

DATABASE MARKETING

Real Life Answers



DATABASE MARKETING: Real Life Answers

What is with all of the buzz about database marketing? Why are people spending so much time and so much money on buying this software technology? It is very simple. Increased competition from other financial outlets...banks, credit unions, non-bank firms like Fidelity and Schwab, mortgage companies, and credit companies are squeezing profits. Profitable customers are hard to find, and proving even harder to keep. And database marketing can help you find and retain your best customers.

Couple that reality with more hard facts...your marketing dollars are not unlimited, your customers have dramatically higher expectations, you must make additional investments in new delivery channels, you might desire for your institution to move towards a sales culture,... all the while maintaining that "close customer relationship" that all of your large competitors can only dream of having, and the picture grows more complex.

A recent Gallup poll stated that while "classic" financial institutions held greater than 50 percent of the market share of deposits in 1950s, today that number has plummeted to less than 20 percent. That is an astonishing fact! A closer look at the numbers would also prove that the most profitable customers are the ones who moved their money to the non-bank firms.

All of the large and regional financial players have been using database marketing techniques for years. For the non-bank types, it has proven an incredibly inexpensive way to cherry-pick the best customers from everyone — including your institution. I know what you're saying, "Our profits are doing great, why would we spend the money on database marketing?" Probably the primary reason is, because you don't know what you don't know.

WHAT YOU DON'T KNOW

There is an old management axiom that says, "managing is easy if you have all of the facts". MCIF database marketing technology will put these facts at your fingertips. For Example:

1. Every month your institution is adding on average 30 new accounts. Using the same averages...your institution is also losing 25. Your net is only five new accounts per month. While it is true that you're putting more money in the bucket than you're losing, you have to recognize that the leak in the bottom of your bucket is substantial. Why are these 25 account holders leaving your institution to go to your competitors? Without database marketing, you can only guess.



2. First Manhattan Consulting Group (and many other studies) have said that 20 percent of your customers deliver an astonishing 130 percent or more of your bottom line profit. In addition, their research stated that at the other end of the spectrum, 30 percent of your clients are reducing that profit from 130 percent to 100 percent -- flat out costing you money. Which of your customers bring you all of your profit? Which ones are dragging down your results? Without database marketing, you can only guess.
3. Every month you have Certificates of Deposit maturing. Are these accounts renewing with you? You might be stunned to learn that 30-40 percent of these at-risk clients will close their accounts with you. Why? Without Database Marketing, you can only guess.
4. A review of hundreds of financial institutions' customer data has provided a fascinating revelation. Approximately half of most financial institutions' Households have only one account with that institution. Every one of these single service households are at risk of leaving for the next best offer from one of your competitors. Who are they? Without database marketing, you can only guess.
5. Another value of database marketing is its ability to help you manage the effectiveness of your marketing. In a total media mix, you may have some trouble directly measuring the effectiveness of your billboard, radio, television, and/or newspaper advertising. Direct mail however, provides immediate and extremely specific feedback on your marketing that can be measured from within an MCIF. Gene Hairston, the manager of the U.S. Post Office's Financial Industry Market Development Program has some hints for anyone using or considering database marketing. If you are using direct mail, the U.S. Postal Services has established programs that can help you maximize your results. Do you send direct mail to an untargeted list? Are the results from your media mix quantifiable? Without database marketing, you can only guess.

Database marketing provides the facts. The four examples listed above give you a quick snapshot of just a few of the powerful pieces of information that are available to you through database marketing. In addition, this technology helps you do something with the information. And as any successful entrepreneur will tell you, information without action is unrealized potential, and an incredible waste. If you only knew what you don't know.



MARKETING IN THE NEW MILLENNIUM

Historically speaking, small to mid-sized financial institutions across America have relied on newspaper, radio, and billboard advertising to get their message across to the marketplace. And, this has been effective for some. Most however, have spent a great deal of money for a nominal return on their investment — and that is even hard to measure or prove. In the future, you and your peers will need to find ways to better cultivate the relationships you already own.

Another management axiom says that it is eight to ten times easier (and more cost effective) to sell an existing client another product, than it is to find and then sell a new customer. If this is true, why is everybody spending 75 percent or more of their respective marketing budgets chasing the least cost effective marketing opportunity? Probably because that is the way it has always been done.

John Nodosko, President of J. Stephens & Co., a Connecticut based Sales Consulting company has stated steadfastly that, growing your business and your profitability in the new millennium will involve working smarter, not harder. Database marketing is the means by which you can work smarter. By having detailed information about which customers have what products, and how profitable the customers and products are will open a myriad of doors, and present a great many opportunities for you. Employing the Sales Culture where there is an MCIF - will dramatically improve your results.

Cross selling your existing customers into additional products and services is the antidote that will inoculate your institution from the increased competition, and other “real life maladies” that impact your growth. You can’t control the marketplace as a whole. You can for the most part however, manage your own customers. As they say, managing is easy if you have all of the facts!

WHAT IS DATABASE MARKETING?

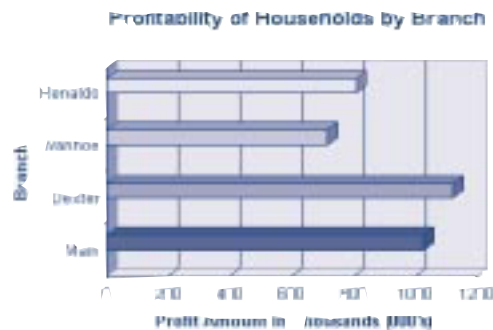
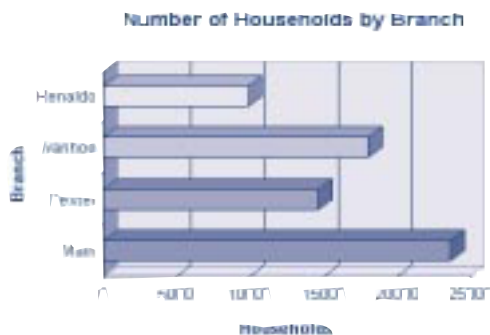
Database marketing is most simply, understanding and managing your database of customers. And database marketing is used by every other industry you can imagine,... insurance companies, utilities firms, the big auto companies, advertisers of all kinds, and even pizza outfits like Domino's and Pizza Hut... Speaking of pizza outfits, have you ever noticed that when you call them to place an order, they ask you for your phone number — that is how they keep track of your household, and what & how often you buy. And, have you ever notice that if you haven't ordered a pizza in while, you get a note in the mail promoting a very compelling special offer? That is database marketing in action.



Database marketing and MCIF technology has too often been described as very sophisticated and as leading edge or new technology. Database marketing is not that complicated nor is it that leading edge. If a \$5 an hour worker at Domino's can use it, so can the better educated marketing folks at your institution.

In order for database marketing to provide maximum benefit to financial institutions, a very special procedure needs to be performed. You may have heard of it — householding. Householding is the technique whereby your individual account records are grouped into household relationships. All MCIF software will automatically group your accounts into households for you.

Once you have grouped all of your accounts into households you can then attach specific demographic and geographic information to those records. For example, what is the income of these households and where do they live? Being able to ask questions like these about your database of customers should begin to show you the power of MCIFs and database marketing. What else can database marketing tell us. A great deal more... In your database is also information about the balance of the accounts and the type of products used by your clients. What kinds of questions could you ask now? How about,...How many households have a big CD balance but have no checking account with your institution? There is virtually no end to the possible questions. You can segment your relationships in any way. You are limited only by your imagination.





Getting the answers to all of your questions is valuable. Doing something with the information is invaluable. According to Charles Moffitt, CEO of DataSearch Systems, Inc. in Nashville, TN, it is in the doing where your marketing will blossom in the next millennium. You need to understand all you can about your database of customers – but without leveraging the information into worth while marketing projects, you cannot maximize the profit you could be getting from them.

What is an MCIF?

An MCIF is what database marketing vendors call the software that manages householded customer data for financial institutions. MCIF is an acronym that stands for Marketing Customer Information File. In other words, MCIF is a fancy way to describe a pretty simple idea.

Financial institutions have been drawn to MCIF technology because this software helps them get answers to meaningful questions about their customers. The questions, and more importantly the answers, would be welcome in any board room. Questions like...

- Which of your customers are profitable?
- Which of your customers aren't profitable?
- Where do your best customers live?
- What products are proving to be unprofitable?
- Which customers are at risk of leaving for a competitor?
- How many maturing accounts leave and why?
- What is our best opportunity for growth in the next 12-15 months?

Nicollete Lemmon, President of LemmonTree Consulting Group in Phoenix, AZ says, as your organization moves into the next millennium, your marketing will have to grow up and include database marketing. You need to build stronger relationships with your best customers. An MCIF will help you. You need to understand the needs and opportunities within your own customer base. MCIFs can help you accomplish this also. You need to find new ways to positively impact your bottom line. Yes, MCIFs can do this too.

How difficult would it be for you to cut your operating costs by 10 percent? If you're like most smaller financial institutions, you would find the task not only unappealing, but hard to do. You probably don't have much fat to cut. An article in the April 1998 edition of US Banker magazine introduced a remarkable fact that relates directly to database marketing. The article mentioned that research has proven that a 2 percent increase in customer retention will have the same impact on your bottom line as a 10 percent cut in operating costs. Guess what? An MCIF will absolutely provide this kind of result for you, too.



FIVE CONCEPTS:

MCIFs can provide many profit building and cost saving opportunities.

To help you understand the possibilities, the key benefits have been broken down into five concepts:

1. Identifying and retaining top customers.
2. Determining and then taking action to secure your most lucrative target market.
3. Managing and measuring promotional campaigns effectively.
4. Re-pricing and/or repackaging products so they become more profitable.
5. Learning the answers to the who, what, where, when, why and how questions about your customer relationships, before your competitors do.

ISN'T IT TIME you took advantage of the power of the information that is buried in your filing cabinets and hidden on your mainframe in lines of programming code? If you're like most of your peers, the answer is yes. **MCIF technology** is no longer a sophisticated luxury for only the largest institutions. Small to mid-sized organizations need to tap into the information, too. In fact, many say that the survival of smaller institutions may depend on it. **The answer is YES.**



REAL LIFE DATABASE MARKETING: or 5 Key MCIF Projects!

Let's assume for the moment that you now own an MCIF software program and are ready to put its magic to work for your institution. Congratulations! As you begin to attack your marketplace in the next millennium, you will have the technology that allows you to not only compete on a level playing field with the big institutions, but will help you maximize your limited marketing dollars. You are now a player.

Now, what are you going to do? To help you put real life value on the answers MCIFs provide, let's review 5 key MCIF projects. If your not already excited, now would be a good time to start. The MCIF results you are about to see will make your job easier, make you more effective and valuable, and at the same time provide your institution with more bottom line profit. And that is something to be excited about!

While there are virtually endless projects that an MCIF can help with, the following projects represent the easiest concepts that deliver the quickest results. Try to understand the concepts and then imagine how you could apply the same logic to other cost saving or profit building ideas.

5 Key MCIF Projects

1. Which of your households are profitable?

As these clients represent your most valuable assets, it behooves you to get to know them. You need to spend a great deal of time, energy, and money re-investing in these relationships. These customers have money, and have proven that they trust your institution with many of their significant financial transactions.

- **Action:** Once you know who your most profitable customers are, find out if they have certain products in common. Find out where these clients live. Develop a strategy to cross-sell additional products and services to these folks. Also, find a way to put all of these clients on a regular officer call program.

2. Which households are not profitable?

In much the same way as with profitable clients, it is important to understand who these households are. They are driving down your bottom-line profitability. What makes them unprofitable - a low balance, waived fees, excessive transactions that are part of a product with unlimited use, or something else?

- **Action:** Once you have determined the who of this equation, you need to understand the why. Based on the why you can cross-sell these customers into better (please read: profitability) products that turn them into money makers. And by all means, stop waiving fees on these freeloaders. Once you have a handle on who, the facts about product usage and balance will logically lead you to a resolution.



3. Which customers are single service households?

Studies show that most financial institutions' customers have only one account with them. Because of this, these clients are especially susceptible to your competitor's latest and greatest offer. It has been proven that households with 2-3 accounts with the same institution are dramatically less likely to change financial providers.

- **Action:** Find out how many single service households you have? What value do these households represent — are they profitable customers? Segment this group of customers into 2-3 more specific segments and offer another product to them. If they have a CD — get them into a checking account. If they have a checking account, move them into a savings account. If they have a loan, get them to give you their checking account so that you can set-up an automatic debit (and maybe even direct deposit) to make paying down the loan virtually invisible. In other words, get these single service households to carry more than one account. Otherwise, you are at risk of losing them.

4. What CD accounts are maturing and “at risk” of not rolling over?

Every month a subset of your CD portfolio is turning over. At least 30 percent will not renew their CD relationship with you and take their money to the next best rate in town. Why don't you renew them before they leave? If you don't you are always trying to replace the 30 percent of customers (and unknown percentage of dollars) that leave each month.

- **Action:** Try to reach these CD holders at least 90 days in advance of the CD maturing. Try to open a checking account for them to deposit their CD interest into, so that it is easily accessible to them. For those who want the best price, negotiate with them, take special care to notice which contribute handsomely to your overall bottom line.

5. Reduce your mailing costs.

One of the many benefits to householding (grouping the accounts in a single household together) is being able to mail once for each Household, not multiple times for as many accounts as this Household has. If you mail quarterly to all of your accounts, and you have 25,000 of them, it would cost you at minimum \$32,000. That equation is $\$0.32 \times 25,000 \times 4 \text{ times} = \$32,000$

- **Action:** The average number of accounts per Household nationally is about 2. Instead of mailing 25,000 accounts every quarter, you will mail 12,500 households. This will cut your mailing expense in half — saving you \$16,000 annually. Not bad.



Profitability

One of the primary reasons why financial institutions are turning to MCIFs today is to harness information about the profitability of their existing customer relationships. In doing so, they also want to apply that profitability to their products, branches, and more. If the studies are true, and 130 percent of your institution's profit is coming from only 20 percent of your households, then you really need to know who these customers are, don't you? Of course you do.

But how do you determine what is or isn't profitable given the tapestry of products and services you offer against a myriad of delivery channels. Don't you have to consider non-interest expense costs against interest and non-interest income? Maybe. Probably. What about transaction based results that vary by customer — like ATM/Debit card activity and the number of checks and/or deposits. Do you think you need to account for these variable costs and fees to get at real profitability? Maybe. Probably.

Understanding and building a definition of "profitability" is one of life's great mysteries. In fact, it should probably be a section in one of those Time/Life Books that they sell on TV. Every financial institution, consultant, profitability guru, CFO, CEO, and layman has a different perspective and opinion as to what constitutes a good definition of profitability. Is there a universal answer to this mystery? No. You need to understand the options and what the impact and implications are of the varying degrees of profitability, and then decide how you want profitability to be defined for your institution. The definition of profitability that you select must match how you are looking to use your MCIF. In this context, there is no wrong answer.

How can you get "real-life" profitability results? The answer to that question lies in your purpose of the profitability information. If you are looking to drive your marketing by this information, and not employee incentives or your institutions books, then it isn't that important. By using the Federal Reserve's Functional Cost scenarios as a guide, and then balancing your data to the key elements of your G/L like non interest expense, interest income, non- interest income, and the investments you make, you will get 85 percent of the way there. And for marketing purposes, where you manage the extremes — who is really profitable and who really isn't — 85 percent is acceptable.

(Note: If you are already confused about profitability, read the next paragraph at your own risk.)



If you are looking to get into the real details of profitability, you should — for whatever your reasons. The MCIF you choose needs to provide you the ability to satisfy your needs. In this way, flexibility is king. To advance to a more detailed definition, you will need to access your transaction based data, be able to account for transfer pricing, mirror your matched pool funding beliefs, and other similar ideas, so that you can have ultimate confidence in the results. While no MCIF system can provide all the options and detail that a commercially available standalone “profitability” system can deliver, many can get you 95% of the way there.

If you want to understand the details of your profitability beyond this, by all means research standalone “profitability” systems. They can help you ascertain how much cost to attribute to tellers at a certain branch; i.e. based on the clients who use them, the products they have, against a general institution-wide overhead figure, or based on a complicated formula that includes all of the above. If this intrigues you, get a standalone “profitability” system, and then feed the results back into your MCIF so that you can take action on the results. Remember, all of this “detail” profitability work requires a great deal of thought, time and effort. You must manage your need for the information against a diminishing return, to satisfy your goals.

Flexibility is the king. How you define profitability today, may change in the future. Experienced MCIF vendors say that in a three year time frame, the average user changes their definition twice. Expect, even if you know precisely what you want today, that in the future, your institution's definition of profitability will change.

Target Marketing

One of the primary reasons why financial institutions and other marketing organizations are drawn to database marketing, is their ability to help target specialized subsets within their database. With target marketing you can pre-qualify a subset of customers/prospects who have common characteristics. For example, who has a CD with our institution but no checking account? By asking that question you have segmented your database. Because you have targeted your database, the people in this subset are probably good prospects for a checking account relationship. (Note: If you did not segment your database in this manner, you would be asking customers who already had a checking account with you to open a checking account...how embarrassing!?)



Once you have targeted your subset, you may choose to send these qualified customers and/or prospects a direct mail letter. A wonderful idea. Randall Putala, President of Strategic Direct Marketing Inc. (SDMI) out of Nashville, TN, says that your success with direct mail should follow this very simple formula:

70% The Target List of Customers/Prospects to be mailed

20% The Offer (What you want them to buy)

10% The Creative (the letter, envelope,...)

100% = Success

Given that the formula for success with direct mail stresses the importance of finely targeting your customers/prospects, it becomes even more valuable for you to have and use an MCIF program. Sending out mail to an un-targeted and unqualified list of people is inefficient, expensive, and will prove ineffective for you..

Funny isn't it? When most of us have done direct mail in the past, we spent 90% of our time creating the perfect direct mail letter -- when who we sent the letter to was really the most critical thing. The power of database marketing reaches many different levels. direct mail and target marketing are definitely two of them.

ADVANCED CONCEPTS: Growing to the Next Level

Yes, database marketing is a simple concept. And, at a very basic level MCIFs prove incredibly valuable in helping financial institutions reduce costs and beef up their bottom line. That is great news. But MCIFs can do more.

Beyond the basics, lay a plethora of concepts where advanced and experienced MCIF users have been able to push the envelope. These ideas are tried and true, but definitely graduate level stuff. Your MCIF must be able to grow with you, as your level of experience and use continues in the years to come.

Look for your MCIF to provide advanced capabilities like, What-If Modeling and Repricing, Multi-faceted Campaign Tracking, an Executive Information System, built-in "Data Processor" to manage all of the data update functions at one time automatically, and more. Also look for your MCIF vendor to provide ongoing training and consulting to insure that you understand the advanced concepts correctly, so that you can tap into the "graduate level" MCIF concepts profitably.



20 Key MCIF Due Diligence Questions:

1. Are graphing and mapping integrated into the MCIF?
2. Is the MCIF system architecture flexible and open?
3. How long does it take to “setup” the MCIF before you can actually use it?
4. Are there any additional fees required for creating a custom system interface to use with the MCIF?
5. Does the MCIF provide for both advanced profitability ideas like transaction level and transfer pricing, matched pool funding,... as well as the standard Fed Functional cost models?
6. Does the profitability model in the MCIF balance back to your G/L?
7. Can the MCIF provide enterprise wide access/results?
8. What additional Executive Management tools does the MCIF come with?
9. Are key elements like geocoding, demographics, and CASS certification included as standard?
10. Does the MCIF provide you with easy data updating without vendor involvement?
11. Is the MCIF data held in house by you, or housed off site by the vendor? What confidentiality issues are raised by having off-site or Internet access for your customer information?
12. Does the software allow you to manage both retail and commercial households independently?
13. Does the MCIF superhousehold?
14. Does the vendor charge extra for common MCIF capabilities through optional “modules?”
15. Will the vendor provide ongoing training for you and your staff for as long as you have the software — for free?
16. Does the vendor provide turnkey marketing campaigns for your use?
17. What are the ongoing support, maintenance and enhancement cost of the software?
18. Do the references provided by your MCIF vendors know of all of the current MCIF options — and did they evaluate them? If so, how recently?
19. How affordable is the MCIF?
20. Is the MCIF software guaranteed to pay for itself?



ARTICLES ABOUT MCIFS FOR YOUR REFERENCE IN THE RECENT TRADE MAGAZINES

Cross Sales Report, July 1997 "Five Ways Banks use MCIF Software"

Credit Union Newsletter, August 1997 "One to One Marketing for Customer Retention"

Credit Union Executive, September 1997 "The Marriage of Training and Technology"

America's Community Banker, September 1997 "MCIF is Fundamental"

Independent Banker, October 1997 "Sizing up MCIF"

Independent Banker, October 1997 "Picking MCIF Software"

Bank Marketing, December/January 1998 "A Community Bank of households"

Independent Banker, March 1998 "The ABCs of MCIF"

Bank Marketing, March 1998 "Cost-Justifying your Marketing Actions"

Bank Marketing, March 1998 "Right on Target"



MCIF EVALUATION SCORE SHEET

Important Evaluation Criteria Key - Rank on Scale of 1-3

- 3 - Optimum
- 2 - Satisfactory
- 1 - Below Expectations

Add the columns to know which system to buy.

	MCIF 1	MCIF 2	MCIF 3
MCIF Name:	_____	_____	_____
MCIF BUYING QUESTIONS\FACTORS:			
General System Considerations:			
Ease of User Interface	_____	_____	_____
Ease of Learning	_____	_____	_____
MCIF Platform (DOS/Windows)	_____	_____	_____
MCIF Setup Time/Ease	_____	_____	_____
Openness of MCIF Architecture	_____	_____	_____
Ease of Query Setup	_____	_____	_____
Ability to save and re-use queries, "even after updates"	_____	_____	_____
Networking and Multi-User Capability	_____	_____	_____
Customer Controlled Flexibility	_____	_____	_____
Sub total Score for:			
General System Considerations:	_____	_____	_____



	MCIF 1	MCIF 2	MCIF 3
GENERAL OUTPUT CONSIDERATIONS:			
Built-in Reports	_____	_____	_____
Demographic			
Geographic			
Period to Period Comparison			
Cross-sell			
Product Usage			
Summary			
Detail			
Account/Household/Distribution			
Listing			
Built-in Reports Profitability	_____	_____	_____
Branch			
Household			
Account			
Product			
Combination of Products			
Combination of Products and Services			
Readability of Reports	_____	_____	_____
Report Generator Capability	_____	_____	_____
“Board Ready” Reports	_____	_____	_____
Presentation Ready Graphing Built-in	_____	_____	_____
Presentation Ready Mapping Built-in	_____	_____	_____
Ease of Exporting into multiple file types	_____	_____	_____
Sub total Score for General Output Considerations:	_____	_____	_____



	MCIF 1	MCIF 2	MCIF 3
MCIF CAPABILITIES CONSIDERATIONS:			
Ease of Importing	_____	_____	_____
Ability to Import 3rd Party Data	_____	_____	_____
Householding - Consumer & Commercial Accounts	_____	_____	_____
Geocoding	_____	_____	_____
Profitability	_____	_____	_____
Campaign Tracking	_____	_____	_____
Reporting	_____	_____	_____
Mapping	_____	_____	_____
Graphing	_____	_____	_____
Prospecting	_____	_____	_____
Executive Information System	_____	_____	_____
Optional Field Capacity	_____	_____	_____
Output Options	_____	_____	_____
Sub-Total Score for MCIF Capabilities Considerations:	_____	_____	_____
Specific Profitability Considerations:	_____	_____	_____
Ability to balance to the Income Statement & Balance Sheet	_____	_____	_____



	MCIF 1	MCIF 2	MCIF 3
Flexibility to use Fed Functional Costs, Transaction based Profitability, Transfer and Matched Pool pricing.	_____	_____	_____
Ability to review Profitability by: Entire Institution, Branch, Officer, Product, Account, Household,... and/or any Combination.	_____	_____	_____
Ability to factor in unlimited fees and costs	_____	_____	_____
Sub total Score for Specific Profitability Considerations:	_____	_____	_____
GENERAL PRICING CONSIDERATIONS:			
Initial Investment for MCIF	_____	_____	_____
Ongoing Investment MCIF	_____	_____	_____
Training Cost	_____	_____	_____
Additional Module Cost	_____	_____	_____
Multi-User cost	_____	_____	_____
Mapping cost	_____	_____	_____
MCIF Name:	_____	_____	_____
Graphing cost	_____	_____	_____
Development of Custom Interface cost	_____	_____	_____
Sub total Score for General Pricing Considerations:	_____	_____	_____



	MCIF 1	MCIF 2	MCIF 3
VENDOR EXPERIENCE CONSIDERATIONS:			
Length of Time in Business	_____	_____	_____
Current Number of Customers	_____	_____	_____
Staff Experience	_____	_____	_____
Geocoding Ability	_____	_____	_____
Training	_____	_____	_____
Sub total Score for Vendor Experience Considerations	_____	_____	_____
OVERALL MCIF SCORE	_____	_____	_____
MCIF NAME:	_____	_____	_____



REAL LIFE ANSWERS: Database Marketing Delivers!

Can a database marketing program (MCIF) deliver positive, measurable results for your institution? Without a doubt. The challenge is in your commitment to change. As it relates to marketing in the next Millennium, necessity may be the mother of change.

Dennis McQuiston, a popular speaker at national and state, Bank & Credit Union gatherings has done a great deal of research on providing solutions to the challenges that “bankers” face. Dennis says that, “Regardless of what experts think, financial institutions have clearly stated that the two principal concerns they face are:

- 1) Competition — primarily from the non-bank sector; and
- 2) the pace of change in technology. Database Marketing is a solution that will help you manage both of these “real-life” challenges.

Can you and your institution, with limited staff, successfully execute database marketing strategies? Absolutely. Learning to put database marketing to work is much like learning how to drive a standard transmission, or stick shift automobile. The first couple of times you try, you feel inadequate and unprepared. But soon, after you learn the rhythm of the whole clutch/accelerator dance, it's easy. After a couple of days,...you're talking on the car phone, changing the station on your radio, and rolling down the window all at the same time that you're shifting gears. Driving an MCIF is much the same way. You can do it.

In 200 B.C., Archemides said that if he had a lever, he could move the world. Today, that same leverage that Archemides spoke of so eloquently is known as information. If you had the facts, you could move the world. Database Marketing gives you those facts. Isn't it time you leveraged the power of information at your institution? Yes.

