

Seize the Occasion

Usage-Based Segmentation for Internet Marketers

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Marketers fail when they segment Web users on demographics alone. Our study of click-stream data reveals seven usage-based segments that correlate to users' online moods and goals. They can be a powerful tool in crafting effective Web strategies.

It's a cardinal rule of consumer marketing, learned in the first year of business school: you must always segment your market. The principle has prompted the endless quest by marketers, their ad agencies, retailers and research firms for new segmentation schemes that promise accurate — and actionable — insights into consumer behavior. Over the years, demographics (age, education and income) has given way to psychographics (attitudes), and even to geopsychodemographics (age, education, income, attitudes, and location). Whatever the approach used — whether the motivational research popular in the 1950s, the VALS system of the 1970s, or the PRIZM methodology that was the rage in the 1980s — segmentation was always predicated on a simple equation: Who you are indicated how to market what you'd buy.

In the early days of the Internet, online adver-

tisers and retailers proceeded on the same assumption — that a combination of demographic and attitudinal data, derived from a knowledge of the sites users liked to visit, would give marketers all the relevant information they needed to create and aim effective messages at consumers. They projected traditional approaches and models into the e-space, without exploiting the Web's unique strengths. The abysmal performance of targeted banner advertising on Internet portal sites, where click-through rates today average a dismal 0.1-0.2 percent of page visitors, underscores the failure of this conventional wisdom.

Wherein lies the flaw? It turns out that consumer segmentation on the Internet must not only identify the who, what, where, how, and why — but also the when. An exclusive study by the Digital Customer Project, an alliance between Booz-Allen & Hamilton, the international technology and management consulting firm, and Nielsen//NetRatings, the leading provider of information and analysis about Internet audiences, shows that Internet market segmentation must take account initially of the wide behavioral variations exhibited by the same consumers during different sessions on the Net.

Indeed, our research indicates that the most effective segmentation scheme for online

consumers identifies them not by demographics or psychographics, or even by aggregate online behavior, but rather by their actual, individual behavior at a specific point in time — a form of segmentation we have dubbed “occasionalization,” since it’s based on distinct usage occasions. Our detailed study of several thousand Internet users has uncovered seven distinct usage segments, each defined by a widely shared, yet distinct, behavioral pattern that identifies how its members “consume” the Internet. Users within these different session types — regardless of their demographic and attitudinal characteristics, which can and will differ — show propensities distinct enough to be predictive, within the context of a well-developed online marketing plan.

Unlike traditional segmentation systems, which seek to place consumers inside relatively rigid boxes, occasionalization recognizes that effective targeting does not depend just on who the user is, but what mood he or she is in and the mode in which the user is approaching the Web. Although occasion-based segmentation has long been applied in offline marketing, we believe it is a primary tool in online marketing — hence, the need to give it a name and an identity. Indeed, occasion-based segmentation on the Web works in opposition to the way it works in the offline world. Offline, occasion-based marketing limits the user population by creating tight targets. In online marketing, technological flexibility allows occasion-based segmentation actually to expand the reach of marketing programs and retail formats.

Thus, effective marketing planning in an online or multi-channel environment must understand first how the consumer is using the Internet in a given session. Only then

do more traditional factors for targeting consumers come into play. By decoding the type of session in which consumers are engaged (which suggests their immediate purpose and attitude), marketers can better create messages and offers that will appeal to target consumers *when they are most open to that marketing*. Occasionalization is

the best way to harness the full power of the Web in marketing and retailing to consumers.

Usage-Based Segmentation vs. User-Based Segmentation

Conventional segmentation methodologies seek to identify groups of people by a set of relatively fixed personal

characteristics that are presumed to predict consumption behavior. As marketing developed, its focus on demographics — outward and visible signs of inward attitudes — grew more from the need for actionable, accessible criteria than from the inherent strength of demographics’ link to shopping behaviors. Age, gender, and wealth correlated well — *on average, over time* — with underlying attitudes. Coupled with, for example, prior shopping behavior, they became the best available predictors of *typical* future behaviors.

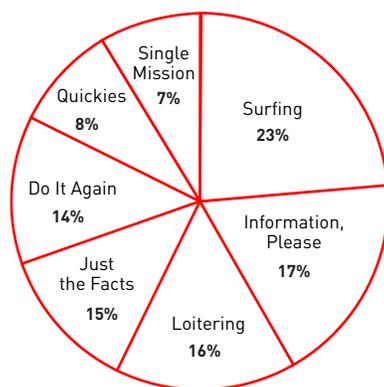
We saw the need to dig beneath these conventions when we first tried to develop a consumer segmentation system using Nielsen//NetRatings’ data. Many types of people use the Internet, it turns out, but we could find no demographic typology that was predictive. Sifting by individual users to find dominant forms of behavior — that is, groups of people who routinely engaged in one sort of activity over others — also proved unavailing. In fact, an early attempt to segment groups based on behavior found that almost 60 percent of online users exhibited a similar “average” behavior, falling into the same

Effective targeting must account for a user’s mood.

broad segment, which we dubbed “Pat Q. Public.”

However, that large category actually masked a set of distinctive behaviors. As in their offline lives, any one person would engage in different activities online, at different times. We then analyzed click-stream data collected from 2,466 users between July and December 2000, and explored *session* characteristics. (See “Methodology,” p. 11.) A session represents the total time between a user’s sign-on to and log-off from the Internet, and includes all those activities (represented by the user’s individual click-stream history) that occur during that period. After exploring numerous kinds of online conduct, four traits proved significant in the way they blended to define discrete clusters of behavior: how long users stayed online, how much time they spent per page, the category concentration of sites visited, and users’ site familiarity. Further exploration showed these activities recombining into seven session types. (See Exhibit 1; the segment slices represent percentages of all user sessions.)

Exhibit 1
Segment Breakdown and Session Characteristics



Four Defining Characteristics

- Session Length—Duration of user session, measured in minutes
- Time per Page—Length of time user spends on each page before clicking to the next page
- Category Concentration—Maximum percentage of total time spent at sites that are classified in the same category
- Site Familiarity—Percentage of total session time spent at familiar sites, or sites previously visited four or more times

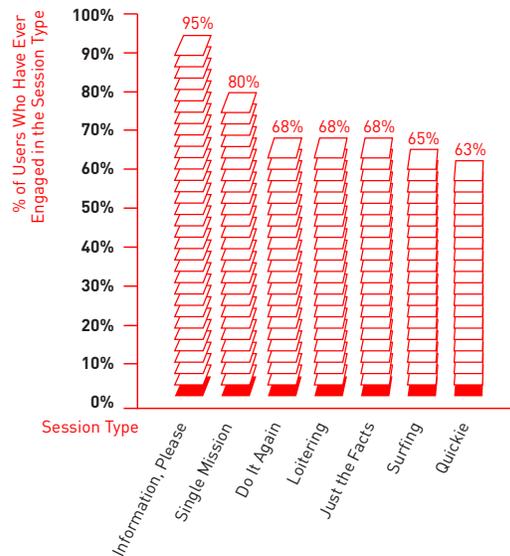
Source: BoozAllen & Hamilton analysis of Nielsen/NetRatings click-stream data.

To visualize the difference between usage-based segmentation and user-based segmentation, consider your own activity across the day. You work. You dine. You relax with friends and family. You read. You watch TV. It gets more intricate: Sometimes when you watch, you zip from channel to channel, while at other times, you engage intently in one show, for an hour or more. So, too, when you shop: Sometimes, you will browse aimlessly; sometimes, you’ll be very goal-directed. These different behavior patterns are what we call “usage occasions.”

This is not a startling insight; offline marketers apply the concept of usage occasions all the time. Think about how food-service companies respond to your eating habits. Even though your demographic and psychographic characteristics don’t change, your mood does, so over the course of a week, one night you grab a quick burger, the next you have an expensive dinner with a client, on the weekend you pick up some hot-and-sour soup for a stay-at-home meal. Each time you choose a destination — fast-food restaurant, three-star bôte, local takeout — that fits your current mood and needs. It is imperative that food-industry executives decide which occasions they want to serve. They must create formats and brands that accommodate the widest coherent range of eating occasions. A convenience store with a fancy dining room in back and a drive through alongside simply isn’t practical.

In applying usage-based segmentation to the Web, we stripped away the demographic, attitudinal, and behavioral faces of the user to look strictly at occasions and the behavior therein. This approach yielded the seven sharply drawn session types, each of which is engaged in by a broad swath of the Internet audience. (See Exhibit 2.) What’s more, people engage in these usage occasions promiscuously; indeed, 44 percent of our sample engaged, at one time or another,

Exhibit 2
Popularity of Session Types
(Percentage of Users Engaging in Session Types)



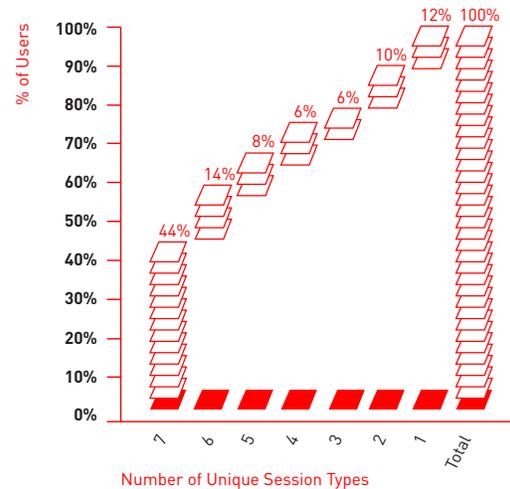
Source: Booz-Allen & Hamilton analysis of Nielsen//NetRatings click-stream data.

in all seven patterns, and fully two-thirds engaged in five or more session types. (See Exhibit 3.)

At first, separating the user from the usage occasion merely served to underscore how common certain forms of behavior are. We see little variation in the demographic make-up of the people engaging in the different types of sessions. Girls age 12-17 are just as likely to engage in a Loitering session as professional men age 30-50. Of course, there are still important differences in what differing groups of consumers do in similarly constituted sessions. While Loitering girls may be interested in looking up entertainment sites with the latest gossip on Ricky Martin, the middle age male Loiterer may be more inclined to linger at his favorite investment site, tallying the week's impact on his technology stocks.

Yet these common behavior patterns hold real implications for marketers. Twenty-three percent of all sessions in our sample, for example, fell into the Surfing segment, and people engaged in a Surfing session

Exhibit 3
User Promiscuity
(Percentage of Users Who Engage in One or More Session Types)



Source: Booz-Allen & Hamilton analysis of Nielsen//NetRatings click-stream data.

were more likely to spend a lot of time meandering through the Net, skimming through a number of different topics but not getting deeply involved in any one subject. That, in turn, influenced the user's consumption predilections. The occasion, we learned, was a clue to the user's mood, and the mood helped predict behavior — including, notably, the likelihood to go to certain sites, even the propensity to shop.

A basic flaw in Internet marketing is that, during its brief history, marketers have failed to consider the significance of these differences in usage occasions. Instead, Internet marketers have assumed a "steady state" theory of consumer behavior, imagining that each individual engages in a single, dominant type of behavior. Under the thrall of this steady state theory, marketers have imagined a one-dimensional consumer who acts just in a single, dominant way on the Internet — who can be identified, communicated to, and sold to *at all times* using solely conventional segmentation methods. "If I know the consumer," these marketers and their consultants are saying, "I can create

the ad. And on the Internet, I can use that ad any time I run into the consumer.” The fallacy should be obvious; it’s roughly equivalent to creating an advertisement appropriate to a given demographic group and then assuming you can run the same ad on “The Simpsons” and in church.

Even the great promise of Internet marketing, mass customization, fails when it’s predicated on user characteristics (whether gleaned from cookies, site registrations, or other means) without equally considering usage characteristics. True, an advertiser can easily send a 24-year-old graduate student visiting a business news site a very different banner ad than one a 54-year-old CEO might get. But if the content and placement of those banners aren’t also appropriate to the type of session the student or the CEO is in, the ads will be ineffective. To be sure, demographics can still be critical. The grad student, for example, may prefer country music, and the CEO may like opera. But a grad student in one type of usage session may not be amenable to a sales pitch at all, no matter how good your offer on that Dixie Chicks album is.

Internet retailers make the same mistake, assuming they can create inflexible Web environments, geared to one type of user – or, like offline food-service companies, to one type of usage occasion. As we’ll show below, this severely limits e-tailers’ opportunity to reach deeply into their potential markets, both to drive sales and enhance customer loyalty.

The great opportunity in online marketing is to use occasionalization to identify those occasions when people are most open to your marketing goals. By applying both usage occasions and demographics, online marketers will raise the odds of communicating with their target consumers at the time when those consumers want to see the marketing message. Online retailers can

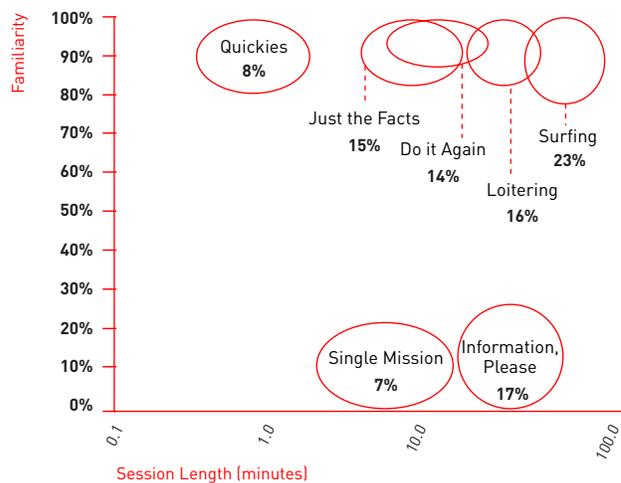
tailor their environments on the fly to meet the interests not only of the user, but the occasion.

The Seven Online Occasions

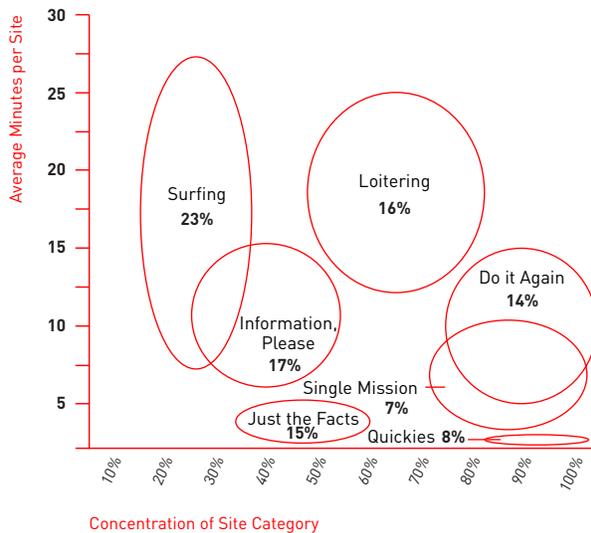
Tactical insights abound when marketers dig into the dynamics of the seven usage occasions. By looking closely at how the four usage traits recombine to define these different segments, a marketer can identify behavioral patterns that can help in the creation and placement of communications. Loitering and Surfing sessions, for example, both involve visits to sites with which a user is already very familiar. (See Exhibit 4.) But a close exploration of the categories of sites visited shows Loiterers far more highly focused on a discrete set of categories, while Surfers will engage more in seemingly pointless meandering. (See Exhibit 5.)

Based on these differences in the pace and breadth of sessions, it’s likely that some people will be open to a range of messages, others will pay attention only to highly targeted messages, and others simply will whiz by anything not directly related to the purpose of their session. We’ve arranged the

Exhibit 4
Familiarity vs. Session Duration



Source: Booz•Allen & Hamilton analysis of Nielsen//NetRatings click-stream data.

Exhibit 5**Time Spent per Site vs. Site Category Concentration**

Source: Booz-Allen & Hamilton analysis of Nielsen//NetRatings click-stream data.

occasions by session length — the best overall marker of what's happening in a session.

Quickies

Quickie sessions are typically short (one minute) and center around visits to two or fewer familiar sites. Users spend about 15 seconds per page extracting specific bits of information (sports scores, stock quotes) or sending e-mail. Their attention is focused highly on some basic chores. Sites requiring a longer time commitment — entertainment, shopping, and communities — are not on the itinerary.

Just the Facts

Just the Facts occasions find users seeking specific pieces of information from known sites. At 9 minutes, these occasions are longer than Quickies but share the aspect of rapid page views (30 seconds each). In Just the Facts sessions, users are finding and evaluating bits of information from related sites. For example, someone seeking a certain type of shoe would move quickly from site to site checking for the right size, style, or price until he found just the right pair. These sessions typically include visits to

sites that are transaction-oriented or time-consuming, such as travel, sports, and directories. Just the Facts occasions are less likely to involve sites best enjoyed at leisure, such as entertainment.

Single Mission

In Single Mission occasions, users want to complete a certain task or gather specific information, then leave the Internet. At 10 minutes, the average session is about the same length as Just the Facts, but the 1 1/2 minute page views indicate the occasion involves more reading than Quickies and Just the Facts sessions. When on Single Missions, users venture into unfamiliar sites to find what they need, while concentrating on sites within a single category (e.g., sports, portals/search engines, entertainment, and real estate). Telecom and Net services are rarely visited. In a sample occasion, a woman seeking information about her high-school reunion would start at a search engine to find her school, click around to find the reunions page, learn about the logistics and registration, then leave.

Do It Again

Do It Again occasions are 14 minutes long and notable for the lingering 2-minute page views. The name reflects the strong focus in these sessions on familiar segments — 95 percent of the time is spent at sites the user has visited four or more times in the past. These users repeatedly go to favorite sites for auctions, gaming, and investing. Typical activities include online banking transactions, MP3 file downloads, and participation in chat sessions. These occasions rate low for shopping and directory searches, since the users know exactly where they want to go.

Loitering

At 33 minutes in length with 2-minute page views, Loitering occasions are akin to Do It Agains: Leisurely visits to familiar “sticky” sites, such as news, gaming, telecommunications/ISP, and entertainment. The page

views are tied with Do It Again for the longest among the seven occasion cohorts. A typical visit might involve reading about favorite TV shows and celebrities on a TV network site. There are few visits to sites that offer quick, practical bits of information, such as shopping and directories.

Information, Please

Information, Please occasions average 37 minutes and are used to build in-depth knowledge of a topic, perhaps for a research report. They differ from Single Missions because users are gathering broad information from a range of sites. Information, Please sessions tend not to concentrate on a single type of site, or on familiar sites; users are going far afield from their usual destinations. For instance, a user might be researching all aspects of buying a car—finding the most appealing model, computing a trade-in, finding a dealer, arranging a loan. These occasions are heavy on directories, travel, automotive, and government Web sites, but light on telecom and portals/search engines.

Surfing

Surfing occasions are by far the longest,

averaging 70 minutes, with few stops at familiar sites, as users hit nearly 45 sites in a typical occasion. Time per page is a minute or more, suggesting wide, but not deep, explorations. Users gravitate to sites that grab their attention immediately: shopping, online communities, and news, with little time spent at portals/search engines and education sites. Since these sessions are not concentrated in any one category, they appear random. One user in our sample, for example, checked e-mail, then read soap opera updates and then checked prices on nearby amusement parks.

What It All Means

As the taxonomy above shows, the type of occasion says a great deal about what users are doing at a particular time. Armed with those insights, online marketers and retailers can gear their strategies and tactics to the realities of online behavior—especially the fact that users vary greatly in their behavior, and consequently in their interest in hearing from marketers.

For marketers, this means an opportunity finally to move beyond the “best-guess”

Exhibit 6
Session Characteristics

	Session Length	Time per Page	Category Concentration	Familiarity	Number of Sites	Pages per Site	Time per Site
Quickies	1 min	15 sec	90%	90%	1.8	2.2	0.6 min
Just the Facts	9 min	30 sec	47%	88%	10.5	1.7	0.9 min
Single Mission	10 min	1.5 min	85%	11%	2.0	3.3	4.9 min
Do It Again	14 min	2 min	87%	95%	2.1	3.3	6.7 min
Loitering	33 min	2 min	66%	90%	8.5	1.9	3.9 min
Information, Please	37 min	1 min	41%	14%	19.7	1.9	1.9 min
Surfing	70 min	1 min	26%	85%	44.6	1.6	1.6 min
	Defining Characteristics				Additional Characteristics		

Source: BoozAllen & Hamilton analysis of Nielsen//NetRatings click-stream data.

approach to message placement. The nature of the Internet allows marketers to develop and apply real knowledge of online behavior to link marketing tactics to specific targeted marketing groups, based on behavioral characteristics. (See Exhibit 6.) Occasion-based segmentation on the Net allows marketers to access more users more effectively, by moving beyond the conventional understanding of reach and frequency. Instead of attempting to reach users all the time, marketers can pinpoint when they are most likely to be receptive to the specific message—based both on the relevance of the content and by users' actual potential to become engaged in that content. Consider this analogy: Just as, in the offline world, nobody pays attention to billboards when driving to the emergency room, in the online world, banner ads are actually a nuisance during a Quickie session. The best thing to do in those cases is to leave the user alone—and apply your resources to the occasions when users are likely to be responsive.

One of our key findings is that three occasion types—Loitering, Information, Please, and Surfing—are more likely to involve shopping than others. They share an interesting relationship: They are the lengthiest sessions, ranging from 33 to 70 minutes. Page views are 1 to 2 minutes, so these users are likely to linger on a page and be exposed to different messages. They are not single-mindedly questing for a sliver of information. Marketers have their best shot at connecting with Internet users during these sessions. Users are not in a hurry, they are mostly going to familiar sites, and their interests take them across categories (Information, Please and Surfing users spend less than half their time at their main categories).

Banner ads are actually a nuisance in Quickie sessions.

How can a marketer tell when a session falls into one of these categories? Tracking the length of time on a site and its pages gives one indication. The type of site is another clue. People who are Loitering, Surfing, or seeking Information, Please go to sites with lots of content, things to read, games to play, and people to chat up; think Salon, Gamezone, Parentsoup. Other signifiers would be graphics-on (during these occasions, users don't mind the longer download times), registration (they're visiting a site they like enough to share personal details with), and previous banner-clicks or purchases. Marketers could post

messages meant to generate click-throughs to their own sites and to build brand awareness, since during these occasions users will be exposed to messages for a relatively long time. Sponsorships of content are another approach, associating favorite content with a particular brand name.

The other usage sessions—Quickies, Single Mission, Just the Facts, and Do It Again—are a mixed bag for marketers. The sessions are shorter overall (from 1 to 25 minutes) but the page views can be lengthy, depending on the dynamics of the session (from 15 seconds for Quickies to 2 minutes for Do It Again). Users on these occasions have less of a propensity to buy than do those in the three other sessions, so click-throughs should be the goal only in very specific situations.

For example, users in Single Mission sessions are open only to messages related to the purpose of the session. Despite the awful performance of search-triggered banner ads on portal sites, a Single Mission consumer may be one of the few kinds of users who can provide a good return on a

banner advertising investment. A woman with a specific task — perhaps shopping for a wedding dress — might notice an ad from a discount bridal shop, or a link to a site that customizes wedding invitations. However, she is probably not going to be distracted by an offer to sign up for an online music club.

Surfing occasions may seem like a long shot for marketers, but users' behavior suggests impatient, impulsive clicking. If a site or message grabs their interest, they will pursue that interest. Boldly designed or worded messages, then, could appeal to impulse users attracted to novelty. An offline equivalent might be the magazine and candy racks at supermarket checkout lines.

Occasion-based Planning

Segmenting by usage occasion should be a first step in developing online marketing plans. Consider the hypothetical case of a well known, branded marketer of a new consumer electronics product — one receiving a fair amount of mainstream advertising support. The company wants to use the Internet to market its gadget to young buyers, age 12-25. As in the offline world, the marketer can select from a number of goals with its marketing campaign — from building brand awareness, through creating communities of brand zealots, all the way to interacting directly with the target consumer. In this case, since consumers are already generally aware

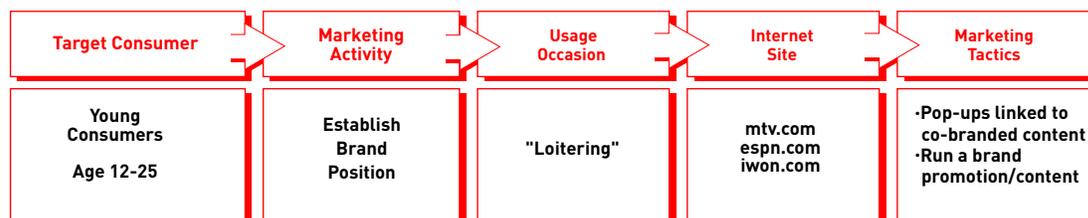
of the product and the brand, the marketer wants to focus on positioning its brand as the most hip and cutting edge.

Usage occasions become a critical link in designing the proper campaign. Not all sessions are equally conducive to brand positioning. That goal requires an occasion like Loitering — where the target consumer will probably spend more time lingering on each page, and therefore is more likely to absorb the marketer's message and develop the necessary brand associations. Having decided to target Loitering sessions, the marketer can begin to determine which site categories its specific demographic target is likely to visit. Youth-oriented entertainment or gaming sites probably will be high on the list. Finally, with all the other pieces in place, tactics can be selected that best allow the marketer to establish a clear brand position for its product with its target consumer. (See Exhibit 7.)

For online retailers, the challenge, and in fact the opportunity, goes beyond effective targeting to include the best ways to serve and retain customers. A one-size-fits-all site fails because it lacks any mechanism to distinguish among occasions and guide users to a format relevant to their mood. Continuing our dining example, it's like offering everybody who comes in the door a bucket of fried chicken, when some of them want the bottle of fine wine and filet

Exhibit 7

Sample Online Marketing Strategy



mignon. While that's impractical for an offline restaurateur, it's essential for an online retailer.

A successful e-tail site will, in fact, become parallel sites geared to the seven occasion types. Users engaged in Quickie and Single Mission occasions can get a rapid, no-frills self-serve experience (marked by text-only pages and no pop-up ads) while users in Loitering and Information, Please sessions can be steered to the full-service option, with video, pop-ups, and personal shoppers. Retailers who match the experience to the occasion will give new and existing customers a reason to keep coming back, leading to greater loyalty and more sales. (See Exhibit 8).

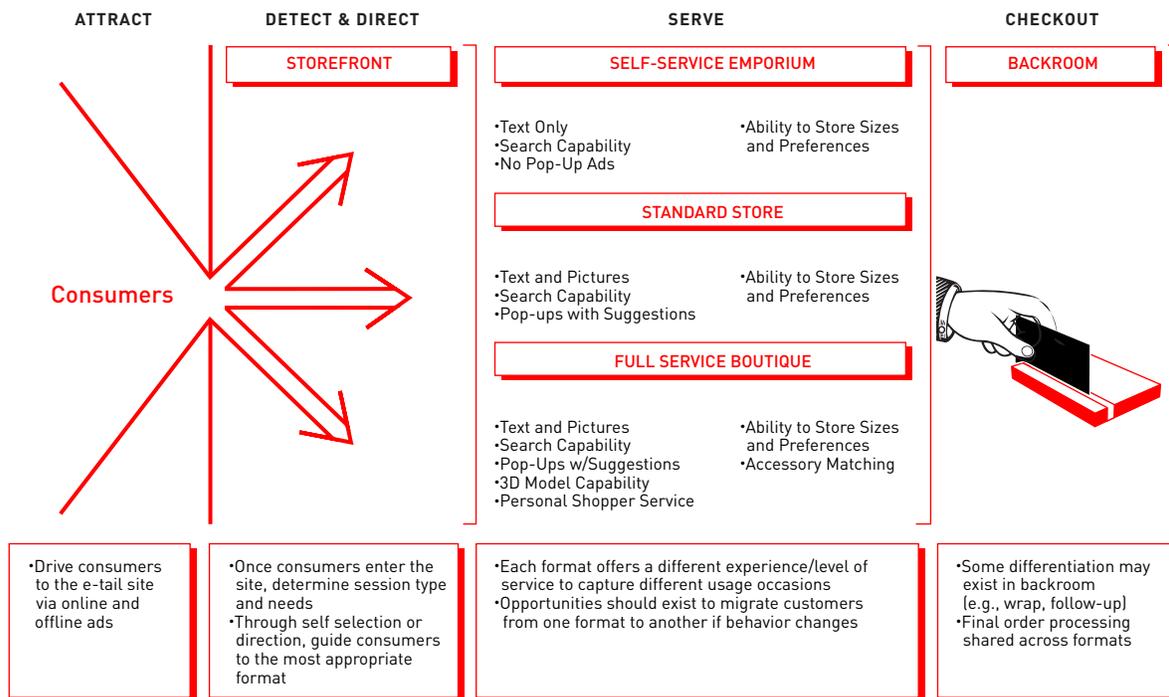
Once again, while occasion-based thinking in the offline world leads to narrowing the

scope, occasion-based segmentation in e-tailing can help the user create dynamic retail formats aimed at serving multiple occasions. The challenge for the e-tailer is to use available technology to detect which occasion a user coming into the site may be in, and to use that information to trigger an interface geared to that occasion. The good news is that these technologies (albeit not yet the actual algorithms) are well within our reach.

Making Occasionalization Work for You

To date, no Web marketers or retailers have reached a level of flexibility where they can recognize and respond to occasions. The best sites—Yahoo and Amazon, for example—have begun moving in this flexible direction by offering personalization, although that is not the same as the ability

Exhibit 8
Matching E-tail Interfaces to Usage Occasions



Source: Booz-Allen & Hamilton

to morph automatically to the mood of the user. A process for moving from users to occasions includes these ideas:

- Collect occasion statistics for site users, and cluster according to the seven-occasion typology
- Compare the occasions to your strategy and site offering. Can you adjust the site to occasions, or give arriving users the rapid ability to indicate their interests?
- Modify Web capabilities in light of user patterns so you can alter pages or messages in real time
- Use the learnings from occasion-based segmentation on the Web to begin segmenting other parts of the marketing offering — for example, you can apply

different CRM approaches to follow up with users depending, among other things, on which type of occasion they are engaged in

Occasion-based segmentation has the potential to harness all the technological power of the Web to entirely new marketing approaches. While offline occasion segments constrain the user population by forcing choices of format and pricing, occasionalization expands the reach of marketing by dynamically choosing a retail or marketing format that is in the right place at the right time. Occasion-based marketing has got to become more than an occasional occupation. ■

Methodology: This analysis is applied to Nielsen//NetRatings' click-stream data collected from 2,466 users between July and December 2000. The methodology is based on the concept of user sessions. A session represents the total time between when a user signs on to the Net and when that same user logs off, or when activity ceases for more than an hour. It includes all those activities, represented by the user's individual click-stream history, which occur during that time. Subsequent clicks become part of the next session. Viewed this way, every user engages in many sessions over time, perhaps even multiple sessions within the same day.

In this way, all users' sessions are aggregated and the total pool of 186,797 sessions characterized. Our research tested over a dozen variables using a modified cluster analysis approach. Differentiating variables include session length, time per page, familiarity, and category concentration. It is these user sessions, then, that are segmented, not the users themselves. As a result, users might actually find themselves represented in several, if not all, usage segments depending on how different an individual's online sessions are.

Familiarity: the percent of time (vs. number of sites) in a session that you spend at familiar sites, which are defined as sites you have visited four or more times.

Category Concentration: The percent of time (vs. number of sites) in a session that you spend at sites that belong to the most frequented category. For example, if you spend 10 minutes online overall, with 5 minutes in sports, 3 minutes in news/information, and 2 minutes in entertainment, then you have a 50 percent concentration in that session (10 minutes total/5 minutes in sports).

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NetRatings (Nasdaq: NTRT), is a provider of the Nielsen//NetRatings Internet audience measurement and analysis services that enable its customers to make informed decisions regarding their Internet strategies. NetRatings delivers accurate and timely information collected from a representative sample of Internet users and augments it with detailed, flexible reporting and in-depth analysis.

Nielsen//NetRatings, the audience measurement service from Nielsen Media Research and NetRatings, Inc., collects real-time data from more than 70,000 panel members in the United States. The U.S. panel sample consists of 62,000 at-home users and 8,000 at-work users. These panels collectively represent the largest representative media research sample of internet users in the industry. Worldwide, Nielsen//NetRatings services are provided via a partnership with ACNielsen eRatings.com, a venture between ACNielsen and NetRatings, Inc., and measure the Internet experiences of more than 220,000 Internet users.
