

## 2018 State of Email Workflows

A comprehensive look at how marketers plan, build, approve, and send emails

# Creating a high-performing email takes time and the right resources. Your workflow is an expression of the investment you make in every email—and is a predictor of email program success.

In our third annual State of Email Workflows report, we take a detailed look at how marketers...

Plan their email content	5
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Review and approve emails	29
Send their emails	35
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Use the results to benchmark your own process and identify opportunities for improvement, as well as leverage this report's findings as evidence to make a compelling argument for more resources or process changes at your company.

All of this is made possible by the nearly 3,000 marketers who generously took the time to take our 2018 State of Email Survey and share their insights with the industry. For a breakdown of the demographics of our respondents, check out **A Snapshot of the Email Professional**.

Now, let's make our email workflows better!

#### State of Email Survey Research Series

Now in its third year, Litmus' State of Email Survey has led to unprecedented insights into all facets of email marketing, including production, design, deliverability, budgeting, salaries, and much more. Improve your email program by learning from thousands of other brands.

See all our State of Email research +





## Key Takeaways & Action Items

An email production workflow includes many steps, each with their own opportunities for improvement. Here are our top tips from the 2018 State of Email Workflows report to help you optimize your process:

**1. Adopt content or project management software** to help plan your emails. While spreadsheets, calendars, and docs from the likes of Google, Microsoft, and Apple are still common in email content planning, nearly 69% of brands use content or project management software instead of or in addition to those. That's up from 49% in 2016. See which tools are popular on **page 6**.

**2. Create an email brief for every email you produce.** It should outline the email's goals, audience, messaging, timing, key performance indicators, and other important details. Marketers who describe their email marketing programs as successful are 81% more likely than those at less successful programs to create an email brief for every email they produce (24% vs. 13%). Learn more on **page 8**.

**3. Embrace modular email design.** Nearly 42% of marketers are now using libraries of snippets and partials or using drag-and-drop visual editors to build their emails. The number of marketers coding emails from scratch and overwriting previous emails has fallen in each of the past two years. Dive into email creation approaches on page 13.

**4. Streamline your review and approval process.** Brands spend an average of 3.9 hours on review and approvals. That's more than on copywriting, design, coding, or any other component of email production. Plus, 40% of marketers say their review and approval process is too lax or too burdensome, up from 37% in 2017. Learn how to improve your review process on page 34.

**5.** Consider reducing the number of email platforms you use. In 2016, 21% of brands used three or more email platforms to send their marketing emails. Now only 17% do. While some of that is due to consolidation among email service providers, some is also because of a significant decline in the use of homegrown, custom email platforms. Explore the shifts in ESP usage on page 36.

#### Simplify & Accelerate Your Email Workflow

Join more than 250,000 marketing professionals who use Litmus alongside their existing email tools to efficiently create high-performing email campaigns.

Try Litmus for Free →





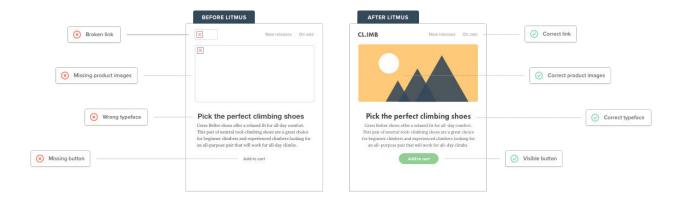




Litmus is passionate about email marketing research, because our mission is to help brands get access to the knowledge and tools they need to send better email. Through our industry-leading **blog**, **Litmus Live conferences**, **ebooks**, **webinars**, **Email Design Podcast**, **Community**, and more, we discuss best practices and explore trends to help your team stay on the forefront of the industry.

We are also passionate about software that makes creating high-performing email easy. Marketers use the Litmus Email Creative Platform alongside their existing email service providers to ensure a consistently great brand experience for every subscriber, work more efficiently, accelerate campaign performance, reduce errors, and stay out of the spam folder.

Email marketing is complex. But through hands-on advice and software you can trust, we enable your team to do their best work—creating innovative, on-brand campaigns that engage and delight audiences. With the Litmus Email Creative Platform, you'll have the tools and insights you need to provide your customers with an incredible email experience—and get the best results in return.



#### Keep Up with the Latest in Email

Join over 300,000 email marketing pros who rely on Litmus for expert advice and analysis. Sign up for our emails to get the Litmus newsletter, notifications of new reports and executive summaries, announcements of upcoming webinars and events, and more.

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# Content Planning

Email content planning is gradually becoming more rigorous. More than half of brands now use a content calendar year-round, which is great because planning begets success. Marketers who describe their email marketing programs as successful are 34% more likely than those at less successful programs to maintain an email content calendar year-round (66.1% vs. 49.5%).

However, while more brands are planning their email content, they're not planning very far into the future, especially for their peak seasons. Only 17% of brands plan more than three months out for peak season campaigns.

The adoption of content planning and project management software for email has grown considerably over the past two years. Nearly 69% of brands use software other than or in addition to spreadsheets, calendars, and docs from the likes of Google, Microsoft, and Apple to plan their email content. That's up from 49% in 2016.

When it comes to planning individual emails, less than 20% of marketers create a brief for every email to set clear goals, guide production, and establish key performance indicators for post-send analytics. However, that percentage has inched up over the past year.

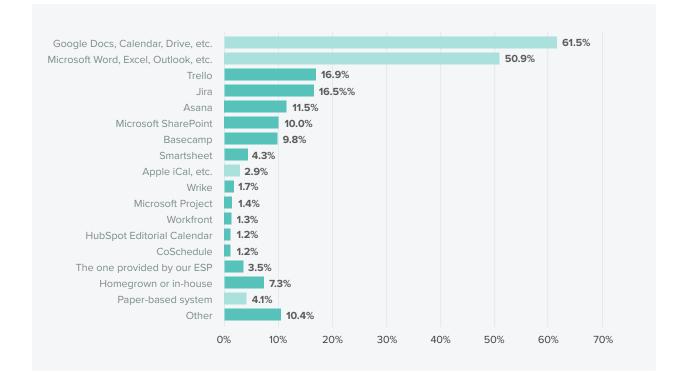
## Majority of Marketers Maintain an Email Content Calendar Year-Round

Does your company use an email marketing content calendar year-round or only for peak season(s)?



## Use of Content and Project Management Software for Email Content Planning Is Growing

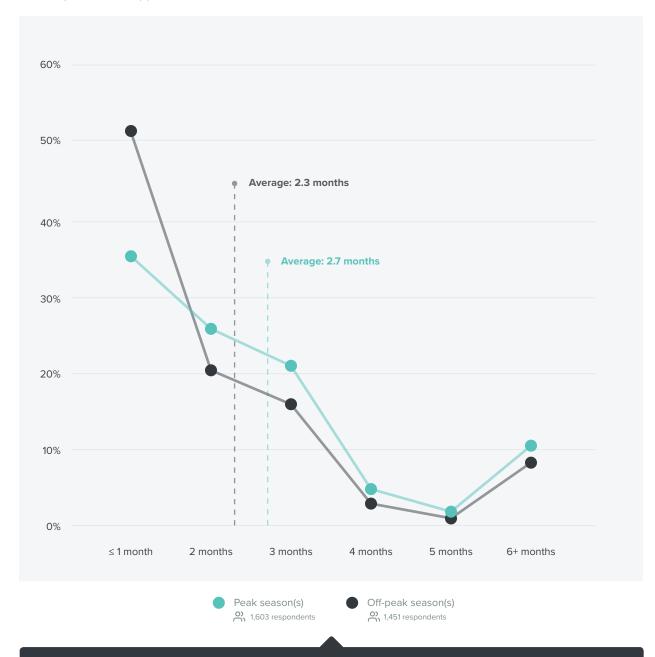
What software does your company use for email content planning? Select all that apply. (Those used by 1%+ shown.)





## Content Planning Horizon Narrowing for Peak Seasons vs. Off-Peak Seasons

How far in advance does your company typically plan email content for your peak season(s) and off-peak season(s)?

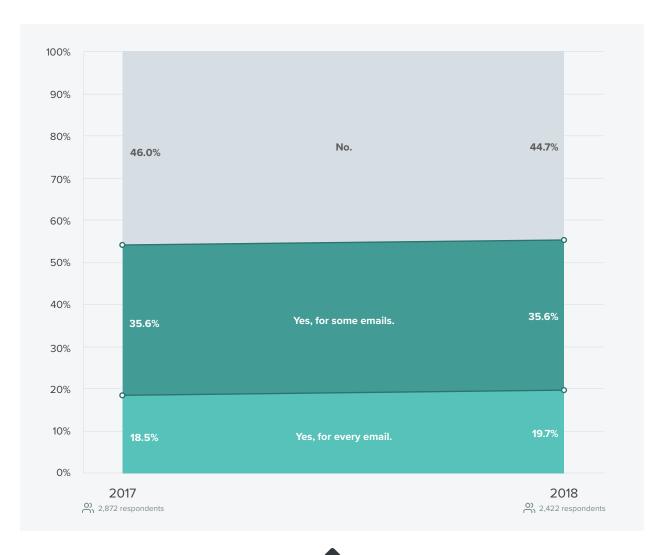


The email content planning horizon for peak season(s) is just 19% longer than for off-peak seasons, down from 23% in 2017 and 28% in 2016. Marketers who describe their email marketing programs as successful plan farther ahead than those at less successful programs for both their peak seasons (2.6 weeks vs. 2.2 weeks) and their off-peak seasons (2.2 weeks vs. 1.9 weeks).

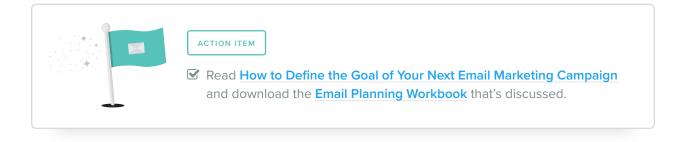


## Majority of Marketers Use Email Briefs at Least Sometimes

Does your company create a brief for any of the emails you produce that outlines the email's goals, audience, messaging, key performance indicators, etc.?



Marketers who describe their email programs as successful are 81% more likely than those at less successful programs to create an email brief for every email they produce (24.2% vs. 13.4%).





# Production Cycles

The number of emails in production and the time it takes brands to produce an email varies significantly from brand to brand, particularly between large companies and smaller ones. For instance, marketers at companies with 500 or more employees have 12.4 emails in production at any given time on average, compared to just 8.0 emails at smaller companies.

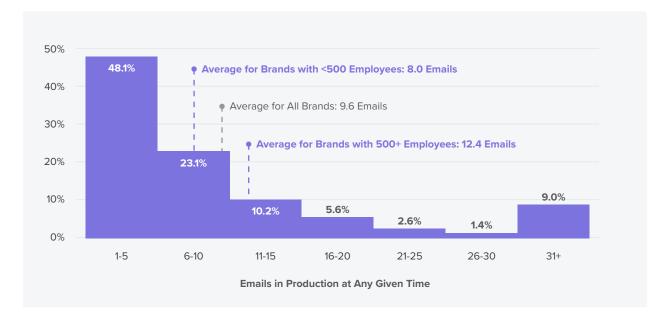
While brands spend two weeks on average taking an email from conception to deployed, email programs at larger companies pull up this average. Brands with 500 or more employees spend 54% more time on each of their emails than smaller companies.

For example, they spend twice as much time as smaller companies on data logic, email setup in their email service provider, and on the review and approval process for each email. Large companies also spend roughly 50% more time on copywriting, design, coding, and testing and troubleshooting.

## Large Brands Have 56% More Emails in Production than Smaller Companies

At any given time, how many emails does your company typically have in production—that is, at any point between conception and being sent?

2,214 respondents



## 49% of Brands Spend Weeks Producing an Email

How long is your company's production cycle typically for a single email—from the time brainstorming or concepting begins on that email until it is sent?

2,670 respondents

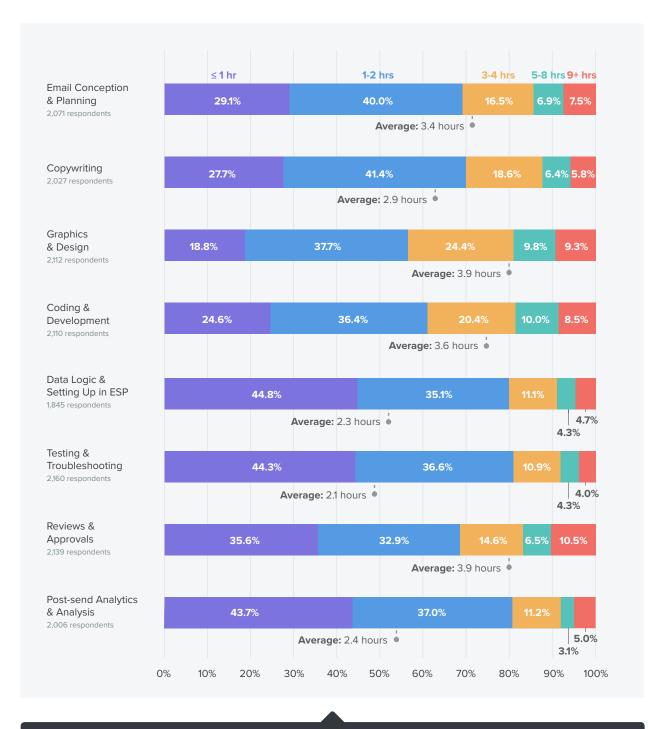


Marketers spend 2 weeks producing an email on average, but companies with 500 or more employees spend 54% more time on their emails than smaller companies (2.6 vs. 1.7 weeks).



## Design, Coding & Review Demand Most Time

For each email that your company sends, how long is typically spent on each of the following tasks?



Compared to other marketers, those who describe their email programs as successful spend more time on every facet of email production—except reviews and approvals, which they spend the same amount of time on.



# Email Design & Development Tools

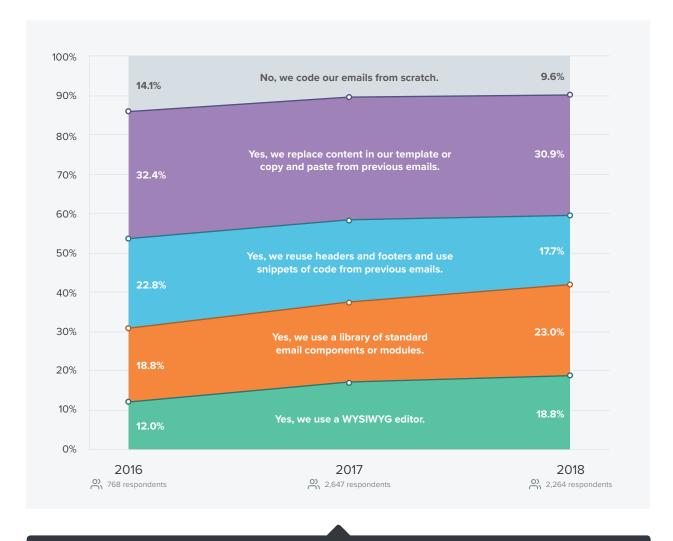
Extremes continue to dominate email development. Some tools and techniques see wide usage, while others are rarely used. For instance, Adobe software is central to email design, with Adobe Photoshop, Illustrator, InDesign, and Dreamweaver being very popular. Designers commonly use HTML frameworks, but generally inline their CSS by hand.

At the other end of the spectrum, designers don't use a lot of productivity and workflow tools. For example, less than 10% of marketers use tools like Emmet, static site generators, and task runners. Preprocessors and post-processing make up part of the email build process for less than 14% of marketers. One tool that has broken away from niche status is partials. Twenty-two percent of brands now use them to quickly make changes across all existing emails that contain the partial.

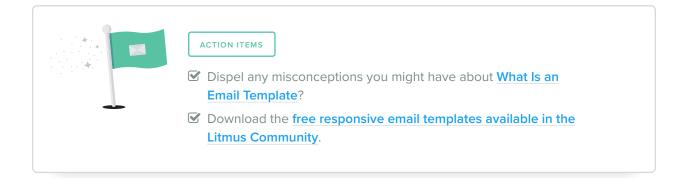
Many of those low-usage tools are significantly more popular among marketers who describe their email programs as successful. Many of them are also considerably more popular among marketers in Europe and the UK than they are in the US and Canada, so some cultural factors may be at work when it comes to email design and development workflows.

### Modular Email Templates & WYSIWYG Editors on the Rise

Does your company typically use some form of an email template?



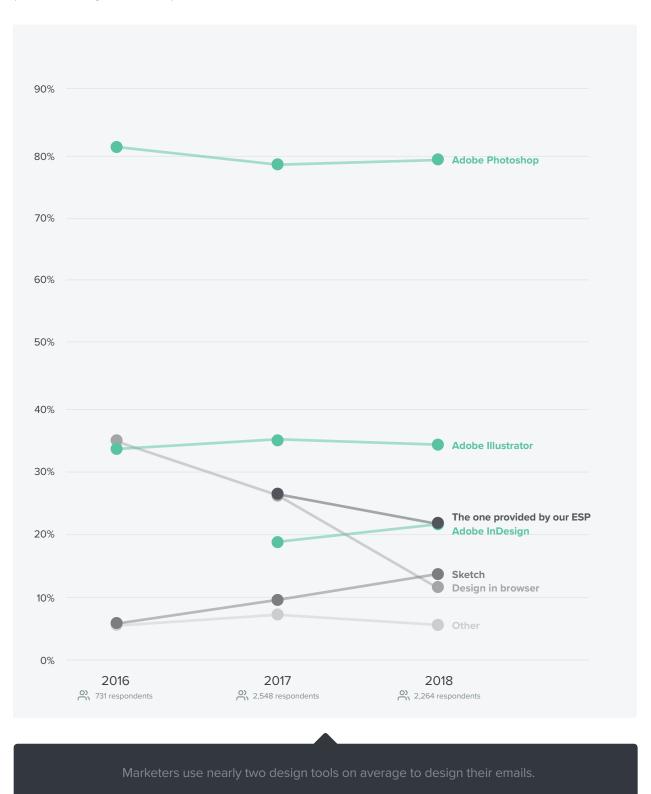
Marketers in Europe and the UK are significantly more likely than those in the US and Canada to use a WYSIWYG editor for email creation (25.1% vs. 16.6%) and to code emails from scratch (11.4% vs. 8.7%).





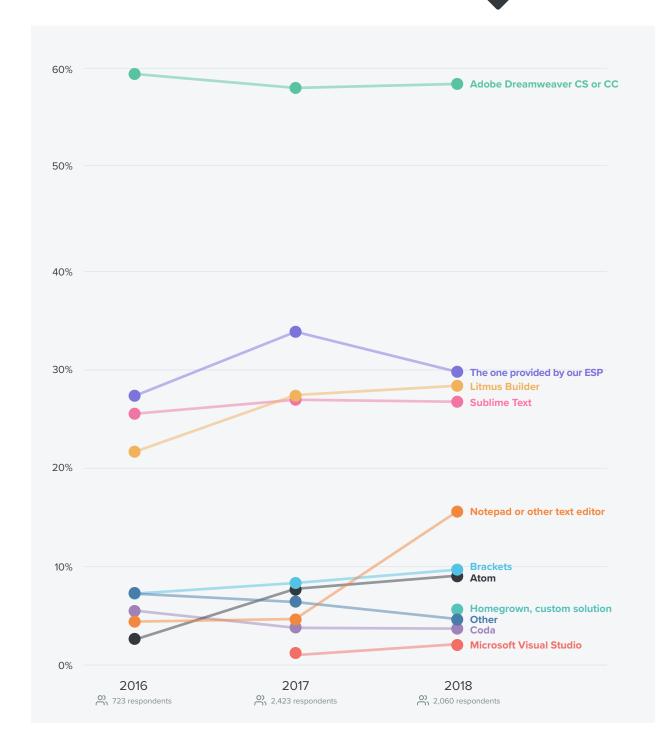
### Adobe Products Dominate Design Programs Used for Email

Which design program(s) does your company use for email marketing? Select all that apply. (Those used by 1%+ shown.)



## Number of HTML Editors Used Grows as Developers Match Task to Tool

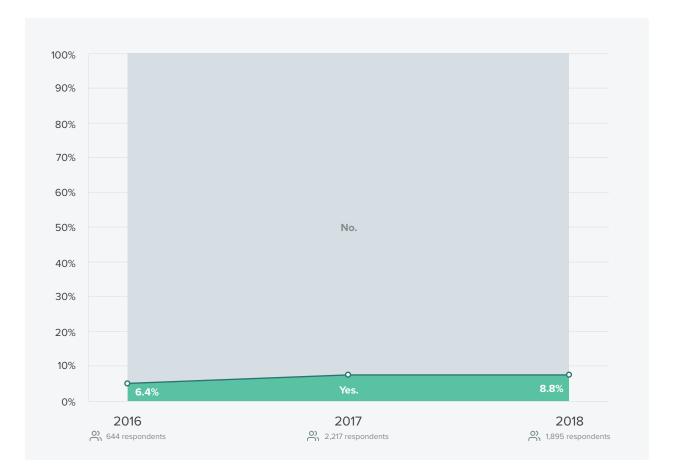
Which editor(s) does your company use for email development? Select all that apply. (Those used by 1%+ shown.) Marketers use 1.9 HTML editors on average to code their emails, up from 1.8 in 2017 and 1.6 in 2016. The rise suggests that email developers use different editors for different stages of production and that brands haven't standardized on a single HTML editor.



## Emmet Plugin Usage Remains Niche

Does your company use the Emmet plugin for email development?

Marketers in Europe and the UK are 45% more like than those in the US and Canada to use Emmet (10.7% vs. 7.4%).



#### **Easily Build Error-Free Emails**

Litmus Builder was created from the ground up to code emails and streamline the email development workflow. Speed up production and create a great brand experience with Email Previews while you build, support for snippets and partials, automatic syncing to your email service provider, and much more.

Learn more about Litmus Builder →



## Partials Usage Increasing

Does your company use partials for email development?

Marketers who describe their email programs as successful are 40% more likely than those at less successful programs to use partials to easily update content across many emails, especially triggered emails (20.8% vs. 14.9%).



### CSS Inlining Strong, Despite Less Need for It

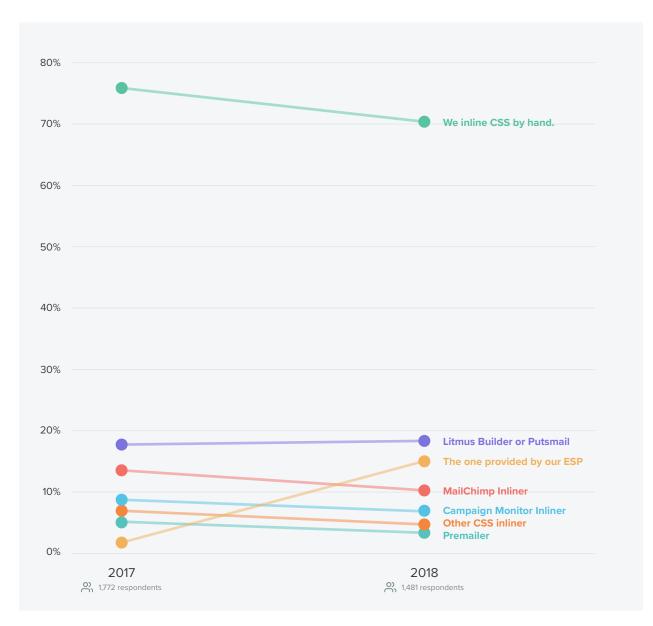
Does your company inline the CSS styles in their emails?

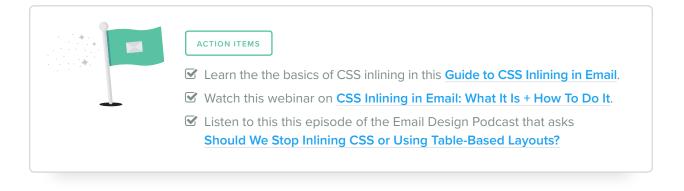




## Inlining CSS by Hand Still Dominant, But Declining

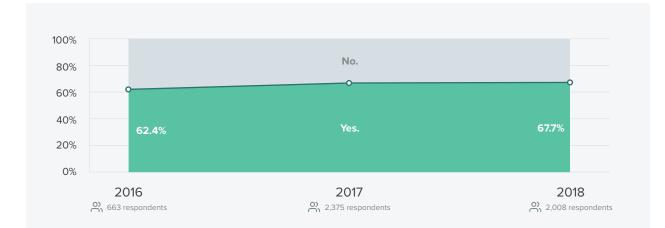
Which CSS inliner tools does your company use? Select all that apply. (Those used by 2%+ shown.)





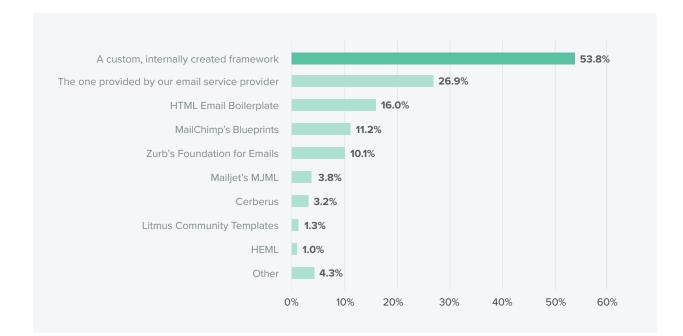
### Use of HTML Frameworks and Templates Slowly Rising

Does your company use an HTML email framework or templates for email development?



### **Custom HTML Frameworks Still Dominant**

Which HTML email framework(s) or template(s) does your company use for email development? Select all that apply. (Those used by 1%+ shown.)

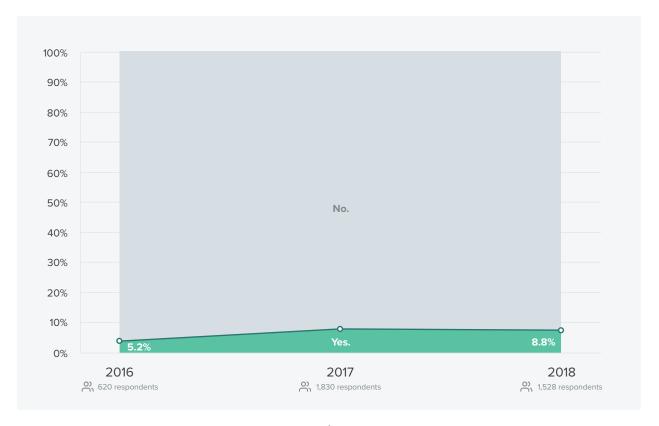


Marketers at companies with 500 or more employees are 13% more likely than those at smaller companies to use a custom framework.



## **Static Site Generator Usage Plateaus**

Does your company use a static site generator for email development?



Besides the one provided by their email service provider, the top static site generators used by email marketers are: (1) Litmus Builder, (2) Handlebars, (3) Assemble, and (4) Jekyll.

#### **Litmus Community Templates**

Get access to modern email templates designed by the best email designers in the business. They're easy to use and completely free.

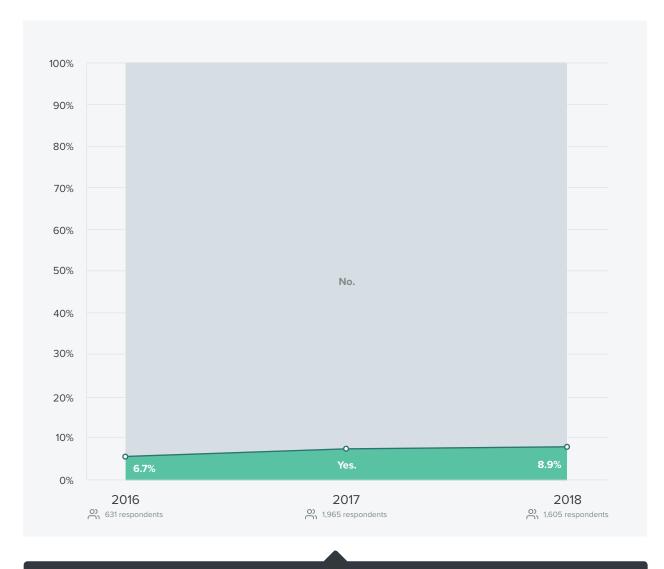
Download Litmus-tested templates →



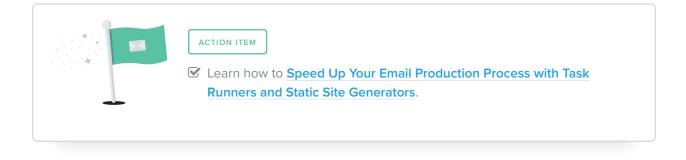


## Driven by Europeans, Task Runner Usage Climbs

Does your company use task runner(s) for email development?



Marketers in Europe and the UK are more than twice as likely as those in the US and Canada to use task runners like Gulp and Grunt in their email creation process (13.6% vs. 6.1%).

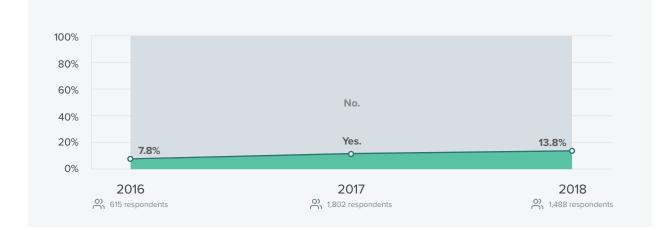




## Preprocessor Usage Continues to Increase

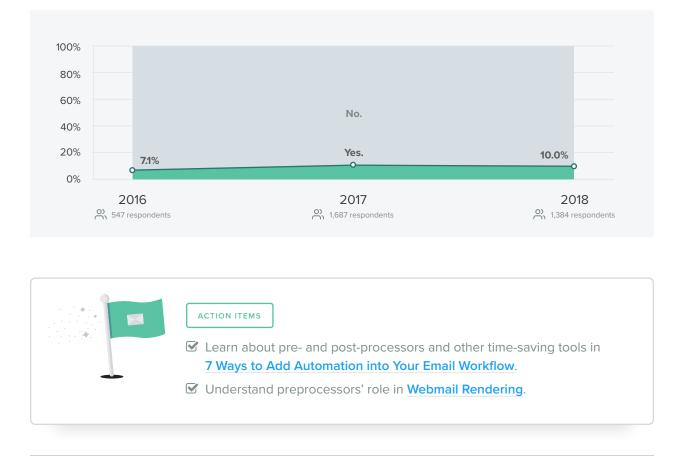
Does your company use preprocessing languages for email development?

Marketers in Europe and the UK are 64% more likely than those in the US and Canada to use preprocessors like Sass, SCSS, Less, and Haml in their email creation process (18.9% vs. 11.5%).



## **Post-processing Usage Slips Slightly**

Does your company use post-processing for email development?



# Quality Assurance

Ensuring that your emails display and function as intended is an important step in every email workflow. Successful email programs recognize this.

Marketers who describe their email programs as successful are 87% more likely than those at less successful programs to use an extensive pre-send checklist as part of their QA process (26.3% vs. 14.1%). Successful email programs are also more likely to test every email they send, to use email preview software, and to know which email clients their subscribers use most and focus their testing efforts on those. They're also more likely to use spam filter testing to help avoid deliverability problems.

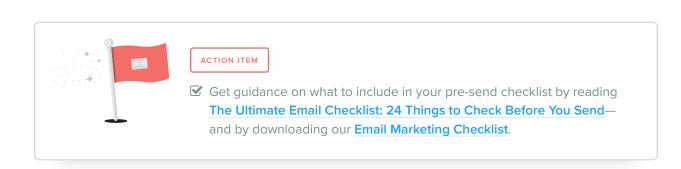
With only 23% of marketers using an extensive pre-send checklist, 54% using spam filter testing, and 58% testing every email they send, marketers have some clear ways to improve their QA process.

## More than a Quarter of Marketers Don't Use a Pre-Send Checklist

Does your company use a short or extensive pre-send checklist to QA emails before sending them?

Marketers at companies with 500 or more employees are 46% more likely than those at smaller companies to use an extensive pre-send checklist.





#### Catch Errors that Can Impact Email Performance Before You Send

Litmus Checklist gives you a guided check of the critical elements that impact email performance. Preview your email in popular apps and devices; validate that your links, images, and tracking work properly; test your email's load time; and create an incredible email experience every time.

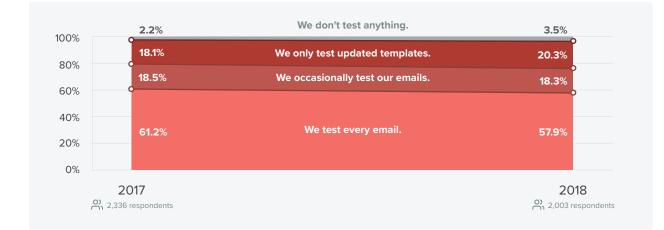
Learn more about Litmus Checklist →





## Majority of Marketers Test Every Email They Send

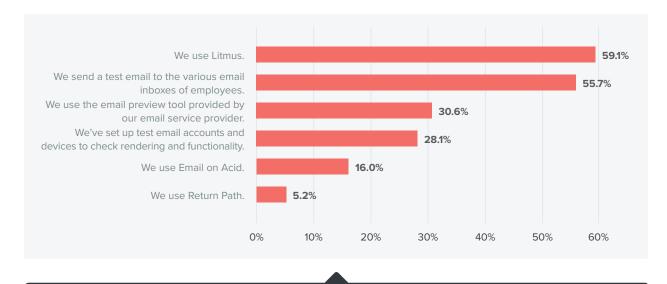
How frequently does your company test the rendering and functionality of its emails across email clients and devices before sending them? Marketers at companies with fewer than 500 employees are three times more likely than those at larger companies to not test their emails or templates (4.5% vs. 1.4%).



### Most Marketers Use Both an In-House & Third-Party Solution to Check Email Rendering

How does your company test the rendering and functionality of its emails in different email clients and devices before sending them? Select all that apply.

0) 1,877 respondents

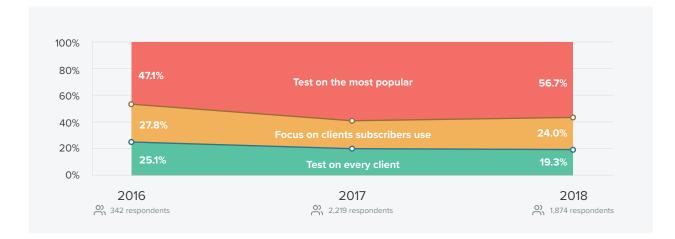


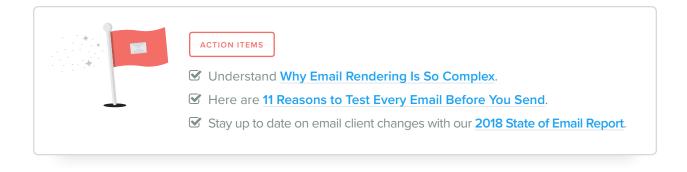
Marketers use an average of two methods to test the rendering of their emails



## Most Brands Focus Testing on the Most Popular Email Clients

When testing the rendering and functionality of your emails, do you test on every email client, test on the most popular clients, or focus on the clients your subscribers use most? Marketers at successful email marketing programs are less likely than those at less successful ones to focus on having their emails render well in the most popular email clients (53.5% vs. 58.7%).

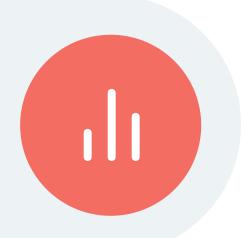




#### Utilize Advanced Analytics Insights to Focus Your Testing + Optimization Efforts

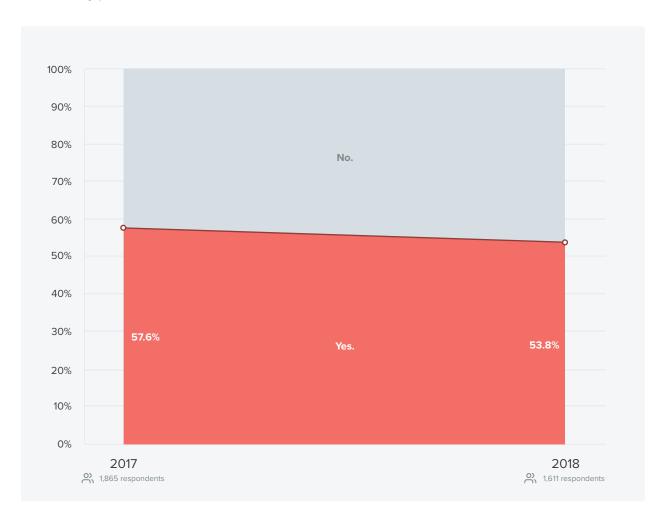
Litmus Email Analytics goes beyond just opens and clicks. See exactly which email clients are the most popular *among your subscribers*, so you don't have to guess where to focus your email development efforts. Plus, get data on geolocation, how long subscribers spend engaging with your emails, and more.

Learn more about Litmus Email Analytics ->



## Use of Spam Filters to Check Emails Declines Slightly

Before sending an email, does your company run it through spam filter tests to identify potential deliverability problems?



#### Make It to the Inbox, Not the Spam Folder

Litmus Spam Testing checks your emails against consumer and business-grade spam filters—including Gmail, Outlook, Barracuda, SpamAssassin, and many more—to alert you to issues before you hit send. Plus, we give you advice on how to fix issues so your emails are delivered safely to the inbox.

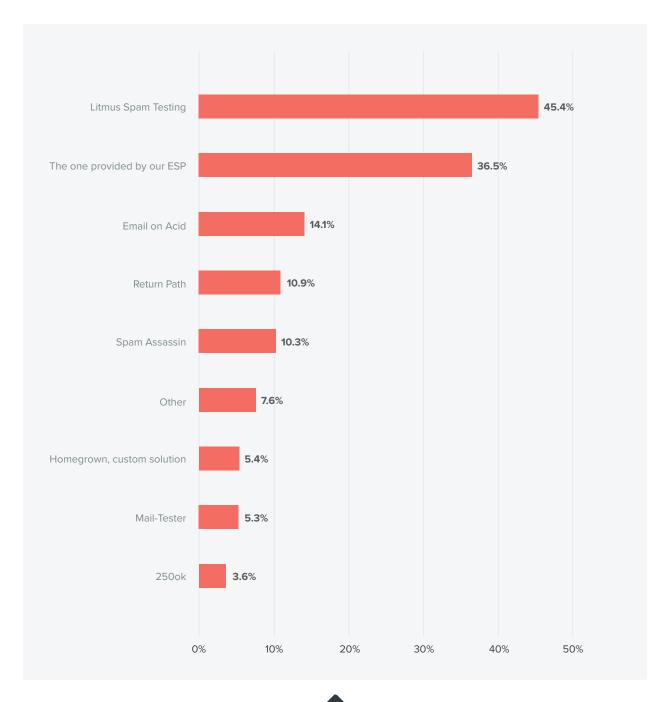
Learn more about Litmus Spam Testing -





## Fewer Brands Relying on ESPs' Spam Filters

What service or tool does your company use to check your emails against spam filters before you send them? Select all that apply. (Those used by 2%+ shown.)



The use of spam filter tools provided by ESPs has dropped significantly over the past year. In 2017, 46.5% of marketers said they rely on their ESP's spam filter tools, compared to only 36.5% in 2018.



## Review & Approval Process

Successful email programs are 33% more likely than less successful programs to say they have an appropriately rigorous approval process rather than a burdensome process or one that's too lax (65% vs. 49%).

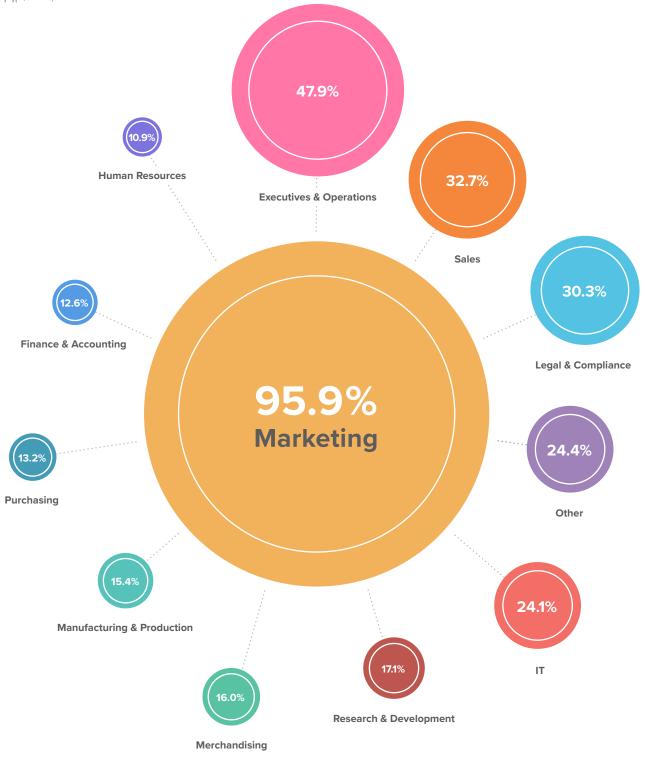
Many factors affect whether a review and approval process is out of balance. For example, marketers with burdensome or lax processes report that last-minute changes happen always or often at twice the rate of marketers with appropriately rigorous review and approval processes (56% vs. 24%). Also, sending emails the same day they're approved is a hallmark of a program that doesn't have an balanced process.

Another factor is how many and which departments are involved. Among brands with three or four departments involved in email reviews and approvals, more are likely to say the process is too burdensome. But interestingly, when brands have five or more departments involved, just as many say their process is appropriately rigorous as too burdensome. So having many departments involved appears to generate benefits that offset the extra coordination.

Finally, having executives at the VP level and above involved generally makes the process too burdensome. Only 26% of programs with appropriately rigorous review and approval processes have executives involved, compared to 43% of programs with overly burdensome processes...

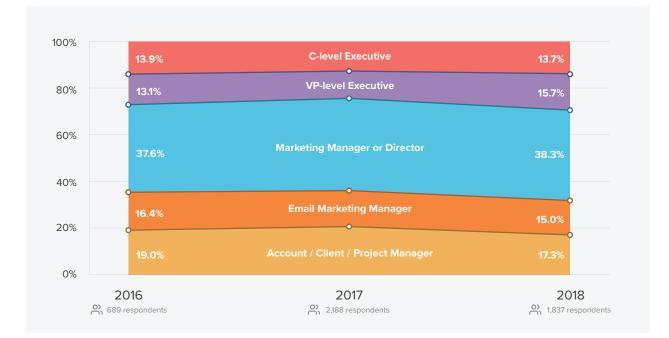
## Marketers Generally Work with 2.4 Other Departments to Get Emails Reviewed & Approved

Which of the following departments are generally involved in the review and approval process for your typical marketing email? Select all that apply.



## More Executives Reviewing Emails, Particularly at Smaller Companies

What's the highest level person that reviews and approves an email before it is sent? Choose best answer.



Companies with fewer than 500 employees are nearly three times more likely than larger companies to have their chief marketing officer or another C-level officer reviewing and approving emails (18.1% vs. 6.4%).

#### Make Your Email Review Process Simpler—and Less Painful

Coming soon! Eliminate the complicated, time-consuming back-andforth process of reviewing and approving emails with Litmus Proof. With a centralized tool for giving feedback, you can improve collaboration, get better visibility, and enjoy fewer review cycles and faster approval times.

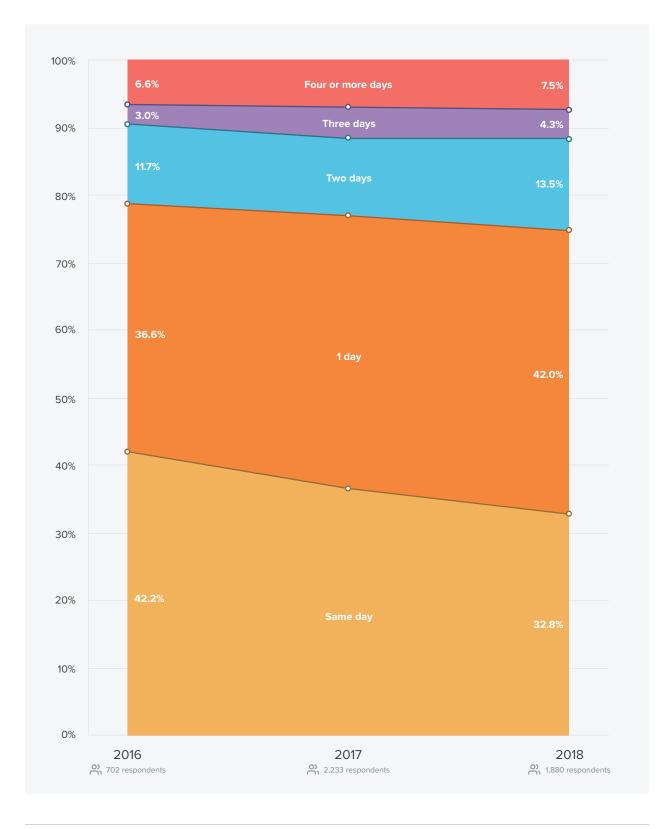
Learn more about early access to Litmus Proof +





## Fewer Brands Sending Emails the Same Day They're Approved

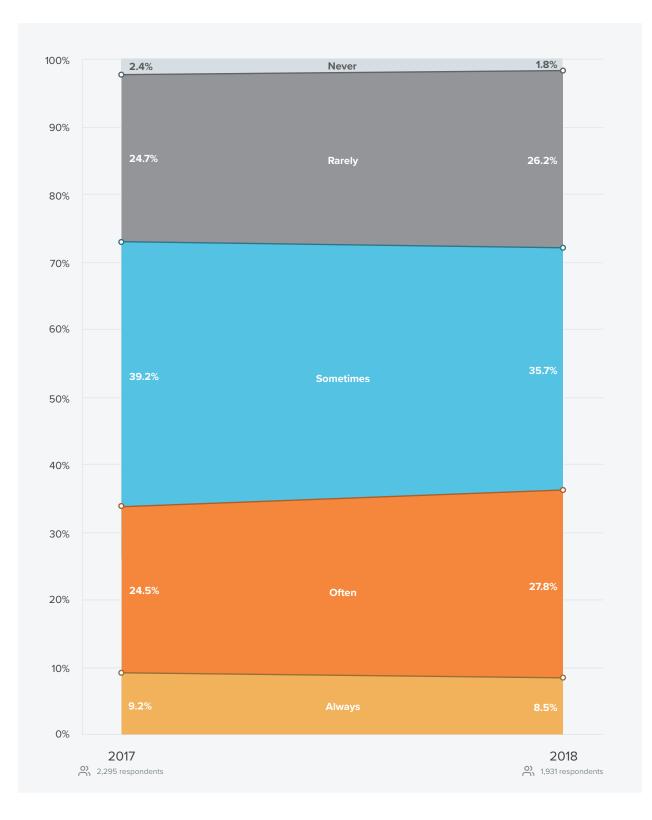
How many days before an email is sent do you generally get final approval for that email?





## Last-Minute Changes to Emails Are Common

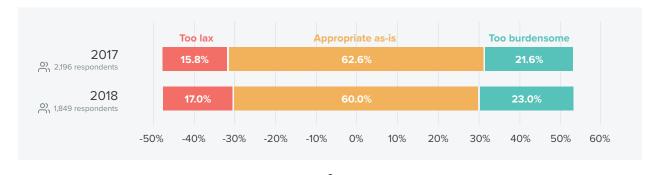
How often are last-minute changes made to an email after it has been approved by all stakeholders?



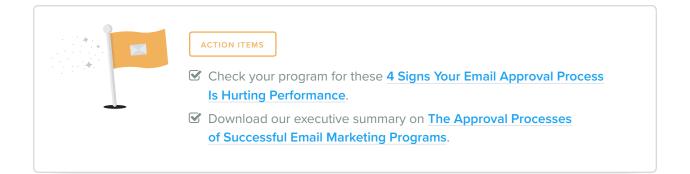


### More Review & Approval Processes Are Lax or Burdensome

Do you feel that the email review and approval process at your company is too burdensome, appropriate as-is, or too lax?



Marketers who describe their email programs as successful are 33% more likely than those at less successful programs to say their email review and approval process is appropriately rigorous (65.4% vs. 49.3%).



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## Email Platforms

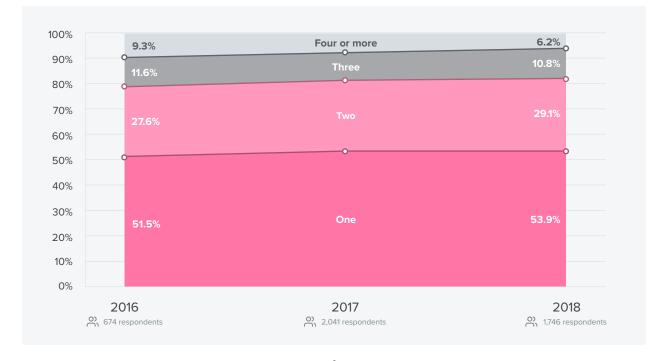
While brands continue to have hundreds of email service providers to choose from, the ESP industry continues to show clear signs of consolidation. For example, the top 10 ESPs used by our respondents now have nearly 63% market share, up from 58% in 2017 and 56% in 2016. Also, just 21 ESPs have at least 1% market share among our respondents, down from 22 in 2017 and 27 in 2016.

Part of that growth has come from fewer brands using homegrown email platforms to send all or a portion of their marketing emails. Currently, 6% of brands use a homegrown, internally developed email platform. That's down from 7% in 2017 and 11% in 2016.

Industry mergers and acquisitions—plus the migration away from homegrown platforms—has led to more brands relying on fewer email platforms. Currently, 83% of brands use one or two email platforms, up from 79% in 2016. The change has been most pronounced among brands using four or more email platforms, with that group falling to 6% of all brands in 2018 from 9% in 2016.

## Marketers Are Gradually Relying on Fewer Email Platforms

How many email service providers (ESPs) does your company currently use to send its broadcast, segmented, triggered, and transactional emails?



Brands use 1.7 email platforms each on average to send their marketing emails, an indication that they use different platforms to send different kinds of emails.

#### Eliminate the Hassle of Uploading Code to Your ESP

Litmus ESP Syncing lets you sync your code from Litmus Builder to your ESP with the click of a button. Plus, whenever you make any changes to your code in Builder, it automatically updates in your ESP, eliminating extra steps and manual copy and paste errors.

Learn more about Litmus Builder and ESP Syncing +

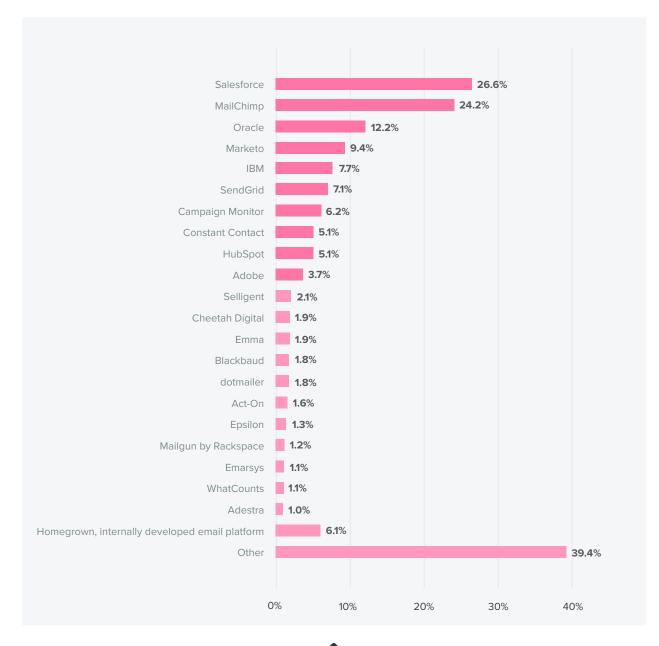




## The Top 10 Email Service Providers Continue to Consolidate Market Share

Which email service provider(s) or platforms does your company currently use to send its marketing emails? (Those used by 1%+ shown.)

0, 1,699 respondents



The top 10 email service providers used by our respondents now have nearly 63% market share, up from 58% in 2017 and 56% in 2016. However, there continues to be a vibrant long-tail of smaller ESPs to serve brands.



# Interventions & Apologies

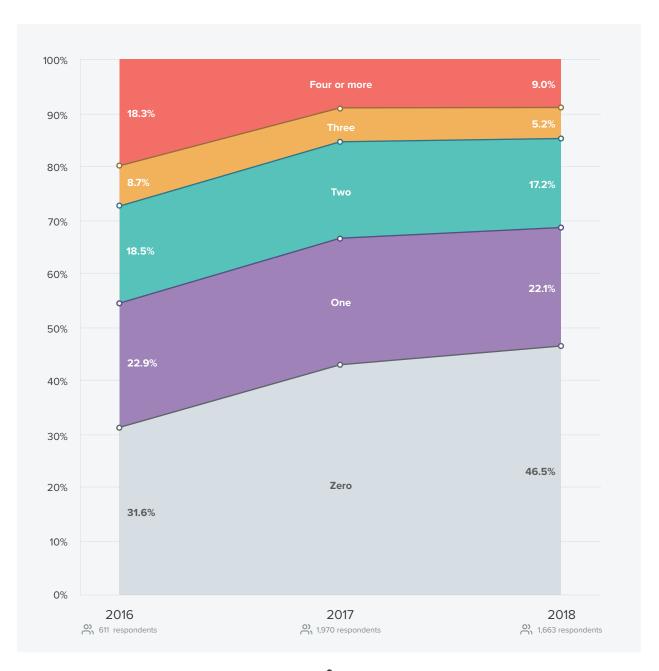
Halting an email send is rare. Sending an apology email is even rarer. Nearly 47% of marketers haven't halted an email send in the past 12 months, and 50% haven't sent an apology email for an email marketing mistake during that timeframe.

While that sounds great, that seeming lack of mistakes is actually a red flag, as our <u>State of Email</u> <u>Marketing Mistakes</u> research uncovered. In email marketing, at least occasional mistakes are pretty much inevitable, especially if you're at a large company or have a high email frequency. A lack of halting emails and sending apologies simply means that mistakes probably aren't being caught or recognized.

Further supporting those findings, our 2018 State of Email Survey found that marketers who describe their email program as successful are slightly more likely than those at less successful programs to halt emails (54% vs. 51%) and to send apology emails for both email marketing mistakes (52% vs. 49%) and for website, PR, or other issues (39% vs. 36%). It's perhaps counterintuitive, but mistakes aren't a clear-cut sign of failure in the email marketing industry.

## Fewer Brands Are Halting Sends

How many times in the past 12 months has your company paused or halted an email midway through sending because an error was discovered?

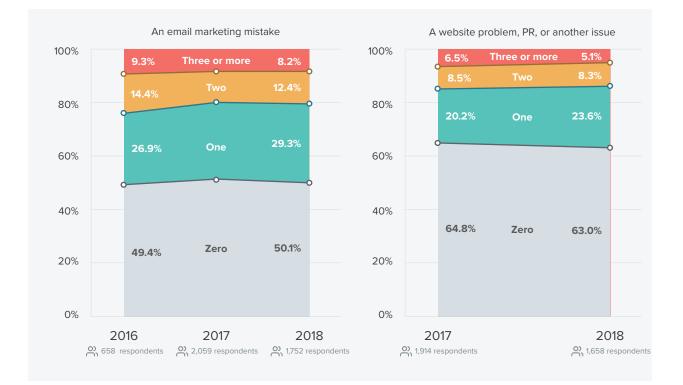


Nearly 44% of marketers who describe their email review and approval process as burdensome say they paused or halted 2 or more email sends in the past 12 months compared to just 26% of those with an appropriately rigorous process.

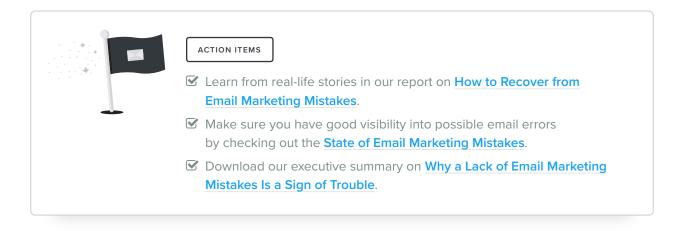


## Most Brands Aren't Sending Any Apology Emails

How many times in the past 12 months or so has your company resent an email or sent an apology email because of...



Marketers who describe their email program as successful are 6% more likely than those at less successful programs to say their company has apologized for an email mistake (52.3% vs. 49.2%). They're also 8% more likely to have apologized for another issue (39.2% vs. 36.2%).





## Improve Your Email Workflow with Litmus

Throughout this report, you've learned that your email workflow can only be effective if you have the right processes and tools in place. The Litmus Email Creative Platform helps marketers optimize every step of the email production process, empowering teams to get quality emails out the door, faster.

That's why marketers who describe their email programs as successful are 26% more likely than those with less successful programs to use Litmus as part of their email workflow (62% vs. 49%).

Curious how we make that happen? Here's how Litmus makes it easy for brands to build and test their emails, collaborate as a team, and evaluate campaign performance.

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## Ensure your email looks great everywhere with Litmus Email Previews

**Litmus Email Previews** lets you quickly check how your emails look and function in all the popular email clients worldwide, so you can ensure they will look great in every inbox. Brands that use Litmus Email Previews are...

- 20% more likely than non-users to test every email they send to ensure they display and function error-free across email clients (65% vs. 54%)
- 37% more likely than non-users to have the goal of having their emails render and function well in every email client (22% vs. 16%)

Successful email marketing programs are both more likely to test every email they send and more likely to place importance on making their emails look good and function well in every email client.

Make a great brand impression  $\rightarrow$ 

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### Streamline your email development workflow with Litmus Builder

**Litmus Builder** empowers teams to build perfect campaigns in less time with integrated Email Previews, support for snippets and partials, one-click CSS inlining, seamless integrations with popular email service providers, and more. Brands that use Litmus Builder are...

- 63% more likely than non-users to use partials to instantly update header, footer, and other content across all of their active emails (32% vs. 19%)
- 21% more likely than non-users to use the Emmet plugin to speed up their coding time and reduce errors (11% vs. 9%)
- 7% more likely than non-users to inline CSS styles in their emails to ensure their emails display properly across all email clients (92% vs. 86%)

Successful email programs do all of those things at higher rates than less successful ones. Plus, with Litmus Email Previews built into Litmus Builder, users are 29% more likely than non-users to test every email they send (69% vs. 54%), leading to a more consistent subscriber experience.

Build the perfect email faster and more easily +

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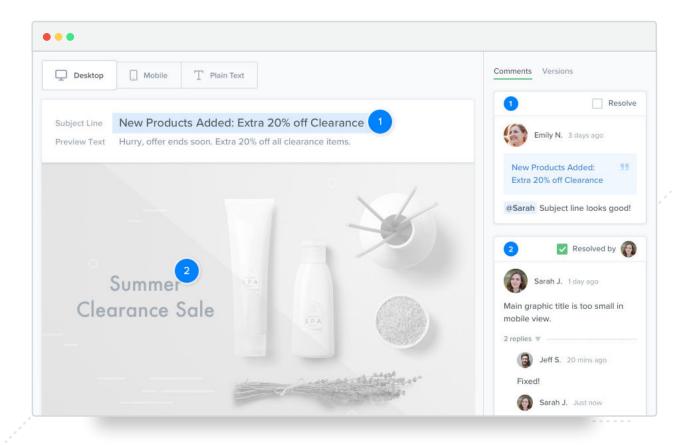
## Catch errors before you send with Litmus Checklist

**Litmus Checklist** ensures that your images, links, and tracking are working properly; your subject line, preview text, and email load times are optimized; and more. Brands that use Litmus Checklist are...

• 36% more likely than non-users to use an extensive pre-send checklist rather than a short checklist or not using a checklist at all (26% vs. 19%)

That's critical because successful email programs are 87% more likely than less successful ones to use an extensive pre-send checklist that better protects them from costly and embarrassing mistakes.

Never send another broken email +



## Simplify your feedback & approval process with Litmus Proof

Coming soon! Litmus Proof, the newest addition to the Litmus Email Creative Platform, helps businesses eliminate the complicated, time-consuming, back-and-forth process of reviewing and approving emails. Proof allows you to...

- Share and resolve feedback in a single, centralized application
- Clearly mark edits and suggestions directly on mobile, desktop, and plain-text versions of an email to reduce review cycles
- Assign specific reviewers or teams to each email, and keep the process moving with automated email notifications

The potential time-savings are substantial because marketers spend 3.9 hours on average having an email reviewed and securing approval. Companies with 2,000 or more employees spend even more time—an average of 6.2 hours!

Streamline your review and approval process +

Litmus is the platform to help you build, test, and monitor every email so you can deliver a superior customer experience.

Start a free trial →



Litmus helps more than 250,000 marketers make email better. They use the Litmus Email Creative Platform alongside their existing email service provider to ensure a consistently great brand experience for every subscriber, work more efficiently, accelerate campaign performance, reduce errors, and stay out of the spam folder. For more information about Litmus and the latest email news and trends, visit www.litmus.com.



Chad White is the Research Director at Litmus and the author of *Email Marketing Rules* and thousands of posts and articles about email marketing. A former journalist at Condé Nast and Dow Jones & Co., he has spent more than a decade researching email trends and best practices at the Direct Marketing Association, Responsys, Salesforce.com, and in his current role. Chad is the Email Experience Council's 2018 Email Marketer Thought Leader of the Year.



inAbout the Designer

Andrea Smith is a freelance designer and artist in Bluffton, SC with a passion for good software, travel, and rescue pups. With over thirteen years of professional design and digital marketing experience, Andrea is an award-winning creative professional, recognized for strengths in strategic thinking, tactical planning, and design thought leadership.



