



Mobile Buyer's Guide

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This Mobile Buyer's Guide has been developed by the IAB Mobile Advertising Committee with significant contributions from the following member companies:

- Associated Press
- comScore
- CPX Interactive
- Impact Mobile
- Insight Express
- Jumptap
- Polar Mobile
- Quattro Wireless
- Scanbuy
- Third Screen Media
- Verve Wireless
- Weather Channel Interactive
- Whitepages.com

About the IAB's Mobile Advertising Committee:

The Mobile Advertising Committee of the IAB is comprised of over 120 member companies dedicated to helping develop and expand the mobile space as a viable advertising platform. The committee works to educate marketers and agencies on the strength of mobile advertising as a marketing vehicle. A full list of Committee member companies can be found as an appendix to this book, and at:

http://www.iab.net/member_center/councils_committees_working_groups/committees/mobile_advertising_committee

This document can be found on the IAB website at:

http://www.iab.net/mobile_buyers_guide

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Introduction: Advertising on Mobile Devices

While mobile appears to be a complex ecosystem with its own vernacular, the buying process itself is very similar to other familiar platforms including the Internet. This booklet will guide you through the process in plain English, and get you started as a first time mobile advertiser. The key to tackling your first mobile assignment is to remember that mobile advertising is much like advertising on any other medium. It is about finding the right places to connect your client with the right audience to deliver the right message. In fact, mobile is an execution point on your current advertising strategy. Simply put, mobile is another medium to add to your arsenal to target the right consumer. We will provide a few straightforward steps to get you started.

Before you begin reaching for solutions, answer a few questions to understand the marketer’s advertising goals to determine what role mobile will play in their media mix. The most important of these questions being, is the objective to increase brand favorability, launch a new product, direct response or a customer retention initiative? Once your core media objectives have been answered, the route to take with mobile becomes much clearer.

When creating a mobile campaign it is important to remember that there are multiple channels for reaching mobile eyeballs. They include mobile websites, downloadable applications, mobile messaging and mobile video, all of which can be used individually or as a unified campaign across not just these mobile channels but across your more traditional channels to create a complete 360° campaign.

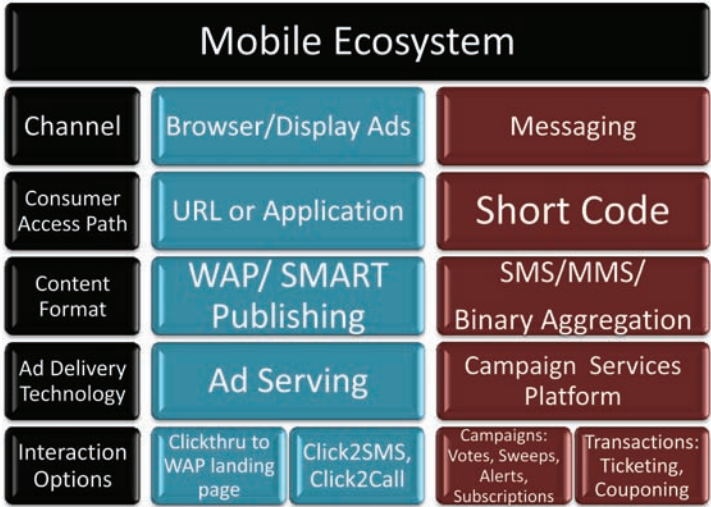


Figure 1: Mobile Ecosystem Advertising Opportunities

Recommended Planning Process

As a general rule of thumb, the less budget and less time you have the more you should focus on the mobile web–display ads. As budgets increase and your time allocation to put towards mobile grows you can expand into messaging, traditional media integration, out of home mobile campaigns, etc. But for simplicity we will cover mobile web and messaging in detail, spending less time on mobile activation and less common mobile channels.

In the beginning of the planning process, it is important to gather basic information that is vital to any successful advertising campaign. Since mobile is a newer platform, this step can be overlooked due to the misconception that the basic rules of advertising do not apply. Ask yourself the following questions before launching any campaign:

Key Questions

What are the campaign goals?

Who are you trying to target?

Is this part of a broader media campaign?

How much money is allocated to the mobile portion of the buy?

What does success look like for you and your client?

This guide will give you the background information to help answer these questions, as well as provide an overview of the marketplace, definitions, and practical examples to gain a greater understanding of mobile as an advertising platform. The best campaigns keep the user experience in mind. For consumers, mobile offers convenient information, entertainment, and exclusivity. Tailoring campaigns that deliver marketing messages that are also convenient, entertaining and offer exclusive content or discounts is the key to success.

Some companies and brands are mentioned in the guide to provide context and illustrate examples of different ad formats. These solutions are offered by a variety of vendors. Seek out the service providers in Appendix A who can provide more detail on advertising solutions for mobile.

Overview of the U.S. Mobile Marketplace

Audience Composition

Because of the interest in mobile, many reports have been issued around the demographics and profiles of users. Although the absolute numbers will change, there are certain key themes and trends that will continue.¹

- Mobile phone penetration is upwards of 4 out of 5 people in the United States and more people now have a mobile phone than have PC-based Internet access. This is especially true for older adults and lower-income individuals.
- Mobile Internet usage continues to grow. Over the last three years usage has grown approximately 25% per year. With smartphones becoming more affordable, advanced, and widely adopted, we'll likely see a greater increase in 2009. Currently, 40-45 million mobile subscribers use the mobile Internet regularly.
- Minorities are significant mobile data users across all features and applications.
- Mobile is not just youth-focused – texting behavior may skew a bit younger, but the bulk of the mobile Internet usage comes from 25-44 year olds.

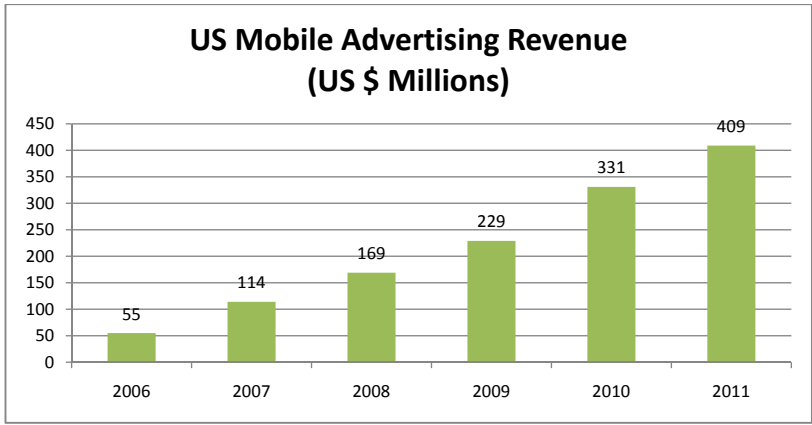


Figure 2: Size of Mobile Ad Spending and Expected Growth Source: MAGNA Mobile Advertising Forecast-May 2009

MAGNA, a unit of Mediabrand, projects US mobile ad spending to grow from \$169 million in 2008 to \$409 million in 2011. Other industry forecasts indicate that the average campaign budget will triple over a similar time period.

¹Data from: InsightExpress Mobile Research (Waves 1 - 5, October 2007 - March 2009); Pew Internet & American Life Project; Nielsen Mobile; comScore

There are currently three main categories of buys:

- Test buys: \$15,000 - \$50,000
- Expanded buys: \$50,000 - \$150,000
- Scaled buys: \$150,000+

Buy in the expanded and scaled ranges have recently grown in popularity, but the process of determining the buy size is very similar to the way advertisers decide on budgets for the Internet campaigns. It's simply a matter of first identifying the goals and success metrics for the campaign and setting spend relative to expected returns.

Mobile Advertising Options

Mobile advertising actually comprises a number of different specific inventory types and creative options. Brief descriptions of these follow. However, a main point to take away is that different mobile advertising venues work best for different campaign goals, whether brand building, or driving some kind of direct response. The chart below offers some insights as to which kinds of mobile placement work best to deliver a given campaign goal.

	Web/Display	Messaging	Paid Search	Video	Voice	In-Game	Applications
Branding	✓			✓	✓	✓	✓
Drive to Mobile Site	✓	✓	✓	✓		✓	✓
Click to Call		✓	✓		✓		✓
Dialog with Consumers		✓			✓		✓
Lead Gen	✓	✓	✓				✓
Direct Sales	✓		✓				✓

Figure 3: Matching Mobile Advertising Opportunities to Campaign Goals

Inventory Types

Mobile Web/Display – just like PC-based web ad inventory, there are banners that display on a mobile web page. Typically, a brand or agency buys mobile display ads for increased exposure of a product or service. Banner inventory is purchased based on impressions (e.g., CPM) or direct response (e.g., cost per click). Typical formats include graphic banners, graphic banners with text link, text-based banners. Some important differences to keep in mind are:

Typically, a mobile page has one banner at the top and may also have one banner at the bottom. This leads to less clutter and potentially higher response rates. However, if you are paying on an impression basis, be sure to understand how many of your impressions may appear “below the fold” on mobile screens. Remember that a mobile user is less likely to see a banner ad at the bottom of the page.

Note: You can measure impressions accurately below the fold on smartphones, specifically with some applications that run on the BlackBerry and iPhone.

Low-end phones will have smaller screens on which to display a mobile web page, so corresponding size limits exist for the banner ads. This means the media buy may require different creative for different sizes of ad, because content that works well on a larger banner may not work when compressed into a smaller space. But companies now offer technology that allows for all the images to be sized (trans-coded) on the fly to the specific handset.

Rich media is currently more limited on mobile than on the PC-based Web, with generally only the higher end phones capable of displaying rich media. Also, there are limitations on creative complexity. Nonetheless, there have been key developments over the past twelve months. Several leaders from the online rich media space and mobile ad networks have rolled out rich media ad units, especially focusing on the iPhone. Additionally, some solutions allow advertisers to execute rich media experiences across any device (iPhone or otherwise), requiring advertisers to submit only a single set of creative assets, as more advanced phones come into the market, this ad format will become more widely accepted.



Figure 4: Illustrates a device agnostic expandable banner ad unit that opens when interacted with by a user

Source: Third Screen Media

Messaging – Some publishers offer a brief text ad inserted at the end of a text message. Users can reply to text messages to take action on the ad and (when possible) click on links to a mobile web page. These ads are limited to 40 characters but they have the advantage of reaching a large base of handsets. Just about any mobile phone can receive text messages.

Paid Search – Similar to the PC-based web, buyers can bid on keywords for paid search ads that appear as sponsored links above natural search results. These same ads can also appear when the keyword bid matches the content of a mobile web page. Today, the mobile web has more browsing pages than search results pages, so this matching of keywords to mobile web page content gives advertisers additional reach for their performance-based keyword bidding. Keep in mind that a number of factors affect mobile paid search:

- Shorter ad titles – typically, 15, 20, or 25 words at most.
- Mobile relevancy of landing page – your landing page should render a mobile-appropriate page on as many devices as possible.
- Search buys may differ due to differences in search-term popularity: mobile content, local search, news/sports/entertainment, and social networking.
- Queries are seeking actionable results and less likely to be looking for reference information: if it is a travel-related query, it is more likely that the user is on the go, rather than researching a trip.

Video – Mobile video ad opportunities are still developing as mobile devices increasingly have the ability to display video clips. While mobile video today has more limitations than PC-based video formats, it continues to mature.

Voice – Audio ads can play before or after a voice-based conversation, voicemail, or voice-enabled information (e.g., 411.) Aside from highly specific applications, mobile audio or voice ads remain rare in the US today.

In-app – Ad inventory that can exist inside of applications and games in various formats. Application and game developers increasingly offer this format since they can leverage ad revenue to offset the consumer's purchase price and increase the application's/game's adoption.

Location Based Advertising within Non-connected Devices – This type of advertising is primarily seen on devices that use Radio Data Systems (RDS) and GPS technology to serve advertising based on a consumer's location or intended location. Portable Navigation Devices that are advertising enabled are a unique medium to reach consumers when they are on the go and making purchase decisions. The advertisements are text based and some are audio enabled. Several calls to action exist to engage the consumer with your brand: click to route to the nearest retail location, click to coupon, and click to call (if the device is enabled).

Location Based Advertising within Connected Devices – This type of advertising is primarily seen on wireless devices that utilize GPS technology to serve advertising based on a consumer's EXACT location in relation to a merchant's retail location. The ads are served within applications, include robust campaign reporting metrics, and support full graphic capabilities. Several calls to action exist to engage the consumer with your brand: Click to route to the nearest retail location, click to coupon, click to call, and click to mobile site.

Point of Interest Placement Services – Ensure that your retail locations are accurately included within navigation and mapping applications so that your customer can easily find you. The advertiser will provide a list of locations. The service provider will verify the accuracy of the locations and include them within the core mapping product that is distributed for the use of mapping and navigation devices and applications.



Figure 5: Demonstrates an SMS ad leading to a WAP session

Source: 4info

Cross Platform Digital Buys Including Mobile

Today there are two parallel interactive inventory buys: online and mobile. When buying online and mobile inventory the key is not to simply try and implement the same creative execution into online and mobile media types but extend the idea to the mobile space with mobile specific execution of the idea. Three things to consider:

- Try and tailor the idea to the platform, not just the creative execution
- The size of the mobile site, web site and TV audience matters if you want to track campaign success across platforms
- Make sure the campaign is long enough to recruit a healthy sample of unduplicated users (three months or more) and strong enough (three to five million impressions) to generate statistically sound sample sizes

At this nascent point in the market, CPM rates online and mobile from the same publisher vary and some publishers are bundling mobile into the online buy.

Measurement across online and mobile is not seamless. The IAB is presently working with the Mobile Marketing Association (MMA) to extend online ad measurement standards to mobile recognizing many of the similarities but also the unique challenges and advantages of mobile inventory.

As the consumer's starting point and end point are often different in the mobile world, cross-platform parallels and insights are trickier to obtain. Some of the largest publishers are just now beginning to figure out how to accomplish this with statistically reliable datasets.

Mobile messaging services like SMS and MMS allow "interactive buy" associated with traditional media like Digital Out-of-Home, TV, retail, etc. Now the buyer can see the mobile phone as a "mobile mouse" to "click" on the push media whether this is in Times Square, at a baseball game or over coffee at the local diner.

This opens up a world of interactive convergence and creative buying opportunities. Expanding the definition the interactive buy allows the buyer to move the consumer out of the silos of Digital-Out-of-Home, TV, and Print more effectively.



Figure 6: Illustrates a WAP Banner, leading to opportunities for users to setup reminders, find sales and locate stores

Advertising on the Mobile Web

Getting Started

Buying advertising on the mobile web is similar to buying display advertising on the Internet. Graphical, interactive display ads are the predominant ad unit. Although, in most cases, mobile web banner ad impressions can be purchased on a cost per thousand (CPM) or a cost per click (CPC) basis, mobile offers the potential for targeting capabilities beyond that of traditional media. As this develops further, we would expect to see a range of targeting options made available covering context, demographic, and behavioral attributes, as well as location. Any targeting options made available will comply with existing national level, legal and regulatory frameworks governing privacy and personal data.

Some operators and publishers that have mobile web sites sell mobile ads directly, while others allow their inventory to be sold by a third party, either as premium inventory or as part of a mobile ad network. As with the PC-based Internet, planning a buy depends on setting goals around audience size and desired demographics. Measurement firms like Nielsen Online and comScore offer audience data for mobile web sites.

The biggest difference between buying mobile web display ads and Internet display ads is that mobile web ads are not sold by unit size. Because the sizes and resolutions of mobile phone screens vary, the way the ad creative looks on those mobile phones will also vary. The sizes of mobile web banners as defined in the MMA Mobile Advertising Guidelines (<http://www.mmaglobal.com/mobileadvertising.pdf>) are optimized to best fit the mobile phone on which the ad is being viewed. This improves the user experience, ad readability, creative flexibility and effectiveness. This is why many publishers and ad networks may ask you to provide multiple versions of your banner creative with your mobile web campaign.

Mobile Landing Pages

So what happens after the user clicks on the mobile display ad you've developed? Where do they go? This is an important part of your mobile campaign and needs the same degree of attention that you applied in developing the earlier creative.

These landing pages (i.e., the page that appears when a user clicks on an advertisement) need to be customized and formatted specifically for the mobile environment. The page should be designed to reduce the amount of scrolling needed and should be formatted to the specific phone experience – which may mean developing multiple versions of the landing page for the different phone types (smart-phones (iPhone) versus feature phones (Razr phone)); by way of example, experiences customized to the iPhone can be either portrait or landscape in orientation.

It is not recommended that you direct users to the webpage you use for PC-based interactive campaigns; rather directs users to a mobile-specific landing page to further engage them. The landing page is your chance to convert users into customers or leads. A good mobile landing page will not only be formatted for the mobile screen and browser but will also have the following qualities:

- Clear call to action
- Not too wordy
- Visually appealing with images, where possible
- Load quickly



Source: Quattro Wireless

Figure 7: Example of a banner ad clicking thru to a landing page

A good mobile landing page will not only be formatted for the mobile screen and browser but will also have the following qualities:

Four Keys to Creative Execution

Clear Visuals and Messaging

- Engaging users requires a clear call to action

Compatibility

- Format the campaign creative to be compatible with handsets that are most common among the target demographic

Simplicity

- Make certain that the call to action does not require any complex steps for the user

Value

- Keep your offering relevant and valued by the target audience

Mobile Display Campaign Metrics

The success of a mobile advertising campaign can be measured in a variety of ways but generally fall into two buckets: direct response metrics and ad effectiveness metrics.

Direct Response Metrics – Direct response metrics are commonly tracked in other forms of digital media. The simplest measurements are ad impressions rendered and click-thru rates obtained. Additional measurements include any number of conversion rates, such as click-to-call, data opt-in, and other forms of interactive measurement. These performance results will vary by campaign type, messaging and calls to action. However, most mobile campaigns today generate significantly higher click-through rates than PC-based Internet campaigns.

Ad Effectiveness Metrics (Branding) – Ad effectiveness metrics provided by companies such as Dynamic Logic or InsightExpress measure how advertising exposure affects key metrics distributed across the purchase funnel of a product or service. They deliver metrics that can be compared and benchmarked against similar studies conducted with traditional and other digital media. Upper Funnel metrics such as brand recall and message association measure overall awareness of your ad message. Lower funnel metrics such as brand favorability and purchase intent measure to what degree the audience was persuaded by your message. In short, such metrics allow you gauge the degree that your ad and brand have been recalled and will increase consumer action.

Below is an example of metrics you can expect from these studies, along with normative data comparing mobile to online performance.

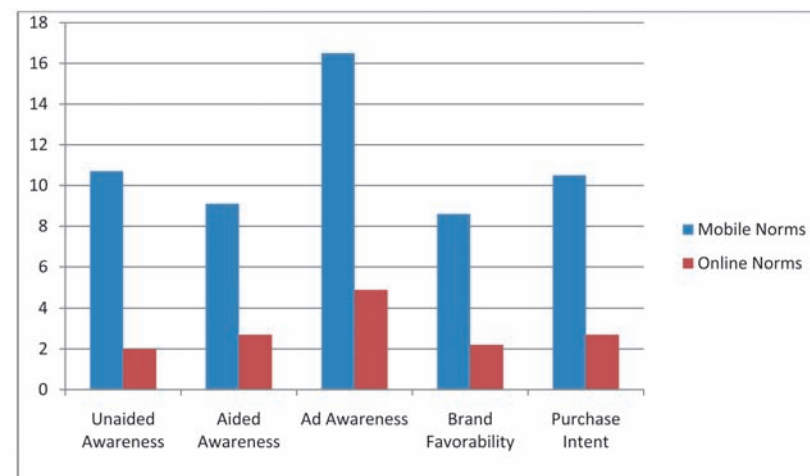


Figure 8: Brand Metrics: Mobile versus Online Deltas

Source: Insight Express

Data calculations based on overall exposed percentages (minus control) from 11/07 - 5/09

Advertising via Mobile Messaging

The key plus to text messaging alert campaigns is reach. Nearly every mobile handset in the US can receive text messages, and media companies offering opt-in messaging are in some cases delivering upwards of 20 million or more messages in the US per month.

How to Buy Mobile Messaging Campaigns

Various publishers, particularly those offering time-sensitive information (e.g., news, sports, weather) offer their customers alerts via text messaging. These text alerts reserve the available space in the alert (approximately 40 characters) for a brief message, link to a mobile landing page, or short code-based call to action.

Because many publishers offering mobile messaging campaigns request or require registration, it may be possible to sponsor messages based on target demographics or at the very least location (based on the handset's area code). More common today is simply to buy a certain number of messages, and target contextually based on the content.



Figure 9: Example of an SMS promotion with a store locator. This particular campaign led to an increase in purchase intent of 24% in the target demographic, with similar increases in brand awareness and brand favorability

Source: 4info

Mobile Messaging Campaign Metrics

Absent messages with a call to action, it can be difficult to track metrics related to SMS campaigns; there is no automated upstream path. Most US carriers can offer a "reject receipt" (blacklisted, handset cannot accept SMS, etc.) and "delivery receipt" to confirm that the message got to the network and in most cases to the user phone.

As the phone is a very personal device and short code message subscriptions should follow a requirement of an opt-in by the consumer, it can be inferred that consumers want, and generally read, the sponsored messages they receive. However the only 100% confirmation of the message being opened is:

- The user replied to the text call to action
- The user clicked on an embedded mobile link

When a text message ad includes a call to action, the success of a mobile advertising campaign can be measured in the same way as display advertising: via direct response metrics and ad effectiveness metrics.

Direct Response Metrics – Direct response metrics are commonly tracked in other forms of digital media. The simplest measurements are ad impressions delivered and response rates obtained, such as click-to-call, click-to-WAP, keyword response, data opt-in, and other forms of interactive measurement. These performance results will vary by campaign type, messaging and calls to action.

Ad Effectiveness Metrics (Branding) – Ad effectiveness metrics provided by companies such as Dynamic Logic or InsightExpress measure how advertising exposure affects key metrics distributed across the purchase funnel of a product or service. They deliver metrics that can be compared and benchmarked against similar studies conducted with traditional and other digital media. Upper funnel metrics such as brand recall and message association measure overall awareness of your ad message. Lower funnel metrics such as brand favorability and purchase intent measure to what degree the audience was persuaded by your message. In short, to what degree your ad and brand have been recalled and to what degree will they increase consumer action.

Creative Recommendation for Mobile Messaging Campaigns

The overarching advice for sponsored-by messages in text messaging (or multimedia messaging) is not surprising: keep it short. Advertisers must weigh the tradeoff between using an interesting, but perhaps vague message, which triggers a "curiosity" response, and opportunity for further communication, and a more targeted call to action or branding message. The text message portion of a campaign is like a haiku. Advertisers with well known or ubiquitous slogans can leverage them to great effect in a text ad; however, it is clearly a challenging venue for a complex message.

Activating Mobile from Traditional Media

One of the great opportunities that mobile messaging provides is that it can act as a digital gateway that can be entered from traditional media. Print, outdoor, and even packaging will always deliver the reach that is needed for a strong media plan. However, it can often lack in its ability to be engaging and encourage immediate action from the target audience. Mobile activation permits you to:

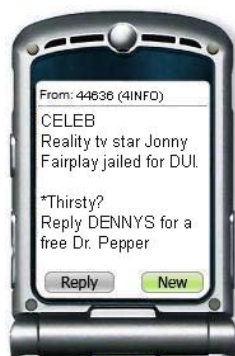
- Leverage traditional media that you are already using
- Drive incremental traffic to your mobile content
- Promote immediate and targeted action

The following two methods can be activated today and do not require incremental capital spending. Both methods drive traffic to your digital content and should be considered when doing anything in mobile.

Common Short Codes

Common Short Codes (CSCs) are a string of five or six digits (depending on the country) that a mobile user can send a text message to and receive information or content in return. Remember that 53% of mobile subscribers use SMS to communicate every day (Nielsen Mobile) and for many it is a function that has become second only to making a phone call.

CSCs offer brands and organizations an efficient and easy way to take advantage of text messaging as a way to connect and communicate with consumers. SMS keywords can be used to trigger service updates, enter sweepstakes and even receive coupons or discounts. Today, CSCs are the most widely available and carrier-accepted way of activating cross media to mobile campaigns.



Source: 4info

Figure 10: Example of a CSC ad

Shortcode services need to be approved by each participating carrier network. Once the service is provisioned on a shortcode the carriers may allow for the owner of the shortcode to run “keyword” differentiated services off this code. However these services need to be compliant with MMA guidelines and not diverge from the original application.

The owner of the code needs to manage the Terms & Conditions, HELP SCREEN, INFO SCREEN, customer service, and any opt-in and opt-out (STOP MESSAGE) centrally.

Activating Short Codes

There are two different methods that can be used when activating short codes, each with their own benefits:

Shared Short Code – This method allows a marketer to activate a code very quickly (1-2 days) while maintaining ownership via the key word (text “brand name” to xxxx). This might be a better option for one-off or short term projects.

Dedicated Short Code – This method takes significantly longer (4-12 weeks) and is typically more expensive, but it is the only way to guarantee ownership and performance for those that plan to use SMS for multiple projects. A dedicated code can be purchased through the Common Short Code Association (<http://www.usshortcodes.com/>). Once the code is purchased, you can use any number of approved aggregators to help you through the carrier approval process.

2D Barcodes

A newer way of allowing for WAP and mobile web discovery on the horizon uses another nearly universal mobile phone function – the camera. 2D (or two-dimensional) barcodes are a more advanced version of the traditional UPC barcode designed to work with common camera phones (representing 80% of new phones sold in the United States). With a 2D barcode application on the phone, a user can “scan” a barcode and automatically link to a specific mobile website, save an event to the phone’s calendar, dial customer service and more. These removes the need to type in WAP URLs, search for content by keywords, or send a message via short code. While this is still very new technology, some US carriers are now offering it to their subscribers as a free download and handsets will be soon be pre-loaded with barcode readers around the world.



Figure 11: 2D Barcode Example

Activating 2D Barcodes

A barcode can be created, downloaded, and placed into any media in a matter of minutes. The best 2D barcode technologies provide a complete and integrated solution that offers both a barcode reader (mobile application) and a platform to create and manage 2D codes.

- The client application should be available to the greatest number of handsets possible – either through download or pre-load.
- Some platforms can collect analytic data like number of scans, unique users, date/time of scan, and even user demographics.

Choosing Placements for Short Codes and 2D Codes

A great benefit of both SMS and 2D barcodes is that they can be placed on virtually any printed or digital surface. So, it's key to think about the context of the environment and the mobile user within that environment.

- Users are more likely to interact with this call to action when they have a specific need, and/or the time to consume mobile information. For example, placing a code in a newspaper or at an event may prove more user friendly than a billboard on the freeway.
- It is recommended to use these methods across media touch points so they become more visible to your audience. This also provides a way to understand what media generates the best response so you can refine your campaign.

Choosing the End Mobile Experience

Mobile technologies are extremely flexible in what they can deliver. A mobile ad can send the user to product information, provide a promotional code or coupon, dial customer service and more. It is critical to evaluate your campaign goals, consider the target audience and explore some of these key factors:

- Convenience: Information is power – especially for someone who's on the go and needs a helping hand. Whether it's an e-ticket with real-time flight updates or a can of soup with recipe ideas at the supermarket - if it's relevant, it has value.
- Entertainment: Being on the go sometimes means standing still. Easy access to news, photos or a quick game of trivia can be a real lifesaver.
- Exclusivity: Everyone wants to feel special. A unique feature of these methods is that the consumer has to do something to get something. Discounts, access to events or insider information – it's all worth something. Especially if your customer can't get it any other way.

To get going, just start simple, and evolve the complexity of the experience as you and your audience become more comfortable with the technology.

APPENDIX A:

Directory of IAB Mobile Committee Members

Company	Contact	Email	Phone
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Clash Media	Ryan Schulke	rschulke@clash-media.com	(212)946-8545
CNN.com	Stephanie Vautravers	stephanie.vautravers@turner.com	(212)275-6832
Cognizant Technology Solutions	Floyd Alcorn	floyd.alcorn@cognizant.com	(678)763-4874
Compete, Inc.	Ryan Burke	rburke@compete.com	(617)933-5645
comScore	Evan Neufeld	eneufeld@comscore.com	(212)497-1717
Condé Nast Digital	Richard Glosser	richard_glosser@condenet.com	(212)790-5646
ContextWeb, Inc.	Biff Burns	bburns@contextweb.com	(917)408-6349
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CPX Interactive	Mike Seiman	mike@cpxinteractive.com	(516)693-1767
Crain Communications Inc.	Pete Roper	proper@crain.com	(212)210-0280
Critical Mention	Ion Puspurica	ion@critical-media.com	(212)400-8894
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