Jerry Johnson's Work in Segmentation and Persona Development

Cases and Real-world Results

July 25, 2022

CASCADE STRATEGIES INCORPORATED

I have served major global clients

I have received a number of industry awards and honors

Kaiser Permanente Best Practices Award
For database and communications development leading to 18% increase in Medicare Supplement sales

Ernst & Young Most Effective Campaign Award
For leadership in developing the “VideoBrat” campaign for SquareSoft, which increased game sales 12%.

(participation in) American Advertising Federation Gold Addy Award
For contributions to the "Get it All Together at Publix" campaign for Publix Supermarkets, which catapulted Publix to #1 in on the Progressive Grocer list of Most Profitable US Grocery Chains

(participation in) Adweek "Ten Best" Campaign Awards
For contributions to the "Burger King Town" campaign, which exceeded McDonald's share-of-households TV rating for the first time in Burger King history.

AMA Silver Effie Award for Marketing Effectiveness
For contributions to the “Monique” campaign for the Florida Ballet, which increased attendance by 310%,

AIMRI Best Qualitative Research Award
For white paper "Effective Use of Gatekeepers in Medical Research"

Examples and Case Histories

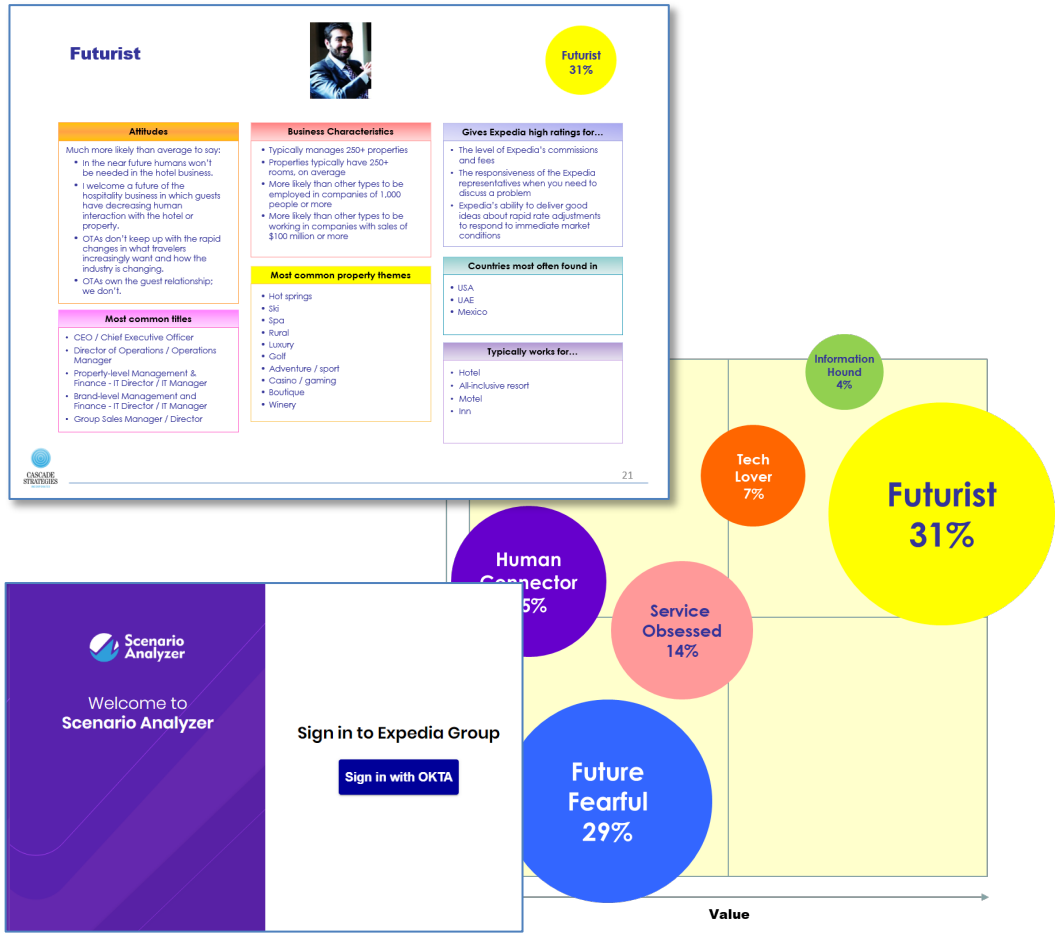
I have served as president of Cascade Strategies, Inc. for over 30 years.

I led the teams that produced the following successful campaigns for major clients.

These extraordinary campaign successes demonstrate that I know how to effectively manage global communications campaigns for major brands and companies.

Expedia Group: “Futurist” campaign

- We managed a comprehensive worldwide program to develop a master brand typology for Expedia Group.
- This resulted in an enterprise-wide focus on the needs of the “Futurist” persona.
- We developed an AI-based application to enable Expedia personnel to attract and retain more Futurist business partners.
  - The Futurist campaign resulted in 14% higher year-over-year commissions from hospitality partners.

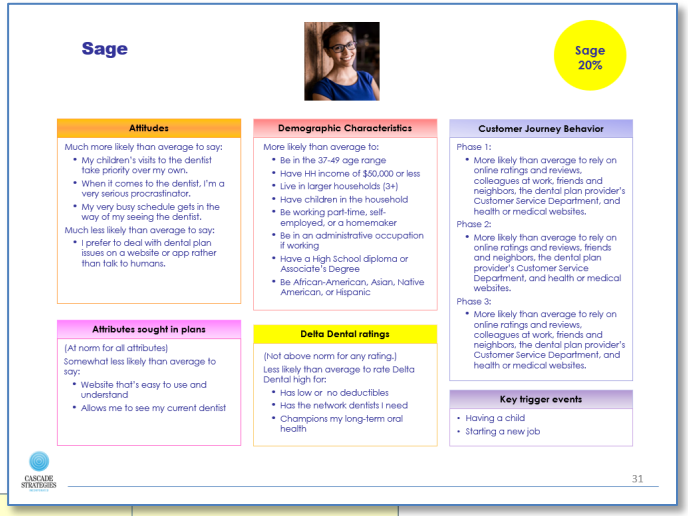


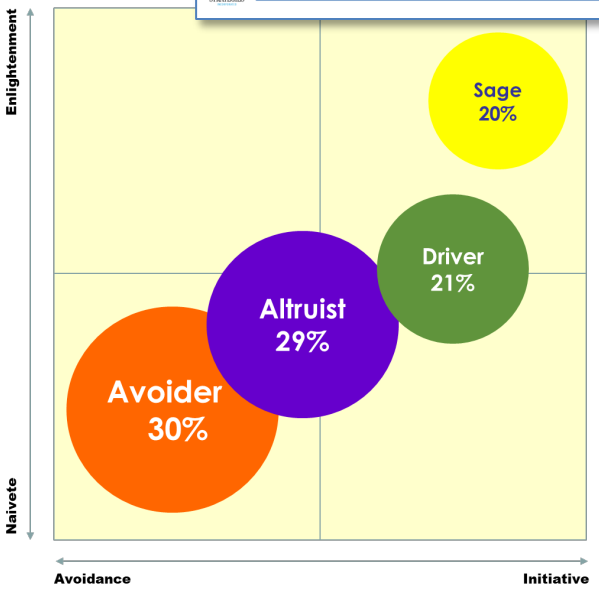
CareOregon: “Healthy at Any Age” campaign

- CareOregon gave us a large volume of internal member files for statistical exploration.
- We used Deep Learning exploratory techniques to help CareOregon focus on the “Healthy at Any Age” persona.
- We developed an AI-based application to help CareOregon improve their Medicare Star scores by focusing on the needs of this persona.
  - After 18 months of effort, CareOregon was able to achieve the 5-star rating it sought.

Delta Dental: “Sage” campaign

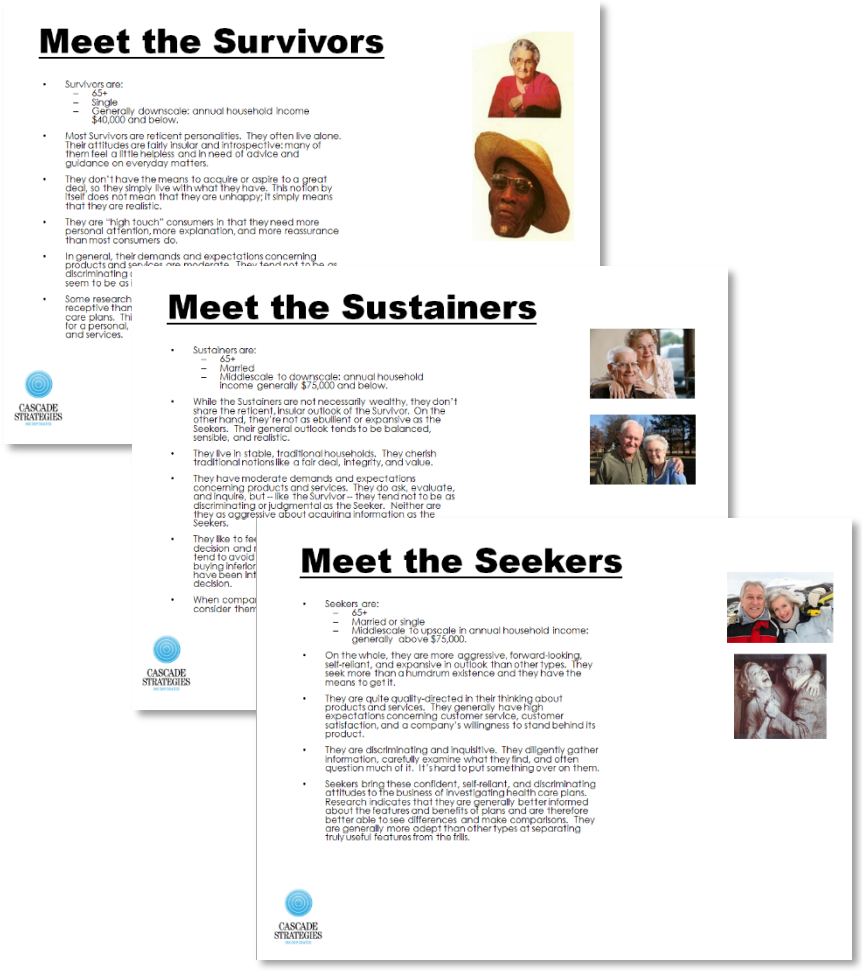
- We conducted a comprehensive brand exploratory for Delta Dental, resulting in a master brand typology.
- We recommended a strong focus on the “Sage” persona.
- We prepared extensive customer journey mapping and persona explication for marketing executives at the company.
  - The resulting Sage campaign produced 17% higher subscriptions in the three states after one year of activity.





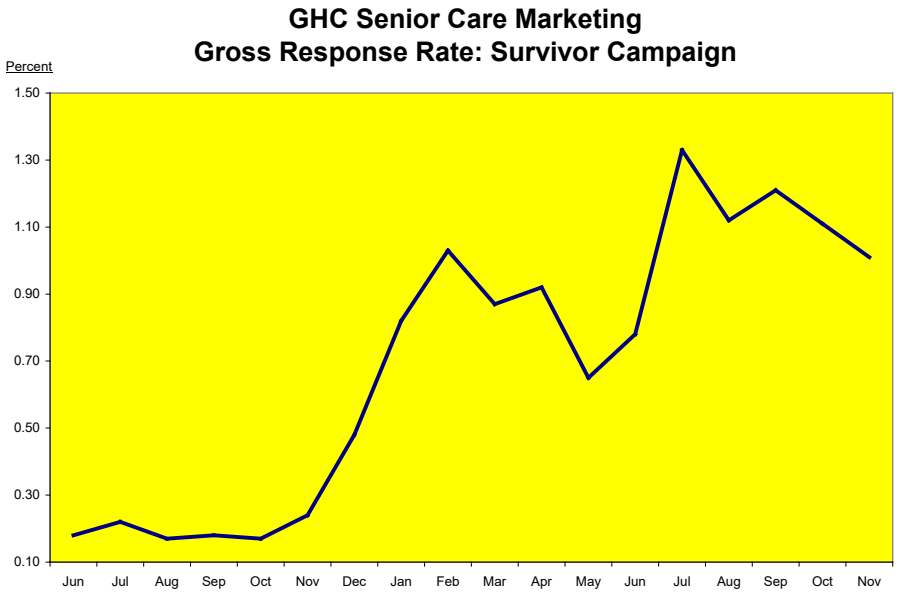
Kaiser Permanente: "Survivor" Campaign

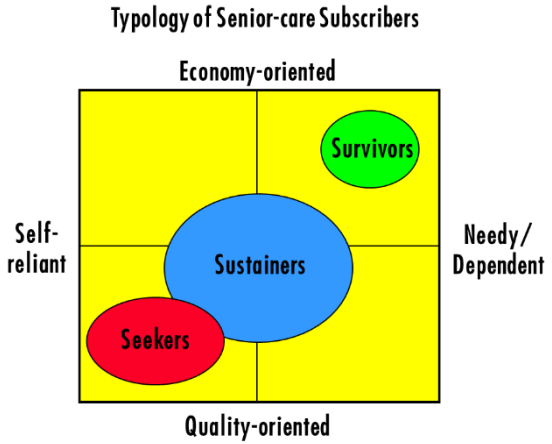
- For Kaiser Permanente subsidiary Group Health Cooperative we developed a marketing targeting model.
- Part of model output was a persona analysis based on the "Survivor" target (see previous page).
- Kaiser Permanente had been sending about 600,000 pieces per month to all 65+ consumers in the trade area (not just Survivors).
  - They began sending mail only to the "Survivor" target (about 10,000 pieces per month).



Kaiser Permanente: Campaign results

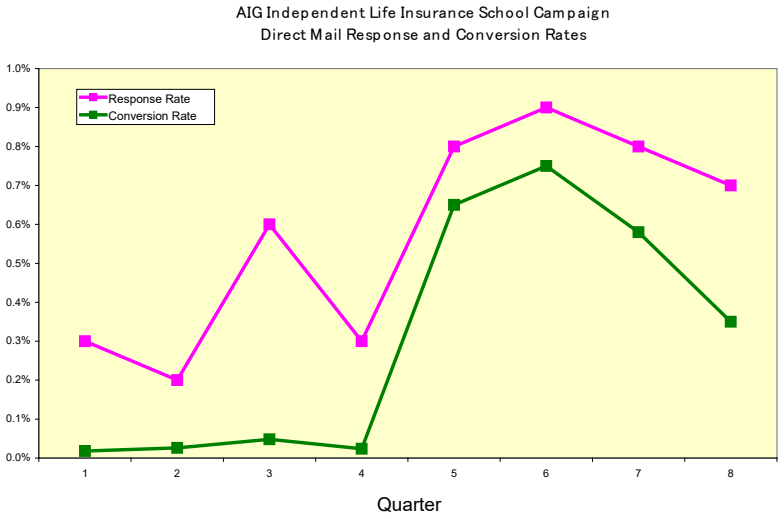
- In the early months, gross response rate hovered under 0.3%.
  - Then the learning model removed non-producing households and targeted better households, leading to response rates in the 1.2-1.3% range.
- ROI increased by 410% as "Survivor" responders in the later months were much more likely to sign up for a Group Health Medicare Supplement plan.
- This effort won the 2008 Kaiser Family Foundation Best Practices Award.

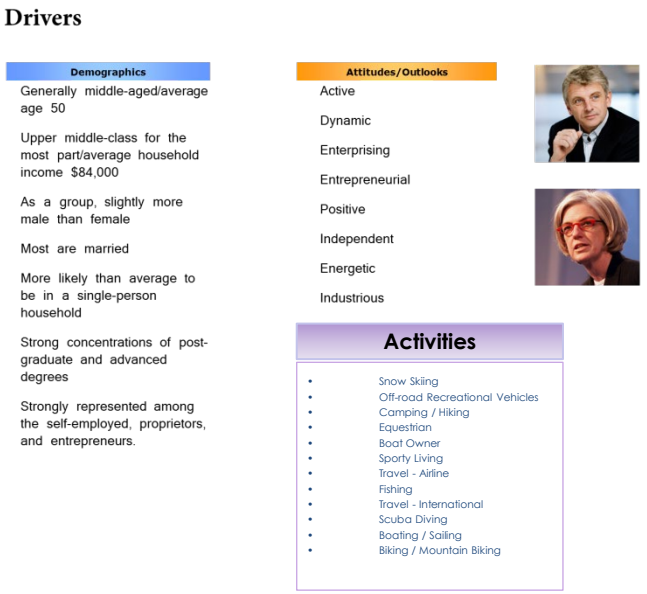




AIG: “Driver” campaign

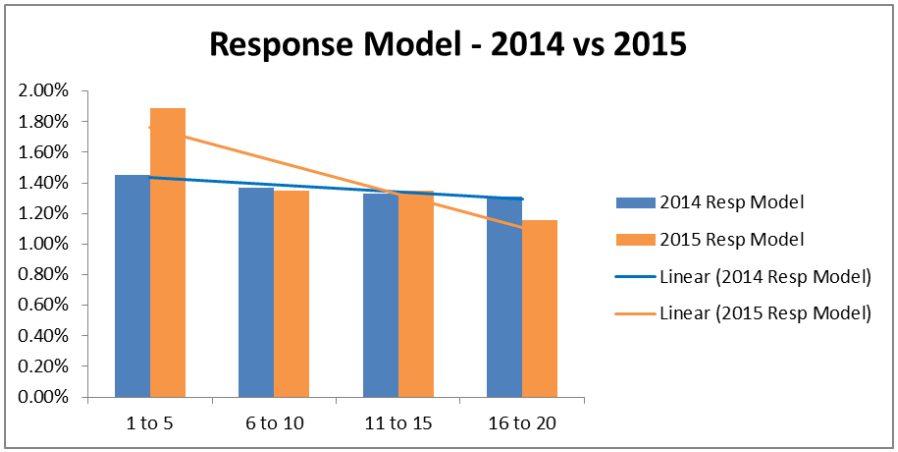
- For the AIG subsidiary Independent Life Insurance Company, we developed a marketing targeting model.
- Part of model output was a persona analysis based on the “Driver” target.
- The client had been sending out about 500,000 pieces per month to all consumers (not just Drivers).
  - They began sending mail only to the “Driver” target (about 12,000 pieces per month).
- After a year of activity, conversion rates changed dramatically.
  - The raw number of insurance contracts remained largely unchanged, but the cost to acquire the subscribers plunged 72%, resulting in very high ROI.
- The effort won a Silver Effie Award from the American Marketing Association.





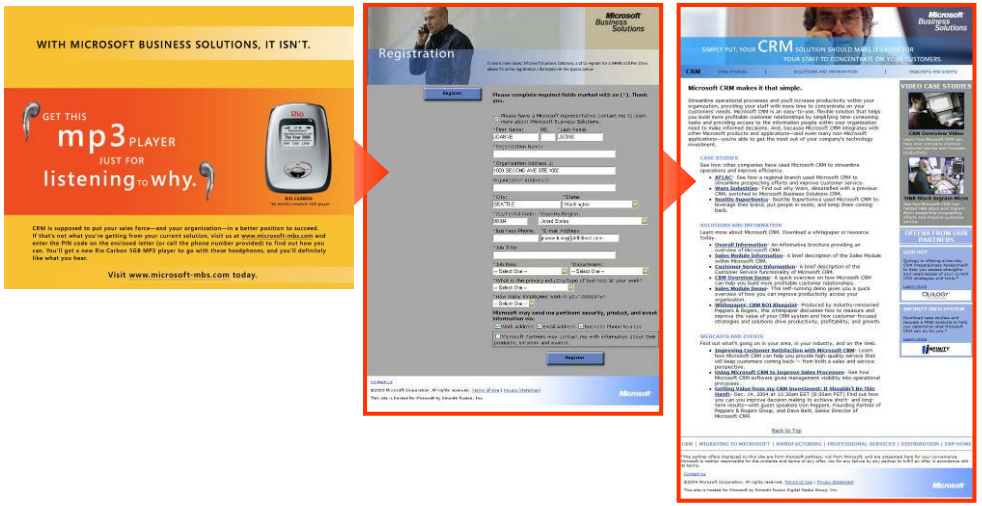
Blue Cross Blue Shield: "Sustainer" campaign

- The client sent us transaction files for solicitation, response, and conversion.
  - We appended 515 demographic/ behavioral characteristics and conducted advanced nonlinear ensemble modeling for prediction and classification.
  - We selected the best recipients for mail and recontacting for conversion.
  - We called these best recipients "Sustainers."
- Result:
  - Response and conversion rates are by a large margin the highest the company has seen in its history.



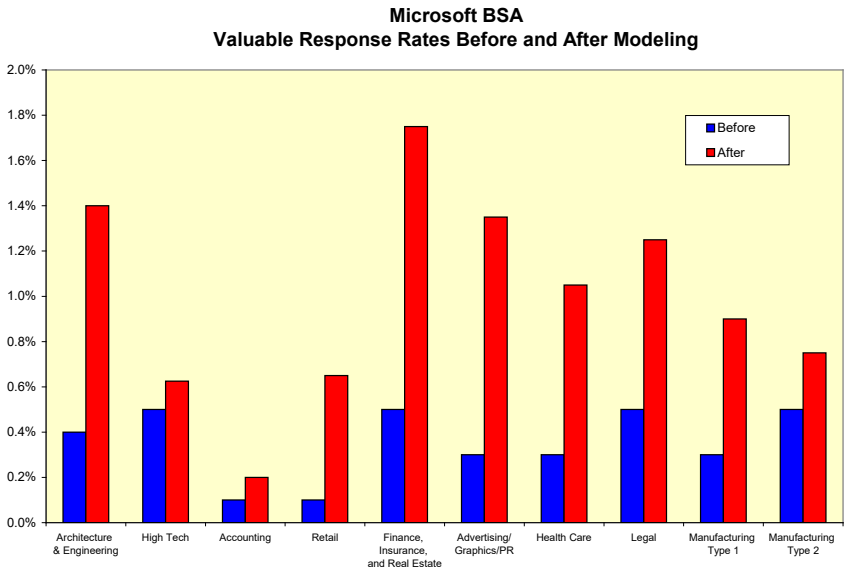
Microsoft Server Licensing campaign

- The client sent us transaction files covering server licensing, BSA, MBS, and MSDN campaigns.
  - We appended business characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- BSA campaign was cited by Microsoft Communities of Excellence for ROI achievement.



Microsoft: Communities of Excellence Citation

- Microsoft BSA had been sending about 1 million pieces per quarter to the same population repeatedly.
  - The model eventually brought this down to about 20,000 pieces per quarter.
- Microsoft coined the term "valuable response" to mean "response with a payment to Microsoft."
  - Before modeling, rates of valuable response hovered in the 0.1%-0.5% range.
  - After modeling, valuable response rates averaged 1.1%. (They actually varied by vertical market, some verticals being as high as 1.8%.)
  - Gross response rates were largely unchanged. ROI increased by 134%, as the responders were much more likely to register with Microsoft and make a payment.



Hewlett Packard: "Test at the Speed of the Revolution"

- We conducted primary market research to determine affinities for scientific research products.
  - We modeled these affinities and appended affinity scores to mail files.
- Database is about 1.2 million records.
- "Test at the Speed of the Revolution" won an ADDY Award for creativity.
  - See next page for market results.

Hewlett Packard: Results

- The "Test at the Speed of the Revolution" campaign also produced significant financial gains for HP.
- While gross response rates remained below 3%, conversion rates soared as HP logged higher equipment sales in virtually every world region.

Test at the Speed of the Revolution Campaign
DM Conversion-to-Response Ratios by Execution

DM Execution	Wireless Svc. Provider	Wireless Manufacturers	Aerospace and Defense	RF and MW Component Mfrs.
"Partnership"	0.62	0.22	0.43	0.51
"Integrity"	0.75	0.58	0.31	0.28
"Attentiveness"	0.68	0.42	0.45	0.40
"Responsiveness"	0.67	0.37	0.59	0.48
"Access"	0.55	0.61	0.83	0.30

Gargoyles Sunglasses: Alexi Lalas campaign

- We conducted primary market research to discover affinities for the "Alexi Lalas" line of sunglasses.
- The client gave us an extract of their file of retail purchasers.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- The Alexi Lalas campaign broke company records for year-to-year sales performance.
  - The company's 10-K filings confirm that this was the most successful sales year in the company's history.

Squaresoft Video Games: "Videobrat" campaign

- Conducted primary market research to determine affinities for products.
- The client gave us extracts of their file of purchases of similar games.
  - We appended characteristics and modeled affinities for prospective buyers.
  - We selected the best recipients for mail and issued mail files.
  - We called these best recipients "Videobrats."
- This campaign won the KPMG Award of Merit for ROI performance.

Squaresoft: KPMG Award of Merit

SQUARESOFT

- The client had been sending out about 20,000 pieces per month to key metros across the US.
  - The model reduced the number of markets to 4 key metros which had the highest concentration of "Videobrats."
- The client concentrated mail on high-affinity households in these markets.
- Media and marketing personnel reported dramatically increased sales of the two game titles in these specific geographies, ranging from 20% to 200%.
- KPMG audited the program for Squaresoft and gave it the company's highest award for ROI.
- Comments from the president of the media consultancy are shown at right.

International Media Partners

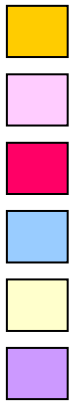
The results and recommendations that Cascade developed were profound. They were able to provide a richly textured profile of Squaresoft customers. Not just who they were---but, what they were, how they spent their time, markets that contained high concentrations of this group and a detailed map that plotted their location throughout the USA.

Our company was able to apply "media metrics" to the findings of Cascade Strategies and develop a media execution for the launch of a new game. How did it work? At the time the game was launched Squaresoft obtained a 12% market share in an incredibly competitive market with only one title. That's something that has not been accomplished since.

Gordon D. Bryson
President
International Media Partners

Agilent Technologies: "Speed Demon" campaign

- Worldwide provider of electronic test and measurement equipment.
- A model we developed for them indicated that they should be focusing on the special needs of people called "Speed Demons."
  - Specific repair and calibration plan features were developed fitting the preferences of the Speed Demons.
  - Targeted communications programs were directed toward Speed Demons.
  - A special tracking program was developed to determine whether increases in oscilloscope repair contracts were coming from Speed Demons.
- Results:
  - Repair and calibration contracts increased 13% worldwide and 32% in China, prompting the chairman of Agilent to cite the program for special worldwide recognition for excellence.



Economizer	10.4%
Web Hound	14.3%
Speed Demon	23.0%
Collaborator	24.6%
Service Demander	15.3%
Performance Zealot	12.4%

	Economizer	Web Hound	Speed Demon	Collaborator	Service Demander	Performance Zealot	Total
Agilent Technologies	17.2%	26.1%	31.3%	20.5%	18.8%	27.2%	24.0%
Tektronix	21.8%	16.0%	13.0%	23.9%	15.6%	16.5%	17.9%
Orix Rentec Corporation	5.7%	1.7%	9.4%	18.0%	4.7%	7.8%	9.1%
Rohde & Schwarz	3.4%	0.0%	4.2%	7.8%	5.5%	0.0%	4.1%
Yokogawa	5.7%	6.7%	1.6%	2.0%	3.1%	7.8%	3.8%
eBay	14.9%	3.4%	2.6%	0.0%	0.0%	1.0%	2.8%

The Disney Company: Celebration campaign

- We conducted primary market research to discover affinities for Celebration.
- The client gave us an extract of their interest file from realtors.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

Banner Bank: "Striver" campaign

- Tenth-largest bank in Washington State, serving Oregon and Idaho as well. The bank wished to reverse severely declining revenue per customer.
- We developed a brand model for them which identified "Strivers" as the primary segment Banner Bank should focus on.
  - The bank initiated special promotions and appeals featuring the products of greatest interest to Strivers.
    - A Striver-specific ROI program was developed to measure the degree of program success.
  - Modeled indices were used to set Striver product targets by branch.
- Results:
  - After 2 years of activity, Banner Bank exceeded all key Striver product targets system-wide.
  - ROI targets by medium were met or exceed for all media with the exception of direct mail and sponsorships.

Not	But
General	Lieutenant
CEO	Office Manager
Patron of Elaine's	Patron of Outback Steak House
Shopper at Nordstrom	Shopper at Macy's
At the head table	At the first table on the floor
In a tailored suit	In a nice suit from Men's Wearhouse
Class president	Chair of the prom committee
Graduate of Princeton	Graduate of Michigan
Head cheerleader	Booster
Driving a Land Rover	Driving a Lexus

Not

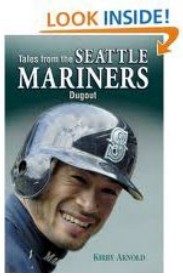
But

Not

But

Seattle Mariners: "Eclectic Fan" campaign

- Conducted primary market research to determine affinities for products.
- The client gave us extracts of their file of season ticket and merchandise purchasers.
  - We appended characteristics and modeled affinities for prospective buyers.
  - We selected the best recipients for mail and issued mail files.
  - We called these best recipients "Eclectic Fans."



Seattle Mariners: Results

- Mariners marketing staff reported increases in cross-sell rates of 20-30% after applying the model.
- More importantly, they reported increases in ROI ranging from 210% to 260%.
  - The actual ROI varied by product.

Fan Club Mail Files

	Before	After
Number mailed	68,900	---
Number of modeled selections	---	31,367
Number of purchasers	448	382
Gross purchase rate	0.65%	1.22%
Gross profit ($50 assumption)	$22,400	$19,100
Mailing cost ($0.28 assumption)	$19,292	$8,783
Modeling, database scoring cost	---	$2,200
Adjusted gross profit	$3,108	$8,117

Merchandise Mail Files

	Before	After
Number mailed	42,616	---
Number of modeled selections	---	16,181
Number of purchasers	315	297
Gross purchase rate	0.74%	1.84%
Gross profit ($50 assumption)	$15,750	$14,850
Mailing cost ($0.28 assumption)	$11,932	$4,530
Modeling, database scoring cost	---	$2,200
Adjusted gross profit	$3,818	$8,120

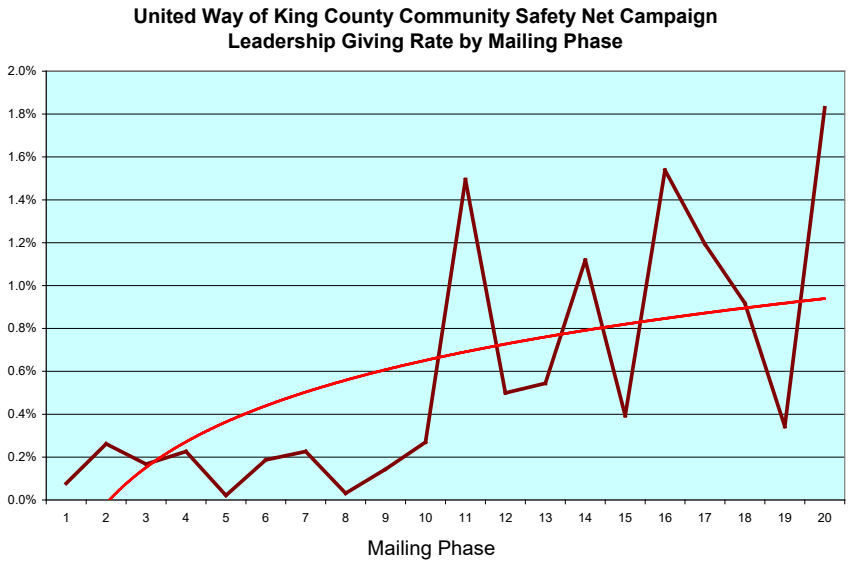
United Way: "Community Safety Net" campaign

- We conducted primary market research to discover affinities for Leadership Giving.
- The client gave us their Leadership Donor file history.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- The Community Safety Net Campaign Leadership Giving Campaign won a national award for effectiveness among 75 local United Way chapters.

UNITED WAY
YOUR COMMUNITY
SAFETY NET

United Way: National Award for Effectiveness

- United Way had been mailing about 10,000 pieces per phase to potential donors.
  - The model eventually brought this down to about 1,500 pieces per phase.
- United Way used the term "Leadership Giving Rate" to mean "response with a donation to United Way."
  - In the early phases, Leadership Giving rates were in the 0.1-0.3% range.
  - Then the model removed non-producing individuals and targeted individuals more likely to give, leading to Leadership Giving rates in the 0.4-1.8% range.
- Gross response rates were largely unchanged. The National Award for Effectiveness was given for increase in ROI (approximately 185%).



Snapper Lawn Mower Company: "Lawn Lover" campaign

- We conducted primary market research to discover affinities for these new lines.
- The client gave us an extract of their file of past purchasers.
  - We appended characteristics and modeled the files for affinity scoring, coining the term "Lawn Lover" for the best prospect.
  - We selected the best recipients for mail and issued mail files.

Snapper Lawn Mower: Results

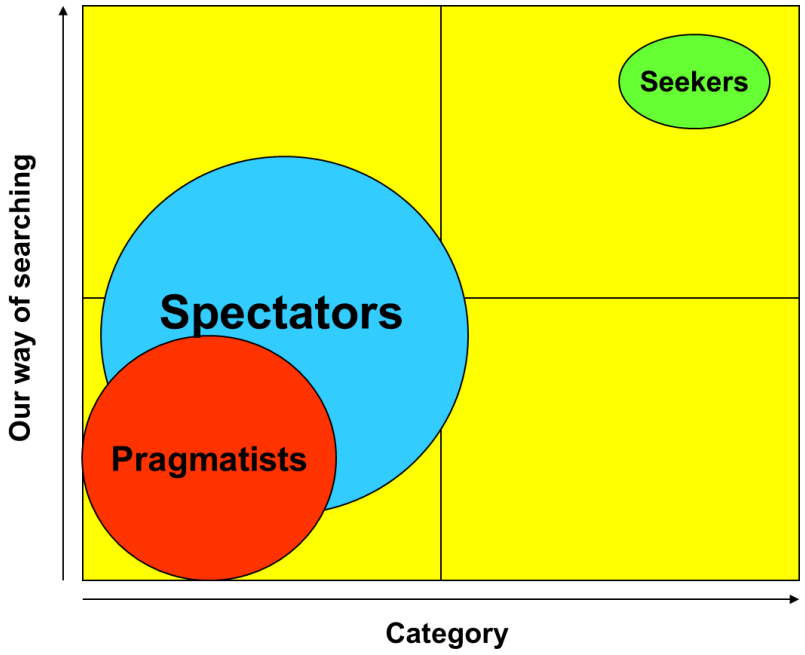
- The sales results confirm that the third year of activity was one of the most successful in the country's history with respect to the featured products (riding mowers and tractors).
  - This means, in essence, that the model learned in the first year, removing nonperforming households from the direct mail list and emphasizing households with the greatest likelihood to respond.
- The Power Equipment Manufacturers Association of America stated in their newsletter that this was one of the most dramatic sales turnarounds they had ever seen in the history of their reviews.

Snapper Financial Results

	% Change in Sales		
	Year 1	Year 2	Year 3
Walk Behinds	(36.7)	(12.6)	(10.7)
Riding Mowers	(18.4)	(8.5)	12.3
Tractors	(28.3)	(20.0)	29.1
All Products	(30.1)	(14.4)	6.2

InfoSpace: "Seeker" campaign

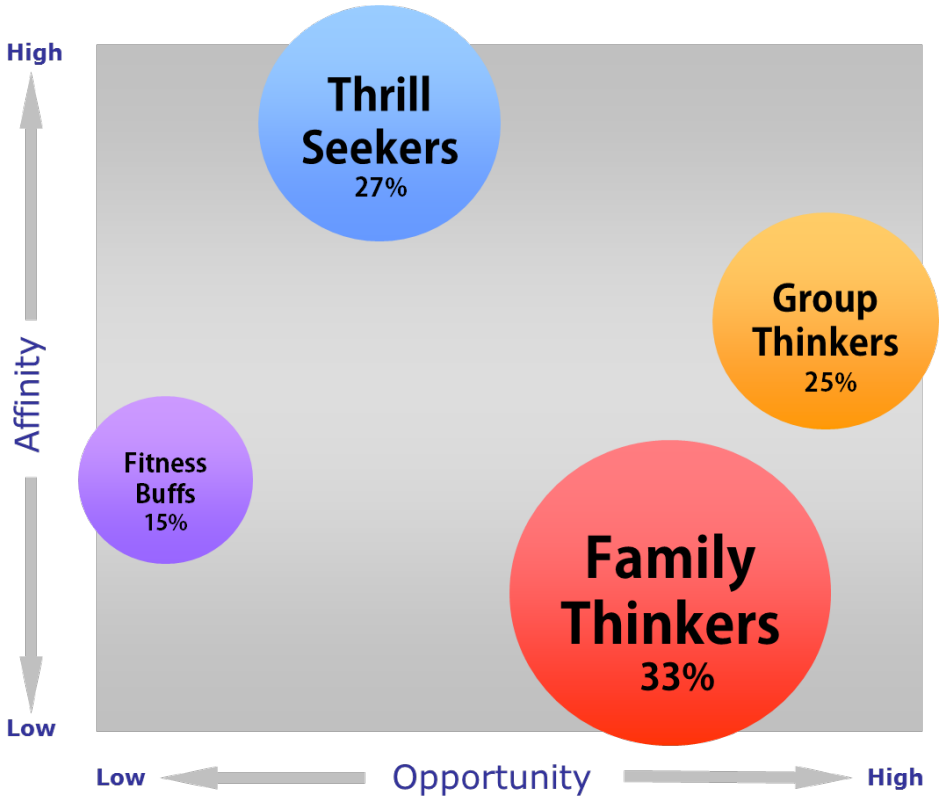
- InfoSpace manages a technically-oriented search engine and directory.
- A master customer-prospect model we developed for InfoSpace indicated that InfoSpace should be focusing on people called "Seekers."
  - Specific appeals were developed to persuade Seekers to use the InfoSpace search engine and online directories.
  - Seeker-oriented games and rewards programs were developed to encourage these individuals to try and to repeat their use of the InfoSpace offering (called Dogpile).
- Results:
  - Visits to the InfoSpace search-engine increased 11% in the first year of activity.



Spectators	55%
Pragmatists	36%
Seekers	9%

Sky Zone: "Family Thinkers" campaign

- Sky Zone owns and manages recreational trampoline parks.
- They sought to increase traffic and revenue from current customers.
- We conducted advanced modeling for them that indicated the greatest increases in the short run were likely to come from a customer type called "Family Thinkers."
  - Special promotional, discount, and family-related programs were developed for this customer subgroup.
  - Special family-oriented merchandise sales at the parks were included in the program.

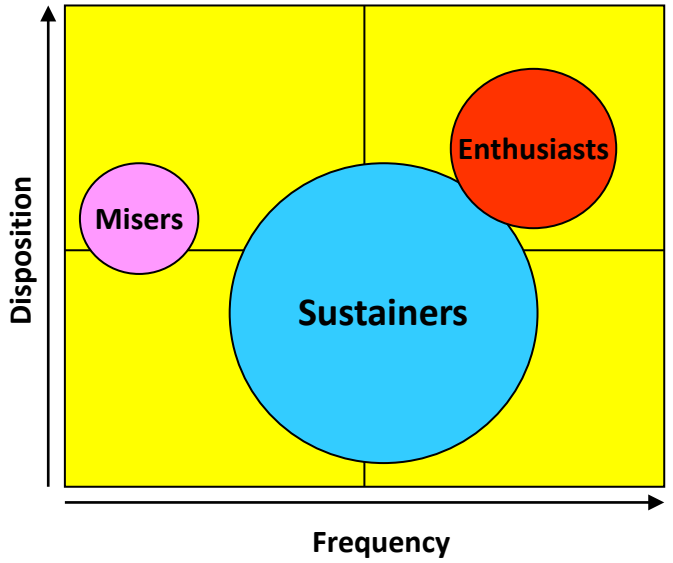


Sky Zone: Results

- Program elements (cont.):
  - Direct mail was launched to introduce the special programs to Family Thinker customers and offer them frequency discounts. Social media initiatives were launched to assist the direct mail. The messages were specifically tailored to mindset and behaviors of Family Thinker customers.
  - A special CRM-based monitoring program was set up to record the visits, purchases, and social-media commentary of the Family Thinker customers.
- Results:
  - In the targeted low-performing markets, visits by Family Thinkers customers increased 31% year over year, in-park merchandise sales increased 18%, and overall revenue from Family Thinker customers increased 14%.

SunCom Mobile: "Enthusiast" campaign

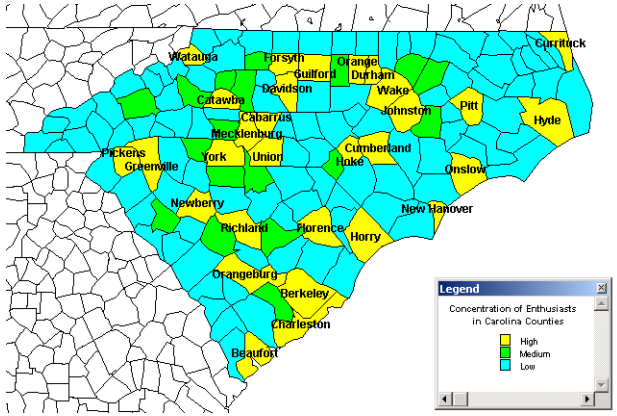
- SunCom Mobile is a telecommunications provider operating in the Carolinas.
  - They were unhappy with customer churn and wanted to reduce it.
- We conducted a modeling project that produced receptivity scores for certain plan features preferred by certain types of customers.
  - Specific plans appealing to each type were developed. Each type-specific plan included the bundles of features most strongly appealing to that particular type.
  - Special type-specific promotions and discounts were added, speaking to the specific habits and attitudes of each type. Messaging was geared toward the mindset of each type.



Enthusiasts	17%
Misers	4%
Sustainers	79%

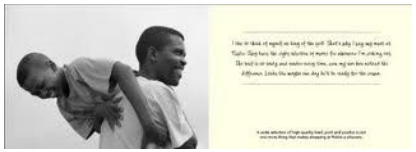
SunCom Mobile: Results

- Program elements (cont.):
  - On-boarding, retention, and loyalty programs were tailored toward the specific preferences, needs, attitudes, and behaviors of each type. Monitoring programs were added. The main idea was to engage the customer more than SunCom had before.
  - Cross-sell programs were customized toward what each type wanted most.
- Results:
  - After 24 months, churn among Type 3 (the most revenue-positive customer type) was reduced by 24%. Churn among all types together was reduced by 4%.



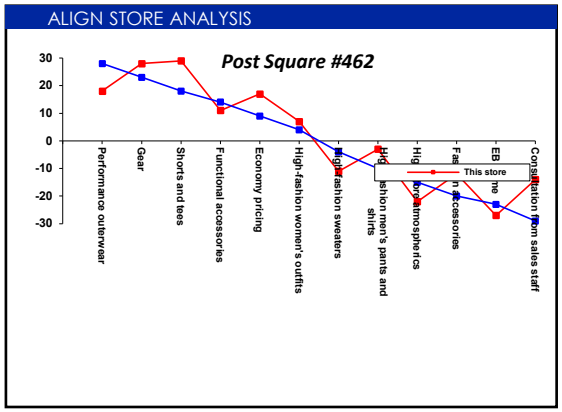
Publix Supermarkets: "Reluctant Shopper" campaign

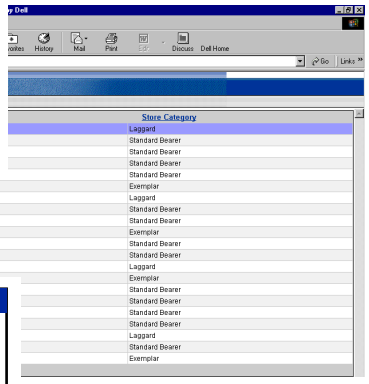
- We developed a master brand model for Publix identifying "Reluctant Shoppers" as the segment the company should focus on.
  - The company embarked on a comprehensive program to understand what products, services, and store experiences the Reluctant Shoppers preferred.
  - Special discount cards, coupon books, and promotions were targeted specifically toward them.

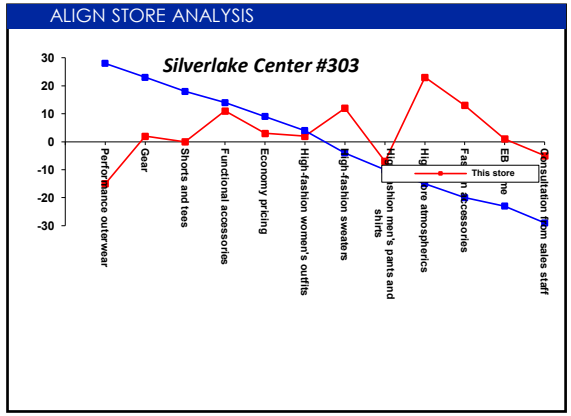


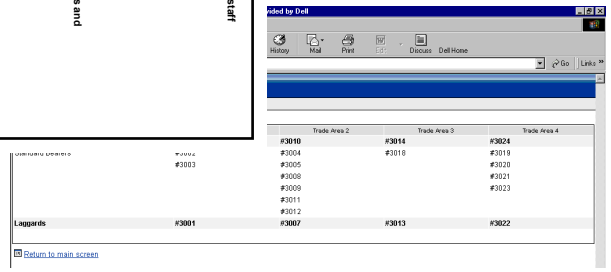
Publix Supermarkets: Results

- Publix arrested a 3-year decline in store sales and led all major grocery chains in same-store year-to-year sales improvement after 3 years of the new program (source: Progressive Grocer).
- Key "Reluctant Shopper" product categories like meat saw annual increases as high as 15.3%.









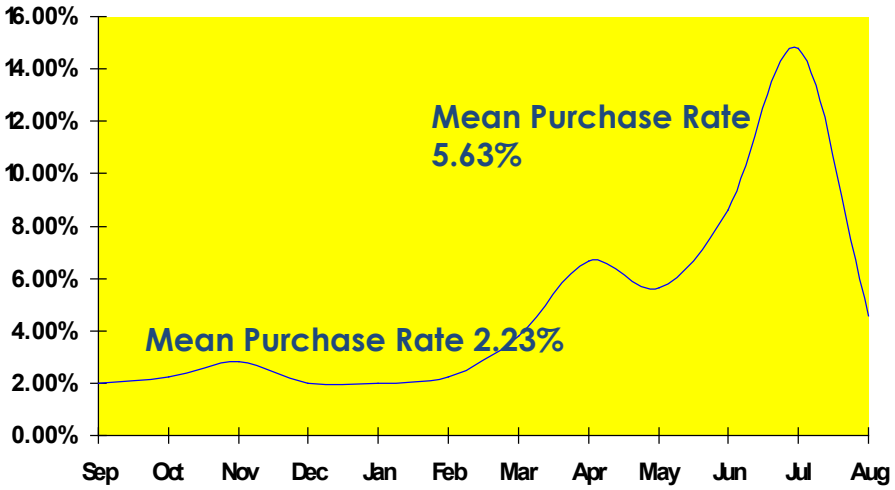
Garden Botanika: "Beauty Functionalist" campaign

- We developed a master brand model for Garden Botanika identifying "Beauty Functionalists" as the segment the company should focus on.
  - The company introduced new products fitting the specific needs and preferences of Beauty Functionalists.
    - Store personnel were also retrained to better understand the values, behaviors, and product needs of Beauty Functionalists.
  - Frequency, cross-sell, and up-sell programs were implemented based on the additional products Beauty Functionalists were most likely to buy.
- Results:
  - During this period Garden Botanika sales went ballistic, and the company opened stores at the rate of one a month. The purchase rate among Beauty Functionalists was as high as 14.8%!

Garden Botanika: Results

- Garden Botanika reported extraordinary store sales growth, propelled largely by direct mail appeals to Beauty Functionalists identified by the model.
- In the first months of activity, purchase rates were about what they had been before (roughly 2%).
- As the model learned, purchase rates grew dramatically.
  - These improvements in purchase rates translated into significant additional profits for Garden Botanika.
- Industry analysts cited Garden Botanika as a model for store growth, and company executives were eagerly sought for media commentary and appearances and remarks at trade conferences.

Marketing Results: Garden Botanika Mailings



Sprint: Lapsed Customer campaign

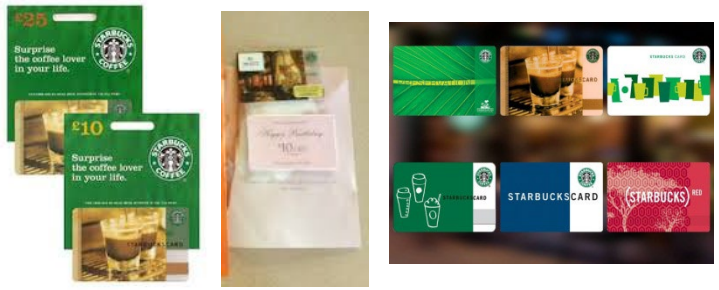
- The client gave us an extract of their file of subscribers and churners (lapsed customers).
  - We appended characteristics and modeled for subscribers who were not likely to churn.
  - We selected the best recipients for mail and issued mail files.

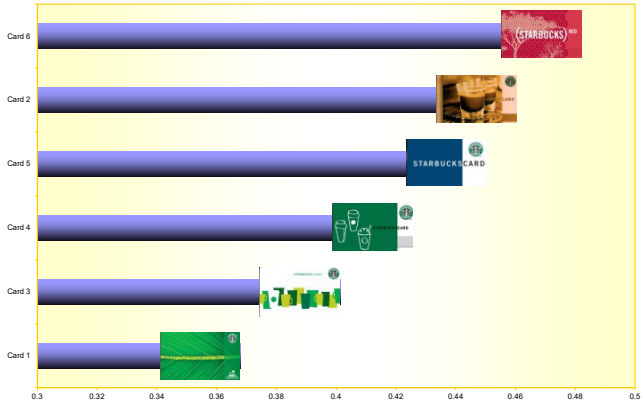
T-Mobile: Anti-churn campaign

- T-Mobile was seeking to reduce churn.
- The client gave us an extract of their file of subscribers and churners.
  - We appended characteristics and modeled for subscribers who were not likely to churn.
  - We selected the best recipients for mail and issued mail files.

Starbucks Coffee: Holiday Card campaign

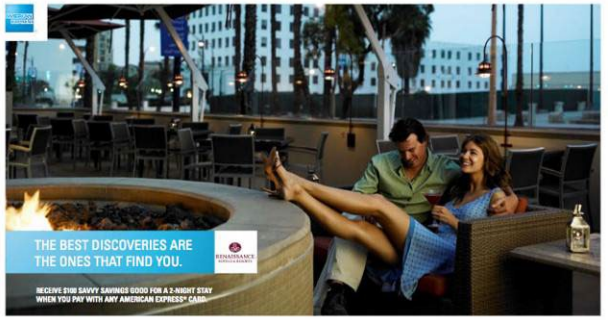
- We conducted primary market research to discover affinities for seasonal gift cards.
- The client gave us an extract of their file of gift card purchasers.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- We reported gross rates of response and made recommendations.





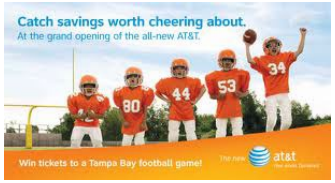
American Express: Rewards campaign

- The client gave us an extract of the MCIF covering purchases by those who were not in Membership Rewards.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.



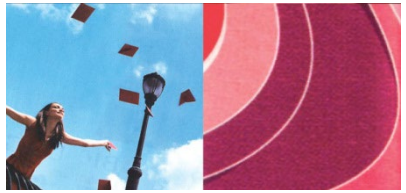
AT&T

- The client gave us a file of subscribers in selected geographies.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.



Procter & Gamble

- We conducted primary market research to discover affinities for P&G's line of feminine care products.
  - We modeled these affinities and appended affinity scores to mail files.
  - We selected the best recipients for mail in selected test markets and issued mail files.



Transamerica Financial

- The client gave us an extract of the MCIF for selected products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- 23 million pieces per quarter.

Westin Hotels

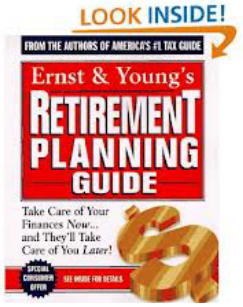
- The client gave us an extract of their file of visitors at selected hotels in the US and Asia.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

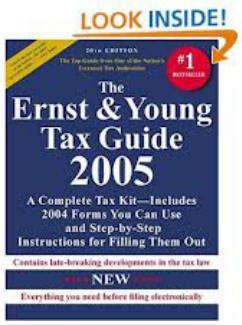
Progressive Insurance

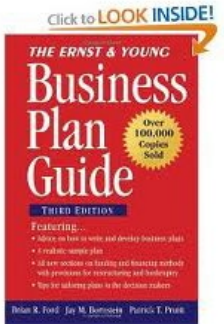
- The client gave us an extract of their Florida transaction file.
  - 2.5 million records in the file.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

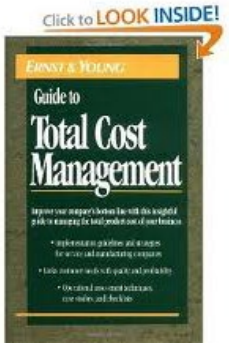
Ernst & Young

- The client gave us their transaction file for selected types of accounts.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.









drugstore.com: "Rambler" campaign

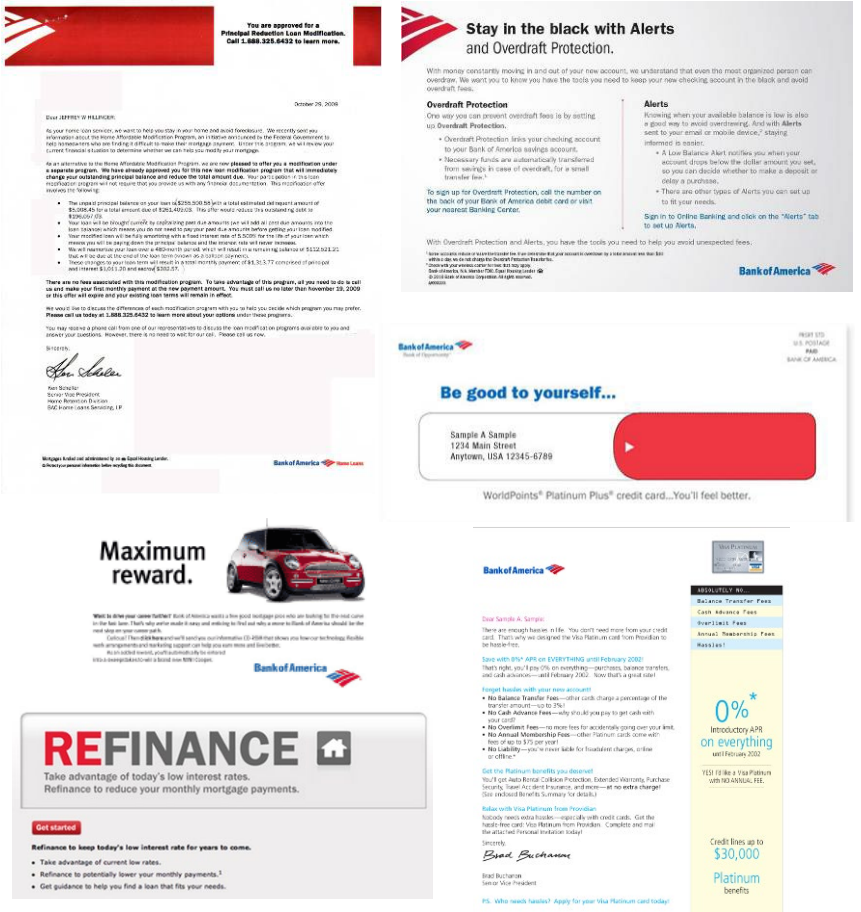
- An online retailer of prescription drugs, over-the-counter medications, and general consumer goods that sought to remedy extremely low customer loyalty and repeat-purchase levels.
- A model we developed for them identified six key segments by reference to their brand affinity, product preferences, and shopping behaviors.
  - Specific discount and promotional features were developed, geared toward the products they preferred and the way they liked to shop on the website.
  - Cross-sell programs were tailored to their product preferences and shopping styles.
- Results:
  - After one year, sales increased 16% in key product categories among the "Rambler" segments and 6% among the "Pipeliner" segments.

AAA

- The client gave us a file of transactions for insurance contracts in selected geographies.
- 3 million records in the file.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- Client reported response-rate lifts of 0.2% to 0.4% after applying the model.

Bank of America

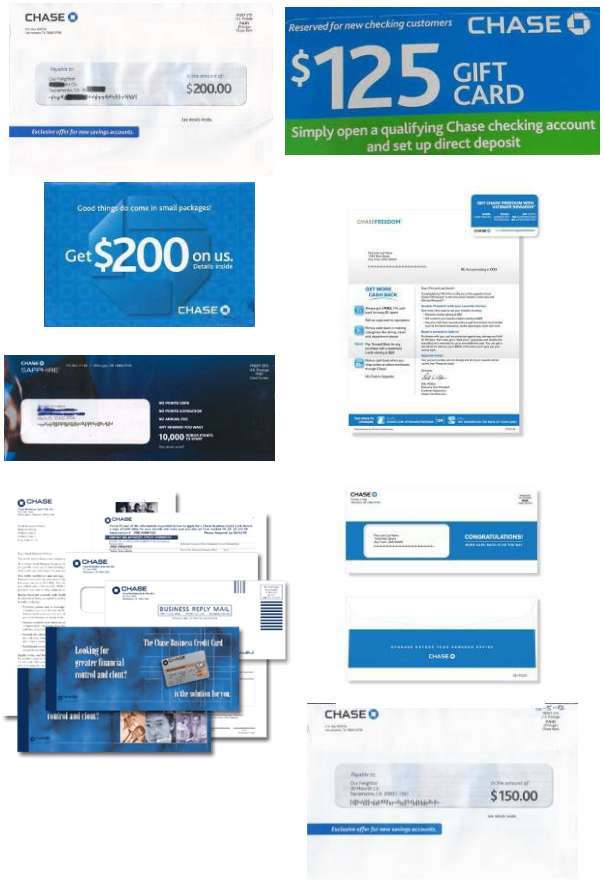
- The bank gave us an extract of the MCIF for different financial products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.



CASCADE STRATEGIES INCORPORATED

Chase Bank

- The company gave us an extract of the MCIF for various financial products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- 15 million records in file.
  - Mailed about 150,000 pieces at a time.

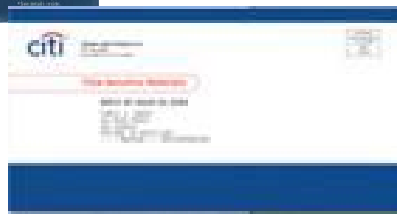


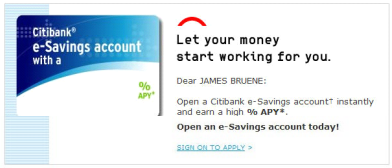
GE Capital

- The client gave us their transaction file for GNA (Great Northern Annuities) annuities accounts.
- 4 million records in the file.
  - We appended characteristics, prepared a psychographic typology for them and ported the segmentation scheme into their CRM.
  - The CRM-based segmentation allowed them to focus their selling and cross-selling efforts on the most promising customers and prospects.

Citibank

- The company gave us an extract of the MCIF for various financial products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- 18 million records in file.
  - Mailed about 200,000 pieces at a time.
  - Pieces were accompanied by web campaigns.





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If at any time your e-Savings Account is not statement linked to a checking account in a relationship package listed above, your e-Savings Account will earn interest at the rate paid on the Citibank Day-to-Day savings account.

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ING Direct Bank

- The bank gave us an extract of the MCIF for selected products.
  - We appended characteristics and modeled the files for "Stars," "Dogs," and "Best Costco Customers."
    - These are affinity groups for certain kinds of products.
  - We selected the best recipients for mail and issued mail files.

ING Direct Bank/Capital One Bank: outcomes

- The business units for whom we provided services are now owned by Capital One, and they jealously guard results data.
- However, the marketing director for these activities has provided commentary on the performance of Cascade Strategies on the projects cited.
  - His comments are at right.

Jerry Johnson and Cascade Strategies have performed a variety of marketing research services for ShareBuilder, an online brokerage. Mr. Johnson's relationship with us dates back to 1999.

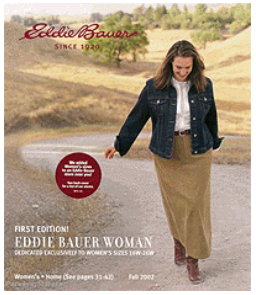
Mr. Johnson has completed several modeling projects for our brand, including a segmentation classification model that proved pivotal to the early success of ShareBuilder, which was launched in December 2000. Additional modeling projects included an opportunity analysis to identify the number of households in the nation with characteristics most like ShareBuilder customers and a geographic targeting model, which helped us identify and rank markets we should consider for test marketing. Currently, we have engaged Cascade Strategies to perform a sensitivity analysis of the drivers of customer investing behavior.

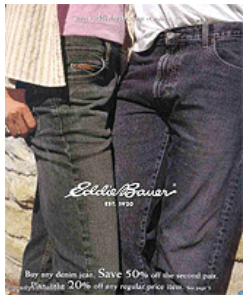
In all cases, Mr. Johnson has provided us with high-quality services that are comprehensive, timely, actionable and within the agreed upon budget. We have found him to be responsive and flexible with regard to the typical requests and changes in direction that come with the normal course of doing business.

Dick Roth
Director of Marketing Research
ING Direct ShareBuilder

Eddie Bauer

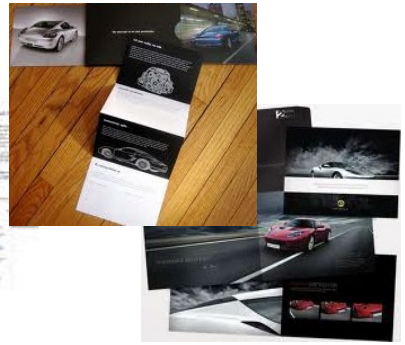
- The client gave us a file of purchasers and transactions in selected product areas.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.





Porsche Cars North America

- We conducted primary market research to discover affinities for Porsche in specific US metro areas.
- The client gave us their file of buyers in these metro areas.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

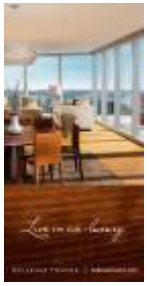


Precor

- The client gave us an extract of their file of purchasers.
  - We appended characteristics and modeled affinities for selected products.
  - We selected the best recipients for mail and issued mail files.

Bellevue Towers

- We conducted primary market research to discover affinities for upscale condos in downtown Bellevue, Washington.
- The client gave us an extract of their "interest" file (people who had indicated they wanted more information about Bellevue Towers).
  - We appended demographic characteristics and modeled the affinities for Bellevue Towers.
  - We scored the file, selected the best recipients, and issued mail files.

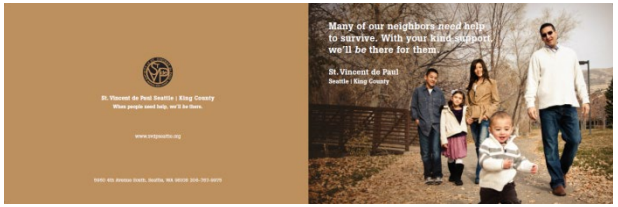


Southwest Windpower

- We conducted primary market research to discover affinities for SWWP wind turbines for homes, farms, etc.
- The client gave us an extract of their "interest" file (people who had indicated they wanted more information about SWWP).
  - We appended demographic characteristics and modeled the affinities for SWWP.
  - We scored the file, selected the best recipients, and issued mail files.

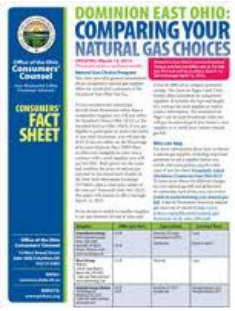
St. Vincent de Paul Society

- Conducted primary market research to discover affinities for giving to SVDP.
- The client gave us their file of past donors.
  - We appended characteristics and modeled affinities for prospective donors.
  - We selected the best recipients for mail and issued mail files.
- Gross response rates for 2009 and 2010 campaigns had been 0.35% and 0.45%. Response rates for this campaign (2011 and 2012) were 1.13% and 1.27%.



Dominion Energy

- Producer and distributor of energy on the national grid.
- The client gave us an extract of their file of subscribers in selected states.
  - We appended characteristics and modeled affinities for prospective buyers/switchers.
  - We selected the best recipients for mail and issued mail files.
- Client reported response rate lifts of 0.2% to 0.6% when the model was used for selections.



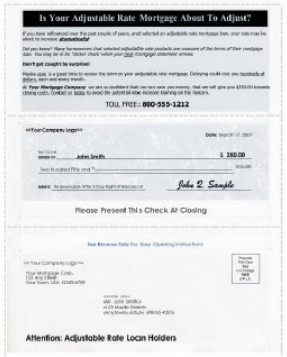
Carnival Cruise Lines

- The client gave us a file of their customers who had gambled on board.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

United Lending Corporation

- The company gave us an extract of the MCIF for mortgage products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- 15-20 million records in file.
  - Mailed about 100,000 pieces at a time.
- Client reported that gross response rates changed only somewhat, but cost per thousand dollars loaned decreased by 67%.
  - This was due to the model's selection of recipients more likely to close a loan and the removal of nonperforming households from the list.

UNITEDLENDING

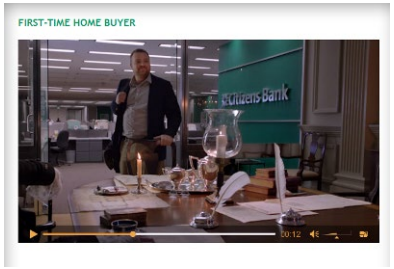


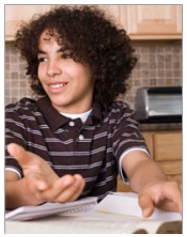
Regions Bank

- The company gave us an extract of the MCIF for various financial products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- 1.4 million records in file.
  - Mailed about 150,000 pieces at a time.
- Client reported that cross-sell rates had averaged about 3% prior to the model and about 11% afterward.
  - The rates differed significantly by product.

Citizens Bank

- The bank gave us an extract of the MCIF for selected products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.



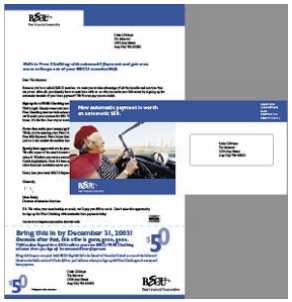


Capital Bank

- The bank gave us an extract of the MCIF for CD's.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- 1 million records in the file.

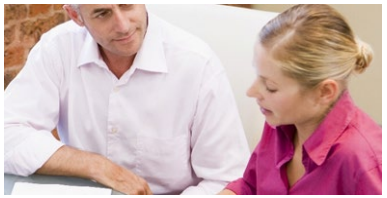
Boeing Employees Credit Union

- BECU was already mailing offers for checking accounts and loans.
  - They wished to know which areas were most receptive to offers of different kinds.
  - They gave us an extract of the MCIF covering these products.
  - We appended characteristics and modeled the files for affinity and zone scoring.
  - We selected the best zones for such mail and issued detailed maps and indexed lists.



Compass Financial

- Provider of investment and brokerage accounts, financial planning services.
- The client gave us an extract of their subscriber file for investment accounts.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.



Cornerstone Financial

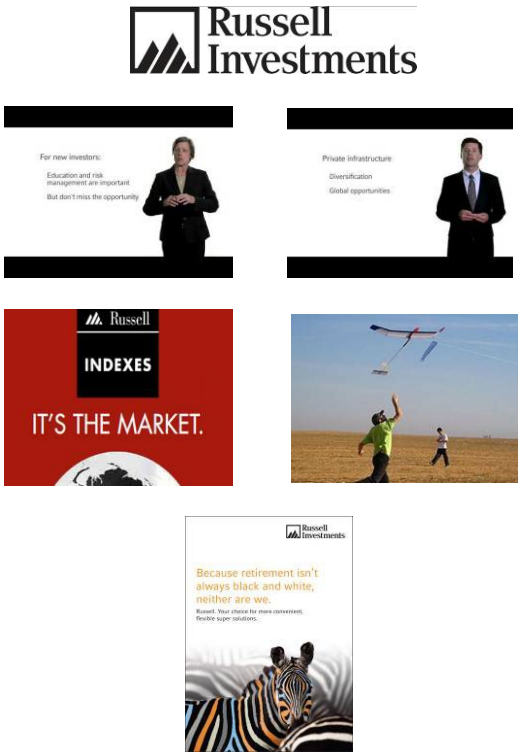
- Provider of investment and brokerage accounts, financial planning services.
- The client gave us an extract of their subscriber file for investment accounts.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

Sumitomo Bank (now SMFG)

- The bank gave us an extract of the MCIF for selected products.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

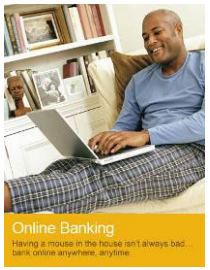
Russell Investments/The Frank Russell Company

- The client gave us their transaction file for mutual fund accounts.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.



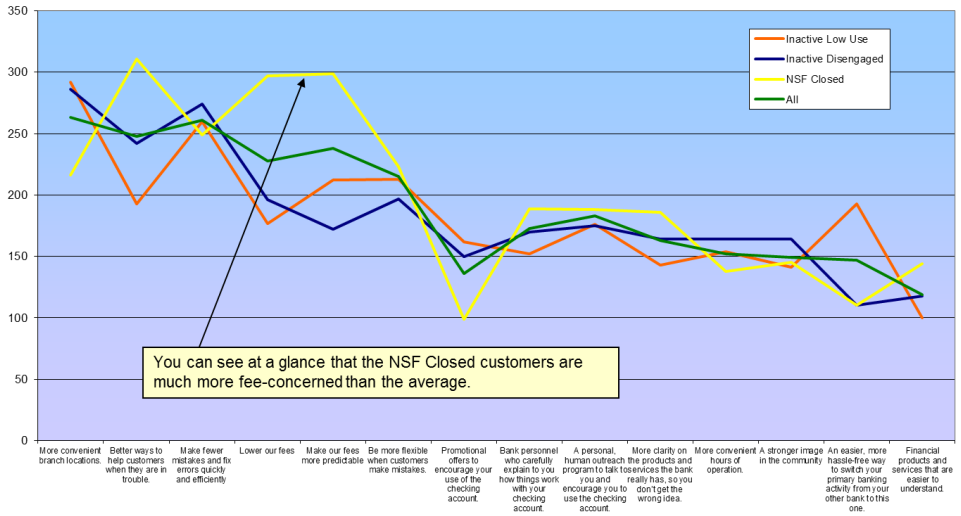
Guaranty Bank

- Wisconsin-based bank that had a large interstate customer base with a larger-than-average component of inactives. They wished to activate these customers.
- Customers were surveyed about attitudes, behaviors, preferred financial products, appeal of reactivation and on-boarding programs, and demographics.
- The results were used to segment consumers on the basis of their (1) activity level and (2) attitude toward reactivation.
  - A demographically-based model was then developed to predict segment class membership.
  - Scoring profiles were prepared to indicate each type's affinity for certain cross-sell financial products, product features, reactivation programs, and on-boarding programs.



Guaranty Bank (cont.)

- Segment types were assigned to all customers using the predictive model and appended demographic variables available in the CRM/MCIF.
- EM and DM outreach programs were developed with type-specific cross-sell product/reactivation program offers, assisted by online ads.
  - Each appeal included the financial products, product features, reactivation plans, and plan features most attractive to that particular type.
- Results:
  - Over a 2-year period, the two inactive customer segments increased transaction volume by 19% and transaction revenue by 7%.



Pacific Place

- We conducted primary market research to discover affinities for Pacific Place.
- The client gave us an extract of purchase files from selected retailers.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

Dream Dinners

- We conducted primary market research to discover affinities for Dream Dinners.
- The client gave us an extract of their file of members with transactions.
  - We appended characteristics and modeled the files for affinity scoring, coining the term "Persisters" for the best prospects.
  - We selected the best recipients for mail and issued mail files.
- Client reported little change in response rates, but lifts in conversion rates from 0.3% to 0.7%.

CASCADE STRATEGIES INCORPORATED

World Vision

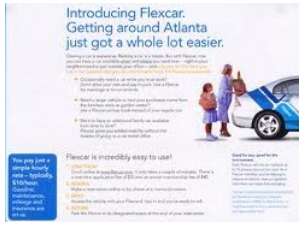
- We conducted primary market research to discover affinities for donating to World Vision.
- The client gave us an extract of their donor file with transactions.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

Flexcar

- A firm providing temporary-use and short-term rental cars in densely populated metro areas that wanted to improve frequency and revenue from their customer base.
- Customers were surveyed about the nature of their rentals, their attitudes, their preferred pricing plans, features and amenities, their demographics, and more.
  - The results were used to prepare a segmentation typology. A demographically-based model was then developed to predict segment class membership.
  - Scoring profiles were prepared for each type indicating the pricing plans, promotions, features and amenities each type preferred.

Flexcar (cont.)

- Segment types were assigned to all customers using the predictive model and appended demographic variables available in the CRM. Type-specific communications were sent to customers by DM and EM, with phone-based fulfillment.
  - Each appeal contained the plan features, discounts, promotions, pricing structures, and amenities most attractive to that particular type.
- Results:
  - After one year of activity, rentals by the most brand-friendly customer type (called "Reformers") increased by 22%. Rentals by the other three customer types increased by an average of 9%.



Standard Renewable Energy (GridPoint)

- We conducted primary market research to discover affinities for using the SRE service.
- The client gave us an extract of their customer file with transactions.
  - We appended characteristics and modeled the files for affinity scoring, coining the term "Simplifier" for the best prospects.
  - We selected the best recipients for mail and issued mail files.

Door to Door Storage

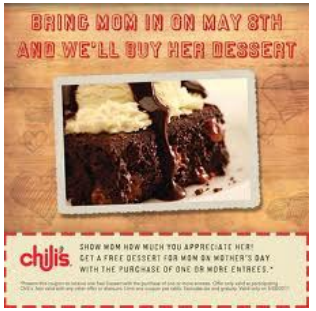
- We conducted primary market research to discover affinities for using the Door to Door concept.
- The client gave us an extract of their customer file with transactions.
  - We appended characteristics and modeled the files for affinity scoring, coining the term "Vagabond" for the best prospects.
  - We selected the best recipients for mail and issued mail files.

Gene Juarez Salons

- We conducted primary market research to discover affinities for Gene Juarez.
- The client gave us an extract of their customer file with transactions.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- Client reported that response rates among prospects averaged 0.6% across the targeted stores.

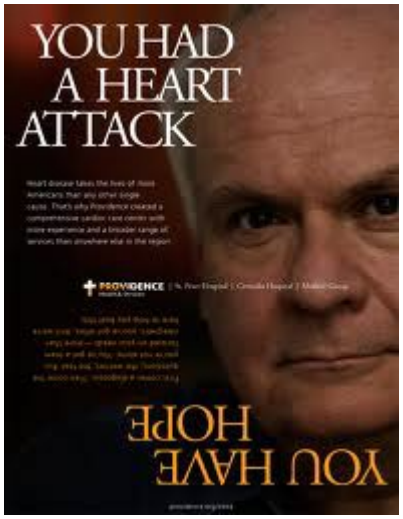
Chili's Restaurants

- We conducted primary market research to discover affinities for Chili's Restaurants in the midwest for a major franchisee.
- The client gave us an extract of their "interest" file (people who wanted to receive coupons).
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- Client reported that response rates among prospects increased from 0.5% to 1.0% around targeted restaurants.



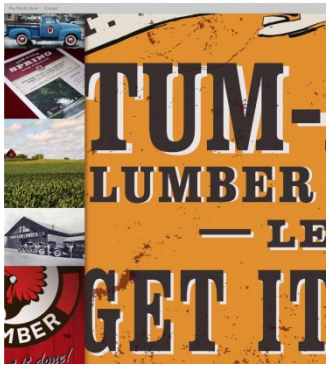
Providence Health Center

- We conducted primary market research to discover affinities for the Heart Center at Providence.
- The client gave us an extract of their "interest" file (people who asked for information about Providence Cardiac Care).
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.
- Client reported 3% increase in screenings in areas targeted by direct mail.



Tum-a-Lum Home Centers

- We conducted primary market research to discover affinities for Tum-a-Lum.
- The client gave us their customer file.
  - We appended characteristics and modeled the files for affinity scoring, coining the term "Collaborator" for the best prospect.
  - We selected the best recipients for mail and issued mail files.
- Marketing staff report dramatically increased store visits after mailing based on the selections of Collaborators.



Pan Pacific Hotels

- We conducted primary market research to discover affinities for the Pan Pacific Seattle Hotel.
- The client gave us their guest file.
  - We appended characteristics and modeled the files for affinity scoring, coining the term "Sybarite" for the best prospect.
  - We selected the best recipients for mail and issued mail files.

PAN PACIFIC
Hotels and Resorts

Winn-Dixie Stores

- We conducted primary market research to discover affinities for Winn-Dixie among Hispanics in the Miami metro area.
- The client gave us their file of discount-card purchasers in Miami.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

Safeco Insurance

- We conducted primary market research to discover affinities for Safeco auto insurance.
- The client gave us an extract of their subscriber file with Privacy safeguards.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

S&K Menswear

- We conducted primary market research to discover affinities for S&K Menswear.
- The client gave us their file of purchasers by store.
  - We appended characteristics and modeled the files for affinity scoring.
  - We selected the best recipients for mail and issued mail files.

Other case histories available

Bristol Myers Squibb
Discount School Supply
Instant InfoSystems
VTech
Delta Controls
Nutrisystem
Suncadia Resort
World Concern
Avenue Dental
Airborne Express
Alaska League of Conservation Voters
Brevard County (FL) Tourism Board
Florida Power & Light
Franciscan Health System
Global Mobility Systems
GridPoint Energy
GTE Mobilnet
XYPoint
Hobie Fashions
Icom
Imandi
InterDev
Isomedia
iTango
Onyx Software
Fire Mountain Gems
Lakeland Development
LapBand Company
LibertyBay.com
Lindal Cedar Homes
Lowry Park Zoo (Tampa)
MA Network
Madison Hotel
Magadanskaya Vodka
Medalia Health Care
Seattle Aquarium Society
Museum of History & Industry
National Geographic Magazine
NetCommerce
NetMotion Wireless
Northwest Children's Fund
Outback Steak House
Overlake Hospital Medical Center
Play Network
Prince Hotels
Purex
Red Lobster Resaurants
Royal Caribbean Cruise Lines
Seattle Men's Chorus
Solutions IQ
Speakeasy
Spikessoles
Sun Microsystems
Supreme Corq
Sybase
Florida Ballet
Toll Free Cellular
University Book Store
WA Dept. of Employment Security
Wall Data
Washington Wine Commission
Woodland Park Zoo (Seattle)