marketing Magnified™

February 2005 Issue

February marks the debut of regular columns that focus on maximizing new opportunities: Gal Borenstein of GlobalFluency offers valuable advice on breaking into the lucrative government market in “Fed Focus,” and CMP contributes columns covering two important strategic areas: distribution dynamics in “Channel Chat” and analyses of key customer markets in “Vertical View.”

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Editor's Cut

As the new Editorial Director of the CMO Council, it's my privilege to also serve as the editor of "Marketing Magnified." Having covered tech marketing as a journalist for the last five years, as a senior editor at the B2B-focused *Technology Marketing* magazine and the consumer-centric *Brandweek*, I'm familiar with the challenges of this roller coaster we call the technology industry, and I'm now looking forward, with your help, to addressing those challenges, as well as the opportunities, in this e-newsletter.

February has been a jamming month at the CMO Council. Last week marked the release of our "Staging & Gauging: Do Events Pay Off?" survey report fielded in conjunction with the Computer Event Marketing Association (CEMA), which reveals the tremendous upside as well as the pitfalls of event marketing. Over 450 marketers registered for the accompanying Staging & Gauging webinar, which featured a lively discussion by high-powered panelists from BearingPoint, Cognos, Symantec and Xerox, plus plenty of audience participation. Look for more on events marketing from the CMO Council later this year.

Another Council survey report, "Digital Directions: How Technology is Touching & Transforming Promotions," is set for release on Monday, Feb. 28. Fielded with the Promotion Marketing Association (PMA), the report reveals a significant knowledge gap on the part of marketing execs when it comes to applying new technologies to promotional campaigns.

On February 24, senior executives explored the forces and trends that are driving competitiveness worldwide at the A.T. Kearney Global Tech+Telecom Competeveness Summit at the Hotel Sofitel in Redwood Shores, Calif. Held in association with the CMO Council and the BPM Forum, the results of "Crunch Time: The Global Competitiveness Audit," which looked at attitudes, concerns and the state of competitive readiness of U.S. companies, were revealed at the Summit. Further studies are planned for other key regions.

Earlier this month, the Council successfully kicked off its "Dinner Dialogue" series in London. Those represented were drawn from companies like Adobe, BEA, AT&T, Hitachi, Intel, PeopleSoft, Unisys and Veritas. The Dialogues are intimate gatherings of influential chief marketing executives invited to brainstorm and share ideas. Look for more news on Dinner Dialogues in upcoming issues of Marketing Magnified.

February also marks the formation of the CMO Council's Forum to Advance the Mobile Experience™ (FAME), a worldwide strategic authority leadership initiative designed to accelerate marketing programs and research aimed at the wireless user experience. Wireless industry members of the CMO Council will contribute and participate in FAME events, seminars and focus groups to provide guidance, advice and advocacy from the marketing community. The GSM Association—the global trade group for wireless operators—will be a key FAME contributor.

Wireless is one technology that's in the process of changing the marketing landscape, while the Internet already has. One monumental transformation brought about by advanced web technology is "on-demand business." In order to compete in today's ultra-competitive global markets, it's imperative for marketers to be agile, to adjust campaigns on the fly, and to analyze metrics in real time.

With that in mind, the CMO Council will put its On-Demand Marketing™ model front and center at its CMO Summit 2005, to be held October 26-28 in Monterey, Calif. The Summit will focus on the adoption and implementation of On-Demand Marketing systems and practices, featuring brand name headliners and small-group sessions that foster greater intimacy and interaction among participants. For more information on the CMO Summit 2005 and other events and initiatives, visit our web site at www.cmocouncil.org.

This issue marks the debut of some new, regular features in Marketing Magnified. One is “Fed Focus,” penned by Gal Borenstein, head of Beltway-based marketing agency The Borenstein Group, which is a GlobalFluency member. Gal will offer valuable tips on navigating through the $100 billion government IT market.

CMO Council media underwriter CMP also debuts two new regular features from its InformationWeek Media Network that address key strategic opportunities. “Channel Chat” will highlight the importance of marketing to the channel, while “Vertical View” will analyze vertical markets ripe for the taking, beginning this month with a profile of Wall Street.

In the wake of controversy surrounding Vioxx, Celebrex and Bextra, John Singer of Blue Spoon Consulting takes drug marketers to task and suggests another strategy to effectively reach consumers.

Rounding out our offerings this month, ExactTarget’s Morgan Stewart answers a practical question that is, at one time or another, on the minds of most marketers: What is the best day and time to execute an email push?

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Fed Focus: Uncle Sam's Nexus of Opportunities for Technology Marketers

By Gal S. Borenstein

Unless your marketing brain was cryogenically frozen in the past four years, you might have noticed that Uncle Sam no longer views technology as a mere tool in its war on terrorism but as a strategic opportunity to change minds, perceptions, and realities of the government in order to become a better internal and external customer service provider. This refreshing view of the role of technology in defining the "customer experience" is driving a whopping average of $150 billion annually to the bottom lines of smart technology companies that have figured out how to support the federal government's mission. I call it "Uncle Sam's Nexus of Opportunities for Technology Marketers**."** From hardware to software, from network-centric operations to secured sites, this land is your land if you play it right.

While most technology companies dismiss the federal government as a "Perpetual Technology Laggard," savvy technology companies have realized that while one may not change the basic premise of government as maintainer of stability and status-quo to being an agent of change, Uncle Sam is at a strategic cross road that must not be ignored. It has been told by numerous folks (namely Congress, the world's press, not to mention private sector councils) that in order to maintain its position as the "Enforcer and Protector," it must learn how to communicate more efficiently and be able to document and track those communications in real-time. Uncle Sam is turning to the private sector proclaiming: I NEED YOU. So, where are you?

Your technology company can capitalize on this nexus by demystifying the strategic marketing drivers that influence America's Fortune One technology customer to consider your solutions:

1) Repackage Your Solutions to Meet Federal Compliance Requirements. If you're going to market to the federal government, one must comprehend the psyche of the buyer. Federal decision makers, such as Chief Information Officers and Chief Financial Officers, face tremendous pressures to first and foremost visibly meet compliance issues dictated to them by Capitol Hill. If you are still selling technology features instead of management solutions, you will be treading water for a long time.

A classic example is the **Joint Financial Management Improvement Program (JFMIP),** which calls for government financial managers to get their act together to account, track, and manage their hard and soft assets. It is possibly one of the largest marketing bonanzas for nimble software companies that know Business Process Engineering and can offer ERP solutions from Supply Chain Management (SCM) to Product Lifecycle Management (PLM) to Enterprise Business Intelligence and Collaboration Software and Knowledge Management tools. Sell features and you'll lose. Sell how your software helps government CIOs and CFOs stay compliant while accomplishing their mission and you'll win "Big Time" (no pun intended, really).

2) Speak the Customer's Language in Your Integrated Marketing & PR Messaging Mix. A strategic marketing error often practiced by outside-the-beltway technology companies is the belief that whatever works in private sector marketing should work for the federal agency environment as well. After all, isn't the federal agency just another form of an "enterprise"?

We've seen companies innocently coming into town parading their private-sector-based glossies and ads touting "Optimize Your Bottom Line," "Increase Your Productivity," and best of all: "We Will Save You Money," only to be booed for "not getting it." Conversely, we've seen small businesses with Kinko's-made flyers and 15 percent of your company's aptitude awarded the coveted multi-million dollar contracts that should have been yours all along. What's the bottom line?

Whether you have in-house marketing staff or you are outsourcing your marketing communications and public relations to an agency, make sure they truly understand the federal market space. What works in Silicon Valley or Madison Avenue does not automatically work well in the halls of power of Washington, DC. While lobbying on Capitol Hill is still part of the game, today's government CIOs and CTOs are increasingly independent in their seeking of validation and information through targeted mass media such as trade magazines, web portals, and case studies about best practices.

3) Relational Capital is Key in Building Long-Term Revenues. Unlike the private sector, the federal government requires a multi-pronged branding, marketing, and public relations approach. Time and time again, we see outside-the-beltway companies attempting to set up a remote sales office with one sales manager to win "the contract," without properly backing them up with effective awareness-building tools. Such efforts are doomed to fail unless your company deploys a truly integrated branding approach with Agency Leadership Members (politically appointed agency heads), Program Management (your direct buyers), Legislative (Capitol Hill legislators that set the purchasing agenda), and Contracting Officials (the folks that issue the procurement requirements that define whether you can even qualify as a contender).

4) Identify Solutions That Fit Homeland Security. Smart IT companies have realized innovative ways of re-packaging their commercial applications to help Uncle Sam solve strategic communications challenges that directly affect homeland security—both on an outcome-based level (reporting and dashboarding) and through the information-gathering process (data gathering and collection from field-to-headquarter level). At the moment, Homeland Security Marketing stands for helping federal agencies get the "big picture" and connect the dots faster, more cost competitively and with maximum visible accountability. Don't assume that just because the federal government has never bought your software, it is simply not interested in it. The truth might be quite the opposite: Uncle Sam is currently very interested in adopting best practices that help expedite information gathering and decision-support processes.

No doubt, Uncle Sam represents a major player when it comes to the pivotal sales potential for any technology leader nationwide. Moreover, it is exciting to know that Uncle Sam is truly seeking your brain power at this nexus to meet the missions of government in today's multi-sensory management environment. However, without proper brand positioning and an intelligent marketing approach, your efforts will be rendered as futile as most public service announcements.

Gal S. Borenstein is President of The Borenstein Group, a leading technology marketing communications agency and member of GlobalFluency. He has over 17 years of experience in marketing, advertising, public relations, and strategic planning in the business communications arena. In his role as President and Chief Strategist, Mr. Borenstein is in charge of setting the vision for the growth of the agency in niche markets such as telecommunications, information technology, financial services, and government. For more information visit www.borenstein-online.com.

Channel Chat: Channel Development Key in Creating Awareness, Generating Demand

By Toni Clayton Hine

Channel marketing spending is beginning to increase as companies start to hire channel-experienced staff and increase expenditures in channel training and program development. To be at the forefront of this renewed marketing effort, technology marketers must ensure that awareness, messaging and campaigns are targeted with pinpoint accuracy at the verticals and segments with the greatest revenue, profit and growth potential.

Recent spending trends indicate that the number of technology vendors increasing their marketing spending in 2004 more than doubled over that of 2003. Technology vendors have increased marketing budgets by 6 percent in 2004, with marketing budgets now representing 3.2 percent of revenue. After three hard years of downturn, this promises a healthy investment for the future of marketing initiatives.

The big question is: How will marketing chiefs allocate budgets in the next few years? In the past few years, as marketing teams have been reduced in size, tech firms have been forced to do more with less. The majority of marketing dollars have been allocated toward building brand awareness, but will this continue to be the trend?

Brand Awareness Through Demand Generation

With increased competition, fewer overall dollars, fewer customers and fewer marketing resources, the trick is to come up with ways to cost-effectively create awareness and generate demand. Technology organizations need to better leverage indirect sales channels to extend market reach at a lower cost in addition to increasing brand awareness. In recent research, technology marketers indicated that their sales model is shifting, thus requiring a change in marketing strategy that places a greater emphasis on marketing to the channels while continuing to support the direct sales force. Marketing to indirect channels provides leverage for communicating messages out to verticals, narrower niches and segments.

So how can you leverage the channel to generate demand and reach key market segments? The solution provider channel exists because it is the most cost efficient method to sell, deploy and service technology to countless numbers of customers in small, midsize and large businesses. End customers need *solutions* in their organizations rather than products, but end-users don’t know necessarily what technologies to ask for. Solution providers find opportunities where others think they don’t exist and present them to their customers. Thus, they are continually creating demand for their technology products and services.

Market to Your Partners

As demand generators, solution providers make their customers more efficient by driving new technology in new areas and by bringing in dozens or more of vendors’ products on any single solution. Technology marketers who brand their solutions and place greater emphasis on educating and communicating solutions to their partners, will have access to untapped vertical markets and will see an increase in attach-rates for their products as a whole. Tech companies, which have traditionally leveraged direct sales channels, are now implementing sales strategies to reach new segments and more prospects through indirect channels.

Proactive Versus Reactive Servicing

Technology vendors who understand where the true point of influence resides can gain market share. To get more revenues from the channel, companies must increase their channel marketing spending. Effective marketing strategies require greater investment in marketing versus sales in order to provide training for channel partners, co-op funds, market development and additional programs and staff to maximize success.

Solution providers influence product selection by being part of the end users' planning process. Their relationships with end-users helps eliminate the commoditization of the products sold and the solution providers' labor pricing. By being so ingrained in the end-customers business planning process, it ensures that the solution provider remains involved in proactive management, rather than reactive services.

Toni Clayton Hine is the Managing Director for The Institute for Partner Education & Development (IPED), a division of the CMP Channel Group that leverages over one million data points and 20 years of experience to deliver customized channel education and market intelligence to the technology community. She can be reached at tclayton@cmp.com or 212 600 3113.

Vertical View: Power Shift on Wall Street

By John Ecke

Change is in the air on Wall Street. There are new rules and new players creating a completely new game. This provides opportunities for those who can adapt and threatens those who cannot. And, this is true not only for the institutions within the trading community, but also for those that market products and services to these institutions. The culprit behind the change? Technology.

Technology is the driving force behind two major trends that are transforming Wall Street. The first is the growth and increased confidence in electronic trading, which has created a need to transform manual marketplaces into electronic ones. The second is the buy side's increased desire to control its trades rather than send them to a sell-side broker for execution.

Now, it's no secret that technology has radically reshaped Wall Street over the last two decades. Leading Wall Street firms understand the importance of technology, and for years have spent upwards of 20 percent of annual operating revenue on it. But as long-standing rules and relationships undergo major shifts, technology will play an even greater role than ever before.

Consider this: a new SEC rule proposal may very well spell the beginning of the end of the New York Stock Exchange, the 212-year-old institution that has become the symbol for securities trading in the United States.

The SEC rule called Reg NMS (Regulation National Market System) seeks to level the playing field for investors by requiring all marketplaces to make their prices available electronically so investors can "sweep" the market to find the best price. The rule states that all trades must be executed at the best price posted, but prices that are not posted electronically—but are found within a manual market such as the New York Stock Exchange—can be ignored. In the past, a similar rule existed, but that rule could not ignore manual marketplaces. As a result, the NYSE, which 80 percent of the time has the best price on its floor, garnered the majority of the market share. This new rule stands to threaten that dominance.

Essentially Reg NMS is forcing stock exchanges such as the NYSE to become electronic exchanges. NYSE has responded with a plan to create a hybrid market—a combination of an electronic and manual market. This is a necessary step in order protect market share. In fact, Jodi Burns, a senior analyst at Celent Communications, envisioned NYSE's market share dropping from 80 percent to 40 percent if they hadn't addressed the new rule. This hybrid plan at NYSE is viewed by many within the industry as an interim step to becoming an all-electronic marketplace.

Imagine, the NYSE operating without floor traders working their trades. It's sad but true: people are simply not as fast, reliable, accurate or trusted as computers.

Another major shift is taking place at the trading desk. Buy side, or traders from asset management firms, are taking greater control over their trades and are demanding more advanced trading tools. They have become less reliant on their sell side counterparties for trade execution. By executing trades on their own, they increase profitability by cutting out commissions they'd otherwise pay.

So why is this all happening now? Again, the answer is technology. Investment firms have been forced to become tech savvy over the last few years in order to streamline operations and reduce costs during the downturn. Additionally, advanced trading technologies such as order management networks and algorithmic trading models—a fully automated trading strategy that is growing in popularity—have allowed buy-side firms to trade on their own effectively. Tower Group, a leading financial services analyst group, predicts that algorithmic trading will double to about 27 percent of all U.S. equity trading by the end of 2006. Given this trend, the ongoing relationship between brokerage houses and investment houses is being significantly redefined.

Already, financial services-focused media has responded. You'll find a host of new events, publications, web sites, newsletters, and more hitting your inbox in the weeks and months ahead. Much the way technology breeds change in the financial markets, industry shifts breed new products in the vertical publishing world. *Wall Street & Technology* has responded with *Advanced Trading*, a new quarterly publication launching in March that will reach over 25,862 executives, including over 4,600 buy-side traders. Surely other media products will be rolled out in the coming weeks and months.

One thing is for certain, the financial markets are in a period of rapid change. Marketers need to truly understand these changes and the impact they will have on messaging as well as audience targets. There's a power shift taking place on Wall Street, and opportunity awaits marketers that react to it most effectively.

John Ecke is the publisher of Wall Street & Technology*, a leading business technology media outlet for senior business and IT executives, and manages the various media products under the WS&T brand, including the newly launched publication,* Advanced Trading*. He can be reached at jecke@cmp.com or 212-600-3097.*

Rethinking the Pharmaceutical Marketing Model

By John Singer

"I'm beginning to think direct-to-consumer ads are part of the problem." This comment from Pfizer CEO Henry McKinnell, made in an interview published in January, is the kind of observation from an industry leader that deserves special notice. To be sure, most prescription drug advertising mass–marketed to consumers is creatively awkward–it's not an easy thing to communicate functional benefits and safety messages simultaneously for a drug.

The body of this consumer marketing work is notable for another reason: there seems to be an undifferentiated, unbroken picture of happy, healthy people or cute branding icons promoted through identical patterns of media buying, saturating the commercial breaks between the network news, where one prescription drug ad follows the other in a $3 billion river of positive brand imagery. All the while the same news programs will be reporting on investigations into drug marketing practices, safety issues and the latest price increases for prescription medicines. The fact that ROI has never really been there for most DTC advertising campaigns seems almost secondary.

Pfizer's CEO is right to re-evaluate his company's approach to consumer marketing strategy. Not because the fallout from consumer advertising is suddenly a new problem for drug companies to isolate and fix as a distinct component of their business, but because the pharmaceutical experience reflects the broader struggle with marketing creativity, productivity and competitiveness issues that all industries are trying to overcome. The explosion of customer segments, product and service options, media vehicles, supply chain innovations, technological change and distribution channels has made marketing more complex, more costly and less effective.

As whole industries find themselves moving toward price, performance and tactical parity between products, consumers are demanding new types of benefits that go beyond functional attributes, which are increasingly less differentiated. At the same time, new technologies are providing marketers with more powerful interactive capabilities than ever before. This raises the promise of consumer marketers providing process benefits (e.g., ease of access to product information and simplified decision making) and relationship benefits (e.g., information sharing that creates value exchange) bundled with product offerings.

But pharmaceutical marketing operates in a completely unique dimension. While American Express can leverage relationship benefits in the credit card business using deep access to consumer data, it's unlikely consumers will ever trust pharmaceutical marketers enough to volunteer detailed and confidential personal health data for meaningful relationship-building strategies.

Science and medicine will be an enduring element to a communications strategy, raising the question of whether a pharmaceutical branding architecture can be defined in terms of product or personality. The fact that most drugs give up 90 percent of their market share within six months of losing patent protection speaks to the futility of investing in "emotional bonding" as a branding strategy. Pfizer Cardiology has the potential to be a brand. Lipitor is a drug whose promotional content is branded. The difference strategically and tactically is quite large.

The complexity of pharmaceutical marketing and sales management grows when you account for the many stakeholders involved in recommending, writing, approving, dispensing and paying for prescriptions; closer regulatory scrutiny and longer approval times; aggressive patent challenges by generic companies; extremely intense competition; transparency in clinical trial disclosure; the commoditization and ease-of-access to health information and comparative data on the Internet; and the inherent tension profiting from disease.

Responding to these trends demands a radical rethink and different imperatives by drug marketers. For the pharmaceutical industry, theirs is not an “image” issue, but one of changing patterns of behavior on many levels. So how do pharmaceutical business managers push themselves to realign their marketing organizations to an environment of such dynamic complexity? Part of the answer lies in using systems thinking to design new kinds of marketing models.

Systems Marketing

Systems thinking–the ability to see the world as a complex system, in which everything is connected to everything else–is a quietly growing field that managers are turning to for ideas. With roots in disciplines as varied as biology, sociology, physics, engineering and philosophy, systems thinking uses a set of integrative concepts to create and work with wholes. It’s an innovative frame of reference to manage complexity and tie together multidisciplinary capabilities.

The systems dynamics group at the Massachusetts Institute of Technology is a leader in the field. General systems theory is currently being used to study environmental change, anthropology, economics and artificial intelligence.

Marketing is a new application for systems thinking. It can be applied at the tactical or strategic level and serve all functional groups–vision and leadership, product research, manufacturing, business intelligence, information technology, customer relationship management–within an organization. Using the concept of tactical systems as a metaphor for a new pharmaceutical marketing model, a tactical system connects a set of marketing components–brand communications, sales force automation, advertising and promotion, health learning, and CRM technology–in a way that actively generates synergy among all its dimensions. It addresses the semantic problem, the technical problem, and the effectiveness problem of multiple stages of marketing activity and multiple decision makers within one framework. It synchronizes marketing and sales. As part of the process to designing a tactical system, assumptions about business strategy, creative and message strategy, marketing resource management and the criteria for measuring value are surfaced, tested and evolved to support the whole.

Designing a tactical system is an iterative process that consists of three distinct, but interrelated platforms: (1) structure—defining the boundary of the system, the components to integrate and their relationships; (2) function—defining the business objectives of the system and its outputs; and (3) process—defining the specific sequence of activities and know-how required to produce the outcomes. The vision is to produce an order-of-magnitude improvement in the throughput of the system compared to an ad-hoc ROI collected from separate pieces.

A New Path to Alignment

Contrary to popular belief, using a multidisciplinary approach to marketing and generating information from different perspectives is not the same thing as the ability to synthesize findings into a coherent whole. The rules of the marketing game have changed radically, creating an entirely new set of practical problems on many levels. What’s needed is a new way of looking and thinking about marketing. Taking a systems thinking perspective–a system of values, of ideas, of planning coordinated changes in motivation, knowledge and understanding–can offer a new path for the pharmaceutical industry to align itself with the marketplace.

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Email Myth Debunked: No Such Thing as a Best Day

By Morgan Stewart

The day and time at which you choose to send an email message can have a real impact on response rates. As an email strategist, I'm frequently asked about the latest trends regarding the "best day to send." Conventional wisdom on the topic often changes, and several theories suggest opposing days. So it's no wonder why so many people are looking for the answer!

In 2004, two separate studies were released touting Monday as the best day of the week to send email. The first study, published by ReturnPath, showed that deliverability rates were best for messages sent on Monday. The second study, conducted by eROI and published by MarketingSherpa, suggested that open and click rates are also better on Mondays. Yet prior to these studies, conventional wisdom led marketers to believe that Tuesday was the best day to send email.

ExactTarget recently conducted its own research on the topic. The study analyzed twelve months of historical data, 2000 organizations, 160,000 email campaigns, and 800 million email messages—which makes it the largest amount of data ever analyzed in a study on this topic.

The study focused on metrics measuring customer response, with controls set by basing response rates on the number of messages sent, not messages delivered. The following are the key findings of this study for the period covering December 2003 through November 2004: Most marketers send email mid-week. Over 97 percent of campaigns are sent Monday through Friday, leaving the weekends wide open for the brave marketers who send campaigns over the weekend.

Best days for opens are not necessarily the best for clicks. Comparing results month-by-month shows that there are serious inconsistencies between the best day for opens and the best day for clicks. Marketers need to make a distinction about which they want to drive. Maximizing open rates is important for brand exposure, while generating clicks is the key if the goal is conversion.

Industry articles may jinx results. MarketingSherpa published the results of a study in late July stating that the best day of the week to send was Monday. This study was based on the results for Q2 2004. The results of our analysis for Q2 2004 also suggest that Monday was the best day to send in Q2 2004. However, since that report was published, Monday has consistently ranked 5th and 6th in battle for "best day to send" in terms of open rate.

Wednesday through Friday maximize opens. Starting in July 2004, the best days for maximizing open rates shifted to later in the work week. For the July through November period, Friday performed the best, but it was less than 0.5 percent ahead of Wednesday and Thursday in average open rate.

Weekends rule for generating clicks. Weekend results are mixed, with open rates performing slightly below average, but Sunday and Saturday yield the highest click-through rates respectively. With less competition in the inbox on weekends, people who open your email have more time to actually read and respond to your message.

Results by industry vary. The trends highlighted above cover a broad spectrum of industries. When looking at specific industries, differences emerge. High-tech companies fare well on Fridays, membership organizations on Wednesdays, and online retailers drive twice the click-through rates when sending on Sunday.

Inbox competition is alive and well. Sending at peak times increases competition for attention in the subscriber's inbox. Open and click-through rates are generally lower when more people are sending. For example, in the business services industry, most campaigns are sent on Mondays (nearly one-third of all campaigns for this industry), and Monday open rates are 8 percent lower than the industry average.

The results of our study indicate that marketers need to rethink the best times for sending email. There is no simple answer to which day is best for sending email. The results vary each month, by industry and by target audience. The notion of a universal "best day to send email" is, at best, a moving target, and at worst a myth. Instead of following industry trends (including the results outlined in this article), marketers should continue to construct logical hypotheses and validate them by testing the results.

View graphs from the study:
http://email.exacttarget.com/docs/OnTarget-Best-Day-grahps.mht

Morgan Stewart is Director of Strategic Services for ExactTarget. For additional questions or information on testing and research, you may contact him via email at: mstewart@exacttarget.com.