

Foster Marketing, ©2013



## Taking the Next Step In Digital Marketing

A Strategic Guide for the Energy Industry



The following document is the intellectual property of Foster Marketing and is intended for use only by clients of the agency and by permission of the agency.



#### Inside this guide

Website | Page 3 Social media | Page 5 Blogging | Page 8 Online video | Page 10 Advertising | Page 12 Mobile potential | Page 15 Search | Page 16 Measurement | Page 17 Strategy | Page 18 Tools | Page 19 Connect with us | Page 20

## Taking the next step in your digital marketing

In our first digital guide, <u>A Digital Media Guide for the Oil & Gas Industry</u>, Foster Marketing shared an overview of digital marketing and how it could be utilized in the oil and gas and broader energy sector for creating awareness, generating leads and, ultimately, sales.

The goal was to get you started and help you launch your online efforts. Much has changed since the first iteration. There are new media and techniques and since you've now entered the digital realm, it's time to move to the next level.

This guide is intended to get the discussion rolling on how you will step up your digital efforts and where and how you can expand your online presence.

Best of luck as you move ahead on your digital journey!



#### B2B Website Must-Haves

- Content additions & updates
- Optimized content & components for search
- Lead-generation capabilities
- Tractable site activity
- Measurement tools & goals

SOURCE: www.brainrider.com

## Is your website good enough?

You have an attractive, well-branded website that has been working for you for years. Check that one off your to-do list, right? Wrong.

Your website should evolve as your business does. Just because your contact information, logo and corporate colors are accurate doesn't mean your website is up to date.

Your website is the hub of all your marketing efforts and as such, it should be everchanging. You enter new markets, introduce new products and services and promote geocentric capabilities. The website should be updated to reflect these changes as well as new campaigns and company achievements.

When you add a new product or service, do you produce a brochure first and think of your website later, if at all? When you hit an industry record, is it reflected on your site? If not, you are falling short on one of the must-haves for any business-to-business website – ongoing content updates.

Oftentimes, even with a web platform that allows easy updates, companies will fail to maximize their website as a marketing tool by simply allowing their site to be good enough as is.

With time at a premium and competitors coming from all directions, it is even more essential to offer reasons for people to type in your URL. Why should a customer or prospect visit your website for the first time...or a second? If you cannot think of a single reason, then you need to immediately begin generating useful content.

Posting an About Us page, your contact information and a Products and Services section is no longer enough. What essential information can you share with your customers and prospects online and how can they communicate with you through your website? Is there something customers and prospects can do on your site, such as see how a tool was used in a specific application or test their knowledge on shale terms? Consider providing user friendly, interactive content that shows and tells your strengths.



- What do you want the website to do? Interact with customers
- Give them a reason to return
- Be user friendly
- Show & tell your strengths

Soliciting content ideas from customers, prospects, sales team members and field engineers will help generate a steady flow of new content for your website. Generating ongoing content that is search-friendly is essential.

Creating a two-way channel is the ultimate goal. Try asking your customers what they'd like to see online. For example, do you have data you can share online or a formula calculator they'd find essential? Post this on your website to give customers a reason to return to your site and offer ways they can provide feedback and contact you easily.

Offering ways to contact you serves another purpose – filling your sales funnel. Lead-generation capabilities are available with nearly all web platforms, including customizable contact forms to get downloadable content, buttons to set up a meeting with one of your sales team members and forums to seek advice from your knowledgeable experts. These are all avenues that, if followed up properly, could turn into sales and new customers.

Finally, track where viewers gravitate and follow up on leads and feedback. Consider this part of providing good customer service.

Set goals for your website and monitor your success. What do you want customers and prospects to do on your website? Do you want them to watch a product demonstration or submit a request for a proposal?

All site activity can be monitored, so make sure you have a tracking method in place and take the time to see how you are performing. And, of course, be ready to adjust your plan as needs arise.



#### Google+

- Nearly 400 million users are on Google+.
- Average time spent on Google+ is 3.3 minutes.
- Google +1 button is used 5 billion times per day.
- 48 percent of Fortune 100 companies are on Google+.
- 68 percent of users are male, while 32 percent of users are female.

### Social media as a business tool

Human beings are hardwired to be social. In fact, researchers have proven that craving connection is written into our DNA. So, it is no wonder more people are reaching out to others online and companies are becoming more open to the idea of using social media at work – including the energy industry.

Facebook has 800 million members, Twitter boasts one 1 billion Tweets per week and LinkedIn has more than 120 million registered users in more than 200 locales worldwide. Of all these connections, not all of them are purely social. According to a study by *BtoB Magazine*, 93 percent of business-to-business marketers are engaged in social media marketing (most of us support "The Big 3" strategy of targeting LinkedIn, Facebook and Twitter but others such as Pinterest and Google+ are making their mark, too).

Businesses are looking for ways to use digital avenues such as social media to get them closer to a sale. Other noteworthy benefits of social media include:

- Finding solutions (and uncovering potential product/service issues)
- Inspiring new initiatives, audience/demographic targets and services
- Enhancing customer service
- Sharing knowledge among employees, suppliers and customers
- Improving communication with customers and prospects
- Attracting talent

Just as you carefully craft your annual budget and marketing plans, your social media efforts also need direction. This should include identifying what channels you will participate in, setting goals for how often you post, and determining what sort of content will be posted and by whom. Also, who will monitor the content and track the results on these channels?

Targeted long- and short-term social campaigns can be added to this plan as well. For example, a computer company successfully launched a new product using Facebook. If a drilling company is focused on establishing itself as a worldwide provider, they could launch a LinkedIn campaign with posts touting each project completed in various locales. "We just set a record in Brazil. ... Completed well in West Texas field. ... To start two-month drilling project in the North Sea this week."



Where will your post ideas come from? The answer: customers, media and your staff – yes, the entire staff. Consider having a true brainstorming session to create some social campaigns. Also, encourage others to submit post ideas, content and pictures for your social channels. Getting buy-in from staff members enhances the content quality of your social channels and opens up lots of possibilities. You could even offer incentives for submitting the most popular or original post ideas.

At most companies, there are people ready to promote their products and services online, interact with customers, seek out public relations opportunities through industry media and be thought leaders in their fields ... if only they were given the opportunity. By inviting others into your effort, you will be able to begin capitalizing on your strengths.

Social media is a conversation, not a monologue, so why not ask customers how they use social media? One energy company presenting at the Marketing in the Oilfield Conference said they did just that. Based on customer feedback, the company is planning to use Twitter to send updates when usual forms of communication are down. That's a powerful social media impact.

As you invite others into your efforts, whether it is your staff or the public, it is a good idea to have a policy in writing that covers standards of posts and how inappropriate content or negative posts will be handled and by whom. Although this rarely happens, it's good to have a plan in place just in case.

To amp up your existing social media efforts, go back to your goals and work your plan. Some additional ideas may include:

- Add social media links and mentions across your marketing efforts such as public relations, collateral, signage (such as at a trade show or event), print advertising, billboards, radio spots, direct mail, business cards, letterhead and email signatures.
- Allow people to like your page, content or comment or share a post without leaving your page.
- Make posting a contest most everyone is up for a little competition. Mostliked post wins movie passes or the top re-tweeted item earns a tasty treat.
- Use print and digital advertising to steer viewers to content only on these channels.
- Run a true social campaign (targeted messages, free downloads, discounts, special invitations, webinar event, etc.).

#### Pinterest

- 80 percent of Pinterest users are women.
- More than 80 percent of pins are repins.
- Users spend an average of 16 minutes per visit.
- 25 percent of Fortune Global 100 companies have Pinterest accounts.
- 57 percent of Pinterest users interact with foodrelated content, the No. 1 category of content.



- Offer free stuff and "whisper codes" that your customers care about white papers, a t-shirt or a specialty item.
- Send out an e-blast inviting customers to join your networks.
- Use QR codes to send them to your networks.
- Run an online event in conjunction with a trade show or conference.
- Publicize an ask-an-expert session for free advice.

The possibilities are really endless! So gather your team and brainstorm your ideas, make a plan and track your results to see what works. Once you see what generates response you can apply this information to your other efforts.

One last thought on social media ... pay attention to the *social* part. I repeat: Social media is a conversation, not a monologue. Consider allowing the public to post comments on your channels and even encourage it. By attracting others who are active in your industry, you expand your social reach tremendously.

To engage with others, follow other brands on Twitter and like the Facebook pages of your customers, prospects and media. In most cases, it is considered good online etiquette to like/follow you back and will help build your following. It's OK to be selective in who you follow and like, but selecting others active in your industry or areas you'd like to break into is also a good idea. If you see a post from someone else you like, feel free to re-tweet it or like it as long as it aligns with your policy standards previously established.

#### Takeaways

- Have a plan
- Create campaigns
- Invite others in
- Capitalize on your strengths
- Keep it as a conversation
- Have a policy
- Promote your social efforts
- Interact with others



#### Creating content:

- Approach each post as a learning opportunity
- Make posts data-rich
- Blend product content and educational material
- Focus on a problem
- Keep an eye on SEO
- Make timely posts

SOURCE: HubSpot

## Building a successful blog

A blog should focus on providing information and insights that are useful and relatable to a specific audience. And, engage them while you are at it.

Whether blog posts will be from a single user or multiple authors, the content should target a similar audience. For example, if you are creating a blog about challenges in the drilling market, a post about new industry regulations may be relevant but a post about how dogs make the best companions for kids doesn't quite fit.

Once you have committed to maintaining a company blog or micro blog (Twitter), select a format that will grow with you as you add additional subtopics and authors. Also, a blog should be interactive and allow users to easily comment and follow your posts. Many bloggers use WordPress for this as it was launched for this purpose and has now become a widely used content management system for websites as well. Shareability is also important to build your blog following so viewers can email a link to a colleague or post a mention to their own Facebook page.

Most blogs primarily consist of text-based content, but consider what would be best for your business. Would creating a photo or video blog be more beneficial to your customers and prospects? If so, this may be a better direction for you.

Once you know whom you are trying to reach, gather your troops and figure out what in-house resources and talent you have to keep your blog content fresh. Involving this group in a brainstorming session is also a good idea. Then start by putting these ideas, key topics and upcoming events on a content calendar. This will give you a good starting point on content and give your team the opportunity to get the hang of this blogging process.

Give bloggers their freedom and encourage them to create their own writing style. For example, some bloggers will be great storytellers. Others may prefer the information in bite-size pieces with a lot of links to additional online reading, downloads and videos.



#### Oil and Gas Industry Key to UK Economy and Energy Security

Rod Christie

Board in Abendeen, Scatland, Rod Christ is responsible for growing the Subsec Systems business and integrating the event Welfaveren scenariolition.

#### Takeaways

- Identify your audience
- Use your in-house experts
- Calendar key topics & events
- Create your own style
- Interact with viewers
- Build a following

The goal is to provide information that is relevant to your target audience and engage them. If a blog style is achieving this and fits within your company's standards, run with it!

As you build an audience for your blog, strive to interact with viewers by responding to and encouraging their comments. Another great source for content is viewers' questions. What a powerful opportunity this is for your company to interact with customers, prospects and the media.

Once you get your blog up and running and you have several posts that provide a feel for the content you will provide, promote your blog on your website, through social media channels and in company newsletters, eblasts and mailers. Bloggers could even add an email link or a URL on their business cards.

Here are some other tips to consider:

- When planning a blog site, the structure, design and images should match the content. If you are blogging about oil and gas, sorry, no puppy pictures.
- Your blog design should make viewing your content easier. For example, if your blog is mainly text, don't make the copy microscopic to add a photo; however, adding images, links and video to posts offers viewers an additional reason to follow your blog. Write concisely.
- Choose a good domain name that is relevant to the content to get the search benefits. Also, content should use key searchable terms and try to avoid acronyms. The idea is to make it easy for people to search for specific content and find you and your company's brand.
- Catchy titles make people click but make sure to use key search terms, too.
- Leverage blog content on your website and social media channels.



#### YouTube:

- 70 percent of YouTube traffic comes from outside the United States.
- YouTube is available on 350 million devices.
- More than 4 billion hours of video are watched each month.

## Online video has impact

Memorable uploads have nudged YouTube's numbers upward to more than 800 million unique visits and more than 4 billion hours of video watched each month. Today, of the 72 hours of video uploaded every minute, a new star is emerging — businesses who want to use the medium to market and sell their products and services.

Fifty-six percent of B2B companies are using YouTube to share their marketing messages, according to a study by the Content Marketing Institute and MarketingProfs, B2B Content Marketing: 2012 Benchmark, Budgets & Trends.

Just about every topic is covered on video sharing sites, including oil and gas products and services. Search for anything from "drill pipe" to "pipeline cleaning," and you'll likely find a video.

Visual messages have the potential for greater impact and are powerful tools to inform and engage. Plus, most video sharing services allow users to email, share and embed videos into web pages, so you are increasing the chances of your video going viral!

You likely already have content that could be repurposed for online video. From trade show kiosk videos to lunch-and-learn PowerPoint presentations, all of these can be formatted and shared as online videos with a little know-how.

Here's how to start:

- Develop a channel with a unique profile name that fits your business and reflects your company's brand. Create a place on your website to collect and display these videos.
- Start with the content you already have and add as you go. Gathering a brainstorming team to create a list of useful content would be a good move. Consider posting videos of product demonstrations or on-site installations. Turn images from a photo shoot into a video to showcase the products and services you offer. Convert PowerPoint presentations into videos to share company information and expand your thought leadership efforts on specific topics. Create a video that offers a tour of your facility to spotlight your company's capabilities. The possibilities are endless.





- Use existing assets
- Create useful content
- Have a little fun it's OK
- Ask for input from customers



• Set a goal of adding a new video to your portfolio at least once every three months. If you really want to build a following, aim for a new video monthly or bi-monthly. The key is to develop a plan to keep your efforts going.

Remember, it's OK to have a little fun with this, as long as your efforts align with your key target audience and are within your company standards. How about conducting an interview with one of your experts or posting customer video testimonials? Show your product in action using movie trailer style: fast, creative and catchy.

Online videos posted to your website can enhance branding messages, public relations campaigns and customer service efforts.

This is also another impactful way to open a dialogue with a customer by asking them what useful videos you could provide.



#### **Online statistics**

- Over all click-through rates are holding steady at around 0.09 percent.
- Use of rich media ad formats is on the rise.
- Larger ad sizes tend to generate greater response.

SOURCE: DoubleClick

# Crafting effective advertising campaigns to meet your goals

There are a multitude of digital advertising opportunities available to get your message in front of a specific audience. Advertising opportunities include display and newsletter ads, video spots, webinars, hosted white papers, contextual and keyword advertising, pay-per-click campaigns, social media advertising and email list buys. To take your efforts from just placing an online ad to managing an effective digital advertising campaign, several decisions should be made early.

Just as in traditional advertising, in online advertising you must first establish the message you'd like to convey – it may be branding, awareness, lead generation; and identify the target audience you'd like to reach. This is also a good time to determine what the goals are or what you'd like viewers to do – view a demo, provide their contact information, sign up to be added to an email distribution list, etc. These decisions will help shape a digital campaign that includes the most effective delivery method, channels and placements to get your message in front of your target audience.

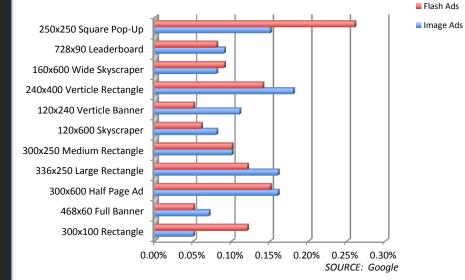
Once you've identified these key factors, you can focus on making your advertising stand out from the many other companies vying for viewer attention. Visuals and copy should be tailored to your target audience and inspire them to take a desired action, such as clicking an online banner ad. Ideally, you want viewers to interact with your brand for as long as possible, whether that is the time they spend viewing videos or reading a white paper or trying out the app you've created.



SOURCE: This style noteworthy campaign is often mentioned for their results.



- Target an audience
- Give them a reason to click
- Create custom landing pages



For online advertising it is important to give viewers a reason to click your banner, button or link. Whether you offer an incentive, such as "enter to win," "free whatever," or useful tools and information, you should reward users for clicking.

Customized landing pages should be used to convey information that pairs with your ad, delivers promised content, gathers lead-generation information and tracks your media.

Here are some other thoughts on making your online advertising more effective:

- Be clear and concise with messaging think billboard.
- Be creative your design should be inviting to your target audience.
- Be interactive give viewers something to do. Bannerblog suggests keeping this ancient Chinese proverb in mind:

"Tell me and I'll forget; Show me and I may remember; Involve me and I'll understand."



- Track your progress
- Change up your campaigns
- Strengthen online advertising results through print advertising
- Give viewers something to play with and see how long you can hold their attention.
- Entertain viewers.
- Give them something customizable let them build their own car, add their own logo, choose the color and email what they've created.
- Be useful.
- Solve their problem.
- Design for a specific channel so you don't get lost in the mix or create something that won't work on that platform.
- Let viewers add their input or share their story.

As you consider the creative, keep in mind that changing up your ads often should be part of the plan.

Additionally, it is important to track your progress to see what is working and to ensure you are getting in front of the desired audience.

Online advertising efforts can also be used to promote other marketing efforts, such as trade show and event participation. Print and online advertising efforts can be designed to play off of each other to benefit overall brand awareness. Additionally, a study by PennWell Publishing showed that companies running print advertising actually saw better click-thru rates on their online ads as a result. That's a win-win situation!





SOURCE: This style noteworthy campaign is often mentioned for their results.



- Mobile is growing
- Know how users are coming to you
- Create mobile-specific content
- Leverage mobile tools in campaigns

# Use mobile to meet customer needs

Why worry about mobile? Mobile (smart phones, iPads, etc.) is quickly becoming the primary medium for consumer users – of all ages.

As more business people travel and depend on their cell phones and tablets to stay in touch, mobile marketing has become even more of a concern in business-tobusiness marketing.

Mobile-specific advertising opportunities are already available through most energy industry publications. Other mobile opportunities include mobile and tablet friendly websites and content; mobile-only features, such as location finders with click-to-call options; micro sites targeting mobile users; apps; games; email; social media mobile applications; text messaging; and QR codes.

QR codes are being used everywhere, from print ads to specialty items, as an easy way to get mobile users to your content. Used by both B2B and B2C marketing, the number of scans is on the rise – a 50 percent increase in the number of consumers scanning QR codes was seen on Black Friday (the day after Thanksgiving) alone.

	PM	7
Quick Calc	Hydraul	ics 🔁
Bit Size	9	in
Jet Sizes	99	1/32 in.
TFA	0.124	in²
M.W.	11	ppg
Flow Rate	330	gpm
Delta P-Bit	6742	psi
Jet H.H.P.	1298	hp
Jet H.S.I.	20.4	hp/in <sup>2</sup>
Jet I.F.	1606	lb
Jet Velocity	854	ft/s
Center Flow	0.1	%

SOURCE: An example showcased from the oil and gas industry

Through tracking, you should be able to see how users are coming to your website and other online assets. If a large portion of users are coming to you via mobile devices, consider building mobile-specific content and displays sooner rather than later.

Once you've considered potential mobile content, consider adding this to your marketing mix. For example, use QR codes at a trade show to allow users to quickly scan and carry information with them; use text messaging to send a reminder 15 minutes prior to the start of an on-site product demonstration or news conference; or use mobile surveys to get customer feedback from the field.



- Make content search engine friendly
- Identify key terms
- Set goals
- Create content
- Measure

## Search and be found

Search engine marketing, or SEM, is a form of online marketing that seeks to promote websites by increasing their visibility in search engine result pages through the use of various tactics.

Search engine optimization, or SEO, is the process of improving the visibility of a website in search engines using organic and other unpaid methods. SEM may include pay-per-click campaigns, article submissions, public relations, advertising and SEO. Social media marketing is considered an SEM tactic.

SEO takes into consideration how search engines work, what people search for and the actual search terms typed into search engines. Optimizing a website may involve editing content and code to increase its relevance for specific keywords and phrases, as well as removing barriers to the indexing activities of search engines.

On-page SEO focuses on making your web page content relevant and more easily read by search engines. This is accomplished through keyword research, titles, tags, internal links, targeted content and URL and directory adjustments. Off-page SEO includes link building, blogging, search engine submission and social media bookmarking.

A good general guideline for search success is "Content is king." Search engines are designed to provide information and content that match user needs. So, your No. 1 goal should be to provide quality content that meets your customers needs.

Knowing your target audience will help determine what keywords and phrases to use in your content. Taking a look at your competitors is also a good idea. Once you've determined your unique terms, take a look at where you are now and set goals for where you'd like to be.

Search engines vary on how they rank websites. Changes have been instituted to weed out sites designed to trick search engines into giving them a high rank but in reality provide no real user search benefit. It's best to optimize your site for search engine accessibility while providing useful content for your target audience. By measuring, you can adjust as needed and add new content as your targets change.



- · Know where you are now
- Identify where you want to be
- Set benchmarks
- · Be responsive to trends

## Measure your progress

The terms "measurement" and "tracking" are bandied about frequently in digital marketing but are simply means to identify where you are and help you determine where you want to be.

There are many measurement tools available for digital – both paid and free. Most websites use some sort of analytics to track the number of visits and page views. Google Analytics is continually offering more insights into what users are doing online, even real-time analytics – *and it's free*. Whatever analytics package you use on your website, you should be able to determine the number of visits to your site, landing page or micro site; how long users are spending on the page/site; percent of unique and return viewers; what content they are viewing most; what keywords they are using to find your site; and where viewers are coming from, such as media, social and advertising channels.

There are more robust tools on the market if you have the budget and need for deeper levels of data and individual user-experience information. If free is working best for you, here are a few other measurement options you could explore:

- See where you and your competitors fall in each search engine with your key terms (Google, Yahoo, Bing).
- See how many views, likes, followers, comments and re-tweets you have on your social channels.
- How often is your content being shared with others via social media and email?
- Check out the open and click-through rates on email efforts.
- Request click-through rates on online ad placements and compare against your landing page results. Take a look at how much time viewers spent on your landing page and where they went next.
- Consider conversion rates such as completing a form, downloading content or viewing a video.
- Don't forget to ask new customers how they heard about you this is still the ultimate proof of ROI.

All of these tools are useful in identifying where you want to go and in setting benchmarks along the way. The key is to be responsive to what the results are telling you to get closer to your goal.



- Leverage all marketing efforts digitally
- Include digital in every plan
- Look for unique ways to connect with customers

## Be strategic and integrate

Digital marketing offers a wealth of benefits and opportunities – from lead generation and thought leadership to branding and customer retention. Digital marketing can be used for customer surveys, targeting and interacting with prospects, public relations, internal marketing efforts and product promotion. The list goes on and on.

Be strategic in your efforts by identifying a clear goal and creating a roadmap to get there. What does success look like – a certain number of names on an email list, visitors to a trade show booth, downloads of a white paper? Map out each step required to steer a user to that goal before you begin building or designing anything. Consider how you will measure your progress along the way and adjust your path as needed. Look for ways to show ROI wherever possible.

Integrating your marketing efforts may help improve your ROI and help achieve other efforts such as search and social goals. See what marketing assets you already have that could be used online such as print collateral, videos, white paper, articles, case studies, diagrams, charts, PowerPoint presentations and photos. For example, a PPT presentation on a technical topic may be a great SlideShare post that can be linked on your website and promoted across your social channels; a video demonstration could be posted to YouTube, added to your website and included in an email newsletter; and a white paper offering solutions to common problems could be featured in an online banner ad and landing page.

The point is, digital should be a part of every plan – from new product launches and public relations announcements to trade show and event marketing and traditional print and broadcast advertising.

Now that you're thinking strategically, challenge your brainstorming team to come up with several unique ways to connect with customers and prospects, including ways you could solve their problems, inform them of product and service changes, and showcase your key selling points.



### Tools

#### **Google Analytics:**

Google Analytics is a free analytics tool with loads of features including custom views and reports and access sharing. http://www.google.com/analytics/index.html

#### Adobe BrowserLab:

Adobe BrowserLab offers the ability to preview and test your website in multiple browsers and operating systems. https://browserlab.adobe.com/en-us/index.html

#### W3C Markup Validation Service:

The Markup Validator is a free service by W3C that helps check the XHTML and CSS validity of web documents. http://validator.w3.org/

#### **Pingdom Tools:**

Pingdom Tools allow you to run load time tests on your web pages. It mimics the way a page is loaded in a web browser. The load time of all objects is shown visually with time bars.

http://tools.pingdom.com/fpt/

#### Free SEO Tools:

The website features grammar and plagiarism checker; keyword position checker; search engine pingler to tell search engines about new content; backlink and link trackers; and PageRank checker.

http://smallseotools.com/

#### **Google Keyword Tool Box:**

This is a good place to see what keywords and phrases are being frequently searched.

http://www.googlekeywordtool.com/

#### **Google Developers:**

Your website search value can be improved when visitors click a +1 button on your site. Add a +1 button to any public area of your website.

https://developers.google.com/+/plugins/+1button/





To speak to a marketing specialist, please call: Lafayette (337) 235-1848 Houston (281) 448-3435

Learn more about Foster Marketing by visiting <u>www.fostermarketing.com</u>.

Look for more marketing <u>guides</u> and tips from Foster Marketing in our <u>Fostering Ideas</u> newsletter available online.

