

IN THIS ISSUE:

Direct & Personal
ReaderForum
ListWatch
On The Fly
DM People

In Brief / Update

Click
LoyaltyLandscape
Resource Directory
In The Mail
Events

6

9

10

16

22

23



Call Centre News

News
National Do Not Call list is coming
The Strategic Reach
Poll shows strong intent to enrol in DNC list

13

13

14

15

www.dmn.ca



Tim Elmy, senior copywriter for Bos, receives gold award from presenter Moya Greene, Canada Post president and CEO. Bos and Syngenta Crop Protection Canada won gold in the direct mail B2B category.

Focus on Business Intelligence [see page 11]



DIRECT AND
PERSONAL WITH
Dean Hughes [p.3]

Taxi picks up top CMA award

TORONTO – A marketing campaign for the Reversa line of anti-aging skin cream products created by agency Taxi, Montreal, captured the Best of the Best Award at the 37th annual Canadian Marketing Association (CMA) Awards gala here last fall. It also won gold in the pharmaceutical, health care, personal care products & services category and in new media interactive, along with silver in new media, online advertising.

Developed for Dermtek Pharmaceuticals, the "Reversa See More Side Effects" campaign focused on the seductive powers and poise of women in their '40s and the insight that these same women are very sexual, concerned about looking younger and open to the idea of dating younger men. Centrepiece of the campaign was a microsite where each of Reversa's benefits was captured by a 20-something 'virtual' man who women could then control to perform a variety of tasks.

Women were driven to the site using a mix of print and point-of-sale ads. During a six-month measurement period, point of sales increased by 30 percent compared to the same period the year before and the Web site scored 895,000 visits from around the world. As well, more than 30 magazines and newspapers from across Canada covered the campaign.

In direct mail B2B agency Bos took gold for a mailing that drew busy farmers to a corn crop conference for Syngenta Crop Protection Canada [see In The Mail, page 22].

In direct mail B2C, the gold went to See TAXI PICKS UP TOP CMA AWARD, page 8

OTTAWA—Technology giant IBM Corp., Armonk, NY, has taken a huge stride into the business intelligence (BI) arena through an agreement reached last fall to acquire prominent BI software vendor Cognos Inc., based here, in a transaction priced at US\$5 billion. Subject to shareholder and regulatory approvals, the deal is expected to close in the first quarter of this year.

It's another tumultuous development in the rapidly consolidating BI field. It comes on the heels of the announced purchase of major BI player Business Objects, Paris, France, by big German software developer SAP.

The acquisition of Cognos supports IBM's Information on Demand strategy, a cross-company initiative it has been pursuing aggressively since early 2006. It combines IBM's strength in information integration, content and data management and business consulting services to unlock the business value of information.

Cognos is the 23rd IBM acquisition in support of its Information on Demand strategy. It's seen as enabling the delivery of new business insights to a broader set of people across an organization, beyond the traditional BI users. IBM says the acquisition fits squarely within both its acquisition strategy and capital allocation model.

"Customers are demanding complete solutions, not piece parts, to enable real-time decision making," says Steve Mills, senior vice-president and group executive, IBM Software Group. "IBM has been providing Business Intelligence solutions for decades. Our broad set of capabilities — from data warehousing to information integration and analytics — together with Cognos, position us well for the changing Business Intelligence and performance management industry. We chose Cognos because of its industry-leading technology that is based on open standards, which complements IBM's service oriented architecture strategy."

Following completion of the acquisition, IBM intends to integrate Cognos as a group within IBM's Information Management Software division, focused on BI and performance management. IBM also will appoint current Cognos President and CEO Rob Ashe to lead the group.

"This is an exciting combination for our customers, partners, and employees," says Ashe. "It provides us with the ability to expand our vision as the leading BI and performance management provider."

Steve Mills, senior vice-president and group executive, IBM Software Group, says IBM chose Cognos because of its industry-leading technology that is based on open standards, which complements IBM's service oriented architecture strategy.



"IBM is a perfect complement to our strategy, with minimal overlap in products, a broad range of technology synergies, and the resources, reach, and world-class services to accelerate this vision. Furthermore, this combination allows Cognos customers to leverage a broader set of solutions from IBM to advance their information management driven initiatives."

DataMirror purchase

Cognos is not the first Canadian company acquired by IBM in pursuit of its Information on Demand initiative. Its 21st acquisition to support that strategy was DataMirror, Markham, ON, last September in an all cash deal reportedly worth \$170 million.

DataMirror is a provider of technology that identifies and captures data that has been added, updated or deleted and allows delivery of the changed data in real time to

processes, applications and databases. This ensures that continuous, accurate information is available for timely decision-making. For example, with DataMirror technology, a telecommunications company's billing system data can be integrated into customer resource management systems for a near real-time view of customers.

The DataMirror acquisition furthered two key growth areas for IBM's software business—information integration and dynamic warehousing—by delivering new, real-time capabilities to each.

DataMirror had about 220 employees and more than 2,200 customers including Debenhams, FedEx Ground, First American Bank, Priority Health, Tiffany & Co., and Union Pacific Railroad. Its operations were folded into IBM's Information Management software business.

Other strategic acquisitions to advance IBM's Information on Demand initiative have included Princeton Softech (data archiving and compliance), FileNet (enterprise content management), Ascential Software (information integration), SRD (entity analytics), Trigo (product information management), DWL (customer information management) and Alphabloc (analytics).

The Cognos addition is expected to expand IBM's ability to provide customers with the right information when needed, to optimize operational performance, and to quickly respond to changing market demands. The combination of IBM's information management technology and Cognos is also seen helping organizations discover new ways to use trusted information spread across their enterprises to identify new business opportunities and reduce the expense and time required to address industry-specific business challenges.

See IBM TO ACQUIRE COGNOS, page 11

New GIS system packs data, marketing punch

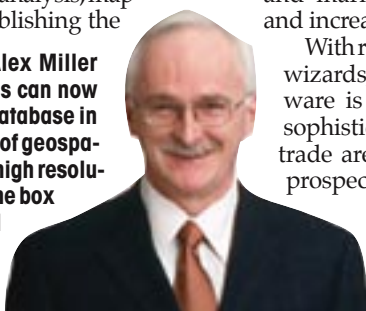
TORONTO—ESRI Canada, based here, last month released software in its geographic information system (GIS) line that is packed with data and components for marketing from a number of prominent partners. Called ArcGIS Business Analyst (BA) for Canada, the product is said to be one that can be readily applied by expert or novice GIS users including marketing analysts with little or no GIS experience.

The ability to analyze and visualize the geographic aspects of business data can reveal trends, patterns, and opportunities hidden in tabular data. By combining information such as

sales and customer data, and competitor locations, with geographic data such as demographics, territories, and store locations, ArcGIS BA for Canada promises to let users better understand their market, customers, and competition.

Performing advanced analysis, mapping, reporting, and publishing the

ESRI Canada President Alex Miller says Canadian businesses can now leverage their customer database in conjunction with a wealth of geospatial information including high resolution imagery in an out-of-the box system that can be scaled to meet the needs of any organization.



results, and readily creating complex models are among the capabilities ArcGIS BA for Canada offers in a single desktop package. The resulting data and analyses can be shared across departments, reducing redundant research and marketing, speeding analytical efforts and increasing employee efficiency.

With robust GIS functionality, user-friendly wizards, and full data complement, the software is billed as an effective approach to sophisticated demographic, drive-time, and trade area analysis, site selection, customer prospecting, and target marketing

EnviroNics Analytics partnership

The primary partner on the ESRI

See GIS SYSTEM, page 23

MCKINNON
MANAGEMENT GROUP INC.

TARGETED RECRUITING
& EXECUTIVE SEARCH

Client Side
Agency Side
Supplier Side
E-marketing

Greg McKinnon Ext. 233
tel: 416-250-6763
www.mckinnon.com

Publications Mail Agreement #40050803

An innovative idea designed to help you target customers on the move.

Presenting smartmoves™. Only from Canada Post.

To learn more visit canadapost.ca/movers

CANADA POST POSTES CANADA
From anywhere... to anyone



LOCATION INTELLIGENCE DIRECTS YOUR MARKETING

Pitney Bowes MapInfo location intelligence enables you to analyze your location-related data, make more informed direct marketing decisions, increase mailing efficiency and manage campaigns more effectively.

Enhance your competitive intelligence

Determine the profiles in your market

Target your best customers

Over 500,000 users worldwide leverage the power of Pitney Bowes MapInfo...try it for yourself and see why.

Visit www.mapinfo.com/directmarketing
to request your free information packet.



Pitney Bowes
MapInfo

Dean Hughes

The Good Samaritan

I believe that Dean Hughes lives by the words of Winston Churchill who once said, "We make a living by what we get, we make a life by what we give."



Dean Hughes is the director of direct marketing at UNICEF Canada. One thing that makes him happy is hearing stories about children who have survived, got fed or went to school because of the work done by UNICEF here and around the world.

Let's face it, we all have to cope with personal tragedies but what ultimately defines us is not what happens to us but how we react to these happenings. Dean Hughes is a perfect example.

Before Dean's father Jeff Hughes passed away in 1994, he was quite sick and was cared for by a local hospice in Warwickshire, England. As Dean recalls, "He got amazing care there and my whole family was so grateful for their help. When I found out that the place was maintained entirely by donations, I really wanted to work there and help them get those donations—I was working in market research at the time.

"So, I applied to be a 'community fundraiser' and got the job. On my first day, my boss gave me a book called 'Relationship Fundraising' by Ken Burnett. I still have no idea what that book has to do with community fundraising—it's a not-for-profit direct marketing bible.

"I loved the book and much preferred doing direct marketing to doing community fundraising. So, after I set up the hospice's direct marketing program I moved to London, England, to work with the author at his agency, Burnett Associates. Somehow, it felt like it was meant to be."

Then in February 2001 Dean moved from the U.K. to Toronto and immediately found a job with Stephen Thomas. One of his clients was UNICEF Canada. Today, Dean has moved on to the client side and is the director of direct marketing at UNICEF Canada.

Service, not servitude

"What's the difference between serving clients and being served as a client?" I asked.

"Working as an agency account person, I think you often encounter people who treat you unpleasantly. There are a few people in our business who believe that it's an agency's job to do their job for them and that the account people are slaves.

"A friend of mine in the business always used to say, 'It's client service, not client servitude.' I liked that. I told it to one of my senior clients once, albeit a client who never treated anyone badly, and she waved her hand and said, 'Tomay-to, tomah-to'. Very funny!"

Another of my questions to Dean was, "What makes you happy?"

His answer was very telling and quite precise. "It makes me happy to hear stories about kids who have survived, who get fed, or can go to school because of what we are doing at UNICEF here and around the world. There are not too many better things that you can do with your days."

Tsunami disaster

He told me that during the tsunami in 2004, "We started working on an emergency mailing immediately when we heard of the disaster

and I sent live lasers to the client for approval on the 27th of December. The copy used the current figure of people who had died—20,000. By the time the client received the fax, the toll had doubled to 40,000. In the next few days, it went much higher than that.

"When I got the call to tell me about the change, I had to take a minute. It was incredibly sobering to think that these were human lives that we were writing about—but it was also a reminder that I was being given the opportunity to actually do something about a situation that was happening right at that moment and that the whole world was watching. I think around that time, most people would have given anything to be able to help. I felt lucky to be able to do so."

Spoken like a true fundraiser, because while sudden disasters like the tsunami and hurricanes Katrina and Rita make the big headlines and get the support of millions from generous donors around the world, other tragedies continue to unfold silently every day. One child dies of malaria every 29 seconds; one person is infected with HIV every 6.4 seconds; eight million perish due to malnutrition every year. The ordinary behind-the-scenes people who work for charities recognize the ongoing need for lasting change, not just temporary relief.

"I'm very lucky to have spent all my DM career in not-for-profit direct marketing so my accomplishments are raising millions of pounds and dollars for charities. One of the charities I worked with in the UK, the Royal National Lifeboat Institution, raised so much money that they had to stop because they had too much money in reserve. There's a nice problem to have!"

"Working with UNICEF has been an amazing privilege. Over the past six years, we've increased our monthly donor file from 500 to more than 25,000 and raised more than \$100 million for children all over the world."

Marriage and cooking

Another thing that makes him happy is marriage bliss. Just over a year ago he got married to Kersti Kahar, account director for the not-for-profit agency Harvey McKinnon Associates.

And then there's the joy of cooking. A couple of years ago he enrolled at George Brown College and took courses to learn to be a chef. He found that going back to school coupled with his usual workload was just too much so had to drop out. However, he hopes he will return to it again.

And besides that, he likes to run, work out at the gym, enjoys reggae music and soccer.

Then there is the acknowledgement of important people who have helped him.

"My first account director, Vickie Kemp, taught me the business of direct marketing so I owe her a lot. Then there were Derek



Direct & personal

with Billy Sharma

President and creative director of Designers Inc., Toronto.

Humphries and David Love who were both major forces in my life. Derek was the MD at Burnett Associates who taught me that you can be successful, make the world a better place and treat everyone like a human being. David taught me that you can be successful and very well-respected, but still stay passionate and completely unconventional."

Then there is the work he does. Yet he worries about where direct marketing is headed.

"I enjoy working with non-profits and I think we mostly do really good work, but I sometimes wonder where the business is going and if I can keep up."

He worries that the speed of communication is supplanting content or thought.

"It's too easy to forward an email rather than thinking about the best way to deal with what's in it. I probably get more than 100 emails a day and it's easy to make that all you do. Thinking things through seems to be a dying art right now.

"Content seems to be secondary to spectacle, e.g. reality TV, popular music, modern films. I watched *The Godfather* recently and was amazed at how little happens in the first 45 minutes though the opening scene at the wedding is fantastic. It's all dialogue and character development. You just don't get people taking the time to do those things now.

"But I'm excited about the online medium right now. It feels like pretty much anything could happen there. The ability to react quickly to any opportunity and test and rollout in real time is exciting. Who knows where the medium

is going? It seems to change every week.

"I always think that there's more we could be doing with data. Not-for-profits don't use data anywhere near as well as our colleagues on the corporate side. I'd like to change that. There are also a lot of interesting not for profit groups springing up—small, single-focus groups that are quick moving and entrepreneurial. That could be an interesting road to take one day."

Finally, other things that cheer him up are things back home. "The fact that Manchester City is in third place in the premiere league, that's pretty great. The new Ian Brown album. Anything produced by Lee 'Scratch' Perry. The fact that Ricky Gervais and Stephen Merchant have pointed out the absurdities of office work and made the most successful comedy series ever in the process. And, of course, spending weekends relaxing with my wife!"

There is a less serious side to Dean. Before he got into fundraising, he studied biology at Manchester Metropolitan University, England, but as he put it, "I wasn't ever really cut out for dissecting stuff in the lab and eventually got thrown off the course.

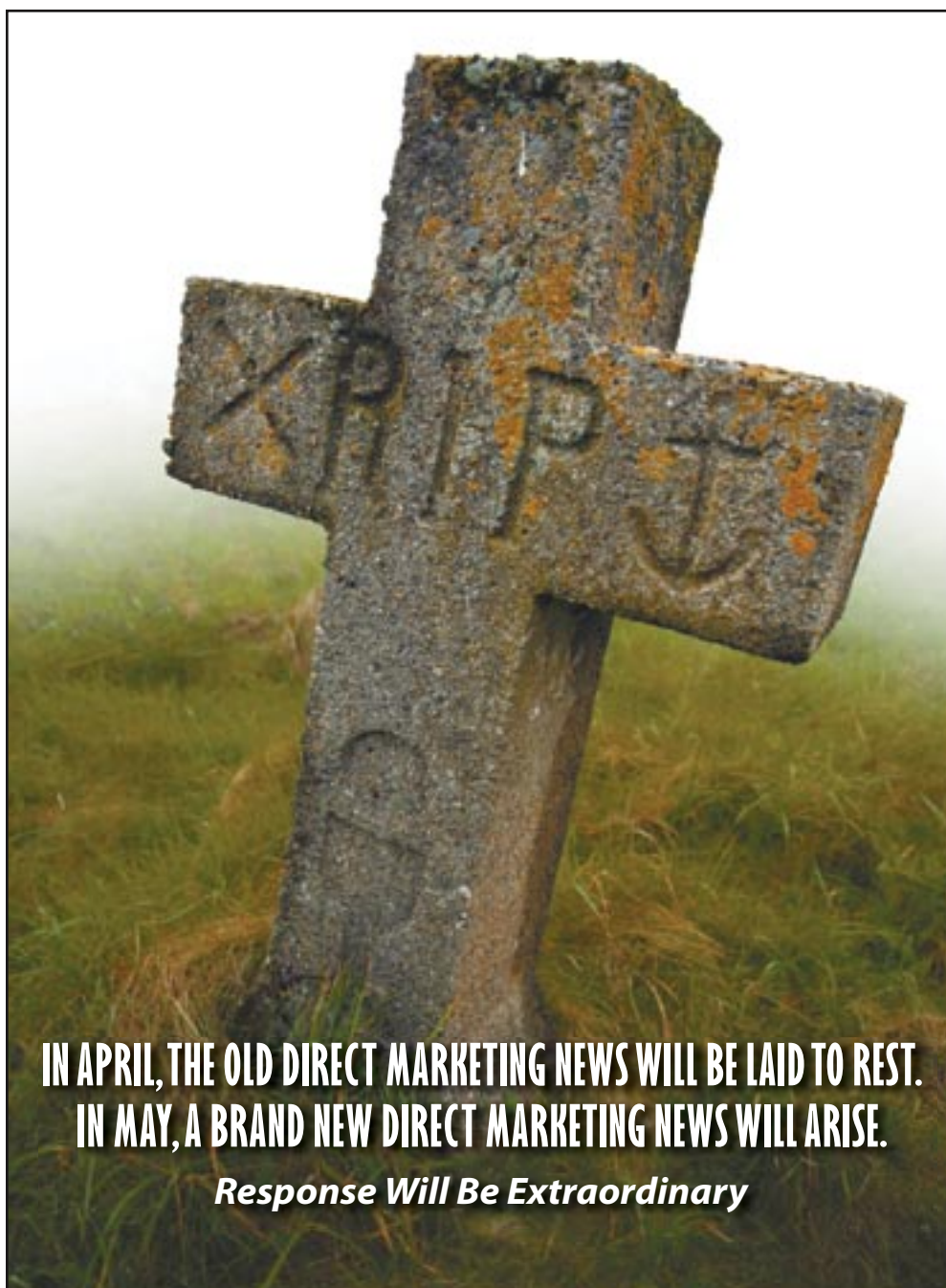
"My friends and I spent most of the time when we should have been in the lab jumping up as the elevator went down to see if we could jump higher that way. After that, I spent a couple of years as a man of leisure before going back to college to study communications and then working for a living."

Amusing events

He told me about these three funny incidents.

"In my first creative presentation to a client I went through the creative brief and then handed over to the art director who presented the creative in depth. The presentation went really well. At the agency, we had a nickname

See **DIRECT & PERSONAL**, page 4



IN APRIL, THE OLD DIRECT MARKETING NEWS WILL BE LAID TO REST.
IN MAY, A BRAND NEW DIRECT MARKETING NEWS WILL ARISE.

Response Will Be Extraordinary

ReaderFORUM

“What has been the impact on your business of the rise of the Canadian dollar and how are you handling it?”

We posed the above question to call centre service bureaus in Canada. Here are their replies.

Less U.S. market dependency was key to survival

Telacquire Marketing Group Inc. is a call centre outsourcing and marketing consulting firm, and a major supplier of business and consumer databases. When Telacquire was incorporated in January of 2002, it was a very exciting time. The company reached profitability within the first three months, largely thanks to some key U.S. clients that we managed to secure very early.

Over the next couple of years, our business development continued to focus almost exclusively on acquiring more clients from south of the border. Of course, back then the U.S. dollar was valued at more than 1.5 times its Canadian counterpart.

Because of the high exchange rate, all of our receivables were kept in their original U.S. currency and money was only converted into Canadian dollars for cash flow needs stemming from daily operating expenses. The fees that we charged our clients were entirely based upon the rates of American firms offering similar services. Whenever we outsourced to our offshore partners in countries such as India and the Philippines, the only currencies that they wanted to hear about when it came to payments were euros, British pounds, and the U.S. dollar. Well, that was then.

With each and every year in which the Canadian dollar rose, our accounts receivable diminished in value proportionately. The *exchange loss* expense account became a regular entry in our books.

For U.S. clients and prospects, our services were increasingly expensive to the extent that a number of them decided that it would be more economical to cease outsourcing altogether and run their campaigns in-house. This change in outsourcing behaviour was further supported by increases in both the Indian rupee, and the Philippine peso, relative to the U.S. dollar.

Offshore call centres now earned less for their work on behalf of American companies and some previously negotiated deals were no longer as financially attractive to maintain. As a result, we quickly diversified our business model geographically in order to survive and remain competitive.

Our services were actively marketed within Canada, and our fees were no longer tied to similar going rates in the U.S. Moreover, international clients suddenly welcomed payments in Canadian dollars with open arms. As with many other Canadian firms, we were initially too dependent on the US market and learned a valuable lesson.

So, how has the rise in the Canadian dollar affected us? Ouch!

Edward Soorany, president of Telacquire Marketing Group Inc., Vancouver, B.C.

If anything, business rose along with the Loonie

As a Canadian company dealing in Canada, we have not noticed any change or issues relating to the rise of the Canadian dollar relative to the U.S. dollar. I guess that’s a benefit of working where you live and spend your money.

If anything, our business has gotten better as the dollar got stronger. Coincidence? Probably.

Wayne Vanwyck, president of Callright Marketing Services Inc. and The Achievement Centre International, Kitchener, ON.

High Loonie will erode big job providing industry

Beautyrock is a quality focused telemarketing company with expertise in B2C sales, continuity marketing, loyalty programs, and cross sell / up-sell campaigns.

Canadian call centres serving the U.S. market and paid in U.S. dollars are being compromised by the current value of the Canadian dollar; Beautyrock is no different. Although the company focuses on providing superior value through the delivery of higher quality and better performance, the playing field is not even.

Many U.S. companies with Canadian locations are looking to migrate US work out of Canadian centres to other near-shore and off-shore locations. A Canadian dollar approaching or exceeding par will erode an industry that provides important jobs to an economy that has (and is) already facing a significant erosion of manufacturing jobs.

Continuing to tie the Canadian dollar to the U.S. currency is a dangerous practise for the service industry in Canada; and especially in the call centre sector. The options for many companies will be to explore geography and technology as a means to mitigate further exchange rate risk.

Chris Spencer, president & CEO, Beautyrock Inc., Cornwall, ON.

DIRECT & PERSONAL, Cont’d from page 3

for one of the clients and the art director had used it in the return address on all of the components – for internal fun only. Unfortunately, he forgot to delete it and the ED of the client spotted it as the creative was passed round. The art director managed to talk us out of it and neither of us got fired. I’ve never put in-jokes on anything ever since.

“Then there was a mailing we developed with UNICEF to be mailed from Vietnam to donors. The opening paragraph said ‘Greetings from Vietnam’ in Vietnamese. Or so we thought. We took the creative to final approval stage and were about to print when our Vietnam country representative asked if we were waiting for the translation and using placeholder copy. It was complete gobbledygook – one of the letters was the 2/3 symbol. That’s not a letter in any language is it? No one had actually thought to proof read it. I’d skipped over it every time I’d looked at it – thinking that someone else had checked it.

“Finally, I was once speaking at a fundraising conference a couple of years back and got asked for a photo for the program. I get bored of looking at headshots of middle-aged men in these things, so I sent a picture of Chuck Norris in a cowboy hat. They printed it in the program and I got more compliments for that than for anything work-related I’ve ever done.”

As we ended the interview, Dean commented with a sparkle in his eye, “If I ever find myself out of work, I can always sharpen my knives and chop onions for a living, I guess.”

Billy Sharma is president and creative director of Designers Inc., Toronto. He can be reached at 416.203.9787.

listWATCH

Lipenwald’s Canadian buyers are available for first time

MONROE, CT-- More than 26,000 Canadian buyers from a 12-month period are being offered by Lipenwald Inc. True North List Marketing, based here, manages the file.

Customers purchased general merchandise, including health, self-improvement, sports and children’s products. Sources include DRTV, FSIs and space advertising. This is the first time Lipenwald’s Canadian buyers have been made available. There are 16,200 six month buyers, 26,300 12 month buyers and 36,400 18 month buyers.

Among them are buyers of nursery products, clothing, health and cosmetic items such as skin cream, slimming belts, magnetic belt, power shaper, hair stop, copper bracelets, Ampli-Ear, ionic air purifier. Miscellaneous general merchandise buyers have purchased binoculars, spy scope, ice melters, watches, Soduko games, and other products.

The average age of buyers is 55. Median income is \$50,000

Base rate for the 12 month buyers is US\$95/M and for the 18 months buyers is US\$90/M. For six month buyers the rate is US\$100/M. Selects include geography and hotlines.

For more information, contact your list broker or call Lynn Starr of True North List Marketing at 203.459.4348 ext 305 or e: lynn.starr@truenorthlist.com

Curbs lifted on file of donors to Canadian Liver Foundation

TORONTO—Mail date restrictions have been lifted for the list of almost 20,000 Canadian contributors to the Canadian Liver Foundation. The Cornerstone Group of Companies, based here, manages the file.

Donations ranged from \$10 to \$250. The average contribution was \$30. Direct mail is the source.

Base rate is \$130/M. Selects include \$20/\$50-plus donations, gender, FSA, and province.

For more information, contact your list broker or call Cornerstone at 416.932.9555 or visit www.cstonecanada.ca.

Encompass list reaches 135,000+ surveyed Cdn vacationers

TORONTO - Encompass Masterfile list reaches 135,226 Canadian vacationers who have completed a travel survey at the end of their vacation. Resolve Corporation, based here, exclusively manages this list.

Responders are known travellers to Europe, sun destinations and/or cruise vacationers. This is a list of direct mail travel survey responders.

Base rate is \$160/M. Selections available are age, gender, province, FSA’s, credit card holders, household income, computer/electronics, donors, collectibles, married, single and employment.

For more information, contact your list broker or call Jacqueline Collymore of Resolve Corporation at 416.503.4000 ext 2275 or email list.management@resolve.com.

Marquis Who’s Who offers international email addresses

NEW PROVIDENCE, NJ—More than 59,000 people from outside the U.S. are listed on an international email addresses file from Marquis Who’s Who LLC, based here. A corresponding list of U.S. email addresses has been on the market for some time.

These are professionals with an average age of 60 who regularly respond to mailings in English to update their biographical information. Some are said to have made purchases averaging US\$300.

The largest counts are for Japan and India, followed by England, Germany and South Korea. Selects include hotlines buyers/ responders, occupation, gender, decade of birth, marital status, presence of children, province/ country.

Base rate is US\$300/M.

For more information, contact your list broker or call Michael Noerr of Marquis Who’s Who at 908/673.1044 or email michael.noerr@marquiswhoswho.com.

Canadian masterfile among three launched by Bonnier Group

RYE, NY—Bonnier Corp is both consolidating management of its file portfolio handled by Lake Group Media, based here, and launching new masterfiles. Among the latter are *New Outdoorsman*, Parenting Group and Canadian masterfiles.

Bonnier has a database with more than 12 million names including almost nine million active subscribers. Lists for 35 consumer magazines are available, such as *Baby Talk*, *Parenting*, *Popular Science* and *Outdoor Life*.

Bonnier recently bought 18 magazine titles from Time Inc., which were previously managed by Millard-Mokrynski Group Inc. Lake Group already managed a number of World Publishing magazine files, which also lately became part of Bonnier.

Base rates are US\$100/M for U.S. masterfiles and US\$105 for the Canadian masterfile.

For more information, contact your list broker or call Lenore Cunningham of Lake Group Media at 914.925.2460 or e: Lenore.cunningham@LakeGroupMedia.com

Argantael astrology buyers file consists of French Canadians

DANBURY, CT—The Argantael Canadian astrology buyers file is available. These are FRENCH speaking Canadians who spent an average of \$20 to get a letter about divine powers. Impulse Media, based here, manages the file.

The second quarter count surpassed 3,830. Three-quarters of the people are women, typically from 35 to 45 years of age.

Base rate is US\$135/M. Selects include gender.

For more information, contact your list broker or call Kristine Falconieri at 203.825.4625 or e: kfalconieri@impulsermi.com

Medical Professionals Worldwide has 1.3 million+ names

BETHESDA, MD—Physicians and other healthcare professionals are identified on Medical Professionals Worldwide, a list with more than 1.3 million names. Bethesda List Centre, based here, manages it.

These people work for hospitals, clinics, universities and in other settings. A segment with almost 1 million phone numbers is available, as are fax numbers and email addresses.

Sources include telemarketing, on-site interviews and other research. Selects span job function, specialties, country, state/SCF/ Zip.

Base rates are US\$475/M for email addresses, US\$345/M for phone and fax numbers and US\$245/M for postal file.

on the FLY...

A roundup of news & events as heard by us

Sparks continue to fly over remailers' dispute

Ancient hostilities in some parts of the world like the Balkans never seem to die. It seems similar with the not-quite-so-ancient remailers dispute despite the efforts by the federal government to restore the previous status quo of remailers with the introduction of Bill C-14 amending the Canada Post Act so that outgoing international mail deliveries would not be covered in the corporation's mail monopoly [see *DMN* December 2007 front page "Remailers get reprieve with tabling of Bill C-14."]. Sparks continue to fly over the remailers issue with the main combatants being the **Canadian Union of Postal Workers (CUPW)** and the **Canadian International Mail Association (CIMA)**, the organization formed to oppose Canada Post's attempt to drive remailers out of business. CUPW decried what it termed the proposed partial deregulation of the mailing industry. In a statement, it expressed concern it could lead to further deregulation. CUPW President **Deborah Bourque** even stated that "Large international corporations have been salivating at the thought of carving up the public postal pie for years. If passed, this bill will hand international mailers a carving knife called deregulation." CUPW and Bourque further suggest that the business lost to remailers may force layoffs and cutbacks to rural mail delivery. It's a ploy that has worked well enough to reportedly make a number of MP backbenchers representing rural ridings very unsettled about Bill C-14 even though their leaders on both sides of the House support it. In response to the Bourque tirade, CIMA issued a release charging her with "working overtime" by "misrepresenting facts and providing inaccurate information" about the international mail delivery industry. This caused Bourque to lob a retort contending she hadn't misrepresented anything. In turn, CIMA Executive Director **Gwyneth Howell** in a letter to the *National Post* defines "misrepresent" as providing information in such a way that the recipient draws incorrect conclusions. She says the information proffered by Bourque draws the conclusion that the passing of Bill C-14 would have negative impact on Canada Post, CUPW, and rural mail delivery. She then asks: How so? She notes the international mail industry has been operating in Canada for longer than 20 years, with the full knowledge of and acceptance by Canada Post. She cites an internal 1988 Canada Post publication warning that "outbound mail is not protected by exclusive privilege, which leaves this lucrative business open to a new threat -- aggressive competition from international remail companies." Howell points out that for the last 12 years or so Canada Post has returned a profit and quotes Bourque's admission to the Transport Committee last March that CUPW has not suffered any loss of membership. About 85 percent of mail sent to international destinations goes to the U.S. The *National Post* comments that even if the bill failed and remailers were put out of business Canada Post and CUPW would not benefit. For mail to the U.S., corporations would likely move the mailing operations to workers and facilities in the U.S.

E.U. lawmakers to probe Google-DoubleClick union

The European Parliament will reportedly begin hearings this month to probe issues related to the plans of search engine giant **Google** to acquire online ad network **DoubleClick** in a US\$3.1 billion deal first announced last spring. Lawmakers in the European Union are expected to hone in on personal data collection practices, privacy and how the takeover would impinge on the Internet advertising marketplace. Issues likely to be explored include data sharing, standards, competition and consumer protection. The hearings are supposed to be wrapped up by early April. It's the kind of monster deal by two mammoth companies that has made legislators and ad industry executives on both sides of the Atlantic highly apprehensive. Last summer the **Canadian Internet Policy & Public Interest Clinic** requested the Competition commissioner review the proposed merger alleging that a Google-DoubleClick union would prevent or substantially lessen competition in the online targeted advertising space by coupling Google's keyword dominance with DoubleClick's leadership in display advertisement serving and behavioural targeting [see *DMN*, September 2007, front page "Group asks Ottawa review Google-DoubleClick merger."]. Another technology giant **Microsoft** has been strongly opposing the deal all along. Recently Republican lawmakers in the U.S. House of Representatives called for congressional hearings on the proposed acquisition. A dozen of them dispatched a letter to democrat representative **Bobby Bush**, chairman of the House Subcommittee on Commerce, Trade and Consumer Protection, seeking a "rigorous examination" of the merger. "Google and DoubleClick would have one of the largest search query databases with one of the world's largest online user behavioural profile databases," the letter states. "The privacy implications of such a merger are enormous and without an in-depth examination, we and the American public will not fully understand what all of those implications may be." ... However some of the anxieties about online invasions of privacy seem to be reaching ridiculous lengths. For example, privacy advocates in the U.S. recently demanded the **Federal Trade Commission** implement a so-called do-not-track list that would let consumers opt out of online advertising delivered to them according to their Web-site behaviour. Just what the world needs, another do-not list. Each one seems to get wackier than the last. You can add it to the do not call, do not mail, do not email, do not breathe, do not pass go and do not collect \$200. How about starting a to-do list? It would be a list of all the things marketers can do without threat of fines, imprisonment or ridicule from the guardians of our privacy. It could be a very short list. ... **Stan Body** of call centre service bureau **Beautyrock Inc.** suffered a heart attack several weeks ago. Fortunately, someone was present who administered CPR immediately. The good news is that Stan is home and recovering nicely. ... The December issue of **Condé Nast's House and Garden** magazine was the last it will publish. The magazine's Web site, houseandgarden.com has also closed. ... Canadian comedian and game show host **Howie Mandel** has signed a deal with **Buy.com**, the Internet Superstore, to star in a series of ads to run during the next two years. He will also serve as a key contributor for developing Buy.com commercial concepts. ... Producers of the **ICCM Canada Exposition & Conference**, **Questex Media Group** says it does not publish attendance figures for the event. But for the last ICCM Canada show held in late October in Toronto, Questex reports pre-registration was up almost 20 percent compared to the previous year and that paid conference attendance was 55 percent higher than 2006. It says onsite attendance was very strong.

Trish Wheaton, formerly chairperson, Wunderman Canada and chief operating officer Wunderman UK, takes on the new role as **Wunderman's** first global chief marketing officer (CMO). Wheaton concludes her assignment in the UK and returns to Canada as Wunderman's first global chief marketing officer, responsible for new business and brand stewardship. Wheaton will be based in Toronto and maintains her position as chairperson of Wunderman Canada. As CMO, Wheaton reports to Wunderman vice-chairman / COO David Sable. Wheaton takes on this challenge after much success as the UK COO following her arrival there in March for Team Microsoft. She oversaw the transformation of Wunderman in the UK, which combined the creative forces of HTW with Wunderman Automotive—creating the largest data, digital and relationship marketing agency in the UK. Wunderman UK won two significant pieces of new business in the last half of last year, Orange and Land Rover CRM. Wheaton also will serve as Wunderman's brand steward and assume responsibility for the network-wide launch of *Wunderman: the Next 50 Years*, an initiative to propel the agency into the future and to commemorate the company's upcoming 50th anniversary in 2008. ... **Tournesol Advertising**, a member of Constellation Communication & Marketing, has had two important changes to its board. **John A. Stimpson**, a shareholder, was unanimously elected chairman of the board of directors. **Éric Arminjon**, a shareholder since 1991, has left the agency and his chairing duties to devote himself entirely to other projects. Stimpson worked with Coca-Cola for almost 20 years, both in North America and overseas. In 2000, he became involved with Tournesol Advertising as a shareholder and also as a consultant for the agri-foods sectors. He brings a vast experience in marketing and management to his new role at Tournesol Advertising. ... **Boutique Hotels & Resorts** of British Columbia has appointed **Ingrid Jarrett** general manager of the Okanagan's new Cove Lakeside Resort. A veteran of luxury hotels, she brings longer than 20 years experience working in various capacities in renowned hotels including The Fairmont Hotel Vancouver, The Fairmont Palliser, The Fairmont Hotel Macdonald and The Fairmont Empress. Prior to starting at The Cove Lakeside Resort, Jarrett was the redevelopment and strategic planning consultant for the Laurel Point Inn in Victoria. **Christine McLeod** has been appointed director of culture and people development. A veteran of the travel and tourism industry, she comes from Intrawest Corporation where she held the position of director of people development for the resort operation's 175-store retail division. ... Copywriter **Jarrold Banadyga** has joined the creative department of **DDB Canada**, Vancouver. He has been paired with art director Chris Moore to develop creative campaigns for various clients including Agent Provocateur, BC Hydro and Pacific Blue Cross. He worked for the past five years as a copywriter in Calgary at Venture Communications and Ogilvy & Mather. His work has been recognized by the Marketing Awards, Advertising & Design Club of Canada, Communication Arts, the Crystal Awards and the Extra Awards. His work has also been short-listed at the Cannes International Advertising Festival. ... **Sean Embury** has joined the Cossette Communication Group in Vancouver as creative director of **Fjord Interactive Marketing + Technology**, Cossette's interactive division. Working with brands like CBC, Nike, United Airlines, McDonald's and Motorola, Embury has received numerous design, interactive, and broadcast awards, including multiple Webby and Communications Arts Awards, an Art Director's Club Gold Medal, a New York Festivals Grand Award, a Canadian New Media Award, and a Gemini Award nomination. His most recent projects include Exposure, CBC Television's premiere cross-platform entertainment property in the summer of 2007, and the award winning Filmmaker-in Residence



TRISH WHEATON



JARROD BANADYGA



SEAN EMBURY



KHAI HUYNH



GERARD DOYLE



VANESSA FEHRINGER

Web site for the National Film Board of Canada... **Olive Canada Network** has added 17 employees. **Claire Anderson** has joined as account manager – Toronto. A classical studies graduate of Queen's University, she has worked for Livedeal Canada and before that with Mosaic Sales Solutions travelling Ontario on behalf of Labatt's. **Vicki Anzenavs** has been appointed to ad operations – Toronto. She comes from St Joseph Media, where she worked in the interactive / online division doing both ad trafficking and sales coordination. **Nathalie Boucher** has been named director sales and marketing, Quebec – Montreal. She most recently occupied the position of director of sales, eastern Canada, for Sympatico / MSN. **Greg Banducci** becomes strategic account executive – Toronto. He comes directly from LiveDeal Canada where he developed and honed his online sales experience. **Phil Connell** has been hired as director, corporate and strategy development – Toronto. He left a private consulting practice where he completed various projects in both the traditional and digital media space. **Gerard Doyle** joins as sales production manager – Toronto. He comes from toronto.com where he spent eight years working in several roles, including managing editor and A&E channel manager. **Vanessa Fehringer** has been appointed strategic account executive, Toronto. She was last at Microsoft Canada where she held various roles during six years starting off in XBOX marketing, operations to sales roles all the while running and owning a successful modeling / events company. **Nik Gardiner** joins ad operations – Toronto. He comes directly from LiveDeal.ca where he was introduced to the online industry. **Emie Hoshi** also joins ad operations – Toronto. She worked with the online marketing group at Loblaw's Companies. **Elise Hofer** has been named sales producer – Montreal. She originally worked in the print media area before joining Cyberpresse in 2005. **Khai Huynh** has been appointed account manager – Toronto. He comes from Rydium, where he was most recently director of ad operations. **Mona Kiriakopoulos** has been hired as sales producer – Toronto. She comes from toronto.com where she used her degrees in mass communications and sociology as an account manager, staff photographer and Web consultant during her tenure. **Andrea Lawlor** becomes sales producer – Toronto. She brings a wealth of agency expertise after three years as a digital media strategist at OMD where she managed the online buying and planning for several high profile clients including McDonald's and Ontario Tourism. **Rose Lee** has been named ad operations manager – Toronto. She worked 15 years at M2 Universal, where she spent the last five years as a digital planner / buyer serving a variety of clients such as General Motors, RBC Financial Group and Microsoft. **Donna Nguyen** has been appointed strategic account executive – Toronto. She recently joined the Olive Brand Response team after developing her knowledge and experience in online advertising at Yahoo! Canada, CTV and Rogers Sportsnet. **Theresa Smith** has been hired as strategic account executive – Toronto. A media sales professional, she has been working in the Canadian ad industry for 15 years and has been selling online advertising since 2000. **Bromley Switzer** becomes executive assistant – Toronto. She comes directly from Torstar Digital's administration team. ... **Brian Warner** has joined **Pareto Corporation** as chief operating officer. His mandate will be to ensure Pareto achieves maximum operating efficiencies and capacity utilization while at the same time maintaining and building upon its standards of excellence in service delivery. He has provided consulting services to Pareto in the past 12 months, including assisting in the October 2006 acquisition of Secom Plus and later developing an integration plan for Secom Plus and an operational effectiveness plan for the company which he will now be responsible for implementing.

inBrief

Pareto reports quarterly sales rise, profit fall

TORONTO—Marketing services firm Pareto Corporation, based here, reported revenues for the three months ending September 30, 2007, of \$14.3 million, a 39 percent increase from the same period the previous year. EBITDA (earnings before amortization, net interest and finance charges, share-based compensation, and income taxes) was \$0.6 million, down from \$0.7 million in the same quarter a year ago. Profit was \$76,000 compared to \$464,000 in the third quarter of 2006.

In the third quarter of 2007, Pareto's revenues increased \$4 million from the prior year primarily due to the additional revenue from SourceLink, acquired in August 2006, and Secom Plus, acquired in October 2006. Operating and administrative expenses were \$13.7 million in the quarter, an increase of 43 percent from \$9.6 million a year earlier. The increase resulted from the inclusion of the expenses in the businesses acquired in the second half of 2006 plus a change in service mix of organic revenues.

Pareto extended its contract with Aeroplan to allow its Elevate Incentives division to remain the sole distributor of Aeroplan Miles for use in sales channel and employee-based incentive programs through to the end of 2008.

Pareto reported revenue of \$24.3 million in its second fiscal quarter ending June 30, up 87 percent from the \$13 million posted in the same quarter a year earlier. Profit was \$1.3 million, a 78 percent rise from \$713,000 in the second quarter of 2006. It was the largest quarterly gain in the company's history in both revenue and net earnings

MBNA will issue new Futura Rewards MasterCard

TORONTO, ON—Formerly KidsFutures, The Futura Loyalty Group Inc. here has entered into an agreement with MBNA Canada Bank to issue the new Futura Rewards MasterCard credit card. The launch is planned to coincide with the wind down of the Citi KidsFutures MasterCard.

Cardholders will earn up to two percent in Futura Rewards on all eligible net retail purchases up to an annual maximum of \$750. Futura Rewards can be earned in numerous ways as part of the Futura Rewards Program where cash equivalent rewards are directed to various financial savings goals including education savings, retirement savings and reducing student debt.

All or a portion of a member's rewards can also be donated to charitable organizations, schools, sporting associations or community groups. The card will be available for no annual service fee and multiple cards can be issued to family members on the same account, thus enabling faster collection of rewards that can be applied to one or many financial savings goals.

McKelvey creates English version of AgentSolo.com

MONTREAL--AgentSolo.com, the Quebec Web service that connects freelance professionals with contractors, has been so successful in French Canada that its managers decided to launch an English version of the Web site. To do this, AgentSolo.com called upon the expertise of one of its own members, McKelvey Communications. The AgentSolo.com team used its own Web site to find the right translator.

During the past 10 years, McKelvey Communications has grown from a small, individually owned and operated company to a mid-sized translation agency. It employs a highly qualified team of certified French, English and Spanish translators, and supplies translation, writing and editing services to businesses.

Quebecor suffers bigger tumble in second quarter

MONTREAL--Quebecor World Inc, based here, reported a net loss of \$21.1 million for the second quarter of last year, compared to a net loss of \$6.5 million for the same period a year earlier. In a statement, the big printing company blamed "temporary inefficiencies and volume reductions caused by the retooling, restructuring and press start-up activity as well as market conditions." The firm posted revenue of \$1.36 billion for the quarter ending June 30, a decline from revenue of \$1.45 billion the previous year.

UNICEF Canada chooses Rapp Collins as AOR

TORONTO – UNICEF Canada has selected Rapp Collins Canada here, a division of DDB Canada, as its agency of record for its cards and gifts program. Each year, the not-for-profit greeting card retailer's Canadian card and gift sales raise more than \$5.5 million with all net proceeds directly funding valuable UNICEF programs and initiatives.

Rapp Collins will provide consumer and business-to-business expertise to support fully integrated marketing strategies for UNICEF Canada's corporate and online retail programs. Rapp Collins has also been charged with the development of UNICEF Canada's marketing strategy, advertising, direct response, online marketing, and media, and will draw on the integrated services of its sister agencies Tribal DDB, DDB Public Relations and OMD Canada.

UNICEF works in more than 150 countries and territories to save, protect and enhance the lives of children. It supports health and nutrition, promotes quality basic education, protects children from violence, exploitation and AIDS, and is the world's largest provider of vaccines for developing nations. With six decades of on-the-ground experience, UNICEF saves and rebuilds children's lives in natural disasters and conflicts. It is funded entirely by voluntary contributions from individuals, businesses, foundations, schools, associations and governments.

Armstrong wins four gold PROMO! Awards

TORONTO-- At the recent Canadian Association of Promotional Marketing Awards (CAPMA) 2007 PROMO! Awards, marketing agency Armstrong Partnership walked away with four golds and a bronze. The PROMO! Awards recognize the most innovative and successful marketing campaigns in Canada.

The golds were: "Best Multi-Discipline Campaign" for an Orville Redenbacher's DVD promotion that placed custom DVDs featuring hit TV shows into boxes of Redenbacher's product packaging; "Best Activity Generating Brand Awareness and Trial Recruitment", for Chef Boyardee's national launch of its Minis entitled "Newk It!"; "Best Sponsorship or Tie-In Campaign" for Armstrong's "Best Impressions" program for Levi's Strauss where consumers were fitted in Levi's and photographed for a national model search; and "Most Innovative Idea or Concept" for the Dairy Farmers of Canada's "Mobiloke" campaign where innovative cell phone technology let consumers use their handheld device as a karaoke machine.

The bronze was for "Best Sponsorship or Tie-In Campaign" for the Orville Redenbacher's DVD promotion.

Media buying is subject of new college program

TORONTO-- A new advertising media management program this year from Centennial College here is billed as the first of its kind designed to create specialists in strategic media planning and buying. It is scheduled to start in the fall.

"The advertising industry is demanding that graduates be trained in research and analysis," says Colette Brochu, program coordinator. "There's so much money spent on advertising, clients want to be assured their placements are effective."

As media becomes more complex with the convergence of print, broadcast and online resources, planning media buys is an increasingly specialized skill that requires knowledge of target clients, consumer behaviour and measuring tools.

"Media is constantly evolving," says Brochu. "There are new outlets -- such as transit television and cell phone content -- that didn't even exist five years ago."

Centennial's graduate certificate program is intended for college and university grads who may have worked in the field or who have an interest in advertising. Prospective students should be detail-oriented and have a flair for numbers, Brochu says.

"You're researching media usage and audiences, so it's heavily numbers focused," she says. "You have to put those numbers into perspective to yield a better informed decision about media buys. There's an element of creative thinking involved."

"Media buying is often the most common entry-level job at advertising agencies since it is so labour intensive. For many people who want to get their foot in the door of the industry, this is the route to take."

Update

Centennial's one-year program includes a 15-week field placement arranged with the assistance of the college. Students get to work at an agency or research company doing real tasks for real clients.

Applications for the fall program are being accepted now. Centennial also offers a one-year specialty in advertising account management and a three-year postsecondary program in advertising.



Centennial College advertising students make a photo selection for an upcoming campaign. Media buying is the subject of a new post-graduate specialty program at the college starting next fall.

Corus rolls out flexible TV advertising platform

CALGARY--Corus Custom Networks, a division of Corus Entertainment Inc. here, last fall launched FLEX-Advertising; described as the first ad platform in Canada that lets clients manage changing information on their advertising creative and send it directly to broadcast. Details such as prices, dates or availability can be managed through the client extranet.

Clients log onto the Corus Custom Networks extranet, make the necessary changes to their ad and confirm their requests. Their ad is then sent to broadcast on the TV Listings Channel.

"This service has made television advertising as dynamic as Internet advertising," contends Tyler Alton, vice-president and general manager of Corus Custom Networks. "We are providing our clients with the opportunity to change their ads as often as they like allowing them to keep their marketing messages current and their customers informed."

Corus Custom Networks has a full service broadcast design team that creates ad templates for FLEX-Advertising clients. Clients select the information on their ad template that is subject to change.

A finalized template is then located on clients' extranets where they can update the ads as often as they wish. All changes completed on the extranet are reflected on their broadcast ad within one business day.

The TV Listings Channel plays uninterrupted channel guide information 24/7. The split screen broadcast format allows advertisers to

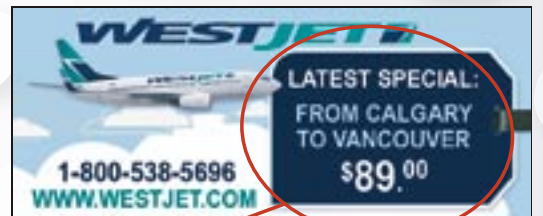
run 15, 30, 60, or 90 second commercials on the top half of the screen while the channel guide appears at the bottom. The channel reaches more than 1.8 million viewers each week in excess of 80 markets across B.C., Alberta, Saskatchewan, Manitoba and Ontario.

As operator of the Broadcast News Channel, the TV Listings Channel and a Longform Advertising Channel, Corus Custom Networks offers long and short form advertising complemented by an in-house production team. It also provides digital signage and advertising on demand, which give clients access to an even broader spectrum of advertising opportunities.

Introducing Flex-Advertising

Only On The TV Listings Channel

Unrivaled reach, frequency, targetability and affordability. Now we're adding unprecedent flexibility, giving you the power to edit your own ad and send it directly to broadcast.



What is Flex-Advertising?

Flex-Advertising gives you the power to update important information on your TV Listings Channel ad anytime. Our award-winning broadcast design team will create a customized, editable template to suit your needs. Information such as prices, dates or availability can be managed by you, internally, just by logging into our client website. Here, you will have the ability to make changes to your ad as often as you need to. The revised ad will automatically broadcast within one business day.



Now Your Marketing Message Can Be As Ever-Changing As Your Market Place!

Parts of TV ads, like this one with flight fare offer from WestJet, are changeable on FLEX-ad system. It means clients can alter information on their advertising creative and send it directly to broadcast.



Extend Your Reach with infoCANADA®.

The *info*CANADA® Advantage

- Segment your customers according to demographics and lifestyles
- Clean and enhance your database to reduce marketing costs
- Profile your customers so you can identify and target your prospects more accurately
- Reach over 12 million consumers nationwide with virtually unlimited selection criteria
- Engage with potential prospects from an unparalleled database of 1.5 million businesses

We offer hundreds of different demographic and lifestyle elements. Our database gives you the flexibility to choose from a wealth of individual, geographic, demographic or neighbourhood data selections. Our files are derived from Census*-based neighbourhood medians and phone directory information for the highest degree of accuracy and maximum coverage.

For almost 20 years, *info*CANADA has dedicated itself to providing businesses with the most accurate and extensive business and consumer database products available in the industry.

To see if you qualify for a List Resellers Discount:

Call Joe McCarthy, Sales Manager
Tel: (866) 562-2184
Email: Joe.McCarthy@infoCANADA.ca

National Account Sales:

Call Bruce Christie, Sales Manager
Tel: (800) 873-6183
Email: Bruce.Christie@infoCANADA.ca

***info*CANADA®**
Sales Solutions

Vancouver • Mississauga • Montreal

1290 Central Parkway West, Suite 104, Mississauga, ON L5C 4R3
infoCANADA.ca

* No confidential information about an individual, family, household, organization or business has been obtained from Statistics Canada. Information is based on neighbourhood median computer file(s) licensed from Statistics Canada. © Copyright, HER MAJESTY THE QUEEN IN RIGHT OF CANADA, as represented by the Minister of Industry, Statistics Canada 2002. infoCANADA, a division of infoUSA Inc., is an authorized user of selected Statistics Canada Computer File(s) and Distributor of derived Information Products under Licensing Agreement 6263.

81-83DM2

TAXI PICKS UP TOP CMA AWARD, Cont'd from cover

agency **Rapp Collins** for its Knorr Frozen Launch program for **Unilever Canada**. It centered on the theme that frozen doesn't have to be a bad word. "F-blank-N delicious!" was the mailer's cover message with an image of a shrimp and asparagus dish. A line told recipients to "reveal the full message, put this in your freezer." A high-tech ink activated by the cold revealed the word, frozen. Whenever the word frozen appeared, it was blanked out after the f, implying "Great, another f—blank dinner." But the mailing suggested "One taste and you'll see. Frozen doesn't have to be a bad word."

The mailing attained an average response rate of 10.2 percent far surpassing the three percent objective. The highest tier cell realized a 50.5 percent response. Half the mailing had to be held back to permit stores to cope with the demand.

Unilever Canada was back on the podium receiving gold in two other categories. It

winners for a direct mail campaign in the leisure/travel products & services category and in customer management and loyalty. The resort mailed an invitation-only New Year's Eve party to high-value customers. It looked like a typical black tie invitation, but pulled out to reveal a funky disco shirt with copy reading: "Black tie is optional. Disco shirts encouraged." Fallsview planned two drops of 5,000 each to fill the 2,500 spots available. However, the first achieved a 50 percent response rendering the second drop unnecessary.

Rogers Communications won two golds for separate campaigns. In the integrated multimedia, budget over \$1 million category, it won gold for the "Rogers Home Phone Re-launch" created by agencies **Publicis Dialog**, **Wunderman** and **MBS**. Benefits of the home phone were delivered through four everyday, recognizable characters—dad, mom, nana, and daughter. Each reflected different benefits such as value, perks, reliability and flexibility. The concept was kept consistent throughout many channels including TV,

TBWA/Toronto. To highlight its evolution to convenience retailer, Petro-Canada hosted a luncheon for executives of prominent packaged goods firms to demonstrate how changing the way they work with Petro-Canada could impact ROI. Playing on the popular CSI TV series, the package was a silver toolbox DM piece dispatched to prospective guests. It contained CSI tools like magnifying glass, flashlight and microscope. The event attracted 83 attendees, doubling the company's best-case scenario.

Telus Mobility and agency **Lift Agency** got gold in communications products & services for a "Holiday Personalized SPARK Upsell" direct mailing. During the 2006 holiday season, Telus resorted to a highly personalized DM piece to get customers to add a SPARK product bundle to their phone plan. The recipient's first name appeared on the piece's cover adorned with monkeys with mistletoes. Upon opening it, customers saw an image of their own mobile model down to the colour. Telus made sure to customize each piece by handset to avoid offering

difference investing part of it could make over 10 years. All executions drew visitors to a microsite where visitors could make mock product choices and see how much their funds grew if they made thriftier choices and invested the difference.

A **Royal Ottawa Hospital** fundraising campaign by agency **Clean Sheet Communications** won gold in fundraising, non-profit, public service. The hospital set out to raise \$10 million in a few months and change its image from a dark, sanatorium-like institution to a positive, hopeful centre for mental health. An eight week newspaper campaign included two key phrases, "Experience it" and "Intrigue." The first featured executions reflective of someone suffering from a mental health problem with copy that read: "Oh well, what does it matter if we don't raise \$10 million anyway? It was hopeless from the start." The "intrigue" part highlighted various sections of the brain including those affected by diseases like Alzheimers and broached the 'it-doesn't-affect-me' psychological barrier potential



Recipients of the CMA's honorary lifetime memberships were the emcees of CMA Awards gala. They are Bianca Barbucci, vice-president and managing director at Publicis Montreal, and Stephen Brown (second from right), senior vice-president and general manager at FUSE Marketing Group, Toronto. Making the presentations are CMA Board Chair James McPhedran (left) and CMA President and CEO John Gustavson.

won for its "Making Dove Fly-Evolution" campaign by agency **Ogilvy**. A 74-second clip "Evolution" showed how drastically a woman's appearance changed after getting a professional makeover. With the message "No wonder our perception of beauty is distorted," it was planted on YouTube and has been viewed more than 300 million times. The aim was to drive mothers and daughters to a Web site to sign up for the Dove Self-Esteem workshops and to interact with the Self-Esteem online resources. The goal was to generate double-digit Dove sales increases, which it did by 12 percent. It also got more than \$150 million of free media worldwide and won two Grand Prix awards at the Cannes Advertising Festival last year.

Ogilvy also created the gold winning Unilever campaign "Becel—Broken Escalator" in the consumer products & services category. A humorous clip showed a couple panicking on an escalator whenever it stopped with the woman calling out: "Can somebody help us?" The tagline read: "The Becel Heart Health Makeover. Some need it more than others." Consumers were invited to buy a tub of Becel margarine as a way to improve their diets and qualify for a contest that yielded 37,000 new database entries. Becel shipment sales rose more than nine percent and consumption more than 13 percent.

Fallsview Casino Resort and agency **Proximity Canada** were also multiple gold

DRTV, online and direct mail. Awareness levels of the Rogers service soared 90 percent. The DM response rate and overall sales went up 53 percent.

In the new media, email category, Rogers got gold for the "Rogers Wireless eNewsletter" program produced by Wunderman. Rogers crafted more than 20 different versions of its eNewsletter for wireless customers who were prompted to go to the preference centre and profile themselves to get the version that best suited them. Some segments saw open rates of 89 percent and clickthrough rates of 60 percent.

In automotive products & services, the gold went to **Volvo Cars of Canada** and agency **Sharpe Blackmore Euro RSCG** for the launch of Volvo C30, the company's entry into the sports hatchback field. It aimed at young, urbanites who might overlook the Volvo brand with a concept of "free will." Executions featured irreverent headlines like 'Carefully-researched male headline withdrawn' and 'Hate it? Tell us at C30.com' All channels including TV, print, and direct mail steered traffic to the Web site. An art gallery featured paintings inspired by the C30 by artists commissioned by Volvo. The company is reportedly fast closing in on its goal of securing an 11 percent share of the Canadian hatchback market.

Petro-Canada took gold in business products & services for its "CSI Meets ROI" vendor invitation campaign by agency

features the recipient's handset couldn't accommodate. It also segmented messaging and offers based on gender, age, language and geography. SPARK sales saw an average lift of 122 percent in the 30 days following the campaign or four times higher than the objective.

RBC Financial Group and agency **BBDO/Proximity Canada** captured gold in financial products & services, banking and credit products & services, for the RBC Avion Visa Card "Stubby" campaign. To raise awareness of the RBC Avion travel rewards card, the campaign tore into the competition showing a shortened, stubby plane to depict the few seats left after accounting for competitors' seating limitations and blackout dates. A full-size plane represented its own unrestricted booking capabilities. One headline read: 'Interesting how small a Boeing 777 gets when you try to redeem through other travel rewards cards.' The campaign included a 30-second TV spot and interactive FSI that let people "stretch" the Stubby visual. The program surpassed incremental target of cards issued by 37 percent.

In financial products & services, wealth management, the gold went to **Mackenzie Financial Services** and agency **Lowe Roche** for a "Burn Rate" campaign. To emphasize the advantage of mutual funds during the heavy RRSP investment period, the campaign drew attention to how fast investors burn through their discretionary income, and the

of donors. In the end, \$15 million in private donations were raised, 60 percent of which came from first time donors.

Yellow Pages Group and agency **Cossette Communications-Marketing** got gold in publishing products & services. Yellow Pages designed a campaign to promote yellowpages.ca superiority to big search engines at finding local, relevant results. It targeted the under 35 demographic and encompassed radio, TV and street level stunts. One transit ad showed a too-tight shirt almost coming unbuttoned over a too-big belly with a headline that read "www.gym near buffet.ca."

The program raised awareness up to 59 percent.

The **Nova Scotia Liquor Corporation** and agency **Resolve** took gold in the retailing, traditional category with a "Lots of Ways" campaign. It aimed its socially responsible message at the 19 to 34 age group with ads featuring Burly Joe's Piggyback Rides, Wheelbarrow Willie and Donnie's Donkeys, all carrying the tag line: "There are lots of ways to get home safely. All you need is one." The campaign included a microsite, TV, print, POS and phone number. The microsite drew three times the expected hits, 5,000 visitors entered an online contest and 3,280 people called the hotline.

Holt Renfrew and agency **Concrete**

See **TAXI PICKS UP TOP CMA AWARD**, page 10

Click!

PROFITING FROM THE ONLINE REVOLUTION

WEB MARKETING/ONLINE INTEGRATION/INTERNET INITIATIVES/E-COMMERCE TACTICS/DIGITAL TRANSACTIONS

Earth Class Mail joins Microsoft at Post Expo

Earth Class Mail lets people access their postal mail online from anywhere in the world. The Earth Class Mail service is used by businesses and individuals in more than 120 countries, similar to an online PO Box. Earth Class Mail technologies also manage standardized process mail, such as claim forms, invoices, and cheques.

BARCELONA, SPAIN--Earth Class Mail, Seattle, WA, a global service that lets posts and enterprises manage and deliver postal mail online securely, was showcased as a featured solution provider in the Microsoft exhibit at Post Expo 2007 held here in October.



"Earth Class Mail enables postal

operators to play a central role in the future of communications, which is a future bridging the physical and electronic world," says Maxim Lesur, worldwide postal industry managing director, Microsoft Corporation. "The company's technologies facilitate

Microsoft's vision of the secure digital delivery of postal mail. The savings in time, money, and to our environment are significant and allow the business models to evolve to a receiver-pays model."

Other participants within the Microsoft exhibit included Accenture, Correos, Iconics, Quintiq, CSS and Poste Italiane.

Nearly 200 exhibitors from at least 90 countries and more than 4,000 people attended the three-day 11th International Postal Technology Exhibition and Congress.

"We showed postal operators new technologies to help them transition from expensive logistics in the service of declining markets to the Internet era, where they can not only survive but prosper by offering 'inside the envelope' services, such as scanning content, and by competing with online giants for advertising dollars," says Ron Wiener, CEO of Earth Class Mail Corporation. "With the new Microsoft .Net-based platform we unveiled in Barcelona, we are able to scale our existing service for use by posts and enterprises alike, and to integrate with key software applications for ease of use.

"Our ultimate goal is to help postal operators earn more revenue from advertisers and the first-ever revenue from mail recipients."

Benefits to enterprise clients using the service today include increased mobility for travelling employees; facilitation of the remote worker or "hoteling" trend that reduces real estate, construction and leasing costs; and lifetime document management savings resulting from early digitization of expensive-to-manage paper.

The company's Megasorter sortation system is an addition to the Earth Class Mail Web services platform. It claims to let posts sort at far less cost than existing sortation systems, and to store and retrieve mail recipients' postal mail for all operations. The Megasorter can also be used independently as a 21st-century improvement to current mail sorter technology, allowing postal operators to compete nationally and even internationally by reducing sortation labour costs 70 percent.

Earth Class Mail is available as an outsourced service or as a software-as-a-service platform that can be licensed by posts and large enterprises. Both sides of incoming envelopes are presented securely via the Internet in high-resolution colour. The customer then chooses whether to have each piece of mail securely opened and scanned, shredded, recycled, transferred elsewhere, or forward-shipped.

Government studies are said to have shown that less than 20 percent of postal mail gets recycled. Earth Class Mail customers are already recycling 94 percent of their mail, according to the company.

Quattro, Playboy put playmates in pockets

WALTHAM, MA.-- Playboy.com, a men's lifestyle and entertainment Web site, has partnered with Quattro Wireless, based here, to bring the Playboy.com experience to the mobile consumer.

Using Quattro's GetMobile platform, Playboy.com offers access to the world of Playboy in a mobile-friendly format, combining its compelling lifestyle content with targeted, relevant advertisements from premium sponsors such as AXE Vice body spray and Sony Pictures Home Entertainment.

Wherever they are, Playboy enthusiasts are said to be able to browse sexy, non-nude photos of their favourite Playboy models and get to know turn-ons and turn-offs in their personal interviews. Readers can get questions answered by the Playboy Advisor, Playboy's solutions to vexing problems. They can also access reviews of music, games, and books from their mobile phone. For those looking for a laugh, the Playboy Joke of the Day serves up irreverent humour with a sexy twist.

All Playboy's content was adapted by Quattro using its GetMobile Platform, ensuring that must-have content is kept fresh and in sync with the wired Web version. In addition, as part of its services, Quattro Wireless generates incremental revenues for Playboy by selling and serving rich advertising matched to the interests of Playboy.com's audience.

"Playboy is one of the world's most recognized brands and, as our customers increasingly

turn to their mobile devices for content, we now can reach them whenever and wherever they are," says Chris Petrovic, vice-president of Digital Media for Playboy Media Group. "Quattro enables Playboy to extend its reach into the mobile Internet while maintaining brand consistency with our wired Web site and print publication."

"Playboy is always on the forefront of technological innovation, and they realize the

mobile Internet is an important, growing channel to reach their consumers," says Lars Albright, vice-president of business development for Quattro Wireless. "By combining their high calibre lifestyle content with relevant ad inventory via the mobile Internet, Playboy continues to blaze a trail into new media, extending its brand recognition and leadership position to a new generation of mobile-savvy consumers."

Quattro Wireless brings publishers, advertisers, and wireless operators together to embrace the mobile Web. The company matches global advertisers with its network of exclusive publisher inventory. Through its GetMobile platform, Quattro empowers advertisers and publishers to quickly build, manage and extend their brand to the mobile channel.

The GetMobile platform lets cell phone users learn more about their favourite Playboy models, get advice from the Playboy advisor or tune into movies like Rush Hour 3.



ENVIRONICS ANALYTICS

The intelligent choice for business intelligence.

$$I = \frac{n \sum_{i=1}^n \sum_{j=1}^n W_{ij} (x_i - \bar{x})(x_j - \bar{x})}{\sum_{i=1}^n \sum_{j=1}^n W_{ij} \times \sum_{i=1}^n (x_i - \bar{x})^2}$$

Our customized solutions keep you in the know:

- ☒ Sophisticated data mining
- ☒ Predictive site models
- ☒ Detailed profiles of your best customers
- ☒ Targeted marketing campaigns

When off-the shelf software just won't do, turn to the industry's most experienced team of modellers, statisticians and geographers. We help businesses in every industry turn data into intelligence.

www.environicsanalytics.ca
1-888-339-3304





LoyaltyLandscape

with Rick Ferguson

COLLOQUIY Editorial Director

The yin and yang of loyalty marketing

In this column we explore the yin of value propositions in the form of hard benefits. In the next column we'll take a look at the yang of soft benefits or the recognition that complements the rewards

In our previous discussions about loyalty marketing, we talked about defining our terms and the importance of identifying all of your customers through your loyalty program, regardless of their tender type. This month, we'll look at the yin and yang of loyalty marketing: hard and soft benefits.

Once you've decided to collect and use customer data in your marketing efforts, how do you encourage customers to raise their hands and ask to be identified through your program? After all, you have to put something on the table of value to consumers, or your loyalty program won't pierce the marketing noise that bombards all of us, every day.

The essential core of all loyalty-marketing efforts is the *value proposition*. Loyalty is symbiotic, rather than parasitic; simply put, there has to be something in it for both you and your customers, or it won't work. You ask customers to raise their hands, and in exchange for doing so, you give them something of value: points, miles, cash back, discounts, special services, access and privileges. If enough good customers bite, then you're in business.

Separate, equal needs

Value propositions can take many forms, but for our purposes, we'll stick to hard and soft benefits. To effectively market to best customers, your program must appeal to two separate but equal customer needs: their need to receive economic reward ("I'm getting my money's worth") and their need for special recognition ("They know I'm important"). That half of the value proposition that delivers direct economic benefit to customers we call *hard benefits*, while the half that delivers recognition and special privilege we call *soft benefits*. To be successful, your loyalty program must deliver targeted applications of reward and recognition to those customers with the most actual and potential value.

Hard benefits are the meat of the value exchange. They make a statement to members—transact with me, and you'll get your money's worth. Most importantly, customers perceive them as free—and all customers like freebies.

You can deliver hard benefits in a variety of ways. Some programs use a promotional currency such as points or miles; others may deliver gift vouchers or other rewards. Each time members transact, they accrue value in the program via a scorekeeping method.

The most basic form of hard benefit accrual is the punch card. Punch cards are fast, easy and cheap. Buy six car washes, and get the next car wash free. When your Coffee Club card is full of holes, you earn a free cup of coffee.

These programs, aimed at a single aspect of behavioural change, are more properly termed *frequency* programs, rather than loyalty programs. They seek only to increase the frequency with which customers transact with you. They're simple and inexpensive to implement, but they help you learn nothing about your customers.

Promotional currency

The use of promotional currency offers a more sophisticated approach to the hard benefit equation. Regardless of what you call it or how members earn it, promotional currency accrues to member accounts each time they transact.

The program rules set the rate of accrual. Once members accrue enough currency, they can redeem the currency for a stated benefit. To the member, the redemption event is free.

While frequency is still an important metric of accrual programs, this method is much more fluid and more effective than punch cards at building retention, increasing yield across a variety of transactional variables and establishing long-term relationships with your customers. Members can obtain instant gratification or save up their currency to earn more compelling, experiential rewards—you can earn those free cups of coffee every week, or you can save up for that dinner at a swank local restaurant.

The downside, of course, is that the accrued currency represents a liability to the enterprise. Essentially, you're setting aside a specific amount of money that translates to the benefit cost for which members will eventually redeem.

The accrual account represents your implied promise that the benefit will be available to members once they've reached the required threshold. Accrual programs are also much more expensive to launch and operate—you need identification devices, POS systems, loyalty rules engines, databases and reward fulfillment mechanisms, and they all must work flawlessly.

Note that, while all hard benefits are economic, not all economic benefits are hard. Discounts, for example, may seem like hard benefits—10 percent off anything in the store is an economic benefit, isn't it? But to earn the discount, the customer must first spend out of pocket—which means it's not so free after all.

Discounts are not hard benefits—it's a subtle distinction, but an important one. Many marketers argue that discounts are an ideal approach to rewarding best customers: they're cheap and require virtually no systems, rules, infrastructure or training in order to implement. If you count yourself among this group, then stop reading this column.

Again, discounts are *not* hard benefits. They are a form of privilege or special treatment offered to members in return for purchases—which makes them *soft* benefits. They can be valuable tools when reserved for the right customer segments—but they are no substitute for hard economic rewards.

Discount follies

What's more, building your customer strategy around discounts results in an unsustainable value proposition. Here's what happens when you rely solely on discounts:

- Your margins erode.
- All customers, not just your best ones, will seek the discounts.
- Customers will perceive your price points at the discounted rate, not the retail rate, and they'll quickly determine that the discounted rate is truly the going rate for your goods or services.
- They'll also suspect that you inflated your retail prices to cover the discount, thereby ending at your preferred price point anyway.
- Customers will wait you out. After all, marketers have trained an entire generation of consumers to know that 10 percent off will soon be followed by 20 percent off. Why buy now?
- Your competitors will match your discount, thereby offering you no sustainable competitive advantage. You have just raised the cost of doing business.
- Worse yet, your competitors will beat your discount, thereby forcing you to either lose business or match or exceed their offer. One-upping is a dangerous game. It leads to an eventual death spiral of continually lower price points until everybody is losing money.

We've all seen this death spiral before—remember what happened to long distance phone service in the 1990s? That's why a sustainable value proposition includes hard economic benefits targeted to select groups of customers. It encourages customers to think about other aspects of your brand besides your prices.

Now that we've explored the yin of value propositions, next month we'll take a look at the yang of soft benefits—the recognition that complements the rewards.

Rick Ferguson is the editorial director of COLLOQUIY, provider of loyalty marketing publishing, research, educational and consulting services. He can be reached by email at info@colloquy.com.

TAXI PICKS UP TOP CMA AWARD

Cont'd from Page 8

Design Communications secured gold in the retailing, catalogue category for the Holts Spring 2007 catalogue. With almost 200 pages, the catalogue contained fashion notes, expert tips, flashy photography and

ated 76.7 percent more applications submitted and a 31.4 percent increase in active GE Money brokers

Perfetti Van Melle and agency **Blitz Direct Data & Promotion** struck gold in creative, budget over \$100,000 for the Mentos Gum launch. A creative concept was devised around the gum's round shape, a



Audrey Lefebvre of Taxi Montreal receives best-of-the-best award from CMA Board Chair James McPhedran while CMA President and CEO John Gustavson looks on. Taxi and Dermtek Pharmaceuticals took top honours for the "See More Side Effects" campaign for the Reversa line of anti-aging skin cream.

big-name ads, all reflecting the retailers fashion and leadership position. It also promoted the opening of a Vancouver store. Response was up 14 percent from the previous year's catalogue.

Gold in integrated multimedia, budget under \$1 million, went to a Vancouver organization called **A Community That Cares** and agency **DDB Canada** for a "Youth Against Gang Violence" campaign. It set out to debunk the myth that gang life is the good life. All executions drove traffic to stayout.ca where gang life was compared to a fatal disease with the slogan "Gang Life Kills." A 30-second spot that ran on TV, cinema and sites like YouTube played on the infection theme. Bullet casings engraved with stayout.ca were scattered around the city and sent to media outlets. The campaign scored more than seven million total impressions, 441 for each dollar spent, and drew all kinds of media coverage.

Conagra Foods Canada and agency **Armstrong Partnership** captured gold in sales promotion, consumer promotion, for the Orville Redenbacher's DVD promotion. The company partnered with Universal to create three customized DVDs, each featuring five episodes of current and classic TV shows grouped together by genre—action, comedy and drama. Traffic was driven to Universal's udvd.ca where people could enter to win a cash prize, learn more about Orville products or the featured TV shows. Product shipments were 84 percent higher than the objective.

GE Money and agency **Fuse Marketing Group** got gold in sales promotion, trade & employee incentive programs for a Superhero campaign. It depicted mortgage brokers as mortgage superheroes with assistance from GE Money Products that let them deliver speed, simplicity and consistency. There were nine email executions, a microsite, three podcasts, a direct mail package resembling a comic book, print, tradeshow activations and premiums. The latter consisted of five -inch action figures reflecting the mortgage broker demographic—a Caucasian male and female and East Indian male. The campaign achieved a 30 percent increase in brand awareness. It also gener-

ated 76.7 percent more applications submitted and a 31.4 percent increase in active GE Money brokers

ated 76.7 percent more applications submitted and a 31.4 percent increase in active GE Money brokers



Carmen Toth (left), copywriter on the Knorr Frozen Launch campaign, accepts gold award from Moya Greene, president and CEO of Canada Post. Unilever Canada and agency Rapp Collins took the gold award in the direct mail B2C category.

a climate change winter campaign. It featured images of families going about their everyday business, seemingly oblivious to the extreme weather around them. One TV portrayal saw a family taking their baby for a stroll while a hurricane ravages their surroundings. Others feature families camping amid a forest fire or washing the car in a flood. The tagline read: "Ignoring global warming won't make it go away." All ads steer people to a Web site where they can learn more about what they can do and make donations.

Gold in international programs went to **Stella Artois** and agency **Lowe Roche** for a campaign called Traps. An intricate, two-ton metal trap was set up in downtown Toronto, followed by stops in New York and Sao Paolo to create buzz and stop passersby. The trap was protecting a chalice full of Stella Artois to promote the idea that "Perfection has its Price." Traditional print ads ran nationally to leverage hype from the stunt, featuring glasses of Stella protected by various traps. People were invited to a Web site to bet their friends a glass of Stella they couldn't disarm a virtual trap guarding a virtual Stella.

IBM TO ACQUIRE COGNOS, Cont'd from cover

Cognos has approximately 4,000 employees worldwide and serves more than 25,000 customers. IBM and Cognos have partnered for more than 15 years, with extensive technical integrations and eight pre-integrated approaches supporting many joint customers, such as New York City Police Department, Blue Cross and Blue Shield of Tennessee, Canadian Tire, MetLife, and Bayer UK.

Rise in BI interest

A recent *Information Week* report on BI and performance management (PM) found a growing market interest in BI technologies. It was based on a survey of enterprise IT decision-makers across North America. Among the top five BI vendors, Cognos enjoyed the largest percent increase in interest among the survey's 405 respondents.

Written by Erik Pieczkowski, a *Network Computing* and *InformationWeek* contributing

editor and an enterprise architect and partner with Synegen, Inc., the report confirms leading organizations have been strong proponents of BI and performance management.

"Historically, the focus has been on operations that are necessary to manage the day-to-day business," Pieczkowski notes. "This, however, has left these organizations data rich but information poor. BI and PM attempt to address this issue by offering decision makers actionable information and analytical tools to improve company cost positions



Cognos President and CEO Rob Ashe says IBM is a perfect complement with minimal overlap in products, a broad range of technology synergies, and the resources, reach, and world-class services to accelerate the Cognos vision as the leading BI and performance management provider.

and give their organizations a competitive advantage."

In an interview with *Business Intelligence Network* last fall, Harriet Fryman, associate vice-president, product marketing of Cognos, said the user-centric approach was a way to revive the data warehouse. Traditionally, information was siloed across different transactional systems that were hard to query, and data warehousing provided organizations with the ability to make historical data available for users.

"Today, the need for performance information has evolved and is more diverse than what the data warehouse was originally intended for. Businesses that live in the world of constant change need to be agile and are

beginning to think from an 'outside in' perspective which provides access to a breadth of historical and current information through disparate systems.

"Organizations need an alternative, flexible, user-centric sourcing strategy to get the right mix of current and historical data they need for efficient decision making. They can find these capabilities within performance management systems."

"Cognos has long been one of the big players in the business intelligence and performance management marketplace," said Ron Powell, cofounder and editorial director of the *Business Intelligence Network*. "Cognos 8 Business Intelligence delivers a simplified business intelligence environment that is easy to integrate, deploy and use. As a result, Cognos customers benefit from improved user adoption and better decisions – and it also gives them an enterprise-scale foundation for performance management to support the management decision cycle."

Terrorist tracking software evolves into marketing tool

TYSONS CORNER, VA—Software developer FMS, based here, last year released an advanced data visualization tool for marketing called Sentinel Visualizer. Intended to help companies connect complex customer relationships, Sentinel Visualizer is the commercial version of software originally created to assist in tracking terrorists.

FMS first designed its advanced visualization software in response to the 9/11 terrorist attacks when it became evident the Intelligence Community could benefit from new approaches to tracking known and suspected terrorists and their activities. The resulting product, Threat Management System, was embraced by the Intelligence Community. In early 2005, In-Q-Tel, the venture capital arm of the Central Intelligence Agency, invested in FMS.

FMS spent two years designing a comparable system for commercial customers. Sentinel Visualizer benefits from FMS' original expertise serving commercial clients as well as the knowledge FMS has gained designing for the Intelligence Community's needs. As a result, Sentinel Visualizer, is said to give customers in law enforcement, finance, pharmaceuticals, and government -- and, in fact, any sector that uses and analyzes data - unparalleled ways of visualizing their data to glean unprec-

edented relationship information. Data in the form of entities and events can be visualized so the user can see their timing and create connections

"We are excited to bring our advanced technology and experience from the intelligence community to a broader market," says Luke Chung, president and founder of FMS. "From Sentinel's initial acceptance by the intelligence community, In-Q-Tel's investment in FMS in 2005, to today, we've continually enhanced Sentinel Visualizer to meet the demanding needs of analysts."

Data involving people can be analyzed and manipulated to determine key relationships, such as who talks to whom, and who's related to whom. Entities and events can be depicted visually so the user can see their timing and create connections between seemingly unrelated information and relationships. There are also geospatial tools to map, analyze and compare locations, and temporal capabilities to view how situations have changed over time.

"Sentinel Visualizer is robust enough to handle complex and meaningful link and social network analyses over complex data, yet intuitive enough to be immediately accessible," says Jonathan Adams, principal of the Solutions Group at Eastport Analytics, Arlington, VA. "The new query

and data management capabilities, as well as previously unavailable non-enterprise licensing options, make Sentinel Visualizer a competitive alternative to other link analysis products on the market."

Sentinel Visualizer recognizes that all data is not equal in importance, credibility, or reliability.

"By allowing users to tag and filter data, apply weightings to relationships, and automatically redraw link charts," Chung continues, "Sentinel Visualizer more accurately reflects reality and lets analysts and researchers maximize the value of their data. The result is quicker and better decisions."

Sentinel Visualizer is available in Canada directly through FMS, Inc. or via its Web site at www.fmsasg.com.

Luke Chung, president and founder of FMS, says from the software's

initial acceptance by the intelligence community to today, his company has continually enhanced Sentinel Visualizer to meet the demanding needs of analysts.



New clario platform combines analytics, subscription service

MINNEAPOLIS, MN--Decision Intelligence, Inc., based here, recently unveiled a new suite of Web-hosted software services called clario. The clario platform is designed to offer database marketers the latest in analytical technology with the convenience of an online, subscription service.

Database marketers and analysts gain easy, secure, Web-based access to powerful predictive models, advanced contact streams and more effective workflows. clario is also said to offer an innovative, easy to use interface and a number of features not offered by traditional software products.

As a Web-based platform, clario is designed to handle limitless information. Terabytes of raw customer-behavioural data can be stored and used from multiple database silos. Also, clario is offered as an online subscription service, so marketers and analysts can eliminate the need for IT support and costly hardware requirements.

In addition, customers receive the newest features and software upgrades immediately, without additional installations required. Unlike with other software, clario requires no upfront commitments of time or money. Customers can pay for the services they use on a monthly basis at what is described as a fraction of the price of traditional analytical or modelling software. This feature lets companies regardless of size benefit from more efficient and profitable direct mail campaigns.

Because the clario platform is an online service, the products can be used by a company's in-house analysts or, when needed, Decision

Intelligence analysts can provide consultation with real-time support in performing a number of analytical tasks. This eliminates the need for expensive, specialized in-house analysts.

"Decision Intelligence could not be more proud to launch this groundbreaking suite of products and services," says Bill Flach, CEO and managing principal, Decision Intelligence, Inc. "We, ourselves, are industry professionals that have spent more than 200 combined years in both the marketing and analytical side of the industry. When designing clario, we wanted to create a totally new type of product suite that both marketers and analysts could use to reach the most effective solutions more efficiently."

The clario platform offers three propriety tools to assist database marketers and analysts—clario model, clario stream and clario workbench.

clario model helps direct marketers make better circulation decisions. As a complex workflow, it lets analysts develop and manage more reliable predictive models. It has capabilities to produce multiple models to predict customer response, sales, profit, returns, credit, payment and product preference.

Features include variable reduction, model selection, model pro-forma, model metadata and a documentation library. The product is said to add value for subscribers by automating multiple model development tasks to keep labour costs low, incorporating Decision Intelligence's best practices and precise yielding models to segment customer performance,

and organizing modeling projects during development and storing the documentation for future reference clario stream creates more accurate contact strategies to improve customer response and help companies get the most from their advertising. Using multiple inputs, clario stream produces a "contact" or "no contact" plan for every customer, program and channel.

Features include revenue cannibalization model, advertising saturation model, customer profit scoring, profit and investment contact streams, and multi-channel, multiple title optimization. The product is also said to add value for subscribers by reducing wasteful advertising, replacing ineffective contact decisions with more productive ones, assisting in better investment decisions and measuring profit gains and ROI with an in-the-mail test clario workbench is an advanced tool used by Decision Intelligence and the customer's data analysts as the canvas for creating analytic workflows, executing algorithms, performing data manipulations, and implementing Decision Intelligence's proprietary systems.

Workflows enabled by this product allow subscribers to generate descriptive statistics on customer segments, create file reports and modeling files as well as customer attributes. The product is said to add value for subscribers by providing a cost effective entry for companies seeking internal analytic capabilities without additional software or hardware, offering a quick, less expensive approach to large investments in IT database

projects, using an efficient approach to extracting value from customer data, and leveraging internal technical skill capabilities.

Decision Intelligence is a privately owned company that provides products and services for companies that have large information databases used for marketing. It specializes in analyzing vast quantities of consumer data to help companies market more efficiently.



Bill Flach, CEO and managing principal, Decision Intelligence, Inc, says clario was designed to create a new type of product suite that both marketers and analysts could use to reach effective solutions efficiently.

The evolution of Business Intelligence



Business Intelligence is a technology that has been making greater inroads into the enterprise spanning marketing and other departments all the way to the executive suites. Here's what it is and where it is going. **BY RYAN DOCHUK**

Canadian companies are collecting larger volumes of data and as a result, are seeking new ways to manage and derive value from the information. They understand

that getting the right information to the right workers at the right time, and empowering them to make quick, informed decisions, is critical to the organization's success.

It can be argued that the subsequent increase in productivity has a direct impact on the bottom line - a key driver that has led organizations to evaluate more closely the value of technologies such as business intelligence (BI) software.

According to IT research firm IDC, a new wave of BI investment is now underway across Canada. Over the course of 2007, IDC projected Canadian organizations will have devoted approximately \$200 million towards the purchase of BI software to help them harness structured and unstructured information.

In its simplest form, BI is technology that helps companies gather and analyze data

to enhance the business decision-making process. However, BI is about more than just implementing an application.

It's about integrating a solution into the business, putting information into context, embedding better decisions into business processes and enhancing existing investments in other systems and applications. Having BI integrated into everyday tools and processes ensures strong adoption and greater assurance BI insights are actually put into practice.

Indeed, Canadian businesses are undergoing an evolution in how they use BI to ensure the information they capture flows freely across all levels of the business and provides employees with access to the information they need to make decisions. These decisions can be categorized into three areas:

- Strategic decisions – these are the most important a company can make, such as determining whether to enter new markets. The impact of these decisions is far reaching, but they tend to be few.
- Tactical decisions – these are important and more frequent, such as a line manager making a pricing decision for a new product.
- Operational decisions – these are the decisions made by executives on a daily basis.

These numerous operational decisions can generate a significant amount of value to the organization.

In short, an effective BI solution empowers the entire organization with an infrastructure that drives better business decisions.

Enabling BI

Canadian companies need an integrated BI platform that is easily accessible by workers at every level. For example, Challenger Motor Freight Inc., the largest privately owned truckload carrier and the fifth-largest trucking company in the country, relies on its employees' ability to create tactical reports that show how the company is performing across all departments. These reports also track information, such as truck mileage or idling rates.

The ability to have this mission-critical information stored in one central source is important to the day-to-day success of the business. In light of this, Challenger chose to streamline its information and make it accessible to employees across the board by implementing ProClarity 6.2, as well as SQL Server and the Microsoft Office system.

Together, these BI tools provide staff with a clearer view into business processes, which helps them make faster and more informed

business decisions. Employees can easily create their own reports using consistent information - without any assistance - and can better track information such as mileage, idling and fuel consumption rates. This creates a more efficient and productive environment for employees, and in turn, helps them better serve customers.

Beyond the technology

BI has become a key competitive tool for organizations like Challenger. Delivering effective business information that matters to decision-makers is the key to reducing costs, improving operations and enhancing the overall customer experience. In helping more employees make better decisions, the entire organization can be truly successful.

Ryan Dochuk is product marketing manager, Business Intelligence, Microsoft Canada. He is responsible for the business management and strategy of Business Intelligence and Performance Management products at Microsoft Canada. His product management and marketing experience span a number of other areas including project management and business process management.

Marketing to the minute



Real-time intelligence and decision making can enhance the customer experience – and your profits. Here's what to consider and how to implement a strategy based on four key components. **BY MICHAEL TURNEY**

With fierce competition on the rise and new products becoming commodities within weeks instead of years, Canadian organizations can no longer stay ahead

of their competitors by simply using a product differentiation strategy.

Instead, organizations that use marketing strategies based on enhancing the customer experience are leading the way. Successfully implementing this type of strategy can provide a unique and sustained competitive advantage, enabling organizations to respond rapidly to changes in market dynamics.

One of the key methodologies used to enhance the customer experience is inbound marketing - delivering targeted or customized messages and offers within the context of a customer-initiated interaction.

Take, for example, customers calling an organization's call centre – a typical inbound marketing opportunity. These calls can be significant marketing opportunities as they are the key moments when customers are both engaged and explicitly stating their needs or wants.

In this case, giving a generic, static offer that is not relevant to the current situation is wasting a valuable opportunity. However, providing customers with a message or offer that takes into account their current situation and needs – both of which are likely to be shared as soon as you answer the phone – combined with their history with your organization, has a higher likelihood of success, while creating a satisfied customer.

Having the agility to make such offers requires real-time decision making that's based on the specific interaction in question, and your organization's knowledge of and ability to serve the customer.

Customer information

Advanced customer intelligence can make the difference between a lost customer and a satisfied one. Having the ability to understand the customer's needs (in real-time, no less) will ensure that every time customers turn to you, you're ready to satisfy their needs - and to go beyond them.

The amount of customer information that organizations capture continues to increase and having quick access to the data necessary to make intelligent, real-time decisions is

becoming easier – with the right tools. Customer data is useless unless you can quickly access, understand, and use it. Today, real-time decision management solutions are in use and available to organizations, and can play a crucial role in any thorough real-time decision making strategy.

A successful real-time strategy, supported by decision-making solutions, is based on four key components, each of which play an important part in ensuring you are ready to capitalize on inbound marketing opportunities.

Intelligence

Leveraging your collective knowledge about customers (both historical data and real-time interaction information) can help you retain them and even increase their value to your organization. This collective knowledge can be further enhanced by applying analytics to develop deeper insight into a customer's preferences, values and risks.

Specifically, leveraging analytics will allow organizations to:

- Apply historical relationships and patterns to new customer interactions, to determine the likelihood of particular results;
- Predict a customer's future value and actions to determine the best method to address the customer's future potential;
- Identify customers that expose your organization to significant risks, so the risks can be minimized proactively;
- Optimize business results by making optimal offers to every customer.

Intelligent decisions, based on collective knowledge and analytical intelligence, will result in better results and higher levels of customer satisfaction – which are what all businesses strive for.

Agility

When your decision-making strategy requires days or weeks to implement even the smallest change, it undermines your organization's competitiveness. Using a real-time decision management solution that applies a services-oriented approach to real-time decisions will reduce the time and effort required to make changes to your decision-making strategy.

A services-oriented approach that enables flexibility and offers an easy-to-use interface will allow organizations to:

- Determine whether a customer qualifies for a targeted message or a standard default message;
- Decide which targeted message should be given to a customer, either based on business criteria or by random assignment;

- Implement an analytical model based on customer data;
- Execute simple computations – such as inventory run rates – needed for real-time decisions;
- Query external data sources for additional customer data;
- Make a request to a Web service for additional information from any system across the organization.

With an agile, services-oriented approach, your organization can ensure that your real-time strategy remains real-time – avoiding lengthy turnaround times when changes need to be made. This also allows the flexibility to meet the needs of every customer.

Performance and control

A real-time decision management solution, one that delivers the performance and administrative control needed to promptly and accurately deliver decisions, is crucial for a real-time decision strategy.

By using a solution that automates the decision-making process for high volume customer-facing systems, organizations can execute their real-time strategies across channels in a consistent and focused approach.

To maximize the ability of real-time decision management, an organization should implement an approach that:

- Easily constructs and implements decision criteria through an interactive user interface, allowing business users (instead of IT) to manage critical customer interactions;
- Uses current IT environments to automate decision processes during real-time customer interactions;
- Provides reliable customer decisions that enhance the customer experience and operational efficiency;
- Provides a response when an issue occurs within an external source – such as a database, application or Web service – that could prevent the decision process to complete on time;
- Thoroughly tests all decision processes and logic before ever deploying to customer-facing systems.

A complete solution, one that combines an easy-to-use interface, flexible architecture, automated delivery process and pre-tested logic will ensure your real-time decision making strategy delivers the right action for the right customer at the right time.

Integration and coordination

Finally, a successful real-time decision strategy

requires integration and coordination with other systems. The right decision cannot be made without a 360-degree view of the customer. This requires not only integration with the customer-facing system, but integration with other enterprise systems as well.

In addition, any inbound communication must be coordinated with outbound communications to deliver a consistent interaction with each customer. Successfully addressing these issues not only provides the right customer interaction, but also helps reduce the costs and risks associated with the strategy.

A real-time decision management solution should be easily and tightly integrated with an organization's customer intelligence platform, coordinating customer interactions across inbound and outbound channels. This will allow for:

- A common reporting model that captures the results of customer interactions;
- A common contact and response history for a consistent customer experience;
- A common user interface for designing and executing inbound, outbound and event-driven customer communications.

With accurate integration and coordination, organizations can take customer interactions from across all channels into account when determining how to successfully satisfy the customer.

Real-time results

Real-time decision making is a critical component of many organizations' strategies to enhance the customer experience. Successfully implementing a real-time strategy not only requires making the right customer decisions, but also adapting to changing customer needs while controlling costs.

By implementing a real-time decision management solution that fosters these four key components and is designed to allow your organization to achieve ROI quickly and consistently, you can ensure your real-time decision making strategy and execution is successful, your customers are satisfied, and your revenues and profits are increasing.

Michael Turney is the manager of strategy and market segments for SAS Canada, responsible for developing and executing effective and measurable campaigns, and delivering integrated programs that align with direct and partner sales channels. SAS Canada is a major provider of enterprise and customer intelligence solutions to leading organizations across Canada. For more information, visit www.sas.com/canada.

Study shows satisfaction soars when centres are homegrown

MAHWAH, NJ - A recent study on call centre satisfaction suggests that a shift to on-shore call centres will benefit companies like DialAmerica, Inc. here, which pioneered the teleservices industry 50 years ago and exclusively operates from domestic facilities with U.S. employees.

According to new research by CFI Group, a customer satisfaction and optimization consulting firm, marketers may need to move off-shore call centres back to the U.S. to satisfy demanding consumers. In its study released last summer, customers polled who thought a call centre was located outside the U.S. rated their satisfaction level with the call centre experience 26 points lower, and were almost twice as likely to defect, than those who assumed the call centre was in the U.S.

"Our company philosophy is to have Americans talking to Americans," says Art Conway, DialAmerica's president and CEO. "We know from experience that by operating solely on-shore we have a higher first call resolution- when the consumer can resolve their issues in the first call alone -which leads to higher customer satisfaction, and ultimately, customer retention."

The CFI Group study, entitled "Customer Satisfaction with Call Centres Drives Loyalty, Word of Mouth, Retention, and ROI," reported the two biggest factors in customer call centre satisfaction are issue resolution and a customer's feeling that the customer service representative is easy to understand and interested in helping them.

"Off-shoring has a negative impact on satisfaction because off-shore customer service reps are less adept at solving customer prob-

lems," says Sheri Teodoru, program director at CFI Group and author of the study. "Customer service reps located outside of the U.S. are rated lower on communication skills. When communication skills are poor, customers' issues remain unsolved in the majority of cases."

DialAmerica, Inc. is among the largest teleservices companies. It provides customer acquisition and care for consumer and business-to-business marketers. It has a diverse portfolio of clients in multiple industry sectors, including financial services, communications, healthcare, pharmaceutical, technology, travel and leisure, consumer products, energy and others.

Art Conway, DialAmerica's president and CEO, says on-shore centres return a higher first call resolution which leads to higher customer satisfaction and ultimately raises customer retention.



Service sends directions via cell text messaging

SAN FRANCISCO--Dial Directions here recently introduced the voice-activated phone service "DIR-ECT-IONS", which lets any cell phone user call and ask for directions to any address or store destination. The free service asks callers for their start and destination and instantly sends driving directions by text message.

This first-of-its-kind service was built by a team of industry experts in voice user interfaces, speech recognition, and navigation. The breakthrough work is said to have created a user experience that's easy, quick, and accurate.

"By dialling DIR-ECT-IONS, anybody can turn their cell phone into a free GPS," says Amit Desai, cofounder and chief product officer of Dial Directions. "Now you can get directions anytime by calling and asking - no downloads, special phone, or Web plan. "DIR-ECT-IONS opens up location-based services to all cell phone users, the majority of whom want something easier and more available than today's complicated 'smart' phones."

The service is said to have received enthusiastic consumer adoption in private trials in the greater metro areas of the San Francisco Bay Area, New York City, and Los Angeles. The company plans to expand its coverage across the U.S. Last fall, Dial Directions launched the service in six new metro areas, including Atlanta, Boston, Detroit, Miami, Philadelphia and Las Vegas.

To date, mobile voice-activated search has been restricted almost entirely to basic directory assistance, a US\$4.1 billion annual industry. Opus Research, however, reports that by 2010 the market

will expand beyond 411 services and grow to US\$7.2 billion, as people begin to demand more functionality from their average cell phones.

"Dial Directions is today's best platform for voice-activated location-based services," says Desai. "Our vision is to continue enabling all cell phone users, and also offering unique mobile options to our online and industry partners. DIR-ECT-IONS is the first to roll out voice-activated directions and store locator services, and we'll be adding more services in the coming months."

Any cell phone users can dial DIR-ECT-IONS, which is 347-328-4667, and say where they are and where they'd like to go. The service understands and texts back turn-by-turn directions. Users can give a specific destination address or intersection ("DirectMe"), or just ask for the closest location of any chain store, like Starbucks or Borders ("NearMe").

Amit Desai, cofounder and chief product officer of Dial Directions, says DIR-ECT-IONS opens up location-based services to all cell phone users, the majority of whom want something easier and more available than today's complicated 'smart' phones.



The national Do Not Call list is coming (soon?)



It's been more than four years since a national Do Not Call (DNC) registry was introduced in both the U.S., and the U.K. Australia also launched its own DNC List. Yet here in Canada, both consumers, and marketers, continue to patiently await a similar service. **BY EDWARD SOORANY**

Since its inception in 2003, more than 145 million phone numbers were added to the

American DNC registry. This was in addition to the roughly 40 states that already enacted their own DNC laws.

Similarly, the United Kingdom's "Telephone Preference Service" has registered more than 60 percent of U.K. households and more than 55 percent of businesses. Australia launched its own DNC List, the "Do Not Call Register," in May 2007, and close to two million residents signed up their phone numbers.

So what about Canada, eh?

Last month, Canadians were finally brought one step closer to realizing their own registry when the Canadian Radio-television and Telecommunications Commission (CRTC) awarded Bell Canada a five-year contract for the creation and maintenance of a national DNC list. The contract, which required that the registry be up and running no later than September 30, 2008, followed a recent amendment to the Telecommunications Act that granted the CRTC the powers needed to establish the list. For consumers, like me, who regularly receive unsolicited calls, this was clearly a sign of relief.

Once the DNC list goes into effect, Canadian telemarketers will only be permitted to make calls between 9:00 a.m. and 9:30 p.m. on weekdays, and 10:00 a.m. to 6:00 p.m. on weekends. In addition to similar restrictions in the U.S., many states have outlawed 'dinner time' calling. Canadians wishing to add (or remove) their numbers to the DNC list will be able to do so for free.

For landlines and cell phones here in Canada, consumers will need to call a toll-free number from the same phone number that they wish to add to the DNC list. For fax numbers, a fax will need to be sent to a different toll-free number. The online registration service will be restricted to adding three numbers per user session.

Access fees

Telemarketers who wish to access the DNC list will need to pay subscription fees directly to the operator of the DNC list, the amount of which remains to be determined. But if it's anywhere close to the subscription fees charged in other countries, direct marketers should be prepared to cough up some cash.

Companies that wish to access the American DNC registry are provided a Subscription Account Number, or SAN. The first five area codes can be downloaded for free. Each additional area code incurs an annual fee of US\$62, up to a maximum annual fee of US\$17,050 for the entire database.

In the U.K., access to the DNC registry can cost up to GBP2,440, while in Australia it can be up to AUD\$80,000.

The U.S. Federal Trade Commission (FTC), the governmental body that regulates the Registry there, has already managed to acquire considerable fine revenues from its enforcement efforts. During the last four years, the FTC has launched more than two dozen investigations into DNC violations, generating millions of dollars in penalties, not including additional amounts that have been already collected for consumer compensation.

This is not surprising considering that each violation carries a fine of up to US\$11,000 and that each call could be considered a separate violation. By contrast, violating DNC law in the U.K. can result in a fine of GBP5,000 per violation, while in Australia penalties can exceed AUD\$1 million.

In Canada, calling a phone number that was registered at least 31 days prior will carry a per violation fine of up to \$1,500 for individuals and up to \$15,000 for companies. They are definitely significant deterrents for any small corporation or sole proprietor!

A consumer complaint must be made within 14 days of receiving the unsolicited call. The

CRTC will examine a number of variables to determine if a notice of violation is warranted and what fine exactly should be imposed.

Violation notices

Once a consumer complaint is made, the CRTC will decide whether or not to conduct an investigation. If it does so, any Notice of Violation and imposed fines will be based upon:

- the seriousness of the violation;
- the number and frequency of received complaints;
- any previous violation history;
- the relative disincentive of the fine;
- the potential for repeat offences in the future.

Anyone served with a Notice of Violation will have the opportunity to contest before any fines are administered. The monies collected from all fines will be paid directly to the Government of Canada, rather than be used to cover any operating expenses associated with the subscription fee-driven DNC list service. No collected monies will be paid to the CRTC or DNC list operator. Certain callers will also be exempt.

Companies and individuals may still call phone numbers on the national DNC list provided that the calls are made from or on behalf of:

- Political parties and their nomination contestants and candidates;
- Registered charities;
- Polling firms;
- Newspaper Subscriptions;
- Organizations that already have an existing relationship with the consumer.

Just as in the U.S. and Australia, business to business (B2B) calls in Canada will be exempt from the DNC list. Companies making B2B calls will still be expected to maintain their own internal DNC list, as well as respect the wishes of anyone wishing to be removed from a list. In Canada, all internal DNC lists must be kept for a period of three years and 31 days from the date the consumer requests to be removed from the list.

By contrast, the U.K. launched a Corporate Telephone Preference Service (CTPS) in 2004 that gave businesses the opportunity to opt-out of receiving unsolicited sales and marketing calls altogether. Even schools, government agencies, and hospitals can register their business lines on the CTPS DNC list.

So what have we learned so far from other countries, such as the US?

Enrolment policies

When the American DNC list was first created, the registry was to keep phone numbers for five years, after which consumers were required to enrol again. With more than 75 percent of American adults currently registered according to the FTC's Web site, it is not surprising that committees in both the House of Representatives, and the Senate, have passed bills to make the DNC list permanent.

On the other hand, the CRTC will require that consumers re-register their phone numbers every three years. The impact of the DNC registry on U.S. businesses is also becoming apparent.

In a recent US study entitled "US Contact Centre Operational Review 2007," more than 40 percent of those surveyed indicated reduced outbound calling since the DNC registry came into effect, with more than half of those suggesting "big reductions." Once launched, the economic impact of Canada's national DNC list on the multibillion-dollar industries that rely on telemarketing remains to be seen. Meanwhile, the Canadian Marketing Association continues to offer its own DNC list service to consumers, as well as members.

Edward Soorany is the president of Telacquire Marketing Group Inc., a call centre outsourcing and marketing consulting firm. He can be reached at edwards@telacquire.com or 604.677.7780



the strategic reach

with Colin Taylor

President & CEO of The Taylor Reach Group, Toronto

What threat looms from Loonie surge?

The sharp rise in value of the Canadian dollar puts the viability of many Canadian centres at risk. But is it a lasting and telling blow or something more cyclical and manageable? Here's the outlook.

The Canadian dollar has been on a rollercoaster of late, rising steadily from sub \$0.70 cents US to an unprecedented \$1.10 US. We've all heard about the new found purchasing power of the 'Loonie.'

We've seen lines at border crossings increase dramatically as shoppers rushed off to Buffalo to spend their new found wealth. The Canadian economy has been surging forward on high job creation num-

bers, increasing trade surpluses, record oil prices and weakness of the U.S. dollar.

During the past few months we have heard increasing rumblings from the manufacturing, auto and forestry sectors that the strength of the 'Loonie' was a risk to business and that Canada could not compete with the dollar so high. The call and contact centre market is certainly not bullet proof in the face of these changes. Indeed, the

increasing value of the Canadian dollar has placed the viability of many centres at risk.

So where will this end?

Is Canada shifting from being a low cost location, the preferred location for U.S. contact centres seeking lower cost operations, to being a high cost location from which centres will flee to find lower costs in India, Malaysia or the Philippines? Will we see the day when call and contact centres are moving to a U.S. location to secure lower operating costs? Is Iowa the new India?

I don't expect to see Iowa or any U.S. state competing with India any time soon. But a weak U.S. dollar can make a U.S. location quite attractive.

Wage factors

Consider that contact centre wages are approximately 10 – 15 percent lower than those in Canada, denominated in different currencies, and that the labour burden is significantly lower in Canada (we assume 18 percent in Canada versus 35 percent in the U.S.). A U.S. dollar trading at \$1.05 Canadian with a 15 percent wage differential can actually make the labour cost of a U.S. centre lower than a Canadian centre.

But what is the real problem? Is it that the Canadian economy is so strong that our dollar keeps rising; or is it that the U.S. dollar is so weak and keeps falling? It is an interesting question and one that can have grave impact upon operators of any business.

To answer this question I looked at the two primary culprits in this drama: the US dollar and the Canadian dollar. Then I looked at a third variable as a constant: in this case the price of oil.

As we have all read the price of oil has hit record prices of late, recently topping the \$100 per barrel price (of course this is in U.S. dollars). What if we could remove the U.S. dollars' decline (or the Canadian dollar appreciation) out of the equation? Well the result might just surprise you.

We can see from the accompanying graphic that the increase in the price of oil (in red) is remarkably similar to the increase in the value of the Canadian dollar (in black). Perhaps this is not too surprising to some as Canada is now regarded as a petro-economy. But if we look closer, we can see that in Canadian dollar terms little has happened to the price of oil if we price it in Canadian dollars.

In October 2005 the price of oil was \$63 (US) per barrel and the Canadian dollar was trading at \$0.865 per U.S. dollar. During the two-year period the price of oil rose 27 percent in U.S. dollars, but the increase is only 15 percent in Canadian dollars. So from this we can see that while oil has become dearer, almost half of the apparent increase is due to the weakness in the U.S. dollar.

Impact on centres

So what is the impact of this shift on contact centre operators?

Well India and the Philippines have become less attractive to U.S. companies as the value of the Indian Rupee and the

Philippine Peso have both increased in value versus the U.S. dollar by 14 and 21 percent respectively. So outsourcing to India and similar locations has become financially less appealing as their costs have increased in U.S. dollars. The increase in the cost of Canadian centres has increased even faster and at a higher cost level.

There is little doubt that if the value of the Canadian dollar is sustained at \$1.10 or better in U.S. currency there will be significant job loss, plant and contact centre closings. If the U.S. dollar resumes its slide then perhaps we would have call/contact centres flocking back to U.S. locations. This is unlikely to occur.

There is pressure in Canada to change interest rates to slow or reverse the appreciation of the Canadian dollar. South of the border there is also pressure to increase interest rates to make the U.S. dollar more attractive to investors. If both happen, the Canadian dollar will stay at parity or lower.

As of this writing the Canadian dollar has shrunk back from the lofty heights of \$1.10 to the \$0.98 range in less than two weeks. All this means that people, the markets and hype are often overstated.

Unusual events

There are always short term pressures to "do this" or to "do that" in reaction to unusual events or circumstances. It is always important to put these unusual events or circumstances in context.

Hence the accompanying graph shows that the change in the price of oil has been driven by a market perception that the oil supply was at risk. Yet we now have fewer risk factors today than a year ago and that much of the 'run up' was due to the declining value of the U.S. dollar and not any real or perceived shortage in the oil supply.

In call centres we are all used to unusual and unexpected spikes driven by marketing/sales/operations doing something (without letting us know) that cause every customer, prospect and member of the public to call. These spikes pass. Work call and contact volumes return to the normal forecast or some such previous level. Only if the event is a systemic change to how things are done is meaningful change likely.

The dollars rise and or fall depending upon your point of view is like that. It will return to a meaningful and reasonable level.

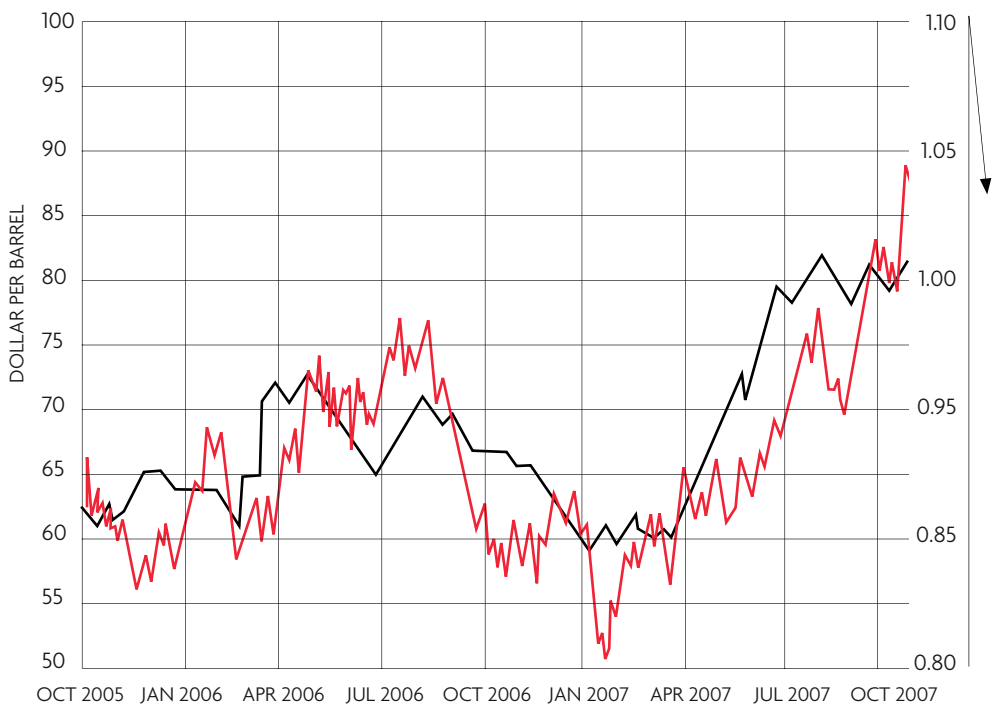
We will learn to live with it. We did when it was \$0.65 and made imports so expensive. We will with a high dollar.

Things change. In contact centres that is our daily bread. If they don't change, then we do have a problem.

Colin Taylor is chairman & CEO of The Taylor Reach Group Inc., an award winning, international call and contact centre consulting and advisory firm. If you have any questions or comments on this article, email the author at ctaylor@thetaylorreachgroup.com.

Appreciation of Canadian \$ to US \$ vs Oil

Price 2005-2007



The rise in the price of oil (in red) has tracked remarkably closely to the increase in the value of the Canadian dollar (in black) vis-à-vis the U.S. dollar. It is evident from this that while oil has become dearer, almost half of the apparent increase stems from the weakness of the U.S. dollar.

AnswerNet IMI receives two CAM-X top awards

WINNIPEG—AnswerNet IMI here, an AnswerNet Network company, has earned two of the Canadian telemessaging industry's most prestigious awards. It was recognized recently by the Canadian Call Management Association (CAM-X) for two of its top honours: 2007 Award of Excellence—which the company has won for a third consecutive year—and the Call Centre Award of Distinction.

CAM-X is a Canadian trade association for providers of call centre services, such as telephone answering, message delivery and the customer service skills of its telephone agents.

AnswerNet IMI was cited for the 2007 Award of Excellence by having aced a "mys-

tery caller" program that tested the company on the quality of its telephone agents. CAM-X judges message services by evaluating criteria such as courtesy, response time, accuracy and overall service. AnswerNet won after receiving scores of 80 percent or higher in every tested category.

The Call Centre Award of Distinction was given to AnswerNet IMI after a panel of judges evaluated the company's call skills over a six-month testing period. The testing searched for "enhanced service" being applied in areas such as customer relationship management (CRM), etiquette, response time and the use of proper call-handling techniques. The award also recognizes AnswerNet IMI's handling of

more complex call centre applications, such as ecommerce and call flow scripting.

"Being honoured with these awards shows just how skilled and dedicated AnswerNet telephone agents are in delivering services to our clients," says Gary A. Pudles, president and CEO for the AnswerNet Network. "Our clients expect only the best from us, and participating in programs like the ones provided by CAM-X keep us on our toes and better prepares us to deliver consistently strong service to our customers."

As the world's largest telemessaging firm, the AnswerNet Network supplies inbound, outbound and ebound contact centre and fulfillment services. AnswerNet operates more

than 50 centres within the U.S. and Canada, furnishing a range of systems to optimize order entry, telephone answering services, sales, lead qualifications and other contact management applications for a client base surpassing 35,000.

Gary A. Pudles, president and CEO for the AnswerNet Network, says participating in programs like the ones provided by CAM-X keep the company sharp and better prepared to deliver consistently strong service.



Poll shows strong intent to enrol in DNC registry

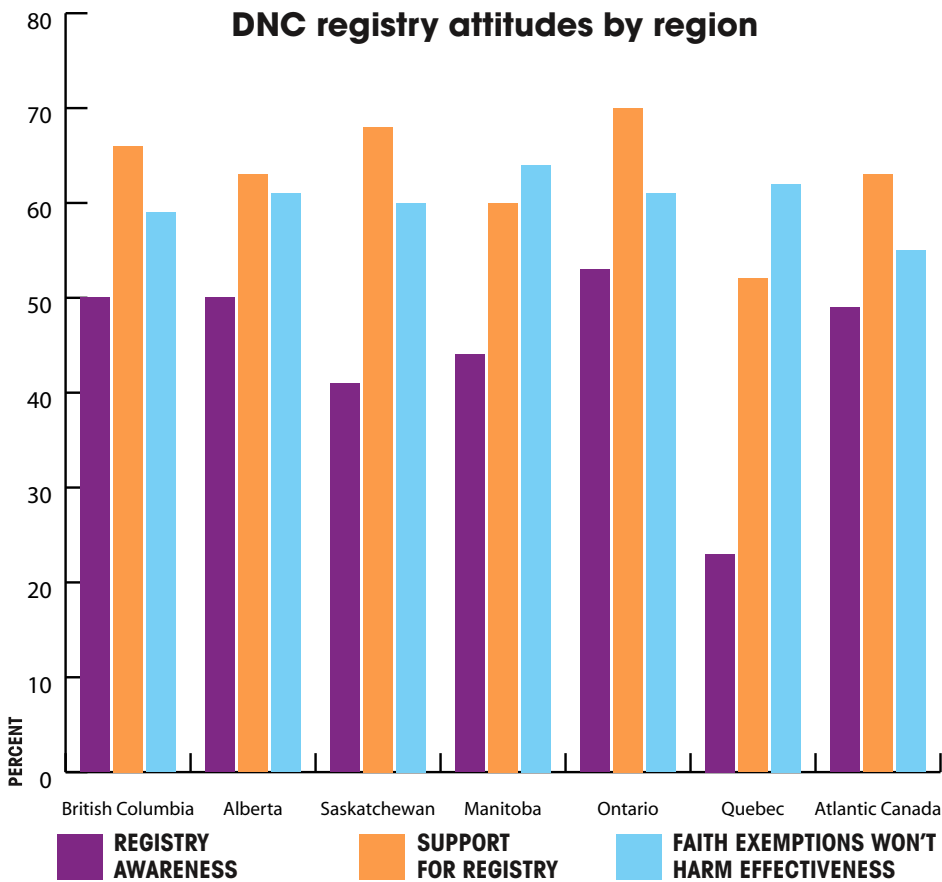
TORONTO--More than six in 10 Canadians at 63 percent, who are aware of the national Do-Not-Call (DNC) registry for telemarketing expected in the fall of 2008, will register their phone numbers with it, according to a national poll from VoxPop released last fall. It was done for the Marketing Research and Intelligence Association (MRIA), which represents Canada's survey research industry.

"This survey strongly suggests Canada's Do-Not-Call registry for telemarketing will be greeted with overwhelming support," says VoxPop spokesperson, Brendan Wycks, executive director of MRIA. "Nationally, 44 percent of Canadian adults are now aware the registry is on the horizon, and six in 10 say they will definitely register."

"Such high awareness and support so early indicates Canadians will rush to sign on when the registry is introduced. The DNC registry promises to be a major advance in protecting Canadians from unwanted telemarketing calls."

The poll also revealed that 61 percent of respondents believe the registry will be effective at stemming unwanted calls, even with the exemptions granted to such groups as registered charities and survey researchers.

"The experience in the United States suggests Canadians are right to believe their Do-Not-Call registry will be an effective barrier to telemarketing calls," says Wycks. "The exemptions to Canada's no-call list are nearly identical to those granted in the United States, which has had a Do-Not-Call registry in place since 2003. Research there shows that 79 percent of Americans who have registered now receive either far fewer telemarketing calls or no telemarketing calls at all."



Awareness in and support for the national DNC registry were highest in Ontario at 53 and 70 percent respectively. Conversely, awareness and support were lowest in Quebec at 23 and 52 percent respectively.

Source: VoxPop survey for MRIA

A Harris Poll, conducted in the U.S. in December of 2005, reported that 92 percent of

respondents had received fewer telemarketing calls since signing up for the DNC registry, with

61 percent reporting they received far fewer calls than before and 18 percent reporting they received no telemarketing calls. Only 12 percent said they got slightly fewer calls than before.

The Canadian VoxPop survey clearly suggests the registry's impact on telemarketers in this country will be significant. In the U.S., more than 145.5 million American households have signed on to that country's DNC registry since 2003. If Canadians register with the same enthusiasm and the survey strongly suggests they will about nine million Canadian residential phone numbers will be off-limits to telemarketers by 2011.

Canada's DNC registry for telemarketing will have sharp teeth. Telemarketers will be required to check the registry at regular intervals most likely every 90 days and scrub their lists of all registered phone numbers. If they call a registered household and a complaint is filed, the fine is expected to be \$1,500 for individuals and \$15,000 for companies.

This survey was part of a series from VoxPop, a campaign to give voice to Canadians and encourage participation in opinion research. This VoxPop survey was the first from the MRIA designed to educate Canadians about the value of survey research.

The survey was conducted by a group of independent research agencies, including Bristol Omnifacts, Corporate Research Associates (CRA) and Blue Ocean Contact Centres, Research House, Consumer Contact and Justason Market Intelligence. The poll was conducted via telephone in August 2007 with a national random sample of 1,531 adult Canadian respondents and is considered accurate within ± 2.5 percent, 19 times out of 20.

Interactive Intelligence reports record revenues

INDIANAPOLIS, IN--Global business communications systems developer Interactive Intelligence Inc., based here, has reported record revenues for the quarter and nine-month period ending Sept. 30, 2007.

For the third quarter, revenues were US\$28.7 million, up 29 percent over revenues of \$22.2 million in 2006. Operating income for the third quarter increased 23 percent to US\$2.1 million in 2007 from US\$1.7 million in 2006, which included stock-based compensation expense of US\$812,000 in 2007 and US\$451,000 in 2006.

"We are seeing growth in all major geographies," says Donald E. Brown, Interactive Intelligence founder and CEO. "During the quarter we experienced strength in large contact centre sales, as well as a rise in the licensing of our foundational voice over IP products, such as our gateways and media servers. These higher revenues are driving steady increases in profitability while we continue to invest in the development of new technology."

For the nine months ended Sept. 30, revenues were US\$79.9 million, up 35 percent over revenues of US\$59.4 million in 2006. Operating income for the nine months ended Sept. 30 increased 48 percent to US\$5.4 million in 2007 from US\$3.7 million in 2006, which included stock-based compensation expense of \$2.3 million in 2007 and US\$1.6 million in 2006.

Last October, Interactive Intelligence released a major upgrade to its contact centre automation and enterprise IP telephony software platform. Version 3.0 of the company's Customer Interaction Centre (CIC) and Vonexus Enterprise Interaction Centre (Vonexus EIC) software offers increased security, broader integration, simplified deployment and enhanced mobility features.



"Interactive Intelligence has taken the key end-user concerns we hear every day and incorporated them into its latest software upgrade," says senior analyst for Yankee Group, Ken Landoline. "Particularly for organizations migrating to IP, as well as large enterprises, this new software's security and deployment enhancements are extremely beneficial."

The software's new security features include support of the secure real-time transport protocol (SRTP) and transport layer security (TLS) standards, providing end-to-end call encryption. Other new security features include recording encryption, stricter password generation requirements, the use of public and private key certificates, and the ability to handle communications between secure and non-secure devices.

"We wanted to take security a step further than what's available today by not just providing user-to-user call encryption, but encryption for inbound IVR and ACD, outbound predictive dialling, and other core communications applications," says Brown. "We've also ensured our security features are specialized for voice over IP to meet customers' performance requirements."

CIC and Vonexus EIC version 3.0 also include new integration to Microsoft Office Communications Server and Microsoft Exchange 2007 Unified Messaging, designed to increase user productivity by embedding call control features into the Microsoft applications.

New auto-provisioning for Polycom phones, automated service updates, and an enhanced Web version of the software's desktop client are all designed to further simplify deployment for faster return on investment and increased operational efficiencies.

CIC and Vonexus EIC 3.0 are offered through the company's channel of more than 250 value-added resellers worldwide. The upgraded software was slated to be available in North America by the end of last year, and in other parts of the world beginning in the first quarter of 2008. CIC and Vonexus EIC core pricing does not increase with the introduction of version 3.0.

Donald E. Brown, Interactive Intelligence founder and CEO, says the company experienced strength in large contact centre sales, as well as a rise in the licensing of its foundational voice over IP products, such as our gateways and media servers.

Survey says telemarketing is least used scam channel

WASHINGTON, DC--More than twice as much consumer fraud is committed with print, TV, radio or Internet advertising than by telemarketing, according to consumer fraud survey findings released last fall by the Federal Trade Commission (FTC) here. In a one-year period more than 30 million consumers fell victim to fraud or about 13.5 percent of all adults. Fraud is multi-channel, but only nine percent involved telemarketing.

Direct mail, catalogues, newspaper and magazine advertising, posters and flyers were used to pitch 27 percent of reported fraud incidents. Email and Web sites accounted for 22 percent of fraudulent

marketing pitches. Television and radio were used in 21 percent of reported incidents of fraud.

Weight loss products and buyers club memberships represented two of the largest categories for fraudulent offers. A substantial number of fraud incidents involved prize promotions and work-at-home programs.

Consumers who have not completed college and individuals 35 to 44 were the most likely to become victims of fraud, according to the FTC's findings. Consumers between 65 and 74 were 32 percent less likely to report experiencing fraud, compared to the younger age group.

Scotiabank wins Call Centre of Year award at SQM event

TORONTO--Scotiabank (Halifax) scored the highest combined customer and employee satisfaction rating by Service Quality Measurement Group (SQM), Vernon, BC, earning it the SQM Call Centre of the Year award for 2007. The presentation was made at the ninth SQM annual Call Centre Conference held at the Kingbridge Meeting Centre, Toronto, in late November.

The conference recognized about 30 award winning centres in an evening dinner ceremony. The awards were based on SQM benchmarking more than 300 centres from October 1, 2006 to September 30, 2007. In each centre, SQM surveyed 200 to 400 customers.

Earning Call Centre World Class Call Certification by scoring at the world class call customer satisfaction and call resolution level for six months or more were: Blue Cross

and Blue Shield of Rhode Island, CAA Insurance Company (Ontario), CUETS (Regina), GMAC Financial Services (Eugene/Wichita), Marriott Systems Support Centre, Purolator Courier (Moncton), Scotiabank (Halifax) and VSP Vision Care (East and West).

Canadian Tire Financial Services received an award as the highest call centre industry employee satisfaction scorer. Davis + Henderson was awarded top scorer for both the industry's customer satisfaction and the highest first call resolution.

The Schwan Food Company was honoured as the best selling customer satisfaction and CIBC as the highest IVR customer satisfaction scorer. The Region of Halton got the highest customer satisfaction in government award and Cogeco the highest in the telecommunications/TV industry.

DISTRIBUTION / DELIVERY SERVICES



aeromail worldwide
International Mailing Services

Remail – an alternative mailing service utilizing the delivery services of a Postal Authority other than that of the originating country,
Benefits - faster delivery times to points worldwide, cheaper postal rates, increased control over the handling of your mail

Aeromail Worldwide Inc - we are an international remail company located in Mississauga, Ontario. Aeromail has been serving the international mailing needs of business clients since 1993. We provide professional international document and merchandise mailing services at the most competitive pricing, while ensuring your international mailing requirements are met on schedule - everytime.

If you are interested in reducing your current international mailing costs, while enhancing delivery quality, please contact Mark Fagan at Aeromail Worldwide.

aeromail worldwide

International Mailing Services

2781 Thamesgate Drive Mississauga ON L4T 1G5

Tel 905-678-2040 or 1-800-618-7615 Fax 905-678-2420

aeromail@aeromail.net www.aeromail.net

RDP

YOUR RDP FULFILLMENT CHECKLIST

- Provision: Post Office Boxes & daily clearance
- Real time online Web site inventory order system
- Co-Packing & packing of all types
- Computer services to build & maintain a valuable database
- Online facilities: speedy & efficient customer service
- Security warehousing with computerized inventory
- Picking, packing & assembly of materials at competitive prices
- Full management reporting & dedicated program coordination

RDP FULFILLMENT CORPORATION

1725 McPherson Court Pickering, Ontario L1W 3H9
1-800-563-1227 T: (905) 837-9394 F: (905) 837-9657
E: robert_pinheiro@RDP1.com www.RDP1.com

SERVICES: Literature & P.O.S. Distribution

- Cheque/Cash Refund Offers ■ Kit Assembly ■ Catalogue Fulfillment ■ Premium Offers

MAILING EQUIPMENT

One stop solutions for the Production Mailer



Exclusive Canadian Distributor:

Names you know
from people
you trust

- **Kirk Rudy**
- **Rena**
- **KAS**
- **Norpak**

Visit our Web site
www.insourcecorp.ca
Or call
(905) 475-0877

**Data-Read-Print-Tip-Fold-Tab-Insert-Polywrap
and much more...
...we can help**

Service and Consultation with Leading Technology

**CANADIAN
MAILING
MACHINES INC.**

Established August 1988

540 Hodge, St. Laurent, Qc H4N 2A4
Contact: **Fred De Civita** or **Frank De Civita**
Tel.: **514-744-9351** Fax: 514-744-0816
E-Mail: info@epc-cmm.com

WE SPECIALIZE IN PROVIDING QUALITY REFURBISHED MAILING EQUIPMENT

- **Bursters Forms Cutters** • **Folders** • **Letter Opener**
- **Inserters** • **Labellers** • **Inkjets** • **Postage Meters**
- **Z Fold Feeders** • **Inkjet Feeders** • **GBR Smart Feeders**
- **Tabbers** • **Polybaggers**

Our Specialty is rebuilding and upgrading of Bell & Howell inserters.

We carry a large selection of parts & supplies with savings up to 50%.

WE ALSO BUY USED MACHINES

Visit our web site for latest Inventory www.epc-cmm.com

Make us your one stop supplier

For all your mailroom needs

COPYWRITER

Is Your Copy Costing You Sales?

My Copy Critique service provides an objective review of a direct mail package, sales letter or ad. Existing copy or a work in progress.

You'll receive a written report that analyzes your copy in detail. I tell you what works, what doesn't work, what should be changed...and how.

Order a Copy Critique today. The first 20 callers receive my FREE report on "How To Write Web Copy That Sells".

Gerry Black, Copywriter

PH: 905-830-1015

gerryblack@hotmail.com

DM CREATIVE

Get Something For Nothing.

Looking for ways to improve your next DM piece? Visit my Web site, click on to showcase, and see what I mean. (<http://www.designersinc.ca>)

Or to get great hints monthly.

Subscribe to my newsletter **today!** It's **FREE**.

Simply e-mail me at: designersinc@sympatico.ca

Each month I reveal what works and why.

1407- 99 Harbour Square, Toronto, Ontario M5J 2H2

Phone: (416) 203-9787 <http://www.designersinc.ca>

E-mail: designersinc@sympatico.ca



WHY ISN'T YOUR COMPANY LISTED?

Your listing in **DMN** would be reaching over 20,000 top DM professionals across Canada

for as little as \$100/month

HOW DOES IT WORK?

Contact Mark Henry at 800.668.1838 or mark@dmn.ca

SALES & SERVICE:

- ⊕ Inserting Systems, Feeders, Folders
- ⊕ JETVision™ Integrity/Control Systems
- ⊕ Offline Bindery Solutions
- ⊕ Inkjet Systems, Tabbers, Pressure Sealers
- ⊕ Parts, Mailing & Mailroom Supplies



BÖWE BELL & HOWELL

NATIONAL PROVIDER OF MAIL PROCESSING SOLUTIONS

for over **65** years

www.bowebellhowell.ca
1-800-889-MAIL (6245)

5650 Yonge Street, Suite 1802
North York, ON M2M 4G3
FAX-416.228.2438

To learn more about our products and flexible service offerings, contact
(Sales) John Wilbrink ☎416.228.2416 ✉john.wilbrink@bowebellhowell.com
(Service) Leighann Paulonis ☎416.228.2432 ✉leighann.paulonis@bowebellhowell.com

LIST SERVICES



Fixed Address Marketing Inc.

LIST BROKERS & LIST MANAGERS

Our number is all you need
Contact Tara Dockeray @ 905-750-0029
We will always be there to answer your call.

Fixed Address Marketing helps build your business. We can help you find new prospects; turn your customer mailing list into a profit center through list management; plan successful direct marketing campaigns; expedite your mailings from data processing, lettershop right through to delivery to Canada Post and the USPS.

We are ready to become your marketing partner, working together with you to produce measurable marketing results.

Call or email us today @ 905-750-0029
dockeray@fixedaddressmarketing.com
www.fixedaddressmarketing.com

Mailing Lists Available

Households across Canada

Seniors 50+

Physicians

Investors

Families

Package Inserts Available

CAA Magazine

Sears Catalogue

Sears Shipments

Sears New Outlook

Nouveaux Horizons



Reach over 2,000,000 Canadian consumers with **TargetSource®**

TargetSource® delivers superior results and exceptional value

- Canada's largest consumer responder database – over 2 million Canadian consumers and 1000+ data selects for targeting
- 350,000 permission based email addresses
- Package Insert Programs to over 1 million households annually
- Modeling, profiling and research services

Find out more
Contact Tony Rizzuto at 1-800-603-4555 ext. 2290 | trizzuto@i-com.com.

www.i-com.com

Reach the right people. Achieve remarkable results

WHITSED INFORMATION SERVICES (est. 1976)

THE SUPPLIER OF CHOICE TO MANY LIST BROKERS IS NOW AVAILABLE TO YOU DIRECT!

We specialize in IT, HR, Sales and Marketing, and Top Executive Decision-Makers at over 12,000 Canadian companies

- Top quality Canadian lists
- Obtained by direct phone contact
- 100% mail-deliverable guarantee
- 24-hour turn around
- Print and post available



Contact:
Michael Shapiro

416.515.8574
www.whitsed-info.com
info@whitsed-info.com

Business & Consumer Lists

Your One-Stop Source for the finest Canadian/U.S. Business and Consumer Databases Available!



- 1.5 Million Canadian Businesses
- 12 Million Canadian Consumers
- 14 Million U.S. Businesses
- 210 Million U.S. Consumers

Updated Daily, Telephone Verified, Download Lists Instantly, Extensive Criteria

Visit **infoCANADA.ca**

Joe McCarthy
Reseller Accounts
866.562.2184

Bruce Christie
National Accounts
800.873.6183



PROFESSIONAL TARGETED MARKETING

Healthcare Lists & Services

ACCURATE
Guaranteed delivery or postage refunded

COMPREHENSIVE
Physicians / Pharmacists / Pharmacies
Physiotherapists / Dentists / Hygienists
Chiropractors / Veterinarians / Dieticians

TARGETED
Profiled by primary practice & lifestyle metrics

ONE STOP SHOPPING
In-house lettershop
Federally licensed drug storage
Product fulfillment services
E-mail and fax broadcast
Call centre



OPTIMIZING HEALTHCARE COMMUNICATIONS

Larry Giamou Larry@ptm-health.com
Carla Malinoff Carla@ptm-health.com

Tel: 905•415•1940
1•866•755•2138
Fax: 905•415•1946
www.ptm-health.com



100-26 Monogram Place, Toronto ON M9R 4C9
Tel: 416-503-4000 ext.2366 Fax: 416-503-3330
Email: jannett.lewis@resolve.com
Web Site: www.resolve.com

Resolve Corporation is a leader in Multi Channel Marketing providing Mailing Lists, Email Lists, Telemarketing, Alternative Media Programs, Fax Lists and Data Appending. Our direct marketing team will analyze your results, develop and execute integrated direct marketing programs and keeping you up-to-date on list industry trends.

Resolve Corporation is also one of Canada's largest list managers. Our aggressive sales and marketing approach puts us miles ahead of the competition. Our team will maximize your list rental revenue.

Contact: Jannett Lewis, Kim Young



Multichannel Growth Solutions
International

Whether you are marketing overseas for the first time or looking to expand your existing Canadian and International business, we can strategically guide you through the US, Canadian and International list marketplace. The dedication, commitment and innovation of our experienced staff will deliver outstanding results.

LIST BROKERAGE

- Worldwide experience in local and multinational markets
- Innovative list recommendations and mail planing services
- Unparalleled list research resources
- Consumer and business to business sector expertise.

LIST MANAGEMENT

- Expertly managing leading US, Canadian and International lists
- Aggressive, sales focused growth strategies
- Complete and targeted promotional coverage
- Maximized list revenue and exchange leverage.

Please Contact **MARK BRIDGES** at
mbridges@mokrynski.com
Phone: +1-201-488-5656 • Fax: +1-201-488-2808

Brokerage • Management • Online Services • Fundraising • Insert Media International • Analytics & Planning • List Compilation • Market Research

401 Hackensack Avenue, Hackensack, NJ 07601 USA • www.mokrynski.com

Target the lucrative legal marketplace

with the

CANADIAN LAW LIST



The Canadian Law List is updated on an ongoing, continual basis to ensure optimal deliverability and response.

Market to upwards of **60,000** influential barristers, solicitors, Quebec notaries and judges in over 19,000 offices and 60+ specific areas of practice throughout Canada.

Contact Helen Steenkamer today at 905-713-4376 to secure your list to this influential and prestigious legal audience.

TF: 1-888-743-3551 • E: hsteenkamer@clbmedia.ca

CLB MEDIA Inc.

Canada's Most Trusted Source for Business Contact Information





One Time Buy • Multiple Usage

Proven Quality Mailing Lists
Verified and updated daily

Details are available on the following Sectors:
Medical • Manufacturing / Industrial • Business

Call Betty Green at 416-510-6817 or email: bgreen@scottsinfo.com
www.scottsdirectories.com

CALL CENTRE PRODUCTS / SERVICES

Telemarketing Experts

It's about RESULTS!



CDS TELEMARKETING: Guaranteed to Improve your Bottom Line!

Are you paying for dead air? Our clients only pay for sales results! If we don't sell – you don't pay!

BENEFITS INCLUDE:

- Data provided Daily
- Online reports
- Free Script writing
- Free phone Appending

Call Dave Chowbay today for a No-Risk, Money-Saving quote: ext. 3304

CDS Global
Formerly Indas

1-800-749-7553 | WWW.CDSGLOBAL.CA

EXTEND
COMMUNICATIONS INC.

A LEADING NORTH AMERICAN CALL CENTRE

- PRODUCT SALES
- PAYMENT PROCESSING
- 3RD PARTY VERIFICATION
- STORE LOCATOR
- CUSTOMER SERVICE AND SUPPORT TECHNOLOGY
- RESERVATIONS/REGISTRATIONS
- LITERATURE FULFILLMENT
- ORDER TAKING
- LOTTERIES
- OVERFLOW AND AFTER-HOURS AVAILABLE

24 HOURS A DAY INBOUND MARKETING RESPONSE

7/24/365

www.extendcomm.com
Contact: Scott Lyons

Tel: (800) 265-9975
E-mail: info@extendcomm.com

Fax: (800) 948-1248



CallCenterjob.Ca™

The leading Canadian website entirely dedicated to the publication of job offers in **CALL CENTERS** and **CUSTOMER SERVICES**

TIGERTEL
UTR

THE POWER TO RESPOND

TigerTel/UTR specializes in inbound and outbound call center solutions and services for clients throughout North America. With multiple locations from coast to coast, TigerTel/UTR has built an infrastructure that provides personalized service while at the same time delivering world class results at every level.

Advertising and marketing are key investments for your business. Maximize every opportunity by developing DRTV and direct response programs that increase revenue, lower costs, and provide better customer care.

We have a host of targeted up-sell solutions that can turn every contact into a revenue opportunity.

Our conversion rates are among the highest in the industry.

For more information about our award winning services call **1-888-RESPONSE** or visit us at www.tigertelutr.com

WHY ISN'T YOUR COMPANY LISTED?

Your listing in *DMN* would be reaching over 20,000 top DM professionals across Canada

for as little as \$100/month

HOW DOES IT WORK?

Contact Mark Henry at 800.668.1838 or mark@dmn.ca

eMAIL MARKETING

Inbox Marketer™
Consolidate all your marketing contacts into a single online database integrated with your email campaigns.

(519) 824-6664
www.inboxmarketer.com

Email is easy
...marketing isn't



Continuous Client Communications

DATABASE MARKETING

DATA MANAGEMENT DATA HYGIENE PRIVACY LEADERSHIP
DATA PRODUCTS CUSTOMER DATA INTEGRATION

Axiom, the global leader in Customer Data Integration (CDI), offers integrated customer and information management solutions for the Canadian marketplace.

CONTACT KEVIN KLEIN
1-416-429-8111

With over twenty years experience processing Canadian data, Axiom solves core business problems that increase bottom line revenue.

ACXIOM®

© 2006 Axiom Corporation.

BOIRE FILLER
G.R.O.U.P.

- DATA MINING & ANALYSIS
- SEGMENTATION & PROFILING
- PREDICTIVE MODELS
- PROFITABILITY ANALYSIS
- POST CAMPAIGN ANALYSIS & REPORTING
- WEB MINING
- STRATEGIC DATABASE MARKETING CONSULTING
- DATABASE DESIGN & DEVELOPMENT

WE TURN INFORMATION INTO KNOWLEDGE, AND KNOWLEDGE INTO STRATEGIC BUSINESS INTELLIGENCE THAT HELPS YOU ACQUIRE, DEVELOP AND RETAIN CUSTOMERS.

CONTACT:

LARRY FILLER AT 905-837-0005
LARRYF@BOIREFILLERGROUP.COM

OR VISIT OUR WEB SITE AT
WWW.BOIREFILLERGROUP.COM

Cornerstone
GROUP OF COMPANIES

Contact **Justin Webb**
416.932.9555
justin@cstonecanada.com



Cornerstone's mission is to help our Clients find the best prospects available and to be the best in the world at managing and enhancing their customer data.

We invite you to call us to explore how we can make your customer experience a long-lasting one.

Prospecting Solutions / Data Products / Data Processing / Customer Data Integration / Database Management

DATA PROCESSING

Business & Consumer Lists

Your One-Stop Source for the finest Canadian/U.S. Business and Consumer Databases Available!

infoCANADA
Sales Solutions

- 1.5 Million Canadian Businesses
- 12 Million Canadian Consumers
- 14 Million U.S. Businesses
- 210 Million U.S. Consumers

Updated Daily, Telephone Verified, Download Lists Instantly, Extensive Criteria

Visit infoCANADA.ca

Joe McCarthy
Reseller Accounts
866.562.2184

Bruce Christie
National Accounts
800.873.6183

DATABASE MARKETING

Database Hygiene / Database Consolidation / Database Management

Mail/OTM Data Production Services / Database Intelligence Enhancement

For the past 12 years Production Data Corporation has been an industry leader as a database outsource partner to major Canadian and US corporations. We specialize in both Business-to-Business and Consumer Database Marketing.

Each of our customer service representatives have at least 20 years experience as database marketing advisors.

Our projects range from simple pre-mail data services (NCOA, merge/purge, LCP, etc.) to complete database consolidation and CRM integration.



Production Data Corporation
Thornhill, ON www.pdcservices.com

Contact: GARY BENNETT 905-771-9575 x227
gary@pdcservices.com

Enabling the transformation of data into knowledge... and knowledge into profit!

A Member Company of Mailing List Systems Corporation

Data Warehouse Development, Data Management and Business Intelligence Services. We want to help you get the most from your database marketing efforts. We have the skills and experience to help!

Data Mining/Analytics
Data Warehouse Development
Predictive Models

Direct Mail Data Management Solutions
Business Intelligence Services
Strategic Planning/Consulting

WWW.MLSC.COM

TEL - info@mlsc.com | 102-50 Acadia Ave Markham, ON | F - 905.940.1747

ENVIRONICS ANALYTICS

Envision. Analyze. Succeed.

Canada's most experienced team of geodemographic professionals.

Premier provider of PRIZM CE, the most innovative customer segmentation system available, combining geodemographics and core beliefs.

Best-in-class analytics, insightful reports, up-to-the-minute data.

Cutting-edge site modelling.

Customized reports and maps.

Whatever your marketing challenge, Environics Analytics has the expert geodemographers, statisticians and modellers to design the analysis, conduct the research and implement the results. Environics Analytics: Full-service, one-stop, up-to-the-minute and focused on your business success.

Let us show you how we shine a new light on trade areas, sales territories, target markets, site selection and more.



www.EnvironicsAnalytics.ca
Toronto 1-416-969-2808

DIRECT MAIL SERVICES



Complete Data Services & Custom Programming

Address Correction & Presorting for Discounted Postage Rates

Complete Lettershop Services including Intelligent Inserting

Inkjet Addressing/Labeling/Tabbing

High Speed Laser Printing including Invoicing & Statements

Personalized Colour Laser Printing

Canadian, U.S.A. & International Mailings

Complete Design & Print Services

Free Postal Consultation Available

Mediamix
DIRECT MAIL SERVICES

1-1885 Meyerside Drive, Mississauga ON L5T 1G7

Email: sales@mediamix.com • Website: www.mediatrix.com

Tel: 905.795.0930 Fax: 905.795.0932

Canadian & U.S. Mailing Software

Correcting North America's Addresses for More Than a Decade.

Canadian Addresses

Master Delivery Series – all-in-one professional Mailing Software Suite, consisting of:

SmartAddresser – SERP® Certified by Canada Post for Address Validation and Correction.

SmartSort – Reduce postage costs by as much as 54% by presorting with the professional's choice.

SmartLookup – "Pop-up" address lookup within Windows applications.

Each component also available separately!

U.S. Addresses

SmartAddresser 2020 – Our all-in-one U.S. mailing software suite includes CASS certified™ address correction, PAVE certified™ presorting, duplicate detection, job scripting and more.

AccuMail Gold – Postal address correction for your mail center, call center or website.

New! Your US addresses are kept right up-to-date with web-based updates, so you never have to worry about having the very latest information at your fingertips.



Call us today at : (888) 227 7221 or (805) 964-3934

Email: sales@smartsoftcanada.com

Web: www.smartsoftcanada.com

5290 Overpass Rd. Suite 132, Santa Barbara, CA 93111-2048

FULL SERVICE OPERATIONS

Fast turnaround

Over 25 Years Serving you



COMPLETE DIRECT MAIL & FULFILLMENT SERVICE

Data pre-sorts for discounted postage

Ink jet address • Laser variable print • Fold

Video match insert • Tab/Clip seal • Burst

Booklet bindery with 3 hole punch • Polybag (Sitma)

Quotes: sspencer@addressall.com

1048 Ronsa Court, Mississauga ON L4W 3Y4

Tel: 905.625.5137 • Toll free: 800 567 3233 • Fax: 905.625.8619

WHY ISN'T YOUR COMPANY LISTED?

Your listing in DMN would be reaching over 20,000 top DM professionals across Canada

for as little as \$100/month

HOW DOES IT WORK?

Contact Mark Henry at 800.668.1838 or mark@dmn.ca

FULL SERVICE OPERATIONS



The printed stock we deliver to your mail shop will be...

- ✓ On-time
- ✓ Correct quantities
- ✓ Laser-compatible
- ✓ Canada Post-approved
- ✓ **Guaranteed!**

Need **FREE** advice? Give us a call or email.

Tel: 905.877.3656 • Fax: 905.877.2547
rainer@dmgraphics.ca
www.dmgraphics.ca

FULL SERVICE OPERATIONS



DATA DIRECT
GROUP OF
COMPANIES

"Canada's largest mail processing company!"
New 90,000 sq. ft. facility with 75 full-time staff to serve you...

- Data Processing, Data Entry
- Laser Variable Personalization
- Graphic Design & Printing
- Polywrapping/Polymail
- Financial Statements, Invoices
- Direct Mail Lettershoppping
- Premium Fulfillment Pick, Pack
- Premium Storage & Distribution
- Bindery Services, Cutting, Folding & Packaging
- Envelope Inserting upto 28 stations
- Intelligent Insertion OMR Selective
- Inkjetting Addressing
- Greeting Cards Packaging
- Clip Sealing, Tabbling
- USA, International & Canadian Mail Preparation, Unaddressed Flyer, Samples, Newspaper Inserts, Door-to-door Distribution, Alternative Delivery Network, GIS Targeting, Fully Insured & Bonded

24/7 Ebrahim Sesook – (416) 201-1420

Please visit our web site or contact:

Pierre Vallee – VP Bus Dev (Ext.346), **Michael Katterbach** – Corp Acct Exec (Ext.360)
John Clucas – Graphic Design & Printing (Ext.398)

Telephone: (905) 564 - 0150 Fax: (905) 564 - 7246

Address: 75 Superior Blvd., Mississauga, Ontario, Canada L5T 2X9

www.datadirect.ca

WHY ISN'T YOUR COMPANY LISTED?

Reach over 20,000 top DM professionals across Canada

for a little as \$100/month

Contact Mark Henry at 800.668.1838 or mark@dmn.ca



**THE SOURCE FOR
PRINT, DIRECT MAIL
& FULFILLMENT**

Data Processing
Complete Lettershop
Specialized Hand Assembly
Laser Personalization
US/International
Fulfillment
Printing

Formerly A&L Mailing Services

Hit your
mark
with

the right
tools!

- Data Processing and Database Management
- High Quality Laser Printing (Sheet / Continuous / Envelopes)
- Ink Jet Imaging (up to 600 d.p.i.)
- Comprehensive Lettershop Services
- E-Commerce Support
- Product and Literature Fulfillment
- Call Centre providing order entry, customer service, consumer lines and appointment scheduling
- Team of Professionals at your disposal

**MAILMARKETING
CORPORATION**

4075 Gordon Baker Road, Scarborough, Ontario, Canada M1W 2P4
Telephone: (416) 430-8000 Fax: (416) 430-8455
E-Mail: mnc@mailmarketing.com

Visit our Website:
www.mailmarketing.com

**Lettershop
Experts** We Save You Money!



CDS LETTERSHOP: Guaranteed to Improve your Bottom Line!

Big job (1.9 million per year) or **small job** (500 per month)...our cutting edge Lettershop delivers.

Find out why these savvy marketers have chosen **CDS Lettershop**, and why you should too:

Publishers Clearing House, *The Walrus*, *British Columbia Magazine*, *Canadian Living*, *Explore*, *Men's Health*, *Prevention*, *Runner's World*, *Vancouver Magazine*, *Western Living*, *Canada Law Books*... just to name a few.

Call Shannon Dick for a No-Risk, Money-Saving quote today: ext. 3311

CDS Global
Formerly Indas

1-800-749-7553 | WWW.CDSGLOBAL.CA



416 - 321 - 9699

- ◆ Complete Mail Processing
- ◆ List Procurement
- ◆ Printing Services
- ◆ Database Marketing
- ◆ Distribution & Packaging

PostLinx.
Data-to-mail solutions that
move your business forward.

POSTLINX

Pitney Bowes

And now, as a Pitney Bowes company, we can offer you more than ever.

At PostLinx, we've been shaping the course of data-to-mail and direct marketing communications in Canada since 1949. Everything we do has been focussed on moving our customers forward, with better technology, brighter ideas and uncompromising service.

And today we're leading the way like never before, because PostLinx is now a Pitney Bowes company. Our relationship with the world's foremost mailing solutions company confirms our position as a leading force in data-to-mail communications. More than ever, our customers can trust the strength, integrity and technological superiority of PostLinx.

Talk to us. Discover how PostLinx is constantly looking to the future for better communication solutions. And how you can look forward to greater success because of it.

1170 Birchmount Road Scarborough ON M1P 5E3 • 416.752.8100 • www.postlinx.com

Client Driven - Results Oriented!

- Customized Process Design
- Application Programming
- Data Entry & Database Management
- Website & Direct Mail Fulfillment
- Information Capture – Donation & Survey Intake, Rebates via fax, mail or e-files
- Laser Personalization / Inkjet
- Full Lettershop Services
- Specialty Mailings – Polybag/Shrinkwrap

At Wood & Associates - everything is about **you**. We meet **your** timelines while maintaining the high level of quality and integrity **your** project deserves. We take the time to understand **your** business goals & develop a partnership to help **you** get there!

"28 years of satisfying our clients"

WA Wood & Associates
Direct Marketing Services Ltd.

2-237 FINCHdene SQUARE SCARBOROUGH ON M1X 2E1
TEL: 416-293-2511 FAX: 416-293-2594 WEBSITE: www.wood-and-associates.com

SMART DM

It can be done.

- ◆ Data Processing
- ◆ Laser - Sheet, Continuous & MICR
- ◆ Colour Laser
- ◆ Full Bindery
- ◆ Full Lettershop
- ◆ Specialty Finishing Glue & Tipping
- ◆ ADS (7-P) production
- ◆ Saddle Stitching
- ◆ Inkjetting - simplex/duplex
- ◆ Statement Processing
- ◆ Poly bagging/Shrinkwrapping
- ◆ Complex Selfmailers
- ◆ And more ...

Ph 416.354.4210 324 Horner Ave., Unit A Etobicoke, ON M8W 1Z3 Fx 416.461.9201
e-mail: jleonard@smartdm.ca or visit our websites: www.smartdm.ca or cover-all.ca



DIRECT MARKETING LEADERS

- Database Management
- Canadian, US & International Mail Services
- Fulfillment Services
- Contact Centre
- Facility Management

www.keycontact.com

555 Admiral Drive, London, ON N5V 4L6
1-800-632-3568 • E-mail: solutions@keycontact.com

Helping You Tell Your Story!



- Data Processing
- Laser Personalization
- Canadian & US Mail Sorts
- Complete Lettershop Services
- Project Management
- Kit Prep & Assembly
- Innovative Solutions

Pillar Direct Marketing Services
750 Birchmount Road, Unit # 47, Toronto, ON M1K 5H7
Phone: (416) 755-9494 Fax: (416) 755-4343
Contact: Peter Bekiaris Email: pbekiaris@pillardirect.com
Tony Grosso Email: tgrosso@pillardirect.com



YOUR RDP FULFILLMENT CHECKLIST

- Provision: Post Office Boxes & daily clearance
- Real time online Web site inventory order system
- Co-Packing & packing of all types
- Computer services to build & maintain a valuable database
- Online facilities: speedy & efficient customer service
- Security warehousing with computerized inventory
- Picking, packing & assembly of materials at competitive prices
- Full management reporting & dedicated program coordination

RDP FULFILLMENT CORPORATION

1725 McPherson Court Pickering, Ontario L1W 3H9
1-800-563-1227 T: (905) 837-9394 F: (905) 837-9657
E: robert_pinheiro@RDP1.com www.RDP1.com

SERVICES: Literature & P.O.S. Distribution

- Cheque/Cash Refund Offers
- Kit Assembly
- Catalogue Fulfillment
- Premium Offers

Suspense!!!!

TDC Direct has a novel approach to reducing your fears about mailing on time.

Find out how one of Canada's largest in-house suppliers to the Direct Mail Industry can meet even the most impossible deadlines on budget.

TDC Direct can produce millions of pieces daily under the strictest quality control procedures.

SERVICES INCLUDE:

- Data Processing
- MICR
- Polybagging
- Quality Laser & Inkjet Printing
- Lettershop & Fulfillment
- Forms & Offset Printing



75 Superior Boulevard, Mississauga, ON L5T 2X9
Tel: (905) 564-6616 • Fax: (905) 564-6621 • www.tdcdirect.com
For more information, contact Norm Burns • norm@tdcdirect.com



CLIXX Direct Marketing
Services Inc.
880 Milner Ave.
Toronto, ON M1B 5N7

416 609 1638

416 609 1641

www.clixdirect.com

Call Mike Todd at
extension 34 or email
mtodd@clixdirect.com

Data Processing

- Merge/Purge
- Custom Programming & Reports
- Data & List Management
- Address Validation
- Canadian & U.S. Presorting
- Digital Asset Management

Lettershop Services

- High-Speed Ink-Jet Personalization
- RBS Automated Polybagging
- Inserting - Up to 9 x 12
- Cheshire & PS Labeling
- Product Fulfillment

Bindery Services

- Perfect Binding
- Book / booklet making capabilities
- Glued self-mailers
- Fugitive gluing & tipping
- Product trimming and cutting
- Perforating & scoring

Laser Printing

- Heidelberg & HP Printers
- Inline Personalized Stitched Brochures
- Simplex/Duplex Applications
- Full Variable Imaging
- Various Paper Stocks & Sizes

Reward Programs

- Burst, Trim & Fold
- Special Inserting & Collating
- Print Management Services
- In-House Courier & Shipping

- Product folding including roll-fold & slit
- Bursting
- Gluing and glue-dot affixing & assembly
- Tabbing
- PS, cheshire and specialty labeling (roll labels)

Success happens when everything ClixX™



Complete Mailing Service

169 Bartley Dr. North York, ON M4A 1E6

Tel: (416) 755-7761 Fax: (416) 755-8231

Email: info@completemailing.com Toll Free: 888-683-2501

www.completemailing.com

Inkjet Envelopes or Direct Impression

Inserting: Automated and Manual

Addressed Admail and Publication Mail

Polybagging, Tubing, Hand Assembling & Kits

Mail Merge and Personalized Laser Printing

Address Verification/Correction and Postal Sortation

Data Entry and Database Management

Photocopying, Collating, Stapling, Folding & Printing



Andrews
MAILING SERVICE
Est. 1951

4-226 Industrial Parkway North
Aurora, Ontario L4G 4C2

DATA SERVICES INKJET LASER INSERT
AFFIX POLYBAG FOLD & SLIT
FULFILLMENT CO-PACK

www.andrewsmailing.com • tel: 416.798.7557

email: jcampbell@andrewsmailing.com

Tired of Juggling Multiple Vendors?

All you need is ONE

THE FSA GROUP

- Data
- Laser
- Lettershop
- 6 Colour Variable Print
- Web to print
- Fulfillment
- Call Centre
- Contest Management & Rebate Processing
- Mail Consolidation & Logistics

All services under ONE roof

See for yourself

Book your tour now or check us out
at www.thefsaigroup.com



The FSA Group • 1351 Rodick Rd., Markham, ON, L3R 5K4
• tel: (905) 513-6033 • e-mail: sales@thefsaigroup.com •

so-lu-tion (sə-loo'shən) n. process of finding an answer or response to a problem or difficulty; the answer itself.

- DATA
- MAIL
- PRINTING
- FULFILLMENT

Linking Data & Response

Watt
solutions

www.wattsolutions.com
40 Micro Court, London, Ontario N6E 2T5

Since 1922

(519) 681-6776
Toll Free: 1-888-699-WATT



from: anywhere
to: anyone

in the Mail

This column is sponsored by Canada Post.

Bos helps Syngenta catch the ear of corn growers

An inventive event invitation to corn growers that was cloaked in espionage trappings marked a dramatic departure from traditional agriculture marketing. But it drew an overflow crowd to an all-day conference on research discoveries and harvested a number of prestigious marketing awards.

BY SUSAN MACLEAN

Most direct mail campaigns require recipients take an action such as mailing back a reply card, calling a phone number or checking into a Web site. Operation Switchpoint by agency Bos, Toronto, for client Syngenta Crop Protection Canada Inc., Guelph, ON, hinged on its targets taking a day away from their businesses to attend a conference. This was the challenge Syngenta presented to Bos.

Syngenta ranks third in the high-value commercial seeds market.

Sales in 2006 were approximately \$8.1 billion. The company employs about 21,000 people in more than 90 countries. Listed on the Swiss and New York stock exchanges, Syngenta maintains its leading agribusiness status through innovative research and technology.

The event in question was prompted by research conducted by Dr. Clarence Swanton from University of Guelph that demonstrated that young corn plants react to the presence of nearby weeds before the drive for nutrients, sunlight and moisture actually begins. As a result they change their development patterns and begin to grow taller at the expense of healthy roots, which in turn negatively impacts the future yields. This change in plant morphology becomes dramatic after the three-leaf stage, and this critical period is called the "switchpoint", because the yield loss after this point becomes irreversible.

The Syngenta marketing team realized there was an opportunity to educate the corn growers about this discovery. It could help ensure their crop is worry-free during the critical period by spraying earlier in the season than they have in the past, and also stimulate the sales of the company's Primextra II Magnum which has been on the market for at least 20 years.

Syngenta had daringly veered from its agribusiness competitors by hiring Bos instead of

agriculture-focused agencies.

"In the agriculture industry, all our competitors have ad agencies that specialize in agriculture," explains Kristine Savage, crop manager, corn & beans for Syngenta. "We did an RFP a couple of years ago and chose Bos as an agency to do things differently, to bring consumer type thinking to it. They are helping us create different ways of promoting Syngenta."

Brave challenge

Notes Claude Carrier, vice-president at Bos, "there is an abundance of extremely rational communications in this [agriculture] category. Any company brave enough to challenge the traditional way of communicating their brand and notch up their emotional capital can really take a leadership position. The other thing we find exciting is that agriculture is becoming a category of growing relevance to everyone."

Bos accepted the Syngenta challenge and, true to form, creatively built on the idea of corn spying on nearby weeds to generate a campaign along an espionage theme. Named Operation Switchpoint, it entailed staging a large event for Canada's top corn growers where the discovery that corn can sense nearby weeds which affects the way it grows would be revealed. This revelation might enable growers to counter lower yields and lower profits from nearby weeds left untreated.

To successfully generate enough awareness and momentum around this news, at least 500 people needed to attend the day-long

the growers to use a premium product early in the season – during pre-emergent and early emergent stages.

Bos created a direct mail invitation to the conference based on the world of spies and international espionage to carry the key message that growers' corn crops are worrying about weeds before they are. Mostly black and white, it was intriguing and required interaction from the recipient to de-code the location.

'Classified' package

The invitation came in a padded brown envelope measuring 14 1/2 x 10 1/3 inches and marked "Classified." It contained a covering letter attached to a traditional manila file folder filled with the recipient's real security pass, subject profiles or dossiers on the conference speakers including black and white surveillance-type photos on actual photo paper, an acetate decoder sheet to place on top of a page of copy to decode the event's time and place and a real satellite photo of the location with global positioning coordinates. Attention to detail included silk screening "Classified" on the mailing envelope for a realistic classified stamp look.

"It was a significant size-- they couldn't miss it," Savage recalls. "Some growers phoned us, saying it was cool!"

The espionage theme was carried through to the event as well with black-suited security agents posted outside the main doors, a mission briefing video, hospitality areas set-up like casinos, and a suave, tuxedoed emcee with a phalanx of bodyguards.

Following the event, the participants received a reminder direct mail.

Simply put, the mission was accomplished. While past efforts for similar conferences had generated a relatively low response, the campaign attracted 827 attendees for a response rate of 57 percent. This exceeded Syngenta's goal of 500 attendees by 165 percent.

The conference hall was packed with enthusiastic customers and prospects and generated significant press and radio coverage. As a result of Operation Switchpoint, the new agronomic practice was used on more

than one million acres of corn and sales of Primextra II Magnum doubled from the previous year.

At the same time, an advertising campaign for Primextra II Magnum was launched in print and radio to drive home the message that nobody should settle for "less than they deserve" and lose yield due to outdated agronomic practices.

Direct mail catalyst

But Savage says the direct mail campaign was "a catalyst at meeting the goals. We had a back-up plan for filling the event but we didn't have to implement it. The event also brought publicity.

It was important to get the people out and get the press out."

Operation Switchpoint also took top honours at the 2007 NAMMU Awards, earning not only the Transaction Mail – Lettermail Award but also named the Best of the Best. And, it won gold in the Direct Mail (B2B) category at the Canadian Marketing Association's Awards last November.

Volkau attributes the success of Operation Switchpoint to three reasons: "Courage on the part of the client and the agency to let go of the category rules and make people work to figure out where they are invited and when the event is taking place instead of simply giving them the details; a really interesting creative insight tied to the fascinating subject matter of the event (spy vs. spy activity among plants); and the remarkable collaboration between many parties – client marketing and sales staff, the advertising agency (Bos), event management agency (Krista Slack and Associates), Dr. Clarence Swanton from the University of Guelph, and guest speakers."

Susan Maclean is a freelance writer and editor of "Contact Management" Magazine. She can be reached at 519.823.4999

About the Campaign

Client: Syngenta Crop Protection Canada, Inc.

Campaign: Operation Switchpoint

Agency: Bos

Art Director: Nicole Duncan

Creative Directors: Chad Borlase, Gary Watson

Writers: Tim Elmy

Account Manager: Chandler Powell, Sasha Volkau

Invitation arrived in padded brown envelope marked "Classified." Inside was covering letter attached to manila file folder filled with

the recipient's security pass, dossiers on the conference speakers, a decoder revealing event's time and place, and satellite photo of location.

Toronto event. Syngenta provided a list of its 1,450 top corn growers in Ontario and Quebec and Bos accepted the mission of luring these busy corn growers away from their crops.

It was not an easy task as most farmers work seven days a week. Savage admits a back-up plan was created to help pack the venue in case the growers' response was low.

Attendance at the event was just the short-term goal of the campaign. The long-term objective was to double the amount of usage of a product that had been in the market for decades.

Growers work seven days a week to manage operations, market, make purchases and plan the cropping season, reports Bos Account Manager Sasha Volkau. So, one of the biggest challenges was to convince busy farmers to spend a full day in a conference centre listening to crop scientists, futurists, and market analysts. Another challenge was to convince

STRATCOM

STRATEGIC COMMUNICATIONS

We are an award winning polling, communications & fundraising firm that works with the non-profit sector. We seek an experienced, entrepreneurial individual for the position of:

CHIEF OPERATING OFFICER

As COO you will oversee our growth, business management and operations. Vancouver based and travel is required.

For more information please see www.stratcom.ca/jobs or 604-681-3030 ext. 51. Apply at careers@stratcom.ca or fax to 604-681-2025.

GIS SYSTEM, Cont'd from cover

product is geodemographics supplier Environics Analytics, Toronto, which assisted in the development. Environics Analytics has bundled a variety of data into the software: adjusted census variables, demographic estimates and projections, household expenditure potential data, shopping centres data, and segment profiles from its flagship PRIZM CE cluster system.

An authorized reseller for ArcGIS BA for Canada, Environics Analytics is providing almost 1,200 demographic variables including current-year (2008) estimates and five-year (2013) projections. Augmented by adjusted census data and household expenditure potential figures, these variables are available at all popular geographic levels down to census dissemination areas.

"The combined power of Environics Analytics data and ESRI Canada's GIS software provides a complete business solution not currently available in the market," contends ESRI Canada President Alex Miller. "Many organizations are using the ESRI GIS platform, and this data and software package can be easily integrated into their existing corporate GIS platform and extended across the enterprise and over the Web. Canadian businesses can now leverage their customer database in conjunction with a wealth of geospatial information including high resolution imagery. ArcGIS Business Analyst for Canada is an out-of-the box solution that can be scaled to meet the needs of any organization."

"We're delighted to partner with ESRI Canada in the creation and offering of this product," says Environics Analytics President Jan Kestle. "ArcGIS Business Analyst for Canada works for both the trained GIS user who wants access to advanced functionality and the market analyst who has no GIS training at all. We are particularly excited about the sophisticated tools for defining trade areas. And because it's easy to incorporate external data, we are already creating additional data packages to extend the capabilities of the system for our high-power users."

PRIZM CE classifies Canadian neighbourhoods into 66 distinct market segments based on demographics, lifestyles and social values. Marketers can use those elements embodied in ArcGIS BA for Canada to identify and reach their best customer types and prospects.

Businesses that know the PRIZM CE profile of their best customers can seek out new areas that are home to consumers who match their traits. With ArcGIS BA for Canada, users can not only target those areas that are within the trade area of existing locations, but also rank sites outside of existing trade areas that match target demographics and lifestyles.

The base system for ArcGIS BA for Canada has census track level summaries of the 66 clusters, says Kestle. But add-on packages are available from both Environics Analytics and ESRI Canada that extend it down to the dissemination area level.

ESRI Canada is a Canadian-owned company with offices in 15 major centres across Canada and another that is about to open in St. John's, Newfoundland. It is the exclusive distributor of GIS-related products from global purveyor ESRI Inc., Redlands, CA. An ArcGIS BA product has been available in the U.S. for about seven years.

Lead developer on the U.S. product was Gary Burgess, a Canadian trained at Ryerson University who worked for Kestle at Compusearch before it was purchased by MapInfo. He joined ESRI Inc., became lead developer on the U.S. ArcGIS BA software and lead developer again on this latest Canadian version.

"In the late 1990s some consultants hired by ESRI Inc came to Canada and consulted with us [Compusearch] in Canada about what we would like see in this product," says Kestle. "So we've had input into it in another life from the very beginning."

ArcGIS has been a strong seller in the U.S. to many different types of companies. It incorporates a lot of data from different sources similar to the new Canadian version. In fact, some of

the companies are related.

InfoCanada database

For example, InfoUSA provides a great deal of data in the U.S. product. An extension of that agreement saw InfoCanada provide its database of approximately 1.3 million businesses nationally for ArcGIS BA for Canada.

In addition, GlobeXplorer's imagery service provides a collection of high-quality aerial and satellite images that can be used in reports and projects that require visual details of properties, neighbourhoods and towns. TeleAtlas North America provides street data from Dynamap/Transportation, a nationwide base map for routing and drive-time analysis. Also included from the Canadian Directory of Shopping Centres, compiled by Rogers Publishing, is a national file of shopping centres, including their anchor tenants, total store count and gross leasable area.

The shopping centre directory came through Environics Analytics, which adds the geocoordinates to the database and resells the directory on Roger's behalf, says Kestle. For the ArcGIS BA for Canada, it incorporates the 400 largest shopping centres in Canada and not the entire database.

Development work on ArcGIS BA for Canada began in earnest last summer. It has been available in beta form since last September. Beta users have included a retailer, bank and insurance company.

The software is suited for retailers, Telcos or any other consumer marketers with numerous stores or outlets where spatial location issues are important, says Kestle. It could be used for car dealerships or any company selling through a retail channel.

Private, public sector uses

A big GIS market for ESRI Canada is local governments and their economic development departments, says Miller. He estimates the company's market share in municipalities surpasses 80 percent. They use the ArcGIS platform for everything from managing property records to sewers, sidewalks and street lights.

Kestle says a lot of geodemographic demand is growing among officials providing recreational and social services. Governments at all levels are starting to apply techniques the private sector has traditionally used in segmentation, message targeting and outreach to get the right programs and services before the right people based on where they live. Tools like PRIZM CE and the census help municipalities plan where to place services.

"The other area with a lot of private-sector crossover is health care for planning where the seniors are going to be and the services needed for hospitals and health care providers," she says. "We see ArcGIS BA running on a familiar GIS with quality data being integrated into an easy-to-use package as being very helpful for municipalities in looking at some of these social marketing issues."

Businesses seeking optimal locations for stores can find them through high resolution satellite imagery and aerial photography available in ArcGIS BA, says Miller. But they then

need to know what sites are available. Inside their GIS databases, municipalities keep track of available development land, its characteristics, services available, and traffic counts. Many are beginning to publish them as Web services.

"So ArcGIS BA users could scout out municipality Web services on vacant land and connect that directly into the software's map. So they would see not only the best location for a store generated from the product's tools, but also what land was available."

Model Builder

One feature of the software is Model Builder that is said to seamlessly incorporate business processes into custom analytical models, eliminating the need for time-consuming programming or expensive consulting. It also produces reports and analyses in formats that can be shared across departments.

For a retail chain trying to determine if its customers vary their spending habits between their closest store and most frequented store, Model Builder determines the closest and most frequent store for each customer. It will calculate what percentage of people frequent their closest store and how much they spend there versus

EVENTS
CalendarFebruary 4-5
MDM CANADA
SUMMIT 2008

This two-day conference is billed as the foremost Canadian event for the data integration professional. The MDM Canada Summit is for IT professionals at any level including practitioners and thought leaders from market-leading companies in key industries such as financial services, energy, telecoms, and more. Location is Holiday Inn on King, Toronto. For more information, call 1.800.804.3434.

February 26-28
SMX WEST

This three-day event is Search Marketing Expo—SMX West, a search marketing conference programmed by renowned search authorities. Third Door Media produces it. Corporate marketers, advertising and marketing agency executives, public relations and communication professionals as well as search planners, buyers and specialists will attend. Location is Santa Clara Convention Centre, Santa Clara, CA. For more information or to register, visit www.smxwest.com/register.

March 5-6
THE INTELLIGENT ENTERPRISE
EXPEDITION 2008

The Intelligent Enterprise Expedition (IEE 08) is described as a groundbreaking two-day event with its exclusive focus on location intelligence at the enterprise level. DMTI Spatial is hosting it. The conference promises to showcase industry-leading experts and compelling customer stories. Robert Leighton, senior vice-president of Innovapost, will be featured as a keynote speaker and will discuss Canada Post's new Acquisition Admail product, aimed at helping Canada Post's clients reach the right people via direct mail. Location is Le Royal Meridien King Edward Hotel, Toronto. For more information, contact Lisa Lamm of DMTI Spatial at 905.948.2027 or email llamm@dmτισpatial.com

at their most frequented store. The model may show that only 30 percent of customers frequent their closest store, but still contribute more than 60 percent of the store's total sales.

It will create a model with a series of parameters that says for these kinds of neighbours with these kinds of demographics and this particular shopping behaviour, this is the pattern of store patronage, says Kestle. It's a concrete example of how the software can shorten the modelling process by having the scenario building capability to store information from the customer record, and to roll it out to predict what people are likely to do at other similar kinds of locations.

The software's capabilities range from the production of standard reports and maps to performing complex probability models for multiple site evaluation projects. Advanced trade area tools go beyond circles and drive-times to offer customer-derived polygons and Huff models. The latter is considered a better way of defining trade areas that accounts not only for the number of customers, but their distance from the store.

"People have always used circles and polygons when defining trade areas," says Kestle. "But the strength of ArcGIS Business Analyst for Canada is that it offers many more sophisticated ways to conduct site evaluation analysis. It can analyze customer distribution and the probability of someone patronizing a single store or multiple locations. It's a breakthrough product for the retail industry."

The software also features a Territory Design Toolbar which serves as a territory management application to create, edit and manage sales and service territories. With this toolbar, a user can automatically generate multiple territories and compare them by size, drive times, demographic characteristics, consumer expenditure variables, multiple weighted variables and a user's own sales data. With this information, a business can forecast a territory's market potential before finalizing territory definitions and developing sales goals.

DMN
direct marketing news

✓ **DON'T
FORGET**

to request the
2008 media kit

www.dmn.ca
905.201.6600

Vol. 20 | No. 4

JANUARY 2008

STAFF

PRESIDENT

Steve Lloyd - steve@dmn.ca

PUBLISHER

Mark Henry - mark@dmn.ca

EDITOR

Ron Glen - ron@dmn.ca

MARKETING INFORMATION COORDINATOR

Adam Lloyd - adam@dmn.ca

ART/PRODUCTION

Michael Demi - michael@dmn.ca

SENIOR ACCOUNT MANAGER

Peter O'Desse - peter@dmn.ca

CONTRIBUTING
WRITERS

Ryan Dochuk
Rick Ferguson
Susan Maclean
Billy Sharma
Edward Soorany
Colin Taylor
Michael Turney

LLOYDMEDIA, INC.

HEAD OFFICE / SUBSCRIPTIONS / PRODUCTION:

302-137 Main Street North, Markham ON L3P 1Y2

Phone: 905.201.6600 • Fax: 905.201.6601

Toll-free: 800.668.1838 • Email: home@dmn.ca

Web site: www.dmn.ca

EDITORIAL CONTACT:

Phone: 416.461.9647

Email: ron@dmn.ca

Direct Marketing News is published monthly by Lloydmedia Inc., plus the annual *DM Industry Source Book*, *List of Lists* and *Canadian Call Centre Industry Directory*.

Direct Marketing News may be obtained through paid subscription. Rates: Canada - 1 year (12 issues \$48), 2 years (24 issues \$70) U.S. - 1 year (12 issues \$60), 2 years (24 issues \$100)

Direct Marketing News is an independently-produced publication not affiliated in any way with any association or organized group, nor with any publication produced either in Canada or the United States. Unsolicited manuscripts are welcome. However, unused manuscripts will not be returned unless accompanied by sufficient postage. Occasionally *Direct Marketing News* provides its subscriber mailing list to other companies whose product or service may be of value to readers. If you do not want to receive information this way, simply send your subscriber mailing label with this notice to: Lloydmedia Inc. 302-137 Main Street North, Markham ON L3P 1Y2 Canada.

Members of: Direct Marketing Association of Toronto

POSTMASTER: Please send all address changes and return all undeliverable copies to:

Lloydmedia Inc.
302-137 Main Street North
Markham ON L3P 1Y2 Canada

Canada Post Canadian Publications
Mail Sales Product Agreement No. 40050803

Printed in Canada: Metroland Media Ltd.

This issue of DMN is mailed by:
Data Business Solutions (905)507-0202

B2B



February 28, 2008
B2B Conference, Toronto

mania



Get your tickets NOW!

See the Marketing Kings of the Business-to-Business World put on a show for the ages. Amazing insights, brilliant ideas, riveting case studies, invigorating discussions...the sheer skill and worldly experience – it's enough to make anyone's knees wobble.

Gord Dyer McGraw-Hill Ryerson	Gylaine Lavoie Air Canada	Brian Meagher Purolator	Heather Nairn-Rand ADP Canada	Andy Pilkington Amex Bank of Canada
----------------------------------	------------------------------	----------------------------	----------------------------------	--

Tickets | Sue LeClerc | 416-645-3281 | sleclerc@the-cma.org
Mania program information | www.the-cma.org/b2bconference
Or Andra Thurton | 416-644-3748 | athurton@the-cma.org

**The Deafening
Screams
Of Adoration**

**The
Tears Of
Overwhelming
Joy**

**Yes, The
CMA B2B
Conference Is
Here!!**