



Consumer-Generated Media (CGM) 101

Word-of-Mouth in the Age of the Web-Fortified Consumer

An Intelliseek White Paper by Pete Blackshaw and Mike Nazzaro • Spring 2004

Consumer-Generated Media (CGM) describes a variety of new sources of online information that are created, initiated, circulated and used by consumers intent on educating each other about products, brands, services, personalities and issues.

Ever growing in number and format on the Internet, CGM refers to any number of online word-of-mouth vehicles, including but not limited to: consumer-to-consumer email, postings on public Internet discussion boards and forums, consumer ratings web sites or forums, blogs (short for weblogs, or digital diaries), moblogs (sites where users post digital images/photos/movies), social networking web sites and individual web sites. Although influenced or stimulated by traditional marketers and marketing activities, online word of mouth is nonetheless owned and controlled by consumers, and it often carries far higher credibility and trust than traditional media, especially as media channels become more fragmented and less trusted. The growth of its influence poses challenges and opportunities for marketers.

CONSUMER-GENERATED MEDIA (CGM) 101

Word-of-Mouth in the Age of the Web-Fortified Consumer

EACH TIME TECHNOLOGY ADVANCES, the world's behavior changes accordingly. Just as the printing press and copy machine revolutionized the publishing world, the World Wide Web in a very short time has dramatically altered how people communicate, shop, work, learn and stay connected.

The Web also has fundamentally changed one of the well-entrenched concepts for marketers: word-of-mouth behavior. Before the Internet, word-of-mouth behavior was pretty much that—behaviors and experiences shared orally with others. People talked individually or in small groups on the phone, over the backyard fence, at the ball field or at the water cooler

at work. One-on-one or in small groups, they exchanged stories of products, shopping experiences, politics, sports, recommendations, jokes and the like.

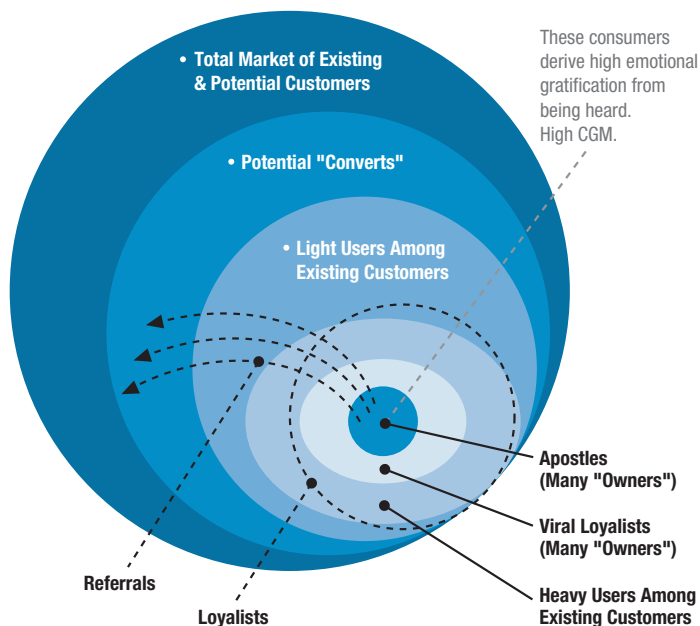
But the Internet changed and turbocharged word-of-mouth behavior in ways that marketers have not been able to capture, understand or learn from—until recently. The Internet has transformed the intimacy of word-of-mouth behavior into a broadcast-like ability to communicate with the masses, whether a group of friends or hundreds and thousands of online-but-connected strangers at computer keyboards.

In essence, the Internet has exponentially supercharged the concept of word-of-mouth behavior, giving it a power that marketers have only begun to understand. Intelliseek dubs this phenomenon “consumer-generated media” (CGM).

The evolution has been gradual but quick. Initially, email made person-to-person communication instantaneous and novel. When early computer users discovered the “reply to all” and “forward” keys, email's impact became voluminous and far-reaching, giving the “word-of-mouth” concept much more power, potential and breadth.

Today's technological word-of-mouth behavior stretches far beyond email, and new evolutions and formats occur over periods of months, not decades. Web-enabled word-of-mouth behavior—or CGM—now includes the ability to post send photos, video clips, audio clips and

CGM and Influencers



The Internet is significantly amplifying the power of brand apostles and owners, affording them many more venues and “megaphones” for sharing their views with others. This underscores the critical importance of companies and brands managing and nurturing customer segments.

The Value Profit Chain (Heskett, Sasser 01/03)

instant text messages. It includes web logs, or so-called “blogs,” which have just as quickly emerged as a new publishing format and form of influence and idea dispersion on the Internet. “Moblogs” are online sites for posting and sharing digital images. Consumers are downloading, uploading, voting, polling and forwarding/sharing information constantly and multi-functionally on the Internet. In fact, from 2000-2002, nearly one-third of consumers participated in online chats/discussions or posted content on the Internet, a 21% increase. (Source: Madden, M. “America’s Online Pursuits,” *Pew Internet & American Life Project*. December 2003). Intellisearch’s technologies, for example, locate and analyze up to three million public online messages a week and content from nearly one million blogs. And the numbers grow each day.

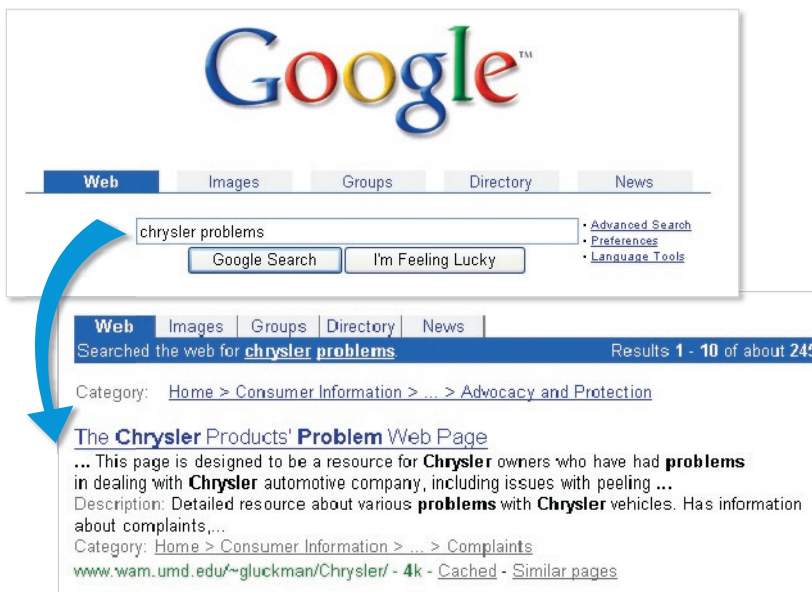
CGM also has emerged as a new source of news (i.e., The Drudge Report, political blogs, etc.) and is influencing the concept of “search.” Type in any brand name or product into a Google or Yahoo! search engine, for example, and you’re just as likely to find a consumer-owned web site or online forum about that product (positive or negative) as you are to find the corporate or brand web site. The same high-ranked links that marketers work so hard to achieve often share the same real estate with heavily-trafficked consumer-generated links and personal web sites, yet the CGM links often carry higher credibility and trust. So what does this mean for marketers?

**THE MARKETING IMPACT:
New Challenges, New Sources, New Measures**

Marketers, as a breed, are accustomed to guiding and controlling marketing efforts, research and outreach. They assume marketing emanates primarily from the marketing department. They assemble focus groups. They launch surveys. They test concepts and copy, they arrange for and expect orderly feedback to help them plan better and tap the public’s pulse. Information travels predictably: from them and back to them.

The Internet and CGM, however, throw that paradigm to the wind. Web-enabled CGM is a mixture of fact and opinion, impression and sentiment, founded and unfounded tidbits, experiences, even rumors. It is created by, shared by and absorbed by other consumers, for other consumers. What separates it from traditional marketing intelligence is that most of it is unsolicited, unfiltered and outside the

CGM Escalation Factor: The Role of Search



The search process can lead millions of consumers to highly relevant CGM that can influence awareness, trial, and loyalty levels. For example, the very first result when searching “Chrysler Problems” is a web site sponsored by Chrysler owners who have had problems with their cars. Consumers conduct more than 50 million auto-related searches a month, and some OEMs are paying up to \$2 per click for search-based ads.

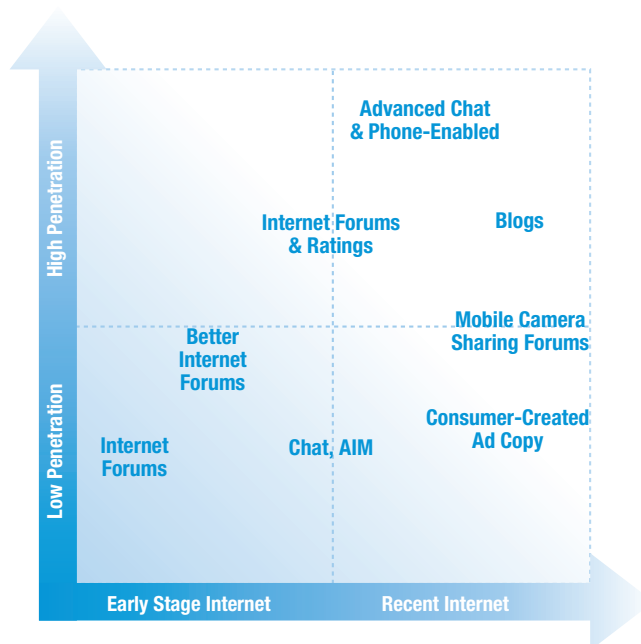
traditional marketers' ability to contain or control it. It exists primarily as a medium that allows consumers to communicate directly with other consumers—not with the companies or marketers who are trying to capture their attention. Most importantly, it plays a growing role in shaping consumer purchase behavior, especially as consumers increasingly place their buying power and trust in other consumers rather than other forms of media and marketing.

Marketers, ever mindful of the power of word-of-mouth, are faced with a new challenge from this technology. They need to know how to find and analyze what's on the Internet to have a deeper understanding of opinions, sentiment and winds of change, but the information they seek must be gathered as part of a need-

to-know-marketing approach that respects the public nature and privacy concerns of the Internet world. They also need to compete with CGM as its very presence erodes the audience pool, impact and reach of traditional advertising media—TV, radio, print advertising. And they need to know how consumers are reacting to marketing/ad campaigns and promotional programs.

“These days, chief marketing officers and the people who work for them are under increased pressure to make marketing more of a quantifiable science than an ephemeral art. Numbers-driven CEOs and CFOs demand to know how efficiently their marketing dollars are being put to use.” (Source: “When ROI Meets Science; The Challenge of ROI Marketing,” *strategy=business* magazine; www.strategy-business.com; Booz-Allen Hamilton publication; December 2003).

The Evolution of CGM Vehicles



CGM vehicles are quickly evolving to higher-impact, multi-media formats. Digital photos and online videos are beginning to dramatically raise the stakes for brand/corporate reputation.

A marketers' ability to understand online behavior needs to be adaptable as well, because consumers' behaviors expand over time and with experience and technological evolution. If today's camera-cell phone technologies already are raising privacy issues, what will tomorrow's technological wonders bring?

THE INTERNET: A NEW SHOPPING EXPERIENCE

It's important for marketers to understand how the Internet has fundamentally shaped and changed the shopping experience from the consumer's point of view. No longer limited by bricks-and-mortar shopping encounters, the pendulum has shifted as consumers turn to the Internet

WHERE DO CONSUMERS HANG OUT ON THE INTERNET?

Not all Internet players are the same, either in size, influence or reach. But consumers tend to migrate to specific and well-defined areas of the Internet when looking for information that's important to themselves and, ultimately, to marketers.

- ⇒ **Large Internet Portals:** The largest players in the Internet world draw the most consumers/viewers, and they fuel most of the discussions. These include USENET postings, and the big Internet Service providers and portals, such as MSN, Yahoo!, America Online and Google. They represent tens of millions of Internet users.
- ⇒ **Verticals:** These are industry- or interest-focused areas of the Internet that draw consumers based on a particular product, specialty or niche. Typically, they draw consumers interested in specific products (automobiles, computers, electronics, software) or issues (politics, baby/parenting, lifestyle, travel, etc.) They represent millions of users.
- ⇒ **The Clubs/Microcommunities:** These are sites or online groups where fans and enthusiasts of particular products, personalities, companies or brands hang out and share information, likes, dislikes. They can range from celebrity fan clubs to stamp collectors clubs to automotive owners' sites to book clubs. Users are in the tens of thousands.
- ⇒ **Groups/Nanocommunities:** These are highly focused, highly specialized sites where aficionados congregate around a single issue, product or item. Groups can be public or private, and even though membership is usually small (tens to hundreds of users), thousands of such groups can exist on the major Internet Service Provider and search web sites that host them.
- ⇒ **Web Logs, or "Blogs":** A growing sphere of influence involves blogs, short for "web logs." These are self-published online diaries or commentary sites, many of which provide regular updates on various topics, issues and themes. Most blogs are maintained by an individual or collaboratively by an organization or group.
- ⇒ **Third-party Web sites:** Small but active groups of consumers gather at third-party sites that offer the ability to complain (complaints.com), review/rate products (epinions.com) and provide feedback to companies online (PlanetFeedback.com, which is owned by Intelliseek). They often represent early-warning experiences and behaviors, especially if consumers turn to them first to report and share information.

*USENET is a broad term that describes a network of public-access links on the Internet where people share, post and read information

for actual purchases and pre-shopping information. They use the Internet to read about products, shop around for prices and sales, determine price ranges, and compare what's available from different online and traditional retailers.

Eighty percent, in fact, have used the Web to research a product or service (Source: *Pew Internet & American Life Project, December 2003*). More than 75% of car buyers cite word-of-mouth recommendations as most influential in their purchase decisions, and many of those recommendations emanate from thousands of online car forums and discussion boards. Moreover, they use the Internet to consult with other consumers by reading opinion sites where consumers post reviews and personal experiences about specific products, companies or brands. They browse or engage in discussion boards where active consumers share information freely, sometimes daily and frequently with passion and influence.

They use the Internet to give feedback to companies or ask questions before they buy so that they feel comfortable making a final transaction and sale.

But importantly for marketers, consumers turn to the Internet for influence—good and bad. They view it as a trusted, third-party, independent source of information that's populated by other consumers—consumers who can share their “been there, done that” experiences. According to Intelliseek research, over 60% of consumers trust other consumers' online postings. These online consumers are important to marketers precisely because they are so active and so influential. They are not the typical focus group. They are not the folks typically found in rep-panel research. They are talkative, active consumers who try new products first and have no qualms about sharing and spreading their experiences among other consumers. They are highly active and highly influential teens, stable middle-agers and growing numbers of seniors. Some describe them as “viral” consumers because they spread their opinion and influence rapidly among consumers.

Who Else Listens to CGM?	
Who	Why
Consumers	Informs purchase, loyalty
Reporters	Accelerates research, fact-finding
Analysts	Offers scoop/insight company won't volunteer
Competitors	Exploits actual users of competitors' products as "intelligence gatherers"
Regulators	Vocal consumers provide leading indicator into future problems
Activists	Helps reinforce/solidify a key position

Consumer-Generated Media (CGM) is readily available and accessible to consumers and to other “high-influence” listeners. Major business publications, such as the Wall Street Journal, now regularly quote consumer message boards and forums to provide texture and fresh perspective in stories, and financial analysts often review boards before quarterly calls with CEOs.

WHY INTERNET INSIGHTS ARE IMPORTANT TO MARKETERS

And as every marketer learns in Marketing 101, word-of-mouth is already an important factor in consumer behavior and purchase patterns. In fact, word-of-mouth has a reputation as the most trusted and reliable form of advertising—a finding that was bolstered by a 2003-2004 Intelliseek survey about trust levels in various advertising formats. As and it grows in volume and

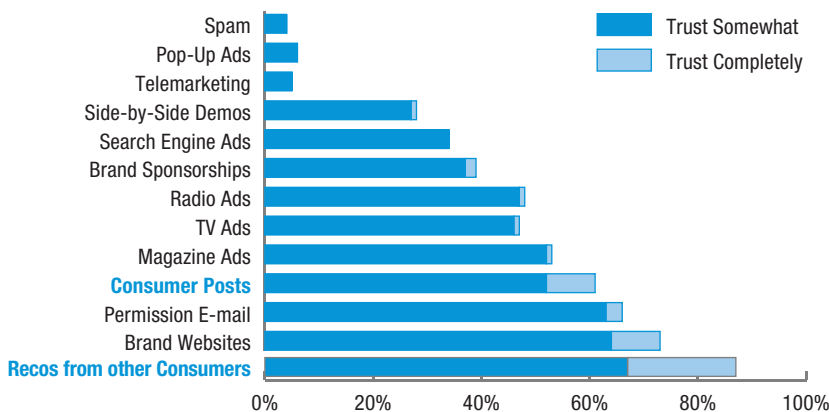
abundance, so does its influence—all at a time when traditional forms of advertising (especially television) are becoming less trusted, less dominant and more fragmented by the boom in media outlets and consumers’ growing tendency toward “media multi-tasking,” which might involve watching TV while simultaneously cruising the Internet.

CGM is also measurable. Because it exists and thrives on the Internet, online word of mouth leaves a “digital trail,” so to speak, allowing its content to be located, categorized, analyzed and understood for basic data and trends, sentiment, polarity and experience. More than many traditional types of market research, it provides unclouded, real-life entry into the minds of consumers.

Consumer-generated media on the Internet holds key insights for marketers. Because it represents candid and unsolicited feedback, Internet discussion is untainted, unfiltered and unbiased by marketers. With Internet insights, marketers can:

- Intuitively discover the “right” questions for supplemental research. Often, the best question asked in any one-on-one or small-setting interview is the last one: “What haven’t I asked about that I should have?” On the Internet, that information often emerges first because it is driven by the consumer’s deepest needs and emotions, not the interviewer’s timetable or focus
- Understand emerging trends/themes by listening in to consumers’ real-time experiences
- Effectively manage a company’s or brand’s reputation by following sentiment as it circulates
- Benchmark a product/service/company against major competitors, and use information for competitive advantage
- Spur product development, feeding it with immediate real-time feedback, suggestions, alternative-use ideas and product-testing insights
- Gather product suggestions, alternate uses and enhancements offered by consumers
- Spot damaging issues/rumors quickly... many of which originate today on the Internet (see Intelliseek’s white paper on Internet Rumors).
- Intervene quickly if potential problems are mentioned, circulated or spotted on the Internet. (See Case Studies on Page 14)

CGM is the Most Trusted Form of Advertising



Consumer-Generated Media consistently outranks other ad vehicles on the “trust” factor. As word-of-mouth platforms grow and traditional tools lose impact, the measurable propensity of a customer base to recommend products and services to others will be regarded as the single-largest measure of brand equity.

Source: 2004 Forrester/Intelliseek Research

TECHNOLOGY THAT MAKES IT HAPPEN

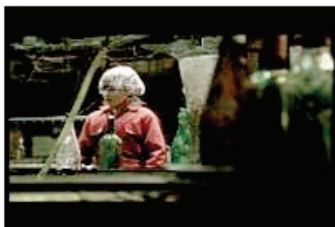
Just as technology produced the Internet, today's technology also makes it possible to find, analyze and understand CGM for information, insights and intelligence. In essence, the Internet is an electronic medium that serves as a collection and dissemination point for consumer insights, and as a new medium, it requires new tools for tracking and understanding it.

Technology that discovers online information, by its nature, must confine itself to public areas of the Internet where users already know that their information

is posted and shared publicly for others. These include online discussion boards, USENET groups, blogs, consumer-oriented ratings and review sites, forums and the like—places where consumers naturally gather and actively, publicly trade information. They are attracted to the Internet because it gives them an unfiltered, unfettered voice, a community in which they can establish and exert influence, and an easy-to-use communication tool that is easy to use and increasingly powerful.

Content discovery and text-mining technology is able to locate relevant discussion on the Internet, standardize it, classify it, analyze it and make sense of it for marketers by pulling out of it key findings, sentiments, trends, negative-positive factors and opinions. From raw text and material, content mining tools can extract themes, context, meaning, relevance, action and reaction—all the characteristics that make up marketing intelligence. Intelliseek's key products—BrandPulse and BlogPulse—search and analyze from public areas of the Internet and thousands of blogs daily to find what's hot and what's not, who's current, what people are talking about and in what context.

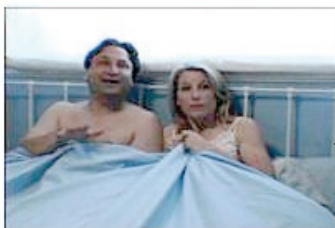
CGM in a Multi-Media Context



Overall Best Ad and People's Choice Winner:

CHILD'S PAY
by Charlie Fisher of Denver, CO

[High-Bandwidth Version](#)
[Low-Bandwidth Version](#)
Stills [1](#) [2](#) [3](#)



Funniest Ad:

IF PARENTS ACTED LIKE BUSH
by Christopher Fink of Sherman Oaks, CA

[High-Bandwidth Version](#)
[Low-Bandwidth Version](#)
Stills [1](#) [2](#) [3](#)



Best Animated Ad:

WHAT I BEEN UP TO...
by Mark Wolfe and Ty Pierce of Columbus, OH

[High-Bandwidth Version](#)
[Low-Bandwidth Version](#)
Stills [1](#) [2](#) [3](#)

As movie-making technology unfolds, consumers are expressing themselves easily and with maximum impact. The political advocacy group MoveOn.org surprised the advertising and political communities with a 2004 primary-election program that invited members to submit their own 30-second political ads. Participation rates and viewership far exceeded even the most bullish expectations.

A MARKETER'S QUIZ: QUESTIONS TO ASK YOURSELF

Every major company or brand with measurable Internet activity today should institute and operate an Internet-monitoring program as part of a broader marketing intelligence program. Without it, marketers, managers and key product specialists are

functioning in an information vacuum. Here are some questions to get started:

Phase One: Identify who's speaking

- What are top 10 sites/forums that discuss your company/brand?
- How can CGM enhance existing relationship marketing programs?

Identify what Internet users are seeking

- Where are consumers seeking information about your company, brand or service? How much do they want? What are they finding? Are you part of their solution...or out of the loop?
- Do consumers speak highly of your company or brand, or do their conversations tend to exist as if you didn't?
- Is sentiment positive or negative? Changing or shifting over time? Full of emotion or eerily dull?
- Which discussion boards or web sites are sought out for authority and oversight by media and analysts who cover you?

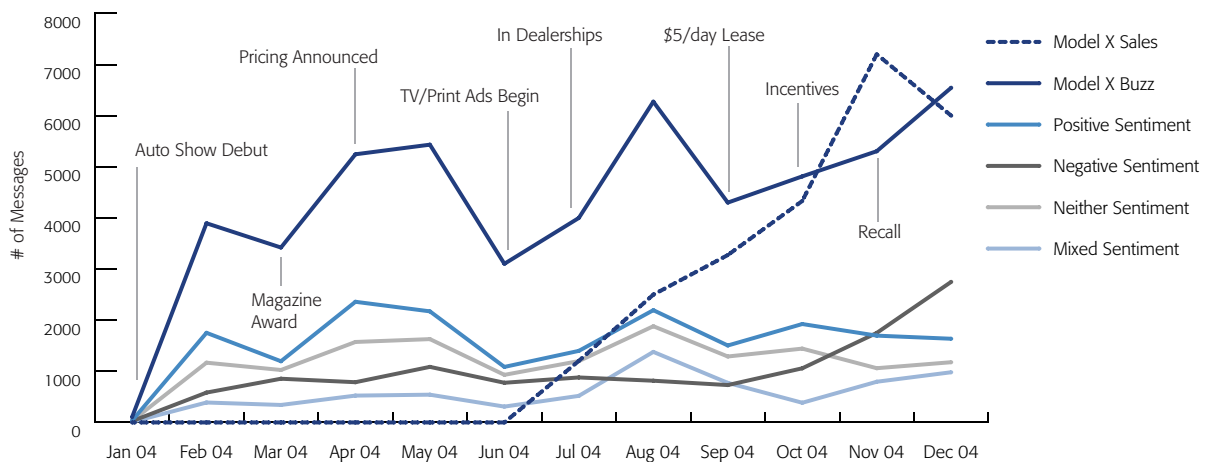
Who is involved in capturing and updating Internet insights?

- Who else is helping your online analysis efforts? Your PR agency? The media? External relations? Investor Relations? Public relations/Corporate Communications? Legal?
- If you answered "yes," make sure all involved parties are on a distribution list so everyone's in the loop, sharing the information
- If you answered "no," get key parties involved and linked

Manage the Internet as a marketing tool

- Is your Web site set up to handle input and feedback from consumers, the public, the media, analysts?
- Can your Web site act as a "radar" for positive or negative buzz?
- Does your company/brand have a system in place to notify key personnel of trends, rumors, changes, new information?

Putting Your Marketing Plan in Perspective



Not only can CGM be quantified, it can be tracked and linked to specific marketing and ad campaigns, product launches, offers, news events and industry fluctuations. This exhibit shows how varying degrees of internet buzz—by volume, by sentiment, by model—correlate with key marketing events.

Phase Two: Identify and Flag Key Issues

Once you have a marketing intelligence plan in place to identify Internet buzz, expand it by looking critically and strategically so that you find the information you need, want and can act upon. Internal data and findings can guide your assumptions, but those assumptions can be altered and changed because of what is found on the Internet.

Again, here are some questions to ask as you get started:

Identifying Key issues

- Which issues fuel the most Internet discussion?
- Which issues inspire the most emotional online discussion? (Is it, for example, customer service? Price? An ad campaign? A celebrity spokesperson? Unmet expectations? Product availability? A rumor? The company president's latest public faux pas?)
- What issues are most likely to prompt consumers to spread information to others?
- Do topics and issues change over time? Can you track the changes and trends?
- Which issues or topics spread faster than others?
- Which issues deserve the most attention/intervention from marketers?
- Can internal processes be changed to help facilitate clearer understanding of online behavior (e.g., can CRM data be guided or forwarded differently? Can lingering issues be dealt with on the web site? Can frequently asked questions be answered automatically?)

Consumer-Generated Chicken Buzz?

In April of 2004, a web site called www.subservientchicken.com moved from total obscurity to an astounding 46 million visits in the first week, thanks almost entirely to online "buzz marketing." Within a day of launch, in fact, Intelliseek's BlogPulse tracking tool ranked it as the top-linked web site among highly active blog writers.

On the web site, a guy in a chicken costume acted out commands typed by visitors into a text box. The site was created by Burger King's Crispin Porter + Bugusky agency to promote the food chain's new chicken sandwich.

Because blog writers pride themselves on being among the "first to know," they were highly active in mentioning [subservientchicken.com](http://www.subservientchicken.com), adding links to it and urging others to visit it to see what the chicken could—and wouldn't—do! The site itself also offered pass-along links, TV clips, photos and a downloadable chicken mask to spread the word. (Unfortunately, Burger King's own web site wasn't reciprocally equipped).

Not only did these blog writers—an active form of consumer-generated media—beat the traditional media by about a week, they also fueled more visitors and plenty of free coverage for the web site.

While it's too early to answer the inevitable refrain "But did it sell chicken?" there's no question Burger King's agency inspired fresh new thinking about the power and potential of Consumer-Generated Media (CGM). In this case, consumers did virtually ALL of the advertising.



Phase Three: Deepen Relationship Marketing Efforts

In order to market effectively and intelligently, you need to know your audience. According to research, 70% of consumers who give feedback to a company are active on Internet discussion boards and forums, making them a key target for outreach. Once you've pinpointed active online consumers, take time to get to know them and their habits by offering opt-in programs that allow

them to engage further, on their terms.

Questions to ask include:

- How often do you tell others of your shopping/buying/brand experiences?
- How often do you visit Internet discussion boards?
- How much time you spend consulting Internet ratings/reviews/opinion sites?
- What sites do you consider to be the most credible? Influential?
- How likely are you to act or change your behavior based on what another web site or online consumer says?

EXPLOIT YOUR OWN WEB SITE

Some companies want only bare-bones information on their Web sites on the theory that too many questions or inquiries from pesky consumers just mean more work. Web sites, in fact, can be classified into several camps, depending on how well they treat CGM. Does the site enable CGM by inviting feedback? Does it sponsor forums and discussion opportunities? Does it neutralize potentially damaging information? Indeed, truly intelligent, tuned-in companies consider the company/brand Web site a gathering place that invites consumers in and makes them feel at home in a way that respects and fuels positive, external buzz. The Web site should be your company's/brand's face to the world, as well as an ear to the ground and a gut check for trends and watch-outs.

WEB-SITE TIPS FOR INTERNET-SAVVY MARKETERS

- Make sure all the right information is on your Web site and updated regularly
- Answer all questions from consumers, quickly
- Be up front and candid about difficult questions/issues, too
- Establish a great first impression. (Ask yourself this question: If your Web site were a person, who would it be? Someone friendly? Warm and fuzzy? Helpful and reassuring? Or someone Cold? Gnarly? Bureaucratic?)
- Consider your web site to be a subtle (or not so) form of marketing

REACH OUT TO CONSUMERS

Rather than assume your Web site is easy to navigate and find information, set it up and design it so that it offers a way to identify and build relationships with the consumers and potential customers who visit it. For example:

- Enable word-of-mouth and referral programs with easy "send a link" functions
- Segment particularly positive or high-value customers and treat them as special ambassadors by offering loyalty programs, membership clubs, special offers, survey possibilities and the like.
- Know that unsatisfied visitors to your Web site go away from you and migrate to the broader Internet community for commiseration. Why not let them get it off their chest on your site and be satisfied?

CGM is a Form of Quantifiable Media

Variable	Traditional Media (CPM Model)			Consumer Generated Media (CGM)		
	TV	Print	DTC	Ratings	Posts & Reviews	C2C Email
Reach	High	High	High	Med	High	High
Trust	Med	High	Med	High	High	High
Cost	High	High	High	Low	Low	Med
Control	High	High	High	Low	Med	Low

How can CGM be evaluated compared to other “traditional” media formats? While CGM is more “trusted” than traditional media, it is also more difficult to control, largely because it depends heavily on the nature of the consumer’s “brand experience.” Brands that underperform in areas such as customer service—a highly viral topic—will always struggle with managing CGM predictably.

Ask for feedback. More than anything, consumers often just want to feel that someone is listening.

Just as consumers gain new tools to educate, inform and arm themselves, marketers also need the technology and tools to stay apace for critical purposes: research, market information, trend analysis, rumor detection, product launch and research, consumer understanding, loyalty programs and promotions and much more.

Intelliseek provides the technology and applications that can help marketers understand consumer “buzz” on the Internet and its various information sources, with tools such as BrandPulse Internet™, BlogPulse™ and BrandPulse Direct™ for solicited consumer feedback. Singly, they are powerful tools. Combined, they provide a 360-degree of consumer intelligence never before possible. But in today’s technologically advanced, Web-enabled world, they are emerging as critical tools to help marketers carry out the principles and practices of their profession.

CASE STUDIES

Which companies and brands benefit from Internet capabilities? And how does the ability to understand Internet content play out? Consider these scenarios:

CONSUMER PACKAGED GOODS

- ⇒ **Issue:** A consumer sends an email to a leading food company about a suspicious pill found in a package of food.
- ⇒ **Solution:** Intelliseek's technology captures the message immediately, using keyword detection technology, and alerts appropriate contacts within the company automatically by email within 60 minutes. The company rectifies the issue with the consumer before it spins out of control.

WIRELESS INDUSTRY

- ⇒ **Issue:** Wireless consumers discover a code that allows them to steal pre-paid minutes from one of the nation's largest wireless carriers, and they begin sharing it freely on Internet discussion boards.
- ⇒ **Solution:** Intelliseek's BrandPulse technology locates the online discussion where consumers share the code. With the source located, the company is able to make necessary changes to its systems and codes to prevent future theft.

ENTERTAINMENT

- ⇒ **The issue:** A major movie studio needs advice on positioning a marketing campaign for its blockbuster summer film.
- ⇒ **Solution:** Intelliseek's BrandPulse technology scours discussion boards and finds—unbeknownst to the studio—that most of the online "buzz" involves the film's star, an up-and-coming actor. Armed with this information the studio tailors its online marketing campaign to emphasize the rising star and generate further buzz.

ABOUT THE AUTHORS



Pete Blackshaw is Chief Marketing and Client Satisfaction Officer of Intelliseek. As brand manager and co-founder of Procter & Gamble's first interactive marketing team, he led initiatives dealing with online issues monitoring, rumor tracking, online sampling, viral marketing and word-of-mouth behavior. In 1999, he left Procter & Gamble to found PlanetFeedback, which merged in 2001 with Intelliseek. A graduate of Harvard Business School and the University of California Santa Cruz, he writes and speaks frequently about CGM and related topics.



Mike Nazzaro serves as the President and Chief Operating Officer of Intelliseek, roles to which he brings an extensive background in marketing, data analytics, and business operations. Before co-founding PlanetFeedback, a consumer feedback web site, Mike spent several years as a marketing executive at Procter & Gamble. There he led several billion-dollar brands, including Charmin, Bounty, and Pampers, and played a leading role in several new-product initiatives, from ideation and concept development to market qualification and national launch. Mike has extensive experience in all forms of media, consumer understanding, research and branding. He is a 1993 graduate of Harvard Business School and a 1988 honors graduate of Carnegie Mellon University.

ABOUT INTELLISEEK

<http://www.intelliseek.com>

Intelliseek provides business intelligence solutions that transform unstructured data, including consumer-generated media that appears in Internet forums, boards, blogs and other venues, into actionable insights for marketers, companies and brands. Intelliseek's platform technology adds structure, relevance and meaning to unstructured data in multiple sources and formats, transforming it into easy-to-interpret desktop reports and alerts. Available as a marketing intelligence application (BrandPulse™) and enterprise software (Enterprise Discovery Suite™), Intelliseek's products help speed and deepen consumer understanding, product research and competitive analysis. Its newly launched BlogPulse™ (www.blogpulse.com) tracks issues and trends in nearly one million blogs. Intelliseek maintains headquarters in Cincinnati, with sales and support offices in New York, California and Washington D.C., and the Applied Research Center in Pittsburgh.



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