



COMPETING ON CUSTOMER INTELLIGENCE

Building Competitive Advantage Based on the Four P's Three I's of Marketing



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Executive Overview

Every CMO is focused on growing a durable and profitable customer base — customers are, in the end, the source of all profits. However, growing a profitable customer base is becoming increasingly difficult. The world of marketing is undergoing dramatic changes in response to three driving forces:

1. Increased marketing complexity;
2. Increased demand for marketing accountability; and
3. A major power shift to customers.

These forces are challenging senior marketing executives to reinvent their business models around their customers. The problem: How does a company become customer-centric while the organizational structure remains product-centric?

While there has never been a time of greater marketing challenge, today's technology has matured to empower marketers to make smarter decisions. It's all about harnessing the power of the digital information that's piling up all around us. Never before could marketers compile so much information about customers and markets, transfer that information into actionable knowledge and guide the investment of resources with greater precision. It's a wonderful time to be a marketer — but to succeed you must act.

This white paper will introduce a blueprint for action based on the three I's of marketing. Essentially, the three I's of marketing represent a business strategy that bridges product silos by deepening customer **insight**; choreographing customer **interaction**; and continuously **improving** results.

■ What to expect

This white paper is a practical guide for senior marketers and decision makers across the enterprise. It provides straightforward advice on how to build a more durable and profitable customer base by:

- Building a more competitive business model based on the three I's of marketing.
 - Enabling customer-centric business strategies in a product-centric organization.
 - Turning expanding volumes of customer data into actionable insight for smarter decision making.
 - Providing a roadmap for integrating technology to achieve competitive advantage.
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The Case For Change

In many ways, the current state of marketing can be viewed as both dark and bright at the same time — a yin/yang dichotomy where all forces have opposing but complimentary principles. The challenge for marketers is to make the most of the opportunities presented by the yang perspective of today's marketplace. Consider the yin/yang dichotomy of three forces that are shaping the world of marketing today.

1. Increasing Marketing Complexity

The yin – Today, there are more customer channels and touch points to manage and keep in synch than ever before, making it difficult to manage the customer experience. Media communication channels have proliferated, fragmenting audiences and diminishing advertising efficiencies. Digital information is expanding at an unprecedented rate making it difficult to store and analyze relevant customer data. Many products and services have become commodities, making meaningful differentiation difficult if not impossible.

The yang – Because there are more channels, marketers can touch and interact with customers with greater frequency and intimacy. The emergence of new media forms and channels are providing marketers the opportunity for interactive dialogues with customers as well as improved measurements. In addition, these new digital media forms are providing marketers with volumes of customer data — and the potential for deeper customer insights and smarter decision making. As many products become commodities, marketers who learn how to differentiate the customer experience by managing the customer relationship on a 1-to-1 basis can create stronger, longer lasting customer bonds than their product-focused competitors.

The emergence of new interactive multimedia customer-engagement marketing strategies are creating new ways for customers to relate to brands. CMOs who recognize these opportunities and build marketing platforms that leverage new sources of customer information will be better positioned to make smarter investments and increase the probability of success.

■ *“Between 2006 and 2010, the information added annually to the digital universe will increase more than six fold from 161 exabytes to 988 exabytes.”¹*

– IDC

2. Demand for Accountability

The yin – Marketers are feeling increased pressure from their CEOs, CFOs and shareholders for greater transparency and demonstrable marketing ROI. Marketers who cannot develop empirical evidence to justify marketing spend face shrinking budgets and diminished clout within the organization. As CEOs have seen the benefits of increased transparency and accountability in all other parts of the organization, there is a rising expectation that marketing will adopt the same rigor for two primary reasons:

- The strategic importance of marketing's role in developing a durable and profitable customer base — the lifeblood of a company.
- The magnitude of the marketing budget — as much as 20 percent of revenues.

The yang – There are technologies today that enable marketers to not only make smarter financial decisions and better direct the investment of marketing dollars and sales capacity, but to also create and distribute better enterprise metrics that focus organizational activity around behaviors that improve customer value. Marketers can now use technology very differently. From the 1950s through the 1990s, technology led to improvements in the way we did business. Since then, the advancement and application of technology is leading to new ways of doing business. Marketing has the opportunity to be at the epicenter of this change.

3. Empowered Customers

The yin – Over the last decade, there has been a continuous power shift to customers. Today, consumers have more choices and more channels, available on demand, than ever before. Not only can they easily assemble knowledge to make more intelligent product comparisons and, ultimately, more intelligent purchases, but they can share their opinions and influence tens of millions of other consumers at the click of a mouse...at no personal expense. This consumer power can have a huge impact on the success of a company's products and services and can even influence its market capitalization.

The yang – While the new rules of customer engagement bring a host of challenges, they also provide a wealth of opportunity. Every new communications form represents a free reservoir of marketing intelligence to companies. Perhaps more importantly, they provide companies with an opportunity to engage customers through a range of new mediums such as blogs, Web sites, social networks and even interactive games. The fact is that technology now enables companies to involve customers more deeply in their brands and, in some cases, create cult-like affinity groups which can drive brand loyalty.

■ *"The average tenure of CMOs is just 27 months."*²

– Spencer Stewart

■ *"Only 23 percent of executives believe marketing makes a strong value contribution."*³

– Accenture

However ... *"More than 75 percent say marketing is rising in importance."*⁴

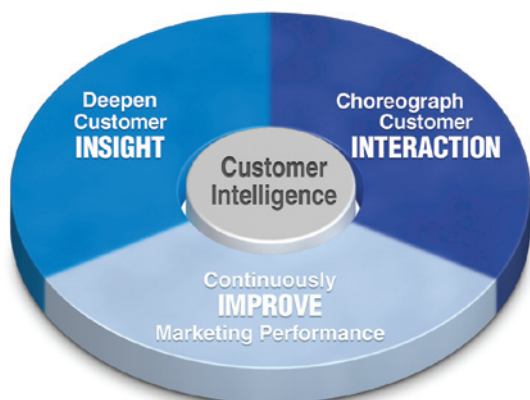
– Booz Allen Hamilton

■ *"Marketers will abandon their historic 'command and control' model of brand building in favor of a truly interactive dialogue with consumers. Recognizing that consumers now have the power to control how, when and where they interact with advertisers, brand marketers will radically reinvent their approaches, putting the consumer in the driver's seat and unleashing a tsunami of interactive campaigns across all media forms."*⁵

– Bob Liodice, CEO of the ANA

The Three I's of Marketing

- Insight
- Interaction
- Improve



So how can companies take advantage of the opportunities described in the yang perspectives on today's marketplace? As more products and services become commodities, companies must turn to customer intelligence as the one true source of meaningful differentiation and competitive advantage. Marketers must learn to use customer insight, gained from every customer interaction, to create more meaningful interactions and build long-term, 1-to-1 customer relationships. And finally, marketers need to re-focus their measurement efforts on customer-level outcomes, so they can improve customer value and overall marketing performance.

In his research report "Reinventing the Marketing Organization," Peter Kim from Forrester advocates a similar shift away from a product-centric focus toward a more customer-centric orientation:

*"...Companies, should recognize that aligning the marketing organization around functional disciplines (the four P's), products, channels, geography, or media will only grow less effective in today's multi-channel world where consumers demand the highest level of experiences as a price for their brand loyalty. Instead, companies need to migrate toward a Customer-Centric Marketing Organization (CCMO), which we define as: 'A marketing structure in which customer alignment is the primary organizing structure, with other groups, such as IT, channel groups, and product heads, supporting the cause'."*⁶

■ *"Traditionally, the marketing culture has been centered on getting out the message via advertising or promotions. But a CCMO marketing culture takes on a mission well beyond communication, moving toward managing the customer experience across all channels."*⁷

– Peter Kim
Forrester Research, Inc.

So what must emerge is a customer-centric business model designed to support relationship marketing, which emphasizes building long-term relationships over individual transactions. *Wikipedia* defines relationship marketing as follows:

*“Relationship marketing is a form of marketing that evolved from direct response marketing in the 1960s and emerged in the 1980s, in which emphasis is placed on building longer term relationships with customers rather than on individual transactions. It involves understanding the customer’s needs as they go through their life cycles. It emphasizes providing a range of products or services to existing customers as they need them. It is a philosophy of doing business, a strategic orientation that focuses on keeping and improving relationships with current customers rather than on acquiring new customers. It is the use of the wide range of marketing, sales, communication, and customer care techniques and processes to identify your named individual customers, create a relationship between your company and these customers”.*⁸

What about the four P’s of marketing? Yes, product, price, promotion and placement are still important. However, most marketers understand that customers expect (or demand) that companies acknowledge the full extent of their relationship across products, divisions, channels and other organizational boundaries. In response to this demand, marketers need to evolve to a customer-centric enterprise marketing model that is focused on the three I’s of marketing:

- Deepen customer **insight**;
- Choreograph customer **interaction**; and
- Continuously **improve** marketing performance.

The three I’s model uses technologies that enable customer-centric business strategies to succeed in product-centric organizations. By focusing on the three I’s, companies can then manage the four P’s of marketing at a 1-to-1 level.

■ *“Relationship marketing is a form of marketing that evolved from direct response marketing in the 1960s and emerged in the 1980s, in which emphasis is placed on building longer term relationships with customers rather than on individual transactions.”⁸*

– Wikipedia

The Customer-Centric Business Model

The three I's of marketing — insight, interaction, and improve — are emerging as the higher level of marketing management. As the four P's of marketing begin to be managed at a customer level, increased emphasis is being placed on the three I's. Each one of the I's requires organizational competencies. For example:

| In order to... | ...you must be able to... |
|--|--|
| I. Deepen customer insight | 1. Manage quality customer data. 2. Predict customer behavior. 3. Profile and segment customers. |
| II. Choreograph customer interactions | 4. Manage and optimize strategies. 5. Engage high-potential customers. |
| III. Continuously improve marketing performance | 6. Measure and report results. 7. Optimize marketing investment. 8. Apply lessons learned. |

When you link these competencies together, it produces a closed-loop business process that manages organizational activity around the customer (see Figure 1). This is not a direct-marketing model but rather an enterprise business model that aligns the organization, and the delivery of its products and services, around the customers that represent the best opportunities for profitable long-term growth. In short, this is a model for growing a durable customer base.

In the following pages, we will take each step, discuss how it has evolved and define its role in the emerging business model built around the three I's of marketing. Then there will be a discussion on the value of integration, followed by a prescriptive roadmap for adopting new technology.

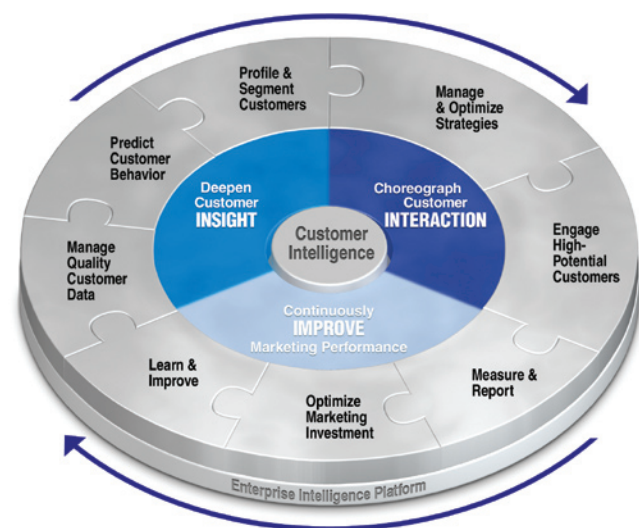


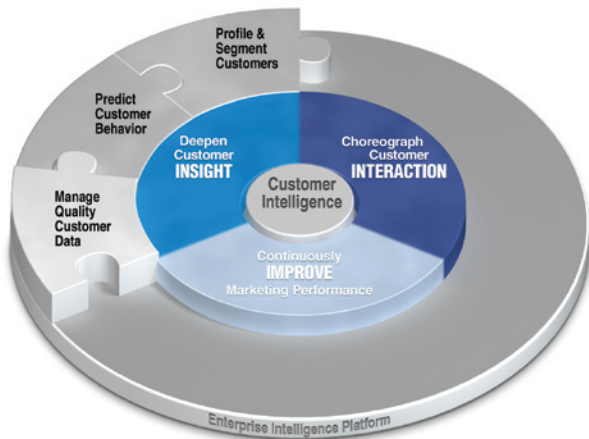
Figure 1: Closed-loop customer-centric business model based on the three I's.

■ *“The chief marketing officer will rise in stature as a C-suite player, not only serving as chief brand architect and marketing discipline integrator, but also as the enterprise’s business system innovator, organizational teacher/ motivator and, most importantly, chief revenue builder.”⁹*

– Bob Liodice, CEO of the ANA

I. Deepen Customer Insight – Smarter Decisions Through Analytics

1. Manage Customer Data



- Access data from multiple products and channels.
- Move and integrate data (including third party data).
- Cleanse and prep data for analytics.

It all begins with customer data. While it sounds a little boring, in our digital age of information, managing data as the key strategic asset has become a corporate imperative. In a world where the volumes of information are exploding, how well your company harnesses this emerging asset can mean the difference between success and failure. In fact, many companies have recognized customer data as a primary source of competitive advantage.

Looking back, corporate information systems were originally built to support day-to-day operations and back-office functions such as accounting, financial reporting and payroll. These operational and production systems were never intended to serve as customer data warehouses that enable comprehensive 360° customer views. Importantly, these systems were not designed to support many of the analytical processes that are now required for smarter decision making.

Today, the customer data warehouse serves as the centerpiece to a more competitive business model. Successful data warehouses enable the integration of data from disparate databases. They serve as a repository for customer data from multiple product lines, business line silos, channels and third-party data sources.

The need for robust customer data management is increasing. Why? First, let's look at internal data. Today, most companies have multiple customer contact points such as the Web, call centers, direct and indirect sales forces, and in-market stores and branches. These customer touch points are producing enormous volumes of customer data — transactional data rich with customer insight that can accelerate your organization's learning about customers as individuals, as members of household units, as members of segments and — in aggregate — as your total customer base.

Second, there are increasing volumes of external data that must be imported into the data warehouse. For example, as companies have increased the outsourcing of business functions, the volume of customer data that is held by third parties has increased. In addition, the volumes of syndicated data are mushrooming to include point-of-sale data, demographic and life-stage data, credit bureau data, customer attitudinal data, media consumption data ... the list goes on and on. In our digital age, most information has commercial value, which has created an avalanche of data. These trends have increased the strategic importance of customer data management.

How do you get financial value out of data? We all know that a data warehouse cannot create value until it facilitates an action or decision that ultimately either

Companies are tuning their customer data for analytical decision making to drive profitable growth — they are competing on customer intelligence.

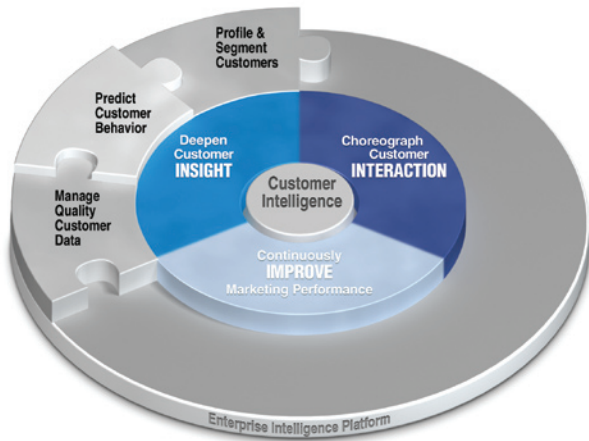
increases revenue or reduces cost. Hence, more companies are tuning their customer data for analytical decision making to drive profitable growth — they are competing on customer intelligence.

Companies are incorporating new technologies to move, manage and store data. They are incorporating new data quality technologies to cleanse data which involves eliminating duplications, creating both customer and household views, creating a comprehensive view of each customer's product ownership and creating a single version of the truth. These steps are critical because all meaningful customer intelligence begins with high-quality customer data that is ready for analytics.

■ *"This year, for the first time, the amount of digital information generated will surpass the storage capacity." ¹⁰*

— InformationWeek

2. Predict Customer Behavior



- Purchase propensity
- Attrition risk
- Profit and potential
- Web behavior tracking
- Text data analysis
- Credit risk scoring

Increasingly, companies are turning to analytical insight as the path to competitive advantage. They are learning that, in a world where many products and services have become commodities, meaningful differentiation can be achieved through customer insight and predictive analytics — which create knowledge not available to competitors. Analytical insight enables companies to better anticipate, and proactively respond to, a customer’s unmet needs. When done well, predictive analytics provide value that customers can perceive; it signals to customers that their individual needs are understood and that their relationship is appreciated.

Early business intelligence (BI) technologies made great inroads into the market because they provided visibility into what happened. As Web capabilities expanded, BI distributed this visibility across the enterprise through Web-enabled reporting. Understanding historical performance and causal relationships were important first steps — but they were just the beginning of the knowledge value chain.

■ *“Organizations are competing on analytics not just because they can — business today is awash in data and data crunchers — but also because they should. At a time when firms in many industries offer similar products and use comparable technologies, business processes are among the last remaining points of differentiation.”¹¹*

– **Thomas Davenport**
Harvard Business Review

Marketers were leading the charge into descriptive analytics. As knowledge increased, the demand for better knowledge increased. Companies began to understand the power of information to drive profitable growth, and the game rapidly climbed the knowledge ladder to statistical analysis, forecasting, predictive modeling and optimization (see Figure 2).

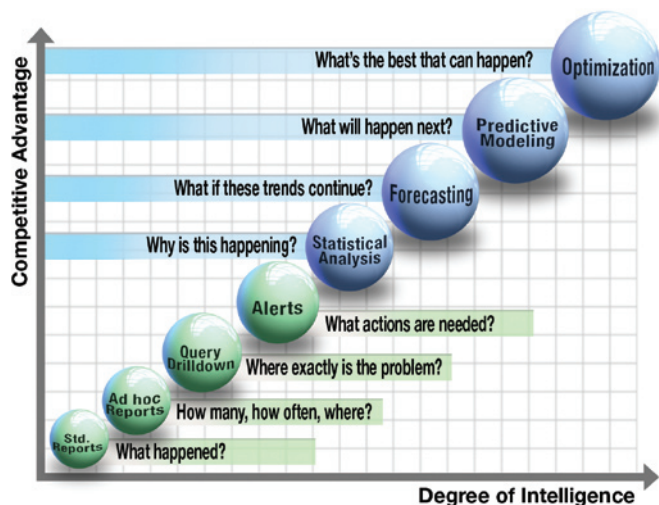


Figure 2: Climbing the customer intelligence ladder to achieve competitive advantage.

Today’s marketer is creating powerful knowledge out of data. Multiple industries are creating deep customer insight on their customers. They are integrating third-party data with their own customer data and applying predictive modeling and optimization. The result — proprietary knowledge that serves as a rudder to direct the investment of resources and drive profitable growth.

Today’s marketers are applying new technologies to learn from customers. For example, many companies are applying Web analytics in new and creative ways. As customer Web use increases, so does the opportunity to learn through analyzing their behavior. If customers have visited your Web site surfing for product and price information, they are signaling a need. Some companies are using Web analytics to proactively target outbound sales and marketing activity. Other companies are using this analytical capability as a research laboratory to better understand customers’ buying processes. In both cases, the analytical insight is providing valuable knowledge for companies to make smarter decisions.

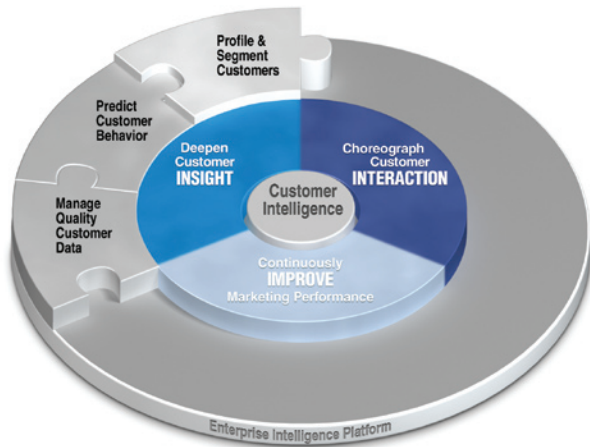
As the blog world expands, text mining technologies are being put to work to learn from this expanding channel of knowledge. Today, there are over 71 million active blogs. To systematically gain knowledge from these text-rich portals, text mining technology can identify patterns and enable sophisticated analytics.

Analyzing and predicting customer behavior is becoming the new currency. It’s enabling managers at all levels in multiple industries to make smarter decisions. And because much of this knowledge is created at the customer level, today’s predictive analytics are enabling companies to become more customer-centric — understanding and responding to customer needs 1-to-1.

■ “...Analytics competitors ...like other companies, know what products their customers want, but they also know what prices those customers will pay, how many items each will buy in a lifetime, and what triggers will make people buy more.”¹²

– Thomas Davenport
Harvard Business Review

3. Profile and Segment Customers



- Develop segments (based on needs, life-stage, and current and potential value).
- Calculate customer profitability (plus household, segment or geographical area).
- Profile ideal acquisition targets.

At the top of most every CEO's list of priorities is profitable growth. We often hear CEOs use phrases like "focus on organic growth" — which essentially means growing the business through sales and marketing strategies versus through mergers and acquisitions. In mature industries where consolidation has occurred, a company may have 10 million or over 50 million customers. In these companies, organic growth often refers to growing existing customers' relationships by selling them additional products and services and keeping them as customers longer. This is causing more and more companies to look at customers as scarce assets — relationships that need to be nurtured and managed over time. Today, many companies have rightfully concluded that the only profit center is the customer.

Since the industrial revolution era began, most business models have been built around products and channels. Everything has been organized around these company-centric elements to include organizational structures, management and incentive plans, financial systems, marketing mix elements (the four P's) and everything else that mattered. Yes, we all know those company slogans that focused on the customer were really about improving customer service, customer satisfaction, or some other very important quality or customer measure. But even to this day, the heart of most business models remains company-centric.

The paradigm shift began to occur in the early 1990s, when many companies began to apply analytical and customer relationship management (CRM) technologies. As CRM investments grew, so did the demand to improve the financial returns on those investments. Many companies began to apply their analytical and predictive capabilities to evolve their business models to become more customer-centric. Strategic customer segmentation emerged.

■ *"Why is the marketing organization breaking down? In our view, the product- and channel-centric structures of today's marketing organizations cannot effectively — and efficiently — serve today's new customer behaviors and market realities."*¹³

— Peter Kim
Forrester Research, Inc.

Customer profiling, segmenting and targeting has long been used for direct marketing campaigns, advertising media planning and other sales and marketing activities. Essentially, customer segmentation has been used to support “product-push” marketing models, where emphasis is placed on identifying ideal purchasers of individual product.

What's changed? Today, many companies are going beyond basic target marketing by using their sophisticated analytical and predictive capabilities to start first with

The goal is to determine which customers represent the best opportunities for long-term profitable relationships.

customers, not products. The goal is to determine which customers represent the best opportunities for long-term, profitable relationships. Many companies begin with a strategic segmentation schema that scores customers on their current and potential profitability. They layer on other dimensions such as demographic, life-stage

and attitudinal data (see Figure 3). This enables companies to place customers into segments (or treatment tracks). An enterprise-level customer segmentation schema then becomes the heart of the business model — enabling the company to build customer-centric business strategies — even in a product-centric organizational structure.

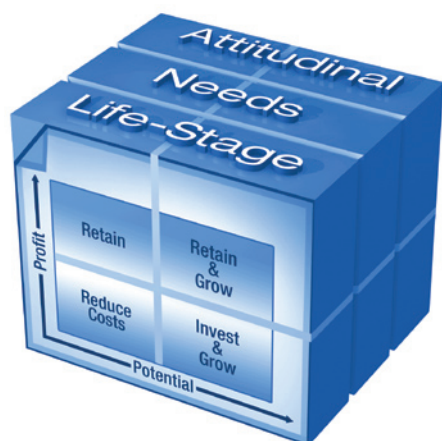
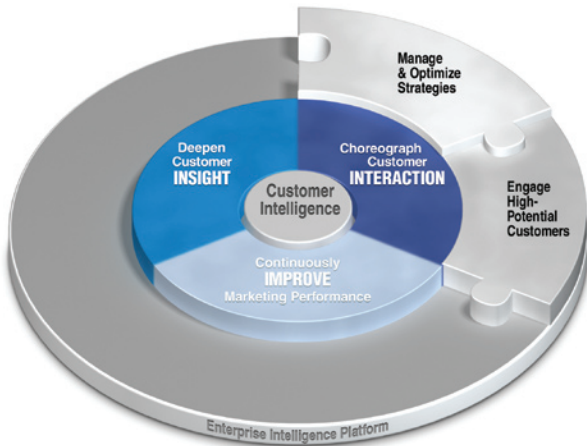


Figure 3: A strategic segmentation schema drives optimized customer treatment tracks.

Customer segmentation is becoming a strategic priority. It is becoming the foundation for key decision making. It's being used to determine where to invest sales capacity and marketing dollars. It's enabling new organizational structures to emerge with new positions such as Customer Segment Managers and Chief Customer Officers (CCOs). And it's enabling new, and more meaningful, metrics to be created around customers and segments of customers.

II. Choreograph Customer Interaction – Improved Customer Experience Management

4. Manage and Optimize Segment Strategies



- Scorecards
- Strategy maps
- Constraint-based contact optimization
- Marketing mix analysis

Great customer insight — built on solid customer data and powered by the best predictive analytics — is of little value unless you act on it. Even sophisticated customer segmentation strategies only become valuable when they are used to build customer interaction strategies. But how do you build customer segment strategies in a product-centric world?

Many companies are moving from “transaction-based” business models to “relationship-based” models where emphasis is placed on developing a long-term profitable customer base. This represents a significant shift for marketers — and for their entire organizations.

Powered with customer insight, marketers are becoming more selective about where they invest resources — and, in some cases, who they will even accept as a customer.

For example, Sprint, the third largest U.S. wireless provider with 53 million customers, recently took the previously unthinkable step of terminating relationships with about 1,000 unprofitable customers.

■ *“Sprint ditches customers who complain too much.”¹⁴*

– Reuters Online

“These customers were calling to a degree that we felt was excessive,” said Sprint spokeswoman Roni Singleton, adding the company needed to cull its customer base to improve services. “In some cases they were calling customer care hundreds of times a month for a period of six to 12 months on the same issues even after we felt those issues had been resolved.”¹²

In industry after industry, companies are proving the old 80/20 theories — where 20 percent of customers account for 80 percent of profits or where 20 percent of customers account for 80 percent of costs. Acting on this insight, many companies are creating customer interaction strategies based on each customer’s segment membership. They are building customer treatment tracks that define how their company will interact with each customer. Essentially, companies are starting to treat different customers differently.

Differentiating customer treatment tracks requires technology to manage many 1-to-1 relationships. It requires customer segment membership tracking and migration management. For example, a customer may buy additional products and services and, as her profitability increases, she may be entitled to preferred customer pricing — and she may have earned membership into a different segment.

To plan and manage customer segment strategies, marketers are using marketing performance management (MPM) technologies to create strategy maps — powerful visualization tools that enable marketers to better plan customer strategies and to gain visibility into customer contact across the organization. In addition, marketers are using campaign management (CM) solutions to plan and manage each customer’s relationship.

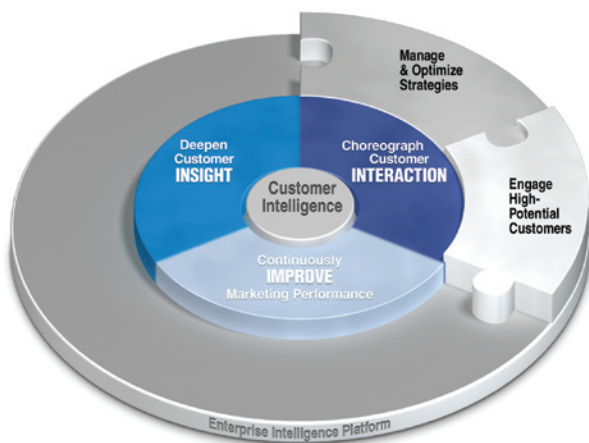
One of the hottest technologies that is coming of age in the customer strategy planning area is optimization. Marketers are using a variety of optimization technologies for everything from marketing mix analysis to constraint-based customer contact optimization. Even in a mass-marketing world, managing the marketing mix elements was a challenge — and many considered it more of an art. With the marketing complexities of today, marketers can ill-afford the risks of art and are increasingly applying the science of marketing optimization technologies.

Marketing mix optimization assists marketers in determining the optimal mix between advertising, promotion and pricing — essentially, this technology helps the marketer make the smartest decisions about resource allocation. Within advertising, this technology will guide marketers to the optimal media mix by market. It also enables marketers to create scenario models that calculate the probable impact of different decisions.

When applied to outbound customer communications, optimization gives marketers the ability to plan and maximize economic outcomes, while balancing the capacity to deliver and the likeliness to respond. Using scenario planning that integrates predictive analytics with constraint-based optimization, marketers can determine the expected economic outcome of campaigns before they are executed. In the increasingly complex world of 1-to-1 customer communications, marketing optimization (MO) is becoming a must-have technology to optimize ROI for campaigns, price, channel capacity, offer and other real-world business constraints.

Developing and optimizing customer segment strategies is rapidly becoming an organizational imperative — and in the Darwin world of business, companies must continue to evolve their capabilities or become extinct. As Peter Drucker once said, “The only profit center is the customer.” Today’s CRM technologies are enabling companies to manage customer knowledge and align their organizations, and their decision making, around customers.

5. Engage High-Potential Customers



- Strategically manage inbound and outbound interactions:
 - Inbound: call centers, Web, stores and branches
 - Outbound: direct mail, e-mail and sales leads
- Campaign management
- Behavior event triggers
- Real-time decision making
- E-mail/mobile marketing

■ Enterprises are becoming much more sophisticated in their campaign management activities. Constraint-based optimization is becoming a must-have capability as enterprises move beyond optimizing single campaigns into optimizing overall customer communications management across multiple products, channels and offers.

Everything communicates! Marketers know that all marketing mix elements (the four P's) communicate something to each customer. Marketers often get consumed by promotion and the creative aspects of advertising communication. Marketers have to be reminded that even pricing communicates something that either reinforces or detracts from their brand's positioning.

If it wasn't hard enough to keep the four P's in alignment — all communicating the desired message and nurturing the desired emotional responses with customers — the world became even more challenging for marketers with the emergence of multiple customer touch points and channels. How could a marketer assure that the customer was getting the desired treatment consistently across channels and products?

This challenge was initially met with marketing campaign management technologies. These technologies automated the campaign management process — everything from customer database management, campaign planning and execution, and post-campaign analysis. The early adopters were the direct marketing units within the company. They recognized the benefits of this technology, including dramatically reducing time and labor, improving quality and expanding their ability to efficiently manage large volumes of campaigns simultaneously.

These capabilities enabled direct marketers to rapidly test and learn by efficiently managing many test cells — thousands in some cases — simultaneously. Marketers began to measure the relative effectiveness of different offers, creative designs, pricing and product configurations — and how different target groups responded to each offer combination. Marketers compressed their learning cycles, eliminated wasted marketing dollars and improved campaign effectiveness.

Importantly, campaign management gave marketers the ability to efficiently manage customer contact — assuring that customers did not receive conflicting offers and that their contact frequency rules were met. These capabilities were (and still are) critical to marketers.

As customer contact points and channels grew, marketers leveraged campaign management systems to send leads to their call centers and in-market sales force through operational CRM and sales lead management systems. Marketers quickly learned that lead management systems were only as good as the content placed into those systems. Campaign management met the challenge by delivering the right content, based on analytical insight, to manage the customer dialogue across channels such as direct mail, e-mail, company Web sites, call centers and in-market sales forces.

While campaign management is still an important part of every enterprise marketing system, the customer intelligence platform is where companies need to focus now. By having a customer intelligence platform as the hub, companies are better able to support capabilities like real-time decision making, optimization and event-based marketing.

■ *“Engage your consumers in as many different ways as possible, at as many different touch points as possible. . . . Let the consumer respond, take their feedback and be ready, willing and able to tweak your plans accordingly. You will see quite quickly just how open today's consumer is to being marketed to — as long as they are a part of it. No one wants to be ‘spoken to’ any longer, they want to be ‘spoken with.’”¹⁵*

— Bob Liodice, CEO of the ANA

Event-based marketing monitors individual customer behavior and detects significant behavior changes that warrant customer contact. This is not about creating simple business rules. It is technology that detects changes significant at an individual customer level, based on historical behavior, and then sends a lead to a campaign management system for action. The results can be compelling. By reaching out to a customer at the right time, positive response rates can be 20 to 30 times higher than traditional direct marketing. More importantly, customer affinity increases because customers perceive the contact as timely and valuable. It's all about demonstrating to customers that your company understands their individual needs, satisfying those needs when they occur, and letting them know they are valued. Because event-based marketing enables a company to immediately respond to a customer when their behavior changes, customers welcome this contact; they get a sense that they matter.

Optimization technologies are delivering great results. Today, there are technologies that optimize the marketing mix elements — establishing optimal spending splits between advertising and promotion, optimal pricing, optimal media mix by market — and these applications are in addition to campaign offer optimization and sales lead optimization. Optimization technologies enable better decision making!

Real-time decision management software can improve live interactions with the customer. For example, a customer may be on the phone with a call center representative. The rep may receive several “screen pops” to ask this customer questions. The customer's answers are collected, and the real-time decision management system uses sophisticated analytics to calculate “best actions” in seconds. And, again, customers perceive the suggestions as relevant and helpful. Some “offer-centric” technologies in this space use profiling techniques to simply match a handful of offers to all inbound customers. Better real-time technologies are customer-centric. They dynamically track customer behavior and use predictive and descriptive analytics to make the right recommendations, trumping an offer-centric approach.

Managing the customer dialogue across multiple products and channels has never been more important. Customer contact strategies that are fueled by analytical insight are delivering successful results. Creative marketers are discovering the power of engaging the customer in a conversation across multiple mediums. Experiential marketing, which uses brand-relevant experiences to appeal to both the rational and emotional buying triggers of the intended audience, is demonstrating great success.

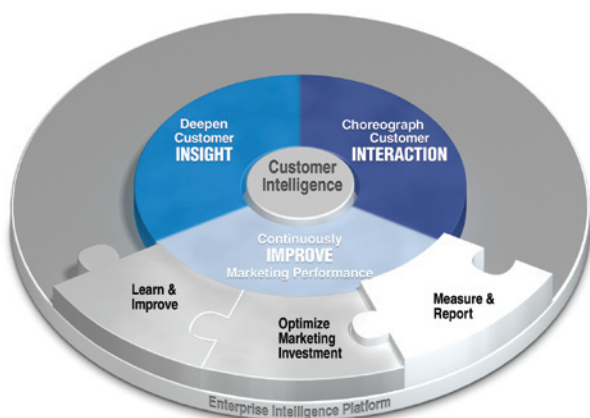
As these newly integrated interactive forms of customer engagement mature, the challenge to manage the customer dialogue will only increase. New marketing technology will play an increasingly important role in assisting marketers in developing and managing meaningful customer interactions — and ultimately in growing profitable, long-term customer relationships.

■ *“Audi’s approach to launching A3 is so unorthodox, it’s little wonder that executives involved call it ‘alternate reality branding.’ Such marketing campaigns combine aspects of real events, fiction, online video, blogs, journalism, and, finally, even some conventional print and TV ads. They create a unique form of branded entertainment that skates across multiple media platforms and live events to attract young consumers who have all but turned their backs on 30-second TV spots and static Internet banners and print ads. Hitting consumers on the head or grabbing their attention for 30 seconds is out. ‘Engaging consumers so they follow your brand is the new holy grail,’ says Brad Brinegar, CEO of McKinney & Silver.”¹⁶*

– **BusinessWeek**

III. Continuously Improve Marketing Performance – Measuring and Reporting What Matters

6. Measure and Report



- Comprehensive business intelligence
- Scorecards, metrics, measurement and reporting
- Strategy maps
- Channel and campaign performance

Some estimates peg marketing expenditures at \$1.2 trillion per year. Hence, the marketing function is now in the hot seat to demonstrate measurable results in ways like never before.

Marketing accountability now rules. As the science of marketing increases in importance, so does the need to create better management and measurement capabilities — this is the world of performance management (PM) and its functional cousin marketing performance management (MPM). But this world is more than measurement and reporting through dashboards and scorecards; it includes marketing planning tools and strategy maps, campaign and channel performance tracking, and optimization technologies to maximize the ROI on marketing investments.

■ *“The ANA has fielded three marketing accountability surveys and written two white papers based on the findings of the ANA Marketing Accountability Taskforce. What we found is that to advance the marketing accountability continuum, organizations need to:*

- *Develop and nurture the core competencies of people – so they learn how to be “accountable”*
- *Manage data as an asset – and use data to create a common language throughout the company*
- *Create and leverage metrics for understanding and profitably growing brands and sales*
- *Proactively plan and deploy campaigns with well developed marketing management processes*
- *‘Standardize behavior’ by improving foundation enterprise tools for data aggregation, reporting and analysis”¹⁷*

– Bob Liodice, CEO of the ANA

Managing the marketing process has never been easy. In the absence of better management systems, marketers would cobble together data from sales, marketing research, syndicated consumption data and many other data fragments to create a composite view of what (they thought) was happening. Usually, as part of the annual planning process, marketers would develop a comprehensive view of the business — generally to support the desired plans for the next year. And when it came to linking marketing activities to financial outcomes, marketers were often challenged to present empirical evidence.

At a day-to-day operational level, marketing executives found it difficult to align marketing activities and resources to strategies and goals — and ultimately to the company's financial performance. They could not establish accountability on the marketing team. Nor could they easily understand and improve the effectiveness of marketing activities.

Things have changed. Today, CMOs are using MPM systems to manage and improve the performance of their organization's marketing efforts. Importantly, they are using MPM to quantify the marketing contribution to the company's overall success. Marketers are applying MPM technologies to deliver analytical insights to managers for decision making in a single, comprehensive marketing framework.

CMOs are using MPM systems in three major areas as follows:

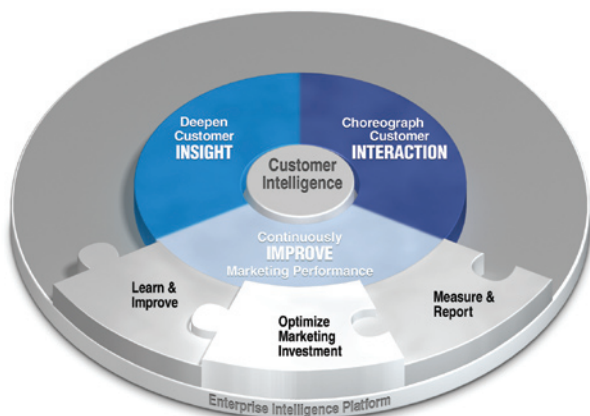
1. **Analytical insight** – with better visibility and analytics, the CMO is able to more quickly make smarter decisions and improve results.
2. **Metrics and alignment** – with comprehensive metrics, including customer-centric metrics, the CMO is able to align the entire organization around key business drivers.
3. **Organizational clout** – with transparency and objective reporting, CMOs are able to justify marketing spend and lead the organization.

Today, through MPM, CMOs are able to drive the marketing agenda throughout the organization.

■ *“Today, many CMOs have narrowly defined roles that emphasize advertising, brand management, and market research. In the years ahead, companies will need their CMOs to lead far-reaching change efforts, shape their public profiles, help manage complexity, and build new capabilities. CEOs have a role too: helping CMOs to set priorities and drive organizational change while fostering closer connections between them and other senior executives.”*¹⁸

– **David Court**
McKinsey & Company

7. Optimize Marketing Investment



- Analyze and optimize marketing mix elements (advertising/promotion/pricing)
- Create optimized media plans (by medium, by market)
- Measure, report and improve

Marketing resource management (MRM) is enabling marketers to improve marketing ROI. CMOs want to better understand and manage how marketing investments are affecting sales and profits. CFOs and CEOs are demanding empirical evidence. In response, CMOs are beginning to leverage MRM to determine the optimum marketing mix and spending levels to achieve business objectives.

Managing the marketing mix elements used to be more of an art form. Marketers would patch together learning from consumer research, competitors, retail point-of-sale data, advertising media weight tests, pricing elasticity tests and many other external inputs. Then the marketer focused on internal data such as product costs, advertising and promotion costs, gross margins, hurdle rates for ROI and other internal inputs. At the end of all of this analysis, marketers produced business plans that established all of the marketing mix elements — and the trigger was pulled.

Until recently, it was difficult for marketers to gain a consistent understanding of their return on marketing investment. Now, MRM automatically links sales and other business results to the marketing investments that drive them — enabling marketing departments to quantify the ROI of their marketing spend. MRM is now enabling marketers to continuously plan, measure and optimize the impact of marketing spend on revenue and profitability. Specifically, MRM can:

- Quantify the impact of each marketing investment relative to key business objectives.
- Deliver visibility into critical marketing performance metrics across all business divisions, product lines, markets, channels and segments.
- Provide security features that allow you to collaborate on marketing planning and refinement with outside vendors and agencies.
- Perform what-if analysis to forecast the impact of different marketing investment scenarios.
- Drive top- and bottom-line growth by enabling fact-based marketing decisions that weigh the tradeoffs between products and brands.

Beyond improving marketing ROI, MRM improves marketing accountability, which is giving the CMO clout and credibility with the CFO and CEO.

“I know half my advertising is working ... I just don’t know which half!”

-John Wannamaker (1905)

MRM helps marketers continuously monitor, predict and optimize their mass marketing and promotion activities. Companies that use advertising or promotions to communicate with their customers can use MRM to explain what drives their key business results

including sales, store traffic, Web site traffic and brand awareness. MRM can identify what types of media (TV, print, radio, billboards, online advertising) or promotions (incentives, special offers, temporary price reductions, displays, circulars) are effective and efficient.

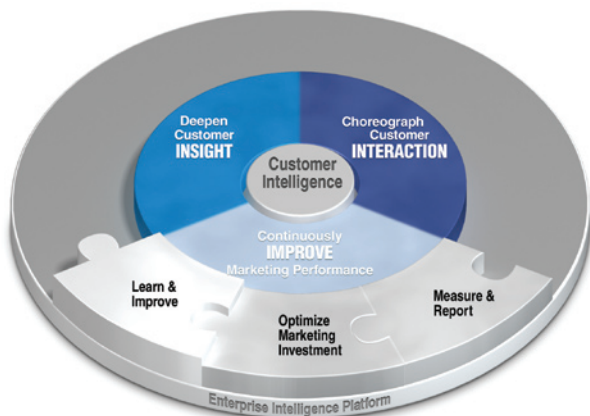
Here’s how MRM technologies work. First, MRM unifies disparate marketing data, such as purchase data, marketing expenses and primary research metrics. Then MRM applies a broad range of analytical models to provide performance metrics that connect marketing activities to sales revenues. The results are published for team members, channels and agency partners. Bottom line — MRM can connect marketing activities to sales results through closed-loop analyses.

Advertising, while it is changing dramatically, will continue to be an important part of the marketing mix to generate consumer awareness. Today, marketers are beginning to apply optimization technologies to improve marketing ROI and marketing accountability. They are using predictive analytics as a telescope to view into the future and empower managers to compare the relative impact of different actions — and, ultimately, make smarter decisions.

■ *“Marketing and media mix modeling has given us outstanding perspectives on how marketers must budget and manage the growing array of available vehicles to advance short-term brand and revenue objectives.”¹⁹*

– Bob Liodice, CEO of the ANA

8. Learn and Improve



- Integrated marketing platform
- Feedback learning to customer database
- Closed-loop continuous learning

Customer knowledge is the new currency of marketing. While the revenue and (hopefully) profit generated from each customer transaction will continue to be important, smart organizations are placing increased emphasis on the knowledge gained from each customer transaction. This is the critical step that moves a company from a “transaction-based” to a “customer-relationship-based” business model. It represents a paradigm shift to a strategic orientation that focuses on keeping and improving relationships with the customers that matter most. It is the process of growing long-term durable customer relationships.

Historically, the management of knowledge has never been well integrated. Knowledge has been managed in functional silos such as finance, operations, research and development, sales, marketing and other silos across the organization. Even within the marketing world, knowledge has been siloed in departmental areas such as market research, direct marketing, advertising and promotion groups — to name a few.

As knowledge becomes the new currency of marketing, the continuous integration of customer knowledge (often in real time) is becoming the new marketing imperative. Here’s the catch: Even if you create a single reservoir of all customer insight, apply rigorous analytics to create proprietary knowledge about individual customers, and keep the knowledge up to date, the knowledge will only become useful when it is shared. This means that knowledge must be appropriately packaged for individual employees and distributed for decision making.

■ *“The opportunity to engage with – and learn from – consumers in new, intimate ways. Engagement. That’s the elephant in the room.”²⁰*

– Bob Liodice, CEO of the ANA

What types of knowledge are important? Every piece of information about each customer is important, including purchase and transaction behaviors, profitability and potential scores, attitudinal dimensions, satisfaction and/or loyalty levels, credit worthiness, life-stage, and expressed preferences for interaction; the list goes on and on. And not only do you need these attributes for each customer and household, but you must be able to track the changes in each variable because everything is dynamic, and you must be able to track improvements.

How can large companies manage this complexity? It starts with an enterprise marketing platform that enables you to integrate internal information (from every channel, product and transaction) with external information (third-party data, blogs, point-of-sale and many other sources) — and then apply analysis to create new knowledge. These are robust marketing platforms tuned to manage large volumes of data and prepare it for analytics. These platforms are connected to the customer interaction marketing solutions discussed earlier (such as campaign management, marketing optimization, real-time decision making, etc.) which enable you to manage the customer experience across products and channels. The platforms are also linked to measurement and reporting systems so you can manage employee behavior around your customer-centric business strategy.

Why is knowledge so important? The more knowledge that a company can assemble about the drivers that create revenue and profit, the better equipped they become at managing those drivers. Knowledge derived from analytical insight enables companies to find and nurture their competitive advantage. The creation and integration of new knowledge fuels continuous improvement. Bottom line: It takes analytical insight to make fact-based decisions around the processes that ultimately create the revenues and profits.

The Value of Integrated Technologies

When choosing technology to support a customer-centric business model, there are two primary considerations:

1. Can the technology platform support all the elements of an enterprise customer intelligence strategy, enabling you to expand and extend capabilities over time?
2. Can you trust the technology partner to be with you in the long run?

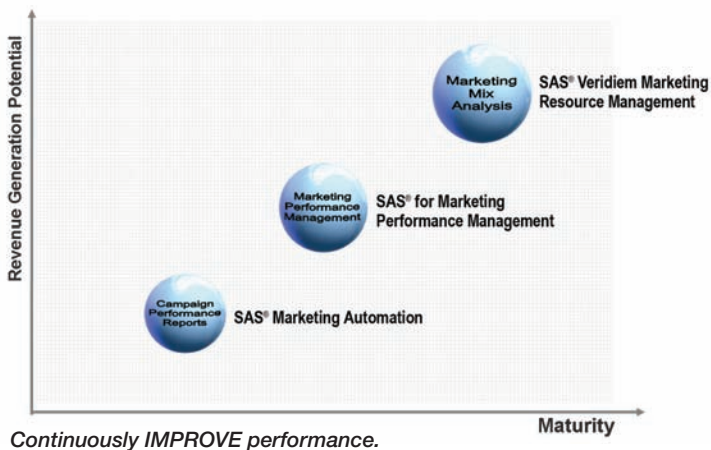
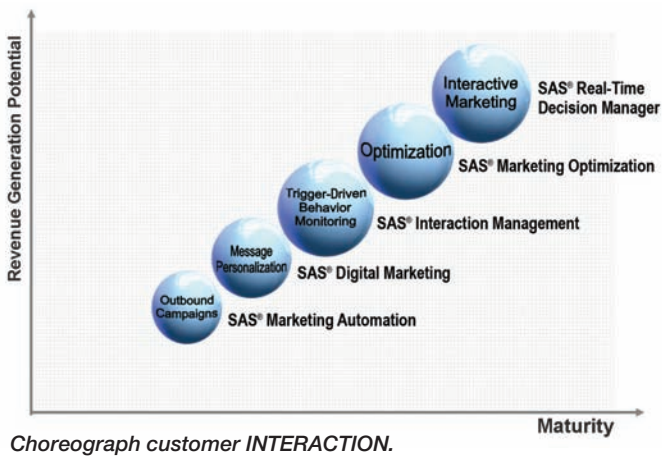
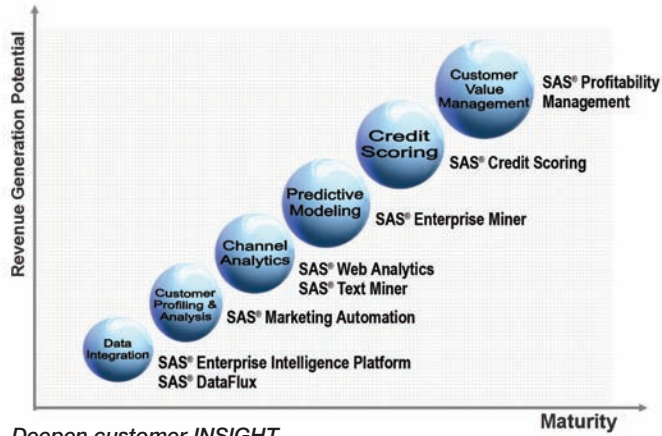
After these two hurdles are cleared, you should focus on tight integration between the three interdependent parts of a customer intelligence marketing platform: customer **insight**, customer **interaction** and **improving** marketing performance management.

- I. Customer **insight** is about deepening your understanding of individual customers (and treating customers as individuals). It requires technologies to manage, integrate and analyze data across products and channels. It requires analytically derived insight such as customer profitability and potential scores, attrition and credit risks scores, and channel migration tracking. This requires tight integration between your customer insight and customer interaction technologies.
- II. Customer **interaction** is about managing customer dialogue. This is where early CRM technologies began with sales force automation and campaign management. Today, it includes marketing mix optimization, behavioral triggers, digital marketing, and real-time decision making (to name a few). These interaction technologies are only as good as the customer insight that fuels them — which leads us back to the integration imperative.
- III. **Improving** marketing performance management is about measuring and reporting what matters. It's about aligning organizational activity around actions that create value with the customers that matter most. It's about integrating the learning that occurs with every customer interaction — which again leads us back to the integration imperative.

Today, multiple technologies can empower marketers to more effectively reach their goal of growing a durable and profitable customer base. As you make your technology decisions, remember that success lies in the integration of these technologies.

A Growth Path to Evolve

Where do you stand? Where do you want to take your marketing model? The graphs below represent a logical evolution for integrating key technologies into a customer knowledge-based business model. To demonstrate that these technologies are available today, SAS product Web links have been included so you can explore how these technologies can enable a customer-centric marketing platform based on the three I's of marketing.



LEARN MORE

Click on a product name to view the corresponding Web page or visit SAS Customer Intelligence at www.sas.com/citour.

Conclusion: Now Is the Time to Act

This white paper has discussed some of the market forces leading marketers to shift to a customer-centric business model and how they are integrating the technologies required for success. They are going well beyond using technology to automate their old business models. These marketing innovators are building new customer-centric business models that are focused on developing analytical insight, connecting that insight to customer interactions and integrating learning to continuously improve results.

New insight and knowledge has always fueled innovation and success. What's different? Instead of focusing insight and knowledge entirely on products and services, marketers today are realizing that customer insight and knowledge can often trump the value of product knowledge. More importantly, to build a long-term customer base, companies understand that their customers' wants and needs change as they move through life stages — so deeper customer knowledge is what aligns their company's products and services to their customers.

As you consider how to build a more durable and profitable customer base for your company, I encourage you to ask yourself the following questions:

- Can I build a more competitive business model by focusing first on the three I's of marketing?
- Can I successfully implement customer-centric strategies in my product-centric organization?
- Am I turning customer data into useful insight for smarter decision making?
- Do I have a roadmap for integrating technology for competitive advantage?

Hopefully, this white paper has helped you answer these questions.

Finally, as you evolve your business model, here are three factors that often contribute to success:

- A flexible organization capable of evolving to integrate capabilities.
- Understanding the importance of a strong data foundation with analytics, and making the commitment to build it.
- Taking an incremental approach of building out capabilities and demonstrating ROI along the way.

-
- *“According to the Booz Allen/ANA study, Growth Champions share these important characteristics:*
 - *They possess a broad range of analytic, financial and creative capabilities.*
 - *They can clearly identify their contributions to revenue growth, giving them added organizational credibility and authority.*
 - *They use sophisticated tools and processes to promote business efficiency.*
 - *They are proactive – not reactive – in providing guidance and services that add value to the senior leadership team.*
 - *They are perceived by other executives, especially in C-suite offices, as contributors to – and leaders of – the growth agenda. Marketers that possess these characteristics truly ‘connect’ with their CEOs.”*²¹

– Booz Allen Hamilton

Five Top Takeaways

1. **Driving Forces:** The convergence of three forces are prompting action now:
 - a. **Increasing Marketing Complexity** — more customer channels and touch points; more media communication channels; diminishing ability to differentiate products and services (commoditization); and the emergence of new interactive multimedia customer-engagement marketing strategies. In response, CMOs themselves are demanding better marketing platforms that enable them to make smarter investments and increase the probability of success.
 - b. **Demand for Accountability** — pressure from CEO, CFO and shareholders for greater transparency and demonstrable ROI on marketing investment.
 - c. **Empowered Customers** — controlling the marketing mix elements and demanding to be treated as individuals (and voicing their satisfaction levels to millions of others with a click of the mouse).

2. **The Three I's Solution:** You can win by evolving to a knowledge-based customer-centric marketing model fueled by analytically derived knowledge. By focusing on the three I's — Insight, Interaction, and Improve — you can better manage the four P's of marketing at a customer level and successfully implement customer-centric strategies in product-centric organizations. The three I's require mastering the following:
 - a. **Deepening Insight** – Manage data, predict behavior and profile and segment customers.
 - b. **Choreographing Interaction** – Develop and optimize strategies and manage customer engagement at the enterprise level.
 - c. **Continuously Improve** – Measure and report KPIs that matter, optimize investment of sales and marketing resources, and build a marketing platform that enables your organization to continuously learn and improve — closed-loop learning from every customer interaction.

The technology required to successfully manage the three I's exists today.

3. **Success Through Integrated Technologies:** The power of today's technologies is determined by the level of integration between those technologies. Gone are the days when different departments can buy a tech tool to improve the efficiency of a single process for a single part of the business. Today, competitive advantage comes from building an enterprise marketing platform that is fueled by customer knowledge gained from daily customer interaction across products and channels.

The value comes from creating comprehensive customer insight that your competitors don't have — and then making informed decisions that change the way you interact with your customers — and, in fact, change the customers that you choose to interact with and invest in. Finally, real success comes from continuous improvement — rigorous experimentation and testing — and integrating empirical results back into your knowledge reservoir.

4. **Never a Better Time:** While there has never been a time of greater marketing complexity, today's technology has matured to empower marketers to make smarter decisions. It's all about harnessing the power of the digital information that's piling up all around us. Never before could marketers compile so much information about customers and markets, transfer that information into actionable knowledge, and guide the investment of resources with greater precision.

It's a wonderful time to be a marketer — but to succeed you must act. You must change the paradigm of your existing business model and build the organizational competencies to take advantage of the information age that we are living in today. Never before has this old adage been more true — knowledge is power.

5. **Bottom Line:** Is your marketing platform (business model) based on:
- a. Managing customer knowledge across the enterprise;
 - b. Integrating knowledge across the organization's functional areas; and
 - c. Measuring, managing and improving activities that ultimately produce a more durable and profitable customer base?

If you are like most senior marketing executives, you recognize that there are opportunities for radical improvements. Savvy executives are acting.

SAS® Customer Intelligence Solutions

Our goal at SAS is to help you build a more durable and profitable customer base for your company. To achieve this goal, we offer a wide range of technology that enables you to develop a more competitive business model based on *integrated customer intelligence*.

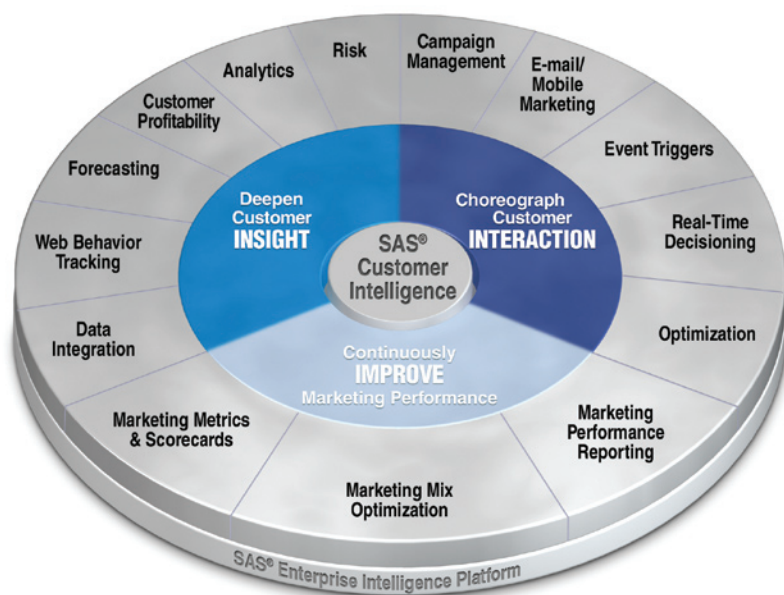
Our customer intelligence solutions strategy is simple: ***We enable you to make smarter decisions.***

SAS Customer Intelligence is the only enterprise marketing solution set that:

- Enables smarter decisions by integrating superior customer analytics into every solution.
- Solves more marketing challenges.
- Leverages over 30 years of proven success.

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About the Author



Jeff Gilleland has over 25 years of experience in building profitable customer bases for FORTUNE Global 500® companies. He has held senior marketing positions within the consumer-packaged-goods, financial services, and technology industries, where he has built growth strategies based on customer knowledge for some of the largest brands in the world. Applying his experience in 1-to-1 and classical marketing, he offers an informed view on how to

build organizational capabilities that enable knowledge-based strategies, increasing customer affinity and profitability.

As the Global Marketing Strategist for SAS Customer Intelligence Solutions, Jeff advises companies on how to leverage technology to build more competitive business models and, ultimately, more durable and profitable customer bases.

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