

## Atlanta Tech: TECH JOBS: ING's Web strategist has many sites to unite

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You may not know much about the company **Tom Daly** works for, but it's his job to change that.

Daly's employer, ING Americas, is a branch of a global financial services firm based in the Netherlands that boasts some 11,000 U.S. employees -- 1,000 in Atlanta -- and more than \$166 billion worth of assets under management in the Americas. Yet, with all that, "ING is probably one of the biggest companies you've never heard of," Daly says.

While ING has worldwide operations, Daly, as vice president of Web strategy, is focusing on promoting ING's presence, products and services on the World Wide Web.

ING has grown through acquisitions, snapping up several companies over the years, and "each of those companies brought with them Web sites and Web initiatives of their own," Daly says. It's his job to figure out how to bring all that Web presence together.

"Right now, ING probably has somewhere in the neighborhood of 50 or more Web sites," Daly says. "There's no desire to make that number 'one' in the future," he says. But there's no denying "50 makes [corporate identity] confusing."

ING's services include mutual funds, retirement plans, insurance, annuities, asset management, reinsurance and brokerage services through intermediary channels. "All those businesses do what they need to do ... without having to operate within the context of a large international

company," Daly explains. "Now we are moving toward building people's awareness of ING. We just want to create a consistent experience" from one subsidiary site to the next, he says.

That entails balancing customers' interests with branding strategies, Daly says. Even given its array of sites, ING's customers may not be familiar with the firm's complete product line because the Web sites don't necessarily present a coordinated or comprehensive introduction to the firm's offerings.

The product Daly is working toward involves implementing technologies that deliver what customers want, he says, but is rooted in old-fashioned marketing and communications.

"My background is in advertising," Daly says. "I'm able to, in customer language ... tell the ING tech folks, 'Here's what we need to be able to do.' I would define that need and communicate that need, so [the job] is more about the what and the why and less about the how."

Online advertising is the other part of Daly's job, as he is using the Internet to raise people's awareness of ING -- "to make them aware of the company and the products we offer," he says.

Daly is drawing on skills acquired in his early days in advertising.

"I've been lucky enough to work on some of the leading brands in the world," Daly says. Those included Sheraton hotels, Parker pens, Cutty Sark scotch whisky, Mobil oil and Coppertone sun care products. After working as an account manager at ad agencies in New York, Washington and Atlanta, Daly landed a job directing the interactive communications strategy of United Parcel Service.

Initially, the challenge was to understand what UPS was doing from a technology point of view and translate that into advertising, Daly says. "Then it became apparent that [the challenge] was understanding what UPS was doing across the board and translating that into the Web," he says.

Daly hopes to accomplish something similar at ING. "By carefully listening to customers, we can create the financial services company that they want, and it's my job to bring that to the Web using the advertising experience I have to promote the message."

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Photo: As chief of Web strategy at ING Americas, a branch of the global financial firm, **Tom Daly** is focused on creating "a consistent experience" from one subsidiary's Web site to the next. / JOHN SPINK / Staff

Graphic: **TOM DALY**

> Title: Vice president/Web strategy

> Age: 39

> Education: Daly attended the University of South Carolina, earning a bachelor's degree in philosophy in 1985.

> Salary: Daly declined to disclose his salary.

> Qualifications: "From a work experience point of view, you certainly want to have had experience understanding the dynamics of brand development," Daly says. "You want a clear orientation toward customer advocacy, doing what customers want. You need to be able to work among a variety of internal circumstances, because in the Internet world, you're dealing with technologists, customers, brands, and before all those go together on the page, you need to be able to balance them with keeping a customer-centric focus."

> Advice: "Do what you love," Daly counsels, so you can bring enthusiasm to work. "Companies are made up of