Ziegler

e-Commerce Strategy
Draft Version 1.0
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A new approach for
a new company in
a new century

"It is good to have an end to journey toward, but it is the journey that matters in the end."

- Ursula K. LeGuin

Table of Contents

PREFACE

THE JOURNEY

This e-Commerce Strategy marks the beginning of a journey for Ziegler, a journey down the path of e-Commerce. E-Commerce is actually misleading. A more correct term is e-business, for e-business really encompasses what the journey is all about. It is about effectively using technology and sound business practices to further the goals of a business. It is about prioritized opportunities. It is about knowing your business and seeking ways to improve it through the effective application of all technologies, not just Internet based technologies.

If you think that this plan is about "creating a cool web site", you are only partially right. Right in the sense that a decent, marketing oriented web site, the most pressing need for Ziegler at this time, will be one of the results of this plan. If you were thinking about ways to use the Internet to enhance North Tracks Funds' relationship with its distribution channel, you are getting close. If you see the opportunity to reduce costs by placing Asset Management's client statements online, you're getting closer. If you can help shape the vision of managing compliance risk and improving employee productivity, we're getting even closer. If you see opportunities to increase revenues and employee productivity, you have hit the mark.

E-business is hard work. It requires resources (both monetary and employee time), planning, discipline, vision, creativity and commitment, just like traditional business efforts, all at cyberspeed. A Commitment to, as Jack Welch of GE put it, seeking out ways to "digitize all aspects of our business".

I believe that you will find this plan educational, informative, strategic and tactical. This plan will not shatter your businesses nor does it present the next dot com IPO opportunity. However, it does present a solid foundation to build from. A foundation that we can use to stimulate our organization to think and create opportunities to use technology effectively.

Admittedly, this plan is very marketing centric. This was by design. Therefore, I have included a suggested framework for continuing the e-Business strategic planning process. I have also included some Market Trends that in and of themselves may open your eyes. The list of opportunities that I developed is really only the beginning. I have made an attempt to prioritize these from my limited perspective of your businesses. With your help, we can properly prioritize these.

For those of who are asking, "How much and when will it be done?" you will not find concrete answers in this plan. There is too much work left to even begin to answer that question. To do this right requires a process, a process that I believe in, a process that I have used throughout my fifteen years of experience, and a process that I believe is the "best practice". That being said, and unlike the popular IBM commercial, I do believe that if we follow the process this plan is executable and executable within the resource constraints of this firm.

Not everyone in the organization will be pleased - "Why can't I have my own site?" "I don't like the colors or the pictures"; "We should be doing this first". I view this as healthy criticism and recognize the power in that type of feedback. It means our people, your employees, are thinking about the technology. This type of thinking should be encouraged, for within these people are ideas that could be very powerful.

Like any journey, there will be unforeseen forks and bumps in the road. But knowing that and having the flexibility to change and adjust is just as powerful as planning itself.

THE END

The end is the vision of the journey. The vision to embrace technology and see the power it has to transform our business and our lives.

EXECUTIVE SUMMARY

OVERVIEW

Ziegler will, using a content management system as a foundation, build an infrastructure for the deployment of client centric Internet sites and other Internet based opportunities. Ziegler will leverage this infrastructure to help it achieve its business goals by seeking out opportunities to effectively apply the technologies to the needs of its stakeholders and business operations.

THE FIRM

The Ziegler Companies, Inc. ("ZCO") and its wholly owned subsidiaries are principally engaged in investment banking, financial advisory, investment advisory, asset management, retail brokerage, fixed income institutional sales and trading, and related financial services. These services are provided to institutions, businesses and individuals.

ZIEGLER AND THE INTERNET MARKETS

It is apparent within the Internet Market space that Ziegler needs to transform its Internet presence from a liability to an asset. Ziegler's current Internet strategy is a fragmented approach with a complex and long history including a site re-branding, multiple vendors, and an inconsistent and hard to use interface. The sites lack content, both in breadth and depth. Of all of Ziegler's Internet properties, North Track Funds is the best, displaying a rational approach to navigation and design.

There is no question about the importance of the Internet to today's businesses. Just a few years ago, some thought it was a fad. Now over 168 million people use the Internet. In fact, the Internet population has grown to the point that statistically the demographics of the online world reflect those of the offline world.

Additionally, research indicates that Financial Information sites are typically the most sought after sites. With personalization, a full array of Internet Financial Services, information, educational resources and even online financial advice available from other full service brokers, Ziegler's clients have plenty of choices. These sights are attracting our clients and attempting to sell them products and services. Without a compelling and competitive Internet offer, Ziegler will find it challenging to compete effectively in the future marketplace.

As the baby boom continues to age, the client base that Ziegler relies upon to for bond sales will be more Internet savvy than the current +60 group. Consider the over 60 Internet users age group today. While it is the smallest age group, it is currently the group that uses the Internet the most.

Within the business to business world, the challenge is just as apparent. Over 42 million people log on to the Internet. While it may be obvious that office use of the Internet will continue to grow, what is interesting is that use of Corporate Information sites and Finance sites to conduct research have grown the fastest. This implies that Corporate Information Sites and Financial Sites are critical marketing assets.

OBJECTIVE BASED TRANSFORMATION

Ziegler needs to transform its Internet presence within the context of its core business initiatives:

· Manage For Respectable Returns
· Focused Approach To Markets Served
· Create Strength Through Niche Marketing
· Position Firm As Best Of Breed, Trusted Advisor Within Markets Served
· Penetrate Client Base -Increase Share Of Wallet

To support these initiatives Ziegler will use the Internet to:

· Enhance the Brand Value Of The Firm
· Enhance (Retain) Client Relationships

·   Support And Enhance Revenue Generating Activities
·   Reduce Client/Channel Support Costs
·   Support Employee Recruiting And Retention Efforts
·   Enhance Perception And Relations With External Constituents

To accomplish these objectives, Ziegler will

1. Build to meet the marketing needs of Ziegler and each business unit first
2. Using a prioritized approach, build/buy/integrate applications that meet very specific needs of our constituents or offer opportunities for productivity gains

CLIENT CENTRIC STRATEGY

Ziegler will compete within the Internet Space by focusing on the Health Care, Senior Living, Church and School, Registered Independent Advisor/Broker Dealer and Individual Investor customer segments. Ziegler will further differentiate itself within these segments as a client intimate, full service provider of financial and investing advice and products, leveraging the firms underwriting experience, intellectual capital capabilities and best of breed product reputation.

This competitive position will be executed in part by Ziegler's Internet Branding Strategy. Ziegler's Internet Branding strategy has both strategic components that will guide style execution and tactical elements that reinforce the strategic components.

To further support this competitive position, Ziegler will adopt a Client/Market Focus as its core strategy for site structure. This can be described as follows:

·   Build individual, targeted sites that encompass the intersection of our capabilities and our audience needs
·   Ziegler.com becomes a portal through which visitors access sites targeted to their specific needs
·   Individual sites are used within the marketing mix of our business units
·   Where practical, sites have a common "Internet Brand Presence" with shared functionality, common interfaces and content and leverage our core Internet technology base

To meet the needs of our primary target audiences implies that the following sites be created

Core URL's	Audience Segment	Description
Ziegler.com	All	Ziegler Corporate Site
Ziegler.com/shareholders	Shareholders	Investor relations section
Ziegler.com/mediarelations	Media	Media Relations Section
Ziegleradvisors.com	Consumers	Wealth Management Site
Zieglerseniorliving.com	Senior Living Clients	Senior living site
Zieglerchurchloans.com	Church Loan Clients	Church Loans Site
Zieglerhealthcare.com	Health Care Clients	Healthcare Site
Zieglersalesandtrading.com	Institutional Investor	Institutional Site
Zieglercareers.com	Potential employees	Ziegler Careers Site
NTFbroker.com	RIA's, Broker dealers	Brokers Only site (NTF)

BUILDING A FOUNDATION FOR OPPORTUNITY

Ziegler has several Internet opportunities to explore:

·   Reduce costs by placing Asset Management's client's statements online
·   Help manage compliance risk using the Internet & Intranet for work flow improvements
·   Zplanet performance and usability enhancements

Stretch opportunities include

·   Enhancing lead and sales generation through the use of dedicated Local Sales Bond sites
·   Enhance investment banking methodologies through project Portals/Extranets
·   Expanding Ziegler research to include consumers, not just institutions

Whiles these and other opportunities may make it difficult to determine which project should be done first, what is not difficult to discern is the need for a foundation - a technical infrastructure that

can be leveraged across all opportunities as they arise. Fortunately, Ziegler's minimal investment in technology to date, perceived as a weakness, can now be transformed into strength. Ziegler does not have a legacy of Internet systems that need redevelopment or integration.

Ziegler will use a content management system as its Internet Infrastructure. Ziegler will build a site development engine using the technical infrastructure of Zplanet to gain:

· A common structure built with a series of content templates, functions and applications that each business units will be able to place content into
· Distributed responsibility and ownership
· Content Management and distribution
· Content Sharing: Write once use many
· Support of the firm's electronic distribution strategy
· Multiple site control
· Common development platform
· Common, integrated, multiple-site functionality (Library, Contact Us Database, Glossary, etc.)
· Common Interface, Branding and Style Conventions
· Version Control
· Workflow management

Ziegler's content management system will be developed using a tiered approach, separating data, applications, and presentation layers. XML will serve as the core underlying technology for the system. XML extends the capabilities of application developers to separate data, applications and presentations into discreet layers, which increases portability of information from system to system and device to device - the same data can be sent to cell phones, PDA's and PC's merely by altering the presentation layers.

Ziegler has adopted the best practice of separating server system functions by deploying production, staging and development servers. These systems have firewall protection, virus scanning, un-interruptible power supplies, load Balancing, and backup services. Change control procedures have been put into place. Server Configuration best practices have been adhered to. These systems will conform to Ziegler's Disaster Recovery Plan and are currently offering daily, full backups with monthly archives to CD/DVD for remote storage. Security monitoring software will be used periodically to scan the servers for security vulnerabilities.

The general software environment for the servers is Microsoft Centric to provide for scalability, maintenance and reliability. These software applications conform to Ziegler's internal standards as established by the Services and Technology Group.

PROMOTING OPPORTUNITY

Ziegler will implement both an Internet Communications Plan and an Internet Marketing Plan to promote the site both internally and externally, respectively. The initial plans will focus on announcing the launch of Ziegler's new Internet presence. On going site promotional activities will be developed post launch.

The Internet Communications Plan will encompass all of the necessary communication efforts to announce Ziegler's new Internet presence to its employees. The Internet Marketing Plan can be summarized as those activities that are designed to increase web site traffic and awareness including Search Engine Registration and Optimization and Site Promotion.

METHODOLOGY AND RESOURCES

During the project life cycle, Ziegler will use the standard phased process of Discovery, Design, Development and Deployment. A phased approach recognizes that proper planning and information gathering will result in superior results. Much like building a house, this phased approach assures that all of the proper steps are followed.

Ziegler's New Internet presence will impact current Business Processes in two respects: Workflow and resource and staffing requirements. The content management system will control workflow through roles and responsibilities similar to those in place for Zplanet. There are two resource and

staffing requirements with respect to this plan, Pre Launch and Post Launch. Pre launch will require the formation of a team to work through the entire process. Post launch will require staffing within each business unit for daily maintenance and system utilization.

Ziegler and its vendors will follow the project management practices outlined in the *Project Management Body of Knowledge* as published by the Project Management Institute*.* As part of its best practice philosophy, Ziegler and its vendors will create project plans which detail for each required task, work effort, duration and scheduled start and end dates. This will allow Ziegler to work within with "time budgets".

MEASURING SUCCESS

Ziegler will be using WebTrends Software for Web Site Traffic Analysis. WebTrends Reporting Center, a server log file analysis tool, captures visitor behavior across multiple-server web environments. Several categories of metrics will be monitored to measure the success of Ziegler's Internet presence including:

·   Traffic Analysis
·   Downloaded Files
·   Internet Marketing Activity
·   Visitor Data Collection
·   ASP and other measurements:
    ·   Pershing Statistics
    ·   Emplanet Statistics
    ·   Zplanet Statistics
    ·   Envestnetpmc statistics

TIMELINES AND BUDGETS

The following are best guess estimates. A formal timeline will be developed as part of the project planning process.

Task		Start	Finish
I.	Discovery	March 2002	April 2002
II.	Design	April 2002	May 2002
III.	Development	March 2002	September 2002
IV.	Deployment	September 2002	November 2002
V.	Communications	October 2002	January 2003
VI.	Ongoing Maintenance	November 2002	

A formal budget for this plan has not been developed at this time. However, a budget request was submitted in December of 2001 based on a very limited knowledge of Ziegler's plans and requirements. A more formal budget will be developed as part of the project planning process.

CONCLUSION

Due to competitive pressures and business opportunities, Ziegler will, using a content management system as a foundation, build an infrastructure for the deployment of client centric Internet sites and other Internet based opportunities. Ziegler will use proven technologies and best practices to design build and deploy these initiatives. Ziegler will leverage this infrastructure to help it achieve its business goals by seeking out opportunities to effectively apply these technologies to communicate, collaborate and conduct commerce with its stakeholders whether it be productivity or revenue gains.

FIRM DESCRIPTION

OVERVIEW

The Ziegler Companies, Inc. ("ZCO") and its wholly owned subsidiaries are principally engaged in investment banking, financial advisory, investment advisory, asset management, retail brokerage, fixed income institutional sales and trading, and related financial services. These services are provided to institutions, businesses and individuals.

ORGANIZATION

The Ziegler Companies, Inc. is a financial services holding company which owns operating subsidiary companies in two segments: Investment Services and Capital Markets

ZIEGLER INVESTMENT SERVICES GROUP

Investment Services consists of two primary operating components:

·   Asset Management
·   Wealth Management

Asset Management

Asset Management provides investment advisory services to company-sponsored mutual funds and managed account services for individual and institutional clients including foundations, endowment funds, corporations, institutions and businesses, tapping Ziegler's expertise in fixed income products and markets, cash management and equity investing.

Ziegler offers its proprietary North Track funds through more than 450 broker/dealer firms nationwide. North Track offers a variety of individual funds to satisfy most investment objectives. A seasoned professional actively manages each fund.

Wealth Management

Wealth Management provides a wide range of financial products to retail clients through its broker distribution network, including equity and fixed-income securities, proprietary and non-affiliated mutual funds and annuities. Wealth Management is the primary retail distribution channel for religious institution and private school bonds and other taxable and tax-exempt bonds underwritten by BCZ. Ziegler consultants help investors achieve their financial dreams through solutions tailored to their needs, including:

·   Financial planning
·   Individual common stocks
·   Ziegler underwritten bonds
·   Mutual funds, the North Track family of funds
·   Annuities
·   IRA, 401(k) and 403(b) retirement accounts
·   Retirement rollover investments
·   Small business finance and transition planning

Other Services

The Company offers Portfolio Consulting services through its Wealth Management operation using third party providers, primarily envestnetpmc. These services include "wrap account" services, with envestnetpmc acting as an intermediary in objectively matching investors with money managers, including performance reporting and other administrative services. These services are typically sold to "high net worth" individuals.

Ziegler offers an E401(k) platform available through Ziegler Investment Services Group's national network of registered investment advisors and investment consultants. The platform is primarily marketed through North Track Funds to small business clients. The platform utilizes technology from

Emplanet and is targeted at small companies with between 25 and 500 employees. E401(k)'s vastly reduce the administrative burden and costs typically associated with the management of a 401(k) plan, saving employers time and money and increasing employee participation. At the employer's discretion, a full spectrum of investment choices are offered through the plan, including the North Track family of index funds.

ZIEGLER CAPITAL MARKETS GROUP/INVESTMENT BANKING

Ziegler is a national leader in arranging financing for hospitals and clinics, senior care and housing facilities, and churches, synagogues and independent schools. Many people throughout Wisconsin and the country are investors in bonds underwritten by Ziegler, which help these organizations improve the physical and spiritual health of millions of Americans.

Capital Markets underwrites fixed income securities primarily for senior living and healthcare providers, religious institutions, and private schools. Capital Markets services also include financial advisory services, merger and acquisition services, sales on an agency basis of complex financial products for executing risk management strategies, and Federal Housing Administration ("FHA") loan origination often in conjunction with investment banking activities. Ziegler Capital Markets Group also provides clients with access to private capital. The firm's institutional trading desk assists not only in new issue distribution, but also in providing liquidity for fixed income securities in the secondary market for the Company's underwritten bonds as well as other taxable and tax-exempt fixed income securities. These services are provided primarily to profit and nonprofit corporations and municipalities.

Ziegler recently announced that it launched a new healthcare M&A (mergers & acquisitions) practice. This important service for its hospital clients enables Ziegler to further leverage its strong healthcare franchise, addressing an increased demand for advice and guidance in the healthcare market.

MARKET TRENDS

A majority of the secondary research conducted indicates the obvious. Internet usage and adoption rates continue to increase at rates faster than any other previous forms of media, the demographics of online individuals users are approximating the demographics of offline individuals, the Internet is a viable marketing medium, and it is now a requirement for businesses to have an effective Internet presence. What is presented below are some highlights of important trends in Internet Demographics, Internet Usage, Financial Internet Services, and Technology.

INTERNET DEMOGRAPHICS

The following are some key Internet Demographics. The focus is not on building a case for an Internet presence. That is presumed. Instead, the intent is to display the magnitude of the Internet and some highlighted statistics that have bearing on Ziegler's Internet Strategies.

NETCRAFT DATA INDICATES A 40% INCREASE IN NUMBER OF ACTIVE WEB SITES

A review of NetCraft's data indicates that the total number of active sites on the Internet increased by 40% from 9.1million in December 2000, to 12.8 million sites in December of 2001. NetCraft uses a sophisticated algorithm to arrive at the number of active sites, taking into account ISP's with virtual domain serving and sites with multiple domain names. Of the 12.8 million sites, it is estimated from Online Computer Library Center (OCLC) information that approximately 270,000 sites are dedicated to the Finance and Insurance sector

Implications

The large number of sites available for Internet sites to visit is staggering. To compete within this environment requires a focused approach to target markets with content relevant to the visitors needs. In addition, to compete in this environment requires integrated Brand Marketing both Online and Offline. Furthermore, speed, reliability, easy navigation, ease of use and consumer trust and confidence will assure that users stay and return once you get them to your site.

INTERNET ADOPTION RATES CONTINUE TO RISE...

According to Nielsen/NetRatings, 60% (168 million of 278 million) of individuals living in the United States have access to the Internet. Of these, 102 million are considered active users. *(See Appendix I - Internet Usage Demographics)*

Implications:

With such a broad audience, a targeted and segmented online presence that differentiates one Internet presence from the other is required. Integrated online/offline brand marketing will help firms rise out of the noise.

MORE THAN 42 MILLION WEB SURFERS LOG ON TO THE INTERNET FROM THE OFFICE

A review of Nielsen/NetRatings' data found Internet usage at work increased as office users logged on more often, visited more sites and spent more time online. In June 2001, Internet users at work logged in 43 times, a 10 percent increase from 39 sessions a year ago. In June 2000, the average work user visited 28 sites while a year later they frequented 35 sites, a 25 percent increase. Time spent online grew to 22 hours and 38 minutes online in June 2001.

"Nearly 15 percent of all Americans access the Internet from their workplace, and that will continue to grow," said Sean Kaldor, vice president of analytical services at NetRatings. "The office environment is depending more on the Internet as a comprehensive tool for research, business-to-business transactions and day-to-day office management."

Nearly every Web site category has seen an increase in audience traffic courtesy of at-work Internet users. Corporate information sites have grown the fastest, soaring 49 percent from a year ago. The finance category surged 42 percent in the past year. Online travel captured the third hottest

category, jumping 31 percent. And while some of the online activity certainly is not related to the job, the Internet is playing a bigger role when it comes to getting work done.

Implications:

While it may be obvious that office use of the Internet will continue to grow, what is interesting is that Corporate Information sites and Finance sites have grown the fastest. This implies that Corporate Information Sites will continue to grow in importance as more users look to the Internet for their primary company research. Also, if consumers are aware of an online financial service offering and the service meets their needs, they will use it, thus supporting the promotion of online financial services to client bases.

THE GENDER GAPS HAS FINALLY CLOSED...

A review of Nielsen/NetRatings' data indicates that females now account for 52 percent, or 55.0 million Internet users while the male online accounts for 49.8 million Internet users. However, American men still spend more time online than women do. In December 2001, men spent 24 percent more time online at home than women, averaging 11 hours (a 17 percent increase from 2000). Females access the Internet, on average, 17 times in December Source: 2001Nielsen//NetRatings

Implications:

Appealing and catering to women on the Internet must be part of one's overall marketing strategy. This is further evidenced by within "J.D. Power and Associates 2001 Women Investors Special Report[SM]" The report focuses on online and full-service trading trends of women. ""Many strategies used to encourage investment activity in the past were geared toward men and did not highlight the interests of women investors," said Nancy Salk, director of investment services at J.D. Power and Associates. "Now, women have become more independent economically and are investing directly for themselves and for their families. Brokerage firms should take notice of this when developing marketing strategies based on the intentions of women investors."" The study also highlights the following:

·   Women are more likely than men to give their brokerage firms extremely high satisfaction ratings, specifically for investing tools and information resources
·   Women who invest online were more interested than men in a whole range of information and investing tools, including news and price alerts, institutional research and stock or fund screening tools
·   Women are also more likely to make a larger percentage of advised trades, where men tend to make a larger percentage of self-directed trades (without the assistance of a broker)
·   Women prefer personal contact with their broker. They tend to call or visit their full-service brokerage firm while men are more likely to go to the firm's Web site to obtain information

SENIORS ARE ACTIVE INTERNET USERS

According to the Pew Internet & American Life Project, only 15 percent of Americans age 65 and older go online, but as a group they are fervent users of the Internet who love e-mail and often use the Web to gather important information such as material to help them manage their health. The five top uses of the Web by senior citizens are: using e-mail, looking up hobby information, seeking financial information, reading the news and checking weather reports. Wired seniors look much like the early Internet population. About 60 percent are men, and wired seniors are more likely than their offline peers to be married, highly educated and enjoying relatively high retirement incomes."
(See Appendix II - Daily Internet Usage by Population Groups)

Implications:

The intersection of health and finance needs of seniors has interesting implications for Internet Marketing Activities. Health Care sites could be a lucrative marketing opportunity for retail bond sales/financial services geared towards seniors. While certainly not the largest segment online, seniors do use the Internet on daily basis more often than any other group. By inference, this implies that seniors that use any offering from Ziegler will use it more often than other population groups.

THE OVER-50 POPULATION SEGMENT IS GROWING RAPIDLY AND WILL CONTINUE TO DO SO AT LEAST ANOTHER 15 YEARS

According to trend analysis by THE MEDIA AUDIT, the 50+ age group increased as a percent of the Internet audience from approximately 19 percent in 1997 to more than 25 percent in 2000.
"This group is of tremendous value to marketers of a variety of products and services because of their numbers and affluence," said Bob Jordan, co-chairman of the research firm that produces The Media Audit. "The increasing numbers for the 50-plus group demonstrate the universal appeal of the Internet, and we expect that 38 percent access rate to continue to increase steadily during the next several years."

Implications

This is an important target market for Ziegler. In particular, if Ziegler can appeal to this audience now, it should be able to carry them forward towards retirement and sell them bonds as their portfolio needs change. A useful internet presence will be one more product that they use, and as research has pointed out time and again, the more products customers use, the less likely they will be to leave.

THE 50-AND-OLDER GROUP BRINGS TO THE INTERNET THE DEMOGRAPHICS THAT HAVE MADE IT AN INCREASINGLY POPULAR TARGET FOR MARKETERS IN RECENT YEARS.

A review of The Media Audit's data indicates that within the 50 and older group, nearly 33 percent have annual incomes over $50,000 a year. Of the 56 percent who are still working, 8 percent are business owners, partners or corporate officers. Among those between the ages of 55 and 64, 31 percent have liquid assets (cash, stock) in excess of $100,000 and 15 percent have liquid assets in excess of $250,000. They also exceed the levels of travel, both domestic and international, experienced by the general population. More than 47 percent own cell phones and they are warming up to buying on the Internet. The Media Audit's data found that more than 21 percent made five or more e-commerce purchases during the past year. "They bring great value to the Internet audience, not just because of the purchases they make personally but also because of all the purchasing decisions of others that they influence," Jordan said. "They didn't grow up with the personal computer. They are readers of the printed word. They are the backbone of newspaper and magazine readership. To attract them to the Internet is a remarkable achievement for the new medium. The baby boomers, born between l946 and 1964 started turning 50 in 1996 and there are more than 80 million of them in the pipeline," Jordan said. "And in addition to adding to this group in sheer numbers they will also make the group more affluent as they enter it."

LARGE PORTAL SITES CONTINUE TO CAPTURE LARGEST INTERNET TRAFFIC

Horizontal Internet Portals (sites providing a wide array of information and services such as Yahoo, AOL & MSN) and Industry Vertical portals (sites providing a narrow, specialized array of information and services such as Smartmoney.com and CNNfn) continuously rank within the top 50 web site properties. Furthermore, their extensive resources enable them to continuously change and evolve with the Internet indeed becoming de-facto standards. For instance, Yahoo Finance is one of the top financial sites, offering Internet based financial information and services that have been traditionally limited to banks, brokers, and insurance companies. *(See Appendix III - Top 50 Properties of January 2002)*

Implications

Portals pose a significant threat to providers of Financial Services wishing to create a recognized and frequently visited Internet presence. Because of scale, they can create and provide services that Financial Services organizations have trouble competing with. Long gone is the opportunity to be the single source of financial information for clients. Instead, firms need to focus on content that is unique to their organization and build features around it that are similar in nature to the portals with the intent being that these services are ancillary and are an attempt to keep visitors from leaving sooner than they otherwise would.

INTERNET USAGE TRENDS

The following is a discussion of some key Internet Trends. The focus is on movements that are shaping Internet use and consumer expectations.

INTERNET TECHNOLOGY INCREASES THE PACE OF CONSUMER EMPOWERMENT

According to Forrester's "Empowered Consumers Report", The Internet tilts the balance of power from suppliers to consumers, with consumers demanding convenience from suppliers. Consumer sentiment: "give me what I want, when I want it, where I want it." E-Retail, Broadband, and interactive devices (such as cell phones & PDA's) will drive this empowerment with consumers turning to those suppliers that can meet their needs.

PERSONALIZATION

Utilizing a Personalized Marketing Application system, business managers can use the World Wide Web to develop extensive knowledge about individual visitors and re-incorporate this knowledge into Web interactions. This enables one-to-one communication with visitors and gives businesses the ability to instantly react to their needs, on a highly personalized, moment-to-moment basis. Online one-to-one marketing empowers business managers to seize new opportunities to differentiate their sites from others, and to attract and retain visitors by offering more than cool graphics, secure payment processing and transaction management. *(See Appendix IV - Personalization Use Case Scenario)*

CUSTOMER SATISFACTION DRIVERS

A majority of full-service investors have incorporated self-directed transactions into their investment activity, according to the J. D. Power and Associates 2001 Full-Service Investor Satisfaction Study [SM]. An average of 47 percent of trading volume remains advised, while 53 percent is now done without the assistance of a broker. Thirty-six percent of full-service investors now utilize more than one brokerage firm. The primary firm handles an average of two-thirds of the total assets (excluding 401(k)) and only two-thirds the total trading volume.

The study finds that regardless of current market conditions, full-service investors are generally satisfied with their primary brokerage firm. A strong majority of investors, if asked, are likely to recommend their primary brokerage firm. Also, two in five investors express high satisfaction with the overall performance of investments in the past 12 months. One-half of the full-service investors expect to invest new money with their primary firm in the next six months.

The study suggests that the four drivers that contribute to overall customer satisfaction are account management (46 percent), customer service (35 percent), cost (10 percent) and Web site capability (9 percent).

SITE VISITOR SATISFACTION

According Jupiter Communications, the following factors contribute to site visitor satisfaction:

Factor	Importance Score	Satisfaction Score	Gap
Speed of use	8.6	6.3	2.3
Reliability	9.3	7.2	2.2
Speed of connection	8.7	6.6	2.1
Security of personal Info	9.2	7.4	1.8
Overall Price	8.2	7.0	1.1
Ease of Navigation	8.2	7.3	.9
Ease of Use	8.1	7.5	.6
Full Audio/Video	6.3	6.3	0
Product Content	6.7	7.1	-.4
Entertainment Content	6.1	7.2	-1.1
Access via TV	1.7	4.4	-2.7

By examining the gap between what is important to the consumer and the consumer's satisfaction level, one can readily see where site owners need to make improvements. Speed, reliability, security, ease of navigation, and ease of use are controllable by firms creating an Internet presence. By focusing on these factors up-front, firms can build for and sustain site visitor satisfaction.

PRIVACY

Widespread fear about privacy continues to be one of the biggest barriers to the growth of online commerce. According to current surveys:

· Loss of personal privacy was a top concern of Americans for the new century (Selected by 29 percent of those surveyed, *Wall Street Journal*, 9/99)
· Among Internet users, 37 percent would be "a lot" more inclined to purchase on a site that had a privacy policy (*Business Week*, 3/00)
· Privacy/Security is the #1 factor that would convert researchers into buyers (Selected by 68 percent of those surveyed, Jupiter Communications, 6/99)

Implications

The Internet industry is built on trust between businesses and their customers – and privacy is the number one ingredient in trust. Unless businesses effectively address the issue of privacy, Internet companies will lose the trust, and the business, of their customers.

· Internet security and privacy are issues of personal control over personal information. Satisfying most people regarding these issues is the first and most necessary step in beginning the trust-building process (Cheskin Research, 1/99)
· For the most part, people are not yet willing to sacrifice their online privacy for the sake of price or personalization (Cheskin Research, 7/00)
· 68 percent of Web users are "not at all" comfortable with Web sites that merge their browsing habits and shopping patterns into a profile that was linked to their real name and identity (*Business Week*, 3/00)
· Among Internet users who do not shop, 63 percent are very concerned about the use of personal information (*Business Week*, 3/00)
· Among Internet shoppers, 41 percent are very concerned about the use of personal information (*Business Week*, 3/00)

Building a Trusted online brand, or gaining the trust of customers is perhaps the most critical ingredient in establishing an Internet brand. Research shows time and again that users have an overriding desire to control the uses of their personal information. Open privacy disclosure and adherence to third party oversight programs go a long way toward building a trusted brand for web sites.

CUSTOMER SERVICE

According to Forrester's Tier Zero Report, the Internet is transforming the way that firms are approaching customer service.

Transforming Customer Support: Tier Zero

Higher ↑   Lower ↑

Cost per Support Incident   Incident Volume

Lower ↓   Higher ↓

Tier Three — Phone
Tier Two — Email & Chat
Tier One — Web, FAQ, Knowledge Base
Tier Zero — Preemptive Support

☐ Automated service
▨ Live Support

The area of each region of the pyramid indicates the relative volume of support that each tier provides.

Source: Adapted from Forrrester's Tier Zero Customer Support, 12/99

Initially, the Internet merely replaced existing support tiers by introducing new tiers of customer service, Web based Frequently Asked Questions and Email & Chat. This created a new three tier, multi-channel model and consolidated the roles of the Call Center Representative, Supervisor and Technical Support Expert. These models typically waited for customers to make contact. Once contact was made, the three tiers successively attempted to solve the problem through escalation and a direct increase in the cost of providing the support.

Now with smart applications, firms are building preemptive support into their Customer Service models. Pre-emptive support exceeds customer expectations by resolving issues before they become problems. Tactics such as intelligent search mechanisms enable Internet sites to first attempt to solve the problem before users send an email to customer support. These tactics first route visitors to the most likely solution before they can send the e-mail. By first predicting and presenting solutions, firms can preempt and reduce support requirements.

Implications

Strategically, the Internet is a viable mechanism for enhancing customer support. Firms can build in intelligent features to create a pre-emptive environment that can reduce costs while improving service levels. Of course scale is important. An evaluation of customer support opportunities, considering the customer's willingness to use online customer support, relative to the number and type of incidents that can be serviced, determines the viability of these initiatives.

FINANCIAL INTERNET SERVICES TRENDS

The following is a discussion of some key Internet Trends within the financial Services space. The focus is on systems or groupings of service offerings that consumers are currently demanding and are available online.

ACCOUNT AGGREGATION SYSTEMS

Aggregation services, offered by many online brokerage firms, provide investors the convenience of compiling all online accounts information on a single Web site - even from other investment firms and financial institutions. Online investors agree that aggregation would allow their brokerage firm to better assist them with their total portfolio strategy. These services may be a successful strategy to capture a greater share of the portfolio from investors. The verdict is still out - so far it has been tough for firms to actually use the data for sales purposes.

WEB BILL PAYMENT SYSTEMS

Consumers want the convenience and ability to pay anyone, anywhere, anytime. Electronic Payment systems provide the answer. Pay Anyone Electronic Payment solutions enable clients to pay bills using a variety of devices, including personal computers and wireless applications. Through a Web site, clients can make payments to anyone in the United States, regardless of whether the payments are electronic or paper-based. Strategically these types of applications promote frequent and recurring visits. Success is a function of scale, implying that these systems need high adoption rates to succeed.

BILL PRESENTMENT AND PAYMENT SYSTEMS

Bill Presentment and payment, also called electronic presentment and payment (EBPP) within the industry, is the electronic delivery and presentation of customer documents and subsequent payments. The term "EPP," is often used because of the broad variety of documents that can be delivered electronically - not only bills, but account statements, notices, and other types of customer communications produced on a regular basis. Strategically these types of applications promote frequent and recurring visits. Success is a function of scale, implying that these systems need high adoption rates to succeed.

PERSONAL FINANCIAL SOFTWARE INTEGRATION

Personal Financial Management Solutions increase a firm's ability to satisfy and retain high-net-worth-clients by offering integration with Personal Financial Management (PFM) Solutions, such as Intuit® Quicken and Microsoft® Money. These systems provide clients with integrated, real time access to a financial institution account information with a high level of sophistication that allows users to easily track, graph, and manage their finances. These packages incorporate Account Aggregation and Bill Presentment and Payment Systems functionality inherently.

E-DOCUMENTS

E-Documents enable clients to search, view, print, save or receive e-mail confirmations, statements and tax documents, as soon as they are generated. These services have direct strategic cost reduction opportunities.

CLIENT SELF SERVICE

Client Self Service Centers allow clients to change email addresses, mailing addresses, phone numbers, passwords, and make online inquiries. These services have direct strategic cost reduction opportunities.

DEMO CENTERS

Quick and informative demonstrations enable prospective clients to explore the tools, information, and services available within otherwise log-in restricted services.

ONLINE DELIVERY OF FINANCIAL ADVICE

Companies such as Financial Engines & DirectAdvice.com are infringing upon the Investment Consultant's value chain by replicating the advisory process. DirectAdvice duplicates the experience

of visiting a traditional financial planner, but over the Internet. In an online interview, clients tell DirectAdvice about their goals, income and investments. Technology uses rules established by financial experts to process data, and return personalized investment plans. Clients can change the information as often as they like, to account for life changes or to experiment with different savings and investment strategies. (See *Appendix V - Delivery of Online Financial Advice*)

ONLINE APPLICATIONS

Online applications enable visitors to register and apply for services without the necessity of mailing in a completed paper form. These services have direct strategic cost reduction opportunities.

EDUCATION, RESEARCH AND INFORMATIONAL RESOURCES

It has been a well-publicized fact that education, research and information resources are key Financial Services content elements. Consumers are hungry this information and continue to visit those sites with the best resources. Stock quotes, market information, company research, filtering tools and proprietary research are resources most commonly found on financial services web sites. Strategically these tools are a must have to improve frequent & repeat visits.

ONLINE TRADING

While consumer based online trading companies have experienced tough times over the past year, the demand for these services still dictates that online trading be a part of one's overall strategy, most likely as a service augmentation for self directed investors.

TECHNOLOGY TRENDS

EXTENSIBLE MARKUP LANGUAGE

XML (Extensible Markup Language) is a flexible way to create common information formats and share both the format and the data on the World Wide Web, Intranets, and elsewhere. For example, computer makers might agree on a standard or common way to describe the information about a computer product (processor speed, memory size, and so forth) and then describe the product information format with XML. Such a standard way of describing data would enable a user to send an intelligent agent (a program) to each computer maker's Web site, gather data, and then make a valid comparison. XML can be used by any individual or group of individuals or companies that wants to share information in a consistent way.

Implications

This approach to describing data removes some of the problems inherent in sharing data between systems, organizations, and industries. XML extends the capabilities of application developers to separate data, applications and presentations into discreet layers, which increases portability of information from system to system and device to device - the same data can be sent to cell phones, PDA's and PC's merely by altering the presentation layers. Whole industries are adopting common XML definitions to radically change business to business commerce and collaboration. Developers are using XML to share data between applications with the end result being the same data is presented differently across many different applications.

WIRELESS LAN'S AND WIRELESS DATA COMMUNICATIONS

Many companies are implementing wireless Local Area Networks looking to gain freedom and mobility for workers as well as to realize cost savings by not running wires to every area that needs to be networked. For instance, Health Care and manufacturing are two industries on the leading edge of adopting wireless technologies. For health care, implementing Wireless LAN's provides an increased level of mobility for doctors and other health care professionals, helping increase the level of care offered to patients. Consumers are rapidly adopting wireless devices including laptops, PDA's and cell phones with integrated wireless applications. Manufacturers are continuing the trend of converging the devices in an attempt to form the ubiquitous Swiss Army Knife of Personal Information and Communication Devices.

Implications

Whether it is a cell phone or a laptop, accessing networks through wireless data communication services has a productivity and convenience benefit for the end users. Users will be accessing networks at times and places that truly move network capabilities into a 24/7 mode. Wireless technologies underscore consumer empowerment: " give what I want, when I want it, where I want it". As these technologies mature, networks that cannot meet these demands will be left behind. Strategically, firms should build for these opportunities.

PEER TO PEER

On the Internet, peer-to-peer (referred to as P2P) is a type of transient Internet network that allows a group of computer users with the same networking program to connect with each other and directly access files from one another's hard drives. Napster and Gnutella are examples of this kind of peer-to-peer software.

Implications

Corporations are looking at the advantages of using P2P as a way for employees to share files without the expense involved in maintaining a centralized server and as a way for businesses to exchange information with each other directly. P2P business solutions are popping up left and right, from Groove Networks' eponymous product for workflow enhancement to more specific customer support solutions such as Quiq Connect. The challenge that many of them face include a skeptical business culture that must be convinced that sharing some of the company's data doesn't mean all the data are exposed.

PORTALS

Portal is a term, generally synonymous with gateway, for a World Wide Web site that is or proposes to be a major starting site for users when they get connected to the Web or that users tend to visit as an anchor site. There are general portals and specialized or niche portals. Some major general portals include Yahoo, Excite, Netscape, Lycos, CNET, Microsoft Network, and America Online's AOL.com. Examples of niche portals include Garden.com (for gardeners), Fool.com (for investors), and SearchNetworking.com (for network administrators). Within the corporate world, portals have been defined as sites that aggregate disparate systems and offer personalization and user based customization services. These portals are often extended beyond employees to include business partners and customers. In the simplest sense, a portal is really the primary gateway to all of an enterprise's information resources. Portal's are an attempt to focus and remove the problems associated with multiple systems by creating one place where by, based on personalization and customization, users have access to all of an enterprises information resources, in short, the ultimate promise of total systems integration.

Implications

In the aftermath of 2001's budgetary and staffing cutbacks, employee work forces and enterprise resources continue to become increasingly distributed. The need for instant access to relevant information and applications has become a critical factor driving productivity. Portals have become significant devices for bridging the gap between where an employee is and where the employee needs to be. Originally designed to bring order to the deluge of information flooding the enterprise, portals have grown during the past several years to embody more than mere data aggregation. One of the most important future focuses for portals must be to resolve interoperability issues among competing solutions. For large global companies with different point-solution portals in place across various departments, interoperability will be key to obtaining maximum value. The need for speed in work force productivity and enterprise adaptation will continue to drive a focus for augmented, centralized access to enterprise resources. Portals have become the evolutionary answer to an increasingly chaotic corporate computing environment. Thus far, portal vendors are doing a very good job at adapting to keep pace with changes necessary for ensuring their survival.

CUSTOMER RELATIONSHIP MANAGEMENT

CRM (customer relationship management) is an information industry term for methodologies, software, and usually Internet capabilities that help an enterprise manage customer relationships in an organized way. For example, an enterprise might build a database about its customers that

describes relationships in sufficient detail so that management, salespeople, people providing service, and perhaps the customer directly could access information, match customer needs with product plans and offerings, remind customers of service requirements, know what other products a customer had purchased, and so forth. According to one industry view, CRM consists of:

· Helping an enterprise to enable its marketing departments to identify and target their best customers, manage marketing campaigns with clear goals and objectives, and generate quality leads for the sales team
· Assisting the organization to improve telesales, account, and sales management by optimizing information shared by multiple employees, and streamlining existing processes (for example, taking orders using mobile devices)
· Allowing the formation of individualized relationships with customers, with the aim of improving customer satisfaction and maximizing profits; identifying the most profitable customers and providing them the highest level of service
· Providing employees with the information and processes necessary to know their customers, understand their needs, and effectively build relationships between the company, its customer base, and distribution partners

In short, the Internet has unleashed the potential of CRM applications, delivering more value for each company and sharpening the tools to help enterprises understand, serve, and anticipate customers' demands. The advent of Web services should propel CRM even further toward achieving its ultimate goal of boosting sales by giving customers the services and terms that keep them coming back for more.

Implications

CRM holds the promise of true 1 to 1 marketing for organizations. For many companies, CRM has always ranked among the most challenging and multifaceted of enterprise technologies. Establishing the priorities among CRM goals and identifying the best approach to achieving them always varies greatly, depending on the industry sector, culture, and size of each organization -- which explains why CRM still means different things to different people. Whether enterprises pick and choose their CRM solutions from a large palette of options to address isolated business functions, such as contact management, SFA (sales-force automation), call centers, or marketing analysis or look to complete, end-to-end, complex, integrated solutions, with customers becoming more empowered, every organization will need to address CRM somewhere along its evolutionary path.

Broadband

eMarketer forecasts that there will be nearly 10 million broadband households in the US by the end of 2001. This figure will rise to over 31 million households by 2004. (See *Appendix VI - Broadband Transmission Speeds*) The Broadband market refers to two elements: broadband distribution and broadband content. Broadband content often refers to data, voice and or video, which alone or in combination require high transmission speeds. Examples may include high definition movie trailers, short films, flash animation, three dimensional video games, video on demand, MP3 files, internet radio, streaming video, video conferencing and so on. Broadband in the context of the Internet is most often used to refer to bandwidth. The greater the bandwidth, the faster one can transmit information from one point to another. Certain types of content and applications require a certain amount of bandwidth in order to viewed, listened to, or to function at an optimal level. (See *Appendix VII - Broadband Market Estimates*)

Implications

Overtime, Broadband will have its largest impact on the type of content that is delivered to the end user. Rather than delivery of traditional HTML text, users will expect and select the information providers with multimedia rich content including interactive applications that cannot currently be delivered online. This will place demands on organizations to entertain, inform and educate visitors, driving up the costs of content creation and delivery. However, multimedia rich content can also be used to reduce costs. Remote conferencing, sales presentations, and distance learning will present organizations with opportunities for productivity gains. Already, companies such as WebEx are providing businesses with integrated data, voice and video conferencing and using WebEx to lower

travel costs and improve profitability with online meetings, seminars, and events all through a standard Web browser.

SECURITY

September 11 gave companies an excuse to start talking more earnestly about security. It's an axiom of IT: Network and system security is never going to get less important. But increasingly frequent attacks by hackers, viruses and Trojans, combined with the world's sharpened interest in safety and security, CIO's across the nation are continuously being asked for details of their security and recovery plans.

Implications

Fortunately for CIO's, they have plenty of options, including new intrusion detection and network scanning tools, security services, functional (if not yet manageable) biometric tools and more.

MICROSOFT'S .NET (DOT NET) TECHNOLOGY

Net is a business strategy from Microsoft that is aimed at a convergence of personal computing with the Web. The goal is to provide individual and business users with a seamlessly interoperable and Web-enabled interface for applications and computing devices and to make computing activities increasingly Web browser-oriented. Many of the details for .Net are not yet fully worked out; however, Microsoft has released information about the strategy in general and various aspects of the platform. The .Net platform will include servers; building block services, such as Web-based data storage; and device software. The .Net platform is expected to provide:

·   The ability to make the entire range of computing devices work together and to have user information automatically updated and synchronized on all of them
·   Increased interactive capability for Web sites, enabled by greater use of XML (Extensible Markup Language) rather than HTML
·   A premium online subscription service, that will feature customized access and delivery of products and services to the user from a central starting point for the management of various applications, such as e-mail, for example, or software, such as Office .Net
·   Centralized data storage, which will increase efficiency and ease of access to information, as well as synchronization of information among users and devices
·   The ability to integrate various communications media, such as e-mail, faxes, and telephones
·   For developers, the ability to create reusable modules, which should increase productivity and reduce the number of programming errors

Implications

According to Bill Gates, Microsoft expects that .Net will have as significant an effect on the computing world as the introduction of Windows. (See *Appendix VIII - Business Advantages of Microsoft's .Net Strategy*)

COMPETITIVE ANALYSIS

Ziegler recently completed a competitive analysis. This information is presented below.

RESEARCH PURPOSE

To gather and analyze competitive information about other full service brokerages' Internet presence, focusing on Branding, site structure, features, usability, and content.

RESEARCH SCOPE

The scope of this analysis is limited to answering:
1. What strategies are competing firms using to structure their Internet presence?
2. What is the analysts overall score of the site considering :
   · How easy are the sites to use and locate information from a client's perspective?
   · How well does the site convey the brand of each firm?
   · How well is the site organized?
   · What is the depth of information available?
3. What are the principal & global features of the homepages and sites?
4. Only the public portion of each site was reviewed.
5. Mutual Fund sites were not explored.
6. Industry Vertical sites were not explored (Church Loans, Senior Living, etc.)

RESEARCH PROCESS

- Sites were categorized into one of 4 different site structure strategies:
  1. Client/Market Focus (Individuals, Corporations, Small Business, etc)
  2. Service/Product Focus (Investment Banking, Retirement Planning, Equities)
  3. Line of Business Focus (Investment Management, Investment Services, Insurance)
  4. Organizational/Company Focus (Capital Markets, Asset Management, Private Client Group)
- 20 sites representing full service brokerage firms of all sizes were reviewed scoring each for usability, branding, organization, and content depth on a scale of 1 to 5
- For each site Visitor Differentiation was noted (What terminology do the sites use steer visitors to the content that they are looking for?)
- Home Page Features were noted for each site
- What global features do our competitors deploy?
- Merrill Lynch and Baird were used as the benchmarks for establishing the parameters for comparison

RESEARCH CHALLENGES

Direct comparisons of site features proved to be too extensive/complex given that firms present themselves and their products and services to their visitors in many different ways. This was noted during the data gathering stage, and therefore, the original plan to collect and compare site feature data was modified. Subsequently, each site's structure strategy was noted and feature collection data was limited to the home page and global site features.

RESEARCH FINDINGS

Site Structure Strategy
· 4 different site structure strategies were noted: Client/Market Focus, Service/Product Focus, Line of Business Focus, and Organizational/Company Focus
· The application of these strategies varied by firm size and complexity
· Typically, the larger and more complex organizations use the Client/Market focus:(Morgan Stanley, Baird) - 7 firms
· 2 firms use the Service/Product Focus (Nat City, Parker Hunter)
· 3 firms use the Line of Business Focus (Legg Mason)
· Smaller firms use the Organizational/Company Focus - 8 firms

Site Structure Conclusions

Given the capabilities of the Internet to create personalized information, the "Client/Market Focus" within a "public" environment comes closest to the goal of "giving me what I want, only what I want, in an easy to use manner." In short it supports Ziegler's "Customer Intimacy" strategy.

Site Scoring

The top four firms:

·   Baird - 3.75
·   Morgan Stanley - 3.63
·   Merrill Lynch - 3.63
·   Dain Rauscher - 3.50

These firms typically scored high in Branding and usability, with Baird beating all of them with their depth of information and education that is *easy* to find. Baird excels at applying their Brand across all of their businesses. Morgan Stanley excels at their branding. Merrill Lynch has broadest and deepest Internet offering, excelling at delivering "logged-in" applications for its target markets (MLX). Both Morgan Stanley and Dain Rauscher created new interface paradigms that are uncommonly found within the Internet, thereby reducing their immediate usability. These are *third-generation* sites.

The middle firms:

·   Mesirow - 2.88
·   Stiffel Nicholas - 2.88

These are good examples of *second-generation* sites. Stiffel Nicholas excels at content and organization. With a re-branding effort and some slight interface changes they could easily jump into the top third. Mesirow has good, across the board scores, but does not have great content depth.

The bottom firms:

·   Ferris Baker Watts - 2.06
·   Howe Barnes - 2.00
·   Kirkpatrick Pettis - 1.50
·   Butler Wick - 1.50

These firms represent what I refer to as *first-generation* sites. They fail in branding, aesthetics, best Internet practices, and content that generates repeat traffic. In essence they are electronic "billboards".

Ziegler, although not explicitly scored due to bias, is in the researcher's opinion, in the top of the bottom third. Ziegler fails in usability and content depth but brands itself better than most of the sites in the bottom third.

Site Scoring Conclusion

By improving usability, content depth, and creating a ubiquitous brand across all visitor segments, Ziegler can skip past the second-generation sites to create a client-centric Internet presence that generates repeat traffic without breaking the bank. Ziegler will combine the best features and elements of the competition and other Internet Best Practices to produce and effective Internet presence.

CURRENT STATUS OF FIRM

SITE REVIEW

Ziegler's current Internet strategy is a fragmented approach with a complex and long history including a site re-branding, multiple vendors, and an inconsistent and hard to use interface. The sites lack content, both in breadth and depth. The sites address the minimum level of information in an attempt to meet very general marketing brochure requirements with no consideration for the type of visitor. Of all of Ziegler's Internet properties, North Track Funds is the best, displaying a rational approach to navigation and design. *(See Appendix IX - Ziegler Internet Properties)*

SITE TRAFFIC AND USE STATISTICS

Starting in January of 2002 with the completion of the server migration project, Ziegler began collecting Web Site Traffic and use Statistics. The table below summarizes the data for the month of January 2002. This data will form the foundation for future benchmarking purposes.

Ziegler Web Site Traffic Analysis
For the Month of January, 2002*

Site	Type of Visitor	Number of Visits	Unique Visitors	Visitors Visit More than Once	One Time Visitors	Length of Visit	Impressions (Pages)	Down loads
Ziegler.com								
	Public	10,249	4,152	3,311	841	0:09:44	394,594	2,155
	Employees	152	3	2	1	0:42:44	4,314	172
	All	10,426	4,163	3,321	842	0:10:51	399,643	2,329
fundfacts.ziegler.com								
	Public	46	19	13	6	0:11:09	176,476	-
	Employees	9	2	1	1	0:07:56	121	-
	All	51	19	13	6	0:09:37	176,542	-
North Track Funds								
	Public	3,210	1,551	430	1,121	0:22:26	361,482	1,363
	Employees	147	3	2	1	0:21:26	1,460	213
	All	4,703	1,724	536	1,188	0:21:26	364,234	1,668
Church Loans								
	Public	749	465	78	387	1:19:51	355,074	-
	Employees	46	3	1	2	0:07:06	1,535	-
	All	1,592	773	319	454	0:56:16	358,225	-
Ziegler PCS								
	Public	357	259	40	219	2:40:12	353,447	679
	Employees	9	2	1	1	0:03:02	63	-
	All	753	460	151	309	2:12:12	354,042	821

* Note: Data may not add to correct totals due IP filtering and differences in deployment dates. This problem will not occur in future periods.

For a report on Search Engine Activity, see *Appendix X - Search Engine Activity Report*

ZIEGLER'S INTERNET STRENGTHS WEAKNESSES OPPORTUNITIES THREATS

Strengths	Weaknesses
• Management Committed To Internet Strategy • Reputation With In Market Niches Served • Bond Machine • Commitment To Client Focus • Minimal Investment In Internet Technology To Date • Intellectual Content Generation Capabilities • Minimal If Any Content Conversion Requirements • North Track Funds Site • New Hosting Environment • New Staging Environment • New Backup Plans • ZNET • Zplanet • Zieglerresearch.Com • A2ZCCRC.Com • Internet Vendor Relationships • Product Service Weblets	• Lack Of Branding Strategy • Lack Of Internet Branding Strategy • Anecdotal Knowledge Of Client Base Needs • Minimal Investment In Internet Technology To Date • Resource Constraints Personnel, Funds • Diverse Systems Serving Multiple Needs • Weak At Best Internet Presence • Fragmented Internet Presence • Lack Of Internet Application Development Experience • Lack Of Internet Graphic Design Experience • Reliance On Vendors To Maintain Internet Content • Geographically Distributed Site Ownership • Unidentified Owners/Responsibilities For Internet Presence • No Internet Marketing Strategy • Lack Of Scaling Opportunities Within Consumer Segment • Client Base Demographics • Internal Systems And Network • External Systems - No Control Over Pricing • Client Awareness Of Internet Presence • Employee Awareness Of E-Commerce Strategy • IC Technology Sophistication • Product Definitions Do Not Highlight Internet Capabilities • Recruiting Capabilities
Opportunities	**Threats**
• Create Ziegler Internet Brand Presence • Leverage Reputation Within Market Niches • Leverage Intellectual Content • Include Internet Into All Future Market Research • Visitor Centric, Segmented Web Sites • North Track Funds Brokers Only Web Site • Integrate Asset Management Online Reporting • Consolidated Site Management With Content Management System • Ziegler Local Sales Bond Sites • Ziegler Online Consolidated And Personalized Login Page • Ziegler Internet Promotion System • Ziegler Subscription/Alert System • Ziegler Lead Capture/Distribution System • Zplanet/ZNET Data Integration • Ziegler Product/Service Weblets • Ziegler Research Integration And Enhancement • Electronic Distribution Of Intellectual Content • Dedicated Careers Site • Content Sharing With Business Partners • Create And Deploy Internet Marketing Strategy • Create And Deploy Employee Communications Strategy • New Version Of Zplanet • Base Application Development On Market Research To Focus Resources • Internet Training • Internet Conferencing • Segment And Target Market Client Base • Integrate Internet Into All Marketing • Leverage Current Zplanet Technology To Shorten Product Launch • Create Internal & External Marketing Communications Plan	• Continued Economic Recession Reduces Funding For Internet • Inability To Create Traffic Within Client Base • Continued Loss Of Business Due To Poor Internet Presence • Continued Recruiting Problems Due To Poor Internet Presence • Resource Constraints Prevent Internet True Team Development • Competitors Adopt Newer Technology And Applications • Competitors Excel At Internet Marketing • Costs Of Internet Marketing Continue To Rise • Employees Do Not Adopt Internet Strategy • Employees Feel Threatened By Internet Strategy • Current Client Base Does Not/Won't Adopt Internet • Continued Dominance Of Internet Portals • Competitors Client Entrenchment • Inability To Keep With Technology • The Bleeding Edge Factor • Inability To Focus Resources • Diverse Internal Opinions Undermine Efforts • Phased Deployment Of Sites Creates Cost Overruns • Phased Deployment Of Site Creates Causes Missed Mile Stones • Under Estimated Complexity Of Projects

BUSINESS OPPORTUNITIES

Opportunity	Description
Content Management System	The supporting software used to manage the creation, editing, versioning, and approval process of putting content into a web site.
Standardize Ziegler Brand	Standard integrated brand experience is a long-term franchise investment. Branding is central to marketing. This includes the creation of client specific Internet sites.
ZAM Online Reporting	The online delivery of reports to Asset Management's client base with the promise of reducing statement delivery costs and enhancing service.
Careers Site	Employee recruiting site that is stylistically different than other sites.
NTF Brokers Only Site	A distribution channel sales support tool which will reduce the cost of information dissemination and enhance the firms ability to effectively meet the needs of this challenging market place.
Zplanet Enhancements	Zplanet needs usability and performance improvements to improve user adoption and utilization across the firm.
Subscription/Alert System Email system	A system by which site visitors can elect to receive information from the firm in different forms and across different devices. This has the promise of sustaining client communications, cross selling, and site traffic building. Includes email subsystem.
Lead Capture System	A database storage and retrieval system within which site visitor information is maintained holding the promise of increased sales opportunities.
Third Party Systems Integration	Integration of existing and new systems (Pershing) presents challenges/tradeoffs, key ongoing initiative - build vs. buy
Local Bond Sales Site	A client acquisition tool. An alternative sales channel for bond underwriting. A deal specific web site that sells the bond issue. Used to leverage sales to congregations, hospital administrators/employees and senior living residents.
Video/Internet Conferencing	A selling process enhancement. Reduces costs of selling, better internal/external communication and collaboration with better lead qualification.
Internet Training	Employee productivity enhancement tool holding the promise of training cost reductions and employee performance improvements.
Ziegler Research & A2ZCCRC	Focal point for all of Ziegler's research activities including underwriting, the content of A2ZCCRC, and eventually consumer based fixed income research
Online Consolidated Login	Global, personalized login page marketing products to online service users. Most popular page on site.
Internet Promotion System	Tool to support long-term Internet Marketing Activities which increases creative opportunities to generate traffic and lead generation opportunity
Zplanet Integration	Tool to reduces maintenance and increase data accuracy that leverages existing technology by using data already contained within Zplanet.
ZNET Database Integration	Using client/prospect data within ZNET presents a strong opportunity for personalization and cross selling with campaign management.
Weblets	Dedicated Product /service web sites
IB Project Portals	Investment Banking Deal Based Project Extranets with the opportunity for process improvement; and point of differentiation within CM marketing. Potential for feeding Ziegler Research early on in the investment banking process.
Compliance Web site Archive	Automatically create PDF images of pages posted to the Internet and archive them into an archive retrieval system

BUSINESS OPPORTUNITY ASSESSMENT

Jupiter Communications suggests that Internet opportunities can be evaluated along two continuums, Ease of Implementation and Opportunity for Return on Investment. Using their model and approach, Ziegler's opportunities can be evaluated:

Ziegler Business Priorities Evaluation
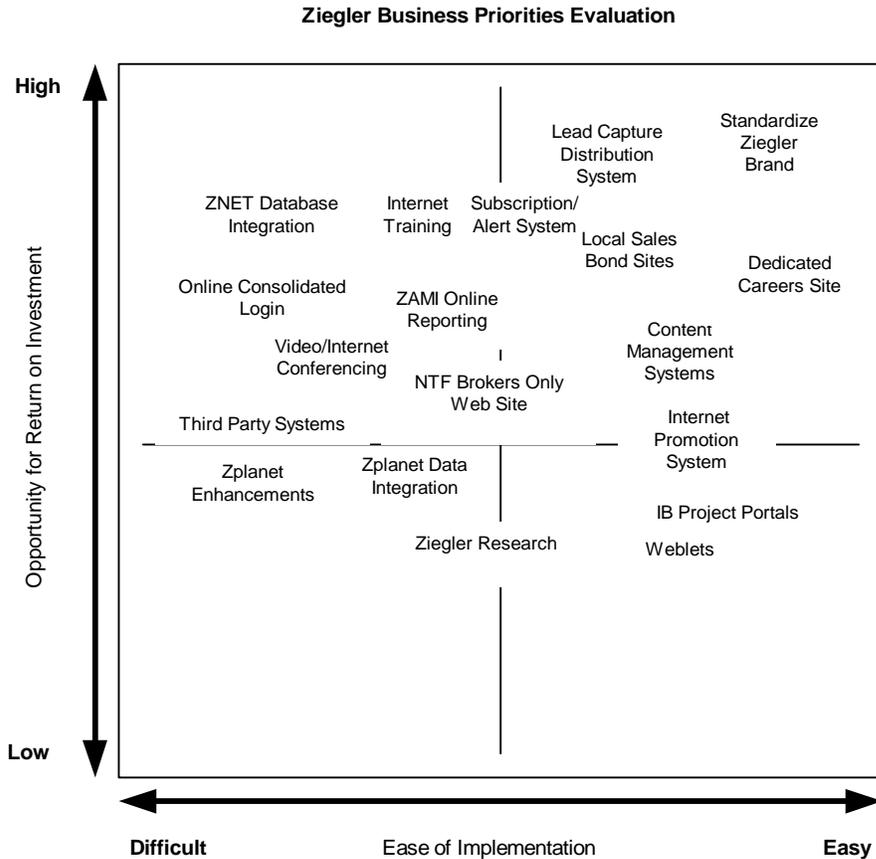
The opportunities listed above focus on what Ziegler can/should do in the short to mid term time frame. Other opportunities such as Web Bill Pay, Account Aggregation, and Syndicated News/Market Information require additional client research and market study.

Using this model to visualize the opportunities helps highlight what should be priorities: those items that are easy to implement and have a high opportunity for ROI. However, being subjective in nature, the model is limited in that it really only considers two factors. Some opportunities such Content Management enhance other opportunities. Other factors such as competition and business requirements dictate that certain opportunities are undertaken regardless of ease or ROI opportunity. The following section builds from this to consider other factors and attempts to prioritize the opportunities even further.

Business Opportunity Prioritization

Priority	Opportunity	Considerations: Pluses & Minuses
1.	Content Management System	Absolute requirement within Ziegler, key infrastructure, supports all other activity, improved productivity, increased flexibility, key cost component, technical/design tradeoffs, work flow, versioning, backup, continued support, ongoing enhancements, lack of internal skills
2.	Standardize Ziegler Brand	Standard integrated brand experience is a long term franchise investment; Branding is central to marketing
3.	Compliance Web site Archive	Helps manage compliance risk, reduces compliance workload, non-paper based system., archive retrieval process may require system integration.
4.	ZAMI Online Reporting	Systems integration, strong cost reduction opportunity, key image builder
5.	Careers Site	Key Employee recruiting efforts, stylistically different than other sites, content challenges, build vs. buy, integrate with Monster/HotJobs
6.	NTF Brokers Only Site	Business Requirement, reduce cost of information dissemination, image, distribution channel support, scale (limited audience), incremental marketing cost, support and maintenance, complex rules
7.	Zplanet Enhancements	Ongoing cost of ownership, needs usability and performance improvements, re-work of underlying data, improved user adoption, continuance of digitizing business
8.	Subscription/Alert System email	Technically challenging, complex business rules, sustains client communications, cross selling, build vs. buy, increased demand, traffic builder
9.	Lead Capture System	Easy database, currently not done, business rules for distribution, privacy considerations, sales opportunities
10.	Third Party Systems Integration	Integration of existing and new systems (Pershing) presents challenges/tradeoffs, key ongoing initiative - build vs. buy
11.	Local Bond Sales Site	With Content management easy to deploy, large volume of work, added value within CM, alternative channel, client acquisition, internal politics, regulations, requires integrated marketing, revenue enhancement
12.	Video/Internet Conferencing	Reduce costs of selling, better internal communication and collaboration, better lead qualification, image, network bandwidth challenge, build vs. buy
13.	Internet Training	Content dependent, build vs. buy, training cost reductions, employee performance improvements, measurement criteria difficult
14.	Ziegler Research & A2ZCCRC	Client facing, Limited audience, scalability, high maintenance and feeding requirements, strong image builder, positions firm as leader, audience needs, ongoing enhancements, complex systems, process improvement
15.	Online Consolidated Login	Most popular page on site, complex login rules, opportunity for cross selling, complex business rules, client interaction focal point
16.	Internet Promotion System	Incremental Cost, supports long-term Internet Marketing Activities, not complex, increases creative opportunities, subject to trends within Internet Marketing, ability to generate traffic, lead generation opportunity
17.	Zplanet Integration	Somewhat complex, reduces maintenance, increases data accuracy, leverages technology, incremental costs, employee productivity, maintain current investment
18.	ZNET Database Integration	Complex technology, strong opportunity for personalization and cross selling, complex business rules
19.	Weblets	Good differentiation points, ongoing maintenance costs, high brand development needs
20.	IB Project Portals	Straight forward development, Opportunity for process improvement; point of differentiation within CM marketing, potential for feeding Ziegler Research

OTHER OPPORTUNITIES

·   Properly Brand Zieglerresearch.Com
·   Rebuild And Re-Brand Fundfacts.Ziegler.Com
·   Rebuild And Re-Brand Zieglerpcs.Com
·   Build Individual Sites For Asset Management, Mergers And Acquisitions, RMA, Corporate Finance
·   Account Aggregation
·   Web Bill Payment And Presentment
·   Full Scale Web Site Personalization
·   Integrate Customer Relationship Management System With Internet Strategies
·   Create Interactive Online Account Applications
·   Expand Use Of Online Trading Within Client Base
·   Incorporate Broadband Content

FUTURE e-COMMERCE STRATEGY EVOLUTION

The primary focus of this e-Commerce Strategy centers on the Marketing Needs of the firm. Future evolution of the e-commerce strategy will look at ways of improving the firms Value Chain Model. This model assumes that the many individual activities that occur within a company all contribute value to the company and provide opportunities for competitive advantage through differentiation. The value chain identifies each of the individual activities and their inter-relationships.
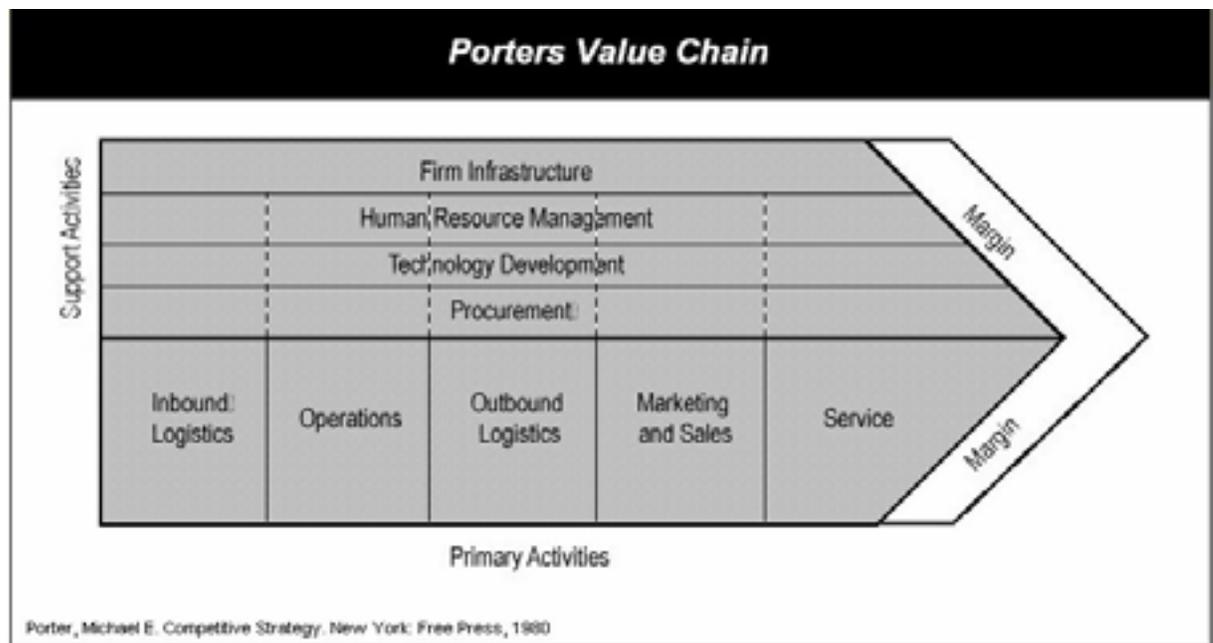
The activities identified in Porter's value chain are:

·   Inbound Logistics: Receiving, Storing, Distribution Of Raw Materials
·   Operations: Transformation Of Inputs Into The Final Form
·   Outbound Logistics: Collecting, Storing And Distribution Of The Final Product
·   Marketing And Sales: Inducing Buyers To Make Purchases
·   Service: Enhancing Or Maintaining The Value Of A Product
·   Firm Infrastructure: General Management, Planning, Finance, Accounting, Legal
·   Human Resource Management: Recruitment, Hiring, Training, Compensation
·   Technology Development: Efforts To Improve The Product Or Process Of The Firm
·   Procurement: Purchasing Of Raw Materials, Assets

By examining the Value Chain, the firm can achieve competitive advantages by using the Internet Technologies to achieve efficiencies in the primary activities, and cost reductions and differentiation in supporting activities. Future e-Commerce Strategies will explore these in detail.

E-COMMERCE MISSION VISION & GOALS

KEY BUSINESS INITIATIVES

- Manage For Respectable Returns
- Focused Approach To Markets Served
- Create Strength Through Niche Marketing
- Position Firm As Best Of Breed, Trusted Advisor Within Markets Served
- Penetrate Client Base -Increase Share Of Wallet

E-COMMERCE MISSION

We deliver Internet based solutions that enhance our firm's ability to advance health, wealth and well being through tailored financial solutions.

E-COMMERCE VISION

To be a visitor centric trusted reliable, respected and sought-after, media-independent resource that exceeds our visitor's informational, transactional and collaborative needs.

E-COMMERCE GOALS

Seek out opportunities to effectively apply Internet technologies to:

- Communicate
- Collaborate
- Conduct Commerce

with our ...

- Clients
- Distribution Channels
- Employees
- Suppliers
- Media/Press Relations
- Shareholders

whether it be…

- Cost Reduction/Containment
- Revenue Generation.

That are client centric, not firm centric.

INTERNET COMPETITIVE POSITION STATEMENT

Ziegler will compete within the Internet Space by focusing on the Health Care, Senior Living, Church and School, Registered Independent Advisor/Broker Dealer and Individual Investor customer segments. Ziegler will further differentiate itself within these segments as a client intimate, full service provider of financial and investing advice and products, leveraging the firms underwriting experience, intellectual capital capabilities and best of breed product reputation.

KEY INTERNET OBJECTIVES

- Enhance Brand Value Of The Firm
- Enhance (Retain) Client Relationships
- Support And Enhance Revenue Generating Activities
- Reduce Client/Channel Support Costs
- Support Employee Recruiting And Retention Efforts
- Enhance Perception And Relations With External Constituents

INTERNET TARGET AUDIENCES

AUDIENCE DESCRIPTIONS

Audience	Description
Senior Living	Business to Business. CFO's and CEO's of approximately 2,500 (nationwide) system, multi-site and single site developers of for Profit/Non-Profit Continuing Care Retirement Communities whose decisions are influenced by board member (and board member allegiances), financial advisors, and previous relationships. Relationships are key.
Healthcare	Business to Business. Hospital targets in the $50 million to $150 million revenue range in the states in a rough band from Wisconsin, south and east to Michigan, Illinois, Indiana, Ohio, Pennsylvania, New York, New Jersey, Maryland and Delaware; with reactive attention to hospitals in any other state east of the Rocky Mountains. Hospitals that we characterize as "credit driven", a term we have defined as including hospital and hospital systems rated "A" and below, including non-rated facilities or those rated below investment grade, but excluding hospitals with significant probability of default or bankruptcy. We have also focused on hospitals needing services that require the particular skills of our banking staff (e.g. pool transactions, merger and acquisition situations, and off-balance sheet transactions).
Church, School Temple	Business to Business. The typical Ziegler Church client is a congregation that ranges from 400 members to 5,000 members, that is building new facilities. Generally they are an independent and/or Evangelical Christian congregation that is less than 20 years old. Most are based in growing suburban locations. The Churches that "buy" from Ziegler have board members who like the security of a long-term fixed rate, and understand that they may not be able to prepay or pay-off the loan early based on cash-flow projections.
Individual Investors	In general, ZCO customers are over 55, married, with portfolios (held at Pershing) of under $100,000; they tend to reside in suburban areas, throughout the United States, with the overwhelming form of communicating via telephone. Ziegler customers are located in every state with a concentration in Wisconsin. Product usage segmentation: · 45% packaged products (mutual funds & annuities) · 10% listed equities · 35% fixed income · 10% managed assets Ziegler has a high trust factor with its customers; based on the products purchased, one could infer that most ZCO customers are conservative in nature. ZCO has very few margin accounts, option accounts, fee in-lieu-of commission accounts and short-sellers.
Institutional Investors	Business to Business. Current client base is national. 79% of managed assets in institutional client accounts, accounting for 70% of Asset Management Group's profits. Most profitable client assets are institutional clients who exhibit potential for additional growth either by funding additional accounts or adding to existing ones. Portfolio Construction: Equity assets = $124, Fixed income = $328, and Enhanced Cash = $234. Indentured assets = $408. Asset breakdown: Senior Living = $240; Health Care = $139; Municipal = $52; Private Client = $151; Independent Foundation/Endowment = $41; Other = $62 (all numbers in millions).
RIA/Broker Dealers	Major distribution channel for North Track Funds. The ultimate customer is the consumer. Major Regional: +150 brokers/+5 per office; Large Independents: +800 brokers/1-2 per office; Small Independents <200 brokers/1-2 per office; Registered investment advisors: 1-5 per firm = decision makers; Platforms-retirement consultants: Regional offices - <10
Employees	Employees and prospective employees of Ziegler. Demographics vary from group to group.
Ziegler Shareholders	Current and Prospective Shareholders, Board Members
External Constituents	All Media Personnel, Stock Analysts, All other casual visitors.

MARKETING MATRIX

Client Type	Financing Services	Other Financing Services	Business Services	Investing Services	Investment Products	Other
Senior Living Center	Senior Living Financing FHA Housing	Church Financing Health Care Financing	Risk Management Financial Consulting Mergers & Acquisitions Compensation/Benefits Planning Services for Executives	Portfolio Consulting Fund/Cash/Investment Mgmt Personal Investing	Fixed Income Investing Equity and Balanced Investing	Research & Education Access to Capital Markets
Health Care Facility	Health Care Financing FHA Housing	Church Financing Senior Living Financing	Risk Management Financial Consulting Mergers & Acquisitions Compensation/Benefits Planning Services for Executives	Portfolio Consulting Fund/Cash/Investment Mgmt Personal Investing	Fixed Income Investing Equity and Balanced Investing	Research & Education Access to Capital Markets
Church, School, Temple	Church Financing School Financing Temple/Synagogue Financing	Health Care Financing Senior Living Financing FHA Housing	Risk Management Financial Consulting Mergers & Acquisitions Compensation/Benefits Planning Services for Executives	Portfolio Consulting Fund/Cash/Investment Mgmt Personal Investing	Fixed Income Investing Equity and Balanced Investing	Research & Education
Individual Investor			Services for Executives Ziegler Financing Services Compensation/Benefits Planning	Portfolio Consulting Portfolio Monitoring Retirement Planning Educational Funding Tax Planning Trust & Estate Planning Wealth Management	Stocks Bonds CD's Mutual Funds Money Markets UIT's Annuities	Research & Education
Institutional Investor			Services for Executives Ziegler Financing Services Compensation/Benefits Planning	Portfolio Consulting Portfolio Monitoring Personal Investing Access to Capital Markets	Fixed Income Investing Equity and Balanced Investing	Research
Employee Potential Employee						Company Information Career Information Job Opportunities Comp/Benefits Information
Financial Advisor (RIA)						Mutual Fund Information Mutual Fund Sales Support e401k Information Portfolio Consulting Services

MARKETING MATRIX CONT.

Client Type	Financing Services	Other Financing Services	Business Services	Investing Services	Investment Products	Other
Ziegler Shareholder	Church Financing School Financing Temple/Synagogue Financing					Company Information Stock Price Performance Information Financial Information News/Press
Media/Press Relations	Church Financing School Financing Temple/Synagogue Financing					Company Information Stock Price Performance Information Financial Information News/Press

MARKETING STRATEGIES AND TACTICS

STRATEGIES AND TACTICS: OBJECTIVE 1

Objective: *Enhance Brand Value of the Firm*

Strategy: Create, develop and deploy content and features that consistently reinforce the firm's brand.

Tactics: Through creative content and interface design:

- Position firm as trusted advisor
- Reinforce client intimacy as point of differentiation
- Reinforce national presence of firm
- Differentiate firm within the vertical markets it serves (key value propositions)
- Present expertise and experience to constituents
- Strengthen perception of the firm as a publicly traded company
- Position firm as technology savvy
- Where practical, sites have a common "Internet Brand Presence" with shared functionality, common interfaces and content and leverage our core Internet technology base
- Integrate design of other marketing collateral for common look and feel across all of firms marketing efforts within the constraints of Internet technology

Key Supporting Internet Features

- Library of client case studies across all lines of business
- Library of articles which position firm's expertise and knowledge across all lines of business
- Library of advisory styled research which position firm's expertise and knowledge across all lines of business
- Library of advisory styled white papers which position firm's expertise and knowledge across all lines of business
- Library of presentations which position firm's expertise and knowledge across all lines of business
- Library of advisory styled newsletters which position firm's expertise and knowledge across all lines of business
- Staff profile database with biographies and contact information highlighting the expertise and experience of our personnel
- Dynamic, easy to use interface based on common interface design principles
- Site performance, speed, and usability
- Base interfaces on commonly used conventions not industry nomenclature or firm organizational structures
- All firm sites will have consistent elements, navigation, interfaces, and functionality
- Specific Investor Relations Segment

STRATEGIES AND TACTICS: OBJECTIVE 2

Objective: *Enhance (retain) client relationships*

Strategies: Create, develop and deploy content and features that consistently reinforce the firm's ability to attract, enhance, retain and collaborate within client relationships

Tactics:
- Build separate individual, targeted sites that encompass the intersection of our capabilities and our client needs. (here after referred to as "segments")
- Deliver pertinent & relevant content first, with complimentary content (i.e. cross selling) at a lower level of importance
- Understand and meet client-type specific informational, transactional and collaborative needs within targeted segments with targeted content
- Engage in on-going constituent dialogue and information sharing
- Solicit and adjust to constituent feedback, opinions and needs
- Organize sales oriented content into four key categories:
  - Financing
  - Investing
  - Asset/Cash/Fund Management
  - Other
- Tailored delivery of sales oriented content to specific segments
- Build/Buy educational content targeted to segments
- Present advisory based content including client case studies, articles, research, white papers, presentations
- Build/Buy e-mail marketing system

Key Supporting Internet Features
- Create, develop and deploy the following segment sites:

  - Ziegler Corporate Site
  - North Track Funds (already built & deployed)
  - Brokers Only site (NTF)
  - Individual Investors site
  - Senior living site
  - Church Loan site
  - Health Care site
  - Institutional Clients
  - Small & Medium sized Business
  - Housing Finance Site
  - Careers site
  - Investor Relations Center - pages
  - Media Relations Center -pages
  - Ziegler Research including A2ZCCRC
  - Ziegler Internet-Marketing Promotional Pages
  - Ziegler Product/Service Weblets
  - Ziegler Project Extranet Portals
  - Ziegler Bond Sites
  - Ziegler Promotional Sites

- Where practical, sites have a common "Internet Brand Presence" with shared functionality, common interfaces and content and leverage our core Internet technology base
- Segment sites present summary information about topics not specifically relevant to the segment with inter-site linking for additional detail.
- Libraries of press releases, client case studies, articles, research, white papers, presentations, newsletters, and staff profiles are segment specific
- All firm sites will have consistent elements, navigation, interfaces, and functionality
- Visitor subscription/registration center whereby visitors can elect what information they want to receive (newsletters, articles, etc.), how they want to receive it (online, file, e-mail text, etc) and where they want to receive (e-mail, PDA. Cell phone, etc)
- Survey generators with data storage and feedback tools
- Tools and educational topics to include industry links, calculators, book store with Ziegler expert book reviews, frequently asked questions, and glossary

E-COMMERCE   STRATEGY

STRATEGIES AND TACTICS: OBJECTIVE 3

Objective: Enhance and support revenue generating opportunities

Strategy: Create, develop and deploy content specific to the goal of selling/cross selling our products and services

Tactics:
- Promote and communicate service and product capabilities to constituents in a feature/benefit style
- Cross-sell service and product capabilities to constituents across segments
- Generate qualified business leads
- Create new channel for bond sales
- Enhance current service offerings with new Internet based Services
- Drive targeted traffic to sites through Internet Marketing Strategies
- Personalize selling information based on visitor demographics
- Utilize professionally written marketing content
- Implement viral marketing tactics on every page
- Close the sale on every page

Key Supporting Internet Features
- Professionally written content
- Content highlights multiple/full array services available to visitors
- Contact Us stores user information in data base for lead distribution
- Office locations link and Contact Us appear on every page
- Bookmark function reminds users to bookmark the page
- Send to a friend with database storage encourages visitor to send page links to others
- Internet Marketing Tactics that generate traffic & leads
- Audience specific , targeted information
- Professional appearance reflective of our Brand
- Segment specific Home Pages with Marquis, Marketing Boxes and Banner Ads
- Promotional pages outside the context of the site structure for use within Internal and External Banner Ads. (Campaign Management)
- Optional inclusion of Bond Inventory, and NTF Net Asset Value Information Boxes
- ZSite Go to function - pull down access to any Ziegler site from any segment (Not Applicable within NTF??)
- Cookies tracking site usage with supporting business rules to change content.
- Integrate data collection into ZNET campaign management
- Software and book store with Ziegler expert book reviews

Ziegler_Internet_Strategy_Ver_1.0 .doc   Page 38 of 94   October 24, 2003

STRATEGIES AND TACTICS: OBJECTIVE 4

Objective: Reduce cost of client/channel support costs

Strategy: Create, develop and deploy content and functionality that encourages visitor self help, online viewing, and remote printing of information.

Tactics: · Create a library of frequently asked questions
                     · Digitize feature content (white papers, articles, etc.) for electronic distribution
                     · Implement advanced site search capabilities
                     · Mitigate requests for information
                     · Subscription to receive information
                     · Shared content and functionality across sites

Key   · Online delivery of relevant marketing information
Supporting   · Firm wide library of white papers, presentations, articles, and Frequently asked
Internet   questions
Features   · Firm wide staff profiles with contact information
                     · Firm wide location information with staff listings where appropriate
                     · Media relations center with contact information and procedures
                     · Firm wide public calendar of events, industry sponsorships, seminars, presentations, appearances, educational opportunities and community events
                     · Community involvement spotlight pages
                     · Contact Us Wizard supports and directs users to relevant content first
                     · Build/Buy e-mail system
                     · Online delivery of forms requiring signature
                     · Online interactive forms
                     · Visitor subscription/registration center whereby visitors can elect what information they want to receive (newsletters, articles, etc.), how they want to receive it (online, file, e-mail text, etc) and where they want to receive (e-mail, PDA. Cell phone, etc)
                     · Survey generators with data storage and feedback tools
                     · Integrate data collection into ZNET campaign management

STRATEGIES AND TACTICS: OBJECTIVE 5

Objective: Support employee recruiting and retention efforts

Strategy: Create, develop and deploy content specific to the needs of employees and potential employees.

Tactics: Dedicated Career site with unique style and content
                  Position the firm as an employer of choice

Key   Ziegler Rewards
Supporting   Ziegler Culture
Internet   Ziegler Careers and Career Pathing
Features   Contact Ziegler HR Representative
                  Build/Buy/Integrate:
                  Ziegler Career Opportunities
                  Apply Online

STRATEGIES AND TACTICS: OBJECTIVE 6

Objective: Enhance perception and relations with external constituents

Strategy: Create, develop and deploy content specific to the needs of external, secondary audiences.

Tactics: ·   Media relations with contact information, news/press releases and other information
                        relevant to media.
                    ·   Demonstrate community and vertical industry involvement and dedication

Key   ·   Firm wide library of news and press releases
Supporting   ·   Media relations center with contact information and procedures,
Internet   ·   Firm wide public calendar of events, industry sponsorships, seminars, presentations,
Features   appearances, educational opportunities and community events
                    ·   Community involvement spotlight pages
                    ·   Investor relations center with information relevant to shareholders and stock analysts

INTERNET BRANDING STRATEGY

Ziegler's Internet Branding strategy has both strategic components that will guide style execution and tactical elements that reinforce the strategic components.

STRATEGIC BRAND COMPONENTS

Brand Association

Brand Association is anything linked with the brand in the consumer's mind. Ziegler will link the concepts of quality, advice, full service, client intimacy, best of breed, experienced professionals to the Internet experience

Brand Identity

Brand identity is the collection of images, words, ideas and brand associations that form the perception of the brand in the consumer's mind. Central to this concept is consistent application of the identity. Ziegler will consistently use images words and ideas that support the brand associations above.

Brand Personality

When a brand is familiar, people tend to associate human characteristics to the brand. Taken together, these characteristics form the brand personality. Ziegler will exhibit its brand personality of expertise, trust, integrity and client intimacy through text images and interactions within the Internet Experience.

Brand Positioning

Brand Positioning is how consumers perceive a brand relative to the competition. Within the Internet space it is imperative that this be done quickly - visitors are impatient. Ziegler will position its products and services as reputable, market leading and innovative backed by experienced, knowledgeable experts with the client's best interests at heart.

Brand Image

The elements of brand identity, including the brands name, logo, color and typeface, contribute to the brand's image. That image is defined in terms of the brands positioning, personality, and reputation. Ziegler will reinforce the brand image with consistent use of style, color, and typeface across all of the segments.

Brand Quality

Brand quality depends on the consumer's perception of overall quality in terms of how well the product or service fulfils its intended use and how well it compares to competitive offerings or alternatives. Ziegler's Internet presence will reflect superior quality through the implementation of elements that contribute to the consumer's perception of quality by focusing on a "look and feel" that supports speed, performance, reliability, usability, and consistency. Functional features will be incorporated that back the promise of quality.

Brand Promise

The brand promise is the promise that brand will deliver the promise. Ziegler will deliver on the promise of the brand by focusing on the experiential aspects of the Internet by providing informative, utilitarian, personalized and fun content and materials.

TACTICAL INTERNET BRAND COMPONENTS

· Where practical, sites will have a common "Internet Brand Presence" with shared functionality, common interfaces and content and leverage our core Internet technology base
· Segment sites present summary information about topics not specifically relevant to the segment with inter-site linking for additional detail.
· All firm sites will have consistent elements, navigation, interfaces, and functionality
· For usability structure is based on Internet Standards, not industry/firm nomenclature

· Performance and Usability are critical to the users total experience and are a significant part of the branded experience. Rules and guidelines for page design have been developed to meet this end (See Performance and Usability below).
· Best practices for navigation and interface design will be used.

ZIEGLER SITE STRUCTURE STRATEGY

SITE STRUCTURE STRATEGIES

As noted in the competitive analysis above, 4 different site structure strategies were noted:

1. Client/Market Focus (Individuals, Corporations, Small Business, etc)
2. Service/Product Focus (Risk Management, Retirement Planning, Private Equity Placements)
3. Line of Business Focus (Investment Management, Investment Banking, Insurance)
4. Organizational/Company Focus (Capital Markets, Asset Management, Private Client Group)

The Client Market focus attempts to tailor the site to the type of visitor or market that a business operates in (Individuals, Corporations, Small Business, etc). Focusing on the type of Individual or Corporation, such as everyone over the age of 60, or in the case corporations, all Health Care Facility Operators, can further segment these. Often this type of approach is referred to as a "Vertical" strategy, focusing on client/market needs rather than firm needs. Using this strategy has the benefit of focusing the firm on serving the needs of the visitor/client and presents the firm as an expert within the targeted market. Using the Marketing Matrix as a foundation (see Marketing Matrix, page 31), this approach supports cross selling the firm's full array of services. This approach supports the notion of "know and own the client and then sell them as much as you can" - needs based selling. Consulting firms have recognized this for years.

The Service/Product Focus centers on the product/service being offered rather than the specific client. Often this is referred to as a horizontal strategy. Most implementations of this approach rely on the visitor to infer how the product/service meets their specific needs within their specialized case. For example, Asset Management and Risk Management services could be two separate sites, each extolling their respective benefits, but what really matters to the visitor is the firm's relevant experience within a particular client segment - prospective clients will choose firms that have experience within their industry first. Unless a firm offers these products/services to a wide array of industries (take for instance software such as MS Office), a horizontal approach is generally weaker than the client/market approach, particularly in mature, crowded, and commodity markets. It is real effective in emerging, young markets. Cross selling is challenging in this approach.

Line of Business Focus is an extension of the Service/Product focus and differs only in that it groups a series of products/services into lines. This forces the user to wade through a listing of services to find a particular product/service. It is not the most effective approach for cross selling.

Organizational/Company Focus is the weakest of them all. It pre-supposes that the visitor knows and understands the corporate structure and really cares about it. The reality is that they don't. They may wish to know the structure only after they have been sold. It is the least effective approach for cross selling. It displays a lack of empathy on the firm's part.

Ziegler will adopt the Client/Market Focus as its core strategy for site structure. Given the capabilities of the Internet to create personalized information, the "Client/Market Focus" within a "public" environment comes closest to the goal of "giving me what I want, only what I want, in an easy to use manner. In short it supports Ziegler's "Customer Intimacy" strategy. What this means is that sites dedicated to Mergers and Acquisitions, Risk Management and Corporate Finance and other products are of a lower priority.

The following section describes this strategy in more detail

ZIEGLER INTERNET PRESENCE STRUCTURE

The strategy for Ziegler's Internet presence can be depicted as follows:
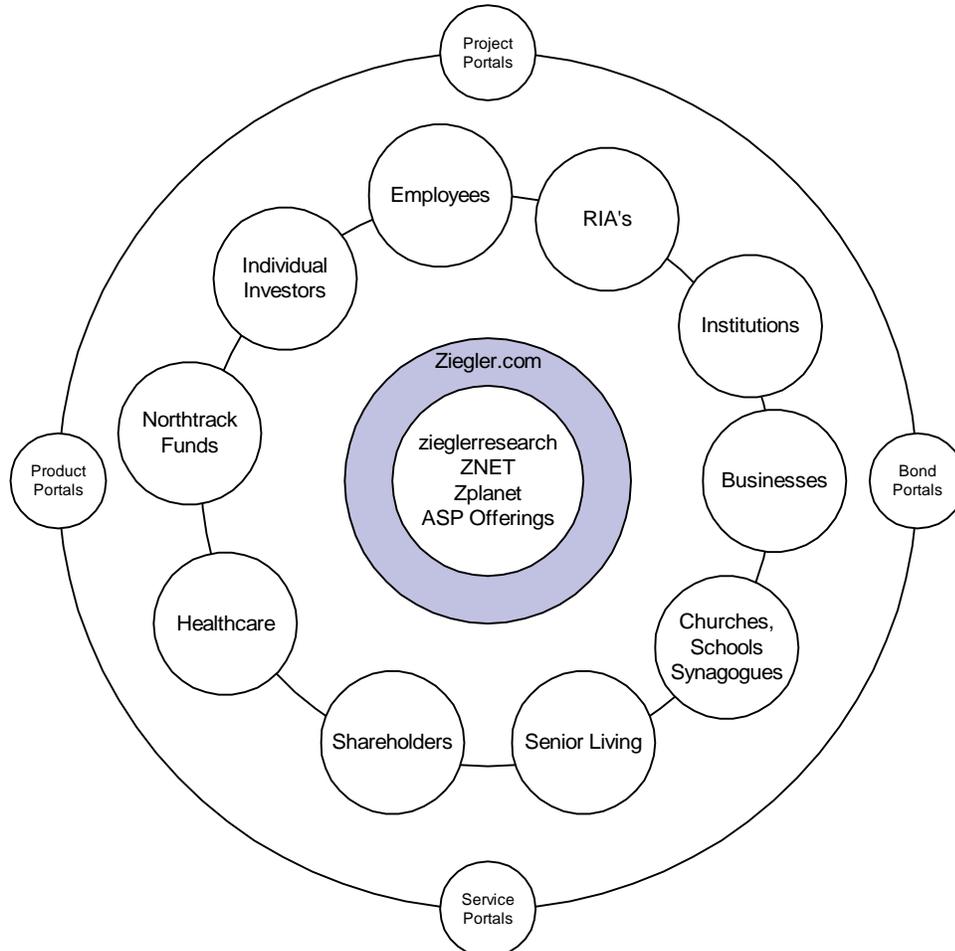
·   Build individual, targeted sites that encompass the intersection of our capabilities and our constituents needs
·   Leverage Zplanet, ZNET, & Ziegler Research data and ASP offerings across all individual sites
·   Ziegler.com becomes a portal through which visitors access sites targeted to their specific needs
·   Individual sites are used within the marketing mix of our business units
·   Where practical, sites have a common "Internet Brand Presence" with shared functionality, common interfaces and content and leverage our core Internet technology base
·   Client/Visitor centric, separate web sites
·   Ziegler.com is a "portal" through which visitors "pass" to their most relevant site
·   ZCO site is Primary Container for Careers, Investor Relations, Company Information
·   "Z-Channels" direct visitors to the appropriate sites
·   ZCO site summarizes Ziegler with details contained in the individual sites
·   Sites are inter-linked for more information
·   Sites are structured in very similar ways
    ·   About Us
    ·   Products and Services
    ·   Resources
    ·   Contact Us
·   For usability structure is based on Internet Standards, not industry/firm nomenclature
·   Sites share common feature sets and applications
·   Content is shared across sites - write once use many times
·   Assumes use of content management system
·   Assumes use of global navigation items (disclosures, login, privacy statement, etc.)

ZIEGLER INTERNET SITE PROFILES

Core URL's	Segment	Owner	Audience Segment	Description
ZieglerOnline.com	ZCO Online	MKTG	All	Ziegler Login Access Page
Ziegler.com	ZCO	MKTG	All	Ziegler Corporate Site
Ziegler.com/shareholders	ZCO	MKTG	Shareholders	Investor relations section
Ziegler.com/mediarelations	ZCO	MKTG	Media	Media Relations Section
Ziegler.com/promotions	ZCO	MKTG	All	Promotional/Ad Pages
ZieGleradvisors.com	WM	WM	Consumers	Wealth Management Site
Ziegleseniorliving.com	SL	CM-SL	Senior Living Clients	Senior living site
Zieglerchurchloans.com	CL	CM-CL	Church Loan Clients	Church Loans Site
Zieglerhealthcare.com	HC	CM-HC	Health Care Clients	Healthcare Site
Zieglersalesandtrading.com	ST	CM	Institutional Investor	Institutional Site
Zieglercareers.com	Careers	Admin-HR	Potential employees	Ziegler Careers Site
Zieglerresearch.com	ZR	CM	Institutions, Consumers	Ziegler proprietary research site
Zieglerunderwriters.com	ZU	CM	CM Deal Participants	CM Bond Project Extranet
Zieglerbonds.com	ZB	CM	Consumers	Individual Bond Sites
Northtrackfunds.com	NTF	NTF	Consumers/RIA's	North Track Funds Site
NTFbroker.com	NTF Broker	NTF	RIA's, Broker dealers	Brokers Only site (NTF)
Bondsareback.com Retireunderage.com Retirebeforeyourboss.com InvestingforIncome.com	Unique	MKTG	Consumers	Unique product and service marketing sites

URL STRATEGY

THREE DIFFERENT TYPES AND PURPOSES FOR URL'S

1. Core URL's -Core URL's directly reflect the directory structure of the Core web site.
   - www.ziegler.com/churchloans
   - www.ziegler.com/healthcare
   - www.northtrackfunds.com

2. Branding URL's - Branding URL's are central to the branding efforts of a particular business group and enable direct access to the segment sites.
   - www.zieglerchurchloans.com
   - www.zieglerhealthcare.com
   - www.northtrackfunds.com

3. Internet Marketing URL's - Internet Marketing URLs enhance Internet Marketing opportunities by optimizing URL names to fit keyword searching.
   - www.zieglerchurchfinancing.com
   - www.zieglerhealthcarefinance.com
   - www.northtrackindexmutualfunds.com

URL SELECTION WILL ALIGN URL & INTERNET MARKETING ALONG 4 PARADIGMS:

- Client Market Focus
- Product Service Focus
- Leverage Key Company Brands
- Minimize Organizational URL's

CONTENT STRATEGIES AND TACTICS

PERFORMANCE & USABILITY

Performance and speed are critical to the users total experience and are a significant part of the branded experience. In addition, certain best practices for navigation and interface design will be used:

·   Focus: Download speed
·   Conventional interface design: Top and left hand navigation
·   Top navigation has pull down menus
·   Left navigation has expanding menu
·   Target download time: less than 9 seconds per page at 28.8bps
·   Total page weight of less than 33K
·   Graphics and imagery are used to augment content only, reducing maintenance costs
·   Graphics will not be used to create the interface
·   Text based navigation elements for ease of site maintenance
·   Pages such as PDF's that exceed our weight guidelines will have file size information
·   All images will have alt tags
·   Bread crumbs will indicate to the user their current location
·   Link footers will be at the bottom of every page
·   Disclosure information will be at the bottom of every page
·   Global navigation elements will be on every page
·   Menu items will be highlighted when selected
·   Content will be organized into commonly understood internet categories, not firm or industry nomenclature
·   Target of two to three clicks to most requested information

These best practices have a direct impact on the type and design of all content and navigation strategies. It limits the use of heavy, rich graphics.

TARGET BROWSERS AND DESIGN PARAMETERS

The following browsers (clients) will be required for optimum viewing:

·   Microsoft's Internet Explorer Version 5.0 or greater
·   Netscape 4.78 or greater

The site will be tested in the following environments:

·   Microsoft's Internet Explorer Version 5.0 or greater
·   Netscape 4.78
·   AOL Version 5.0

Content Management will require IE. 5.5 to operate

This decision was based on Ziegler site traffic statistics and general Internet trends. For current Browser statistics, see *Appendix XII - January 2002 Visitor Browser Statistics*

CONTENT TYPES

The content for all of Ziegler's web sites can be categorized into three groups:

Marketing Content

·   Value Proposition
     Statements
·   Focus: Selling

Feature Content

·   Informational
·   Short shelf life
·   Example: White papers

Application Content

·   Data Driven
·   Interactive
·   Dynamic
·   Personalized
·   Example: Calculators

Ziegler Website Content Progression

(Chart: stacked bar graph, Y-axis "Percent of Content" from 0% to 100%, X-axis "Time" with values T1, T2, T3, T4. Legend: Marketing Content, Application Content, Feature Content.)
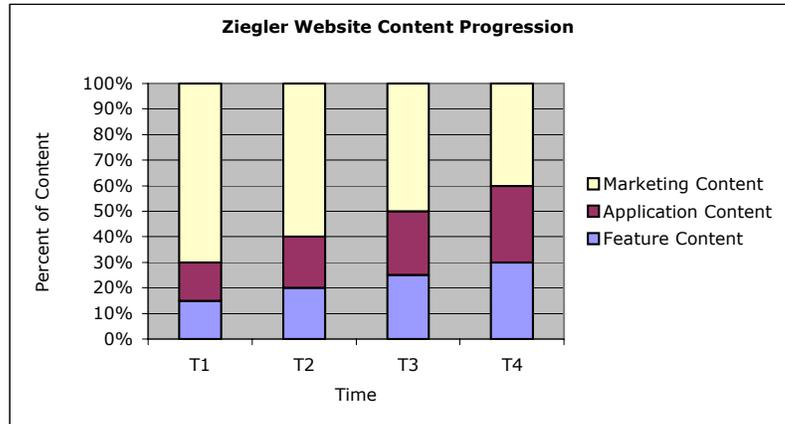
The composition of the web sites will change over time. Initially, marketing content will be the primary focus. Feature content will be integrated as it is created. Application oriented content will be deployed based on further needs of site visitors.

This phased approach allows the firm to:

·   Rapidly deploy badly needed marketing content
·   Integrate feature content as it is created

KEY MARKETING PAGES

The following sites will have "home pages" that are marketing centric, portal style pages:

·   ZieglerOnline.com
·   Ziegler.com
·   Ziegleradvisors.com
·   Zieglerseniorliving.com
·   Zieglerchurchloans.com
·   Zieglerhealthcare.com
·   Zieglersalesandtrading.com

The purpose of these pages:

·   Keep visitors once they arrive
·   Promote specific items
·   Drive traffic deeper into the site
·   Highlight specific content
·   Support Cross Selling
·   Offer future opportunities for personalization
·   Keep the site fresh
·   Drive repeat traffic

These pages will contain Marketing Hot Regions, Banner Ads, and a Marketing Marquee. For an example of this type of page, visit www.microsoft.com or see *Appendix XI - Ziegler.com Wire Frame & Page Template.*

Content Organization

Each type of visitor is considered a segment. Within each segment all content will placed into the following major sections

·   Home - A link to the segment Home page
·   About Ziegler - Information about the business segment and Ziegler in General
·   Products and Services - Information about the segment's product and service offering
·   Resources - A section containing educational information, articles, White Papers, FAQ's etc
·   Contact Us - Contains forms, subscriptions, locations etc.

With a cross selling focus presenting the full array of services to our vertical markets, the product and service content will be organized and tailored to the type of visitor using four principle categorizations:

·   Financing
·   Investing
·   Asset Management
·   Other

Content emphasis will be tailored to the targeted audience:
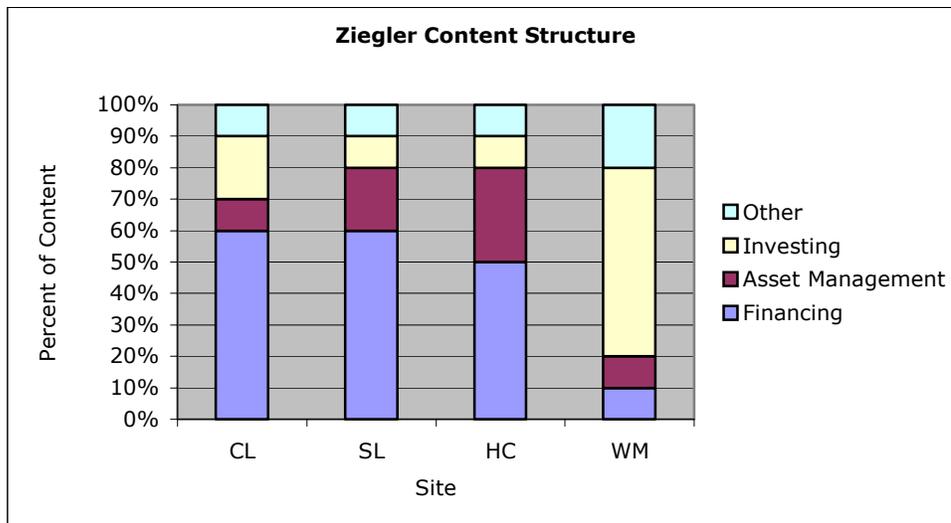
CONTENT SHARING

Using XML. Content will be shared between sites, systems and ultimately with business partners.

SITE DATA SHARING

Site Data sharing will enable Ziegler to share common data such as location information and Media Relations information. Using XML & XSLT, the data can be manipulated to appear (stylized) differently across all sites

Site Data Sharing

```
                    ┌──────┐
                    │  SL  │
                    └──────┘
                       ↕ XML
┌──────┐   XML    ┌──────┐   XML    ┌──────┐
│  HC  │ ◄─────► │ ZCO  │ ◄─────► │  CL  │
└──────┘          └──────┘          └──────┘
                       ↕ XML
                    ┌──────┐
                    │  WM  │
                    └──────┘
```
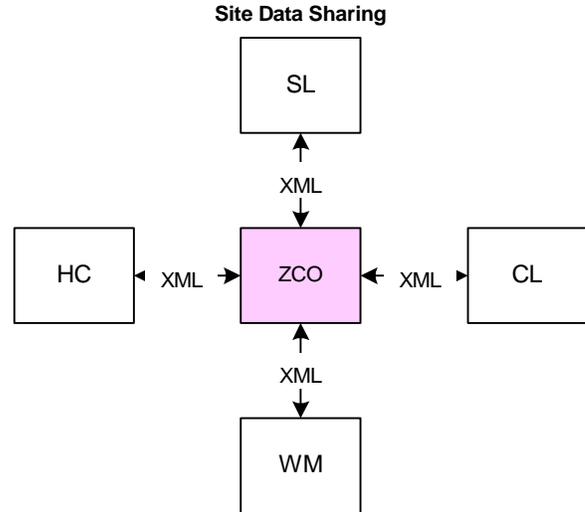
SYSTEMS DATA SHARING

Systems Data sharing will enable Ziegler to share common data such as location information and Staff Profile information between systems. Using XML & XSLT, the data can be manipulated to appear (stylized) differently across all sites

Systems Data Sharing

```
                    ┌──────┐
                    │  SL  │
                    └──────┘
                       ↕ XML
┌──────┐   XML    ┌────────┐  XML    ┌──────┐
│  HC  │ ◄─────► │ ZNET   │ ◄─────► │  CL  │
└──────┘          │ ZPLANET│          └──────┘
                  │ ASP's  │
                  └────────┘
                       ↕ XML
                    ┌──────┐
                    │  WM  │
                    └──────┘
```
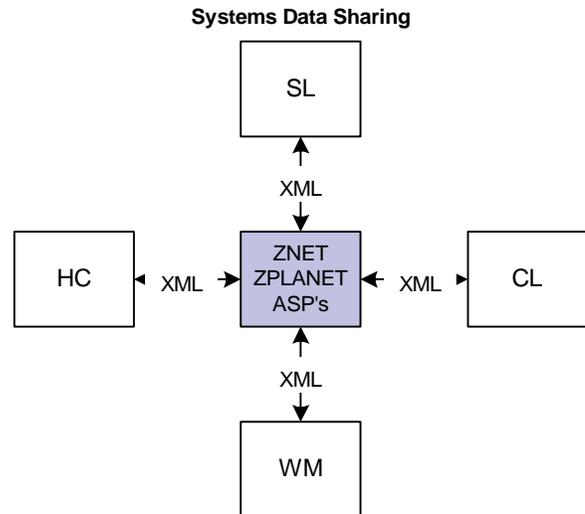
BUSINESS PARTNER DATA SHARING

Business Partners that can accept XML will be able to receive Data such as NTF NAV's, Ziegler's Bond Inventory and Proprietary Content. In Addison, Ziegler will be able to receive XML data that partners can send. Using XML & XSLT, the data can be manipulated to appear (stylized) differently across all sites

Business Partner Data Sharing

```
                    ┌──────────┐
                    │  Broker  │
                    │  Dealers │
                    └──────────┘
                        ↕ XML
┌──────┐   XML    ┌──────────┐  XML   ┌──────────┐
│ RIA's│ ◄─────► │ ZCO Sites│ ◄────► │   Web    │
└──────┘          └──────────┘         │Properties│
                                       └──────────┘
                        ↕ XML
                    ┌──────┐
                    │ Other│
                    └──────┘
```
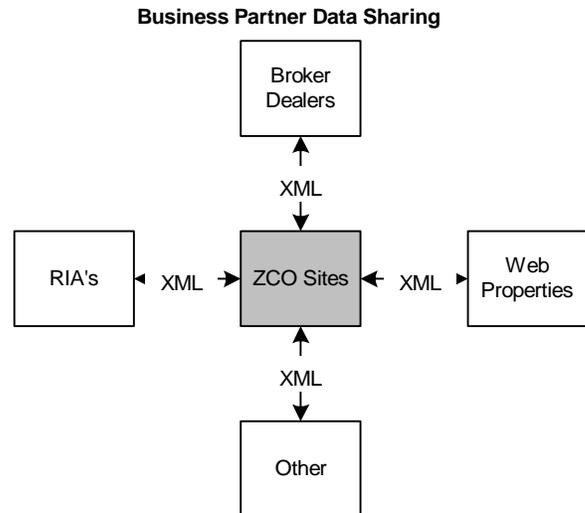
Content Plans

Appendix XIII - Ziegler Internet Sites Content Outlines contains content outlines for the key Internet Sites . *Appendix XIV - Church Loans Site Map* contains the Church Loans Site Map (Information Architecture) which will be used a model and prototype for all of Ziegler's sites. Note that North Track Funds will be different but will still have access to the functionality available at the other sites.

Content Integration

Existing ASP content will integrated by linking to the ASP's. The Ziegler Online Login Page is the central concept to this integration by offering a central, smart, personalized login page through which users can access any of the ASP's and other applications that require logins. As the most popular page within all of the sites, this page will be a key marketing opportunity for Ziegler's Internet presence.

Syndicated Content

Syndicated content refers to content that is purchased (licensed) that can be inserted into an Internet presence. Content Syndication is an excellent way to augment the content of a site. The most popular forms of content syndication include News, Market Information, and Stock Quotes. Reuters, BigCharts, Stockpoint and other firms offer content syndication products.

Ziegler will deploy syndicated content as an enhancement once the primary infrastructure is built. The research process, contract negotiations, and integration steps, and are very time and resource intensive and would impede and delay the release of Ziegler's Internet presence. Delaying the use of Syndicated content also enables Ziegler to measure the current demand for it during the planned Market Research Activities.

Site Interdependencies

Content will be shared between sites and systems creating site interdependencies. Functions such as the calendar will roll scheduled events up from the segment sites to Ziegler's Corporate Sites. The planned content management system will manage this process. Other interdependencies include FAQ's, Glossary, White papers, articles, and news. This feature will help keep the corporate site dynamic.

Content Management

Content management systems provide site managers the ability to separate content from layout—or content abstraction. Generally, content management systems hold content in one location (the content repository) and layout templates in another. When a user requests a page, the content management system pulls data from the content repository and fills in the appropriate layout template, creating an HTML page that is served to the user. This dynamic page generation allows for content customization and simplifies the process of site redesign—only the templates must be changed. It also greatly speeds production time and enables the reuse of content.

A second and equally important benefit of content management systems is workflow automation. By placing documents in a content management system at creation, managers can verify that content has been properly reviewed, edited and approved before it is published. Such a system produces an audit trail, and many content management systems provide versioning and rollback features to help sites recover from system disasters or accidental deletions.

Finally, content management systems enable distributed responsibility and ownership of sites despite geographic boundaries. Using the Internet, remote users can maintain content despite their location. Distributed ownership and responsibility creates a higher degree of participation and interest across the organization and distributes the maintenance workload across multiple individuals.

Ziegler will be using a content management system to build and deploy its sites. Currently, Ziegler is using Northwoods Content Management System (CMS) for Zplanet. Using this content management system, Ziegler will build a site development engine using the technical Infrastructure of Zplanet to gain:

- A common structure built with a series of content templates, functions and applications that each business units will be able to place content into
- Distributed responsibility and ownership
- Content Management and distribution
- Content Sharing: Write once use many
- Support firm's electronic distribution strategy
- Multiple site control
- Common development platform
- Common, integrated, multiple-site functionality (Library functions, Contact Us Database, Glossary, etc.).
- Every site will have access to a set of common features & templates from which they can be built.
- Common Interface, Branding and Style Conventions
- Version Control
- Workflow

INTERNET MARKETING STRATEGY AND TACTICS

Once the sites are built, Ziegler will implement both an Internet Communications Plan and an Internet Marketing Plan to promote the site both internally and externally. The initial plans will focus on announcing the launch of Ziegler's new Internet presence. On going site promotional activities will be developed post launch.

The Internet Communications Plan will encompass all of the necessary communication efforts to announce Ziegler's new Internet presence to its employees. The Internet Communications Plan and the Internet Marketing Plan will be further developed as the strategy is executed.

Because Internet Marketing has a direct impact on the overall e-commerce strategy, a high level perspective of this plan is presented below.

The Internet Marketing Plan can be summarized as those activities that are designed to increase web site traffic and awareness. These activities can be broken down into two primary sets of tasks, Search Engine Registration and Optimization and Site Promotion.

SEARCH ENGINE REGISTRATION AND OPTIMIZATION

Search engine registration refers to the act of submitting Internet pages to directories and search engines. Considered the foundation of all Internet Marketing, effective Search Engine strategies can result in significant web site traffic increases with relatively nominal investments. Optimization refers to manipulating content, META tags and the web site with the express goal of achieving a higher rank on search engine and directory results page. Ziegler will use both techniques to assure that a decent ranking of the web sites occur within the directories and search engines.

DIRECTORIES VS. SEARCH ENGINES

Directories are like libraries; humans classify web pages into categories. Yahoo and Look Smart are the most popular examples of a directory. Search Engines (also know as spiders and META crawlers) are sophisticated software applications that query and index the content within the web site. They rely heavily on content and META tags.

SEARCH ENGINE OPTIMIZATION: START WITH DESIGN

URL selection has the most significant influence on search engine results. By including keywords that visitors use as part of your URL you will take a very significant step towards high rankings. For example, when searching for bonds at Google, Zieglerbonds.com will place higher than zieglercapitalmarkets.com, even with identical content and META tags.

Search engines work with text. They read page content, the titles and META tags, recording this information in their database. Without text, the search engine has nothing to work with. Furthermore, text on pages that the search engines can't use such as graphical navigation items won't work. Search engines must be able to follow links from the home page to other pages on the site that contain *good* content. Ziegler will integrate search engine best practices before the design phase. This requires a plan for integrating search engine marketing and SEO strategies during development.

Ziegler will adopt the following search-engine-friendly basics:

- Place keywords in the text as much as possible. Keywords integrated into content must read well.
- Place link footers with links to pages in the site
- Use bread crumbs
- Minimize graphics with the interface and navigation elements.
- Use ALT tags within hyperlinks and images. If possible, use keywords as ALT tags
- Place keywords at the beginning of paragraphs and headings. Write text first for people and second for search engines. Bolding some of the keywords can also help.

- Search engines will have standardized interface links to follow. The search engines index the text on the home page and then attempt to follow the links on the home page to other pages in the site. This process is called "spidering" or "crawling."
- The text in links should include a keyword related to the page to which it is linking. A site map is a good way to provide links for the search engines.
- Provide a site map. A site map can make it easier for a search engine spider to find all your pages. It is basically a categorized list of all the pages on your site. There must be one or more links to the site map from the home page:
- Place a text link to the site map at the bottom of every page. The text should say "Site Map," and the file should be called "sitemap.htm." The link text should have strategic keywords where appropriate.
- Provide hypertext links on the site map page. Ideally, links should have a keyword in the link text or in an ALT description of the image or area tag.
- All pages will have META tags, including a title, META keywords, a META description, and a descriptive comment tag in the head section of all index-able pages. The titles, keyword, and so forth will be unique if possible and apply to the particular page. Items in the header section should be in this order, using HTML:
  1. The title -- 5-10 words with the company name and keywords
  2. The description -- the description in number 3 or something longer
  3. The META name description contents -- 20-40 words with keywords
  4. The META name keywords contents -- a keyword list up to 900 characters
  5. Other optional META tags
  6. JavaScript SRC tags

SITE PROMOTION PLAN

Site promotion refers to Marketing activities that are designed to increase web site traffic. It is very similar to an Advertising Plan, containing information pertaining to the Target Audience, Objectives, Media Plans and Creative Strategies. It is different in that it contains the use Internet based tactics as well as traditional tactics. This difference is also referred to as Online and Offline Advertising.

OFFLINE ADVERTISING

Offline activities within Ziegler's Site Promotion Plan will use traditional advertising methods to contact with Ziegler's current and prospective client base across all segments. This will include:

- Statement Stuffers
- Statement Messages
- Inclusion of URL on all Advertising
- Phone Messaging
- Special Promotions
- Client Technology Seminars

- Direct Mail
- Public Relations
- Sales Calls
- Conventions & Conferences
- Seminars
- And other activities

ONLINE ADVERTISING

Online activities within Ziegler's Site promotion plan will focus on those activities that can be executed using the Internet outside of Search Engine Registration and Optimization. The online activities will or may include:

- E-mail
- Banner Ad Placements
- Rich Media
- Interstitial's
- Microsites (Weblets)
- Site and Content Sponsorship
- Online Advertorials and Ad Supplements
- Branded Cursors
- Net Public Relations
- Affiliate Marketing

- Viral Marketing
- Keyword Buys
- Games, quizzes: Intertainment
- Sweepstakes & Contests
- Coupons
- Desktop Branding
- Webcasting
- Sound Branding
- Other

TECHNOLOGY STRATEGY AND TACTICS

APPLICATION DEVELOPMENT STRATEGY

Ziegler's web sites will be developed using a tiered approach, separating data, applications, and presentation layers. XML will serve as the core underlying technology. XML extends the capabilities of application developers to separate data, applications and presentations into discreet layers, which increases portability of information from system to system and device to device - the same data can be sent to cell phones, PDA's and PC's merely by altering the presentation layers. (See *Appendix XV - Ziegler's Application Development Strategy*) Ziegler will be using a content management system to build and deploy its sites. Currently, Ziegler is using Northwoods Content Management System (CMS) for Zplanet.

INFRASTRUCTURE

Infrastructure refers to the hardware systems and software applications that are required to deploy a web site. Ziegler has the following using Tushaus as the Hosting facility:

HARDWARE SYSTEMS

Three different systems have been put into place:

Production Server:	Located at Tushaus, these are the systems that the public has access to.
Staging Server:	Located at Tushaus, these systems are in place to test and deploy system upgrades software upgrades and act as a backup and eventually will be deployed to Tushaus Oshkosh Facilities for redundancy.
Development Server:	Dedicated servers at Northwoods that are similar the production environment.

These systems have Firewall protection, Virus Scanning, Un-interruptible Power Supplies, Load Balancing, and backup services. For a complete description of these systems see Tushaus' Data Center Services Agreement.

Change control procedures have been put into place. Server Configuration best practices will be adhered to. These systems will conform to Ziegler's Disaster Recovery Plan and are currently offering daily full backups with monthly archives to CD/DVD for remote storage. Security monitoring software will be used periodically to scan the servers for security vulnerabilities.

SOFTWARE APPLICATIONS

The general software environment for the servers is Microsoft Centric to provide for scalability, maintenance and reliability. These software applications conform to Ziegler's internal standards as established by the Services and Technology Group.

Windows 2000 Server	Microsoft's core server technology which enables Internet Access
IIS	Microsoft's Internet Information Sever which is the work horse behind Internet Access
MS - SQL	Microsoft's Enterprise Level Relational Database
LDAP (Active Directory)	Light Weight Directory Access Protocol: Active Directory Storage Database user accounts, e-mail addresses, digital certificates, component object names, network names, and so on. Controls access to Internet Resources.
XML	(Extensible Markup Language) is a flexible way to create common information formats and share both the format and the data on the Internet and elsewhere.
XSLT	XML based style sheets that control the way that XML is presented to the user.
DT Search	The search engine for the site. It uses an index that it builds to search through text. It automatically recognizes and supports all popular file formats.

BUSINESS PROCESS IMPLICATIONS

Ziegler's New Internet presence will impact current Business Processes in two respects: Workflow and resource and staffing requirements.

WORK FLOW IMPLICATIONS

For Ziegler, the Internet site content management process is as follows:

SEGMENT SITE AUTHOR/MANAGER

Working with subject matter experts, an author will create, edit, and revise the new content. When this is finished, the author inserts the new content into the content management system. It is then flagged for Marketing Editor review

INTERNET MARKETING EDITOR

Using the Content Management System, the marketing Editor edits the content for site style, language and tone consistencies. If necessary, this person will adjust HTML, create graphics and manage other creative elements as necessary. This assures that the content meets the firms Internet Branding Objectives. If the changes are extensive or if requested, the content can be flagged for Author Review, otherwise it is flagged for Compliance Review.

COMPLIANCE EDITOR

The Compliance Editor reviews the content in its final form and either approves it as is, approves it with minor edits, or rejects the content. In the first two cases, the content is queued for posting to the Internet. In the latter case, the Marketing Editor flags the content for another review.

INTERNET SITE MANAGER

The Internet Site Manager approves the content for final posting and is responsible for system testing and final acceptance. The Internet Site Manager resolves any problems, working vendors to solve technical problems. Finally, all participants are notified that the page is live.

The content management system controls work flow and versioning using the Internet. All communications and queuing occur within a browser environment, across geographic boundaries. Although similar to the process used for Zplanet, it differs by including the Internet Marketing Editor Step. Within an Intranet environment, branding is not as critical as it is within the Internet space.

RESOURCES & STAFFING

There are two resource and staffing requirements with respect to this plan, Pre Launch and Post Launch.

Pre launch will require the formation of a team to work through the entire process. The following organizational chart outlines this team.

Ziegler's e-Commerce Launch Team

Executive Management Committee

e-Commerce Director *

Internal/External Project Manager *

Content Team Leader *	IT Lead *	Creative Vendor	Technology Vendor	Networking Vendor
Asset Management	Corporate Finance	Marketing P/R	Application Developers	Project Lead*	Project Lead*	Project Lead*
NorthTrack Funds	Senior Living	Human Resources	Systems & Networks	Designers	Designers	System Admin
Sales and Trading	Compliance	Health Care		Writers	Developers	
Church Loans	Wealth Management	Wealth Management				
Subject Matter Experts						

Legend:
- Internal Segment Site Managers
- Other Internal Roles
- External Roles
- Internal Subject Matter Experts
- * Senior Project Team Members
- External Teams

PROJECT ROLES & RESPONSIBILITIES

A project of this magnitude requires an organized and coordinated team effort. Because of number of individuals involved, an organizational structure is required. The following chart depicts

Internal Segment Site Managers

These individuals are responsible for working with Internal Subject matter experts to analyze, gather, and create content for their respective business. They have a good understanding of Ziegler's Internet Strategy coupled with a strong understanding of their business unit and the business unit's objectives. As the business unit evangelists they communicate the possibilities that Strategy will bring to the unit and continuously create enthusiasm for the project. They work closely with the content team leader to assure that content is gathered on a timely basis and that the business unit is providing the necessary information. Once the content management system is in place, these individuals will be responsible for entering the content into the system. They have a good working knowledge of MS Office, are creative, and comfortable writing about business from a marketing perspective. Post launch, these individuals are excellent candidates for the Segment Site Author/Manager Role, managing the day to day aspects of their business segment site and will be responsible for training their replacements and backups.

Subject Matter Experts

As the name implies, these individuals are the intellectual resources that Segment Site Managers rely upon to obtain information and knowledge.

Content Team Leader

This individual is responsible for coordinating the activities of Internal Segment Site Managers. He/she has a thorough understanding of Ziegler's Internet Strategy coupled with a strong understanding of all of Ziegler's business units and the business units' objectives. As an Internet Strategy evangelist he/she communicates the possibilities that Strategy will bring to the business units and continuously creates enthusiasm for the project. This individual works closely with the content team and the project manager to assure that content is gathered on a timely basis, and that the business units are providing the necessary information. With a thorough knowledge of the Content Management System, this individual will be responsible for systems training and will train all of the Segment Site Managers. Once the content management system is in place, these individuals will be responsible for helping the Segment Site Managers put content into the system from a technical support perspective. This person should have a good working knowledge of MS Office, Internet Project Management Experience, be creative and comfortable writing about business from a marketing perspective. Post launch, this individual is an excellent candidate for the Internet Site Manager position.

Internal IT Lead

The Internal IT Lead helps identify and coordinate any Internal IT resource requirements and assures adherence to Ziegler's IT standards. With a strong knowledge of Ziegler's systems, He/she helps to identify opportunities for Ziegler's IT team to become involved in any development work. He/she communicates needs to programmers and software developers. He/she enforces their deadlines. He/she also serves as a liaison to the Project Manager who is coordinating the project.

External Project Leads

The External Project Lead communicates Ziegler's needs to the vendor's designers, writers, programmers and software developers. He/she enforces their deadlines. He/she monitors costs to ensure the work is done within budget. He/she also serves as a liaison to the Project Manager who is coordinating the project.

Project Manager

Working closely with the e-Commerce director, the Project Manager is responsible for assuring the delivery of projects on time and on budget. He/she helps the e-Commerce director identify and manage project risks. With a strong background in the development life cycle process, he/she helps identify sub-projects, tasks and sub tasks, assuring that critical steps are nor missed. He/she coordinates the activities of all of the team participants by maintaining schedules and communication policies. He/she helps identify tasks and resource requirements. Through monitoring the progress of the many sub-projects and their inter-dependencies, the project manager can take steps to rectify problems that affect the progress of he project. He/she is the keeper of the project plan and continuously updates the plan as progress is made.

E-Commerce Director

Working closely with the Executive Management Committee, the e-commerce director is responsible for developing and evangelizing the vision the project. With budgetary control, the e-Commerce director is responsible for the delivery of projects on time and on budget. He manages external vendors and with the help of the Project Manager, manages project risk. He develops project objectives, taking into account business objectives, making sure that the project is meeting its stated goals. The e-commerce director is responsible for team development, communication, leadership and regular Management Committee Updates.

The Executive Management Committee

The Executive Management Committee is the sponsor of the project. As the sponsor, the committee is responsible for approving the project and its required resources.

METRICS FOR SUCCESS

MEASUREMENT TOOLS

Ziegler will be using WebTrends Software for Web Site Traffic Analysis. WebTrends Reporting Center, a server log file analysis tool, captures visitor behavior across multiple-server web environments. Using advanced reporting technology it then transforms the raw visitor data into meaningful, customizable, and easy to understand reports. Multiple end users can directly access and run these reports via their browsers. A few key measurements provided by WebTrends include:

·   View *Most Requested Content Groups* to reveal popular topics that need top billing on the site
·   View *Top Paths Through Site* to identify and streamline click-through patterns for better conversion rates
·   View *Top Referrers* to understand the key drivers of traffic to the site

Other tools such as database report will be developed to analyze and report other metrics.

KEY STATISTICS

Several categories of metrics will be monitored to measure the success of Ziegler's Internet presence:

·   Traffic Analysis
·   Downloaded Files
·   Internet Marketing Activity
·   Visitor Data Collection
·   ASP and other measurements:
     ·   Pershing Statistics
     ·   Emplanet Statistics
     ·   Zplanet Statistics
     ·   Envestnetpmc statistics

TRAFFIC ANALYSIS

Traffic analysis refers to monitoring total site traffic and visitor behavior. An obvious objective is to maximize the number of visitors to the site. This objective is a function of both online and offline marketing activities. Monitoring visitor behavior while at the site is also important. What follows are the primary measurement statistics that will be used to monitor site traffic.

Average Visit Length - Average length of all visits during the report period that viewed at least one file considered a page.

Page View (Impressions) - A hit to any file classified as a page. Similar to an advertisement within a magazine, also known as an impression.

Unique Visitors - the total number of unique visitors during the report period. A unique visitor is identified by their IP address, domain name, or cookie.

Visits - Number of visits to your site. A visit is a series of actions that begins when a visitor views their first page from the server, and ends when the visitor leaves the site or remains idle beyond the idle-time limit. The default idle-time limit is thirty minutes.

Visitors Who Visited More Than Once - Number of visitors who visited the site more than once during the reporting period.

Visitors Who Visited Once - Number of visitors who visited the site exactly once during the reporting period.

DOWNLOADED FILES

The measuring the types and number of files downloaded by visitors determines the validity of using the Internet as an electronic information distribution vehicle. Proprietary, intellectual work such has white papers have a cost to distribute to the target audience: printing, handling and shipping. Knowing this cost and multiplying it by the number of downloads approximates one monetary value of the Internet.

INTERNET MARKETING ACTIVITY

Monitoring search engine and referrer activity enables Ziegler to develop and respond to search engine registration and optimization activities. What follows are the primary measurement statistics that will be used to measure Internet Marketing Activity.

Search Engines - Specific search engine that referred traffic to the site.

Keywords - The keywords visitors use with the search engines to find the site.

Phrases - A search phrase is the entire search string entered by a visitor to locate the site, which can include one or more individual keywords.

Referrals - Number of visitors referred to the site from the specified search engine that used the specified keyword/phrase in their search.

Top 10 Search Engines - The top 10 search engines referring traffic to the site.

Top 10 Keywords - The top 10 keywords used by visitors in search engines to find the site.

Top 10 Phrases - The top 10 phrases used by visitors in search engines to find the site.

VISITOR DATA COLLECTION

Several of Ziegler's key Internet features will collect and store visitor information in databases. As these databases are developed, reporting mechanisms will be created to monitor the number and types of visitors. For instance, gathering e-mail addresses for marketing purposes will be a key indicator of the Internets marketing potential.

ASP AND OTHER MEASUREMENTS

Ziegler uses several Application Service Providers for Internet based services. These services will be analyzed for reporting opportunities.

METHODOLOGY

PROCESS

Ziegler will use the standard phased process of Discovery, Design, Development and Deployment. A phased approach recognizes that proper planning and information gathering will result in superior results. Much like building a house, this phased approach assures that all of the proper steps are followed.

PHASE ONE – DISCOVERY

The first phase of this engagement will have a strategic perspective, focusing on:

· Further exploration of the business issues confronting Ziegler
· Validating Ziegler's strategy from the customer, partner and subsidiaries' point of view

Conceptualizing the design of the corporate web site project identifying business, technology and creative requirements and/or strategies for:

· Content Management
· Site Interface-Design
· Site Information Architecture
· Business Requirements
· Functional Requirements
· Technical Requirements
· Sources of Information

The goal of this Discovery process is to obtain the detailed information necessary to formulate strategies and plans that guide future design, development and deployment activities. The aforementioned is accomplished by:

· Creating a comprehensive project plan outlining tasks, roles, and responsibilities
· Identifying existing content and databases
· Project planning

PHASE TWO – DESIGN

Using information gained in Phase One, the goal of this phase is to create the user experience through creative design. Functional and technical requirements are further defined with the end result being a blueprint for actual development work. A final production plan is created identifying roles and responsibilities with deliverables and milestones finalized.

PHASE THREE –DEVELOPMENT

This refers to the coding of the completed creative work into a cohesive system that delivers a complete web experience to the online visitor.

PHASE FOUR –DEPLOYMENT

This refers to the effort necessary for completion of the web including final programming, testing and server deployment.

ONGOING MAINTENANCE

This refers to the tasks required to maintain the site including bug fixes, additional content and regularly schedule upgrades and enhancements.

IMPLEMENTATION PLAN

PHASED DEPLOYMENT

1. Build to meet the marketing needs of Ziegler and each business unit

2. Build/buy/Integrate applications that meet very specific needs of our constituents

IMPLEMENTATION PLAN OVERVIEW
· Complete Discovery
· Complete Design
· Gather and Edit Content
· Build Infrastructure
· Insert Content
· Test and Deploy Sites
· Integrate Syndicated Content
· Build/Buy and Integrate Additional Applications

PROJECT MANAGEMENT

Ziegler and its vendors will follow the project management practices outlined in the *Project Management Body of Knowledge* as published by the Project Management Institute. As part of its best practice philosophy, Ziegler and its vendors will create project plans which detail for each required task, work effort, duration and scheduled start and end dates. This will allow Ziegler to work within with "time budgets". As is the case with any proposal or estimate, time budgets are the best educated guess; therefore managing the project at the task level is critical; it enables project managers to forecast and prepare for potential problems. Using this approach, will enable Ziegler to manage hours accurately and effectively, leading to projects that are delivered on time and on budget.

Ziegler and its vendors will create periodic project status reports that will help Ziegler gauge progress. Ziegler and its vendors will work towards maintaining budgets by identifying problem areas and taking corrective action. In the event that there are delays and or budget concerns, Ziegler and its vendors will not be surprised. If requirements change during the life of the project and they have an adverse affect on the schedule or budget, Ziegler and its vendors will create a Change order outlining the impacts of the change in requirements.

Appendix contains a preliminary project plan for the phases of this project. Upon completion of Phase I, Ziegler and its vendors will create a revised Project Plan for the balance of the project

TIMELINES AND MILESTONES
The following are best guess estimates:

Task	Duration	Start	Finish
ZCO Site Development: Summary	262d	Tue 3/5/02	Wed 3/5/03

Phases:

		Duration	Start	Finish
VII.	Discovery	35d	Tue 3/5/02	Mon 4/22/02
VIII.	Design	28d	Tue 4/23/02	Thu 5/30/02
IX.	Development	133d	Tue 3/19/02	Thu 9/19/02
X.	Deployment	40d	Fri 9/20/02	Thu 11/14/02
XI.	Communications	60d	Fri 10/18/02	Thu 1/9/03
XII.	Ongoing Maintenance	79d	Fri 11/15/02	Wed 3/5/03

BUDGETING

A formal budget for this plan has not been developed at this time. However, a budget request was submitted in December of 2001 based on a very limited knowledge of Ziegler's plans and requirements. A more formal budget will be developed as part of the project planning process.

APPENDICES

APPENDIX I - INTERNET USAGE DEMOGRAPHICS

Internet & Specific Population Groups	
About 106 million Americans have gone online. Here is a portrait of wired America:	Percentage of this group who have Internet access
Sex	
Men	58%
Women	54
Race	
Whites	57
Blacks	43
Hispanic Origin*	
Non-Hispanics	57
Hispanics	47
Age	
18-29	75
30-49	65
50-64	51
65+	15
Education	
Less than High School	21
High School Graduate	43
Some College	71
College Degree +	82

Source: Pew Internet & American Life Project Survey
November-December 2000*

* The survey and the table follow the practice of the Census Bureau in presenting data on the Hispanic population. The Bureau distinguishes between racial and ethnic classifications.

APPENDIX II - DAILY INTERNET USAGE BY POPULATION GROUPS

| Daily Internet & Specific Population Groups | |
On an average day, over 59 million Americans are online. Here is a portrait of wired America on a typical day:	Percentage of Internet users in this group who are online each day
Sex	
Men	57%
Women	55
Race	
Whites	58
Blacks	44
Hispanic Origin*	
Non-Hispanics	57
Hispanics	45
Age	
18-29	53
30-49	58
50-64	55
65+	69
Education	
Less than High School	41
High School Graduate	46
Some College	59
College Degree +	66

Source: Pew Internet & American Life Project Survey
November-December 2000*

* The survey and the table follow the practice of the Census Bureau in presenting data on the Hispanic population. The Bureau distinguishes between racial and ethnic classifications.

APPENDIX III - TOP 50 PROPERTIES OF JANUARY 2002

Top 50 Properties of January 2002 U.S. and Worldwide				
Rank			**Unique Visitors**	
Jan.	**Dec.**	**Property**	**U.S. (000)**	**Worldwide (000)**
1.	1.	Microsoft Corp.	99,740	249,845
2.	2.	Yahoo Inc.	92,455	219,492
3.	3.	AOL Time Warner	88,038	169,625
4.	4.	Terra Lycos	51,092	143,101
5.	9.	U.S. Government	38,552	56,154
6.	5.	Amazon.com Inc.	37,480	79,027
7.	6.	eBay	32,859	55,868
8.	8.	Primedia Inc.	31,639	72,125
9.	13.	Google Inc.	31,077	93,250
10.	11.	Walt Disney Internet	29,118	45,762
11.	10.	CNET Networks Inc.	27,955	75,116
12.	12.	InfoSpace Inc.	27,190	53,371
13.	20.	USA Networks Inc.	26,072	43,650
14.	16.	Classmates Online Inc.	23,830	40,256
15.	14.	eUniverse Inc.	22,909	38,435
16.	19.	Ask Jeeves Inc.	22,761	45,882
17.	18.	RealNetworks Inc.	21,310	51,914
18.	NA	The Excite Network*	20,782	30,006
19.	72.	ADNet International	19,643	42,868
20.	22.	Gator.com Inc.	19,347	45,408
21.	15.	American Greetings	18,578	33,076
22.	7.	Vivendi Universal	18,047	45,090
23.	21.	Viacom Inc.	17,019	29,523
24.	38.	3turtles.com Inc.	16,650	26,318
25.	23.	CMGI Inc.	15,054	45,576
26.	30.	Synapse Group Inc.	15,039	23,507
27.	35.	iVillage Inc.	14,756	22,696
28.	31.	MusicCity Networks	13,987	34,239
29.	41.	Homestore.com Inc.	13,824	18,825
30.	26.	Earthlink Inc.	13,730	21,118
31.	37.	California Government	13,484	22,684
32.	42.	Bonzi Software	13,403	29,741
33.	24.	Overture Services Inc.	13,315	24,785
34.	17.	At Home Corp.	12,945	28,517
35.	44.	Landmark Communications	12,931	15,023
36.	36.	FortuneCity.com Inc.	12,578	39,662
37.	27.	Sony Corp.	12,547	26,737
38.	32.	United Online Inc.	12,133	13,861
39.	29.	Bertelsmann AG	10,911	22,511
40.	39.	Electronic Arts	10,905	19,263
41.	93.	Rank You Inc.	10,832	27,211
42.	28.	Columbia House	10,770	16,406
43.	33.	Verizon Communications	10,736	13,117
44.	51.	Gannett Co. Inc.	10,327	13,836
45.	69.	TMP Worldwide Inc.	10,327	13,836
46.	63.	Sabre Inc.	10,051	12,760
47.	43.	ATT Corp.	9,997	12,187
48.	45.	Homestead Technologies Inc.	9,734	21,219
49.	46.	National Football League	9,654	10,986
50.	65.	Cox Enterprises Inc.	9,237	10,194
* The Excite Network Inc. is a new entity formed by excite.com and iwon.com. Source: comScore				

Definitions:

Property: Properties represent an aggregate of Web sites that are all controlled by a larger entity. The controlling entity must have at least a 50% ownership in the web site for the web site to be included in the aggregation.

Unique Visitors Worldwide (000s): Provides an unduplicated count of all individually identified machines, located throughout the world whose users understand the English language, that made a visit to a selected property or domain during a given analysis period.

Unique Visitors U.S. (000s):
Provides an unduplicated count of all individually identified machines located in the United States that made a visit to a selected property or domain during a given analysis period.

APPENDIX IV - PERSONALIZATION USE CASE SCENARIO

Presented below is a fictional use case scenario depicting the personal experience of Mike as he visits Roadwarrior.com

THE EXPERIENCE

After a tough morning of selling on the road, Mike a typical road warrior, decides to browse the Web one January afternoon when he enters a Web site called Roadwarrior. Office Supplies, Inc. launched Roadwarrior, an international corporation specializing in office products. The site is a "branded community" dedicated to providing individuals with a compelling "cyber-destination" that combines lifestyle editorial content with promotional programs and shopping services for brands offered by Office Supplies Inc.

Registration

Roadwarrior presents Mike with a login screen that allows entry of a Roadwarrior user name. Since Mike has never been to Roadwarrior before, he clicks on the "Enter" button without specifying a user name. Roadwarrior welcomes him and offers him a 10% discount coupon for products in the Roadwarrior store, if he registers.

Mike decides to register and is presented with a simple form into which he can enter basic profile information. It prompts for name, address, sex, age, education, marital status, children's names and ages, income range, modem speed, and an indication of interest in the following topics: Sports, Books, Health, Family, Photography and Music. Mike elects to fill in most of the items in the form:

Mike, male, zip code 94070, aged 30-35, college educated, married, 2 kids under 10, interested in Sports, Family, Health, Computers. Mike does not provide income information, and he selects the "privacy" profile option for all of the elements in his profile to prevent his information from being used outside of the site.

Roadwarrior verifies that Mike's registration is not a duplicate, then enters his profile information into its visitor database. It then presents a personalized home page. If Mike had elected not to register, Roadwarrior would have allowed him to enter as a guest and built him a generic home page.

Personalized Home Page

Mike's personalized home page has icons pointing to SportsScene, HealthScene and ComputingScene relating to his profiled areas of interests.

For example, the SportsScene icon would link him to a page containing results and commentary on his local area professional sport teams, a listing of local and national sports telecasts, and a bulletin board with a discussion on last night's game. The HealthScene icon leads to a directory of local sports health facilities, an article on "How to Avoid Sports Injuries" and a discussion group called "Common Children's Ailments" from users of the site with comments and advice about the topic. An advertisement displayed prominently at the top of the page shows a picture of a Ford minivan driving down a snow-covered country road. If Mike clicks on the picture he would be provided with access to the address of the local show room, consumer reports on the van and the opportunity to get a free Ford sweatshirt by entering his current car model and date of manufacture, printing out a coupon and taking it to the local dealer in the next month.

Mike also notices he has two icons called "Profile" and "Electronic Wallet." He clicks on Profile, and the result is a display containing the information he gave to the site about himself. Mike is given the option to update, delete or extend the profile with information and preferences such as address and credit card number for purchases. A privacy option for each profile entry is always given. Mike clicks on the Electronic Wallet, and sees that it contains the 10% discount coupon for the Roadwarrior store he received at registration. In addition he has received various coupons targeted to his interests, including a $10 off coupon for a Kensington Custom "8 Ball" Trackball and a "2-for-the-Price-of-1" offer on expanding file products. There is also an area for "Receipts," which is empty.

Always interested in exploring computer-related topics, Mike decides to go into the ComputingScene area and chooses a topic, 'Essential Software for the Mobile Professional,' which is consistent with his interest in computers. An ad for Kensington's Sports "Picture Pad" Mouse Pad appears offering a "Winter Season" special of 20% off at the Roadwarrior store. Mike browses a few articles on computers highlighted by the ComputingScene Library and associated bulletin boards offering advice from "What Portable Printers are Best" to "How To Get Your Kids on the Internet, Safely." In a bulletin board associated with Management Software, Mike reads multiple reviews for Day Timers "Day Timer Organizer Software " from customers that had previously purchased at the Roadwarrior store. Based on some outstanding comments from like-minded customers that provide excellent insight into the strengths and weaknesses of the product, Mike decides to buy one too.

Buying

Mike clicks on the BuyScene and is greeted by the Personal Sales Assistant. The Assistant notices that Mike has a "2-for-the-price-of-1" coupon on expanding file products, and gives him the option to obtain information about the expanding file products or to simply put it in his Electronic Shopping Cart.

Mike decides to buy the Day Timer Organizer Software first, and quickly finds the system requirements for the Day Timer Organizer Software he is looking for by searching a Virtual Product Catalog by Title and Category. He reviews the system requirements he needs and previews the sample interface and features of the software. Satisfied, he tells the Assistant he wants to buy it.

The Assistant places the Day Timer Organizer Software into his Electronic Shopping Cart, then asks Mike if he would like address labels or computer paper. Mike takes them both and the Assistant adds them to the shopping cart.

Mike is satisfied with the items he has found, so he asks the Assistant to make the purchase. The Assistant calculates and displays the total price, including state and local sales tax and shipping at a 2-day rush option Mike selects from a menu of shipping options. The Assistant also detects that Mike has a 10% discount coupon and asks if he wants to use it now, or save it for another visit. Mike elects to use it. The Assistant then prompts Mike for his credit card information and address, assuring him of the security of the transaction. Mike enters the information and it is processed. The Assistant gives Mike the option to store his address and credit card information in his profile to speed up transactions at a later date. He does so. The Assistant confirms his payment and shows Mike a copy of the receipt it has put into his Electronic Wallet. It shows what was bought, when, and for what amount, including a confirmation number to use with the Roadwarrior Customer Service Department. The 10% discount coupon is indicated as "Redeemed" and the coupon has been removed from Mike's wallet.

Mike is happy with his purchase and logs off after first "bookmarking" Roadwarrior, ready for his return next time he logs on.

THE ARCHITECTURE

This scenario has been written to articulate how business managers can utilize the Internet to provide rewarding one-to-one experiences for visitors, establishing a profitable, new marketing and selling channel for their companies.

Utilizing a Personalized Marketing application system removes the technical barriers to direct visitor interaction and for the first time empowers business managers to utilize the Internet as a two-way medium for brand promotion, content distribution and transactions. By deploying innovative one-to-one marketing principles online, businesses will redefine the concept of niche markets and ultimately be capable of targeting single individuals and their unique needs. This will enable businesses to extend the highest levels of personalized attention and service to all of their customers and to realize new opportunities to serve customers and generate profits.

Using the new media of the one-to-one future, you will be able to communicate directly with consumers, individually, rather than shouting at them, in groups.

Utilizing a Personalized Marketing Application system, business managers can use the World Wide Web to develop extensive knowledge about individual visitors and to re-incorporate this knowledge into Web interactions. This enables one-to-one communication with visitors and gives businesses the ability to instantly react to their needs, on a highly personalized, moment-to-moment basis. Online one-to-one marketing empowers business managers to seize new opportunities to differentiate their sites from others, and to attract and retain visitors by offering more than cool graphics, secure payment processing and transaction management.

'One-To-One marketing' is a concept introduced by Don Peppers and Martha Rogers in their best-selling book, The One to One Future. This concept is grounded in the basic principles of getting to know customers as unique individuals, winning their trust and loyalty through satisfying needs on a personalized basis and transforming them into active business partners that provide sustained revenues over long periods of time.

METHODOLOGY FOR ONLINE MARKETING AND SELLING

Personalized Marketing Applications are centered around the interactive business lifecycle and is presented as follows:

·   Attract and retain visitors by providing personalized and compelling content coupled with a sense of community relevant to them.
·   Engage visitors in personalized dialogue, learning more about their needs to better anticipate their future needs and requirements.
·   Motivate visitors by providing personalized incentives (coupons, ads) for them to move from dialogue to action such as ordering a product or completing a survey.
·   Fulfill transactions by reliably and securely supporting the full spectrum of electronic commerce from promotional pricing to secure payment handling.
·   Manage the process by monitoring results and allowing dynamic changes to business rules and content to ensure the system is achieving business goals.
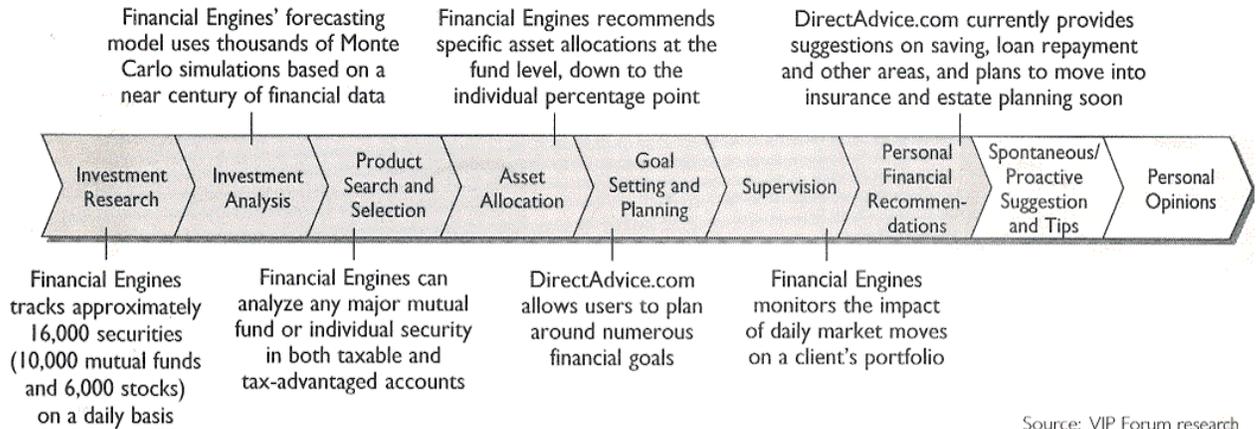
HOW THE INTERACTIVE BUSINESS LIFECYCLE WAS USED

In our example, the model for www.Roadwarrior.com was derived from an understanding of the interactive business lifecycle. It provides the visitor value and convenience that sets a new agenda for electronic commerce.

·   *Attract and retain visitors* - Roadwarrior provides personalized content, related community bulletin boards, targeted ads and merchandise recommendation. A sense of community combined with targeted, compelling, Java enhanced animation draws Mike into the site.
·   *Engage visitors in personalized dialogue* - Roadwarrior asks the user for preferences, and presents content tailored to those preferences. Mike is given the opportunity to add to his profile and give feedback on what he sees and does. He adds his credit card information profile and helps Ford identify how old and of what make his current car is. This information helps Roadwarrior better understand and cater to his needs.
·   *Motivate visitors* - Roadwarrior offers incentives based on Mike's personal profile (interests in computers, health, photography) and his interests and behavior as a visitor (interest in computers and observation of purchase). This allowed the giving of a range of incentives from a generic coupon for $10 off the whole site to a carefully target coupon for the Kensington Custom "8 Ball" Trackball targeted to Mike's profile.
·   *Fulfill transactions* - Roadwarrior processes the order, authorizes and handles secure payment. Mike's Personal sales Assistant efficiently handled all the step needed for a the successful close of the transaction including the pricing, the tax, what coupons to use and the back office integration for closing the sale.

APPENDIX V - DELIVERY OF ONLINE FINANCIAL ADVICE

## On-line financial advisors are able to deliver against the majority of the traditional advisor's value chain...

Internet Advisors' Assault on the Traditional Advisor Value Chain

Financial Engines' forecasting model uses thousands of Monte Carlo simulations based on a near century of financial data

Financial Engines recommends specific asset allocations at the fund level, down to the individual percentage point

DirectAdvice.com currently provides suggestions on saving, loan repayment and other areas, and plans to move into insurance and estate planning soon

| Investment Research | Investment Analysis | Product Search and Selection | Asset Allocation | Goal Setting and Planning | Supervision | Personal Financial Recommendations | Spontaneous/ Proactive Suggestion and Tips | Personal Opinions |

Financial Engines tracks approximately 16,000 securities (10,000 mutual funds and 6,000 stocks) on a daily basis

Financial Engines can analyze any major mutual fund or individual security in both taxable and tax-advantaged accounts

DirectAdvice.com allows users to plan around numerous financial goals

Financial Engines monitors the impact of daily market moves on a client's portfolio

Source: VIP Forum research

...for a fraction of the cost...

Estimated Cost of a "Financial Check-Up"

$750–$1,500

$75

$90

DirectAdvice.com*   Financial Engines*   Traditional Financial Planner
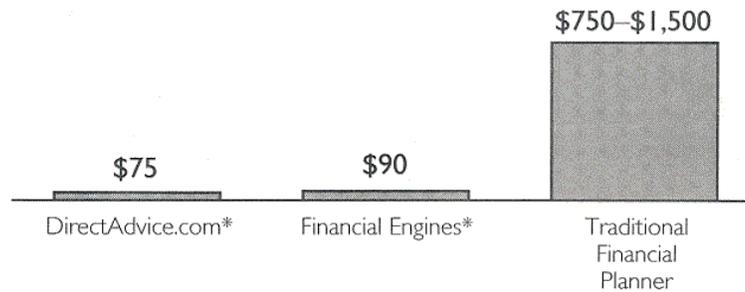
* For an annual subscription.

Source: DirectAdvice.com estimates; VIP Forum research.

APPENDIX VI - BROADBAND TRANSMISSION SPEEDS

Transmission Speed (Bandwidth) Necessary to Provide Homes with Selected Broadband Services, in the US, 2000

Service	Downstream bandwidth	Upstream bandwidth
Broadcast TV	6-8 Mbps	64 Kbps
Home shopping	1.5 Mbps	64-384 Kbps
Distance learning	1.5-3 Mbps	64 Kbps
Video on demand	1.5 Mbps	64 Kbps
Computer gaming	1.5 Mbps	64 Kbps
Video conferencing	384 Kbps - 1.5 Mbps	384 Kbps - 1.5 Mbps
Video games	64 Mbps - 2.8 Mbps	64 Kbps

Source: Red Herring, November 13, 2000

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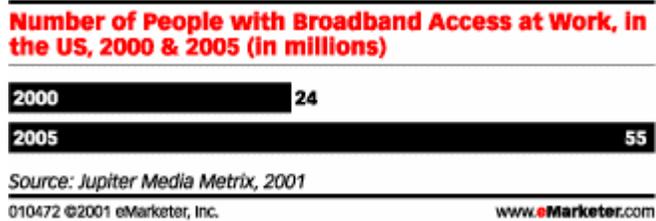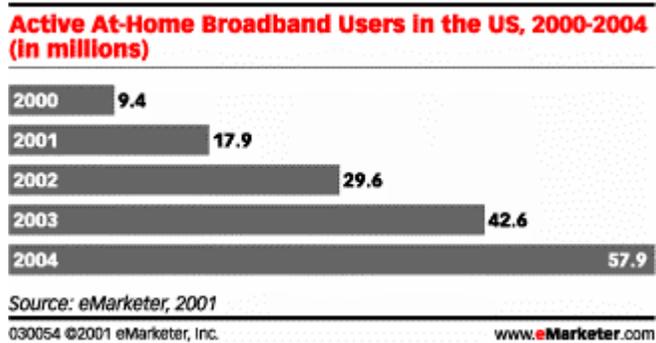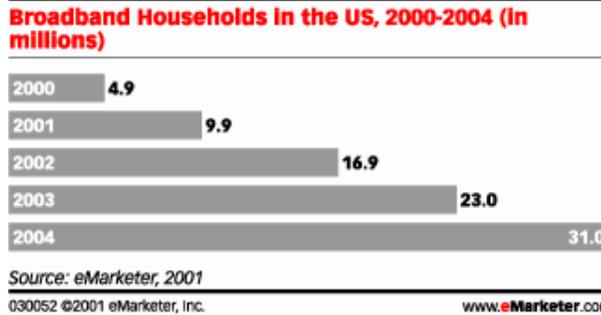
APPENDIX VII - BROADBAND MARKET ESTIMATES

eMarketer forecasts that there will be nearly 10 million broadband households in the US by the end of 2001. This figure will rise to over 31 million households by 2004.

Additionally, eMarketer estimates that as more than one user at home actively uses a broadband connection, the total 'at home' broadband audience is nearly double the number of household broadband connections. With home networking becoming more widespread, the one broadband connection to the home will service a number of household devices, and a number of household users.

Jupiter forecasts that the number of people with broadband access 'at work' will rise to 55 million by 2005.

It would be fair to say that nearly two-thirds or three-quarters of those with broadband at work will be those with broadband at home. Therefore the approximate total broadband audience in the US in 2004 will be between 60 to 70 million users. It is unlikely that broadband will be affordable for the vast majority before 2005, when alternatives to cable and DSL will be more widespread.

Broadband Households in the US, 2000-2004 (in millions)

Year	Value
2000	4.9
2001	9.9
2002	16.9
2003	23.0
2004	31.0

Source: eMarketer, 2001

030052 ©2001 eMarketer, Inc.   www.eMarketer.com

Active At-Home Broadband Users in the US, 2000-2004 (in millions)

Year	Value
2000	9.4
2001	17.9
2002	29.6
2003	42.6
2004	57.9

Source: eMarketer, 2001

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Number of People with Broadband Access at Work, in the US, 2000 & 2005 (in millions)

Year	Value
2000	24
2005	55

Source: Jupiter Media Metrix, 2001

010472 ©2001 eMarketer, Inc.   www.eMarketer.com

APPENDIX VIII - BUSINESS ADVANTAGES OF MICROSOFT'S .NET STRATEGY

By using the Internet to enable software applications to more easily work together, Microsoft® .NET promises easier integration within and between businesses, while creating opportunities to more meaningfully connect with consumers. With the tools of the .NET platform, businesses can realize improvements in the time and cost associated with developing and maintaining their business applications, as well as benefiting from empowering employees with the ability to act on vital information anywhere, from any smart device.

- .NET will deliver best of breed integration for businesses.
- Exposing XML Web services increases potential reach and exposure, creating new business opportunities.
- .NET promises substantial savings in development costs, as well as creating new revenue streams, through the use of XML Web services.

WEB SITES AND WEB SERVICES

For businesses to truly harness the power of the Internet, Web sites must evolve. They must learn to interact with one another as well as with existing systems and applications. XML Web services represent the evolution of the Web site.

INTEGRATION

Taking the modular aspects of modern software applications and allowing them to communicate through standard Internet protocols (XML and SOAP), XML Web services offer a direct means by which business processes can interact. Applications hosted internally, as well as on remote systems, can be stitched together, allowing businesses to program the Web—quickly and economically creating specialized solutions that meet unique business needs.

Integrating Within

XML Web services offer incredible value to organizations. They present the opportunity to bridge applications and information written in different programming languages and residing on differing platforms. In this manner, applications from departments such as HR and Accounting can expose information as XML, sharing information in order to create a new benefits application.

Using the common language runtime, part of the .NET Framework, individual components of specific applications within a company can interact. For example, a new scheduling function written in COBOL can be used with an existing HR application that was written in a different computing language.

Integrating with Partners

Not only can companies more easily integrate internal applications, they can also access services offered by other businesses. By combining XML Web services exposed on the Internet, companies can program the Web to create a wide variety of value-added applications. For example, an automobile manufacturer could unify benefits, payroll, stock trading, and insurance services into a single, seamless financial management portal for its employees, or they could integrate inventory control, fulfillment mechanisms, and purchase order tracking into a comprehensive supply chain management system.

Integrating with Customers

By enabling different software programs to interact, .NET creates new and exciting possibilities. A user will be able to establish an identity and move seamlessly from one .NET experience to another. They will control their data and be able to act on it anywhere, anyplace, and at anytime. They will have more power and control over their information, as they enable applications to interact on their behalf.

A first-time car buyer could more easily shop for the latest model by allowing XML Web services that communicate location and identity to interact with the XML Web services from the auto

manufacturer. Businesses that expose key business processes as XML Web services expand the customer and business interactions available while creating more personal, intelligent user experiences.

REACHING OUT

Creating XML Web services and exposing them on the Internet also provides another key advantage: it greatly expands the number of customers and business partners that can come in contact with a business's services. A large automobile manufacturer could expose an XML Web service of its delivery schedules for new vehicles. In this manner, their supply chains, dealerships as well as others, can consume the information, building other systems around it. Besides creating valuable links with partners, it creates the potential for advertising services for other businesses or customers that may not have been aware of the company or service.

RAPID DEVELOPMENT

Microsoft Visual Studio.NET and the .NET Framework, the tools of the .NET platform, empower developers to quickly and easily create cutting-edge XML Web services and applications, building on their existing skills sets. Through multi-language support, developers are freed to use the appropriate language in building XML Web services. Seamless deployment, as well as the ability to use existing XML Web services, presents substantial savings opportunities for the corporate IT department.

In addition to their technical capabilities, these developer technologies help alleviate the greatest scarcity in the world: skilled programmers. Applying rapid application development techniques to Web applications and services increases developer productivity, saving both time and money. Finally, by supporting any programming language, these tools tap the broadest developer talent pool (only about 10 percent of the world's developers know Java), take advantage of existing skills, and let people use the tool most appropriate for a specific task.
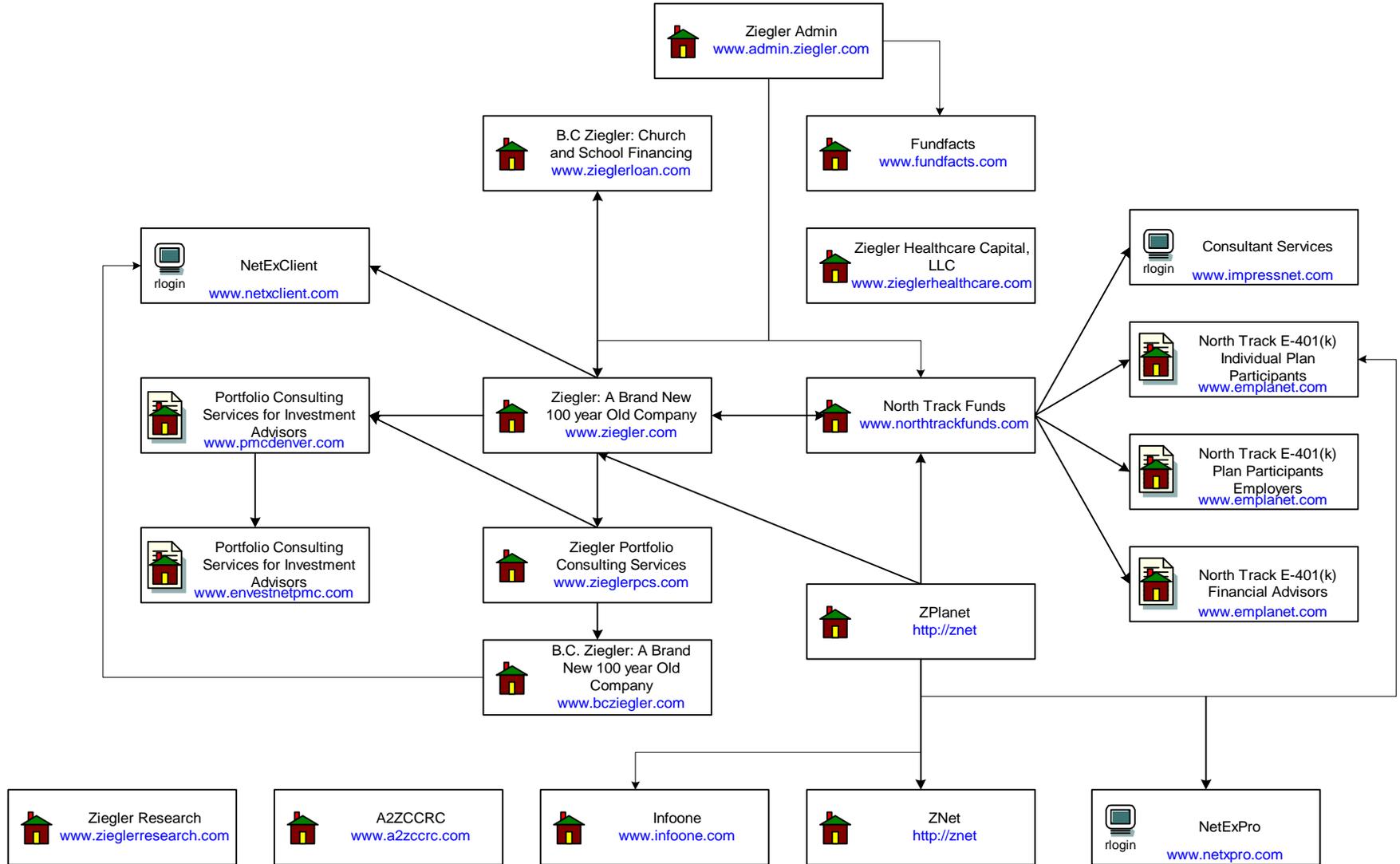
NEW OPPORTUNITIES

With the .NET platform, corporate IT departments will share in the ability to create new and novel revenue streams. By exposing key business processes that were typically locked in internal systems, the enterprise can create a number of new and exciting opportunities to make money. For example, a tax engine created for internal use could be exposed as an XML Web service, enabling other companies to use the functionality quickly and easily, thus, providing a new revenue stream.

EMPOWERING EMPLOYEES

.NET offers the promise of allowing employees to act on the appropriate information where and when they need it. It facilitates better decisions by giving people in the field, at the office, and in between the information they need in a suitable and useful form. Important client information, once locked away in isolation on a mainframe, can more easily be accessed and acted on by a salesperson on a handheld computer across the country. A contact or appointment that is added to a Pocket PC by a project manager while at a job site can instantly be accessible to members of the same team scattered around the world.
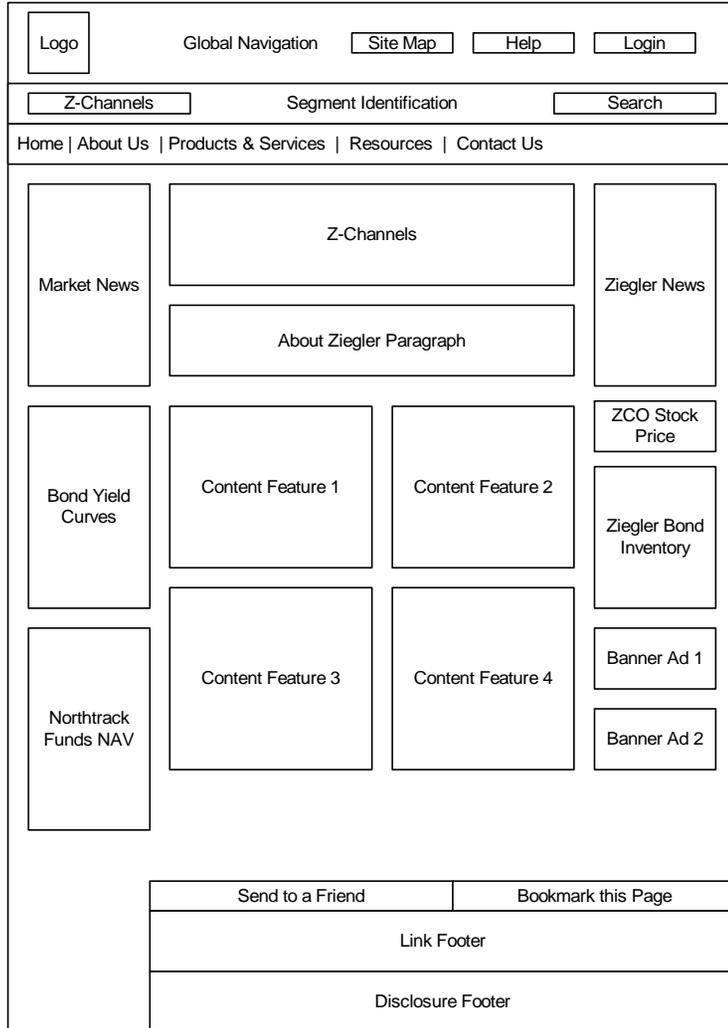
Appendix IX - Ziegler Internet Properties

Ziegler Admin
www.admin.ziegler.com

B.C Ziegler: Church and School Financing
www.zieglerloan.com

Fundfacts
www.fundfacts.com

NetExClient
rlogin
www.netxclient.com

Ziegler Healthcare Capital, LLC
www.zieglerhealthcare.com

Consultant Services
rlogin
www.impressnet.com

Portfolio Consulting Services for Investment Advisors
www.pmcdenver.com

Ziegler: A Brand New 100 year Old Company
www.ziegler.com

North Track Funds
www.northtrackfunds.com

North Track E-401(k) Individual Plan Participants
www.emplanet.com

Portfolio Consulting Services for Investment Advisors
www.envestnetpmc.com

Ziegler Portfolio Consulting Services
www.zieglerpcs.com

North Track E-401(k) Plan Participants Employers
www.emplanet.com

ZPlanet
http://znet

North Track E-401(k) Financial Advisors
www.emplanet.com

B.C. Ziegler: A Brand New 100 year Old Company
www.bcziegler.com

Ziegler Research
www.zieglerresearch.com

A2ZCCRC
www.a2zccrc.com

Infoone
www.infoone.com

ZNet
http://znet

NetExPro
rlogin
www.netxpro.com

APPENDIX X - SEARCH ENGINE ACTIVITY REPORT

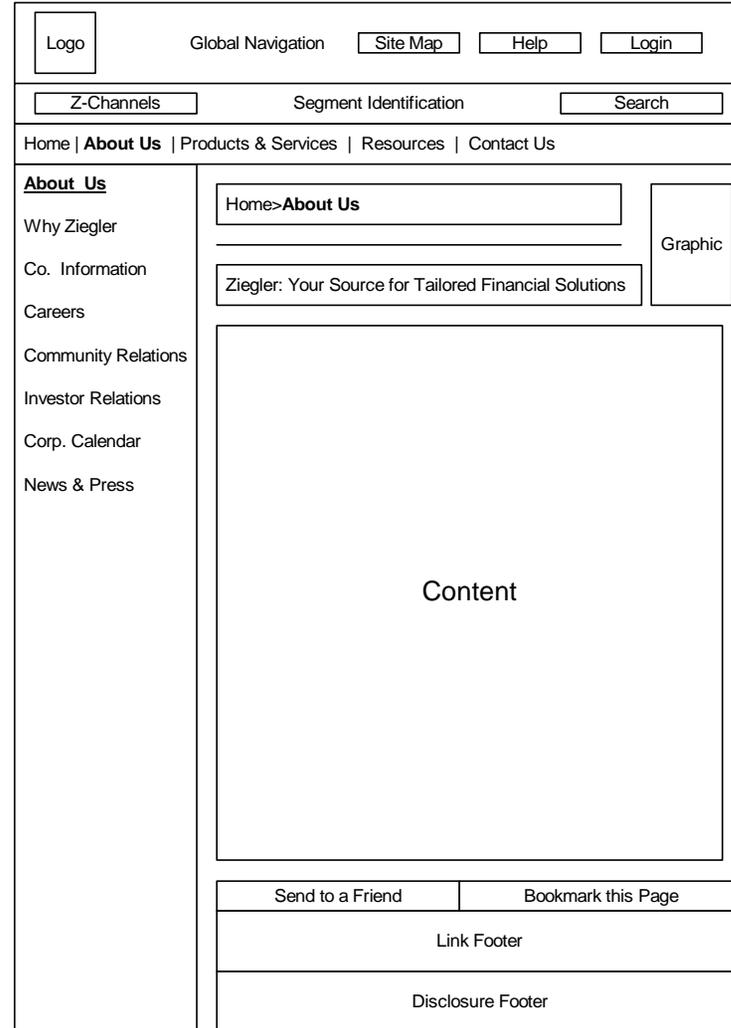| Site	Month	Total Refers	No Refers	Internal Refers	Other	Search Engine Refers	Top 5 Search Engines	Top 10 Keywords	Top 10 Phrases
Ziegler.com	Jan-02	10,249	4,382	4,543	227	1,097	google Yahoo MSN Lycos AOL Netfind	Ziegler b.c. bc Investment securities www.ziegler.com companies capital company markets	ziegler bc ziegler b.c. ziegler www.ziegler.com ziegler securities ziegler capital markets investment banking and marketing award securities acquisition ziegler companies
North Track Funds	Jan-02	4,703	2,225	1,858	-	620	google Yahoo MSN AOL Netfind Netscape	north track funds shares in fund index your website reference	North track funds cache: north track funds sell shares in your website yield curve government securities intel investments management style north track north track mutual funds northtrackfunds www.northtrackfunds.com class shares
Ziegler Loans	Jan-02	1,592	514	841	-	237	google Yahoo MSN AOL Netfind Ask Jeeves	church financing ziegler finance school san diego beth bonds am	church financing ziegler church finance beth am san diego church bonds bc ziegler new life church colorado springs school financing school finance church school

APPENDIX XI – ZIEGLER.COM WIRE FRAME & PAGE TEMPLATE

Ziegler Homepage   **Page Templates**   Level 1 Landing Page

Ziegler Homepage

| Logo | Global Navigation | Site Map | Help | Login |

| Z-Channels | Segment Identification | Search |

Home | About Us | Products & Services | Resources | Contact Us

Market News	Z-Channels	Ziegler News
	About Ziegler Paragraph	ZCO Stock Price
Bond Yield Curves	Content Feature 1	Content Feature 2	Ziegler Bond Inventory
Northtrack Funds NAV	Content Feature 3	Content Feature 4	Banner Ad 1
			Banner Ad 2

| Send to a Friend | Bookmark this Page |
| Link Footer |
| Disclosure Footer |

Level 1 Landing Page

| Logo | Global Navigation | Site Map | Help | Login |

| Z-Channels | Segment Identification | Search |

Home | **About Us** | Products & Services | Resources | Contact Us

About_Us

Why Ziegler

Co. Information

Careers

Community Relations

Investor Relations

Corp. Calendar

News & Press

Home>**About Us**

Graphic

Ziegler: Your Source for Tailored Financial Solutions

Content

| Send to a Friend | Bookmark this Page |
| Link Footer |
| Disclosure Footer |

APPENDIX XII - JANUARY 2002 VISITOR BROWSER STATISTICS

Listed below an analysis of the types of browsers that visited ziegler.com during January 2003. This information was compiled from WebTrends Log File Analysis.

	Jan-02	
	Visits	**Percent**
Microsoft Internet Explorer		
Explorer 5.x	6,651	64.89%
Explorer 6.x	1,147	11.19%
Explorer 4.x	288	2.81%
Explorer 3.x	52	0.51%
Total Microsoft	8,138	79.40%
Netscape		
Netscape 4.x	386	3.77%
Netscape 6	29	0.28%
Netscape 3.x	3	0.03%
Netscape	1	0.01%
Netscape 6.x	1	0.01%
Other Netscape Compatible	210	2.05%
Total Netscape	630	6.15%
Other Browsers & Crawlers	1,481	14.45%
Total Visits	10,249	100.00%
AOL Visitors	4,520	44%

APPENDIX XIII - ZIEGLER INTERNET SITES CONTENT OUTLINES

ZIEGLER CORPORATE SITE

I. Home - Ziegler
II. About Us
    a) Why Ziegler
    b) Company Information
        i) Our Philosophy
            (1) Mission
            (2) Vision
            (3) Values
        ii) Our Clients
        iii) Our Organization
            (1) Capital Markets
            (2) Asset Management
            (3) Wealth Management
        iv) Our Locations
        v) Our History
        vi) Executive Management
    c) Careers
        i) Ziegler Culture
        ii) Ziegler Careers
        iii) Ziegler Rewards
        iv) Ziegler Opportunities
        v) Apply
    d) Community Relations
    e) Investor Relations
        i) Quick Facts
        ii) Share Data
        iii) Financial Reports
        iv) Earnings News
    f) Corporate Calendar
    g) News & Press
        i) Corporate News
        ii) Press Relations
III. Products and Services
    a) Financing
        i) Churches, Schools, Temples & Synagogues
        ii) Health Care Financing
        iii) Senior Living Centers
        iv) Housing
        v) Other
    b) Corporate Advisory
        i) Financial Consulting
        ii) Mergers and Acquisitions
        iii) Risk Management
    c) Sales and Trading
    d) Fund/Cash Management
    e) Ziegler Research
    f) Personal Investing
        i) Investment Services
            (1) Portfolio Consulting
            (2) Portfolio Monitoring
            (3) Retirement Planning
            (4) Educational Funding
            (5) Tax Planning
            (6) Trust & Estate Planning
            (7) Wealth Management
        ii) Investment Products
            (1) Stocks
            (2) Bonds
            (3) CD's
            (4) Mutual Funds
            (5) Money Markets
            (6) UIT's
            (7) Annuities
        iii) Portfolio Consulting
        iv) North Track Funds
        v) Services for Executives
    g) Other Services
        i) Compensation/Benefits
        ii) Services for Executives

IV. Resources
    a) Publications
        i)   Articles/White Papers
            (1) Archives
        ii)   Research
            (1) Archives
        iii) Presentations
            (1) Archives
        iv) Newsletters
            (1) Archives
    b) Tools
        i)   Links
        ii)   Calculators
    c) Education
        i)   Book Store
        ii)   Glossary
    d) FAQ's
    e) Forms
    f) Subscriptions
    g) Archives

V. Contact Us
    a) Locations
    b) Media Relations
    c) Surveys
    d) Subscriptions
    e) Request Information
    f) Feedback

CHURCH LOANS

I. Home - Church Loans
II. About Us
    a) Why Ziegler
    b) Company Information
    c) Staff
    d) Clients
    e) Careers
    f) Calendar
    g) News Press
III. Products and Services
    a) Financing
        i)   Churches
        ii)   Schools
        iii) Temples & Synagogues
        iv) Other Financing
            (1) Health Care Financing
            (2) Senior Living Centers
            (3) Housing
    b) Advisory Services
        i)   Financial Consulting
        ii)   Mergers and Acquisitions
        iii) Risk Management
    c) Sales and Trading
    d) Fund/Cash Management
    e) Personal Investing
        i)   Investment Services
            (1) Portfolio Consulting
            (2) Portfolio Monitoring
            (3) Retirement Planning
            (4) Educational Funding
            (5) Tax Planning
            (6) Trust & Estate Planning
            (7) Wealth Management
        ii)   Investment Products
            (1) Stocks
            (2) Bonds
            (3) CD's
            (4) Mutual Funds
            (5) Money Markets
            (6) UIT's
            (7) Annuities
        iii) Portfolio Consulting
        iv) North Track Funds
        v)   Services for Executives

f) Other Services
    i) Ziegler Research
    ii) Compensation/Benefits
    iii) Services for Executives

IV. Resources
  a) Publications
    i) Articles/White Papers
      (1) Archives
    ii) Research
      (1) Archives
    iii) Presentations
      (1) Archives
    iv) Newsletters
      (1) Archives
  b) Tools
    i) Links
    ii) Calculators
  c) Education
    i) Book Store
    ii) Glossary
  d) FAQ's
  e) Forms
  f) Subscriptions
  g) Archives

V. Contact US
  a) Locations
  b) Media Relations
  c) Surveys
  d) Subscriptions
  e) Request Information
  f) Feedback

SENIOR LIVING

I. Home - Senior Living

II. About Us
  a) Why Ziegler
  b) Company Information
  c) Staff
  d) Clients
  e) Careers
  f) Calendar
  g) News Press

III. Products and Services
  a) Financing
    i) CCRC's
    ii) Other Financing
      (1) Health Care Financing
      (2) Church, Schools, Synagogues
      (3) Housing
  b) Advisory Services
    i) Financial Consulting
    ii) Mergers and Acquisitions
    iii) Risk Management
  c) Sales and Trading
  d) Fund/Cash Management
  e) Ziegler Research
  f) Educational Series
  g) Personal Investing
    i) Investment Services
      (1) Portfolio Consulting
      (2) Portfolio Monitoring
      (3) Retirement Planning
      (4) Educational Funding
      (5) Tax Planning
      (6) Trust & Estate Planning
      (7) Wealth Management
    ii) Investment Products
      (1) Stocks
      (2) Bonds
      (3) CD's
      (4) Mutual Funds
      (5) Money Markets
      (6) UIT's
      (7) Annuities

- iii) Portfolio Consulting
- iv) North Track Funds
- v) Services for Executives
- h) Other Services
  - i) Compensation/Benefits
  - ii) Services for Executives

IV. Resources
- a) Publications
  - i) Articles/White Papers
    - (1) Archives
  - ii) Research
    - (1) Archives
  - iii) Presentations
    - (1) Archives
  - iv) Newsletters
    - (1) Archives
- b) Tools
  - i) Links
  - ii) Calculators
- c) Education
  - i) Book Store
  - ii) Glossary
- d) FAQ's
- e) Forms
- f) Subscriptions
- g) Archives

V. Contact US
- a) Locations
- b) Media Relations
- c) Surveys
- d) Subscriptions
- e) Request Information
- f) Feedback

HEALTH CARE

I. Home - Health Care

II. About Us
- a) Why Ziegler
- b) Company Information
- c) Staff
- d) Clients
- e) Careers
- f) Calendar
- g) News Press

III. Products and Services
- a) Financing
  - i) Health Care
  - ii) Other Financing
    - (1) Senior Living
    - (2) Church, Schools, Synagogues
    - (3) Housing
- b) Advisory Services
  - i) Financial Consulting
  - ii) Mergers and Acquisitions
  - iii) Risk Management
- c) Sales and Trading
- d) Fund/Cash Management
- e) Ziegler Research
- f) Educational Series
- g) Personal Investing
  - i) Investment Services
    - (1) Portfolio Consulting
    - (2) Portfolio Monitoring
    - (3) Retirement Planning
    - (4) Educational Funding
    - (5) Tax Planning
    - (6) Trust & Estate Planning
    - (7) Wealth Management
  - ii) Investment Products
    - (1) Stocks
    - (2) Bonds
    - (3) CD's
    - (4) Mutual Funds
    - (5) Money Markets

APPENDIX XIV - CHURCH LOANS SITE MAP

Legend

Privacy Statement / Home	Global Navigation which appears on every page. Icons illustrate type of page linked to
Ziegler: A Brand New 100 year Old Company www.ziegler.com	Home Page of the site in question with the URL
Northtrack Funds www.northtrackfunds.com	Offsite link to a Homepage of a different site along with the URL
Open an Account	Form Page with submit function
Use Ziegler Online	Page with internal Page Links to sublevel pages not within the hierarchy
Contact	e-mail and contact information page
Accessibility to Your Money	Link from menu to a page within a different section with the same page title
Market Watch	An application of applet with supporting data that changes

Mutual Funds	HTML Content Page
NetExClient (rlogin)	Page Requiring Login Function
Account Agreement PDF	Content & download page with links to non HTML files
Careers	Category heading for organizational purposes. Does not contain content
Services	Category heading with content
6	For diagramming purposes, indicates on off the diagram page link, not a HTML link
	Lines Indicate Hierarchical relationships between pages(parent child relationship)

APPENDIX XIV - CHURCH LOANS SITE MAP CONTINUED

B.C Ziegler: Church
and School Financing
www.zieglerloan.com

Home	About Us	Products/Services	Resources	Contact Us

About Us
- Why Ziegler
- Clients — (1)
- Staff
- News/Press — (3)
- Calendar
- Company Information

Products/Services
- Financing — (3)
- Fund/Cash Mgmt
- Wealth Management — (4)
- Other Services

Resources — (5)

Contact Us
- Locations
- Media Relations
- Surveys
- Subscriptions
- Request Information
- Feedback

Appendix XIV - Church Loans Site Map Continued

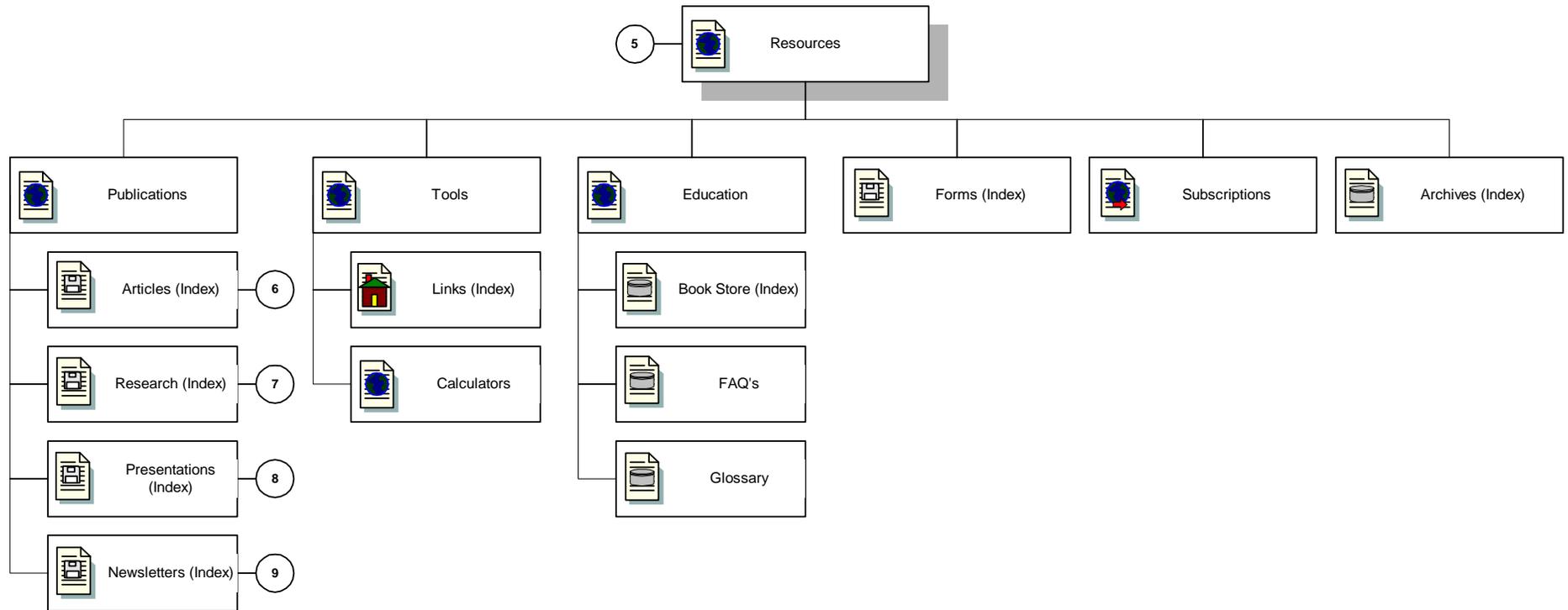## Appendix XIV - Church Loans Site Map Continued

1 — Clients (Index)
- Past Clients (Index)

2 — News/Press
- Archives (Index)

3 — Financing
- Churches
- Schools
- Temples & Synagogues
- Other

4 — Wealth Management
- Investment Services
- Portfolio Consulting
- Northtrack Funds

6 — Articles (Index)
- Archives (Index)

7 — Research (Index)
- Archives (Index)

8 — Presentations (Index)
- Archives (Index)

9 — Newsletters (Index)
- Archives (Index)

Appendix XV - Ziegler's Application Development Strategy

Investment Services, Capital Markets, Asset Management

Presentation Pages

| Request Info
Subscriptions
Surveys
Feedback | News/Press
Articles
Research
Presentations
Newsletters
Forms
Archives
Calculators
Links | Clients
Archives | Staff | FAQ's | Book Store | Glossary | Locations | Custom (Many) |

Templates

| Forms (Custom) | Index
Index w/ Graphics | Clients | Staff | FAQ's | Book Store | Glossary | Locations | Custom (Many) |

Applications

| User Profiling | Document Processing | Client | Staff | FAQ's | Books | Glossary | Locations | Content |

Data

| User Profiles | Documents | Clients | Staff | FAQ's | Affiliates | Glossary | Locations | Content |

Files and External Links

HTML, docs, ppt, pdf,.Amazon, Sharper Image, ZCO Wear, etc.

CITATIONS

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http://www.acnielsen.com	http://www.metavante.com
http://www.admin.uottawa.ca/staff/lay/5270w99/wood	http://www.microsoft.com
http://www.atlargestudy.org	http://www.ml.com
http://www.bea.com	http://www.naics.com
http://www.broadvision.com	http://www.netcraft.com
http://www.businesstown.com	http://www.netsol.com
http://www.channelseven.com	http://www.networksolutions.com
http://www.clickz.com	http://www.nielsen.com
http://www.cyberatlas.com	http://www.oclc.org
http://www.developer.com	http://www.pewinternet.org
http://www.directadvice.com	http://www.pmi.org
http://www.edgar-online.com	http://www.project.com
http://www.emarketer.com/welcome.html	http://www.quoteland.com
http://www.etrust.com	http://www.sapient.com
http://www.fbcsa.org/share_future.htm	http://www.sba.gov
http://www.financialengines.com	http://www.sba.org
http://www.highfivearchive.com	http://www.schwabb.com
http://www.hoovers.com	http://www.searchengines.com
http://www.hottopics.com	http://www.searchenginewatch.com
http://www.icann.org	http://www.searchz.com
http://www.infoworld.com	http://www.sec.gov/edgarhp.htm
http://www.internet.com	http://www.secretsites.com
http://www.internetnews.com	http://www.verisign.com
http://www.internetworld.com	http://www.w3.org
http://www.internic.net	http://www.webbuilder.com
http://www.intranetjournal.com	http://www.webex.com
http://www.isoc.org/internet-history	http://www.webmarketing.com
http://www.jdp.com	http://www.webmonkey.com
http://www.jdpowers.com	http://www.webreference.com
http://www.jmm.com	http://www.webtrends.com
http://www.jsonline.com	http://www.whatis.com
http://www.jup.com	http://www.wilsonweb.com