

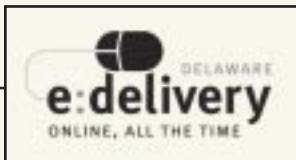
D S T O u t p u t C u s t o m e r S u c c e s s S t o r y



Early Paper-to-Electronic Success: Over 70% Sign Up

SEEKING TO OPTIMIZE online delivery of documents through InformaSM, Delaware Investments committed executives from all areas of their company to form a Consent Marketing Team. Lead by Maryanne Rogus, assistant vice president for Retail Communications Services, and Sean Mackenzie, project manager for e-delivery, the team drew on the experience of consultants from DST Output's Consent Adoption Program (CAP) to lead them in joint planning sessions.

The result, a multi-channel marketing campaign with nearly 100 tactics. Amazingly, only two required new spending.



Campaign materials had sharp focus. In addition to bearing a special campaign logo and tagline, each element stressed three common themes: simplify your life; be a friend to the environment; and get your paperwork online.

Delaware's Consent Marketing Team would prove to be in tune with their shareholders. They correctly surmised that early recruits should come first from shareholders who had already signed up for account access (PINs). It was their belief that shareholders who are already comfortable using the Web to view their accounts and make transactions would be far more likely to choose e-delivery over paper when the call to action was presented.

According to Sean Mackenzie, shareholders who have never used the Delaware Web site are more likely to build comfort by first viewing prospectuses and annual reports online before electing to receive statements and begin transacting online. "We know we need to help our clients walk before inviting them to run," explained Sean.

It was agreed to initiate this "small-step strategy" by first publicizing the availability of online account access to utilize a tax interface. This would create a go-to group of shareholders for the next call to action, e-delivery.

Eager to achieve their goals, and understanding the power of multi-media exposure to move shareholders to action, the Delaware team decided to launch the campaign on all fronts in January 2001. Initially, prospectuses, annual and semiannual fund reports, and quarterly statements were available online. With just one click, shareholders could opt to receive e-documents that were already in the line up, as well as new ones as they were added. They could also choose by individual document type. The one-click "global choice" served both shareholders and

Delaware. When monthly statements were later added to the line up, new consent solicitations were unnecessary for global consenters.

Maryanne Rogus reasoned that “print tactics worked very well because they go to where the shareholders are now—reading paper documents. The consents may be slower to build because shareholders don’t usually heed the first call to action. Nevertheless, over time, and coupled with other media messaging, we expect a high, cost-effective return on print messaging. The online messages target Web-savvy shareholders. For example, those who have signed up for account access, but not e-delivery, are prompted to click a few more times for e-delivery sign up.”

“Really, everything works together, but the highest early yield came from print, supplemented by a later launch of the customer service phone effort,” said Maryanne. “It’s difficult for Delaware to determine where phone consent fits in the shareholder’s decision process. Does print messaging help the shareholder to say yes? Or, does the phone rep’s message, by itself, drive the consent?” Maryanne elaborates, “People may read the print material and want to sign up. Yet, they may not act on their decision until they have direct contact with a person at Delaware. While print certainly raises awareness, we are not relying solely on print to reach our goals.”

The role of the CSRs was significant. Every inbound call was deemed an opportunity to convert the shareholder to e-delivery. The CSRs gather valuable information, such as shareholder perceptions of e-delivery and shareholder experience with registration and account access—important feedback because these activities precede e-delivery sign up. For example, CSRs reported that shareholders who called from work were more likely to consent because they have access to a phone line and computer at the same time.

Just three months into a five-year e-delivery campaign—where the conversion goal is 15%—Delaware Investments reported consents to e-delivery from over 70% of shareholders who were registered for online account access.

Team leaders summarized their tips for a successful campaign:

- Make sure senior management is on board
- Loop in your legal group for smooth passage
- Hold weekly face-to-face meetings
- Provide constant reinforcement of goals/results for teammates and CSRs
- Never lose focus on creating client goodwill
- Make a running start and keep the pressure on...for the long term

For information about Informa, or consent promotion programs, contact DST Output at 800.441.7587 or NewRiver at 800.481.2656.



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