



July 2006 Issue

In this month's issue, MarketingSherpa gives the skinny on blogs and their effectiveness; Shawn Gold of MySpace.com talks strategy for growth; Steve Greenspan of TS² offers keys to trade show success; and much more.

Editor's Cut

Given that it's 100 degrees outside, and I'm able to easily snag a morning parking spot at my Metro-North train station...

MarketingSherpa's Practical Stat of the Month

Are blogs over-hyped as a marketing tool?

Get to Know: Shawn Gold, SVP and Head of Marketing and Content, MySpace.com

For the last 14 years Shawn Gold has stood in the forefront of New Media's rise...

Establishing Customer Relevance Drives Sales, Spells Relief

Marketing has evolved. But most corporate marketing approaches have not...

A New Marketing Strategy: by Design

Many marketing executives think the success of companies like Dell or Apple has everything to do with their enviable ability to innovate...

The Value of Trade Show Marketing: Maximizing Results Starts at the Top

While some companies embrace trade show participation as an integral part of the marketing mix, others...

The Top Five Ways to Develop an Objective, Informative White Paper

According to the "Define What's Valued Online" survey, exploring online technology content usage and its influence on IT buying, vendor white papers were the most popular...

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Given that it's 100 degrees outside, and I'm able to easily snag a morning parking spot at my Metro-North train station, the dog days of summer truly have arrived. But as we all know, there's no slowdown when it comes to marketing organizations, especially in today's 24/7 hubbub.

So to help keep you motivated and educated throughout the long hot summer, we've created some compelling events and programs. Coming up fast are our **Calibrate How You Resonate Forums**, hosted by the Council, CMP Technology and Deloitte Consulting LLP, and designed to help senior technology marketers better connect with today's more sophisticated corporate IT buyers. These half-day complimentary events, slated for August 2 in Silicon Valley and August 8 in New York City, will feature leading enterprise customers, IT consultants and integrators, as well as senior editors from CMP publications like InformationWeek, Optimize, VAR Business, CRN, Bank Systems & Technology and more. To register, go to www.cmocouncil.org/REGISTRATIONS/calibrate.

Keeping with the educational theme, the launch of our **Mastering MPM Certificate Program** (www.mpmforum.org/courses.html) is just weeks away. This program, sponsored by the Marketing Performance Measurement (MPM) Forum, will assess MPM competencies, as well as reinforce leading-edge knowledge and best practices and improve the marketing measurement chops for mid-level marketing managers and directors in your own organization.

And take advantage of this special offer: Attend any of our three CMO Summits and enroll yourself or a staff member in Mastering MPM for \$1,195—a combined savings of \$500. Additional Mastering MPM seats are \$295 each. For more information go to www.cmosummit.org/mpm_register.asp.

Which brings us to our CMO Council Summits: The European Summit on November 15 in London, themed "Mixing, Merging & Multiplying," will examine Euro marketers' priorities and programs in a rapidly growing market. Top executives from name-brand companies will present. Our inaugural **Asia Pacific CMO Summit**, "East Meets West: Connecting Across Cultures," is scheduled for October 24 in Tokyo. For more information and to register visit <http://www.cmosummit.org/2006/tokyo>.

We normally wouldn't promote a "circus atmosphere" at any of our events, but in the case of our **North American Summit** Oct. 4-5 in San Francisco, we just can't get around it with the addition of Julie Robertson, Feld Entertainment's SVP of marketing. Julie, who joins Michael Linton of Best Buy and Michael LaBroad of the National Hockey League as keynoters, will detail her work on driving customers to Feld's three core brands, Ringling Bros. and Barnum & Bailey Circus, Disney on Ice and Disney Live. If Julie brings the Bengal tiger act along, be prepared to sign a waiver at the door. For registration information on all of our Summits, go to www.cmosummit.org.

Also at the North American Summit: We'll be announcing the winner of our **Yahoo! Big Idea Chair Award**. There is still time to submit your best integrated, multi-channel technology or telco marketing campaign that was "exceptional, measurable and remarkable" in driving business outcomes. Go to www.cmosummit.org/2006/sf/yahoo/ for information on how to enter.

Finally, since the Summit is all about customer engagement, the complimentary **Digital Lobby Webcast** (see the ad on this page) is a good primer for online efforts. Peter Kim, senior analyst at Forrester, and veteran marketers discuss strategies for presenting compelling digital content at each stage of customer interaction—including best practices and tactics for using rich media; why and when to use video on your Web site, and much more.

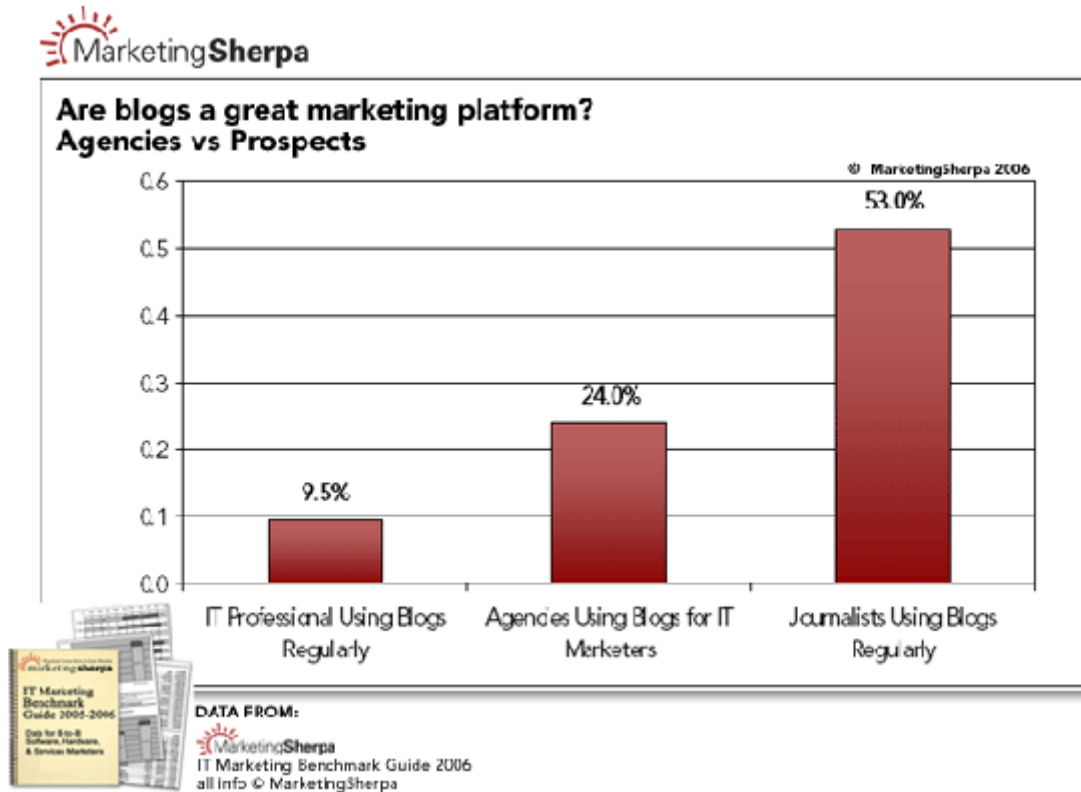
Enjoy the issue and stay cool!

Scott Van Camp, Editorial Director of the CMO Council and Editor of Marketing Magnified, can be reached at scottvc@globalfluency.com.

MarketingSherpa's Practical Stat of the Month

Are blogs over-hyped as a marketing tool? MarketingSherpa research from the Business Technology Marketing Benchmark Guide (<http://www.sherpastore.com/e-commerce-benchmark.html?8941>)

indicates it depends on who your target prospects are.



If you're marketing technology to IT professionals, blogs may not be your best choice. Technical professionals tend to consumer blog content via search engine searches only when they need the answer to a particular question and they can't find it anywhere in-house. They're less than likely to be loyal readers of that blog thereafter; or, indeed to interact with it on any basis once their question-of-the-moment is answered.

On the other hand, reporters surf blogs fanatically trying to find new story angles and exclusive scoops that the public and their editor won't get from the news wires.

If you're trying to attract press, an insider blog may be your best bet, especially if you're committed to responding extremely swiftly to any resulting press queries. (Worth noting, few companies truly are. Try pinging your generic pr@yourcompanyname.com sometime and see if anyone gets back to you.)

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Get to Know: Shawn Gold, SVP and Head of Marketing and Content at MySpace.com



For the last 14 years Shawn Gold, SVP and head of marketing and content for online social networking phenomenon MySpace.com, has stood in the forefront of New Media's rise. Before taking his current slot at MySpace early this year, Gold tackled blogs as publisher of WeblogsInc (now an AOL company), which he co-founded with Silicon Alley denizen Jason Calcanis; was president and chief strategy officer at Intermix, where MySpace was incubated; and has led successful ecommerce programs for entertainment brands like ABC, NBC, Comedy Central, MTV and Fox. In the nineties, Gold created initial interactive strategies for P&G, General Foods, Mattel and Nestle.

Moving MySpace from a very cool place to interact with others into a revenue generating model—and helping brands take full advantage of the MySpace culture—could be Gold's biggest challenge. The first thing you notice when speaking with Shawn is his sense of humor—fitting for the founder of The Guide to Laughing Institute (www.guidetolaughing.com). You'll be able to witness this trait in person at our North American Summit in October, where Shawn will be a panelist.

What's marketing like at a company that is growing by 2 million members per week?

It's a little different than what you would call traditional marketing. Here it's part marketing and part programming—like programming at a TV network. On the marketing side, we're building, defining and protecting the brand, but we're also developing a lot of content.

I take it that content then is offered to advertisers?

We create programs that reward our members and drive influencers into the marketplace. On the content side we have 90 million profiles in the database. As an example, 40,000-50,000 are filmmakers, and many are influencers. We vet out the best content from those filmmakers, package it and create a walled garden for advertisers.

And how are you doing that?

We have developed sponsor programming, and sponsor-able regular programming and some marketing programs to position the brand. Ultimately, marketing is looked at as a profit center. Our top priority is to drive revenue. We now serve approximately 3 billion ads a day, and that number is growing by the 2 million new members who join each week. Our revenue is increasing 15 percent month after month.

Can you give me an example of how a brand can take advantage of the MySpace audience?

Let's use Pepsi's Aquafina. Aquafina let MySpace members vote for their favorite films in a series of contests that showcased work in our independent film section. One contest was with the Beastie Boys, to create a music video to one of their new singles. The winners were flown to Sundance to see the premiere of the Beastie Boys movie and meet them backstage at a concert for members. Aquafina uses independent film as a platform, reaching millions of our members while building a contact database of 16,000 independent film fans.

What were your first actions when you started the job?

I looked at the process, systems and structure, and people and saw how we were interacting with

technology, product development and sales, and looked at what we needed to drive the business. On brand side, I met with everyone and helped define who we are and what we stand for and what our role is in our society. The overall message is about empowerment of our user.

How big is your marketing team, and what skills do you look for as you build it out?

We have 18 people now but I expect that number to triple in the next year. Understandably my team is very young—I look for people in second or third job—authentically passionate and knowledgeable about certain verticals such as fashion, film, music, comedy and others. I look for people who have a sense of humor. We have a lot of funny employees here.

MySpace has received a lot of good press, but it's also taken criticism on the issues of online predators and questionable content. How much time do you spend on that and what steps, from a marketing POV, have you taken?

When I first started I spent all my time on it. We did not have a privacy officer or a public affairs officer. As far as negative press, our large advertisers are savvy marketers and have seen this kind of criticism before and understand it. They also understand that negative issues on MySpace are very small relative to the close to 90 million members. If we were a state, we'd be triple the size of California. So any time you have a youth culture defining itself you have a platform for the media and the press. The core thing is that MySpace is on top of safety and content review.

What do you see is a key challenge going forward?

Taking out MySpace globally. Building the content network domestically and internationally, and then sharing that content back and forth. We need to show that there's an advantage to being a global social network.

Establishing Customer Relevance Drives Sales, Spells Relief

By Michelangelo Celli

There's an old axiom: "Nothing happens before you make the SALE."

"Except marketing."

Marketing has evolved. But most corporate marketing approaches have not. And in a tough economy, those who have not are feeling the pressure – but who's taking the heat? Why, the CEO, of course.

Marketing has grown from the most simple, measurable tactics (put a sign in your window and see how many people come in) to a world of complexity never envisioned even a decade ago. Buyers are better informed, more savvy and with more options than at any time in history. Higher levels of product innovation, increased personalization of services, and cheaper foreign competition set the performance standards higher for all of us. As a result, the customer is much more difficult to hold onto. Most companies have not kept up; the outcome is increasing frustration at their inability to tie marketing to results.

Those companies that have a tighter grip on the customer than their competition know the key to keeping and winning customers is what it has always been – relevance. Relevance is at the center of your customer's buying decision. Is your product or service directly aligned with their need? Companies seeing sales stagnate or decline are finding out the answer is no. CEOs are struggling to produce more predictable outcomes in the modern marketing environment. But they have not taken the time to understand how to configure these elements for control. And configuring the elements involves a new look at relevance as the heart of any marketing effort.

Here is a quick way to understand the product, market and customer relationship and the importance of relevance to getting the outcome you desire. Envision a crowded cocktail party (the marketplace). You (the product) are on one side of the room, and you have agreed to deliver a message you know is important (the promise) to a person (the customer) on the other side of the room. The party is noisy (the status quo), and crowded (the competition), so they cannot hear you shouting, or see you waving your arms.

You are irrelevant to their discussion, and even though the information you have is more valuable, they're still having a good time. Unable to penetrate the crowd, you find a chair (the innovation), stand up on it (the strong position), and now that everyone has stopped what they were doing to pay attention (the alignment) to you (the market leader), you deliver your message (the marketing), "IT'S A BOY!" The person smiles, laughs, and then weeps with joy (the relevance), crosses the room pushing the crowd out of the way, gives you a hug (the adoption), and then hands you a cigar (the sale).

There are many marketing elements at work in coordination in the above example, but relevance closes the deal.

Companies that are succeeding in the marketing war right now are focused on strengthening customer relevance, first by methodically and systematically understanding the full customer need, and then demonstrating total commitment by building an offering that meets every aspect of that need completely.

The truth is, once relevance has been established (and it's not easy), marketing can deliver more meaningful and measurable returns than any other function inside of your business. For sales,

relevance offers a stronger position. For marketing, relevance develops context. For the CEO, relevance spells relief.

Michelangelo Celli is president of The Cornucopia Group, where he works exclusively with CEOs of privately-held B2B companies that sell expensive products or services and whose sales depend on strong customer relationships to allow them to systematically develop more predictable outcomes from their marketing and sales efforts. To find out more, visit The Cornucopia Group Web site at <http://www.cornucopiagroup.com> or email Mr. Celli (mcelli@cornucopiagroup.com).

A New Marketing Strategy: by Design

By Ted Mininni

"We believe that the quality and nature of the customer relationship and experience is going to be the next competitive battleground."

--Michael Dell, CEO, Dell Computer

Many marketing executives think the success of companies like Dell or Apple has everything to do with their enviable ability to innovate. Companies have long relied on innovative products to corner the market. Now, with the intensification of global competition, executives are learning that bringing a stream of innovative products to market does not enable them to uniquely position and differentiate their companies from their competitors.

Predicating a company's positioning on innovation simply isn't an effective strategy; it's too easy for competitors to knock off any new product feature in weeks or months. While companies like Apple are extremely adept at building innovation into ground-breaking new products, there is something deeper that drives these brands with consumers.

Innovative *ideas* are important, but few executives have understood the cornerstone of ground-breaking innovation is a customer-centric, overall design strategy. Design encompasses far more than the development of actual products or services. It actually goes to the heart of crafting a unique customer experience with a brand. Moreover, design, when great, adds overall value to products and brands.

Essentially, the concept of making design the focal point of every corporate department, and leveraging that, has the power to create the unique, differentiated brand identity that every company needs in order to succeed. Management guru Tom Peters maintains that design is so important it should be on the agenda, along with design consultants, of every meeting in every corporate department. But what does all-encompassing design mean?

Profound change is afoot. Sector-leading companies are integrating design into their marketing strategies, and it is changing executives' perception on the value of design. This is Experiential Marketing evolved. Experiential Marketing seeks to create unified brand experiences that are meaningful, when properly managed and aligned across all customer touch points. The goal of corporate executives now: to *design* the total environment for customers to become emotionally involved with their brands. Over time, interaction of this kind develops into ever-deepening relationships.

Smart corporate executives know that the overall design of their customer's experience is *the* key differentiator that ultimately builds brand equity. This is not solely the responsibility of the marketing department—but every department in the company. Every company employee has a role in creating the customer's experience with the brand.

Trailblazing companies have already embraced the concept of designing the total customer experience with their brands. These design-centric companies are leaders in their respective sectors: Procter & Gamble, Dell Computer, Samsung, IBM, Harley-Davidson, BMW, Apple and Disney, among them.

Alan G. Lafley, CEO of Procter & Gamble has stated that: "I want P&G to become the number one consumer-design company in the world, so we need to be able to make it part of our strategy. . . . We want to design the purchasing experience. . . we want to design every component of the product; and we want to design the communication experience and the user experience. I mean,

it's all design." Claudia Kotchka was appointed VP for design innovation and strategy at P&G and is turning the company into what she calls a "design-centric culture."

The business and design worlds are responding to the concept of marketing with design-centric strategies because it can become a determining factor to business success. Some of the nation's leading business schools have added elective design and creative thinking courses into their MBA curricula: Harvard, Georgetown and Northwestern, to name a few. Stanford University is establishing a new Institute of Design for both business and design students.

This signals a new trend to imbue future business leaders in design thinking and strategy. After all, if business executives are expected to become creative thinkers, problem solvers and innovators to strategically brand and position their companies ahead of ever-intensifying competition, won't design strategies serve them well? This move will integrate right brain (creative, innovative and design) and left brain (analytical, management) thinking in the highest circles of business.

BusinessWeek's editor-in-chief, Steven J. Adler, refers to this new corporate trend as the "rise of the Creativity Economy." Companies must integrate their analytical view with design-centric branding solutions as never before. The dividends this will yield will be better customer experiences that deepen into meaningful relationships. That is where we will realize the full potential of brand loyalty and brand equity.

Design as new corporate marketing strategy—this is an idea whose time has come.

Ted Mininni is president of Design Force, Inc., a metro New York consultancy that specializes in brand identity, package design and consumer promotion campaigns for the food & beverage and toy & entertainment industries. Design Force can be reached at 856-810-2277, or online at www.designforceinc.com.

The Value of Trade Show Marketing: Maximizing Results Starts at the Top

By Steve Greenspan

While some companies embrace trade show participation as an integral part of the marketing mix, others reluctantly accept trade show participation as a necessary evil. Wherever you stand on the subject, it is the rare company that avoids it altogether.

According to the CMO Council's research for the White Paper "Staging and Gauging", 53.4 percent of the marketers responding to the survey view event marketing as an integral part of the marketing communications mix, with trade show participation as the largest segment of their event marketing. A recent study conducted by Forrester Consulting on behalf of American Business Media revealed that 60.9 percent of the B2B marketers surveyed consider in-person events as the No.1 marketing tactic to effectively build brand image. Additionally, 62.6 percent consider in-person events as the No.1 marketing tactic used to generate qualified leads.

With various studies indicating event spend ranging from 15 percent to 35 percent of the total marketing budget, it is clear that trade show marketing is a significant part of the marketing mix for most companies. The question then becomes, how do you maximize results of your exhibit program and its contributions to your corporate marketing objectives?

I was recently asked the question, how do you rate shows to determine the best performing shows to participate in? Show selection clearly is an important component in the results that your exhibit program achieves and some key fundamentals are listed below, but that is only a part of the equation.

Show Selection Key Practices

- Start by listing the shows, regionally and on a national and global basis that address your target demographics.
- Review and rank shows on your list evaluating both the quality of the demographic match and the quantity of appropriate attendees at the show. The key emphasis here is on the quality of the match. The quantity gives a better indicator of the appropriate level of investment in that show (booth size, sponsorships, staffing, etc.)
- Ask for show audits. Although this is still not done by far too many shows, there is a movement by show organizers toward providing independently audited show results. BPA has recently entered this arena through a partnership with one of the leading exhibit industry research organizations, Exhibit Surveys, Inc.
- Evaluate participation by competitors. Finding competitors exhibiting in a show is not reason enough to exhibit in that show, but it is an important indicator. There is a direct correlation between exhibitors and the attendees a show attracts and the more direct competitors in a given show, the more likely that show will attract attendees matching your target demographics.
- Look beyond the last year of the show. Evaluate three-year trends looking back and just as important, ask the show organizer for a synopsis of their marketing plan for the next year's show.
- Evaluate your past performance in the show if you are a previous exhibitor. In doing so, it is crucial not only to look at results, but how well you executed your exhibit participation.

Setting the Stage for Maximizing Results

Have you wondered why it is so prevalent to have a huge disparity in the results of competitors at the same show? In most cases, this disparity has a direct correlation to the approach taken towards their exhibit program. It is crucial to recognize that trade show marketing, like any other

discipline, is a specialty of its own and there are best practices that, when properly employed, make a major and measurable difference in the performance of your program.

It all starts at the top. As the individual that sets the objectives, the top-line strategies and is ultimately accountable for the performance of the marketing department, the culture that you set in your marketing department toward trade shows will have a direct effect on the success of your exhibit program.

In far too many companies, the disconnect between senior marketing management and exhibit managers is significant. Companies achieving the most success in their exhibit programs follow six basic keys:

- Position your exhibit program for success. Create the culture in your marketing department that your exhibit program is viewed on the same level of importance as the rest of your marketing programs. Nurture a strategic responsibility and involvement from your exhibit manager. Their value to you and your program will be tremendously enhanced when they are a vested, involved and accountable part of the results and not just the logistical execution of the program.
- Provide the necessary resources and support to achieve your objectives.
- Integrate defined and measurable goals and objectives with your corporate marketing objectives, and hold your exhibit manager responsible for measurement against those.
- Integrate your exhibit program with sales. From show selection to show staffing to post-show follow-up, there is an inter-dependency between sales and marketing for the ultimate success of your exhibit program.
- Partner with show organizers. Show organizers want you to succeed and will most often be willing to work with you on ways to maximize your results.
- Recognize and require that exhibit best practices are implemented and used. Encourage your exhibit manager and staff to take advantage of the educational resources that are available to them, such as the Trade Show Exhibitors Association (TSEA), where they can earn their CME (Certified Exhibit Manager). Support their attendance to educational conferences and expositions on exhibit best practices. In addition to learning best practices, they will learn what is really working in the field through case studies and networking with their peers.

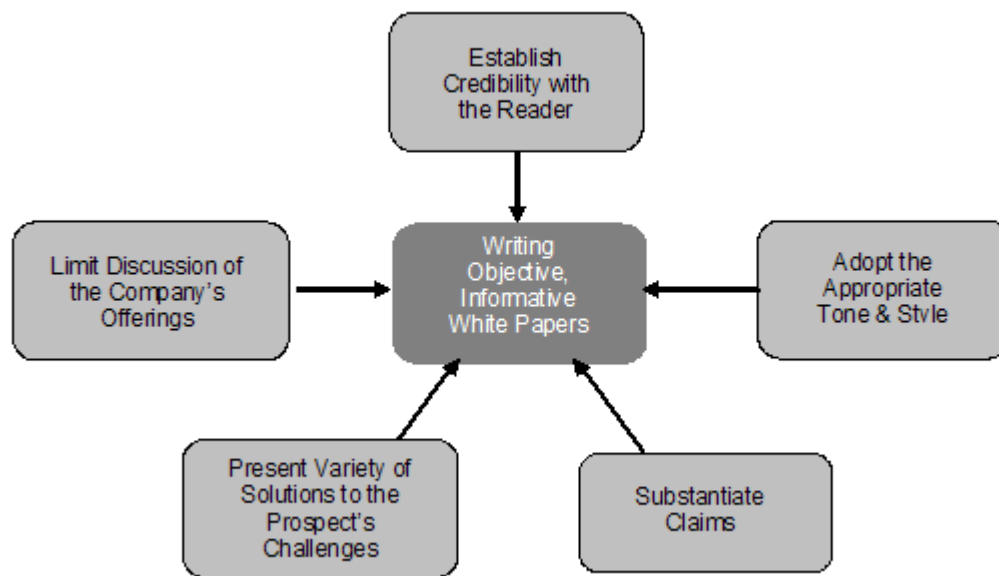
Steve Greenspan is executive director of TS², the premiere conference and exposition focusing on best practices, proven strategies, new ideas and new resources to enhance performance for trade show exhibitors and corporate event managers. TS² is sponsored by the Trade Show Exhibitors Associations (TSEA) and takes place July 25-27, 2006 at McCormick place in Chicago, IL. For more information, please call 703-683-8500, or visit the TS² web site, www.ts2show.com.

The Top Five Ways to Develop an Objective, Informative White Paper

By Sue Emond

According to the “Define What’s Valued Online” survey conducted in 2005 by the CMO Council and KnowledgeStorm, exploring online technology content usage and its influence on IT buying, vendor white papers were the most popular type of technology content downloaded, read, and shared with peers. Additionally, the top technology content complaint among its 1,400 participants was “marketing hype” in technology materials including white papers and product brochures.

Postured carefully, white papers can be a powerful marketing and sales tool. They can impact the reader’s decision making through the useful information provided. This article addresses how to reach prospects by presenting objective, informative information, and focuses on the “top five ways” to accomplish this in a white paper.



Top Five Ways to Develop an Objective, Informative White Paper

The

No. 1: Establish Credibility with the Reader

A common mistake in white papers is focusing on products or solutions. A discriminating audience, potential customers can be viewed as prospective investors. Their attention and trust can be difficult to grasp and maintain throughout a white paper. The best way to hold the audience’s attention is to clearly define the target audience, and to understand their needs and motivations before ever starting the white paper. Then make sure the white paper focuses on them, and provides the particular information they seek. The sales force can be a helpful resource in developing an audience analysis.

So that the reader is open to the information presented, credibility should be established with the audience early in the paper by discussing the pain points, complexities, and challenges the reader and company face as they relate to the paper’s topic. Conducting even a brief audience analysis can make this possible.

No. 2: Adopt the Appropriate Tone and Style

Given that sales and marketing materials are developed in a broad variety of forms and flavors, the target audience may include not only prospects but secondary audiences, and the reasons for developing a particular marketing or sales piece are varied, the style and tone adopted in writing these materials can—and should—vary. When writing objective, informative white papers, however, specific rules apply across the board, including the following:

- Avoid marketing language and buzzwords
- Avoid the urge to deliver a sales pitch or use a promotional tone, which can damage credibility
- Write in the third person to help establish an objective, professional tone
- Provide information rather than telling the reader what they should do
- Address the reader who knows the least about the subject area, without insulting the intelligence of the reader who knows the most
- Write clearly and concisely, and clarify complex technology
- Avoid trying to motivate the reader via fear, uncertainty and doubt; instead, motivate by informing, educating, and presenting options

With the appropriate tone and style incorporated, a reader can be quickly drawn into the paper, enticed to read the white paper from beginning to end, and provided new understanding of the information presented—and the company's products and services.

No. 3: Substantiate Claims

While white papers vary in format, a typical white paper adopts the following approach to discussing a product, service, or technology, when the goal is to influence the reader to more seriously consider a company's technology offerings:

- Present a business problem or challenge
- Offer potential solutions to the challenge
- Discuss how the company's offerings can address the challenge in a factual, objective fashion

Although informative white papers can be full of information that serves to address the above three areas, unsubstantiated claims can create skepticism. The paper should provide a compelling case for the reader, so that they believe in the value of the company's products or services. For the reader to believe in the information being provided, they need solid evidence. Various methods can be utilized to validate claims made in white papers. The following are a few methods that can be effective:

- Quote analysts and other third-party sources of information—embed them in the text, include as a separate section or highlight using pull-quotes—and be sure to reference these sources.
- Demonstrate business value by quantifying benefits with data, such as the amount of costs reduced, percent return on investment, and documented time frames for deploying a solution.
- Include brief case studies, and even customer quotes, to present a detailed benefits analysis, and include any pertinent graphics such as application screens or Web pages.

No. 4: Consider Presenting Solutions Unrelated to the Company's Product/Service

Hopefully, after the prospect reads the white paper, they will feel better equipped to make their important business decision. The white paper equips them mainly by presenting solutions to their business or technology challenge. This section of the white paper constitutes a significant portion,

because a strong business case is imperative. Also, this section provides a springboard for delving into how the company's product or service addresses the challenges presented.

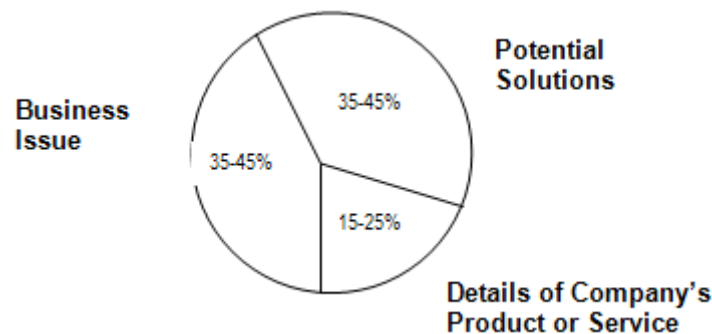
As previously discussed, building and maintaining credibility remains critical throughout the paper, so the content must remain objective. Yet presenting only one solution, the company's, to the business challenge does not exactly fall within the boundaries of objectivity. To strengthen credibility when discussing potential solutions to the problems and challenges presented, consider including solutions unrelated to the company's product or service. Additionally, whenever possible, present the pros and cons of the various options for solving the problem.

A prospective buyer would be more open to a white paper that provides them with options, and helps them weigh those options, than a paper that never veers from a direct line to their product or solution.

No. 5: Limit the Discussion of the Company's Offerings

When including information about how the company's product or technology addresses the problems presented in the paper, do so briefly and informatively. Too much information about the company's offerings can quickly transform an otherwise interesting, compelling white paper into marketing hype. The following guidelines can help in presenting the details about a company's product or service:

- Devote only a small portion of the paper to this content, toward the end of the paper (the exception would be a sentence or two at the end of the executive summary).
- Make sure the information is factual, defensible, and objective, rather than subjective.
- Be especially careful here to use an informative tone, rather than delivering a sales pitch.
- To make the most out of the brief discussion, present the benefits that distinguish the product or service from the competition, and again, back up the claims.



Relative Proportions of Typical Content in an Objective White Paper

White papers should effectively present an argument for a product, service, or technology and educate the reader as to why the argument is valid. Developing an objective, informative white paper is key to the paper's validity, and whether the reader will read, and especially *believe* what is presented. Written well, white papers can indeed influence readers, as key industry research confirms, and serve as a compelling, authoritative sales tool that advances prospects in the sales cycle.

Sue Emond is senior writer at Hoffman Marketing Communications, Inc. (www.hoffmanmarcom.com) which specializes in writing white papers for leading technology companies around the world. Since 1985, Hoffman has developed persuasive marketing collateral for more than 100 clients, including Symantec, SAP, HP, Adobe, and Sprint.