

Roadmap for B2B Website Success



Strategy

Website should be based on a well thought-through marketing strategy.



Content

Information that is relevant and useful to your target prospects.



Design

The architecture, look, and navigation to best communicate your messaging.



Tools

Selecting the tools best suited to building the website as defined by the first three steps.

Background

What if you could virtually eliminate the time your salespeople spend chasing suspects who don't want to talk to them? And greatly increase the time they spend face-to-face with leads who are ready to buy?

This is a roadmap outlining the process and steps to take when building (or renovating) a business to business website. I developed this methodology over a few years of delivering online and offline marketing communications and sales tools (including websites) for B2B companies.

The internet has completely transformed best practices in technology marketing. Websites have become the primary marketing vehicle for B2B tech companies. Your website can be a lead generation engine if it's built using high quality content. Your content must establish expertise, build trust and serve as Google food for organic search engine optimization.

It's possible for B2B websites to deliver tremendous return on investment by delivering a steady stream of qualified leads. I've witnessed many instances of B2B companies squandering this opportunity.

Awareness – the rules of engagement have changed

Ten years ago, information about your company and its solutions wasn't readily available online. The only way a prospect could learn more was by meeting with a sales rep. That's why buyers were willing to engage with Sales so early in the buy cycle.

Today prospects are much better at seeking out information themselves - and blocking out unwanted sales messages. When buyers want to research a topic, they search for it on Google, check out blogs and scan news sites. B2B sites must use search engine marketing (SEM) and search engine optimization (SEO) to appear when and where prospects are seeking their solutions.

Today *buyers want to educate themselves* before they speak with anyone from Sales, and over 93% of prospects start their research online. The vast majority of activity on your website is from prospects who are not yet 'sales ready.' Your website must engage and capture prospects when they first find you on Google, and *nurture leads* by giving them content that will move them forward through the initial stages of their buying process.



Sales – deals still close face to face

Buying technology isn't like buying shoes. The sales cycle is lengthy, the solutions are complex and customization is often required. There will always be a role for world-class sales reps to close business. What this online marketing model can deliver, if implemented correctly, are leads that have been guided through the beginning stages of their buy cycle. They are truly qualified leads. Sales people can focus their time and effort on the strongest leads and the biggest opportunities.



DEMAND GENERATION

- Compelling Value Propositions
 - Website Content
- Email Direct Response
 - Online PR
 - SEM/SEO

LEAD NURTURING

- ROI/TCO Calculators
- Email Direct Response
 - Enewsletters
 - White Papers
 - Case Studies
 - Blogs

HAND-OFF TO SALES

- Define Need
- Develop Relationship(s)
- Propose Solution
- Obtain Contract

"Giving value first leads to trust."

– Jeffrey Gitomer, 'Trust – How to Earn it, Grow it, and Keep it to Become a Trusted Advisor'

YOUR WEBSITE CAN AUTOMATICALLY FUNNEL QUALIFIED LEADS TO YOUR SALESFORCE.

To realize the benefits of automating demand generation and lead nurturing, B2B websites must be developed as an integral part of a company's marketing strategy. If your company doesn't have a clearly articulated marketing strategy, any website you build will be an expensive online brochure that has little chance of turning prospects into warm leads.

Today, the goal is to be found by customers when they're looking for solutions, not be in their face when they're busy doing something else. One of the most influential social scientists of the 20th century, Herbert Simon, remarked that "a wealth of information creates a poverty of attention." Simon succinctly wraps up the challenges facing marketers in the Internet era. **Inundated by information and media from all sides, prospects and clients continue to tune out and ignore interruptive marketing tactics and sales messages.**

Conversely, if you carefully build a marketing strategy designed to support and enhance your sales efforts, then develop a website that implements your marketing strategy, you're going to generate qualified leads and accelerate your sales cycles.

This online process must be integrated with sales support. Triggers must be built into the process so that sales people are notified when a lead becomes 'sales ready'. Often B2B companies have a junior sales person monitor activity on the site and hand the lead to a more senior salesperson when a predetermined lead qualification threshold is met. There are also marketing automation applications that can perform the hand off.

Strategy. Content. Design. Tools.

Four years ago when we developed our website, we began the process with design. That's a classic rookie mistake. Surprisingly, many professional website developers still work that way. The reality is that form should follow function. Strategy gives birth to content and content determines design. The most effective B2B sites are built by:

1. Developing a marketing strategy that provides a blueprint for the website.
2. Determining what content will be relevant and useful to target prospects.
3. Designing the look, architecture and navigation that best communicates the strategy and content.
4. Selecting the tools best suited to building the website as defined by the strategy, content and design.

"Stripped to its essence, marketing exists to build trust. Every adult has had the experience of being disappointed by someone who said, "Trust me". Unless and until a salesperson proves his trustworthiness, marketing is the way we build trust that a company will live up to its promises. Today, in B2B, websites are your primary marketing tool. Your website must instill trust."

Strategy – develop your marketing game plan first

B2B marketers should do everything they can to achieve high search engine rankings for their chosen keyphrases. When a prospect arrives at your site, the content they're greeted with must be relevant and useful. Traffic alone doesn't create qualified leads. Does your search listing (paid or organic) include strategic information and a compelling call to action? If it doesn't, there's no conversion... no next step taken by the visitor, no opportunity to engage with her in a sales conversation.

Information required to develop a marketing/website strategy includes – what you're selling (**features, benefits and value**) and to whom (**specific and exact descriptions of ideal prospects**). Sounds simple, and it can be. It's surprising how many businesses don't bother to clearly define their products and services, their value proposition, or their target prospects.



Value Proposition and Core Messaging – differentiate and communicate

A value proposition is a clear statement of the tangible results a customer gets from using your products or services. The more specific your value proposition, the better. Most companies have weak value propositions. Often they're just regurgitated descriptions of their features, processes or capabilities. Or they're filled with self-aggrandizing puffery.

Here are a few examples of weak value propositions:

- We have the most technologically advanced and robust system on the market.
- We offer training classes in a wide variety of areas.
- Our product was rated the best-in-class by leading authorities.

“So what?” That's what most prospects think when you share a weak value proposition. They've heard lines like that before and they don't believe them. Besides, you haven't shared what's in it for them – and that's what they care about.

“You must uncover human needs to design compelling user value propositions.”

- Ryan Jacoby, Business Factors Consultant, IDEO

You need a financially oriented value proposition that speaks to critical issues they're facing. If you can quantify it by including specific numbers or percentages, so much the better. Strong value propositions deliver tangible results like:

- increased revenues
- faster time to market
- decreased costs
- improved operational efficiency
- increased market share
- decreased employee turnover
- higher customer retention levels.

There are five key elements of a persuasive value proposition:

1. **Targeted:** your value proposition must be relevant to your target market, which means that the target market has to be clearly defined.
2. **Value Based:** B2B technology purchases require demonstrable justification. *Success stories and testimonials with quantifiable benefits are the best tools to promote your value proposition.*
3. **Differentiated:** comparing and contrasting against your competition demonstrates why you are best positioned to deliver on your value proposition. Make sure the competition you choose to benchmark against is relevant in the mind of your prospect.
4. **Coherent:** expressing your value proposition via a coherent message is what makes your brand stick in your prospects' minds. The only way to know for sure is to test it. Ask your customers if they understand your value proposition. See if they know *why* you're different.
5. **Memorable:** in addition to being coherent, and targeted specifically to your ideal prospects, your value proposition must be succinct and meaningful.

Your core messaging expands on your value proposition. It can refer to your business as a whole, to divisions within your company, and to specific solutions, products and services. The messages should be congruent, using your value proposition as the common denominator.



Target Prospects, Market Segmentation and Personas

If you've been in business for any length of time, you have statistics and data on your clientele. It's not too onerous an undertaking to sift through that information and find out who your most profitable customers are. Once you've done that, you can take their demographics and build a template of exactly what your ideal target looks like. This template is called a persona. Companies that sell a spectrum of products and services may have two or more target personas.

Match your content to buyer profiles. Prospects find content targeted to their role or industry much more valuable than generic content. According to [MarketingSherpa](#) and [KnowledgeStorm](#), 82% of prospects say content targeted to their specific industry is more valuable and 67% say content targeted to their job function is more valuable. 49% say the same for content targeted to their geography.

Content – relevant and useful content builds trust

If nobody reads your website content, there's zero chance of persuading someone to contact your salespeople. Your content must be meaningful and compelling... and it must be updated regularly for Google rankings and so prospects have a reason to come back.

Content, online or off, is still king. Online content can be text, audio, video, cartoons or any other digital medium that delivers a message. It must be engaging. If it isn't interesting, people are gone with a click of their mouse.

Let's step back and examine how a prospect gets to your site. Unless specifically driven to your site via email, direct mail, a banner ad, a phone call or some other means, visitors will find your site via search engine. Keyword research must be done to determine the likely phrases your targets will use when searching for your products and services. These keywords can then be used for online advertising (e.g. Google AdWords) or to generate high rankings in organic searches.

That's why it's so important to know exactly who you're communicating with. The CFO of a bank is going to be interested in different information than a CIO at the same bank. Content must be customized to a degree for the target AND the buying cycle stage she's in.

This correlates with the navigation and structure of a website. Pages where a surfer enters a site are called landing pages. B2B websites should develop one landing page for each persona (or market segment) that they're targeting. Landing pages need to serve three purposes:

"User types, or personas, are fictitious characters that embody the characteristics and attributes of real targeted user groups. Personas are a tool that helps marketers put a face to their prospects. If you're building a B2B website, you are by definition a marketer. You need to develop your target personas so you can communicate in a way that is meaningful to them."

- Sheri Thurow, SEO Director, Omni Marketing Interactive



1. They must tell the target immediately and overtly that they're in the right place.
2. They must have content that's appropriate for the beginning stage of the buy cycle.
3. They must contain the keyphrases that the target has used to find the site.

Being an introduction to a website, a landing page should contain information that's fitting for someone who is beginning to search for the solutions you sell. It shouldn't contain specific product specifications that would be of interest later in the buy cycle. It should answer questions like:

- Do they sell the type of products/services that I need to solve my problem?
- Are they a reputable firm?
- Do they have experience with my industry?

What is Content Strategy?

The people who develop websites talk about user experience, information architecture, content management systems, coding, metadata, visual design, user research and other disciplines that facilitate users' abilities to find and consume content. What's been largely ignored is the content development process.

Content strategy plans for the creation, publication, and governance of relevant and useful content. The content strategist works to define not only which content will be published, but why it's being published – what makes it relevant and useful to the target prospects?

A content strategy defines a number of content-related disciplines that deserve their own definition:

Editorial strategy defines the guidelines by which all online content is governed: values, voice, tone, legal and regulatory concerns, user-generated content, and so on.

Web writing is the practice of writing relevant and useful content specifically intended for online publication. This is much more than smart copywriting. An effective web writer must understand the basics of user experience design, be able to deploy direct response tactics to lead prospects through the site to conversion, and write effective metadata.

Metadata strategy identifies the type and structure of metadata, also known as 'data about content'. Smart, well-structured metadata helps publishers identify, organize, use, and reuse content in ways that are meaningful to key audiences.

Google will rank your site higher in relation to your competitors if your content is more relevant to the search words used. There's an art and a science to developing content that ranks high in Google searches AND will lead a human prospect through your site to a successful conversion.

"The first thing people do when they arrive at a new website is determine whether what they're seeing is what they were looking for. If you don't make it instantly clear, they're gone."

Search engine optimization is the process of editing and organizing the content on a page or across a website (including metadata) to increase its relevance and search engine ranking for specific **keyphrases**.

Link building is an important component for superior search engine ranking. Google rightfully bestows high ranking on those sites that have been linked to from other sites it considers to be “of high quality and relevance”. Link building is difficult because it requires an action by the owner of another website or blog.

Content management strategy defines the technologies needed to capture, store, deliver, and preserve an organization’s content. Publishing infrastructures, content management systems and workflows are key considerations.

Content marketing is the art of understanding exactly what your customers and prospects need to know, and delivering it to them in a relevant and compelling way.

Content channel distribution strategy defines how and where content will be made available to users. (includes email marketing; it’s a way to distribute content and drive people to find information on your website.)

Businesses must commit to treating their marketing content as a valuable asset worthy of strategic planning. Otherwise they’ll continue trying to fit words, audio, graphics, and video into page templates that weren’t designed with their content requirements in mind. Prospects won’t find their websites and, if they do happen to stumble upon them, they won’t be converted by the relevant and useful information that turns prospects into qualified leads.

Lead Nurturing – using content to engage, inform and gently persuade

Successful sales people always seem to know what’s going on with their customers, how often to call or stop by, when to send a note, and so forth. One of the most organized and successful sales people I know is Brian Geery. In his model, sales outcomes are directly related to procedural effort. Some sales executives call lead nurturing their ‘KIT’ program (for keep-in-touch).

When I was the Insurance Industry Marketing Manager at EMC, I worked with regional Sales Managers to establish a pattern for sales achievement based on a proven formula. We knew it took a certain number of emails, telephone calls, voicemail messages, mailings, face-to-face meetings, and free training classes to win each piece of business. When a district followed our carefully crafted playbook, they made their quotas.

“My link building recipe is to create content so remarkable that others want to link to it.”

- Seth Godin

“Content marketing extends way beyond the offering of product information, and into the realm of best practices, case studies, success stories, thought leadership, and more. Once you’ve delivered relevant content, you become a trusted advisor.”

- Joe Pulizzi, ‘Get Content. Get Customers.’

All of your marketing should provide good reasons (calls-to-action) for customers and prospects to come back to your website or to connect with you in some way (phone, email, chat). The challenge for B2B businesses like yours and mine is that, in order to be effective, we not only have to align our offers to a specific buy cycle step, our offers have to relate to a problem that we are uniquely qualified to solve. If you don't make that association on your site, Google won't be able to distinguish you from your competitors. It's like telling a new salesperson, "The truth is there really isn't anything special about our products. We're a generic supplier of plain vanilla widgets... so just get out there and make a sale!"

In Tim Riesterer's book, *Customer Message Management*, he writes, "Customers work through three phases:

1. They identify a strategic business problem that they need to solve, or goal they need to achieve.
2. Next, they ask themselves what pain points, challenges or obstacles prevent us from solving the problem, or achieving the goal?
3. Finally, they choose a product or service that they believe will solve the problem, and they seek out competitive vendors to pitch the opportunity."

Tim's third phase corresponds to a website conversion point. If you can get them to your site, and convincingly show them that you can solve their problem, you have a qualified lead who's ready and willing to talk to a salesperson.

Make the information valuable to your website visitors. Each and every lead nurturing interaction needs to be relevant and useful to the recipient. If it's too promotional or not helpful, your competition is just a click away.

Make it bite-sized. The internet has affected how people consume content. Rarely does a business buyer have time to print out and read an entire whitepaper, watch a 60 minute webinar, or scroll through pages of text on a website. Instead, today's buyers are accustomed to consuming bite-sized chunks of information. How, then, can you become a trusted advisor when that requires the communication of a significant amount of high quality information?

Formatting that accelerates the story:

- break up the text with bulleted lists
- write headlines that inform (and remember to include keyphrases for Google)
- tell a story with subheads



"Do as I've done with this roadmap, format the content so it's coherent to someone who just skims and scans."

- make the content sticky (relevant, useful and fun)
- use pull quotes to highlight important bits and add visual diversity
- develop sidebars that are self-contained stories within the bigger story
- use graphic elements that reinforce the points you're making.

Search Engine Optimization – ongoing content development

Search Engine Optimization or SEO is the process of optimizing your website (making changes to the content) to properly convey your keyphrases and your site's theme to search engines. Search engines use algorithms to rank sites. The algorithms take into account two major factors: unique content that is keyphrase rich and your site's link popularity (the number of quality incoming links).

B2B SEO requires understanding your audience, and developing website content to attract and serve that audience. SEO should be driven by Sales and Marketing - the groups with the best understanding of your customers and their information needs.

Focus on quality traffic. The SEO work you do should be geared toward attracting the right audience to your site. The best keyphrases are those your prospects type into a search engine to find the solutions you offer. To accomplish that, conduct keyphrase research using a tool like [WordTracker](#).

Effective SEO requires optimizing your site for a limited set of keyphrases that deliver the most conversions. Focus on keyphrases that provide quality leads, not merely increased traffic. Rather than stuffing pages with keyphrases, optimize each page for one or two keyphrases.

Continually improve the quality and quantity of your site content. The search engines guide users to sites with the best information to meet their need. A side benefit of delivering the right content and experience to your target prospects is higher search ranking.

Stay the course. SEO requires a long term strategy and continuous, iterative improvements.

Design - it's important, but do your strategy and content first

Although it's a mistake to start your website development with design decisions, design is still an important factor. It affects the opinion people have of your company and your products. If your site looks amateurish and haphazardly thrown together, what can people expect of your products and services?

"In a lot of cases in the B2B world, SEO is still a function of the tech team. This is a common fault in the way SEO is managed. SEO should always be considered a marketing function with support from tech."

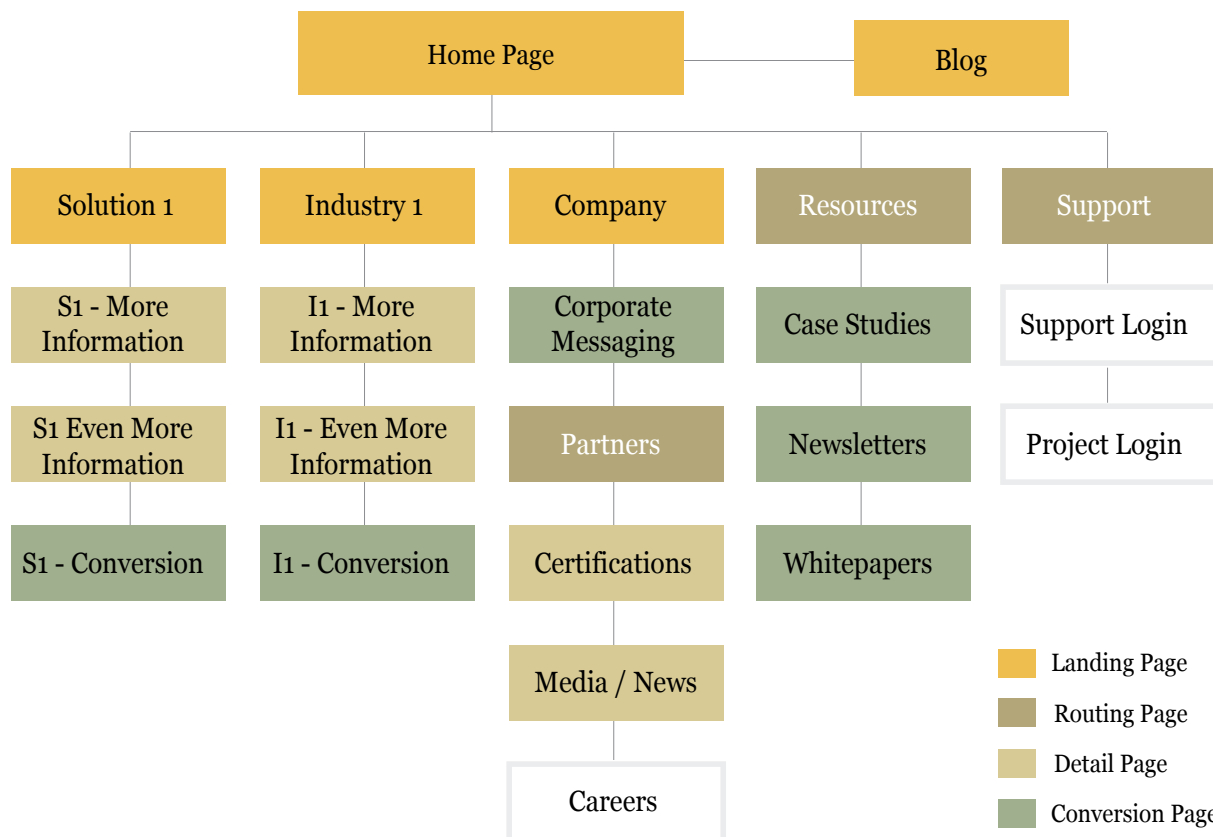
- Greg Slama, One to One Interactive



Website design is not only the architecture and navigation of a site. The look and feel, the colors and graphics, the photos displayed, etc. should all work to reinforce the image you want to project and the messages you want to communicate. Your designer should build a ‘style sheet’ that provides a consistent look and feel to the entire site, including fonts, headlines, page layout and colors.

Sites that are beautiful to look at may win design awards, but aren’t necessarily doing the job of communicating relevant information and advancing the sales cycle. Conversely, a strictly utilitarian site may render the appropriate content, but if people are bored by the look of it, they won’t stay long enough to absorb the information. The designer must balance form and function, appeal and usability.

The architecture of websites allows developers to build funnels. Funnels are the vertical stacks of website pages, one below the other, that visitors use to navigate through the site along a specific topic. Each consecutive page supplies information that is more detailed until the prospect arrives at the conversion point.



This is a simplified rendering of a site mission map. To minimize clutter, we’ve omitted some common elements and the interconnections. An actual site would include navigational capabilities between the funnels. It might also have several funnels for multiple product lines (solutions) and multiple targeted industries.

B2B companies typically have complex products and services. It's not likely that a first time visitor will be ready to buy. The content must communicate enough information on each page to lead the prospect by the hand to the next page, and so on until they reach the conversion point. A conversion can be an online sale, a registration to receive an information product (a white paper, case study, TCO calculator - something of value), or a response to an invitation to contact your sales-people.

Website navigation and sitemap architecture must be designed not only to lead a prospect through the site to conversion, but to support the needs of a visitor who wants to quickly find and retrieve one specific piece of information. Logical pathways and meaningful signposts must be designed into the site. Ease of use results in repeat traffic.

Begin with the end in mind by developing your website goals into a site mission map – which becomes the blueprint for site development. The site mission map charts your business goals to landing pages, funnels, key content, and conversion areas. Before structural and programming work begin, use the map along with wireframe layouts to determine navigation, linking structure and the functionality you need to meet your goals.

Tools

I've seen it happen over and over again. A web development company has certain skills in-house with a limited set of tools. They will deliver what they can with those skills and tools... which may or may not be appropriate for your needs. Before sourcing a website developer (internal or external), determine which tools are best suited to delivering on your marketing strategy, providing for your content needs, and building your desired website functionality.

Content Management System (CMS) – a must have

A content management system (CMS) manages the content of a website. A CMS allows marketers, who may not know HTML, to manage the creation, modification, and removal of content from a website without requiring the assistance of the IT department, or an outside technical consultant. The features of a CMS system vary, but most include web-based publishing, format management, revision control, indexing, and search. No website built today should be without a CMS.

I've worked with three of them so far. They all have their idiosyncrasies. I found WordPress to be the best of the three. There are many on the market, though, and you should ensure you use the one best suited to your needs.

“Design also affects usability. An interface that's confusing to users can make them feel stupid. Users don't return to sites that they don't understand.”

- Steve Krug, 'Don't Make Me Think. A Common Sense Approach to Web Usability'



WordPress Platform – an open source, ‘smart’ CMS

WordPress is an award-winning, market leading open source CMS platform. Originally designed as a blog tool, WordPress has evolved into a website platform with robust functionality and built-in SEO capabilities. It’s used by thousands of businesses including major corporations such as CNN, Ford, the N.Y. Times, Wired magazine and Yahoo.

Although WordPress uses PHP and a MySQL database to store web pages, no knowledge of either is required to write web pages. WordPress makes building and modifying a website easy when compared to standard development tools like Dreamweaver or FrontPage. This is important, as once the site is up and running the site owner can easily add and modify pages.

The fact that WordPress is open source means that there’s a large group of knowledgeable programmers and service providers capable of support and development. The core team of developers is part of a for-profit company, Automattic.com, which provides enterprise level support services for WordPress.

WordPress is a ‘smart’ content management system. That means that the central graphic styles and image files can be updated at any point in time through the use of templates (called ‘themes’). Select an off-the-shelf template that includes the functionality you desire (hundreds are available to choose from), or have a custom template built to your specifications.

Another major strength is the over 3,800 ‘plugins’ for WordPress that provide extra features and functionality. You can add an newsletter, shopping cart, sidebar widgets and much more. WordPress is free for the download, and updates are provided free on a regular basis. Installation, custom development, and programming to meet specific business goals are fee-based.

Google Analytics – the most cost effective SEO tool on the planet

Just like marketing in general, Search Engine Optimization is a process, not an event. Google Analytics is a comprehensive statistics program with a number of recently added enterprise level features including the ability to track target segments, and to configure custom reports. It’s the most cost effective way to test content, learn what works and what doesn’t, and make changes to fine tune and improve results (conversions).

The issue most site owners have with Google Analytics is the enormity of the data produced and the difficulty of interpreting it in a meaningful way. During installation of Google Analytics on your website, it should be configured to look specifically at those areas you deem most important.

“The worst offenders are the ‘award-winning’ interactive design agencies. They deliver slick, graphically intense sites that are pretty, but slow to load, and lacking in content that persuades. That can work for luxury B2C brands, but is disastrous for complex B2B products and services.”

Correctly configured, Google Analytics can tell you which keyphrase searches led to the most prospect conversions, what route (pages visited) prospects took to get to your conversion page, and even compare different landing pages to learn which led to more conversions. This is automated market research and can be a huge competitive advantage.

Some of the ways to use Analytics to review, manage and optimize content are: Google Analytics provides excellent visual statistics, tracking and reporting. One advanced feature allows you to set conversion goals in your website to track when, where and how often conversions occur.

There's an insightful overview regarding Google Analytics Goals here: [Website Goals Increase Online Services](#).

How to customize Analytics reports: Google Analytics offers dozens of different ways to organize the data it collects. The content of your custom reports depends on which statistics are most relevant to your business. The reports give you statistics and recommendations for actions to take to improve the performance of your site – to increase traffic and conversions. Improving performance typically requires adjustments to your site (reworking headlines, changing graphics, developing more content around popular topics, etc.).

The reports might include:

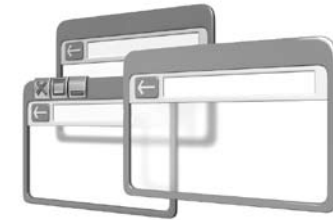
- a site overlay that graphically presents which links and buttons are clicked most frequently, and how that relates to your conversion goals,
- traffic numbers on all landing and exit pages,
- traffic sources – keyphrases and Adwords tied directly to conversion values to evaluate the cost of a paid campaign versus the value the ads fetch in conversions,
- traffic in funnels leading to your conversion pages, with a focus on 'funnel abandonment'.

Lower Cost of Sales While Closing More Business

I hope I've made the case that a B2B website can be a game changer if developed and deployed correctly. Compared to traditional Sales and Marketing tools, websites can deliver orders of magnitude greater return on investment for demand generation and lead nurturing.

Here are the ten points that you should internalize:

1. Developing a new website requires a marketing strategy to define it.
2. If you don't have an articulated, documented marketing strategy, now is the time to build one (it won't take long or be too painful).
3. Start with the end in mind – how are you going to get prospects to the site? Once there, how do you convert them?



4. You should think of the website as a pre-sales consultant tasked with demand generation and lead nurturing.
5. Don't start with 'Design'. The most effective process is 'Strategy', then 'Content', then 'Design', and finally 'Tools'.
6. Sales and Marketing, not IT, should 'own' the website (that's made possible by Content Management Systems).
7. You absolutely, positively should have a Content Management System (CMS).
8. Google LOVES relevant content. You need plenty of it, targeted at different market segments, and refreshed on a regular basis.
9. Search Engine Optimization (SEO) is an ongoing process.
10. Google Analytics is an awesome (free) tool that can tell you what to do re SEO to get more targeted traffic and conversions.

Don't make the mistake of putting your internal IT group in charge of the website development project. They are integral to the success of the project, but they shouldn't be driving it. If you want your B2B website to generate qualified leads, the website project must be driven by Marketing with significant input and support from Sales. Augment with specific skills from the outside if you need them.

Make this the last website you have to build for your business.

Do it right from the ground up.

Let's start by developing your marketing strategy.

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