



Price Rubin & Partners

ARTIST MANAGEMENT

by arrangement with Jack Price

We Take You to the Marketplace.

NEW CLIENT

Welcome
PACKET



Welcome to Price Rubin & Partners.

We look forward to working with you to promote you to the Concert Music and Recording Arts Industries. This Welcome Packet will explain how we work, who to contact, and what to expect as an artist with our agency. We very much encourage you to read it over and please keep it handy.



Some Important Contacts.

Here are the main contacts you'll need during your time with Price Rubin:

- **Jack Price**, *Founder and Managing Director*. Jack has owned and run Price Rubin since 1984 and handles contract negotiations, closings, and high-profile meetings for the company. Jack can be reached at jp@pricerubin.com and/or 1(310)254-7159.
- **Ann Lathan Kerzner**, *Director of IT/Webmaster*. Her email is alk@pricerubin.com. Ann oversees all technology at Price Rubin & Partners including servers, website, TEMPO, graphic design of marketing materials and new technologies. Ann creates the sizzle documents and prepares new client materials. Please direct all material/Dropbox requests to Ann.
- **Rebecca Broadbent Petersen**, *Executive Director*. Rebecca manages all staff and client needs. She also handles accounting, billing, and various projects for Price Rubin. You may reach her at rbp@pricerubin.com and/or 1(916)539-0266.
- **Olivia Stanford**, *Director of Marketing* - Olivia is in charge of marketing and engagement contracting. Feel free to email her at os@pricerubin.com to set up an appointment.

You are welcome to email and / or speak with your artist representative, however marketing assignments sometimes require that we assign different campaigns to different staff members. We do ask that a meeting with your artist representative is limited to no more than 15 minutes. Longer meetings with marketers count against the marketing hours allotted to your monthly campaign. Our intention is to keep our marketing staff on the phone working our clients' campaigns.



After You've Returned Your Contract.

The next step is to prepare your promotional files and materials for your marketing campaign. This is done during the first contractual month unless otherwise indicated. Ann Lathan Kerzner will contact you to explain our process for assembling both your electronic press kit (a.k.a "sizzle") and profile on the PRP website. Please review this as it covers how to get materials requests to us, as well as what materials we typically need.

Marketing Materials.

It has been our past experience that high-quality video and audio materials are looked upon a lot more favorably by presenting organizations. Therefore we highly recommend that you submit your highest-quality materials to us for your press kit and the website. If your current materials are not of the highest quality, we will use whatever you have although we strongly recommend looking into getting some produced. It will very likely increase your chances of being considered by a presenter.

Company Newsletter.

We distribute our company newsletter each month. This will typically talk about when reports are available or other happenings within the company (such as new products/services). We strongly encourage you to read it upon receiving it as there can be vital information included. It is usually sent via email.



Your Marketing Campaign.

Once your press materials and website profile are prepared, your marketing campaign will commence. This starts in the second contractual month.

Campaign Wishlists.

We ask for and welcome wishlists from our clients. This is a list of various organizations that you would like us to contact on your behalf. It can consist of organizations/contacts you've already worked with, or with whom you've never worked with and would like to. It is generally best to send this at the beginning of your campaign. If you don't have one, you are welcome to send requests as you think of them. Any and all marketing wishlists / requests should be sent to Olivia Stanford at os@pricerubin.com AND Jack Price at jp@pricerubin.com

Campaign Targeting

Typically we recommend that campaign targets are based around where you already have some recognition. However if you are looking to branch out to a new market area, that is definitely doable. It is your campaign and therefore your preference as to where you'd like to be marketed. It is important to keep in mind that it can take longer to develop your brand in areas where people are not already familiar with you.

If you are looking to have yourself marketed in the Asian territories, typically we have had better experience with the cities of Hong Kong and Singapore. Outside of those areas, the language barrier has proven to be quite difficult and it can take quite some time to elicit a response. If you have contacts already in these territories, that



can be quite useful. You may wish to pursue these yourself, or you may send them to us to work for you, whichever you prefer.

In the past we have been asked to provide a list of places we are going to contact prior to calling. While we understand that an artist would like to have a planned list of calls for their campaign, it has been our experience that it can be very time and labor intensive to work this way. It may inhibit our team's efficiency from making the number of calls they need to make for you because of the research and planning involved. Instead, we suggest that you let us know your feedback from the reports and your campaign can be directed that way. Sending us a wishlist in the very beginning of your campaign can also help start its direction.



Accessing Your Reports

Our clients have 24/7 access to all marketing work. With a simple login you may have access to real-time marketing notes. We aim to demonstrate transparency in our marketing efforts by offering this feature with the foremost goal of achieving satisfaction among all of our dedicated and committed artists. We welcome any feedback you may have from your reports. Please feel free to send any feedback to Olivia Stanford at os@pricerubin.com and/or Jack Price at jp@pricerubin.com.

To access your reports, please follow these steps:

- ☒ **Go to www.pricerubin.com, then click "Client Center" on the top menu.**
- ☒ **Click "Access Account"**
- ☒ **Login with your email address and the password you were emailed when you first became a client with us.**
- ☒ **Click on "Campaigns" . Click on a campaign name. and then scroll down and on the left**
- ☒ **Click on "Click Here to View Your Monthly Campaign Report"**

**Please note, should you have any technical issues with your Client ID and/or Password, please contact Ann Lathan Kerzner at alk@pricerubin.com for assistance.*

Additional Marketing/Publicity Information

Throughout the year we offer additional services like Musical America advertising, Facebook Advertising and exhibit representation. We charge a separate fee for these optional services. If you wish to know more or set up one of these services, please contact Olivia Stanford at os@pricerubin.com.



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Visas

For Non-US artists, please note that we cannot contract an engagement for you if you do not have the proper O-1/2 or P-1/2 visas. We work with an immigration attorney who can file the necessary paper work if you do not have a US work visa. Please contact Rebecca Broadbent Petersen at rbp@pricerubin.com for more information on US work visas.



We are looking forward to working with you.

At Price Rubin we are all about approachability, accessibility and accountability. Please feel free to contact us with any questions you may have. We are happy to assist you however we can and truly appreciate your choice to join our roster.

Again, we would like to welcome you to Price Rubin & Partners.



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We Take You to the Marketplace.

Dear Price Rubin Artist,

Welcome to the Price Rubin roster!

You may be wondering what the next step is now that you have joined the Price Rubin roster. We will assemble your materials for the press kit, website and management. This document will explain how we handle this process.

Per contract, your promotional materials are prepared during the 1st contractual month. This is done by the company web team comprised of Ann Kerzner and Jonas Music Services. After your contract is returned you will receive an email from the IT team with instructions. Please return the materials requested within 5 business days of email receipt. Materials submitted after this date that require additional IT set-up work will incur an additional fee, no less than \$50.

To get your listing/press kit ready, we will need the following materials:

- ☒ upload a Biography in .txt, .doc or .pdf format
- ☒ include excerpted press clips in English in .txt, .doc or .pdf format (1-3 sentences are best)
- ☒ include full press articles in English in .txt, .doc or .pdf format
- ☒ repertoire list in .txt, .doc or .pdf format
- ☒ include 3-10 photos in .jpg format. We prefer high res images (above 500KB whenever available)
- ☒ include a .txt, .doc or .pdf file with 1-20 YouTube Video URLs (very important)
- ☒ include 3-10 mp3 audio files sized 15 megs or less per file

You will receive an email invitation to a Dropbox folder where you can upload or share materials with us.

Please do make sure that all text materials you send to Price Rubin are in Microsoft Word format (.doc)



MP3 Technical Specifications

Mp3 Tracks submitted to Price Rubin for broadcast on PRPRadioOne must be mp3 files formatted with the bitrate set at 128k bit-rate. The tracks must include the following file name convention:

[ArtistfirstnameArtistlastname]-[tracktile].mp3, e.g. JohnSmith-Summertime.mp3. Metadata ID3v1 format on each file must include the following information.

Title Name – Name of Composer plus Title, e.g. Beethoven Concerto 5 in Eb Major Op. 73

Artist Name – Performer on the track

Contributing Artist (must be filled in with the same name as Artist Name)

Album Name (must be filled in with the same name as Artist Name)



Photo Specifications

Many concert presenters require that we send a very high resolution head shot photo for publication.

It is recommended that you have at least one high-resolution photo (300 dpi) with the dimensions of at least 1000 pixels high x 1000 pixels wide.

Files used for the web listing should be no larger than 2 meg in size and saved as jpg. **If your media is not in electronic format and needs to be converted to digital format, please contact alk@pricerubin.com for details.**

If you do not already have a free dropbox account you can create one here:

<https://www.dropbox.com>

If you have any problems using Dropbox, please see the [Dropbox Help section](#)

Whether the materials have been sent using Dropbox.com or have been taken from your website, the Price Rubin web team will work on getting your materials up and running by the end of the 1st month.

After the 1st month, anytime you would like to remove or add something to your materials, please send the information to alk@pricerubin.com. If files are to be sent, please put them in the Dropbox folder you created and inform Ann Lathan Kerzner about those files.

**** Please note web listing services do not include: Bio rewriting, language translation of documents, graphic design, video editing, audio editing, or photo editing. Should you need those services our IT team can provide them for a nominal fee.**



Price Rubin List of Marketing Services and Programs

Price Rubin & Partners has been a leader in the Concert Music and Performing Arts Industries since 1984 providing direct marketing services to emerging and highly-deserving artists and speakers.

Our roster includes some of the most-accomplished and awarded artists and speakers performing today. We offer a number of innovative marketing products and services designed to give our clients greater exposure to the marketplace while helping them advance in the industry.

Price Rubin also has a state-of-the-art speakers bureau located in Tulsa, Oklahoma. We will assist Fortune 500 companies, trade associations, the nation's top educational institutions and small businesses with their podium requirements. Via our cutting-edge technological systems and in-depth industry expertise, we have immediate access to thousands of the most current and popular speakers, business visionaries, media personalities, celebrities, sports figures and best-selling authors. Our extensive resource library, comprehensive on-line research capabilities, and industry connections enable us to locate even the most difficult to find talent.

Our company enjoys a solid reputation with an A+ rating from the Better Business Bureau. We are members of the Association of Performing Arts Presenters and have exhibited at the 2013 APAP and 2010 League of American Orchestra Conferences. We have advertised in Musical America and Symphony Magazine.



Price Rubin Premium Management

Highly Personalized Targeted Marketing to Industry Decision-Makers who Book Talent

More than just traditional concert management, Premium Management delivers targeted direct marketing to concert presenters, opera companies, and other performing arts organizations who engage concert artists.

Price Rubin's marketing staff connects to presenters who book talent worldwide each month delivering **highly-individualized targeted marketing that focuses on getting much-needed consideration from presenters.** When interest is expressed our managers take over the lead and work to establish a relationship between the presenter and artist. Contracting is provided by our management staff.



See a sample report at

http://www.revisemysite.com/pdfs/133-Monthly-Campaign-Sample_web.pdf



Price Rubin & Partners

ARTIST MANAGEMENT

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We Take You to the Marketplace.

Price Rubin & Partners
presents
Wesley Ferreira - Clarinet

Clarinetist Wesley Ferreira leads an active and diverse career performing worldwide as soloist, orchestral and chamber musician, and as an engaging adjudicator and clinician, serving on the faculty of Colorado State University.

Equally at ease performing the masterworks as well as contemporary pieces, he has been featured soloist with numerous wind bands and orchestras in North America and Europe, and has been broadcast nationally on both Canadian and Australian Broadcasting Corporations.

His engagements have taken him to China, Canada, Italy, France, Germany, Austria, Hungary, Slovakia, Portugal, Spain and Poland. His album "Beyond the Shore and the Ships" was named Classical Recording of the Year at the 2013 East Coast Music Awards (Centrediscs label). His debut solo album "Madison Avenue" (Potenza label) was released in 2014.

"A consummate showman... a world-class player."
- David McArthur, Sunday's Best Concert Series, Artistic Director

"Ferreira knocks off blistering passagework and a great array of multiphonic effects."
- Max Christie, The Whole Note Magazine

Video Media

FOR BOOKING INFORMATION
Contact Jack Price,
Managing Director

PRICE RUBIN & PARTNERS
866-PRI-RUBI or
jp@pricerubin.com

Price Rubin & Partners
presents
Lisa Jacobs - Violin



Winner of the 2nd International Jascha Heifetz Violin Competition, Dutch violin virtuoso Lisa Jacobs is known for her passionate performances, innovative programs and communicative qualities on stage. She has a vast repertoire of concertos, chamber music, recitals and solo works. At the age of only 17, Lisa made her successful debut with the Royal Concertgebouw Orchestra with Riccardo Chailly. She has appeared in all of the major concert halls of the Netherlands and around the world ever since, as soloist with renowned orchestras and conductors, as recitalist with her pianist Ksenia Kozumenko and at chamber music festivals, always to critical acclaim, receiving brilliant reviews and finding ecstatic audiences. Her 2013 debut CD released on Challenge Records International of works by Franck and Ysaÿe garnered high praise from the press.

"Jacobs's exultant phrasing and captivating sonority reaching new heights"
- The Strad, UK

"Musical mastery of this caliber is rarely heard"
- Dutch Telegraph

Video Media

FOR BOOKING INFORMATION
Contact Jack Price,
Managing Director

PRICE RUBIN & PARTNERS
866-PRI-RUBI or
jp@pricerubin.com

Price Rubin & Partners
presents
Pavel Šporcl - Violin

THE MOST DISTINCTIVE MEMBER of the young generation of Czech violinists, PAVEL ŠPORCL has been reaping triumphs with audiences in major music venues worldwide, thanks to his formidable art combined with unorthodox platform presence. He is a regular guest of television and radio studios, making appearances in virtually all media. Pavel Šporcl's extensive repertoire comprises 45 violin concertos, and countless sonatas, chamber and virtuosio compositions. Pavel likes to go beyond the classical music scene and collaborates with many non-classical music artists. His pop-crossover project Sporelaine and projects Gipsy Way (2008) and Gipsy Fire (2014) with gipsy cimbalom band has been received with great enthusiasm in many countries and was seen in almost 300 concerts by more than 120,000 people.



"(Šporcl played)... with sweet lyricism and thrilling virtuosity"
-- GRAMOPHONE

"Intelligence, musicality and virtuosity - Šporcl has it all"
-- CLASSICS TODAY

"Dazzling ability... wonderful Czech virtuoso"
-- THE STRAD

Video Media

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Managing Director

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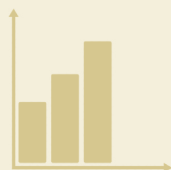
conversation with decision-makers along with feedback, and the level of interest expressed. **Our artists receive high-quality, exceptional print media materials that are designed to make an immediate impact.** Our "sizzle" emailer is designed by our graphic artist and features links to video, audio, and the artist's listing on the Price Rubin website.

Premium Management is offered to qualified credentialed artists by invitation only and may not be right for every artist. Results do vary depending on type of campaign, marketability of each artist and market conditions.



Details

Price Rubin offers Premium Management, a direct-marketing service that provides 2-14 hours a month of direct marketing to the Concert Music Industry. Each month our premium management provides you with a report on every call, email, action and feedback from presenters along with detailed conversations with auspices and performing arts organizations you have been presented to. We will design a press kit, sizzle one-sheets, and include you on the Price Rubin & Partners website.



Plans

We offer 5 plans. Please see the next page for full details.



Artist Management Marketing Plans



EMERGING ARTIST PLAN

- ✓ 2 hours of marketing phone calls per month
- ✓ Featured Web Listing at PriceRubin.com
- ✓ 24/7 online real-time call reporting
- ✓ 2 30-minute Career Consulting Calls with Jack Price per Year
- ✓ PDF Press Kit Dossier

\$100/month



PROFESSIONAL PLAN

- ✓ 5 hours of marketing phone calls per month
- ✓ Featured Web Listing at PriceRubin.com
- ✓ 24/7 online real-time call reporting
- ✓ 3 30-minute Career Consulting Calls with Jack Price per Year
- ✓ 1 Jack Price Radio Show Interview per Year

\$200/month

PDF Press Kit Dossier



PREMIUM PLAN

- ✓ 8 hours of marketing phone calls per month
- ✓ Featured Web Listing at PriceRubin.com
- ✓ 24/7 online real-time call reporting
- ✓ 4 30-minute Career Consulting Calls with Jack Price per Year
- ✓ 1 Jack Price Radio Show Interview per Year
- ✓ PDF Press Kit Dossier
- ✓ Sizzle Artwork Provided

\$300/month



Artist Management Marketing Plans

MASTER ARTIST PLAN



- ☒ 11 hours of marketing phone calls per month
- ☒ Featured Web Listing at PriceRubin.com
- ☒ 24/7 online real-time call reporting
- ☒ 4 30-minute Career Consulting Calls with Jack Price per Year
- ☒ 1 Jack Price Radio Show Interview per Year
- ☒ PDF Press Kit Dossier
- ☒ Sizzle Artwork Provided
- ☒ HTML Email Sizzle Coded Provided for Email Use

\$400/month

VIRTUOSO PLAN



- ☒ 14 hours of marketing phone calls per month
- ☒ Featured Web Listing at PriceRubin.com
- ☒ 24/7 online real-time call reporting
- ☒ 4 45-minute Career Consulting Calls with Jack Price per Year
- ☒ 1 Jack Price Radio Show Interview per Year
- ☒ PDF Press Kit Dossier
- ☒ Sizzle Artwork Provided
- ☒ HTML Email Sizzle Coded Provided for Email Use
- ☒ Promotion on PRP Social Media
- ☒ Featured in 1 PRP Newsletter Article Per Year

\$500/month



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Price Rubin Anchor Management

A unique program for artists and touring ensembles to work directly with our managers

Anchor Management is an innovative new approach to take greater control over your career while enjoying the benefits of affiliating your career with a major concert management agency.

As an Anchored Management Artist you will receive personalized training and guidance with an experienced concert manager (up to six hours a year), a personal site on the Price Rubin website, a Price Rubin email account, letter head, inclusion in our advertising, a single user account to TEMPO - Musicians Marketing Contact System designed specifically for marketing to the Concert Music Industry. Price Rubin also provides non-commission event contracting services for our Anchor Artists.

Cost: \$150/month



Listing Management

Are you looking for a presence on a website arts presenters around the world frequent?

Price Rubin & Partners offers a paid listing service on our site without monthly artist representation services. This includes a custom-designed Sizzle Digital Press Kit, media players, biography, reviews and more. Our webmaster loads your content in and provides you with a URL to your webpage listing. Artist Representation services are included.

Cost: \$75/month



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Sponsored Concert Program

Price Rubin & Partners in conjunction with the North American Artists Foundation is offering limited concert engagement opportunities with leading symphony orchestras and performing arts series in the US, Canada, Mexico, and Europe.

The Sponsored Concert Program is designed to give credentialed, highly-deserving emerging artists opportunity to perform on established concert programs.

Artists must be credentialed with professional performance experience and have substantial media online. Opportunities to perform with orchestra require existing concerto repertoire. Audition may be required. Engagement opportunities are guaranteed through this program with established concert presenters and symphony orchestras. These are not venue rental engagements.

Artists who participate in this program will be presented to music directors and series program coordinators who engage artists for immediate consideration. Dates, location, and other engagement details are subject to presenters preferences.

Cost: \$1500 for 1 engagement/concert OR \$3600 for 3 engagements/concerts.

For More Information Contact Jack Price or Rebecca Petersen at 866-PRI-RUBI (774-7824).



Price Rubin Presents

Price Rubin & Partners also offers a unique service where we handle all aspects of presenting an artist in select venues.

The Price Rubin Presents Program offers emerging artists opportunities to perform in respected national and international venues via artist-directed concert programs. Price Rubin secures the space, manages concert details on behalf of the our artist and acts as the presenting organization.

For More Information Contact Jack Price or Rebecca Petersen at 866-PRI-RUBI (774-7824).



PRPRadioOne

Price Rubin is pleased to announce PRPRadioOne - Concert Industry Radio. Combining broadcasts of commercial and selective Live Performance recordings of Price Rubin artists, PRPRadio One offers insightful radio content with our flagship program The Jack Price Radio Show. Jack explores topics relevant to the Concert Music Industry including artist marketing, managing, branding, among other subjects along with a special guest interview. Interviews usually include a major decision-maker who regularly buys talent or an interview with a special guest artist. Past interviewees include Larry Tucker, noted Artistic Administrator of the Nashville Symphony, Grzegorz Nowak, principal associate conductor of the Royal Philharmonic Orchestra in London, and JoAnn Faletta, music director of the Buffalo Philharmonic and Virginia Symphony.



To attract the widest possible audience, PRPRadio One advertises heavily on Facebook, and also posts regularly on twitter, instagram, LinkedIn, and pinterest.



PRPRadioOne Opportunities for Artists Concert Industry Radio Plans

Artists looking to promote new CD releases can take advantage of online Radio broadcasts to further develop audience and decision-maker awareness.

150 Plan on a Yearly Contract - General Management w/ Radio Promotion

- ☒ 20 Hours of Broadcast Time with Start and End Tag Announcement
- ☒ One Interview with Jack Price on the Jack Price Radio Show (including future syndication)
- ☒ One 15-30 second promotional announcement played at break guaranteed 100 spots per month.
- ☒ Listing on the Price Rubin website
- ☒ Inclusion on the Price Rubin Musical America Roster Ad in October
- ☒ Representation at APAP

\$150 per month (2 months first payment, 1 month penalty for early termination)



250 Plan Month-to-Month - Ideal for short-term promotions of concerts/CD releases

- ☒ 20 Hours of Broadcast Time with Start and End Tag Announcement
- ☒ One Interview with Jack Price on the Jack Price Radio Show (including future syndication)
- ☒ One 15-30 second promotional announcement played at break guaranteed 100 spots per month.
- ☒ Facebook integration

\$250 One-Time Fee / (\$100 Non-Profit Arts Organizations)

300 Commercial Plan Month-to-Month - Ideal for business/product advertising

- ☒ One 15-30 second promotional announcement played at break guaranteed 150 spots per month.
- ☒ One Interview with Jack Price on the Jack Price Radio Show (including future syndication)
- ☒ Facebook integration
- ☒ Advertising on Price Rubin website

\$300 One-Time Fee / (\$100 Non-Profit Arts Organizations)



Listen to sample promo

PRPRadio offers broadcasts of Recorded Live Concerts, rebroadcasts of interviews from other radio stations (subject to approval), and other special opportunities. Please Contact Jack Price (jp@pricerubin.com) for more details. ***Please Note: Availability of Radio Services is based on various production factors. Please call to confirm current availability. Thank you.***

All artists must provide broadcast clearances of any content they do not own. Price Rubin does not pay broadcast royalties. All media content is streamed over Price Rubin's Radio Server and Sound Cloud.



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Price Rubin Publicity

Date and Event-Specific Publicity Development

Our Publicity program offers artists, concert presenting organizations, schools and other entities in the Performing Arts Industry highly-targeted publicity and public relations representation.

We provide direct representation of story ideas, event notification to staff writers, editors, television and radio producers, and internet websites that produce feature articles and media content for publication or mass distribution. This is ideal for general publicity as well as one-event notification. Publicity clients will receive a monthly report by campaign.

We also provide expert press release copy services along with email distribution. Publicity representation can be contracted on a yearly or month-to-month basis along with one-time event representation.

Contact Olivia Stanford, Director of Marketing, at os@pricerubin.com for more information.





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Media Development Services from Jonas Music Services

Media and web development services from our partnered company



We recognize the importance that artists today need high-quality polished marketing materials and media. The cost to edit and produce audio and video can be prohibitive, yet without high-quality media, an artist simply cannot advance in the marketplace. We provide our clients with low-cost video editing and media development through our partnered company Jonas Music Services.

Services include:

- Web Design
- Audio Editing
- Hosting
- Print Press Kits
- Video Editing
- Development
- Postcards
- Social Media
- Graphic Design
- Flyers
- Email Marketing
- CV/Resumes
- Posters
- Programming
- Consulting

Reach Jonas Music Services at 1-800-897-1774 or clientsupport@jonasmusicservices.com

Music Licensing



Hidden Pond Productions Provides Music Licensing & Rights Clearance for Artists and proudly collaborates with Price Rubin and Partners. You can reach Hidden Pond via: Lisa Brigantino, President, Hidden Pond Productions, Inc., Phone: 718-440-5584, Fax: 866-826-2561, lisa@hiddenpondproductions.com, www.hiddenpondproductions.com

Digital Music Distribution



Digital Music Distribution support is provided to our artists by our partner company Symphonic Distribution. Reach rep. Grant Brandell at grant@syndistro.com, SymDistro.com, Phone: 813-699-3552 | Skype: symnette

Digital Media Distribution and Licensing from Arizona University Recordings



Arizona University Recordings provides full-service commercial recording development, packaging, and distribution through Sony Music. AUR provides digital download distribution to internet music sites including iTunes and Google Music. Additionally AUR licenses trackable music content for the Motion Picture and Television Industries. Visit Arizona University Recordings at <http://arizonarecordings.com>.