



Sales and Marketing:
The New Power Couple



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executive overview

You know the story. It's the end of the quarter and the sales numbers are below the target. The sales team is pointing fingers at marketing because they aren't bringing in enough qualified leads, and marketing is responding by saying sales is at fault because they don't know how to follow up on a lead. Sound familiar?

Today, many businesses lack synergy between the sales and marketing organizations due to a variety of reasons, including:

- Success in the sales and marketing departments is measured differently
- Sales and marketing have a different vision of the ideal target customer
- Actionable customer insight sits in dozens of disconnected databases
- There is a lack of a 360-degree view of customers and their buying preferences
- Broken processes make it impossible to track what is working
- The technology is too hard to use so that there is limited adoption

Disconnected Reality

This disconnect is making it difficult for organizations to make the most of their sales opportunities. Companies are unable to provide the right offers to the right person at the right time because customer insight lives in disparate locations and the company's go-to-market strategies are uncoordinated. In order to mitigate this disconnect, businesses are turning to applications and personal productivity technologies to help them build a cohesive sales and marketing alliance.

Rhett Thompson, CRM global manager at Tekla, a global company that develops and markets model-based software products and solutions, describes it this way. "A disconnect between marketing and sales existed in our organization and we were suffering from poor conversion rates. In marketing, our leads were scat-

tered among different databases. We could not respond to inquiries with appropriate product information. In sales, we had poor quality account and contact information, long sales cycles, disparate ways of working leads, and poor forecasting."

Connected Vision

In an ideal world, marketing and sales create a shared go-to-market strategy that focuses on customers, not products. In this world, marketing creates demand with the right kinds of (profitable) prospects as well as promoting the brand, and sales has the insight and selling tools it needs to close those sales. This foundation of joint ownership and continuous information sharing is enabled by accessible and flexible technology.

This white paper will review the obstacles to making business development a team sport and then will present best practices around people, process and technology for aligning the sales and marketing organization. Through insight from thought leader Don Peppers we will highlight key elements, including strategy, process, applications, and enabling technologies for bringing sales and marketing closer together. And, we will propose a closed-loop framework for sales and marketing to achieve a collaborative, unified and holistic approach. The result: seamless communication and tracking to produce the most valuable customer relationships.



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Sales & Marketing: Present and Future

Present State: Why Can't We Just Get Along?

Today, both sales and marketing operate in a vacuum. It isn't any individual's fault. It is result of their company's structure and culture. Their organization has designed their departments, responsibilities, access to customer information and reward systems to function as separate entities.

Figure 1: The Sales and Marketing Disconnect

Sales	Focus	Marketing
Sales per quarter Cost per sale	Success criteria	# of leads, awareness, Return on marketing investment
Size of sale Ease to close	Vision of the ideal customer	Responsiveness to campaigns
Transactional	Relationship quality (outlook)	Campaign-based
Self-directed vs. mission directed	Process	Activity-based vs. outcome driven
SFA	Technology	Campaign management

In most organizations, sales professionals are driven towards "making the quarter" and therefore are focused on short-term results. By nature of their job, they are measured on the number of calls, customer presentations, time to sale and, ultimately, quota attainment. They often don't have the time to enter their interactions in a customer database in order to share their knowledge. The reward is for closing the sale in the short term rather than taking the time to develop a long-term relationship plan. Martin Haggewald, a director at Renault, explains the "sales mentality" as transaction-focused instead of relationship-based. From his perspective, "It's not the life cycle of the car that is important, it's the life cycle of the client that is paramount."

Similarly, marketing organizations have their own set of challenges. In the short term, marketing creates plans to drive awareness and build demand based on an ROI for lead acquisition, ad recall and response rates. In the long term, marketers are spending time on branding and positioning, which is valuable but can be perceived as "the soft stuff" in a numbers-driven culture. Marketing becomes alienated from sales if it does not measure its results in the short term, such as increased awareness and leads. However, this mentality focuses resources almost exclusively on quantity of opportunities, not quality.

When priorities are misaligned, the team will be too. This disconnect explains why the teams focus on the short-term objectives versus the longer-term vision. In Figure 1 at left, we illustrate the common misalignments within sales and marketing today. Do any of these look familiar to you?

The newest book by customer strategy gurus Don Peppers and Martha Rogers, Ph.D., *Rules to Break & Laws to Follow: How Your Business Can Beat the Crisis of Short-Termism*, provides context to the current problematic state: "Our first 'Law to Follow' points out a simple truth, and even though everyone knows it already, it still gets lost in the furious, frantic quest for short-term results. But no business can succeed for long by focusing exclusively on current-period sales and profit. Current sales and profit are simply one measure of a firm's value creation. Success for a business requires creating a balance of long-term as well as short-term value."

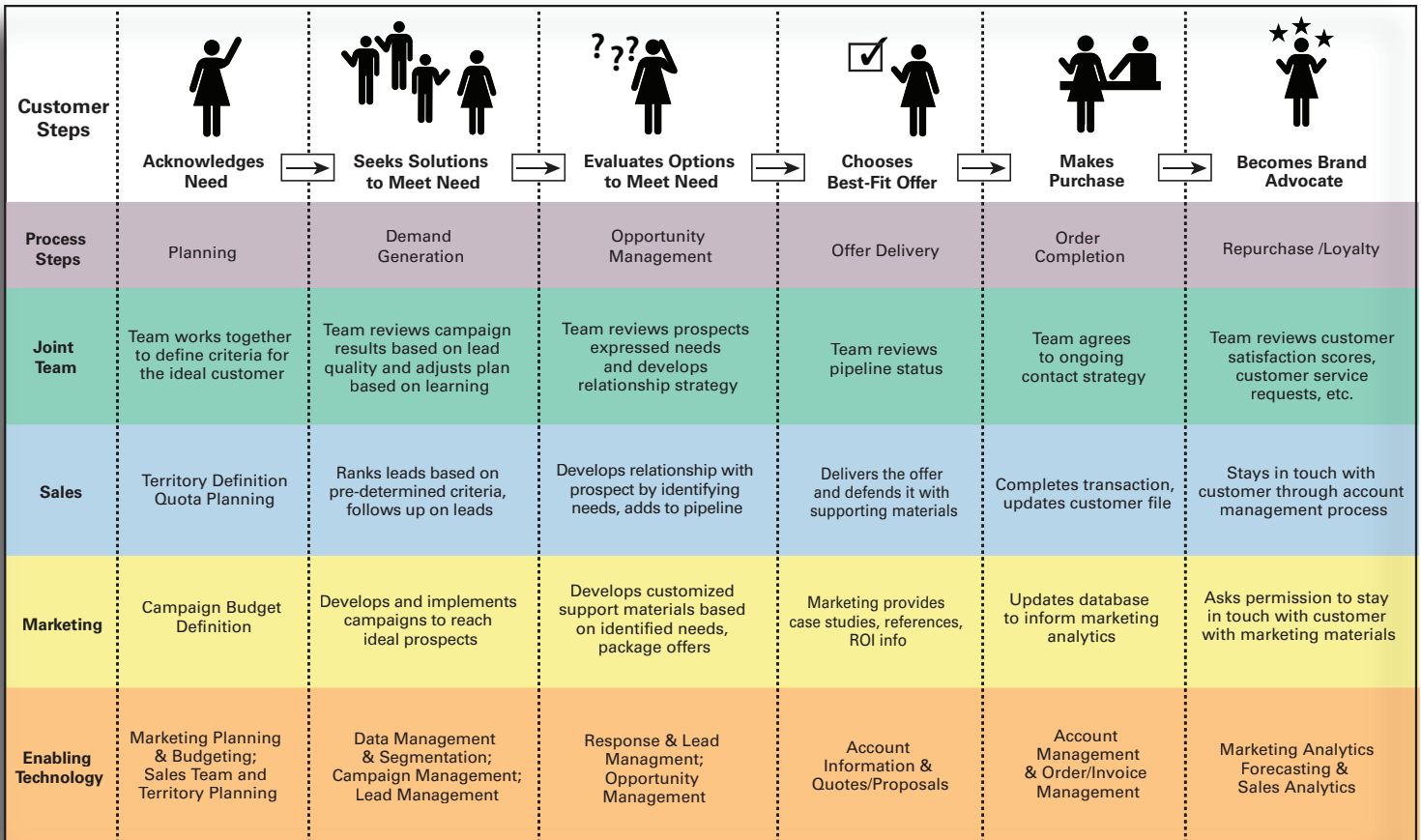
Future State: Single Focus and Shared Mission

Fast forward to a vision of the singularly focused, well-aligned sales and marketing organization focused on both short-term and long-term goals. The team is reaping the benefits of communication, interaction and collaboration tools and technologies that are prevalent in businesses today. In Figure 2 below, we draw a picture of the evolution of partnership between sales and marketing. Can you see how this could work in your organization?

Figure 2: The Sales and Marketing Partnership

The Focus	The Goal	The Solution: What do you need to get there?
Success criteria	Business profitability	Full visibility into results/KPIs; Predictable pipeline and accurate forecast to allow earlier insight for adjustment
Vision of the ideal customer	Customer profitability	A joint definition of the ideal customer that looks at revenue and costs to serve over the lifetime of that relationship
Relationship quality (outlook)	Long-term	Needs-based and collaborative – as a result of capturing knowledge over time
Process	Collaborative and easy to use	Joint planning, shared customer database, connects all users in a single customer lifecycle
Technology	Integrated CRM	Holistic view of the customer; Best practice workflow is created and improved over time

Figure 3: The Purchase Map as Implemented by the Power Couple



The answer is a single mission-directed plan, crafted by stakeholders in both marketing and sales that shares the same success criteria, vision of the ideal customer, relationship outlook and process. The plan is supported by a strong technology foundation comprised of a set of applications that are flexible, scalable, familiar and easy to use.

In this ideal state, marketing becomes a sales multiplier, making all front-office processes more definable, repeatable and friction-free. Sales becomes the confidant to marketing, sharing customer insight and best practices. Together they focus on what customers need and when they need it. They learn together and get smarter together over time.

Figure 3 above highlights the interaction between marketing and sales to align with customer engagement, a sales and marketing “future state.” Each stage of the “purchase map” aligns marketing and sales with a customer need. Key success factors are the applications and enabling technologies delivered by an integrated solution.

Let’s take a closer look at the steps presented in Figure 3 to see how technology enables the integrated strategy.

The Customer-Focused Process

Planning: The sales and marketing teams work together to develop end-to-end process and a common definition of the ideal customer. Definition of the ideal customer is based on both historical customer data and predictive insights.

Demand Generation: Based on the shared definition of the ideal customer, marketing drives awareness, which delivers leads to sales and sales promptly engages and follows up with those prospects within the pre-defined time limit set with marketing. Sales and marketing later measure the quality of leads by the agreed definition and metrics.

Opportunity Management: Sales initiates a conversation with the prospect so they can better understand their business

problems and create demand for the solution. Marketing then provides sales tools/enablers to support the deal, and sales later provides feedback on the effectiveness of those tools.

Offer Delivery: Sales works the lead through the sales process from evaluation to qualification to conversion. Throughout the process, sales is closely communicating and collaborating with marketing in this end-to-end process, both requesting supporting materials and providing feedback.

Order Completion: Once the sale is closed, the prospect has become a customer and the account management process kicks off. The account manager builds and strengthens the relationship and provides feedback/requests from the customer back to marketing. Both sales and marketing then measure and track customer satisfaction and product usage and use that feedback to identify future opportunities with the customer.

Repurchase and Loyalty: The team monitors customer feedback and uses it to refine its ongoing communication processes as well as to identify purchase tendencies and other key trends. At this stage, the customer can become an advocate in helping to promote the product and assist in word-of-mouth marketing efforts.

Technology Ties It All Together

The ability to enforce these tasks via workflows makes processes more predictable, improves efficiency and guarantees consistent execution. In order for technology to fulfill this vision, there are five pre-requisites:

- 1. Easy User Adoption:** The application must be intuitive and have a role-tailored interface so that both sales and marketing teams are able to adopt and get up to speed quickly.
- 2. Optimized Processes:** Best practices powered by a dynamic workflow engine are created and improved over time, based on success. The workflows connect all users in a single customer lifecycle. Processes are efficient and repeatable.
- 3. Customer Visibility:** There is a single 360-degree customer view for sales and marketing to allow easy tracking of preferences, purchases and relationship history.
- 4. Comprehensive KPIs/Metrics:** Predictable pipelines/accurate forecasts powered by comprehensive analytics capabilities allow more timely visibility into key metrics

and insight into problem areas (to adjust current execution to modify future projections).

- 5. Ease of Collaboration:** Seamless collaboration among team members, automatic tracking of all communications with prospects/customers and intuitive tracking of both structured and unstructured data.

Creating a Well-Oiled Machine

On the surface, most would not disagree with anything we have said so far. However the alignment just isn't happening.

Figure 4: **The Integrated Approach**

The Focus	The Solution
Success criteria	Single view of the truth
Vision of the ideal customer	Shared vision of the ideal customer
Relationship quality (outlook)	Transaction to relationship
Process	Closed loop
Technology	Single, unified solution drives alignment

This section identifies the reasons behind the misalignments and offers potential solutions.

In this ideal state, marketing becomes a sales multiplier. Sales becomes the confidant to marketing. Together they focus on what customers need and when they need it.



Success Criteria: Single Vision of the Truth

Problem: Sales and marketing are disjointed

At the highest level, sales and marketing do share some similar goals. Both organizations want to increase revenue, attract high quality prospects and decrease the time it takes to close a sale. However the way they go about defining, meeting and measuring these objectives differs significantly, and that is where the alignment goes astray.

Peppers & Rogers Group recently conducted two sales and marketing surveys. The first was to 600 sales and marketing executives who subscribe to 1to1 Media publications. The second survey was conducted via LinkedIn, the Web-based business professional social networking platform. The goal was to understand what inhibited collaboration between the sales and marketing organizations. This quote illustrates the frustrations around the lack of alignment.

"Selling is a 'team sport.' Each department should focus on their role and neither one should attempt to prevail, or go around (behind the back of) the other. Appreciate the demarcation between the two, too many salespeople rework Marketing's efforts (presentations, literature, form letters, etc.), and marketing spends too much effort on campaigns without the insight and knowledge of sales, and their customers. Sometimes they act as if they are operating in a vacuum. Information exchange is paramount to their mutual success. Stop guessing and get all the team members (all departments) in front of the customer. Knock down the barriers and avoid the isolationist state."

— Peppers & Rogers Group Web Survey Respondent

Solution: A single version of the truth drives collaboration

Getting on the same page and staying there requires powerful integration, collaboration and analytical solutions. A unified understanding of the data that is driving the business ensures that there is a "single version of the truth". The ability to look at the data and then collaborate on optimal actions based on that insight, particularly in real-time, enables sales and marketing organizations to adapt to rapid marketplace changes and evolving customer wants and needs without abandoning the process. Access to consistent, accurate and rich customer data enables identification of key trends for more effective cross-selling and up-selling.

Tekla has adopted a full customer lifecycle approach of CRM based on using customer insight to create customized interactions. Rhett Thompson, Tekla's global CRM manager, describes his role as "improving efficiency, identifying, acquiring and maintaining profitable customer relationships." The role of CRM at Tekla is to "support people, process and technology" to "increase revenue and customer satisfaction." Tekla has redefined its sales and marketing functions as a result of a CRM implementation and has tripled quality leads, cut the sales cycle in half, improved customer satisfaction survey rating by 30% and improved its efficiency in getting, keeping and growing profitable customer relationships.

Two-minute takeaway: Ultimately both sales and marketing need to have access to a unified set of business data and then use that "single version of truth" as the basis for both business planning and subsequent sales and marketing activities.



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Shared Vision of the Ideal Customer

Problem: Sales and marketing do not have a shared vision of the ideal customer

In most organizations, sales and marketing do not have an incentive to build the long-term customer relationship or to work cooperatively with the other toward that end. Don Peppers notes, "There's no reward system today for sales and marketing to build strong customer relationships." The sales organization is typically "coin-operated" while marketing is "impression driven." Sales is rewarded on revenue, and marketing is rewarded on the quantity of leads and increased awareness. The single product sale today is perceived as more valuable than the multi-product sale in three months.

If the organization has access to the same information about the profitability of customers, marketing should be identifying and communicating with the most valuable customers and sales should be selling to them. However, without visibility into the current state of their relationships and an incentive program designed to target and increase sales with those prospects, there is no common language, goal or motivator. Without that "common ground", there is no reason for alignment or collaboration. According to Chris Dill, vice president and CIO of the NBA's Portland Trail Blazers, "Everyone in your company should know who your customers are and be thinking about how they can grow the relationship. Our CRM system enables that visibility through all phases of the customer relationship."

Solution: Profitable customer relationships is the common motivator

Tomorrow's aligned sales and marketing mission-directed organization will be tied to both short-term and long-term objectives and goals. The motivation will require a long view of every customer relationship, a view which can only be enabled by a database that is fed by both sales and marketing data. When demand-generation activities—who was sent what, when and what did they do—are tied to sales transaction data, a holistic picture emerges that will help guide insight around the customers that are currently the most profitable and those that could be in the future. This shared picture can help set priorities to guide a joint strategy that will lead increased efficiency and effectiveness

The Portland Trail Blazers of the NBA use Microsoft Dynamics CRM to build relationships across the customer lifecycle. If a customer buys a ticket online to one game, the next day, they are placed in the prospect database for future games. They are offered an opportunity to buy a ticket for another game, then a six-pack of games when the Trail Blazers compete against the customer's favorite teams. Over time, they might be interested in becoming a season ticket holder and then the organization needs to keep them engaged and find ways to renew them every year. As Dill explains, "Having the information in a shared database helps the entire organization understand the best way to turn prospects into sales leads, one-game customers into season ticket holders."

Two-minute takeaway: At the end of the day, both sales and marketing need a 360-degree view of the customer that in turn allows them to identify the best potential prospects or most profitable customers and then align their strategy and programs accordingly.



"Having the information in a shared database helps the entire organization understand the best way to turn prospects into sales leads, one-game customers into season ticket holders."

Chris Dill, VP and CIO,
Portland Trail Blazers

Moving From Transactional to Relational

Problem: Sales and marketing have disengaged buyers because the quality of the relationship is transactional rather than relationship-based

The sales and marketing teams spend time focusing on plans and budgets but spend very little time thinking about how that money spent will increase or erode a customer's current value and future purchases. Sales and marketing frequently use technologies as a method to capture customer information and communication preferences. But instead of using this information to address specific customer concerns, adding value to the relationship or tailoring products and services, they ignore the insight and perform a blanket sell of products, missing the mark with customers and negatively affecting their long-term value.

Don Peppers explains the value of relationships in this way, "Even in a world with billions of people, customers are still a scarce resource. Scarcer even than capital. Therefore an enterprise needs to pay very close attention to how they 'spend' their customer currency."

Bad experiences in marketing and sales can damage several potential relationships and erode customer currency. The average person tells one to five people about a good experience, and ten or more about a bad one. A Yankelovich study found that consumer-generated media greatly amplifies the "negative word of mouth" that flows from a negative customer experience.¹ Businesses that don't pay attention to their customers' preferences for communication can seriously impact their long-term value.

Solution: Relevant and permission-based conversations engage buyers

Customers have different preferences for how they wish to be contacted. Some prefer being contacted by salespeople and others prefer email or phone calls.

Recognizing customer contact preferences goes a long way toward earning a customer's trust and helping to promote future business. A study that appeared in the *Journal of Marketing* reinforces the point that there is an optimal level and type of marketing communication for each customer.² A firm's increasing communication beyond a certain threshold may result in customers decreasing their customer purchase frequency. The research also finds that customers react negatively when their contact preferences have been ignored.

Technology-enabled selling and marketing help organizations capture and use customer information so that the conversations are welcomed and more relevant to the customer. Advanced analytics and reporting capabilities make the data actionable and help sales and marketing professionals spot trends, identify discrepancies, respect communication preferences and make the most of opportunities.

On the sales side, mobile applications make the data portable, which increases productivity and empowerment for the "road warrior". With the most current information at their fingertips, sales professionals can tailor offers in real time. Sean Flack, global accounts services sales leader for Nortel explains, "You can focus on what you need to do to close the sale. Microsoft Dynamics CRM has allowed us to be able to slice and dice data very easily."

Two-minute takeaway: To be truly successful, sales and marketing teams need to transform their business from a transactional model to a relationship-based model. A critical part of achieving that is communicating to the prospects/customers in a way that is relevant to them and in a manner that is consistent with their contact preferences.



Bad experiences in marketing and sales can damage several potential relationships. The average person tells one to five people about a good experience, and ten or more about a bad one.

Closed Loop Process Drives Collaboration

Problem: Sales and marketing need new skills and processes

Clearly, this new relationship requires new skills. The traditional singular selling mentality does not mesh with the scenario of longer-term relationship building and teamwork. In many cases, re-training is costly and rehiring is difficult. Companies have no choice. They must find tools and implement processes to enable better alignment. Don Peppers explains, "Because of the immediate nature of sales results, and the product-based commission structure that powers this business model, a lot of any company's *best* sales people simply don't have the time to connect the dots between their current prospects and marketing's more ethereal prep work designed to make these prospects possible." This disconnect leads to lower adoption.

Two-minute takeaway: No matter how powerful the technology, it needs to be in a consumable and easy-to-use format so that sales and marketing professionals will embrace and truly leverage it.

Solution: Familiarity and simplicity make for easier adoption

Developing new skills is not easy. The time required to ramp up skills is often perceived as time spent away from selling and marketing. Technology can help overcome this hurdle if it can deliver powerful and sophisticated capabilities but still be familiar and simple to use.

The product interface must be user-friendly to avoid confusion and frustration. Cumbersome data input should be minimized by drop-down lists and auto-complete features. Microsoft Dynamics CRM addresses this issue because it uses the familiar Microsoft Office Outlook® interface and was created from the ground up with the business user in mind. It can be utilized online and offline – and data can be quickly accessed via PDAs, which is essential for the mobile sales force.

As Nortel's Sean Flack suggests, "The best way we describe the user adoption of Microsoft Dynamics CRM was that it integrated very well with what our team was doing day-to-day already in Outlook and Excel®. It just was a layer sitting on top of that. They didn't even realize they were using another tool."

Single Unified Solution Drives Alignment

Problem: Actionable insight sits in disconnected databases

Many companies rely on disjointed applications or home-grown solutions that are outdated and outgrown. Most CRM systems include standard reports that give management a company-wide view of ongoing customer relationships. However, many don't include options that meet the needs of individual sales representatives.

Many of the tools in the market today do not provide a 360-degree view of the customer, seamlessly integrate to desktop applications, provide robust workflow capabilities that allow organizations to create and enforce best practices.

Steve Santana, Nortel's director of IT for sales and marketing states, "Our business process and our solution for managing activities of our sellers into our customers was all over the place. Each country had its own CRM system, selling process, and, in some cases, their own go-to-market from a direct channel perspective. We needed something that was going to be easy to use, adopt and deploy across various countries."

Two-minute takeaway: In order for sales and marketing organizations to be truly aligned, they need technology solutions that provide a single unified solution that includes all the core sales and marketing functionality which in turn leads to a seamless experience for the user.

Solution: Integrated CRM suite replaces ad hoc, homegrown tools and puts all customer information in one place

It's not a shortage of tools that best define the problem, but rather the lack of a seamless experience among the tools. The emergence of comprehensive CRM applications that provide a full suite of sales functionality (territory planning, lead management, opportunity management, account and contact management, as well as forecasting and sales analytics) and marketing functions (planning and budgeting, data and list management, campaign management, response and lead management as well as marketing analytics) offers a solution. A single unified application is what sales and marketing professionals want; however, a CRM suite with a host of features and functions is useless if it does not have an intuitive interface or offers easy navigation.

Dan Evans, global owner, CRM, Nortel explains, "Microsoft Dynamics CRM's native capability and its linkage into Outlook and ease of accessibility into Excel played a very strong part in not only our decision to buy, but determined the success of our deployment. Being a large global company with over 3,500 sales teams and sales support members, we do run into a variety of customers, a variety of contacts, and the de-duplication that Microsoft Dynamics CRM 4.0 offers we believe is going to make us even more efficient. "

Next Steps

Regardless of the size of the enterprise they work for, its regional or global footprint, the kind of product or service that they sell, sales and marketing organizations do agree on a key truth. That is, short-term and long-term business value comes from the only business asset that ultimately matters: customers. Customers are the scarcest resource for business today, scarcer than even capital. In order to drive the most value from this scarce resource, sales and marketing organizations must work together as the marketplace grows more and more competitive.

Now is the time for senior management to create a new working relationship for sales and marketing, and it looks something like the chart below:

Figure 3: **The New, Emerging Sales and Marketing Relationship**

Attribute	Old Way	New Way
Organization	Operating in silos	Integrated and collaborative
Strategy	Selling products to customers	Building relationships with customers
Motivation	Reward short-term transactions	Reward long-term relationships with profitable customers
Target	Wide customer audience	Profiled and segmented based on customer insight (value and needs)
Relationship	Transactional relationship	Interpersonal and digital relationship
Operating mode	Self-directed	Mission-directed

Applications and personal productivity technologies are available to help organizations to build this cohesive sales and marketing alliance. As John Walker of the NBA's Phoenix Suns and US Airways Center explains it, "We needed to be more competitive, especially as a new 8,000 seat arena was planning to open only miles away. We knew we needed a tool to be competitive, and we wanted to establish a strategic plan to collect data, aggregate it in one place, learn about customers, and sell. We saw the strength of Microsoft Dynamics CRM to create campaigns, track effectiveness—but additionally to track our sales reps, set up reports and measure salesperson effectiveness. We were able to customize tools to walk through process. We could use reports to measure calls, effectiveness of calls, close rates and the like."

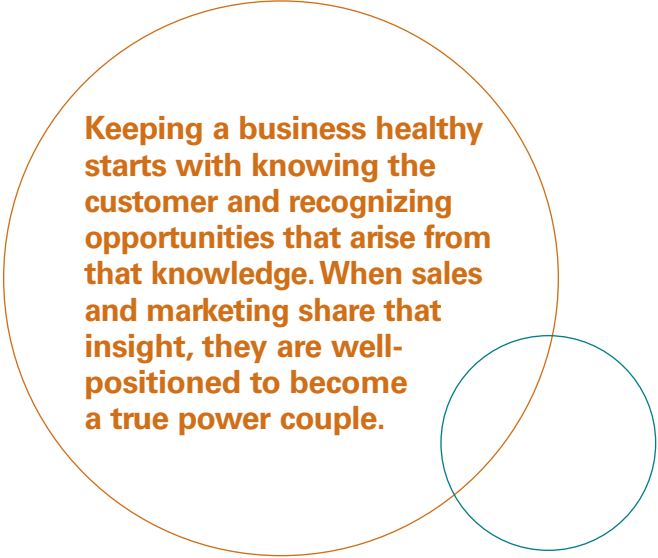
As John Walker stated, the Suns knew they needed to do something different to get ahead. The path may not be easy, but as you have seen in the customer examples throughout this paper, the effort pays off.

Conclusion: The Power Couple Drives Results

Organizations continue to struggle in their attempts to align their sales and marketing teams but the awards are great for those that succeed. According to a MathMarketing alignment benchmark study,³ it is worth the effort. The study points out that businesses found to have the greatest degree of alignment are growing 5.4 points faster, closing 38% more proposals and losing 36% fewer customers to competitors.

Microsoft Dynamics CRM customers have experienced similar results. By integrating the efforts of sales and marketing through a unified CRM system, the Phoenix Suns and US Airways Center experienced a three-fold increase in its close ratio. Tekla tripled its number of quality leads and cut the sales cycle in half. Ice cream retailer ColdStone Creamery saw a 650% increase in membership for their coveted "Birthday Program" while high-end gym and spa Equinox achieved a 184% ROI for their CRM implementation in just 8 months. Printer supplier Roland DGA reduced lead distribution time from weeks to days.

Businesses will always compete over customers—whether in good times or bad. In an economic upturn, the focus will be on getting more customers and building the brand. In a downturn, the emphasis will often be placed on harvesting customer value and finding efficiencies. In either scenario, keeping a business healthy starts with knowing the customer and the opportunities that arise from that knowledge. When sales and marketing share that insight, they are well-positioned to become a true power couple that can lead their organization into a profitable future. ■



Keeping a business healthy starts with knowing the customer and recognizing opportunities that arise from that knowledge. When sales and marketing share that insight, they are well-positioned to become a true power couple.

Footnotes

¹ Yankleovitch Inc., 2004 Study of Consumer Attitudes Towards Marketing

² Venkatatesan and Kumar, "A Customer Lifetime Value Framework for Customer Selection and Resource Allocation Strategy," *Journal of Marketing*, 68 (October) 106-25, October 2005

³ MathMarketing and Marketing Profs Benchmark study, "How Measurement Can Align Marketing and Sales," 2007

About Microsoft Dynamics CRM

Microsoft Dynamics CRM is a full customer relationship management (CRM) suite with marketing, sales and service capabilities that are fast, familiar and flexible, helping businesses of all sizes to find, win and grow profitable customer relationships. Delivered through a network of channel partners providing specialized services, Microsoft Dynamics CRM works with familiar Microsoft products to streamline processes across an entire business. (©2008 Microsoft Corporation. All rights reserved)

For more information, visit www.microsoft.com/dynamics/crm.

About Peppers & Rogers Group

Peppers & Rogers Group is the 1to1[®] Strategy division of Carlson Marketing, dedicated to helping its clients improve business performance by acquiring, retaining and growing profitable customers. As products become commodities and globalization picks up speed, customers have become the scarcest resource in business. They hold the keys to higher profit today and stronger enterprise value tomorrow. We help clients achieve these goals by building the right relationships with the right customers over the right channels.

We earn our keep by solving the business problems of our clients. By delivering a superior 1to1 Strategy, we remove the operational and organizational barriers that stand in the way of profitable customer relationships. We show clients where to focus customer-facing resources to improve the performance of their marketing, sales and service initiatives.

For more information, visit www.peppersandrogers.com