DARE TO COMPARE – ARE YOU KEEPING UP?

Marketing Automation Trends, Benchmarks, and Best Practices

ELOQUA

THE POWER TO SUCCEED

MARKETING AUTOMATION TRENDS, BENCHMARKS, AND BEST PRACTICES

Why Publish This Report? Last year we published our first report on marketing automation trends, benchmarks, and best practices based on analysis of data produced by more than 700 Eloqua B2B and B2C customers during the first half of 2010. Our second installment of this bi-annual report reflects our findings of all of 2010, and, because of our growth, analyzes data produced by more than 900 customers. As you well know, benchmarking is an ongoing process – and trends and best practices can shift over time. While some key findings remain the same, we saw some interesting developments when it comes to the uses and impact of automation.

Inside, we present the key trends we uncovered and dive into the whys behind them. Plus, we give you a unique view into how Best-in-Class companies – that is, those who perform in the top 20% compared to their peers – are taking sales and marketing to the next level. But that's not all. We also share a full set of marketing effectiveness metrics – open rate, click-through rate, and more – complemented by how-to tips gleaned from Best-In-Class company practices.

CONTENTS

2	Introduction to Marketing Automation Trends, Benchmarks, and Best Practices
4	TREND #1: RPM Adopters Showing Early – and Impressive – Results
7	TREND #2: Advanced Automation Use: Rising and Expanding
8	Best Practices for Advanced Automation
9	TREND #3: Data Hygiene and Lead Scoring: The One-Two Punch in Lead Productivity
10	TREND #4: Nurturing and Segmentation: Boost Email Effectiveness and Qualified Leads
11	Email Metrics Chart
12	TREND #5: Marketing Automation Justifies More Marketing Hires
13	TREND #6: Market Reach is Growing through Social Channels – But It's Still Early
14	Conclusion: Take Charge of Your Future

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SO WHAT DID WE LEARN THROUGH OUR ANALYSIS?

Key findings of the research include:

1. Companies adopting revenue performance management strategies are reaping the rewards.
2. Use of marketing automation is not only on the rise, it's making its way into more and more areas of companies.
3. Data cleansing is playing a larger role in top-performing companies – and is improving lead-scoring efforts.
4. Nurturing and segmentation spurs greater email effectiveness and a greater number of qualified leads.
5. Companies that automate boost productivity – and are more easily able to justify additional marketing hires.
6. Increasingly, social channels are contributing to growing market reach.



A NOTE OF CAUTION

Industry benchmarks are just one way to judge a company's success. Be sure you benchmark your own performance against your organization's past performance. That way, you can account for the nuances in your individual market and truly track your continuous improvement – and success.

Many of the best practices we highlight in this report are reflected in Eloqua's Revenue Lifecycle™ methodology, which outlines the business processes, operational resources, and technology needed to effectively predict and manage demand creation. Because best-in-class companies tend to invest in the four key disciplines of demand generation – lead management, contact management, campaign management, and effectiveness measurement – they are able to establish a high-performance demand-generation function. By following their lead, your organization can do the same!

RESEARCH GOALS AND METHODOLOGY

The purpose of this study is to help marketers understand how their performance compares against other marketers that have adopted marketing automation capabilities as well as provide insight into major trends and best practices across B2B and B2C companies. We tapped into the wealth of data that we have at our fingertips as a leading provider of marketing automation. By combing through aggregate data associated with the sales and marketing campaigns generated by more than 900 Eloqua clients, we were able to identify what sets top performers apart from the rest of the pack. We then conducted additional research on a subset of the Best-in-Class companies to gather best practices.

The primary analysis for this study was done in February 2011 by Eloqua's Customer Strategy & Success organization. We reviewed over 20,000 months of data and included 3.8 billion emails. We only included companies that had sent at least 1,000 emails per month, and only analyzed the data by industry when we had data for at least 20 companies in that industry

DEMOGRAPHICS

In this report, we classify SMBs as those with less than $150 million in annual revenue; corporate as those generating $150 million to $2 billion per year; and enterprise as those with over $2 billion in annual revenue. Best-in-Class companies ranked in the top 20% of clients analyzed; average performers were the 50% who fell in the middle; and the laggards represent the bottom 30%.

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TRENDS, BENCHMARKS, AND BEST PRACTICES IN MARKETING AUTOMATION

Overall, we see that automation is here to stay and becoming a key member of the sales and marketing organizations. With automation, organizations can scale right-time, right-message communications to their buyers, drive better-qualified leads for sales, and accurately manage and scale revenue growth.

What is RPM?
Revenue performance management (RPM) is a systematic approach to identifying the drivers and impediments to revenue, rigorously measuring them, and then pulling the economic levers that will optimize top-line growth.

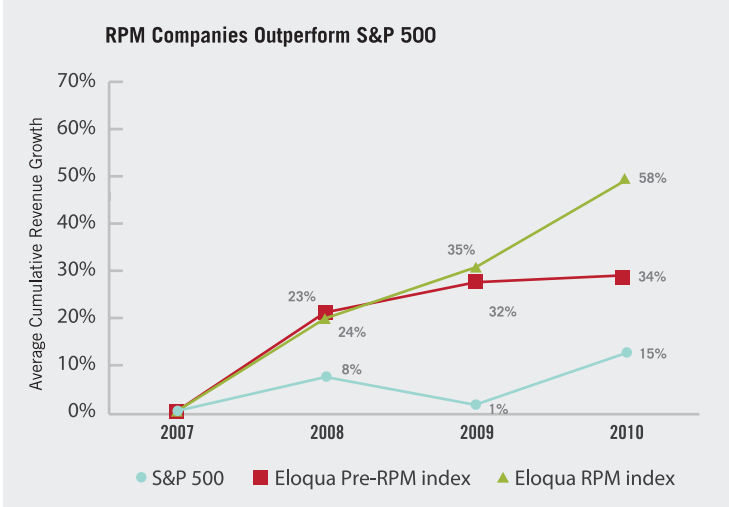
TREND 01

RPM ADOPTERS SHOWING EARLY – AND IMPRESSIVE – RESULTS

In our research, the pattern we see amongst the fastest growing companies is that they understand how sales and marketing drive revenue. They know, often with great precision, how small changes in sales and marketing activities influence revenue outcomes. To manage revenue growth consistently quarter over quarter, these companies have developed disciplines in sales and marketing that:

- Transcend the traditional silos of sales and marketing teams;
- Profile customer information and behavior accurately;
- Guide the customer through the stages of their buying process with messages delivered at the right time and delivered through the right channel; and
- Can be measured and managed at every stage.

We call this business strategy Revenue Performance Management (RPM) and we believe that this idea will transform the front office of businesses of all sizes. And, the fastest growing companies are already applying it with great effect. We already found a strong correlation between using Eloqua marketing automation and boosting revenue performance (in other words, year-over-year growth). However, those who are at the vanguard of Revenue Performance Management really stood out as the market recovered in the last year.



HOW DID WE ARRIVE AT THESE NUMBERS?

We compared the annual revenue growth of Eloqua customers who are publicly traded and applying RPM and those who are publicly traded and not applying RPM to the annual revenue growth of S&P 500 companies in 2010. In 2009, before RPM was introduced, both sets of Eloqua customers performed similarly. But once Eloqua customers started applying RPM in 2010, they saw a dramatic spike in their revenues. They even grew faster than the companies in the S&P 500 – by a wide margin!

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TREND
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BEST PRACTICES FOR ADOPTING RPM

Clearly there's good reason to apply RPM in any organization. These best practices will help you build a solid foundation for RPM success.

- **Adopt a top-down culture that drives bottom-up results.** The fastest growing companies understand how sales and marketing drive revenue. Instilling this mind-set requires executive buy-in on the importance associated with marketing results and metrics. With this support, marketing and sales teams are empowered to use these metrics to set goals and achieve results.
- **Deploy cross-functional teams focused on process improvement.** Top performers align marketing operations and sales operations to ensure that the right metrics are being reported, results are being evaluated, and changes are being pinpointed to drive improvements.
- **Gain one view of the truth.** The most salient element in any RPM strategy is the integrated sales and marketing funnel where sales and marketing have agreed upon the set of stages, definitions of qualification for each stage, and the business rules that support the proper roles and responsibilities at each stages. With this in place, organizations can establish a single view of the drivers of revenue growth.

BEST PRACTICES FOR MEASURING REVENUE PERFORMANCE

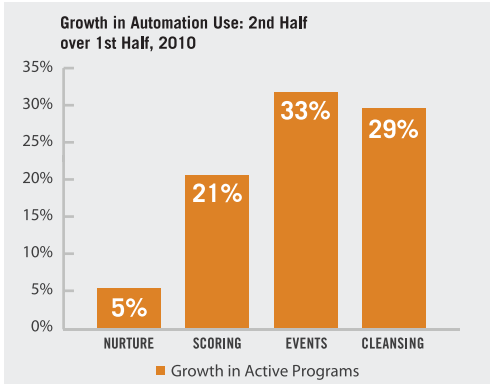
- **Understand the value of your pipeline.** To gain a true understanding of what's in your pipeline – including the stages that are not yet forecasted – you need a combined view of what's happening in sales and marketing. By applying a dollar amount to stages in the marketing process, you can understand your true revenue potential and determine whether or not you're on track to meet your goals.
- **Manage your funnel.** Ultimately you want to accelerate pipeline activities and maximize conversions. Doing that means you need to assess the value in your funnel and understand which levers you can pull to increase time or throughput to revenue. For example, you could decide to adjust spend on the marketing side or reallocate resources on the sales side to focus on the most effective campaigns and to increase conversions.
- **Understand the economics of your funnel.** You need a strong handle on your cost per lead, opportunity, and closed deal – and which initiatives produce the greatest revenue impact. With this knowledge, you can better negotiate with the third parties that help you generate leads, such as those setting appointments for your sales reps. Plus, you can double down on the right campaigns and cut those that don't drive business. For example, if you foresee a potential revenue shortfall two quarters out, you may decide to shift dollars towards 'quick-win' campaigns that tend to result in smaller average deal sizes but faster buying cycles.

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TREND 02

ADVANCED AUTOMATION USE: RISING AND EXPANDING

We know that it can be overwhelming to apply automation simultaneously across all of your marketing activities. Fortunately, you can take advantage of lots of simple automation with Eloqua. But the more you tap into advanced capabilities, the greater the rewards. In fact, even a little bit of automation will be well worth your while. Just as in last year's report, we're seeing automation being used for nurturing, scoring and events – and still growing.



DATA CLEANSING IS THE NEW BLACK

We're seeing automated data cleansing gaining momentum both in adoption by and reach within organizations. When we say data cleansing, we're talking about the process of running database contacts through an automated program to look at data quality in terms of accuracy, cleaning up garbage, and filling in data gaps. While companies have been doing this for a while, until recently few have done so consistently as part of a structured program.

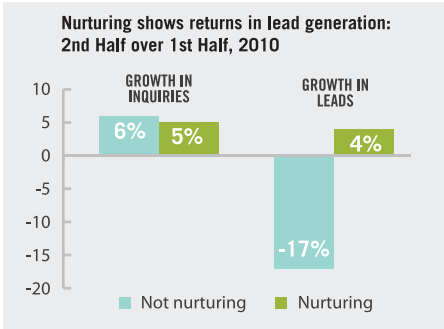
Why the surge in data cleansing? To effectively use persona-based communications, lead scoring and develop a strong list, you need high-quality data. In fact, recent analyst reports cite poor data quality as the reason for lost revenue potential. Automation reduces the chance of data errors. Some organizations are even establishing internal data quality councils to create processes, map their data points and ensure data does not fall through the cracks.

EVENT AUTOMATION GOES THROUGH THE ROOF

As you can see in the chart, organizations are increasing their use of event automation more than any other marketing activity. Despite the clear benefits of automating events, many companies are still managing their events manually. Perhaps after reading this report, they will be more inclined to do so! In future studies, we'll analyze the ratio of event invites to registration and registration to attendance.

NURTURING YIELDS BIG RESULTS

As one of the first activities automated by many organizations, nurturing continues its modest upward climb, and those taking advantage of automated nurturing are seeing significant benefits. This is especially evident when comparing against those who don't yet use automated nurturing.



Those not using automation for nurturing are seeing a rise in inquiries just higher than those using automation. This may be because they send out a tremendous volume of emails to enormous lists. Or perhaps these organizations are capturing lots of event registrations.

The stark difference in effectiveness becomes apparent when you compare the growth in leads. Once prospects are in the funnel, nurturing percolates those inquiries until they're ready to be passed on to sales. While those using nurturing are seeing a growth in leads, organizations not using nurturing are actually seeing a decline in leads. This demonstrates how nurturing can help fix this leakage.

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BEST PRACTICES FOR ADVANCED AUTOMATION

Leading companies use marketing automation to produce better results in a range of areas. Here are a few examples you can put into play within your own organization.

- **Integrate with third-party vendors.** Top-performing companies are integrating Eloqua with solutions such as event and survey software, for example. By doing so, they can fully integrate all touches between the time an event invitation is sent until after the event.
- **Scale event management capacity.** Using automation, you can generate registrations by staying top of mind over an extended period of time; ensure registrants attend by sending reminders a couple of days prior to the event date; and continue the conversation by following up after the event with a link to the recording or to additional information.
- **Grab the low-hanging fruit.** Once you have the attention of your customers, apply automation to stay in front of an audience hungry for information from their chosen vendor. For instance, once a deal has closed, feed the customer into an automated program that exposes their organization to new services, additional products, support information, and details on how to work with their account manager. Like many other companies who do this well, you might just see strong up-sell results and increased renewal rates.
- **Take your data seriously.** If you work for a large enterprise, establish a data quality council or data governance board to drive data quality standards and a 360-degree view of your customers. By assigning someone to be responsible for owning the definitions and language of all data objects across all your systems (marketing automation, CRM, billing, etc.), you can ensure consistency throughout your organization.

Cloud Connectors for Event Automation
Take advantage of seamless integration into Adobe Connect [details], WebEx [details], On24 [details], ReadyTalk and CVent to get the biggest return from your online events.

BEST PRACTICES FOR EVENT NURTURING

Rip a page out of the successful playbooks! The following are best practices employed consistently by the companies who outperform their peers. Best-in-class companies:

Keep up the frequency.

Send an average of four emails to drive registration for each event. Send more than one reminder email, with at least one sent within 24 hours of the event. Some even send the reminder within just a few hours of the event.

Segment and personalize.

Personalize their emails nearly 100% of the time. Beyond just first name, Best-in-Class companies target content based on geography, industry, job title, and other demographic information.

Offer registration options.

Offer a link to registration through multiple channels, including the web, email, and social media venues.

Conduct A/B tests.

More than half of Best-in-Class companies regularly test their emails before sending in bulk.

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BEST PRACTICES FOR LEAD NURTURING

When it comes to lead nurturing, you can make great strides by following in the footsteps of Best-in-Class companies.

Nurture throughout the buying cycle.

Enter prospects into the most fitting campaign based on their stage of the buying cycle.

Focus on communication volume and frequency.

Best-in-Class companies send an average of four communications per program, and typically space out their communications over a period of 10 days. B2C organizations only wait 3-8 days before sending the next communication. But they email more frequently at the beginning of a campaign, and then slow down the pace. B2B companies, on the other hand, typically space out communications between one and two weeks throughout a campaign, rarely varying the frequency.

BEST PRACTICES FOR LEAD SCORING

Don't reinvent the wheel when it comes to lead scoring. Just follow in the footsteps of Best-in-Class companies.

Score and rescore.

Score every time you interact with a prospect during demand-generation activities, whether it's a form submission, a list upload, or site visits by known visitors. And take recency and frequency of actions into account in your scoring system.

Score on profile and behavior.

Score on a combination of profile criteria, such as annual revenue, industry, and product interest, and behavioral criteria that indicates the prospect's level of engagement. Emphasize behavioral criteria over explicit criteria as you collect more information over time.

Use scoring to unite marketing and sales.

Educate your sales team fully on the importance of scoring and how the score is created so they prioritize the highest-ranking leads. Make sure marketing conducts checkpoints and revisits scoring criteria with sales management on a routine basis. And provide both marketing and sales teams with a consistent view into lead scores via a dashboard.

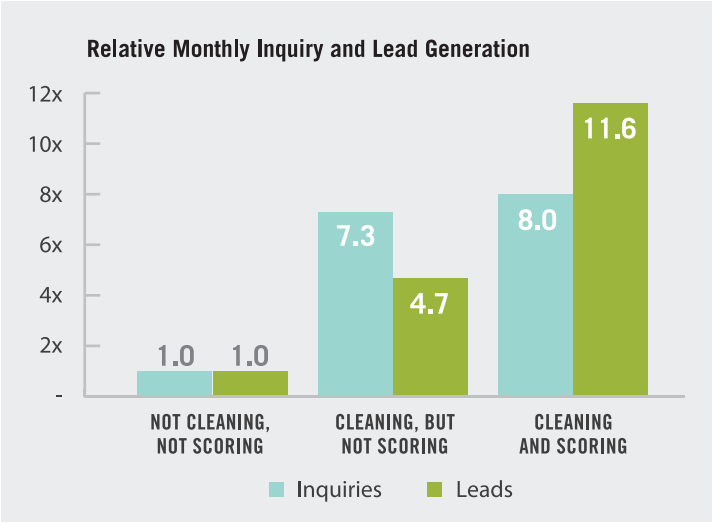
TREND 03

DATA HYGIENE AND LEAD SCORING: THE ONE-TWO PUNCH IN LEAD PRODUCTIVITY

Like you, we're curious about the connection between better data hygiene and more effective lead scoring. So we analyzed three groups of customers:

- Those not cleaning data nor using lead scoring
- Those cleaning but not scoring
- Those cleaning data and scoring leads

We then normalized the data to see what relative increase an organization might expect to see in monthly inquiries and lead generation. And the differences are pretty dramatic.



Data cleansing can help create 7 times the number of inquiries and 4 times the number of leads. The combination of the two can help identify up to 11 times more leads per month. This helps explain

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CONT.

why 14% more companies are using automation for data cleansing. It also sheds light on why 29% more data cleansing transactions are being processed than when we first published this report.

So why are companies that use data cleansing seeing better results? Because clean data enables better segmentation, these organizations get more inquiries because their messaging is more relevant. As a result, they are better able to generate a higher volume of high-quality, better-qualified leads.

THE CONNECTION BETWEEN CLEAN DATA AND LEAD SCORING

Lead scoring relies on clean data to be effective, so an automated data-cleansing program is indispensable as a companion to lead scoring. Most organizations are still relatively new to the process of scoring automation and are not yet gating their lead flow in the scoring program. Once companies feel comfortable with their lead-scoring parameters and are confident they're not getting false positives or negatives, they can take advantage of the ability to gate the volume of leads using automation.

We're also hearing that top-performing organizations are using automated data cleansing to fill in the gaps. For example, a company that normalizes industries and titles might uncover new revenue opportunities, such as realizing that a vast number of organizations within a certain industry have expressed lots of interest in its product.

In a future report, we'll take a look at how the use of advanced cleansing might lead to more complete profiles as companies expand their understanding of their database contacts.

Cloud Connectors for Data Cleansing
Use Eloqua's cloud connectors to easily pinpoint bad data from web forms, and access Jigsaw data directly from your marketing automation programs in Eloqua to append existing contact records or fill in data gaps.

BEST PRACTICES FOR DATA MANAGEMENT

Follow these best practices from our Data Management Playbook and you'll be well on the way to rising above the rest.

- **Commit to data quality.** At the core of the most successful data quality projects are a committed team and a specific path to success. Consider all sources of data going into your database and establish processes and audits for each source.
- **Perform a data audit.** Set a minimum threshold for data quality and analyze your existing data to determine how far off the mark you are.
- **Standardize, cleanse, and enrich.** To effectively standardize your data, you need to first adopt a universal dictionary and consistent taxonomy. Cleanse data regularly to find and replace bad data, fill in missing data, or transform data for systematic merges or large imports. Then enrich your data by adding intelligence from other sources, such as SIC or NAICS codes, annual revenues, number of employees, etc.
- **Eliminate manual processes.** Identify where you can use automation to reduce manual processes.
- **Monitor and maintain.** Every 3-6 months, review and fix high-visibility information used for include or exclude decisions or for personalization efforts. Next, review and fix business-specific information, such as opportunity types and lead stages. If you find duplicate fields at the account and contact levels, map them to ensure consistency and accuracy.

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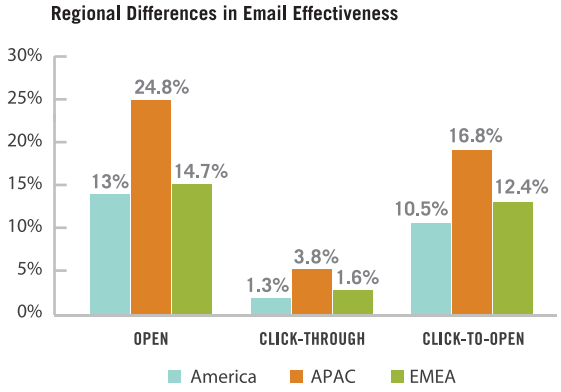
NURTURING AND SEGMENTATION: BOOST EMAIL EFFECTIVENESS AND QUALIFIED LEADS

Some trends hold steady and this one is no surprise – the more targeted and segmented your campaigns, the more responses you'll see. We saw this same trend in last year's report.

Specifically, segmented (smaller) batches perform better than larger (presumably non-segmented) batches. It makes perfect sense that companies that highly segment their communications will see better open, click-through, and effective rates, and will generate more leads/inquiries.

The open and click-through rates we uncovered are in line with industry averages. But note that larger campaigns see a precipitous drop in open rates and a surge in click-to-open rates. Because the open rate is so low, it takes fewer clicks to achieve a high click-to-open rate. But this isn't necessarily a good thing. These results usually occur when you blast your database instead of segmenting for relevance. Even some segmentation versus no segmentation can lead to a drastic improvement, as you can see for companies sending to fewer than 100,000 contacts.

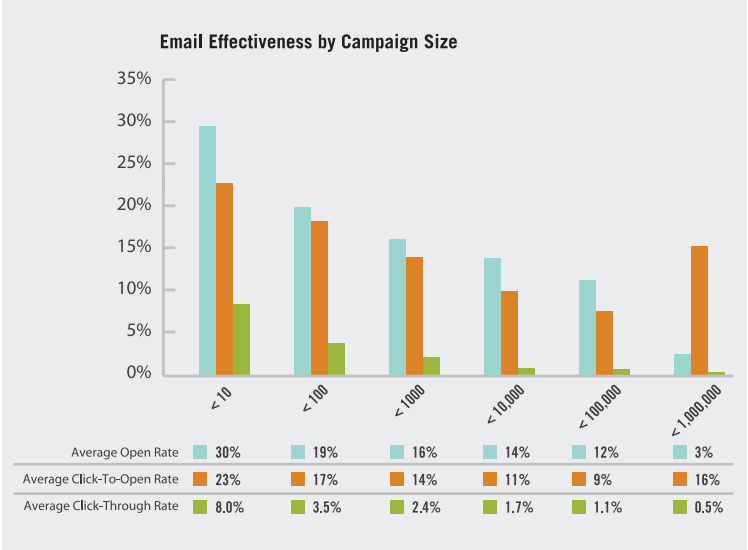
Regional Differences in Email Effectiveness
While North American and European contacts have been exposed to email marketing for years, it is not as old of a practice in Asia Pacific. Higher email effectiveness measures in Asia Pacific may indicate that list fatigue is not yet an issue there.



BEST PRACTICES FOR SEGMENTATION

Don't start from scratch. Follow the lead of Best-in-Class companies who segment by:

- **Timing.** Creating timely, relevant messages always trumps sending out generic communications. By tracking industry and business topics that matter to prospects and customers, you can better connect with your audience.
- **Source.** Figure out how prospects found your company. For example, did they find you through a social community or by searching about a certain topic? Segment based on this insight.
- **Buying stage.** The more you can segment based on milestones in the buying cycle, the better your targeting and the higher the response rates. This practice is essential to creating a nurture stream that helps convert prospects to qualified leads and ensures you don't send the wrong communication that could adversely impact the buying process.

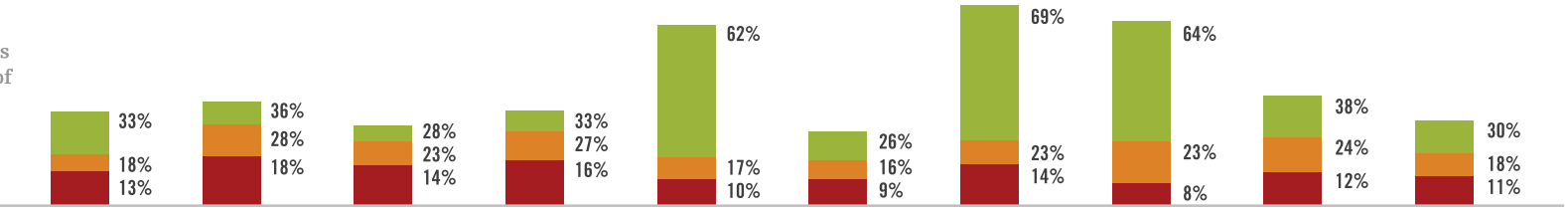


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EMAIL METRICS

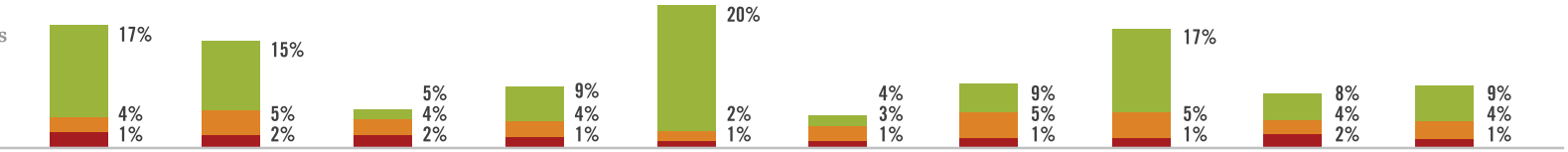
Open Rates

Total number of unique opens divided by the total number of emails delivered



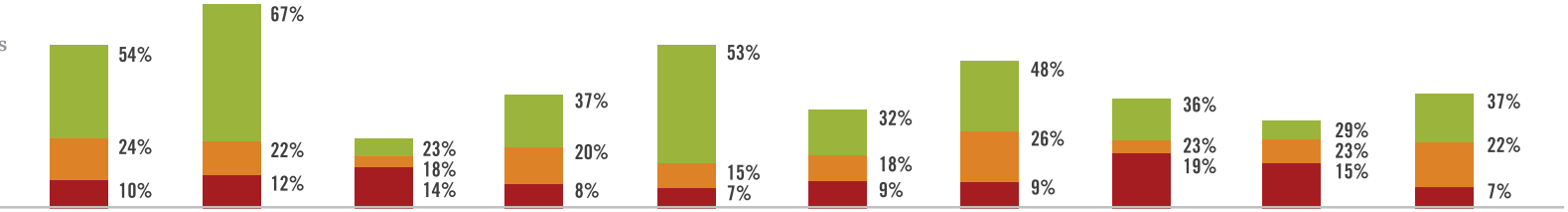
Click-Through Rates

Total number of unique clicks divided by the total number of emails delivered



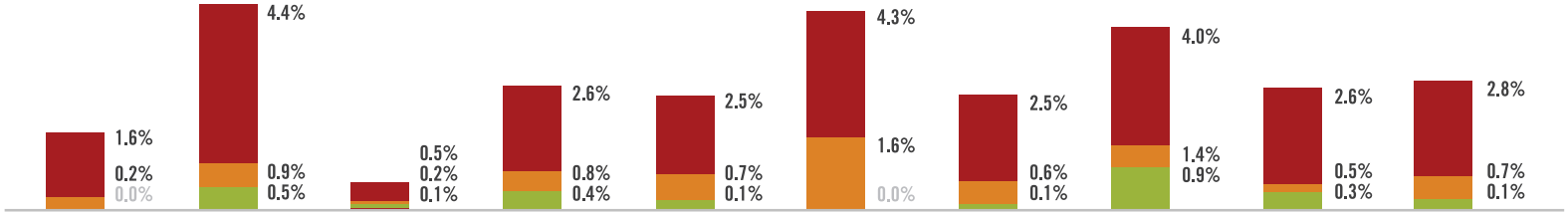
Click-to-Open Rates

Total number of unique clicks divided by the total number of unique opens



Bounceback Rates

The total number of hard bouncebacks divided by the total number of emails sent



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BEST-IN-CLASS RANGE: THE TOP 20% OF COMPANIES ARE AT OR BELOW THIS VALUE.

AVERAGE RANGE: THE NEXT 50% OF COMPANIES ARE AT OR BELOW THIS VALUE

LAGGARD RANGE: 30 % OF COMPANIES ARE AT OR BELOW THIS VALUE

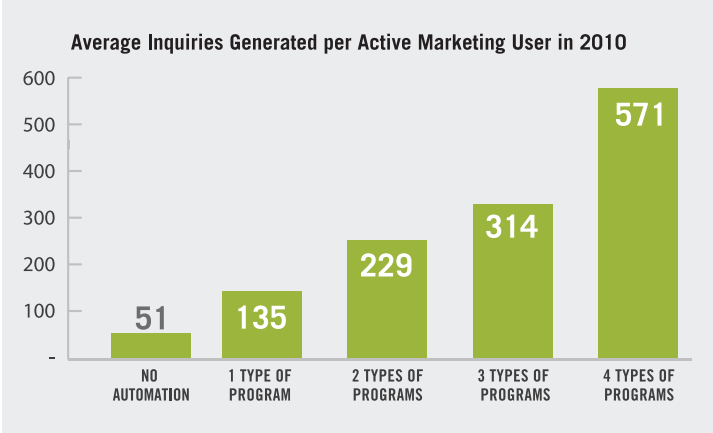
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TREND
05

MARKETING AUTOMATION JUSTIFIES MORE MARKETING HIRES

Marketing automation allows companies to justify more headcount. That's because organizations that automate are able to produce more results per marketing employee. No surprise here – by offloading marketing staff of manual tasks associated with lead generation, scoring, nurturing, event management, and other tasks, each person can be more productive and more effective. After all, with automation, marketing can manage a broader universe of programs and generate a higher number of inquiries. Equally important, they can use marketing automation to better quantify their results.



Boosting Results with Less Effort

Find out how Metagenics used automation to streamline its new-account process, run a campaign that increased conversions, and solidify customer relationships for higher revenues.

Learn how NetApp used automation and best practices to send out 67% more email campaigns per month and increase MQL volume by 191%.

BEST PRACTICES FOR GETTING THE MOST FROM MARKETING AUTOMATION

Be sure to tap into the power of automation to elevate your results. Here are a few tips to start you on your way.

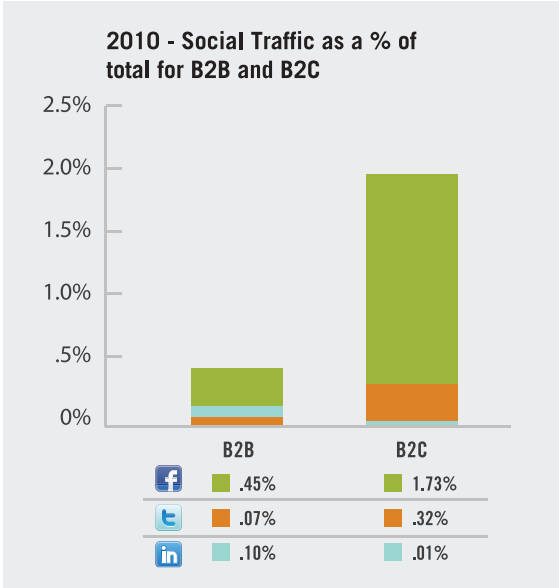
- **Focus on profitable yet highly manual programs.** Identify what you can automate (for example, customer retention and loyalty programs) so you can focus on more strategic tasks, such as segmentation and developing content.
- **Personalize while you automate.** Use automation to identify and communicate based on explicit or implicit information about your prospects, making the experience very personal and relevant.
- **Plan strategically.** With visibility into what is and isn't working, you can plan more strategically to improve results. As one Eloqua customer said: "We have really created a community around Eloqua. We do more collective brainstorming now and have come together around the platform to discuss how we can improve."
- **Benchmark.** Benchmark your performance across campaign volume, campaign automation, and performance-to-goals (conversions, inquiries, or leads generated). By understanding how efficiently you're handling these, you'll be able to take your performance to higher levels.

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TREND
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MARKET REACH IS GROWING THROUGH SOCIAL CHANNELS – BUT IT'S STILL EARLY

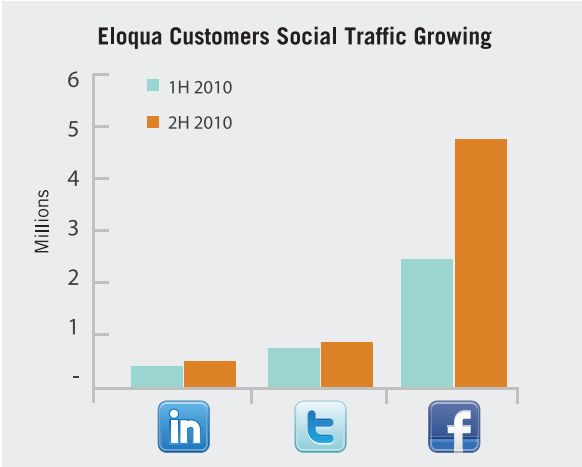
We analyzed traffic our customers are seeing from three top social networks and found that the impact on market reach is growing. Interestingly, Facebook is the largest contributor for both B2B and B2C. And, while the traffic from social networks is still a small portion of the overall total, it appears to be a promising channel.



BEST PRACTICES FOR SOCIAL ENGAGEMENT

Here are some tried-and-true ways to engage with prospects via social channels. Of note: the biggest difference between top and bottom performers is that the Best-in-Class measure and monitor engagement in context with all other channels. As a result, they know how to optimize within the broader marketing mix.

- **Track lead sources.** Include social channels when tracking lead sources through query strings, etc.
- **Generate leads**. Treat social channels like any other used for lead generation by delivering relevant content offers, driving audiences to landing pages or a short registration form, and adding these leads to the appropriate nurture stream based on the source and offer.
- **Offer freemium content.** Offer free, teaser content on Facebook, Slideshare and other social sites to drive prospects to your corporate site.
- **Integrate email.** Identify who is being proactive in social communities and reward them. By doing so, you incent these prospective buyers to sign up to receive email communications.



Increase Response Rates with Social Media
Learn how Webtrends integrates Facebook with Eloqua to convert unknown fans into known prospects.

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CONCLUSION: TAKE CHARGE OF YOUR FUTURE

The results are in and it's clear what's needed to get ahead – leading B2B and B2C companies of all sizes across industries are tapping into the power of marketing automation to drive tremendous benefits and fuel their growth.

While every organization needs to tailor its approach to lead scoring, generation, and nurturing, smart companies follow the lead of those who are succeeding by:

- Applying automation across more areas of the business, such as for data cleansing
- Automating data cleansing as an indispensable companion to other activities like lead scoring
- Segmenting to send smaller, more targeted campaigns that yield better results
- Using automation to produce more results per marketing employee – and making it an easier sell to bring on additional ones
- Tapping into social channels to extend their reach
- Adopting revenue performance management to drive top-line growth

Here's how your company can quickly get on the path to marketing greatness:

- Access Eloqua's Revenue Lifecycle assessment and benchmarking tool to see your organization's current state and demand generation maturity, prioritize key challenges, and snapshot your own performance benchmark.
- Attend Eloqua University's education courses and free PowerHours to learn how Best-In-Class organizations put best practices into play.
- Network and learn from your peers in the Topliners community.
- Contact your Eloqua Customer Success Manager to develop maturity in key areas and identify critical milestones to optimizing revenue growth.

ELOQUA

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ABOUT ELOQUA

Eloqua helps clients dramatically accelerate revenue growth through **Revenue Performance Management.** Eloqua provides powerful business insight to inform marketing and sales decisions today that drive revenue growth tomorrow. The company's mission is to make its customers the fastest growing companies on Earth. Thousands of sales and marketing professionals rely on the **marketing automation** power of Eloqua to improve **demand generation** and **lead management** while driving more **qualified leads**. Eloqua's customers include Adobe, AON, Dow Jones, ADP, Fidelity, Polycom, and National Instruments. The company is headquartered in Vienna, Virginia, with offices in Toronto, London, Singapore and throughout North America. For more information, visit **www.eloqua.com**, subscribe to the **It's All About Revenue** blog, call 866-327-8764, or email **demand@eloqua.com**.

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