

Alacra, Inc.

Privately Held Company

Steven Goldstein  
Chairman and  
Chief Executive Officer

Alacra, Inc. is a leading global provider of business and financial information. A privately-held company founded in 1996 as Data Downlink Corporation, Alacra is based in New York City with offices in Berkeley, CA; London and Paris. The company provides a diverse portfolio of fast, sophisticated online services that allow users to quickly find, analyze, package and present mission critical business information. Its customers include more than 500 leading financial institutions; management consulting, law and accounting firms; and other corporations throughout the world.

URL: [www.alacra.com](http://www.alacra.com) Phone: 212-363-9620

Steven Goldstein, Chairman and Chief Executive Officer, spoke with Wall Street Reporter Magazine.

WSR: Why don't you begin by giving our audience a brief description and an overview of Alacra, formerly known as Data Downlink?

SG: Alacra is in the information packaging business. We license information from a wide range of business information sources. We add value to it, we package it up and resell it to the investment banking community, the investment management community, management consulting firms, law firms and large corporations.

WSR: Tell us about your business model. How does it work in conjunction with building a revenue stream for Alacra?

SG: We package and provide valuable business and financial information for which companies willingly pay. Our business model is very much like purchasing cable TV. Our customers pay us a monthly basic fee to access our services, which is similar to a basic cable fee. They can purchase information either on a subscription

basis, like buying HBO and paying a flat fee for all you can watch, or on a transaction basis like a pay per view movie. So if there's information that you don't need very often, you can purchase it on a transaction basis.

WSR: What distinguishes your business from some of your competitors? Point out one or two areas that set Alacra apart from the competition.

SG: There are three factors that set us apart.. First, our services are about five years old - they were originally built for the Internet and therefore we have no legacy services to support. Second, we have a wide range of content under license that is available to our customers; we offer economic data, investment research, market research, company financial data, earnings estimates, M&A statistics - it's very broad. And probably our most important distinguishing feature is that we deliver this information to customers in usable formats. The highlight is that we take all the quantitative information we resell and make it available in an Excel spreadsheet. No other company does all this as effectively as we do.

WSR: Let's take a look at your management team. Could you highlight some key people starting with a brief description of your background?

SG: I've been in the business information industry since 1982. I was with KnightRidder, the big newspaper publisher, prior to starting this business in 1996. Our chief technology officer is Michael Angle. He was also at KnightRidder and I've worked with him on and off since 1983. Donald Roll runs our London operations. He has about 20 years of business information experience. Our VP of Marketing, Kathryn Milano, was previously an executive at FedEx where she was in charge of global marketing.

WSR: Customer service is obviously a core value in today's business. What does customer service, customer care, and customer satisfaction represent to Alacra on a day-to-day level?

SG: It's a critical component of our business largely because we have an extremely demanding set of customers. Our customers include investment bankers working on deals, and management consultants from large management consulting firms working on client engagements. They need to get information quickly and accurately, with precision and, at times, a lot of personal attention to help them find exactly what they need. Alacra is a very responsive organization with about 30 customer-focused reps around the globe who make sure that all customers get exactly what they need immediately and efficiently.

WSR: Do you have a 24/7 type call center for your technology and service?

SG: We do. We have people in our offices, either New York, London, Paris or the West Coast, for about 20 of the 24 hours of the day. At off hours our phones ring through to beepers for technical support. Our customer calls consistently get answered within five to 10 minutes.

WSR: How scalable are your solutions?

SG: Our management team has been in this industry for some time so we're experienced looking at products, businesses and business models that did not turn out to be scalable. When we set up the technical architecture of Alacra, we were very careful to ensure that our products, architecture, technology, and communications facilities were all very scalable. We're well positioned to support organizations in the investment banking and management consulting business on a 24/7 global basis.

WSR: What message would you like to leave with institutional investors, buy-side analysts, and money managers? What are the real strengths and advantages that distinguishes Alacra as a potential leader in the marketplace?

SG: Everyone experiences the problem of information glut. There is a lot of information that passes by everyone's desk or on his or her computer screen everyday, some of it useful, some of it not. The key to managing information glut is to have the information you need well-packaged. It should come in packages and containers, you should be able to get exactly the information that you need and when you need, which is our core mission at Alacra. Our goal and our success is packaging information for professional users in the most effective way possible.