ABSTRACT

One of the easiest elements to change on a page is the headline. It's also one of the most important parts of the page to optimize if you're trying to get a lift in your conversion rate. However, when tasked with writing an engaging headline for a marketing piece, many marketers get it wrong. In this transcript of the Web clinic, Dr. Flint McGlaughlin, Managing Director, MECLABS, speaks to this problem.



MarketingExperiments.com







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Headline Optimization

How testing 10 headlines revealed a 3-letter word that improved conversion more than major changes

[Note: This Document is a transcript of our original Webclinic on <u>headline</u> <u>optimization</u> that aired June 15, 2011.]

Dr. Flint McGlaughlin: All right. We are back at it again today and the title of this clinic is 'Headline Optimization: How testing 10 headlines revealed a 3-letter word that improved conversion more than other major changes'. And, I think the headline touches on what's most significant in today's findings and also what makes them particularly germane to many of those who are on the line at present. One of the easiest elements to change on your page is the headline. And, often a subtle change in the headline will have a significant impact on the bottom line. So understanding how we can write better headlines has an unusually high return on investment. And, when I speak of investment, I am talking mainly about the mental energy. It doesn't require as much thinking. It doesn't require any or very little programming. And, it certainly doesn't require much change in design. With a few changes in the wording, you can often see dramatic results. #Webclinic is the way to speak to us through Twitter or to communicate with each other. It might be the best way also to ask questions.

I am joined today by two of our analysts; Tony Doty who is a Research Manager in our group and oversees some very complicated research projects. I like Tony, I have one beef with him, and that is he is about seven feet tall, or at least that's what it looks like when he is standing next to me. It's not fair to be big, smart and handsome. You have to choose between one of the three. Tony has all three and he is sitting next to Jon Powell, who has none of those things, but we do and are grateful to have him with us. Jon has been with us for a long time. He is a Senior Research Manager and I will not tease you about his picture. I teased last time about his picture. If you want to know what I said about his picture last time, you will just have to go back and listen to the previous clinics.

I am going to dive right into a case study and it's Test Protocol number 1111.



Experiment: Background and Design



Experiment ID: (Protected)

Location: MarketingExperiments Research Library

Test Protocol Number: TP1111

Research Notes:

Background: A survey company offering to pay its members to take surveys.

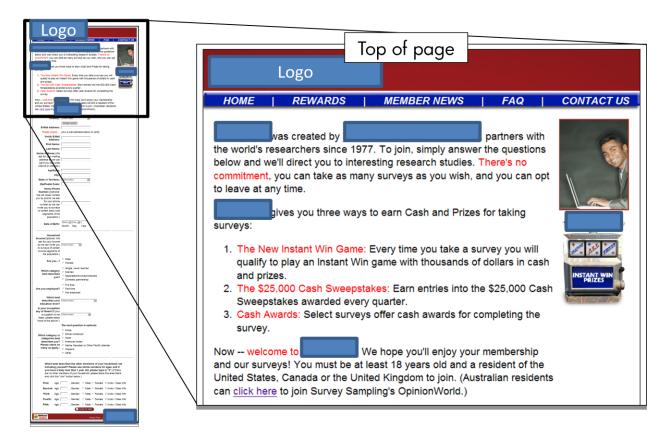
Goal: To increase the amount of home delivery subscriptions

Primary research question: Which panelist registration page will have a higher conversion rate?

Test Design: Which page/process will generate the most subscriptions

Dr. Flint McGlaughlin: It is a survey company offering to pay its members to take surveys. The goal was to increase qualified survey panel registrations. The primary research question, and let me just stop there, at least 85% of the time when I ask an audience to formulate a primary research question, they cannot do so. There is a difference between the goal. There is a difference between the goal and the overarching research challenge. There is a difference between the goal, the overarching research challenge and the secondary question. None of those, however, qualify as a primary research question. And, when there is a, as you see here, a single factorial or a multifactorial split test, every valid research question begins with that key word, which, W-H-I-C-H. And, in this case, which panelist's registration page will have a higher conversion rate. From that, we can derive all of the rest of our learnings. If you don't know how to formulate a research question yet, then you don't know how to achieve validity and get the most out of your findings. So, that's something that you should study, and we teach some of that in other places on this site. There is probably...I have said ten in the past, but I really think, at this point, there is probably \$15 million dollars' worth of free research at MarketingExperiments. Go there and look up testing and get some of those lectures and use those to help improve your understanding in that particular area. But, for now, let's move on to the case study.





Dr. Flint McGlaughlin: You are looking at a page. It's not particularly beautiful. It's certainly a lot less attractive with all of those blue boxes over it. Those are not contextual ads. Those are our weak attempts to anonymize the actual brand that we are working with. As you look at the key paragraph, I want you notice, kind of the design of the page. And, then as an audience, please respond right now using Twitter or the Question and Answer feature in your GoToMeeting tool to tell us what you would do to impact this page positively. What's wrong with it right now? "Create a headline," says Blake Roberts. Blake, that's brilliant since the goal of our project and since the day's session is about headlines, you are on the money! Alright? Benefit headlines. Too much text. No clear direction. Make it a three-page process. Did someone really say that, make it a three-page process? Alright. Way too large! It looks too spammy. There is too much text. Can I just say this? I rarely ever comment on your comments. Instead, I go back into, you know, the research and let you discover the answers as we teach them. But, be careful about being biased about too much text. You need enough text to influence the conversation. And, depending on the products and the context, sometimes you need a lot. I was reviewing a test today with a major publisher that protested profusely against our long copy approach. And, the short copy version which we produced had already helped them achieve a significant lift of over 800%, and that's a series of tests and a series of pages. But, the long copy test beat our very best version by 88%. Sometimes, too much text is exactly what you need. And, I don't want to teach that point now, but keep it in mind. If you have more questions about when to use long copy, when to use short copy, write us, tell us, and perhaps we will do another clinic on that. In the back of the room, here, where I am, I see Austin and Daniel making strange hand signals.

Austin McCraw: I just want to make you aware of some of the feedback we are getting through Twitter.

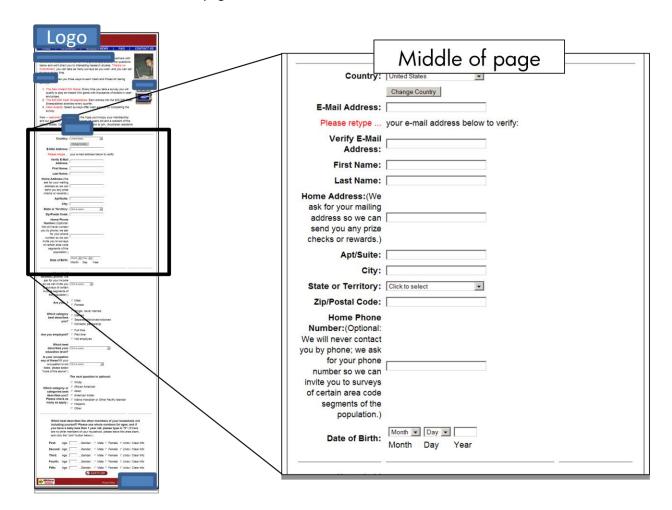
Dr. Flint McGlaughlin: Yes.

Austin McCraw: A lot of people were saying that it's unaesthetic. It's not visually appealing.

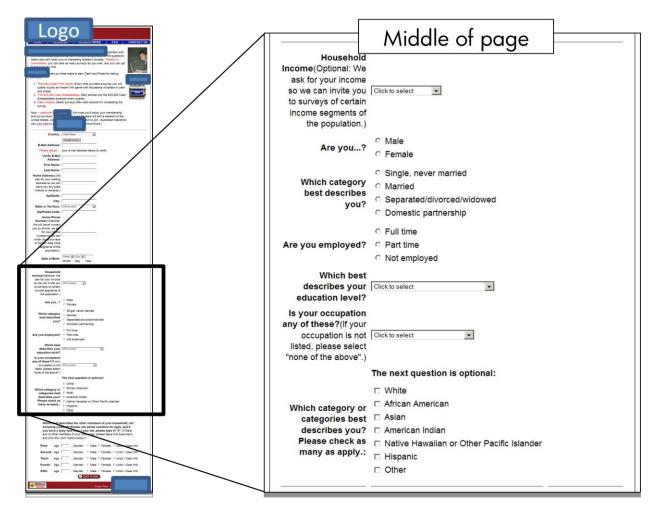
Dr. Flint McGlaughlin: Yes.

Austin McCraw: The colors are clashing. A lot of people are asking, "Where is the call to action," those kinds of questions.

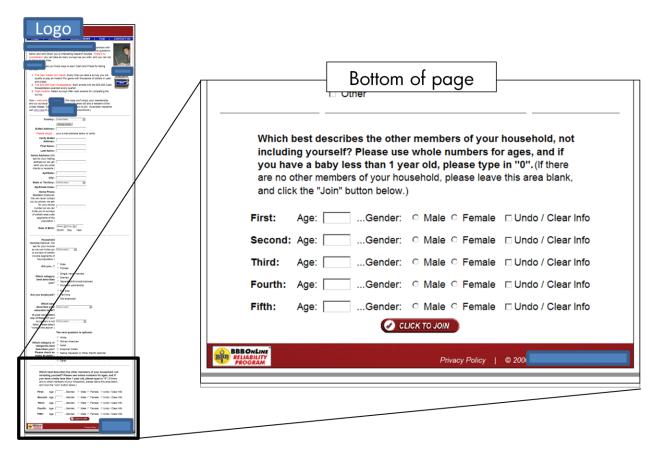
Dr. Flint McGlaughlin: Excellent! Alright! Well, looking at all that you have, what I am going to do is take you to the next slide and give you a sense of what this page looks like, because you think you have seen it yet, but what you might want to do is pay attention to the long, might I say, exceptionally long column on the left side of the page.



Dr. Flint McGlaughlin: And, as if that marathon isn't long enough, it continues.



Dr. Flint McGlaughlin: And, then at the bottom, is a compelling button, "Click To Join."



Dr. Flint McGlaughlin: We have learned about that in the past. Every button should imply a value. Every action or subaction on your site should imply a value. But, keeping that in mind, let's go forward and look at it with the benefit of our conversion heuristic. Everyone who has been with us before is probably familiar. If not, you should look up the word conversion sequence or conversion index on that website, at MarketingExperiments. But, it is this. C = 4m + 3v + 2(i - f) - 2a. And, using that methodology, we are able to find immediately where the great gains are. How many of you didn't need to attend this clinic to know that the page might have too much friction? Before you pat yourself on the back too much, I remember in the old days when we introduced the term friction into optimization, and no one even recognized it. They were blind to the issue of too many form fields. Today, it's become pretty clear. We think we understand friction as being too much of something, not realizing that often friction occurs by not having enough of something. Because, one of the factors that impacts us with friction is confusion. And, sometimes in our effort not to have too much, we have too little and we get the reverse of our aim and actually create a bad eye-path or more friction. In this case, we knew that friction was a key element. We could reduce it. But, the other element was the clarity of the value proposition. And, in this particular case, we were looking for the simplest way to bring immediate clarity, and so we focused on something at the top of the page. We added a headline.

Now adding a headline is important, but many of you might say, "Yes, but you know, the key is this whole friction piece. It wouldn't hardly matter what you put at the top of the page if you reduce the friction." But, may I differ with you by saying in the thought sequence, I am not aggravated yet until I



have decided there is a reason for me to spend time with your page and discover that that's painful. You've got to make me want to engage before any friction really matters. It's like being worried that I care about your free shipping when I haven't even been concerned enough yet to buy your product. So, what's happened is at the top of the page we have given you a reason why you might want to engage in the rest of the page and then, and only then, does friction become a key element. You have seven seconds, four inches, to answer three questions at the top of your page. And, this original design in the control, it wasn't being done very well. Now, this is a clinic about headlines, and it's not a clinic about friction. So, you might be wondering, "Then, why do you use this particular example?" Well, let me show you.



 Due to the level of traffic this page received, we were able to test 10 different possible headlines for this offer.

	ID	Headline
\rangle	HL1	Set Up Your FREE Account Today and Start Earning Money!
	HL2	Get Paid to Take FREE Surveys
	HL3	Take Online Surveys From Home and Win Cash & Prizes
	HL4	Get Paid to Fill Out Online Surveys
	HL5	Surveys – Quick, Easy and FREE
	HL6	Join the [Company Name] Community and Have Your Opinions Count
	HL7	Win Cash & Prizes for Online Surveys
	HL8	Get Rewarded for Your Opinion
	HL9	You're Invited to Join the [Company Name] Community and to Earn Rewards For Your Opinions
	HL10	Here's Your First Survey, and an Invitation to Join Our Research Community

Dr. Flint McGlaughlin: What you see now on the left side of the screen is the headline that appeared at the top. But, on the right-hand side, you see that there were ten versions of this headline. This site had a lot of traffic and because it had a lot of traffic we were able to design a test that alternated between all ten of these headlines. Now, being able to test ten headlines at one time is very important because it allows to do something that I would recommend every marketer think about when they are designing their own testing plan, and that is to intensify your appreciation for patterns and patterning. Good testing helps you recognize patterns. And, if all you have done is viewed your current test as a series of one-offs, then you have missed the opportunity to string together the learnings and the findings, and to try and discern patterns, either in the design of the treatments or in the findings themselves. Keeping that in mind, we ran a test with all ten of these. We also reduced the amount of the required forms. It's still a long page. And, it was from 24 to 15. And, we haven't done a thing at this point with the button. So, would you agree with me, I am talking to the audience now, that there are other ways to improve this page? There are and we likely did. However, we want to focus on the headline piece and what you are going to see is that on the left is the control, on the right is the treatment, and I want to show you something that might, first of all, kind of help you understand, and here are the findings.



Experiment Results



	CR	Rel. Diff.
Control	26.04%	-
Treatment (Highest Performing)	28.76%	10.44%



What you need to understand: By focusing on reducing the length of the form, and strengthening the value through a clear headline, we were able to generate 10.44% more registrations.

Dr. Flint McGlaughlin: The change produced a 10% increase in registrations, which was substantial for this organization. And, if this were a simple case study, we would stop there and begin teaching, but we are not. In fact, everything we want to teach in the first section of this broadcast is focused on what you see next. Indeed, we want to look at the headlines, we want to look for patterns, and we want to learn some things you probably have never heard before when it comes to constructing a headline.

I would imagine that if I could poll the audience right now and ask how confident you are in your ability to develop the best headline, there would be a bit of insecurity in the part of most marketers. I have asked live audiences the same question many times. Today, I think you can come away with, if we are very careful in our limited time, with an understanding of what it might take for you to immediately increase the effectiveness of the headlines you are writing in your e-mail, on your landing pages, even in your offline copy. What's more, once we gain a principle from the patterning that we are going to do next, we are going to see how that principle is applied by doing live optimization with your own pages, and that's why Tony is here and that is why Jon is here. Jon is here to learn from Tony, as Tony helps me optimize pages. And, we are coming to live optimization very, very soon.



ID	Headline Tested	CR	Rel. Diff.
XX	Control (No Headline)	26.04%	-
XX	[Headline Hidden]	26.81%	2.95%
XX	[Headline Hidden]	26.92%	3.36%
XX	[Headline Hidden]	27.14%	4.24%
XX	[Headline Hidden]	27.35%	5.03%
XX	[Headline Hidden]	27.37%	5.12%
XX	[Headline Hidden]	27.52%	5.67%
XX	[Headline Hidden]	27.92%	7.23%
XX	[Headline Hidden]	27.98%	7.46%
XX	[Headline Hidden]	27.98%	7.46%
XX	[Headline Hidden]	28.76%	10.44%

Notice the difference in conversion made by the headline alone.

Results: Sorted by relative difference in conversion

Dr. Flint McGlaughlin: So let's go to the headlines, look at the data set, because by looking deeper at the results you are going to see a bit of a surprise. The real treatment increase came from the headlines. Look at the far column on the right. If you are not sure what you are seeing, let me help you. By looking at the big variance in improvement, based on the headline, the range is significant. All of these treatments had the same level of friction because they all had the modified form with 15 fields. But, but you have some of these performing at 2.95% increase and some of these performing at 10.44% with a significant range in between. How do you translate that into a learning? It simply means this. While the friction was important, the headlines had the most impact, had significant impact on the ultimate conversion rate in this test.

Which headline do you think generated the most response? Why?

ID	Headline Tested
HL1	Set Up Your FREE Account Today and Start Earning Money!
HL2	Get Paid to Take FREE Surveys
HL3	Take Online Surveys From Home and Win Cash & Prizes
HL4	Get Paid to Fill Out Online Surveys
HL5	Surveys – Quick, Easy and FREE
HL6	Join the [Company Name] Community and Have Your Opinions Count
HL7	Win Cash & Prizes for Online Surveys
HL8	Get Rewarded for Your Opinion
HL9	You're Invited to Join the [Company Name] Community and to Earn Rewards For Your Opinions
HL10	Here's Your First Survey, and an Invitation to Join Our Research Community



Dr. Flint McGlaughlin: So, we want to understand why that was significant. And, instead of looking at one or two headlines, we can look at many of them. So, here we are, headlines one through ten, and we have invited you to vote on the blog about these headlines. But, I would like you to take the time right now to use the Q&A feature and Twitter, and tell us which headline do you think is best. You can identify them by the lettering on the left side of the screen. I would like the audience to tell me which headline do you think will produce the greatest yield. I am watching your responses come in right now. Good! Headline two. Headline two. Headline seven. Headline nine, ten, seven, two, one. I am looking for a pattern in your answers: eight, one, two, eight, ten, two, four, two, eight. Alright. As your numbers are coming in, we will tally them later, so keep voting. We want to get your response. We tried to read every single line that comes in, and there are typically thousands now to one of these events. How many do we have registered for today's event, Austin? We had 1,800 of you registered. We can only put 1,000 on the line. So, if you are on here, don't drop off. You have got the seat and there is only a 1,000 available. But, follow with me. Out of those votes and responses, I want to compare this with what we saw on the website. So, on the blog, at MarketingExperiments, we have a blog that you can click through to from our site, MarketingExperiments.com/blog. In either event, you voted.

√hich	n headline do you think had the highest conversion rate?
W	ich headline do you think had the highest conversion rate?
9	Set Up Your FREE Account Today and Start Earning Money! - 9% (15 votes)
(Get Paid to Take FREE Surveys - 24% (40 votes)
٦	ake Online Surveys From Home and Win Cash & Prizes - 4% (6 votes)
(Get Paid to Fill Out Online Surveys - 16% (26 votes)
9	Surveys – Quick, Easy and FREE - 6% (10 votes)
J	oin the [NameHere] Community and Have Your Opinions Count - 4% (7 votes)
١	Vin Cash & Prizes for Online Surveys - 12% (19 votes)
(Get Rewarded for Your Opinion - 14% (23 votes)
	ou're Invited to Join the [NameHere] Community and to Earn Rewards For our Opinions - 8% (13 votes)
H 3	lere's Your First Survey, and an Invitation to Join Our Research Community - % (5 votes)
	otal Votes: 164 eroentages may not add up to 100% due to rounding



Dr. Flint McGlaughlin: So, if you will notice the blue bar, it shows you which headline had the highest vote on our site. Now, that's from just a small sampling of votes earlier today. Many more of you are voting right now. And, I am certain that at this point it would be interesting for us to look at the data and discover which headline won. Are you ready for that? This is not American Idol. We will not go to commercial break and string you out forever and ever before we give you the result. The headline which won is the same one that you see our audience chose earlier today. Now, please note that that's a distinct point of interest to our team because, and I mean this graciously to the marketers of the world, this is the first time in any test that I know of that we have ran here so far where we asked marketers to vote as a group that they chose, or at least in terms of a win as a poll, the proper headline or the proper treatment. This is a big win for you and I assume it means that marketers of the world, you have reached a point now where you no longer need MECLABS or MarketingSherpa, or MarketingExperiments, will just fade away because you are already there. You chose number two, and number two is right. It is the headline that produced the highest gain.

The Best Performing Headline

ID#	Headline Tested	CR	Rel. Diff.
HI1	Set Up Your FREE Account Today and Start Earning Money!	27.35%	5.03%
HL2	Get Paid to Take FREE Surveys	28.76%	10.44%
HL3	Take Online Surveys From Home and Win Cash & Prizes	26.81%	2.95%
HL4	Get Paid to Fill Out Online Surveys	27.98%	7.46%
HL5	Surveys – Quick, Easy and FREE	27.52%	5.67%
HL6	Join the [Company Name] Community and Have Your Opinions Count	26.92%	3.36%
HL7	Win Cash & Prizes for Online Surveys	27.37%	5.12%
HL8	Get Rewarded for Your Opinion	27.92%	7.23%
HL9	You're Invited to Join the [Company Name] Community and to Earn Rewards For Your Opinions	27.14%	4.24%
HL10	Here's Your First Survey, and an Invitation to Join Our Research Community	28.35%	8.87%

Why did this headline outperform the others? Do you see any patterns in the best-performing headlines?

Dr. Flint McGlaughlin: And, what you will see is two important features on this data set. First of all, you will see, of course the overall relative difference and how number two scored the highest. But, what's really important is to note the big range and particularly which of the headlines on this page also scored well. Look at headline eight. It scored 7.23%. Look at headline four. It scored 7.46%. There are two principles that you need to know that will connect with what you saw here on this data set. In just a moment, I am going to rearrange these headlines and help you to start patterning. But, prior to that, let's learn the first principle.



Crafting an Effective Headline



There are two primary principles to remember when crafting a headline:

PRINCIPLE #1: All marketing messages must be centered primarily on the interests of the customer. Therefore, when it comes to crafting headlines, emphasize what the visitor gets rather than what they must do.

Dr. Flint McGlaughlin: All marketing messages must be centered primarily on the interest of the customer. So, when it comes to crafting headlines, emphasize what the visitor gets rather than what the visitor must do. Now, if that at first sounds to you to be slightly less than profound, let me warn you that our headlines and our calls to action have often reflected a philosophy that was carried in from the direct response days, and that is you have got to tell them what to do. It's based on a kind of a philosophy, a metatheory that I don't agree with. It's not a known scientifically adopted metatheory, like the one driving our conversion sequence and pattern from 10,000 tests, but it does imply a philosophy. I teach Philosophy and I have never met anyone yet that wasn't a philosopher. I think it was Socrates that first said it. Francis Bacon also did. He was approached and asked whether or not, by a young man, whether or not that young should get married. And, Socrates said, "By all means, do marry." He said, "Either your marriage will be successful and you will be happy, or your marriage will be unsuccessful and you will become a philosopher." Most of us cope on the basis of our philosophy and we all have one. And, one of the philosophies that frightens me, that drives a lot of direct response theory, is essentially summarized in this phrase, "The people are sheep. We can fleece them. We need to tell them what to do, or else they might not do it." I don't like that philosophy and I actually don't believe it. And, the idea that you have to tell anybody, "Sign up now!" And, if you don't put an apostrophe afterwards, they're not going to rush and push the button, grates against my understanding of the best way to optimize the thought sequence and to communicate with another human being. And, so many of our action-centric action point, point first action-based calls to action, or especially headlines, is predicated on a subtle kind of philosophy, a way of thinking about the prospect that I think interferes with optimal conversion. But, let's let the data sets tell us.



The Three-Letter Word That Improved Conversion

ID#	Headlines Tested	CR	Rel. Diff.
HL3	Get aid to Take FREE Surveys	28.76%	10.44%
HL11	Here's Your First Survey, and an Invitation to Join Our Research Community	28.35%	8.87%
HL5	Get Paid to Fill Out Online Surveys	27.98%	7.46%
HL9	Get Rewarded for Your Opinion	27.92%	7.23%
HL6	Surveys – Quick, Easy and FREE	27.52%	5.67%
HL8	Win Cash & Prizes for Online Surveys	27.37%	5.12%
HL2	Set Up Your FREE Account Today and Start Earning Money!	27.35%	5.03%
HL10	You're Invited to Join the [CompanyName] Community and to Earn Rewards For Your Opinions	27.14%	4.24%
HL7	Join the [CompanyName] Community and Have Your Opinions Count	26.92%	3.36%
HL4	Take Online Surveys From Home and Win Cash & Prizes	26.81%	2.95%

- The highest performing headlines focus on what the potential registration will get (i.e. value-centric).
- The lowest performing headlines focus on what the potential registration has to do. (i.e. action-centric)

Results: Sorted by relative difference in conversion

So, here is the same set of headlines and the results. And, as you look at them, consider them in a different light. Now, we have rearranged them with the highest performing headlines ordered at the top of the page. And, let's look at the lowest performing headlines. And, as an audience, what do you see as the difference? As a general point, I am not trying to argue it word for word, we have the people are sheep philosophy. "Do this! Do this! Do this! Do this! If you don't do this, if I don't tell you to do this, then you might hesitate." At the top, we have a whole different approach that says, "You deserve something from me before I ask something from you." And, it's predicated on a metatheory that drives all that we are doing, and that is that you don't optimize web pages. You optimize thought sequences. And, there is a four-point process that leads you to a final understanding that you are really guiding people towards a value exchange and for that to happen they have to have the perception that what you are offering is more valuable than the perception of its cost. So, look at these headlines and notice how "Get! Get!" Even the second one, "Here is your first survey. It's something you're getting. All the way through here, all five of these are talking at the beginning about something that you are receiving as opposed to something we want you to do. And, so thinking about it in that way, you might start to understand a critical point that will help you write better headlines. We are going to look at those. We are going to get some examples.

Question: Isn't "free" a spammy word?

In the meantime, I have got some questions. Austin has carried them up here from Twitter. Someone said; "Isn't "free" a spammy word?" Well free is a word that can trigger spam filters because it's used heavily in marketing. But, free has a connotation and a denotation. We learned that in grammar school. The connotation of a word is how it makes me feel, what it seems like. The denotation is the actual definition as you might find in a dictionary. While, I have a problem with what the word free sometimes



connotates, i.e. cheap, i.e. there is catch, i.e. there is a trick. I love what it denotates, doesn't cost me anything. For instance, I said to you a while ago, go to the MarketingExperiment's website. There is \$15 million worth of research there that's free. It's true. There is no hook. There is no premium upsale. There is nothing you have to do except use the Search function to find the data and interact with it. When free is used that way, it is highly valuable, and it still works. Over and over again it works. I have seen the word free trial moved and where it appears in a sentence, and watched conversion go way up. We will talk about that and we will show you more, and we will explain more as we continue. But, let's move on right now.



There are two primary principles to remember when crafting a headline:

PRINCIPLE #1: All marketing messages must be centered primarily on the interests of the customer. Therefore, when it comes to crafting headlines, emphasize what the visitor gets rather than what they must do.

PRINCIPLE #2: The goal of a headline is similar to the goal of the opening scene of a movie – to arrest the visitors attention and get them into the first paragraph. Therefore, utilize a "point-first" structure (i.e. place the value at the front of the headline).

Dr. Flint McGlaughlin: And, we talked about one principle. Let's go ahead and discuss the second. The goal of a headline is similar to the goal of the opening scene of a movie. The goal is to arrest the visitor's attention and get them into the first paragraph. We are going to talk about the second or the final sentence in just a moment, but let me stop right there. The goal of the headline is not to sell your product. The goal of a headline is not to enforce your call to action. The goal of a headline is to get them in conversation. Now, there is a lot of people on the line here that did not attend the Optimization Summit. We were sold out. We just had it in Atlanta. And, I have one slide coming from that summit that I want to share with you in just a moment, where we taught copywriting. And, we will look at that in just a moment. But, when we are at the live summit, you may have heard me use an illustration that I must include here, simply because it's the only way to make the point so well.

Tony is sitting next to me. I mentioned that he was tall, dark and handsome, I suppose. And, he certainly has a lot of hair. And, so, I mean, you know, those of us that have paid attention to hair and optimization, you have been on my calls with Austin and I about these things. You know that it's an important part of our lab experimentation here. And, Tony if he walks next door to the bar after work tonight, which he spends most mornings at actually, and sees an attractive girl and walks up to her, he does not have much chance of making her his wife if he doesn't follow a certain thought sequence. In fact, if he walks up to her now and grabs her by the shoulders, and gives her a kiss on the lips, he is likely going to get in trouble, with her, with the bouncer and not be very welcome there. The reason is

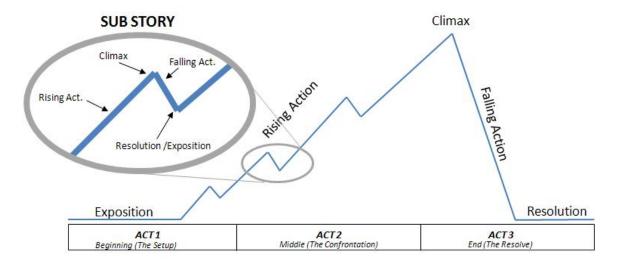


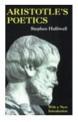
because he has rushed the call to action. He has put it above the fold. If Tony is going to have any kind of relationship with an attractive girl, and think about it, all kidding aside...listen to me. This is not just an analogy. This is optimization as it really works on the page. It's more than analogy. Tony can't have a relationship before he has some form of communication. For most of us, that's conversation. If Tony walks up to that girl and he literally sees somebody that he is truly interested in, and it's probably not at a bar. Let's suppose that it's in some other context. But, he sees a girl that he is truly interested in and the idea of a relationship with her, because he has heard about her or because he has watched her for a while and he is interested, he has got to have a conversation. How is he going to get a conversation? He has to say something to her that opens her up enough to allow to them to talk. I am afraid that most of us call it a pick-up line. The pick-up line is not just a lame thing that guys do to meet girls. I mean, look. We know it's lame, but it's the only way do it. You've got to speak to them. Even if it's online, you've got to say something to them and you've got to get them to talk back.

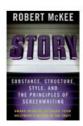
Now, Jon for instance, you know, all of his girlfriends came from online relationships and he makes it a point never to meet them personally. We don't know why. But, the reality is that if you are going to build a relationship...sorry guys. He is shaking his fist at me. Someone please record that. I might need that in HR. Just make a note of it. The reality is you can't have the conversation before you have that opening line that gets the other person to become a receptor for what you have to say. The goal of the headline is the same. A headline is a pick-up line. Its goal is to get them into the conversation. In this case and in this study, the goal of the headline was to get them to read that long copy that you saw. And, without a proper headline, there was no way to engage them into it. Once they engage, everything changes. They are in conversation. They are having a dialogue in their mind. And, if you are really following the wisdom that comes with understanding optimization, you want to get in that conversation. You are not going to sit back and watch it. You are going to participate by anticipating. You are going to participate by anticipating the anxiety, the friction and all of these other components as they come up, and by addressing it.



How People Think







People's thoughts arrange themselves in story, therefore understanding write an effective landing page headline comes down to understanding it fits as part of the "exposition" in the visitor's "story."

Dr. Flint McGlaughlin: Keeping that in mind, and this is new, and this is something that we taught even at the copywriting session in Atlanta, we have to utilize a point-first structure sometimes to make that work. That's particularly when there is a headline, the same thing as when you watch a television show. On the left side of this screen is Aristotle's Poetics. That book is remarkably apt today, millenniums later, because of its understanding of how a story unfolds and a proposed three-act or five-act structure that we still...I mean, if you went to watch the latest movie from Steven Spielberg, it was a three-act structure, the one that's in the theater now, with JJ Abrams. And, next to that is probably the best book on story that I know of today, written by Robert McKee, who doctors a lot of screenplays. And, I don't know if you know this, but the lab has done a lot of work in California and in Hollywood, produced 100 hours of television programming and been involved in film, testing the same theories that we are talking to you about today. Optimization applies in that context just as well as it does a landing page.

What I want you to note is that people's thoughts arrange themselves just like a story. And, when you learn to copywrite, and we talked about this at length in Atlanta, to really get your copywriting right you need to understand how a story unfolds and that there is a way to connect the three acts of story to the way you write copy, and in fact there are these peaks and there are cycles of rising action that connect with the way the copy unfolds within the cell path. I do know that I can't teach that now and if you would like to learn more about that, tell us. We may make it the subject of a future webinar and also some more of our certification in courses of training. But, for now, what we need you to understand is



that it's critical that the headline plays the key role that you often see in the opening of a television show. It captures your attention and gets you to invest a few moments before you take that remote and turn off that show's power to attract you any further. A remote control has had more impact on the development of television than almost any new technology feature, like the Internet. Before the Internet, it was the remote control that changed the way television shows were produced. In the theater, you have already paid your \$10 and you are sitting there, and they can take a longer time to develop their story. But, in television, they can't afford to lose you for a second. It works just like the headline. We will talk about that more later.

Point-First Vs. Point-Last

ID#	Headlines Tested	CR	Rel. Diff.	
HL3	<u>Get Paid</u> to Take FREE Surveys	28.76%	10.44%	
HL11	Here's Your First Survey, and an Invitation to Join Our Research Community		nt-first	
HL5	Get Paid to Fill Out Online Surveys	hea	adlines	
HL9	Get Rewarded for Your Opinion	27.92%	7.23%	
HL6	<u>Surveys</u> – Quick, Easy and FREE	27.52%	5.67%	
HL8	Win Cash & Prizes for Online Surveys	27.37% 5.12%		
HL2	Set Up Your FREE Account Today and Start Earning Money!	27.35%	5.03%	
HL10	You're Invited to Join the [Company Name] Community and to <u>Earn</u> <u>Rewards For Your Opinions</u>		int-last	
HL7	Join the [Company Name] Community <u>and Have Your Opinions</u> Count	₂ he	₂ headlines	
HL4	Take Online Surveys From Home and Win Cash & Prizes	26.81%	2.95%	

Results: Sorted by relative difference in conversion

Dr. Flint McGlaughlin: But, when that is the case, what you want to do is to develop headlines that are what we call point-first. On a point-first headline, the main thing they get comes as close as possible to the front of the statement as you can get away with. Now, there are point-first headlines and there are point-last headlines. And, in sentences and in paragraphs, in general, there are point-first sentences and there are point-last sentences. But, when you are writing a headline, not in every case but in most cases, you will get a higher conversion rate if you work point-first. And, what's fascinating is that if you look at the high-performing headlines in this study, all of them were point-first. And, that is critical to understanding how you can translate that into what you are writing tomorrow, as you write your next headline.

So, this is the point-first design, "Get paid to take free surveys. Here is your first survey." Here is, right up, point-first here, right now. Here is something you get. Get paid. Get rewarded. Surveys. Win. Point-first. The second half have a lot of the points deeper into the sentence than what you receive from them, and it's reflected. And, the danger of that is that your audience only invests in the first few words and then terminates your opportunity to communicate before they understand the value. So,



keeping that in mind, look at the point last headlines and then ask yourself one final question, and that is, is there any other way? Is there any other way to write a headline worse than point-last? And, the answer is yes. It's point-middle.

Beware of Point-Middle Headlines

Example Point-Middle Headlines:

- Sign up today and get paid to take free surveys
- Take free surveys and **get rewarded** for your opinion
- Share your opinions and win cash with online surveys

Dr. Flint McGlaughlin: I have seen where the key value point is buried in the headline. And, because it's buried in the headline, it's harder to read than if it were at the end or at the beginning. So, beware of this and be also advised that you can use color or bold font. Sparingly, less is more to emphasize that value point. We often will just put the value in a different color in your headline.

Now, we are almost at live optimization. But, what we want you to do is to bear in mind these key principles, principle one, principle two and then ask yourself, "How can that apply to my own pages and to the next piece of copy that I write?" So, we have a lot of pages to look at. If you are ready, we are going to go at high speed, trying to cover as many as we can.

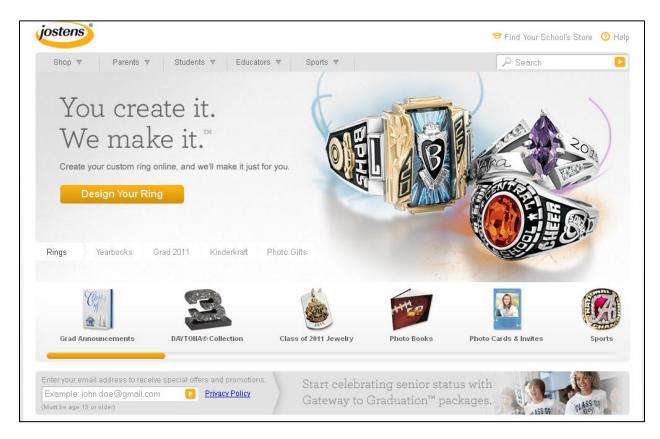
See Flint in New York on July 12th

Dr. Flint McGlaughlin: Before we get there, let me just remind you that we are going to be in New York teaching, very shortly, our <u>Landing Page Optimization Certification course</u>. That's what I have got. Right, Austin? Alright. And, that's July 12th. And, you can get there and participate if you'd like. Let's keep going and look at live optimization.



Live Optimization

Submission #1:



Dr. Flint McGlaughlin: Here is the first submission. Number one, "You create it, we make it." That's the headline and we are going to turn to someone who can help us with that. This was submitted by Colleen. I am going to ask Jon Powell to give me a quick thought on that. Before Jon speaks, I would like to hear from the audience. Take your Q&A function, take Twitter, and tell us how you would improve that headline. In fact, if you're really good, write me a headline on the fly. We have got some headlines coming in. "Get your website designed the today." Hey, that was an answer from...tell me that name. I can't see it. Gloria. Gloria, you began with get. I think you are getting the point. Alright, good! Jon, tell us what you would do.

Jon Powell: Well, number one, this headline is a little bit too shallow for the stage of the conversion process. If you know anything about Jostens and the way they do their marketing, they are out in the schools, they are out introducing themselves on the front line. So, most likely, people coming to this site, especially the home page, are looking for that next step, that key benefit. So, start with get. You know, "Get your class ring now". Another problem that I have with design, is design implies a lot of work. Some people just like to choose. My dad was in the jewelry business and sometimes it was just easier to say, "You have got three or four options," instead of, "Oh, you've got to pick one option out of five and then another thing, another thing here. So, just get real simple. "Get your class ring now." Add a subheadline that intensifies that benefit, your school, your stone, your design, start now.



Dr. Flint McGlaughlin: Okay. I would just suggest this, that the headline's job is to get you to read the text. Now, we are looking at the headline, but what comes next? Nothing. Just a button. There is no engagement here. There is no clarity of the value proposition. In those first seven seconds, you have got to answer three questions. First of all, "Where am I at," which is actually hard to identify because the brand is so high up it's in banner blindness. And, if I came from a search engine, I might not even know I am on the right page. Secondly, "What can I do here," and, "I don't know that I can design my ring unless I go down and read the button which is on the call to action." That's a little late for, "What can I do here?" Thirdly, the question, "Why should I do it," is not engaged at all, and in fact forms the value proposition which you have heard us say over and over again on these calls. "If I am the ideal customer, why should I purchase from your rather than any of your competitors?" It is not addressed. Yes, Jon?

Jon Powell: What I would argue is that because if you know anything about Jostens, they establish the value before they even come to the site, most likely, especially if they are going after these high school kids. They are going to go into the details of what it is. I say, when they get to this point, they are about ready to move but they still need to know what they can do here, which is get a ring. They need to know the kind of options that they can choose and they need to know where to start. So, I would argue at this stage of the conversion funnel, we don't need to spend as much time on value as much time we need to spend on getting them to the next step and making sure that the value is reinforced in the headline and subheadline, and maybe even a line or two of text.

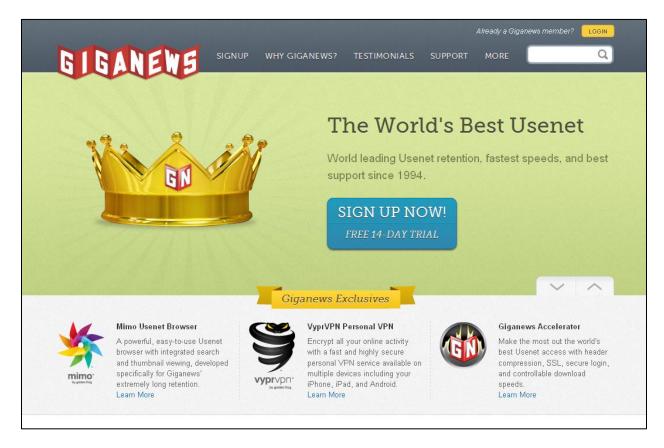
Dr. Flint McGlaughlin: Jon probably knows better than I. He generally does. If you are wondering what the answer is, it's in the metrics.

Jon Powell: Right.

Dr. Flint McGlaughlin: Now, how many people are coming to this site that are coming from a search engine or from other source? If we know that, we can tell you whether or not they are advanced enough in the thought sequence. If they are not, then you don't begin to have enough information here. If they are, then I would like to know how fast I could design this ring, how quickly this process is, how soon I can have it delivered. The key pieces are still not on this page. There is no paragraph that helps me understand those three questions and we need to know. Alright, I hope that helps Colleen and we would love to take a look at any headlines you actually produce. And, I would only suggest that once you have answered the headline or written the headline in such a way to get them into the paragraph, use the subheadline to intensify the core message. Often, we miss that point. Let's keep going.



Submission #2



Dr. Flint McGlaughlin: Here we go, "The world's best Usenet, world's leading Usenet retention, fastest speeds and best support since 1994. Sign up now!" Alright? Go ahead Tony. Give us your thoughts.

Tony Doty: I mean, you know, my biggest question is, "The world's best Usenet." You know, Usenet what does that really mean? What does that really mean? What's the benefit to me? Within that subbullet there, you know, its leading retention, fastest speeds, best support. But, that doesn't really tell me anything about the interaction with this. You know, I can hold larger files. I can share with my friends. You know, me as the visitor, actually showing up here, you know, I want those to be benefit-driven as to how those actually impact me, using your service, using your product, and not just, you know, claims that they have the leading retention and the fastest speeds. And, also, claims like that, how can you really support those? And, if you can support those, give me some numbers. You have the 99.999% uptime. Do you have some sort of metrics actually to, you know, correspond with those speeds, with the retention, with support, everything like that.

Dr. Flint McGlaughlin: Unless that crown is a logo, I have no idea how to connect that crown and that image with the value proposition. Let's just take the headline right now and let's look at the modifiers. This is the headline designed to use the value proposition to drive you to a response. Some headlines don't use a value proposition. They don't have to. They're getting you into that first paragraph. The goal of the headline isn't the sale. It's not even necessarily to communicate your value proposition, but often that's a great way to get them into the first paragraph. This one does, so let's analyze it.



Let's take out the unquantifiable modifiers. So, let's take out, if you are sitting in front of the screen...and, in fact, who submitted this? Let me see. Its Will, You'll want to cross out this concept of world's and best, because neither one of those...those are superlatives or those are vague modifiers. They are not quantitative. They are debatable qualitatives. And, then let's take out the next thing, world's, on the second sentence, and then of course leading. Leading is generally something you want to say when you are not number one but you might want to confuse people to make them hope that you are number one. If you say it and you are number one, then don't say leading because it communicates no meaning. And, then it says Usenet retention, then it says fastest. Let's take out fastest because that's not quantified either. And, then it says and best. Let's take out best. And, what are we left with? The sentence would read, "The Usenet." Then, it would read, "Usenet retention, speeds, support since 1994." There is the only meaning in this sentence. There is the only communication taking place because I am the skeptical visitor to the site. "I am the girl that was approached at the bar 20 times this week. You are number 21. The first 20 guys were creeps. Why in the"...I'm starting to swear. Let's make this a G-rated event. "Why should I listen to you? What's different about you than the other 20 guys that lied to me? I don't know, because you haven't given me anything that establishes credibility." I see nothing in this gray box with the crown, nothing except since 1994, except that, that deserves to be on the page. The rest of it has lost all ability to persuade me to communicate. And, by the way, even if I say, "Okay, you are." You give me one option, get married now. "I am not ready to marry you because I don't even know enough to make the choice or the decision." Look at your own headlines and ask yourself, "Where are the vague quantifiers?" Cross them out and ask yourself, "How much meaning do I have left?" If you are going to use your value proposition as the headline, it has to have three things, credibility, appeal and exclusivity. If it doesn't have all three, it's too weak to lead with as a headline.



Submission #3



Dr. Flint McGlaughlin: Alright, here is another one, "NPGA members, connect your people to profit." Alright? I want to stop right there. This is submitted by Rod. And, let's look at the page. And, I am going to go over to Tony. Alright Tony? Give us some thoughts.

Tony Doty: Yeah. I mean, the first thing that I see, you know, connect your people to profit. That sounds awesome. I want profit but...

Dr. Flint McGlaughlin: [Laughing] No. I am sorry. That's not possible.

Tony Doty: [Laughing] But, I have no idea what it really even means at this point. You are connecting your people to profit. I had to get, you know, halfway down this page until I even realized that this was, you know, a tracking system. You know, the most impactful messaging I found is underneath the video. You know, "View the video to learn more about how we can connect your field workers to the rest of the operation, resulting in greater efficiency and increase profit margins." I mean, that's the benefit I am looking for of the product here, greater efficiency, increased profit margin. It actually explains to me how you are tying the field workers to my operation here, and so that's really the benefit that I am looking for.

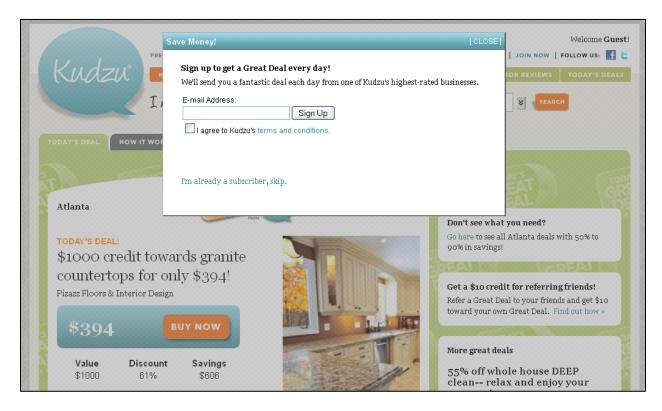


Jon Powell: Yeah. Just to add to that, I mean your headline...I would say the key benefit in your headline, upfront. So, it would be, "Increase your profit margins and get greater efficiency." Then, I would use a subheadline that explains on that and it actually explains specifically, quantitatively, that will drive you into the body copy that would help.

Dr. Flint McGlaughlin: Yeah. "Since 1988, our fleet of 2000X have been helping people do Y and Z." What you're missing...let's go up to the top. It says Navtrak. I don't understand what Navtrak has to do with NPGA, first of all. So, I don't even know if I am in the right place. Before we go any further, three questions. Where am I at? What can I do here? Why should I do it? Am I in the right place? If I came looking for Navtrak, what is this? And, if I came looking for this, what is that? And, is that a banner ad? But, I think it's a banner ad because it's over here with the call us today number at the top. It looks like its part of the website. And, so you have essentially two banners at the top. The second one I can't hardly read. And, then you go to the third one that has a headline. And, beware of this. Now everyone on the site right now that wants to have a better headline, do at least this. Lay an 8-1/2x11 across the rest of your website, everything below, and an 8-1/2x11 across the top so that all you can see is the connect, in this case your headline, "NPGA members, connect your people to profit." If that's the piece, then you've got to ask yourself a simple question. How much is being communicated in this sentence that has appeal and credibility, and exclusivity, if it's a value proposition headline, or that it at least makes me want to read what comes next? And, the problem is this. "Connect your people to profit," is using a vague promise, not a specific promise. Now, I want to go one step further to help you. You have got to be able to visualize the benefit. And, at present, it's so vague I can't visualize what you are talking about. And, if I can't visualize it, I don't even know what the promise is. Jon's point about combining a header with a subheader is really good. And, I do recognize that this is NPGA members, so it must be something that somebody is going through who already knows something about your business. But, even still, the work that's down here in the body copy and in the text has more powerful wording than what you've got in your headline. Go down there and rate it. Get it up at the top and get a stronger page. Alright, let's move on.



Submission #4



Dr. Flint McGlaughlin: This is Kudzu and this was submitted to us by to us by Dagzen and the company lists daily deals for home and garden supplies from various member businesses. Okay? Go ahead Jon.

Jon Powell: So we are kind of at the end of the funnel here, if this is what you want them to do. You have got like a point-last thing going on here, instead of a point-first sign-up. That's what you have to give up. Talk about what you are going to get, or what they are going to get, which is daily deals direct to their e-mail. I mean, that's it. You are going to get daily deals sent directly to you. You don't have to come to the site. You don't have to search for it. We will send it directly to you. Talk about what they are going to get and then explain it in that first sentence, and you are done.

Dr. Flint McGlaughlin: Okay, so Jon giving you a correction. Let's make sure that we all understand the weakness. First of all, it's point-last. Jon has laid that out. Secondly, what you get in the point, great deal. How many of you woke up this morning and said I can't wait to get a sign-up opportunity for another set of great deals to hit my inbox everyday? Unless you woke up that way, you need to ask yourself a question. "When I see great deal, what is the connotation, not just the denotation, and what is that visualized value that I spoke of in the last example? Do I see and can I imagine that?" Not really. If you tell me that it's inventory overruns, if you tell me that you are going to offer me the lowest prices that you have at any given moment on a particular item that has price sensitivity, if you tell me you are going to give me a quote where these prices go up and down, if you tell me you are going to survey the Internet and show how your prices compared to any one else's for the top five items in X, if you tell me...you know, there is a lot of ways to deliver value. But, do you know what this says to me? This says, "I am looking for a way to build a list. Get on my list so I can spam you for the rest of your life."



Jon Powell: The only thing I would argue is that if you are going to talk about...

Dr. Flint McGlaughlin: [Laughing] You are arguing a lot today, Jon.

Jon Powell: [Laughing] Yeah, I know. In terms of...

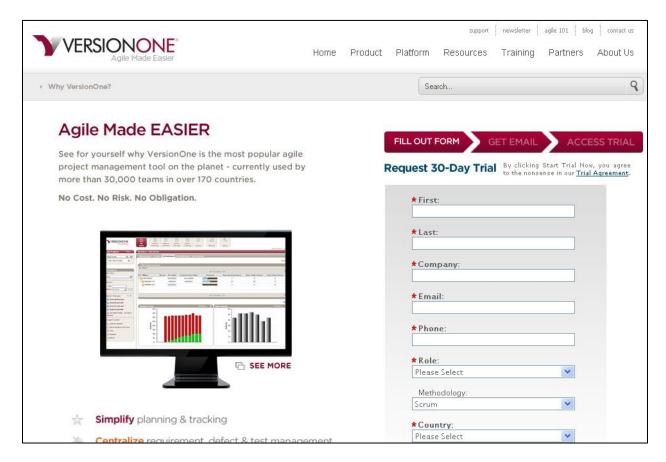
Dr. Flint McGlaughlin: [Laughing] I didn't really mean that business about your girlfriends.

Jon Powell: [Laughing] No. The only thing I would argue is if you are going to keep it vague, like great deal, make sure it's in the same vocabulary that you use, because this is like a Groupon. So, whatever you call your daily deal, or whatever it is that is your value proposition, make that consistent but make the focus beyond how they get it, because that's where the benefit is.

Dr. Flint McGlaughlin: I wouldn't argue with that at all, Jon. You are right. Jon is right. And, in fact, once you do that, how many in the audience see something else wrong with this page? Just quickly use this little pop-up. Quickly use your Q&A or Twitter and tell me what else is wrong with this pop-up. No value proposition. No value proposition. No value proposition. That's right. What do you think about this button that says Sign Up? Could you write a better button, based on the other seminars and clinics, and webinars you have attended with us? Can we imply a value proposition? You know, "Start receiving my X now, or send me my updates now"...or, you know, whatever it is that I want, make sure that when I click on that button, it feels like it's getting me closer to it. We are going to keep going.



Submission #5



Dr. Flint McGlaughlin: Alright? Here we are, VersionOne. Go straight to the next person. Go ahead. Is it you?

Tony Doty: Yep.

Dr. Flint McGlaughlin: Speak. Tony's got it.

Tony Doty: Thank you! I mean, obviously this took a little bit of research as to, you know, what is VersionOne and what is agile. Because, what's that headline? Agile made easier? I have no idea what that really means. But, apparently agile is a development language and so this is really a project management tool for that development language. So, you know you have to know a little bit of something about agile for this to make even any sense to you. But, you know, the big component here is, you know, it makes it easier but what's the point? You know, there are some sub-bullets there currently used by more than 30,000 teams in 170 countries, but what is this? Does it reduce development time? Does it, you know, help keep me on track? Does it, you know, keep my projects meeting their deadlines? You know, what's the actual benefit of this easier project management solution? It took me a while to actually read through to and to figure out, you know, what you are really offering. And, you know, same thing over on the Contact Us form, to fill a form to request a 30-day trial. I feel like I am doing you a favor if I am going to request a 30-day trial from you. I want that to be a little



bit more benefit-driven as to, you know, what am I going to learn in the trial, you know, why would I actually sign up for this.

Dr. Flint McGlaughlin: Alright. Tony is right. We are going to go fast. I just want to make a quick point. The whole page is wrong. I would like to redesign the page. We are not here to redesign the page, just talk about the headline. So, this is what I want to say to you if you are thinking about the headline. The goal of this page is not to sell agile. The goal of this page is likely to get you to do the free trial. If the goal of this page is to get you the free trial, then headline should not be about agile. The headline should be about the free trial. The headline should be something like, "Free. Download the full feature, unlimited," you know, "fully"...because they're worried. What are they worried? That you are going to get some kind of version that you can't really work with. But, "the full," you know, "get it free." Instant access might be better than download. Download implies time that you've got to wait for something. "Instant access to your fully functional version of agile." That's your headline. Underneath, it your subheadline that emphasizes the special...it's not agile but of the project management, whatever it is, VersionOne, and then, underneath that, the subheadline intensifies that statement with particulars and drives you towards that quick download and get it quick, sign up and get it, unless you know there is another role going on here. This is request a 30-day trial, so you may have to make that even tighter by increasing the value's perception so that people are willing to endure a call to get what they want. Bottom line is you don't sell the product and the free trial at the same time if you want to get the maximum response to either. You have got the sequence that one first. And, of course, you've got a two-column design and other problems. Let's keep going.



Submission #6:



Dr. Flint McGlaughlin: I am looking at...we saved the best for last. You're not allowed to click off before 4 o'clock because we are actually watching...5 o'clock. We are actually...that's Eastern Standard Time. We're watching you and we know when you click off, and what we do is we... on your permanent record, we are taking marks off for not attending class for the full session. And, so as reward for staying, we have let you see one of the world's most interesting headlines, "Cat Fancy misses you." Alright, and that was submitted by Ollie. And, so here we are. Talk to us guys. Tell us how to make this headline better.

Jon Powell: [Laughing] Okay, yeah, no headline at all, just the cat. No, really I think the big problem here...notice that this is an e-mail. We are the very beginning of the conversion funnel. So, you really need to work extra hard to get their attention, whereas the other points you just need to be more clear. So, what you need to do is what my sister would say in her copywriting days, is to intrigue them. You need to tell them, bottom line, why should I care? Maybe, we have the content that you want, more of



this specific content, more of this. And, then you definitely need a subheader that's going to explain what you mean by that specifically, quantifiably, qualitatively, that actually mean something. But, you are going to have to really work extra hard to get their attention in this one and I would test, you know, maybe I have specific content. Use your surveys. You guys know what your readers want. Say, "We have got more of what you want," or, you know, vague enough to get them to the next line but not too specific to become this really small, drawn out, long headline.

Dr. Flint McGlaughlin: Absolutely! In fact, I think the message of the page is; "You need to come back because we miss you." That's the wrong message. The person here doesn't care that you miss them. You need to make them miss you. And, there is nothing in the messaging...look at the button. "Come back today." That doesn't motivate me. It's not like I am your long lost love. I need a reason. When I click on that button, it's because you're giving me something I didn't get before. You're giving me more than what I received before. You're giving me something special or you're reminding me of a great value that I had. But, nothing in the message is designed to elicit a high yield because it's really about, "We miss you, so come back now."

Jon Powell: You know what we should test? A button that looks like a Cat Treat. That would be awesome!

Dr. Flint McGlaughlin: Alright. Jon again has taken us to a new level in optimization. We have never designed a Cat Treat button, but he just thought of it here in the lab and he will rush out and patent it now.

Thank you for being with us today! We have gone as fast as we can to try and mix the balance between delivering enough content that you get transferable principles and at the same time making certain that we give you as broad a cross section as we can of actual application for what we have been teaching. Everything here in our research is designed to be practitioner-centric. We want you to learn. And, then all that we ask is that you tell someone about it. We want to build the community of marketers who are learning and helping each other to learn. That's driving what happens in all of these clinics and all of the publishing and work done at MarketingExperiments. We are very grateful for your trust, that you invested your time, and we are going to be back again in about two weeks with more discoveries. Thank you!

Related Resources

<u>Site Headlines Tested — How optimizing your headlines can improve your website's conversion rate by</u> 73% or more

Optimizing Your Headlines: How changing a few words can help (or hurt) conversion

Flash Banner vs. Headline, Lead Quantity vs. Lead Quality: The fight for online marketing ROI continues

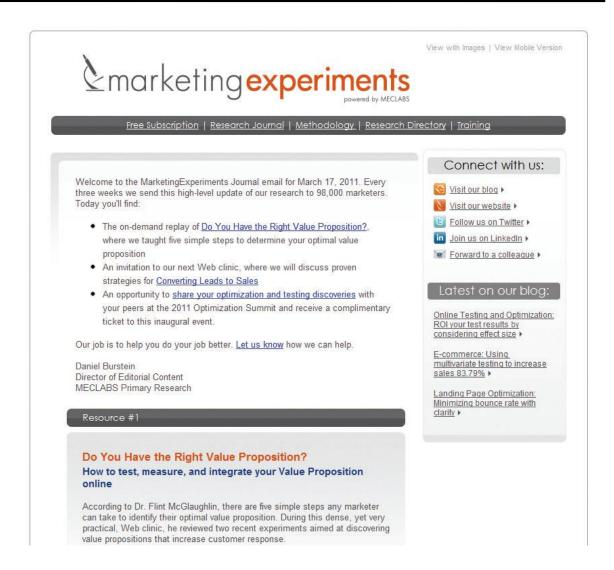
<u>The Power of Small Changes — How minor changes to your website can have a major impact on your conversion rate.</u>



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<u>MarketingExperiments</u> is a primary research facility, wholly-owned by <u>MECLABS</u>, with a simple (but not easy) seven-word mission statement: **To discover what really works in optimization.**

We focus all of our experimentation on optimizing marketing communications. To that end we test every conceivable approach and we publish the results in the *MarketingExperiments Journal* (subscribe).

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While we at MarketingExperiments are glad to share what we've discovered about optimization to date through our own experimentation, we also publish case studies and completed tests to facilitate peer-learning from real marketers with real challenges.

To that end, we're always looking to shine a light on your hard work. If you have a success or learning you'd like to share, <u>let us know</u>.