STOP SENDING EMAIL LIKE IT'S 1999

A Welcome Message Study: Marketers Are Missing Opportunities to Pave the Road to Relevancy

By Margaret Farmakis

EXECUTIVE SUMMARY

We're no longer preparing for Y2K, tuning into *Ally McBeal* or watching the Dow close above 11,000 points for the first time. So why are marketers continuing to send email like it's 1999?

More specifically, why are so many welcome messages stuck in a time warp? These first subscriber touch points represent a prime opportunity for marketers to reinforce the benefits of their email programs, set expectations and promote brand awareness. Effective welcome messages quickly engage with their subscribers and generate satisfying (and profitable) experiences. Unfortunately, just as with many aspects of the email channel, welcome messages are easy to send, but hard to do well. Our study found that many marketers are stuck in the wrong decade when it comes to sending welcome messages that enhance subscriber experiences and encourage response.

Over the course of seven weeks, we analyzed the welcome messages of 57 top retailers to learn who was implementing best practices for driving response and who was missing out on engagement opportunities. This report highlights eight areas where marketers have dropped the ball and four examples of response-driving best practices.

INTRODUCTION

Email has come a long way toward being taken seriously as a revenue-generating channel. Far fewer marketers are treating email as an afterthought, and with good reason. According to our Third Annual Holiday Survey analyzing last year's holiday shopping season, 95% of respondents said email had an impact on their purchasing decisions.

The email train has clearly left the station, and smart marketers continue to jump on board to reap the relationship-building, branding and financial benefits that successful email programs can bring. So it was with high hopes that we set out to conduct a study of the welcome messages that marketers send to their subscribers after signing up for their email programs.

What we found, however, was that while some marketers are taking a publishing approach with their email programs (they're send less email that's more targeted to optimize response), others are still stuck in the dark ages of "batch and blast," if their welcome messages are any indication.

Purely transactional in nature, these "old school" welcome messages provide little or no information about what subscribers can expect from future emails. Instead of using their welcome messages to lay the groundwork for prior value by including useful and informative content or offers that are relevant to the subscriber, 70% of the marketers we reviewed simply thank the subscriber for signing up and leave them guessing as to what will come next, when they might receive it and why they should bother to read it.

There were some bright spots in the data, thanks to a core group of enlightened marketers who demonstrated what we've seen work so well for many of the smartest and most successful email marketers. Their sign-up methods were simple and straightforward, and their welcome messages included a number of best practices designed to draw subscribers into the fold and set expectations for future emails to come:

- 60% of marketers reviewed provide subscribers with links to preference centers to manage their subscriptions.
- 91% in our study have a sign-up form on their home page.
- 37% of marketers reviewed require only an email address for sign up, while 49% have a short form as part of the sign-up process.
- 74% in our study send their welcome messages immediately (less than 24 hours) following sign-up.

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Unfortunately, our research found numerous missed opportunities for marketers, from both a relationship and revenue standpoint. According to our review:

- 25% of marketers reviewed don't bother to send welcome messages at all.
- Of the 75% that do, only 14% include a welcome offer or incentive to make a purchase, and only 50% of those marketers mention the welcome offer in their subject lines.
- 37% of marketers in our study don't include whitelisting instructions as part of their welcome messages.
- Only 2% of marketers reviewed provide their subscribers with information about the frequency of their email programs.
- 30% of marketers in the study don't include an opt-out link as part of their welcome messages.
- 81% of marketers reviewed do not personalize their welcome messages.
- Only 12% of marketers reviewed include forward-to-a-friend (FTAF) links.
- 35% of marketers in the study neglect to include information about how subscribers' email addresses will be used or link to a privacy policy in their welcome messages.

FIRST IMPRESSIONS: MAKE THEM COUNT

Welcomes messages represent a marketers' first impression to their subscribers. More important than making sure that impression is a good one, welcome messages must work hard to help lay the ground work for an important driver of response, what we call "prior value." Basically, the power of prior value kicks in when subscribers found a previous email you sent interesting and relevant, and so are more likely to open and read your emails in the future. In other words, email messages do not get consumed in a vacuum.

Just how crucial is prior value in affecting subscribers' decisions to open and read email? According to our Third Annual Holiday Survey, 51.2% of respondents cited prior value as an influencing factor. While the data shows that brand and subject line also matter, prior value was the only factor to grow year over year (up by a total of 22 points since 2004).

In order to establish prior value, welcomes messages must go beyond merely saying "hello" and "thank you for signing up." They can play an integral part in establishing what the subscriber can expect from future emails, why subscribers should make room in their crowded inboxes for what's to come, and why they should open, read, click and buy.

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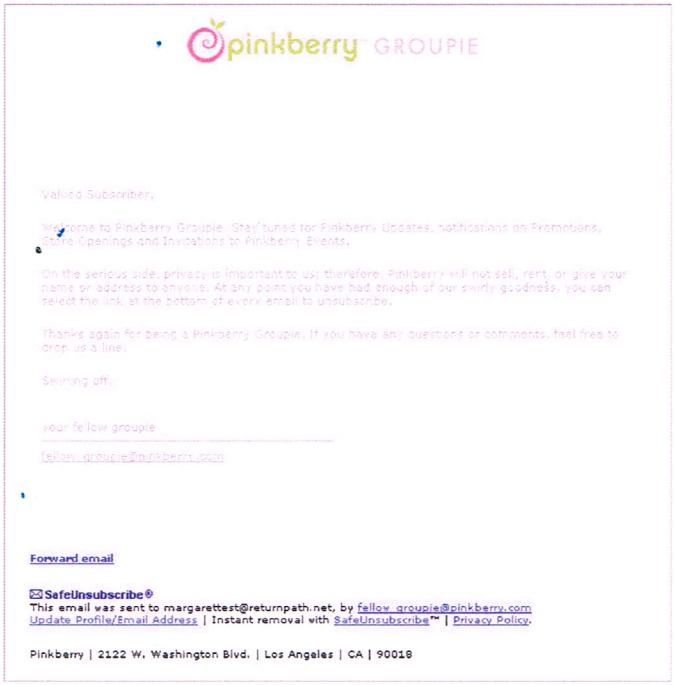
During our research we observed a number of instances where marketers neglected to use their welcome messages to establish prior value and boost performance. Here are a few examples:


pinkberry GROUPIE

Valued Subscriber,

Welcome to Pinkberry Groupie. Stay tuned for Pinkberry Updates, notifications on Promotions, Store Openings and Invitations to Pinkberry Events.

On the serious side, privacy is important to us; therefore, Pinkberry will not sell, rent, or give your name or address to anyone. At any point you have had enough of our swirly goodness, you can select the link at the bottom of every email to unsubscribe.

Thanks again for being a Pinkberry Groupie. If you have any questions or comments, feel free to drop us a line.

Skinning off,

your fellow groupie

fellow_groupie@pinkberry.com

Forward email

SafeUnsubscribe®
This email was sent to margarettest@returnpath.net, by fellow_groupie@pinkberry.com
Update Profile/Email Address | Instant removal with SafeUnsubscribe™ | Privacy Policy.

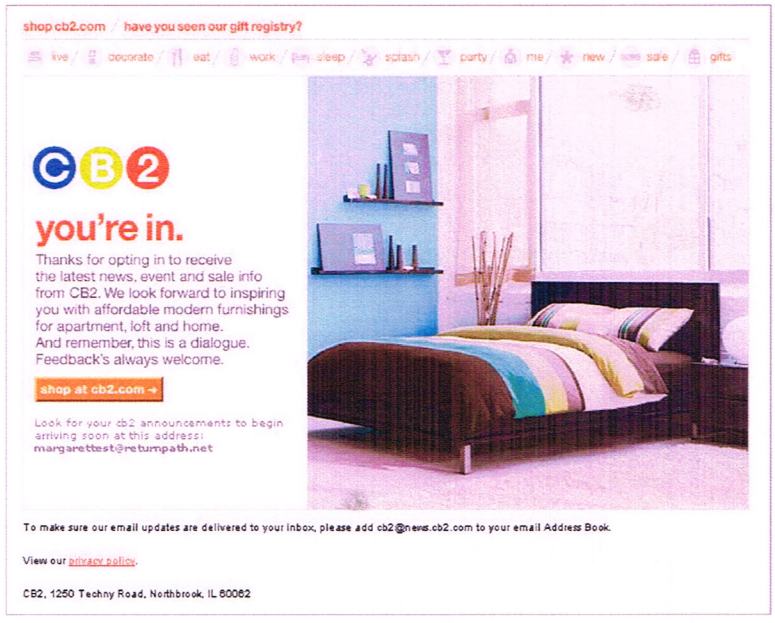
Pinkberry | 2122 W. Washington Blvd. | Los Angeles | CA | 90018

Pinkberry

The copy is witty and informative and clearly states Pinkberry's commitment to privacy and making the opt-out process easy, which is a best practice. However, subscribers would really benefit from a welcome coupon. We would like to have seen Pinkberry use the welcome message to drive "groupies" to their local Pinkberry store, include a list of store locations, show the selection of the 18 various Pinkberry toppings and promote their commitment to all-natural ingredients.

CB2

The format of this welcome message from CB2 is fairly standard for many retailers. Subscribers are told they will receive "the latest news, event and sale info," and a brief description of the company's products is included. CB2 goes one step further by telling subscribers that this email is the start of a "dialogue" and "feedback is always welcome," however no customer service or "tell us what you think" links are included as part of the email. In addition, subscribers are told that announcements will begin to arrive "soon," with no specific mention of when or at what frequency.


shop cb2.com / have you seen our gift registry?

live / decorate / eat / work / play sleep / splash / party / me / new / sale / gifts

CB2

you're in.

Thanks for opting in to receive the latest news, event and sale info from CB2. We look forward to inspiring you with affordable modern furnishings for apartment, loft and home.
And remember, this is a dialogue. Feedback's always welcome.

shop at cb2.com →

Look for your cb2 announcements to begin arriving soon at this address:
margarettest@returnpath.net

To make sure our email updates are delivered to your inbox, please add cb2@news.cb2.com to your email Address Book.

View our privacy policy.

CB2, 1250 Techny Road, Northbrook, IL 60062

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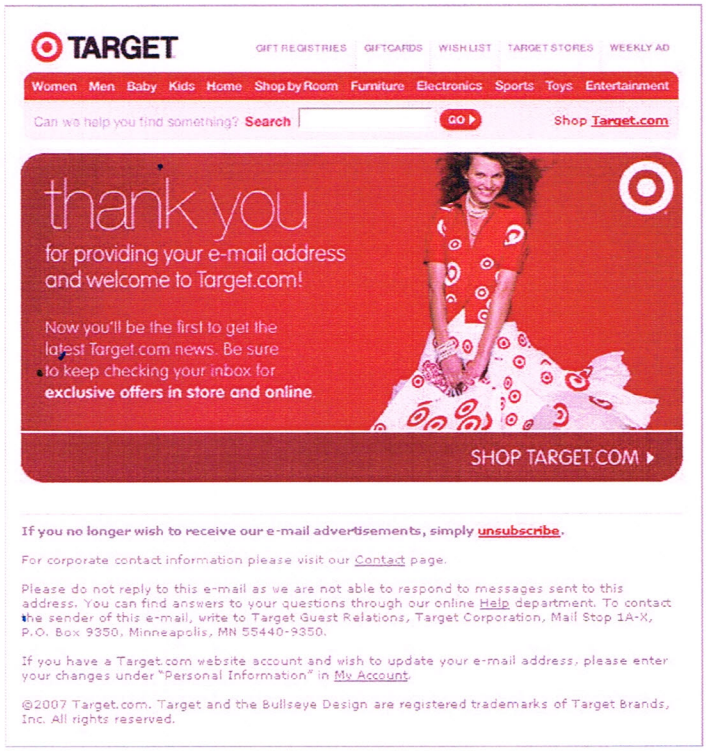

Target

The design of TARGET's welcome message mimics their website, which is a best practice; however the content consists of little more than a "thank you." This would be a great opportunity to introduce subscribers to TARGET's best selling products, feature "deals of the week" or link to the "what's inside" section of their site where users can flip through their seasonal catalogs. For a multi-channel business with retail locations, an ecommerce site and direct mail catalogs, email can be the glue that ties the channels together. Welcome messages are often a subscriber's first interaction with a brand. What better time to include "must know" or "what sets us apart" information.

Jonathan Adler

This welcome message looks and feels like a transaction, rather than a chance to engage. Subscribers are instructed not to respond to the message, and the look and feel of it are inconsistent with the Jonathan Adler website, which is full of bright colors, detailed images and friendly copy.

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Dear ,

Thank you for subscribing to newsletters at IBM Subscription Services

Your newsletters are:
- ForwardView: Insight for Small and Medium Business

To further manage your e-mail subscriptions, customize your interests, or unsubscribe, go to:
http://www.ibm.com/vrm/subscriptions/us

Your username is MARGARETTEST@RETURNPATH.NET Your password is testtest

Sincerely,

The IBM Subscription Services Team

IBM

While this message has a link to a preference center and includes the name of the newsletter that was signed up for, there is no information about the newsletter's frequency or when users can expect to receive their first issue. A personalization error was also made.

A handful of marketers used their welcome messages to draw subscribers into the fold and motivate them to make a purchase. Some included welcome offers, such as a discount on a first purchase or free shipping options, while others used their welcome message to state their value proposition and inspire subscribers to start their shopping experiences. Here are some examples:

Banana Republic

Banana Republic welcomes subscribers with an offer of free standard shipping as part of their welcome message, along with a "Start Shopping Now" link.

Research findings continued on page 8

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VOICE OF THE SUBSCRIBER

What You Wish Your Subscribers Were Saying

Wouldn't it be great if marketers could listen in to learn what their subscribers were saying when they open and read their welcome messages? For some marketers, taking a "fly on the wall" approach would reaffirm that their welcome messages are helping to create engaging subscriber experiences and pave the road to relevancy and prior value. For others, it might be a cringe-inducing exercise to learn that their welcome messages aren't working nearly hard enough to bring subscribers into the fold—or worse—are getting lost in the inbox clutter, deleted unread or reported as spam. Be honest: Which of the following scenarios are you more likely to hear, based on your welcome message practices today?

(Overheard in the break room of an office near you)

- "Hey Sarah. Love your shoes. Are those from ABC Shoe Company?"
- "Thanks Lauren! They are."
- "You know I actually just received an email from ABC. I signed up for their email program and they sent me a welcome message right away. It includes an offer for 10% off my first purchase."
- "Wow, that's great. I shop there all the time. How can I sign up?"
- "You can go to their home page and fill out a form with your email address or I can just forward you the email. They have a "tell a friend" link that makes it easy to pass along the savings."
- "Great. Send it over."
- "You can also sign up for a series of three "trend spotter" emails that tell you what the hot styles are for fall and winter."
- "Wow, just what I need. It won't be sandal weather for much longer. Thanks for the info."
- "Just one shoe lover helping out another!"

An Email Marketer's Worst Nightmare

(Overheard in a nearby cube)

- "Hi Susan. What's going on?"
- "Too much. I'm swamped with work and I just can't keep up with my email."
- "Yeah, tell me about it."
- "I made the mistake of signing up to receive emails from XYZ Travel Company since I'm always looking for great deals on airfare."
- "Sounds like a good idea."
- "I thought so, but I never received a confirmation of sign-up and I kind of forgot about it until yesterday when I got two emails from them and then three emails the day after that! I think I signed up about two weeks ago."
- "Wow, five emails in 2 days?"
- "Yup. And the thing is, I wouldn't have minded if they included deals I could actually use, but two of the offers were for airlines that don't even fly out of our city, and the others were last minute deals to the Caribbean. I'm just looking for flights to Europe."
- "Didn't you have a choice about what you were signing up for?"
- "No. The form said 'sign up for great deals.' It would have been helpful to receive something after I signed up letting me know what to expect, or even asking me what kind of deals I wanted or how regularly I'd like to receive them."
- "What a drag. What are you going to do?"
- "I don't know, but I'm really annoyed, and I'm too busy to bother finding out how to unsubscribe. I think I'll just report the next email I receive as spam."
- "Makes sense to me!"

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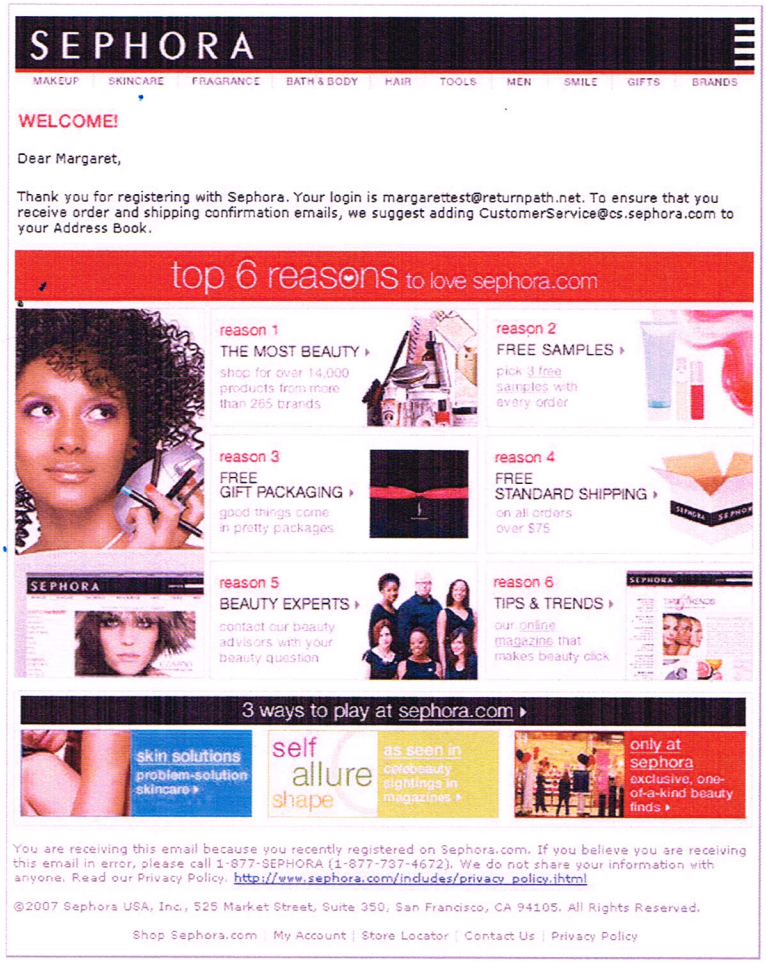
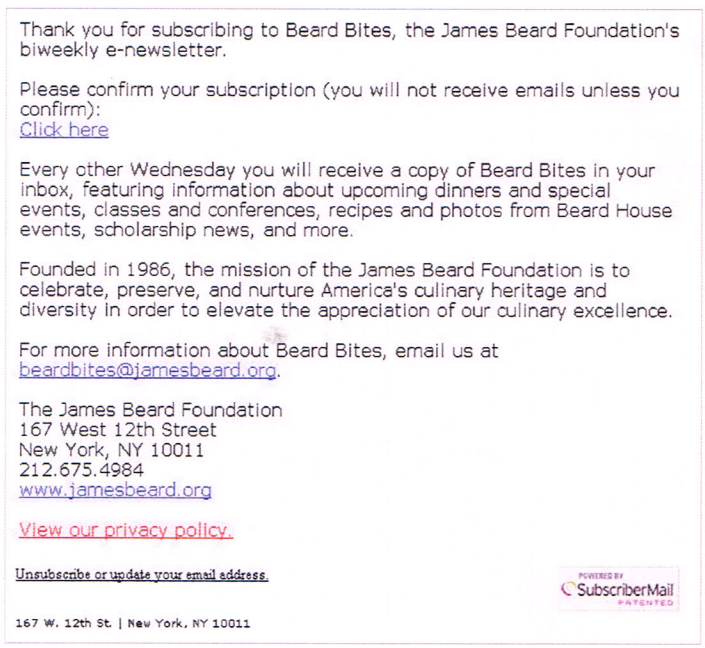


Sephora

This personalized welcome message from Sephora is packed with great information about why subscribers will love shopping at Sephora.com. From brand selection and free samples to free gift packaging and access to beauty expertise, Sephora makes a compelling case for why subscribers should not only look forward to their emails (a challenging feat), but get started browsing their site for beauty products right away. The benefits of subscribing to their email program are clearly stated. This welcome message also includes other best practices, such as whitelisting instructions and a privacy policy.

The James Beard Foundation

This is a great text-only welcome message example. The frequency of the Beard Bites newsletter program is clearly stated, as well as the benefits of signing up and the content that each newsletter will contain. Information about the foundation is provided, as well as links to an address for subscriber feedback, a privacy policy and a preference center.


Thank you for subscribing to Beard Bites, the James Beard Foundation's biweekly e-newsletter.

Please confirm your subscription (you will not receive emails unless you confirm):
Click here

Every other Wednesday you will receive a copy of Beard Bites in your inbox, featuring information about upcoming dinners and special events, classes and conferences, recipes and photos from Beard House events, scholarship news, and more.

Founded in 1986, the mission of the James Beard Foundation is to celebrate, preserve, and nurture America's culinary heritage and diversity in order to elevate the appreciation of our culinary excellence.

For more information about Beard Bites, email us at beardbites@jamesbeard.org.

The James Beard Foundation
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New York, NY 10011
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CoolSavings.com

CoolSavings.com utilizes a number of best practices in their welcome message. In addition to information that outlines the benefits of subscribing, whitelisting and bookmarking instructions and the editor's signature (which gives the message a personal touch), subscribers have control over the frequency of the emails they receive. A link to a preference center is included where subscribers can choose how little or how much email to receive. The welcome message also provides access to immediate savings at Pampers and Overstock, and the footer includes useful links to the subscriber's account, the home page, a privacy policy and a method to opt-out.

COMPLIANCE MATTERS

We believe that welcome messages are the first greeting to a marketing program, and as such should be treated like marketing emails. They need to be relevant, on topic, carry a consistent design and provide an opt-out option. Since many are automatically triggered and all are in response to an action taken by the subscriber (the sign up request), they could be considered transactional under CAN-SPAM, which means there is no need for an unsubscribe link. Regardless, it's certainly a best practice to go above the letter of the law. After all, the key to providing a satisfying subscriber experience is setting expectations, and then meeting or exceeding them.

Most subscribers have come to expect that marketers will give them the chance to opt-out of any email communication, regardless of the nature of the message. If that chance isn't offered and they don't want to receive any more email, they may choose to report the offending message as spam rather than just delete it.

However, a surprising number of the marketers in our welcome message study chose to do otherwise: 30% neglected to include an unsubscribe link or opt-out instructions, and 14% did not include a physical mailing address.

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While these marketers' welcome messages remain in compliance without this information, we feel this is a missed opportunity to demonstrate their commitment to respecting the subscriber relationship.

Including a privacy policy is another way that marketers can show they value subscribers, yet 35% of marketers in our study did not include privacy policy information as part of their welcome messages. It's also a best practice to provide this information at the point of address collection by having a privacy policy link as part of the email sign-up form. This provides subscribers with the opportunity to review how their addresses will be used before signing up for the email program. The more informed the subscriber is the more satisfied and engaged they will be.

IT'S NEVER TOO EARLY TO START BEING VIRAL

The majority of marketers that we studied (88%) did not include forward-to-a-friend (FTAF) or viral links as part of their welcome messages. For many of the programs we reviewed, it may have been better to leave it off, as most welcome messages in our survey did not contain forwardable content: usually this is something provocative, clever, unique, slightly shocking, interactive, humorous or based on current events.

Welcome messages as a rule are not the best place to encourage forwarding, as the marketer has not yet earned a high brand or value position with the subscriber. Regardless, we recommend that marketers take every opportunity to encourage their subscribers to pass along their emails to friends, family and co-workers by including viral links or forms in every email message. Make the link easy to find and include a one-step form where users can include personalized messages.

J&R Music World

J&R includes a "forward to a friend" link in the top right corner of their welcome message, but it's easy to miss or mistake as part of the standard navigation as there is a lot going on in this email layout. One way to encourage subscribers to pass along your messages is to mention it in the body of the email. For example, J&R could have included the following call to action: "Do you know a real New Yorker who loves a good deal? Pass on the savings!"

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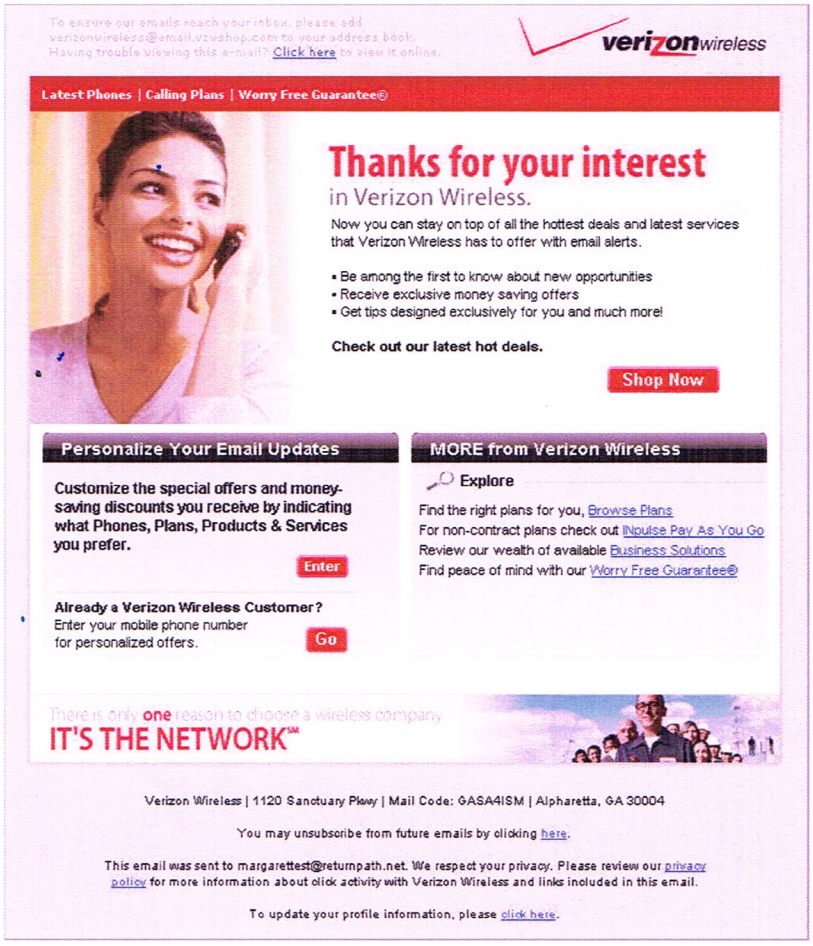

Verizon Wireless

Verizon Wireless includes a lot of useful information in their welcome message, as well as an option to customize future messages by allowing the subscriber to enter their specific phone style and calling plan. However, for a company that features "Unlimited IN" calling and text messaging (free calls and texts to anyone in the subscriber's wireless network - presumably friends and family), an opportunity to encourage subscribers to forward the message to other Verizon customers in their plan is wasted.

GIVE SUBSCRIBERS CONTROL

We were pleased to see that 60% of the marketers in our study included links to a preference center so that subscribers could manage their settings. These preference centers allow subscribers to set their choice of frequency, choose an email format (HTML or text), update their email address and profile information, subscribe to other newsletters and other useful options.

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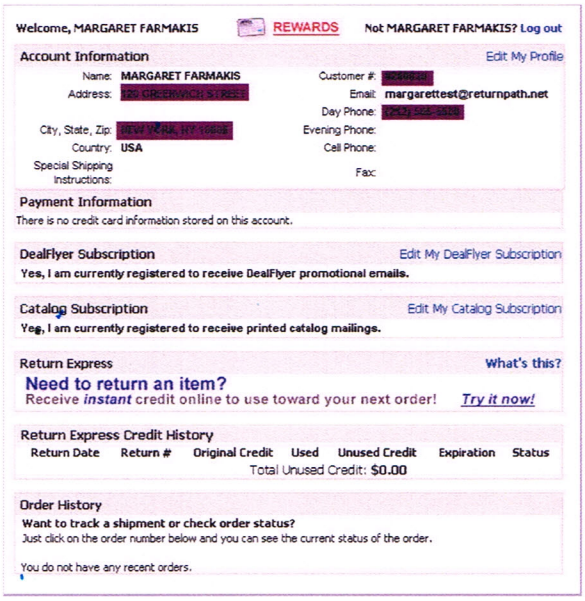
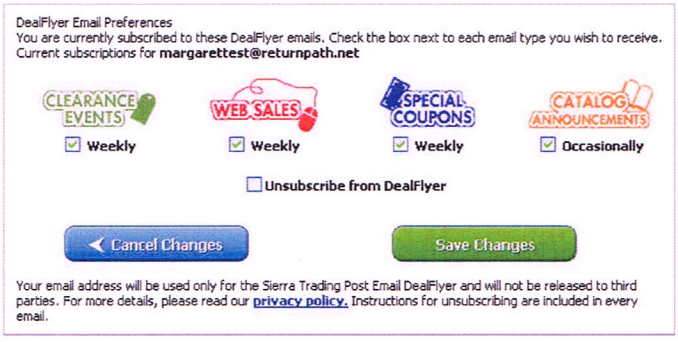


Sierra Trading Post

Sierra Trading Post has a preference center where subscribers can update contact information, access their order history and manage their email and catalog preferences.



Sierra Trading Post subscribers can also choose the type of "DealFlyer" email they'd like to receive and are given information about the frequency of each type of message and a link to a privacy policy.

Sierra Trading Post's multi-channel preference center also allows subscribers to select which of their eight catalogs to receive.

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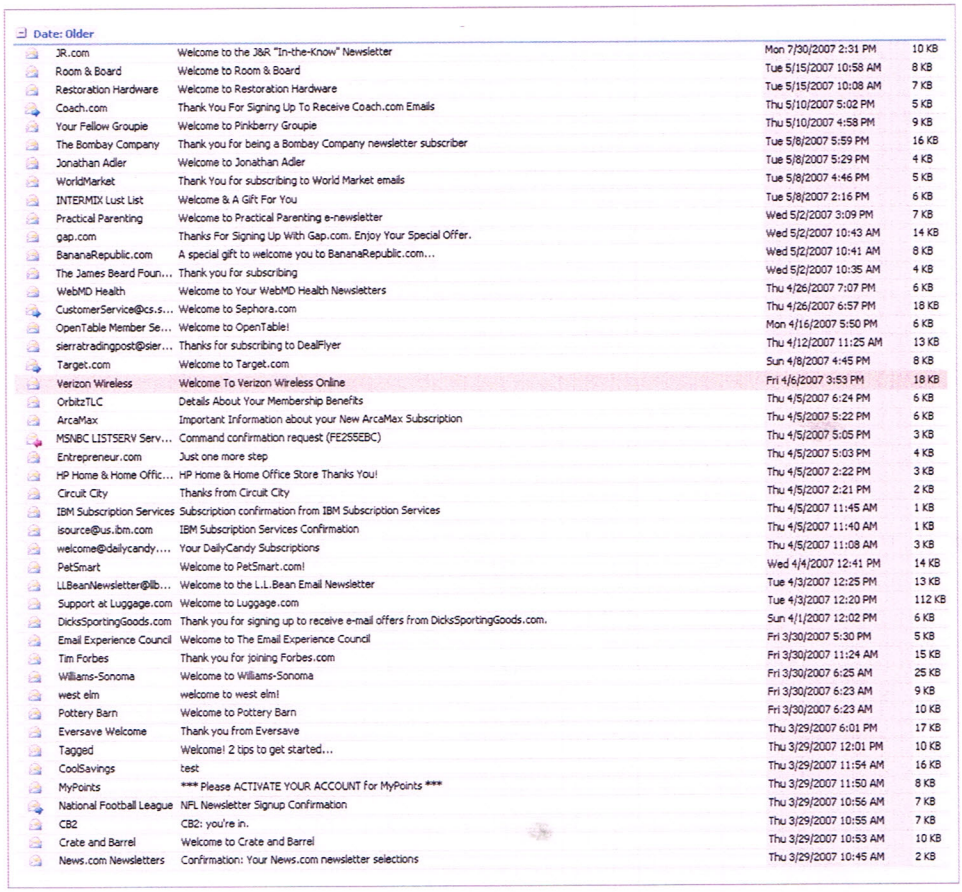
BREAK THROUGH WITH SUBJECT LINES THAT STAND OUT

A key element of welcome message success involves the email's subject line. Along with the "from" address, subject lines are a major factor in influencing subscribers' decisions to open and read email. If subscribers aren't using the preview pane function in their email client, then it's the only factor. By optimizing subject lines to make them enticing and actionable, marketers have a perfect opportunity to establish dominance in the inbox – and competition to get noticed and stand out from the inbox clutter is only increasing. However, rather than using the subject line to grab the subscriber's attention, they are too often treated as an afterthought; something to be tacked on before pressing "send."

And that's a shame. Welcome messages represent the first touch point in the subscriber-marketer relationship. As such, we recommend that the welcome message subject line acknowledge that with a friendly greeting, as well as mention any welcome offer/gift or relevant subscriber benefit. Standard subject line best practices, such as keeping it to 55 characters or less and not using all capital letters, also apply. Of course, testing to learn what subject lines resonate most with subscribers is always recommended.

Subject Lines

Many of the marketers in our study kept their subject lines short, but not necessarily to the point. For example, Banana Republic, PetSmart and World Market all included welcome offers as part of their messages (free standard shipping, free shipping on a purchase of $40 or more and 10% off online or in-store purchases, respectively), but their subject lines only included a greeting ("Welcome") and the name of the company. Intermix got it right with a short but descriptive subject line: "Welcome & A Gift For You," however we suggest spelling out the word "and" as characters often trigger spam filters. It's also a best practice to use the company name to reinforce the brand message. The Gap included a greeting, the welcome offer and the company name in their subject line, however they used 60 characters: "Thanks For Signing Up With Gap.com. Enjoy Your Special Offer." Tagged drew subscribers into the fold with helpful advice in a subscriber-friendly numbered format: "Welcome! 2 Tips to get started".



Date: Older

JR.com	Welcome to the J&R "In-the-Know" Newsletter	Mon 7/30/2007 2:31 PM	10 KB
Room & Board	Welcome to Room & Board	Tue 5/15/2007 10:58 AM	8 KB
Restoration Hardware	Welcome to Restoration Hardware	Tue 5/15/2007 10:08 AM	7 KB
Coach.com	Thank You For Signing Up To Receive Coach.com Emails	Thu 5/10/2007 5:02 PM	5 KB
Your Fellow Groupie	Welcome to Pinkberry Groupie	Thu 5/10/2007 4:58 PM	9 KB
The Bombay Company	Thank you for being a Bombay Company newsletter subscriber	Tue 5/8/2007 5:59 PM	16 KB
Jonathan Adler	Welcome to Jonathan Adler	Tue 5/8/2007 5:29 PM	4 KB
WorldMarket	Thank You for subscribing to World Market emails	Tue 5/8/2007 4:46 PM	5 KB
INTERMIX Lust List	Welcome & A Gift For You	Tue 5/8/2007 2:16 PM	6 KB
Practical Parenting	Welcome to Practical Parenting e-newsletter	Wed 5/2/2007 3:09 PM	7 KB
gap.com	Thanks For Signing Up With Gap.com. Enjoy Your Special Offer.	Wed 5/2/2007 10:43 AM	14 KB
BananaRepublic.com	A special gift to welcome you to BananaRepublic.com...	Wed 5/2/2007 10:41 AM	8 KB
The James Beard Foun...	Thank you for subscribing	Wed 5/2/2007 10:35 AM	4 KB
WebMD Health	Welcome to Your WebMD Health Newsletters	Thu 4/26/2007 7:07 PM	6 KB
CustomerService@cs.s...	Welcome to Sephora.com	Thu 4/26/2007 6:57 PM	18 KB
OpenTable Member Se...	Welcome to OpenTable!	Mon 4/16/2007 5:50 PM	6 KB
sierratradingpost@sier...	Thanks for subscribing to DealFlyer	Thu 4/12/2007 11:25 AM	13 KB
Target.com	Welcome to Target.com	Sun 4/8/2007 4:45 PM	8 KB
Verizon Wireless	Welcome To Verizon Wireless Online	Fri 4/6/2007 3:53 PM	18 KB
OrbitzTLC	Details About Your Membership Benefits	Thu 4/5/2007 6:24 PM	6 KB
ArcaMax	Important Information about your New ArcaMax Subscription	Thu 4/5/2007 5:22 PM	6 KB
MSNBC LISTSERV Serv...	Command confirmation request (FE255EBC)	Thu 4/5/2007 5:05 PM	3 KB
Entrepreneur.com	Just one more step	Thu 4/5/2007 5:03 PM	4 KB
HP Home & Home Offic...	HP Home & Home Office Store Thanks You!	Thu 4/5/2007 2:22 PM	3 KB
Circuit City	Thanks from Circuit City	Thu 4/5/2007 2:21 PM	2 KB
IBM Subscription Services	Subscription confirmation from IBM Subscription Services	Thu 4/5/2007 11:45 AM	1 KB
isource@us.ibm.com	IBM Subscription Services Confirmation	Thu 4/5/2007 11:40 AM	1 KB
welcome@dailycandy....	Your DailyCandy Subscriptions	Thu 4/5/2007 11:08 AM	3 KB
PetSmart	Welcome to PetSmart.com!	Wed 4/4/2007 12:41 PM	14 KB
LLBeanNewsletter@llb...	Welcome to the L.L.Bean Email Newsletter	Tue 4/3/2007 12:25 PM	13 KB
Support at Luggage.com	Welcome to Luggage.com	Tue 4/3/2007 12:20 PM	112 KB
DicksSportingGoods.com	Thank you for signing up to receive e-mail offers from DicksSportingGoods.com.	Sun 4/1/2007 12:02 PM	6 KB
Email Experience Council	Welcome to The Email Experience Council	Fri 3/30/2007 5:30 PM	5 KB
Tim Forbes	Thank you for joining Forbes.com	Fri 3/30/2007 11:24 AM	15 KB
Williams-Sonoma	Welcome to Williams-Sonoma	Fri 3/30/2007 6:25 AM	25 KB
west elm	welcome to west elm!	Fri 3/30/2007 6:23 AM	9 KB
Pottery Barn	Welcome to Pottery Barn	Fri 3/30/2007 6:23 AM	10 KB
Eversave Welcome	Thank you from Eversave	Thu 3/29/2007 6:01 PM	17 KB
Tagged	Welcome! 2 tips to get started...	Thu 3/29/2007 12:01 PM	10 KB
CoolSavings	test	Thu 3/29/2007 11:54 AM	16 KB
MyPoints	*** Please ACTIVATE YOUR ACCOUNT for MyPoints ***	Thu 3/29/2007 11:50 AM	8 KB
National Football League	NFL Newsletter Signup Confirmation	Thu 3/29/2007 10:56 AM	7 KB
CB2	CB2: you're in.	Thu 3/29/2007 10:55 AM	7 KB
Crate and Barrel	Welcome to Crate and Barrel	Thu 3/29/2007 10:53 AM	10 KB
News.com Newsletters	Confirmation: Your News.com newsletter selections	Thu 3/29/2007 10:45 AM	2 KB

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LAYING OUT THE WELCOME MAT IN 21ST CENTURY STYLE

Email marketers face increasing competition for a share of the marketplace and the minds of their subscribers. It has never been more important to break through the clutter and consistently drive response and encourage brand loyalty. While marketers have many tools at their disposal to create relevancy and target specific subscriber segments through email, welcome messages represent the first opportunity to do this.

An effective welcome message can be the first stone paving the path towards establishing relevancy and that important concept called "prior value." Subscribers who find your welcome messages useful and informative and know what to expect from your email programs are more likely to open and click on your future messages. For marketers charged with improving response and subscriber loyalty, that's a road worth traveling.

METHODOLOGY

From March 28–May 16, 2007 we signed up for the email programs of 57 top marketers representing a variety of vertical markets, including retailers, publishers, third-party networks, telecommunications companies, B2B marketers, travel companies, social networking sites, associations and sports organizations. The results were written and analyzed by the Return Path Strategic Services team with the goal of sharing a stronger understanding on the current use of best practices for optimizing response and engaging new subscribers.

ABOUT RETURN PATH STRATEGIC SERVICES

Return Path Strategic Services will help you move your email program from ordinary to extraordinary. Our expert strategists will give you inventive, practical, affordable ideas for optimizing your B2B or B2C program, thus improving your bottom line. Recommended ideas are tailored to your business goals and will help you move the needle faster to maximize ROI. We're dedicated to email performance – it's all we do. Please visit http://www.returnpath.net/strategicsolutions/ or call 212-905-5500 x 264.

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