DIRECT MARKETING

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THE ART & SCIENCE OF PREDICTABLE MARKETING

Winning customer engagements in a 'Big Data' world

By Jay Bourland

Big data has revolutionized how businesses manage customer relationships. Information overload has swamped CRM systems that were totally fit for purpose ten years ago. So what are Canadian marketers doing to effectively manage relationships with customers in this context?

Today, there are more channels and lines of business; more communications vying for each customer's attention, and more ways for consumers to get and share information on their own. That means it's easier

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Editor's Letter

Amy Bostock

What's the big deal with Big Data?

'Big Data' is the phrase on every direct marketer's lips this year but it seems to me that the term means different things to different people. Here are some opinions on Big Data – how it is defined and how to use it - that I've gathered during recent conversations:

- It's not always about more data; it's about the right data.
- In the retail space it allows the convergence between physical locations and context — like people going somewhere and checking in, or scanning products in a store. It offers an opportunity to talk to them right there while it's relevant.
- Big data has a central role to play in developing brand resilience at a time when social media has emerged as a major brand battleground.

In this, our first-ever Big Data issue, we'll look at how Big Data is being addressed across a number of verticals. Bryan Pearson of LoyaltyOne outlines five critical steps in using data to increase customer loyalty while Gary Fearnall of LinkedIn weighs in on using data to understand intent and engage professionals online. Richard Boire of Boire Filler Group talks about what, if anything, is really new about today's Big Data.

The November issue will be making an appearance at the annual Environics Analytics User Conference at the end of the month and I'm really excited to have been invited once again to listen in on conversations between industry experts and the people who are using data to grow their business opportunities. You can be sure that many great articles will come from this conference and I look forward to sharing them with you in future issues.

This month is AFP Congress in Toronto so we've dedicated part of the issue to our NFP readers with submissions from Prime Data, Environics Analytics, CDS Global, Peartree Financial and Break Even Inc. Although these companies all do very different things – they are all doing at least part of their business in the NFP space and have a lot of innovative ideas and solutions to share with you.

And finally, our London Regional Report wraps up our series of road trips that have been running since 2009. I've really enjoyed visiting DM companies across Canada and getting a real feel for the industry. The opportunities have been invaluable and I look forward to keeping up our conversations going into 2013.

Writers wanted

On that note, our new 2013 Editorial Calendar is now available. You can download it from our website or email me at amy@dmn.ca for a copy. Please give it a read and let me know if a topic catches your eye and you'd like to contribute.

Directives

It's time for real-time stewardship

By Ian Hayes

A strange sense of resignation has penetrated the charitable sector - there's an unsettling level of comfort toward what's perceived as an inevitable delay in the acknowledgement of donor support.

Aggregating and managing donor information amidst the modern realities facing non-profits is a daunting exercise, to say the least. Data loading procedures, built around a central database, require excessive investments of time, accuracy insurance, and cleansing. The industry, it seems, has accepted these limitations.

A personal touch makes a difference

The automated, generic donor Thank You note has about as much unique personality as the back-end software used to send it. Even worse: major gift donors aren't seeing recognition concurrent with the true value of their contributions. A $50 one-time donation may earn a response of recognition, but what about the various other avenues that donor contributions might take? Donations exist in forms beyond the financial, including:

- Volunteer hours
- Gala attendance
- Event sponsorship
- Challenges, Both Present and Future

We can't pretend contemporary realities don't present a challenge. Donor information may not be stored in a readily accessible way, and possibly in various forms and locations:

- Onsite CRM systems
- Web-based donation platforms
- Spreadsheets and Excel databases
- Peer to peer networks
- Third party, offline donation processes

Consolidating this information and producing appropriate recognition collateral in a timely fashion is both the problem and the solution. For some non-profits, a failure to recognize both the importance of this shifting priority and the necessity in its similarly changing methodologies would be catastrophic.

Many non-profit organizations are already witnessing troubling declines. Donor loyalty is slipping, due in no small part to the decline of stewardship on the whole. Old methods are weighing down contemporary results, and non-profits must adapt a new approach to drive future stewardship.

Thankfully, a better way forward isn't waiting. It's here.

For stewardship, real-time is now

Cloud technology serves as the leading edge when it comes to donor management solutions. The ability to access a central database, at any time and from anywhere via web browser, allows non-profits the flexibility and immediacy needed to harness the power of donor information and deploy impactful responses. Overall accessibility of the Cloud model emerges as a key benefit derived from its implementation: donor processing partners can integrate with the database in real-time to provide updates on-demand.

Real-time stewardship is no longer a hope, or an ambition. It's a necessary reality, and a new industry standard.

Imagine being able to thank a donor for a $1000 donation within the day, regardless of how that donation was processed. Online, offline, peer to peer – the procedure would not matter in a real-time Cloud environment. This acknowledgement would be personalized, relevant, and contextual to their donation and would include all the customized qualities required in a communication emphasizing gratitude and highlighting the importance of the donor relationship.

Donor management isn't just a term referring to information. It's fundamentally about relationships. Categorizing and evaluating data may serve a technical purpose, but without the ability to use that knowledge as a practical means of solidifying donors' loyalty and communicating the true value of their contributions, what purpose does it serve?

Non-profits around the world are embracing the benefits of real-time as a new reality in donor management solutions and meaningful stewardship strategy. Changing our methods for the better is the first step toward changing the world.

> *"Imagine being able to thank a donor for a $1000 donation within the day, regardless of how that donation was processed.*

Ian is the President of Breakeven Inc. Breakeven is a software company focused entirely on those that help others. Their flagship product Causeview is a cloud based application that is used by non-profit organizations across North America to enable real-time stewardship. Check them out at www.breakeveninc.com

Coming in the December issue of *Direct Marketing*

Special feature: membership marketing

In this issue we'll talk to companies who have successfully turned occasional buyers into loyal customers about what it takes to develop and maintain a profitable membership marketing program.

Focus on commerce

The definition of commerce has evolved and in this issue we'll examine e- and m-commerce and how direct marketers are incorporating both into their programs. We'll also highlight some Canadian companies – both established and start-ups – who

The awards issue

It's that time of year again! As the year draws to a close we'd like to bring you the highlights from a number of industry awards – including the CMAs, ICSA, NAMMU and Canada Post's first ever National E-Commerce Innovation Awards.

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DATA ANALYTICS

Q&A: DMTI Spatial

Steve Sigal, Senior Director of Product Management at DMTI Spatial talks about the evolution of location intelligence and how new advancements are delivering better business insight and increased profitability

DM: *How has location intelligence evolved?*

SS: From my perspective, we've gone through a few paradigm shifts. The first phase was about using basic maps and minimal segmentation and the second phase was about using simple technology like mailing software, CRM data and certain segmentation techniques. I believe location intelligence has evolved to allow users to go beyond all this to do more. It's using technology in new ways to gain new insight and segment your market more effectively. The next phase of location intelligence is all about unlocking the hidden potential in your address information to be more effective marketers and increase your profitability.

DM: *So if most of today's marketers are working in the second phase, how has location intelligence evolved to improve on what they're currently doing?*

SS: There are a number of areas, but let's start with context. Your customer address information can be segmented in infinite ways such as by municipal boundaries, postal code or your own defined sales and service territories. To be an effective and efficient marketer, you want to target with pinpoint accuracy and ensure the right message is getting to the right people. When you're segmenting just by postal code, you could potentially be missing great opportunities right across the street in an adjacent postal code. When you're looking at a new address, do you know if it's business or residential? If you're marketing a new cable internet service to residential customers, you don't want to spend time and resources sending the same message to an industrial address. Is the address you're looking at a single dwelling or does it contain multiple units? Are you going to want to send a snow-plowing flyer to a condo resident? Part of the evolution of location intelligence is about understanding the context of an address upfront to make smarter decisions.

DM: *Some direct marketers worry that postal cleansing software doesn't always offer a true measure of whether an address is real. Does location intelligence address that?*

SS: Let's also remember that postal cleansing should only be used for mailing purposes, but not address management. Responding to your question, some postal cleansing software may only validate based on postal code, but doesn't give you a true measure of whether a specific address actually exists or provide any context about that address. With the latest developments, you're bringing together multiple sources of data to validate the existence of an address based on a number of factors. This doesn't just help you ensure you're avoiding sending mail to non-existent addresses. It also plays a part in reducing risk and fraud within your organization and you'll be sure not to do business with a customer providing a non-existent address.

DM: *Where does geocoding fit within the evolution of location intelligence?*

SS: Interpolation doesn't cut it if you want true insight. With high-precision geocodes, you have greater confidence in the placement of your addresses. You know exactly where they are, and where they are located within relation to one another or assets of yours. Location intelligence allows you to optimize campaign planning. For instance, if you're marketing a promotion for a fitness centre, you can use location information to accurately include only those residential addresses within a 15 minute drive of the fitness centre.

DM: *How do other geographic trends play into the evolution of location intelligence?*

SS: When you accurately understand the placement of your addresses, you can do a lot more with them. Taking other information you have, such as demographic trends or spending patterns, which can usually be aligned to a postal code or census area, you can overlay these trends with your addresses. This allows you to pick out the optimal areas to market your various products. You can tailor the advertising from one retail location to reflect the income and shopping preferences in its area to be sure you're getting the right message to the right potential buyers.

Sometimes you may even want to go beyond the postal code level and get extremely focused, aggregating data down to smaller boundaries. Postal code segmentation may be effective in urban areas with small number of households that tend to share similar characteristics. However, in suburban or rural areas, sometimes a single postal code contains a wide range of addresses with very different attributes and you need a way to isolate certain "micro-neighbourhoods" to focus on just the high income properties for example. New technologies allow you to do this.

DM: *How do you ensure you have up to date information to take advantage of everything you've spoken about?*

SS: Staying current and accurate is key. With the evolution of location intelligence, you can plug directly into existing workflows or integrate with current systems. You can quickly update all address information contained within your CRM or other address files and databases in a single batch process. The key of course is that these pieces of next generation software maintain their own accurate and updated source databases, something we take pride in at DMTI. Some services ensure that information is loaded correctly at the point of entry by using address suggestion algorithms to aid the user in putting the address in accurately from the start.

Another key point is that it's necessary to have a unique, single identifier for every address. The identifier remains constant throughout the address's life even if it's modified due to postal code, street name or municipality changes. The ID represents the same address regardless of spelling, eliminating redundancy in one or many databases.

DM: *So this helps with duplication and consolidation?*

SS: Certainly. By using a unique identifier, you can match two addresses even if they don't appear to be the same, such as 100 Highway 5 and 100 Dundas St West, two variations for the same location. The unique identifier also helps you keep up with municipal amalgamation (or de-amalgamation). For example, let's take a look at a street in Don Mills. Back in the 1970s, it was referred to as Don Mills, then North York and now through amalgamation the address is in Toronto. Depending on the age of your customer database you could have multiple representations of the same address. The unique identifier will always be the same and this allows you to easily identify and consolidate duplicate entries to make your database easier to manage. Removing duplicates also helps customer satisfaction and brand reputation as you're not angering potential customers by sending them the same thing more than once. Another great aspect of the unique identifier is that it allows you to tie multiple databases together. You can take information from your database of TV customers and information from your internet customer database to run a campaign promoting a new bundled offering and be sure it's only going to the right people. It helps you unlock more value from the information you already possess.

DM: *So, in a nutshell, the evolution of location intelligence is about helping uncover new opportunity?*

SS: Right. So while I would describe the old paradigm as being able to get better information in the near-present, or helping you analyze past performance, location intelligence has evolved to help you increase success in real time and better plan for the future. By using address as the common key to link all kinds of trend analysis, you can pinpoint specific areas that your organization deems to have the most potential. You're able to zoom in on small neighbourhoods and effectively tailor messaging and offers to resonate best at the most local level through micro targeting. There is also now technology in place to really give direct marketers an edge. You can plug in addresses that you already have, and software is able to return all the other addresses within the same areas that you're missing. There are obviously many benefits to this. For one, you're able to get a complete picture of a given market and see true penetration and coverage rates. What I think is more impactful, is that you can quickly uncover many new opportunities and expand your reach into new areas that you weren't able to access before.

DATA ANALYTICS

› *Continued from Cover*

than ever to spend too much on customer communication, and harder than ever to get your message heard. Social media has made more noise, but it is difficult to distill that noise and link it back to an individual customer's feelings towards your business.

In this environment, it is important to take a strategic approach and to create a *Customer Communications Management* plan. It makes communications dollars go further, and helps deliver the right messages, to the right people, at the right times, through the right channels. While marketing should play a central role in defining your communication strategy, it is important to understand how IT, customer care, operations and your customer experience teams all need to be on the same page in order to make sense out of the swathes of data out there.

Data quality and content

Issues with data quality have always driven up communication costs. Data issues cause duplicate and returned mail, email bounce-backs, and delay important communications with customers.

"The challenge is knowing what data you have, cleansing that data, understanding what data you need to acquire and how you'll approach that data set to make the most relevant communication to the customer," explains Matt Swain, Associate Director at InfoTrends. "What we try to do with companies is talk about what data can you collect as you're ramping up to be more effective and be more strategic."

Customers today expect more personalization. They have the option to opt out, tune out, and throw out communications they feel are wasting their time. Having accurate address records is no longer enough. Understanding the customer, his or her shopping patterns and communication channel preferences, influencers and more—and being able to use that insight to tailor communications to fit his or her needs—is rapidly transitioning from nice-to-have to essential in order to grab and keep customers' attention.

A multi-channel approach

Few organizations have kept up with the explosive growth in communication channels. When used in concert, multiple channels can reinforce messaging to return a better ROI. Use them according to customer communication preferences, and they can both increase read rates and enhance the customer experience.

"If Facebook were a country it'd be the world's third largest," notes Barb Pellow, Group Director at InfoTrends. "There are 85 million people on LinkedIn. People spend 15 minutes a day on YouTube. What you've got to do is look at how you leverage print, mobile, social and online into cohesive and integrated strategy."

The challenge here is that most businesses began developing silos around new communications channels in the early days of the web, and they've stuck with that approach as the number and variety of channels has continued to grow. Ideally, Pellow adds, businesses should coordinate "one form of media to drive the next form of media to drive the next form and actively engage the customer". A solid strategic approach to CCM will not just use multiple channels and aggregate tons of data; but rather use those channels to provide a unified face to the customer that neither over nor under-communicates.

Functional coordination

The term "customer centric" is certainly in vogue. However, true customer centricity is more often elusive when different departments are collecting and analyzing data on customers and the market. When it comes to reaching out to customers, according to the Association of National Advertisers, functional silos rank as the number one obstacle to effective integrated communications.

Skip Henk, President and CEO of Xplor International, educates his clients on the importance of collaboration.

"If you look across all the spectrums within the company, the IT, the sales, the marketing, senior management, this is an effort that has to take place from beginning to end and also has to be very well thought out and very well directed in terms of buy-in, in terms of implementation, and most of all, in terms of what your customer is looking for."

In order to synchronize and upgrade data quality and content, as well as channel coordination, businesses need to decide who owns the data, who owns the customer, and how to work together to ensure that the customer's interests are kept squarely in focus every step of the way.

One of the challenges here is coordinating across platforms. According to Forrester Research, many companies have more than nine distinct output management systems. Customers don't care whether they have one or twenty—they just want the output to be tailored to their unique preferences and needs.

You have to have a plan

"Some companies are taking a strategic approach today to customer communication management," Swain advises, "but ultimately what we're looking at is a significant void between the best of the best and where everybody else is." Meeting this objective starts with high quality, standardized data that can be shared across the organization. It includes an approach to multi-channel management that is consistently customer focused. It requires that lines of business and functional areas work together to address customer needs.

Despite the challenges, new technologies are making it easier for organizations to manage communications across the enterprise. From Master Data Management to multichannel communication platforms that can bridge the gap between digital and physical media, businesses are turning to solutions that provide the cross-organizational coordination needed to deliver a more streamlined, more customer-centered approach to handling big data.

Jay Bourland is the Senior Vice President Customer Communications at Pitney Bowes Software

DATA
ANALYTICS

Marketing to mindset

Understanding intent to engage professionals online

By Gary Fearnall

The Internet has transformed how people communicate, consume information and build relationships. Nowhere is this more apparent than with the consumer behavior on social networks. The abundance of choices, ranging from broad to niche, is inevitably causing fragmentation across these platforms. In this landscape, it isn't always easy for advertisers to effectively connect with audiences as they try to engage consumers who are juggling multiple profiles and mindsets online.

So, how do brands attract and retain consumers' attention in a world of information overload? LinkedIn sought to answer this question in a recent study and found that marketing to emotion should play a bigger part in how brands pursue consumers on social networks. Titled ***The Mindset Divide***, the study honed in on two areas – professional and personal networks– and together with TNS, surveyed 6,000 people in 12 different countries, including Canada.

Know the difference between "spending time" and "investing time"

The first thing the study uncovered is that not all social networks are created equal, and purpose and mindset vary on each platform. This is simply the difference between "spending time" versus "investing time." The mindset on social sites is typically casual and entertainment focused, while on professional networks it tends to be purposeful and goal-oriented. On social, it's about enjoying the moment by socializing with friends and staying in touch, while on professional it's about getting something back in the future.

Get emotional

How does emotion come into play? We know the power of emotional advertising is undeniable, but marketers take for granted that this is only effective in social environments. While it's easy to assume only personal networks capture users' emotions and passions, The ***Mindset Divide*** debunks this myth and reveals that it's actually quite the contrary. People are driven by a deep well of emotion when using professional networks. Maybe it's less obvious than what you might see on personal networks, but it's no less powerful. We found that ambition, security and achievement are powerful emotions lurking just beneath the surface. Like many of us, the motivation is rooted in being capable providers, having a secure retirement, being able to afford college for our kids, and buying that dream house.

Brands should take note that the type of content users expect from the two networks should also align to the differences in mindset. Through the study we learned that people are more than three times as likely to use personal networks for entertainment, and are three times as likely to use professional networks to keep up to date with their career. We also found professional network users crave insights above all else, and expect to hear from brands 26 per cent more on professional networks than they do on personal ones.

A great example of tapping into the emotional mindsets is Citi, a company that has one of the most successful US-based groups on the LinkedIn platform. Citi's Connect: Professional

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Five critical steps to customer loyalty through technology

By Bryan Pearson

In an increasingly competitive attention economy, where technology is a field equalizer and the consumer has more power than ever, every organization has one clear mandate – profitable growth and solid shareholder return.

But none of this can be achieved without gaining a deep understanding of the customer, who is constantly fielding information from a spectrum of channels. How does a company use emerging technologies to connect with and understand its loyalty members and influence desired change? While most companies are talking about it, few actually know how to use their purchase data to increase their bottom line and forge stronger relationships with their customers.

Yet from our experience, companies that implement data analytics holistically can drive a 3 to 10 per cent sustained increase in sales, profits and customer loyalty, and gain a competitive advantage not easily copied by competitors.

To capture similar growth numbers, I suggest five critical steps for using data to better target customers, and the role technology plays in achieving that goal. Deployed properly across the organizations, these steps should help every decision maker influence positive change across consumer touch points.

1. **Invite division heads to develop joint ownership of the vision:** If a company wants to define the best technologies to build customer engagement, its leaders first have to make sure everyone at the table agrees on how to use customer data to create real operational gains. Spending time as an executive group will enable the team to create meaningful opportunities that not only ensure buy-in, but also allow the group to consensually define the metrics of success. It takes work – there are costs to budget, goals to set and reliable performance measures to be established. Every division head plays a key role, so together they must define the level of engagement to strive for, chart the course and specify the deliverables for which each is accountable. Lastly, be sure the vision is consistently to ensure each of their stakeholders is supportive of the key tasks required to make the vision come to life.
2. **Use technology to become customer-committed:** Many companies are product-obsessed; they operate with complete focus on creating, developing and enhancing their products to meet an existing need. Others are opportunists – they obsess on product, but also use their data to occasionally solve issues involving service, sales dips or shrinking baskets. Both of these types of companies operate every day. But in times of dramatically shifting technologies or fickle consumer demands, it is the customer-committed company that stands apart. These organizations place the customer at the center of their business equation, commit to two-way dialogues, and use a balance of data and innovation to design a relevant customer experience. So how do you put the data to work in this way?
3. **Share customer data with all divisions of organization:** Technology is not only changing how companies get to know loyalty members, it is changing how they incorporate customer data into their core operations. It's a matter of releasing the customer data from the marketing department and sharing it across all departments. Then, everyone can align their priorities against high-value, high-potential customers, identify the critical customer encounters that define the brand's unique value, and change their activities to better serving those customers. The goal is not merely to improve the customer experience, but to transform it to gain an emotional connection. A starting point is to map out all of the organization's customer touch points and then prioritize them.
4. **Link performance incentives to customer metrics:** Today, companies have the wherewithal to demonstrate a direct connection between each department and the bottom line. To stay motivated and continually prove the business case, ensure the organizational dashboard is tied back to the overall goal of achieving higher customer knowledge and engagement. For example, the measurable satisfaction ratings for the top 20 percent of critical customer touch points should connect to compensation and rewards across all departments, including logistics, merchandising and PR.
5. **Don't forget the quick wins:** Identify three to five ways the company can make fast progress. A series of "quick wins" will help build commitment and excitement and rally support for embracing the pursuit of customer understanding and loyalty. You'll find the old 80/20 rule in effect here, in that 20 percent of the activities will generate 80 percent of the gain as well as 80 percent of future prospects. Identify the priority areas, narrow them down to the easy and impactful items, and see quick gains.

I've seen these strategies work time and again, because no matter which lens is used to view the customer, the desired result is the same – to grow the bottom line via high-value, high-potential consumer relationships. By using technology to gain and share deeper data insights, these five tips will initiate a true customer-committed approach for your business, and better-than-equal footing to profitable growth.

Bryan Pearson is president and CEO of LoyaltyOne and author of 'The Loyalty Leap: Turning Customer Information Into Customer Intimacy'.

DATA ANALYTICS

Are we ready for the Big Data revolution?

By Kevin Klein


Photo by: Gary Tamyan

Kevin Klein of Consumer Intelligence Group

Over the course of the last few months I have had a number of great conversations with respect to Big Data and its implications in the real world. These conversations have been with marketing practitioners, people who use data on a daily basis to drive their marketing efforts to meet objectives. The conversations usually culminated into what I call the "dream sequence," where the marketer looked to the heavens and thought about how great it would be to have access to all the data.

I decided that it was time to find out more about Big Data and how the quest to harness infinite amounts of data will affect marketers in their pursuit of meeting every day objectives.

As with all savvy researchers, I consulted the "oracle" on all information – Wikipedia. What I found was:

In information technology, big data is a collection of data sets so large and complex that it becomes difficult to process using on-hand database management tools. The challenges include capture, curation, storage, search, sharing, analysis, and visualization. The trend to larger data sets is due to the additional information derivable from analysis of a single large set of related data, as compared to separate smaller sets with the same total amount of data, allowing correlations to be found to spot business trends, determine quality of research, prevent diseases, link legal citations, combat crime, and determine real-time roadway traffic conditions.

I also found that:

In 2012, the Obama administration announced the Big Data Research and Development Initiative, which explored how big data could be used to address important problems facing the government. The initiative was composed of 84 different big data programs spread across six departments.

Whoa! Big Data is big. And with big implications for business, government, science and law enforcement.

Clearly having access to Big Data is beneficial. But have we mastered small data yet? Are we ready to have access to so much information? As marketers, have we optimized our abilities to "capture, curate, store, search, share, analyze and visualize" the small data – the data that is available to us marketers to help us meet our daily objectives?

And maybe this is not the debate. Maybe the pursuit of grander technology and processes to advance the ability to absorb more and more information will provide everyday marketers with better tools. After all, the internet was a military communication tool long before its commercialization and infiltration into the fabric of our everyday personal and business life. But as grand a goal as understanding Big Data is, how can we harness its power when we haven't fully realized the potential of small data?

I guess it is just the "dream sequence" that I have some issue with. In the practical world we need to master the ability to "capture, curate, store, search, share, analyze and visualize" the data that we already have before heaping mountains of information into the mix and then throwing up our hands in frustration because our technology can't handle it.

Don't get me wrong, there are everyday practical reasons to harness the beast that is known as Big Data. It would be wonderful to collect, collate and report on monster data sets collected over multiple years to understand and

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DATA ANALYTICS

Big Data analytics - reality or hype?

By Richard Boire

I continue to be amused by the new buzzwords that are constantly appearing within our industry. The most recent "new buzzword on the block" is "BIG DATA" and more specifically "BIG DATA ANALYTICS". But is this really new? After all, for most of us experienced practitioners, very large datasets have been the norm in applying a certain data mining technique in order to achieve a given business solution. Analytics and data mining solutions have been deployed in environments where millions and in some cases hundreds of millions of records are not uncommon situations. For each record, it is not unusual to have in excess of 350 variables once you include external demographic information. But if working in large data environments represents the norm rather than the exception, then what is new about Big Data Analytics.

Speed and delivery of solutions

The first change is the expectation of speed regarding the ability to produce the necessary information and results in a much quicker fashion. As the world of analytics and data mining has become more mainstream within the business community, expectations continue to increase regarding both the timeliness of the information as well as the delivery of more solutions. For example, analytics to identify fraud cases is going to have far more time sensitivity than the ability to identify responders to a direct mail campaign. The time sensitivity in fraud is simply going to yield far greater dollar benefits than the direct mail exercise. Recognizing this new paradigm of speed, organizations are building engines that can provide solutions in minutes within data environments that contain billions of records. One recent example is an analytics solution which required 1-2 days of actual processing time in order to deliver the actual results of just one solution. Through a new engine, this speed has now been reduced the processing time to under 30 seconds. It is this newfound ability to process extremely large volumes of data that is the real game changer in analytics. Output can be produced much more quickly so that the practitioner can do what he or she does best which is **ANALYSIS** but with the ability to look at many more options in a much quicker period of time..

Even within the direct marketing world, the notion of speed is important as marketing expectations have risen regarding the production of more models in a timelier manner. These heightened expectations are due to the increased awareness of the benefits of data mining and analytics.

Velocity of data

The second change is the velocity of data which represents new large data volumes that are continuously being produced in real-time. Of course, one could argue on why this is so significant given that the fact that retail or banking transactions are occurring in continuous real-time fashion. Analytics within these sectors has been employed for many years against this type of data environment and would certainly refute the notion that this is somewhat new.

However, it is the advent of social media that has provided further impetus to this notion of Big Data. Huge data volumes pertaining to comments and conversations are ongoing within the social media space but what is really significant is the ability to analyze these comments and conversations. The fundamental difference with much of the social media data is that the data is unstructured where the challenge, here, is that a different set of analytics tools are required to derive meaningful insight from text. One key deliverable from text analytics includes sentiment analysis which attempts to place a score depending on the proportion of favorable vs. unfavorable comments within a given body of text.

Another key deliverable is the ability to determine key themes from this text. In conducting this kind of analytics , the data challenges are architecting the data in such a way that it addresses the overall analytics needs of the organization which again are to provide the necessary solutions in a timely manner. This can be particularly onerous due to the unstructured nature of the data. The timing of how soon this information is required will vary depending on how soon the given organization needs to act on the information. For example, a political campaign may need information on a daily basis since decisions can be made and acted on in a daily fashion. A good example of this is the monitoring of Twitter comments in terms of positive vs. negative sentiment on a President Obama speech. One could analyze this sentiment prior to the speech and then observe the changes in sentiment immediately after the speech. Furthermore, one could analyze the sustainability of these sentiments over different periods of time after the speech. From a text mining or text analytics perspective, different themes from the Twitter universe could emerge based on Obama's speech.

Based on the learning from this exercise, the Obama team could enact strategies that specifically address the insights from this analysis. As with any medium, though, analysts need to consider the bias as within social media there tends to be a much younger age demographic. Given the fact that we also know that President Obama tends to appeal to a much younger demographic, social media and Big Data analysis would be more applicable to the Democrats than the Republicans under Mitt Romney.

But what about a marketing campaign? Do we need real-time results in order to make decisions immediately and on the fly? Yet, before we even determine how quickly we need the results, we need to better understand the period of time that is reasonable for us to draw robust conclusions about a given campaign. In direct marketing terms, this is often referred to as 'intake'. Direct marketers are very familiar with intake curves as they provide insights on how much of a campaign's results occur within a certain period of time. In direct mail, it is not unusual to expect a time period of 6-8 weeks as being the norm for observing most of a given direct mail campaign's results(over 80% of all results occur within that time frame). In outbound telemarketing, this length of time can be much smaller and is dependant on the call centre's ability in outbound calling. Yet, within the digital world, response can almost be instantaneous with analysis being conducted on a daily basis.

But the fundamental issue in dealing with the velocity of data regardless of the intake patterns of results is how quickly do we need the insights? Of course, the answer to this question is going to be dependant upon how quickly are we going to action the insights. In most cases, actioning of any learning related to a previous campaign is usually several months despite the increase in digital marketing. Why? In many cases, organizations are not just interested in click thrus, open rates and page views but more importantly how all this information is integrated to the actual purchase event. Analysis of purchase events needs to have a much longer time horizon since the actual purchase can occur weeks later than the launch of a campaign.

Making sense of the data

If large volumes of data are the norm for the experienced practitioner then how do we make sense of all this data. By conducting a data discovery exercise which was discussed in a previous column, a disciplined 4 step approach is undertaken which yields the following:

- Creation of a data environment to facilitate the analytical requirements of the organization
- A roadmap which identifies and prioritizes business initiatives and activities for the upcoming 12 months based on a preliminary analysis of the data.

It is important to remember that these initiatives are only outlined for the first 12 months since we understand that analytics is a continuous process where new learning will identify new initiatives and priorities for the second year.

Besides determining how to makes sense of the data, another question arises which relates to the value of the data. With the explosion of data, businesses need to understand whether or not these large volumes of data add benefit to the company's bottom line. Once again, a disciplined approach using analytics can properly address this issue. A good approach to this is to observe how external data would improve the performance of key predictive models that are used within an organization.

For example, in one actual recent scenario, we built an acquisition model where newly developed algorithms were used to derive new variables based on name and address only. Without getting into the mechanics of how other individual level variables were derived based only on name and address(another topic for another column), an acquisition model was developed with eight variables representing the final solution. Using external information, two variables from the external data made it into the model, but they were the two weakest variables in the model. Decile charts which attempted to evaluate the rank ordering capability of response as a measure of performance revealed no significant lift in performance when using the external data and thereby no real incremental benefit. This approach is certainly not new and has been a common practice for many years within the data mining community in evaluating the benefits of data in improving the performance of predictive models. This approach will continue and in fact should accelerate in our ever-increasing world of data.

Having explained the notion that Big Data is not really new, the discussion of the so-called phenomenon of Big Data will continue. We live in a world where valuable resources all have finite limits. The only resource that does not have these finite limits is data. Data and information continue to grow logarithmically. Yet, the burgeoning issue of this century is not Big Data but just data itself. We do not need fancy buzzwords to emphasize the importance of data. Small and large data volume environments have in many cases very similar challenges which have continued in the past and will continue into the future. The ultimate challenge for us as practitioners is to recognize what is important and how to extract the meaningful insights from an exploding data environment. After all, for those practitioners, who are now often referred to as data scientists, data is their oyster.

FUNDRAISING

Lost and found

NCOA nearly triples response rate for fundraisers

By Steve Falk

Are you keeping track of your valuable donors? According to Canada Post about 18 per cent of Canadians move each year. With each mailing, your revenue is negatively impacted by donors who move. National Change of Address (NCOA) can help you find lost donors and protect your revenue.

If you are skeptical, you're not alone. Without a guarantee of the benefits of finding lost donors, many fundraisers are cautious about spending money on a data service. So, we set out to find some proof. And in our test case we tripled the response rate and increased the average gift by 13 per cent. The increase more than paid for the cost of processing the NCOA work.

How NCOA works

NCOA compares your mailing list to the most recent Canada Post database of movers. It also looks back at five years of move history. NCOA finds donors who have moved, who have moved without sharing a forwarding address, or who are now deceased. In the United States, everyone who mails is required to perform NCOA. In Canada, it's an option. But smart fundraisers are doing it with great results.

NCOA donor mailing test results

This year we ran a test to help our customers understand the benefits of NCOA. We focused on one customer's regular donor mailings and randomly selected a test group from their mailing list. We performed NCOA on the test group and then waited three months for results. An astounding $3457.08 more revenue was generated by the 5242 donors in the test group than the control group, which more than paid for the cost of NCOA by a generous margin.

This also results in the ongoing financial benefit of retaining these donors; the benefits continue beyond one mailing. Finding donors who move helps protect the lifetime value of your supporters.

Prime Data NCOA Donor Mailing Test*

	Response rate	Average gift
Control group	1.01%	$29.23
Test group	2.88%	$33.15

*Spring, 2012

NCOA can also be performed on spouse data fields, helping your organization manage lost donors due to separation or divorce. With more couples than ever separating these days, your donor list can be splitting up too. And the cost of retaining a donor is much lower than the cost or acquiring one.

Fundraising success is based largely on cultivating relationships with donors. It's difficult to maintain donor relationships if you can't reach them. Performing NCOA to keep your mailing list up-to-date is a cost-effective way to increase response rates and protect your revenue.

Steve Falk is president of Prime Data, an innovative and growing variable data printing company based in Aurora, Ontario. Prime Data supports direct mail campaigns offering data work, variable printing, mailing, and fulfillment services.

Going with the flow

Flow through share donations a great fundraising offer tool to motivate major donors

By Marilyn Anthony

If there's one thing most charity fundraisers instinctively know it's that the bulk of the proceeds they raise come from a very small subset of their donor base. While the exact measure of a 'major gift' varies from charity to charity, the undeniable fact is that most charities in this country rely on the goodwill of a very small number of wealthy individual donors to provide the lifeblood for their organizations to operate and do the good work they do on a day-to-day basis.

Yet, despite a clear reliance on philanthropically-minded major donors, most charities spend a great deal more money, time and energy marketing to the chunk of their donor base that provides the smallest fraction of their revenues.

Certainly, fundraisers are always working to improve the efficacy of their efforts to connect with and motivate major donors to give more and to give more frequently. Planned giving and other "moves management" programs do a decent job of getting donors to make longer term financial commitments to their favourite charities over time, but even these often fall short of gaining the attention and motivating the wealthiest of donors to dig deep and make the big, game-changing types of donations that all charities need to fulfill their mission. Beyond multi-year giving programs, the charitable sector has lacked financial tools to increase or accelerate giving.

Personalized letters of appeal, membership perks and other donor club loyalty-building programs are good at doing the job they're intended to but at the end of the day, even the most generous of donors is more likely to be persuaded to increase and/or accelerate their giving if they are provided with a financial incentive to do so. Fortunately, there is a financial mechanism available to Canadian tax payers to do just that.

Flow-through share donation

Specifically, flow-through share donation programs exist to help major gift donors maximize the positive impact of their giving by capitalizing on two distinct tax policies intended to increase charitable giving and to stimulate activity in the natural resource sector of the Canadian economy.

The way it works is that a donor enters a program to purchase a class of equity units – known as flow-through shares (introduced more than 40 years ago to encourage investment in the Canadian resource sector) – that entitles the donor to take advantage of a number of associated investment tax credit benefits. The next step is for the donor to gift the shares to their chosen charity, and receive a donation receipt. The charity is in full receipt of the intended gift with no fundraising costs incurred. These shares are then immediately sold to an institutional end buyer arranged through a brokered deal.

So what does all this mean? For the donor, it means they can reduce their after-tax cost of charitable giving to less than 20 per cent of the actual donated amount. For the charities that understand and embrace the program, it means they have an extremely compelling offer tool to help their most generous donors further boost their gift amount by significantly reducing their real cost of donation.

Not to be confused with the raft of charitable donation tax schemes that rely on fraudulently inflated tax receipts being issued to donors, flow-through share donation plans do not defer, circumvent or avoid any tax that would otherwise be payable. In fact, the Canada Revenue Agency has repeatedly issued advance tax rulings upholding the validity of flow-through share donation financings since the first such plan was introduced to the market in 2007, benefiting dozens of registered charities to the tune of several hundred million dollars in donations.

Put to successful use

Although there are complex tax and securities mechanisms involved in the function of the flow-through share donation program, the process for donors and charities to participate is actually quite simple. And many have done so with great success, including a large urban hospital, which counted on flow-through share donations to facilitate a multi-million dollar pledge from a local philanthropist to help build its new mental health pavilion; a major university, whose law faculty has employed flow-through share donation facilities on multiple occasions to encourage major donations from individual alumni and from some of the top law firms in the country; and an established independent school that incorporated a flow-through share donation offering to encourage accelerated giving commitments in its capital campaign, with many pledges moving from five years down to two.

For registered charities, such as the above, that have taken advantage of the flow-through share donation program and incorporated it into their outbound marketing and fundraising efforts, the benefits have been huge. Apart from the obvious injection of major new donations into their gift base, there are other associated benefits, including a potential reduction in pledge loss in annual giving programs and capital campaigns and a very effective mechanism to migrate, or 'promote', donors to higher giving thresholds, increasing donor loyalty over time.

Of further benefit to fundraisers is that an effective use of flow-through share donations can be integrated into a major gift fundraising strategy at no incremental cost to the organization. After all, one of the fundamental principles underlying flow-through share donations is that the recipient charity obtains the full gift amount their donors intended them to receive in the first place. There is no economic cost to the charity.

Overall, flow-through share donations can help charities operate more effectively by gaining access to better, more reliable sources of funding, as well as helping to stimulate opportunities for growth in Canada's battered natural resource industrial sector. The net result is one of significant social benefit to Canada.

Marilyn Anthony brings over 17 years of major gift fundraising success to her business development role at PearTree Financial Services Inc. in Toronto. Her campaign experience spans organizations across Canada, including CAMH, Kids Help Phone, the Heart & Stroke Foundation of Ontario, University of Calgary,

FUNDRAISING

The Ripple Effect

Improving the charitable donor pool for the good of all

By Peter Baker

It began, as experiments sometimes do, as a bet. John Heckbert, the fundraising manager for direct mail at the Canadian Wildlife Federation (CWF), was looking for the most cost-effective way to find new donors. Already the largest conservation organization in Canada, CWF boasted 300,000 supporters for its broad mission of conserving wildlife through advocacy, education and research. But Heckbert recognized that, when seeking new donors and subscribers, CWF wasted too much money sending solicitations to people who had no interest in CWF's goals. How could CWF find more receptive prospects in a more cost-effective way?

Heckbert, a former business analyst and development officer at the University of Waterloo, was a firm believer in the power of segmentation. His plan called for analyzing CWF's database of current members and classifying them using PRIZMC2, the segmentation system from Environics Analytics (EA) that sorts Canadians into 66 distinct lifestyle types. Then analysts would identify the best-performing segments from among the current donors and, using lists they bought and traded, search for potential donors with similar lifestyles in postal codes that matched the top-producing PRIZMC2 segments.

"The approach was a page from Segmentation 101," says Heckbert. "The principle has been around for ages: 'birds of a feather flock together.'"

But Heckbert's colleague, Director of Operations Don Vallée, had a different idea. He figured that a direct marketing campaign would yield better results if they followed a segmentation-plus-behavioural-trait approach—using postal codes from the top-producing segments that also contained at least one previous donor. Vallée thought the clustering principle was good, but that response rates would be higher if, instead of just relying on shared lifestyle to identify prospects, the segmentation system also took into account the presence of neighbours who had already donated to CWF.

The two settled on a test: "Segmentation Alone" versus "Segmentation Plus Proximity." Heckbert, the PRIZM purist, wagered a bottle of fine wine that his Segmentation Alone approach would come out on top.


Dear friend of Canadian wildlife,

When we began sending out these free notecards, people said we were crazy!

"You can't do it – the Canadian Wildlife Federation will go broke!" many doubters said. "People will use their notecards, but you'll never hear from them again."

But it didn't turn out that way at all. In fact, thousands of people like you have chosen to help us lead the fight in protecting Canadian wildlife.

Today, I hope you will continue that tradition. As our country faces a vanishing natural heritage, it's more important than ever to gain your support. With your help, we can ensure that our proven, effective programs continue. Please consider a donation to the Canadian Wildlife Federation today! Whatever amount you decide to give, your donation will fund a CWF conservation program that helps wildlife right away.

Since 1962, CWF has advocated the conservation of Canada's wild species and spaces. Representing over 300,000 members and supporters, the Federation is one of Canada's largest not-for-profit, non-governmental conservation organizations.

As we continue to be at the forefront of wildlife education, research and advocacy, I hope that you will use these cards for another purpose: to encourage your friends and family to go outside and experience the beauty of our wildlife. For this reason I have included in this package some materials to help you enjoy the outdoors, and conserve wildlife, by making your garden [illegible] butterfly-friendly.

As well, by using your notecards, you show your support for our goals and those who fight to defend them. Please understand that you are under no obligation whatsoever to send money for your notecards. They are a gift which I hope will inspire you in the coming year.

So let me encourage you to join CWF's efforts for wildlife and habitat. By combating the issues facing wildlife, teaching youth the value of nature, and protecting species at risk, we can

(over, please)

THE FUTURE DEPENDS ON YOU!

For Office Use Only

YES, I can help the Canadian Wildlife Federation with a gift of:
$XXX $XXX $XXX Other $

In fact, there was more at stake than a bottle of wine. Sending direct mail to disinterested recipients is a huge expense. When CWF rents a list with 20,000 names, they may end up using only 17,000 after cross-matching the names to CWF's current database. And those remaining 17,000 may include hundreds that are not in top-prospect areas. "We didn't want to pay for names that weren't top quality," says Heckbert. "We knew that if we only mail to top-producing postal codes and excluded the others, we could raise a lot of money."

To design the campaign, Heckbert's team last March purchased three lists of 20,000 names from Cornerstone's Universe Canada. The first group, called "Random," consisted of postal codes from CWF's member database and other postal codes identified by the top-ten producing PRIZM clusters—clusters like Cosmopolitan Elite (very wealthy middle-aged and older families), Young Digerati (younger, upscale urban trendsetters), Golden Ponds (downscale small-town seniors) and Suburban Gentry (wealthy, middle-aged suburban families). The second group consisted of neighbourhoods that included both the top-performing clusters and previous donors from its house list; they named that "Same As List." Then there was the third group, "Different From List," which consisted of postal codes that included only the top-performing clusters.

"Would we get the same response if we promoted ourselves to neighborhoods where we didn't already have a donor?" asks Heckbert. "That was my hypothesis. And our director of operations thought otherwise."

Heckbert lost the bet.

In fact, the "Same As List" group resulted in a 20 percent boost in response over the "Random" group and 12 percent compared to the "Different From List" group.

"Behaviour plus lifestyle is more powerful than just lifestyle alone," explains Heckbert. "The test showed that donors who live in those neighborhoods have characteristics that aren't necessarily represented by the cluster lifestyle alone. Maybe all the people who live in that neighbourhood are different in a way

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Donations processing: more than just the money

By Patrick Durbano and Christine Simpson

It may have been a while since you took a look, but donations processing has officially grown up. No longer just an unsecure, logistic-riddled, back-office function to get money in the bank as fast as possible, donations processing is emerging as a key component of donor care and stewardship.

Advanced donations processing services aren't designed, as early services were (and many still are), solely for receiving donations and gifts and depositing funds. The latest donations processing services are built to automatically capture any donor-supplied information from incoming gifts, donations and correspondence. Today's automated data recognition technology has made nightmarish exception scenarios a problem of the past with such features as forms identification, optical character recognition (OCR), mark sense detection, courtesy and legal amount recognition (CAR/LAR), handwriting recognition, and handwriting detection and classification.

As a result, savvy nonprofits and fundraisers are leveraging advanced outsourced donations processing to support their strategic initiatives, as well as using it as a tactical tool for helping ensure regulatory compliance (Sarbanes-Oxley, PCI, privacy), complete auditing and reporting, and timely shipment of donation acknowledgements, prizes or membership kits.

Combining donations processing with data capture appeals to nonprofits and fundraisers because it does a better job than traditional lockbox, caging or cashiering services at delivering a 360-degree view of donors. As their names imply, the sole purpose of traditional lockbox, caging or cashiering services was to receive donations and gifts and make deposits. Everything else – particularly data capture – was left to the nonprofit. But many are now tapping into advanced donations processing to gather this intelligence, allowing them to proactively respond to donor requests, personalize appeals and support strategic planning and execution, which creates a competitive advantage for their organization.

By getting pertinent information on donors through an outsourced provider as donations are being processed, instead of keying the data themselves after the deposits are made, nonprofits and fundraisers get their money in the bank faster, acknowledge donations in a more timely manner, and gather valuable information more quickly, which translates into better donor care, better appeal results or both.

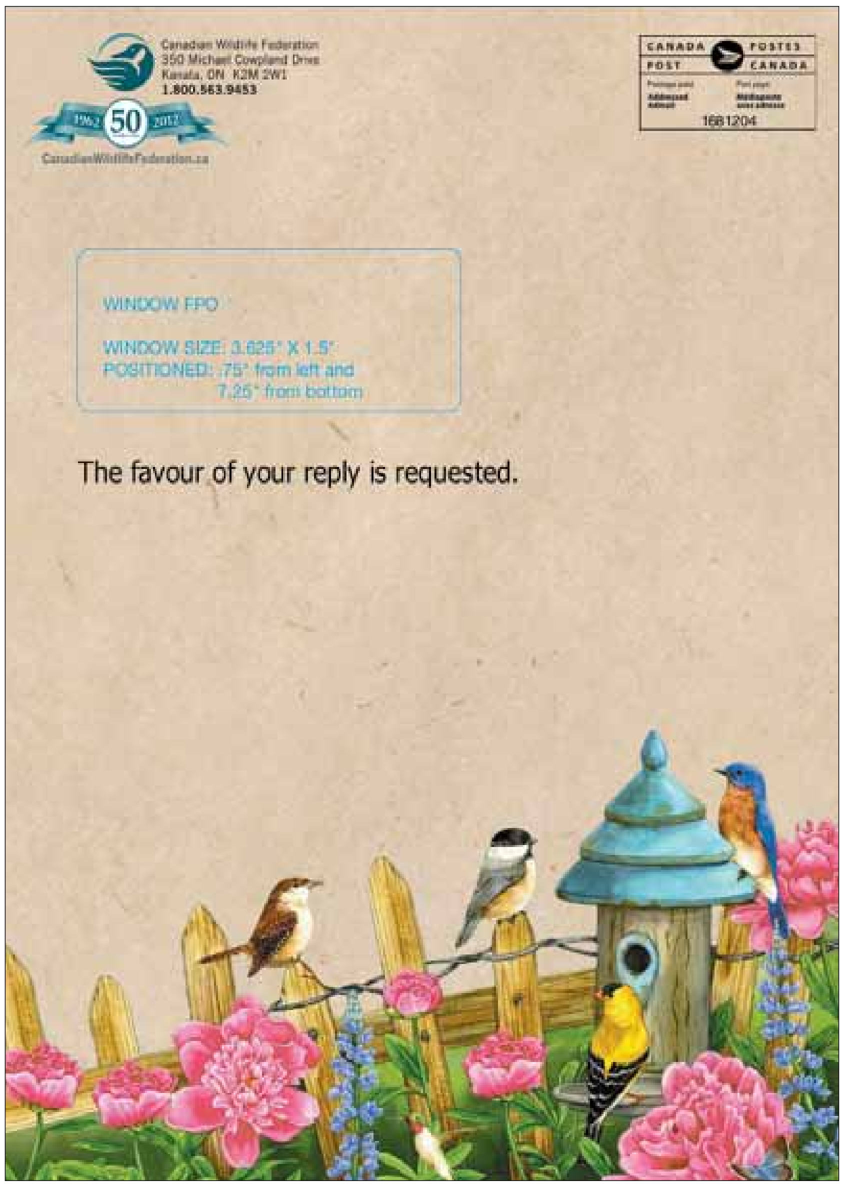
Taking things a step further, many organizations are recognizing the power of using automated data capture technology as it applies to raising additional funds. As part of their donations processing strategy, they are tweaking their appeal documents to ask donors for key information. Some of this information includes their interest in planned giving, their willingness to volunteer, any personal experiences relevant to the organization's mission, how often they donate, their demographic information and their interest in being a matching gift sponsor. Advanced donations processing can read all of this information and transfer it seamlessly to the constituent relationship management tool of choice. It can also automate gift designation, so donors can request that their gifts be directed to a specific cause, region, disaster campaign or recipient type.

But not all donations processing providers are equal, as many still offer outdated cashiering or caging services. A good rule of thumb is to determine whether data capture is a core business for the provider and whether they have experience with modern technologies (imaging, data recognition, workflow and archive) in relevant industry applications. You also want to ensure that their technology is open, flexible and offers customization options based on any unique business requirements. Check to see if automated solutions for managing exceptions are available. That's usually a good barometer for an effective data capture and management system.

The rise of advanced donations processing is changing the entire fundraising process itself. The automated capture of donor information will improve the ability of nonprofits and fundraisers to care for and steward donors, and to target appeals in new ways. This movement is already underway. But CDS Global expects more to come. Those nonprofits and fundraisers who embrace this change early will be in a far better competitive position, while those who wait may find fundraising an even more serious challenge than it has ever been before.

Christine Simpson is the Vice-President and General Manager of CDS Global Canada. Patrick Durbano is the Director, Business Development at CDS Global Canada.

FUNDRAISING



Continued from page 10

that we couldn't capture. The cluster codes are good but we need one more another variable—on top of the cluster codes—to find donors."

This insight has proved a boon in other ways for CWF. In July, the group launched a planned giving campaign to encourage members to support CWF in their will. The group mailed 10,000 names and received responses from 300 people—an impressive 3 percent return. Over a ten-year period, that response's projected value is $9 million.

And the new approach is also reducing the cost of conducting direct marketing campaigns. By renting a basic telco list for $80 and scoring it with its best segmentation-and-proximity postal codes, CWF was able to reduce the entire cost of the mailing by about 7 per cent compared to campaigns that rented costlier subscriber lists from magazine publications that charities typically use. In recent campaigns, the basic telco list was even able to outperform some lifestyle and magazine lists that could cost more than three times their rental fee.

But perhaps more important is the tremendous ripple effect that the segmentation-and-proximity approach can have on other not-for-profits. Because charities typically trade their house lists with each other, the groups are constantly recycling the same names, and there's no pipeline of new names coming into the system. But CWF's innovative approach brings new blood into the donor pool for all organizations through rental lists, and there's no limit on the number of new names that can be acquired. "You're tapping into an open-ended pool rather than a closed-end pool," says Heckbert. "And the names are going into the entire Canadian not-for-profit market. But because Canadian Wildlife Federation gets them first, it can have the most impact with its pitch. These donors may not be giving to other charities, at least, not yet."

CWF also uses the system to develop a better understanding of the size and value of its potential market. Previously, the group calculated that its potential market consisted of 50,000 postal codes with a significant presence in the top ten PRIZM segments. That would mean a potential CWF market of 1.7 million households. However, if the group only focused on the households in the top-producing PRIZM postal codes where a donor now lived, the target audience would be 286,000 addresses.

Says Heckbert, "Now, we can plan to just target those households month after month until we connect with all of them. And we can understand how big the organization can get. If the CEO asks, 'Why are we bringing in $5 million from this area, and not $10 million?' we can now say why." And on an operational level, knowing the size of the market will help the group produce more accurate fundraising forecasts and marketing expense projections. "We'll learn how big our organization can get," says Heckbert. "It will allow us to better plan our marketing investment. It will help us set our expectations."

Of course, the reason why one resident of a top-producing PRIZM-classified neighbourhood donates to CWF while others don't remains a mystery. But Heckbert has vowed to solve that puzzle. Already, he's working on a half-dozen research projects with EA analysts exploring which factor—demographic, lifestyle, social value, fondness for outdoor activities?—separates those who give from those who don't.

"There's a mother lode of available data, and we have to find out more," says Heckbert. But this time, he's not betting on any answer. The last wager cost him a bottle of 2008 Chateau Malescot.

Peter Baker is Vice President and Practice Leader, overseeing the fundraising, municipal government and library sectors, at Environics Analytics.

REGIONAL REPORT

Who we visited

Absolute Mail
absolutemailsolutions.ca
Absolute Mail Solutions provides Mailing Services, DirectMail, Data Cleansing, Fulfillment, Variable Data and Printing Services.

Hard Knocks 365
hardknocks365.com
Hard Knocks 365 is a purveyor of professional services, specializing in giving businesses the opportunity to engage in proven, alternative direct sales and lead generation methods and practices.

Key Contact
keycontact.com
Key Contact offers a personalized consultative approach to provide marketing support and fulfillment solutions for your direct marketing projects.

OTC Group
otcgc.com
Pushing the limits of online document creation and integrated marketing technologies to provide better options to communicate.

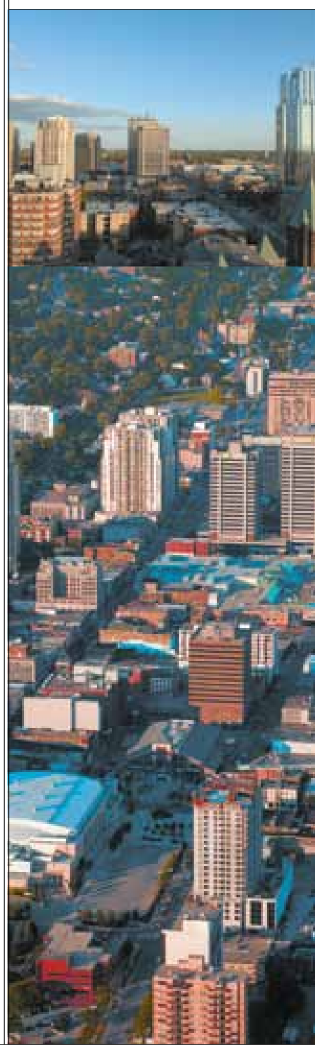
TC Media
tctranscontinental.com
TC Media offers a comprehensive line of products and services and an integrated approach to activate customers' marketing. Their London operation focuses on digital promotions, marketing and online flyers.

WATT Solutions
wattsolutions.com
Beyond print and mail, WATT's services include comprehensive data services, fulfillment and cross-media solutions for the sole purpose of helping you and your organization succeed.

Nielson IT
nielsenitconsulting.com
Nielsen IT is an independent UC / Telecom consulting firm serving clients across Canada, Nielsen IT consults in a wide range of voice services including voice, UC, contact centre, IVR and data networks.

Regional Report: LONDON

The final instalment in our Regional Report series, our focus on London uncovers a direct marketing culture that, while embracing multi-channel to meet the needs of the ever-changing business climate, has not forgotten its direct mail roots.



By Amy Bostock

"Direct mail works!"

This was a statement I heard countless times during ***Direct Marketing's*** recent road trip to London, Ontario.

"The growth in London's DM industry has been slow and steady," says Wanda McKay of Key Contact, "and we're seeing many of our clients grasping more types of direct mail."

Although Toronto is still the Mecca of mailing, McKay says London area mail volumes are up a bit over last year.

"There are still struggles in the industry because of the economy. What we're experiencing is an increased number of clients who are doing lesser volume in their mailings."

These mailings, she says, are more targeted than previous years – a common occurrence across all of Canada. What's new is that more London suppliers are now changing their business plans to include services that help their customers achieve those targeting mailings.

Companies like WATT Solutions have actually seen their biggest growth in the area of variable data.

"Our clients don't seem to be mailing as much but they are spending more on a per piece basis," says Craig Campbell, Direct Marketing Consultant at WATT Solutions.

Ben Fisher of Absolute Mail Solutions says his company, which has been in London for 11 years, has seen an upsurge of customers doing direct mail. He says some credit can go to Canada Post for going out of its way to allow greater creativity in DM pieces.

> *"Although it never really peaks, the economy here is stable and growing. There are a lot of small start-ups and a wide array of companies located here which I think bodes well for the future of London's economy."*

With its roots in printing, Absolute is pushing to gain a foothold in the London market. Currently about half of their work is done locally, while 30 per cent is in Toronto.

"We only have a few major competitors in this area but the larger companies that do high volume mailings just aren't here," says Fisher.

London is home to a number of corporate head offices like 3M and London Life, but according to Fisher everyone is after a piece of those pies. As a result, it's hard to make money on those jobs as the clients are looking for the lowest price.

Emily Nielson of Nielson IT agrees that the lack of large business in London does present a challenge.

"It's difficult for us in our line of business as we need large organizations," says Nielson, "and the fact is that these large organizations just aren't here."

"London does have a lot of great opportunities," says Michelle Geddes, Director of Operations at Hard Knocks 365. "You just have to look a little harder for them."

So why do so many direct marketing suppliers stay in this city?

"This is a great place to build and maintain a business," says Mark Baldwin, VP Marketing Activation for TC Media. "Although it never really peaks, the economy here is stable and growing. There are a lot of small start-ups and a wide array of companies located here which I think bodes well for the future of London's economy."

"The dynamic here is different than Toronto," says Campbell, "with Toronto being a much more territorial market."

The labour pool in this university/college town is also top notch according to Geddes.

The cost of doing business here is also much cheaper than other cities, according to Fisher.

"London is growing and there's quite a bit of space available at much lower cost than Toronto. There are over 10,000 businesses here and there's a very diverse population."

When Tim Graham was looking for space to expand his business OTC Group last January, he found acquiring the real estate he needed to accommodate his equipment in London much easier and cheaper than his Toronto counterparts.

But the biggest draw seems to be the lifestyle.

"We could have moved at anytime but we stayed in London because it's a good place to have a business and to live," says Baldwin, whose business is 100 per cent outside of London. Their clients are located mostly in Toronto, Montreal and Vancouver.

TC Media's London office (formerly Conversys) boasts excellent staff retention and a real team environment – thanks in part to the life-work balance they are able to offer employees, many of whom live in London.

"The biggest thing here is the family environment," says Nielson. "London is a very active city that's easy to get around. People come here, and stay here, because of the great lifestyle."

The privacy paradox

How personal information has become the most guarded and shared currency

LoyaltyOne has released research findings that show when it comes to privacy, Canadian consumers are still protecting some of their data, yet willingly sharing some very personal information.

Of the 1,000 Canadian consumers responding to an online survey, four in 10 said they'd be willing to give a trusted company their religious affiliation and sexual orientation (41 and 40 per cent respectively). Health information and political affiliation is also being shared with businesses (31 and 30 per cent respectively), but we're much more guarded about our location information. Just 22 per cent of respondents said they would provide browsing information and a mere 16 per cent would give up location via smart phone.

So sensitive is location information that the willingness to give it up is on par with willingness to divulge number of sexual partners (12 per cent).

> *"When it comes to privacy, Canadian consumers are still protecting some of their data, yet willingly sharing some very personal information.*

"When it comes to the use of data, brands need to act like a great hotel concierge: able to provide suggestions that hit the mark every time without being overbearing or creepy," said Bryan Pearson, President of LoyaltyOne and author of The Loyalty Leap: Turning Customer Information Into Customer Intimacy. "There's a fine line between demonstrating you understand a customer and making them uncomfortable with the level of information you have about them."

Open for Business: Why Consumers are Unlocking the Gate to their Personal Information

Canadians are considerably less likely than Americans to believe that companies exchange their personal information without permission, (72 per cent versus 84 per cent), but the value exchange has yet to be fully realized. Only about half (55 per cent) of Canadians feel companies send them relevant information, products and services based on what these companies know about them. And nearly two-thirds (68 per cent) would be willing to give more personal information if companies sent them relevant offers based on what they have shared. Canadian men, more so than women, believe their personal information is an asset for marketers (79 vs. 69 per cent).

"Marketers' efforts to create relevant customer experiences through data may not be resonating to the degrees that they hope," said Pearson. "Consumers are disappointed. For years they've provided their valuable information and they're not realizing something of suitable worth in return. If businesses don't act quickly to demonstrate they have the consumer's best interest at heart, they risk a continued erosion of the business-to-consumer relationship."

Privacy under the microscope: The US/Canada perspective

Almost a third of respondents in the US and Canada (30 per cent) have been notified that their personal information has been stolen or compromised.

Almost half (48 per cent) always or often read the privacy policies, contracts and agreements from companies they do business with.

Six in ten (59 per cent) said unacceptable for a retailer to send offers and information to the person's smartphone whenever they are near the retailer's location after permission is given to track their GPS location.

Despite the unwillingness to share location information, more than 25 per cent of survey takers would give up their whereabouts for a chance to win an iPad or weekend getaway; cash would entice more than half.

Seven in ten (71 per cent) said it's not acceptable to send baby food offers to someone who had merely purchased a pregnancy test.

DATA ANALYTICS

As marketers, have we optimized our abilities to "capture, curate, store, search, share, analyze and visualize" the small data – the data that is available to us marketers to help us meet our daily objectives?

▸ *Continued from page 7*
provide feasible options associated with why Richmond Street is packed with traffic at 8:30 a.m. After collecting all of the data, being able to determine the issues and patterns, devise multiple models that simulate multiple scenarios in real time to actualize a hypothesis and determine the best possible solutions. And then, after millions of dollars in time and resources, determine that there are too many cars and not enough roads. Ask anyone stuck at 8:30 a.m. with a 9:00 a.m. meeting with their manager and they will probably come up with the same answer but much more colourfully described (would this be considered data visualization?) Does the pursuit and integration of Big Data validate the results of analysis any better than using faster and more methodology? In the case of Richmond Street maybe not, but in some other cases, maybe.

While the pursuit to develop platforms that can handle huge quantities of data so meaningful insights can be developed is admirable, and will have long term benefits to the corporate world, should the practical marketer look to Big Data for the answers? Or should we concentrate on harnessing the power of the data that we already have – the small data.

So how do we put the occurrence of the "dream sequence" of Big Data in its place and focus on the data at hand? The key is to improve access to the data, make sure that the data is relevant and make sure that the data provides tactical direction. Sounds simple, but most organizations struggle with one or more of these goals.

Access

The barrier to data access takes on many forms: technology, corporate politics and time. I am sure that everyone has heard derivatives of the following:

"We could really make this work if we knew X, but that is going to take 6 weeks to get and I need to get this program out now."

"The data required is housed in a number of legacy systems and integrating the information is not a priority at this point."

"Whose budget is the acquisition of this going to hit?"

Relevancy

While somewhat exaggerated, I have been in meetings with clients in which the conversation has inevitably turned to something like "Have we taken into account how the flu season will affect how people will respond to our offer for a new vacuum cleaner? No! Let's see if we can find some data on this and incorporate it into the models." This is analysis paralysis. Having access to more data does not necessarily mean it is relevant data to the task at hand.

Seek out and test data as part of the normal course of campaigns and don't get sidetracked at the last moment in an effort to try and account for everything.

Tactics

The end result of analytics and data should be the answer to the question "So what?" It is wonderful to understand that 22% of customers in your database are left handed, drive tricycles and spend an above average amount on foreign documentaries. But if you are selling right handed mopeds, what are you going to do with that information? The belief that more data will lead to better insights into customer behaviour and thought processes is flawed. The results of analysis should provide clear direction on what tactics to take in order to meet marketing objectives.

So how do organizations go from where they are to mastering small data? Take small steps and keep it simple. There does not have to be a cultural data revolution within a company to get the most out of small data.

The key is to improve access for business users, ask the question "How is this data relevant?" and make sure that the results answer the question "So what?" With those little steps applied, organizations will master their small data and take them that much closer to being prepared for the Big Data revolution.

Kevin Klein is a Partner, Operations and Client Service at Consumer Intelligence Group. Kevin has over 20 years of direct marketing experience in Canada and has held senior positions with The Cornerstone Group of Companies Ltd, Acxiom and ICOM, a division of Epsilon Targeting. His expertise surrounds data and data management, maximizing the performance of data based programs for optimal results. He is a former member of the Canadian Marketing Association's Direct Mail Council and former member of the Marketing Technology and Database Intelligence Council.

Turning data challenges into opportunities

"Decisive moments in customer service are few and far between," says Matt Storm, Director of Innovation and Solutions at NICE. "So by providing more information upfront, agents can own those decisive moments."

Sounds easy right? Give agents more info so they can be more proactive, therefore increasing customer satisfaction.

But according to Storm, the changing needs of customers and the increasing number of communications channels available has made providing this up front information a real challenge.

"Meeting the expectations of connected customers who use many channels of communication to interact with companies is a growing challenge for most companies in today's market," said Storm. "Effectively coaching agents and improving self-service channels can significantly enhance the customer experience and help organizations better serve their customers at the decisive moment of the interaction."

To answer this challenge, NICE recently announced its integrated big data solution that will enable organizations to improve the customer experience by enhancing their analytics-based customer service applications. This solution helps companies leverage, in real time, big data gathered from customer interactions that take place across multiple communication channels, such as voice, e-mail, chat and web, to maximize the business value of each interaction.

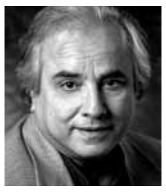
According to a release from NICE, "data volumes are growing exponentially amid an unprecedented change in computing driven by cloud, social and mobile technologies. The integrated solution addresses this, providing organizations with a comprehensive view of the entire customer experience as well as the ability to impact the interaction in real time".

"Data volumes are growing exponentially amid an unprecedented change in computing driven by cloud, social and mobile technologies. The integrated solution addresses this, providing organizations with a comprehensive view of the entire customer experience as well as the ability to impact the interaction in real time".

NICE's solution incorporates IBM's big data analytics software, including InfoSphere BigInsights, which supports the collection, integration, and transformation of large volumes of data, with data structures ranging from simple to highly complex. InfoSphere BigInsights uses Hadoop technology, which stores the data on a distributed file system (HDFS), utilizing commodity servers that provide linearly scalable and reliable storage at a lower cost. Leveraging the latest big data software from IBM allows NICE's customers to conduct complex and varied analysis on much larger datasets than previously possible, while simultaneously reining in IT spend. On top of the data, Hadoop technology enables enterprises to identify and pull out relevant information from large data sets, providing the processing scalability that is needed for big data analysis and addressing the most challenging data volumes.

"Businesses in all industries are looking for new ways to get started with big data," said Robert Thomas, IBM vice president of big data alliances. "The combination of NICE and IBM software provides clients with a comprehensive view of customer data and interactions, which is essential to achieving key business objectives, such as enhancing customer experience and improving operational efficiency."

"Big data is often seen as a challenge, instead of an opportunity," said Yochai Rozenblat, President of the Enterprise Group at NICE. "We seek to empower businesses to use technology to address the vast amounts of data they collect to better understand the customer, their operations, and identify market trends – ultimately turning that wealth of information into an important asset."



Direct & Personal

by Billy Sharma

Jamie Howe:

His unbridled passion for two things: direct marketing and… read this interview to discover the other

There is an old saying that "if the only tool in your arsenal is a hammer, then every problem is solved by banging it".

Not so in the case of Jamie Howe.

He told me, "I've changed my career seven different times in my life. Each of the skills I developed in other fields have been helpful in making me a better marketer, because like a tradesman, each time I have acquired a new tool in my tool-belt.

"Each of the changes was difficult at the time, but it certainly worked out in the end because I finally found something I have a true passion for—I discovered direct marketing."

Jamie credits a host of people for his success starting with his mother, Dave Taylor and Lori Appleton.

"My late-mother, whose name was Patricia, taught me how to see the positive in every situation, to trust that my ideas would get me where I wanted to go, and that a little humour helps… always. She was such a generous and caring person and she taught me so much about the long-term value of honesty and integrity. Those values, and aligning myself with people who share them, have been important principles for me. They've led me to enjoy a rich life of cherished experiences with people I like.

"The late Dave Taylor showed me how to think outside the box, and that you could write great copy on a cocktail napkin.

"Lori Appleton helped me to see the power of collaboration and also that brilliant direct marketing could be as easy as a simple idea that was well thought out.

"There isn't a single event that I can think of that shaped my career. I'd say that the mentors I had collectively guided me to my current place in this industry. Besides Dave Taylor and Lori Appleton, both outstanding direct marketers, my association and friendship with others like Tony Luppino, David Foy, Tony Lovell, Mark Climie and more recently, Debra Bond-Gorr, have added depth to my experience and for their guidance I'll be forever grateful.

"In my current role with Prostate Cancer Canada, I've helped to restore growth to the direct mail program and lifted its revenue and database to new highs that match the growth for the organization in general. I'm pleased to be playing a part in their success. The increasing recognition of the double blue striped tie as a symbol of the prostate cancer cause reflects the surge in awareness for prostate cancer – the most common cancer among Canadian men. The direct marketing program I look after is both a contributor to and a beneficiary of that success. I really enjoy being a part of it."

> *"Each of the changes was difficult at the time, but it certainly worked out in the end because I finally found something I have a true passion for—I discovered direct marketing."*

Jamie Howe's career has been a winding path to where he is today.

"I graduated from the University of Western Ontario with a Bachelor of Arts degree in journalism and a developed skills in writing but had no inclination as to where to apply them.

"My career in marketing first began in my late teens when I used to work summers as a "go for" for my father in his advertising agency, Howe Advertising.

"Next, I freelanced my writing abilities and worked for Page Publishing as an Editorial Director of six business publications. I remember walking into Gwen Page's office fresh out of university. She must have liked me to take a chance on me.

"It took several non-marketing roles before my introduction to direct mail. Back then there was no such thing as 'direct'. I wasn't introduced to direct marketing until I got involved with Bell Canada International's Protocol Message Management Centers in the mid-80s. Compared to the sophisticated discipline that is direct marketing today, it was more like just slapping a 1-800 number on existing advertising material.

"When I joined Taylor-Tarpay Direct as an Account Executive in the late '80s, I started to see the terrific potential that true response-based marketing offered. I remember being amazed at seeing how effective it was to use a customized message and I loved the fact that you could see the results of testing almost immediately. I was hooked on direct marketing from that point on.

"I've been fortunate enough to win a few industry awards of which I'm very proud of course— the CMA's Vic Perry Award for the DM Campaign of the Year for the United Way of Greater Toronto and a Silver RSVP Direct Marketing Award for Canadian tourism marketing in the United States.

"However, I'm really proudest of some of the things I achieved on behalf of some very deserving clients whom I was serving from several roles on the agency side of the business. I developed and built an international database of 27,000 C-level Senior Executives in six countries for the Ontario government that served as the main resource for its investment marketing DM program. That was particularly satisfying because it was done completely from scratch. The program functioned very effectively until the SARS crisis made Ontario a less attractive place.

"I've had great success in my direct marketing for non-profits as well. In the late '90s as an agency executive I developed a fundraising campaign for The Arthritis Society that generated 46% response and established organizational records for single campaign revenue. And during a nearly 10 year span of tailoring DM programs for a host of national non-profit charitable health organizations, I helped them raise more than $200-million in revenue.

"I eventually began working directly for a few of these national non-profits and I'm glad to say that I've had some notable success on the client side as well. I reversed a shrinking mail-based fundraising program for Alzheimer Society of Canada and raised their gross revenues more than 13% over a 3-year period while growing their donor files by more than 20% — both were organizational benchmarks.

"I enjoyed being able to see the hits and even the occasional miss of so many programs while I was working the agency side. However, I'm finding greater satisfaction in having the responsibility in a single organization for the complete direct marketing program and I've recently discovered how much there is still to know to become a truly accomplished fundraiser.

"I've loved being a direct mail and direct marketing tactician. But the continuing growth of digital and social media and the quickening pace of new technology are putting tremendous pressure on me to stay current. Quite frankly, I have so much to do to stay in touch with the leading edge of this business that I don't have a strong desire to expand my role into other areas. I like what I do and I like the people I work with on a daily basis. That's a good place to start. I'm also fortunate that I've been able to surround myself with strong allies and mentors over the years, especially the great characters I've had the pleasure to work with.

"I recall one mail campaign where the return address art was shifted somehow on one package and it resulted in the mail going out with the return address being about 15% askew on the outer envelope. It turned out to be a positive development, however, as the response to this package was significantly higher than others. It demonstrated the power of finding ways to stand out in the mail.

"In another incident where an error in datawork resulted in the mailing of French language packages into Alberta—which wasn't very funny at all—there really haven't been any mistake-filled stories that I can look back on and laugh at today.

"I remember one campaign that demonstrated the power of good direct marketing. I used highly personalized letters in a tourism campaign targeting a seniors' audience in the United States. The letter in the package carried the signature of a senior Canadian government official, and its very friendly message encouraged them to come and visit Canada. The response to the mailing included some very personal communications with the inclusion of pictures and handwritten letters. These people thought they were being written to as individuals and that they were being invited on a personal level.

"My career has led me to fundraising direct marketing which gives me a chance to give something back. I'm doing something I really like with gracious and talented colleagues and I get to feel good about the positive footprint I'm making. Outside of winning a lottery, how could it get any better than that?"

I first met Jamie years ago when he was divorced and single. Then one day when we got together over a cup of coffee, he was beaming. He told me he had just met a wonderful woman. It did get better. He had won more than a lottery.

Now when we met he proudly said. "I've been married to Wendy for five years. She is a most wonderful companion who has restored a happy and loving balance to my life. I have my stepsons, Alan and Chris, (from her previous marriage) and I have a daughter, Erin, (my previous marriage) and a few grandchildren—Tyler, Rachel and Jessica."

In his spare time Jamie enjoys watching movies.

"I particularly like sci-fi, but I just really enjoy a good story. And it doesn't matter if it's one I've seen many times before. If it was a good movie the first time, it will still be a good movie when I see it again.

"I also enjoy watching the Blue Jays. I can't wait for their glory days to return, and I'm optimistic that we're close to seeing that again.

"I've played sports throughout my life, but as I've become older I've narrowed my sporting activities to mostly hockey and golf. But I would have to say that the greatest source of joy for me is the time I get to spend with my wonderful wife, Wendy.

"We enjoy travelling as much as possible, but whether it's watching a few good television shows together, catching a Maple Leafs game, gardening or going for scenic drives in Southern Ontario, it's the chance to do them together that I find the most satisfying."

So there it is: Jamie loves direct marketing and now he has a great partner and friend to share his non-work experiences with. I doubt if he's sill buying many lottery tickets!

Billy Sharma is president and creative director of Designers Inc. He can be reached via email at designersinc@sympatico.ca or by telephone at 416-203-9787

WORTH KNOWING

Google and direct mail: match made in marketing heaven

The landscape of direct mail has changed. The innovative Clearwater, FL marketing company, PostcardMania, a certified Google Partner business, recently announced the launch of a new direct mail product that integrates with Google's online marketing services, giving marketers and business owners the best of both worlds. They call it Direct Mail 2.0TM.

PostcardMania works closely with Google, often participating in beta tests for new Google products before they are released and Direct Mail 2.0 is the latest way they are integrating with Google products. The main idea behind Direct Mail 2.0 is to take a marketing classic (direct mail) and bring it into the future by seamlessly integrating it with newer marketing tools like Google Remarketing and digital call tracking. According to PostcardMania, these built-in improvements to their direct mail product make for better results and a simpler process.

"Direct Mail 2.0 is the result of some internal questions we have been dealing with," says Joy Gendusa, Founder and CEO of PostcardMania. "We know direct mail is effective, but we also could see progress with other marketing products like Google Pay Per Click and Remarketing. So it really made us take a look at how direct mail could be improved to facilitate business owners with what's important to them - results. Direct Mail 2.0 is how we fixed what we deemed to be the main weaknesses of direct mail."

These are the weaknesses Direct Mail 2.0 was created to address:

- Expensive/Inefficient Follow-up
- Direct Mail 2.0 seamlessly integrates with Google Remarketing, so it automatically follows up with online leads so they don't slip through the cracks.
- Delayed/Mistimed Mailings
- Direct Mail 2.0 comes with a built in tracking system that tells marketers exactly what day their mail piece hits.
- Difficult Response Tracking

Direct Mail 2.0 comes standard with a response tracking system that helps business owners easily analyze their results and uncover their return on investment.

Joy says she will continue to lead the charge for innovation in an industry with a product that is often viewed as a thing of the past. "Direct mail isn't going anywhere," she says, "and anyone that thinks so is misinformed. It continues to be a trusted and proven way to get new leads and customers, and as we continue to innovate it will only get better."

NexJ Systems Inc. Acquires Broadstreet Data Solutions Inc.

NexJ adds expertise in data management, analytics and mobile solutions to complement its finance, insurance and healthcare offerings

NexJ Systems Inc., a provider of cloud-based software, delivering enterprise solutions for the financial services, insurance, and healthcare industries, has announced the acquisition of Broadstreet Data Solutions Inc. (Broadstreet Data), a leading boutique data solutions firm. The acquisition brings complementary expertise in data governance and management, data integration and quality, business intelligence and analytics, and mobile application development to NexJ and its solutions. Tim Stanley, President of Broadstreet Data, brings extensive IT sales and leadership experience and joins NexJ as Senior Vice President (SVP) of Global Sales.

"Broadstreet Data is a strategic complement to our business and all our target markets," said William M. Tatham, Chief Executive Officer, NexJ Systems. "They are cash flow positive and profitable and add significant expertise in data management, analytics and mobile solutions - expertise I believe will further differentiate us in the market place by broadening our offerings. We are also very pleased to be strengthening our management team with new sales leadership in Tim Stanley, and his industry-leading team."

Data Governance and Management

As financial services and insurance organizations look to grow - whether through mergers and acquisitions that result in large data conversion projects or driving enterprise cross-selling initiatives - governance and management of customer data is crucial. These are also crucial issues in healthcare where adhering to patient privacy regulations is a fundamental requirement.

Business Intelligence and Data Analytics

From portfolio performance dashboards in financial services to public health analytics for disease screening, organizations are investing in business intelligence and embedded analytics to gain the quantitative insight needed to drive business decisions.

Mobile Application Development

Significant mobile application development expertise is expected to help financial services and insurance organizations looking to rapidly deliver mobile banking solutions on smart phones and tablets to customers, agents and advisors alike. It is also expected to accelerate the development of a mobile app ecosystem for the NexJ Connected Wellness Platform. This app ecosystem should benefit people and healthcare organizations that recognize the value of mobile health coaching in driving sustainable behaviour change.

"Better analytics, data governance, and mobile portability are three critical differentiators to CIOs as they look to deploy enterprise applications," commented Tim Stanley, President of Broadstreet Data. "We look forward to bringing these skills to NexJ and, in turn, introducing NexJ's solutions to our financial services and healthcare clients across North America."

SUPERVALU selects Precima, a LoyaltyOne analytics solution to develop a customer segmentation strategy

LoyaltyOne has announced that SUPERVALU has agreed to use its Precima customer-centric analytics solution, to develop a multi-dimensional customer segmentation. The U.S. grocer expects this will strengthen and expand its customer-driven marketing, merchandising and operations strategies.

Precima's multi-dimensional segmentation analysis will use customer data to help SUPERVALU better understand its customers and classify them in a way that translates into actionable insights. Those insights drive improvements with a goal of being more responsive to customer needs.

"Our shoppers will benefit most from this strategic pick as we enrich their shopping experience and focus more on the customer as we make key business decisions," said SUPERVALU Group VP Customer Insight and Loyalty, Wesley Story. "Precima's approach to building a customer segmentation strategy grounded in insights that combine behavioral analysis with market data and research will result in innovative programs across all facets of our enterprise that are relevant and more personalized to our customers," he said.

"SUPERVALU has been an early adopter in customer-centricity. We look forward to building on that advantage to provide an unprecedented degree of insight into SUPERVALU's customers and what's important to them," said Precima President Brian Ross. "We'll identify why SUPERVALU customers shop the way they do and help the company enhance its value proposition around the core customers who have the potential to deliver the greatest return for the entire enterprise."

Artez Interactive introduces new Friendship Powered Fundraising™ App for Facebook

First ever online event fundraising app that runs entirely inside Facebook

Artez Interactive, a global leader in multi-platform online fundraising solutions launched the Friendship Powered Fundraising (FPF) app for Facebook. It is the only event fundraising app that runs entirely within Facebook, the online community that over a billion friends around the world call home.

The Artez FPF app leverages the unique power of friends to help fundraise within Facebook for charity ride, walk or cycle campaigns; share information about fundraising targets; track progress and post updates and pictures about the events – all with just a few clicks - and without ever leaving Facebook.

"Now charity supporters can maximize the power of friendship to achieve greater goals in fundraising with the Friendship Powered Fundraising app for Facebook," said James Appleyard, CEO and Chairman, Artez Interactive. "Unlike other services that simply link to and from Facebook, our app is inside so you never have to leave the familiarity of Facebook. Our app is also first to be integrated across multiple channels, so it works perfectly on mobile, tablet and desktop devices."

Charities today need a wide range of fundraising tools to reach donors and create compelling and successful campaigns that achieve change. Participation and conversion rates go up in runs, walks and challenge events when fundraising becomes easy and accessible.

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North American Direct Marketing Inc.
Formerly West List Etobicoke Inc.

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- As a boutique list service provider offering specialized data sets, our content is authoritative & accurate!
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RESOURCE DIRECTORY

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PLASTIC CARDS

DM People

Data Direct Group Inc.

Data Direct Group Inc. is pleased to welcome Rainer Fischer to their Sales Group.

Revenue Automation

Revenue Automation has appoints Juliana Fridman as Director of Client Success

The Marketing Store North America

Mark Deep to senior vice president, CRM & Loyalty for The Marketing Store North America.

Environics Analytics

Environics Analytics has named Jim Green Vice President of Product Management and Client Services

TAXI

Frazer Jelleyman becomes TAXI's new global Chief Creative Officer; Steve Mykolyn assumes role as Chief Brand Officer

Envision

Envision has named Ron Strandin as their new CEO.

› *Continued from page 6*

Women's Network offers content that matters most to professional women. They are deeply engaged in the day-to-day conversation, and discussions like "Bullying in the Workplace" and "Having It All," bring followers back for more. Citi has honed in on issues that really get to the heart of what professional women care about, and in turn, they are seeing tremendous engagement and loyalty with more than 60,000 women joining the group in six months. This is the fastest growing group on LinkedIn with members 2.5 times more engaged than the average group and approximately 324 people joining daily.

Embrace change

We know social media can be noisy, and for brands to break out of the clutter, marketing to mindset will be more critical then ever - especially on professional networks. Knowing this, advertisers can optimize their efforts by aspiring to help professionals achieve their goals and provide them with content that matters. In their efforts, brand marketers must:

- Recognize the separation between personal and professional networks
- Align their brand with emotion by matching messages to the user mindset
- Understand the importance that content plays in tapping into emotion on professional networks

In the end, by applying this strategy across different social networks, marketers will no doubt improve relevance and engagement, and naturally encourage followers to amplify their messages across their networks.

Gary Fearnall is the Director of Marketing Solutions at LinkedIn Canada

Events Calendar

November 17-19
Print World
Toronto, ON
North America's largest printing trade show for shorter-run printing. Exhibitors include digital, inkjet, bindery and offset equipment. For more information visit www.printworldshow.com

November 19-21
AFP Congress
Toronto, ON
You experience it every day. Fundraising is changing. Whether you work on a team or on your own, your pace keeps increasing and expectations grow. You work longer hours to keep up.

But sometimes it's better to stop and spend time with your peers to network, exchange ideas, and learn from some of the best in the world. That's what Congress is for.

If you've been before, you know that these three days in November can change your professional life. Frequently called the best fundraising education experience in the world, Congress provides countless opportunities but is accessible and friendly at the same time.

We promise a year like no other. The theme is Collaboration, Limitless Together! You know that silos don't work. That we must work with others to achieve world change. Congress will show you how.

From an opening featuring world-renowned futurist Don Tapscott collaborating with jazz musicians to a closing day multi-media event called Fundraising Theatre, you'll be engaged in an educational experience that combines ready-to-use tactics, mind-expanding new ideas, and lots of fun.

Visit http://afptoronto.org/index.php/congress for more details

November 29-30, 2012
The Canadian Institute's cutting-edge Marketing for Financial Services
Toronto, Ontario
Join The Canadian Institute at the Marketing for Financial Services conference and explore how clients want to interact with financial services providers today and how you can develop effective strategies that meet customer needs and your business objectives.

Attend this conference and you will gain the knowledge, skills and strategies that you need to know, including:

- How dramatic shifts in customer behaviour and emerging technologies will affect your marketing practices
- How a low-engagement brand can actually thrive online and reap the rewards
- How mobile customers interact with financial services and what they expect from you
- What it takes to be a valuable brand in today's marketplace and in the coming years
- How to turn social media efforts into actual sales
- The latest trends in segmentation and predictive modeling

Visit www.canadianinstitute.com/marketingfs for more information and register by calling The Canadian Institute at 1-877-927-7936.

November 30, 2012
2012 CMA Awards
Toronto, ON
The CMA Awards celebrates excellence in marketing. Judged by your peers, this show is your opportunity to discover the campaigns that created a buzz. Discover what was talked about and what we will all aim to dethrone in 2012. For more information visit www.the-cma.org

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