

BUSINESS GAIN FROM HOW YOU RETAIN



ADDRESSING THE CHALLENGE
OF CUSTOMER CHURN & MARKETING BURN
REPORT OVERVIEW



Table of Contents

3	Introduction
5	Executive Summary
7	Contributed Expert Commentary
12	Methodology and Demographics
15	About the CMO Council
17	Underwriters and Program Partners
18	Partners & Affiliates

This CMO Council report was produced by GlobalFluency Inc. in partnership with CSC, IBM and D&B.

April 2008

Introduction

Profitable customer relationships are the lifeblood of any commercial enterprise. Yet companies do a decidedly poor job of nurturing, cultivating or even reactivating customers in order to drive sustained revenue growth, loyalty and bottom line performance. Marketers are flying blind when it comes to leveraging customer data and analytics. Few companies look within their own data silos to extract insight and intelligence that can reveal which customers – existing, departed or dormant – can generate greater value and profitability. With little insight into this wealth of customer knowledge, most companies spend marketing dollars on campaigns that bring in the wrong type of customers and do little to monetize or retain the most valuable relationships.

With big advances in how companies can reach, engage, and individualize their interactions with customers, profile-rich and timely customer information has never been more important. Rather than being a record of customer service or database of customer history, predictive insights and analytics can open the door to growth and opportunity like never before. Yet, marketers still lack a clear plan or vision on how to extract, leverage and optimize this under-utilized asset base.

Customer analytics, including insights into needs, wants, lifestyles, behavioral trends, transactional histories, and purchasing patterns, can improve the relevancy and perceived value of offers. Good insight and intelligence at the frontline can greatly assist up-sell and cross-sell, while also prioritizing customer care and handling at the point-of-experience. Greater customization of communication increases customer retention, affinity and loyalty. It improves advocacy and word-of-mouth while also demonstrating a strong customer commitment and a desire to retain and grow a relationship.

While marketers need to gain a true and timely view of the customer, they are hampered by inadequate or incompatible IT systems and databases, siloed data in functional areas, and a limited strategic focus or management mandate for Customer Data Integration (CDI). Compounding the issues are a lack of formalized data-sharing policies and practices in the organization, combined with internal political or cultural barriers, as well as IT obstacles and objections to working more closely with marketing.

Why does retention remain such an elusive goal for companies worldwide? To what degree, does customer churn continue to result in resource burn? And why, in this post-CRM revolution world, do we still not understand how to fully utilize the customer knowledge base at our disposal?

The Chief Marketing Officer (CMO) Council – in partnership with Computer Sciences Corporation (CSC), Dun & Bradstreet and IBM – sought to find out. Via an ambitious global study, marketers worldwide were queried in order to analyze the forces and factors most influencing customer churn in key sectors and the degree to which companies are effectively integrating and operationalizing customer information to further the value of customer relationships.

The study, **Business Gain From How You Retain**, was undertaken to identify what deepens, solidifies and perpetuates customer relationships – a crucial challenge facing marketers in light of the following statistics:

- The average company loses more than 10 percent of its customers each year.
- Acquiring new customers can cost five times more than satisfying and retaining current customers.
- A two percent increase in customer retention has the same effect on profits as cutting costs by 10 percent.
- Loyal customers are 15 times more likely to increase spend than high-risk, intermittent customers.

Business Gain From How You Retain examines ways companies can improve the return on customer equity and lifetime value by making customer insight, understanding and intimacy a hallmark of the organization. The study assesses the degree to which major global brands are unifying and centralizing customer data, undertaking effective marketing analytics, embracing advanced segmentation strategies, and empowering the frontline to act on customer intelligence and behavioral knowledge.

The study addresses a wide array of concerns and other key questions facing senior-level marketing executives: Why are data-rich companies struggling to retain customers? Are organizations effectively “operationalizing” their customer information to further the value of their customer relationships? Do companies have a solid foundation of knowledge when it comes to their customers’ demographics, behavioral, psychographic and transactional information? Furthermore, do firms have the right tools, the right intelligence and the right focus to maximize customer ROI?

Business Gain From How You Retain delivers in-depth quantitative and qualitative insights from senior-level marketers worldwide – findings that highlight the challenges of customer retention. Most important, it is our aim that the findings collectively deliver actionable guidance to help companies worldwide ensure the future success of their customer development and retention initiatives.

A summary of the major findings – along with a description of the research focus and methodology – follows.

Donovan Neale-May

Executive Director
CMO Council

Executive Summary

The **Business Gain From How You Retain** study generated statistical findings from more than 450 marketing executives worldwide. Additionally, detailed insights were garnered from a series of in-depth, one-on-one qualitative interviews with CMOs from 19 leading international brands.

The study demonstrated that although many marketers are capable of gathering and storing vast amounts of information, they seem to be struggling with amassing and strategically applying data and customer insights to effect substantive business growth and strategic gain. In particular, statistics show that a lack of customer data sharing and integration negatively impacts a company's customer retention rates and revenue generation.

The findings provide a snapshot of customer retention-related goals, objectives and roadblocks at organizations across a range of industries and geographies. Each company has its own particular challenges and is at different stages of mastering the strategic application of customer data, but they all have the same aim: to improve efficiency, grow revenue and increase profitability. However, the findings show that marketers are ostensibly not working tactically enough. Instead they are still heavily concentrating on new customer acquisition and not leveraging the tools available to them to maximize the ROI of the relationships they have with existing buyers.

Statistics from the study also highlight large and strategically significant obstacles confronting marketers as they strive to minimize customer turnover and maximize customer revenues.

The research also unearthed another problem: many companies actually have a significant lack of customer knowledge – a challenge exacerbated by immense problems in integrating disparate customer data repositories across the enterprises.

The study clearly shows that marketers are also struggling to gain a true and timely view of the customer due to inadequate or incompatible IT systems and databases, siloed data in functional areas and a limited strategic focus or management mandate on Customer Data Integration (CDI). Compounding the issue is a lack of formalized data-sharing policies and practices in the organization, combined with internal political/cultural barriers and systems-related obstacles to effective data integration.

Other key findings revealed that:

- Many respondents believe that customer churn significantly impacts business performance through revenue loss (59.9 percent), reduced profitability (39.6 percent) and greater marketing and re-acquisition costs (36.3 percent).
- Although respondents recognize the issues and challenges, only 6 percent of marketers say they have excellent knowledge of the customer when it comes to demographic, behavioral, psychographic and transactional data, while 51 percent say that they have fair to little knowledge of the customer.
- Only 15 percent of marketers feel their companies are doing an extremely good or effective job of integrating disparate customer data sources and repositories; more than 55 percent note that there is either room for improvement or a deficiency in this area.

- The top six strategic applications of customer information by marketers include:
 - Up-selling and cross-selling
 - Segmenting and targeting
 - Driving retention, loyalty and promotional programs
 - Identifying new opportunities and unmet needs
 - Improving customer service
 - Shaping personalized and customized communications
- The research demonstrates a disconnect between what marketers say they want to do and how well they are equipped to do it. For example, close to 50 percent of the respondents say they are improving customer retention by enhancing front-line customer service, while at the same time, only 55 percent report that their customer service and support teams have access to real-time customer data.
- A fair number of survey participants (23 percent) say they're able to acquire a sufficient amount of customer data but don't have the ability to share the information, while 33 percent think that there is insufficient data as well as an inability to share.
- Nearly half of the surveyed marketers say their companies have not implemented any formal CDI or Master Data Management (MDM) program.
- Over 31 percent of the companies surveyed had customer churn rates of more than 10 percent while an additional 32 percent reported a customer churn rate of 5 to 10 percent.
- Nearly 67 percent of executives say they have no system for reactivating dormant or lost customers, and only half have a strategy for further penetrating or monetizing key account relationships.
- Competitive inroads and offerings were seen as the primary reason for losing customers. This was followed by product or service dissatisfaction and pricing or fee structures.
- Key initiatives to increase customer retention include: improving customer communications; addressing complaints, problems and pain points and enhancing the customer experience. Unfortunately, relatively few marketers (37 percent) noted that their companies are willing to modify business practices and policies to accommodate customer needs.

Taken together, the findings from **Business Gain From How You Retain** point out a central challenge and critical success factor facing marketers today: there is a fundamental need for organizations to be more effective at harnessing, applying and leveraging valuable customer data. Going forward, investing in integrated systems that harvest customer insight is essential to optimizing marketing and business performance.

Contributed Expert Commentary

ALEXANDER J. BLACK

Senior Partner Enterprise Intelligence / CSC



Beyond making intuitive sense, retaining customers makes economic sense. Ever since 1993 when Frederick Reichheld postulated that acquiring a new customer costs five times as much as retaining an existing customer, companies have placed varying degrees of importance on the economics of customer retention.

Customer retention is critical in mature and maturing markets where customer acquisition comes at the expense of a competitor's customer attrition. For example, consider the wireless phone environment where the overall market has recently reached saturation and the fight for customers has led to significant customer increases for AT&T, Verizon and T. Mobile — almost all to the detriment of Sprint. Furthermore, in growth markets the need for customer retention can be just as compelling. To take advantage of advocacy, manufacturers of high-demand products in growth markets constantly seek customers whose influence extends to their peers and beyond. These are customers that must be nurtured to retain the benefits of their recommendations.

Customer retention is of equal importance to companies that sell to businesses and companies that sell to consumers, albeit from a different perspective. B:B companies might define churn as a precipitous drop in purchasing activity, while a B:C company generally looks at defection to a competitor as churn. What is most important to companies, regardless of their business model, is to be able to measure retention and churn, identify root causes, and to either proactively intervene or reactively try to save or win back customers.

As the **Business Gain from How You Retain** study shows, the reasons for churn are wrapped around the customer experience. In today's multi-channel real-time environment, all aspects of the experience are intertwined: product, service, brand perception and interaction. Intelligence about the customer is more important than ever before in order to deal with the various aspects of customer needs. Only 7 percent of responding Chief Marketing Officers (CMOs) stated that they had excellent knowledge of their customers. Probably more important, only 8 percent of CMOs think their company is doing a good job of making customer information accessible and easy to share.

This last finding gets to the heart of taking action. Companies must build knowledge about their customers so they can understand which are valuable and which are not and then offer them the most appropriate sales and service treatments. The key to this type of analysis and interaction is a rich base of information. While great strides have been achieved in handling massive amounts of customer information, 75 percent of CMOs state that their companies have not implemented formal Customer Data Integration (CDI) or Master Data Management (MDM) programs.

MDM is the means for standardizing data throughout an enterprise. Companies usually start their MDM efforts with customer information since it generally comprises about 75 percent of the total information in the organization and it is the primary source for revenue generating strategies. CDI is a key component of MDM just as product information and other corporate information is part of MDM.

CMOs have not been forceful enough in teaming with the Chief Information Officer (CIO) to architect customer information for competitive advantage. In the coming years, this will be the battleground for competitiveness. CMOs who can articulate information needs and collaborate with the CIO to enable the greatest use of customer knowledge will win the war for customer retention.

Likewise, CMOs will need to partner with their counterparts in customer service. The lines are blurring with regard to different aspects of the customer experience. Service is the front line in customer experience and the CMO needs to facilitate a single view of the customer and suggested treatments in collaboration with the customer service team.

In order to effectively execute customer intelligence strategies, companies must excel in three areas: Customer Information Integration, Customer Insights and Insights Operationalization. These are the dimensions of customer intelligence. The Customer Intelligence Maturity Model, below, is a tool to assess current customer intelligence capabilities and set a vision for the future of the organization.

CUSTOMER INTELLIGENCE MATURITY MODEL

	Basic	Foundational	Advanced	Distinctive
Customer Information Integration	<ul style="list-style-type: none"> Manual data clean up No 360° view of customer Customer changes posted end-of-month No cross departmental data stewardship 	<ul style="list-style-type: none"> Periodic batch processes to clean up data Common IDs established for 360° view loosely coupled Changes posted weekly Data steward FTE 	<ul style="list-style-type: none"> Online search, lookup, validation rules applied at appropriate tiers Automated integration of IDs for 360° view delivered via batch CDI Changes posted daily Data stewardship change control board 	<ul style="list-style-type: none"> Data quality maintenance using external vendors or periodic data feeds Central system for ID management delivered via real time CDI Changes posted immediately Business subject area owners enforce data policies
Customer Insights: Segmentation & Modeling	<ul style="list-style-type: none"> Market/demographic segmentation only Revenue-driven customer valuation No use of predictive models Key metrics/indicators defined but not complete 	<ul style="list-style-type: none"> Behavioral segmentation Profit and/or proxy-based customer valuation Some proxy-based predictive model usage Key metrics available from multiple reports 	<ul style="list-style-type: none"> Needs-based segmentation Share of wallet analysis Segment or statistically based predictive models Key metrics assembled in an enterprise scorecard 	<ul style="list-style-type: none"> Micro and multi-level needs segmentation Unrealized value analysis Complex predictive models for propensity scoring Key metrics support drill down analyses
Customer Insights Operationalization	<ul style="list-style-type: none"> Same service levels for all customers No integration to front-office applications Manual processes for problem resolution No lead management system 	<ul style="list-style-type: none"> Differentiated service for valuable customers No production process to update insights Case management for problem resolution Leads manually distributed to channels 	<ul style="list-style-type: none"> Differentiated service by customer segment Insights updated through periodic batch processes Automated case hand-off and tracking Leads automatically generated and distributed 	<ul style="list-style-type: none"> Personalized service Real-time, rules-driven customer interactions Enriched knowledge base for self-service fulfillment Automated lead generation and tracking system

Source: CSC Proprietary, 2008

The CMO should own the customer intelligence agenda for the business since they are responsible for customer acquisition and, to a large degree, retention. The increased fragmentation of the customer experience due to multiple channels and the time compression brought on by real-time systems makes it imperative for the CMO to exert more influence on the customer experience. Using the maturity model to drive improved capabilities in all three dimensions of customer intelligence can have a profound impact on customer retention.

JAY H. GLICK

Director – Strategic CDI/MDM Partnerships / D&B



BOOST YOUR CUSTOMER RETENTION WITH CUSTOMER DATA INTEGRATION

According to the recent CMO Council report “Addressing the Challenge of Customer Churn and Marketing Burn,” acquiring new customers can cost five times more than retaining current customers. A 2 percent increase in customer retention affects profits as much as cutting costs by 10 percent. And, loyal customers are 15 times more likely to increase spend than occasional, potentially risky customers.

But how do you identify these loyal customers? Can you recognize them, whether they call your toll-free number, walk into your store, or visit your Web site, and treat them accordingly? How can you assess their risk level and propensity to buy?

The answer to these questions – and to successful customer retention – is in your customer data. However, if you’re like most marketers, organizing and making sense of that information can be daunting. Just 6 percent of the senior marketers recently surveyed by the CMO Council say they have excellent knowledge of their customers when it comes to demographic, behavioral, psychographic and transactional data. And less than half have formal programs to integrate and organize their information.

The issue isn’t having the data. The challenge is bringing it together in a usable way so you can interpret and make sense of it – turning it into actionable insight that enables you to drive results across your business. You need a single view of your customers, not disjointed, fragmented or out-of-date information.

You can reach this goal by following three simple steps:

1. **Cleanse and identify** your customer and prospect information to ensure that it is up-to-date, accurate, and actionable.
2. **Enrich** your information with additional third-party information including non-obvious relationships such as corporate family tree membership to add insight and show previously hidden up-sell and cross-sell opportunities.
3. **Manage** your insight and establish a process to synchronize it throughout your enterprise and keep it current.

Following these steps transforms your customer information into complete, integrated and actionable commercial insight you can use to better understand the behavior of your best customers and act on new opportunities.

STEP 1: **Cleanse and Identify Your Data**

Customer insight starts with quality customer information. Look for these main elements within your customer data:

- **Accuracy:** Is your information correct? Are you capturing the same data consistently on your customers across multiple touch points?
- **Relevancy:** Is the captured information housed in the right place?
- **Completeness:** Do you have all of the necessary data elements?

You may be surprised by quality of the data within your databases. Based on our experience with the D&B business database, we've found that in just one hour:

- 200 business telephone numbers will change or be disconnected
- 54 business addresses will change
- 92 directorship (CEO, CFO, etc.) changes will occur
- 74 new businesses will open their doors
- 7 companies will change their names
- 2 businesses will file for bankruptcy

This data churn can cause significant inaccuracies, hampering your ability to accurately recognize your best customers. Fortunately, these inaccuracies can be detected and corrected. By cleansing and matching your customer information against a current source of business information, you can compare and correct your customer records with the most recent information available.

We also recommend adding a unique identifying number to the consolidated customer record. This number will allow you to easily match your customer records across multiple systems, update your records with current information, and allow you to add new data from outside sources.

STEP 2: **Enrich Your Information**

Once records are cleansed and identified, add value to your customer data by enriching it with external information to show previously hidden up-sell and cross-sell opportunities. Additional and third-party information increases the business value of your customer information.

Business information that can enrich your existing customer knowledge includes SIC codes, sales volumes, number of employees, net worth, executive names and predictive scores among hundreds of other variables. Valuable insight on home-based businesses can include age range, presence of children, education, length of residence and more. These added attributes can provide new insight into your existing customers, enabling you to better service them and offer tailored products and solutions.

It's also important to assess where in its corporate structure a business falls. Marketers often identify their best customers based on the assumption that each customer is separate and unrelated. For example, they assume that the largest customer is the one that spends the most, but a fuller view of the corporate structure can truly uncover the largest and most profitable.

The answer is corporate linkage – an understanding of how your customers fit into an overall corporate hierarchy or family tree. Corporate linkage provides better insight into which customers are really your best opportunities, revealing the entire corporate family to expose significant new “white space” or growth opportunities where existing relationships can be leveraged to increase sales.

Imagine how many previously unseen relationships are in your customer base. In the United States alone there are more than 357,000 corporate families with:

- 2.5 million total members (and of these companies, 308,000 are smaller corporate families having between 2 and 5 members)
- More than 900,000 instances of “alternative hierarchy”—franchises, minority interests, vehicle dealerships, agents, health care networks, etc.
- In-depth information on millions of small office/home office (SOHO) businesses

A solid understanding of your customers' corporate structures can enable new cross-sell and up-sell opportunities, allowing you expand revenue with a customer you already have.

STEP 3: **Manage and Share Your Insight**

Taking your customer data, once cleansed, matched and enriched, to the next level—a single customer view—also requires:

- A repository into which the cleansed and enriched data can be loaded
- Integration software to synchronize data between the repository and enterprise systems
- A continuous, repeatable data governance process (and corresponding organization) to actively manage the valuable asset that this customer insight has become.

If you're looking for quick time to implementation, look for an off-the-shelf integration solution that focuses on integrating your data and is designed to link easily to what you already have installed, such as sales force automation systems and analytic applications.

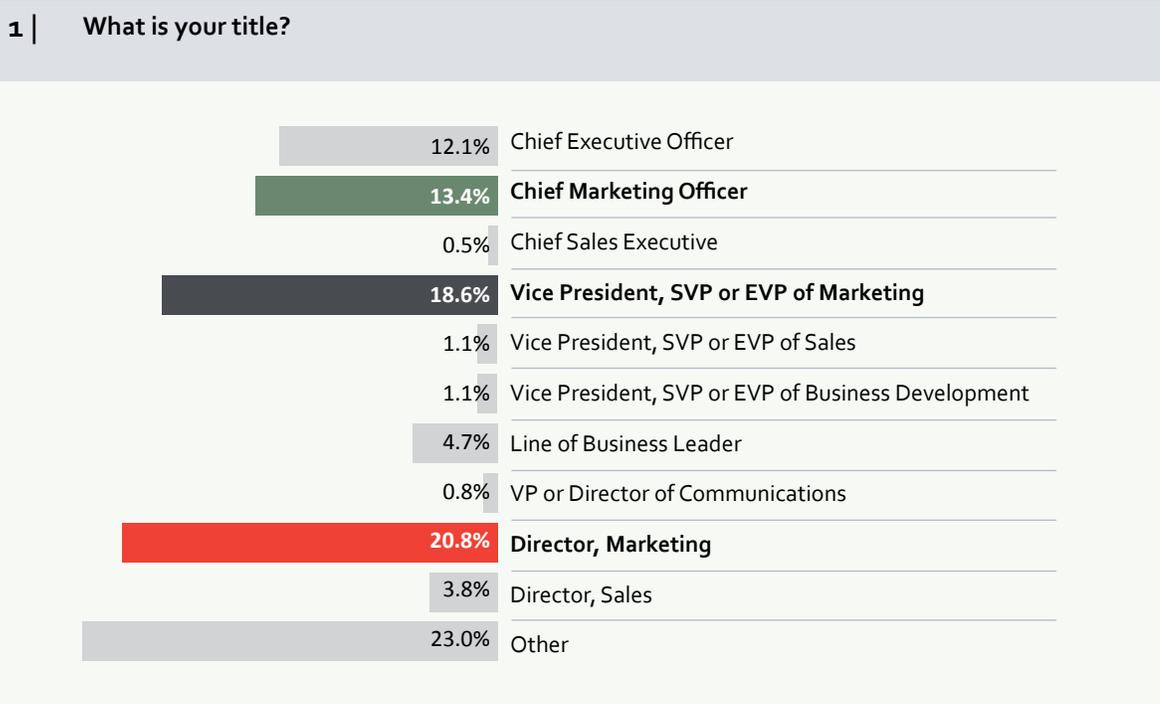
It's also important to work with others in your enterprise to develop an effective data governance organization and process. From an organizational perspective, there needs to be some type of enterprise-wide data governance council, with a data management team to handle the day-to-day oversight of this critical corporate asset. From a process perspective, you'll need to create "closed-loop" business processes for data quality management and then regularly monitor data quality metrics.

Organizing, integrating and keeping your customer information up-to-date is an initiative that can pay off in maximized revenue growth and increased customer satisfaction. For more information, please visit www.dnb.com/liveinsight.

Methodology and Demographics

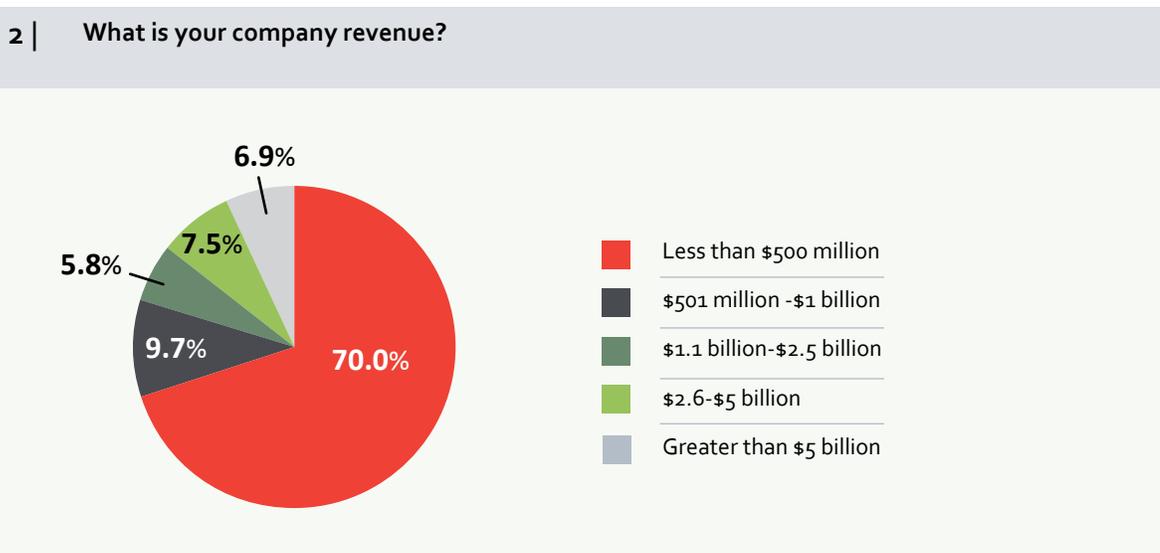
RESPONDENT'S TITLES

A strong 26 percent of respondents are C-level executives. A considerable one in five (20.8 percent) respondents is at the Vice President level or above. Another 24.6 percent are Directors of Marketing, Sales or Communications.



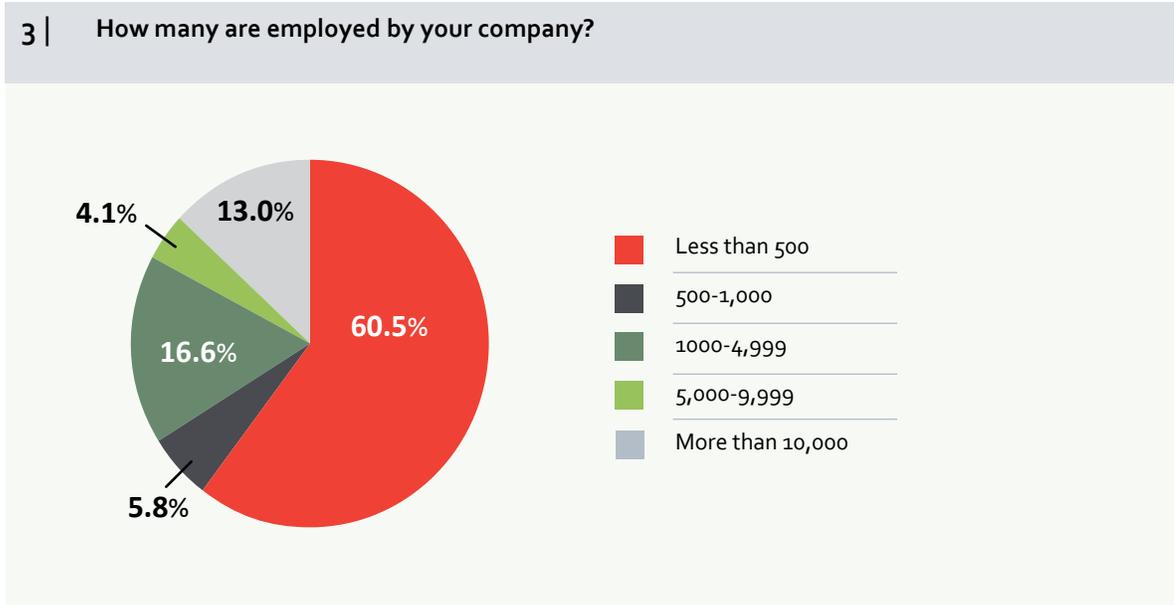
COMPANY'S REVENUE

A majority (70 percent) of the respondents that participated in this survey are from companies whose revenue is less than \$500 million while more than 20 percent of respondents are from companies whose revenue is above \$1.1 billion.



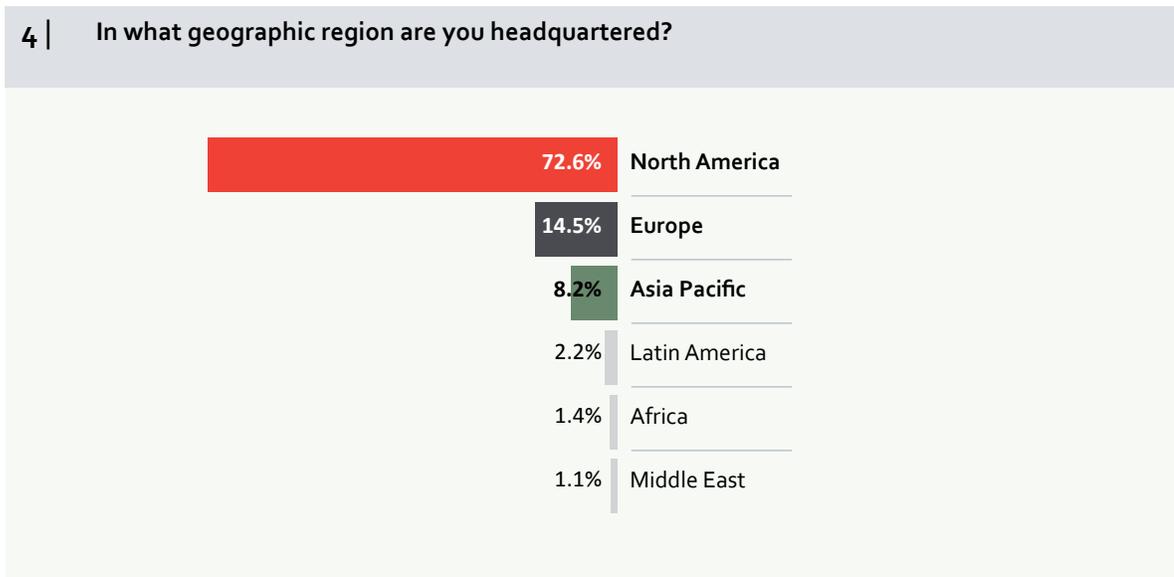
NUMBER OF EMPLOYEES AT THE RESPONDENTS' COMPANY

Many (60.5 percent) respondents who took part in this study are from companies that have fewer than 500 employees. Close to 20 percent of respondents who participated in the study are from companies that have between 1,000 and 4,999 employees (16.6 percent) while 13 percent of respondents are from companies that have more than 10,000 employees.



GEOGRAPHIC REPRESENTATION

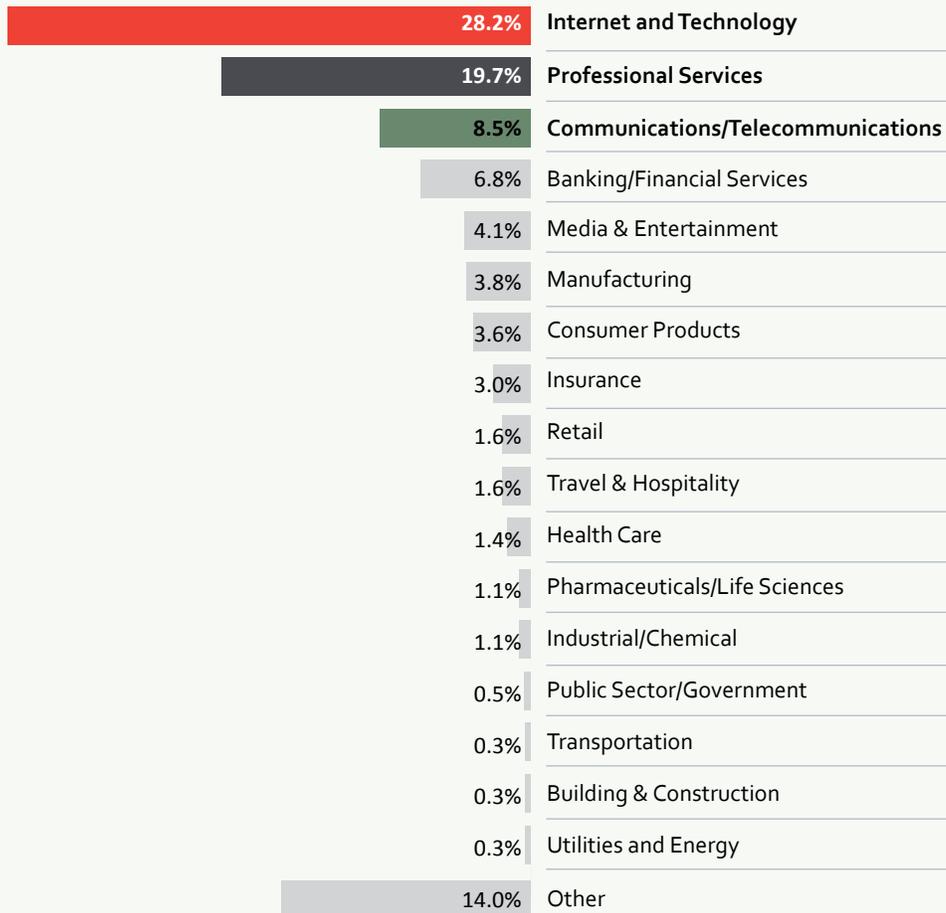
Most of the survey respondents are from North America (72.6 percent). Europe (14.5 percent) and Asia Pacific (8.2 percent) also had a strong showing and close to five percent of respondents are headquartered in Latin America, Africa and Middle East (4.7 percent).



INDUSTRIES REPRESENTED BY THE RESPONDENTS

The respondents who participated in this study are from a variety of industries. More than a quarter of the respondents are from the Internet and technology industry (28.2 percent) and 19.7 percent are from the Professional Services industry.

5 | What best describes your company's industry?



About the CMO Council



CMO Council

The CMO Council is dedicated to advancing the effectiveness, stature and influence of chief marketing executives faced with a unique set of complex and daunting organizational, operational, cultural and strategic business challenges across multiple industry sectors and markets worldwide.

The CMO Council is a private, non-profit organization dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior marketing and brand decision-makers. The Council is based in Northern California, but regional chapters convene worldwide under the auspices of GlobalFluency, The Independent Network of Influence, which has more than 70 offices in 40 countries. The CMO Council is an exclusive and influential peer-networking group of authority leaders in marketing under the direction of a rotating board of advisors and an annually elected chairperson. The CMO Council is an invitation-only affinity group working to further the stature, credibility, influence, and understanding of the strategic marketing function among business executives, opinion leaders and critical stakeholders. CMO Council members are drawn from the upper echelons of corporate management to form a trusted, close-knit community of peers who use their access, connections and expertise for mutual benefit, support, referral and professional advancement.

The CMO Council creates programs and services designed to add to the intellectual capital of the leading marketing thinkers that are members of the Council. Some of these programs and services include:

- Thought leadership surveys and studies
- Advocacy initiatives around strategic agendas
- Intimate peer networking programs and events
- Regular convocations and gatherings
- Discussion groups and invention sessions
- Web conferences, online dialogues and webcasts
- Article sourcing and media commentary
- Knowledge bank and content archive
- Monthly eNewsletter & special eBulletins
- Career opportunity referral

More information on The CMO Council may be obtained by visiting www.cmocouncil.org.

CMO COUNCIL – POWERED BY GLOBALFLUENCY, INC.

Operations of the Chief Marketing Officer (CMO) Council are managed by GlobalFluency, Inc., an affinity network marketing firm specializing in developing, managing and growing trusted business communities and channels of insight, access and influence. Headquartered in Silicon Valley, GlobalFluency also has a major presence in the SOHO section of Manhattan in New York City. Regional operations are based in London, Singapore and Sao Paulo.

GlobalFluency's affinity groups include the CMO Council, Business Performance Management (BPM) Forum, Forum to Advance the Mobile Experience (FAME), Coalition to Leverage & Optimize Sales Effectiveness (CLOSE), Channel Performance Board, Competitive Strategy Roundtable, Decision ROI Institute, and the Software Economics Council.

Through its network of 70 offices in 40 countries, GlobalFluency delivers multi-channel, multilevel member engagement programs that drive peer interaction, intellectual capital building, market advocacy, media prominence, and knowledge transfer among key decision makers in enterprises and public sector organizations.

GlobalFluency employs a unique methodology of Intelligent Market Engagement™, which combines authority leadership marketing, strategic agenda setting, and integrated, multichannel communications to create a more predisposed and receptive selling environment. IME campaigns enable underwriters to accent market issues and imperatives, enable customer and prospect conversations, condition and predispose the market, and empower the channel and sales organizations with leads and opportunities.

Key competencies essential to IME success include authority leadership platform building, advocacy agenda setting, shared interest group formation, “surround sound” coalition creation, online research fielding, email campaign management, database marketing, web site development and analytics, rich media production, report writing, content publication and syndication, search optimization, blogging, podcasting, online and offline event production, community network optimization, as well as media and analyst relations worldwide.

Companies that have funded IME campaigns run by GlobalFluency include IBM, Oracle, Symantec, Borland, Cognos, Nokia, Hyperion, Cognizant, Palm, Boston Consulting Group, Deloitte Consulting LLP, CSC, A.T. Kearney, BearingPoint, Xerox, Pitney Bowes, Sybase, WebMethods, Unica, Marketo, Vistaar, Google, Yahoo!, Avaya, AXS-One, BlueArc, Dow Jones Media Solutions, CMP Technology, The Wall Street Journal, The Economist, and TechTarget.

More information on GlobalFluency’s IME expertise and affinity network building practice can be obtained from:

Dave Murray, Executive Vice President
GlobalFluency – Silicon Valley
dmurray@globalfluency.com
650.328.5555 x4141

Mark N. Clemente, Senior Vice President & Managing Partner
GlobalFluency – New York
mclemente@globalfluency.com
646.652.5211

Underwriters and Program Partners



CSC – Computer Sciences Corporation

Computer Sciences Corporation is a leading information technology (IT) services company. CSC's mission is to be a global leader in providing technology-enabled business solutions and services.

With approximately 91,000 employees, CSC provides innovative solutions for customers around the world by applying leading technologies and CSC's own advanced capabilities. These include systems design and integration; IT and business process outsourcing; applications software development; Web and application hosting; and management consulting. For more information, visit the company's Web site at www.csc.com.



IBM – International Business Machines

IBM is the world's top provider of computer products and services. Among the leaders in almost every market in which it competes, the company makes mainframes and servers, storage systems and peripherals. Its service arm is the largest in the world and accounts for more than half of its revenue. IBM is also one of the largest providers of both software (ranking #2, behind Microsoft) and semiconductors. The company continues to use acquisitions to augment its software and service businesses, while streamlining its hardware operations with divestitures and organizational reengineering. www.ibm.com



D&B – Dun and Bradstreet

D&B is the world's leading source of commercial information and insight on businesses, enabling companies to Decide with Confidence® for over 165 years. D&B's global commercial database contains more than 115 million business records. The database is enhanced by D&B's proprietary DUNSRight® Quality Process, which provides customers with quality business information. This quality information is the foundation of D&B global solutions that customers rely on to make critical business decisions. www.dnb.com/us

Partners & Affiliates



MAANZ – Marketing Association of Australia and New Zealand

Marketing Association of Australia and New Zealand MAANZ is a leading international professional marketing institute focusing on marketing education and training; marketing information; and practical marketing tools and resources for marketing and business development. www.marketing.org.au



BMA – The Business Marketing Association

The Business Marketing Association (BMA), which specializes in business-to-business marketing and communication, aims to help businesses meet their customers' needs on a consistent basis. Their mission is three-fold: To be the primary repository of crucial B2B marketing information and resources; attract the best practitioners and promote the best practices in the industry. www.marketing.org



SMPS – The Society for Marketing Professional Services

The Society for Marketing Professional Services (SMPS) was created in 1973 by a small group of professional services firm leaders who recognized the need to sharpen skills, pool resources and work together to create business opportunities. Today, the association has a membership of 5,300+ marketing and business development professionals from architectural, engineering, planning, interior design, construction and specialty consulting firms located throughout the United States and Canada. SMPS offers a marketing conference, national seminars, awards programs, publications and educational resources to highlight the latest trends in marketing and business development in the design and construction industries. In addition, SMPS' 52 chapters hold educational events and regular meetings nationwide. www.smeps.org



MARKETING ASSOCIATION OF NEW ZEALAND

As the business organization for New Zealand's Marketers, the Marketing Association of New Zealand has members ranging from the country's largest corporates to individuals – approximately 4,000 Marketing professionals – and is committed to stimulating business success through best practice marketing. www.marketing.org.nz



SAARF – The South African Advertising Research Foundation

The South African Advertising Research Foundation's (SAARF) main objective is to direct and publish media audience and product/brand research for the benefit of its stake-holders, thereby providing data for target marketing and a common currency for the buying of media space and time. www.saarf.co.za



CRM MAGAZINE

CRM magazine is the leading publication serving the field of customer relationship management. CRM is a business technology magazine written for C-level executives and managers in corporate, sales, marketing, service and information technology. Together with the magazine's daily news Web site (destinationCRM.com), weekly e-mail newsletters, live Web events, conferences and custom media products, CRM magazine provides business leaders the information they need to reach their strategic objectives through tactical implementation of the CRM process and technology. www.destinationcrm.com