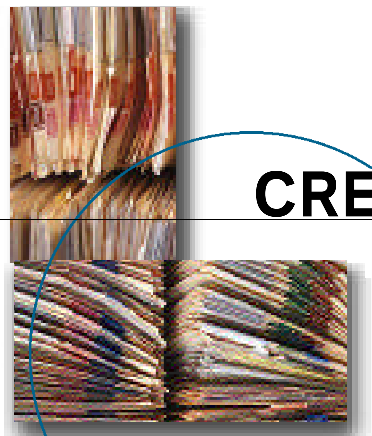
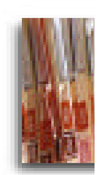
make an impact



CREATING CUSTOMER FOCUS:
THE INSURANCE INDUSTRY

A Compilation of Peppers and Rogers Group articles and ideas on Customer Based Initiatives in the Insurance industry

Peppers&RogersGroup



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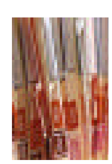
CREATING CUSTOMER FOCUS:
THE INSURANCE INDUSTRY

Over the last several years the Insurance industry has turned to customer-focused strategies to achieve its business goals. Improving customer retention, generating cross-sell and up-sell opportunities, reducing operating costs and growing margins still dominate the "to-do list" of insurance-industry executives. Capturing and sustaining market advantage in this fiercely competitive industry hinges on the ability to understand and leverage the industry's most valuable asset – customers. Peppers and Rogers Group has assembled a collection of articles that underscore how leading insurance companies are using one-to-one strategies to grow their business.

INCLUDED IN THIS REPORT



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One Customer, Many Needs

BILL MILLAR AND LISA REGELMAN

As insurance companies expand into selling other financial-services products, they look to CRM to create a unified face to the customer.

1to1 magazine

March 2002

Did you hear the one about the traveling insurance agent? We promise no jokes, but will recite an industry axiom:"Insurance isn't bought, it's sold." That's been a fundamental tenet of the business for centuries, and it still rings true today. So it comes as no surprise that this traditionally sales- and marketing-oriented industry is now grappling with the means of applying CRM's most relevant and effective strategies.

The playing field today is both complex and competitive. First: population growth is slowing, meaning fewer 'new' customers to pursue and more entities pursuing them. Second: regulations vary not only from country to country but, in the U.S., from state to state, and they're all in flux. Three: add into the mix banks and brokers that are increasingly selling insurance products (buying or partnering with insurers). Four: insurers are now selling broader financial-services products (buying or partnering with banks). Five: don't forget the Internet. Increasingly, customers can gather information and comparison shop on their own, so yes, margins are under pressure.

A data-rich environment

When it comes to the potential role of CRM, the insurance industry–traditionally a conservative one–has been taking a 'go slow' approach. But today, as the competition for customers increases, matters are accelerating. The fact is, "few industries are as data rich and have as much to gain from the implementation of one-to-one strategies," says Ron Young, general manager for Siebel eInsurance. Users of eInsurance, one of the industry-focused suites of CRM solutions from Siebel Systems, include Northwestern Mutual and Country Insurance and Financial Services in North America and Tryg-Baltica, Norway's largest non-life provider.

As this realization sets in, insurers begin looking more and more like broader financial-services companies. That means opportunities for greater customer retention, cross-selling, up-selling and operating-cost reduction skyrocket. Meanwhile, as price competition increases across the financial-services industry, insurers also need to find ways not only to cut costs, but also to differentiate service offerings, paying close attention to Most Valuable and Most Growable Customers (MVCs and MGCs)–clients they can ill afford to lose. Another driver pushing CRM is the fact that so much insurance still is sold by third-party, or even dedicated, but still commissioned, brokers. As such, the industry literally screams for CRM-friendly tools that share customer information, optimize leads, streamline workflows and thereby supercharge such 'partnerships.' Insurers are realizing, says Young, "that to make the most of their broker networks and other partnerships, they need to make their products easier to sell and service and they need to exchange information that can improve customer support."

All of this means that more and more large players are climbing the CRM learning curve, diligently transforming themselves from a position of spot-transaction driven, hard-sell, provision of discrete loss protection towards broader, higher value-added, customer-centric delivery of custom-tailored financial services at-large.

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Need an example? Jean-Marie Schmid, head of CRM at Europe's Winterthur Insurance, a subsidiary of Credit Suisse Group, says his organization's top management "is sold" on the concepts and "understands and believes in CRM." Moreover, the group is striving to capitalize both on its customer relationships and its ties with Credit Suisse to add relevant financial-services offers, such as pensions and mutual funds. Offering the most relevant cross-sells and up-sells, as well as utilizing the most effective marketing and service channels, is all part of the challenge. The precise way ahead may be unclear. But Winterthur is working hard, implementing a handful of pilot CRM programs in multiple European markets. As Schmid explains, his group is searching to find "the right way–the proper way–step by step, setting well-thought out priorities for treatments that generate the highest added value for both our customers and Winterthur."

Job one: retention

Insurance exists in many forms: individual, group, fire, flood, auto, life, direct underwriting, reinsurance, term life, on and on. But no matter the precise form of policy being discussed, it's all about math. Fundamentally, all insurance is a numbers game: define a pool of risks, quantify the cost of those risks (should an event occur), assess the probability of those risks (what is the likelihood they will occur), assess the variability of those risks (what are the worst-case scenarios), tack on an acceptable return and then price accordingly (making course corrections as needed).

The longer a customer remains a customer, the less likely, or even frequently, he will submit a claim.

Two facts now become highly relevant to CRM strategists. First, the longer a retail customer remains a customer, the greater the ratio of premiums paid to potential losses. Meaning: If a customer has been a customer for a long period of time, even if he submits a claim, that loss has already been partially mitigated or completely covered by his premiums. (Or in more actuarial terms–insurance is priced and sold in pools of risk–if the average length of relationships can be extended, the ratio of premiums versus expected losses increases.) Second, studies show that the longer a customer remains a customer, the less likely, or even frequently, he will submit a claim. (The classic exception to this latter rule is the life-insurance policy, where one claim can terminate the relationship.) Given these two realities, the bottom line is simple, says Siebel's Young: "In retail insurance, customer retention is a profitable strategy. Not only can you reduce the cost of finding new customers, you reduce the cost of claims, and that's the Holy Grail."

Accordingly, insurers are paying noticeably more attention to customer service. The industry is realizing that every interaction with every customer is an opportunity. As Young explains, "anything that can improve the customer experience, anything that can make it easier to remain with a carrier, anything that can differentiate the quality of service, anything that can make it less attractive to comparison shop: those are sound strategies."

By contrast, any failure to anticipate or capably address needs represents an enormous risk to the relationship. Jean Berube is an engagement partner at Boston-based Xchange, a provider of online/offline campaign-management, customer-profitability and opportunity-analysis tools. As Berube explains, CRM absolutely improves an insurer's ability to improve retention, as well as make more relevant offers to more customers. But an equally critical goal of CRM processes is to help an insurer avoid "lapses and surrenders" of policies. It could be that no one has been in contact with the customer in a certain time period, or there's a change of address or a divorce or a marriage. Predictive models and customer profiles updated in real time, says Berube, "can help an insurer proactively turn these risks into opportunities."

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Job two: meet more needs

Insurers need to become a one-stop shop for all of a customer's insurance and financial needs. Banks and brokerages have had a head-start, and now insurance companies are following suit. The more an insurance business can understand all of an individual customer's assets, cashflows, aspirations and risk tolerances, the more competently it can deliver advice, products and services.

That is the view from which personal lines insurer Allstate is restructuring its operations. "We're in the midst of a transformation," explains Dennis DeGregor, VP for eCRM at the Northbrook, Ill.-based company. "Our goal is to move from a personal-lines insurer to a personal,financial-services company." The company is building on a broad set of technologies–what it calls its enterprise customer relationship management (or eCRM) initiative–to create, maintain and act upon a consistent, single view of its customers.

From this platform,the company is launching an array of one-to-one strategies, including targeted cross-sells and up-sells. Also noteworthy, this is an increasingly multi-channel initiative. Today, customers are able to work with Allstate not only through agents, but also via the Web, call centers, fax and email. It's more complicated, says DeGregor, "but we wanted to give our customers more options to gather information for their buying process."

> *"Among existing customers, there's huge potential for cross-selling other products."*

Central to these strategies, Allstate is utilizing lifetime-value models and related analytical tools to determine its Most Valuable Customers. The goal,says DeGregor, is "to identify the most profitable customers, extend the portfolio of products and services with those customers and build retention." To this end, the company is additionally applying predictive models to identify appropriate opportunities for up-selling or cross–selling-and to minimize customer defections.

The databases and technologies needed for this transformation are largely already in place. Moreover, adds Allstate spokesperson Bill Mellander, while other insurers are working hard to become broader-based financial-services providers, "we're already there." Today, most of the work is in refining and strengthening the culture and business practices to support the vision. The company is becoming more customer-centric, driving down the cost of servicing customers (applying optimum resources in relation to the value of specific customer sets) and driving profitability through more productive interaction.

Winterthur: the challenge of integration

Schmid is spearheading Winterthur's pilot-by-pilot CRM revolution.Like Allstate, the company's objective is to become a full-spectrum financial-services provider, while reaching customers via a seamless multi-access strategy. A big challenge, he says, is fragmentation of customer information. Among existing customers, there's huge potential for cross-selling other products like household, travel, personal liability protection,health,life insurance "and additional financial services provided by (the parent) Credit Suisse Group," says Schmid. The trouble is, there's still a lack of sharing across the organization. For example, "Agents, and especially brokers, provide very little customer information to other parts of the company," he explains. As a result, even though Winterthur now has the ability to offer a wide variety of financial-services products, "over half of our customers have only one insurance policy, mostly for their car."

Winterthur also faces enormous issues in change management. For example, one challenge is building its CRM capabilities in a pan-European environment, working through seven "Market Units" oper-

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ating in seven countries. That means dealing with multiple languages, cultures and, despite Europe's evolving single market, regulatory environments. A related hurdle is changing the habits of customers. In some countries, namely Belgium and France, residents are accustomed to the joint marketing of insurance and broader financial-services products. But in other countries, the idea of buying an insurance product from a bank or an investment product from an insurer remains "an incredible thing," says Schmid. Consequently, "Acceptance and evolution will take time," he says.

Schmid instead tends to view Europe's multiple markets as an opportunity. "You can have the situation where one of your pilots is failing in one country and succeeding in another. But if it works in one place, those best practices and lessons learned will be transferred from country to country. If you are working only in one country, you cannot learn this way."

Set a CRM strategy before jumping into technology.

Winterthur intends to better meet customer needs through a joint "bancassurance" model. Working in close concert with parent Credit Suisse Group may mean the group has more products, more customers and more opportunities for information sharing (with customer permission);but at the same time, this could also raise additional organizational hurdles. Nonetheless, integration has already begun.In January, Schmid explains, Winterthur became a division of a newly formed company, Credit Suisse Financial Services. Legally, "Winterthur is still a company. But in terms of organization, we will begin coordinating more closely with the new financial-services company." This change, says Schmid, "will accelerate this idea of coordinated marketing and product exchange between the organizations."

Giving customers channel choices

Winterthur began its CRM journey a year and a half ago, laying the groundwork for a pan-European program,including Spain, Italy and Switzerland, with customer-facing pilots launching in second quarter 2002. The program's goal is to develop multi-access capabilities that allow customers to interact with the organization through their preferred form of communication, be it phone, Web or face-to-face with an agent or broker, while still being identified and treated aptly at each interaction. As Schmid explains, "Our strategy is to treat different customers differently–and at the same time consistently–across all access points."

In addition,the company is creating a repository for customer-specific data."Completely independent of which channels the customer chooses," Schmid explains, all information relating to any individual customer becomes part of a centralized and continually updated "customer overview." While this data warehouse is up and running now, Schmid says the work to-date is merely a starting point. The company has far to go in terms of optimizing its operative customer database, as well as its data collection,access, analysis and use across the organization.

As the organization learns more about its customers and treats them accordingly, the goal is then to tailor interactions that will keep customers committed to Winterthur based on that Learning Relationship. Schmid sees an ongoing dialogue with individuals as the opportunity "to increase share of wallet of each customer, to optimize economic aspects of the customer relationship, [and] to gain valuable new customers by better understanding and meeting the needs of existing customers."

Winterthur may be just beginning its journey, but already the group can provide valuable insights for others. Schmid's first recommendation: Set a CRM strategy before jumping into technology. "Never allow IT providers to solve your CRM problem by selling you a couple of tools," Schmid explains. "If you start with one very large IT project, if you do not prepare the business environment, you will

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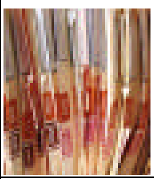
make a huge investment and then watch it suffocate under the interest you pay until you get results or you go out of the business."

Schmid also emphasizes: "The most important thing is to focus on people. Help them understand. Help them change. Measure their success using a balanced scorecard." CRM touches "many, many aspects of the business, including IT, customer privacy and permission, legal, training and processes."

For this reason, employees need to be educated. "Why do we do CRM? Why should we treat different customers differently? What is the objective?" In general, Schmid insists, employees must understand why this change is occurring and how this change will affect both their jobs and the business overall. Closely related, Schmid believes, insurers must shift their organizational structures away from products and instead "organize around customers speaking with the customers instead of at them."

Winterthur is moving ahead with small pilots and is taking time to evaluate progress. "If the first program we define is not really the right one, we have to be willing to learn, be flexible and fine tune," Schmid says. Ultimately, "We need to find the point where we get the maximum both for the enterprise and the customer." Schmid is confident that "These are the right strategies. We will show positive results." ■



Getting Personal at Progressive

BY BILL MILLAR

inside 1to1®

October 2001

Progressive Insurance is a product-focused company. But that's not to say it can't execute CRM.

Progressive Insurance is a product-focused company. As business IT director Frank Holowach explains, "Our strategy is to make our product (primarily auto insurance) as widely available as possible to as many consumers as possible." But that said, "Our first premise is to be the insurer of choice," continues Holowach. "So the big wins for us are strategies that drive customer satisfaction, reduce costs and increase retention." Is it CRM? "We don't call it that," says Holowach. But that's not to say the company isn't customer focused. You be the judge:

On the scene

One great way to delight customers is rapid response. Progressive operates some 2,200 "Immediate Response Vehicles (IRVs)," explains Scott McPherson, IT executive for claims technology. "We aim to inspect every car within nine hours of any accident," he says. Each IRV is laptop equipped, featuring wireless applications to aid dispatch and software for expanding vehicle views to identify damaged parts, enabling on-site loss estimating. In over 50 percent of cases, "We're able to cut a check right there on the spot," says McPherson. Most checks are still hand written, but in order to reduce cost, Progressive is rolling out in-vehicle check printers. The result: fewer errors and all information relating to the event can be captured electronically.

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Where, when and how

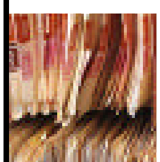
Holowach says Progressive's strategy also means "interacting with customers where, when and how they prefer." This includes agents, call centers, the Web, and even fax.A big initiative at Progressive is making a single view of its customers available to all other touchpoints in "near real time," adds Holowach.

On the Web, policy holders can make payments, view their claims, or service their policies. "It's powerful," says Holowach,"and it allows our customers to take control." The strategy also deflects an increasing number of costly calls from the call center or an agent to the less costly Web channel.

The final piece of Progressive's strategy deals with customer demographics and patterns of behavior. As Holowach explains, "We do an enormous amount of data mining to better understand our customers:who we should be targeting, what their needs might be, etc." Operating five different datamining technologies, the company believes that, "In the end, it improves our products, it fine-tunes our marketing, and it improves the quality of our service for customers," says Holowach.

Is it CRM?

Although Progressive's primary strengths are product driven,it's very much a customer-focused company. "We believe we have some of the best products in the business," boasts Holowach,but that would "mean nothing if we didn't start out with a fundamental business orientation of understanding our customers, and then doing what's right for them. If you want to call that CRM,that's OK by us."



Aetna Sets Out to Become a Trusted Agent in Malaysia

BY ROBERT FLEMING

March 2002

There's a perception in Malaysia that insurance companies take customers' money quickly, but don't give it back very easily. ING Aetna wanted to change that perception with respect to its own organization.

There's a perception in Malaysia that insurance companies take customers' money quickly, but don't give it back very easily. ING Aetna wanted to change that perception with respect to its own organization.

In addition, because all sales are made through agents, ING Aetna had to include the agent in the customer relationship it intended to build. This meant that customer touchpoints had to be coordinated and streamlined, and new touchpoints had to be created where none previously existed. "These brand messages were potent, but would only be effective if the customer experienced them directly with ING Aetna," explains K.K. Loo, senior VP and general manager of corporate and consumer insurance. "Having the agent describe them does not have the same effect."

ING Aetna proposed to its agents a "Partnership for Growth," in which the agents would concentrate on selling and ING Aetna would focus on servicing the customer. The insurance firm decided not to solely rely on money to drive loyalty. "In light of commission reductions [set by the government],ING

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Aetna needed to provide a strategy that gave value to its channel partners and the policyholders at the same time," Loo explains.

Upgrading systems, service

Building relationships with customers based on the promise of efficient, reliable service created performance requirements for the transactional systems and the IT staff. ING Aetna's Malaysia and Regional Business Group found it difficult to communicate uniquely Asian needs in a way that those needs could be added to the functional requirements being assembled at headquarters. Vantive (part of PeopleSoft) was selected to implement the local customer-relationship strategy.

ING Aetna provided office space and administrative support to its agents, giving them a "sense of belonging and a closer relationship with the policy issuer," says Loo. It also invested in training programs, which improved the agents' professionalism and their ability to address customers' needs.

Sharing the workload

Like many insurance companies, ING Aetna had a great deal of sensitive customer information. Prior to the CRM initiative, this data was not proactively or easily used to serve customers. ING Aetna sought to construct an integrated view of the customer, cutting across the traditional product silos of Life, Property, Casualty and Health,as well as across all customer touchpoints.

"Research showed that the average agent was spending 30 to 40 percent of his time collecting small premiums from neighborhood customers."

Data integration enabled predictive analysis and empowered agents to provide the best advice to customers on how to structure their business with ING Aetna. Agents provide valuable input, because usually they are well aware of family and community events such as births, deaths and marriages among their customer base.

To build its relationship with agents, the firm began providing them with resources, administrative help and training. Third-party research showed that the average agent was spending 30 to 40 percent of his time collecting small premiums from neighborhood customers. By taking over this function,ING Aetna generated an opportunity for interaction,while increasing service levels for customer and agent.

The contact center was the next focus, and a simple policy change made a big difference. Based on the fact that responses to complaints submitted through agents were often subject to delays, ING Aetna gave the highest priority for problem resolution to agent-submitted complaints. This provided both sets of customers with high service levels. To measure progress, the company benchmarked its performance against best-of-breed practices not only within ING Aetna,but also external companies, both in Asia and elsewhere, irrespective of vertical industry.

Benchmarking uncovered a seemingly unattainable goal:the "one-hour loan." An insurance company in Taiwan was providing customers with loans against their insurance policy with literally a single hour of processing time. Throughout Asia,such loans routinely took 10 days to process. As a result, ING Aetna's service staffmembers were skeptical that they could achieve such a result.

Then a customer called one morning and pleaded that he needed funds urgently. Taking up the challenge, the service team walked the loan approvals and paperwork through the system in one hour. They bent some rules and ruffled some feathers, but the grateful and emotional customer, who explained he needed the money for a friend's funeral,left with a public vow: "I will not do business with any other company."

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Aetna, con't.

The internal impact at ING Aetna was dramatic. The service and finance teams re-engineered the way they identify customers, interact with them and customize their service. Controls were put in place and processes designed to satisfy audit requirements. Following the success of the one-hour loan, ING Aetna decided that processes should be designed around customer outcomes first, with controls added after processes are optimized.

Agents enthusiastically embraced these new processes, and began recommending that clients contact ING Aetna directly for faster loans. Growth has picked up, agent loyalty is climbing and ING Aetna is building one-to-one relationships with customers based on their requirements for rapid service and response to life events.

ING Aetna also began building a customer data warehouse to organize its valuable knowledge about customers, and to help determine the appropriate levels of service for each, based partly on estimated Lifetime Values.

Results

First-year customer churn is down from 35 percent to 20 percent for auto payments, and down to 10 percent for credit-card payments. Benefit processing time has been reduced to one week, down from two to three, while loan processing time was cut from 10 days to one hour. Policy surrender time shrunk from seven days to one hour.

ING Aetna is now differentiating customers aggressively based on predictive measures of customer Lifetime Value, and intends to launch an innovative affinity/loyalty card issued in conjunction with Visa and Citibank. ■

Can You Say Solutions Provider?

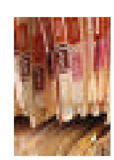
BY CHRISTOPHER HELM

inside 1to1®

November 2001

JMM finds that consumers are willing to consolidate accounts.

An October consumer survey by Jupiter Media Metrix finds that 45 percent of U.S. online financial-services consumers harbor no major concerns about consolidating their accounts at a single institution. The key, says the research firm, is to become a solutions provider that meets the banking, lending, brokerage and insurance needs of customers – a necessary step when it comes to opening the door for increased share of customer. "The financial concierge model, where institutions offer a wide range of products and services through relationship management and targeted marketing, will drive increased consolidation among online financial providers," said Raj Dhinsa, Jupiter analyst. "With the U.S. having one of the highest bank-to-citizen ratios, institutions must create highly tailored online offerings to secure long-term customer relationships and ultimately survive an increasingly competitive market." ■



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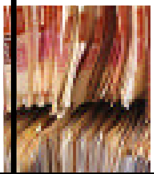

Financial Services Institutions Lose Millions Annually in Profit Opportunities

BY CHRISTOPHER HELM

inside 1to1®

January 2001

A new report published by LOMA and Peppers and Rogers Group reveals why financial institutions struggle with customer retention.

One to One in Retail Financial Services reveals that financial-services institutions are generally failing to keep up with consumers' increasing expectations regarding personalized, relevant offers and service. This failure results in an estimated $700 million in lost profit opportunities annually. This critical finding is just one explored by LOMA's Customer Service Institute, a leading provider of customer service offerings to the financial-services industry, and Peppers and Rogers Group, a global management-consulting firm with expertise in customer-focused business strategies, in their new report on the effects of one-to-one strategy.

Building on the 30 one-to-one capabilities outlined in previous Peppers and Rogers Group reports, One to One in Retail Financial Services analyzes the results of two significant surveys on Customer Relationship Management (CRM) in financial services. The first survey measured how financial service customers rate their financial institutions on CRM-related issues such as loyalty and attrition. The second survey examined the current CRM efforts and those in development of over 300 financial institutions.

"CRM is a powerful weapon in the battle to satisfy current customers and win new ones," said Don Peppers, partner with Peppers and Rogers Group. "Nothing affects consumer loyalty, or the propensity to consolidate accounts, as much as relationship-building activities. Implementing effective CRM strategies has a distinct and quantifiable effect on an institution's customer satisfaction,customer retention and likelihood of receiving future customer referrals. This report shows that a majority of consumers (55%) who rate their primary financial institution as high on both service quality and CRM attributes say that they are 'very likely' to keep all of their business with one provider."

The report reveals the most important attributes driving consumer loyalty to a financial provider:

- Tailoring products to the customers' needs
- Providing a personal contact
- Anticipating the customers' needs
- Making the customer feel appreciated

Superior service quality on basic customer-service transactions, combined with high relationship-building scores, gives financial institutions a strong competitive edge, according to the study.

"LOMA partnered with Peppers and Rogers Group and added this report to its Customer Service Institute because of its mission to help insurance and financial services companies improve company operations through research," said Jena Kennedy, assistant vice president of LOMA's Education & Training Programs. "As customer expectations increase and as financial-services products become more complex,the role of knowledge-management tools such as those highlighted in this report continues to expand."

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Practice Leader

BOB LANGER PARTNER
PEPPERS AND ROGERS GROUP

As a partner in Peppers and Rogers Group, Bob Langer brings over 20 years of leadership experience in all aspects of sales, business, new market development, and Internet and Web personalization technologies. He has applied his skills to market-leading global organizations as well as early-stage venture-backed companies.

Bob has a unique perspective to the challenges organizations face in the application of technologies to specific customer-facing groups. His understanding of strategic selling techniques, customer empowerment and valuation,self-service efficiencies, and partner leverage has given Bob insight to what is realistically achievable.

During his career, Bob has led numerous customer-based initiatives spanning direct and indirect channels. Through the development of pertinent tools, program and strategies, he has initiated new customer interactions that routinely exceeded assigned goals and produced highly profitable, multi-year relationships.

Recently, Bob served as the Director of Online for Dell Computer Corp. In this role, he was responsible for the overall transformation of Dell's business from an offline process to an Internet driven online environment. Central to this effort was the development of Dell's extremely successful Premier Page platform providing customized and unique experiences for the business customer. This highly scalable platform has been delivered to and is utilized by over 100,000 business customers. Additionally, Bob led the development of complimentary web services and properties designed to enhance the overall customer relationship with Dell.

Earlier in his career at Sun Microsystems, Bob was responsible for the development of the Financial Services line of business. His vision for the application of leading edge technologies combined with the re-engineering of handling information distribution in a real time environment was instrumental to establishing this market into the leading vertical for the company. Over the next 7 years Sun Microsystems' Financial Services market generated in excess of $1B in annual revenue.

Bob has served on several Boards of Directors and Technology Advisory Boards, and holds a Bachelors degree with honors from Fairleigh Dickinson Univ. in NJ.

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About Peppers and Rogers Group

Founded in 1993 by Don Peppers and Martha Rogers, Ph.D., Peppers and Rogers Group is a management consulting firm recognized as the world's leading authority on customer-based business strategy. It is dedicated to helping companies compete and win by identifying differences within the customer base and using that insight to maximize the value of each and every customer relationship.

Recognized by the World Technology Network as having played a significant role in developing the field of CRM, Don Peppers and Martha Rogers, Ph.D., are the co-authors of the revolutionary *The One to One Future* and a series of business books that further develop the unique one-to-one methodology espoused by their firm. Peppers and Rogers Group is headquartered in Norwalk, Connecticut with a domestic and international network of 16 offices, employing over 150 employees diversely experienced across all industries. For more information about Peppers and Rogers Group, visit their web site at www.1to1.com.

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