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LETTERS TO THE C-SUITE:

Sage Marketing Advice FOR UNCERTAIN TIMES

As we head into 2009, there is no doubt that the obstacles we face as marketers have never been greater. But those who invest and get it right will be poised for a major competitive advantage.

To help you prepare for the challenges that lie ahead, we've compiled letters from 13 experts across a range of verticals offering advice on how to emerge successful next year. Within *Letters to the C-Suite*, you will find insights ranging from what to focus your attention on in 2009, the advantages of ROI measurement and management systems, to the importance of innovation and experimentation in marketing. Our team of contributors includes authors, industry analysts, marketing experts, and well-known thought leaders who provide a broad perspective on how to tackle important issues beyond just email.

In addition to these valuable insights, below are three key points that I would encourage you to keep in mind for the coming year.

1. **It's all about the customer.** It always has been and it always will be. You must develop effective, powerful emotional connections with them. Differentiated brands will stand out in 2009. Think about customers first and foremost, and deliver products and services to suit their specific wants and needs.
2. **It's time to connect and engage.** This year more than ever marketers should realize the importance of gaining a 360 degree view of their customer. One way to do this is by integrating your online and offline business systems with the latest technology, such as cloud computing. With your critical systems connected, ExactTarget can help you take targeted action to drive relationships and ROI.
3. **Partner with the best.** In 2009, you will be stretched thinner than ever before. By ensuring that you have top of the line partners for strategy, technology, and creative, you will be in a much better position to make customer-centric business decisions that can have a direct effect on the bottom line.

As we reflect on 2008, we are so thankful to have more than 7,000 direct and indirect customers that represent some of the best collected minds in the business. One of the things I love best about my job is that I am able to make ExactTarget's mission come to life every day by empowering marketers to achieve phenomenal business results. I hope that you will find *Letters to the C-Suite* to be an inspired source for marketing wisdom in 2009.

Regards,

Tim Kopp, Chief Marketing Officer, ExactTarget



Joseph Jaffe

President, Crayon
 Author, "Join the Conversation"
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One of the most sought-after consultants, speakers, and thought leaders, Joseph Jaffe is President and Chief Interrupter of Crayon, a strategic consultancy that helps its clients "join the conversation." Crayon's clients include The Coca-Cola Company, Panasonic, American Airlines, Audi, Kraft Foods, Starwood Hotels, and ooVoo. Jaffe's popular blog and audio podcast, "Jaffe Juice," provide commentary on all things new marketing. You can join the conversation at www.jaffejuice.com and subscribe via iTunes respectively. He has authored two landmark books, "Life After The 30-Second Spot" and "Join the Conversation." Joseph's impassioned, straight-shooting and honest perspectives have found their way to the likes of CBS, ABC, Bloomberg, NPR, The Wall Street Journal, New York Times, USA Today, Fortune, Newsweek, Business Week, Ad Age, and Adweek.

To the Executive Team:

I don't have to tell you that times are tough. 2009 and even 2010 are projected to be challenging years for any company and its leadership team.

The stakes have never been higher, but it's probably worth pointing out that priorities of the C-suite are no different than in a boom year. Let me be specific. **Everything begins and ends with the leadership, vision, and example set by the CEO.** When it comes to what keeps the CEO up at night (and gets him or her out of bed in the morning), three things stand out: competitive differentiation, maintaining growth, and staying close to customers.

These three variables are inextricably interconnected and tell a very succinct story. To meet or beat quarterly estimates, organizations will have to defeat Einstein's definition of insanity: doing things the same way over and over again, expecting different results. And the solution to this challenge is the three-pillared approach of community, dialogue, and partnership.

By working with customers as partners, constantly and consistently listening and responding to them, and recognizing the importance and contextual relevance of our interconnected human network, organizations can stand out from the crowd, build loyalty, provide a clear and concise value proposition, and deliver against their promises.

Many of these new approaches manifest themselves across a new media landscape. From the stalwarts of the digital realm (email, search, and video) to the towering wave of emerging platforms such as blogging, podcasting, social networking, microblogging, and so on, there is no question that the "box of crayons" from which to "color" has exploded from three primary colors (red, blue, yellow or television, radio, print) to a cacophony of choice, permutations, and possibilities (the 96 big box—ask your kids for more information).

I'm here today to give you three insights relating to the box of crayons:

- ▶ **The choice of which colors to use, in which order and/or combinations, and in which quantity is as much an art form as it is a science.** If you are paralyzed with choice, and do nothing, you end up with nothing (a blank canvas of white noise). If you do everything, you end up with a mess (a black blob of clutter).
- ▶ **The decision to experiment is as much about making mistakes, getting lucky, and creating a fresh, organic climate of rapid "test, learn, evolve" as it is about hitting the jackpot.** As you experiment to determine what is best for your organization, beware the trap of assigning short-term ROI to approaches that have long-term (long tail), residual value.
- ▶ **When you think about change, think in terms of C.O.S.T.** New approaches should be considered in light of their Cultural, Organizational, Strategic, and Tactical impact. Don't simply evaluate, implement, and integrate new approaches as superficial after-thoughts. Many will have profoundly transformational implications on the entire organization's culture, process, relevance, and resonance with customers and employees.

Sincerely,

Joseph Jaffe, President, Crayon