

Challenge.

The National Football League's Miami Dolphins have been a client of DME's for several years and have utilized numerous DME services in the past – mail, email broadcast, data base cleansing and reconstruction, variable website pages and voice broadcast to name a few. The team had a poor record in 2007 (1 win and 15 losses) and, not surprisingly, began to experience significant attrition in their season ticket holder base. The team made an important change heading into the 2008 season hiring one of the game's best known and most respected directors of football operations - Bill Parcells.

The payoff was almost immediate. The Dolphins won 11 games and lost 5 in 2008 and made the NFL playoffs. Approaching the 2009 season, the Dolphins' Senior Director of Corporate Communications, George Torres, and their Vice President of Ticket Sales, Scott Loft, believed the team had a "very good story to tell" and wanted to make a strong push to increase their season ticket holder base. They hired a new advertising agency – the Arnold Agency out of New York City – and approached DME for its best thinking on how to recover lost season ticket holders and attract new ones.

Strategy.

Scott Loft, being familiar with DME's innovative marketing tools, had a vision of how to apply them to this campaign. DME and DME Studios, in close collaboration with Loft, helped design an integrated, multi-channel approach featuring a highly personalized interactive video message (IMV) that could be viewed online. Working closely with the advertising agency (to make certain the program was consistent with the Dolphins' new branding), the mail, email art and the IMV itself were designed to have a Miami Style/South Beach feel. All of the creative was designed with last name photographic personalization on authentic Dolphins player jerseys and other relevant assets to make each recipient feel as though they were part of the team. The marketing database was constructed relying heavily on a recent, detailed segmentation analysis. High-income residents in South Florida, past single game



Personalized e-mail



ticket purchasers, former season ticket holders and key business segments were the predominant database targets. DME produced and dropped over 100,000 high end, 6" x 20" bi-fold self-mailers and broadcast close to 680,000 emails over a six week period commencing on May 1, 2009. Every data record was aligned with one of the twenty Dolphins' sales representatives and every consumer touch (mail, email, IMV viewing) cited the sales representative by name and listed each representative's phone number and email address. In essence, each prospect had his or her own personal Dolphins ticket sales "concierge". The "call to action" was to visit the personalized landing page, designed specifically for the target segment and audience member, and become immersed in a personalized Dolphins video experience. That experience was immediately followed by a web-based digital presentation of ticket purchase options. The personalized video experience and digital ticket purchase feature can be viewed by visiting: www.myclublive.com

As these pieces demonstrate, DME Studios' production across all media (print, video and email) featured photographic personalization, particularly on Dolphins' team jerseys and scoreboards. This contributed mightily to the campaign theme "The Dolphins Most Important Signing in 2009 is.....You". The goal was to create marketing assets across all channels and media that were absolutely remarkable and attention grabbing. The web based nature of the IMV allowed flexibility as it can reside anywhere on the Internet. Not only was a predetermined target audience driven to their PURL via mail and email communications, but links to the site were placed on the Miami Dolphins web site landing page and at the sites of partners and affiliated media companies (the Miami Herald and the Miami Sun-Sentinel, for example).

An enrollment page allows individuals who were not in the marketing database to enter personal information and participate in the personalized video experience. This digital asset is also ideal for true Internet marketing - gathering recognition on social networking sites, posts and blogs on Miami Dolphin fan, sports marketing and pro football chat sites. Additionally, corporate customers who have Dolphin suites with flat screen TVs and Internet access will be showing the IMV, personalized for their clients, prospects and guests, during games this year.

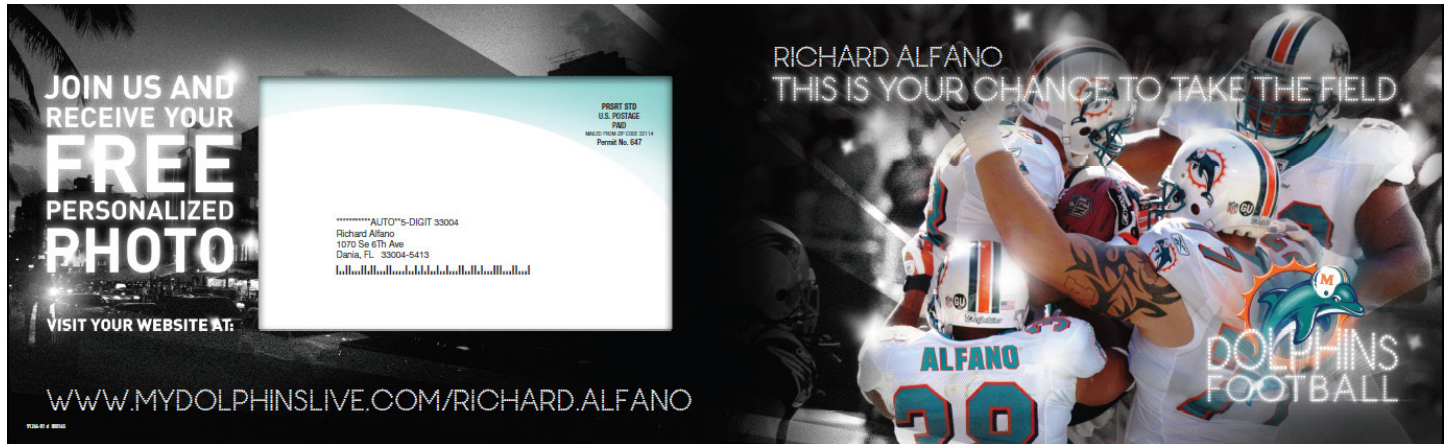


Shooting at the stadium



On set with the Dolphin's mascot and fans





Personalized Direct Mail (front and back)

Results.

As of the date of the release of this case study, July 8, 2009, the program continues to deliver results, and will for some time, as the personalized video has a long marketing life. The results to date have been extraordinary:

1) New season ticket sales are ahead of an aggressive plan. The team has secured \$4.5 million in new season ticket holder revenue to date on an annual cash basis. This represents approximately 6000 new season seats purchased by 2200 companies and individuals. The Dolphins calculate the expected life cycle value of that revenue to be \$17.89 million (based on an average season ticket holder average life cycle of 5 years, a renewal rate of 85%, and an average increase of 5% in the ticket price over that time). These numbers will continue to grow as the IMV based marketing program will yield dividends long after the last marketing communication has been sent. Clearly DME's executions were not responsible for all of the new ticket sales and revenue, a brief analysis of DME's contribution follows.

2) 78% of the new season ticket holders received a marketing communication (photographically personalized mail or email) from DME or viewed the IMV.

That translates into \$3.5 million in annual revenue and \$13.95 million in expected life cycle revenue that received marketing stimuli from DME.

3) ROI calculations are difficult as there are many influences on the strong ticket sales results; the Dolphins had a strong year in 2008/2009, they have a sizable and talented sales team, their new ad agency played a role, etc. If we attribute all of the new season ticket holder sales to parties who received a communication from DME solely to our efforts, the ROI would be an astronomical 33 to 1 on an annual cash basis and over 130 to 1 on a life cycle value basis. Nonetheless, even if we attribute 70% of the new ticket sales to other beneficial contributory factors, DME's direct marketing program still has produced \$10 in new annual ticket sales for every \$1 of Dolphin direct marketing expense and \$40 in expected life cycle revenue for every \$1 spent. Inasmuch as 78% of the new season ticket holders received a direct marketing communication or visited their IMV this is likely an extremely conservative assessment of impact of the direct marketing