Aberdeen Group
A Harte-Hanks Company

January, 2009

Automating Success: The Choice Between Contact Management and Customer Relationship Management

The budget cuts and spending freezes resulting from the current economic downturn have reduced the number of legitimate opportunities for sales representatives; therefore, organizations are placing a renewed emphasis on cutting costs and customer retention to combat certain economic realities. In an ongoing attempt to meet the expectations of prospects and improve the lifetime value of current customers, businesses are examining ways of unifying fragmented customer data and making this customer and account information available to the organization at large. Contact Management (CM) solutions and Customer Relationship Management (CRM) solutions are two primary technology enablers allowing organizations to gain better control of their information assets and processes. CM solutions are productivity and sales automation tools designed to allow individuals or teams to manage contacts, opportunities, or account information more efficiently. CRM solutions, on the other hand, are process-centric, multi-module solutions that serve as a system of record for all customer interactions. Varying definitions, and the lack of a standard definition between CM and CRM solutions have some organizations pondering which is a better fit for their business and why.

This Analyst Insight will examine how the need for solutions to automate customer interactions, such as a CM or CRM solution, has become a larger priority for organizations hoping to improve customer relationships in a challenging economy. Furthermore, this Analyst Insight will enable end-users to determine which solution best fits their business type, as well as the organizational capabilities necessary to ensure the successful adoption of a CM or CRM solution.

Executive Summary: What You Need to Know

Over the past year, Aberdeen has surveyed thousands of end-users to better understand how sales interaction models influence technology purchasing decisions. The research reveals the choice between a CM and a CRM solution often boils down to the sales interaction model of the organization, as well as the business challenges the company faces. For instance, an organization with a one-to-many interaction model, in which one sales representative targets multiple job roles within a company, may consider a CM solution in order to better organize account information and conversation details. On the other hand, a company with many sales representatives or marketing professionals targeting a single job role would prefer a CRM solution to log call activity and leave detailed relationship notes for one another. Ultimately, the decision between a CM and CRM

Analyst Insight

Aberdeen's Insights provide the analyst perspective of the research as drawn from an aggregated view of the research surveys, interviews, and data analysis

Definitions

A Contact Management (CM) solution is a productivity tool designed to manage:

√ Contacts

√ Opportunities

√ Accounts

√ Notes / history

A Customer Relationship Management (CRM) solution is a process-centric solution that serves as a record for all customer interactions. CRMs can integrate the disparate customer data that exists within:

√ Sales

√ Marketing

√ Service / support

solution originates in internal discussion concerning key business challenges. Table 1 summarizes the pressures and actions that influence purchasing decisions, as well as the organizational capabilities necessary to nurture investments and the technology enablers inherent to CM and CRM solutions.

Table 1: Summary of Key Takeaways

	Contact Management Solution	Customer Relationship Management
Interaction Model	▪ One-to-one ▪ One-to-many	▪ Many-to-one ▪ Many-to-many
Drivers / Pressures	▪ Low sales productivity ▪ Lack of insight into individual performance ▪ Organizational growth	▪ Define organizational, multi-departmental reporting ▪ Loss of knowledge ▪ Cost of customer acquisition ▪ Customer fragmentation (channel, repository) ▪ Poor alignment between sales and marketing
Strategic Actions	▪ Reduce number of administrative tasks place on sales reps ▪ Increase individual win rates ▪ Centralize and standardize individual data stores ▪ Define individual / team metrics	▪ Improve multi-departmental collaboration ▪ Improve external collaboration (customers/partners) ▪ Improve sales reps' knowledge of products and services ▪ Centralize disparate multi-departmental sources of customer information
Capabilities	▪ Centralized repository of account, contact, and opportunities ▪ Individually personalized / configurable ▪ Individual performance reporting ▪ Mobility ▪ Basic integration	▪ Multi-entity ▪ Collaborative (multi-departmental) ▪ Process-centric ▪ Advanced integration (quote, order, inventory) ▪ Advanced customization ▪ Multi-client access ▪ Advanced analytics
Enablers	▪ Configurable interface ▪ Extensibility through software developer kits ▪ Extensible reports / dashboards	▪ Extensible through application programming interface ▪ Back-office integration ▪ Data cleansing / data quality tools ▪ Forecast management ▪ Business process management ▪ Workflow / process automation ▪ Sales analytics

Source: Aberdeen Group, November 2008

Sales Model Influences Technology Adoption

The choice between a CM and CRM solution is typically influenced by an organization's interaction model. Aberdeen has identified four common sales interaction models that require certain functionality from technology solutions (Table 2, Page 3).

One-to-One Model

In a one-to-one model, there is typically a single representative that is tasked with selling into a single job role. Insurance agents and stock brokers, for example, typically practice one-to-one selling. Take, for example, the following scenario: Bob, a sales manager at a small marketing services firm, believes that Jane, the founder of her own business, could benefit from his

 Telephone: 617 854 5200
Fax: 617 723 7897

offerings. Understanding that Jane is the owner of the company and therefore the head of a small employee staff, Bob targets Jane as the job role with decision-making authority. A CM solution becomes Bob's preferred solution because it allows him to keep accurate contact and company information on Jane's business, as well as detailed notes surrounding their conversations.

Table 2: Interaction Models

Interaction Model	Definition	Solution
One-to-one	One individual selling to a single job role; for example, insurance agents, stock brokers, small businesses, or specialty sales	CM solution
One-to-many	One individual selling into multiple job roles	CM solution
Many-to-one	Multiple individuals, such as sales marketing or service professionals, interacting with a single job role	CRM
Many-to-many	Multiple individuals interacting with multiple job roles; requires collaboration and intradepartmental knowledge sharing	CRM

Source: Aberdeen Group, November 2008

One-to-Many Model

In a one-to-many model, one individual targets multiple job roles within a company. For example, say that a number of years have past in our scenario and Jane's business has grown into a large national brand. No longer is Jane the one and only contact with purchasing power at the company; she now has a staff of decision-makers with buying power. Bob, firmly believing that his services can continue to help Jane's business increase its exposure, targets the new CMO, COO, and EVP as he articulates his value proposition. With so many conversations taking place with different people within Jane's company, Bob relies on his CM solution to keep accurate records of job roles, phone numbers, emails, and notes. An added bonus of Bob's CM solution is that it allows him to discern the relationship between contacts based on his notes or, in the case of more advanced CM solution, through contact grouping or networking.

Many-to-One Model

In a many-to-one model, there are multiple individuals, such as sales, marketing and service professionals, interacting with single job role at a company. For example, the growth of Bob's business has resulted in the development of new products and services. In this example, Jane has placed a call into a service representative with a related question to a previous project. The service representative sees alignment between Jane's question and the latest product release; therefore, Jane is invited to a webinar that showcases the new product. By using a multi-module CRM solution, Bob's service professional can log the activity around Jane's account and leave detailed notes so other employees, such as marketing professionals or accountants, know how and when to follow-up with Jane.

Many-to-Many Model

In a many-to-many model, there are multiple individuals interacting with multiple job roles at a company. For example, marketing individuals or service individuals at an organization target their counterparts at other companies to sell into. Bob, whose work with Jane's boutique has catapulted his business into the spotlight, has filled out his own marketing staff and professional services offerings. These individuals on the marketing side target similar job roles at Jane's company. This coordinated effort requires a heightened sense of internal visibility; therefore, Bob has replaced his CM solution with an integrated CRM tool. Bob is now able to access customer service information, accounting and billing details, and marketing data through his CRM system.

Overview: Top Pressures

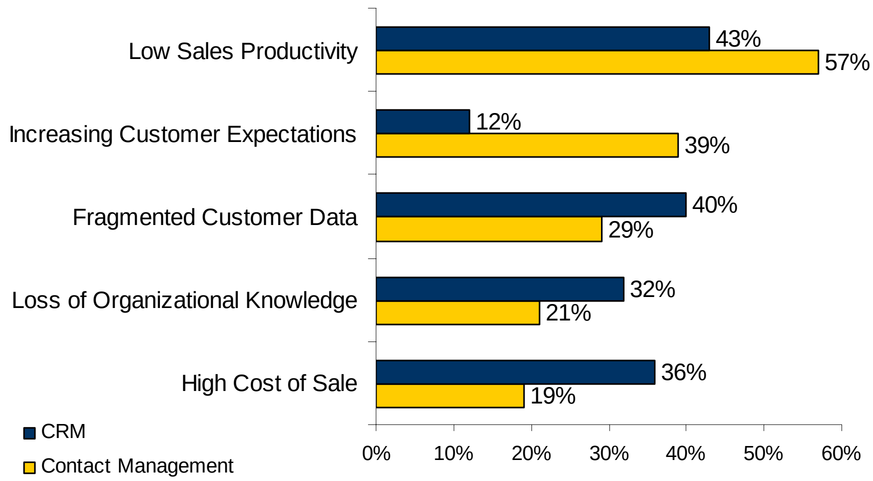
Users of either a CM or CRM solution are pressured by different business challenges when it comes to improving the effectiveness of the sales force (Figure 1). According to the majority of CM users (57%), low sales productivity was a key business challenge that sparked the implementation of a sales automation tool. Furthermore, 39% of CM users indicated that increasing customer expectations also dictated the need for a productivity tool within sales. These two pressures suggest that, at the most basic level, CM adopters were struggling with resource constraints due to organizational growth prior to implementation. The apparent lack of contact / account organization made it difficult for businesses to compete with increasing customer demands and expectations, thereby negatively affecting sales productivity. The implementation of a CM solution was due, in part, to the organization's need to alleviate such business challenges. An additional challenge for 29% of CM users is the fact that CM users are challenged by the fragmented customer data that exists not in separate departments, but in paper files, emails, and spreadsheets.

How to Interpret the Data

The data included in this Analyst Insight was compiled from various research projects conducted by Aberdeen over the past 12 months. All mentions of CM or CRM users refer to respondents who indicated to Aberdeen that their organization currently uses either a CM or CRM solution.

The data presented in this document is intended to assist end-users when deciding between a CM or CRM solution. The figures and charts present the business challenges and strategic actions for the different groups. The data is intended to provide a frame of reference when making purchasing decisions. For example, low sales productivity was identified by CM users as a top business challenge. That is not to say that the CM solution resulted in low sales productivity. It simply means that low sales productivity was the impetus for CM implementation. CRM users, on the other hand, cited fragmented customer data as a secondary business challenge leading to CRM implementation.

Figure 1: Top Pressures Vary Between Solution Users



Source: Aberdeen Group, November 2008

CRM users, on the other hand, are pressured by low sales productivity (43%) and fragmented customer data (40%). These two pressures are not mutually exclusive. As a result of customer data residing in multiple and disparate data silos, CRM users are struggling to improve sales productivity due to incomplete or inaccurate customer information. One way in which unified customer data enables CRM users to improve sales productivity is in prospecting. If an organization can successfully identify the characteristics of profitable customers by integrating data from multiple sources, this criteria can be used to identify high-value prospects in the sales pipeline. The result of such segmentation is a clearer insight into the quality of leads in the sales pipeline.

Key Takeaways: Pressures and Actions

CM Users:

√ Combat low sales productivity by increasing the quality of leads in the sales pipeline

√ Meet customer expectations for service by unifying fragmented customer data and improving collaboration among customer-facing departments

√ Develop sales reporting to improve forecasts and manage high costs of sale

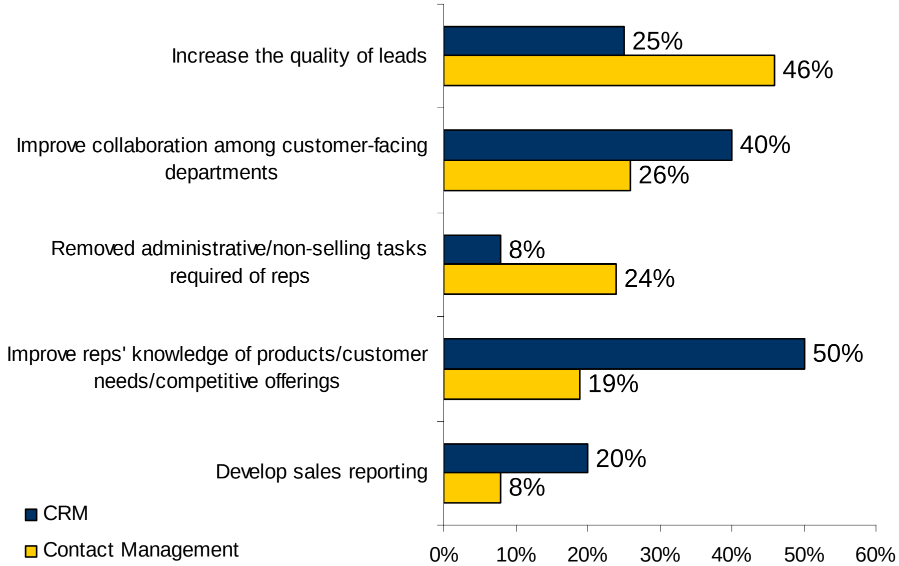
CRM Users:

√ Combat low sales productivity by improving sales representatives' knowledge of products, customer needs, and competitive offerings

√ Protect against loss of organizational knowledge by improving collaboration among customer-facing groups and providing a centralized repository for best practices learned in the field

Telephone: 617 854 5200
Fax: 617 723 7897

Figure 2: Top Strategies to Improve Sales Productivity



Source: Aberdeen Group, November 2008

Strategies for Success

In order to alleviate the pressures surrounding low sales productivity, increasing customer expectations, and fragmented customer data, CM and CRM users adopt a two-pronged approach that strives to provide sales representatives with better information and more effective methods of collaboration (Figure 2).

Naturally, as the success of a CM solution is predicated upon the quality of information contained within, 46% of CM users indicated that increasing the quality of leads is a top strategic action to improve sales productivity. Perhaps a more interesting revelation, however, is the notion that 26% of CM users also cited improving collaboration among customer-facing departments as a top strategy as well. Since 39% of CM users cited increasing customer expectations as a top pressure, improving collaboration among customer-facing departments ultimately allows for more accurate customer records and a more cohesive experience in the long run.

CRM users believe that improving a sales representatives' knowledge of products, customer needs, and competitive offerings (50%) is a top action to improve sales productivity. As the tightening economy leads to spending freezes and budget constraints, sales representatives will be challenged to compete for a dwindling number of opportunities. CRM users recognize this fact and believe that providing sales intelligence to the sales force, in the form of product, customer, and competitive information, allows sales representatives to contextualize the leads in the CRM and better map their products or services to the business challenges of prospects.

Case in Point

CBI Corporation, a small company located in Nampa, Idaho, currently has two sides to the business operating under the same roof. One division of the company provides billing services to companies that prefer to outsource payment plans. The other is a more traditional collection agency that focuses on the government and financial sectors. According to Scott Marker, Director of Sales and Marketing, the nature of these two operations demand that the company organize and centralize key account and interaction information within a contact management solution. “As an employee here, my interest is in building relationships,” begins Marker. “Due to this need on my part, IT can’t have information siloed on peoples’ laptops. A centralized repository of account information and conversation notes is necessary to build those meaningful customer relationships.”

Marker, a sales professional with over 20 years of experience in seven different industries, has been using a CM solution in his current position for the past five years. “At first, in 1994, I think it was viewed as an expensive rolodex, something to keep track of who is who among the different contacts. However, I quickly learned how to leverage that information to become a better sales person,” explains Marker. One key benefit, according to Marker, of his current CM solution is the ability to keep detailed call notes that are handy in future conversations. “If I am having a conversation with someone and they say ‘now is not a great time, but call me in six months,’ you know what? I’ll do that! I schedule in ACT! by Sage to call them in five and a half months and have detailed notes about exactly what we talked about and how I can help them now.”

"I’m able to automate my memory.”

~ Scott Marker

Director of Sales and Marketing

CBI Corporation

Despite the benefits of a CM solution, Marker cautions that some organizations will be challenged by the issues that larger companies have with CRM solutions. “The number one challenge, in my opinion, is adoption. If adoption wasn’t an issue, I suppose, the integration of enterprise-wide information wouldn’t be a serious challenge. Unlike other industries, however, the usage of CM solutions and CRMs in the collections industry is relatively high. Almost all collection agencies are good when it comes to keeping notes and it’s usually enterprise-wide,” explains Marker. The benefits of adopting a CM solution directly relate to the personalized touch companies are able to offer prospects. “Here’s an example,” says Marker. “Let’s say I am having a conversation with a prospect that expresses interest but is unable to commit further because they are going to Hawaii the next day. I’ll make a note to ask them about the trip when they return. It may not seem like much, but it adds a personal touch to business conversations,” said Marker. He is very thorough in noting details about prospective and existing customers in his ACT! by Sage CM solution. He and other sales professionals leverage this detailed intelligence to keep and gain more customers.

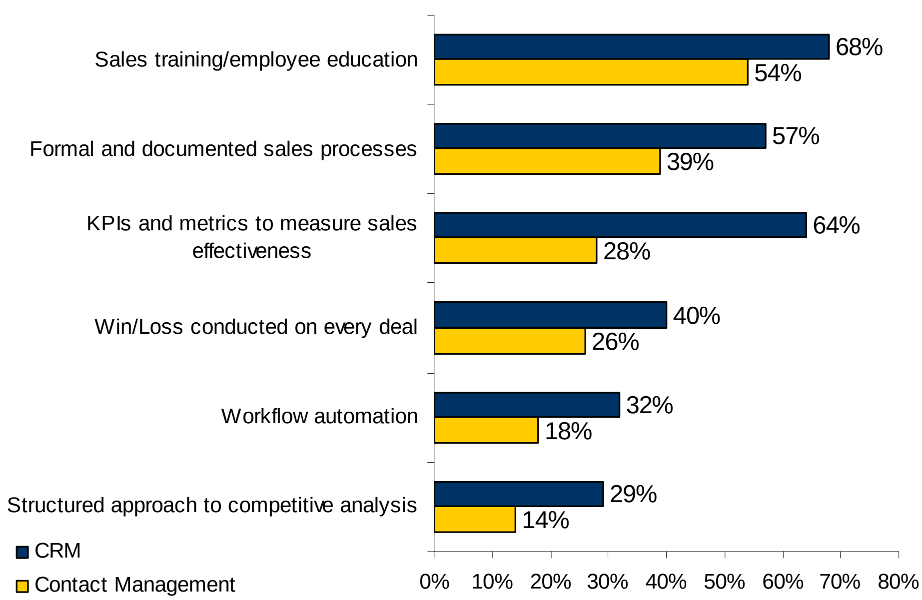
According to Marker, the benefit of a CM solution is fairly straight-forward. “I’m able to automate my memory.” Marker concludes that any small company looking to manage accounts, opportunities, or contacts should consider rolling out a CM solution for its sales force. “Contact management solutions, for the most part, are cost-affordable and have real business benefits," he said. As companies strive to differentiate themselves in a competitive market, CM solutions help to "automate memories," organize information, and add a personal touch to customer interactions.

Sales Success Starts at the Organizational Level

The failure of sales automation solutions is typically due to poor organizational management, not poor functionality. Before an organization hopes to implement a particular technology solution to solve its sales problems, care must be taken to ensure that the proper organizational capabilities are established.

Figure 3 displays the current adoption of crucial sales capabilities by CM users and CRM adopters. Aberdeen research reveals that CRM users are ahead of CM users in nearly all critical organizational capabilities. For example, 64% of CRM users, compared to 28% of CM users, have KPIs and metrics to measure sales effectiveness. In order for a company to determine the effect that technology enablers have on sales performance, it should establish and test certain sales metrics. The results of this analysis are an increased level of internal visibility and better understanding of where to dedicate operations resources going forward, particularly within larger organizations with greater headcount that have budget allocated for sales automation tools.

Figure 3: Current Adoption of Top Sales Capabilities



Source: Aberdeen Group, November 2008

Fifty-seven percent (57%) of CRM users, compared to 39% of CM users, currently have formalized and documented sales processes. CRM solutions are process-centric solutions that afford organizations the opportunity to

Telephone: 617 854 5200
Fax: 617 723 7897

customize the solution to match unique business processes. Contact management solutions, on the other hand, are designed to affect productivity through the organization and alignment of opportunities and accounts. Due to the general lack of sophisticated process-centric functionality, CM users must take special care to ensure that formalized and documented sales processes exist to mirror the company's sales methodology.

Case in Point

Tiffany & Co., headquartered in New York City, has been a premier jeweler and brand since the company opened its doors in 1837. In addition to producing high-quality merchandise for consumers, the company also employs over 100 employees in its business-to-business division. "Our business-to-business division has a large range of clients," begins Janet Manypenny, Director of Business Sales Development. "In order to meet their demands, we offer a range of business gifts, as well as recognition awards and length of service programs." Tiffany & Co.'s business sales division is often engaged by companies to mark the accomplishments of the organization and its employees with personalized merchandise. "The variety of our clients translates into a need for unique and customized merchandise. Our business sales division is also responsible for our sports partnerships, such as the NFL Super Bowl trophy and Major League Baseball's World Series trophy."

"There has to be executive-level buy-in and the willingness to enforce the requirement through evaluations and coaching. Without those parameters, a CRM initiative is going to fall flat."

~ Janet Manypenny

Director of Business Sales Development

Tiffany & Co.

Like any other sales organization, Tiffany & Co.'s business-to-business division has the need to efficiently manage accounts and opportunities. In order to manage opportunities in the pipeline, Tiffany & Co. turned to Sage's SalesLogix CRM solution. "When we first implemented SalesLogix," explains Manypenny, "we wanted to give our sales representatives a means for managing accounts and opportunities. Also, we wanted to ensure that whatever employee turnover we had on the sales side did not result in lost contacts or sales opportunities."

To ensure that all parties within the organization have access to the most complete information possible, Tiffany & Co. ties CRM usage to performance management. "Like any technology implementation," adds Manypenny "it took time to get up-to-speed. At first, it was an environment where we had to correlate information as it came in. Now the use is widespread. In fact, sometimes we joke that if it isn't in SalesLogix, it didn't happen."

For any organization evaluating potential CRM solutions, Manypenny has these pieces of advice: "There has to be executive-level buy-in and the willingness to enforce the requirement through evaluations and coaching. Without those parameters, a CRM initiative is going to fall flat." Training is another area where organizations must examine their sales model and determine the best action plan. "When we were first familiarizing our sales staff with our CRM, we took people out of the field for a couple of days to train them. Compared to our training methods now, that may have not

Telephone: 617 854 5200
Fax: 617 723 7897

been the most effective way to train. Now, we provide on-line training modules so that sales representatives can learn as they go," concludes Manypenny. As a result of clear organizational goals towards the CRM initiative, Tiffany & Co. has been able to positively affect sales performance. "The paper files of the old days didn't give you a good way to track what was in the funnel. Now, we have that type of visibility and can better manage the success of our sales executives."

Recommended Actions

Organizations considering CM or CRM solutions must evaluate the sales model of their organization and implement the solution that aligns best with their business needs. If a company is primarily focused on taming information overload at the lowest cost and providing the greatest selling autonomy for their sales team, then a CM solution may be an ideal fit. On the other hand, if a company's only hope at providing a 360-degree view of the customer to all parties within the organization is to integrate the data that exists in disparate silos, such as a contact center, marketing database, or accounting profile, a CRM solution may fit their business needs. As is the case with any technology implementation, the organizational processes and performance metrics in place often provide a foundation for success.

Once an organization makes the decision between a CM solution or a multi-module CRM, the following recommendations will allow organizations to maximize technology spending:

Contact Management Users:

- **Formalize and document sales processes.** According to Aberdeen data, only 39% of CM users, compared to 57% of CRM users, have formalized and documented sales processes in place. There is no doubt that technology enablers can help a company automate key sales tasks; however, the proper organizational foundation is necessary to ensure that companies maximize the effectiveness of technology. Companies must ensure that sales processes are well-aligned with the organization's sales goals.
- **Formalize and document sales KPIs.** In order to determine the effect technology enablers have on performance, organizations must formalize and document sales KPIs to be used in ROI analysis and performance measurements. By identifying the metrics that an organization hopes to improve through technology implementation, organizations can understand what, if any, changes have occurred in performance and where to dedicate additional resources in the future. Currently, 28% of CM users, compared to 64% of CRM users, have key performance indicators and metrics that measure sales effectiveness. Furthermore, companies must measure sales performance regularly. Thirty-five percent (35%) of CM users measure sales effectiveness on a

Key Takeaways: Recommendations

CM Users:

√ Formalize and document sales processes

√ Formalize and document sales KPIs

√ Model individual best practices and replicate through training

√ Reduce administrative burdens placed on sales reps

CRM Users:

√ Customize CRM to match unique business processes

√ Create a system of record for sales interactions

√ Create a common language for internal customer-related communications

√ Create a learning, knowledge-based sales culture

√ Incorporate the customer into the sales process

Telephone: 617 854 5200
Fax: 617 723 7897

monthly or quarterly basis. Sales performance should be assessed on a real-time or daily basis to effectively manage forecasts.

- **Model individual best practices and replicate through training.** There is a wealth of valuable information that exists in the minds of an organization's top sellers. Rather than letting this knowledge walk out the door towards retirement or another job opportunity, savvy organizations are capturing these best practices for the purposes of knowledge management and training. Only 5% of CM users and 14% of CRM users currently use enterprise social networking tools to allow sales representatives to quickly find the thought leader or information they seek. Finally, 54% of CM users, compared to 68% of CRM users, have a sales training and employee education program in place. In order to effectively onboard new hires and utilize the collected best practices, organizations must have a program that educates sales representatives on internal processes and best practices, thereby allowing new reps to achieve quota at a quicker rate.
- **Evaluate solutions that meet both the current and future needs of the business.** A problem that CM users often encounter, particularly those users who opt for a "freeware" solution, is the ability to grow the business and solution concordantly. As a business generates more and more sales opportunities and contacts, it is important for companies to keep an eye to the future and avoid the usage or contact caps synonymous with free CM solutions. While 62% of CM users surveyed indicated that their solution will grow with the business, an additional 38% indicated that they have already outgrown the solution. Whether it be a CM or CRM solution, businesses must ensure that the solution they implement not only fits the current needs of the organization, but also has the scalability to grow with the company.

Customer Relationship Management Users:

- **Customize CRM to match unique business processes.** Successful CRM adoption is ultimately about two things: obtaining a 360-degree view of the customer *and* allowing for increased visibility into internal processes. Companies must customize CRM solutions to match unique business processes and ensure that the organization has a solution that is best suited to its daily operations.
- **Create a system of record for sales interactions.** A key feature of a CM solution is the ability to keep detailed notes on conversations with prospects. This functionality is also included in CRM solutions, thereby allowing sales representatives to keep an accurate system of record for all sales interactions. By keeping these records, sales representatives can access information regarding a prospect's wants and needs months after the initial call and use this information in subsequent follow-up conversations. Fifty percent (50%) of CRM users indicated that improving sales representatives' knowledge of products and customer needs is a top strategic action. A system of record for sales interactions

Telephone: 617 854 5200
Fax: 617 723 7897

allows representatives to log first-hand information regarding a prospect's or customer's needs as they articulate them.

- **Create a common language for internal customer-related communications.** The purpose of formalized sales processes, for example, is to ensure that all sales representatives follow the same process during a sales cycle. To ensure that these processes are not interrupted or delayed, companies must create a common language for internal customer-related communications. Typically, sales and marketing professionals use the same phrases in different contexts. For example, a "qualified lead" may mean one thing to a rep and something entirely different to a marketing professional. By standardizing the internal language used to describe customer-related communications, companies can present a unified front to their customers. Thirty-eight percent (38%) of CRM users also leverage internal wikis to create a dynamic glossary of company-specific terms. The benefit of collected information extends beyond its intended purpose; 51% of CRM users also use such wikis to on-board new sales hires.
- **Create a learning, knowledge-based, sales culture.** The culture of an organization is not something that is easily altered. Changing the culture of an organization requires the commitment of senior management and willingness of employees. Further complicating the issue is the fact that, traditionally, sales representatives are reluctant to change. One of the benefits of a CRM solution is the opportunity to integrate information from various third-party information sources. By integrating key account or industry news directly into the daily workflow of sales representatives, companies begin to change the "selling mindset" of an organization and create a knowledge-based sales culture. Currently, 68% of CRM users have a sales training and employee education program in place, compared to 54% of CM users. Companies must be sure to provide an outlet for sales representatives to document best practices or frequently asked questions and then leverage this information in training exercises. In addition to their usefulness in onboarding and training, these forums become a repository for sales representatives hoping to improve their personal performance by heeding the advice of their peers.

For more information on this or other research topics, please visit www.aberdeen.com.

Related Research

Sales 2.0: Social Media for Knowledge Management and Sales Collaboration; September 2008	Users of Sales and Marketing Solutions Display a Significant Lack of KPI Awareness August 2008
Sales Effectiveness: Pathways to Productivity; September 2008	Sales Analytics: Hitting the Forecast Bulls-Eye; July 2008
Customer Experience Management: Is Your Entire Company Really Focused on the Customer? August 2008	Tailor-Made CRM: Best Practices in Customization, Configuration, and Integration; May 2008
Best-in-Class Enterprises Promote and Achieve Successful CRM Adoption August 2008	CRM in SME: Sized to Fit March 2008

Authors: Andrew Boyd, Chief Research Officer, (andrew.boyd@aberdeen.com)
Alex Jefferies, Senior Research Associate, Customer Management Technologies Group, (alex.jefferies@aberdeen.com)

Since 1988, Aberdeen's research has been helping corporations worldwide become Best-in-Class. Having benchmarked the performance of more than 644,000 companies, Aberdeen is uniquely positioned to provide organizations with the facts that matter — the facts that enable companies to get ahead and drive results. That's why our research is relied on by more than 2.2 million readers in over 40 countries, 90% of the Fortune 1,000, and 93% of the Technology 500.

As a Harte-Hanks Company, Aberdeen plays a key role of putting content in context for the global direct and targeted marketing company. Aberdeen's analytical and independent view of the "customer optimization" process of Harte-Hanks (Information – Opportunity – Insight – Engagement – Interaction) extends the client value and accentuates the strategic role Harte-Hanks brings to the market. For additional information, visit Aberdeen http://www.aberdeen.com or call (617) 723-7890, or to learn more about Harte-Hanks, call (800) 456-9748 or go to http://www.harte-hanks.com