



BACK TO THE FUTURE™

What lessons from
marketing history
can tell us about
the future

Andi Jarvis

Strategy Director
Eximo Marketing





@JarvisAndi





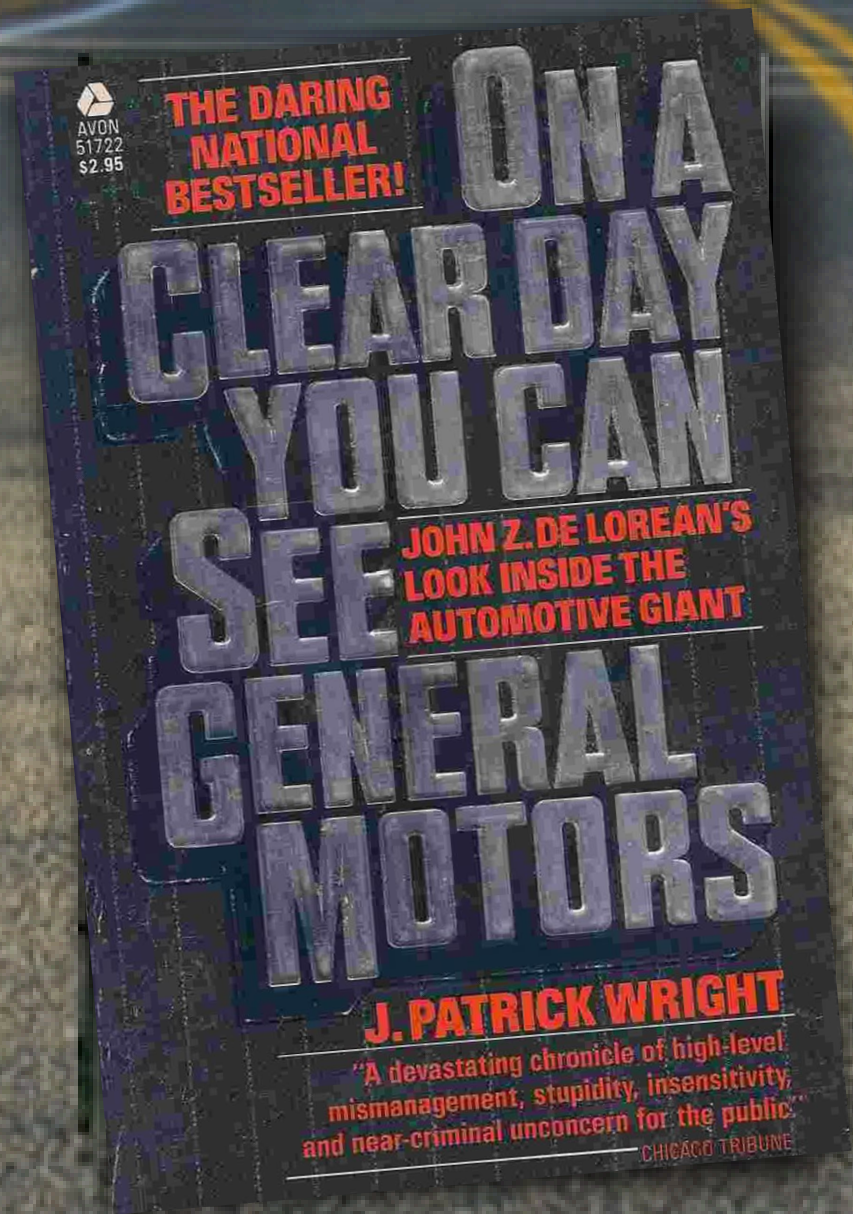
MONTH DAY YEAR AM HOUR MIN
NOV 05 1955 PM 0 1:21
DESTINATION TIME



BACK TO THE FUTURE







1981 DE LOREAN SPORTS CAR SPECIFICATIONS

ENGINE

Type: *Light-alloy 90° V6, two overhead camshafts. Displacement: 2.85 liters. Bore and Stroke: 91 x 73 mm. Compression Ratio: 8.8:1. Block Construction: Light-alloy w/cast iron cyl. liners. Cylinder Heads: Light-alloy, cross-flow, hemi-chambers. Cooling System: Water/Ethylene Glycol, radiator forward w/ twin thermostatically controlled fans. Fuel System: C.I.S. Fuel-injection, Bosch K-Jetronic. Ignition System: Breakerless, electronic/Bosch. Emission Control: Lambda Sond/catalytic, unleaded fuel.*

DRIVE TRAIN

Engine Location: *Aft-mounted. Transmission: 5 speed, fully synchronized or 3 speed automatic. Final Drive: Trans-axle/dbl. univ. half-shafts, ratio 3.44:1.*

BODY

Construction: *Structural-composite single piece underbody w/corrosion free outer body panels; 304 stainless steel.*

CHASSIS

Construction: *Corrosion protected steel backbone frame w/fore and aft wishbones, supporting cross members and 4-wheel independent suspension; controlled impact crush.*

SUSPENSION

Front: *Compliant, unequal length wishbones and coil boxed spring, telescopic shock absorbers and anti-roll bar. Rear: Compliant, diagonal trailing radius arms with upper and lower links, coil spring with telescopic shock absorbers.*

STEERING

Type: *Rack and pinion, designed neutral to mild understeer; 10.7 m turning circle.*

BRAKES

Front/Rear: *Power assisted 4-wheel discs 254/267 mm diameter.*

WHEELS/TIRES

Wheels Front/Rear: *Cast light-alloy 357 x 152/381 x 203 mm. Tires Front/Rear: Steel belted radial, Goodyear Formula 1 Rain Tread, 195/60, 235/60. Sized for balanced cornering power front and rear.*

DIMENSIONS & CAPACITIES

Wheelbase: 2410 mm. Track Front/Rear: 1661/1593 mm. Length: 4267 mm. Width: 1854 mm. Height: 1168 mm. Weight: 1065 kg. Fuel Capacity: 60.56 liters, 16 gal. Luggage Capacity: 396 liters, 14 cu. ft.

STANDARD FEATURES

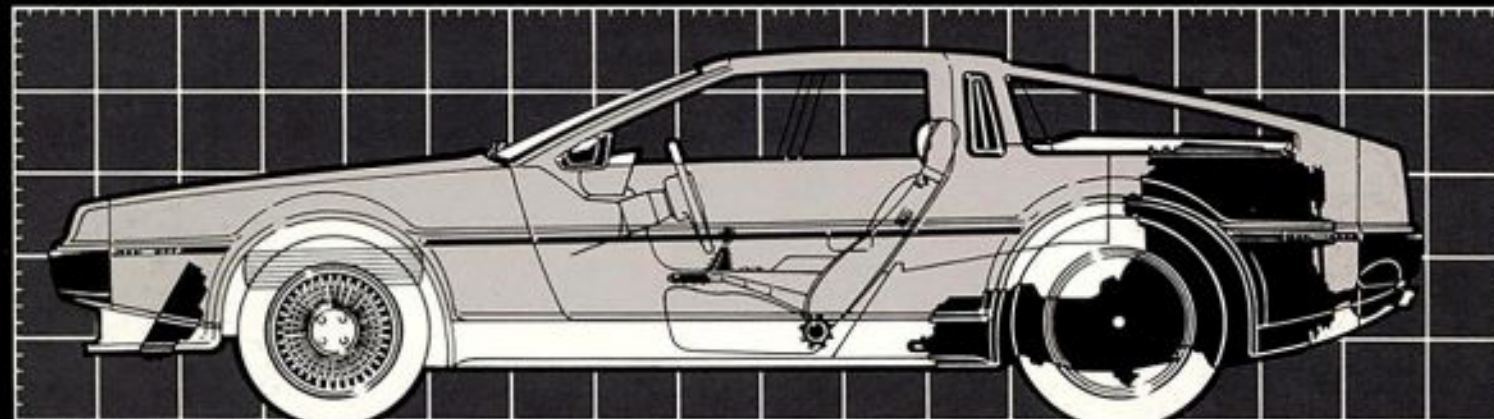
Stainless steel body panels. Counter-balanced gull-wing doors with cryogenically pre-set stainless steel torsion bars. Leather seats and trim. Air conditioning. Multi-speaker, high output stereo system. Power windows. Adjustable steering wheel. Electric door mirrors. Full instrumentation. Electrical locking system. Tinted glass.

DMC-01-0040

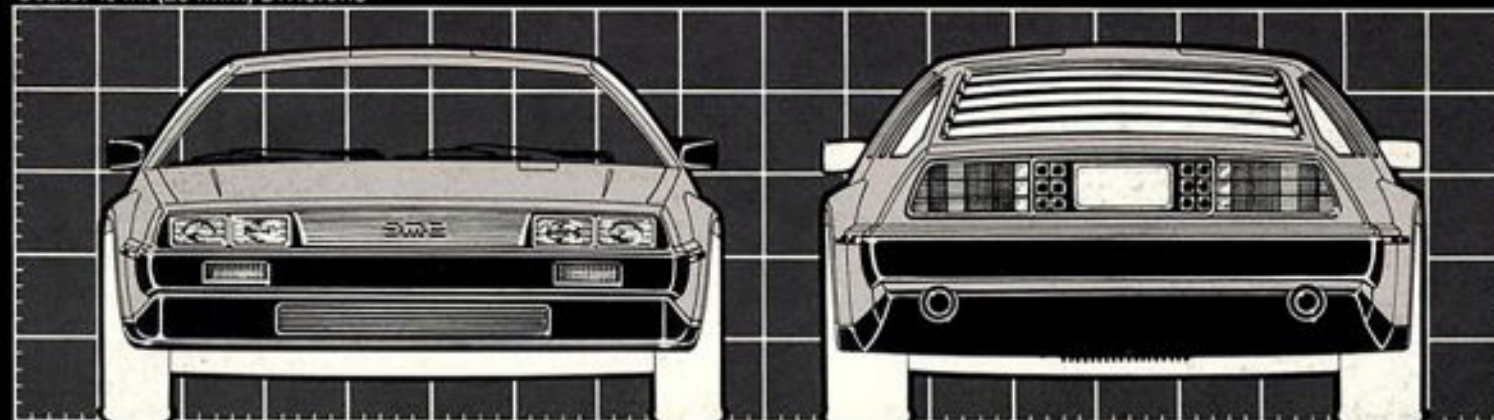
Litho U.S.A.

All details and specifications shown are subject to change without notice.

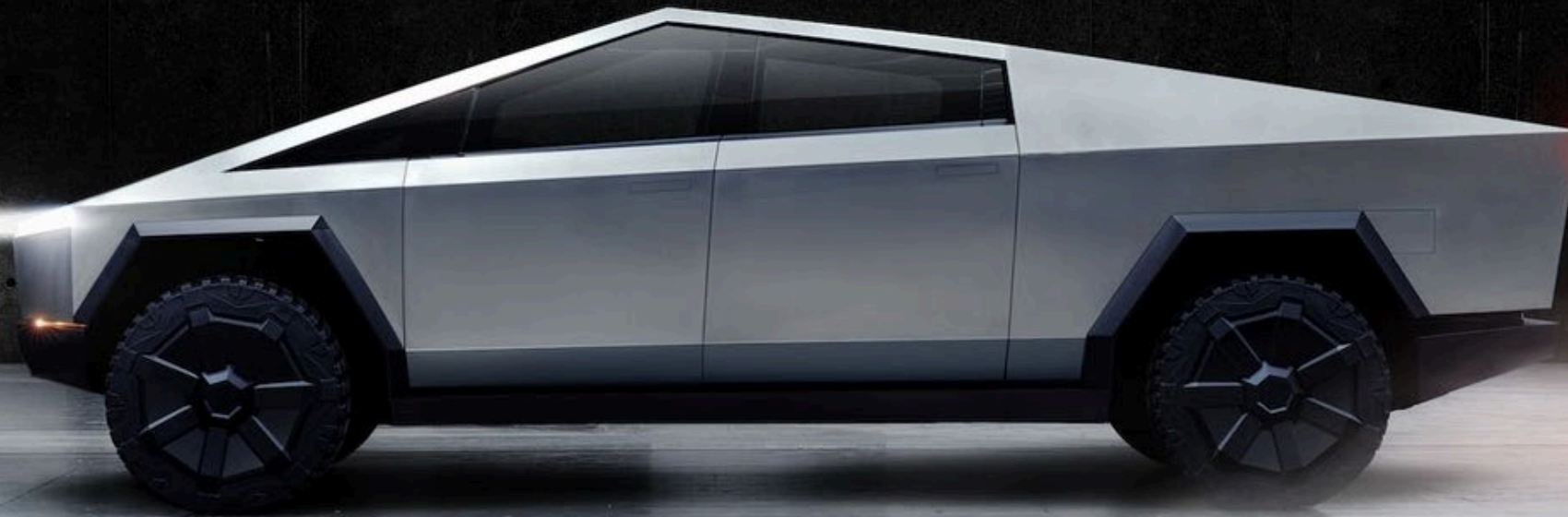
@JarvisAndi



Scale: 10 in. (254mm) Divisions



@JarvisAndi



@JarvisAndi

Strategist



STRATEGY
SESSIONS



University of Vaasa
FINLAND

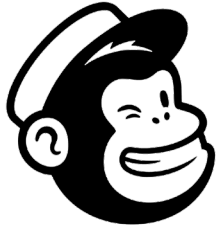
PRODUCTS

MARKETS

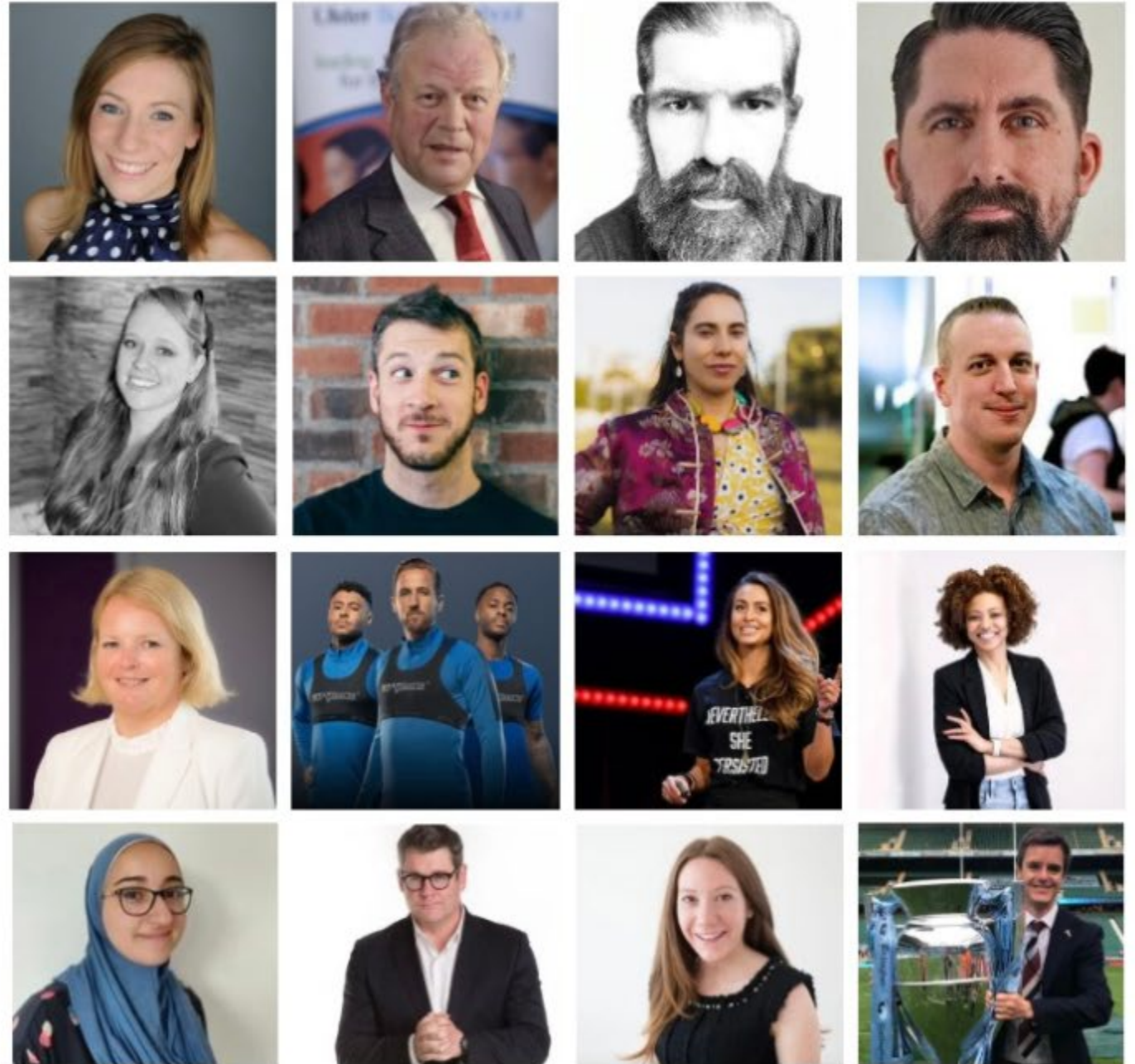




STRATEGY SESSIONS



Accenture
Song





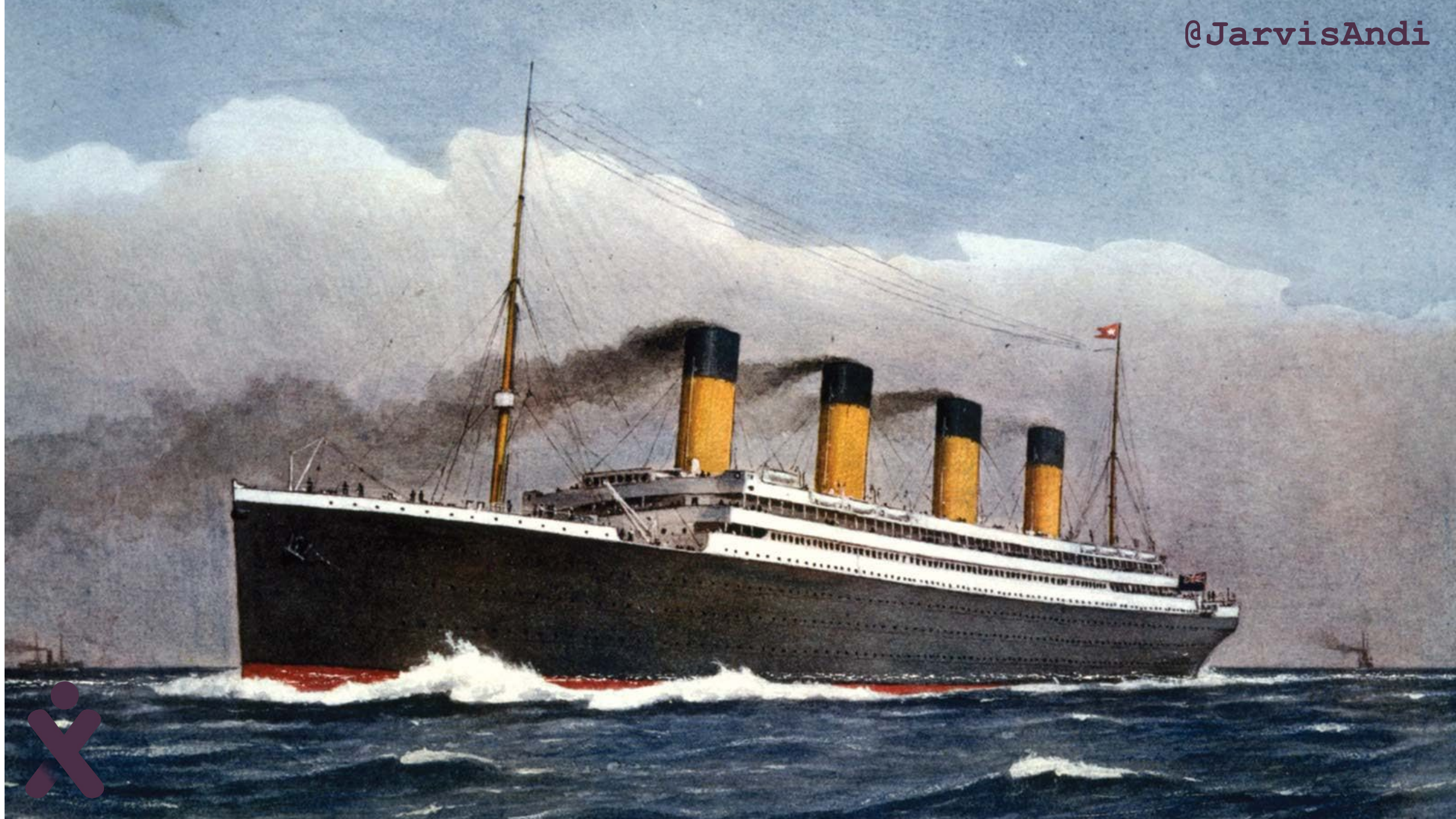
Belfast

Liverpool

IRELAND

GREAT BRITAIN









@jarvisandi



@andijarvis

Email list



@JarvisAndi



← Tweet



Andi Jarvis
@andijarvis



Them: Marketing is always changing
Me: erm...

Marketing in 2022: about the customer
Marketing in 2002: about the customer
Marketing in 1992: about the customer
Marketing in 1972: about the customer
Marketing in 1952: about the customer

[#dontbelievethehype](#)

8:31 AM · Jan 7, 2022 · Twitter Web App

View Tweet analytics

65 Retweets 9 Quote Tweets 329 Likes



2023

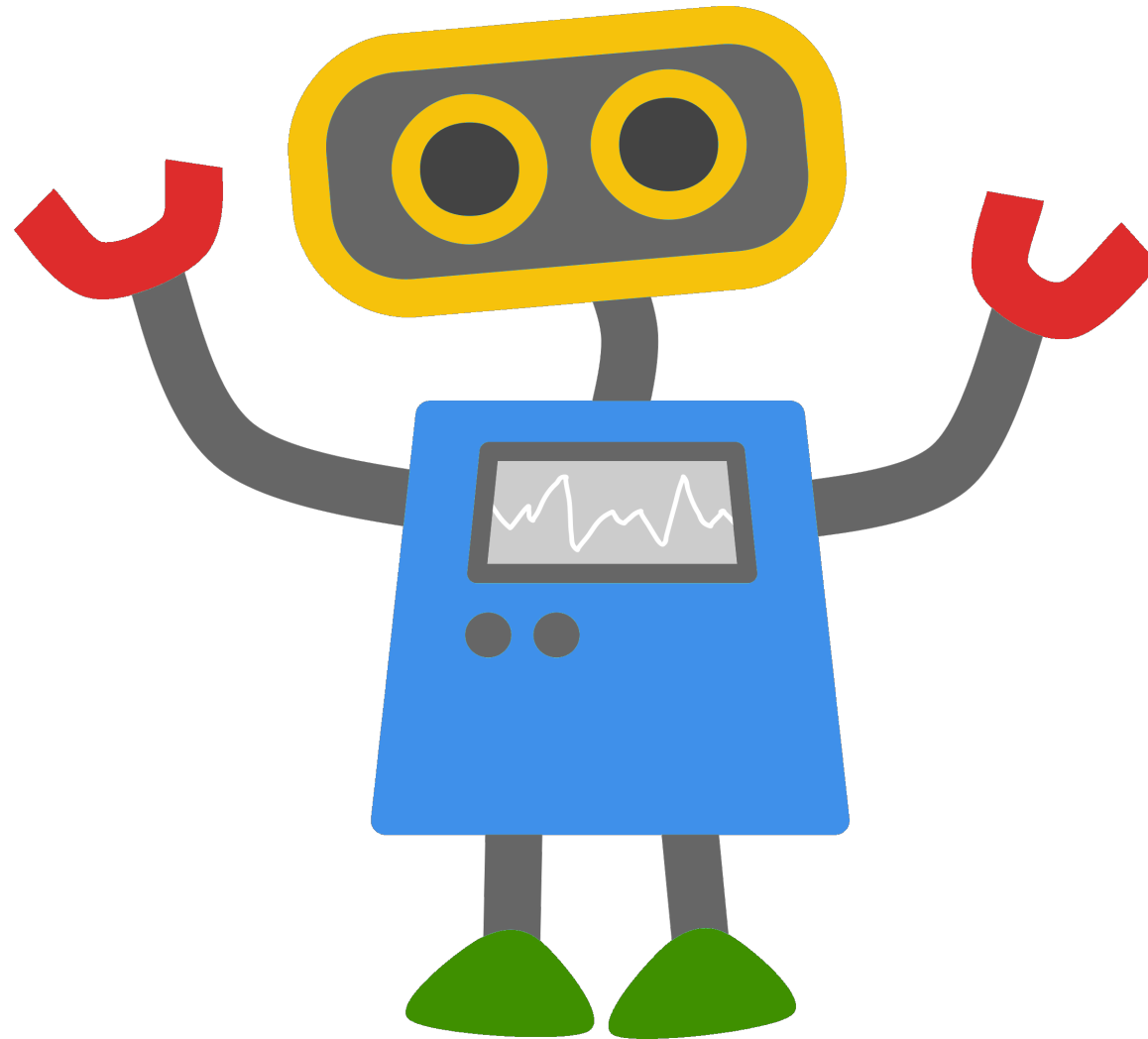
@JarvisAndi

Carrie Rose

Marketers go
wrong by chasing
the algorithm
but Google is
chasing users.

Brighton SEO







Talk To Your Customers



88
MPH

A stylized graphic of a speed limit sign. The text "88" is in a large, bold, sans-serif font with a blue-to-yellow gradient and a blue outline. Below it, "MPH" is in a similar font and style. To the right of the "88" is a graphic of a speed limit sign post with a sign that says "88". The sign is also in the same blue-to-yellow gradient and has a blue outline. The background is a dark gray gradient.

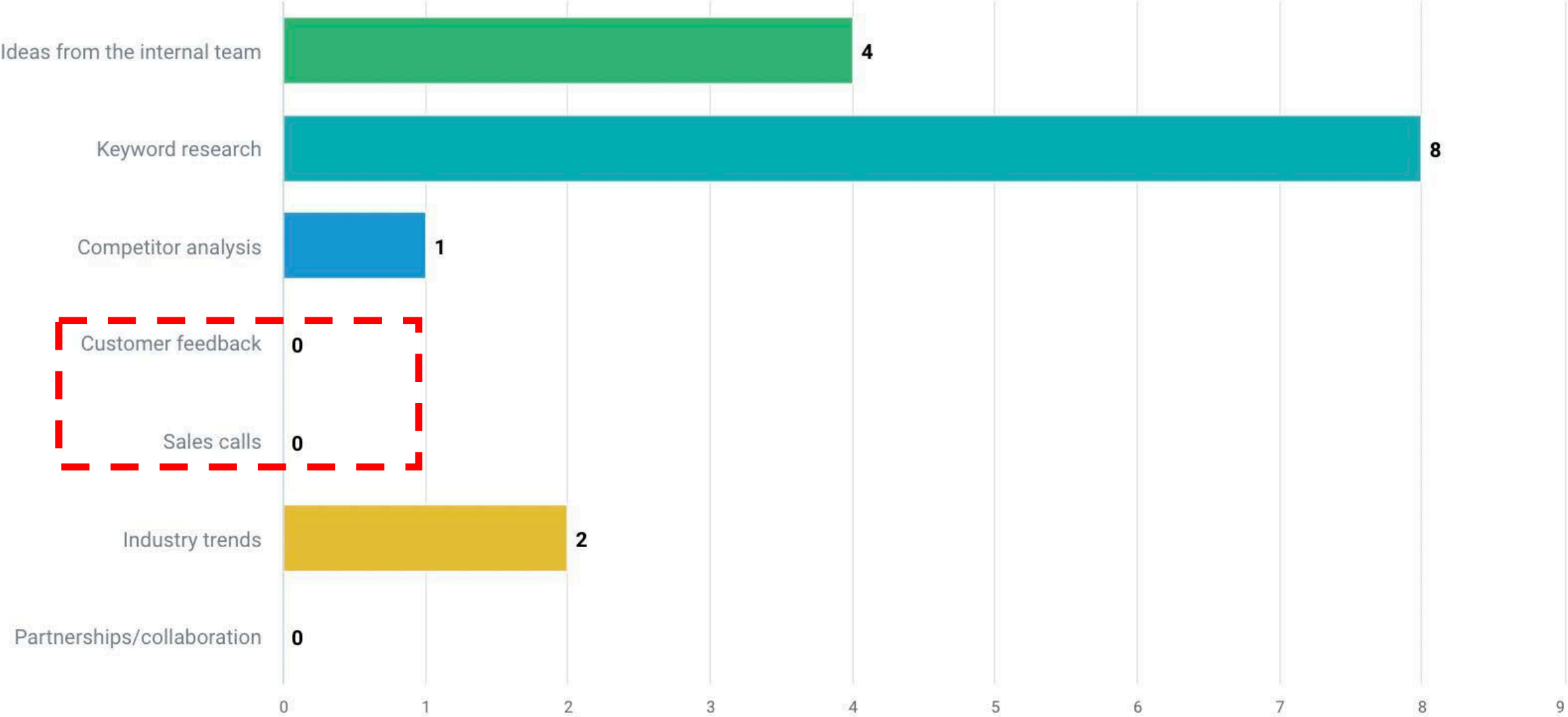
2023

@JarvisAndi



What's your primary method for coming up with ideas for new content?

Answered: 16 Skipped: 0





Brendan Hufford • 2nd

Exploring what works in SaaS marketing and sharing it alo...

1d • 

Growth Sprints lead: "What's your methodology for new content?"

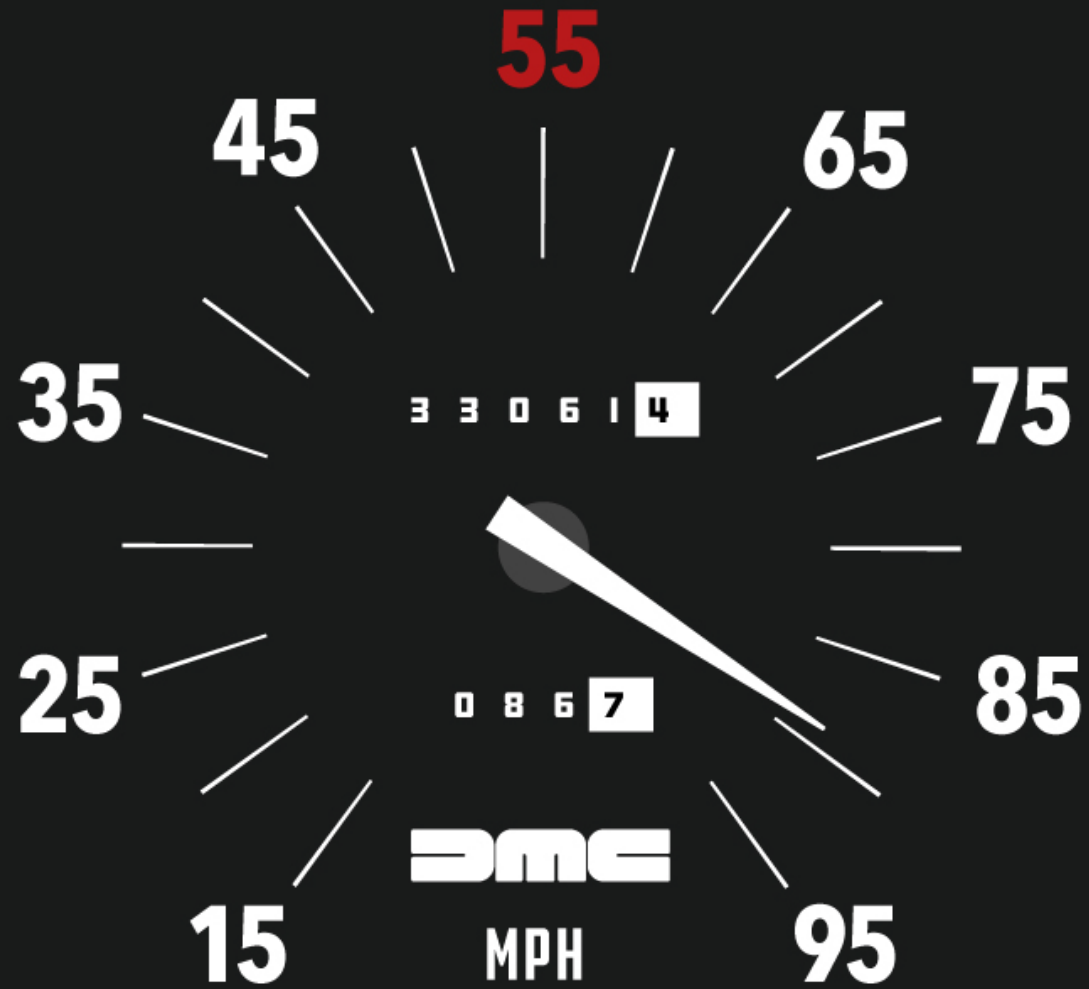
Me: "I talk to customers and, after that, I use the "3S Strategy" and talk to the people who talk to customers: the sales, success and support teams."





@JarvisAndi





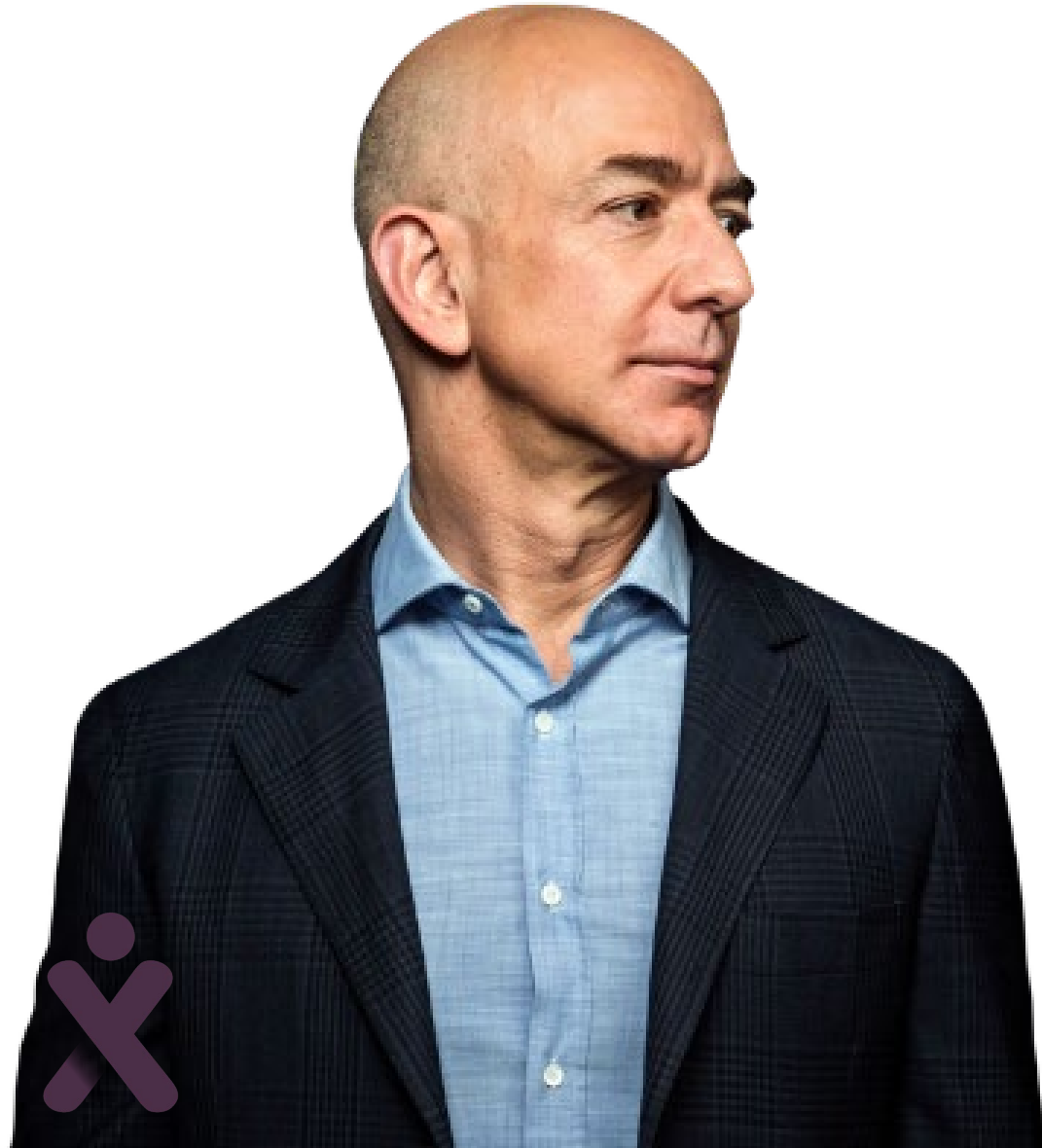
2007

@JarvisAndi

I very frequently get the question: what's going to change in the next 10 years?

I almost never get the question: what's not going to change in the next 10 years?

Jeff Bezos



1981

But despite these differences our underlying motivations remain. As Bill Bernbach, the legendary creative, said:

It took millions of years for man's instincts to develop. It will take millions more for them to even vary. It is fashionable to talk about changing man. A communicator must be concerned with unchanging man, with his obsessive drive to survive, to be admired, to succeed, to love, to take care of his own.

Yet agencies continue to peddle the myth that consumers have radically changed.

Richard Shotton

Bill Bernbach

Why?



Barry W. Hughes · 1st

Marketing

3m · 🌐



When you see marketers compare #GenX, #Millennials and #Genz, just remember this little gem from Richard Shotton's The Choice Factory.

The Fundamental Attribution Error.

Bill Bernbach #behaviouralscience #marketing #marketingandadvertising #advertising #creativeagency



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← Tweet



Andi Jarvis
@andijarvis



Them: Marketing is always changing

Me: erm...

Marketing in 2032: about the customer

Marketing in 2022: about the customer

Marketing in 2002: about the customer

Marketing in 1992: about the customer

Marketing in 1972: about the customer

Marketing in 1952: about the customer

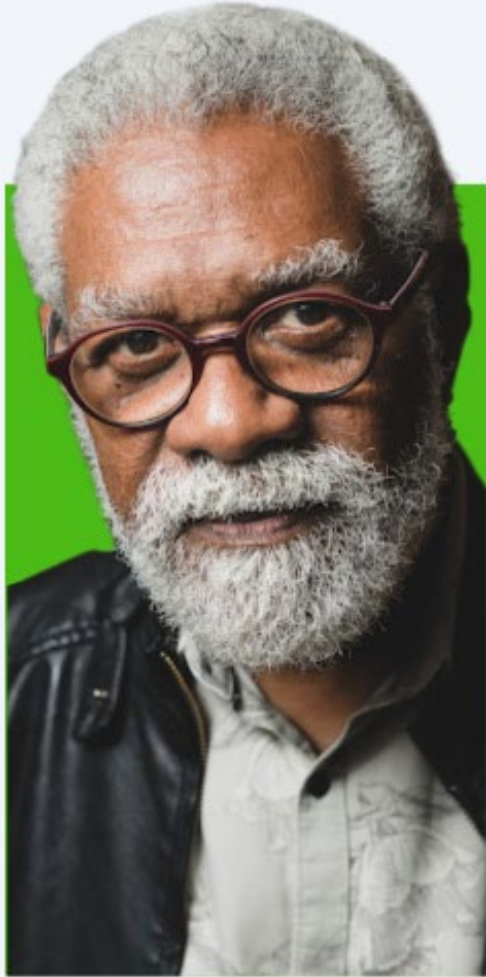
[#dontbelievethehype](#)

8:31 AM · Jan 7, 2022 · Twitter Web App

View Tweet analytics

65 Retweets 9 Quote Tweets 329 Likes





BABY BOOMERS

1946 - 1964



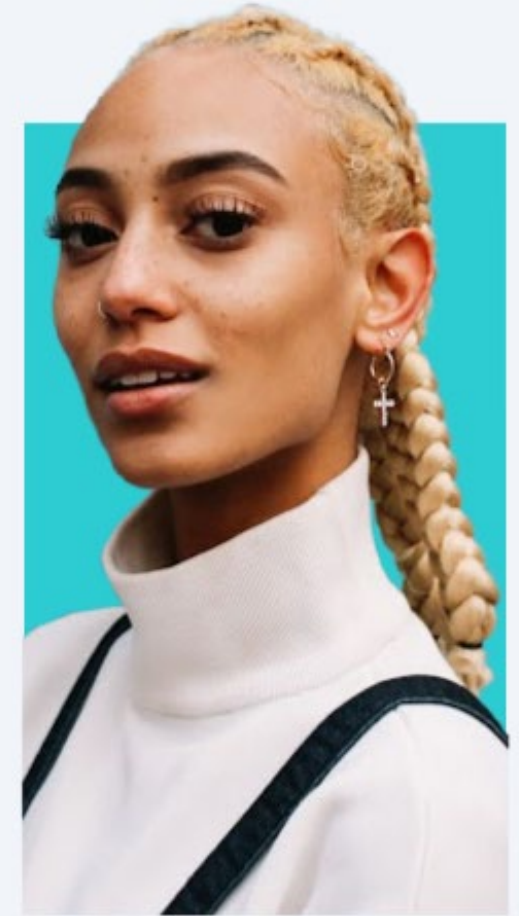
GEN X

1965 - 1980



MILLENNIALS

1981 - 1996

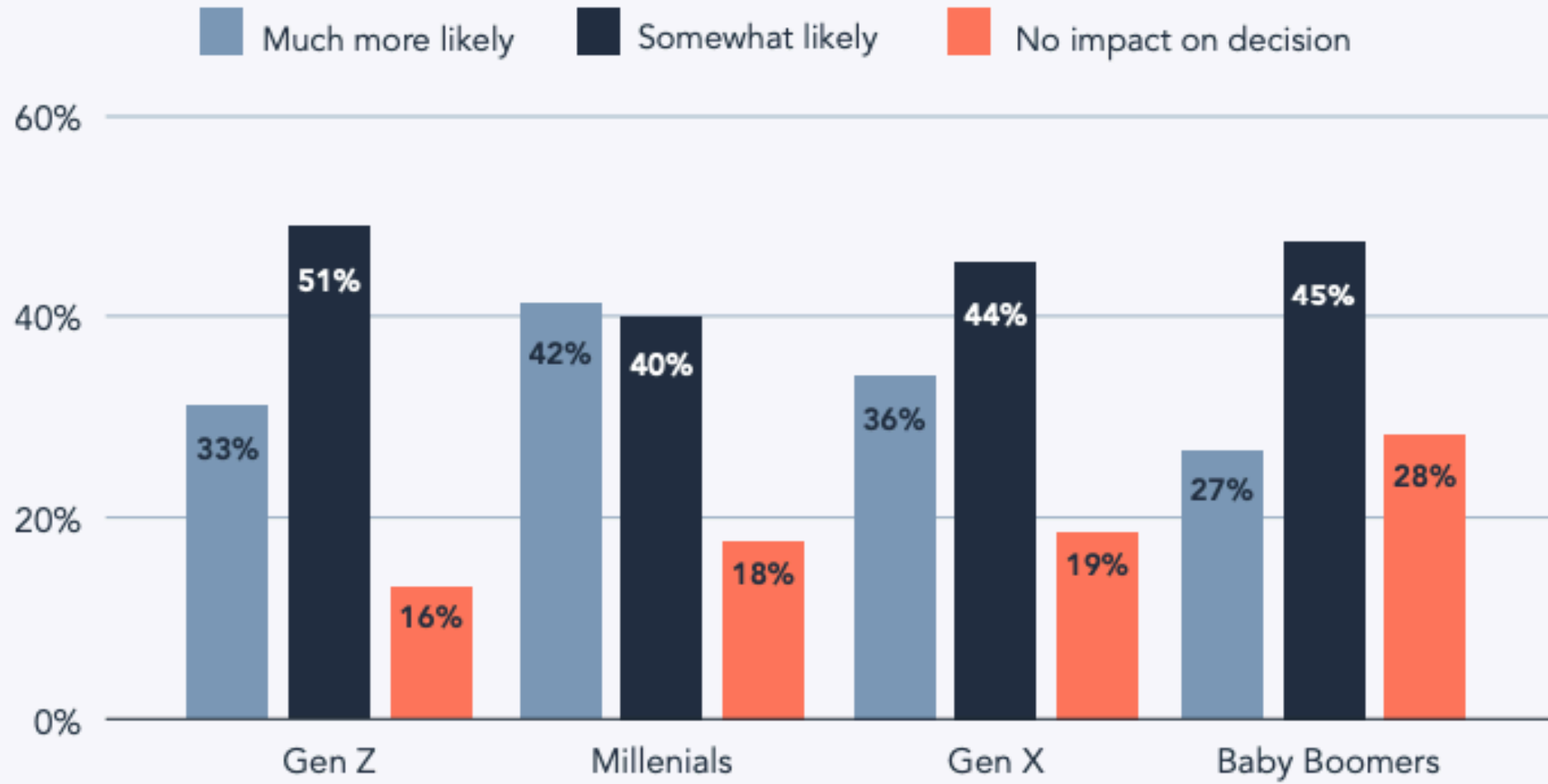


GEN Z

1997 - 2012



Likelihood to decide to purchase from a company that treats its employees well



STRATEGY SESSiONS



**STRATEGY
SESSIONS**

HOW TO SPOT BAD RESEARCH

ANDREW TENZER



EPISODE 8 // SEASON 3

I want to buy from a brand
that treats its workers well



Who has an Apple product?



Life and death in Apple's forbidden city

In an extract from his new book, Brian Merchant reveals how he gained access to Longhua, the vast complex where iPhones are made and where, in 2010, unhappy workers started killing themselves



Who has some Nike stuff?





SUSTAINABILITY

Investor pressures Nike to address forced labour claims

Activist investment platform Tulipshare said it is “gravely concerned” about alleged human rights violations in the brand’s supply chain.

BY MALIHA SHOAIB

March 7, 2023



Or has eaten at McDonald's?



US investigation uncovers two 10-year-olds working at Kentucky McDonald's

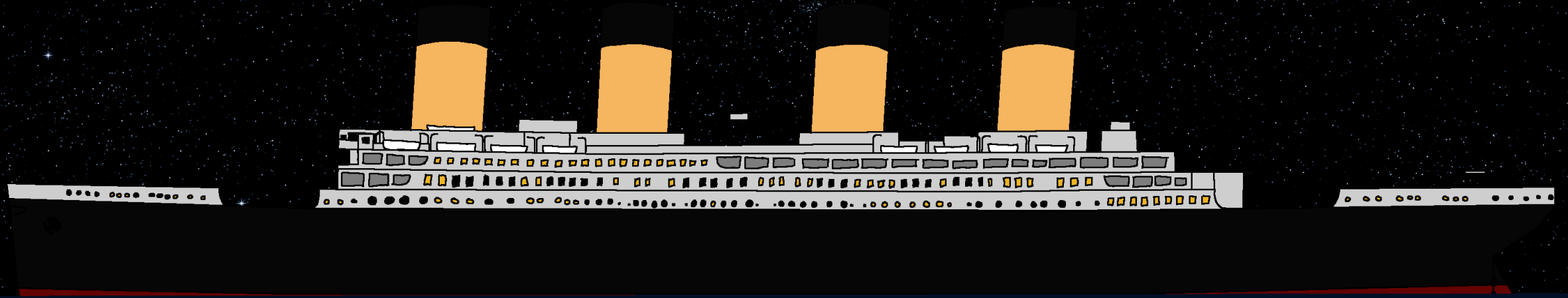
Investigation also found three franchises in four states employed a total of 305 children working more than legally permitted hours



McDonald's UK apologises after racism, sexual misconduct report

Dozens of McDonald's staff in the UK made allegations of sexual misconduct, racism and bullying, the BBC probe says.





The research can be designed to clearly elicit a socially desirable response.



Andrew Tenzer



In

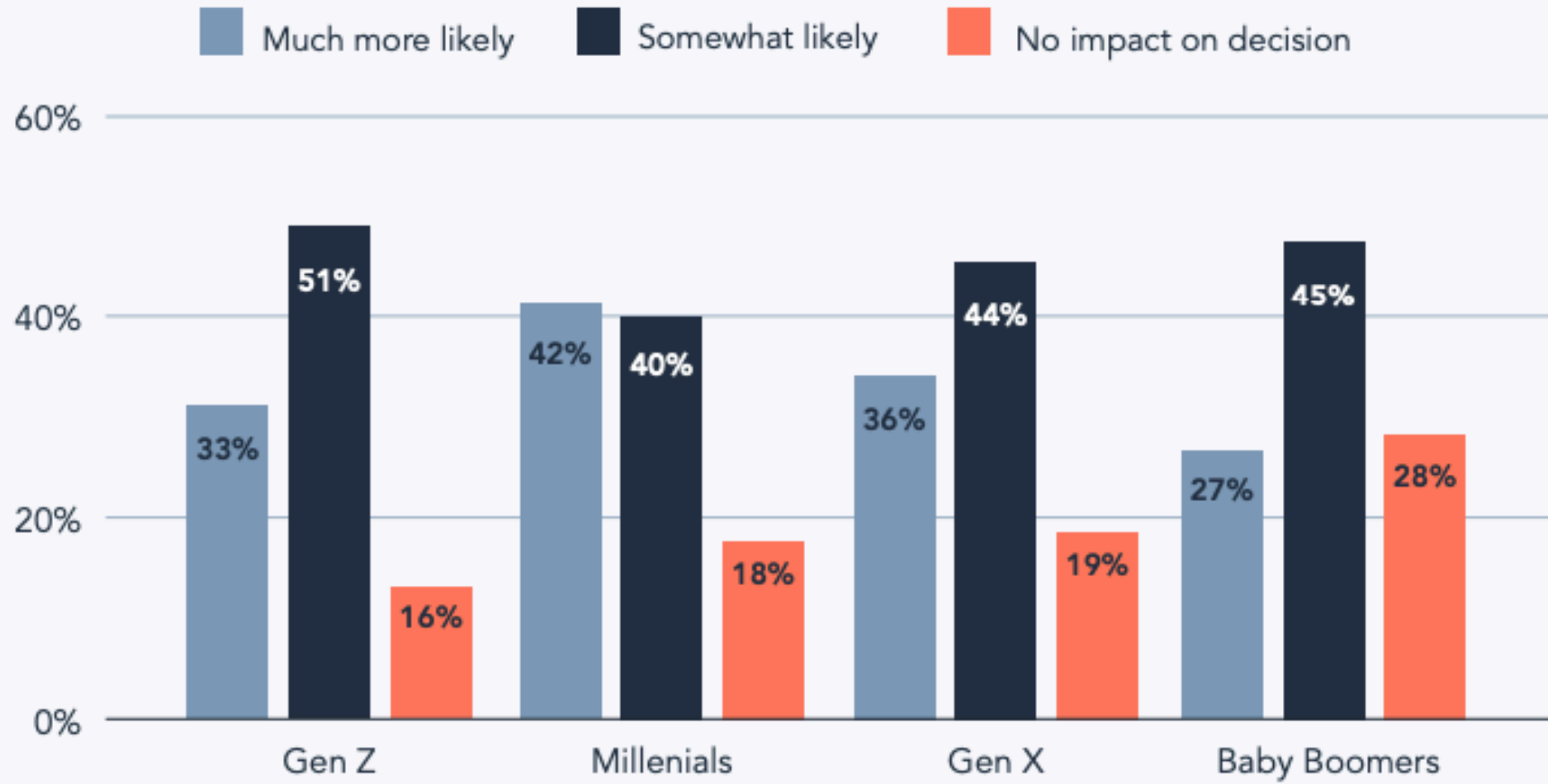


Out

Andrew Jarvis



Likelihood to decide to purchase from a company that treats its employees well



SUCCESS · GEN Z

Pew Research Center is tired of blaming Gen Z and millennials for everything—it's retiring the whole concept of generational framing

BY PRARTHANA PRAKASH

June 17, 2023 at 12:00 PM GMT+1



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See how

Most Popular

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1947

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“

People don't want a quarter-inch drill.
They want a quarter-inch hole.

THEODORE LEVITT



How large is the ID.
Buzz's boot capacity?

- A. 821 litres
- B. 1,021 litres
- C. 1,121 litres

GB Boot

US Trunk

ID. Buzz Life model shown is not UK specification and features optional two-tone paint. UK spec includes privacy glass as standard.







iPod.

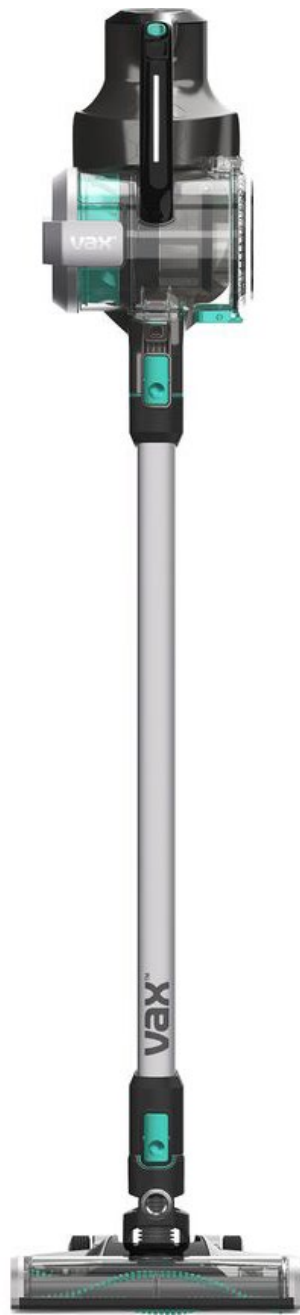
1,000 Songs in your pocket.

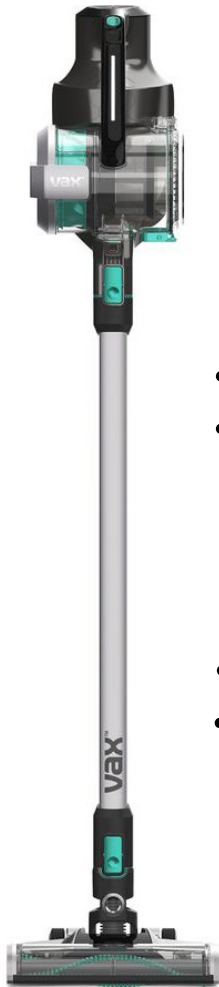




FAB Content

@JarvisAndi





600 watts

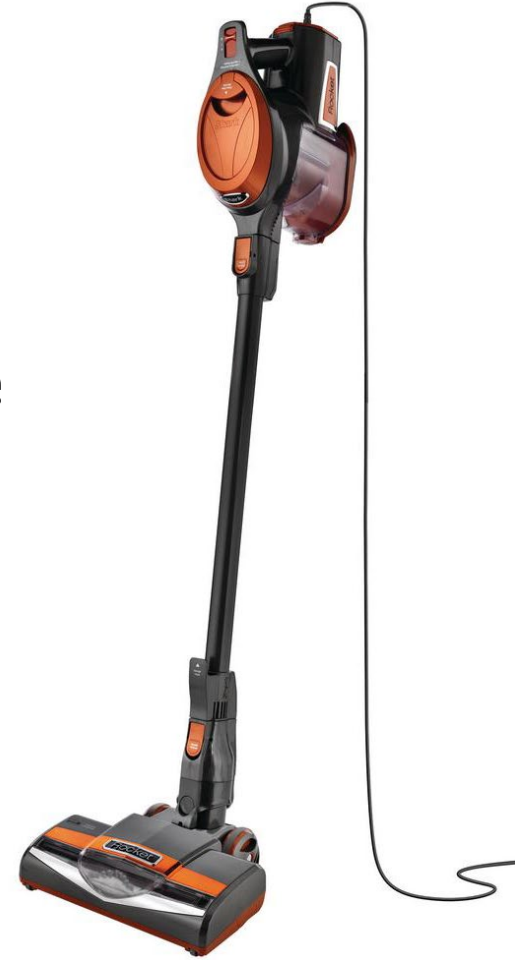
Lightweight

HEPA filter

500 watts

Stair mode

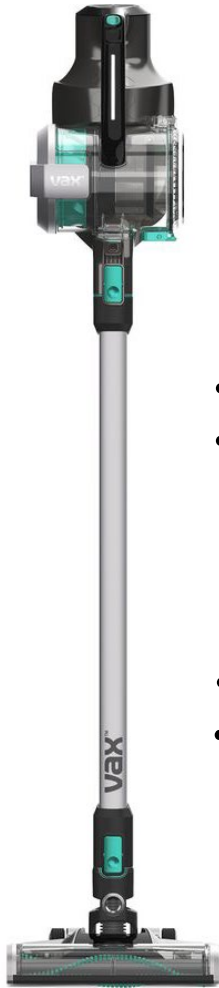
Bagless



Fab

Features Advantages Benefits





600 watts

Lightweight

HEPA filter

 Features

500 watts

Removes more allergens

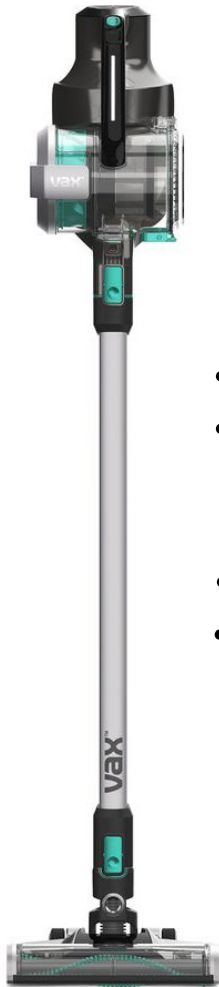
Healthier family

Features

Advantages

Benefits





600 watts

Lightweight

HEPA filter

The new VAX 12345 has 600 watts of suction, is lightweight and comes with a HEPA filter for just £99





VAX Compact Power CWCPVO11 Upright Carpet Cleaner - White

★★★★☆ (798)

- Power: 840 W
- Clean water capacity: 1.8 litres
- Dirty water capacity: 1.5 litres
- Includes carpet cleaning solution

📅 Pay no interest when you pay your full balance within 6 months 29.9% APR representative (variable)*

+1 more offers

£89.99 **Save £10.00**

Flexible credit on orders over £99

Limited time

- 🚚 Delivery available
- 📦 Free collection (subject to availability)

View product



VAX Platinum SmartWash 1-1-142257 Upright Carpet Cleaner - Charcoal & Blue

★★★★☆ (577)

- Power: 1200 W
- Clean water capacity: 3.5 litres
- Dirty water capacity: 1.9 litres

📅 Pay no interest when you pay your full balance within 6 months 29.9% APR representative (variable)*

+1 more offers

£249.99 **Save £49.01**

From £10.13 per month*

Limited time | Buy now pay within 6 months*

- 🚚 Delivery available
- 📦 Free collection (subject to availability)

View product



Product information

Product code: 212963

Top features:

- Clean carpets and hard floors powerfully with multi-cyclonic technology
- Easy to carry up stairs and around the house with a light, compact design
- Tackle different cleaning situations with the 3-in-1 tool

Clean carpets and hard floors

Power away dirt and debris with the Vax Mach Air Revive UCA2GEV1 Upright Bagless Vacuum Cleaner. It's suitable for carpets and hard floors, using multi-cyclonic technology to leave your home spotless with no loss of suction.

Easy to carry

Since it's light, the Mach Air Revive Vacuum takes the hard work out of cleaning your house. Carry it up stairs and move from room to room easily. It's compact enough to store in an understair cupboard or compartment.

Plus, with its large bin capacity, you can capture even more dirt before needing to make a trip to the bin.

3-in-1 tool

Clean in corners and difficult spaces effectively with the handy 3-in-1 tool. Whether you use it as a soft dusting brush, a crevice tool or to tackle dirt on upholstery, you can clean a range of surfaces with confidence.



Fab

Features Advantages Benefits



Feature: 500 watts

Advantage: Removes more allergens

Benefit: Healthier family



DAF

Benefits Advantages Features



Have a healthier and
happier family by
removing more
illness-causing
allergens from your
carpets with our 500
watts of suction
Shark cleaner

500 watts

**Removes more
allergens**

**Healthier
family**



Don't sell the steak,
sell the sizzle





DO NOT USE IT

**WATCH
YOUR
BARK!**



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STRANGER — THINGS



NETFLIX

My walkie talkie is busted so I had to write this note instead. I heard you launched a *Stranger Things* pop-up bar at your Logan Square location. Look, I don't want you to think I'm a total wastoid, and I love how much you guys love the show. (Just wait until you see Season 2!) But unless I'm living in the *Upside Down*, I don't think we did a deal with you for this pop-up. You're obviously creative types, so I'm sure you can appreciate that it's important to us to have a say in how our fans encounter the worlds we build.

We're not going to go full Dr. Brenner on you, but we ask that you please (1) not extend the pop-up beyond its 6 week run ending in September, and (2) reach out to us for permission if you plan to do something like this again. Let me know as soon as possible that you agree to these requests.

We love our fans more than anything, but you should know that the demogorgon is not always as forgiving. So please don't make us call your mom.



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BUY 2 GET 2 FREE
20% OFF
BEST SELLER



BUY 2 GET 2 FREE
20% OFF
NEW



BUY 2 GET 2 FREE
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Results



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TOCOL 5 in 1 for iPhone 14 Case, with 2 Pack Tempered Screen Protector + 2 Pack Camera Lens Protector, Liquid Silicone Slim...

★★★★☆ ~ 2,269

£14³⁹ RRP: £19.99

Save 5% on any 4 qualifying items

✓prime FREE One-Day
Get it tomorrow, 15 Jun

🌱 Climate Pledge Friendly



Sponsored ⓘ
Miracase Compatible with iPhone 14 Case 6.1 inch, [Built-in Glass Screen Protector + 2 Camera Lens Protector] Full Body Rubber Bumper Clear Bac...

★★★★☆ ~ 3,993

Deal
-20% £14⁴⁴ Was: £17.99

Save 15% with voucher

✓prime FREE One-Day
Get it tomorrow, 15 Jun

🌱 Climate Pledge Friendly
🏠 Small Business



Sponsored ⓘ
UNBREAKcable Magnetic Case for iPhone 13/ iPhone 14 Compatible with MagSafe[Military Grade Shockproof] [Non-slip] Translucent...

★★★★☆ ~ 1,314

£18⁹⁹
Save 5% on any 4 qualifying items

✓prime FREE One-Day
Get it tomorrow, 15 Jun

🏠 Small Business



Sponsored ⓘ
iCatchy for iPhone 14 Case 6.1" - Anti Yellowing Protective Slim Shockproof Bumper Designer Shock-Absorbing Phone Clear Cover (Clear)

★★★★☆ ~ 1,495

Deal
-26% £5⁹⁴ RRP: £7.99

✓prime FREE One-Day
Get it tomorrow, 15 Jun

🌱 Climate Pledge Friendly
🏠 Small Business

Best Seller



ivoler [4 in 1 Camera Cover Case Compatible with iPhone 14 6.1" with 3 Pack Tempered Glass Screen Protector, Slim Soft TPU Shockproo...

★★★★☆ ~ 1,535

Deal
-35% £10⁹⁹ RRP: £16.99

Save 5% on any 4 qualifying items

✓prime FREE One-Day
Get it tomorrow, 15 Jun

🌱 Climate Pledge Friendly



Burqa £31.95 (on sale 🤪)

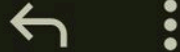
Amazon £5.94





BURGA UK 09:23

to me ▾



We were all just losing hope that something exciting would happen at BURGA today, and then... It happened!

Emily came flying into my office all excited and out of breath! "It happened," she said. After she was able to catch her breath, she blurted out, "Katherine just put an order with us!" At that moment, my smile grew big, and I knew exactly what was about to take place!

The confetti dropped, the music started playing, and at that point, everyone in the building knew what had just happened!

Have you ever seen a clip of Oprah's show where she gives out free cars to the audience, and everyone freaks out? That's basically the reaction your order just caused!

Some cried, some laughed, some chanted Katherine! Katherine! We even saw Josh from marketing jump in joy with a big grin on his face. It has been years since anyone saw him crack a smile!

As soon as all the high fives and all the celebrating settle down, we will get your order boxed up and shipped out! Once we ship your order, you'll get a shipping confirmation email so you can track your shipment.

Thank you again for your support! If you have any questions, concerns, or just want to say hey, you can email us at hello@burga.com or simply reply to this email.

Lots of Love,

Kate



innocent

excellent juice
☆☆☆☆☆ 5 out of 5
Lovely juice - bottle should have been bigger.

1,429 likes



innocent



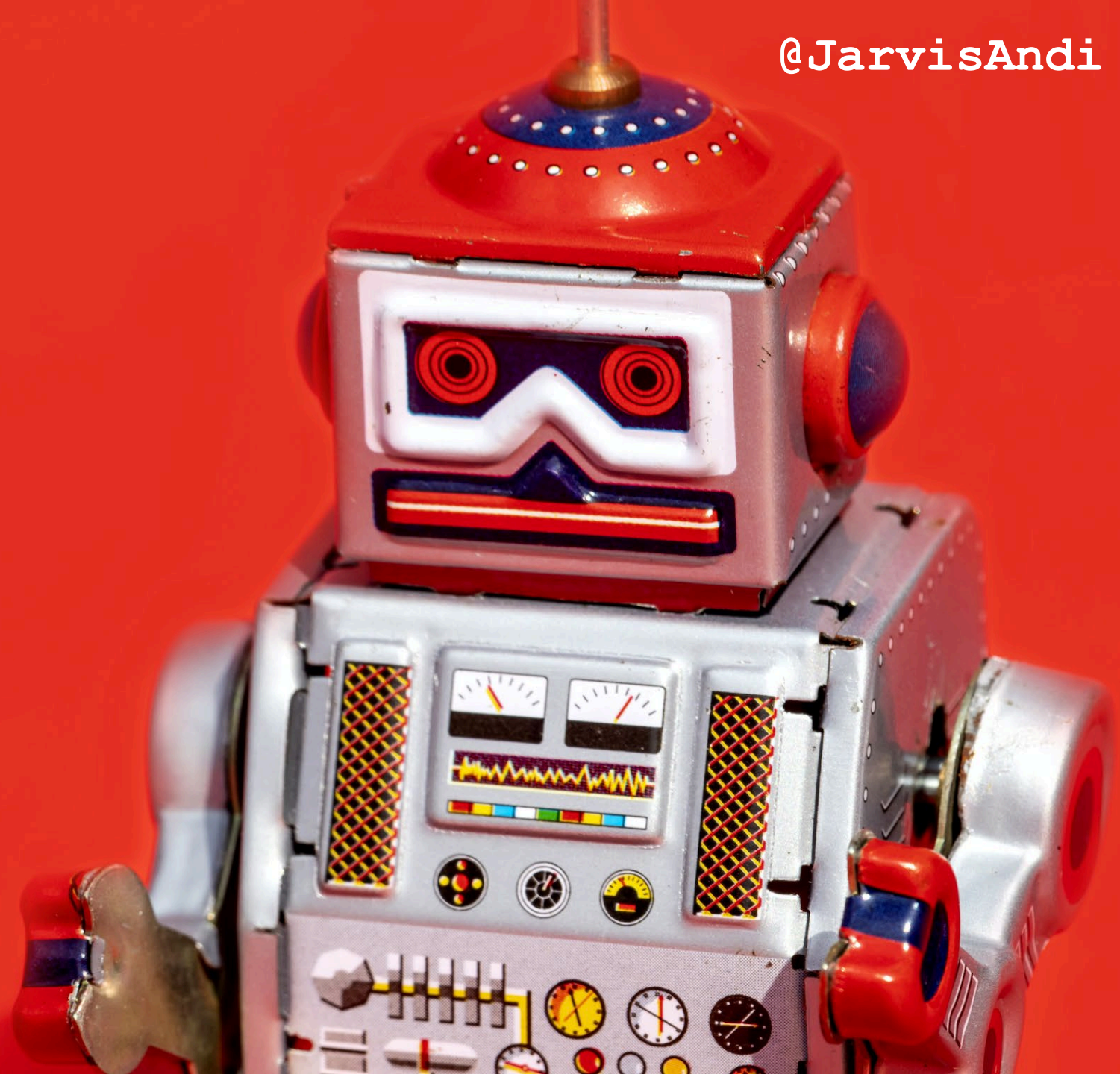
1,429 likes

innocent



1,429 likes

@JarvisAndi





VOICE

of

VOICE



Watch your bark





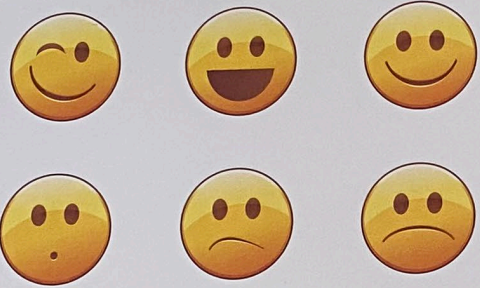
**DON'T SELL
THE STEAK**

Sell the
SIZZLE!

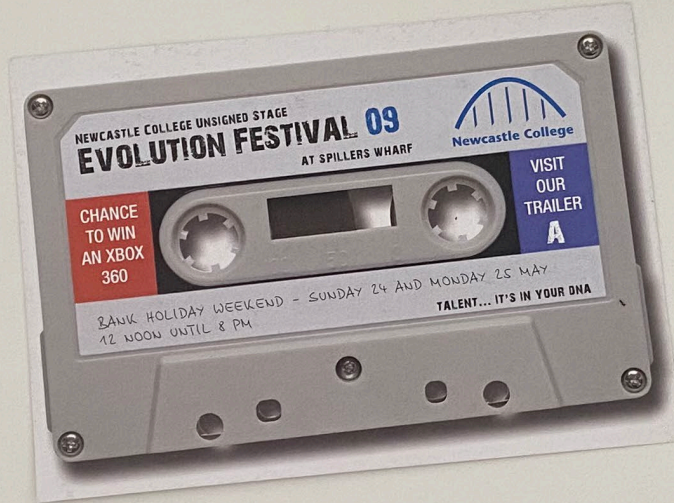


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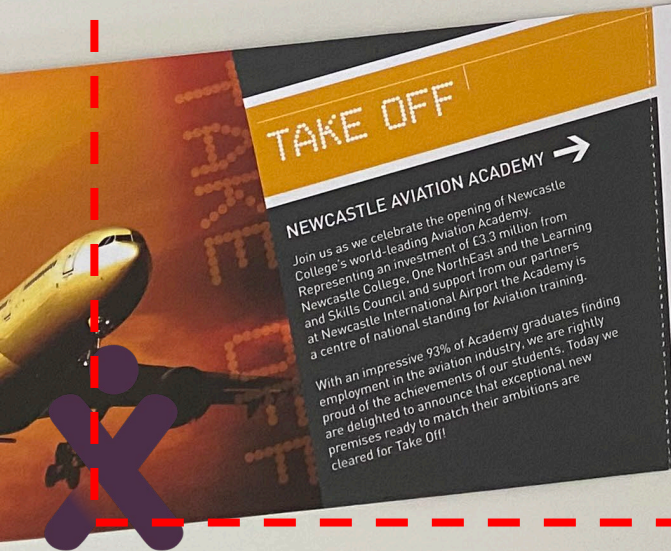




However you feel about your GCSE results, chat to us. We can help.



BE PART OF THE TEAM...



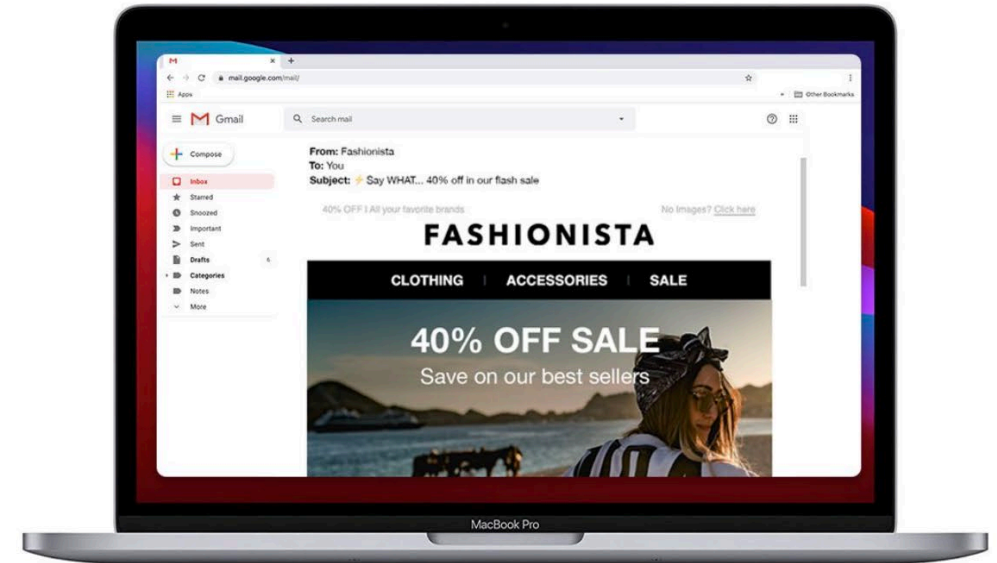
TAKE OFF		BOARDING PASS / CARTE D'ACCÈS À BORD		NCL COLL (1 OF 1)	
PLEASE RETAIN		<< NEWCASTLE AVIATION ACADEMY >> UK			
Passenger name	Date of issue		Board time	Flight number	Destination
	20 / 03 / 09	13:45	NEWAVA001	NEWCASTLE AVIATION ACADEMY	
Destination	Operated by		Board time	Date	Flight number
NEWCASTLE AVIATION ACADEMY	NEWCASTLE COLLEGE		13:45	20MARCH	NEWAVA001
<small>Check-in is at 13.45. To ensure your comfort and safety, departure gates will close at 14.00 and there will be no entry to the Academy after this time. This boarding pass must be presented at check-in and is non-transferable: proof of identity may be required at check-in.</small>					
<small>RSVP DAVE COOK ON 0191 200 4882 OR EMAIL DAVE.COOK@NCL-COLLAC.UK BY 10TH MARCH</small>					



Email marketing

No more subjective squabbles over which marketing message will resonate best or endless hours in the thesaurus. Phrasee optimizes content for email subject lines, in-body copy, and calls-to-action.

Let's go



13:01 Mi, 9. Nov



KFC Germany • Jetzt



Gedenktag an die Reichspogromnacht

Gönn dir ruhig mehr zarten Cheese zum knusprigen Chicken. Jetzt bei KFCCheese!



KFC apologises for Kristallnacht chicken and cheese promotion

Firm messaged German customers to suggest they 'commemorate' Nazi atrocity by eating its food



📹 KFC messaged customers again an hour later, blaming the mistake on a 'fault in our system'.
Photograph: Russell Freeman/AAP

KFC has apologised for suggesting German customers commemorate the Kristallnacht







Home » Recipes » Vegetarian Pasta Recipes

APR 29, 2021 · MODIFIED: JUL 26, 2021 BY BECCA HEYES · THIS POST MAY CONTAIN AFFILIATE LINKS · - 2 COMMENTS

HOW TO COOK ORZO (3 EASY METHODS!)

Share Tweet Pin 164 170 SHARES

Total time: 15 minutes Servings: 2 people ★★★★★ 5 from 4 votes Jump to Recipe Rate this Recipe

Ever wondered how to cook orzo? Here are 3 easy methods for cooking orzo - so whatever you want to use it for, you'll get perfect orzo every time!



Hi, I'm Becca! I've been a vegetarian for 20+ years, and unlike most of my other childhood pursuits, I actually stuck with it! I love cooking vegetarian food that's full of flavour, but doesn't take a lot of effort to make.

f 170 SHARES

Ryan Tubridy apologises for not questioning RTÉ payments



PA MEDIA

Ryan Tubridy apologised for not questioning his earnings

At a glance

- RTÉ presenter Ryan Tubridy apologises for not questioning earnings of €345,000 more than publicly declared
- Director general Dee Forbes is suspended by the board of the Irish national broadcaster
- The TV and radio host received the payments between 2017 and 2022
- The Taoiseach says the revelations amount to a "serious breach of trust"



Don't write, telegraph





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SOCIETY

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Agnew Volkswagen

2 d · 🌐



Congratulations to Daniella McFarlane on collecting her new 2020 e-Golf, finished in the stunning Indium Grey from Used Car Sales Executive, Keith Lowry. Thank you for your business Daniella, wishing you many happy miles in your new car, from all the team at Agnew Volkswagen Belfast. 😊



@JarvisAndi







ESTD 1815
Ardbeg
The Ultimate
ISLAY SINGLE MALT
SCOTCH WHISKY

ARDBEG THE THREE
MONSTERS OF SMOKE
STARRING...
TEN YEARS OLD · AN OA · WEE BEASTIE

Ardbeg
TEN
The Ultimate
ISLAY SINGLE MALT
SCOTCH WHISKY
THE ORIGINAL GIANT
NOW CHILL-FETERED

Ardbeg
AN OA
The Ultimate
ISLAY SINGLE MALT
SCOTCH WHISKY
A WEB OF FLAVOUR
NOW CHILL-FETERED

Ardbeg
WEE BEASTIE
5
The Ultimate
ISLAY SINGLE MALT
SCOTCH WHISKY
A MONSTER OF A DRAM
NOW CHILL-FETERED
47.4% vol. 20cl e







The Ultimate
ISLAY SINGLE MALT
SCOTCH WHISKY

ESTD 1815
Ardbeg

The Ultimate
ISLAY SINGLE MALT
SCOTCH WHISKY

GUARANTEED **TEN** YEARS OLD

NON CHILL-FILTERED

*Sea spray. Tarry rope
Immense smoky intensity*

ARBEG DISTILLERY LIMITED
ISLE OF ISLAY, ARGYLL, SCOTLAND, PA42 7EA



SHORTIE

*"The Finest nose on ISLAY,
apart from ARDBEG, that is"*



@AndiJarvis



Say it with flowers





**DON'T ASK IF -
ASK
WHICH!**



www.elmerwheeler.net







SETH GODIN

11



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COLLECTOR EDITION 12 BOTTLES	CASE EDITION 6 BOTTLES	CORE EDITION 2 BOTTLES
<p>I want to start collecting at the same time as I learn – get our collector edition, so you can drink one and save one.</p>	<p>I want to speed up my learning, and practice with six bottles every month instead of two. Rare bottles from around the world.</p>	<p>I want to learn about wine with two carefully chosen bottles – imported direct from the winemakers.</p>
<p>£189</p> <p>PER MONTH</p> <p>£15.75 / Bottle</p>	<p>£99</p> <p>PER MONTH</p> <p>£16.50 / Bottle</p>	<p>£39</p> <p>PER MONTH</p> <p>£19.50 / Bottle</p>



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the_winelist



the_winelist



It is with great sadness to announce that we have had to close down Wine List.

Three and a half years ago, I did WSET Level 2. By the time I'd finished it, my enjoyment of wine had increased by an order of magnitude. I felt compelled to share that learning with as many as possible – but, importantly, modernise how those learners were taught.

That kernel of an idea eventually became Wine List.

The long story will come later once I've had time to reflect. The short version is we couldn't make it work from a market size / product-market fit perspective.

It's been a tough few months. From scrappily trying to extend runway to the realisation that we weren't going to make the fundraiser happen.

Through these last few months, the team grew together with more fervour and passion than ever before. I will forever remain grateful for them joining me on this journey.

Wine List is its customers and community – and so thank you to every one of you who was involved in whatever way you were.

To borrow a quote from Margaret Mead, "never doubt that a small group of thoughtful, committed people can change the world – indeed, it is the only thing that ever has."





Don't ask if, ask which










- 1) Don't sell
the steak, sell
the sizzle
- 2) Watch your
bark
- 3) Don't write,
telegraph
- 4) Say it with
flowers
- 5) Don't ask
if, ask which



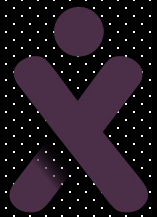
@JarvisAndi

People . Don' t . Change .



-  Me
-  Carrie Rose
-  Jeff Bezos
-  Andrew Tenzler
-  Elmer Wheeler
-  Ted Levitt
-  Bill Bernbach





WITH all the mines of the country shut down by strikers what will the poor editor do for coal next winter? It is becoming apparent that nobody wants to work these hard times.

1894



Rooks County Record, KS



1922

What is the cause of unemployment and hard times? The manufacturer and business men say it is because nobody wants to work any more unless they can be paid enough wages to work half of the time and loaf half of the time. The working man says



The Mulberry News, FL



After mentioning the reduction of the \$85,000 a year laundry bill for Wisconsin General hospital by having the laundry done by Wau-pun prisoners, Gov. Heil said he wanted to lower taxes, "but the trouble is everybody is on relief or a pension — nobody wants to work anymore."



Wisconsin State Journal, WI

1940





The News Journal, NC

“Nobody wants to work anymore.”

— disgusted businessman

1979



1999

“Nobody wants to work anymore,” Cecil said. “They all want to work in front of a computer and make lots of money.”



St Petersburg Times, FL



According to a new survey released by TinyPulse, 1 in 5 executive leaders agree with this statement: “No one wants to work”. These same leaders cite a “lack of response to job postings” and “poor quality candidates” when describing why



Forbes, NJ

2022



@JarvisAndi

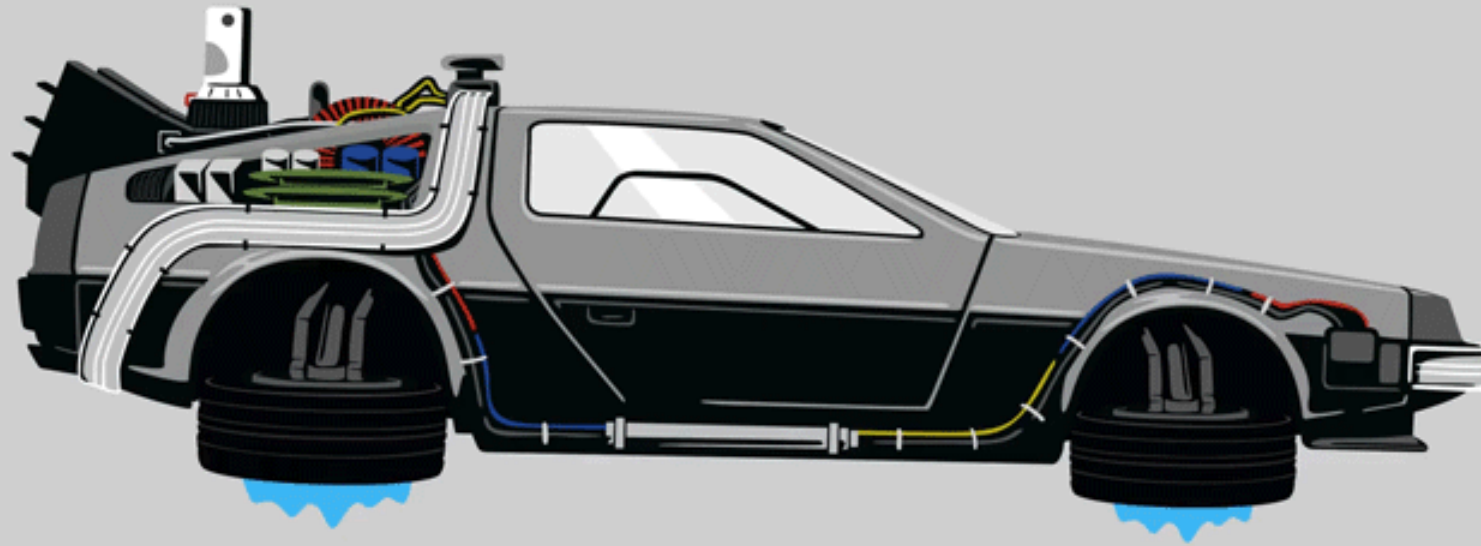
Andi Jarvis
Doesn't want to work anymore

January
2024



Orlando, FL

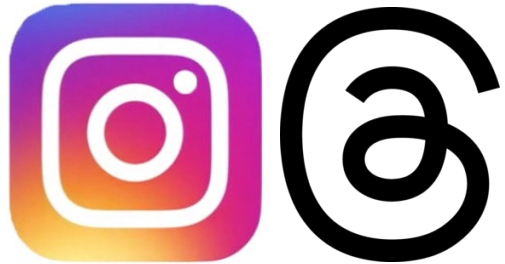








Email list



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