Ombud Open Research: eSignature Solutions
Adoption of eSignature solutions has empowered visionary enterprises to lead their industries by streamlining entire business workflows into end-to-end digital processes. Companies who are investing in eSignature solutions to replace slow, complicated, manual processes are driving efficiency, reducing costs and improving the overall customer experience. Enterprise adoption of eSignatures has begun a shift from a point solution to a business workflow requirement for efficient business operations, essential for a competitive digital enterprise.

One would not even consider going into business without accepting credit cards, and ultimately, every enterprise will have to adopt eSignatures. It is important to note that Ombud has begun to witness organizations increase their top-line revenue through implementation best practices of the top-rated eSignature solutions. Immediate adoption means sustaining a competitive advantage within any industry. Delay in adopting eSignatures will further distance an organization behind industry leaders, with the enterprise possibly implementing the technology too late for redemption.

Despite the unquestionable legality of electronic contracts and eSignatures, many companies still needlessly rely on pen and paper to transact business. This slows operations, delays results and creates a negative customer experience, squandering resources with unnecessary costs from printing, faxing, scanning and overnighting documents, rekeying data and rework due to illegibility, incomplete information and missing signatures.

What makes this report unlike any other traditional research paper is that it was developed via Ombud’s social research and procurement platform. A real-time version of this report is available by visiting: http://www.ombud.com/r/esign. In addition to incorporating input from its social research platform, Ombud interviewed 15 enterprise eSignature customers, 75 individual end users and the top eSignature vendors to establish an enterprise definition of eSignature technologies and a comprehensive set of capabilities and use cases. The demarcation of eSignature solutions is addressed in this report:

- Discussion of the market momentum surrounding eSignature cost savings, speed to results and customer experience
- Enterprise use cases supporting Ombud’s recommendation to adopt an eSignature platform to maintain a competitive advantage
- Evaluation of the top four eSignature solutions based on Ombud community inquiries and search queries over the past 12 months
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Innovative enterprises are implementing fully-digitized, business-critical processes with eSignature technologies to drive significant efficiencies and improve customer experience. These companies are leveraging enterprise-class eSignature platforms, not simple, point-to-point eSignature tools. Enterprise-class platforms provide a deeper level of functionality than the eSignature itself, easily integrating into a variety of business workflows, effectively streamlining processes with robust solution capability and providing the transactional glue to connect all levels of an organization for the greatest value and ROI.

**Cost Savings:** Enterprises deploying eSignature solutions are saving an average of $20 per document, reducing turnaround times by up to 80 percent and seeing ROIs over the next five years that can top $50 million. Savings such as these are achieved when eSignature technologies are integrated with other internal technologies and incorporated into existing business processes across various departments within the enterprise. Aligning business and IT, which can include integrating hundreds of business processes, eliminates redundant steps in business cycles to realize maximum value. This is where a need for an enterprise-class solution seamlessly integrated into business workflows comes into practice.

**Speed to Results:** eSignature technologies have proven to significantly increase speed to results across industries. This has many industry-specific meanings, such as speed to revenue for high tech organizations, speed to interest for financial services companies, speed to onboarding new talent for labor agencies, speed to customer satisfaction for professional service organizations and speed to patient care for healthcare.
Customer Experience: The consumerization of IT has led end users to expect the ability to accomplish tasks on their mobile device – from anywhere, anytime. As a result, relationships within the entire transaction lifecycle must be considered to maximize the benefits of eSignature and create the best experience for all involved.

Adjusting the signing experience alone can have a significant impact on customer loyalty, as measured by a company’s Net Promoter Score (NPS). One global consulting firm with an annual revenue exceeding four billion dollars leveraged their NPS to assess the value of eSignature for their customer experience. Their eSignature solution allows the company to automate a process involving up to 18,000 documents – each with its own template and workflow – initiated at any one of 400 offices around the world. Post implementation, the firm’s NPS jumped to 43 from a negative 11. This increase of 54 is a tremendous change in measureable customer loyalty attributed directly to the eSignature experience.

Continued Innovation & Success: Historically, companies have made large investments in a number of business-critical processes and the technologies to streamline those processes. eSignature technologies enable those same companies to leverage their previous investments by entirely digitizing their workflows and integrating with technologies already in place. In order for a firm to realize long-term value, Ombud prescribes continued investment and integrated planning across the enterprise as a fundamental component to ongoing competitive differentiation – regardless of industry.
eSignature success within enterprises can provide tremendous organizational value and a high-impact return on investment across any industry including but not limited to financial services, government, high tech, insurance and professional service organizations. eSignature solutions provide companies with the ability to close transactions in less time, at a lower cost and in a manner that increases customer satisfaction.

**Financial Services:** In a market with minimal switching costs, a shift in focus from prospecting to client service is imperative to promote customer acquisition. Account origination establishes the initial customer experience, creating an opportunity to improve process efficiency from first transaction and through the entire lifecycle of the relationship. Leveraging eSignatures for account origination is a particularly significant use case for banks and credit unions drastically shortening time to open new customer accounts.

Companies who expand eSignatures beyond initial use cases into other lines of business such as consumer lending, treasury management and eSignature cards will exponentially multiply time, cost and paper savings.

An example can be found in how US Bank utilizes eSignatures for processing consumer loans. Typically, when a couple applies for a home mortgage, both parties sign at the same time in one location. Previously, this process would require both parties to arrange their schedules to be in the same branch, at the same time for signing. Now, with eSignatures for loan origination processing, one party can sign at a location near their office during a lunch break while the other party can sign at a branch along their evening commute. For many signature processes where in-person signature is not required, the convenience of an integrated eSignature solution is even greater, enabling signing anytime, anywhere, on any mobile device.
US Bank
Streamlining Account Openings & Loans with eSignatures

By the Numbers
60,000 Employees
$20 Billion
17.6 Million Customers
Nationwide
2012 Annual Revenue
352x Seating Capacity of Roman Colosseum

Key Business Pains
Legal & Compliance Concerns
Still Hinder eSigned Loans in Banking Industry

Customer Experience
Documents that Required Multiple Initials and Signatures were Time Consuming

Paper Signature Cards
Faxed Between Branches to Cash Checks

Results for Account Openings & Loans
3,200 Branches
Enterprise-Wide Innovation
460,000 Documents
Offer Paperless Consumer Loans with 85% Adoption Rate
Initial Electronic Workflow Repurposed Across Business
Weekly eSigned for Account Originations & Deposits*

* 90% adoption of eSignature for account openings in first two weeks
**Government:** Huge potential exists for eSignatures at all levels of government, in particular with regards to citizen-initiated processes and eCommerce. Consider the vast amount of forms available to citizens and employees on government websites that require printing, faxing or traditional postal mail. Embedded online forms powered by eSignatures and integrated with back-office technologies allow such forms to be completed online and routed to the appropriate person, saving costs and time.

Anticipating a $154 million fiscal gap for 2011, the State of Vermont adopted an initiative to improve services and cut costs. Streamlining a complex internal approval process for procurement contracts and eliminating the paper signing bottleneck with eSignature saves the State tens of thousands annually. Internal approval time has been reduced from one month to one week. External signatures are now received within 24 hours and courier fees of $30 per contract have been eliminated. Further, the eSignature vendor works with the State to develop platform innovations based on their workflow needs.
State of Vermont

Saving Tens of Thousands Annually with eSignatures

By the Numbers

56,800
Government Employees

$1K - $1M
Contract Value

$154 Million Fiscal Gap
Anticipated for 2011, Led to “Challenges for Change” Initiative to Improve Services & Cut Costs

Key Business Pains

$30 per Contract

Paper-Signing Bottleneck

Complex

Annual Courier Fee Nearly Equaled Courier’s Salary* (960 Contracts Sent Yearly)
Hindered Business Processes
Internal Approval Process

Results for Contracts & Procurement

75% Decrease

1 Day
eSignature Platform Innovation

Internal Approval Time Reduced from 1 Month to 1 Week
Vendor Signatures Received Within 24 Hours, Instead of 2 Weeks
Vendor Innovations Based on State of VT Workflow Needs

*Median US courier salary is $37,000, according to Glassdoor
High Tech: High tech companies not only have the opportunity to partner with eSignature vendors for end-to-end solution integrations, but also are solving internal and customer-facing workflows for a competitive advantage. Typical use cases span efficiencies that can be gained from both their supply and demand chains. Procurement teams using eSignature solutions can facilitate indirect and direct spend faster and cheaper at a savings of nearly $60 to $80 per procurement chain participant. In addition, enterprises can gain improvements in sales order management for new contract origination leading to faster booking of top-line revenue.

An example of sales order management efficiencies can be found in Salesforce.com’s implementation whereby they embed multiple eSignature technologies into their products for seamless integration with customer data. In addition to providing the solution to their customers, Salesforce leverages eSignatures within their internal, contract-processing workflows for data integrity, productivity and business velocity. Prior to implementation, Salesforce provisioned a customer service in an average of two days. Now, 90 percent of services are provisioned within one day, and 60 percent are enabled within 15 minutes. Salesforce is also seeing an average savings of $19.35 – and in some cases, as high as $50 – per document.
Salesforce.com
Improving Speed to Business

By the Numbers

Contracts

$1,000,000 +

> 300

+ $3 Billion Annual Revenue

Nearly 10,000 Employees

As of September 2012

37% Year Over Year Increase*

Key Business Pains

2 Days

Disconnected Contract Management

Employee Overhead

Average Services Provisioning Time

Customer Data

Should Not Scale with Revenue Growth

Results for Contract Origination

60% of Services

90% of Services

$19.35

Enabled within 15 Minutes

Enabled within 1 Day

Average Savings per Document**


** With savings as high as $50 per document in some cases
Insurance: In light of the Affordable Care Act being upheld in the Supreme Court in 2012, healthcare insurance providers are now responsible for additional reporting and other administrative processes. Such additions come along with requirements and expectations for those same organizations to cut excessive expenses. eSignatures streamline those processes, providing insight and documentation for auditing purposes in addition to expanding opportunity for better care.

United HealthCare has reduced the average turnaround time to add a healthcare provider to its network from more than one month down to only two days. This means less time to grow the provider network – a compelling implication for the company's seven million members. Expanding upon this initial use case, United HealthCare has been identifying business needs across the organization and repurposing eSignatures across external-facing workflows. Currently, automating mass distribution of unilateral and bilateral notifications with batch processing and data harvesting is yielding the most significant cost savings. Batch processing to distribute 25,000 unilateral notifications (no signature or response required) is used in place of certified mail, a comprehensive eSignature audit trail acting as a solution for dispute resolution in the event that ignorance of said notification is claimed. Another top cost-saving process involves bilateral notifications in which the recipient supplies or verifies data. That data is automatically harvested, data matched and fed directly into the database.
United HealthCare

Saving Millions in Healthcare Costs with eSignatures

By the Numbers

7 Million 720,301 80,000 5,622 $3 Billion

Members Physicians Dentists Hospitals R&D in 5 years

Key Business Pains

2/3 Providers 805,923 Files $322,000

Missed Contracting Deadlines Each Physician, Dentist or Hospital’s Data Required Verification or Updating Postage Cost to Notify all 7 Million Members via Traditional Mail*

Results for Provider Contracting

2 Days 3.5 Million Pages $1 Million

Provider Contract Turnaround Time Reduced from 32.5 Days** Paper Saved in 1 Year Exceeds Height of Empire State Building Admin Savings in 1 Year, Equivalent to Annual Salary of ~31 Admin Assistants***

* Dollar value based on 2013 First-Class Mail letter (1 oz.) price of $0.46
** With signed documents returned in a little as four minutes
*** Average admin assistant salary in US in 2011 was $31,970, according to U.S. News & World Report

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Professional Service Organizations: At a time when instantaneous responses are the standard customers expect, service organizations need to amplify speed to customer satisfaction. eSignature solutions have cut turnaround time by as much as 80 percent, expediting the time it takes to do business with a company and cultivating a more positive relationship.

Provident Security, a residential security company in Canada, applied eSignatures as part of an initiative to remove all steps from their customer-facing workflows that were not proven to provide direct value to the consumer, removing all paper from such processes and creating a streamlined customer experience that more closely reflects their five-minute guaranteed response time to all security alerts. Finalized contracts no longer sit on the CEO’s desk waiting for approval. He now approves hundreds of contracts from his mobile device as they are finalized each month.
Provident Security
Achieving a Paperless Office with eSignatures

By the Numbers

6,000 Customers
in Vancouver, BC

5 Minute Response Time

75% Customers High-End Residential

Key Business Pains

Paperless Office Initiative
Convert Paper Archive

Client Experience
Should Reflect Guaranteed 5-Minute Response to Alarms

100 Contracts
Faxed Back & Forth Monthly

Results for Paperless Office Initiative

Mobile Approval
New Client Contracts Approved when CEO is Out of Office

Client Experience
Removed Steps with No Direct Value for Client

100 Contracts
Executed Electronically Monthly
Global Consulting Firm

Improves Customer Satisfaction with eSignatures

By the Numbers

$4 Billion

400 +

1,000

Annual Revenue

Offices Worldwide

VIP Clients

Key Business Pain

Any of 15,000 Documents from Any of 400 Offices Could Initiate a Workflow

Results for Improved Customer Satisfaction

Measurable Customer Loyalty

Time Savings

Configuration vs. Customization

Net Promoter Score

Clients are Not Sitting in Office to Fill Out Paperwork for 1 Hour

Ability to Leverage Configuration Wizard to Suit Business Processes

-11

+43

Jumped from -11 to +43

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Ombud has developed an online platform to help businesses measure and understand solution offerings. Equipping technology buyers with interactive research tools to streamline the IT procurement process, Ombud helps business identify the right technology solutions based on their specific needs. This report compliments those online tools by providing additional context on eSignatures to help organizations understand available offerings in what is an evolving market.

**Ombud Methodology: A Two-Part Equation for eSignature Evaluation**

1. **End-User Experience:** Ombud conducted interviews with real-world eSignature technology users electronically via the Ombud social research platform as well through traditional interviews. Both enterprise senders and individual signers provide invaluable insight into innovative use cases and what makes a solution a best fit for an enterprise.

2. **Solution Strength:** In the past year, Ombud has collaborated with more than 75 users and the top vendors to create a comprehensive set of more than 230 capabilities for electronic and digital signature technologies. These capabilities are weighted based on importance to the category and used to calculate an overall solution capability for each product. Solution strength goes beyond product functionality and incorporates customer support programs, security, extensibility and ease of use.
Solution strength is dependent upon a robust enterprise-class eSignature solution and excellence in the following:

- Platform Capability
- Security
- Extensibility within the Enterprise’s Infrastructure
- Ease of Use
- Customer Support Programs

**Platform Capability:** For the most up-to-date, side-by-side functional analysis of the top eSignature technologies, visit [http://www.ombud.com/r/esign](http://www.ombud.com/r/esign). The comparison available on our online research platform can be updated in real time as the latest features are released.

**Security:** A suite of authentication options to match the risk of the transaction on the front end and a comprehensive audit trail on the back end are essential. Several additional considerations must be made in regards to security, keeping in mind that signing a piece of paper with ‘wet ink’ and filing it as paper is the least secure transaction. Companies cannot prove the validity of a paper signature, if it is the original copy or if it has been altered.

- **Identity Authentication:** Suites of identity authentication options should include email authentication, biometric signature, knowledge based authentication (KBA) and multi-factor authentication methods.

- **Nonrepudiation:** A digital audit trail captures authentication method, IP address and geo-location (if enabled). Additionally, the document history includes each time someone opened a document or completed a task. Anti-tamper controls are also available. For example, export-to-PDF functionality should have a tamper seal. Some solutions also provide HTML screen shots of the entire process for additional security in the event a signer claims he or she did not understand the terms of the agreement.

- **Data Encryption:** When companies transact confidential data with eSignature technologies, end-to-end encryption and access controls are needed to protect sender and signer data such as credit card and social security numbers.
Extensibility within the Enterprise's Infrastructure: A robust API and expansive partner ecosystem allow for easy integration with other technologies. Embedding eSignatures into an enterprise’s online portal is fundamental to creating the most efficient digital processes end-to-end. Leveraging familiarity and providing the easiest workflow promotes immediate adoption among senders and streamlines change management.

Ease of Use: Usability must be considered from both sender and signer perspectives. Adoption within the enterprise depends upon streamlining the workflow with an intuitive platform and leveraging employee time effectively. While solutions may behave similarly from a signer standpoint, the architecture of a platform matters and is vital to ease of use for the sender.

- Sender Ease of Use: Template and batching functionalities create an opportunity for huge time and cost savings. Companies leveraging these automated processes are finding much greater savings on top of those already seen with eSignature implementation.

- Signer Ease of Use: Every customer-facing detail from the initial email to the final signature must be simple to use and easy to understand. If not, the company risks losing transactions due to customer confusion and resulting frustration.
Lessons Learned from Interviews via the Ombud Platform

One of the value-additions of successful eSignature implementations is improved customer satisfaction. Keeping this in mind, it is important to note that key product differentiators such as security and ease of use have implications for new signers’ level of satisfaction. As shown in feedback from Ombud’s user community, new signers become easily confused if every step of the signing process is not intuitive.

- **Signing Instructions**: Email notifications need to clearly identify the sender and include instructions. The most appreciated features included step-by-step instructions, easy-to-follow navigation tooling and tabs that noticeably denoted where signature, initials or other fields were required for completion. Guided signing processes proved most intuitive and user-friendly.

- **Mobile and Browser Support**: Not every signer has the latest technology, but may still want the convenience of signing from a mobile device. Mobile user interfaces cluttered with anything not directly related to the signing process were rated poorly.

- **Signing Preferences**: Signers expect eSignatures to require minimal effort and would prefer options: typing their signature with one of multiple fonts, clicking to sign, taking a picture of a wet signature, signing with a mouse or using their finger or stylus on a touch screen. A “sign everything” button was also seen as a nice way to facilitate speed to transaction completion. Clear signing directions and signing options affect more than ease of use; these impacted many participants’ trust in a platform’s security.

- **Trust**: The signer’s level of comfort with the technology’s security is almost as important as the actual security. If a signer does not feel comfortable with signing a document, the security on the back end is irrelevant because that signer will not eSign the document. The trust in a platform may be rooted in feeling, rather than based in fact. Familiarity with the process plays a key role. Similarities to signing a paper document increase new signers’ level of comfort in a platform such as tabs or arrows to denote where signatures, initials and other information are required. A minority of signers interviewed wanted to see their signed name and felt uncomfortable with clicking to sign or having their name auto-populated. Additionally, linking signers’ accounts with social sites or requesting the creation of an account as the final signing step caused some signers to second-guess the security.
As a result, vendors have a responsibility to educate everyday signers about platform security. Many users interviewed requested an introductory message about the platform’s security as an option to improve their level of trust. In this instance, security relates directly to ease of use. For example, a majority of participants were opposed to actually signing an electronic document via mouse or touch screen, feeling that this took more time than clicking to sign. More signers might favor this method if educated about the security of a biometric signature.

At the end of the day, the signer has the power to make or break an eSignature technology. Lack of trust means lack of use, so enterprises looking at eSignature solutions should consider brands with established trust, not only in their industry, but also in the marketplace.

**Customer Success Programs:** Having the most feature-rich technology does not guarantee a successful implementation or that an enterprise will realize the comprehensive value offering of the technology. Successful vendors have invested in a customer success program for those enterprises that want to equally invest in fully realizing the benefits. Best practices guide each customer through an implementation, enabling the establishment of measurable goals and innovative use cases. These programs speed time to value, providing necessary support for implementation across departments and amplify implementations from one use case to many for maximum repeatable value.

Ombud has observed that a highly successful partnership between vendor and enterprise is based on a vendor representative advocating innovative solutions to workflow problems alongside a subject matter expert from the enterprise. As a best practice, enterprises have named and empowered an internal transformation leader. Serving as an eSignature evangelist, this leader is dedicated to a successful enterprise-wide implementation and has the power to influence across departments. This person is essential to identifying operational expense spending and avoiding the alternative of slowly working from department to department.
Vendor Solution Observations

Adobe EchoSign: Adobe EchoSign will serve a majority of expected functional needs for a typical departmental deployment. As the largest company in the space, by total revenue, Adobe bought into the eSignature category with its 2011 purchase of EchoSign. However, overall client satisfaction and a demonstrated service-level agreement based on business transactional needs should be considered when evaluating EchoSign. Furthermore, enterprises looking to contribute and influence the broader roadmap will need to consider Adobe’s development methodology and overall investment in eSignature with respect to its broad portfolio of consumer desktop and enterprise solutions. Deeper integrations and enterprise extensibility are opportunities for Adobe to expand the EchoSign product roadmap.

DocuSign: DocuSign’s continued investment in innovation, product roadmap and customer satisfaction has established its offering as the category leader. DocuSign offers the strongest overall platform capability and the highest marks in sender ease of use, security, extensibility and the critical area of customer success. Enterprises that want to streamline business processes across the enterprise should consider DocuSign’s notable team of “Customer Success Architects” to help enterprises strategize their implementation for company-wide use cases. Organizations evaluating will want to consider long-term ROI value vs. short-term sunk startup costs. Packaged vertical solutions are in their infancy and an opportunity for DocuSign to invest in their roadmap.

RightSignature: RightSignature is a private-bootstrapped organization that entered the market less than four years ago yet has already established itself as a viable SaaS offering with the extensibility found in more established solutions. Enterprises looking to develop end-to-end solutions with internal development expertise will want to consider RightSignature’s approach. RightSignature’s user-focused UI provides a streamlined, innovative sender experience. RightSignature has led with some first-to-market innovations aimed at security and end-user experience, however, with any new innovation, user adoption and initial education needs to be considered. A mission-critical service-level agreement guarantee and packaged integrations are an opportunity for RightSignature to bolster their enterprise offering.

Silanis: A 20-year eSignature veteran, Silanis offers both SaaS (Silanis e-SignLive) and an on-premise platform (Silanis e-Sign Enterprise). e-Sign Enterprise has reliably demonstrated the highest-volume scale within the industry. A strong partnership with IBM further bolsters Silanis’ focus on large enterprise, primarily within financial service and government organizations. Extensibility and implementation are typical of what a global CIO would expect for an enterprise deployment. At the time of writing, Ombud was unable to verify Silanis e-SignLive’s API capability because, unlike other SaaS offerings, it was not a publicly available resource. Supporting two roadmaps, SaaS and an On-Premise offering, may become a long-term challenge for both product development and customer support as Silanis continues to invest in both offerings.
Vendor Solution Observations

DocuSign
- Platform Capability: 92%
- Security: 97%
- Extensibility: 88%
- Sender Ease of Use: 95%
- Signer Ease of Use: 85%
- Customer Support: 95%

Silanis e-SignLive
- Platform Capability: 75%
- Security: 76%
- Extensibility: 54%
- Sender Ease of Use: 81%
- Signer Ease of Use: 77%
- Customer Support: 89%

Adobe EchoSign
- Platform Capability: 72%
- Security: 76%
- Extensibility: 39%
- Sender Ease of Use: 60%
- Signer Ease of Use: 84%
- Customer Support: 68%

RightSignature
- Platform Capability: 75%
- Security: 82%
- Extensibility: 76%
- Sender Ease of Use: 76%
- Signer Ease of Use: 73%
- Customer Support: 80%

Ombud, Inc. published this graphic in the context of an extensive report based on Ombud platform research from June 26, 2013. The report is available for download in its entirety at http://www.ombud.com/r/eSignGraphic. Ombud does not endorse any vendor, product or service depicted in its research publications.
As demonstrated in use cases across industries, eSignature technologies can help digitize business-critical processes end-to-end, showing cumbersome manual processes to be excessive in both time and cost. The top solutions offer a platform in which return on investment increases exponentially beyond that of a single use case. As a result, the viability of these long-term eSignature solutions that are woven into business-critical processes should be taken into consideration. Comprehensive eSignature technologies have the potential to touch every level of an enterprise and solve an entire suite of business processes, supporting business functions for years to come.

In addition to replacing slow, complicated, manual processes to drive efficiency and reduce costs, eSignatures are shown to improve customer satisfaction. Transacting business with pen-and-paper signatures slows business, delays results, creates a negative customer experience and is less secure than eSignature solutions. For these reasons, the inevitability of eSignature technologies should be recognized across industries. Organizations must prioritize the implementation within their IT portfolio to seize and maintain a competitive advantage within their industry.

Consumerization of IT, workforce mobility and the automation of business-critical processes have moved this technology from a nice-to-have to a must-have for companies of every size and industry. Just as credit cards have become the de facto for consumer payments, eSignatures will become the de facto for B2B and B2C transactions as they already have for leading organizations. Enterprises that choose to wait to adopt eSignatures will be unable to compete in terms of customer satisfaction and organization efficiency.

For follow-up questions, please feel free to reach out to the Ombud team at research@ombud.com, or visit Ombud’s up-to-the-minute category coverage by visiting http://www.ombud.com/r/esign.
eSignature

Sources


United HealthCare Internal Source. Telephone interview. 12 April. 2013.