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**EMAIL
MARKETING
SECRETS
II**



A ClickZ/FloNetwork Program

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Welcome to Email Marketing Secrets **II**

What you hold in your hands is the fruit of a dynamic partnership between ClickZ and FloNetwork Inc.

Due to overwhelming demand, we have been asked to continue the dialog and share the secrets of email marketing. It's amazing how far the market has matured as companies embrace email marketing as a preferred way of managing customer relationships.

The columns, which you are about to read, are heavily weighted toward taking the reader to the next level of email marketing: the art of email design, features that click, expelling the myths of B2B, fresh ideas, rich media, and building loyalty. After reading any of the articles included in this volume, you should be able to put the ideas to work immediately...otherwise, we haven't done our job.

We hope you will enjoy and profit from reading Email Marketing Secrets **II**

Sincerely,



Andrew Bourland
CEO/Publisher



Ann Handley
President/Editor in Chief

ClickZ

DM and EM: A Comparison

by Kim MacPherson

Direct marketing (DM) pioneers Bob Stone, Martin Baier, and Henry J. Hoke Jr. once described the DM discipline as “an interactive system of marketing that uses one or more advertising media to effect a measurable response and/or transaction at any location, with this activity stored in a database.”

Truer words were never spoken. And another truth is that OUR particular discipline – that is, the discipline of email marketing – uses and is enhanced by a good number of traditional DM principles and practices.

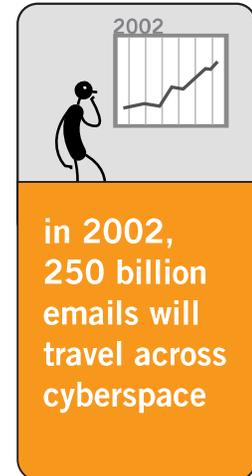
Suffice it to say that we all know the similarities between the two: the interactive nature of the media, the immediacy of the call to action within a given promotion, the benefits of retention versus acquisitions marketing, the range and scope of testing possibilities, and plenty more. However, there ARE differences, subtle though some may be. Namely...

Speed and timing. In the traditional DM world, it may take two or three or more months for a campaign’s final results to come in. And, depending on the mailer, the peak order time could be one, two, or three weeks out from the drop.

An email campaign, of course, is typically finalized in three or four days, and the peak time is usually within the first 24 hours. The advertising web site (or customer service call center) needs to be prepared for the largest number of hits within that time frame. Conversely, a traditional DM advertiser needs to prepare his or her internal staff for the deluge at a completely different time.

And because offline DM typically deals with a much broader time frame, results differences based on variables such as day of the week are not typically as substantial as they are for an email promotion. For instance, a large direct mail campaign’s complete drop may be spread across several days, so the differences between a Monday and a Wednesday are insignificant, in most cases.

However, as most email marketers know, these same differences can be staggering within an email campaign. In fact, some of our clients have seen 50 percent and higher lifts or falloffs based on differences in days of the week, even when all other variables are the same.



Offer placement. A lot of offline DM pieces – including direct mail, direct response print advertising, and television with a DM bent – put the primary offer (the main product/service that they are selling) at the top, or at the beginning of the ad. They then save the carrot – the bonus or free gift – for the end. Of course, this strategy is used to push near-converters over the edge.

We've seen the opposite strategy work for most email promo clients – that is, a better response can usually be had from putting both the primary and secondary offers at the top, or, at the very least, somewhere where they are immediately visible. Sure, a “P.S. Act now and get...” at the bottom of a message can be a nice added enticement; however, we haven't seen consistent lifts with this tactic – with any client – to feel confident enough to regularly use it in subsequent mailings.

Size. While a 24-page “magalog” or a multicomponent promotional package may pull in gangbuster results offline, I don't believe anyone has figured out a way to make a promotion of that size work within an email. (If anyone out there HAS, please email me!)

Therefore, the email platform is a major restriction to certain types of offers. For instance, there are direct mail packages out there promoting offers to acquire new customers in the 95-plus range, and many do it without trials or a “Bill me later.” How? With miles and miles of words and graphics, typically in addition to some outstanding prospecting lists.

The issue may be, at least in part, a bandwidth issue. Or perhaps it's an “impatient online reader” issue. But the fact is that it would be virtually impossible for an email to offer a high-dollar product right out of the chute to a complete stranger. Offline, we can target and qualify a lot easier, plus the printed medium leaves a ton of room to sell.

There's the word “sell” again. Seems like a good word to segue into a concluding quote (since we started with one). This one comes from Ray Rubicam, Young and Rubicam cofounder:

“The object of advertising is to sell goods. It has no other justification worth mentioning.”

Very simple. Very true. And timeless.

The Art of Email Design

by Kim MacPherson

For those of you who deploy campaigns in HTML on a regular basis, you already know how to create designed messages for quick and easy downloading. You know that the overall file size has to remain small. That, of course, means tight graphics (and not too many of them), along with a clean design.

Sure, nothing new there – but how can you help increase the response of your HTML email and keep it user-friendly? And for those of you who have yet to test HTML messaging as part of your overall email campaign strategy, what are some of the necessary components to creating optimized email designs?

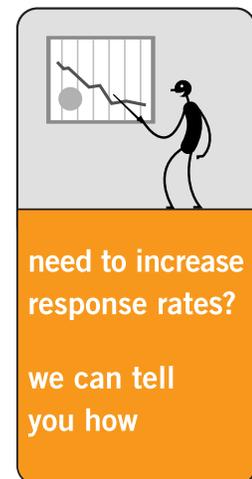
First, to review a few of the main design tactics for HTML emails, take a look at the article “To HTML... or Not to HTML?” In it you’ll find the most basic tips for solid HTML design, built for speed.

Beyond the core basics, think of the best print ads you’ve ever seen. Some of the most compelling ones utilize just one outstanding yet simple graphic along with tight, beautifully laid-out copy.

Many of the same principles apply here – after all, an HTML message is essentially an “interactive print ad” or some version thereof.

Like print, headlines should pop – preferably with bold, sans-serif fonts, and the main body text will read better with an easy-on-the-eyes serif. For email, you may want to use the more universal Arial and Times New Roman fonts for consistency across the board when designing text embedded in HTML. Not every email client will display a Century Schoolbook or Didot font, for instance, and will instead default to one of the more commonly used fonts.

One way around this particular limitation is to turn your headlines and important sentences and phrases into actual graphics – create JPEG or GIF files in your font of choice to ensure that they are viewed correctly. This also works well for text that is



vertically aligned – that is, headlines that are read from bottom to top or top to bottom. The graphic with your great words is embedded in the HTML, with all fonts intact.

Another thing to keep in mind: If you must use reverse text (white on black or some other color), go lightly with it. Often it can make copy more difficult to read online. Same goes for text that is printed over a particularly distracting background – a definite no-no.

HTML messages that drive top results make use of a few other design-related tactics that are specific for online readers. Namely...

Make all graphics “clickable.” Embed your call to action URL in each and every image in your promotion. The assumption is that the more links within it, the more likely your prospects and customers will click. Emphasize with the use of bold. The fact is, both italicized and underlined text – two of the great tools for emphasis in the direct mail world – do not carry over as well in the email world. Italics are hard to read online, and underlined text can often be mistaken for text links.

Break up long strands of copy. There is nothing more boring to read online than endless blocks of text that so often weigh down an email message. Create your design with small paragraphs in mind. Make use of columns and sidebars to break up your copy. Make sure there’s plenty of white space between the words, paragraphs, and columns, if used. Use bullets for benefits. Since you have limited time and space in most email promotions to get your message out, instead of noting your best points in your paragraphs, showcase them by using bullets, numbers, and/or asterisks to separate them. Your copy will look better, design-wise, and the best parts of your offer will be highlighted more clearly.

No matter which points above you decide to implement, if you’re designing your email in HTML, make sure it will truly enhance the response rate of your promotions by remembering that not every audience group wants to receive it.

For those who do, make sure that any images that you use are there for a reason. In other words, if you include a photo or a graphic, it should be there if and only if it makes a better sales pitch than the same amount of space in text. If it doesn’t, you may want to rethink whether or not you need to use HTML at all.

Expelling the Myths of B2B

by Kim MacPherson

If your focus is on B2B, then chances are your targeted market already receives tons of promotional email. Obviously, time is valuable for these people and, realistically, you probably have a total of five seconds or less after they open their email to capture their attention and interest.

When it comes to marketing to a business-to-business audience, the top response drivers may not be what you think. Conversely, what you may think of as tried-and-true principles may be killing your response simply due to overuse.

How do you make your promotional mail stand out from the crowd enough to get your audience to read on? Be prepared to take a break from what's worked in the past... and also be prepared to rework the “same old, same old.”

In other words, get ready to expel a few old myths. Namely:

The copy must be short. Not so anymore, if it ever really was. More and more, B2B email marketers are seeing results that show longer, more detailed copy pulling a higher response than the “teaser” copy of yesterweek. (Frankly, quite a few consumer marketers are seeing this shift as well.) It doesn't mean that email marketers across the board should automatically switch to longer copy. It DOES mean, however, that this one vital component of your promotions requires thorough testing before rolling out.

The email must carry the look and tone of a business letter. Does this mean that your email message should have a header and salutation, and should be signed by an appropriate party – a real, live person? Nope, not necessarily. There are some dynamic business promotions out there that break out of this mold. Just keep in mind that you are still “speaking” to a fellow human being and not a nameless, faceless company. It's people who receive these emails. Make the message compelling... lively, if necessary. Heck, make it fun if you can fit the fun factor in and make it work.



Things that work for B2C don't apply to B2B. Hardly. We've seen sweepstakes, free-gift offers, contests, Palm giveaways, and, more typically, consumer-oriented offers work fabulously well in the B2B arena. Again, you're dealing with real people who have real needs, wants, and pain points – just like everyone else. Know your audience, and you'll uncover where those points lie. You'll then learn what types of offers will best appeal to them. This leads to the next myth...

Showcase how the offer can benefit the company. Benefits are great – load 'em into your message. But make sure that a good portion of them directly benefit the recipient. Whether it's Joe Smith, purchasing agent for ABC Technologies, or John White, chief buying officer for a major dot-com, tell your audience how your offer is going to help them. Tell them how it will launch them into the stratosphere of their company or how it will get them kudos from their higher-ups or high fives from their officemates. Create those benefits so they appeal to their ambition (or lack thereof), their greed, or their perpetual quest for the brass ring.

Business is boring. This is probably the biggest myth of all. Just because you're marketing high-tech thingamajigs, don't fall into the trap of thinking that all communications need to use the jargon of the industry or need to sound dull and dry. As creator of an email promotion, you can craft it as you want. If it fits your audience and that audience's core desires, create something that is so far beyond boring that it becomes extraordinary. B2B needn't be boring. In fact, just the opposite is true. Because this audience may be so used to receiving messages that carry a certain tone, you may just find that switching gears here gives your response rates a big lift. (Note: This doesn't necessarily give you license to get campy or cheesy.)

Bottom line: Be different. Break away from that oh-so-comfortable tried and true. And remember that businesspeople are still people – and consumers – after all.

Features That Click

by Kim MacPherson

I have a folder entitled “Cool Promos” in my email program. In it, I transfer some of the most interesting and/or compelling permission-based promotional emails that I receive.

Here’s the kicker, though: The marketing messages that do end up making it into this sacred space – the ones that I deem worthy – are few and far between. In fact, out of the 50 to 100 promotional emails that I receive each and every day, it’s rare that any make it into the folder even once per week.

Yes, I’m a harsh critic. In order for an email to “qualify” (in my book, anyway), it must include at least one of the following:

Visually arresting presentation. Granted, this is tough to accomplish with a plain text message, so I guess I am talking HTML. (Come to think of it, all of my “cool promos” are in this format. Just call me a sucker for color and graphics.) But not just any HTML message will make it. Few do, in fact. In other words, the color and graphics should not be in the promo solely for technology’s sake. They have to be justified, either by the offer or the intended audience. And the layout, color, and design have to be brilliant. Or nearly so. It’s not an easy feat, to be sure.

Unique offer. No matter what the ultimate sales pitch is for – whether it’s content, products, services, or giveaways – a good portion of what makes a message special lies in its initial offer. And in how that offer is presented. The best offers I’ve seen out there truly hone in on the core desires of the target audience, meaning that the advertisers know their markets intimately, as well as what makes them tick and respond. So the offer is spun in such a unique and compelling way that it hits that audience dead on. This is what we all strive for, of course, and part of what makes an offer “unique” is that you don’t see it very often. Another tough nut to crack.

Technological wizardry. Well, perhaps “wizardry” is a little over the top, but you know what I mean. Some messages just pop because of the dynamic rich media and/or personalization technologies behind them. Of course, these types of features



are mainly geared for customer database communications. After all, a prospecting email that addresses a complete stranger by name, rank, and serial number can be a little disconcerting to the recipient. However, a cross-sell or up-sell offer to an existing customer that utilizes transactional and demographic information (as long as it's not too overt) can be seen as tremendously valuable. Once again – not personalization for the sake of personalization: Be sure to make it RELEVANT to those recipients as well.

So what are some examples of promotional messages that are tucked away in my “Cool Promos” folder?

One of the top on my list comes from Nordstrom. Each and every week, these delightful little gems grace my inbox. They are graphically rich, yet quick and easy to download. And despite the debacle last week with Nordstrom's house-list overlay emailing, I AM a Nordstrom customer – both on and offline – and I look forward to these emails. They are examples of true HTML design brilliance.

Send.com also produces outstanding promotions – that is, WHEN I get them. They don't come very often, which I believe is part of their value. The last set I received was for Father's Day. The offer was solid – great products and specials, etc. – but the emails were positioned in such a way that they “reminded” me three times during the two weeks prior to Father's Day. And each subsequent message became increasingly more urgent in tone. That tone was carried through from the subject line through the body of the entire email. This was a great example of an offer that increased the sales momentum from the first to the very last email. Interesting stuff.

Another standout (even though its stock is quickly sinking) comes from Stamps.com. In its personalized rich media promotion from last summer, both the audio and video addressed me by name, and it made a dynamic and colorful presentation. This type of messaging is sure to be the wave of the future, especially as bandwidths grow and the technology becomes even more robust.

No matter what your own criteria is for greatness, you may want to think about starting a “Cool Promos” folder of your own, in case you haven't already. It's true that you can learn volumes from others' successes AND their failures.

Yes, I do have a “Poor Promos” folder as well. But we won't go there. Not THIS time, anyway.

Fresh Ideas

by Kim MacPherson

Keep it fresh.

Sounds easy, doesn't it? A no-brainer, in fact. But it's not always a simple mission to accomplish, especially for people who've found those "formulas" that work.

But here's the rub about sticking with the tried-and-true: That's how we get into grinds, folks. We say, "Hey, we're ultimately profitable with a 5 percent click-through rate and a 2 percent conversion. And we can get that each and every time with such-and-such style of copy and such-and-such setup of the landing page."

Sure, consistency is good... I can't argue that. But every once in a while, we really should (pardon this overused expression) "break out of the box" and see what some brand-new running shoes can do.

Yes, that means plenty of testing. Continue to test offers, copy and design of the email promotions themselves, of course... but also test things such as ordering processes and landing page layouts. You might just surprise yourself with the results.

To give you a clearer picture, I've gathered a couple of brief lessons from email marketers who stepped away from their comfort zones and upped their response rates in the process...

Shorter is not always better. One consumer software marketer learned this by aggressively testing length in its email promotions. The test was set up as follows: Offer, products, and landing page/order form remained the same for each and every email. And three different lengths were tested – A) The tried-and-true "short and sweet" (roughly three very brief paragraphs), B) Mid-length (about 3/4 of a printed page), which simply expanded on the offer details, and C) Long. This one, when printed, was 1 1/2 pages long. It went into more detail on the offer, products and company. All three were deployed at the same time in straight text to three equal segments of the house list. Total quantity for each was 50,000, which is a more-than-reliable figure, statistically speaking. Well, guess what? Test cell C was the clear-cut winner, garnering a 7.5 percent CTR and a 4 percent conversion (as compared to just under 6 percent and 3 percent, respectively, for second-place

test cell B). And since this was a hard (paid) offer, it yielded a very nice margin – bigger than this particular company had seen in a long time. An almost two-page email winner? Who woulda thunk it? (See what I mean...?)

Clarify, clarify, clarify. Whether you're collecting email addresses or cold hard cash, take a good, hard look at how you're going about it. That's what the marketers for one nifty gadgets-and-gifts site did recently. And were they in for a surprise. Not to mention a huge lift in their subsequent campaigns once they corrected their "almost invisible" problem. For the record, this company creates beautiful emails. Well-written and designed, along with a good line-up of products. Click-through rates were consistently very high (in the 10 to 12 percent range). Sales-to-clicks conversion, however, was another story. Though not quite profitable at under 1 percent, the company was building a decent house email database with its prospecting promotions. And the marketers figured that this was the best they can do. Until someone had the foresight to analyze the landing page and ordering process. What they learned, when they stepped back from their web-savvy marketing shoes, was that the ordering process was not that easy to follow. First problem: When a prospect clicked on the product they were interested in within the initial email and was taken to the landing page, he was besieged with a variety of choices. Several products were showcased in front of him (including his favorite), along with buttons to every single other (normal) page on the site AND a search engine. Second, if the prospect clicked on the product he wanted, he was taken to an order form. Simple enough. Except there were no clear directions on this form, nor were there any scroll-down boxes to help the prospect along. Under "Quantity" there was a blank box. Under "Personalization" there was a blank box. Sure, you and I would know to type "1" (or another number) under quantity and our initials under "Personalization." But a lot of online shopping newbies would not know what to do at this point. (So add directions if you don't already have them!) Last, if the prospect did actually get through this initial process and hit the "submit order" button, something strange would happen. In a word: Nothing. Prospect was not taken to a shopping cart. AND prospect's order form was completely blanked out.



However (and here's the kicker), at the top of this page – in very small letters – was the announcement, “This order has been added to your shopping cart.” In other words, prospects who didn't see this completely unobtrusive notation would think their orders had disappeared into the ethers. They wouldn't know that in order to see their orders, they had to click on the “shopping cart” icon. So without that knowledge, what do they do at that point? Obviously, a majority of them chose to click off. Hence, the terrible conversion. The interesting thing to note here is that once these simple problems were corrected (and it was really just a matter of giving prospects clear cut directions to the nth degree), conversion jumped to over 2 percent... putting this particular company's email efforts in the black. Common sense? Yes. But sometimes things that make the most sense escape our attention. We take a lot for granted, especially those things that we, who live and work in this space, find so darned simple. Something to keep in mind.

Anyway, in the interest of time and space, we'll continue this topic next week. (More lessons... more testing ideas). By the way, if you've (uh-hem!) broken out of the box lately and have some lessons of your own to share, please send them my way.

I'm always open to fresh ideas.

The Rich Media Convenience Store

by Kim MacPherson

Convenience. On a grand scale, it's what the Internet is all about. It's what makes Amazon's 1-Click so special. And it can turn a site's first-time visitor registration experience into a wonderful thing... if and when that registrant eventually buys.

Sure, email has its own conveniences. With it, we can get the latest stock quotes, time-sensitive e-newsletters and updates. We can get business alerts, bulletins, and more. As far as content goes, we can get just about everything we want and need.

From a commerce perspective, email has definitely evolved these last couple of years. Regularly scheduled email communications have become the norm for many of us doing business online. Even the use of HTML within a promotion, which just last year was still considered new, is now commonplace.

In other words, we've come a long way, baby.

So how about rich media? It's been used to enhance web-based banner ads for quite some time. And those who have been using it know its advantages. From a marketer's standpoint, what's not to like?

For those of you who have yet to test it, take note: If you want to offer your customers and prospects true convenience, try rich media. It may just take them to a whole new level.

Consider some of the benefits:

- Ads are served live so you can change or update them in real time.
- Streaming audio and/or video is available to enhance your message.
- E-commerce and information-gathering can take place right within the email.
- Real-time tracking and reporting.
- Higher CTR than the industry averages.



How does all of the above create more convenience for your customers? Picture the following scenarios and put yourself in THEIR shoes...

You just purchased a Harry Potter book from Amazon. In return, you get a full-blown rich media email message from Amazon. This confirms your order AND promotes several other books in the Harry Potter series. It also gives you the option to read excerpts from each book or to click “play” and actually HEAR the author read them. When you’re ready to buy, it’s simply a matter of pressing one easy-to-find button beneath your selection.

Or, say you bought a PalmPilot from Franklin Covey. One week after your purchase, Franklin Covey sends you a rich media message that displays several of its Palm-related products and essentially says, “Isn’t it about time you purchased an extra stylus or two? They’re so very easy to lose. And, while you’re at it, how about this deluxe leather carrying case – complete with notepad and pen? Just click ‘Buy Now’... now.” It’s as simple as that. And of course, ALL this would occur without ever leaving your email.

Both examples above briefly demonstrate the level of convenience that rich media can offer; convenient because both are based on previously expressed interests and/or purchases. And, presumably, those customer recipients should be open and ready to “hear” the messages. Rich media capitalizes on that fact by allowing recipients to act. Immediately.

Rich media also affords recipients another “view” of a product or service by showcasing it from more than just one perspective. The addition of video and/or sound can greatly enhance the customer’s experience, making it even more convenient.

Of course, rich media is not just limited to shopping. And the benefits don’t stop with the customer. Next week, we’ll take a look at what’s changing in the world of rich media email – what’s new, as well as how it’s getting easier and less expensive for marketers to use.

We’ll also take a look at some of the rich media industry’s key players such as BlueStreak, RadicalMail, InChorus and others. See how you’ll be able to capitalize on their latest “conveniences”.

Loyalty Without Rewards

by Kim MacPherson

Based on the feedback from last week's article on building loyalty programs through email, it seems we've found yet another hot button. It makes perfect sense, of course we all want satisfied customers who are "true." And, yes, there ARE other ways to develop that devotion, aside from any rewards or incentives.

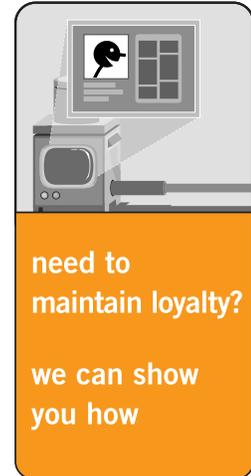
We already know we need to place emphasis on service and value in order to get that loyalty momentum going, meaning that things like timely delivery of orders and content – not to mention speedy and accurate processing of returns and complaints – must be the norm.

It also means that credibility is key: Customers need to both respect and trust you and your offerings. And in the event that an error in billing or some other mistake does slip through the cracks, we need to fess up about it and "make good" immediately.

What other things can we focus on to further enhance that customer relationship in order to develop that much-desired loyalty? Take a look at what others have implemented...

The "just checking to make sure you're okay" communication. Sure, regular emailed newsletters and catalog-type offerings are great, but every once in a great while, it's nice to get a personal "note" from one of the powers that be from a favorite dot-com. Just the other day, I received one such email from Jeff Bezos at Amazon. He wanted to run Amazon's new navigational system by me before it was locked into place. How thoughtful of him. It just goes to show that convenience isn't the only reason I do all my online book shopping at just one place.

Keep in touch offline. I'm a fairly frequent online shopper at Levenger.com, a company that sells tools for reading and other nifty gadgets, furniture, and supplies. Levenger started out as a traditional cataloger, and even though it has a strong online presence, it still holds true to its offline roots. Although I've ordered only online from Levenger, I still get the printed catalog on a regular basis. For me, it's



something to thumb through when I have the time... and it helps me become more knowledgeable about its unique products and specials. That increased knowledge turns into top-of-mind awareness whenever I'm in need of a product that falls into Levensenger's category of offerings.

Emailed coupons. Yes, a lot of online retailers send out emailed coupons, but have you ever tried to actually USE some of them? Many are almost painful, due to cumbersome processes or difficult-to-navigate forms that must be filled in to get the savings. Staples.com, on the other hand, is one of the good ones. It issues a coupon in every weekly newsletter, spotlighted well above the fold. And the directive is made clear: The end user need only copy the number on the coupon and plug it into the proper (and easy-to-find) box at checkout. Done. Yes, there ARE plenty of others that are doing it right; unfortunately, there are also too many that aren't.

Leveraging partners. Of course, plenty of online marketers are leveraging the power of partners and affiliates. It's about looking toward these noncompetitive businesses that complement yours to see what joint offerings will make for more dedicated customers all around. Combining efforts offline has been successful in the past, of course – both from a response and a cost perspective. Why not give it a go within an email promotion?

Just keep in mind that whatever type of loyalty program you develop by email, maintain it with diligence and care. Like any worthwhile marketing endeavor, it takes money and effort to achieve success. But the extra effort can pay off in spades – the end result being happy devotees who become not only great customers, but your best advocates for future prospecting as well.

flonetwork™

FloNetwork Inc. (<http://www.flonetwork.com>) is an eMarketing Application Service Provider (ASP) specializing in permission-based Internet direct marketing and communications services. FloNetwork Inc. is a leader in eMarketing automation solutions that enable marketers to build long-term relationships through customer interaction that drive revenues and profitability. We provide a suite of hosted applications and services to handle all aspects of permission-based email messaging campaigns, including building and managing email address lists, testing and deploying email messaging campaigns and real-time tracking, reporting and analysis of results.

FloNetwork Inc. was recently named one of the fastest 50 growing technology companies in Canada by Deloitte Touche Tohmatsu. Clients and partners such as the following rely on FloNetwork's technology and personnel to execute their email campaigns: barnesandnoble.com, buy.com, CNET, Careerpath, Continental Airlines, CMP, Experian, Hallmark, Ingram Micro, Internet World, J. Crew, Omaha Steaks, Universal Studios, and Virgin Records. The company is a member of TRUSTe, CAUCE (Coalition Against Unsolicited Commercial Email), RECA (Responsible Electronic Communication Alliance), and the DMA (Direct Marketing Association). FloNetwork Inc. has offices in the New York, Chicago, Toronto and San Francisco areas.

ClickZ

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