

WHITE PAPER | 2004

Marketing Has the Right **NOT** to Remain Silent

Leading companies make their voice heard

Peppers & Rogers Group
a Carlson Marketing Group company

 **Pitney Bowes**
Engineering the flow of communication™



Marketing Has the Right NOT to Remain Silent:

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Overview

Consumers are frustrated with marketing. They're tired of booting up their computers each morning only to find a slew of irrelevant e-mails. They're exhausted by the constant stream of impersonal direct mail offers. They're irritated by intrusive phone solicitations. Who can blame them? The sheer volume of messages – over 3,000 a day – creates an overload of information that no human being can process.

While five years ago, consumers may have been merely annoyed by this bombardment, today they resent the invasion of their privacy and time. Consequently, companies are experiencing a backlash. CAN-SPAM, Do-Not-Call, technological safeguards and diluted consumer response are just some of the issues that CMOs need to overcome to effectively deliver their message to target customers.

Included in this report:

- A Communication Revolution Gone Awry
- The House that Customer Relationships Built
- Seven Best Practice Pillars
 - Enable a unified customer view
 - Focus on most profitable customers
 - Invest in customer trust
 - Consider the customer experience
 - Make it seamless, integrated and relevant
 - Cultivate the customer-centric organization
 - Re-assess marketing metrics
- The Crystal Ball

Smart companies, however, are refusing to stay silent. Senior marketing executives committed to staying ahead of the curve are speaking out to customers, on the customers' terms. These companies' secret? To continuously challenge the enterprise by asking: Do we really know who our customers are? Do we understand the value they generate for the business? Do we know what they need? Are we communicating with them in the way they want?

Why is cultivating customer relationships, rather than enhancing creative or sending more marketing, the cure for today's communication epidemic? Because within the context of customer relationships, communication becomes invitational rather than intrusive. It becomes permission-based and mutually beneficial. Most important, communication becomes relevant.

Customer relationships are today's business currency and strongest asset. Capitalizing on this asset through relevant communications means building the long-term customer equity that propels profitability. More than ever, companies that modify processes and communications to cater to customer expectations will emerge as market leaders.



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A Communication Revolution Gone Awry

In today's interconnected world, the speed of new technology adoption continues to escalate. It took the Internet just seven years to reach 30 percent of American households, while it took television 18 years to achieve the same penetration. Now, nearly 75 percent of Americans have home Internet accessⁱ. With the advent of wireless connectivity, the modern consumer can now purchase a wide selection of products and services, any time, any where.

But messages have become ubiquitous, forcing consumers to pay the price for these communication conveniences. Recent statistics illustrate the staggering volume of interactions initiated by companies to customers: 91.5 billion pieces of direct mail are sent yearlyⁱⁱ, 19 billion outbound telemarketing calls are placed monthlyⁱⁱⁱ and 1.5 billion spam e-mails are blocked daily^{iv}. Aggravated and inundated, customers are demanding that businesses reassess the channels they use and how they use them, a backlash that has spurred recent national legislation like the CAN-SPAM act and the U.S. Do-Not-Call registry.

THE CURE FOR SATURATION

Reaction by businesses to these legislative and market pressures varies. Firms looking to just "get by" are ensuring basic compliance. Those already in compliance are relaxing, keeping their marketing tactics in line with regulatory guidelines.

Companies determined to be market leaders, however, are not satisfied with sitting idle. These pioneers know that proactively managing individual customer relationships is now an imperative rather than a luxury. Until now, there hasn't been any liability in protecting consumers' rights in terms of marketing, says Martha Rogers, Ph.D., partner at

customer-based business strategy consultancy Peppers & Rogers Group. "While leading-edge companies have long recognized the significant value in implementing customer-based strategies, many firms have continued doing business 'as is,' since there has been no specific need or mandate to control and manage customer data."

Looking to lead, enterprising firms are capitalizing on the current situation by investing in relationships in ways they did not have to before. Their strategy: re-engineer the flow of customer communication.

Looking to lead, enterprising firms are capitalizing on the current situation by investing in relationships in ways they did not have to before. Their strategy: re-engineer the flow of customer communications, on the customers' terms, with an eye toward

building more profitable, loyal customer relationships.

PIONEERS CAPITALIZE ON THE CHANGING RULES

While customer relationship strategies are not necessarily new concepts, they are now becoming a requirement, rather than a strategic enhancement. "If you go back to the storefront 100 years ago, you'll find that customers were dealt with as individuals," says Don Peppers, founding partner at Peppers & Rogers Group. "Through technology, the separation of the customer and that experience has allowed businesses to do things faster, with more sameness. Now, companies have been told they can't do that anymore and must handle customers in a way they want to be handled."

While the concept of individual customer relationship management has been socialized in marketing arenas, it has manifested itself more through individualized treatment in contact centers, a touchpoint through which customers traditionally initiate interactions. Few companies have implemented large-scale, integrated outbound marketing efforts designed to reflect an individual customer's channel preferences and contact needs.



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Even consumer products companies, traditionally noted for their mass marketing approach, are coming to the customer relationship table. In his recent keynote address to the American Association of Advertising Agencies, Jim Stengel, global marketing officer for Procter & Gamble called for a universal commitment to customer-based marketing. "For each element of the marketing mix, we should ask ourselves, 'Would consumers choose to look at or listen to this?' and let that be the benchmark."

Smart companies already know this. Even before the legislation, leading firms had moved away from one-off campaigns, focusing instead on how the brand promise is communicated to customers across the enterprise. "It's not just about complying with the law," says Karen Hamade, customer experience process manager, BMW NA. "While we're not legally affected by the legislation, we're committed, on an enterprise level, to think about how we contact the customer and how the customer sees us."

The House that Customer Relationships Built

How, then, do firms ensure they are not left behind? It requires more than legislative compliance and innovative tactics. If you are a senior marketing executive you are keenly aware of the need to take action to optimize marketing investments.

Those who have started down the customer relationship path offer best practices for CMOs looking to seize competitive advantage in today's market. By placing the customer at the core of all communications, companies guarantee a truly customer-driven, integrated marketing approach that produces results. Collectively, the following seven "Best Practice Pillars" provide an actionable, prescriptive framework for firms looking to rethink their approach to optimize their marketing investments.

With privacy mandates, people are beginning to talk across their silos and realizing how each touchpoint influences the customer experience.

BEST PRACTICE PILLAR #1: Enable a unified customer view

Many companies don't have a single view of their customers because data resides in multiple disparate systems. Consequently, it's impossible for customers to interact with that company in a comprehensive way.

Kirk Herath, chief privacy officer and associate general counsel at Nationwide, says the recent legislative changes have made the need for a single customer profile that can be accessed by the entire enterprise even more critical. "We realized that a customer potentially could reside in six different product line databases, with each database not knowing the other exists," he says. "However, if we know that John Doe has three cars, and an umbrella policy, we can market to him in a more unified way. We could also consolidate our privacy statements, rather than sending him individual ones based on each of the policies he has bought from us."

The necessity for a single customer profile has a variety of implications. An infrastructure that supports a 360-degree view of the customer drives bottom-line as well as "soft results." "Since lines of business have not had to talk to each other, it was easy to implement a direction without considering anyone else," explains Joann Martin, vice president, global business strategy of Pitney Bowes' Document Messaging Technology division. "With privacy mandates, people are beginning to talk across their silos and realizing how each touchpoint influences the customer experience."



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BEST PRACTICE PILLAR #2:

Focus on your most profitable customers

To be effective, all customer touchpoints — including billing agents, customer service representatives, delivery personnel and sales agents — must have access to customer profile and transaction history. Similarly, the enterprise must understand how customers differ based on needs as well as their economic value to the organization. With that foundation, a firm can design and manage communications and interactions that not only satisfy the customer, but also contribute to profitability.

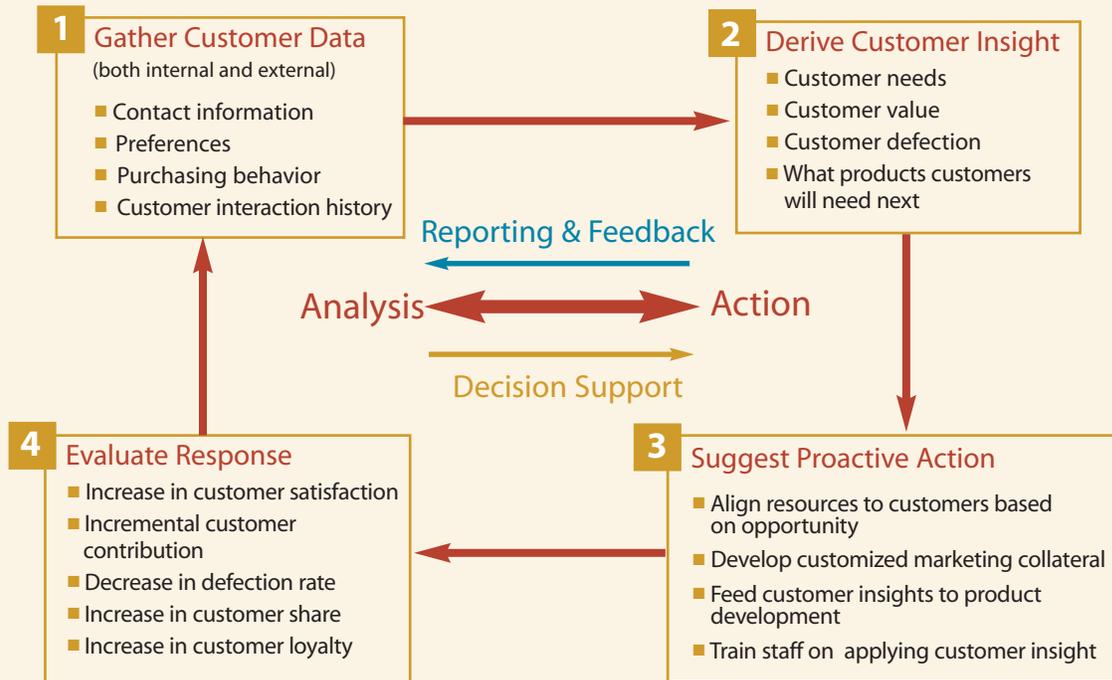
BMW is a company well on its way. “This isn’t just a marketing initiative,” says Hamade. We’re striving to create a superior experience across all of our channels by asking our most valuable customers what they need and want, and

delivering on that through their preferred interaction channel.” BMW is currently creating the systems infrastructure to enable differentiated customer interactions.

Enabling technologies, like real-time analytics, allow a firm to identify its most profitable customers and enable efficient, relevant and differentiated dialogue at any touchpoint. For instance, companies can design analytics-rich customer profiles to create intelligent scripting for call center agents to use with inbound calling prospects. By asking questions about their needs during an interaction, the agent can begin populating a customer profile that is subsequently accessible to marketing and sales. Once firms establish the ability to identify customers according to these criteria, they can embed this intelligence into all of their customer interactions across touchpoints.

Customer Insight Enables Valuable Interactions

The chart outlines the processes, data elements and benefits of using customer insight to drive competitive advantage. Each step ensures that customer insight is leveraged to constantly improve the customer experience in each interaction.





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BEST PRACTICE PILLAR #3:

Invest in customer trust

Plain and simple: Ensuring privacy wins customer trust. "Trust is the engine of all commerce," says Dr. Larry Ponemon, founder of privacy research organization The Ponemon Institute. He emphasizes that responsible information management, and the subsequent delivery of relevant communications to customers, undoubtedly will lead to competitive advantage in today's marketplace.

Michelle Bottomley, chief CRM strategist, North America at OgilvyOne, stresses the importance of relationship-building to businesses, particularly today. "It has become clear to mar-

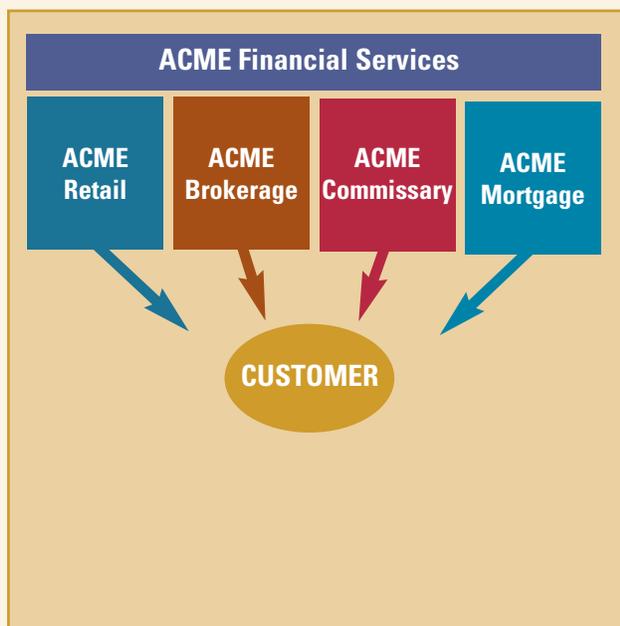
keters that they have to invest in nurturing relationships in ways they did not have to before," she says. "We used to talk a lot with clients about how the look and feel of direct mail, telemarketing and Web communications should all be the same. Now the dialogue focuses more on cultivating relationships. Our clients want to use these channels of communication to engage customers and foster trust."

Intelligent companies can only maximize the value of individual customer relationships through intelligent and responsible use of data. But, cultivating customer trust requires more than a detailed privacy policy. "Unless a customer trusts a company, he or she will have no desire for a

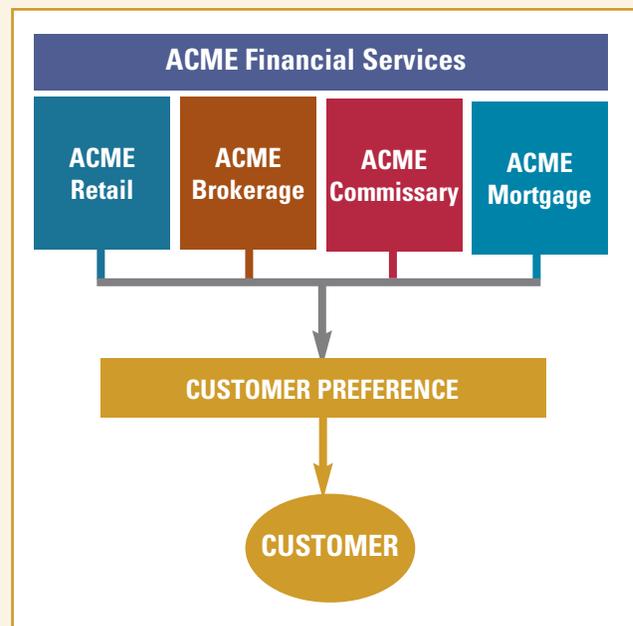
The Customer-Focused Approach to Communications

A 360-degree view of customers helps companies create communications that are based on customer needs and preferences. The enterprise ensures that business units are delivering messages to customers through their preferred channel thereby improving the effectiveness of the communication and enhancing the value of the relationship.

MASS MARKETING Approach



CUSTOMER-FOCUSED MARKETING Approach





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longer-term relationship, making it more and more difficult for a firm to create customer equity," claims Ponemon. The recent legislation itself demonstrates that treating customer information responsibly is more than a guideline — it is essential.

In November 2003, a Ponemon Institute study ranked some of the companies with the highest levels of trust among consumers, citing 10 characteristics of most trusted companies:

1. A strong commitment to honoring their privacy obligation to customers, employees and other stakeholders.
2. A belief that the value proposition of good privacy is more than compliance with laws and regulations.
3. Communication of privacy obligations to consumers in a clear and concise way.
4. Extra steps to control, manage and limit third-party data sharing with vendors, agents and contractors through legal agreements and ongoing due diligence.
5. A formal redress program and a clearly articulated channel for raising questions and concerns.
6. Web sites with a limited number of "required" fields from customers when completing information requests, fulfilling orders or registering online.
7. Early adopters of enabling technologies for privacy and information security.
8. Seal programs such as TRUSTe or BBB Online to verify and demonstrate online compliance.
9. Consistent privacy policies in both the online and offline universe. These companies have high privacy standards that are consistent around the world.
10. Proactivity in improving information management practices. They keep a low profile about improvements to their information management practices.^v

By comparing these best practices to their current customer data strategies, enterprises can assess the improvements they need to make in their existing practices to successfully build trusted customer relationships.

BEST PRACTICE PILLAR #4:

Consider the customer experience

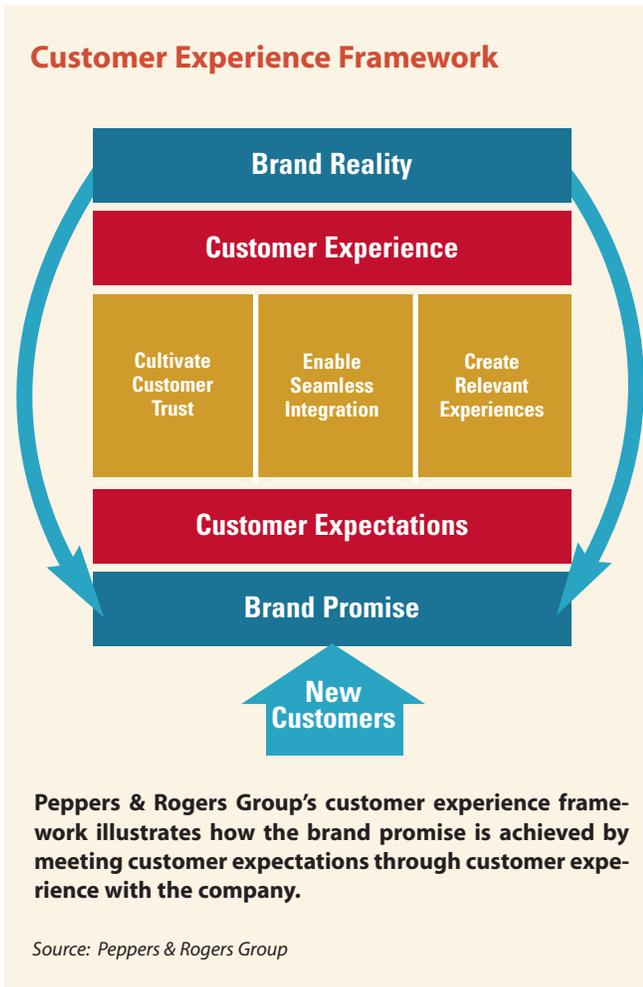
Customers don't just buy brands, products and services - they experience them. With customer expectations mounting, enterprises must deliver customer experiences that will differentiate their brand. To succeed, the organization must truly understand how a customer or prospect experiences the organization, and the impact of that experience on brand, revenue and cost. This results in more than high customer satisfaction. It actually drives customer equity over time.

While many companies intuitively know the importance of a unified customer experience, few invest the necessary resources. This is especially true of integrated marketing communications. Products, people and processes must be built around the value and needs of the customer base to ensure that the customer experience is measurable and trackable for companies, while relevant and consistent for the customer.

Progressive companies are making positive changes. While economics, response rates and ROI used to be the sole drivers of marketing decisions, other factors are coming into play. The pressure from consumer backlash is forcing marketers to think about how the frequency and relevance of customer communications affects the customer relationship.

In light of the changing marketplace, some firms now are scrutinizing their total customer interaction approach. For telecommunications provider Sprint, that initially meant revamping its direct mail to make it more personalized. "We actually may be mailing fewer pieces, but they are more targeted and more effective," says Alison Kossover, CRM strategy and marketing systems management group manager at Sprint. "We've now coordinated all of our marketing so that the entire organization is more focused on the customer's perspective."

Although there is an investment required to manage the enterprise-wide customer experience, Rogers posits costs



will actually decline as the approach improves brand image and drives better results. "If companies don't move beyond compliance, the long-term value of the brand will be eroded to a level that far exceeds the cost of the initial investment," says Rogers. "When that happens, customer satisfaction and perception ratings will plummet, transaction volumes will drop and eventually revenue will decline."

Increasingly, customers expect companies they frequent to recognize them, understand their preferences and appreciate their continued patronage. Those that deliver are rewarded with lasting customer relationships that fuel profitability.

BEST PRACTICE PILLAR #5:

Make it seamless, integrated and relevant

Customers want to interact with businesses on their terms. To make customer communications relevant, how and when a customer wants to receive them, each customer touch-point must have a common understanding of the customer and access to a universal knowledge base to apply during interactions throughout the customer lifecycle.

James Niva, CRM manager at Borders explains that seamless, multi-channel integration is the company's top priority this year, "Every channel is important and needs to be understood for the value it can bring when used," he says. "Our biggest goal this year is to integrate our channels on the back-end to ensure that our message is consistent and that we are not duplicating messages to individuals. Whether it's through the kiosk, store, direct mail, e-mail or web channel, we want to be consistent in all the ways that we interact with the customer."

Victoria's Secret Direct is among those that have seen the benefits from a multi-channel approach. "The catalogue is clearly a big driver, but it is supplemented with direct mail and TV to announce major events, such as new product launches, store grand opening events and promotional periods," says Sue Horn, executive vice president of marketing for Victoria's Secret Direct. "We'll continue to optimize the marketing spend by channel as we learn more about our individual clients' shopping and buying channel preferences." Next steps will be to use integrated approaches beyond promotional periods and across the entire customer lifecycle.

More than just a bill

Personalizing transactional mail, such as billing statements, is another customer relationship management trend gaining significant momentum among pioneering companies. It's already a channel from which customers expect regular, reliable and individualized communica-



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The Mail Still Rules

Direct mail remains a very valuable tool for marketers. And customers, it appears, prefer it. In mid-2003, the Cable and Telecommunications Association for Marketing conducted a study of 1007 consumers' preferences for receiving promotional information. Only one-percent preferred a telephone call, while five-percent wanted e-mail. Fifty-one percent preferred to receive this information through the mail.^{vi}

As a result, firms are looking at how transactional mail, known for its reliability and regularity, can play a larger role in the marketing mix. Effective personalization and targeting tools are increasingly available. By employing metrics and feedback mechanisms, "billboarded" messages can be reinforced by other elements of a multi-channel, integrated marketing campaign.

"We can individualize content to ensure that communication is valuable to the recipient," says Bernie Gracy, vice president of professional services at Pitney Bowes. "Pitney Bowes and Siebel Systems recently developed technology that enables marketers to create highly targeted content just hours before a production run."

The time is right to explore solutions that support all channels, however the customer might choose.

"Marketing automation tools can specify which customers should get particular offers, while operational and transactional departments continue using their own tools," says Rab Govil, president of PODi, a not-for-profit organization focused on developing the digital print industry. Govil says Pitney Bowes' methodology allows marketing to get its customized message onto transactional statements without any negative impact to finance and operations.

Mail tracking capabilities are also evolving. Intelligent mail technology uses machine-readable bar codes to identify the sender, recipient and postal route to track the piece through the postal system.

"We've developed technology that associates the tracked piece with the content inside the envelope to optimize business processes that drive, and are driven by, the mail, such as accounts payable, accounts receivable and customer service," says Gracy.

Direct mail is making a strong comeback. Today, where personalization and performance separates leaders and followers, the time is right to explore solutions that support all channels, however the customer might choose.

tion. "It's a slight paradigm shift getting a company that sends out 150 million bills a month to look at it as 150 million customer touches," says Bernie Gracy, vice president of professional services at Pitney Bowes. While credit card companies have done it for years in the form of inserts, it's been at considerable expense. Insert-based mailings lack immediacy, with a typical campaign taking 60 to 120 days to create and implement.

By imprinting a message directly on the statement, offers can be timelier and more relevant. Using customer analytics to create variable data messaging documents, tools can embed personalized offers in statements and tracked through the postal delivery system. Now, the organization can more effectively follow up through other channels.

BEST PRACTICE PILLAR #6:

Cultivate the customer-centric organization

Today's marketing organization is more than just one department. According to Dr. Don Schultz, professor emeritus at Northwestern University's Integrated Marketing Communications graduate program, until the department is structured to reflect that marketing is a two-way street between the customer and the enterprise, "we will continue to see costs increase, response rates decline and customers rebel," he says. "Simply patching broken models is not a solution. Marketing operations must be totally rethought to suit an interactive marketplace that's controlled by the customer."



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Neil Metviner, president of Pitney Bowes Direct agrees. "The days of just having a stand-alone marketing department are gone," he says. "Companies are going to have to recognize that marketing now is a much more integrated discipline. Those responsible for it will need to be good in finance, legally savvy, and have solid operations, technology and procurement support."

Pitney Bowes Direct has adopted a more customer-focused organizational model to gain the customer-focused advantage they're striving for. "Marketing and customer relationships are now the responsibility of all employees," claims Metviner. Employees in all departments are united by a com-

mon purpose – delivering a positive and profitable customer experience – through management, incentives and goals.

Metviner explains that customer retention, for example, used to be just a reactive function based in the call center. Now, the company looks for retention opportunities throughout a customer's entire relationship lifecycle with the enterprise. "We view the sending of a 'welcome kit', the shipping of the actual product, and the handling of a customer's first bill as part of acquisition and retention coming together," he says. "Even our newly created position of Welcome Experience Manager reports to the person who is responsible for retention."

Practicing What We Preach

"Engineering the flow of communication" is more than just Pitney Bowes' tagline. While it conveys how they help companies manage more efficient and effective customer mail, documents and electronic communications, it also reflects how they approach integrated communications with their own customers.

Two years ago, the company embarked on a campaign to improve its perception as a solutions provider among senior executives at customer and prospective accounts. According to Matthew Sawyer, vice president of corporate marketing, "we learned from interviews with over 800 customers in eight countries that our image was frozen as a postage meter company. It didn't reflect the transformation that the company has undergone into a business-critical solutions provider." This campaign, crafted with the help of OgilvyOne, employs an integrated marketing approach to communicate and engage senior executives with advertising, direct marketing, events, e-newsletters, web seminars, custom publications, call center scripts, and coordinated messages from the sales and service organization.

An example of this multi-channel, integrated approach is a program on innovation that was part of the exclusive leadership series entitled, "Beyond the Envelope," that highlights new thinking regarding the flow of critical customer

communications and its impact on business strategy and operations. Elements of this program included:

- A breakfast "roundtable" discussion with about 20 senior executives at Boston's Harvard Club with noted Harvard Business School professor Clayton Christensen
- A direct mail package with an advance copy of Professor Christensen's anticipated new book, *The Innovator's Solution*, which was sent to 1,000 C-level executives
- A web seminar with Professor Christensen on his new theories of innovation teamed with Pitney Bowes R&D leader, Jim Euchner, explaining how the company puts these theories into practice
- Rebroadcast of the web seminar made available on a special section of the company's web site, called "Executive View"
- Filmed documentary of the live event, a tour of the R&D lab, and an interview with professor Christensen, which the salesforce used for in-market events

The key: a relevant, consistent and integrated message across channels. "The program was a great success in changing perception, up 130% in just one year," says Sawyer. "We were able to maximize our marketing investment across multiple media and vehicles to surround our target with consistent and coordinated communications."



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BEST PRACTICE PILLAR #7:

Reassess marketing metrics

While response rates have traditionally dictated marketers' actions, today's marketplace pressures are forcing senior marketers to think along different lines. In an increasingly pragmatic world, companies need to understand how to assess the return on investment from integrated customer communications. From enabling technologies to re-designed processes to employee training and communication, firms need to know if these efforts are bearing fruit for both the company and the customer.

Leading indicators can serve as metrics to judge this success. In some firms, these are areas already calculated. Collectively, however, they contribute to gauging the effec-

tiveness of how a company is delivering against the customer experience, across channels, divisions and business units. Sample indicators include:

- Share of wallet
- Up-sell and cross-sell rate
- Customer satisfaction
- Increased loyalty of highly profitable, growable customers
- Customer retention
- Customer acquisition of profitable look-a-likes
- Cost to serve
- Customer churn
- Number of customer complaints
- Complaint resolution rate
- Strength of customer relationship
- Click-through rates

The Seven Best Practice Pillars

If you are a senior marketing executive, you are keenly aware of the need to promptly take action regarding your marketing approach. The following seven "Best Practice Pillars" provide a prescriptive framework for a customer-focused integrated communications strategy:

1. Enable a unified customer view

By centralizing customer data into unified customer profiles, companies can equip touchpoints with a single customer view. Determining an actionable data strategy that considers what, when and how to collect customer information is key.

2. Focus on the most profitable customers

Identifying which customers are most valuable provides an ideal framework to focus marketing efforts. Understanding and meeting their product, service and information needs allows organizations to allocate the optimum resources to deliver the right message to the right customer at the right time.

3. Invest in customer trust

To achieve profitable competitive advantage, companies must leverage their customer data responsibly. Spending the extra energy not only wins customer trust, it builds a stronger brand image that will garner increased sales volume.

4. Consider the customer experience

Customers don't just buy brands, products and services - they experience them. With customer expectations growing, enterprises must strive to deliver customer experiences that will differentiate their brand in the market.

5. Make it seamless, integrated, relevant

While every channel has its unique strengths, companies must understand their optimum marketing channel mix, based both on customer preferences and cost effectiveness. Collaboration between marketing and customer channel owners is a must in order to realize the maximum return from a seamless, integrated approach.

6. Cultivate the customer-centric organization

A customer-focused organization does more than just claim they are customer-centric. Changing processes to become more customer-focused requires a fundamental enterprise-wide transformation. Designing a cross-functional organization, all focused on the common goal of improving the customer experience, ensures that all marketing efforts, whether through direct mail, TV or e-mail, serve to build customer relationships.

7. Reassess marketing metrics

Market pressures are forcing senior marketing executives to think along different lines to measure the success of their customer communications. Collectively, a series of leading indicators gauge a company's effectiveness in delivering a positive customer experience, across channels, divisions and business units.



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The Crystal Ball

The evidence from leading companies speaks for itself: Those that don't reconsider their current marketing strategies and move beyond compliance will be left behind. Consumers will continue to support the products and services they believe have value, not what the marketer believes has value. While some organizations may continue to thrive, the truly successful ones will learn that there are better ways to manage their finite resources.

Metviner is more emphatic. "Simply put, firms will lose customers," he says. "Customers are much wiser than they have ever been. It is a global economy now, people know they have choices and they will migrate to companies where there is a level of intelligence around communication and integration."

Metviner and Peppers agree: Firms that ignore the power of customer choice face the significant but inevitable loss of business. "Companies all over the world are destroying shareholder value inadvertently," says Peppers. "What companies need is organic customer growth and that requires looking at current profits and the lifetime value of customers."

Market leaders are speaking out. Staying ahead means listening to your customers. Whether mass-merchandise, high-end boutique or service provider, enterprising firms are discovering that the most effective way to profitably grow business is by paying attention to customer relationships. Those that make their voice heard – in a way that's relevant to and preferred by the customer – will stand out to customers to emerge as the distinct market leaders. ■

[i] Nielsen/NetRatings, March 19, 2004.

[ii] The DMA 2003 Statistical Fact Book, 25th ed., 2003.

[iii] Gryphon Networks, Telemarketing Fact Sheet, 2002.

[iv] "E-mail Spam: How to Stop it from Stalking You," www.consumerreport.org., August 2003.

[v] *INSIDE 1to1 Privacy*, Why Consumers Trust Certain Companies, January 15, 2004.

[vi] Cable and Telecommunications Association for Marketing, 2003.

Pitney Bowes

Pitney Bowes is the world's leading provider of integrated mail and document management systems, services and solutions. The \$4.6 billion company helps organizations of all sizes reduce costs, increase effectiveness and enhance customer relationships. The company's 80-plus years of technological leadership has produced many major innovations in the mailing industry and more than 3,500 active patents with applications in a variety of markets, including printing, shipping, encryption and financial services. With approximately 33,000 employees worldwide, Pitney Bowes serves more than 2 million businesses through direct and dealer operations.

For more information, visit www.pb.com

Peppers & Rogers Group

Peppers & Rogers Group is a management consulting firm recognized as the world's leading authority on customer-based business strategy. The firm 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. Led by *1to1 Magazine*, Peppers & Rogers Group's independent media division reaches 250,000 CRM decision-makers weekly with a broad array of print, interactive and custom publications. Peppers & Rogers Group is a Carlson Marketing Group company headquartered in Norwalk, Conn.

For more information visit: www.1to1.com