

DIRECT MARKETING

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THE ART & SCIENCE OF PREDICTABLE MARKETING

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Geodemographic segmentation for the greater good

Not-for-profits discover the power of a classic marketing tool

IT may not rank up there with the invention of the light bulb or the first TV transmission, but Dwayne DiPasquale has his own "Eureka!" moment. As marketing director of the North York General Hospital Foundation, he faced a grim fundraising outlook in 2008, with declining response rates to donation appeals, a shaky economy and an aging donor base. But he believed the broad range of services North York offered made it a perfect candidate for a geodemographic segmentation campaign. His staff turned to PRIZM_{C2}, the segmentation system from Toronto-based Environics Analytics (EA), to analyze North York's 25,000 annual fund donors, including current, lapsed and inactive contributors.

In an ambitious test of geodemographic-based messaging, North York developed 30 customized pitches printed at the top of the letters sent to the foundation's 30 top PRIZM_{C2} segments. For Newcomers Rising, which consists of young, downscale city immigrants, the message played on the group's strong sense of kinship and read: "<NAME>, the latest diagnostic technology is within reach for our community—with your help!" The message to Urbane Villagers (wealthy, middle-aged urban sophisticates) reflected that group's bottom-line thinking: "<NAME>, you can make an investment in your community that yields positive returns. Guaranteed." The spring 2009 campaign resulted in a 6 percent lift in the number of donors over the previous year—the highest response for a spring mailing in years.

But DiPasquale's team wanted to be sure the results weren't a fluke. Last fall, they dispatched a holiday mailer to 24,000 donors based on their PRIZM_{C2}



Photo credit: Gary Tannyan

Wendy Wong, President and CEO of Toronto-based Breakfast for Learning used geodemographic segmentation to help her organization better understand the communities they served and make their fundraising efforts more successful.

classification and their response to previous pitches. The hospital hoped it would achieve a 5 percent lift in responses. Instead, DiPasquale was shocked to discover that the response rate had jumped 34 percent. "I remember thinking, 'Oh my goodness,'" recalls DiPasquale. "We no longer have to test PRIZM_{C2}. This is how we're going to do our marketing from now on."

Corporate marketers have known about the power of segmentation since the 1970s when geodemographers first began grouping neighbourhood-sized markets using census data like age, income, ethnicity, family type and urbanity. But the not-for-profit sector has only recently

adopted geodemographic-based segmentation for fundraising campaigns, social marketing initiatives and community programming. And like their for-profit counterparts, they are achieving impressive results.

PRIZM_{C2} works by classifying all Canadians into one of 66 lifestyle types—with names like Furs & Philanthropy, Grey Pride, Les Chics and Young Digerati—based on demographics and psychographic values. Each PRIZM_{C2} geodemographic segment is linked to a vast array of neighbourhood-level information that describes residents by their leisure activities, media use,

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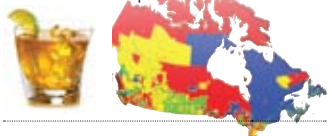
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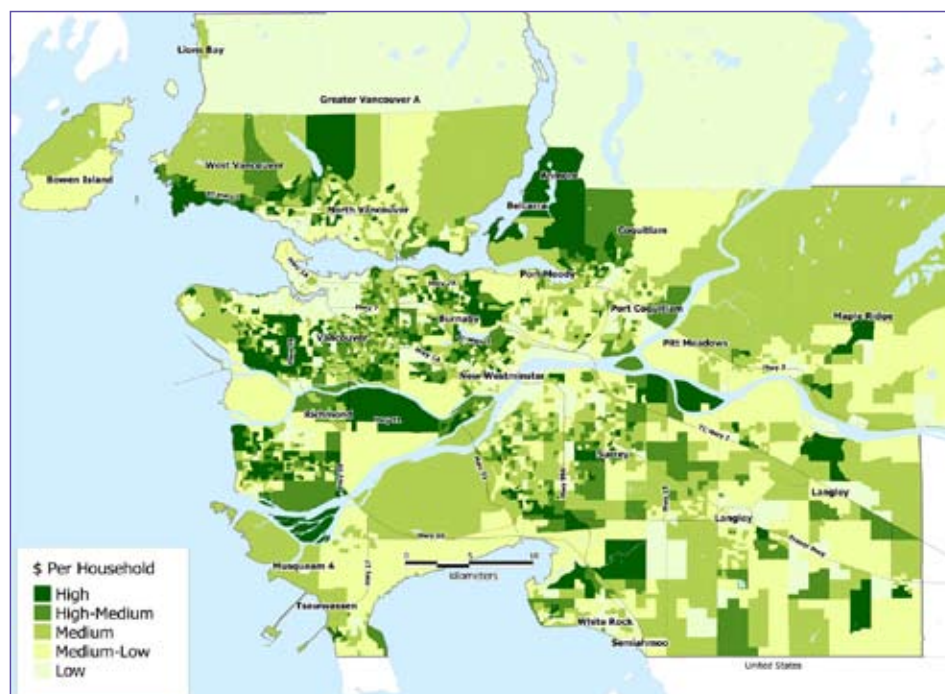
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HouseholdSpend 2010 expenditures for cellular services in Vancouver CMA



editor's letter

Starting new adventure
See you in 2011

Amy Bostock

It's been a year since I joined Direct Marketing – introducing myself to you as a DM-aholic who loves coupons, looks forward to creative direct mail pieces in her mailbox and can't resist a good infomercial. On September 17, I will vacate my editor's chair here at DM, temporarily, to pursue a new adventure – parenthood. While I'm gone I'll be leaving the magazine in the very capable hands of interim editor Sarah O'Connor. A talented writer and editor, Sarah has been a regular contributor to DM for the last year. She can be reached at sarah@dmn.ca

My last issue of DM before I go deals with one of my favourite aspects of direct

marketing – targeting. Never before has consumer data been so plentiful and as marketers increase their understanding of how to use it effectively and the value it can bring to a campaign, we are seeing smarter, more focused direct marketing.

Predictive marketing and geo-demographic profiling have become more commonplace and in this issue we have some great examples of how it is being used. Our cover story from Environics Analytics is a roundup of geo-demographic projects for non-profits that talks about challenges and solutions involving charities, hospitals and other community organizations. It also offers an

overview of some of the latest geo-demographic segmentation techniques available to you.

Rob Gorrie of Adcentricity examines why marketers are turning to digital media to address their need for local targeting ability — or “hyper-local targeting” — the concept of pinpointing specific high-value audiences or cohorts within broader targets.

Paul Thompson of Pitney Bowes Business Insight weighs in on the argument that while analytics may be important in the building of insightful knowledge, it is only one piece of the direct marketing puzzle.

Click! also returns this issue and we have great articles that talk about the future of mobile as well as a look at the online pending habits of Canadians.

Our Regional Report road trip stopped off in Burlington and Brantford this month – our first time visiting these cities. An easy commute to downtown Toronto, this area has built up an impressive community of DM suppliers that are giving their GTA counterparts a run for their money.

I'll be back at my desk in 2011 and ready to see what's new and exciting in the DM industry so keep those press releases and story ideas coming!



directives

Location Intelligence makes its mark on direct mail

Bill Mackrell

Sending an email to reach customers is an easy way to communicate, but is it effective? The challenge remains that the messages can easily get lost in the shuffle with overloaded e-mail inboxes and spam filters. Given this, targeted direct mail continues to be a viable and effective way to reach customers and prospects – and get results. According to The Direct Marketing Association (DMA), every US\$1 spent on direct mail advertising brings in US\$11 in sales – more than twice the return generated with any other method.

Direct mail, however, can be wasteful if not done correctly. Its effectiveness depends on the skill with which it is executed, especially with regard to segmenting and analyzing a target list. A mailer is only successful if it is interesting to the recipient – if it contains the right message, for the right recipient at the right time, in the right place. Executed properly and thoughtfully, targeted mailings have the potential to help businesses achieve greater success as a result of a direct marketing campaign.

Why direct mail?

A recent Harris/Decima survey conducted on behalf of Pitney Bowes Canada found that businesses know their customers welcome the control, privacy and security associated with direct mail. According to the study, the majority of Canadians surveyed – 84 per cent to be exact – consider mail delivered by Canada Post to be more private and secure than

communications from the internet. Meanwhile, nearly half of those surveyed prefer to receive mail from companies they are currently doing business with, while 52 per cent would prefer to have their first-time business solicited through the mail.

Direct mail has a number of benefits, including:

- Can be easily and quickly deployed
- Offers flexibility in the size and frequency of campaigns that are dispatched
- Grabs the attention of consumers
- Helps to drive traffic to web sites – and encourages purchase.
- Results can be measured more accurately – and easily – than other types of advertising campaigns by tracking the inquiries received or the number of coupons redeemed. With this insight, businesses can more strategically determine what's working and make adjustments to future mailings if needed

Using location intelligence to develop targeted campaigns

An effective direct marketing campaign is largely reliant on the data available on customers and prospects, and today marketers have the ability to harness more specific data thanks to developments in Location Intelligence technology. Location Intelligence takes direct mail to another level. Location Intelligence draws on a variety of data sources which could include geographic information systems

(GIS), aerial maps, and demographics. With Location Intelligence, more accurate decisions can be made about what gets sent to whom, when, and where.

Take for example, the case of KFC. Prizm, which operates over 400 KFC restaurants and other quick-service restaurants across Canada, relies heavily on direct mail, primarily through flyer and coupon distribution. In 2009, the company undertook a direct mail campaign with the help of Pitney Bowes that would help it more accurately target flyer distribution by looking at the demographics of different Canadian neighborhoods coupled with other factors such as psychographics, store performance and competition. In initial results, KFC's coupon redemption rate increased a remarkable 11 per cent.

There are a number of options available to marketers looking for this type of capability, including Web-based Do-it-Yourself (DIY) direct marketing tools that integrate Location Intelligence. These types of tool provide marketers, including small to medium-sized businesses that might not have dedicated marketing resources, the ability to develop their own campaigns from any desktop, and leverage the analytics provided by Location Intelligence.

Best practices

As with any campaign, proper planning is paramount. In order to deliver highly relevant offers and services to clients

and prospects, marketers must first truly understand individual consumers and their specific needs. Location intelligence can help with this by enhancing the customer information that companies already maintain. It's also important to closely consider the profile of the product or service you are selling – take a step back and ask yourself what it is you are offering, who needs it and why.

As part of planning, consider how you want to target your customers and prospects – is it based on geography, neighborhood, family income or gender? The most successful campaigns would utilize a combination of factors in order to reach the most receptive group of customers.

By taking these steps at the start, marketers can put their best foot forward and create an impactful campaign.

Conclusion

Location Intelligence technology is changing the face of how direct mail is developed. With the ability to analyze data based on demographics, and other factors, marketers can truly develop highly targeted campaigns will resonate with customers and prospects.

Bill Mackrell is Vice President & General Manager, Marketing and Mailing Solutions, for Pitney Bowes Canada.

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Regional Report: Ottawa

We head back to the Nation's capital to discover what's new on the direct marketing landscape.

Focus on Mailing Services

A look at this most vital of DM verticals with input from some of the country's most well-known mailing houses.

Focus on Call Centres

How do you know when you need a call centre? And then how do you choose one that meets your needs and budget? These are just a couple of the questions that will be answered in this special section that shines the spotlight on Canada's call centre industry.

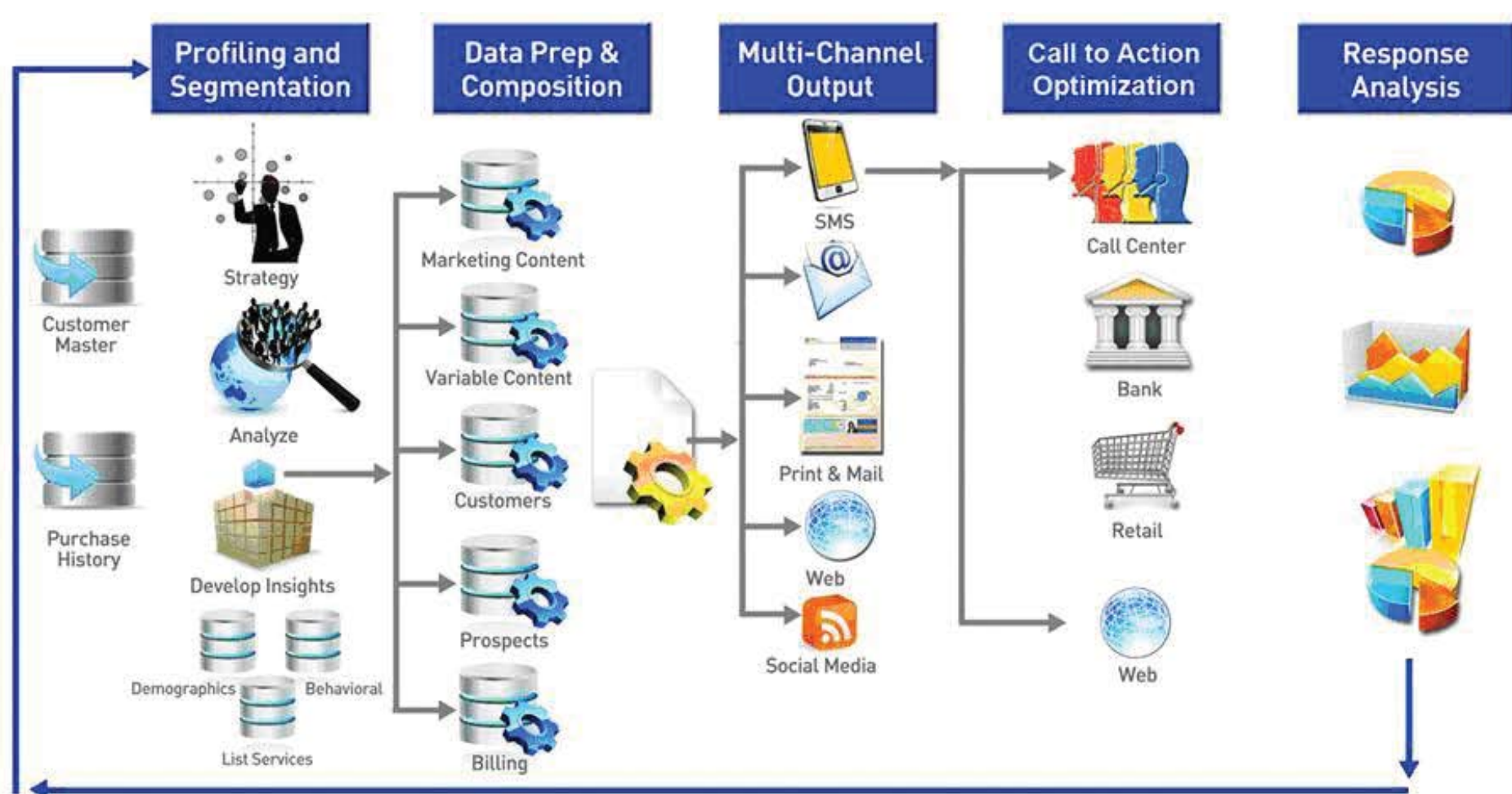
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Why analytics is only one piece of the puzzle



BY PAUL THOMPSON

Analytics – the science behind the majority of today's business operations – is more popular than ever before. With the advent of such applications as Google Earth, Bing Maps, location intelligence (LI) and mapping, awareness of one's surroundings, environment, market, associates, neighbourhoods, colleagues, customers, and micro and macro environments is in the hands of virtually everyone. And although such applications themselves do not represent analytics and the breadth and depth of insight that it affords, it certainly makes corporate clientele more aware of the analytical possibilities available to better understand its business, its market, its competitors and

its customers.

The analytics 'umbrella' is as broad as it is wide, with tools and processes available for the dissection of virtually any data, the augmentation of any data, and analysis of any data, thereby transforming it from dead or irrelevant data into meaningful and insightful information. Terminology such as "drive times", "customer propensity to purchase", "distance decay", "sales forecasting" is commonplace when it comes to analytics in the business arena. However, as integral as analytics may be in the building of insightful knowledge, it is only one piece of the puzzle.

International flight without a passport?

As 'small' and as global as the world has

become, globalization has also brought with it a heightened awareness of the potential dangers and precautions that need to be taken to ensure the safety and sustenance of each 'global community'. Planning to travel but forgot your identification? Nowadays, no one would dare attempt to cross international borders with solely their air ticket in hand. In many cases passports or other ID and sometimes even visas are required. Analytics can be likened to that air ticket. As crucial as that ticket is to board the plane and start the journey to one's destination, the journey can only be completed with that additional documentation, the required ID. While it isn't disputed that all organizations must do their due diligence by using analytics, analytics isn't a stand-alone gateway to better business decisions. Analytics too needs a 'passport'.

Where to start?

Data is always the key. The value of data should never be underestimated. But not just data – more so clean, accurate, and hopefully plentiful data. Most organizations recognize the need to collect some form of data – postal codes or telephone numbers at point of sale (POS), the swipe of a loyalty card, customer intercept or exit surveys. But turning that data from mere data to insightful information, and ultimately into action, is where the true value lies. Do you incorporate neighborhood demographics and psychographics in your business decisions and marketing campaigns? How about segmenting your customers to gain deeper insight into their purchasing behaviour? Perhaps you fall within the population that is endowed with a plethora of customer and market data. Or perhaps the nature of your business only

affords you a customer postal code, or telephone number. In either case, there is no shortage of sources of additional data to help you augment your own. And to take it one step further, tools to ensure that your data is accurate and clean are in no short supply either. Do you perform drive time analysis based on your customer's postal code or telephone number? What if 30, 40, 50 even 60 per cent of that data is inaccurate or old? The resultant insight you gain is shaky at best, and hampers you from making the best business decisions.

Reaching my customers

So you've done the due diligence, you feel confident that you have a firm grasp of your market, your trade area, your competition and your customers (and well, potential customers). The puzzle is beginning to take shape, but it is far from complete! Having that insight coupled with having a great story to tell – product and/or service – is a great combination. But even this dynamic duo is of little value without marketing and promoting it to your target market, and doing so in the right way. After all, insight without execution is valueless.

Promotional and Offer Management

There is a shift in how consumers want to receive promotional materials. Typically, the older your consumers are the more likely they are to prefer flyers and direct mail. The younger they are, their preferred channel is likely to be electronically based – email and cyberspace. However, having done your due diligence – and analytics – you know your customers' communication preference – mail, email, SMS, fax, voicemail, social media. It may be that the nature of your business affords you a pull strategy. That is to say you may not have to 'push' your offerings as much

as some other companies may do, your customers know your promotional cycle – they know the timing of that quarterly or bi-annual catalogue, or when the Summer sale starts, and await it eagerly. Perhaps your offerings are so specialized that you have the privilege of having your customers seek out your product or service offering. Well congratulations on being that minority upper percentile of the business population. For the rest of us, a sound promotional and offer management strategy is crucial.

How do your customers prefer to be communicated with? What are the response rates from your traditional marketing campaigns? Are you using the media that your target market prefers and does it actually reach them? Is a more integrated, multi-touch marketing strategy needed – using a promotional offer sent by SMS to drive them to the website, for example? Perhaps your current ad hoc marketing campaigns are hitting the target response rates you are looking for. Congratulations, but what about customer loyalty and retention? A longer-term marketing strategy is needed to continue to engage your customer. They may have been your patron today but how do you keep them engaged, continuing to build that customer loyalty that keeps them buying tomorrow? After all, an integrated multi-media marketing strategy has the potential of significantly increasing purchasing intent.

Whether your organization is equipped with the tools and expertise to implement a comprehensive promotional and offer management strategy or not, there are vendors that can supply or further augment your tools and expertise to help you retain, build and grow your client base.

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The Analytics Advisor

Reaching Specialized Markets: The Gay Community *By Jan Kestle*

Good analytics requires good data, and that's especially true when targeting smaller and specialized segments. While we use multi-dimensional segments for much of our work, if you want to focus on a specific demographic, it's often best to go right after it with demographic data rather than a multi-dimensional market segmentation approach.

For example, a client may ask, "Can you target the highest income Boomer PRIZM segments for a mail campaign?" Of course, we can, but in this instance a better idea is to skip the segments and identify the target audience directly using basic demographics.

That's why it's important to nail the fundamentals: developing up-to-date, detailed demographics and accurate projections as well as daytime population data and consumer spending information at the neighbourhood level. And with our nation's growing diversity, more marketers want information on specific language and immigrant groups.

But demographics, like any social science, is constantly evolving as the population changes. A year ago, we started receiving calls from customers inquiring about ways to reach the gay population—a sizable and growing market segment with high indices for spending in certain categories. We loved the challenge of marketing to the gay community, and we agreed to tackle this not so straightforward data development task.

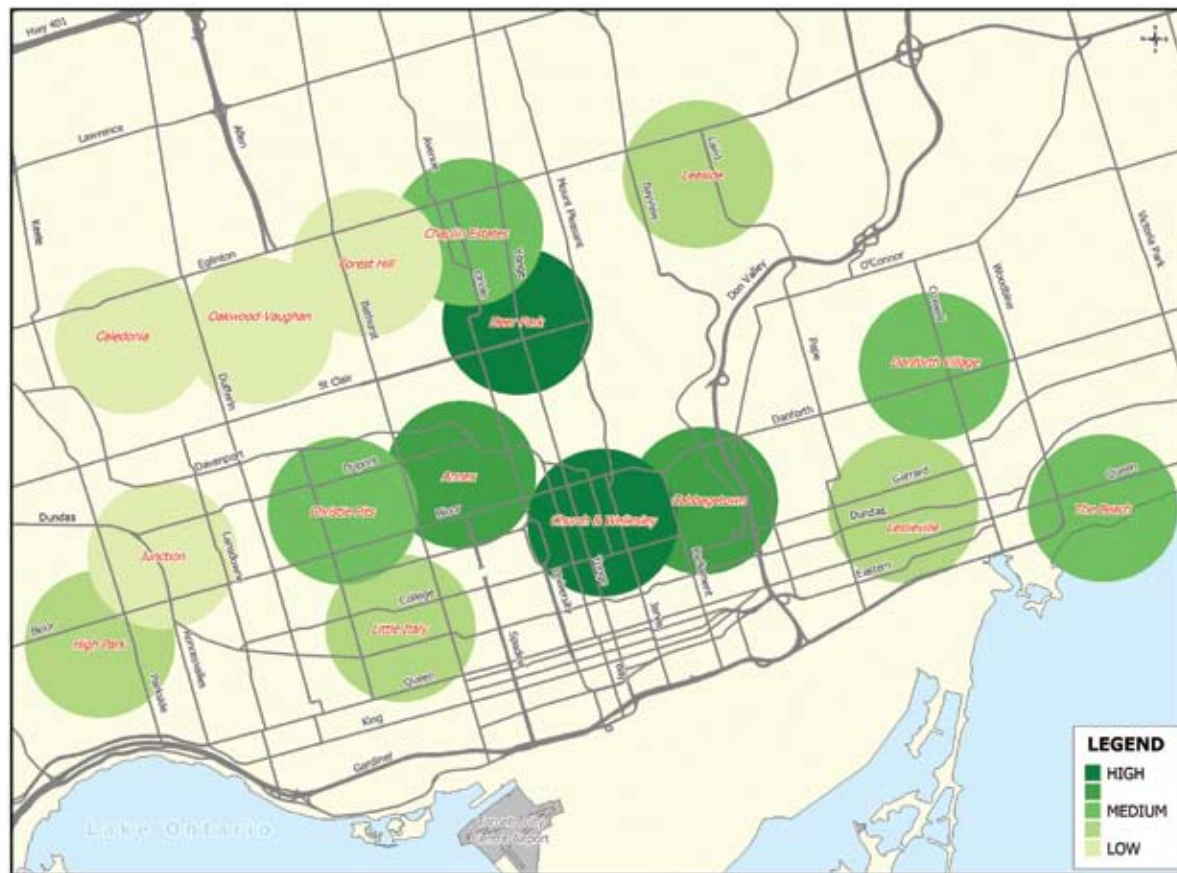
Last month we released the results of that effort: a neighbourhood-level database that gauges the propensity of residents to be gay and measures their behaviour and spending potential in key consumer categories. Called Gaybourhoods, the new database helps

companies, governments and not-for-profits better understand the marketplace behaviour of the gay community in four major metros: Toronto, Vancouver, Calgary and Ottawa.

Derived from a variety of privacy-friendly sources—no personally identifying information was used—Gaybourhoods features data on gay spending in 75 categories, including fashion, electronics, nightlife, home decor, fitness and health. The specialized dataset allows clients to estimate the size and spending power of the gay market at the neighbourhood level, determining, for instance, household expenditures for computer software or beer consumption for a particular trade area.

The launch of Gaybourhoods comes at a time when businesses—from auto companies to travel firms—are recognizing the buying power of this market. Because estimates vary on the market size, Gaybourhoods allows users to employ a high or low assumption (10 per cent or 6 per cent of the total market population, respectively) when developing marketing strategies.

In the past, a lack of authoritative data made it difficult for businesses to understand the marketplace behaviour of gay consumers and target their neighbourhoods for acquisition, retention and cross-sell programs. Now Gaybourhoods can help companies calculate the potential market among gay men for specific products like gardening equipment or fitness club memberships, estimate their tendency to renovate their home or frequent a movie theatre, and identify the suburban neighbourhoods with a significant concentration of gay residents. Gaybourhoods helps a retailer know, for instance, whether a downtown



Source: Environics Analytics, Gaybourhoods, HouseholdSpend

This map reflects dollars spent on travel by gay men in each of these Toronto-based neighbourhoods. (Source: Gaybourhoods, Environics Analytics)

Vancouver neighbourhood like Davie Village or a close-in Toronto suburb like Leslieville are good locations to target pet food or a fitness club to a gay clientele.

Gaybourhoods quantifies spending patterns and leisure tendencies in a particular urban market, calculating the potential for specific products, services and activities compared to the total market. When used in conjunction with EA's PRIZM_{C2} segmentation system and other demographic data, Gaybourhoods illuminates the diversity within the gay market, providing insights into residents' lifestyles, media patterns and

psychographic values. Whether a client is selling home furnishings or promoting a political candidate, Gaybourhoods helps marketers make smarter decisions when reaching out to the gay community.

The lesson marketers and analysts should take away from the development of the Gaybourhoods database is simple: you don't have to make do. With the mountains of data that are available, your data provider should be able to create the right tool to fit your need. One size does not fit all. Sometimes the data

solution is easy and fast, while other times, the methodology and data inputs require a longer and costlier approach. But a data-based solution is always worth a conversation to evaluate what can be done and how various options can influence the potential ROI of your marketing campaign.

Jan Kestle is the president and founder of Environics Analytics, provider of DemoFacts, Gaybourhoods and the PRIZM_{C2} segmentation system.

► Continued from Cover

shopping preferences and even philanthropic behaviour. Knowing only the six-digit postal code of a potential donor, a fundraiser can determine that the prospect watches CBC Newsworld, attends professional soccer games and donates more than \$200 annually to medical foundations—all insights (gleaned without infringing on personal privacy) that can help them tailor fundraising campaign messages, identify where prospects live and determine which media to use to reach them.

But the applications aren't limited to fundraising. Last year, in an effort to find suitable sites to open new clinics, Canadian Blood Services (CBS) analyzed 500,000 blood donors by PRIZM_{C2} type to score neighbourhoods according to their actual blood donation level compared to expected benchmarks. Any areas where the actual figure fell below the benchmark indicated untapped potential, and CBS designated those areas as good prospects for opening a new facility or consolidating existing ones. In Mississauga, a Toronto suburb with an ethnically diverse population of 750,000, the local library system's administrators wanted to

determine how their 18 branches could better serve the community. After PRIZM_{C2}-coding the postal codes of about 300,000 cardholders, EA analysts calculated the library usage in each of PRIZM_{C2}'s 66 lifestyles—noting that infrequent users tended to be older, empty-nesting, blue-collar couples of European extraction in segments such as Cluttered Nests, Grey Pride and New Italy. Library administrators then began developing programs that would appeal to these older residents, such as stamp clubs, choir performances and even workshops on using free email accounts.

For many not-for-profits, geodemographic segmentation can help them better serve their communities and improve their fundraising efforts at the same time. That dual approach recently bore fruit for Breakfast for Learning, a Toronto-based charity that operates 3,100 nutrition programs. The group's president and CEO, Wendy Wong, concedes that for many years the group knew little about the population it was serving because the organization had grown so fast. With more and more corporate donors preferring to fund programs in communities where they had customers, Breakfast for Learning

“For many not-for-profits, geodemographic segmentation can help them better serve their communities and improve their fundraising efforts at the same time.”

contacted EA to analyze the service area for each of the charity's nutrition programs with demographic data and PRIZM_{C2}.

The charity quickly found a variety of ways to use the detailed analytical profiles. In some cases, learning the ethnic makeup of a school's population allowed the staff to devise menus that reflected the traditional foods of area families. For a school with a large Korean student population, for instance, that meant serving rice and kimchi for breakfast.

Beyond meal planning, the group discovered the segmentation data could also benefit its marketing efforts. Through a partnership with The New Country 95.3, an FM radio station in Hamilton, Ont., the station devotes a full day of airtime each year to Breakfast for Learning and has a hotlink on its website for listeners to make donations directly to the charity. When

Wong's staffers analyzed the station's online donors by PRIZM_{C2} type, they discovered that Breakfast for Learning's supporters included not just a core group of upscale families—members of Winner's Circle (well-off, middle-aged exurban families) and God's Country (upscale, middle-aged exurban couples and families); they also enjoyed support among residents of Ontario Originals (older, lower-middle-class town couples and families) and Fields of Dreams (midscale farmers and blue-collar workers).

“Now when we go on the radio station,” says Wong, “we tailor our message to listeners in a way that they can relate to us.” Recognizing the importance of these small-town supporters, the charity now regards community newspapers as a valuable outlet for promoting its programs and regularly contributes health-related

articles and nutritious recipes to community papers around the country.

While geodemographic segmentation has been around for nearly forty years, charities, hospitals and other community organizations are finding new ways to apply it. A recent innovation involved the merging of geodemographic and psychographic segmentation systems. Typically, marketers must select between these two approaches, choosing either to understand their constituents' attitudes or to reach them precisely. But the Calgary Stampede believed that an integrated framework could improve its direct marketing in a number of ways: Marketers could create target groups of their top customers, better understand their behaviour and attitudes, and develop messages and media plans to reach

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Keeping not-for-profits on track

HKA helps charities keep track of donations *By Amy Bostock*

Accountability is the name of the game in today's not-for-profit industry and as more donors begin to ask for a means of tracking their money, charities are stepping up to the plate and instituting better donation management and processing services than ever before.

"Today's charities are more organized and better managed than in the past," says Kevin Andrien, President and CEO of HKA Data Processing Corporation. "And because of this they are now outsourcing critical but non-core back office functions to professionally managed service providers at a fraction of what it costs to do it in-house. PCI compliance is also a big driver as it's an expensive endeavour for the charity."

HKA has been managing donations for some of Canada's biggest charities for over 25 years. Although their services are not exclusive to NFP, HKA has become the most trusted name in the country for handling donations.

"We actually began doing a lot of work for loyalty programs and that fostered the NFP work as the two share a lot of similarities when it comes to metrics," says Andrien.

What began as a reporting service quickly expanded into what is now a full-service shop offering everything from document imaging to account balancing to issuing tax receipts. Business is booming and by using state-of-the-art equipment and highly educated staff, HKA is now able to service larger, higher-volume charities.

"All of our work here is based on accuracy and timing," says Andrien, "and that distinguishes us from the competition – we're production oriented with in-house programmers to support custom requirements."

Most of HKA's client roster, which has included United Way, Juvenile Diabetes, Heart & Stroke and many others as the back office for Fundraising Initiatives, are in it for the long term – and benefit from HKA's flexibility and custom designed solutions. Because most charities don't have back offices, and prefer to focus on fundraising they turn to HKA to manage that complex side of the operation.

At HKA clients can choose from a list of services that include:

- Analysis of legacy data
- Ask ladder computation
- Mailings and fulfillment
- Pledge form data capture
- Tracking and prize processing for team based events
- Donation processing
- Cash and credit processing
- One time and recurring debits
- Tax receipts via post and email
- Outbound calling for NSF and credit decline follow up
- Document imaging

A picture is worth a thousand words

Document imaging is a cornerstone of HKA's offering and something that keeps

charities coming back.

"Clients really want the imaging," says Andrien. "Since the donation processing is offsite, web based access allows them to respond to donor queries as well as providing critical PCI compliant storage and backup. Team events and aggregated prize levels are harder to manage so by offering imaging services we make it easier to track."

HKA images everything from pledge forms to cheques and tax receipts so there is a record of the entire donation process. All of the information is stored in a secured facility – complete with video surveillance.

"We've been doing imaging since before it was considered important," he says. "And we find that it's a big comfort to our clients to have that way of tracking donations."



Analytics: Improve Targeting through Predictive Analytics

Sharif Elhilali, Director Analytics Consulting

In today's marketing arena, predictive analytics plays an ever-increasing role as marketers are being asked to do more with less. Add sky-rocketing postage rates with the rising cost of paper, and marketers need to be more precise, minimize waste and maximize performance – today more than ever before.

General demographic-based targeting and unaddressed mailings are not getting the same level of response as in the past. Today, consumers are savvier and accustomed to receiving personalized and highly relevant communications and offers. Predictive analytics allow marketers to determine the offer and target audience to generate the best response. The key enabler of predictive analytics is the availability of attributes at the individual level to effectively differentiate each consumer from one another. The more differentiating attributes available, the greater the opportunity for success.

Predictive analytics can be used to forecast response, payment, lifetime value and much more. This valuable marketing technique enables marketers to foresee opportunities to identify what the best or most profitable consumer would look like and design campaigns with a smarter approach to targeting customers and prospects.

Not all predictive models are the same.

The ideal solution is focused at the individual household level. The ability to isolate the key positive influencers that correlate to the best and most profitable consumer at each address trumps more general inferences to the entire neighbourhood or postal level. Should marketers need greater coverage, or wish to enhance existing customer data, they can utilize aggregate level variables which access the entire population – in essence predictive modeling at the geo-level. This data can greatly enhance targeted initiatives.

The level and depth of predictive analytics you choose depends on your campaign objectives.

So how can you get started?

Here are some simple steps to incorporate predictive analytics into your marketing program.

1. Ask yourself three important questions: Who is my target? What are my campaign objectives? What is my ROI threshold?
2. Working with your modeling partner, dig deeper and consider the following: Is a high Frequency of Purchase more valuable than a high Amount Spent? What is the best Preselected Universe to model from – in other words should parts of the market be removed from the model because they are irrelevant or could muddy the waters?
3. Ask yourself at this point how deep into the model should I go. This should be based on a combination of planned mail quantities and the expected response rate. By managing these two components you can establish the model's floor of profitability or in other words, how deeply you can mail to and still remain profitable.

By going through these steps, marketers can leverage predictive analytics to improve campaign performance for greater ROI.

At Epsilon Targeting, we've seen predictive analytics work to generate significantly improved campaign performance for our clients across Canada and the US. Our success with these clients span sectors such as Publishing, Not For Profit, Telco, Financial Services, Packaged Goods, Travel, and many more. While the attributes of importance are often very different across industries, one thing they all have in common is that they utilized a proven predictive analytics approach for their success.

Learn more at www.epsilontargeting.com or call us at 1.800.603.4555

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Geodemographic targeting and the Not-For-Profit sector client

By Steven Syczewski-Rapoport

The profiling of consumers based on where they live isn't necessarily rocket science – but the insights gleaned from Geodemographic analysis have proven to drive increased response rates by substantial margins among campaigns I have worked on in the profit sector. Simply by teaching us more about key target segments affords us sharper precision in conveying what's relevant, and therefore increasing potential for response. It can be a DM teaching tool – showing that what's assumed about a key target necessarily isn't what the response trigger is. What's on the rise – leveraging those learning's in targeting for the not-for-profit sector (herein NFP). Here are some ways geodemographic information can be leveraged across different targets, and applied to different marketing objectives.

I'm looking for a consumer who likes to spend, and is therefore more likely to donate...but how affluent are they?

We created profiles through use of our in-house software, Generation 5, to identify key demographics of consumers with a high propensity to spend, and therefore likely to donate to charitable organizations. Where PMB might direct us topline to seeking our more affluent households, higher income neighbourhoods, and higher property value areas – Geodemographic targeting has taught us otherwise - and has been validated by recent campaigns in the NFP sector.

A significant discovery in this target group identified through use of geodemographic profiling, is that they skew significantly older, and income levels aren't necessarily as high as expected (as in an over index in <\$75k hhi), and generally average about \$50k hhi/year. Testing this theory has proven fruitful – targeting older, but not necessarily higher income earners, has been a successful response generator of those likely to donate to charitable foundations.

I'm looking to understand "why" a region or city donates more...

Outside of helping your marketing communications find a home – Geodemographic targeting can play a role to the NFP Agency in understanding more about why certain regions tend to drive more "donors" to their cause than other regions afford. For one not-for-profit agency, Saskatchewan proves to be a sweet spot. Analysis conducted to identify what key demographics existed in this province that made them more likely to donate versus the rest of Canada. We looked at geodemographic info, and applied to two key variables – propensity to donate, and Mosaic group distribution (akin to a PSYTE cluster). Topline results validated the province as over indexing in being more likely to give to charitable foundations. Also, that the previously



unidentified Mosaic group of 'Affluent Families' over-indexed in the province versus the general donor population. This learning had significant implications for approach to market.

I'm looking to understand if life cycle affects propensity to donate

Deciding upon the "who" to target from a NFP perspective can be a daunting task especially with limited budgets – research initiatives often fall the wayside in favour of using each and every dollar to drive response (makes sense). Geodemographic targeting tools though – allow for efficiencies and drive precision in targeting.

When it comes to testing where a person is in their life cycle, and their propensity to donate – geodemographic targeting has shown us it can sharpen targeting significantly, and efficiently improve response by helping us target those in the "right" life cycle with the "right" charitable offering – as a Marketer, do you invest in On-Campus pursuits to target University Students if you are an Environmental NFP and that's your key demo, or do you skew older in the life cycle if you are Health Related Illness NFP?

We conducted a test in to whether those deemed "Empty Nesters" (Adults with children no longer living in the home) had a higher propensity to donate to our charity vs., the general population. We identified FSA's and Postal Codes the identified "Empty Nesters" within major "A" markets – a delivered relevant messaging. Post Campaign reporting indicated that media expenses were significantly lower in campaigns that targeted FSA's and Postal Codes that over-indexed in "Empty Nesters" vs., ROC – driving increased and efficient response.

Geodemographic targeting has a strong role to play in driving insights to any consumer we're seeking. Not only can it improve all key metrics across ROI - It also contributes significantly to consumer insight, consumer modeling, and overall enhancement of a marketers understanding of his target – it also quickly addresses and resolves any misperceptions. The key point for NFP agencies – where dollars tied to research are minimal – it offer tighter targeting, and deeper understanding of where responders are – and how to best reach them.

Steven Syczewski is the Senior Manager, Response at MacLaren MRM.

Case Study: Corel

Corel uses Marketing Operations OnDemand to streamline marketing project work, promote accountability, and improve visibility and client satisfaction



Objectives

- Successfully manage a growing portfolio of product brands and their associated marketing projects
- Reduce errors and missed deadlines associated with miscommunication and manual project tracking Improve visibility on project status for internal clients, as well as executives
- Improve accountability for all project participants, including both marketing managers and internal customers
- Gain the project-level and detailed workload information needed to improve efficiency, eliminate bottlenecks and make the business case for more resources

Background

Corel is one of the world's top software companies, with more than 100 million active users in over 75 countries. Through the years, Corel has built a reputation for delivering innovative, trusted products that are easier to learn and use, helping people achieve new levels of productivity. The industry has responded with hundreds of awards for software innovation, design and value. Corel's award-winning product portfolio includes some of the world's most widely recognized and popular software brands, including CorelDRAW® Graphics Suite, Corel® Paint Shop Pro® Photo, Corel® Painter™, Corel® VideoStudio®, WinDVD®, Corel® WordPerfect® Office and WinZip®.

The Challenges

Corel manages a broad product portfolio that spans graphics, photo, video and office productivity software. With all marketing materials developed in-house (product boxes, flyers, eDMs and web content) and translated into up to 26 languages, this creates a large volume of work for its internal Marketing Services department. Email has increasingly become an inefficient way for Corel to manage content, feedback, workloads and scheduling because it doesn't provide a centralized place for multiple people to store files, record feedback and track progress. Corel needed a solution that would improve its project organization and scheduling, provide better visibility into content development and feedback, and help to align workloads by easily identifying which staff resources were busy and which were available for extra assignments.

The Solution

When considering options, Corel ultimately found Marketing Operations OnDemand to be far advanced in terms of reporting functionality.

"No other content management/reporting tool measured up; it was like comparing 1980svintage MS-DOS® with modern Windows®," says Roisin O'Reilly, Corel's associate project manager.

Marketing Operations OnDemand allows Corel to stay

organized and work more efficiently by providing one central location for drafts, feedback, revisions and scheduling. As drafts are date- and time-stamped, there is no debating when they are posted for review, or where the delay is if revisions or feedback fall behind schedule having the project schedule accessible to all, with tasks assigned to both staff and internal clients, means deadlines are clear and both staff and clients have complete visibility.

"To ease the transition to Marketing Operations OnDemand, we created Quick Reference documents to help project requestors understand how to log a job. Later, we created Best Practices documents to help staff use Marketing Operations OnDemand more efficiently and easily. For example, our Best Practices guides tell users which areas of Marketing Operations OnDemand to use for discussion, review and document storage," explains O'Reilly.

The Results: better visibility, more accountability, higher client satisfaction

Almost overnight, Corel experienced dramatic gains in efficiency and improvements in client satisfaction.

"We've created an environment where both internal clients and resources have complete access to all project information, communications, drafts and schedules," says O'Reilly. "Marketing Operations OnDemand's schedule keeps everyone on track and committed to the deadline. Everyone is automatically notified if their tasks run late. And Marketing Operations OnDemand's review area keeps all drafts in one place, with edits shown – so everyone can track exactly who requested edits, and who made them. Sharing this information has increased everyone's accountability, streamlined communication and dramatically improved our ability to deliver projects on time."

Summary

- **Improved visibility and accountability**
For the first time, internal clients have 100 percent visibility into their marketing projects – including status, schedules and assigned resources.
- **Significantly reduced miscommunication**
Using Marketing Operations OnDemand, Corel has virtually eliminated communication problems that had previously led to unnecessary delays, disputes, and costly revisions.
- **Improved time management and project efficiency**
For example, using Marketing Operations OnDemand, Corel can now manage a large project workload more efficiently, and focus on process improvements that deliver greater value to the business.
- **Helped prioritize business goals and strategies**
With greater clarity as to workload balances and potential bottlenecks, Corel can more effectively set priorities to support the growing and changing needs of the business.

Hyper-local targeting with Digital Out-of-Home

An actionable direct marketing and promotions vehicle *By Rob Gorrie*

Relevance is the key to any successful customer strategy today, and local geographic and demographic targeting is a vital component for achieving that relevance. More and more, marketers are turning to digital media to address their need for local targeting ability — or “hyper-local targeting” — the concept of pinpointing specific high-value audiences or cohorts within broader targets.

Hyper-targeting is not only a key media discipline today, it’s a mandate to achieve the most effective contextual messaging and optimization. Every form of digital media is driving toward hyper local solutions — from Twitter profiling to activating branded social platforms to your Facebook page. And while traditional media will always provide the scale marketers need, they continue to seek out ways to localize their message to each individual market or audience. As a result of this pursuit, agencies are feeling the demands of clients that want to advertise locally, but buy on a national level across multiple markets. These planning needs are getting more granular daily and understanding local markets from a national seat can present a steep challenge for both marketers and agencies.

Digital out-of-home media (DOOH) offers tremendous hyper-local targeting

opportunities. However, there are exceptional challenges in creating large, scalable campaigns within the overall media mix, due to a complex landscape of networks and matrix of environmental considerations. In addition, DOOH is growing at a rapid pace and new networks are cropping up weekly, making it impossible for marketers to keep track of all the DOOH media available to them and to understand each network’s specialty and strengths. Two similar networks can easily look the same on the surface, but deep down, be very different. Understanding the ins and outs of each network is a daily partner conversation, not an “as needed” transaction when optimizing the true impact of the medium. So, how does a marketer choose the right networks, venues, contextual environments for their client and achieve both scale and hyper local-targeting with a deep knowledge of the entire landscape and an appropriate geo/demographic solution at their fingertips?

The answer lies in aggregation as it did with newspapers, television and on-line advertising. Aggregators will build your plan by audience, not by channel. Every market is different and needs to be addressed differently. In addition, there are differing levels of density and coverage by each network. Having the capabilities

to disseminate rich data-based profiling of each environment is an ambitious endeavor with traditional agency tools.

DOOH brings together a unique blend of digital media capabilities in the physical world. As a direct marketer, the physical world is a sacred ground of practice. Research and analytics have evolved over decades. Digital media and location based marketing capabilities have been swarming direct marketers like flying banshees from Avatar. Some solutions are great concepts and ideas that will eventually become scalable for general practice. Until such time, DOOH is an actionable direct marketing and promotions vehicle that utilizes real consumer based research marketing professionals can put to practice today.

Avoiding the pitfalls to successful hyper-local targeting

There are several pitfalls that the typical agency executive might not be aware of when it comes to purchasing DOOH media. For instance, it would be difficult to effectively hyper-target to, say, the top 5% of Canada’s Herfindahl-Hirschman Index (HHI) in a specific area. You’ll lose out on scale because cutting markets that way will not give you enough consumers. Instead, if you relax your targeting to the top 15%, you’ll get 20 times the audience for an

incremental increase in budget, because tier-two audience postal codes have 15,000+ incremental target consumers each. What may look like a “B” target could in fact make your campaign an “A.”

Also, understanding the overall media mix and marketing strategy of the brand is key. Direct Marketers can leverage the diverse landscape of DOOH consumer environments to align with overall campaign strategies. For example, an awareness effort to targeted consumers with a goal of driving a consumer to a retail store for a new mobile handset promotion, could involve a retail location, with a product feature. This would help to activate a solution with specific retail location instructions (also called recency) and a cohesive campaign with relevance inside a consumer’s daily life is achieved.

Measuring and moving forward

Traditional brand measures work for benchmarking hyper-targeting success through digital out-of-home media. Remember that DOOH is digital, but it’s not the Internet. Measure against your strategic goals, including, for instance, sales lift, brand awareness/trial, recall, coupon redemption, and campaign activity lifts.

Jump into this fast-growing medium quickly — even if it’s in small ways. The earlier you do, the more quickly you will

hone your targeting skills and the better prepared you will be not only today but a few years from now, when there are millions of screens to evaluate with more diverse advertising options to consider.

In the future, look for online companies like Amazon to make the jump to the real world through digital out-of-home media to enable instant gratification purchases in any environment, drop-shipped to your house. I’ve already seen this technology in action, but to date, it has lacked a true physical presence to grow until being integrated with DOOH.

Remember that a holistic cross-channel integration approach is critical for maximum success. When using DOOH to reach your customers, give them choices in how they can interact with you, such as promoting a mobile ‘text in’ response, Web URL, or toll-free number and make sure there’s value to them in your offer.

Lastly, in today’s media environment, it’s almost more important to be a part of the conversation — not BE the conversation. Today’s digital media requires a subtler tact and a respect for your consumer. Understand that being around your consumer is usually more beneficial than being in front of your consumer. You will generally see great results out of your influence in DOOH

► *Continued on page 23*

BEST *of the* BEST DM CAMPAIGNS 2010

The December issue of Direct Marketing will feature our top picks for the most innovative, creative and just down right fun DM campaigns to hit the market in 2010. To have your campaign considered, please send in your entries by October 1, 2010. Remember to include the following information:

- Client name
- Campaign name
- Agency name
- Description of campaign - including results and any awards won
- High resolution images 300dpi CMYK or as pdfs saved as pdf/x-1a

Enter soon! Enter often!

Send your entries to amy@dmn.ca

DIRECT MARKETING

DM PEOPLE



Engine Digital

James Riley has joined the firm as a Partner and Executive Vice President of Client Services.



SickKids Foundation

Rosalie McGovern joins SickKids Foundation as Vice President of Direct Marketing.



Cohn & Wolfe

David Gordon has been named Managing Partner of Cohn & Wolfe in Toronto.



Volkswagon Canada

Peter Viney has been appointed to the position of Manager, Retail + CRM Marketing.

WORTHKNOWING

Postmedia Network Inc. poised to be newest player on Canada's media landscape

Completes acquisition of Canwest Publishing's online and print assets

Postmedia Network Canada Corp. recently announced the completion of a transaction making it Canada's largest publisher of paid English language daily newspapers along with a stable of community-based publications and online assets.

The newest player on the Canadian media stage is led by a strong group of seasoned industry executives dedicated to taking strong legacy brands into the future.

"Traditional media have evolved in such exciting ways since I first came to the industry 26 years ago," said Paul Godfrey President and Chief Executive Officer, Postmedia Network. "Our brands reach more people across more platforms than ever possible and the future of our digital growth areas holds tremendous potential."

Postmedia Network intends to apply for the listing of its shares on the Toronto Stock Exchange ("TSX") although, at this time, application has not yet been made and no assurances can be given that the TSX will accept any such application. Listing of the shares on the TSX will be subject to meeting TSX's original listing requirements.

Postmedia Network Inc., the principal operating subsidiary of the Company, secured approximately US\$935 million in the aggregate of committed financing consisting of senior funded debt of approximately US\$685 million which will be secured by all the assets of the Company and its subsidiaries, and CAN\$250 million in equity which will be used to purchase substantially all of the financial and operating assets of Canwest Publishing Inc. / Publications Canwest Inc., Canwest Limited Partnership / Canwest Societe en Commandite, Canwest (Canada) Inc. and Canwest Books Inc. (collectively "Canwest Publishing") including all shares of National Post Inc., as contemplated by the plan of compromise submitted by Canwest Publishing under the *Companies' Creditors Arrangement Act* (Canada) (the "Canwest Plan"). The debt financing will be comprised of a US\$300 million and CAN\$110 million senior term loan facility and a US\$275 million high yield bond issuance. In addition to cash on hand, Postmedia Network Inc. has arranged a CAN\$60 million asset-backed revolving line of credit for

general corporate purposes. Moelis & Company acted as financial advisor to Postmedia Network in the acquisition.

"It has been a long journey to get to this day and now we begin the work of transforming from a traditional media company to a fully integrated multi-media company with a new brand, a refocused strategy and a determination to be at the forefront of industry change."

The acquisition of the Canwest Publishing Assets by Postmedia Network was effectuated by the implementation of the Canwest Plan on July 13, 2010. In May, Canwest Publishing, the Court-appointed Monitor of Canwest Publishing, and subsequently the Ontario Superior Court of Justice (Commercial List) (the "Court") approved a bid to acquire substantially all of the assets and business operations of the LP Entities and the shares of National Post Inc. by an entity sponsored by the members of an ad hoc committee of 9.25% senior subordinated noteholders of the Limited Partnership (the "AHC") for an effective purchase price of approximately \$1.1 billion.

Print Three Franchising Corporation president, Andrew Hrywnak among Canada's 50 Most Influential Printers for 2010

Print Three Franchising Corporation (PTFC) president, Andrew Hrywnak, was chosen as one of PrintAction magazine's Canada's 50 Most Influential Printers for 2010. The prestigious list known as the PA50 is now in its ninth year and consists of individuals who have influenced the direction of Canada's printing industry, as well as influenced the direction of an established printing company.

With over 55 Print Three locations in Canada, Hrywnak leads Canada's largest print-franchise network, supported by a 150,000-sq-ft production facility in Toronto. Hrywnak is dedicated to equipping his franchises with the most up-to-date digital print and procurement technology that ensure complete customer satisfaction. This dedication has earned him a spot on the PA50.

"I am very excited about being chosen as one of Canada's 50 Most Influential Printers," says Mr. Hrywnak. "Over the last few years, I have witnessed dramatic changes in the print industry and the biggest opportunities are yet to come for those companies, like Print Three, that study the print industry and recognize trends and opportunities for growth."

From this year's listing of Canada's 50

Most Influential Printers, PrintAction is asking the print public to vote for who is the most-influential printer for 2010. A full explanation of the voting process, including the voting form can be found at <http://www.printaction.com/Most-Influential-Printer-2010/most-influential-2010-index.html>

Hot Tomali lives up to name

Canadian agency wins Ad Age's prestigious International Small Agency Of The Year Award

Vancouver-based integrated communications agency Hot Tomali (www.hottomali.com) has been named International Small Agency of the Year by advertising and marketing icon *Advertising Age*. The award was handed to the Hot Tomali team on the evening of Thursday, July 15 in New Orleans. The prestigious award recognizes small- to mid-size shops around the world with 75 or fewer people. With a staff of 10*, Hot Tomali was chosen for the award over 108 international agency applications.

The judging panel for the award included a "who's who" from the advertising/marketing world, including Lee Clow, Chairman and Global Director of TBWA\

Worldwide; Dan Wieden, Executive Creative Director/Co-Founder, Wieden+Kennedy; Mark Waites, Creative Director/Co-Founder, Mother; and Joyce King Thomas, Chief Creative Officer, McCann Erickson.

"It was a total surprise and an absolute honour to win," said Thomas Stringham, President & Creative Director of Hot Tomali. "This is a prestigious international award and we were up against some amazing agencies from around the world."

Having Hot Tomali chosen as International Small Agency of the Year by *Advertising Age* is huge. We've always known we're a hot agency and this award validates it."

Head: Nexalogy Environics expands space and team to meet growing social media intelligence market

One of North America's most innovative social media analysis companies, Nexalogy Environics, has expanded its Montréal office and added three new members to its team since joining the Environics Group of Companies in January.

"We have grown to meet the needs of our clients and continue to pioneer ground-breaking software to deliver social media intelligence," said Claude G. Théoret, president and founding partner. "Our analysts bring diverse backgrounds in journalism, philosophy, communications and blogging, ensuring valuable human analysis in all our work."

The pace of Nexalogy's software

development has been accelerating in recent months to deliver social media intelligence that is comprehensive, accessible and versatile. The company's services continue to grow to meet an expanded range of client needs – from traditional strategic intelligence services to quick turnaround, tactical projects.

"We offer intelligence that goes beyond monitoring, and is presented in ways that help our clients to manage or build their business. Today's marketers don't want to drown in data or receive only part of the picture: they need clear, relevant and meaningful reports about their brands," said Théoret.

LIST WATCH

Payment Resources Canadian Contest and Sweeps Buyers

This file names 1,116 buyers between January and June.

Selections: State/SCF/ZIP

Price: \$100/M

Contact: Saavoy List Management, 973-227-8875

SmartPhone Gizmo Canadian

This newly available file offers 602,839 individuals who've chosen to receive marketing offers.

Selections: Age, household income, province, state/SCF/ZIP

Price: \$175/M

Contact: Infinite Media, 914-949-1547

BC and Alberta Fundraising Donors

This is a list of people who have made a fundraising donation in British Columbia and Alberta in the last 36 months.

Selections: phone numbers, recency, key records

Price: \$150/thousand

Contact: Cornerstone Group of Companies, Shirley Pierce 416-932-9555 Ext: 155

Profile Canada

This database provides complete, reliable marketing intelligence on over 48,000 Canadian companies and organizations. Each record is updated through telemarketing with senior officers of companies and direct written update requests.

Selections: Job function, sales, company type, employee size

Price: \$140/thousand

Contact: Cornerstone Group of Companies, Alejandra Cuevas 416-932-9555 Ext: 177



DIRECT & PERSONAL

by Billy Sharma

Ken Schnell

I give him an 'A' for working with a conscience.

One great way to judge a person is by his or her beliefs and what they do about them.

In Ken Schnell's case he is not only a big advocate of education but for 12 years has been 'practicing what he preaches' at St. Michael's College where he works to improve the standard of education for this institution.

His commitment to education is so strong and so important to him that he even endowed a scholarship at St. Mike's in his parents' name: *The Ernie and Dora Schnell Residence Scholarship*. This is a most fitting tribute to them since his mother, Dora Schnell, started teaching grades 2-8 in Southern Manitoba at the age of 23, settled in and taught grade 3 students for the rest of her professional life. And his father served for many years on the school board.

As Ken indicated to me, "I was so proud of their dedication to their careers that when my mother retired from teaching and my father from a business/sales career, I couldn't think of a better way to honour them. And my parents were always outspoken proponents of a good education."

"The first time my parents received a letter telling them about the recipient of the scholarship was one of the happiest moments of my life. And I always look forward to the thank you letters I get from the scholarship recipient every year."

I have known Ken for a number of years and have had the privilege of working with him in the past. He is a highly professional direct marketer and a gifted fundraiser. The very first project that I worked on with him was to help raise close to 1.2 million back in 2002.

"I'm very proud of the work that I have done over the past several years in helping to re-brand the fundraising activities at St. Mike's - that and working toward making the fundraising donor centric," he said.

The re-branding had to be accomplished when the St. Michael's College fundraising account moved in-house and Ken was a part of that shift. Prior to that St. Mike's was just one of the

many colleges and faculties that relied on the University of Toronto's (UofT) central fundraising office to help them operate their annual campaign. Bringing the account in-house gave St Mike's the opportunity to focus more strongly on its identity and deliver its message.

Prior to working at St. Mike's Ken worked for six years in the central fundraising office at UofT. "Moving from UofT's development office, with its large staff and all of its resources was a big shift. But it was a positive shift. Working in a small office with fewer resources does force you to be creative. And it provides more opportunities to take on work that falls outside of your job description." Ken observed.

One such example is the St. Mike's Phone Campaign that is conducted twice a year.

"I'd have to say that I have a great deal of fun running the St. Mike's Phone Campaign. For this initiative I hire St. Mike's students to do the calling. In addition to being productive, the time I spend with these students is fun, entertaining and informative. And it's fantastic having the chance to interact with the people who directly benefit from the work I'm doing."

Inspired by Father Robert Madden, the retired Executive Director of Alumni Affairs & Development at St. Mike's, Ken finds his work more than just a job - it is his calling.

As he mentioned, "Fr. Madden has had a huge influence on my career. First, the opportunity to work with him is one of the big reasons I wanted to work for St. Mike's. Through his example he taught me to do my job with humility and generosity of spirit."

Another great way to judge a person is by their modesty.

Quiet and unassuming, Ken takes little self-credit for these and other successes but chalks it up to the great team effort with his colleagues. "It is all team work and I am proud to be just one member of a great team," he said.

What surprised me most was to learn that Ken did not start as a direct marketer

or a fundraiser.

"I started off studying archaeology/anthropology out west in BC. After a year of that I moved to Toronto to study Applied Geography at Ryerson.

"My first professional job was as a researcher for an organization called 'APPEAL' - it was a grassroots group that was working toward the conservation of agricultural land in Peel Region in southern Ontario.

"Next, I got involved with the fundraising sector by doing prospect research for a provincial campaign to improve regional cancer care facilities in Ontario. The one memory about that job was the tour that the fundraising staff was given of the Princess Margaret Hospital. That's when it really became ingrained

"I'm very proud of the work that I have done over the past several years in helping to re-brand the fundraising activities at St. Mike's - that and working toward making the fundraising donor centric."

in me that fundraising is not about the money; it's about the people and what the money can do for them."

Finally, I believe that another way to judge a person is by their demeanor and interests.

Personable, witty, entertaining and interesting to converse with, Ken is multi-faceted with diverse interests and it is always a pleasure to reconnect with him. He is a huge movie buff, an avid reader, a true blues fan and an addicted traveler.

"I'm sure I see far too many movies," he confessed with a chuckle, "and as a result I occasionally see some real stinkers. But at least the popcorn is always good. Reading, on the other hand, is something I've been passionate about from an early age."

His favourite authors are Robert Heinlein and Phillip Dick, both science fiction writers who delve deep into social science.

As for his love of traveling, he tries



to do that every year, not to ordinary destinations but to out of the ordinary locales. He avoids touristy haunts and looks for what locals enjoy. That way he develops a true appreciation for the places he visits and the people who live there. A few years ago he went to Istanbul during the off-season period, during Ramadan and watched where the locals went to eat when they broke their fast at night. He then visited the restaurant the next day when it wasn't so crowded, knowing full well that he was guaranteed a seat and a great authentic meal there.

What makes Ken happy or sad?

"My family makes me the happiest," Ken confessed. "My parents are gone but I take great joy in their memory. I have an older brother and sister who are responsible for my having great nieces and great nephews. They are what keep me happy and centered."

"While I suppose the same little things

that get to everybody typically annoy me, what makes me profoundly angry/sad/frustrated is to see people being unnecessarily harsh and cruel to each other.

"I guess I have to say that I've been very fortunate in that, aside from the usual ups and downs of any job, I've never really had a dark period. And I can't say that I've ever had anything more than a fleeting thought that I should have taken a different career path. I guess that this comes from the fact that I'm doing what I do for St. Mike's, a place I care about both professionally and personally. So in that sense I don't really feel that I've had to make any sacrifices."

Billy Sharma is president and creative director of Designers Inc., Toronto. He can be reached at designersinc@sympatico.ca or by calling him at: 416.203.9787

BMO first in Canada to use interactive marketing technology for grassroots soccer campaign

BMO Financial Group has taken its grassroots soccer campaign to the streets, installing the first interactive digital storefront advertisement in Canada, outside its flagship Toronto branch at King and Bay Streets.

"We wanted to start a conversation about grassroots soccer in Canada, where it is now and where it is heading," said Sandy Bourne, Vice-President, Advertising, Sponsorship, Events and Merchandising,

BMO Financial Group. "We chose this marketing platform to bring Canadians in closer contact with our grassroots campaign. This game allows them to engage with the advertisement in an exciting and new way, breaking from traditional marketing methods"

Teaming up with Orlando, FL based Monster Media, BMO is drawing attention to youth soccer across the country. Passersby are drawn to an eight-by-six

metre display of vibrant static signage surrounding an interactive custom LCD wall, allowing them to face-off with the five youth soccer players featured in current print and billboard advertising.

"We are thrilled to fuse together this groundbreaking technology with such a catchy concept," said John Payne, President, Monster Media. "Our company always strives to be pioneers in the out-of-home space and through this campaign

we have executed game-play in a way that has never been done before in Canada and is sure to resonate with thousands of consumers."

The eight linked LCD screens use a combination of two technologies; gesture-based interaction paired with touch activation. The fusion of these high-tech features allows the display to deeply immerse the user on a level that exceeds any other interactive advertising

of its kind.

The decision to focus on future national teams represents BMO's continued support of grassroots soccer. BMO currently sponsors more than 500 youth soccer teams in 60 clubs, in addition to the Canadian National teams, Vancouver Whitecaps FC and Toronto FC.

INTHEMAIL

This column is sponsored by Canada Post.



Best-in-Class DM for the Car of the Year

Wunderman pulls out all the stops to celebrate the launch of the new Fusion By Sarah O'Connor

DM cover

DM letter

DM reveal

Email

Production: Kelly Gray
Account: Ryan Pearce, Chris Butters, Krista Best
Creative: Stephan Schmelzer, Brian Langerfeld
Studio: Malou Andino

P How do you take something great and make it even better? That's the challenge Ford faced when revamping the Fusion, and it's the same question direct mail agency Wunderman asks itself when creating its innovative direct mail campaigns.

As long-time partners, Wunderman and Ford have launched many new vehicles together, but few have been as timely and exciting as the second generation Fusion. Ford had invested millions in development in order to exceed all industry and consumer expectations for design, technology, performance, fuel economy and safety, and they were eager to share their creation. In so many ways, this was the right car at the right time - both for the company and for would be buyers who were increasingly environmentally conscious, increasingly value conscious, and hungry for an incredibly efficient, state of the art mid-sized sedan.

Auto authority *Motor Trend* magazine was duly impressed, and named the 2010 Fusion Car of the Year. This honour only increased the buzz around the vehicle. While the mass media campaign encompassed everything from TV to print to online and back again, direct mail was always understood as an essential component of marketing strategy.

“When we send these communications, more often than not we’re hitting the right person with the right offer at a time when they could actually use it.”

“Direct mail allows us to be very targeted and very specific and achieve a premium return on our marketing dollars,” explains Chris Butters of Wunderman. “When we send these communications, more often than not we’re hitting the right person with the right offer at a time when they could actually use it.”

In order to provide responsive customer service to current owners and “hand raisers,” members of the public who express their interest in the Ford line up through the website, through dealerships or other means, Ford offers these people the option of receiving communications like this campaign through email or traditional mail. While acknowledging the importance of reaching the campaign’s audience via their preferred channel, Butters believes that the tangible nature of direct mail, and the opportunity actually hold the piece in one’s hand, delivers significant value and should not be

dismissed.

The data strategy team at Wunderman worked their particular brand of magic in order to determine the ideal audience for the direct mail campaign, which was distributed across Canada in March of 2009. It was essential that the exciting deals on offer were delivered into the right hands in order to deliver on the campaign’s rather demanding goals, which included generating incremental sales, a positive life over the control group and a solid ROI.

As well as a compelling offer, the direct mail piece employed glowing reviews from industry experts, a unique die-cut, and vibrant images to break through the clutter and underscore the campaign’s essential message: “We Speak Car.” The copy also put the emphasis on the vehicle’s remarkable fuel efficiency and underscored the Fusion’s value. Fusion ownership was established as not only

a pleasurable experience, but a solid financial decision that buyers could be proud of.

The public response to this campaign was a testament to Ford’s huge investment in the second generation Fusion, both in terms of time and money, as well as Wunderman’s smart strategy and engaging creative execution. Recipients of the direct mail offer were excited about the possibilities and visited dealerships to see for themselves what all the fuss was about. As it turns out, many of them liked what they saw.

In the end, the campaign generated incremental sales in the four-digits, an impressive lift over the control group and a staggering ROI. Ford enjoyed solid month-over-month growth that established the Fusion as the class sales leader by the end of 2009.

Of course, success is no excuse to rest on one’s laurels, and while Ford is busy

fine tuning its future line up, Wunderman is looking closely at past campaigns like this one in order to keep delivering eye popping results for Ford and the rest of their clients.

“We leverage all these learnings and watch the patterns of what the consumers did, who bought what, and when they go into new models to help us with our next targeting strategies and even messaging for upcoming vehicle launches,” explains Butters. “These are extraordinary results, and Ford is happy to be making a terrific vehicle even better, but this is just the beginning of more great things for the company.”

Sarah O'Connor is a Markham-based freelance journalist. She can be reached at (647)261-2260 or sarahaoconnor@gmail.com.

FACES serves up results for Savour Stratford

Ontario culinary festival sustains funding and high event attendance with digital mobile surveys *By Danielle Brodhagen*

Each year in September, the city of Stratford, Ontario plays host to Savour Stratford, a two-day culinary festival organized by the Stratford Tourism Alliance. The festival brings renowned Canadian chefs, award-winning food writers, local farmers, artisans and musical artists together with the general public—all in celebration of food. The event draws approximately 16,000 attendees (expecting 10,000 a day in 2010).

To better understand our audience, we wanted a way to accurately and substantially answer three main questions about festival patrons and exhibitors: who attends the event, how do they hear about it, and, where do they come from? By understanding whether or not the event draws mostly a local crowd or if people come to it from far away, we can develop a more targeted marketing strategy in the future.

Since the festival relies on government grants for funding, we also needed a way

technology to capture survey data in real-time and quickly turn it into actionable insight.

Using FACES allowed my event staff to conduct point-of-experience surveys using digital devices loaded with customer questions to capture event patrons' feedback while they are at the festival including both exhibitors and attendees. The solution captures real-time data and feeds it into Pitney Bowes Business Insights' advanced predictive models.

For example, the survey asks people where they live. Pitney Bowes Business Insight takes the corresponding postal codes and calculates distance from the event location to determine what percentage of attendees come to the festival from within Stratford, 25 miles of Stratford, 50 miles of Stratford, etc. This information, combined with PBBI consulting services, empowered us at the Stratford Tourism Alliance to make

“When we send these communications, more often than not we’re hitting the right person with the right offer at a time when they could actually use it.”

to aggregate and analyze data on festival vendors and attendees to document the event's successful turnout to use as supporting material for future grant requests.

After reading about the FACES (Faster, Accurate, Current Economical Surveys) mobile digital survey solution from LandPoint Systems and Pitney Bowes Business Insight in a restaurant trade magazine, I decided to leverage this

smart decisions about how far and wide to spread our marketing dollars, including pinpointing the right markets in which to place advertisements.

We asked several important questions in our surveys for festival attendees, including: Did you attend last year; where are you travelling from; how long are you planning to stay; and, what other events are you attending while you are here?

Immediately after the event, we had access to all the raw data via a user-friendly Web-based portal. In addition, Pitney Bowes Business Insight churned the survey data into rich analysis reports in a reader-friendly format for inclusion in government funding proposals.

The answers and resulting analysis enabled us to gain invaluable insight into the success of the event, helped gauge

the effectiveness of our marketing efforts, and allowed us to better plan for next year's event. In fact, we have our sights set on continuing to capitalize on the event's success by generating an even greater turnout in 2010. Our ability to provide such key insight to stakeholders will also help our committee bolster grant and sponsorship requests for future events.

Using the FACES solution we can easily survey attendees and exhibitors during our festival and Pitney Bowes Business Insight helps us to extract important insight from the survey data

for our marketing team about where we should market and how we can broaden our customer base as we look to build awareness for next year's event.

Savour Stratford will take place September 25-26, 2010 in the City of Stratford, Ontario. For more information <http://www.welcometostatford.com/culinaryfestival/>.

Danielle Brodhagen is the Director of Culinary Programme Development for the Stratford Tourism Alliance

► Continued from page 6

prospects precisely where they live.

Last spring the Calgary Stampede unveiled its pioneering solution for its direct mail campaign in advance of the July rodeo. To define its fan segments, they hired Illumina Research Partners, a research consulting firm, which conducted an online survey of 1,700 Calgarians and ticket-buyers about their behaviour, values and attitudes. Based on insights from the study, Illumina identified eight lifestage segments—four groups of Calgarians who attend the Stampede and four who do not. The Calgary Stampede then asked EA to profile rodeo attendees from the last

three years using PRIZM_{CA}, detailing their demographics, lifestyles, leisure activities and attitudes towards the Stampede.

The results were surprising. The youngest group of fans, labeled Social Experience Doers, contained active and upscale singles who viewed the Stampede not as a rodeo but as an exceptional entertainment experience. Their mailers reminded them to update their status on social media sites to let friends know they're at the Stampede. Meanwhile, the oldest group, Classic Stampede Supporters, consisted of wealthy, middle-aged and older couples with older children who attend the Calgary

Stampede out of a sense of community spirit. To reach these customers, marketers realized that they should promote the festival as a celebration of Calgary's western heritage. And because of their long standing connection to the event, this group should respond to ticket packages that offer exclusivity and access to the attractions they've come to love.

Last May, the Calgary Stampede's new outreach strategy debuted with a revised direct marketing campaign of 300,000 mailers featuring three distinct messages and designs aimed at specific consumer segments. Depending on the target group, the message emphasized value,

heritage, convenience or exclusivity as a selling point. Research showed that as a result of the mailings, the percentage of people who planned to visit jumped from 30 percent in 2009 to 50 percent this year. And that's important because "planners" typically spend more time—and more money—at the park than last-minute visitors. The collaborative project allowed the Calgary Stampede to extend its new brand image as both a keeper of western tradition and a producer of vibrant entertainment—and it even led to the creation of the Stampede Burger, a new culinary offering that was developed based on preferences uncovered in the

analysis.

Given the variety of applications, geodemographic segmentation offers any organization a cost-effective way to define segments of its best customers, target the postal codes to find more of them and then use the right media and messaging to push their hot buttons. And when systems like PRIZM_{CA} are used to improve the greater good, everybody wins.

Rupen Seoni is Vice President and Practice Leader, overseeing the not-for-profit, government, education, automotive and consumer package goods sectors, at Envionics Analytics.

► Continued from page 4 Get the message out!

Whatever the medium, or media, best suited to your business model and customers, there is no doubt that you need to get it out, and to do so at the right time and in the right way. However, in addition to ensuring that your messages reach the right audience, using the right media, at the right time to ensure maximum voice and response rates, there are other considerations too. What about minimizing costs? What about maximizing efficiencies? Let's take just one example, the old favorite, traditional direct mail. For

those that use direct mail as one of their key media to get their message out, areas such as document composition, high integrity inserting and mailing efficiencies are some of the considerations that you cannot afford to ignore. Data again comes into play here. Are your customer addresses complete and correct? Has a proportion of your customer base moved and as such are contributors to an increase in your return mail costs? Are you sending multiple messages, each in separate mailings, to the same customer because you have not integrated, consolidated and de-duplicated your data?

What about the efficiency of the actual mailing process? Unlike other direct mail, customer bills and statements garner 3-5 minutes of a customer's attention. That is valuable marketing time, and space! Are you truly leveraging the mail pieces you are sending, garnishing the white space with customized, targeted messages to promote cross-sell and up-sell, for example? How about upstream in the mailing process? If you are a high-volume mailer, have you considered the software and tools that are available to enable you to optimize the postal process, high-integrity insertion capabilities for example.

It may be that you are not actually responsible for the mailing portion of your marketing campaigns. Perhaps, like so many other organizations today, you outsource those capabilities. In this case, you still need to do your due diligence! Third party mail houses may tell you how to mail and optimize the logistics of the process, but what about the 'where'? Third party mail houses may claim to have the analytics capabilities to be able to advise you on the best areas to mail to, but do your due diligence. Performing direct mail campaigns based on areas as generic as FSAs (Forward Sortation Areas) or DAS

(Dissemination Areas) is not nearly as efficient or as targeted as you could be to ensure maximum response rates and ROI.

Analytics, yes, is a key part of the puzzle, and always will be. However, be sure to look well beyond the analytics – make sure that before you even attempt to board that plane, that you have not only your air tickets, but your passport and your boarding pass too.

Paul Thompson is the senior manager for client services at Pitney Bowes Business Insight

CLICK!

PROFITING FROM THE ONLINE REVOLUTION

Web Marketing/Online Integration/Internet Initiatives/eCommerce Tactics/Digital Transactions

Canadians' unique online shopping quirks

BY MARK BALDWIN

We revel in what distinguishes us from the cultural, political and economic behemoth below the 49th parallel. When it comes to sports, cuisine, and healthcare, we point to hockey, poutine and our public health system to demonstrate our Canadian-ness. While healthcare stateside may soon mirror our public model, we can still differentiate ourselves by a sector transforming marketing, retail and information analysis – online shopping.

Don't scoff the importance of understanding our 'distinct society' of online shoppers. Canadians are quickly becoming more familiar, savvy, and demanding of web-based portals, from mobile platforms to social media and more. While there are great opportunities for retailers online, according to our research and experience tailoring sites to Canadian shoppers, significant differences exist in expectations, service and products that are worth noting.

Expectations

Canadians love the internet: Over 80% of Canadians access it at home and our page views, social network and search engine use is practically unsurpassed. However, we are increasingly leery about internet security, with an average 'concerned' rate for online credit card use of 47%. According to Ipsos Reid, 45% of Canadians always or sometimes read reviews before purchasing, but when it comes to hitting 'check out,' we hover and hesitate. With all this time researching, why is online shopping still only 2% of the retail marketplace compared to America's 6%? This is likely due to the slow uptake of mainstream retailers and the delayed expansion of international online vendors into Canada (Ex. Amazon). Canadians have very different expectations about what online storefronts do – more research resources than purchase portals – and until we change these perceptions, credit cards will remain firmly out of sight.

Service

Despite the opportunity to watch best practices stateside, on average, Canadian retailers tend to be more risk-averse in mounting online portals and are often slower to increase selection, integrate responsiveness and innovate in user-experience. While we don't have the critical mass to support our own Zappos, Canadian retailers are starting to recog-

nize that keeping an eye on comment threads, twitter streams, social networks and blogs allows them to quickly tackle any customer complaints and address issues. The web-savvy fashion-forward blogger behind a top Canadian fashion site 'I Want I Got', Anita Clarke explained her retailers' mistakes: "It's disappointing that Canadian sites are still missing key services and features. I will often give up if there's no address and phone number anywhere on the site, an ambiguous terms of service, server errors in the browsing and checkout process or no SSL lock symbol in my browser."

Products

It's not all doom and gloom getting Canadians on board for online shopping. 50% of Canadians online order goods or services, and 67% use the internet for banking or bills. This indicates an increasing acceptance of credit card transactions online and larger membership in alternative payment systems like PayPal. Looking at growth over time in online purchases is encouraging: In 2001, 2.2 million homes placed 13 million orders and in 2007, 8.4 million individuals placed 70 million orders, worth \$12.8 billion.

When Canadians surf, click and buy online, they use the discerning eye of a seasoned art appraiser. When I asked Anita about browsing for products, she mused: "Availability and cost are big factors. Canada has a much smaller number of online retailers compared to the States. I'd rather not buy from American sites and get burned by shipping, brokerage, taxes and custom fees."

Her views are reflected in the shopping statistics: one-size-fits-all travel bookings, books, event tickets and jewellery

maintain top ranking in sales. When it comes to clothes and health and beauty products, we still hesitate to click 'check out.' Considering these differences in expectations, service and products, what can you do to increase or create an online shopping destination that is destined to succeed? Exceed expectations.

When building your online inventory, be thorough in your product images and descriptions to minimize questions and users' doubt. When establishing a monitoring system, be quick to respond to any online grumblings about product quality, shipping or site usage. Finally, when it comes to products, invest in offering choice.

Unless otherwise noted, all Statistics from December 2009 and May 2010 Statistics Canada Reports <http://www.statcan.gc.ca/daily-quotidien/100510/dq100510a-eng.htm>

Mark Baldwin is President of Conversys Inc., a Transcontinental Company, (www.conversysinc.com) which is a North American leader in helping companies of all sizes optimize their digital promotions, increase their revenues and create a valuable, loyal, 'sticky' audience. Transcontinental Marketing Communications Sector's comprehensive marketing services, combined with Conversys' industry-leading Digital Promotions Management (DPM) expertise result in robust solutions that help retailers, CPGs and publishers optimize their marketing, refine their spend, and increase traffic and sales. Contact Mark at markb@conversysinc.com.

The Future of Mobile is now

How Transcontinental is taking the right steps at the right time *By Christian Trudeau*



Consumers have greater knowledge, higher expectations, and shorter attention spans. When it comes to seeking immediate gratification for personal communication and entertainment, mobile technology is the new norm. From tots to boomers, all age groups and 75% of Canadian households use mobile phones. For teens and tweens unable to afford data plans, the iTouch and other wifi-enabled devices offer a quick internet fix and addictive applications. So as marketers, how do we stay on top of trends and reach target audiences quickly and easily? The answer lies in pint-sized form: mobile marketing.

Last month, we expanded our online horizons in the mobile sphere and embarked in a great addition to the family - LIPSO Systems Inc. joined Transcontinental's Marketing Communication Sector. While Transcontinental has its roots in the printed word, we've been early adopters of online solutions for our clients and LIPSO offers an entire roster of innovative mobile solutions.

In addition to providing multi-channel solutions, we know that data driven consumer insights are what matters to our customers the most. Canadians are very interested in communicating with their friends through mobile. In 2009, 35.3 billion peer-to-peer text messages were sent in Canada, which is a 70% increase from 2008. As this trend grows, year-over-year commercial marketing campaigns become more integrated with mobile solutions to extend branding efforts into the social media landscape and reach consumers anywhere and anytime.

Beyond texting, Canada's overall wireless revenues totalled \$15.9 billion in 2008, and half of all phone connections in Canada are now wireless. Most interesting of the Canadian mobile trends are voice revenues, which are declining per subscriber, while the industry still grows in double digits. 2009 saw a 35% growth

rate thanks to data plans, which are now housing hundreds of thousands of app options, interactive games and mobile versions of users' favourite websites. When it comes to hardware, Canadians are shelling out for top-of-the-line iPhones, Blackberries and exploring the open-source movement with various devices supporting the Android operating system, making wireless phones among the fastest growing consumer products in Canadian history. Thanks to all this data use, the retail industry is seeing a significant bump in web traffic. 46% of North American consumers use their mobile phones to compare prices while they're shopping in stores, and mobile web shopping has increased 40% in the U.S. since October 2008.

While these numbers are compelling and speak to the need for all organizations to explore opportunities on mobile platforms, the underlying reason to integrate mobile into your marketing communications strategy is the same reason we rely on media relations, events, in-store promotions and print advertising. As a nation of storytellers, Canadians' history has been marked by challenges to overcome geography, adverse weather and other political and cultural differences to tell our stories. Over the past twenty years Canada has established itself as a leader in communications networks and technology, and it is no surprise that Canadians are eager to receive information, interact and transact on their mobile phones, and that a gem like LIPSO was in our own backyard.

Christian Trudeau is President of Transcontinental Inc.'s Marketing Communication sector which has deep expertise in integrated marketing communications strategy, consumer insights, content creation, and advanced multi-channel delivery platforms. For more information, visit www.transcontinental-marcom.com

The truth behind inactives

What are they? Why should you care? And how should you handle them? *By Richele Black*

Does this sound familiar? You're sending out emails like clockwork. You're seeing open and click-thru rates decreasing year after year. And you're too busy with the daily grind to investigate. But without digging deeper into your database, you don't know the root cause of the decline. And that could be a big miss when it comes to understanding and enticing customers and prospects.

Whether your contacts opted in years ago or just recently, you may be surprised to learn that many of them are neither opening nor clicking on your emails. In fact, it is not uncommon for organizations to see 30-50% of their contacts not taking any action. This lack of participation means they are at an increased risk of being lured away by your competition. Don't let them go without a fight.

Defining inactives

Generally speaking, when subscribers don't open your emails or click on any links for six months, they are "inactive". However, when conducting more in-depth analysis, it is often helpful to classify inactives into more specific subcategories, such as:

- **New:** Subscribers who have opted in to your program within the last six months and have not opened any of your emails or clicked on any links.
- **Never Active:** Subscribers who opted in more than six months ago and have not opened any emails or clicked on any links.
- **Lapsed:** Subscribers who have opened and clicked on your messages previously, but have had no activity in the past six months.

Nearly Inactive: Subscribers who have been demonstrating decreased opens and clicks within the past six months.

Managing and re-engaging inactives

Once you know what to look for, pulling out inactives is the easy part. The challenge is figuring out what to do about them. Your key objective should be ongoing disciplined testing to proactively re-engage inactives before it's too late. This practice should be applied to all your direct marketing programs, but as an example, here are three key steps to take when carefully planning and executing your reactivation strategy for email:

Keep inactives on your list, but separate them from the rest of your active subscribers. After all, you've spent time and money getting permission to talk to them in the first place; so don't purge them before you try to get a response.

Create a re-engagement plan that approaches inactive email subscribers in

a new way. If you talk to them the same as you always have, you will only increase the risk of losing them for good. Here are a few techniques to try:

- **Change your format/template layout** – If you've been offering the same old content in the same old format over and over, your subscribers may be bored to tears. Something as simple as giving your emails a facelift or livening up dry subject matter with interactive polls or quizzes may peak their interest again.
- **Ensure content is relevant** – If you have demographic, psychographic or geographic information in your database, try creating more personalized content that appeals directly to subscribers' interests. Also, make sure the content is timely. Dynamic content is easy and cost efficient to integrate.
- **Test different subject lines** – Subject lines are critical to getting subscribers to open your messages. Try testing different wording to small segments before sending the campaign to everyone else.
- **Ask subscribers what they want** – Why play guessing games? Instead, be direct. Ask your subscribers why they haven't been responding and what they would like to see.
- **Encourage consumer-generated content** – Put the ball in your subscribers' court and request their feedback or tips on particular topics. Encouraging dialogue may be the ticket to re-engagement. Best of all, you'll get new content to showcase on your web site or in your eNewsletter and potentially engage even more customers and prospects.
- **Provide an incentive** – Sometimes, all it takes is a contest, free gift or high-value coupon to get subscribers interested in your company or brand again. Test different incentives to see which ones resonate most and then add these into your program more often.

Continue to monitor inactives and make the time to apply disciplined testing to your email program several times a year. This will reduce your risk of losing your customers and prospects forever and save you from spending additional time and dollars on replacement acquisition programs.

Putting reactivation into practice

Now that you have some background on the subject, here's how an actual reactivation strategy would work and how you might go about applying a similar one in your organization. In this example, the Inbox Marketer (Inbox) team was able to

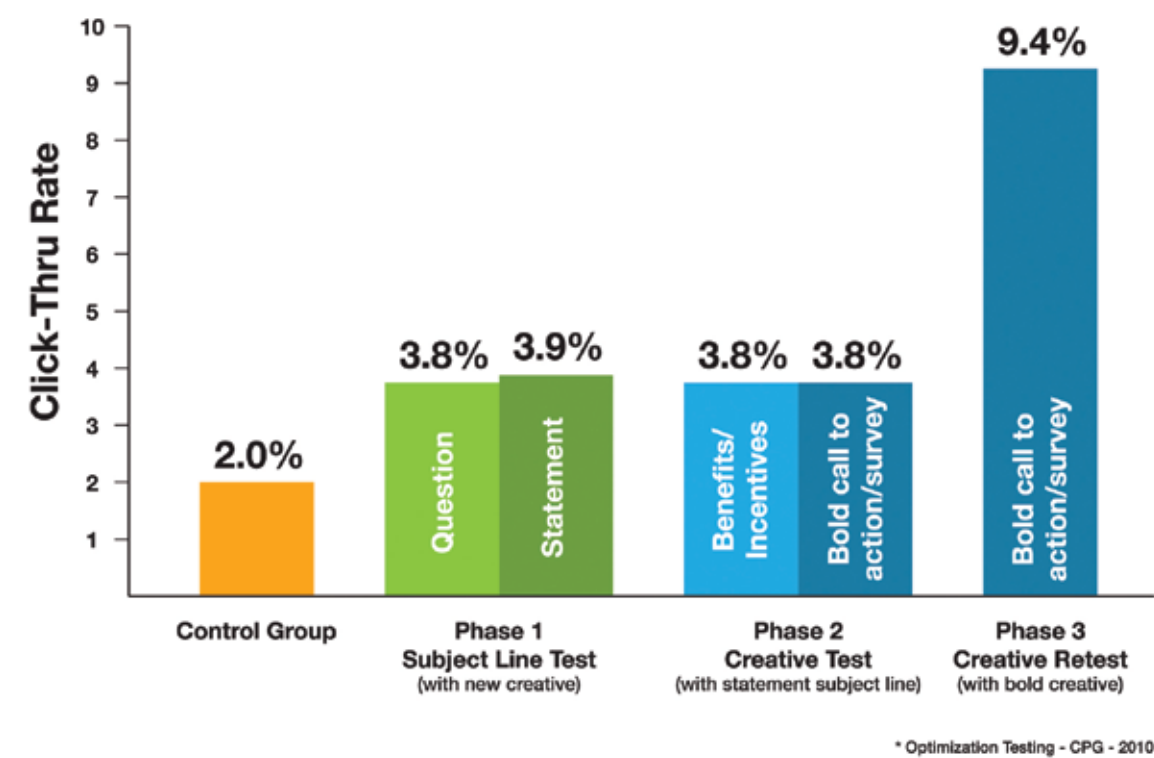
reactivate inactives for a large B2C client. This CPG firm had been aggressively pursuing opt-ins to its CRM program since 2007 and had built a substantial list. Although its consumer email program had been very successful, it was starting to see declining metrics in 2009.

The fact that more than 30% of subscribers were not clicking on email messages was not only causing overall metrics to decrease, but was also concerning from a revenue standpoint. The organization had put significant dollars into acquisition and believed strongly in the marketing argument that retention leads to brand loyalty and increased sales over time. Without active respondents, the company was unable to build relationships that would drive loyalty and sales.

To address this, Inbox created a strategy to reactivate a key inactive group. The main objective was to encourage subscribers to not only open an email message, but click on it. A click would mean that the contact had been reactivated.

The first part of the strategy involved segmenting the inactives. To start, Inbox monitored a control group of inactives, and determined that the natural reactivation rate was 2%. Next, Inbox pulled out a group of general inactives, which were defined as subscribers who were once active, but had not clicked on an email in the past six months.

Reactivation of Inactives



The second part of the strategy required creating a three-phase strategic test plan to reactivate the general inactives group.

Phase 1

Inbox tested a single creative message with two different email subject lines (a statement and a question) to two sub-segments of the general inactives group.

Phase 2

Inbox took the winning subject line and paired it with two different creative messages, which were sent to another two sub-segments of the general inactive group. The first creative message presented a new design that consumers had not seen before. It also focused on highlighting the advantages of belonging to the company's CRM program, and specifically called attention to incentive-type benefits, such as contests and coupons. The second creative message took a more direct approach. It offered a bold call to action (CTA) and asked consumers to complete a survey.

Phase 3

Based on the results of the creative test and Inbox's expertise, Inbox retested the winning subject line and bold CTA/survey email to the remaining inactives in the general inactives group.

Results (refer to graph)

Although the statement out-performed the question subject line in Phase 1, the Phase 2 creative test displayed almost identical results: Each creative message received a 3.8% click-thru rate. However, since the Inbox team was confident that this was an anomaly (based on years of email experience and the fact that there was a slightly higher Click to Open Ratio for

the bold CTA/survey email), Inbox decided to retest the bold CTA/survey email. This time, the email received a 9.4% click-thru rate — an impressive metric, considering these inactives had not clicked on the frequent emails the company had sent out in the past six months.

From the test's start to finish, Inbox improved response metrics significantly — more than 300% in just four months — and now has a proven control message for reactivation. Instead of losing thousands of inactive consumers from its database, the B2C company gained another chance at engaging this group at far less the cost than acquiring new consumers.

Additionally, from the data obtained through the reactivation campaign survey, the company gained critical insight for better targeting the reactivated group and future subscribers as well. This will translate into an increased opportunity to build loyal relationships, heighten engagement and drive ongoing sales that positively impact the company's bottom line. Finally, by laying the groundwork for continued testing and reactivation, Inbox plans to uncover more insights and proactively prevent disengagement in the first place — proving that there is value to not letting go without a fight.

Richele Black is Manager, Education and Research at digital direct marketing firm, Inbox Marketer (www.inboxmarketer.com). Inbox Marketer builds electronic communities to strengthen client engagement. We do this by continuously fine-tuning the digital dialogue that takes place between our clients and their customers, using proven digital marketing and publishing techniques across four principal channels – Email, Mobile, Social and Web. Richele can be reached at richelle@inboxmarketer.com.

In fact, it is not uncommon for organizations to see 30-50% of their contacts not taking any action

REGIONAL REPORT:

Burlington/Brantford/Oakville

Who we visited:

Balgord Software Solutions www.balgord.com. Balgord's award winning solutions and services have helped many satisfied clients meet today's business and technology challenges head-on. They specialize in helping small to midsized companies and non-profit organizations improve their businesses operations with accounting, customer relationship management, and fundraising software solutions. They also provide ongoing training and support.	Brash Avenues Inc. www.brashavenues.com Brash Avenues is a full service marketing company working with customers for all of their marketing needs. They specialize in promotional products, offering full services from graphic design, loyalty programs, custom designed products, unique packaging and mail campaigns.	Distributech Inc www.distributech.ca Distributech is one of Canada's leading integrated fulfillment and document management companies. Whether you need a simple marketing fulfillment service or a flexible, integrated outsourcing program, their committed team of experts can help develop the best solution for your business. They can manage your program from custom implementation through to the provision of advanced data analytics to evaluate program performance.	Extend Communications Inc www.extendcomm.com Extend Communications provides inbound call centre and telephone answering services as well as emergency dispatch contracts to various corporate clients across Ontario and throughout other regions of Canada and the USA. Their well trained and accredited staff ensure a seamless interface between the customer and your company. Extend Communications has the added advantage of be able to provide turnkey call centre services and integrated communications with the most up to date technology available to business and consumer operations.	Valpak of Burlington www.valpak.com Valpak, one of the leading direct marketing companies in North America, is best known for The Blue Envelope® , which delivers savings and value to nearly 40 million households each month. Annually, Valpak will distribute some 20 billion offers inserted in more than 500 million envelopes. Valpak also offers digital solutions with www.Valpak.com®, an online site for local savings, which has nearly 40 million offer views each month, as well as mobile phones, including apps for iPhone™, iPod touch®, Android™, Palm® Pre™ and Blackberry® platforms..
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Burlington

Located on the shores of Lake Ontario, about an hour from Toronto and Niagara Falls, the City of Burlington is a growing municipality of about 165,000 people. In the early days of Burlington, animal husbandry and fruit growing were prominent activities and contributed to the area's rapid growth. Due to its strategic location, transportation corridors and milder climate, Burlington attracted, and continues to attract, industry, commerce and residential development.

Part of the Golden Horseshoe, the largest consumer and industrial market in Canada, Burlington is home to both head offices and top level executives to commute to Toronto – a one-two punch for local direct marketing suppliers.

"It's a major benefit to have access to the CEOs and executives who live out here," says Crystal Leochko, whose company Brash Avenues Inc. has been offering innovative marketing merchandise for the last ten years. "We get a lot of drive-by traffic. Plus, we're a lot closer, distance-wise to Toronto than people think." A fact, she says, that has resulted in an increase in out-of-area business. "We're at about a 50/50 split now of local business verses out of area clients."

For Ken Griffith, owner of Valupak of Burlington, the highly urbanized nature of the area provides a great consumer base for his business. Known for their "Blue Envelope" of coupons and offers, the Valupak brand is the most well recognized traditional DM product in North America.

"We're really in a growth mode right now," says Griffith, who feels that the economic climate along with consumer behaviour has dictated that growth.

No single job sector or employer dominates Burlington, making for a more stable economy and the population consists mainly of middle income

households (average \$34,378 per year).

"The nature of the population here means that families in the area are looking for strategic purchase opportunities," says Griffith.

Brantford

The next stop on our Regional road trip was Brantford. The city of Brantford, with a population of approximately 96,689 people, is located in the heart of Southern Ontario, with direct access to Hwy. 403 and close proximity to other major highways, rail lines and three major Canadian ports of entry (Windsor, Toronto and Niagara Falls).

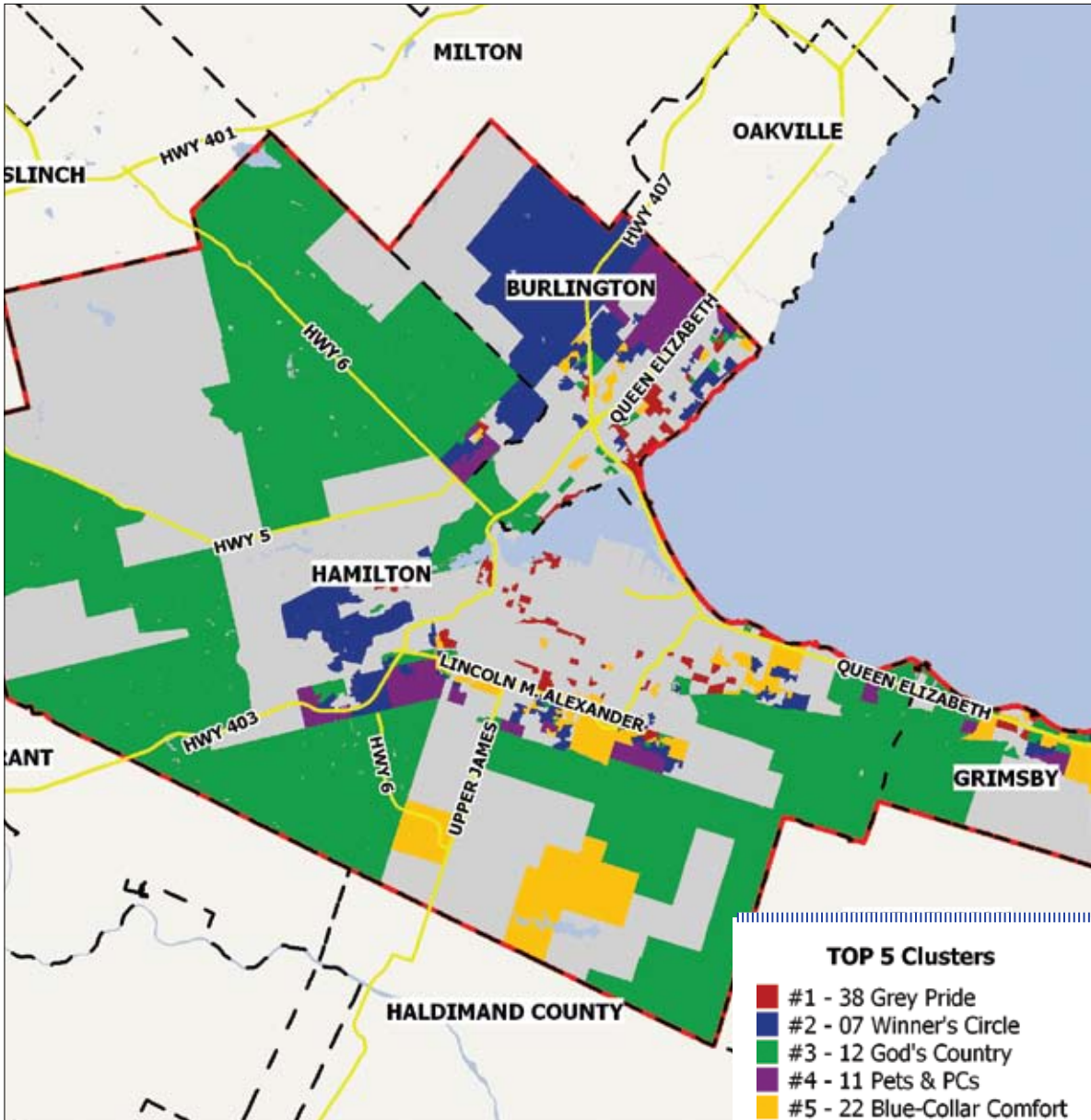
Known as the Telephone City, it was here that Alexander Graham Bell first conceived the idea for the telephone in 1874. So it seemed only fitting that our first visit to the city started with Extend Communications Inc., a teleservices and wireless supplier with clients across the United States and Canada that has been operating for over 50 years. Extend operates a call centre division, two local telephone messaging services, and a paging and wireless messaging division.

According to President Scott Lyons, operating a call centre in Brantford has had its share of challenges in the past.

"The area has historically been at a disadvantage because the Brantford switching centres didn't get the best and biggest upgrades," he says. "But things are more level now. Also, Toronto companies often like to deal with Toronto companies." A problem Extend has addressed by opening a Georgetown office to give them better access to their GTA clients.

But the advantages far outweigh the challenges, he says, citing things like palatable cost of living, a good labour pool and lower costs of doing business.

"We're able to be competitive not only when it comes to sales and the cost to our clients but we're also able to compete in



terms of wages with most larger centres. That combined with the more low key lifestyle here makes people want to work in Brantford."

About 80 per cent of Extend's business is local but they also have many clients in the GTA real estate market, handling about 20,000 calls a month for this sector.

"We cover all sectors," says Lyons,"because by covering a lot of verticals we make sure that we're always busy at something."

For Distributech Inc., one of Canada's leading integrated fulfillment and document management companies, the majority of clients come from outside the

Source: Environics Analytics 2010, PRIZM C2

Brantford area but having their main office in this city gives them access to a large, qualified labour pool.

"There are really great quality people in the area so hiring is never a problem for

Fast Facts



Burlington

- ▶ The City of Burlington is the largest of four municipalities in the Region of Halton.
- ▶ Burlington is located in an area known as the Golden Horseshoe, the largest consumer and industrial market in Canada.
- ▶ Of the total population of Burlington, 88,337 are male and 93,668 are female (source: Pitney Bowes Business Insight)
- ▶ Burlington boasts an educated workforce, with more than 88% of residents over 25 holding a certificate, diploma or degree (source: Pitney Bowes Business Insight)



Brantford

- ▶ Brantford is strategically located in the heartland of North America's most concentrated industrial and consumer market. Less than one hour from Toronto - the 5th largest urban concentration in North America, it is also within close proximity (110km/70miles) to the Canada- United States border crossing at Niagara Falls.
- ▶ Brantford is also a designated growth area within the province of Ontario; with 500 industries, the community and local governments are known for being business friendly.
- ▶ The continued expansion and development of the community's three post-secondary institutions ensures that the future labour pool of Brantford will only get stronger as more graduates will enter the local labour force in the years ahead.



Oakville

- ▶ The Town of Oakville's Economic Development Strategy won the EDAC/RBC Financial Group Economic Development Achievement of the Year award from the Economic Developers Association of Canada (EDAC) at their annual conference in Vancouver, British Columbia
- ▶ Oakville is home to 260 national and international corporate headquarters
- ▶ Oakville's Top 100 Employers & Top Employers by Industry includes companies from the automotive, manufacturing, pharmaceutical, ICT, professional service, and construction industries. Over 19,000 are employed by Oakville's Top 100 Employers.

us," says Robin Taylor, Direct Marketing Manager for Distributech. "And although some clients see our location as an obstacle, we also have a GTA facility that allows us to provide quick turn around for our Toronto clients so then geography really becomes a non-issue."

Both Lyons and Taylor note that there is not a lot of competition in Brantford for DM vendors, meaning there's plenty of work to go around.

Oakville

Our final stop of the day was the Town of Oakville. A 30-minute drive from downtown Toronto, and an hour's drive from the U.S. border, this thriving municipality of about 165,000 residents provides all the advantages of a well-served urban centre, while also maintaining its small-town ambiance.

Oakville's strong and diversified economic base offers an excellent location for both new and expanding businesses. Currently, over 260 national and international corporate headquarters represent automotive, technology, business service, aerospace, pharmaceutical and tourism sectors. The average household income in Oakville is estimated at \$89,000, about \$25,000 more than comparable GTA figures.

"It's small town living but still close to the city," says Annette Balgord, Principal

at Balgord Software Solutions, a software consulting firm specializing in helping small to mid-sized companies and nonprofit organizations improve their businesses operations with accounting, customer relationship management, and fundraising software solutions.

"We have good access to everything, including major highways and a strong labour pool."

Local clients for Balgord include such names as the Bruce Trail Conservancy, Halton Family Services, Dairy Farmers of Ontario and a number community health centres and faith-based organizations.

But as the NFP sector in Oakville and surrounding area begins to drop off, Balgord has begun to look farther afield for new business. And having an Oakville address has proven to be no deterrent to new clients, especially since new technology has allowed Balgord to offer remote support.

"In the last three years these new tools have meant we're able to branch out and acquire clients outside the area."

And with more than 45,000 not-for-profits currently registered in Ontario alone, there is definitely enough work out there to be found.

"This is a sector that is definitely growing," she says. "It has a lot of potential for us."



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Q&A • Jan Kestle and Steve Irvine on the new Environics Analytics-80/20 Partnership

The leaders of Environics Analytics and 80/20 Solutions discuss the value of adding customer segmentation to interactive campaigns

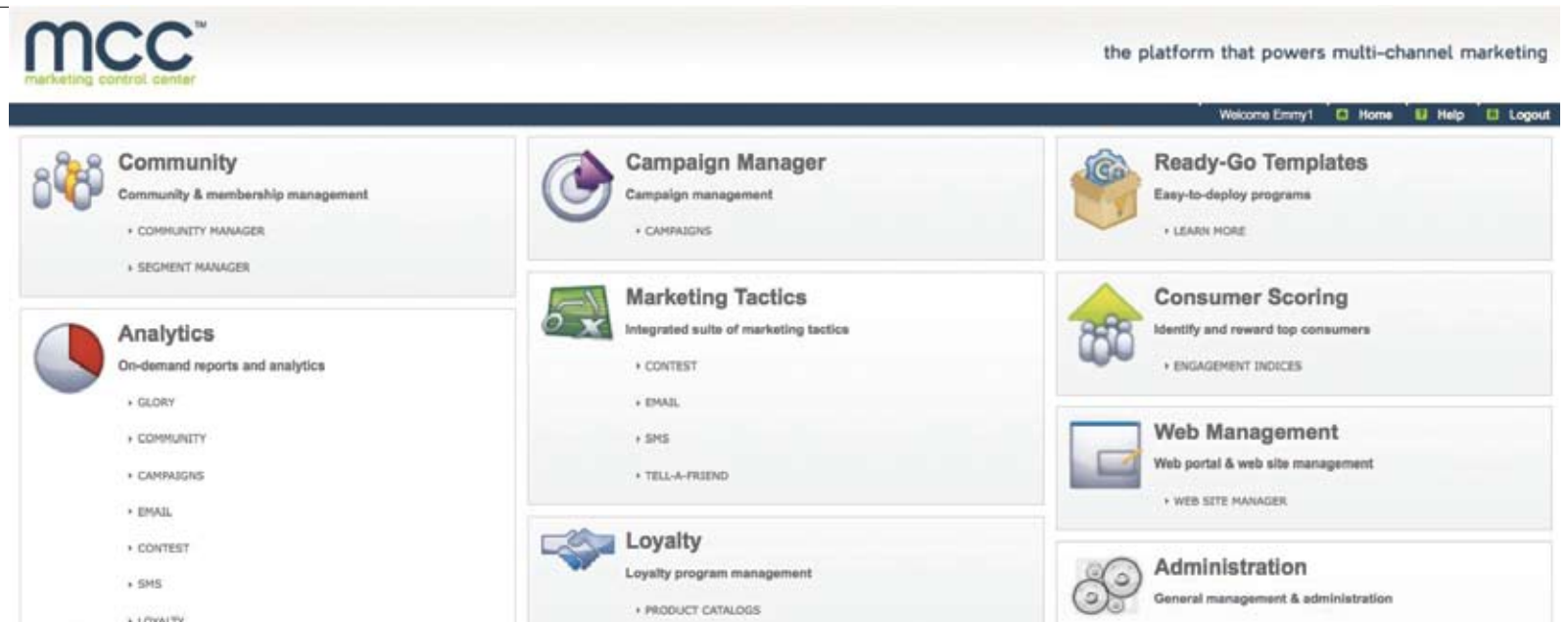
July marked a new partnership between two leading companies that promises to unite new and traditional media for the benefit of direct marketers. Environics Analytics (EA), one of the premier marketing and analytical services companies, has partnered with 80/20 Solutions, a leader in interactive and digital marketing campaigns. The result: direct marketers can now target their customers with PRIZM_{C2} as part of their interactive campaigns. The collaboration brings EA's popular segmentation system to 80/20's online marketing platform for highly targeted and interactive applications—such as coupons, contests, promotions and loyalty programs—delivered over mobile phones, through social networks and via standard websites. To learn more about the new partnership, **DM** recently sat down with Jan Kestle, president and founder of Environics Analytics, and Steve Irvine, president and co-founder of 80/20 Solutions.

DM: Jan, what prompted the partnership between EA and 80/20?

JK: Many of our customers have asked us how they can incorporate the consumer segmentation work we do for them into their digital marketing campaigns. While understanding customers remains key to successful marketing, we realized that we also needed a mechanism to help our clients reach customers through new media channels.

EA helps marketers by taking data from their CRM, loyalty programs, point of sale and credit card transactions and integrating it with our databases for marketing and location intelligence purposes. We profile our clients' customers across the 66 lifestyle types of our PRIZM_{C2} segmentation system, determine the best customers and then divide them into custom target groups. We'll then image those segments to understand who they are, where they live, what they do and buy and what motivates them.

This gets us to the first two dimensions of what we think is important in this most complex marketing environment: identifying key segments of customers and understanding what they do. But two other important parts of the equation are determining how to speak to them and what channels to use to reach them. When we first developed PRIZM for the Canadian marketplace, we pioneered the integration of psychographics into a geo-based segmentation tool. Marketers now had the research basis for creating different messages for different segments based on Environics Research's Social Values. This has been successfully used by a number of our customers, but is even more relevant now because, with digital marketing, it is much easier to execute. And through PRIZM_{C2}, we can determine which segments are more likely to respond to digital programs..



Digital marketing gives our clients the opportunity to customize offers and creatives based on the imaging that we've done for their PRIZM_{C2} segments, and 80/20 offers them unique approaches to reach target groups online, create communities of interest and manage interactive campaigns.

DM: What impressed you about 80/20 Solutions?

JK: Their technology, the Intelligent Campaign Management Platform, is truly impressive. It lets clients get to know their customers, organize campaigns on the fly, segment customers, score them and generate real-time reporting. It offers a variety of digital and social marketing tactics like email, contests, loyalty programs, online surveys and so on. We think that, together, we can help clients learn more about their customers with some very sophisticated tools while leveraging investments they've already made with PRIZM_{C2}.

We recently launched Envision, which allows our customers to access our data and conduct segmentation analysis in a web-based tool. It's been extremely well received and we have over 100 users. So we were excited about the opportunity to link our micromarketing engine in Envision with a digital marketing solution that includes campaign management, viral marketing, loyalty programs and contests.

But I think what made the partnership most attractive about 80/20 Solutions is that their software design reflects a marketers' point of view. That's what really drove us to moving to a closer relationship with the company. While data quality and good technology are of utmost importance, marketers need solutions that help them address real-world business problems using best techniques. They want results. We think the two systems together deliver just that.

DM: Steve, take me through a case study so our readers have a better idea of how an 80/20 solution works.

SI: In 2006, Pepsi had an interesting challenge because it has a really decentralized retail channel. Marketers knew how many cases they were selling but not who was buying and what was motivating the purchase. So we set up a program with them and their agency called Pepsi Access, and it became one of the largest digital marketing campaigns ever run in Canada. They put 400 million unique PIN codes under the bottle caps of Pepsi products. Consumers could text the code or go online and register it for points redeemable for contest ballots, coupons, music downloads, ringtones and other prizes. The campaign integrated multiple tactics, including a website where people could go online and manage their points and interact with the musical artist of the month. There were some targeted emails, coupons and a mobile component where people could enter their PINs at the stores—a lot of digital tactics the client wanted to tie in to enhance the customer experience. And all those executions were managed in one central source on our platform.

DM: That sounds cool for Pepsi's customers, but what did Pepsi's managers get from using the technology?

SI: The platform not only allowed Pepsi marketers to create the goals for the campaign, but it also allowed them to execute the campaign and manage the relationships with their customers at the same spot. They could measure the marketing performance in real time to see how well the campaign was doing, how many people were opening emails and entering contests, how many points were being accumulated and how many were being spent. And they could view them at the customer level. They were soon building one-to-one relationships with individual customers despite the fact that they were basically speaking to millions of people at the same time. The real value of the campaign was that marketers could optimize it on the fly. They could look at the data, analyze it in real time and see that this email or creative wasn't doing well for

a segment—and then they could change it to get better results. So even if they were off in some of the elements initially, they could easily adjust the plan to be successful in the end.

DM: Was the marketing campaign successful?

SI: On many levels. When Pepsi first considered setting up this campaign, it was estimated to take 18 months from initial conception to going live in the marketplace, and the program would need five technical vendors to execute. But with our platform, they got the plan to market within one week—a 99 percent time saving—and achieved fantastic results. Pepsi was able to get over 500,000 customers acquired for its database within the first ten weeks alone. In Canada, that's probably some of the best results we've seen given the size of the country. Pepsi also acquired on average 12 new data points about its customers. Because each PIN number was unique, Pepsi could attach it to a product so that marketers could see that Steve went online and bought a one-litre bottle of Diet Pepsi in Sherbrooke, Quebec. And they could use all that data to build my profile in order to target market to me more effectively. Pepsi actually saw a 75 percent increase in marketing response rates. We also saw a 98 percent retention rate of the program. A lot of that is the result of the relevant engagement with those customers across many channels.

DM: How do you see PRIZM_{C2} segments being used with 80/20's marketing platform?

JK: Let's say you're a company with environmentally friendly products and you want to acquire new members for your green database. Through EA, a PRIZM_{C2} analysis of postal codes shows that your current customers are concentrated in two key target groups who are passionate about the environment: Young Urban Elite and Young Up-and-Comers. Both are young and prefer digital communications and engagement. But when we looked at

them from a social values standpoint, they actually require different messaging and calls to action.

SI: We can create a contest for the company where donors contribute \$5 to preserve the environment for every new member that registers. The client can give away environmentally friendly prizes like a Toyota Prius or gift certificates for green-friendly products to those who tell their friends about the contest. And whenever they register for the contest, the platform will PRIZM_{C2} code them in real time and then change their marketing message based on their PRIZM_{C2} segment or target group profile. The client will be able to dynamically segment the people who are registering, score them based on their engagement and event history and then in real time see if the marketing to them is working. From a measurement standpoint, the company will be able look at database growth and split that up by PRIZM_{C2} segment or target group. And it will be able to look at the contests and email marketing campaign statistics in real time, gauge campaign ROI and goal achievement, and then look at media effectiveness—comparing one target group to the other. Finally, the company can do segmentation analysis to get a good sense of who's engaging and how can we learn from their behaviour to do better on our next campaign.

DM: Will PRIZM_{C2} be linked to any new sources of information coming from the online world?

JK: We are already working with comScore Canada Inc. to develop profiles of Internet behaviour and lifestyle information. But combining PRIZM_{C2} and the 80/20 platform will allow users to create PRIZM_{C2} profiles of their customers' online activities. And as a result of the partnership, aggregate trends of behaviour online and particularly in mobile media and social networks will all be available to our customers so that custom segments defined by PRIZM groups will now be applicable to other marketing touch points.

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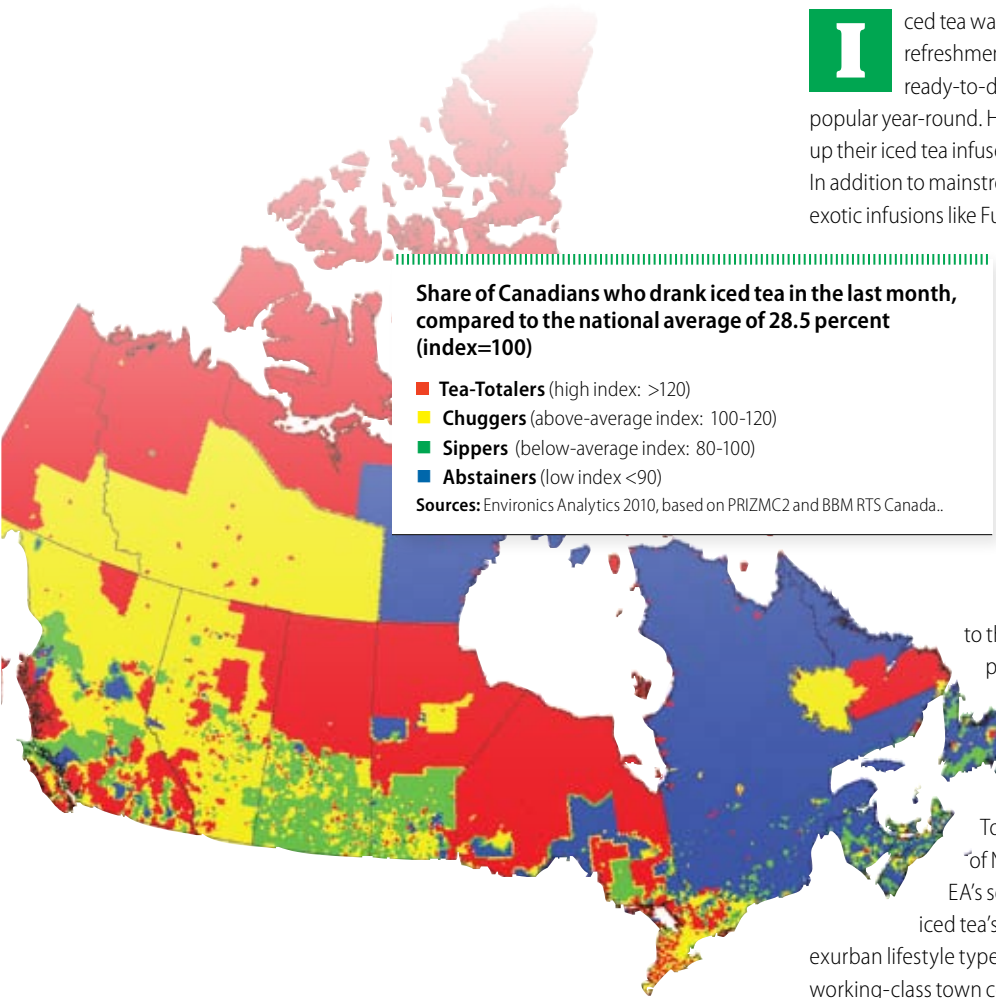
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Iced tea consumption



Iced tea was once considered a summer-time refreshment, but the recent spate of fruit-flavoured, ready-to-drink bottled teas have made the beverage popular year-round. Health-conscious Canadians can now order up their iced tea infused with vitamins, calcium and antioxidants. In addition to mainstream flavours like peach and raspberry, more exotic infusions like Fuji apple green tea and Acai blueberry red tea have hit the market. And consumers can even pick their leaf types—black, green, white or herbal. Having become one of the country’s most popular beverages, iced tea is now consumed by more than a quarter of Canadians, 28.5 percent, according to Environics Analytics (EA) and BBM RTS Canada. And research shows that the number of iced tea-lovers is continuing to grow along with the varieties available.

Canadians tend to prefer sweetened iced tea, usually flavoured with lemon, to the unsweetened kind. But other than that preference, iced tea’s popularity ranges widely across Canada’s geographic and demographic landscape. As the map indicates, iced tea fans are found from the city centers of Toronto and Vancouver to the rural areas of Nunavut and the Northwest Territories. EA’s segmentation system PRIZM_{C2} finds that iced tea’s biggest consumers are members of exurban lifestyle types such as Heartlanders (older and mature, working-class town couples), New Homesteaders (rural, midscale

couples and families) and Fields of Dreams (midscale farmers and blue-collar workers). However, plenty of iced tea guzzlers also belong to young, metro segments such as Grads & Pads (young, lower-middle-class urban singles) and Pets & PCs (large, upscale suburban families), where on-the-go consumers grab bottles of iced tea as an alternative to sodas and fruit juices.

Surveys show that iced tea drinkers as a group tend to be more athletic than the general population and engage in a number of sports where they can work up a sweat, such as jogging, swimming, basketball, hiking, aerobics and golf. They’re big on consumer electronics, exhibiting high rates for buying video equipment, MP3 players, computer software and gaming systems. And they’re energetic travelers, visiting western cities like Victoria and Banff as well as foreign destinations in Australia, the United Kingdom and Mexico. As shoppers, iced tea fans describe themselves as convenience-seeking early adopters, and what could be more convenient and cutting edge than a six-pack of cane-sweetened mango green tea?

To bolster iced tea’s share in the crowded beverage sector, marketers would be wise to use mobile media channels because iced tea aficionados are seriously plugged in. They have high rates for listening to the radio—especially stations that play country music, mainstream rock and classic hits—and they spend a lot of time on the Internet, accessing music sites, social networks and blogs with their smart phones and other mobile devices. They prefer their traditional media narrow-cast, watching Sportsnet and Food TV cable channels and reading specialty magazines like *Food and Drink* and *What’s Cooking*. Marketing research shows these consumers see themselves as active individualists engaging in the modern world—a far cry from those simple summer days that a tall glass of iced tea once evoked.

EVENTS CALENDAR

September 13-18, 2010
Toronto, ON
The Mobile Institute, a Canadian organization that supports global mobile innovation, today announced the return of MOBILEINNOVATIONWEEK, a week-long series of events that explores mobile trends and advancements from around the world. Between more than 150 mobile industry experts will present at various events around Toronto, making it one of the most significant mobile industry events globally. For more information visit <http://mobileinnovationweek.com>

October 2010
2nd Annual RAC Retail Advertising Awards, Toronto, ON
The huge success of last year’s event has expanded the Awards ceremony to include more than 200 retailers nominated in 9 categories: *Counter Service Restaurants; Full-Service Restaurants; Mass Retail Department Stores/Pharmacy/Grocery; Apparel & Fashion Retailers; Specialty Retail; Mobile Telecommunications; Gasoline & Convenience Stores; Automotive; and Banks & Financial*. In addition, the RAC Awards is introducing the “Hall of Fame Marketer Award,” recognizing one individual’s unique marketing and retail achievements in the past year. For more information visit www.raccanada.ca

November 3, 2010 Toronto, ON
NAMMU Awards
The National Association of Major Mail Users (NAMMU) has announced the 10th anniversary edition of their much-coveted awards. Eagerly awaited by agencies and clients alike, the NAMMU Awards annually celebrate excellence in marketing through the mail. NAMMU President, Kathleen Rowe, confirmed the Design Exchange as the gala Awards venue for this milestone edition, and also noted Engine Room Creative leads the strategy and design team. For more information contact Jennifer Taylor at 416-977-3703.

November 26, 2010
CMA Awards Gala, Toronto, ON
Celebrate the best in Canadian marketing at the 2010 Canadian Marketing Association Awards Gala being held at the Westin Harbour Castle in Toronto. Visit www.the-cma.org to reserve your table now.

► Continued from page 9

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Rob Gorrie is Chief Executive Officer of ADCENTRICITY, a digital out-of-home media strategy company. Find more recent white papers, concepts and practice of DOOH at www.adcentricity.com

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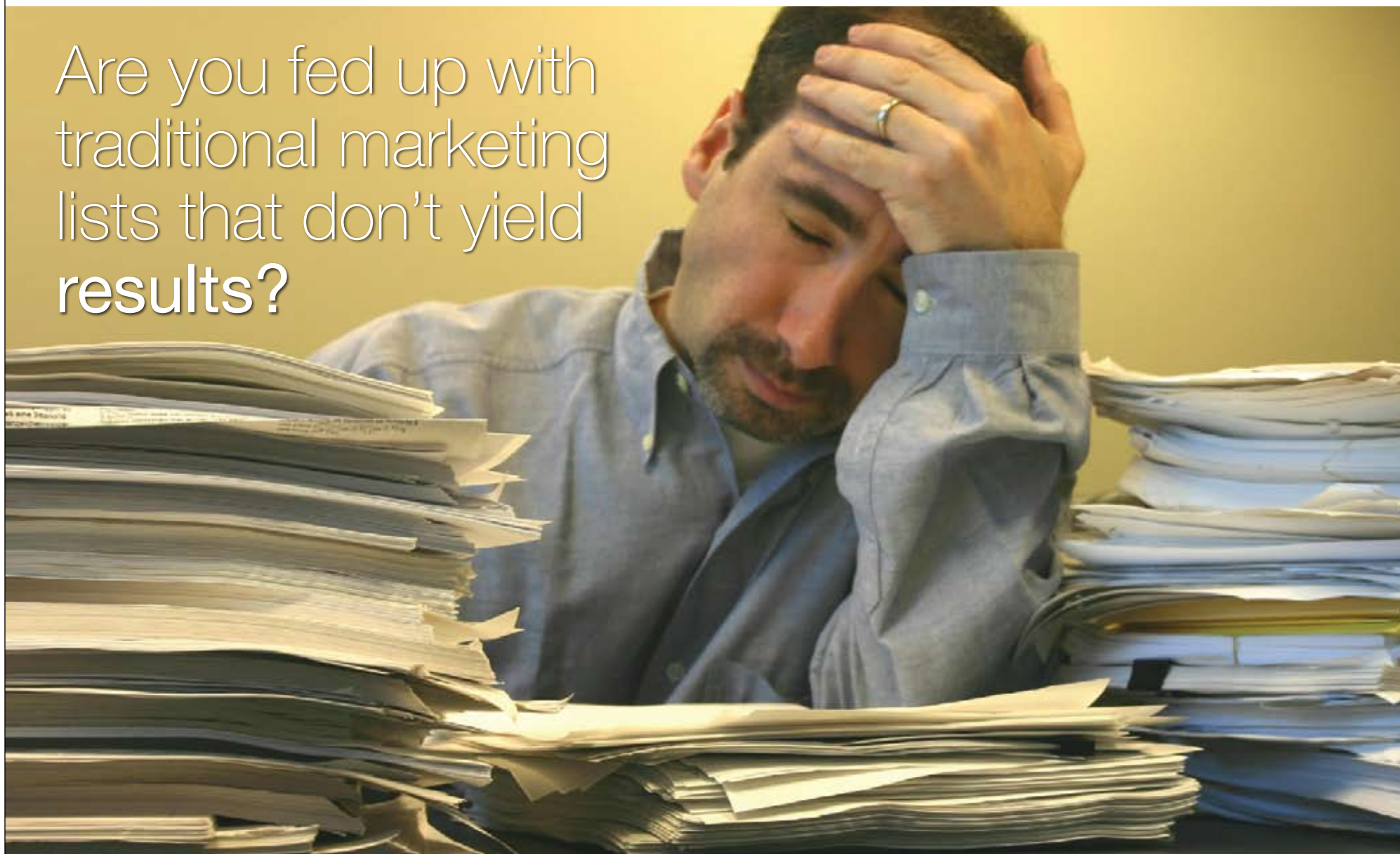
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