



# The Rest of the Story

What Really Drives Customer Behavior



**The Internet  
10 Years On:**

## Power to the People!

**M**ark McLaughlin, Vice President for Audience Strategies at Yahoo!, recalls his first brush with the web. It was 1987, and he was working as an ad agency media director. “I happened to stumble upon a book, *Whole Earth Catalog*, written by a man named Stuart Brand.” Anyone familiar with the *Whole Earth Catalog* might understandably have a tough time reconciling the Internet with that 1960s-era compendium of ideas, insights and tools for helping readers “find their own inspiration, shape their own environment and share their adventure with whoever else is interested.” But in fact, Apple Inc. founder and entrepreneur Steve Jobs described the *Whole Earth Catalog*, in a 2005 commencement speech, as a “conceptual forerunner of web search engines.”

McLaughlin explains that, “in the book, Brand talked about Nicholas Negroponte and the work he was doing at MIT’s Media Lab. And while the term ‘World Wide Web’ hadn’t yet been coined, so many things described in that book presaged—and as it turned out, are integral to—the Internet as we now know it.”

McLaughlin believes the web’s single most important impact is how it has empowered consumers, and not just online shoppers. “All marketing today is focused on understanding and fulfilling consumer wants, because the Internet has provided marketers with the ability to interact with consumers in real time,” he notes. “Little bits and pieces of data—a few simple clicks—can tell you so much. Who are the folks most interested in buying your car? Does anyone really care that the materials and processes behind the manufacture of your apparel are ‘green’? How are your marketing efforts influencing the public’s perception of your nonprofit organization? There was no equivalent to it in any analog media.”

In the past, most marketers followed the axiom, “keep it simple stupid.” Modern marketers are not only offering consumers a breath-taking array of options, they are allowing them to help design the products they buy. Visit the Mercedes Benz website, and you’ll be invited to “build your own car,” choosing exactly the model, color, features and options you want, as well as the financing option that works for you. The “Nike iD” feature on the company’s retail site



### CONVENTIONAL WISDOM

IN 1998, THE DOT.COM BOOM WAS COMING ON LIKE A FREIGHT TRAIN AT FULL THROTTLE AND THE WEB APPEARED POISED TO PROVIDE MARKETERS WITH UNIMAGINABLE PRECISION, POWER AND REACH.

### THE REST OF THE STORY

10 YEARS LATER, WE FIND THAT THE INTERNET HAS UNEXPECTEDLY PUT THE POWER AND THE CONTROLS IN THE HANDS NOT OF THE MARKETER, BUT OF THE CONSUMER.

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## Serving the Empowered Consumer

In 1962, a man with the unlikely name of J.C.R. Licklider, then working for the equally odd-sounding firm of Bolt Beranek and Newman, first visualized what he jokingly called the “Intergalactic Computer Network.” which led to the creation of the first large-scale government network, ARPANET, about six years later. Licklider, of course, had no way of knowing that his vision would eventually be the foundation for the most significant communications leap of the 20th century.

Ironically, what made that early network so alluring was the myriad of ways the government, the military and big business might use it to manage mass and diverse global communications. Who could have foreseen that the true clout of the Internet would come to be seen in terms of its ultimate empowerment of the consumer?

Let their be no doubt that the Internet was a critical instrument in empowering marketers as well, enabling them to become increasingly adept at segmenting their customer bases—in exercising their ability to target offers, products and services with ever greater precision and with heretofore unbelievable speed and cost-efficiency. And equally important, it leveled the playing field in such a way as to allow independent entrepreneurs to compete on par with the largest of multinational marketing behemoths.

But as we discuss in this issue's feature article, “The Internet 10 Years On: Power to the People!,” even that pales

in comparison to the raw power it provides consumers in gathering real-time, in-depth information about organizations with whom they are considering doing business. Bottom line, the Internet has made it absolutely critical for marketers to offer immediate, demonstrable value.

The critical question is “how.” As we point out in “Digging Deep for Untapped Marketing Gold” (page 6), there is no shortage of data. The key is for marketers to gather it, organize it, segment it and manage to inform and drive their messaging, offers and communication strategy so as to rise above the noise—to compel consumers to listen up, to pay attention, and ultimately, to buy.

Once again, my hope is that when you're done reading this issue of *The Rest of the Story*, you'll feel that you learned something new. Or at least, gained a fresh insight or two. I hope the year 2008 is starting out well for you. As always, I welcome your questions or comments. Feel free to contact me at [donn.rappaport@alc.com](mailto:donn.rappaport@alc.com) or at 609-580-2505.

Thanks for reading,

Donn Rappaport  
Chairman & CEO  
ALC

### WHO WE ARE

#### ALC EXECUTIVE STAFF

**Donn Rappaport**  
Chairman,  
Chief Executive Officer

**Susan Rice Rappaport**  
President,  
Chief Operating Officer

**Owen McCorry**  
President, Customer  
Acquisition Services

**Darren Amato**  
Vice President, Compilation  
and Direct Sales

**Fran Green**  
Chief Revenue Strategist

**Chris DeMartine**  
Vice President,  
Research and Analysis

**Peter DeRosa**  
Chief Financial Officer

### WHERE WE ARE

#### ALC REGIONAL OFFICES

**Headquarters**  
4300 Route 1, CN-5219  
Princeton, NJ 08543  
609-580-2800

**ALC Tarrytown**  
**Brit Vatne**  
Managing Partner  
[britt.vatne@alc.com](mailto:britt.vatne@alc.com)

660 White Plains Rd.,  
Suite 275  
Tarrytown, NY 10591  
914-524-5400

**ALC Midwest**  
**Mike Reckinger**  
Managing Partner  
[michael.reckinger@alc.com](mailto:michael.reckinger@alc.com)

7616 Currell Blvd.,  
Suite 200  
Woodbury, MN 55125  
651-264-3052

**ALC Southwest**  
**David Dotson**  
Managing Partner  
[david.dotson@alc.com](mailto:david.dotson@alc.com)

99 Trophy Club Dr.  
Trophy Club, TX 76262  
817-430-5864

**ALC West**  
**Laurie Cole**  
Managing Partner  
[laurie.cole@alc.com](mailto:laurie.cole@alc.com)

770 Tamalpais Dr.,  
Suite 300  
Corte Madera, CA 94925  
415-945-5478

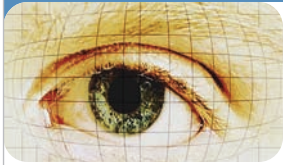
#### ALC PARTNERS

**Belardi/Ostroy ALC**  
(formerly ALC of New York)  
**Andy Ostroy**  
Chairman & CEO  
[andy@boalc.com](mailto:andy@boalc.com)

**Donna Belardi**  
President  
[donna@boalc.com](mailto:donna@boalc.com)

16 West 22nd St.  
New York, NY 10010  
212-924-1300





## Partnership Marketing: A Strategy Whose Time Has Come



**CONVENTIONAL WISDOM** AN ORGANIZATION'S PROPRIETARY PRODUCTS AND/OR SERVICES ARE ITS GREATEST ASSETS. ALL OF ITS MARKETING EFFORTS MUST BE CENTERED ON FINDING AND ACQUIRING NEW CUSTOMERS FOR ITS ESTABLISHED PRODUCT LINE.

**THE REST OF THE STORY** FOR MANY ORGANIZATIONS TODAY, THE CUSTOMER BASE, RATHER THAN PRODUCTS OR SERVICES, IS THE PRIMARY ASSET. A THOROUGH ANALYSIS OF ANY COMPANY'S RELATIONSHIP WITH ITS CUSTOMERS—HOW THEY WERE ACQUIRED, HOW THEY ARE CULTIVATED AND HOW THEY ARE MAINTAINED—CAN OPEN UP DOORS TO SIGNIFICANT, EXTREMELY PROFITABLE NEW REVENUE STREAMS DERIVED FROM THE MARKETING AND SALES OF NONPROPRIETARY PRODUCTS AND SERVICES.

Undertakers aside, there is probably no business whose product or service offering is so unique that its customer file can't be used to generate sales for other, complimentary products or services. The essence of list brokerage, after all, is the use of



names acquired by Company A to generate sales for Company B. Partnership marketing, in which two businesses collaborate by combining their respective assets in such a way as to achieve certain marketing objectives they may not be able to achieve separately, takes things up a notch. Specifically, one organization (the "sponsor") offers products or services provided by a second organization (the "merchant") to its customers, typically employing some form of lending revenue sharing basis.

"When done right, it can result in dramatically improved performance, primarily in the form of higher response rates and lower costs—a double win," states ALC Chairman and CEO, Donn Rappaport.

### Driving response rates up; driving costs down

"It's a given that customer names will almost always outperform prospect names," he asserts. "That's because people are generally more responsive to offers from organizations with whom they have a prior relationship than to offers from marketers they don't know. So a given sponsor promoting a particular merchant's product to its own customers is quite likely to generate significantly more orders than if the merchant promoted the same product directly

to the sponsor's customers, without the benefit of the sponsor's involvement."

Add an endorsement from the sponsor (even if it's only implied), and the response rates can increase exponentially. In some cases, a sponsor might also add an incentive to drive response rates still higher. As an example, Rappaport cites a mobile phone service offer the company recently extended via e-mail to customers of an online brokerage firm. The endorsed offer out-pulled the standard control by 300%. The brokerage firm liked the business so much that it then added an incentive: five free trades when customers ordered the mobile phone service through them. That offer doubled response rates again, for an overall increase in response of 600%.

Costs are lower, too, because the media is generally not charged to the merchant; the sponsor gets paid in a share of the revenue, rather than in the form of paid postal or e-mail list rentals, inserts or print or website advertising.

### Making it work

Magazines, according to Beth Allen, Managing Partner of ALC's Partnership Marketing division, make excellent sponsor candidates. "They usually have high brand identification with their readers, and subscriptions represent comparatively low customer value," she explains. "Sales of nonproprietary products and services provide magazines with the opportunity to gain a nice bump in the value of their subscribers."

She cites, for example, a number of tests ALC is currently conducting on behalf of *Men's Health*, a Rodale, Inc., title, for Direct TV, Sirius Radio, Nautilus Fitness, Cross Pens and Territory Ahead products, among others.

Nonprofit organizations also make good sponsors for the same reasons: Good brand identity among their contributors, coupled with low donor value. On the flipside, direct retailers and catalog marketers make ideal merchants. They already have the infrastructure in place to accept orders directly from the consumer. Plus, they're fighting a tough battle against the industry-wide increase in the cost to acquire new customers.

"Generally, a merchant enrolled in a partnership marketing program will be able to acquire new customers at breakeven or maybe even show a profit," notes Allen. "But the big win is that they now 'own' a profitable and responsive new customer that they can mine for additional sales going forward." ■

To learn more, read "ALC Partnership Marketing: Play to Your Strengths," page 7.



## The Internet 10 Years On: Power to the People!

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allows customers to design their own sneakers, right down to the color of the laces. Homemade Gourmet offers a week's worth of customized, prepackaged gourmet meals for working moms and other folks who just don't have the time, or desire, to cook.

### Empowerment breeds relevance

Clearly, we've come a long way from the early days of "peel and stick" involvement devices. But does it work?

According to John Himelfarb, President of Homemade Gourmet, consumer involvement is a home run for his company. "Look," he explains, "for many women, the choice not to cook dinner for their families can carry a heavy load of guilt. What we're offering these consumers is the chance to be personally involved in the selection of recipes, ingredients and even the adherence to specific tastes and dietary restrictions, without having to devote hours of their day to the process."

The fact is that as rapidly as broadband access has grown to critical mass—a recent Booz•Allen study projects 74 million households will be fast-wired by the end of 2008, and that the number will grow to 86 million by the end of 2010—web users also have grown in their sophistication and ability to handle complex choices by leaps and bounds. From being somewhat daunted by the option of 100 cable channels in the 1980s to navigating quickly through thousands, or even millions, of choices revealed by search engines, the consumer hunger for playing a more active role in the marketing efforts directed at him or her appears unabated.

"Consumers want a relevant experience," McLaughlin says. "The key to successful marketing is and always has been relevance. And there is no better way to ensure relevance than to get the consumer to interact with you in real time. Breakthroughs on the web have opened the floodgates for us to be relevant across virtually every media."

### From presentation to dialog

In the analog world, marketing was all about presentation, repetition and arresting creative. In today's multichannel world, the emphasis has shifted from marketing as presentation to marketing as two-way conversation. The challenge now is, how do you ensure that you're not squandering your marketing dollars on *idle* conversation, but rather on dialog that it is productive, enlightening, engaging and that, ultimately, leads to the destination you want (i.e., increased sales, reduced new customer acquisition costs,

higher customer retention rates and more profitable return on marketing investment)?

Fran Green, ALC Chief Revenue Strategist, says it all starts with customer knowledge. "It's hard to be relevant and engaging with a stranger," she says. "It's *much* easier if you know something about the person you're trying to engage, which is why the first step in ALC's client business development process is to conduct an 'i2a' analysis of its customer database, and sometimes even its prospects."

"i2a is an acronym for 'insight-to-action,'" explains Green. "With an eye toward informing actionable marketing decisions, we focus our attention on identifying every legitimate facet of our clients' customers, as well as non-customers whom they'd like to become customers—from their demographic profile and a wide array of lifestyle attributes to their transactional behavior patterns and even their attitudes. Did you know that optimists—people who believe the future will be brighter than the past—are more than twice as likely to respond to a given direct response offer than are pessimists, regardless of the media by which is the offer is delivered?"

"We started out developing i2a as a tool we believed would provide real value in list and data selection and segmentation," she adds. "In fact, we are now convinced that it should be the driving force behind offer development, creative, messaging and media selection."

Jerry Shereshevsky, formerly Yahoo's "Ambassador Plenipotentiary" to Madison Avenue and now CEO of Grandparents.com, agrees. "Imagine two 65-year-old men," he says, "any race, any religion—it doesn't matter—living on the same street, in the same neighborhood. Now assume their financial status is about the same and that they both have grandchildren. But one is busy with other interests. Sure, he sees the kids on a regular basis—no question he loves them and they love him. But the other is a truly *devoted* granddad. And that makes all the difference."

But how can he tell the devoted grandfather from the more passive one? "Easy," Shereshevsky observes. "If we present him with the right (read 'relevant') opportunity and talk to him in a language he understands, about the things he really cares about, the devoted one is the one who will engage with us, who will *interact* with us, who will tell us what he's thinking, what he wants and who will even reveal his fondest hopes and dreams—and even his fears—for his grandchildren. *That* is the foundation of a truly high-value marketing relationship."

## Beware the consumer as media director

But is there a downside to putting so much media and marketing control in the hands of the consumer? The rising role of consumer as media creator and director can't be ignored. A quick look at the meteoric growth of the blogosphere provides ample support for that contention: The number of posts doubled from 2006 to 2007, and the associated advertising dollars have followed suit, increasing from a mere \$36 million in 2006 to an estimated \$360 million by 2010. The same growth can be extrapolated out for mobile devices and platforms. Search engine marketing—not on the radar screen in 1998—has grown even faster and is now a dominant destination for marketing dollars.

But today's consumers are equally comfortable blocking out media and marketing messages they don't feel meet their needs, or worse, waste their time. Within a year of the 2003 debut of the "Do Not Call" list, more than 64 million Americans had signed up. The list constituted a real wake-up call to an industry that always assumed the consumer would placidly accept its marketing overtures wherever and however it extended them. A "Do Not

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Mail" movement is gaining momentum. (see "Do Not Mail?" in the Fall 2007 issue of *The Rest of the Story* to learn more). And it may quite literally morph into a much more comprehensive "Do Not Contact" effort on behalf of an unholy alliance of misguided privacy advocates, uninformed environmental watchdogs and state and federal legislators hoping to capture headlines and score some easy points. What's more, according to web marketing services firm FutureNet Technologies, spam filters now block nearly 40% of all e-mail.

In addition, the dramatically expanding utilization of TiVo and other personal digital recorders to block TV commercials is turning Madison Avenue upside down and reviving the somewhat devalued practice of product placement. (Shereshewsky's grandparents well remember the early days of radio and television, when sponsors and their products were so fully embedded in the programming that they were nearly indistinguishable from the

content (e.g., *The Kraft Music Hall*, *Shell's Wonderful World of Golf* and Jack Benny greeting beginning each show with a hearty "Jello again.")

## Embracing the empowered consumer

Industry leaders are responding with a healthy respect for today's brawny, emboldened consumer. While they continue to explore innovative strategies for engaging the consumer in such a way to ensure that prospects become happy, fulfilled, repeat customers, smart marketers are also beginning to learn the meaning of the word "no." It hasn't been an easy lesson to learn.

"Think back to Marketing 101," notes Donn Rappaport, ALC Chairman and CEO, and current Chairman of the Direct Marketing Association. "What were we taught? Frequency and impressions. Hit the consumer over the head long enough and you'll eventually get through. Well that may be true with *some* people, *some* of the time. But at what cost? Our aim today is to do everything we can to align accepted marketing practices with the predisposition of the consumer. For many direct marketers, that may mean reducing the frequency of both postal and e-mail contacts, offering more flexible opt-out options, allowing the customer to limit the number and types of mailings he or she receives and the utilization of more environmentally friend-

ly materials in the manufacturing and customer communication processes."

The DMA is assuming a far more proactive leadership role in moving the industry in this direction. A key component of the association's "Commitment to Consumer Choice" initiative is an upgraded, more robust mail-preference service (MPS), which was recently named the official name-removal service of the United States Postal Service (go to <http://www.dmaccc.org/Home.aspx> for more information). MPS enhancements include the capability of accepting individual opt-out requests, on- or off-line, at the company or organization level, as well as for specific brands and catalog titles.

"Ideally, it's a partnership between marketers and the consumer that we're striving for," Rappaport asserts. "One based on respect, the uninhibited two-way flow of information and mutual value given and received." ■



**WHAT'S YOUR STORY?** TELL US ABOUT AN EXPERIENCE YOU'VE HAD THAT OPENED YOUR EYES TO THE TRUTH ABOUT MARKETING. SEND YOUR STORY TO [ROS@ALC.COM](mailto:ROS@ALC.COM).



# Digging Deep for Untapped Marketing Gold



**CONVENTIONAL WISDOM** READILY AVAILABLE MARKETING DATA WILL GET YOU TO THE RIGHT NEIGHBORHOOD.

**THE REST OF THE STORY** GETTING TO THE "RIGHT" HOME OR OFFICE—THE ONE IN WHICH CONSUMERS, WILLING AND ABLE TO RESPOND TO YOUR OFFER, ALREADY RESIDE—REQUIRES DIGGING DEEPER INTO VARIABLE, BELOW-THE-SURFACE IDENTIFIERS.

**W**e live in an age of plentiful, at times overwhelming, quantities of information. Availability and access to data is not the problem for most marketers. Huge databases store our places of residence, vital statistics, credit card numbers and purchases, along with various other, sometimes esoteric, bits and bytes of data that create a sort of "behavioral DNA" unique to each person. These massive pools of data make "one-to-one" marketing and messaging possible—at least in theory.

But humans, like other species, usually move in herds. And those marketers who understand how pack behavior triggers buying decisions can gain a distinct advantage over their competitors. However, the current challenge for marketers is effectively utilizing consumer data to identify and isolate those individual members within the herd that will not only become customers, but come back again and again to become among the holy grails of the herd: repeat customers.

## When demographics aren't enough

"It's important to recognize that not all data is alike," explains Fran Green, ALC Chief Revenue Strategist. "We tend to group all marketing data into one of four buckets: demographics (i.e., who you are, your race, religion, age, income, marital status, etc.); psychographics, or your lifestyle, your hobbies, the books you read, the music you like, where you go and what you do on vacation; transactional, or what you actually spend your money on; and attitudinal, which represents the prism through which you view the world. When utilized in audience profiling, each of those data types allows you to parse the herd into greater, more finely tuned market segments. Response rates invariably increase in direct correlation."

Karen Humphries Sallick, founder and President of The Priority Group in Westport, Connecticut, agrees and offers an example of how her company employs such multi-level customer data to achieve marketing, profit and

customer relationship objectives. Drawing on her previous experience as a marketing executive at Barney's New York, she specializes in developing programs for a number of high-end retailers.

"In the luxury market," she says, "there are very few demographic differences between individual buyers, and even lifestyle characteristics can be fairly consistent. So purchase—or transactional—data becomes incredibly important. The best indicator we've found to identify customers who have a high potential to make a repeat purchase is the first product they purchased."

The Priority Group's techniques involve using purchase history to analyze and better understand the correlation between a purchase of product x and a repeat purchase of product y and, subsequently, product z. Whether the results point to a product grouping strategy, a pricing strategy or a creative strategy, they're used to drive the development of promotions in the mail, online or in-store.

The data is also frequently used to create in-store training programs for salespeople. "In luxury marketing, the sales floor is often the frontline," Sallick asserts. "We develop specific language and teach a skillset of techniques a sales associate can use to introduce an appropriate second product to a potential customer who comes in and looks at an entry-level product. This is about building one-to-one relationships with customers."

## It's all about attitude!

In charitable fundraising, a realm far removed from luxury storefronts and multiple product offerings, Chris Dann, CEO of Larkspur, California-based Drakes Bay Fundraising, also advocates using below-the-surface characteristics to create successful campaigns for his clients. His focus, however, is less on transactional data than it is on behavioral and attitudinal data.

Dann divides the donor world into two camps that he calls "Altruists" and "Valuists." He defines Altruists as people who give money for the care of humans or animals, such as contributors to Habitat for Humanity and the National Wildlife Federation. Valuists, on the other hand, donate to organizations with programs or missions in which they believe. Supporters of a local church or the university they graduated from fall into this group. Donor loyalty can be fierce, and a donor to one cause or type of cause may or may not be willing to donate to another.

"An important distinction between the two groups is that Altruists typically give to victims of a particular mal-



ady or disaster through their organization of choice, while Valuists give to the organization itself,” Dann explains. Because the majority of recipients of Valuist gifts are religious organizations and educational institutions, few of which release their donor names, Dann estimates that there are about seven times as many Altruist names available in the marketplace than Valuist. That said, Valuists are generally more loyal and can be better developed to make either repeat or larger gifts.

To illustrate, Dann points to the work Drakes Bay is doing with the American Red Cross—a classic Altruist organization—preparing and testing decidedly valuistic language against a more altruistic message. The purpose here is to balance the natural tendency of Americans to step up and make enthusiastic contributions when a natural disaster strikes, but not so much during a time of relative tranquility.

“It’s all about attitude,” confirms ALC’s Green. “We believe that attitude is the next frontier in data marketing.” To that end, ALC has been working with Yankelovich, a leading marketing research firm headquartered in Chapel Hill, North Carolina and founded in 1958 by the legendary behaviorist Daniel Yankelovich, to help identify and tag attitudinal characteristics to consumer records in ALC’s compiled and managed databases.

She offers this example of how attitudinal data works. “Take optimism, for example. It’s a relatively simple matter of asking people if they believe tomorrow will be better than today,” she observes. “Optimists say yes and pessimists obviously say no. It should come as no surprise that optimists are significantly more likely to respond to a typical fundraising offer than pessimists. What may be surprising is that they are equally more responsive to merchandise, travel and investment offers, as well.” ■



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**Beth Allen,**  
Managing Partner,  
ALC Partnership  
Marketing

## ALC Partnership Marketing: Play to Your Strengths

**T**he more the consumer is bombarded with advertising and marketing messages, the more drawn they are to identify and do business with organizations they know...and who know them. Which is exactly why smart marketers understand that any campaign geared to existing customers will almost always out-perform by a wide margin the same effort directed at prospects.

It’s also the impetus behind ALC’s newest division, Partnership Marketing. “Our mission is two-fold,” explains Beth Allen, Managing Partner of ALC Partnership Marketing (PM). “On one hand, we aim to help our list owners maximize the value of their relationships with their customers through the sales of non-proprietary products and services. On the other, we help our brokerage clients reduce their new customer acquisition costs by having our list owners market their products, on a revenue-sharing basis, to their own customers.”

Because the offer is extended from a trusted source, the result is generally higher response rates than if they simply mailed the same file themselves, a lower new customer acquisition cost, and higher lifetime customer value.

“But the biggest issue,” she states, “is ‘bandwidth.’ In these times of extreme cost-consciousness and belt-tightening, no one has on-staff talent readily available to exploit this strategy.”

According to Allen, ALC PM functions as an extension of the client’s marketing department: “The first step,” she says, “is to conduct a thorough analysis of the list owner’s customer file, paying particular attention to who is currently mailing to their customers or subscribers or donors successfully. If it’s a magazine, we also analyze who their advertisers are. We then enhance the file with external data from a wide variety of sources, profile, it model it, and conduct an extensive regression analysis for the explicit purpose of developing a hit list of products and services we believe stand a very good chance of success. On the flip side, we conduct an equally extensive analysis of the files that work for our brokerage clients in order to determine the most attractive target list of potential sponsor (i.e. list owners) to partner with.”

The next step for the ALC PM team is to develop a promotional plan which often includes tests of e-mail, direct mail, inserts, space ads in both magazines and newsletters published by the company’s fundraising clients and banners, links and other advertising on their websites. “We can determine very quickly if we’ve got a winner,” Allen declares, “and if so, what’s the most effective means of marketing it.”

But the work doesn’t stop there. In addition to assuming responsibility for strategic planning, content and creative development and overall program coordination, the ALC team establishes benchmarks for success, reports results to both parties on a regular basis, conducts campaign analysis, makes recommendations for roll-outs or modifications for re-testing where warranted, and, of course, manages the dollar flow between participants.

The bottom line Allen says, is that, “when effective, partnership marketing allows each marketer to capitalize on its individual strengths and couple them with complimentary strengths of other organizations. We believe this is modern marketing at its best.”

*To learn more about ALC Partnership Marketing, call Allen at 609-580-2742 or e-mail [beth.allen@alc.com](mailto:beth.allen@alc.com).*



## ALC CEO Named Chairman of DMA



Exhibition Ribbon Cutting: **Donn Rappaport** (right) opens the exhibit hall at the DMA07 Conference & Exhibition, his first official act as Chairman, Board of Directors.



**Donn Rappaport,**  
DMA Chairman

ALC founder, Chairman and CEO Donn Rappaport was named Chairman of the Direct Marketing Association (DMA) Board of Directors at the industry's annual conference, held in Chicago this past October. The first data marketer to head the association since C. Rose Harper served as its Chairperson in 1987, Rappaport identified fighting the burgeoning "Do Not Mail" movement (see "Do Not Mail?"

in the Fall 2007 issue of *The Rest of the Story* to learn more) as the primary initiative of his term. At the conference, he told an audience of about 6,500 that, "we need to make sure the DMA is serving the needs of *all* its members, large and small, and conducting business within all of its market segments." (Visit [www.alc.com](http://www.alc.com) to view a video of the speech in its entirety.)

## Fran Green Named DMA "List Leader of the Year"



Fran Green, ALC Chief Revenue Strategist, was named the 2007 recipient of Direct Marketing Association's List and Database Council "List Leader of the Year Award."

"The criteria for choosing a List Leader of the Year include service to our industry, education, mentoring and innovation—and Fran Green clearly sat-

isfies them all," notes Stefanie Pont, Managing Partner of Pont Media Direct, and Chair of the DMA List and Database Council.

## Staying at the "Head of the Class"

The theme of this year's ALC Annual Meeting, held in October 2007, was "Head of the Class." Chaired by Darren Amato, ALC Vice President, Compilation and Direct Sales, the meeting armed ALC employees with the ideas, insights and tools to help them ensure that the company maintains its leadership in the field of data marketing.



ALC employees at the company's annual meeting, which focused on keeping ALC at the "Head of the Class."

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