
From: Brett Hurt
Sent: Friday, July 29, 2011 4:13 PM
To: Mike Svatek; Heather Brunner; Erin Nelson; Michael Osborne
Subject: Re: Emails from PR re new Syndication approach

I totally agree, Mike. And I would like to have a discussion at the exec-team meeting about this, Heather. But, in short, PowerReviews is our biggest competitor, we have \$10m in Social Merchandising revenue to protect, and we have been too slow here because of "other priorities". When you are getting a direct frontal attack from your biggest competitor in the market segment that can be your biggest TAM and it takes all of us too long to hop on it, that is a problem worth discussing as an exec team.

Brett Hurt
Founder and CEO
Bazaarvoice [[site](#) | [blog](#) | [twitter](#)]
Bazaarblogger: [Zappos and others need to keep it real \(being authentic in customer reviews\)](#)
o +1.512.551.6736 | [REDACTED] | f +1.866.651.6858 | brett@bazaarvoice.com

From: Mike Svatek <Mike.Svatek@bazaarvoice.com>
Date: Fri, 29 Jul 2011 10:24:59 -0500
To: Heather Brunner <Heather.Brunner@bazaarvoice.com>, Erin Nelson <Erin.Nelson@bazaarvoice.com>, Michael Osborne <Michael.Osborne@bazaarvoice.com>
Cc: "Brett A. Hurt" <brett.hurt@bazaarvoice.com>
Subject: RE: Emails from PR re new Syndication approach

Team, between the four of us, we have to get velocity to real-time. The "first responder" message needs to get out immediately. I absolutely share Brett's frustration on this – I recall my competitive dogfights with well-capitalized competitors (which PR is not) and we would have got our heads handed to us if it took us more than 24 hours to respond to any threat.

Here's what happened this week in my view. Today's process is that competitive responses are formulated by Product Strategy and programs run through Milam's team to get the key messaging points established. In Defosse's absence this week I met with Milam – he and CO were going build the official message for the field which we agreed would get out to the field EOD yesterday initially, but later in the day after talking with Liz and putting a "full plan" together I believe they agreed to get the message out later. I actually took the time to draft a message myself, trying to spur this along. I saw three things happen: 1) a lack of an useful email from Defosse while traveling, 2) lack of urgency or prioritization from PMM given their workload, and 3) a desire to have an interconnected strategy developed across sales and services before we rolled out any messaging at all – delaying our response. The plan I see now looks solid, but we cannot afford to have no comment for several days.

The point is that despite this week being complete lunacy, with EOQ/travel/S1 that we have to have first-responder emails go out asap followed later by the big package. I'm sure we all agree with this but I think our LT's heads are spinning a bit with competing priorities. Let me suggest that we have a standing prioritization that our teams always fall back on so they can act quickly without our intervention. Where competitive is either always #1 or #2 on the list, ahead of things like contracts, S1, customer calls, internal meetings, etc. Seriously, that's what bit us this week. This standing prioritization is what all first-responder units (EMS, Police, military) rely on to ensure that the entire organization knows how to prioritize, instantly, when a threat appears.

I think there is a very fast fix to this, and I'll ask Defosse to tackle it and report back to us next week.

Thoughts welcome. Positive energy on this historic Friday!!!!

Mike

From: Brett Hurt
Sent: Friday, July 29, 2011 9:42 AM
To: Heather Brunner; Mike Svatek; Erin Defosse
Subject: Re: Emails from PR re new Syndication approach

This pisses me off. And that guy Brandon is an idiot to send Whirlpool's info.

Team, the onslaught is on. Erin, congrats on your promotion – well deserved. But, please... please, accelerate here. Let me know how I can help you.

Brett Hurt
Founder and CEO
Bazaarvoice [site | blog | twitter]
Bazaarblog: [Zappos and others need to keep it real \(being authentic in customer reviews\)](#)
o +1.512.551.6736 | [REDACTED] | f +1.866.651.6858 | brett@bazaarvoice.com

From: Heather Brunner <Heather.Brunner@bazaarvoice.com>
Date: Fri, 29 Jul 2011 08:40:18 -0500
To: Executive Team <exec-team@bazaarvoice.com>
Subject: Emails from PR re new Syndication approach

Weak attempts from PR continue.

Emails sent to Dell.

Menlogeddon needs to accelerate!

From: Nils Marchand
Sent: Friday, July 29, 2011 07:07 AM
To: Heather Brunner
Subject: Fwd: Emails from PR re new Syndication approach

Here you go.

Team, Stu at Dell shared with me the attached emails from PowerReviews. We should have a positioning meeting early next week so we can proactively message to our clients/prospects if appropriate.

Nils Marchand | Divisional VP, High-Tech Manufacturing
Bazaarvoice [site | blog | twitter]
o 512.551.6385 | [REDACTED] | f 866-560-8689
nils.marchand@bazaarvoice.com