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Teaching , Research, Marketing & Management Experience

New York City College of Technology (City Tech), City University of New York (CUNY), Department of Business

- Substitute Associate Professor, August 2013 to present

New York City College of Technology (City Tech), City University of New York (CUNY), Department of Business,

- Adjunct Associate Professor, August 2009 to August 2013

York College, City University of New York, Department of Accounting & Business

- Associate Professor, August 2005 thru August 2009

TIAA-CREF, NY, the leader (\$300B+) in 403B pension market.

- Manager – Customer Analytics (*retired to academe*).
- Manage enterprise resource for customer metrics -- five analysts, consultants & interns.
- ✓ *Manage share-of-wallet metric development for 403B market, an industry first*
- ✓ *Direct customer lifetime value model development, building on product profitability estimates*

OgilvyOne, NY, a top ten direct advertising agency.

- Director/Partner - Marketing Analytics
- Consultant: LTV, ROI & related strategic issues for *Fortune 100* clients, Key clients: IBM, SAP
- Manage IBM analytics team – three analysts (\$1MM/year retainer), provide training *webinars*.
- Email Marketing Practice: co-design e-mail database & metrics template.
- ✓ *Develop B2B List Technology Responder Model and Scorecard -- 20%+ gain*
- ✓ *Build global B2B marketing models, (AP, EMEA), to optimize response – potential gains 15%+*
- ✓ *Analytic Lead on new business ‘wins’ – Enfamil (\$3MM), IBM EMEA marketing model (\$500K)*
- ✓ *Create models to understand B2B customer pipelines – improve ROI potential 20%+*

Digitas, NY, a top ten direct advertising agency.

- VP/Associate Director of Measurement
- Consultant on customer metrics & customer relationship management (CRM), solve problems
- Direct Web Reporting Group - two analysts & one manager, \$1.2MM annual revenue
- Key clients: *Allstate Insurance, American Express, & Starwood Hotels*
- ✓ *Draft CRM services agreements for 30 MM prospect credit card database, saved client 20%.*
- ✓ *Teach database marketing training modules for Allstate staff – expand client relationship.*
- ✓ *Grow Digitas e-marketing reporting group -- track response & sales, revenue up 18%.*

Conde Nast Publications, NY, major magazine and newspaper publisher -- all Conde Nast magazines and daily newspapers, \$1.5MM budget.

- Associate Database Director
- Principle strategist - migration to servers from mainframe, modernize database access tools.
✓ *Author plan for new server-based data warehouse & data marts, manage RFI & RFP, \$1.5MM.*
✓ *Direct test to develop B2B customer segments-- very profitable untapped segment.*

Foote, Cone, Belding/NY - FCB/Direct (now Draft/FCB), a top ten direct advertising agency.

- Senior Project Director/Strategist
- Manage database marketing for five USPS SBUs, optimize USPS customer relationship management. Manage analysts & vendors, budget of \$400M+.
- Key clients: *USPS, J. P. Morgan Chase.*
✓ *Target foreign customers, a high value stamp collector segment -- revenue up 20%.*
✓ *Design mail-able lapsed customer file, winback revenue +15%, 'stretched' NCOA limits.*

J. Walter Thompson Direct, NY, a top ten direct advertising agency.

- Manager of Information Services
- Consultant to clients on strategic customer metrics, customer relationship management.
- Manage vendors and budget of \$250M+. Key clients: *Kodak, Ford, Verizon, Sun Systems.*
✓ *Shattered stereotype of pickup truck owners, developed new buyer profile for Ford.*
✓ *Developed hot prospect group for direct marketing, highest buy-rate group for new Ford model.*

Newbridge Communications, Inc., NY, \$300MM book club business, (now part of Doubleday)

- Manager of Database Analysis
- Provide strategic marketing information for senior management & product managers, (e.g., targeting, market sizing, segmentation, auditing support), to guide marketing strategy.
- Manage statistician, consultant, Marketing/IT liaison & be a NOMAD programmer for DM lists
✓ *Adapted extant credit scoring model for inventory priority to better customers*
✓ *Cut lead-time for direct marketing lists from 3 weeks to 2 staff-days, 12-24 hours if "urgent"*

Citigroup, NY, Global enterprise consulting group for \$224B financial services company.

- Vice President for Business Analysis
- Manage project programmers & intern.
- Provide strategic quantitative services to product managers, senior management, (e.g., response models, client metrics, and segmentation analysis for LTV estimates).
✓ *Develop prototype banking customer profitability segmentation for new marketing strategy*
✓ *Manage HMDA annual report for all 10 regional businesses--on time, no penalties*

Port Authority of New York & New Jersey, \$15B public transportation & real estate organization.

- Research Supervisor
- Provide quantitative & qualitative market research for strategic planners & service managers (e.g., product development, market planning, customer satisfaction, target marketing, etc.)

- Manage five project directors & intern, \$250K+ budget for supplier services.
- ✓ *Develop first PANYNJ representative sample shopper survey, identified profitable segments*
- ✓ *Awarded Department bonus 1986, 1988 (upgrade staff & marketing information quality)*

Elderplan, Inc., NY, start-up \$30MM health maintenance organization (501c3).

- Director of Marketing & Member Services
- Draft marketing plan for approval by Medicare & Medicaid, and funding by foundations
- Direct primary market assessment: surveys, focus groups, Medicare & Medicaid data analyses.
- Manage marketing plan. B2C marketing to retirees, B2B marketing to gov't agencies.
- Manage Member Services staff (2), advertising agency, and suppliers.
- ✓ *Punctured Medicaid myths--identified profitable segments to offset unprofitable segments*
- ✓ *Succeeded against market leaders, averaged 4-5% direct mail response*

Education

- Ph.D. **Columbia U.** "Communication in Old Age," (media uses & gratifications),
Advisers: W. Phillips Davison, Herbert J. Gans
- M.Phil, **Columbia U.**, *University Fellow*
- BA cum laude, **Brooklyn College/CUNY**--Dean's List, NYS War Service Scholarship

Other Teaching Experience

- **Columbia University**, Advisory Board, Quantitative Masters in the Social Sciences
- **NYU, School of Continuing & Professional Studies**, Adjunct Instructor, *Database Marketing*,
(team-teaching with *Draft/FCB* colleagues)
- **Columbia University, School of Public Health**, Adjunct Assistant Professor
- **Queens College, Department of Urban Studies**, Adjunct Assistant Professor
- **Columbia U., Graduate School of Journalism**, Visiting Associate Professor – summer,
Associate Program Director- conference & monograph for science & medical writers

Academic Community Service

- ✓ *Editorial Advisory Board, **Customer-Centric Knowledge Management: Concepts and Applications**, Minwir Al-Shammiri (ed.), Hershey, PA: IGI Global, 2011*
- ✓ *Editorial Advisory Board, **Knowledge-enabled CRM in Emerging Economies**, Minwir Al-Shammiri (ed.), Hershey, PA: IGI Global, 2010*
- ✓ *Editorial Board, **Journal of Supply Chain and Customer Relationship Management**, 2011*
- ✓ *Manuscript Reviewer, **Management Decision**, 2013*

Publications: (All articles are in refereed journals).

Paul Allen Salisbury, "Green Targets: People Who Buy Organic Food – A Customer Acquisition Challenge," *International Journal of Sustainable Strategic Management*, 4, (2), 127 -136, (2013).

P. A. Salisbury, "Pay to Protect the Environment: Two Issues – Consumers' Pros/Cons." *The International Journal of Organisational Behaviour*, 17, (4), 48-60, (2012).

Paul A. Salisbury, "Old Money: Senior Markets for Financial Services." *Journal of Professional Services Marketing*. 2 (1/2), Fall/Winter: 75-79 (1986).

Paul A. Salisbury and Rose S. Beer, "Gimme A Break! Positioning Issues for Medigaps," *Health Marketing Quarterly*. 3, 4: 33-38 (1986).

Paul A. Salisbury and Rose S. Beer, "Social Segregation: Barriers to Mobility in Urban Domiciliary Care," *Housing and Society*. 9, 1: 12-19 (1982).

Paul A. Salisbury and Rose S. Beer, "Marketing Health Communications: A Case Study of Older Adults," *Health Education*. 13, 6: 45-49 (1982).

Paul A. Salisbury, "Older Adults as Older Readers: Newspaper Readership After Age 65." *Newspaper Research Journal*, 3, 1: 38-44 (1981).

Albert E. Gollin and Paul A. Salisbury, "Three Ways of Assessing Newspaper Readership Demographics." *Newspaper Research Journal*, 1, 2: 27-36 (1980).

Monographs and Other Publications:

P. A. Salisbury, "Tackling Health Care Costs." (Letter) *Harvard Business Review*, 63, 6, 220 (1985).

Paul Salisbury and Clyde Nunn, Senior Citizens and Newspapers, *Newspaper Adv. Bureau*, 1981.

Paul Salisbury, Older Adults, Older Readers: What We Know and Need to Find Out, *Newspaper Advertising Bureau*, 1980.

Kenneth K. Goldstein, Paul A. Salisbury, and W. Phillips Davison, (eds.) *Aging: Research and Perspectives – A Briefing for the Press*, Columbia Journalism Monographs, No. 3, New York: Columbia University, 1979.

Paul Salisbury, "Para-Social Relationships in Later Life: A Case Study of Adult Home Residents." in Robert O. Ray (ed.) Leisure and Aging, Madison, Wisconsin: Department of Continuing and Vocational Education, University of Wisconsin, 1979

Paul A. Salisbury and Rose S. Beer, "Problems of Neighborhood Location of Congregate Facilities for the Elderly." and "A Problem of Interior Design: Location of Group-Use Television Sets." in T. Byerts (ed.) Designing for the Elderly, Washington: *American Institute of Architects*, 1976.

Quantitative Analysis

SPSS – personal academic license, (e.g. logistic regression, *CHAID*)

Professional Association Memberships & Military Service

- *American Marketing Association*
- Veteran: *USAF*—Staff Sergeant, Editor – *Thule Times*; DJ – *Armed Forces Radio & Television Service*, graduate - *Defense Information School/Broadcast Division*, Top Secret Clearance

References

Cheryl Max, SVP & Senior Director of Marketing Operations

Juniper Networks

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