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## Mosaic: A Brief Company History

Since 1947, Mosaic (then “The Merchandising Group,” or TMG) has continuously provided field marketing services to Fortune 500 companies to help them sell their products and enhance customer loyalty.

It started in New York City with Barney Finn, advertising editor for *LIFE* magazine, a man many consider the father of field marketing in the United States. When several of his advertising clients did not see the lift in sales that they expected to achieve through advertising, Finn developed a solution to connect advertisements with the actual products on the shelves at retail stores. He began placing a framed copy of the product ads next to the merchandise displays with the phrase “As advertised in *LIFE*” and staffed the displays with knowledgeable representatives to explain the product to consumers. TMG was born.

The company quickly added major textile clients DuPont and Monsanto, and other branded consumer product manufacturers such as the Campbell Soup Company, Clairol, Colgate-Palmolive and Pillsbury. Mosaic represented top manufacturers to retailers in various capacities, which included product demonstrations as in the launch of DuPont’s Lycra® in 1963.

Then in the 1980s, Mosaic shifted its focus from consumer packaged goods and apparel to new channels. Mosaic helped the embryonic technology retail market grow with clients that included Hewlett-Packard, IBM, Compaq and Texas Instruments. Mosaic, led by then President and CEO Carol Atwood, received a number of awards, including the NYC Entrepreneur of the Year Award (sponsored by NASDAQ, *USA TODAY* and Ernst and Young); Company of the Year by the National Association of Small Business Investment Companies (NASBIC); and ranked among the top 100 women-owned businesses by *Working Woman*, placing between Martha Stewart and Oprah Winfrey.

New channels again opened when Bill Lee joined the company in 1997. When he arrived, Mosaic was at a crossroads, faced with either accepting a marginal role in the industry or pursuing primacy as the industry innovator. Bill and his leadership team recognized a trend, then embryonic, of the retail sector moving beyond the success and ultimate maturity of a product-centric focus and foresaw a new consumer-centric marketplace characterized by a focus of engaging customers at the moment of truth. Bill presided over the reinvention of the company to align with the budding consumer-centric marketplace, which resulted in a ten-fold increase in U.S. revenues over the next three years.

Further driving innovation in the evolving retail environment, Mosaic's "Toyologist" program for Toys-R-Us in 2000 marked the first time Mosaic worked for a retailer rather than a manufacturer. On the technology front, Mosaic fully computerized its entire organization, from field teams to management, driven by a fully-integrated proprietary system called Quantum Intelligence System®. In 1999, Mosaic's field programs began using online scheduling, data collection reports and client reporting; by 2000, all programs were operating under this platform – a first in the field marketing industry.

In 2002, Mosaic joined Sales and Marketing Group (S&MG) and assumed the name "Mosaic." Mosaic continued to build its client base, adding AT&T Wireless, Best Buy and Microsoft Xbox. A year later, JLL Partners purchased the highly profitable Mosaic division. Mosaic expanded its business with Best Buy and added new clients such as Disney's Buena Vista Home Entertainment, SBC and MBNA.

Through the years, Mosaic's purpose has remained clear and constant: Changing the way brands connect with consumers – one visit at a time. By providing trained, professional specialists backed by a one-of-a-kind technology platform, Mosaic continues to improve customer experience and increase sales for its clients' brands, ultimately driving sustained value for manufacturers and retailers.