

August 23, 2000

Ms. Suzanne Updegraff
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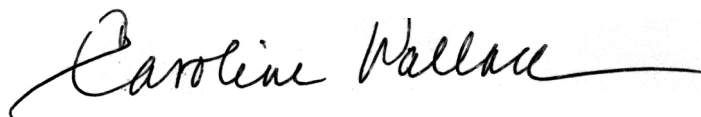
Dear Suzanne:

Just a quick note to say thank you for the outstanding presentation, **Developing Professional Presence**, you delivered here at Blue Cross Blue Shield of Massachusetts in December, 1999.

The seminar received outstanding reviews. I wanted to share some of the feedback I received. One of the participants stated, "The program reinforced the importance of maintaining professionalism in all interactions." Another participant said, "What we learned in such a short time is invaluable in terms of building relationships and presenting our best professional presence."

Thank you again for taking the time to customize the presentation to our specific audience and their needs. I look forward to working with you again in the future.

Sincerely,



Caroline Wallace
Business Unit Leader
Member Service Training & Quality