

July 28, 2025

Kara Eaton
Arizona Awards Director
kara.eaton@inspirecxo.com

Dear Ms. Eaton,

When I took over as President of InfoArmor, Inc. (d/b/a Allstate Identity Protection or AIP) in 2023, it was losing money and market share. Its product had fallen behind competing products in terms of features and functionality. Many people in the tech and product organizations seemed miserable, having suffered from previous leadership with overly abrasive tactics and otherwise poor talent management. At the time, AIP seemed to devote its development resources to whatever management wanted that day. I hired Suzie Eden to fix a broken organization.

Suzie turned around the organization in a matter of months. Today we are operating profitably and retaking market share. Our product is now as good as any other product available on the market, with strong differentiation on the way. We've also introduced new products in alternative channels, which are beginning to bear fruit. We successfully adopted an agile way of working and our developers operate off of a well-groomed backlog and are lockstep with the business.

Suzie did this by healing old wounds, paying down "tech debt", setting up agile structures and processes, and building cohesion between product and technology teams. She made hard decisions on talent management, which immediately paid off well. She went above and beyond to provide transparency to her organizations' work, with internally published reporting and meetings. Her efforts not only dramatically improved product and technology for our organization but also the overall culture.

One might think that she had to incur additional expenses to complete this turnaround but instead we are operating more and more efficiently. While delivering many more product features and improvements than in previous years, our run-the-business expense is actually declining. It is also a great pleasure to see our developers enjoying their productive work, creating meaningful value for our customers.

One might have forgiven Suzie if she had not accomplished any of this because of another challenge posed to her – integration efforts. After Allstate acquired AIP in 2018, it was maintained separately, on a separate platform, using separate software, and not using shared resources. Immediately after Suzie joined AIP, we requested her to find ways to take advantage of Allstate resources. We have already moved to the Allstate way of working, migrated to the Allstate datacenter, and started taking advantage of Allstate resources and software. All of this has been completely seamless, as Suzie found the most beneficial points of integration and ways to avoid disrupting the business.

To state it plainly, I owe much of my success with AIP to Suzie. She transformed it from a company struggling with technology to a company in which technology is a competitive advantage. I offer my strongest recommendation for Suzie to be recognized with the Arizona ORBIE® Award.

Sincerely,



Dao Boyle
President, Allstate Identity Protection
dboyle@aip.com; 630-388-9312