

# Email Marketing Best Practices:

**A Practical Guide for Acquiring New Customers and  
Increasing Customer Retention**

# Inside This Document

ARTICLE	FOR ACQUIRING NEW CUSTOMERS	FOR RETAINING CUSTOMERS
Building and Maintaining a Strong Database of New Customers	●	
Optimizing Your Email Database of Subscribers	●	●
Designing a Landing Page to Capture Customers	●	
Increasing the Success of Viral Marketing Campaigns	●	●
Optimizing Your Email Reputation	●	●
Ensuring Your Email Complies with Relevant Laws		●
Leveraging Privacy Throughout Your Marketing Campaigns	●	●
The Marketer's Guide to Successful Email Delivery	●	●

Copyright © 2010 Thindata Inc. All Rights Reserved. No part of this document may be copied without the express written permission of Thindata Inc.

#### Trademarks

Other product names mentioned in this document may be trademarks or registered trademarks of their respective companies and are hereby acknowledged.

# Introduction

Thindata 1:1 has, since 1995, helped many of North America's most recognized and respected brands leverage the power of permission-based email marketing.

In so doing, Thindata 1:1 has honed email marketing best practices – those which are industry-specific as well as those which span all industries. As a result, the email marketing best practices found in this document combine strategic insights as well as day-to-day tactics that produce measurable and significant results.

These best practices will help you achieve two of the most critical business goals sought today by the nation's most senior marketers:

- Acquiring new customers
- Retaining existing customers

At the same time, applying these email marketing best practices allows you to streamline processes to achieve meaningful cost-savings.

If you have any questions about how you can leverage email marketing to forward your goals or apply these best practices to your campaigns, please contact me directly:

**Wayne Carrigan**  
Executive Vice President  
Thindata 1:1  
1-866-361-3522 ext. 247  
wcarrigan@thindata.com

# Building and Maintaining a Strong Database of New Customers

**Growing and refining your email list requires establishing an appropriate level of trust with each and every email recipient. Here are 10 practical guidelines to help build a list of recipients who will look forward to receiving, opening and engaging with your emails. In other words, tips for developing online relationships based on trust.**

## 1. Be Respectful

Email is an effective tool for building trust online but, only when you solicit and respect consent. In Canada, this means complying with the obligations for companies outlined in Federal privacy legislation (PIPEDA).

## 2. Be Methodical

You're building more than a list, you're building a relationship. Potential list members will need to interact with your marketing efforts several times before you capture their trust. One effective strategy is to gather information in bite-sized chunks: collect name and email address during initial contact and then, gather more detailed profile information in the course of several follow-up interactions. Whether you are growing a list from scratch or gathering more information from current subscribers, budgeting time to develop trust will help you manage your campaign expectations and set realistic targets for each initiative.

## 3. Be Clear

When building your list, it is imperative to be clear about the actions you require from potential subscribers. For example, are you asking for a box to be 'checked' or 'unchecked'? Do you want people to review your privacy policy or do you require it? Clear communication helps ensure that the information you gather is relevant and accurate, and that recipients value your offerings enough to have engaged in the actions that you request.

## 4. Be Relevant

One of the reasons that email has become a trusted format is because it provides a rare opportunity to consistently deliver relevant information. Provide your subscribers with options as to the type (and frequency) of the information you can send them. Integrate preferences into your list-building efforts by providing distinctive and meaningful options during enrollments. If they love you for your industry knowledge but are not interested in your product information, let them tailor their profile to match. Then, respect their preferences, and provide options to clarify, confirm and change them.

## 5. Be Forthcoming

Just as you need to be clear and concise about the actions you require from potential list members, you also need to manage member expectations by clearly describing what you will be providing. For example, are you going to be emailing subscribers once a month, once a year or in response to specific inquiries? Some firms, whose emails are often impersonated, are taking additional precautions by including details about things they will never do, or ask of their customers in their emails.

## 6. Be Two-Way

Online trust, just like trust offline, is built through ongoing dialogue. Develop and roll-out initiatives that encourage two-way communication – like surveys and contests. After such initiatives, you can also use the opportunity to ask your audiences for ways to improve them.

# Building and Maintaining a Strong Database of New Customers

## 7. Be Fair

Trust is also built by how you verbalize your message – i.e. its language and tone. Marketing messages that balance promotional language with neutral language are often regarded as more evenhanded than their pushier counterparts. And, if you are drawing attention to issues, products or competitors use credible third-party sources and refrain from using language that could be construed as disparaging.

## 8. Be Recognized

To generate trust, your messages must be recognizable as yours. Apply the ten critical branding tips that ensure each of your emails is accurately, consistently and quickly recognized as coming from a credible source: Your brand.

## 9. Be Current

Customers in every industry have come to expect that information received or gathered online can and will be acted upon very quickly. That means, immediately update and integrate any profile information that you gather – e.g. a new email address or a request to change subscription status.

## 10. Be Authenticated

The world's major ISPs all have programs in place to validate senders and communicate that their emails are trustworthy. Gmail, Hotmail, Rogers and Yahoo! all indicate the legitimacy of an email by adding text or an icon to the 'from line' of the messages they deliver. For example: 'Yahoo! Domain Keys has confirmed that this message was sent by thindata.com.' This text demonstrates to your target audiences that the sender has the permission to send messages from the domain name. As a result, work with your I.T. department and/or Email Service Provider to make sure that your domain keys have been authenticated – which will allow you to leverage this type of ISP endorsement. Several other best practices for ensuring your email is authenticated can be found in Thindata 1:1's *The Marketer's Guide to Successful Email Delivery*.

**Apply these 10 practical guidelines, and you will develop a list of recipients who will accept, open and act upon your email because you have built an online relationship founded on trust.**

**The next Email Marketing Best Practices article, *Optimizing Your Email Database of Subscribers* describes how you can get the most from your database-building efforts.**

# Optimizing Your Email Database of Subscribers

After following the [Email Marketing Best Practices](#) guidelines in the previous article, *Building and Maintaining a Strong Database of New Customers*, you can use the concrete steps in this article to get the most from your database.

Your email campaign's success hinges on consistently addressing several complex issues, including:

- Getting your email successfully delivered to your audiences
- Segmenting your audiences in ways that are meaningful to your business
- Developing compelling, targeted, well-timed and relevant content that sparks your audiences' imagination and action
- Developing and testing creative design features that engage your audiences
- Measuring and analyzing results to improve subsequent deployments and campaigns

One item that receives a relatively small amount of coverage in the popular press and marketing literature is the emphasis on 'good email database management' practices.

To optimize your database of email subscribers requires a commitment to addressing the following questions:

- How do you know that you have a good database of emails?
- How do you maintain your database of email subscribers?
- How can you repair your database of email subscribers?

## 1. How do you know that you have a good database of emails?

To determine if your database is 'good', answer these two questions:

### Are Your Emails Being Received?

Look at your bounce rates. You should be aiming for a delivery rate of over 98% across all campaigns and all segments. Calculate this percentage by taking the total bounces and dividing by the total number of messages sent.

### How Are Your Emails Being Acted Upon?

Of course, this is the ultimate test. If your database is strong – and you send content that is relevant to your audiences – you should see conversion rates that consistently increase over time. At the same time, you could expect to see multiple clicks per email. While this isn't a definitive metric – because a poorly designed email might cause similar results – it can be one indication of a database of engaged recipients.

## 2. How do you maintain your database of email subscribers?

Like building a database, maintaining a database largely depends on your ability to sustain a valued online relationship. When you are content with the quality of your email database, one way that you can preserve it is by sending a reminder to reconfirm inactive/lapsed recipients. For example, "In order to continue receiving your (INSERT YOU'RE-COMMUNICATION NAME), we must obtain a renewal consent from you. [Click here to renew your subscription.](#)"

# Optimizing Your Email Database of Subscribers

## 3. How can you repair your database of email subscribers?

Finally, to repair an email database, you should consider 'sun-setting' – a process whereby you methodically remove email addresses of those recipients who do not actively engage with your email. Of course, taking this step will likely reduce the number of email recipients. Since the quality of your email database is not measured by volume but rather by engagement, your campaigns will be all the better for it.

Address these three areas before you launch your campaigns and you will save considerable time, resources as well as achieve exceptional results – over the short- and long-term.

**By building and optimizing your database, you've already set yourself apart from most of your competitors. Now, a key question still remains: "How will my customers/prospects act upon the email they receive?" One of the most successful ways to successfully encourage your email recipients to act in a desired, focused and predictable manner is by directing them to a strong landing page. The next Email Marketing Best Practices article, *Designing a Landing Page to Capture Customers* provides well-founded and proven steps to help you to achieve that goal.**

# Designing a Landing Page to Capture Customers

**Marketers are facing increasingly exciting and complex choices when it comes to initiating new - or optimizing existing - campaigns. One of the most critical decisions is determining where to direct email recipients once they have opened messages and are 'poised to act'. One option that shows promise for marketing campaigns targeting client conversion is choosing the right destination for email recipients.**

## Destination, Destination, Destination

In any email marketing initiative, marketers direct prospects and/or customers to a variety of online locations. One option is to drive recipients to a commercial website's homepage, encouraging them to navigate through the site and become familiar with a brand and/or line of products. Another popular option is directing email recipients to a website where they can complete a form in exchange for a special offer. Marketers can drive email recipients to a 'microsite' which highlights a small subset of a company's products or services. Recipients can also be encouraged to take offline action such as making a telephone call or, in the case of retailers, visiting a particular 'bricks and mortar' location.

Given the importance which customers and prospects place on email, choosing the right destination for email recipients is critical to reinforcing positive feelings about a brand.

## Shifting From Brand to Conversion

Of course, the desired recipient destination is largely determined by the marketing campaign's goals and related success metrics. For example, in campaigns where building brand awareness, brand recognition or brand association is the ultimate goal, email open rates are one good measure of success. If a campaign's focus is on collecting demographic details to allow for further segmentation, the number of completed website forms is a strong metric to measure.

While working closely with industry-leading clients and monitoring best practices research, Thindata 1:1 has found that there is a growing shift away from campaigns that focus solely on achieving brand-related goals towards those that demand a specific quantifiable 'customer conversion'. For these campaigns, optimized 'landing pages' - lead capture web pages that visitors reach after clicking on a link or advertisement - are fast emerging as an effective, measurable and easy-to-administer tool that works hand-in-hand with email.

## Why Optimize: Soft Landings Equal Hard Results

Marketers have used landing pages as a destination for email recipients for some time. By optimizing landing pages, marketers benefit from an easy method for measuring conversions. More critically, according to a recent report by Naehas, these optimized pages may increase customer conversion by as much as 30%.

## How to Optimize: Make it Personal, Make it Relevant

Optimized landing pages - which can yield such dramatic campaign lifts - have very specific characteristics. Marketers and their web teams should ensure the pages they build have the following traits:

- Landing page headlines that match the call-to-action identified in the email
- Personalized landing pages (e.g. [www.abc.com/WayneCarrigan](http://www.abc.com/WayneCarrigan))
- URLs that are easy to remember
- Content restricted to that which matches the segment's interests
- Clear articulation of the value of converting for the viewer
- Graphics and content restricted to that which is related to the 'conversion' (i.e. not including multiple offers, navigation bars, etc.)
- Steps to conversion that are obvious, simple, and few in number

# Designing a Landing Page to Capture Customers

## When to Optimize: It's Measuring Time

Though every marketer is striving for the campaign lift that optimized landing pages can provide, timing and capacity is critical. Just like developing effective email messages, creating optimized landing pages require a commitment to personalization and relevance. Marketers will be most successful in the development and implementation of these tools when they have the ability to do the following:

- Collect and integrate customer-specific demographic, psychographic and behavioral information;
- Segment customers;
- Measure customer conversion; and
- Test various components of the landing pages, such as headlines, images and body length.

## The Bottom Line:

If increasing client conversion is an important campaign goal, you will probably choose several conversion methods. Working with your web development team and email service provider to truly optimize your landing pages is one of today's best options.

**In addition to having a landing page that successfully encourages 'conversion', marketers can increase the effectiveness of any email marketing campaign by leveraging the power of 'viral marketing'. The next article, *Increasing the Success of Viral Marketing Campaigns* will help you to leverage members of your target markets' network.**

# Increasing the Success of Viral Marketing Campaigns

Follow these five steps and you will increase the success of your viral email marketing efforts while building trust with current and prospective subscribers.

## 1. State Your Purpose

Be very clear about your intentions with your viral program and about what you plan to do with the email addresses that you will be collecting.

## 2. Respect Personal Information

Keep in-mind that the addresses you collect are not subscribers until they choose to subscribe themselves.

## 3. Clearly Identify Yourself to Referrals

When you send a triggered message to the email addresses entered by the original referral source, use your email address as the from address as opposed to the referral source's email address (see example below). In this way, you are demonstrating that you respect the referral source's email identity.

## 4. Reduce Risks of Abuse

Use a CAPTCHA in the form that collects the email addresses. A CAPTCHA - which is short for "Completely Automated Public Turing Test to Tell Computers and Humans Apart" - helps to dramatically reduce the potential abuse that spammers can inflict on you or on the owners of the emails you have captured.

## 5. Answer the Question: What's In It For Me?

Go beyond sending the referred friend a link. Rather, describe concisely why they are receiving the email and the value of taking action. For example, referred friends of those who download Thindata 1:1 whitepaper *The Marketers Guide to Successful Email Delivery* receive the following message:

From: Thindata 1:1 [mailto:Thindata 1:1\_Tools\_for\_Marketers@e.thindata.com]  
Sent: Date  
To: Friend's email address  
Subject: Thindata 1:1 *Marketer's Guide to Successful Email Delivery*  
Dear (Friend's First Name),  
(Referral Source's First and Last Names) thought you would be interested in downloading Thindata 1:1 whitepaper entitled, *The Marketer's Guide to Successful Email Delivery*. This guide includes:

- Best practices to address email deliverability challenges; and
- An action checklist

**At the core of all of your email marketing campaigns is your email reputation – which is an important subset of your brand's overall reputation. The next article, *Optimizing Your Email Reputation* identifies 10 elements of your email that you can control to enhance your email reputation.**

# Optimizing Your Email Reputation

In our recent publication, *The Marketer's Guide to Successful Email Delivery*, one of the topics we explored is very familiar to all marketers: **Building Reputation**. The Guide outlined the best practices needed to establish and maintain a strong and positive email reputation with Internet Service Providers (ISPs). The reason: **Marketers with good email reputations dramatically increase the probability that their emails will be delivered to their target audiences' inboxes.**

**However, establishing a good email reputation involves more than just following best practices to ensure that ISPs will deliver your mail to your target's inbox. Email reputation is also largely defined by recipients. Building the right reputation requires understanding what recipients are looking for in your email – both consciously and unconsciously – and how that relates to your brand's identity.**

## Consistency and Relevance

Two qualities which will help your online brand create positive recipient associations are consistency and relevance. Brand consistency serves as a valuable point of reference for email recipients. It allows recipients – i.e. clients, prospects, the media, suppliers or channel partners – to easily recognize you. Consistent and well-executed correspondence over a period of time engenders recipient trust for you and your brand. Another quality which email recipients have increasingly demanded from their e-relationships – particularly their email messages – is relevant design and content.

Email provides many opportunities for marketers to present recipients with a consistent brand identity and relevant content, not just in the body of the email, but also in its timing, its “envelope information” and its sending address.

## The Email Body

Marketers know how essential it is to ensure corporate identity standards are applied to the logos, fonts and colour schemes in their emails. These elements can often be easily and cost-effectively addressed with customized email templates. Other elements in the body of the email which demand special attention to ensure consistency and relevance in (and across) each posting include:

1. Content – i.e. Tone and Vocabulary
2. Graphics – i.e. The selection of specific graphics and graphic themes
3. Structure/Layout – i.e. The selection and placement of key informational components
4. Hyperlinks – i.e. When including a hyperlink in the body of the message, ensure the destination (e.g. landing page) and roll-over include your corporate name to increase the ease with which you are recognized

## The Email Timing

Many factors influence when marketers send emails – e.g. ability to generate relevant content, capacity to send quickly and accurately, reviewing and analyzing previous campaigns' metrics, etc. Add the need to reinforce branding with consistent and relevant timing to the process and the complexity of determining the best time to send an email increases dramatically. At a minimum, marketers need to ensure consistency and relevance in:

5. Frequency – i.e. How often recipients receive relevant messages
6. Delivery Time – i.e. The time of the day, week or month that messages are delivered

# Optimizing Your Email Reputation

## The Email Envelope

An email's "envelope information" is the perfect space to introduce corporate names, brands and images that are easily and consistently recognized, yet the envelope is the most neglected element of an email message.

Marketers should ensure the consistency and clarity of the following:

7. The Sending Address

8. The Subject Line

9. The Email Header – i.e. This is the area that precedes the body of the email that contains coded details indicating the sender, recipient, subject, sending time-stamp, receiving time-stamps and the computer path which the email traveled

## Email Senders

10. Partners/Sponsors – i.e. Email marketing provides wonderful opportunities to work with strategic/channel partners and sponsors to defray costs, provide added value and penetrate new markets. Partners often have competing corporate identity standards that need to be harmonized and consistently applied before embarking on a campaign. Similarly, channel partners will have their own practices around all of the preceding nine branding elements.

Plan and monitor these 10 email branding elements along with the best practices outlined in *The Marketer's Guide to Successful Email Delivery* and you will be well on your way to establishing a strong reputation with your ISPs and a reputation based on consistency and relevance with your target audiences.

**Your email reputation is also influenced by forces out of your direct control – specifically, laws that you must follow. The next two Email Marketing Best Practices articles help you to market effectively within these laws and thereby further grow your email reputation.**

# Ensuring Your Email Complies with Relevant Laws

**As your email marketing programs grow in complexity and reach, you need to follow the regulations mandated by the jurisdictions in which your clients and their mail servers are located. This is news to many marketers who are not used to following rules that fall outside of their immediate regional or national borders.**

**Below, find highlights of the most relevant email laws – and recent developments – for jurisdictions to which you are, or will be, marketing.**

## United States

The Federal Trades Commission (FTC) enacted the CAN-SPAM Act in 2003. To comply with the Act, you need to take the following steps:

- Include a visible and operable unsubscribe in all emails
- Honour opt-out requests within 10 days
- Include a relevant subject line
- Include a physical postal address
- Ensure accurate 'routing' information within the header of your messages

Recent updates – as of June 2008 – attempt to clarify issues such as:

- The type of information required to process a subscriber's request to unsubscribe
- Who should be required to provide and maintain an opt-out functionality for those messages that have more than one advertiser
- What constitutes a 'person' within the Act
- The details about a physical postal addresses required in an email

## Bottom Line for Marketers:

To ensure that your email marketing campaign complies with CAN-SPAM follow the above rules and:

- Process requests for unsubscribing based solely on an email address
- If your information is in the 'from address', maintain an opt-out functionality
- Include a physical address in your email marketing messages – even if it is restricted to a post office box or private mailbox

## Canada

In Canada, you need to adhere to the rules set out in CAN-SPAM (see above) because chances are the ISPs you are sending mail through are located in the United States. In other words, if your email marketing campaign means that you send to email addresses hosted by Hotmail, Yahoo!, MSN or Google – you need to comply with this legislation.

Another set of laws relevant for email marketers originated in Canada. Focused on addressing the issues of online privacy, PIPEDA – the Personal Information Protection and Electronic Documents Act – has been in-force since 2001.

# Ensuring Your Email Complies with Relevant Laws

At the same time, Bill (S-235) is being prepared for reading in the Senate that will further address the issue of spam. The proposed “Spam Act” will set out rules for the following items:

- The form and content requirements for commercial electronic messages
- Email address harvesting
- Dictionary attacks (i.e. a spamming technique aimed at discovering legitimate emails by sending large volumes of messages to a known domain name)
- Phishing (i.e. attempts to fraudulently acquire sensitive information by masquerading as a trustworthy entity)

Bottom Line for Marketers:

To ensure that your email marketing campaigns adhere to relevant Canadian laws, do the following:

- Download The Marketer’s PIPEDA Checklist to help ensure your email marketing campaigns complies with PIPEDA
- Implement the specific actions required to ensure compliance with CAN-SPAM (see above)
- Work with your email service provider to devise ways of planning for the implications of Bill S-235

## Beyond North America

Other countries have email-relevant laws specific to their borders.

### Bottom Line for Marketers:

**Identify the international legislation that relates to your email campaign prior to commencing any email testing or deployment. One useful site with details on several jurisdictions including the two rapidly growing email target areas of Europe and China is: <http://www.itu.int/osg/spu/spam/law.html>.**

# Leveraging Privacy Throughout Your Marketing Campaigns

Over the last few years, one issue has become a new fundamental component of all successful Internet marketing campaigns. That issue is privacy. However, despite the considerable time, effort and expense associated with privacy laws, privacy procedures and privacy technologies that shape online and offline marketing initiatives, marketers continue to grapple with the best ways to truly leverage privacy in practice.

Below, we touch upon just how privacy influences every email program as well as identify a practical tool that will help you to ensure that your online marketing programs comply with the newly updated Federal Canadian privacy law (PIPEDA – The Personal Information Protection and Electronic Documents Act).

Let's start with focusing on the three primary ways that privacy shapes your email marketing strategies and day-to-day marketing tactics:

## 1. Privacy Influences Who You Target

Privacy laws are often thought of being restrictive because they dictate who you can repeatedly promote to – based on your efforts to successfully gather consent. The reality is that permission-based marketing yields the best outcomes because customers and prospects who grant their consent have a much greater likelihood of engaging in your product, service or cause. That's why closed-loop emails are fast becoming the standard for gathering permission and confirming that prospects are genuinely interested in receiving your content.

## 2. Privacy Influences How Your Target Thinks About You and Your Brand

Your target audience has a range of expectations about how you will use and won't use their private information. These expectations take on varying degrees of importance and are dramatically heightened after high-profile privacy breaches make the news. Marketers are now spending more resources to monitor and protect their brand because the new stringency in PIPEDA compels companies to divulge breaches of privacy to the public where notification had not previously been required.

## 3. Privacy Influences Your Offer

Delivering relevant content has become one of the hallmarks of good email marketing. Information that can be attributed to an individual can help you better understand and personalize the offerings that will have the most positive impact on your audiences. And, because PIPEDA restricts collection of privacy information to that information you use, why not use the information smartly? For example, if you have gathered postal code information, send segmented email messages that highlight offers unique to specific geographic regions.

## New Tool to Leverage Privacy

Because privacy is an important and growing concern for customers – across all industries – Thindata 1:1 has spearheaded a series of checklists developed exclusively to help marketers rollout email programs compliant with PIPEDA. *The Marketer's PIPEDA Checklists\** were jointly developed with experts in the field of privacy and privacy-related accounting. The result is a series of practical tools to help marketers address their most common online initiatives: email programs, online contests and online events.

**The final article in this best practices document is the Executive Summary of *The Marketers Guide to Successful Email Delivery*.**

\* Available upon request

# The Marketer's Guide To Successful Email Delivery

Thindata 1:1 is frequently published and referred to in marketing publications as well as industry-specific publications. One of our most popular publications is *The Marketers Guide to Successful Email Delivery*. Find the Executive Summary for the Guide below.

## Executive Summary

Every marketing campaign is intended to create a specific response. Whether that desired action is to make a purchase, to refer a friend or to feel a particular way about a brand, the marketer's message has to reach the target audience and reach it at the right time.

To that end, marketers are increasingly using email as a critical tool to distribute their messages, as several recent cross-industry studies have shown. For example, an independent Internet research firm recently revealed that 94% of marketers use email as a communications channel.

However, just as email's popularity as a cost-effective marketing tool has grown, so has the tendency for firms and individuals to implement technologies that reduce the volume and type of unwanted email being delivered into their email systems. Similarly, Internet Service Providers (ISPs) – organizations providing access to the Internet – are adopting methods to prevent the distribution of unwanted email.

While taking these steps may be necessary to reduce the inconvenience and expenses incurred by receiving unwanted email, they pose a challenge to marketing campaigns. Even the most intrepid marketers can find themselves spending considerable amounts of money, effort and resources only to have their legitimate email messages blocked – i.e. never reach their targeted audiences.

Thindata 1:1's researched and published the industry-leading *Marketer's Guide to Successful Email Delivery*\* to help marketers – from across all industries – increase the likelihood that their email would be received by their targeted audiences.

This whitepaper helps marketers increase the likelihood that their email messages will reach targeted audiences in a timely manner. By clearly identifying the five central challenges to email deliverability – authentication, email reputation, being mislabeled as spammers by email recipients, being mislabeled as spammers by thirdparty software and server configuration – this paper provides marketers with a core understanding of deliverability. At the same time, the best practices and action checklist included in this whitepaper will help marketers address these deliverability challenges head on. The result: marketers' critical messages are more likely to reach their target audiences and achieve necessary campaign goals.

For more information:

Wayne Carrigan  
Executive Vice President  
Thindata 1:1  
1-866-361-3522 ext. 247  
wcarrigan@thindata.com

\* Available upon request