision to do business with a company. According to a 2007 Harris Interactive poll of over 2,000 adult consumers, 80 percent of consumers will never go back to an organization after a negative experience. The research goes on to share that 74 percent of unhappy consumers would register a complaint or tell others about their experience; 47 percent would swear; and a shocking 29 percent complained of headaches, a tightening sensation in the chest or outright crying. Consumers are not taking their experiences lightly, and their disaffection can have an immediate and measurable affect on the bottom line.

Marketing's mandate is to revitalize sagging loyalty and retention numbers and drive top line growth through deeper, more meaningful engagements with customers. Global brands must now,

more than ever before, secure their engagements and interactions to meet customer needs and requirements in order to foster lasting and profitable relationships.

Unfortunately, marketers and their brands are falling short. As we have noted in previous CMO Council reports, 50 percent of chief marketing executives are hired to fix broken marketing organizations. And, while most give lip service to the customer experience, few seem to be addressing more than the window dressing trappings of refreshed brand identity and new advertising promises and claims.

Projecting a uniform brand face and assuring consistent messaging across multiplying channels of customer interaction, content delivery, and digital media formats requires marketers to control, optimize and track the customer experience at every touch point.

Marketers must become more adept at delivering relevant, targeted, timely, accurate and consistent brand-reinforcing content across every channel and method of market engagement. The message: Stop looking at a single channel of access and view the engagement as a whole. How is web content differing and potentially contradicting in-store advertisements or channel messaging? Is the call center opening opportunities for the up-sell and cross-sell of related products? What controls, shapes or influences the customer experience across your ecosystem? Understand the answers to these questions, and you'll be closer to auditing The Variance in Customer Experience.

CUSTOMER AFFINITY THROUGH CONTENT DELIVERY

Seeking to measure the consistencies and disconnections in customer experience, the CMO Council set out to audit and catalog the Variance in Customer Experience across 25 major brands. The program was designed to identify limitations, liabilities and lost opportunities when companies do not enforce brand guidelines, control digital assets, and harmonize content origination and delivery channels worldwide.

The Variance in Customer Experience is an ambitious project, to be sure. It started with an auditing tool of over 110 questions that asked an individual customer to engage with an individual brand, across numerous content touch-points. Through these interactions, customers report that unified and pleasing livery and looks are nice, but consistency, training and service are far more important.

While customers by and large noticed the brand's visual identity, they were far more in tune with discrepancies and disconnects in content and service delivery. While countless marketers fret over brand identity makeovers, refreshed websites or creative advertising, it is clear that the customer is looking for something more engaging than an image. They are looking to be embraced, appreciated, valued and recognized.

In 2007, the CMO Council audited the state of customer affinity within BtoB technology brands. The Profitability from Customer Affinity study demonstrated that customers fully intended to speak with their wallet share, clearly stating that they would terminate or scale back relationships with companies who failed to earn their trust. Customers expected to be part of the co-innovation cycle, wanting to engage with their vendors as business partners who would be vital to a company's success and growth.

What the study found was that marketers – along with the channel and customer service executives – are failing to organize around the expectations and commitments of the customer. Ironically most corporate and channel executives believed they lead customer-centric enterprises. Unfortunately, their customers did not agree...in fact, they disagreed categorically, stating that their relationships with their vendors were at times combative and adversarial.

THE METHODOLOGY AND AUDITING PROCESS

In all, 25 companies were selected at random to represent a broad range of consumer brands, products, and services. These brands have no affiliation with the program, nor did they have any prior knowledge that they had been selected for this initiative. Further, the CMO Council did not contact these brands prior to the release of the report.

The CMO Council aggregated a list of possible touch points within a company or brand where content, brand identity or brand messaging intersects with an individual customer. A comprehensive auditing tool, consisting of 110 questions, was developed to draw both quantitative ranking and rating data as well as qualitative reactions to individual points of interaction. The auditing tool was vetted by the Academic Advisory Board of the CMO Council, with additional input from other experts in the field of experiential marketing.

Auditors were selected from a pool of volunteers who ranged in age from 23 to 52, with four female auditors and five male auditors. Companies were assigned to auditors at random, making sure not one auditor had multiple companies from a single vertical space. Each individual assessment was captured via an online survey instrument. Upon completion of each survey, the CMO Council was notified, at which point the instrument was closed for further revision and data delivery. The data was then tabulated to reflect the aggregate score of each rating and ranking question.

Ranking scores were tabulated by calculating the numeric representation of an individual's experience with content at the time of that individual experience. While some auditors had had experiences with individual brands in the past, none were officers or employee of audited brand companies or affiliated with the brands in any way.

The final result is a comprehensive audit of individual channels of content delivery, along with an overall ranking that aggregates all touch points to create one final score that assesses the totality of the customer experience.

Variance in the Customer Experience was a complex undertaking designed to rate and compare the quality and consistency of the brand experience for 25 leading companies across a wide variety of communications-based interactions and touch points, including web sites, advertising, events, in-store experiences and call center exchanges. While each assessment was based on a single auditor's experience and reaction, critical and valuable findings can be derived from individual company results and the aggregated rankings and ratings.

Among the lessons we hope this study offers is the critical importance of consistency in communicating and supporting the brand experience. That obviously means providing a satisfying encounter, with minimal frustration, at every customer touch point. However, it also means an experience that is continuously relevant and supportive of the overall brand. Our auditors reacted favorably to companies like Home Depot and Marriott that delivered a consistent experience across all of their communications.

Critical, too, is the lesson that our brands are only as strong as their weakest link. Customer loyalty can disappear quickly with a single negative experience. Consumer packaged goods buyers may not frequently visit your brand's web site, but once they do, a frustrating interaction can lead to a lost customer. Perhaps even more frightening is the opportunity to lose a customer at the call center, where too many companies in this study saw their experience ratings drop compared to other touch points.

Yet the opportunity to strengthen the customer relationship exists along every step of the brand value chain, particularly when one step leads to another. A positive call center interaction that includes an introduction to valuable online services can leave the consumer satisfied after that one call, but more engaged with the brand over time. A web site that helps customers navigate the in-store shopping experience can pay brand dividends far beyond a satisfying online interaction.

What follows is more detail into these and other key findings of our study.

1. CONSISTENCY OF PROMISE AND MESSAGE IMPROVE EXPERIENCE AND SOLIDIFY BRAND AFFINITY

For those companies whose message, promise and identity remained consistent, accurate and accessible to customers throughout their experience, scores remained high, and steadily elevated brands like Home Depot and hotelier Marriott to the top of the list. While Home Depot, our top ranked brand, did not stand out in a single category, an even, consistent and accurate brand message leveraging the belief that "You Can Do It, We Can Help" came across clearly through their web, call center, events and in store content channels.

Home Depot seems an unlikely candidate for this top honor considering competitive messaging that brands Home Depot as an overwhelmingly cavernous warehouse. When you strip away the hypothetical chatter and look at what the promise that large, monstrous space offers, the brand message comes across clearly. It is not about the intimidation one feels by walking through the door – it is about the expert advice, diversity of product for both weekend Do-It-Yourself adventurers and the professional. From instructions on painting walls, information was the same both online and in store, offering a level of security to those engaging in a home improvement or construction projects.

The complaints about not knowing where anything might be is absolutely true, but as someone who was looking for supplies to build a fence, all I did was look online for assistance, and then found a sales person who gave me the same advice and helped me pick out supplies, so the large warehouse was not so intimidating after a while – and neither was my project." This belief that the auditor could "do it" with Home Depot's help is the exact sentiment and message that the brand hopes to, and does, deliver.

2. THE CALL CENTER CAN COMPROMISE THE CUSTOMER EXPERIENCE

Research and analysis of media and content consumption indicate that customers regularly turn to corporate websites for information, but look to live interactions and channels to heighten their experience and opportunity to engage. Unfortunately, call centers, a critical point of live interaction, are among the most troubled touch points of the customer experience for many companies. The call center scores of two of our audited companies fell into negative territory. However, perhaps even more importantly, calls centers had an overall diminishing impact the customer experience of many of our audited companies. Time and time again, companies received higher marks in online and offline collateral materials, but saw their scores fall in the live interaction.

Marketers have lost sight of the call center, and its impact on the customer experience. Interactions tended to be frustrating, earmarked by the endless wait-time and long durations of hold music. In others, operators actually swayed customers to purchase competitive products.

"I called to ask about the new Comcast DVR unit. I had found basic information online, but wanted to ask some questions about how it compared to a competitive product, the Tivo. I explained I had a Tivo, but was interested in switching. The operator asked me why I wanted to switch because they were essentially the same thing."

This interaction was not the only scenario where the opportunity to up-sell or cross-sell was either ignored or destroyed. The call center is a vital touch point into any enterprise. Regardless if the intent is as a customer service and technical support center, or for a sales center, this live interaction is often a customer's only human contact with your brand.

A single negative call center experience can dramatically shift a customer's perception of brand, while a positive experience can help create a loyal and buzzing customer. Take the case of airlines, where in-air service frustrations and long air traffic delays are taking the limelight as the price of travel continues to soar.

In the case of Southwest, an airline known for being the "no-frills" airline, our auditor found their call center experience to be helpful, appropriate and exceeding expectations. "You could imagine that Southwest could handle their call center the same way they do their seating, an open free for all, but I found the wait time to be very short, and the operator was able to help me with numerous questions about routing, using credits from a previous purchase, even giving me alternate airports in my area that could help my travel itinerary. The pricing on the internet was the same price as in the call center. And the call center regularly drove users to log on for even lower listed fares."

Lucky for the airlines, we did not audit the in-flight experience. However, as the air travel industry continues to face serious economic and customer satisfaction challenges, those airlines that deliver superior support services, greater ease of use on websites to facilitate booking, and creative online content to inspire travel will keep the customer experience headed in a positive direction.

3. IMMEDIATE EXPERIENCE WITH CONTENT TRUMPS BRAND HISTORY

Brand recognition and the memory of past experiences is a heavily gauged measure of brand performance. In Profitability from Customer Affinity, technology marketers were asked to rank their awareness, recognition and word of mouth for top brands. Companies like Microsoft predictably appeared at the top of the list. But when that ranking was reassessed based on what forces and factors actually affected the decision to do business with a company, it was truly customer-centric enterprises like Network Appliance and Juniper Networks that shifted to the top of the pack. History and recognition do little to embrace a customer, and do even less in ensuring a positive customer experience.

It so happened that our auditor assigned to the Doritos assessment was an ideal customer (24 year old male, recent college graduate and a existing customer of Doritos). When asked if he had any previous experience with the brand, his answer was clear: “Doritos Cool Ranch chips are my absolute favorite food, period. I would eat them all the time if I could.”

Unfortunately, even this loyal customer could have his opinion turned because of one negative, frustrating experience. The Doritos website is filled with interactive features and functions that often tie into partners and sponsors to provide engaging experiences for users. Contests and Simms-like game options are mainstays of the site. For this auditor, the slow-to-load and maze-like navigation of the site was more frustrating than fun. *“I couldn’t actually get anywhere. The labels and navigation didn’t make it better. And forget it if you were trying to find any real information like allergy or ingredient information. I couldn’t actually read any of the text because when the graphics loaded on my computer, everything was dark and out of frame.”*

Product availability and content about the company and the leaders behind the brand were low-scoring content touch points. Availability in store was also a point of irritation. “I read about a new flavor that was being hyped online. I couldn’t find it in a single store in my area...and I was looking.”

This negative customer experience drew an amazing comment: *By the time I gave up looking for information, for the new flavor chips, for anything I was actually looking for, I didn’t even want the Cool Ranch flavor. It made me not want to eat the chips... and I actually bought Cheetos instead.”*

So Marketers beware, even if a group of consumers recognizes and talks about your brand, you run the risk of losing them through a single bad experience.

4. YOUTH DOESN'T EQUAL EASY EXPERIENCE

Much like the scenario with Doritos, youth-focused marketers struggled in the experience rankings. The theory among marketers seems to be that if you make it interactive or animated, younger users will flock to it and thrive on the experience, becoming a loyal throng with disposable income. Experience and content proved to be far more elusive and difficult for brands with typically younger target demographics.

From unique backgrounds to ever changing logo faces, MTV has long professed to be the voice of a generation. The assumption is that customers visit MTV as a source of entertainment and music. And, while the website was difficult to navigate for our auditor, once they found features like the lyric search and the video game options, they were recognized as standout functions.

This is an impatient generation ready to move on to new options and experiences. There are numerous alternate sites and resources with which to interact and engage with music, and the features and functions available on mtv.com proved to be slower to load and required a great deal of patience to discover. But content reigns supreme online, and MTV offers everything from music to please multiple generations to compelling calls to action through activism and community awareness and involvement. *“I feel that MTV speaks to many different audiences, but does it clearly and with an understanding that this generation is not, in fact, a lazy group of slackers, this auditor said. “The information delivered in the THINK program, covering everything from sexuality to voting, was really incredible.”*

The end result was an average outcome for MTV, which fell into the lower half of the rankings. One contributing factor to the lower score was the retail experience, which was loaded with frustration and lacking in real answers or service. Both online and in-store information was hard to come by. In fact, it was almost impossible to locate the store! *“I really had to look for the link online. I eventually ran across it in the bottom footer information, but if I didn’t look for it, I would have never known there was a store.”*

Once engaged with the retail aspect, the experience continued to decline. *"It was hard to order merchandise, and navigation was not the easiest to use. What was even worse was when I called the customer support center. I would never buy something from MTV again after my experience."*

5. EVENTS ARE MORE THAN LOGO PLACEHOLDERS

It shouldn't surprise anyone that a sporting event brand took the top spot in the live event ranking. Sporting events are about entertainment, about the spectacle. Major League Soccer did not disappoint. Even for what many consider a second tier sport, a first rate fan experience is the standard. The reality in professional sports is that every move, every experience from the moment a car enters the parking lot to a fan's first glimpse of the playing field is carefully mapped and repeated throughout every game. Marketers can take a long hard look at this exacting event production and learn something: events are about the experience, and it is our duty to map it, create it and fulfill on the promise to meet the expectations of the customer.

But, somehow, when it comes to corporate events, trade shows or even sports sponsorships, live events become little more than expensive logo placements. The integration of the brand promise and the event is often second to the public stature and visibility of the event. One brand that leverages their brand promise into their live events is clearly Red Bull, ranking second on the list. As sponsors of the Red Bull Flugtag events and races, Red Bull fulfills the promise of being the company that "gives you wings." The brand maintains the irreverent humor it takes on throughout its website, its advertising and in-store point of purchase displays.

When customers question event sponsorship, marketers should also question the ROI and importance of that placement: *"In a couple places I saw the Marriott logo pop up, but honestly, I had no idea what they had to do with the events. Maybe the team stayed there, and in the case of a street fair, I was completely baffled as the hotel was quite a distance away from the festivities. At no point was I compelled to become a Marriott customer because of the banner hanging at the entry to the festival. In fact, if it were not for this audit, I wouldn't have noticed the banner at all!"*

6. IN TIMES OF FLUX, CONTENT CONSISTENCY CANNOT GO UNTENDED

We are surely in an era of upheaval and disruption. Product and brand extensions and mega-mergers create the opportunity for brand confusion that leaves the customer to decipher who they are doing business with. Let that confusion fester and you will lose the customer.

Some companies fared quite well in managing both brand and message consistency across all content channels. Motorola was a specific standout with numerous web properties and product line extensions that all used styles and brand identities in a consistent and uniform manner. No matter if the experience led from Moto to Motorola, the message, promise and identity remained intact.

Even companies that underwent massive mergers and rebranding like AT&T, which at the beginning of the process of merging Cingular into the AT&T identity, fared relatively well. Throughout the transition period and into the total rebranding, our auditor reengaged with various content points to assess messaging and identity. Overall, the company scored favorably. *"In areas that were clearly operated by AT&T, the identity made its transition from Cingular to the "new" AT&T to the AT&T brand that exists today, fully integrated with Cingular down to the adoption of the once familiar orange of Cingular."*

Unfortunately, it was the channel and specifically, retailers, who were slower to adopt the new identity and message. *"Just taking a drive down the street, I still see Cingular logos instead of AT&T at wireless retailers. And oddly, even through AT&T I have found small mentions of Cingular. As a Cingular...and now AT&T customer, I receive my bills online and also frequently make payments online and to this day, my online payment receipt comes from an email address, kc@cwconnect.cingular.com!"*

On any given day, customers are engaged with content from a multitude of brands. They are bombarded with messages, images and promises through online, print, broadcast and live interaction channels. With this proliferation of messaging options, the risk of inadvertently creating an environment that breeds negative experiences is exponentially greater.

Marketers must implement tools, solutions and stop-gap measures that address content accessibility, consistency and accuracy. Attention must be paid to content and digital asset management solutions as well as to the integrated training of customer care, call center and in-store employees. Consumers have become more savvy, and with the onset of online communities and the rise of peer-based recommenders and influencers weighing heavily on customer retention and acquisition, experience must be tightly managed and optimized with the customer's needs and expectations in mind.

If the brand promise evokes feelings of trust and security, encouraging customers to put their dollar and lives in "good hands", then messaging, visual assets and live engagements demand a level of honesty, transparency and accuracy. The experience can be ruined through one inaccurate conversation with a retailer who has not been educated on the latest products or policies. And today, that scorned customer will share that experience with a global audience.

The Variance in Customer Experience is intended to shine a light on content confusion and disconnection, and how content disparity affects an individual's experience and perception of a brand. As marketers, it is important to fully understand the reach of the total engagement experience and move away from a siloed view of engagement and experience. Experience happens with an entire brand, yet we view each event and instance as its own encapsulated engagement. The good news is that there are automation solutions that can help manage and monitor systems. The better news is that there are internal constituents who are ready to partner to ensure an even, accurate and consistent experience. From customer service, sales and IT, these critical partners must be brought into the experience strategy and must be supported with updated messaging and content as the customer's journey progresses.

OVERALL RANK

	Company Name	TOTAL SCORE
1	Home Depot	456
2	Marriott	445
3	Southwest Airlines	442
4	American Airlines	434
5	AllState	427
6	Dell	422
7	Motorola	410
8	BestBuy	409
9	AT&T	409
10	Washington Mutual	404
11	Toys R Us	399
12	Target	398
13	Red Bull	384
14	Citibank	369
15	MLS	355
16	Enterprise	336
17	Etrade	321
18	JetBlue	317
19	Campbells	314
20	MTV	312
21	Fox Networks	311
22	LG	292
23	Doritos	290
24	DirectTV	287
25	Comcast	245

WEBSITE

	Overall Ranking	Company Name	SECTION SCORE
1	3	Southwest Airlines	152
2	4	American Airlines	151
3	12	Target	140
4	2	Marriott	139
5	6	Dell	136
6	1	Home Depot	133
7	7	Motorola	131
8	10	Washington Mutual	130
9	11	Toys R Us	130
10	5	AllState	128
11	9	AT&T	128
12	16	Enterprise	123
13	14	Citibank	120
14	22	LG	118
15	18	JetBlue	116
16	8	BestBuy	115
17	24	DirectTV	111
18	15	MLS	108
19	20	MTV	104
20	13	Red Bull	103
21	25	Comcast	98
22	19	Campbells	96
23	21	Fox Networks	92
24	17	Etrade	91
25	23	Doritos	63

CALL CENTER

	Overall Ranking	Company Name	SECTION SCORE
1	4	American Airlines	95
2	2	Marriott	92
3	6	Dell	80
4	3	Southwest Airlines	79
5	22	LG	75
6	7	Motorola	72
7	18	JetBlue	72
8	1	Home Depot	71
9	11	Toys R Us	67
10	8	BestBuy	60
11	20	MTV	59
12	9	AT&T	58
13	17	Etrade	56
14	10	Washington Mutual	55
15	16	Enterprise	54
16	13	Red Bull	53
17	14	Citibank	49
18	15	MLS	47
19	5	AllState	36
20	25	Comcast	36
21	12	Target	20
22	23	Doritos	20
23	19	Campbells	4
24	21	Fox Networks	-9
25	24	DirectTV	-12

ADVERTISING

	Overall Ranking	Company Name	SECTION SCORE
1	5	AllState	139
2	1	Home Depot	130
3	21	Fox Networks	126
4	8	BestBuy	125
5	2	Marriott	122
6	12	Target	122
7	19	Campbells	119
8	23	Doritos	113
9	3	Southwest Airlines	109
10	9	AT&T	109
11	10	Washington Mutual	109
12	7	Motorola	107
13	22	LG	107
14	6	Dell	100
15	13	Red Bull	100
16	11	Toys R Us	98
17	14	Citibank	98
18	17	Etrade	95
19	4	American Airlines	91
20	24	DirectTV	91
21	15	MLS	83
22	18	JetBlue	81
23	16	Enterprise	79
24	20	MTV	69
25	25	Comcast	51

COLLATERAL

	Overall Ranking	Company Name	SECTION SCORE
1	5	AllState	67
2	6	Dell	58
3	21	Fox Networks	57
4	1	Home Depot	55
5	7	Motorola	54
6	8	BestBuy	52
7	13	Red Bull	52
8	3	Southwest Airlines	51
9	9	AT&T	49
10	10	Washington Mutual	49
11	12	Target	49
12	22	LG	49
13	4	American Airlines	48
14	14	Citibank	47
15	24	DirectTV	47
16	15	MLS	46
17	2	Marriott	45
18	19	Campbells	45
19	23	Doritos	40
20	25	Comcast	38
21	11	Toys R Us	37
22	16	Enterprise	34
23	17	Etrade	28
24	18	JetBlue	28
25	20	MTV	27

IN-STORE / RETAIL

	Overall Ranking	Company Name	SECTION SCORE
1	6	Dell	31
2	1	Home Depot	30
3	12	Target	30
4	2	Marriott	29
5	4	American Airlines	29
6	9	AT&T	29
7	11	Toys R Us	29
8	8	BestBuy	28
9	13	Red Bull	28
10	24	DirectTV	27
11	10	Washington Mutual	25
12	20	MTV	25
13	14	Citibank	24
14	22	LG	23
15	3	Southwest Airlines	22
16	19	Campbells	21
17	21	Fox Networks	21
18	18	JetBlue	20
19	23	Doritos	20
20	15	MLS	17
21	16	Enterprise	17
22	5	AllState	16
23	17	Etrade	16
24	25	Comcast	14
25	7	Motorola	13

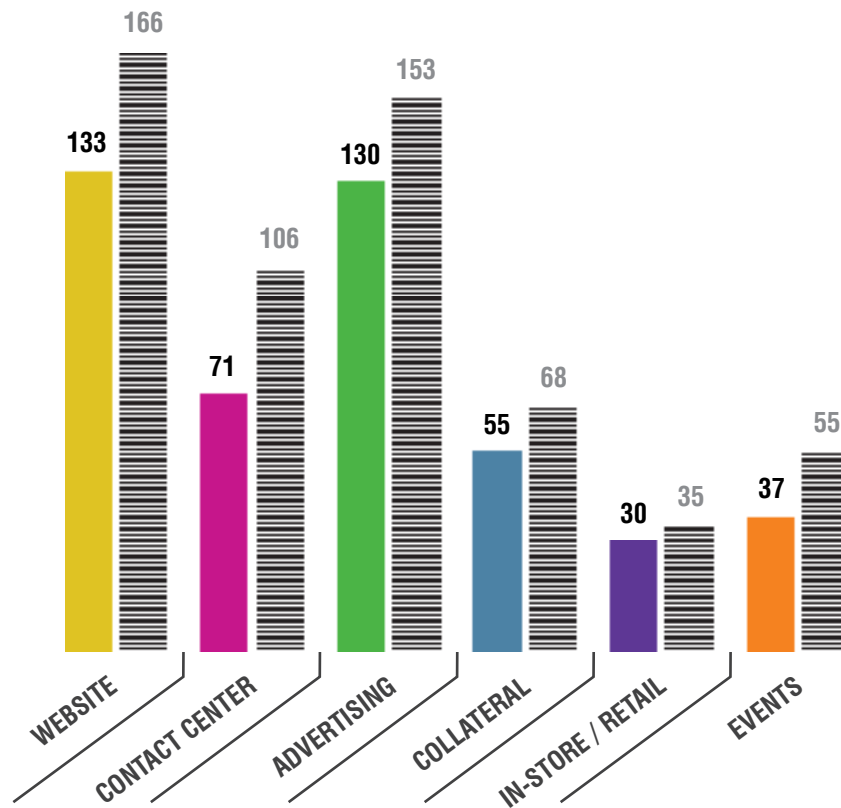
EVENTS

	Overall Ranking	Company Name	SECTION SCORE
1	15	MLS	54
2	13	Red Bull	48
3	5	AllState	41
4	11	Toys R Us	38
5	1	Home Depot	37
6	12	Target	37
7	9	AT&T	36
8	10	Washington Mutual	36
9	17	Etrade	35
10	23	Doritos	34
11	7	Motorola	33
12	14	Citibank	31
13	3	Southwest Airlines	29
14	8	BestBuy	29
15	16	Enterprise	29
16	19	Campbells	29
17	20	MTV	28
18	21	Fox Networks	24
19	24	DirectTV	23
20	4	American Airlines	20
21	22	LG	20
22	2	Marriott	18
23	6	Dell	17
24	25	Comcast	8
25	18	JetBlue	0

To view detailed ratings of all 25 brands, please download the full version of this report.
The following is the ratings of the top rated company, The Home Depot.



SCORECARD



SCORE

POSSIBLE TOP SCORE

TOTAL SCORE **456**



Home Depot has built their brand promise on empowerment: You can do it, We can help! This simple message of helping both the professional and the weekend warrior comes through in crystal clarity through all customer touch points measured by our auditors. Focused on educational resources first, product sales second, users feel bold and empowered to make the leap from home improvement dream to do-it-yourself reality. On the flip side, the balance made to also appease and accommodate the professional in need of quick access, easy billing and low-hassle service attracts a consumer who does not want to waste time with frills and sales pitches – they just want to get going.

While Home Depot did not top any individual ranking, the brand did stay in the top 10 across all touch points, maintaining a level of consistency of service, message and intentions across all touch points and channels. From the knowledge of the call centers to the in-store experience, the singularity of message and intention created a unified and level customer experience that could be replicated across regions and personnel.

“No matter what store you go into or where you see advertising, the message is clear, you don’t have to be scared about doing it yourself: Home Depot is there to help,” said the auditor.

What is more, there is a perception that Home Depot is a large and overwhelming warehouse that requires skill to navigate. “When you walk into a store, it is easy to get intimidated...the same way you are already intimidated by the thought of fixing your own kitchen sink. But, once you talk to an employee who guides you from isle to isle loading you up with all of the tools you will need, educates you on pitfalls to look for, and even provides suggestions on how to get the task at hand done easily, you walk to the checkout feeling that you CAN do it!”

The overall consistency across all touch points proved that a unified, consistent and accurate presentation of brand and products to the end consumer will amplify the overall message and create a positive outcome for consistent and repeatable business.



WEBSITE



CONSISTENCY: (1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Brand Platform on primary site				●		4
Brand Identity on primary site				●		4
Brand Platform on channel/partner site				●		4
Brand Identity on channel/partner site				●		4
Brand Platform on retailer site				●		4
Brand Identity on retailer site				●		4
						24

EASE OF USE: (1= very bad; 5= very good)

When navigating the site, please rate the availability of the following content

	1	2	3	4	5	TOTAL SCORE
Contact Information					●	5
Product Information				●		4
Product Prices				●		4
Product Availability				●		4
Corporate "About" information					●	5
Privacy Policy				●		4
Partners or Channels			●			3
Return Policy					●	5
News			●			3
Events			●			3
Key Executives			●			3
Investor Information			●			3
						46

VALIDITY & ACCURACY: (1= very bad; 5= very good)

When assessing content, rate the following content points for validity and accuracy

	1	2	3	4	5	TOTAL SCORE
Contact Information				●		4
Product Information					●	5
Product Prices					●	5
Product Availability				●		4
"Product Information (partner/retail)"					●	5
"Product Prices (partner/retail)"					●	5
"Product Availability (partner/retail)"				●		4
News				●		4
Events				●		4
						40

RELEVANCE & PERSONALIZATION:

(1= very bad; 5= very good)

When assessing content, rate the following content points for relevance and personalization

	1	2	3	4	5	TOTAL SCORE
Product Information					●	5
Geographic Location				●		4
Specials & Promotions					●	5
News			●			3
Events			●			3
						20

OVERALL ASSESSMENT OF WEBSITE CONTENT AND USER EXPERIENCE:

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The overall use, consistency and delivery of content on the website reinforce the brand platform of the company		●			1
The overall delivery and interpretation of brand identity reinforces the brand platform of the company		●			1
The overall use, consistency and delivery of content on the website result in a positive user experience		●			1
					3

OVERALL WEBSITE SCORE

133



CONTACT CENTER



CALL CENTER AUTOMATED SYSTEM REVIEW:

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL
The automated system delivers clear and understandable direction and process.		●			1
The navigation through the system options optimize service and enhance the overall user experience.		●			1
The features and options provided in the automated system were accurate and met my needs.			●		-1
The information delivered through the automated service was accurate and consistent with information I already knew to be true (address, location, directions, etc.).		●			1
The experience of using the automated system enhanced my overall engagement with the contact center.		●			1
I would choose to use the automated service in future calls rather than opt-out to a live operator.	●				2
					5

CALL CENTER LIVE OPERATOR REVIEW:

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The live operator delivered service that enhanced the overall call center experience.	●				2
The live operator was able to quickly and efficiently manage and handle all questions and concerns.		●			1
The live operator readily knew information to answer my questions and handle concerns.		●			1
The live operator was well trained to handle my questions and was helpful and informative.		●			1
The live operator delivered or reinforced the brand promise of the company.		●			1
					6

CALL CENTER CONSISTENCY, RELEVANCE & QUALITY: (1= very bad; 5= very good)

When assessing the call center experience, rate the following content points for consistency, relevance and quality

	1	2	3	4	5	TOTAL SCORE
Consistency of brand platform				●		4
Efficiency of service					●	5
Accuracy of content delivered					●	5
Consistency of price and product information				●		4
Knowledge of operator					●	5
Efficiency of operator				●		4
						27

AFFECT ON BRAND PERCEPTION:

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
I am more likely to do business with this company because of my experience with the call center		●			1
My experience has left me with a negative impression of this company			●		1
The call center represents the brand promise of the company well		●			1
					3



CONTACT CENTER



OVERALL ASSESSMENT OF CALL CENTER CONTENT AND USER EXPERIENCE:

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The overall use, consistency and delivery of content through the call center reinforces the brand platform of the company		●			1
The overall delivery and interpretation of brand identity reinforces the brand platform of the company	●				2
The overall use, consistency and delivery of content through the call center resulted in a positive user experience	●				2
The overall training of call center operators resulted in a positive user experience		●			1
The overall service and content provided in the call center experience resulted in a positive user experience	●				2
The overall call center experience detracts from the corporate brand message			●		1

9

OVERALL CALL CENTER SCORE **50**

ONLINE CHAT

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The online chat operator was knowledgeable and handled my questions quickly and effeciently.					0
The online chat operator was trained to answer questions about products and/or services.					0
The information provided in the online chat function was accurate.					0
The information provided in the online chat function was consistant with other content from the company.					0
The online chat carried the same brand identity and brand platform as other content touch points.					0

0

EMAIL

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The response I received included content that was accurate and consistant.		●			1
The email response enhanced my overall experience with the customer contact service of the company.		●			1
The email response was in line with the brand promise.		●			1

3

OVERALL ONLINE SUPPORT SCORE **3**

CONTACT CENTER (1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Brand Promise – Customer Contact				●		4
Brand Identity – Customer Contact					●	5
Content Accuracy – Customer Contact				●		4
Content Relevancy – Customer Contact					●	5

18

OVERALL CONTACT CENTER SCORE

71



ADVERTISING



PRINT CONSISTENCY, RELEVANCY & QUALITY:

(1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform					●	5
Accuracy of content in print ad					●	5
Brand Identity on corporate print ads				●		4
Brand Identity on channel/partner ads					●	5
Brand Platform on retailer ads				●		4
Brand Identity on retailer ads					●	5

28

BROADCAST CONSISTENCY, RELEVANCY & QUALITY:

(1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in broadcast ad					●	5
Brand Identity on corporate broadcast ads					●	5
Brand Identity on channel/partner ads					●	5
Brand Platform on retailer ads				●		4
Brand Identity on retailer ads				●		4

27

ONLINE ADVERTISING CONSISTENCY, RELEVANCY & QUALITY:

(1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in online ad				●		4
Brand Identity on corporate online ads				●		4
Brand Identity on channel/partner ads				●		4
Brand Platform on retailer ads				●		4
Brand Identity on retailer ads				●		4

24

OUTDOOR CONSISTENCY, RELEVANCY & QUALITY:

(1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in outdoor ad					●	5
Brand Identity on corporate outdoor ads				●		4
Brand Identity on channel/partner ads					●	5
Brand Platform on retailer ads				●		4
Brand Identity on retailer ads					●	5

27

OVERALL ASSESSMENT

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The overall use, consistency and delivery of content through all forms of advertising reinforces the brand platform of the company		●			1
The overall delivery and interpretation of brand identity reinforces the brand platform of the company		●			1
The overall use, consistency and delivery of content through all forms of advertising resulted in a positive user experience		●			1
The overall advertising experience detracts from the corporate brand message			●		1

4

OVERALL CONSISTENCY, RELEVANCE & QUALITY:

(1= very bad; 5= very good)
When assessing the experience from the various forms of advertising, rate the following content points for content consistency, accuracy, relevance and quality

	1	2	3	4	5	TOTAL SCORE
Consistency of brand platform				●		4
Accuracy of content delivered				●		4
Timeliness and relevance of content				●		4
Consistency of price and product information				●		4
Consistency of visual identity				●		4

20

OVERALL ADVERTISING SCORE

130



COLLATERAL



CORPORATE COLLATERAL CONSISTENCY, RELEVANCY and QUALITY: (1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in print ad				●		4
Brand Identity on corporate collateral				●		4
Brand Identity on channel/partner collateral				●		4
Brand Platform on retailer collateral				●		4
Brand Identity on retailer collateral				●		4
						24

PRODUCT CONSISTENCY, RELEVANCY & QUALITY: (1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in product collateral				●		4
Brand Identity on product collateral					●	5
Brand Identity on channel/partner collateral					●	5
Brand Platform on retailer product collateral					●	5
Brand Identity on retailer product collateral				●		4
						27

OVERALL ASSESSMENT

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The overall use, consistency and delivery of content through all forms of collateral reinforces the brand platform of the company		●			1
The overall delivery and interpretation of brand identity reinforces the brand platform of the company		●			1
The overall use, consistency and delivery of content through all forms of collateral resulted in a positive user experience		●			1
The overall collateral experience detracts from the corporate brand message			●		1
					4

OVERALL COLLATERAL SCORE

55



IN-STORE / RETAIL



CONSISTENCY, RELEVANCY and QUALITY: (1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in store				●		4
Training of staff in store			●			3
Brand Identity in store				●		4
Brand Identity in channel/partner store					●	5
Brand Platform on retailer stores					●	5
Brand Identity on retailer stores					●	5
						30

OVERALL IN-STORE / RETAIL SCORE

30



EVENTS



CORPORATE OR LIVE EVENT CONSISTENCY, RELEVANCY & QUALITY: (1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in event				●		4
Brand Identity in event				●		4
Brand Identity on channel/partner event						0
Brand Platform on retailer event				●		4
Brand Identity on retailer event				●		4
						20

SPORTING OR SPONSORED EVENTS CONSISTENCY, RELEVANCY & QUALITY: (1= very bad; 5= very good)

	1	2	3	4	5	TOTAL SCORE
Consistency of Brand Platform				●		4
Accuracy of content in event				●		4
Brand Identity in event				●		4
						12

OVERALL ASSESSMENT OF SPONSORED EVENT CONTENT AND USER EXPERIENCE

	Strongly Agree	Agree	Disagree	Strongly Disagree	TOTAL SCORE
The overall use, consistency and delivery of content through all events reinforces the brand platform of the company		●			1
The overall delivery and interpretation of brand identity reinforces the brand platform of the company		●			1
The overall use, consistency and delivery of content through all events resulted in a positive user experience		●			1
The overall live event experience detracts from the corporate brand message			●		1
The overall live event experience was fully connected to the intentions and direction of the corporate brand platform		●			1
					5

OVERALL EVENTS SCORE

37



Unlock the Value of Content to Maximize Online Business Performance

A cohesive strategy for content and digital asset management in all customer interactions is mission-critical to conveying a compelling and persuasive online sales message, and ultimately, positive customer experiences.

Businesses today face a radically complex market landscape that presents many challenges: rapidly changing consumer preferences and expectations, an explosion in social computing, and a dramatic shift in sales and marketing investments to the mobile and online worlds. To succeed, organizations must transform their online strategies by capitalizing on new ways of attracting and engaging customers. Businesses must also be able to provide a consistent experience across all customer touch points – including the Web, print, and mobile channels – to optimize the use of content to drive business and aggressively compete for customer loyalty in today's increasingly fragmented marketplace.

CONTENT DRIVES YOUR BUSINESS

Successful Global 2000 companies have to deliver consistent brands, messages, and services to customers in their customers' own language and across numerous channels such as mobile devices, contact centers, e-mail, Websites and printed collateral. While many enterprise processes have been automated – such as ERP, supply chain, HR, and CRM – most companies cannot completely automate the processes that drive the customer experience. These processes usually occur across multiple departments, divisions, and geographies, providing complex challenges for organizations managing the customer experience.

For most companies, ensuring consistent content quality and effectively implementing branding standards are rare. Information is shared between locations and departments on an ad hoc basis, leading to isolated, redundant efforts that confuse customers. Since more and more customers now interact with businesses across multiple touch points, the likelihood of providing an inconsistent and poor customer experience has only increased.

Ultimately every customer interaction has an objective and delivers a message. The primary goal of any customer experience initiative should be to ensure that these messages are consistently relevant and positive, and that they help meet the customer's objective. That is why it is important for companies seeking to improve the customer experience to develop a strategy for managing content that can drive business growth.

DOES YOUR COMPANY NEED A STRATEGY TO TRANSFORM YOUR ONLINE BUSINESS?

Companies elect to implement content management solutions because of problems in four general categories:

- **Customer dissatisfaction due to poor content quality:** Inaccurate, out-of-date, or incomplete information prevents customers from understanding the value of a company and its products. The resulting prospect and customer attrition causes reduced revenue and profitability.
- **Inconsistent brand and messaging presentation:** As brands and messages are implemented in different geographies, they can become distorted during the localization process. Inconsistency may also be introduced when brands and messages are altered to satisfy the requirements of different publishing media or distribution channels.

- **Inability to implement rapid changes in marketing programs:** Companies report delays of four months or more to roll out brand changes, new products, or promotional campaigns to customers worldwide. These launch delays postpone revenue ramp, giving competitors an opening to poach customers.
- **Limited agility and process inefficiencies:** Disconnected and wasteful customer experience processes add significant costs, limiting a company's ability to deliver competitive pricing or extract profit premiums.

MANAGE ALL OF YOUR CUSTOMER INTERACTIONS

Content management solutions ensure that customer messages are targeted, relevant, and positive, so you know what your customers are hearing or seeing – no matter where they are. Strive to implement solutions for managing content from creation to publishing, including digital asset management, web content management, targeting and engagement, and Website optimization capabilities.

Content management solutions help companies optimize the customer experience by delivering the most accurate, current, persuasive, and appropriate content. Getting the right content to the right person, at the right time – across all channels including the Web, call centers, print, storefront and wireless – means enterprises can:

- **Strengthen customer loyalty:** By providing higher-quality and contextually relevant information to customers through a personalized interaction, positive customer experiences keep customers satisfied, decrease defections, increase sales growth, and increase lifetime customer value.
- **Achieve unified brands, messages, and corporate image:** Drives effective and agile content reuse to maximize marketing investments through centralized management of the critical elements of marketing programs. Deliver consistent customer-facing branding and messaging across all touch points and all geographies, so that a company's message and ultimately its brand value are consistently reinforced and enriched.
- **Accelerate worldwide product launches and promotions:** By streamlining all processes from collaborative creation through global publishing, your content management solution should enable your enterprise to create or edit customer-facing content and deploy it immediately and consistently around the world.
- **Optimize process efficiencies:** Effective content management solutions automate manual processes, prevent redundant work and optimize efficiency, often reducing the costs of providing customer content by 70 percent or more.
- **Provide regulatory compliance and security:** Be sure your solution enables compliance with SEC and other governmental regulations such as Sarbanes-Oxley, corporate standards, and privacy directives for customer data and transaction records, thereby protecting companies against legal exposure and security breaches.

Content management solutions help companies employ persuasive content to optimize the customer experience – delivering the most accurate, up-to-date, and appropriate content.

Whether a customer is surfing the Web, talking to the call center, or looking at a retail package, companies know the right message is being communicated. Robust content management solutions handle all the content challenges companies face: Web content management, digital asset

management, targeting and engagement, and Website optimization. Enable your team members to deliver outstanding customer experiences – no matter what channel customers use to interact with your company.

WEB CONTENT MANAGEMENT

Web-based business applications are the life-blood of business growth. In today's fast-changing, complex business environment, success requires the ability to effectively deliver relevant information to site visitors. Creating, managing, and delivering content can be complex because it comes from multiple formats and many sources: internal, third-party, and customer-generated. Complicating matters further, content is stored in different places and delivered via a variety channels to many destinations – often globally.

A Web Content Management solution addresses the challenges of our increasingly dynamic and digital world. It automates the entire process of managing content across Websites, portals, intranets, and extranets, including authoring and reviewing, brand management, and site design. This allows marketers to exploit new opportunities, drive business growth, get to market quickly, and protect their brand.

DIGITAL ASSET MANAGEMENT

Inefficient, redundant, manual processes create misuse and underutilization of valuable marketing assets leading to high costs, slow time to market and inconsistent branding. Delivering a consistent and accurate representation of an organization's brand across all customer touch points is a key requirement to developing positive and profitable customer relationships. Content management solutions should enable organizations to manage, extend, and increase the value of their brands.

A strong marketing asset management strategy helps companies to control their brand and messages wherever they appear. Teams can easily catalog, manage, transform, and distribute digital marketing assets, including photographs, logos, audio, video, datasheets, advertisements, presentations, and documents. Business users can effectively manage these marketing assets as discrete elements for later assembly into customer-facing communications.

An effective marketing asset management strategy ensures that the bullet points on the back of the package match the Website, datasheets, and call center scripts. Once content has been approved for publication, it is provisioned to locations such as Internet, intranet, call centers, IVR, e-mail, kiosks, and wireless devices. This process ensures that current and approved content – and only approved content – gets to the appropriate delivery channels. No matter how customers interact with you, your message and branding should come through consistently and with impact.

TARGETING AND ENGAGEMENT

For many businesses, the creation of online offers, content, and experiences is time-consuming, expensive and often follows a one-size-fits-all approach, resulting in a suboptimal customer experience. A targeting and engagement strategy addresses this challenge by assisting business users in delivering both a richer and more targeted online experience.

Targeting and Engagement solutions also make it easier to segment, target, and deliver relevant, personalized content to the right person at the right time. . This helps businesses create, deliver, analyze as well as apply content to transform their online presence, giving marketers a flexible and agile solution for converting prospects into customers.

WEBSITE OPTIMIZATION

Website optimization is a process for determining what influences an online visitor to take a desired action – whether it's clicking on an ad, filling in a form, or ordering a product. The actions visitors

take on Websites are called “conversions” in marketing parlance. Conversions vary according to industries and business objectives. A ROI-driven optimization solution increases online sales and conversion rates by testing virtually limitless permutations of copy, offers, images, design, layout, and rich media on Website visitors and then statistically determining the most effective combination.

Some organizations implement straightforward A/B testing, which compares two (or a handful) of Web pages – splitting traffic evenly among them – to see which produces the best results. However, for the best outcome and the greatest efficiency sophisticated marketers use multivariable testing and optimization. By optimizing multiple variables at once, you produce a greater total lift in conversion rates. True multivariable testing can take into account relationships and constraints among elements on a page, treating the Web site holistically and not as a series of independent, disconnected elements.

A strong Website optimization solution provides multivariable testing based on the real-time behavior of online visitors. Sophisticated marketers should optimize the entire content on a Website – everything from landing pages and rich media assets to images and video – to deliver the most compelling experience more efficiently and more effectively than ever before. The payoff is often double-digit increases in conversion rates and online sales – in other words, measurable business results.

CONCLUSION

Competition across industries will only get fiercer. By creating compelling online experiences with persuasive content that both educates and informs customers, businesses can achieve competitive advantage, increase revenue, and build loyalty. Companies can begin building and executing improved customer experiences by learning from their customers, creating a solid strategy with skilled and experienced professionals, aligning their organization, developing a content management strategy and carefully setting measurable goals. •

Interwoven (NASDAQ: IWOV) is a global leader in content management solutions. Interwoven’s software and services enable organizations to maximize online business performance and organize, find, and govern business content. Interwoven solutions unlock the value of content by delivering the right content to the right person in the right context at the right time. More than 4,200 of the world’s leading companies, professional services firms, and governments have chosen Interwoven, including adidas, Airbus, Avaya, BT, Cisco, Citi, Delta Air Lines, DLA Piper, FedEx, Grant Thornton, Hilton Hotels, Hong Kong Trade and Development Council, HSBC, LexisNexis, MasterCard, Microsoft, Samsung, Shell, Qantas Airways, Tesco, Virgin Mobile, and White & Case. A community of over 20,000 developers and over 300 partners enrich and extend Interwoven’s offerings. To learn more about Interwoven, please visit www.interwoven.com.



The Chief Marketing Officer (CMO) Council is dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior corporate marketing leaders and brand decision-makers across a wide-range of global industries. The CMO Council's 3,500 members control more than \$90 billion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include over 10,000 global executives across 57 countries in multiple industries, segments and markets. Regional chapters and advisory boards are active in the Americas, Europe, Asia Pacific, Middle East and Africa. The Council's strategic interest groups include the Coalition to Leverage and Optimize Sales Effectiveness (CLOSE), Brand Management Institute, and the Forum to Advance the Mobile Experience (FAME). More information on the CMO Council is available at www.cmocouncil.org.



Operations of the Chief Marketing Officer (CMO) Council are managed by GlobalFluency, Inc., an affinity network marketing firm specializing in developing, managing and growing trusted business communities and channels of insight, access and influence. Headquartered in Silicon Valley, GlobalFluency also has a major presence in the SOHO section of Manhattan in New York City. Regional operations are based in London, Singapore and Sao Paulo.

GlobalFluency's affinity groups include the CMO Council, Business Performance Management (BPM) Forum, Forum to Advance the Mobile Experience (FAME), Coalition to Leverage & Optimize Sales Effectiveness (CLOSE), Channel Performance Board, Competitive Strategy Roundtable, Decision ROI Institute and the Software Economics Council.

Through its network of 70 offices in 40 countries, GlobalFluency delivers multi-channel, multilevel member engagement programs that drive peer interaction, intellectual capital building, market advocacy, media prominence and knowledge transfer among key decision makers in enterprises and public sector organizations.

GlobalFluency employs a unique methodology of Intelligent Market Engagement™, which combines authority leadership marketing, strategic agenda setting and integrated, multichannel communications to create a more predisposed and receptive selling environment. IME campaigns enable underwriters to accent market issues and imperatives, enable customer and prospect conversations, condition and predispose the market, and empower the channel and sales organizations with leads and opportunities.

Key competencies essential to IME success include authority leadership platform building, advocacy agenda setting, shared interest group formation, "surround sound" coalition creation, online research fielding, email campaign management, database marketing, web site development and analytics, rich media production, report writing, content publication and syndication, search optimization, blogging, podcasting, online and offline event production, community network optimization, as well as media and analyst relations worldwide.

Companies that have funded IME campaigns run by GlobalFluency include IBM, Oracle, Symantec, Borland, Cognos, Nokia, Hyperion, Cognizant, Palm, Boston Consulting Group, Deloitte Consulting LLP, CSC, A.T. Kearney, BearingPoint, Xerox, Pitney Bowes, Sybase, WebMethods, Unica, Marketo, Vistaar, Google, Yahoo!, Avaya, AXS-One, BlueArc, Dow Jones Media Solutions, CMP Technology, The Wall Street Journal, and The Economist.

More information on GlobalFluency's IME expertise and affinity network building practice can be obtained from www.globalfluency.com.



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TBA Global Events

TBA Global Events creates inspired brand events that transform and activate people. Founded in 1994, TBA is now one of the world's leading producers and marketers of brand events and experiences for Fortune 1000 companies. Our integrated corporate communications, entertainment and lifestyle programs create the moments that connect with business customers and consumers, driving them to choose your brand. TBA is ranked #21 in the world's top marketing organizations by Advertising Age, and is an Event Marketer 2006 Hot Agency. www.tbaglobal.com



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Marketwire delivers its clients' news to the world's media and financial communities. With a reputation for technological leadership, Marketwire offers innovative products and services – including Social Media, Search Engine Optimization, Dashboard Mobile Financial, News Dashboard coverage reports, exclusive access to networks such as the Canadian Press Wire Network, Easy IR and Easy PR workflow solutions, and more – that help communication professionals maximize their effectiveness while ensuring accuracy and best practices. Having merged companies (Market Wire and CCNMatthews) in April 2006, and enjoying a combined history of 25-years of service, Marketwire is now majority-owned by OMERS Capital Partners, the private equity arm of one of Canada's largest pension funds. For more information, visit us at www.marketwire.com.