

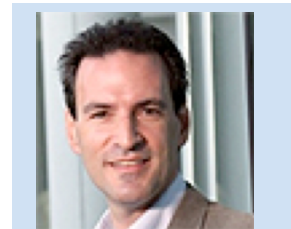


Membership Overview and Benefits

Customers are fickle. Competition is intensifying. Loyalty is eroding. Innovation is elusive. How can you – as a chief customer officer (CCO) – stay ahead of the customer curve, properly align business strategy with ever-increasing customer needs, stay on top of fast-changing best practices, and set expectations about your strategic role in the company?

The Chief Customer Officer Council

The Chief Customer Officer Council (www.ccocouncil.org) is the first of its kind – a member-led peer-advisory network offering unparalleled insight into the critical issues facing CCOs. The Council is committed to elevating the CCO role in business strategy, helping members to grow professionally. Most important, we help members drive solid, customer-focused business results.



“If the Council had existed then, I might have been able to accomplish in three years what took me six.”
-- Jeb Dasteel, SVP and Chief Customer Officer
Oracle

What if ...?

...you could learn from the 2012 CCO of the Year, Jasmine Green of Nationwide, 2010 CCO of the Year, Tammy McLeod of Arizona Public Service Company, or the 2009 CCO of the Year, Jeb Dasteel of Oracle, just one idea that helps you keep one customer from defecting? How much is that one customer worth? \$100k annually? \$200k? \$1MM? Pete Winemiller of the NBA said that for him a 1% increase in renewal rates is worth \$400k annually.

...through insights gained around customer reference programs or other customer acquisition activities you were able to help Sales bring in just one more customer next year? Is that worth another \$100k? What is that customer's lifetime value?

...you could increase your customer loyalty scores by 1%? Rudy Vidal said that while at Panasonic he found that moving just 1% of customers to top-box satisfaction scores yielded \$33M annually, because these customers are five times more likely to repurchase.

...you learned from your peers one idea how to improve customer engagement? Jeb Dasteel said that Oracle derives 33% greater revenue from more engaged customers.

... you had the opportunity to ask such seasoned executives how to handle crises and customer challenges?

...you could expand your tenure as the CCO? The average tenure of the CCO is 29 months. It is the most fragile role in the C-Suite. How much does the company save in severance, retained search, training, and lost customer relationships by investing in you to ensure your success and longevity in your role? Some HR experts estimate that the hard costs are easily 1.5x salary.

Key Issues CCOs Face

In working with more than 150 CCOs during the past decade, it is apparent that CCOs face three key imperatives:

1. *Drive Profitable Customer Behavior*

- What are the promises and pitfalls of the various ways of measuring loyalty?
- How can the customer experience be improved?
- How can insights from all customer touch points ensure a constant flow of customer information to inform corporate, customer and product strategy?

2. *Create a Customer-Centric Culture*

- How do leading companies prioritize customer initiatives around customer needs?
- How do companies successfully engage and motivate employees?

3. *Justify Value*

- What is the best way to quantify loyalty and measure ROI so CCOs can communicate the value of their role to the CEO and the Board?
- How should the CCO be evaluated and compensated?

Addressing these imperatives empowers you as a CCO to better serve your customers, your organization, and your shareholders.

Practical Applications of CCO Council Membership Benefits

The most valued benefits members derive from the Council include:

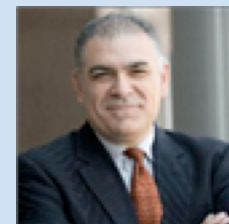
Develops a validated roadmap that drives profitable customer behavior. The CCO Roadmap details the key activities and programs a company must put in place to profitably acquire, serve and retain customers. The Roadmap provides a clear customer strategy to follow, mapping out the customer and internal programs that the best CCOs have found to provide the greatest customer and business ROI.

Shortens your “time-to-loyalty” or the time it takes for a customer to become loyal—and more profitable. You shave weeks, months and more off of your customer program implementation by following best practices from other CCOs and learning from them what works, what doesn’t, and what to watch out for.

Protects your valuable customers from inevitable harm and potential defection. One of our members said that he had made nearly every mistake possible in his early days and wouldn’t advise anyone to do the same things he did in the first year. With the wisdom and experience of the Council, you don’t have to experiment at the expense of your best customers.

Provides access to primary research exclusively addressing issues faced by the chief customer officer. You have access to annual research on topics chosen by Council members, each potentially costing \$20-\$70k if commissioned directly.

Provides access to an unrivaled peer network. Countless CCOs have said they wished they had someone they could turn to who could review a strategic plan or bounce ideas off



“The CCO Council offers tremendous value to me, personally and professionally. The in-depth discussions with peers are invaluable. I’m excited about the opportunity to more clearly define and disseminate best practices for this role. A fulfilling and worthwhile effort.”

-- Rudy Vidal, Former CCO, inContact

of to solve an immediate problem. The Council provides ongoing access to peers through online forums, in-person meetings, and direct phone calls.

Helps you as a CCO define and defend your role, and deliver solid, customer-centric business results that increase your value to the organization and prolong your tenure.

Helps advance the CCO role. As a leader and forerunner, you will help define the role as you establish standards and best practices throughout the field, and assist your fellow members and their organizations by sharing your extensive knowledge.



Membership Benefits of the CCO Council

Membership benefits of CCO Council program are based on five core elements:

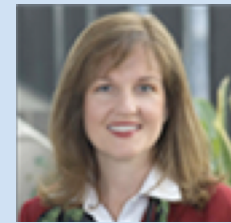
1. Peer Exchange

To generate insight and build professional relationships, nothing else compares to the value of stimulating discussions on topics of personal and immediate relevance. The benefit cornerstones of CCO Council membership are therefore peer interaction and especially live meetings.

- Annual CCO Summit** – The CCO Council's Annual Chief Customer Officer Summit is the only event of its kind: an exclusive and intimate gathering of forward-thinking Chief Customer Officers from the world's leading companies including Oracle, MetLife, Nationwide, Teradata, FedEx, JetBlue, and more. The Summit is the premier opportunity for CCOs and their c-level counterparts to benchmark their organization, learn leading-edge practices, and build valuable peer relationships. Only at the Summit can CCOs openly and freely share their experiences, challenges, and successes with each other in an environment free of vendors, sales pitches, and other distractions. Because attendees are selected by invitation only to maximize cross-pollination of industry, company size, and experience, attendees are guaranteed to find the most innovative solutions to the most critical challenges faced today. Summit registration is free for members (a \$3500 value). Meeting agendas are co-created with the membership and co-chaired by Council members.

A highlight of the CCO Summit is the awarding of the Council's **CCO of the Year Award**, presented to the chief customer officer who has made the greatest strides in improving customer relationships, driving profitable customer behavior, and in creating customer-centric cultures.

- Annual Spring Meeting** –The Council meets in-person in the spring to promote the development of the CCO community and enable deeper dives into issues identified at the annual Summit. Attendees learn and share best practices; compare tried and tested tools and gain specific, targeted advice from peers to resolve their most critical issues.
- Online Community** – Members have access to a private and secure online community that provides convenient access to Council content, and serves as a vehicle for ongoing discussions between meetings.
- Direct Access to Members** – In keeping with the core values of the Council, members are dedicated to educating and helping each other through dialog, resource



“Time is my most precious commodity. The CCO Council, with its best practices, in-depth research, and most importantly, the ability to have dialogue with other highly experienced members in trusted environment are invaluable because it saves me time. The sharing is excellent. I no longer have to reinvent the wheel with every new initiative. Most importantly, I'm not experimenting at my customers' expense as I deploy tried-and-tested Council best practices. As a member, I can deliver a better customer experience and better business results--much faster.”

-- Tammy McLeod
VP & CCO

Arizona Public Service
“2010 CCO of the Year”

sharing, recommendations, referrals, etc. Access to other members is perhaps the greatest benefit of Council membership.

2. *Best Practices*

- **The CCO Roadmap** – The Roadmap is a comprehensive, one-of-a-kind best practice resource intended to help simplify the sometimes-overwhelming complexity of the CCO role. The Roadmap provides a prioritized framework to help CCOs and other loyalty executives drive solid business results as they acquire and retain more profitable customers. By following the Roadmap, CCOs implement tried-and-tested programs without the risk of experimenting at the customers' expense, and can shave years off the time required to achieve major customer success.
- **Best Practices Evaluations** – These include drill-down discussions on key aspects of the CCO Roadmap along with customized presentations and best practices presented by guest subject-matter experts.

3. *Research*

Members have exclusive access to regular research reports, best practices, guides, meeting syntheses and member-generated content produced by the Council. The Council will be conducting a major research project each year on a topic of particular interest to the Council membership.

4. *Resource Library*

The CCO Council offers an unparalleled and growing resource library to help members be successful. Whether it be best practices, how-to guides, white papers, critical analyses, archived community posts, events, or other articles, the resource library informs members quickly and simply, so they can make the right decisions for their organizations and customers. Learn how other Council members have solved similar problems. Contribute best practices to help educate other Council members.

5. *Recognition & Publicity*

Council membership provides a valuable platform for members to gain recognition for their expertise. All new members are recognized in a news release prepared by the Council and distributed to national business and customer industry media. The Council occasionally sponsors a webinar entitled, "Conversations with the CCO," which features different Council members being interviewed by Curtis Bingham on topics of interest to CCOs. The interview is recorded and archived on the Council's website and of course available to all members as a learning tool.

Members also are featured on the Council's website (www.ccocouncil.org) and are available to speak to the business and trade media as experts in their field and command high-visibility speaking appearances at industry events. Finally, every member is eligible to win the coveted CCO of the Year Award.

Overview of the CCO Council

Now that you understand and appreciate the benefits of membership, let's take a closer look at the Chief Customer Officer Council itself.

Members

Members of the CCO Council are senior executives with significant customer responsibilities, such as CCOs, CMOs, Chief Strategy Officers, or those with equivalent responsibilities. Members will typically report directly to the CEO and have enterprise-wide responsibility for the customer experience. They will be uniquely accountable for improving profitable customer relationships and driving customer and corporate strategy into the C-Suite and throughout the company. Only one representative from any company may be a member of the Council, and delegation is not allowed.

Confidentiality

The Council operates under the modified Chatham House Rule in that no remarks made by Council members may be attributed to them directly; however, lessons and insights may be freely shared.

Leadership

The Council is hosted by Curtis N. Bingham, the world's foremost authority on chief customer officers. Curtis has worked with more than 150 of the 500+ CCOs in the world. Since 2004, he has published the *Executive-Level Customer Champions Report*, detailing the types of CCOs and their roles, responsibilities, performance metrics and emerging best practices.

Contact

For questions regarding Council membership, please contact Curtis Bingham, founder and executive director, at 978-226-8675 or curtis@ccocouncil.org.

To your continued success!



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