



The Rest of the Story

What Really Drives Customer Behavior



CONVENTIONAL WISDOM THE ESSENCE OF THE INTERNET IS THAT IT IS FREE, UNGOVERNED AND WITHOUT RESTRICTIONS OF ANY KIND. ANY EFFORT TO “MANAGE” THE WEB IS AN UNACCEPTABLE AFFRONT TO ITS ORIGINATORS, AS WELL AS TO EVERYTHING IT STANDS FOR.

THE REST OF THE STORY THE FREE AND OPEN ACCESS THAT CHARACTERIZES THE WEB COULD BE THE VERY THING THAT KILLS IT. UNWANTED, UNBRIDLED AND SEEMINGLY UNLIMITED COMMERCIAL E-MAIL—BETTER KNOWN AS SPAM—MUST BE BROUGHT UNDER CONTROL. BUT DOING THAT WILL MOST LIKELY RESULT IN PROBLEMATIC REGULATION AND ADDED COST. NEVERTHELESS, THE DIRECT MARKETING COMMUNITY MUST FIND THE WILL, THE VISION AND THE WAY TO EXERT CONTROLS OVER E-MAIL THAT ARE ADEQUATE TO MAINTAIN ITS VIABILITY WITHOUT SACRIFICING ITS INHERENT VALUES AND APPEAL.

Death of a “Killer App?”

When the Internet was very young (a mere 15 years ago), e-mail was the only reason most people embraced a technology that was maddeningly slow and slim on useful content. E-mail was the original “killer app.” Consumers were drawn to e-mail because of its speed, its ease of use and because it seemed to become ubiquitous almost overnight. Marketers were quick to see the potential of e-mail as a dramatically effective, low-cost solution to the rising costs and long lead time of traditional direct mail. Of course it didn’t hurt that early response rates were remarkably high. Today, Internet access is lightening fast, and useful content and consumer choices are abundant. But for an increasing number of direct marketers, e-mail has become a profound disappointment as a means of acquiring

new customers. And while it continues to be a powerful means of communicating with current customers, even that application appears to be in jeopardy. The reason can be summed up in a single word: SPAM.

“By the end of this year,” says Rob Stagno, General Manager of Microsoft’s Central Marketing Group, “we estimate that SPAM will be 90% of total e-mail volume. Obviously, it’s a serious problem for our industry and for everyone who uses e-mail.”

“E-mail went from being a killer app to a suicide app,” says Jerry Shereshevsky, Yahoo!’s “ambassador plenipotentiary” to Madison Avenue. “The effectiveness of e-marketing has dropped like a stone.” A member of the Direct Marketing Association’s (DMA) Board of Directors, he is also a member of a DMA standing board

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What If There Was No E-mail?

How did we ever live without e-mail? Hard to believe, but many of us have spent the better part of our careers without it. Still, the idea of going back to those pre-e-mail days is absolutely painful.

In fact, it would be an absolute nightmare. Many marketers—especially direct marketers—have come to rely on e-mail as a fast, inexpensive and interactive means of communicating with their customers. They've embraced it for its highly demonstrable value in creating intimate and profitable long-term customer relationships.

But what if it were suddenly yanked out of their marketing communications arsenal?

That's not a theoretical question. Our cover story, "Death of a Killer App," puts a spotlight on the harsh reality that SPAM has created for all of us. The truth is, we are in danger of killing the "golden goose." Consumers are increasingly intent on ridding themselves of SPAM. But their efforts—primarily via the use of SPAM filters and by exercising their god-given right to hit "DELETE"—are taking their toll in collateral damage, as well. Legitimate commercial e-mail is simply not reaching its intended destination. Consequently, open and response rates are falling precipitously.

There are some glimmers of hope on the horizon, but the solutions being explored are strong medicine, and will be distasteful and hard to swallow for numbers of marketers. Nevertheless, there is no question about it: The direct marketing community must get serious about exploring strategies to control SPAM, and settle on one now.

Part of the SPAM problem, and the affect it has on our work, is that we always seem to be mired in the short term. We want quick fixes. Too often, we lack the patience to keep an eye on longer-term goals, and initiate far-reaching strategies that will get us there. Our Marketing Insights piece, for example, asks the question "Whatever Happened to Lifetime Value?" Once a standard for analytics, lifetime customer value has fallen by the wayside. When a marketer allows that to happen, he or she will lose in the long run.

With this issue, we celebrate our one-year anniversary publishing *The Rest of the Story*. In our first issue, I stated that our mission is "to question the status quo, challenge prevailing wisdom and, hopefully, set the stage to reach a higher level of performance. When you're done reading this, and every issue, we want you to think 'I didn't know that.' Or maybe, 'I knew that, but wasn't thinking about it in that way.'" From the comments I've received over the course of this first year, it seems we can claim that modest accomplishment.

What do you think? I welcome your questions or comments. Feel free to contact me at donn.rappaport@alc.com or at 609-580-2800.

Regards,

Donn Rappaport
Chairman, Chief Executive Office
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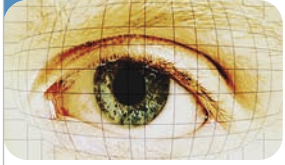
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Whatever Happened to Lifetime Value?



CONVENTIONAL WISDOM WITH THE BUSINESS WORLD'S CURRENT ECONOMIC FOCUS ON SHORT-TERM GOALS AND PERFORMANCE, LIFETIME CUSTOMER VALUE, WHICH AT ONE TIME WAS THE STANDARD FOR CUSTOMER ACQUISITION AND DEVELOPMENT ANALYTIC MODELS, IS NO LONGER VIABLE OR NECESSARY.

THE REST OF THE STORY LIFETIME VALUE ANALYSIS PLAYS A CRITICAL ROLE IN ENSURING THE ECONOMIC HEALTH OF A BUSINESS. WHAT'S MORE, IT WILL PROVIDE IMPORTANT BENEFITS TO EVEN SHORT-TERM PLANNING.

Customer lifetime value, once the centerpiece of direct marketing strategy, is now so rarely calculated that it threatens to become extinct. Today, direct marketers focus primarily on much shorter time frames and the answer to a simple question: “What is our ROI from this particular effort?”

It's a far cry from the good old days, when five-year plans and analytic models were built on calculating what it cost to acquire a new customer and what that new customer was worth over a period of years rather than months.

Lost insights and missed opportunity

“Everyone pays lip service to lifetime value,” observes Rachel Mercer, ALC Senior Vice President for Customer Acquisition. “But with Wall Street’s intense pressure on publicly owned companies to report good news—showing an increase in quarterly profits—almost no one bothers to actually calculate it.” Instead, she adds, most companies now focus on “net revenue per order.” The result? A lack of genuine insight into which list or medium produces the best value for the organization.

“This transactional focus makes it much more challenging for marketers to get a good handle on results by source,” Mercer says. “And that leads to poorly informed decisions. For instance, a nonprofit organization might stop using particular data sources in its direct mail campaigns—maybe an upscale magazine subscriber file or a high-ticket retail buyer list, both of which are generally more expensive—because they generate fewer donations than a less expensive file of donors to another cause. But what if the donors contributed by the more expensive source donated more frequently than those generated by the less expensive source? And what if they demonstrated greater loyalty to the cause by

giving larger donations? Obviously, that would make them more valuable donors, and well worth the cost. But a marketer would not know that simply by looking at the short-term P&L.”

Similarly, multi-channel media efforts, such as cable television and satellite radio, online lead generation, search engine optimization and event-based “viral marketing,” while providing new attractive avenues to reach consumers, make long-term value much more difficult to calculate. Too often, the focus is on the quantity of contacts without drilling down through the various steps of conversion to actual sales results.

“Prospecting on the web is so attractive because people often look at the cost per action, without real consideration for the long-term value of the customer,” says ALC’s Kim Lowenthal, Senior Vice President, Data Acquisition. “What they often don’t know at the end of the day is how a particular Internet-generated customer truly stacks up against other Internet-generated customers, as well as against those customers acquired through direct mail, print or any of the other media they might employ to acquire new customers.”

Another factor in the equation is the erosion of brand loyalty among consumers. “The Internet, among other things, has turned us into a nation of comparison shoppers,” asserts ALC Chairman and CEO Donn Rappaport. “Five years ago, if I needed a new pair of hiking boots, I would pull out my Eddie Bauer catalog, find a pair, pick up the phone and place my order. Today, I’ll go to the Eddie Bauer website. But then I’ll go to the L.L. Bean site, the Land’s End site and the Timberland site. If I can save \$5 on a pair of boots, well, why not?”

“We need to identify those customers with whom we have the best chance of earning back our investment—and then turning a profit—over time,” Rappaport adds. “Who are the customers that will become long-term, repeat, high-value customers? They are not necessarily the ones who come in at the lowest possible cost.”

Ultimately, lifetime value is a marketer’s best bet to effectively drive financial goals. It enables an executive to make the right decisions, even with the conflicting goals of growing and being cash flow positive. Decision rules coming out of lifetime value account for both issues over the course of a campaign, a year... even a lifetime. ■



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.





Death of a “Killer App

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committee that is studying SPAM and is charged with investigating possible remedies to control it before it completely wipes out e-mail's viability as a marketing tool.

Is authentication enough?

The DMA first addressed the SPAM problem in October 2005, when it mandated that member companies relying on e-mail for communications or transactions begin using e-mail identification and authentication protocols. The steps were recommended as a form of “best practices.” But very soon, best practice may become required practice. ISPs, straining under the weight of millions of bogus e-mail messages, will demand some means of separating SPAMers from responsible marketers.

Anticipating that, the DMA has launched a full-court press aimed at convincing its members that the wolf is at the door, kicking off its effort in a very public way at its recent “Authentication Summit” in Washington, D.C. Pat Kachura, DMA Senior Vice President for Ethics and Consumer Affairs, says that authentication can no longer be postponed. “We believe this is a key piece of the solution for our members,” she says. “The other piece is to help our members manage their public face so that their mail continues to be accepted.”

But authentication may only represent a partial solution. Shereshevsky and others suggest that the most effective way to really stop SPAMers is to think the unthinkable: that is, to impose an e-mail marketing charge. His proposed solution looks like an e-mail “postage stamp” requiring marketers to pay a modest amount—a quarter of a penny, for example—for each commercial e-mail message sent as part of a mass-mailed customer acquisition or retention effort.

In his view, it's just common sense. “The reason SPAM keeps growing is that it's just too cheap. There's no economic friction in the system,” Shereshevsky notes. “If television ads were free, you would never see a program. If the U.S. mail were free, your mailbox would explode. Enabling an ISP to reject any commercial e-mail that arrives without an electronic stamp would almost completely eliminate SPAM in a matter of weeks.”

Putting theory into practice

Whether Shereshevsky's efficacy claim is accurate,



the marketplace isn't waiting for the DMA to come up with a solution. Yahoo!, which delivers more than 80 million unique messages every month and is the largest ISP in the U.S., is one of two founding partners (AOL is the other) of a company called Goodmail Systems (www.goodmailsystems.com) that is doing almost exactly what Shereshevsky proposes.

Goodmail's founder, Richard Gingras, started the company in 2003 in response to what he saw as a loophole in the ISPs' response to the rising tide of SPAM. “All of the efforts to combat SPAM were aimed at filtering out or blocking bad messages,” he says. “We thought what was missing was a way to allow legitimate messages to get through by letting the recipient of an e-mail know that a new message was safe to open.”

If a company wants to use Goodmail to insure message delivery, it must first pass an accreditation process in which Goodmail first verifies that the company is a legitimate business. The second step involves validation



“By the end of this year,” says Rob Stagno, General Manager of Microsoft’s Central Marketing Group, “we estimate that SPAM will be 90% of total e-mail volume. Obviously, it’s a serious problem for our industry and for everyone who uses e-mail.”



Proponents of the idea, such as Shereshevsky, acknowledge the fear but believe that there are simple ways to guarantee ordinary users a certain number of “free” messages per month or year, or even totally exempting non-commercial e-mail, and placing the cost burden on commercial mailers. He believes that the large commercial mailers, in particular, will readily embrace this strategy when they realize that eliminating, or at least curtailing, SPAM would have an enormously positive impact on response rates to their legitimate messages.

Regardless, without some strong and novel solutions, the problem is only going to get worse. Brad Garlinghouse, Senior Vice President for Community, Communications and Front Doors at Yahoo!, explains the problem succinctly: “SPAM volume is increasing so fast that even if our filtering and blocking tools catch 98% of the bad mail, the 2% that does get through still adds up to a significant number.”

Indeed, on the morning Shereshevsky described his views for this interview, he counted more than 40 messages in his Yahoo! corporate mailbox that had somehow slipped through. The offers included all kinds of sexual performance enhancers, hot tips on unheard of penny-stocks, a date with a hot girl who doesn’t want any emotional attachment and a college diploma in two weeks. If this is what happens to someone behind the Yahoo! firewall, one can only imagine how bad the situation is for individuals and small businesses without robust IT support staffs.

“We are in very real danger of killing the golden goose,” says ALC Chairman and CEO, Donn Rappaport, “for the simple reason that there is no easy-to-swallow solution. Whatever we do to control SPAM is going to be distasteful and probably quite painful. But one way or another, we are going to have to bite the bullet, and make a real, concerted effort to solve the problem. Is an e-mail postage stamp the best possible strategy? I don’t know. But we can’t afford to dither around looking for the perfect solution; we need to settle on a strategy that we can put into place now to at least begin to stem the massive flow of SPAM. Otherwise, it’s going to be too late.” ■

that the message to be sent is one the recipient wants to receive. To do this, Goodmail monitors the number of SPAM complaints about the message, the offer, the campaign or the marketer that are received by the mailer’s ISP. If an e-mailer passes these two tests, Goodmail will, for a small charge, tag a unique “token” to each outbound e-mail message. The ISP recognizes the token and allows the message through its SPAM or content filters.

What about Aunt Sally?

The idea of charging anything to send an e-mail message often produces a knee-jerk reaction. Many fear that the cure will be worse than the disease and that paying even a modest charge for promotional e-mail will start us on a slippery slope to the point where consumers will also have to pay to have their non-commercial e-mail delivered. Now that we’ve finally gotten Aunt Sally over her resistance to e-mail, no one wants her to have to pay to use it.



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Reaching “Tween” Angels



CONVENTIONAL WISDOM FAMILIES WITH YOUNG CHILDREN HAVE ALWAYS BEEN A HOT, HIGHLY ACQUISITIVE AND RESPONSIVE MARKET. AND IF YOU CAN FIGURE OUT HOW TO TAP INTO THE TEEN MARKET, YOU CAN ESSENTIALLY WRITE YOUR OWN TICKET. BUT WHAT ABOUT “TWEENS,” THE MARKET IN BETWEEN? WELL, THAT’S A NO-MAN’S LAND. BEST TO STAND CLEAR.

THE REST OF THE STORY THE TWEEN MARKET—WITH ITS \$170 BILLION OF BUYING POWER—IS JUST TOO BIG AND POTENTIALLY LUCRATIVE TO IGNORE. WHICH IS WHY SMART DIRECT MARKETERS ARE INVESTING IN AN ARRAY OF INNOVATIVE STRATEGIES TO REACH IT.

They’re more than 20 million strong, pockets and purses bursting with \$50 billion in cash and influencing, if not controlling, more than \$170 billion spent on them each year by doting parents and relatives. They are the “tweens:” children aged eight to 13, no longer babies, but not quite teenagers. And marketing to them is anything but child’s play.

For one thing, reaching them through traditional direct channels—mail or Internet—can be quite challenging. According to Andy Belth, Vice President, Direct Marketing for Alloy Media + Marketing, one of the direct marketing companies now pioneering the segment, tweens spend up to 50% of their waking hours in school,

are increasingly over-scheduled with homework and after-school activities and like to spend what little free time they have hanging out with friends.

Survey data compiled by children’s marketing experts C&R Research of Chicago reinforce his points. Even though today’s 12-year-olds have grown up alongside the Internet, data compiled as recently as March 2007 show that 68% of kids in a demographical-

ly and geographically balanced survey rank television commercials as the most influential medium and the most common way they learn about new products. Internet advertising—defined specifically as banners and pop-ups—ranks near the bottom of the list with less than a 2% mention. Despite frequently voiced adult fears about children spending all their free time immersed in video games, the same survey also revealed that nine-to-12 year

olds spend 75% of their free time playing outdoors. Clearly, this can be an elusive audience.

If those facts aren’t daunting enough to keep many marketers at bay, consider this: Federal law, specifically in the form of the Children’s Online Privacy Protection Act (COPPA), regulates the methods by which a marketer may collect, maintain and use personally identifiable information from children under the age of 13. Essentially, the law mandates that children under age 13 can only be communicated with directly by web marketers with parental permission.

So why bother?

According to the marketers at Alloy, by age eight, children start to turn away from dolls and toy trucks and toward music, fashion and online entertainment. At the same time, research shows that they begin to wield enormous influence on parental decisions, ranging from which cars to buy to vacation plans. And do they ever shop. According to another C&R study, 82% tell their mom or dad what to buy at the store, 45% write something on the grocery list and 31% clip coupons for something they want. This might explain why, in addition to continuing to spend millions of dollars on television, packaged goods marketers like General Mills have developed entire websites that appeal directly to children, such as Millsberry.com, a site chock full of games and interactive exercises, such as Lucky Charms Charmed Life and Reese’s Puffs Cereal Snowboard Slalom.

Fortunately for tween marketers, there are a number of ways besides expensive television spots to reach tweens and begin to build brand loyalty among them. “We’re able to capture a lot of information from our merchandising activities,” Belth observes. Alloy and its dELiA’s catalog both maintain websites, targeting teen and pre-teen girls, and its CCS website is a skateboarding site aimed at teenage boys. All three sites contain numerous links to other Alloy Media-owned, non-merchandise sites, such as FindTuition.com and CareersandColleges.com.

Brothers, sisters and parents as conduits

These are teen, not tween sites, but contact with older siblings is often a way to discover tweens as well. Belth cites a personal example: “Even though we don’t know the younger child by name, we know that Andy and Carol Belth have a 17-year-old because he buys skateboarding equipment from CCS, and we’ve been able to append the fact that he has a younger sibling who is 11.



The best prospect we can have is someone you know something about who has younger siblings. In fact, we assume that our teen customers have younger brothers and sisters.” Statistically, the assumption is correct about 80% of the time.

It’s relatively simple to append data to existing customer files revealing both the presence of children in a household and their ages. Although the younger children’s names aren’t revealed, this doesn’t matter because the first direct effort, whether by traditional mail or online, has to be addressed to “the parents of XYZ.” Once parental permission is given, contact between child and marketer can take its normal course.

There are some tricks to the parental permission game, too. C&R Research maintains a consumer panel of more than 20,000 children aged six to 18, all with parental permission that C&R requires to be faxed—not sent online—back to them before beginning to engage the child in online surveys. Even with parental permission, C&R researchers take pains to alert parents to upcoming surveys and their content and allows parents to opt their child out of surveys they do not feel are age-appropriate. “We want to build a relationship, not engage in a single transaction. We go out of our way to comply with COPPA, often far beyond the letter of the law,” says Jacqueline Lane, a Research Director at C&R who focuses on the teen market but is also intimately familiar with tween avenues.

Once a marketer gets beyond the threshold of parental permission, they may find tweens to be particularly fertile ground for traditional direct mail, of all things. One of the things Lane has learned in her years spent researching and talking to children is that younger children, particularly tweens, absolutely love to get mail. “Receiving mail addressed directly to them gives them recognition as an individual and a place in the world, outside of their confines and boundaries,” she notes.

If you’re surprised that companies you would normally associate with an older audience, like Victoria’s Secret, are targeting girls as young as 13, don’t be. As all parents know, and numerous studies show, both teens and pre-teens are getting older, faster, every year. Products originally created for a teen audience now appeal more to tweens, and products originally aimed at young adults have worked their way down into the teenage ranks. Some financial service marketers have already begun focusing on the teen audience for credit card offers. And with cellular phones now being designed and sold to parents of very young children, can the first pre-teen credit card offer be far behind? ■

PerfectMatch: Modeling for Success

ALC’s PerfectMatch is a fresh take on data modeling, specifically geared to enable marketers of all types, sizes and levels of sophistication to define and isolate their most highly qualified prospects.

“Our approach to modeling is customized, consultative and hands-on,” explains Britt Bean-Perry, ALC Senior Vice President. It has proven to be remarkably effective in helping direct marketers to:

- reduce new customer acquisition costs;
- identify large secondary universes of productive prospects;
- achieve significant improvement in response rates; and
- revitalize fatiguing data segments.

“Customization is critical,” notes Bean-Perry, “because every marketer faces a unique set of challenges. One-size-fits-all, black-box solutions just don’t work anymore, if they ever really did. The PerfectMatch modeling process begins with the client’s specific marketing challenge, whether it’s failing response rates, a shrinking mailable universes, deteriorating lifetime value or something else entirely. Then we determine what response metrics should be modeled.”

For example, ALC is leaning on PerfectMatch to help increase Doubleday Entertainment’s data-management revenue. By modeling specific segments of Doubleday’s many club communities (e.g., Book-of-the Month, History Book Club, the Good Cook Book Club, etc.), we’ve been to isolate those that are likely to be more responsive to a wide range of additional offers from other direct marketers who might not otherwise mail successfully using the Doubleday data.

But that’s just the beginning. Successful modeling is an ongoing, iterative process. Once the initial model is constructed and tested, ALC analysts evaluate results and create a dynamic marketing program that includes testing, re-testing and rollout refinements to maximize performance.

PerfectMatch Models can be developed at Data Centrix, ALC’s in-house service bureau, in a fully turnkey application, or ALC analysts can work with clients’ internal modeling teams.

To learn more about PerfectMatch, contact Britt Bean-Perry at 609-580-2752, or via e-mail at bittbean@alc.com.

CONVENTIONAL WISDOM
DATA MODELING WORKS WELL ENOUGH FOR MAJOR MAILERS WHO HAVE AN ABUNDANCE OF MARKET-ING DATA; FOR THE REST, THE VALUE IS MINIMAL.

THE REST OF THE STORY
HAVING ENOUGH DATA IS RARELY THE PROBLEM ANYMORE. IN FACT MOST MARKETERS HAVE TOO MUCH DATA. IT’S HOW YOU GO ABOUT CONSTRUCT-ING YOUR PERFORMANCE MODELS THAT MAKES THE DIFFERENCE BETWEEN SUCCESS AND FAILURE.



BRITT BEAN-PERRY,
ALC SENIOR VICE PRESIDENT

 **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.



THE REST OF THE STORY



Making Us Who We Are

Recently, we posed the following question to our employees: “What person or event has had the greatest impact on your career?” With a staff of “Type A” personalities, we expected—and received—a flood of responses. Here are a few of our favorites.



“Early in my career, I worked for a start-up company that eventually went bankrupt because we didn’t have access to timely, accurate financial information. If we had that information, we could have averted our fate. Since then, no matter what the project, I make sure that everyone involved has the financial information necessary to make smart, educated decisions that minimize risk and increase our chance of success.”

*Peter DeRosa,
Chief Financial Officer*



“My father was known around the neighborhood as the ‘junk mail baron.’ I really enjoyed our evenings together. I looked forward to breaks in our favorite sitcoms so I could critique commercials with him. He taught me to never let creativity get in the way of a message.”

*Natalie Silverman,
Senior Account Executive, Creative Review*



“Even though I was new to the business, thought I knew it all. One day, my boss sat me down and said ‘you’re going to be the lead account manager on a new piece of business.’ Before I knew it, I was on the phone with a seasoned industry veteran. He had a simple question. I gave him a quick answer. He said it didn’t sound right, but I insisted it was. At that point he said, ‘I know you’re wrong because I ran that account until six months ago.’ The lesson: Know your business, question everything and never go on auto pilot.”

*Lori Magill-Cook,
Executive Vice President*



“Even though our division was small part of a larger company, the partners in the company took a very active role in its operations. I’d spend days making sure that my analysis and recommendations were thorough and well thought out. Still, one partner would evaluate every idea in the presentation and challenge me to explain why it would be important to the client. I hated every minute of those sessions, but my presentations were always sharp and on-point. And the clients responded favorably. To this day, those sessions continue to have a positive impact on the quality of my and my team’s work.”

*Britt Vatne,
Executive Vice President, Data Management*



“At the start of my sales career, I made an important new business pitch, but didn’t win the business. Losing the opportunity—and commission—was tough, but what I gained was worth a lot more, because the prospective client took the time to explain why he didn’t select me. He told me what I could have done differently to win. Although painful, that experience forever changed the way I prepared and approached new business opportunities.

*Owen McCorry,
President, Customer Acquisition Services*

The Rest of the Story (copyright © ALC 2007) is a quarterly look behind the headlines, published by ALC. A leading direct marketing services provider, ALC is dedicated to enabling our clients to grow, acquire market share, and maximize bottom-line profitability through the innovative use of marketing data. *The Rest of the Story* is specifically geared to enable ALC clients to keep abreast of news, information, social patterns and industry trends shaping the world of direct response marketing. Here you’ll find ideas and insights you just won’t find anywhere else—strategy you can put right to work to help you acquire new customers more profitably and maximize the lifetime value of each and every one.



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