

DIRECT MARKETING

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THE ART & SCIENCE OF PREDICTABLE MARKETING

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The gift that keeps on giving

Program turns unused gift cards into new source of fundraising revenue *By Amy Bostock*

Canadians spend a lot on gift cards - about \$7-billion a year, according to statistics. Who doesn't love the convenience of not having to shop around for the right gift? With gift cards you just pick a store and leave the tedious decision of what to buy to the recipient.

But the numbers also show that about 20 per cent of those gift cards, around \$1.4 billion a year, are never redeemed. Maybe you received a spa gift card and just don't have time to relax; or a night out at a restaurant you don't particularly like; or a store you've never shopped at. Whatever the reason, the average Canadian household is holding on to \$300 worth of unused or partially used gift cards - which could translate into a significant amount of funds for a charity.

Gift Cards for Causes (GCFC) has launched an innovative program to turn those unused dollars into unique fundraising

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Photo by Gary Tammyan

Sean Snyder, President of Gift Cards for Causes is providing charities with new ways to increase donations


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With a qualified circulation of 7,200 primary readers and another approximate 11,000 secondary readers, Direct Marketing reaches a unique audience of marketing executives and their agencies who are responsible for creating, managing, supporting and fulfilling more than \$51 billion in annual sales generated through a range of direct response channels.

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DIRECTMARKETING⁺



editor's letter

I am loyal to my loyalty cards

Amy Bostock

I am what you would call a marketer's dream. More specifically, loyalty marketers. I have a Starbucks card, a PetSmart card, a Tim's card... and that's just on my keychain. Look inside my wallet and you'll find a bagel card for Great Canadian Bagel, an M&Ms Max Member card, Aeroplan AND Airmiles cards, and an Esso Extra card. Seem excessive? According to the stats, no. Loyalty is a booming business in Canada as consumers demand more for their dollar. Yes we are loyal to specific brands but we also want to feel the love back.

In this month's Direct Marketing we look at how the loyalty space has changed and what to expect in 2012. Aeroplan's David Klein talks about how channel integration is transforming loyalty marketing by allowing marketers

to engage their audience and provide a whole experience. Brad Ball of LoyaltyMatch believes that size doesn't always matter now that Software as a Service loyalty platforms are allowing SMBs to reward customers using their own loyalty programs.

Loyalty is at the core of fundraising as not for profit organizations strive to not only attract new donors but retain the ones they have. In this month's sector report on fundraising see how Canadian NFPs are fairing in hard economic times, what they're doing to stay ahead of the curve and why a simple "thank you" is at the core of donor retention.

This is our first issue of 2012 so we wanted to take the opportunity to look back over the last year with our Direct Marketing 2011 Year in Review. We're also

big believers in looking forward so we're also bringing you a special collection of 2012 predictions from experts within the Canadian direct marketing industry. See what leaders like Jan Kestle of Environics Analytics and Mitch Joel of Twist Image – just to name a few – think the next year will bring for direct marketers.

Don't miss the chance to be interviewed!

We have some great sector reports coming up in 2012 – including next month's feature on Cards. If you make cards, sell gift cards, have a loyalty program that involves a card, I want to talk to you! Call or email me to set up an interview. Then in March I'm delving into the world of data security, privacy and compliance. Drop me a line to talk about how you and/or your outsourcing suppliers

are securing data repositories, meeting privacy standards and assuring compliance to regulations to safeguard your corporate reputation.

“Loyalty is a booming business in Canada as consumers demand more for their dollar. Yes we are loyal to specific brands but we also want to feel the love back.”



directives

Democratizing digital

David Klein

Ever there was a reason to pursue channel integration, it's the potential for digital to transform loyalty marketing. The digital space is endlessly capable of engaging, surprising, and delighting customers. So while rewards and recognition and hard and soft benefits will continue to form the core of a loyalty program's value proposition, *how* loyalty marketers engage their customers and the experience they provide, will come to represent a significantly larger component of a program's success. This is yet another reason to believe in integrated marketing communications (IMC).

Much has been written on the subject of IMC - a quick search of the space leads to an enormous amount of information related to strategy, channel preferences, marketing automation platforms, online and offline integration, integrating social media in the mix... and the list goes on and on.

The benefits of integration are equally well documented. Without coordination, opportunities for a

"whole greater than the sum of its parts" are out of reach. It's hard enough to coordinate messages in organizations running campaigns to satisfy multiple stakeholders. It's even harder today with entrepreneurial, "test and learn," rapidly evolving digital strategies having to co-exist with a traditional marketing communications department manning the budget and comfortable with tried and true techniques, supported by an IT department infrastructure. Internal integration and alignment is a prerequisite for IMC.

Over the years, Aeroplan established multiple agency relationships by channel – brand advertising, media, digital and direct mail/direct marketing. As the lines between channels and disciplines blurred and members increasingly interacted with Aeroplan across all touch points, there was a need for a more holistic approach to planning and executing marketing communications programs. This led us to look for a relationship where integration and consistency of messaging

could be managed collaboratively by Aeroplan and one agency – an agency with competencies across all channels and marketing disciplines. An agency search in the fall of last year culminated in our partnership with Cossette.

What was perhaps less obvious, but equally important, was the need for the right internal organization structure to support that objective. In Aeroplan's case, and not uncommonly, digital communication traces its roots back to our IT department and therefore, so does the expertise. As the role of digital within Aeroplan's channel mix grew in importance, some knowledge transfer occurred over time and Marketing's capabilities grew through directed hiring of specific skills and some small steps towards integration through organizational fine-tuning. Nonetheless, digital expertise and the digital perspective largely remained concentrated in one silo.

The question we posed to ourselves is whether digital has matured to the extent

it could be integrated within the construct of our broader marketing division. The answer was an impatiently voiced "yes." Here I'm not equating maturity with a slowdown in its evolution (will digital's evolution ever slow down?); But I would argue that given how digital has transformed IMC, any other answer may doom an organization to inconsistent and unoptimized communications.

Aeroplan's conclusion was that we could no longer wait for the problem to go away as digital matures but that we had to tackle the issues of organization structure and marketing communications process. And at the risk of offending my digital friends, frankly, it's past time to acknowledge the fact that things digital don't only reside in the minds of a chosen few.

The challenges we faced centered on placing the right talent in the right place and changing a structure that was overly siloed. Coordinating and integrating the various tasks previously performed by

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Coming in the February issue of *Direct Marketing*

Cover story

Increased smartphone use is offering direct marketers a new way to connect with their target audience. To do so effectively means greater integration of email and SMS lists. This month's cover story will follow the evolution of the social marketing campaign and offer tips on how to best leverage new technology to make the most of your lists.

Choosing a quality list takes more than just targeting

With experts telling marketers that up to 80% of the success of a mailing is in the list, Kristi Kanitz of Flagship Software shows us why it becomes even more important to make sure that list is high-quality.

Evolution of the list industry

According to Dan Cadieux of InfoGroup, marketing competitive intelligence used to be so much easier for companies - all they had to do was watch their mail, phone and newspaper. But today, watching social media is way more challenging. In February, read about how to face the challenge head-on and win.

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LOYALTY

Loyalty 360 Releases Top 12 Customer Loyalty Trends for 2012

Customer retention, engagement remain top challenge

Marketers are at a very critical juncture. According to Loyalty 360 The Loyalty Marketer's Association, customer loyalty, versus acquisition, is critical for driving sustainable growth. Yet, businesses report that retaining and engaging customers remains one of their greatest challenges.

To help marketers develop more effective loyalty strategies, Loyalty 360 suggests they take a deeper dive into the following customer loyalty trends:

- 1. Customer engagement is the journey, loyalty is the destination.** Loyalty is a much bigger, broader, richer and growing ever more complex idea than it has been in the past. Loyalty is no longer about points, discounts, miles, rewards; it is about the way the processes, technologies, ideas, interactions engage an individual with the brand. The only way to achieve loyalty is through deeper engagement.
- 2. There will be a renewed (and well-needed) focus on customer retention and loyalty vs. customer acquisition.** Customer loyalty has been identified as the top non-financial business challenge facing companies in 2012 (Protiviti). While daily deals like Groupon, LivingSocial are generating lots of buzz, marketers are realizing that these price-based technologies have taken their focus away from the real prize: customer loyalty.
- 3. Brands need to recognize customers at all touchpoints, especially the call center, to deliver a quality customer experience.** A recent poll by Loyalty 360 found that 78% of respondents believe that having a great customer experience makes them loyal. Creating this type of customer experience involves delivering quality customer service across all touchpoints, and marketers are realizing that this means integrating the call center into the overall customer experience.
- 4. Marketers will work to glean intelligence from social media feedback.** The vast majority of real-time data created today is unstructured data. Study after study is showing that marketers are struggling with mining this data and analyzing it in order to derive valuable insights and actionable intelligence from it. In fact, a just-released report by EMC found that only 38% of business intelligence analysts and data scientists strongly agree that their company uses data to learn more about customers.
- 5. Loyalty program is seen as critical element of "life cycle management."** Engagement with customers over a lifecycle is the new model for success. The only way to earn loyalty is through deeper customer engagement and data gathered from loyalty programs can be used effectively to drive a quality experience across all touch points and at all stages of the customer lifecycle.
- 6. Marketers will look at a mix of location-based behavioral data and attitudinal and preference data.** This trend will have an especially important impact on the daily deal space. Brands will want to have this data and control the message rather than offering such huge discounts to anonymous individuals.



- 7. Mobile coupons will go mainstream.** Juniper Research forecasts that the total redemption value of mobile coupons worldwide will be more than \$43 billion by 2016, representing an eightfold increase from \$5.4 billion this year. Cost effective mobile coupon campaigns provide merchants with an easy way to build customer loyalty.
- 8. We will see a focus on social media ROI.** While most don't know how worthwhile it is. As marketers become more sophisticated and skilled at navigating the social media channel, they will be more demanding of tools that track and improve ROI. In fact, the 2011 IBM Global CMO Study found that 63% of CMOs believe ROI on marketing spend will be the most important measure of their success by 2015. However, only 44% feel fully prepared to be held accountable for marketing ROI.
- 9. Brands will increasingly use the rich information about customer buying patterns generated via loyalty programs to create more targeted marketing/messaging.** Gathering and tracking data amassed in the loyalty program will be used to help marketers with segmentation, messaging, for acquisition and retention. The information on customer transactions, likes, dislikes and preferences gives brands the deep level of customer intelligence needed to deliver the most relevant, highest quality customer experience and drive long-term loyalty.
- 10. Social personalization will increase.** Marketers will harness the power of recommendations and referrals to persuade customers and prospects to follow their friends' leads. They will become more proactive in encouraging reviews, implementing refer-a-friend programs, etc.
- 11. Mobile digital wallets will mark a big shift in retail payments.** With the value of transactions made over mobile devices estimated to be \$240 billion this year (Juniper Research) and predicted to triple that size over the next five years, it's not surprising that the battle over mobile wallets will continue to intensify. And with analysts at Forrester predicting that by 2016 consumers may be able to leave their traditional leather wallet at home and pay for most of their shopping over their handset, retailers need to think about the impact of mobile wallets as they build out their loyalty programs.
- 12. Worthy causes will continue to influence consumer brand loyalty.** A study from Cone Communications found that consumers are more likely to pick a brand based on charities or causes it supports. A full 94% of responding consumers said they would abandon their typical brand for one of approximately equal quality and price if it backed a social issue.

“It is equally critical that businesses consider the need for scalability, in terms of the growth of the loyalty program member base and the expansion of other business functions.”

Finding loyalty in a cloud

Software-as-a-Service tools mean companies don't have to be big to have a loyalty program *By Brad Ball*

There was a time when marketers focused on new products and new markets to find customers. Once the customers flocked to them retention became the goal and the challenge. For many large companies a loyalty program became the primary tool in building customer loyalty. The "not so large" did not have that option. Now size really doesn't matter because Software-as-a-Service (SaaS) loyalty program platforms allow small and medium-sized businesses the opportunity to reward customers using their own loyalty programs.

The advent of Software-as-a-Service and Cloud Computing has revolutionized the software industry by providing businesses of all sizes access to enterprise-grade software and services. SaaS and cloud environments are characterized by web-based delivery, multi-tenancy and centralized management and updates. They provide a new approach that is unlike that of traditional software. As a result, new infrastructure and supporting services, such as on-demand loyalty programs, are available to everyone.

When choosing a loyalty program software platform businesses should take a strategic, long-term view and avoid short-term decisions that could result in an ongoing drain of valuable IT resources and exponential costs to the organization. It is equally critical that businesses consider the need for scalability, in terms of the growth of the loyalty program member base and the expansion of other business functions.

SaaS solutions are delivered via a network and are priced on a subscription service basis, often based on the number of members. The SaaS model shifts from the marketer to a vendor the burden of getting and keeping an enterprise application up and running. It permits companies to leverage the software functionality without the burden of deploying and managing the software themselves. It also eliminates the added costs and complexities of deploying additional hardware and software, or dedicating additional staff resources to support the enterprise application on an ongoing basis.

The SaaS model also enables the marketer to benefit from the latest technological features without the disruptions and costs associated with software updates and upgrades.

The fact is that on-premise software means buying licenses, installing, administering and paying for maintenance fees every year. The SaaS model means the end of business as usual in the software world. The benefits are obvious and compelling: businesses get sophisticated functionality without up-front expenses or the headaches associated with the installation and maintenance of traditional software.

Historically, companies were required to buy, build, and maintain their IT infrastructures despite exponential costs. SaaS gives companies an alternative. Now, they can plug in and subscribe to services built on shared infrastructure that sits in the cloud. The SaaS model has flourished in recent years because of the many benefits it offers to businesses of all sizes and types.

You have the tools. How do you build it so they will come?

To build and deliver the best loyalty program there are four questions that need to be answered. They are: 1) what is your value proposition? 2) how will you understand the member experience? 3) will you feature rewards choice or selection? 4) what is the budget?

The value proposition

What do your customers or prospects value? And what is the benefit to them in choosing your brand and loyalty program



LoyaltyMatch

over others? Answering this question provides a roadmap for questions two, three and four.

The member experience through insight

The benefit of insight into customer behavior derived from program data far exceeds the investment in a program that is well executed. To continue to reap that benefit, it's important to ensure that the basics of the customer loyalty value proposition are nurtured. Customer insight derived pre- and post-launch and delivered using the latest SaaS technology provides the ultimate member experience.

Rewards: choice versus selection

Studies have found that buyers enjoy purchases more if they know the pool of options isn't quite so large. And according to the Collinson Latitude Redemption Survey, two thirds of customers that take advantage of redemption opportunities are more loyal to the brand. To improve program success it is often better to limit reward choice, reward the experience and assist your members by taking advantage of rewarding themselves. Addressing these salient issues will lead to the best member experience, loyal members and increasing customer share.

Program costs and budget:

There are three widely used, standard pricing models for loyalty program solutions: Do It Yourself (DIY), pay for points at issuance, and pay for points at redemption.

For DIY, the client manages all or some of the services of the program. IT services are provided by your loyalty program provider and are paid for on an as-used basis. The upside of the DIY approach is the program costs are spread out more evenly and the value focus of the arrangement is on using the client's and the loyalty program provider's systems, operations and people. This is usually the most cost effective process.

In the pay for points at issuance and redemption models below, a client buys points at a contracted price from the vendor. In both of these models, the full costs of the program including operations, administration and rewards are imbedded in the price of the points. These two models provide turnkey solutions however are more costly than the DIY process and rarely provide the client with the option to integrate in-kind rewards with the process.

Pay for points at issuance or pay for points at redemption

For the pay for points at issuance scenario, the client pays a program set-up fee for all services. The client then pays for points at the time they are issued (awarded) to the members. The client pays for the points whether or not the participant uses the points. For the pay for points at redemption scenario, the client pays a vendor a program set-up fee for all services. The difference is the client is invoiced for points at the time they are redeemed for reward. Often there is a cost for managing and administering the program. Since the client bears all liability for points redeemed, without knowing the eventual redemption rate for the program, this often causes the client to incur sizeable budget overages.

Answering the four questions and using those answers to build a loyalty program using a SaaS platform provides companies with the best opportunity to develop a successful program, at a reasonable cost, while rewarding their customers in the best way possible.

Brad Ball is co-founder, president and CEO of LoyaltyMatch Inc. the loyalty and engagement computing company with a product portfolio that includes LoyaltyMatch OnDemand and RewardingYourself.com. Brad can be reached at brad.ball@loyaltymatch.com.

It is equally critical that businesses consider the need for scalability, in terms of the growth of the loyalty program member base and the expansion of other business functions.

LOYALTY

And a happy new year

Loyalty marketing's 2012 signposts

By Alexandra Best, VP Marketing, RewardStream

Amidst all the economic hand-wringing of 2011, there's been a common thread across the year's most influential marketing books and keynotes. From 'command and control' to 'facilitate and encourage', mainstream marketing is shifting to an acceptance that our customers are social animals who actually talk to one another, outside officially recognized channels and off our officially approved scripts.

The Word of Mouth Marketing Association (WOMMA) reported recently that of all brand-related word of mouth conversations, 66% are "mostly positive," whereas only 8% are "mostly negative." Further, the average online review is 4.3 stars out of 5. Odds are, if someone's talking, it's a good thing.

Historically, the fluidity of real customer conversation in the real world has eluded us. How can we understand the volume, tenor, impact and value of these conversations? Owned and bought media – such as PR, email campaigns, direct advertising – are safe, predictable, and measurable. For a few years now the bells have been ringing – Consumer 2.0 will change everything! Traditional marketing is dead! – and marketers have struggled to distinguish solid guidance from panic, holding on to what they know while reframing familiar assumptions about what works and what doesn't.

The desire to facilitate and encourage customer conversations has graduated from a fringe strategy to mainstream. The socially active customer is not a new story but this year, successful marketers will act with more confidence, more street-level tactics. For many marketers 2012 will be the year that everything changes. Let's look at some of the ways how.

1. 2012 is the dawn of consumer-to-consumer marketing. Smart marketers will get systematic and street-level.

April 2010's McKinsey Quarterly included the following statement that resonates strongly today: "Marketers spend millions of dollars on elaborately conceived advertising campaigns, yet often what really makes up a consumer's mind is not only simple but also free: a Word of Mouth recommendation from a trusted source. A Word of Mouth recommendation is the primary factor behind 20 to 50% of all purchasing decisions."

Today's consumer trusts the word of friends, family, and colleagues above that of owned and bought media, where the majority of current marketing budgets disappear. Marketers need to shift focus to engage a quality of advocates rather than a quantity of impressions. From Facebook Likes and Twitter Shares to Wall Posts and Product Reviews, customers are already an extension of your marketing department. Marketers this year should add the necessary third element: motivation.

In 2012, marketers will shift from debating the merit of customers marketing to customers to debating the technology and best practices to get in the game. We will expand the meaning of 'engagement' beyond lead generation to include endorsements, recommendations, offer sharing, and influence.

2. 9 out of 10 word of mouth conversations happen offline. Marketers will need to learn how to affect 'offline' in 2012.

Every day in America, brands are mentioned 3.3 billion times in 2.4 billion conversations. And, "[e]very day, people talk to each other, providing guidance on which experiences to embrace

and which to avoid. It's no wonder that nearly 50% of consumers are likely to purchase products as a result of word-of-mouth."

Most marketers are still working to get a handle on conversations that occur in the online social realm, let alone offline. 2012 will be the year when we broaden our frame of reference regardless of channel, seeking any and all entry points into street-level sentiment. Brands will need to figure out not only how to detect and show up among those conversations, but how to thank and encourage enthusiasts as well – no matter how or where they share.

3. In 2012, loyalty will get social.

A foray into social loyalty could begin by incorporating social media insight into your segmentation strategy. Peppers & Rogers suggests a start could be identifying engaged and influential customers, and starting to communicate directly with them; in those interactions, acknowledge their voice and experiences, and treat them accordingly. The next step is to create a full-fledged social loyalty program, rewarding customers not just for purchases but for their recommendations and advocacy. Social loyalty is a high growth area for loyalty technology and solution providers – look for interesting developments, approaches, and solutions in 2012.

4. Customers are already brand co-creators, whether we intend them to be or not. Successful digital programs will make lots of room for their voices.

Brands need to make room for customers to share their passion, but not necessarily in perfect alignment with marketing's carefully crafted messages. Customer enthusiasm, spontaneous and unscripted, needs space to be heard.

One of the gems in *Brains on Fire: Igniting Powerful, Sustainable, Word of Mouth Movements* is the first lesson – real conversations aren't about brands or products, but the passion that the brand or products inspire. As much as we all like our material stuff, it's usually what we do with it that's most interesting. We need to encourage customers to share their stories, upload their videos, post their photos, and share their product suggestions. Customers can be your best ally, because their ability to reach new customers is deeper, more personal, and more targeted than even the most successful marketing team could ever manage. So give your customers ways to amplify their stories. Build a scheme into your loyalty and engagement program that actively encourages personal content creation – and don't forget to thank them for it.

5. In 2012, brands need to focus on helping consumers engage with one another during the purchase lifecycle.

It's broadly understood that today's consumer has contact with a brand long before any in-store experience. They might hear about a new product from a family member, see a review online, notice it mentioned a few times on Facebook. It's within this array of non-store experiences where marketers need to engage.

According to Google, 88% of U.S. consumers engage in the "zero moment of truth" – that intersection when they seek out information about a product or service they're thinking about buying – prior to visiting a store or making an online purchase. "Those incredible numbers shouldn't surprise us anymore," says Jim Lecinski, author of *Winning the Zero Moment of Truth*. "This is how consumers live and learn and make decisions today: from ratings and review sites, from friends on social media, at home and on the go, and (more than ever) from video. They learn from search results, user reviews, four-star ratings, text ads, image ads, news headlines, videos and even good old-fashioned official brand websites."

To be successful, loyalty in 2012 will have to broaden its scope to look beyond the cash register, rewarding not only purchase transactions but engagement, advocacy, recommendations, and social activities. Enthusiasm begets enthusiasm, and in this consumer-driven era the trick to customer acquisition is to amplify naturally-occurring delight as loudly and as widely as possible.

Alex has more than 15 years' experience building and leading marketing programs, with extensive experience in lead generation and customer acquisition. At RewardStream Alex is responsible for lead generation, corporate marketing, and marcom; she also acts as Product Manager for Spark, RewardStream's first packaged customer recommendation solution. Alex's background is primarily in B2B technology marketing, but is enjoying working with B2C clients whose customer loyalty and acquisition programs are typically of a much larger scale than her B2B clients in the past.



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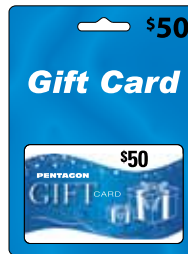
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Holiday DM

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TCP Integrated Marketing

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Holiday campaign tugs at heartstrings of animal-loving donors

Great stories and segmentation were the keys to raising funds for the Toronto Humane Society.

The Toronto Humane Society (THS) is dedicated to providing compassionate care, shelter, adoptions and a voice for abandoned, abused and injured companion animals.

THS offers a safe haven for injured and abandoned animals in the GTA, providing the injured with veterinary care and abandoned animals a safe haven 24 hours a day, 365 days a year. Immature and/or injured animals are placed in foster care until they are old enough and strong enough to be placed for adoption.

Direct mail is currently THS's main channel for raising funds and they execute between six and eight DM campaigns per year. This includes renewals, acquisitions and a push to upgrade existing donors to monthly donors.

Mid way through 2011, THS retained the services of TCP Integrated Marketing.

"TCP was able to bring superior production knowledge to the table" says Barbara Steinhoff, communications marketing manager for THS, "and with the production savings we were able to implement a number of the tests that will give us better insight moving forward. Also, in talking with Allison Taylor, President of TCP, it was interesting to find out that her dog, Bob, is an actual THS adoption."

The THS Holiday Initiative is a staple of the organization's direct marketing efforts. This package goes to current and past donors and approximately 70,000 pieces mailed in early November. The goal of this year's campaign was to surpass last year's response by 5%.

Over the years, THS has been collecting as much information as possible on their donors. One unique piece of

information that is collected was whether their donors are cat or dog owners. With this information appended to each file, THS was able to target cat-people and dog-people.

For this campaign, five packages were developed by the creative team at TCP:

1. dog owners who are regular, one-time givers
2. cat owners who are regular, one-time givers
3. dog owners who are monthly donors
4. cat owners who are monthly donors
5. dog owners with a premium test (to and from tags).

The majority of the file received a gift tag premium that they could send back to the shelter with their holiday wishes for the animals. A 10,000 piece segment received to and from holiday tags as a premium that they could use on their holiday presents.

The one-time donors also received a buckslip that encouraged them to give a "virtual gift" through THS's on-going Tail Wagging Gifts micro-site.

Each piece was highly personalized with type of pet owner, last year's gift and monthly givers vs. one-time givers.

In addition to the direct mail package, THS initiated an email follow-up two weeks after the mailer's in-home date. The email went to approx. 20/M current and past donors as well as about 14/M subscribers to THS's monthly newsletter, Scratching Post.

"The challenge (in this campaign) was choosing the story," says Taylor. "So many of the animals who arrive at THS have such heart-breaking stories and trying to choose just one or two is a big challenge."

According to Steinhoff, THS donors really seem to gravitate

to hardship stories with happy endings. So for this campaign two stories were utilized and written from the animals' perspective.

For dog owners TCP profiled Daphne, a 2-year-old mix breed. Daphne thought she was going for a walk, but when the car took off with her owner inside, Daphne was officially now a stray... and a pregnant stray at that. Lucky for Daphne, a passer-by saw her and called THS. Once in THS's care, Daphne had her puppies and THS is happy to announce that all the puppies were adopted and so was Daphne.

For the cat package, TCP chose to profile Kyla, a 6-month old kitten. Kyla somehow found herself on her owners' balcony... and fell... 12 floors. The owners did act fast, but they were unable to cover the costs it was going to take to get Kyla well, so they had to surrender her to the THS staff. After many surgeries, 2 months of rehabilitation and another 6 weeks with a foster family, Kyla was right as rain and adopted into a loving home.

Although at press time final response numbers were not yet available Steinhoff says that they have been tracking this year's campaign vs. last year's and things look very promising at this stage.

"And our average gift looks to be on the rise too" she adds.

For future direct mail efforts THS will continue to track down compelling stories and continue to learn as much about their donors as possible.

"TCP were wonderful to work with. With the cost-savings they were able to attain for us, we were able to implement testing that has given us some great insight we can use in future campaigns" says Steinhoff.

“So many of the animals who arrive at THS have such heart-breaking stories and trying to choose just one or two is a big challenge.”

Worth Knowing

Epsilon launches Epsilon Digital Receipt™

Epsilon has announced a new digital marketing capability, Epsilon Digital Receipt™, enabling brands to deliver purchase receipts to consumers via email and combine up sell and cross sell offers with loyalty program and transaction data in real-time.

With Epsilon Digital Receipt™ marketers can build a richer customer data file and capture more information at the point of sale. In addition, the capability enables customer choice and an efficient and improved customer experience as well as fraud protection.

“Digital receipts are a natural evolution for cross-channel marketers and a great opportunity to integrate offline and online data for a better overall customer experience,” said Andrew Frawley, President of Marketing Technology at Epsilon. “Our research has shown that transactional and real-time messages have higher open rates because the communication reaches the customer when they’re actively engaged with a brand. With digital receipts at the time of purchase, marketers can leverage this opportunity to offer complementary products, showcase their brand proposition and even provide loyalty program information such as point balances.”

Aimia’s CIO Susan Doniz named one of Canada’s most powerful women for 2011

Aimia congratulates Susan Doniz, Senior Vice President and Chief Information Officer, for receiving a prestigious 2011 Canada’s Most Powerful Women: Top 100™ Award in the Trailblazers and Trendsetters category.

“Being chosen as one of Canada’s top 100 female leaders is an incredible accomplishment,” said Liz Graham, Aimia’s Executive Vice President and Chief Operating Officer and President and Chief Executive Officer, US and Asia-Pacific. “We are thrilled for Susan and proud that she has chosen to come and work with us.”

Susan joins a community of 584 women who have received the Top 100™ Award, recognizing the highest achieving female leaders in the private, public and not-for-profit sectors in Canada. Winners are selected based on their strategic vision and leadership, their organization’s financial performance, and their commitment to their communities.

As part of Aimia’s executive team, Susan Doniz joined in the new role of global Chief Information Officer over the summer of 2011. She is responsible for defining Aimia’s global internal and external Information & Technology strategy to deliver innovation and growth across and within regions. Susan joined Aimia from Procter & Gamble where she has enjoyed various long assignments in both developed (Europe) and developing markets (She has lived in most countries in Latin America) and speaks various languages. Her roles have centered around business transformation. She has been often tapped to lead, create and deliver multifunctional strategies for top executives.

“We are thrilled to recognize this year’s extraordinary group of Top 100 Winners, honouring leadership talent from coast to coast,” said Pamela Jeffery, Founder, Women’s Executive Network. “Our Top 100 Winners form an amazing community of high-achieving women who are inspirations to Canada’s next generation of leaders.”

The Canada’s Most Powerful Woman: Top 100 Awards is Canada’s most recognizable Award for the country’s highest achieving female leaders in the private, public and not-for-profit sectors.

Com-Pak Services completes sale transaction

An investment group managed by Maidstone Capital Corp. has acquired the assets of Com-Pak Services, Inc. The investment group, Riverside Acquisition Group, LLC, is an affiliate of Maidstone Capital Corp. and comprises strategic, financial, and direct mail industry investors.

“By acquiring the assets of Com-Pak, we are able to enhance the company’s position as a leader in the direct marketing industry,” says Steve Walk, Com-Pak’s new president. “We intend to continue the company’s name and retain the company’s key operating, production and customer service personnel, to insure a seamless transition for Com-Pak’s clients.”

For over twenty years, Com-Pak has been providing advanced direct marketing solutions. Clients of Com-Pak benefit from its advanced production technology and cutting edge postal cost optimization capabilities.

The financial and managerial resources provided by Riverside will support the expansion of Com-Pak’s full-service spectrum of direct marketing services. These include lettershop production, fulfillment and packaging -- including the company’s robust Postal Cost Optimization -- and IMB Full Service. All of these services can take full advantage of the company’s state-of-the-art Selective Insertion technology and full Read-Write systems.

Consumer Intelligence Group and CoversSell.com join forces to enhance and develop products for the Canadian publishing industry

The relationship will provide highly regarded expertise in the Canadian publishing industry as CiG continues to grow its stable of products and services for publishers. CiG’s list of publishing clients continues to grow as the challenges associated with marketing magazines are having publishers and circulation managers looking for new ways to gain or maintain market.

Scott Bullock, a recognized leader in Canadian publishing and the owner of CoversSell.com will bring his experience and expertise to bear as CiG continues looking for innovative ways to help service and support its publishing based clients.

“CiG has a lot of products and services that are needed within the publishing industry, our role will be to help make them publishing specific so that publishers are getting maximum value and expertise”, says Bullock.

“Scott brings so much in terms of understanding publishing challenges. He looked at our assortment of products and services and said “these can work really well for publishers if we just make a couple of adjustments”, said Kevin Klein, a Partner with Consumer Intelligence Group, “We are so excited to have a business relationship with Scott as we want to continue to provide the most innovative and actionable products and services to our clients, and Scott will be tremendous help in making sure that we do it for the publishing industry”.

The first product to be launched will be the Newsstand Retail Partner program. Under this program, publishers will have access to transaction based newsstand sales from selected retailers. Through intelligent|view, publishers will be able to develop profiles, monitor purchase trends and see how covers effect the type of magazine purchasers based on monthly or quarterly transaction based data.

“Imagine understanding who your newsstand buyers are based on real transactional data. Surveys are interesting and provide industry information, but this information could make real tactical changes to newsstand strategy to better market magazines” said Bullock.

The Newsstand Retail Partner program is launching this fall.

Interact Direct expands with the launch of Cleanlist.ca

Interact Direct Marketing, Inc. recently announced the launch of Cleanlist.ca and its plan to consolidate its list cleaning, enhancement and data licensing business under the new brand.

“The ability to produce better contact data has been the core of Interact Direct’s success since the company was founded in 1993. Under our new Cleanlist.ca division, we’ll continue to deliver Canada’s best contact data, list cleaning and enhancement services”, says Jeff Bisset, president of Interact Direct.

The new Cleanlist.ca Solution’s Menu includes over 20 contact data solutions available through multiple channels including: full-service, self-service, automated API, and enterprise installations. According to Bisset, Cleanlist.ca provides more services and more ways to access them than any other provider. The transition of Interact Direct’s list services’ clients to the new Cleanlist.ca platform will occur gradually, during the coming months. “We’re just beginning to contact clients and introduce them to Cleanlist.ca. There’s no urgency to transition the business and this won’t affect any contracts, as Interact Direct and Cleanlist.ca are part of the same corporation, Bisset explained. “But eventually, we’ll get everyone transitioned to this new model as that’s where we’ll be focusing our future innovation.” While Cleanlist.ca becomes the specialist in cleaning, enhancing and supplying Canadian lists, Interact Direct will continue its focus on multi-channel campaign services and the end-to-end management of outsourced corporate communication programs.

Mudlick Mail launching service in Canada

Mudlick Mail, a provider of direct mail services for auto repair shops, will begin offering its programs in Canada starting this month. The company has been offering uniquely targeted direct mail campaigns since 2008 and some shop owners have increased their sales by as much as 40 per cent by using Mudlick Mail’s campaigns, which allow repair shop owners to target customers by income, neighborhood and even vehicle make.

Mudlick Mail is offering an introductory package for Canadian shop owners that includes a number of value-added benefits. Their program is completely turn-key, providing shop owners with all the tools they need to plan and execute a successful direct mail strategy.

“We know that shop owners often give up on advertising because it takes too much time or costs too much money. Our program addresses those concerns,

Air Canada expanding Montreal call centre

Air Canada says the expansion of its Montreal customer service call centre will create more than 150 new jobs.

Canada’s largest air carrier says it has filled 50 positions in October and will add another 100 jobs in the next few months.

The expansion will boost the Montreal call centre’s workforce to more than 250 people.

Air Canada operates other Canadian call centres in Saint John, N.B., Toronto and Winnipeg.

Consumer survey results reveal direct mail is most preferred channel for receipt of brand communications

Epsilon Targeting has released the 2011 Channel Preference Study, which shows that through economic turmoil, technology advances and channel proliferation, direct mail continues to deliver as consumers’ preferred means of receiving marketing messages from brands.

Epsilon Targeting’s Channel Preference Study, titled *The Formula For Success: Preference and Trust*, reveals that roughly a third of Canadian survey respondents said they don’t find ads on social media sites useful.

The study is based on completed surveys from 2,226 U.S. consumers and 2,574 Canadian consumers.

offering businesses a cost-effective, user-friendly advertising solution that has been proven to drive sales,” said Mudlick Mail President Tim Ross.

Mudlick Mail CEO Greg Sands established the company after searching for years for the right advertising vehicle for the 25 repair shops he operates in four states. Direct mail was the only vehicle that allowed Sands to accurately reach high-caliber customers within the market area of his stores.

Because of strong interest in its campaigns, Mudlick Mail expects to send out more than 50 million pieces of mail next year. The company is projecting sales growth of 60 per cent in 2012 and anticipates serving more than 1,000 customers in the United States and Canada by the end of the year.

Loyalty 360 to host 5th Annual Loyalty Expo 3-day conference brings together marketing leaders to explore how today's most innovative brands are creating truly customer-centric organizations

Creating engaged, loyal customers has never been more challenging, or more important. At Loyalty Expo 2012, more than 500 executives from leading companies worldwide will gather to learn how today's most innovative brands are creating truly customer-centric organizations.

"Loyalty marketing today has less to do with providing customers with cost savings and cheap offers, but everything to do with building long-term relationships with them" says Mark Johnson, CEO of Loyalty 360. "Loyalty Expo is dedicated to arming attendees with actionable tools and insights to create multi-channel loyalty strategies that impact the bottom line."

During 3 jam-packed days of networking, keynotes and interactive sessions led by many of today's great minds in marketing, attendees of the 5th Annual Loyalty Expo will learn how to:

- Engage the hearts and minds of today's customers
- Optimize loyalty programs to drive sustainable business results

- Align marketing strategy and customer experience
- Leverage influential customers and social media feedback

Loyalty Expo 2012 will be held March 18-20 at the Rosen Shingle Creek Hotel in Orlando, FL. Early Bird registration rates are available through January 20, 2012.

Loyalty Expo has earned the reputation of being one of the industry's premiere events. "The thing that pops out to me is the consistent quality of all of the speakers; we're hitting a singular topic, we're hitting it hard, we're hitting it deep, and we're hitting it with people all over the country and all over the world that care passionately about the topic," says Trevor Knott of Citizens Bank. Adds Kathy Turley of Palm Restaurant Group, "I really enjoyed how true practitioners were the speakers, not vendors that ultimately try to sell their products or services. Great conference."

Sessions recently announced for Loyalty Expo 2012 include:

- *Loyalty Program Optimization*: Presented by PricewaterhouseCoopers
- *Engaging Customers through Relevant*

Channels: Presented by Sears Holdings

- *Beyond the Demographic Group: Using Technology to Build Smarter Customer Segmentation that Leads to Better Retention and Returns*: Presented by Buxton Analytics, The Body Shop, and Crate and Barrel
- *Do You Really Need a Loyalty Program*: Presented by Golfsmith
- *Transforming the Customer Service Experience with Behavioral Analytics*: Presented by Mattersight & Vangent
- *The Spillover Effect – Driving Customer Loyalty through Employee Engagement*: Presented by Nicor National and Dr. Gary Rhoads, Professor of Marketing at Brigham Young University
- *Philosophy on Loyalty: Essential at the Confluence of Mobile, Hyperlocal and Daily Deals*: Presented by Valpak and Pluris Marketing

For more information, please visit www.LoyaltyExpo.com or contact Erin Raese at ErinRaese@loyalty360.org; 630-850-7867.

Promotional products company, ARPG, re-launches with new look and name

Award-winning Canadian promotional merchandise company Accolade Reaction Promotion Group announced today the re-launch of its brand, and subsequent name change to Accolade Promotion Group (APG). The re-brand includes a new logo and website, as well as an expanded social media presence on Twitter (@AccoladePG), Facebook (AccoladePG) and a blog that will explore creative branding ideas.

"We are excited to kick off 2012 with a new look," says Dan Craig, General Manager of APG. "The re-launch is about better aligning our brand with the key reasons our clients work with us - creativity, fresh ideas, great customer service, quality and integrity."

APG works hand-in-hand with corporate clients to design and execute promotional merchandise campaigns. Many programs are designed to flow from larger-scale brand messages and objectives. Recent successes include the development of Royal Bank of Canada's "Arbie" plush toy and the proprietary "Golfer's Dozen", a logoed and custom-packaged mixed box of golf balls.

Canadian SERP rules change in January

Canada Post is making a major change to their Address Accuracy rules. In January 2011, they enhanced the specifications for the Software Evaluation and Recognition Program used to certify Canadian Address Accuracy software. The enhanced software uses "Point of Call" address data, which has more detail than the previous range-based address data. Under the current SERP, missing or invalid unit numbers for residential apartments and most business buildings are not counted as invalid for purposes of the Statement of Accuracy. Effective January 13, 2012, the transition period for excluded residential apartment addresses will end and invalid residential apartment addresses will be counted against Statement of Accuracy scores. The transition period for excluded large urban business addresses will continue until January 2013.

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COLUMN



Direct & Personal

by Billy Sharma



Maura Fitzpatrick

Ten surprising things about her

Recently I used my Quick Scan method, which enhances legibility, on a package that Maura Fitzpatrick created for the Barnaby Hospital Foundation. She wanted to test it against a control package. As I worked with her, I got to know and admire her so I asked if I could interview her for this column and fortunately for all of us, she agreed.

Here are ten surprising things I learned about Maura Fitzpatrick.

Surprise one: she relishes her job

"I love writing direct mail," she confessed, "although there are days when the cursor on my computer screen blinks annoyingly back at me. But when the right combination of words finally comes together, it's heavenly.

"Sometimes, in my private fantasies, I've always thought it would be cool to be a photo journalist! Travel the world, write about my experiences and document it all in pictures.

"I think this may have something to do with childhood days spent thumbing through my father's collection of National Geographic magazines, and perhaps my lack of world-wide travel."

Surprise two: she loves her clients

"I love talking to our hospital's donors and am constantly inspired by their loyalty and commitment.

"I'm very proud of the way we treat and think about our direct mail donors. Over the last few years, I've worked hard to develop systems that put the focus on the donor in a way that shows them how their giving is helping people and saving lives at our hospital.

"The donor is always the hero. We try to reflect this in all of our donor communication and stewardship efforts.

"In our minds, it is vitally important that our donors' wishes are honoured, and that we do everything in our power to help them understand how their giving is helping people and saving lives – each and every day."

"All donors are thanked promptly and personally. Our thank you letters are personal and interesting, and relate to the direct mail piece that the donor responded to. They are hand signed by our President, who often adds personal notes.

"I loathe thank you letters that begin with this sentence: "On behalf of our board of trustees, please accept my thanks for your donation of. . .blah, blah, blah."

Surprise three: her philosophy is simple

"We want to thank our donors in a genuine way, not bore them to death with typical, boiler plate thank you letters!

"Simple things like hand-written notes and personal phone calls truly make a difference. These practices have definitely helped us retain and upgrade donations.

"For example, 43% of donors who have responded to our most recent mailing have increased the size of their donation by more than 10% over their previous gift.

Now, I can't always prove this increase is directly related to our stewardship efforts, but my gut tells me it is.

"While it can be hard to measure some fund raising tactics, testing in direct mail is easy and has given me some interesting results."

Surprise four: she still believes in testing

"At the moment I am running two tests: the first is a mailing that was sent to our donors at the beginning of November; the second is an acquisition mailing that just dropped to over 48,000 prospects.

"For the donor mailing I wanted to see if the inclusion of pictures within the copy of a letter increased or decreased response rates.

"I've read some interesting articles from people like Mal Warwick, and Tom Ahern that made me think that a letter without pictures might enhance the true 'magic' of direct mail, where the letter really seems like it is written from one individual to another and does not come across as a mail merge.

"As our donor letters are usually signed by a doctor, I began to think about what a letter from one of our doctors might look like.

"If a doctor was going to take time out of his busy schedule to write a letter to one of our donors, would he have the time, inclination, or skills to make the letter 'look pretty' by inserting a picture of himself or his co-workers?"

"I didn't think so.

"I must admit I was very nervous to run this test, as this mailing brings in the highest revenue of any of our others and has a revenue target of \$145,000. Although my gut told me the 'no picture' version might work its magic I was still worried about the possibility of repressed donations.

"So far the results are very interesting. Our list had 5,516 donors, and we did a random split of the list, mailing (as close as we could) to every other household. The letter format was printed double-sided on 11" x 14" paper with a perforated reply device attached to the bottom of the letter.

"The only difference between the two versions was that one had pictures of the doctor who signed the letter and of a group of hospital staff. The other version had no pictures at all.

"Interestingly, response rates for both versions are almost identical, with 'no pictures' pulling 11.86% and the one with pictures pulling 11.42%.

"However, what is most surprising to me is that the 'no picture' version has a much higher average gift at \$87.91, which is 12.46% higher than the version with pictures."

Why don't more people test? There is a debate going among veterans on a LinkedIn Website and while many have concluded that testing is a lost art, I believe that most direct marketers just don't want to do it, to paraphrase Jack Nicholson in A Few Good Men, 'Because they can't handle the truth.'

Surprise five: she has a long list of mentors

"I was very lucky to grow up in household where the stereo was usually blaring out a Clancy Brothers' tune overtop the sound of laughter from family and friends who could be found in the living room, playing cards or telling stories.

"My parents shared many stories about growing up in the 'dirty 30's'. From my grandmother I learned about life as a homesteader, which to my child's mind was filled with adventurous tales of unrelenting wind-storms, gumbo mud, and town dances. She was an amazing woman who delivered babies because the doctor was away in another town and played piano (in two different churches) to earn extra money for the family.

Growing up surrounded by wonderful story tellers definitely shaped who I am today and, I suspect, helps me write better direct mail too.

"As for the people who have helped to shape my career, most I've never even met!

With the Internet, blogs, e-newsletters, and the like, I have had the opportunity to learn from some of the best. Top of mind, and in no particular order, includes:

Mal Warwick, Jerry Huntsinger, Michael Gilbert, Nick Allen, Harvey McKinnon, Alan Sharpe, Fraser Green, Lisa Sargent, Andy Goodman, Pamela Grow, Roy Williams and his Monday Morning Memo, Jonathon Grapsas, and of course, you Billy.

"Early in my career I devoured Charity Village, which is where I tripped across many of the names above. Now I love the on-line resource SOFFI (Showcase of Fundraising Innovation and Inspiration).

"Personally, a book written by Richard Bach called Illusions, which I read as a young adult, it shaped the way I thought about my life personally and the lives of those I come into contact with.

"Professionally, Iceberg Philanthropy, by Fraser Green and the folks at Good Works, is a great book for anyone who works with direct mail donors."

Surprise six: she is open to new ideas

"Integration of all marketing channels is important and of course social media provide so many new and exciting possibilities.

"Yet my gut tells me if we spend more time understanding who our donors are and how our organization might interest prospective donors, we might be more successful than if we used the latest, greatest, shiny new tool.

"I would love to have more time to develop better retention strategies, so that I can get more of those critical second and third gifts from newly acquired donors.

Surprise seven: she fell into fundraising

After some years working as a contract conference planner for small, non-profit organizations, I took a temporary position with the Canadian Diabetes Association (CDA) to expand and implement their annual door-to-door canvass into the suburbs of Vancouver. This six-month contract turned into a 10-year career! Eventually I was responsible for implementing the campaign for the entire province, managing several offices and providing support to smaller branch campaigns throughout BC.

The national office decided to make some changes to the way the campaign was implemented and my position changed.

"This change allowed me to develop many of the skills I use today. I began to write funding proposals and small direct mail appeals and had the opportunity to interact personally with donors.

"I found out I loved it.

"When the opportunity presented itself to test out these new skills at a hospital foundation, located closer to where I lived, I jumped at it.

"I joined Burnaby Hospital Foundation in 1999, and with the exception of taking a year's maternity leave to have my 'surprise' baby at age 42, I've been working here ever since.

"I have always loved to write stories. In fact, my Grade three teacher wrote in my report card: 'While we all enjoy reading Maura's short stories, they tend to be one very long paragraph, with no punctuation.'

"I'm happy to report, I got over that problem.

"I'm married and have three children, two boys (13 and 15), and a seven year old girl.

"Also good to know about me, I love to laugh. Thankfully, I

► Continued on page 18

2012 direct marketing predictions

No one has a real crystal ball that will tell the future but with experience comes insight so we asked experienced direct marketers from all sectors of the industry for their 2012 predictions.



Finally in 2012, marketers will be able to keep their perennial New Year's resolution to turn data into insights. The combination of faster computers, better analytical tools and a C-suite focus on analytics means that powerful data mining tools will be unleashed on Big Data resulting in more insights, better precision marketing and more meaningful measurement of the results.

—Jan Kestle
President of Environics Analytics



I see a very bright future for dimensional mail. As marketers are evaluating their budget spends they are realizing the costs to mail are increasing at such levels that it's critical to achieve maximum ROI with each mailing. Traditional DM does not offer the return they need. So although quantities may be going down quality is on the rise. Dimensional mail may cost a little more but the numbers speak for themselves.

—David Burtch
President, Dimensional Products Ltd.



Call centres that have traditionally focused on home markets are starting to venture further afield and open up new territories. They see telephone contact as important for building customer bases or conducting market research before entering a new territory – but this does not necessarily mean moving the contact centre offshore.

Reverse offshoring describes activity that is outsourced onshore in Canada, to take advantage of our high quality and compliance systems, but using native speakers to contact international markets in a way that competes with offshore providers on more than just cost.

—Wanda McKay
President, KeyContact



The pace of change is going to continue. It's not a question of if, but a question of when; and the time is now. Companies need to make a commitment to customers and embrace that change. They need to recognize that it will require new capabilities, but that there are partners there to help. You can implement this in a way that still leverages the art of retail and what makes retailers good - the science of customer insights. That is going to be defining success for retailers for the next 10 years.

—Brian Ross
President, Precima



We will see a significant increase in the number of Direct Mail projects in the New Year. The value and appreciation of Direct Mail will gain in importance as part of the multi-channel marketing mix.

—Rich Bassett
President, Bassett Direct



2012 will continue the trend of list evolution. We predict our social media competitive intelligence information will begin to transform social marketing campaigns in 2012. Email and SMS lists will continue to gain broader acceptance and integration. Of course, traditional business and consumer data will continue to play a key role in marketing campaigns.

—Daniel Cadieux
President, InfoGroup



In the past year social media has tipped the scale of sophistication and maturity. The technology platforms and ways to measure have reached a point where marketers have the opportunity to realize the true promise of social media in 2012. The smartest companies and brands will begin to bring their customers into the boardroom (figuratively speaking) to gain and act on real-time social intelligence about their deepest needs, wants and desires.

—Steve Mast
President, Delvinia



In 2012, Marketers will build their strategies to incorporate multiple channels from the get-go, not as an after-thought. They will set up their marketing initiatives to holistically incorporate on-line and off-line channels. And they won't rest until they can truly measure the impact on their business—not only of each individual channel, but more importantly, the compounded influence that multiple channels working together has on meeting their marketing and business objectives."

—Jennifer Campbell
GM Direct Marketing Strategy,
Canada Post



Marketers will focus on seamlessly integrating their mail campaigns with other media, and each one selected will be the most efficient for that step in the process of optimizing consumer engagement, creating value, increasing sales, and improving customer retention. The "phygital" world will not diminish the value nor necessarily the volume of physical mail, merely spotlight its most effective use. In 2012, sophisticated media integrators will more clearly define the opportunities, use, performance, and future of physical mail.

—Kathleen Rowe
President, National Association of
Major Mail Users



The next year... actually, the next five years are going to be about these direct relationships. The next five years are going to be about how well a brand can actually change the relationship from one that looks at how many people are in their database to who these individuals are and how the brand can make the connections and loyalty stronger. The stars are aligned. We have the technology. We have the data. We have the new media channels and platforms. We have the opportunity to publish whatever we want - in text, images, audio and video - instantly (and for free) to the world.

What we do with this moment will be telling. It will also set the pace for everything that flows out of our marketing departments for the next decade. Sadly, most brands are still busy scrambling for «likes» on Facebook and are selling their products through the handful of big box retailers left. It's the next generation of direct marketing and true loyalty. No direct relationships. No future."

—Mitch Joel
President, Twist Image & author,
blogger. Podcaster at Six Pixels of
Separation

2011 DIRECT MARKETING YEAR IN REVIEW

January Getting your mail delivered – the first time

At the beginning of 2011 Canada Post did an overhaul of their address validation and correction software in order to make the move to Point of Call Address Data – saving their customers time, money and headaches.

The fall of an empire

After more than 70 years in business, DB Media Distribution, the company behind Columbia House Canada and Doubleday Canada, declared bankruptcy.

February Making data more accessible

We looked at how a new mobile app from Tetrad Computer Applications is making accessing relevant demographic easier than ever for marketers and business owners.

New CEO takes the helm

Canada Post appointed Deepak Chopra to the position of CEO. The former Pitney Bowes exec announced a five-year mandate that was warmly received by leaders within the Canadian direct marketing industry.

May New Media 2.0

Mobile, social media, email and microsites led the charge in 2011 for organizations looking to incorporate technology into their marketing and communications plans. Vish Ramkissoon of FSA Datalytics outlined key areas worthy of attention.

Fundraising special report

A series of articles in this issue looked at how fundraisers are using social media in unlikely ways.

June Green DM

In honour of Spring, companies like Quad/Graphics, Aeroplan and Environics Analytics shared trends and advances in eco-friendly industry practices.

Marketing in Hollywood North

Sarah O'Connor travelled to Vancouver to talk to DM industry players about the ups and downs of doing business on the West Coast.

September Customer retention

It may be cheaper to keep existing customers than to acquire a new one but that's sometimes easier said than done. In this issue experts talk about the different ways to connect with your customers and keep them happy.

Focus on diversity marketing

Insight into the donation patterns of the multicultural population and a look at 10 ways Quebecers are unique when it comes to their marketing needs.

October Managing in challenging times

The Canadian mailing industry has been taking some hits but Wanda McKay and Rich Basset had some sound advice on how to face the challenges head on.

Focus on call centres

Industry experts share the keys to great telemarketing as well as insight into new technologies available to call centres.

2011 DIRECT MARKETING YEAR IN REVIEW

March The ever-evolving list business

Bob Coles of Cornerstone Group of Companies illustrated how the list business in 2011 was very different from than it was 10 or even five years ago.

Email marketing trends

We featured a special report from Inbox Marketer's Geoff Linton on the top trends in email marketing in Canada.

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We've gone postal!
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April The fate of Canada's flyer business

Our panel of flyer experts weigh in on the hot topics that impact the country's flyer business.

Taking the savings online

We look at how consumers are leveraging digital media for smarter buying and how retailers are reaping the rewards.

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July Financial services issue

A first for Direct Marketing, this issue was packed full of articles from some of the country's top execs from the world of financial services marketing.

What's in your digital wallet?

Our cover story asks the question "are you ready for the mobile payment revolution?" while looking at how financial heavyweights are jumping on the digital wallet bandwagon.

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Origins Diversa Connecting you to Canada's diverse market.

Discover Canada Post's DM solutions

August Email marketing

From how to click with customers to tips to successful multichannel marketing, this month's Click! section had the goods on email marketing.

Canadian DM agencies

A handy directory of Canadian direct marketing agencies from coast to coast, with details on their individual specialties.

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Find out how direct mail turns prospects into customers

November Taking direct mail to the next level

Video in Print™ technology is offering direct marketers the chance to step it up with innovative direct mail options.

Thinking outside the envelope

Audience engagement is key to successful mail campaigns and in this issue we looked at how dimensional mail can help capture the attention of your target audience.

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December Awards recap

We brought you the scoop on the CMA and NAMMU awards, as well as our five favourite direct marketing campaigns of 2011.

Newsmakers of the year

A postal strike, address accuracy changes and the rise of mobile, we had a lot to talk about when it came to naming our top newsmakers of 2011.

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FUNDRAISING

Who we met with

Advanced Systems International (ASI)
www.advsol.com

ASI currently has about 200 employees worldwide and is the most global company of any vendor in the fundraising space. iMIS, is their flagship solution and it is a donor management and membership management solution with over 40 modules to it that provide functionality in various areas including campaign management, segmentation, RFM analytics, and list management functionality, to address the needs of organizations that need to do both traditional direct mail and online marketing.

A.K.A. New Media Inc.
www.akaraisin.com

A.K.A. is a strategic technology and communications company that has been developing online and offline solutions for leading organizations since 1997. Their flagship product, raisin® empowers not-for-profit organizations and helps to maximize their online fundraising activity. From donations to revenue management, registration to reporting, raisin's integrated system uses leading-edge technology to meet the diverse needs of today's fundraising community.

Batsch Group

www.batschgroup.com
Batsch Group develops and markets @EASE fundraising software which helps clients keep in touch with their donors, understand who they are, and have accurate data in order to utilize what they have more effectively.

Blackbaud

www.blackbaud.com
Blackbaud is a software company that focuses strictly on the non-profit market. So regardless of the size or type of organization we offer a portfolio of software eccentric products and services to help non-profits achieve their mission.

Blakely & Associates

blakelyassociates.com
A full-service DM agency, Blakely & Associates provide a full range of services from front end, in terms of strategy and tactics, and creative copy, art, to full production. They also have a partner company called Prime Data that looks after data prep and high speed and colour laser personalized equipment for variable data printing.

Crawford Connect

crawfordconnect.com
Crawford Connect has been conducting executive search exclusively for the non-profit sector for about 15 years. They offer services to all non-profits across Canada fill all positions from marketing, accounting and Director of Operations right through to the Senior Development Officers and the CEOs.

Sector report:**FUNDRAISING**

A visit to the annual AFP Congress shows that fundraising is alive and well in Canada

By Amy Bostock

Despite a lot of negative press in the last few months, the Canadian fundraising industry is continuing to hold its own through tough economic times. At the November Association of Fundraising Professionals (AFP) Congress in Toronto, *Direct Marketing* met with over a dozen exhibitors to talk about the health of the country's NFP sector and the challenges facing those who have chosen to make their living in fundraising. I'll admit to expecting tales of woe and gloomy statistics about Canadians' lack of charitable giving and was more than pleasantly surprised to hear the exact opposite.

"Actually, you know, there's a little bit of myth-making going on out there and you'll see the headlines saying people are giving less and so on," says Neil Gallaiford, President and CEO of Stephen Thomas. "It's not the average Canadian who's giving less it's the corporate, individual major donors, foundations whose income was really affected by the recession, they're the ones that are giving less. The average Canadian stays with the charities they love through thick and thin. So if you do annual fundraising, which is what we tend to specialize in on the fundraising side, we're actually seeing really strong results this year."

"The non-profit market remains strong and giving is still consistent in Canada," agrees Ryan Glushkoff of Blackbaud. "It's not growing by leaps and bounds obviously, but there is a large shift underneath the types of gifts that are being given."

According to Glushkoff, charities are still seeing about 90% of gifts being given through traditional channels like direct mail - this despite claims that direct mail is a dying medium.

"We keep hearing direct mail is dead, and we keep rolling our eyes and saying, oh, okay," says Kimberly Blease of Blakely

& Associates.

But on-line giving has made great strides with recent studies showing that it has grown by 35% - a trend that Melanie Bourgeois, Sales Director at Logilyls can attest to.

"Because we are a software company, our product ProDon allows our clients to track online donations and see how many transactions went through the website. What they're seeing is that it's going well, very well. People are giving a lot online."

Assadour Kirijan, CEO and Executive Creative Director at AKA Raisin says that although the industry has not stopped giving, we are seeing a decline in the average amount that donors are giving.

"I think there is a certain point of saturation that charities have experienced and so what they see is decline in the actual average of gift but the increase in participation," he says. "Take any of the major events that occur in Canada and particularly in Ontario and you'll see that the number of participants is increasing on an annual basis but the actual average gift is coming down."

Bleuse says that over the period of the year, when you look at it year-to-year, annual giving, she has not seen any drop whatsoever.

"With most programs there is growth," she says. "Not huge growth, but annual giving doesn't grow exponentially, like planned gifts or major gifts can. Planned giving continues to be very strong, very, very strong."

New channels mean new donors

With so many channels available to reach donors, Gallaiford says it's more important than ever to know your audience.

"You have to find the donors where they are and through the channels that they operate under or in. So you can't have

just the one medium anymore, direct mail is not the medium to reach out to Gen X or Gen Y, they're just not responsive in the way that their parents or grandparents have been in the past. So, the more contact points or touch points you have with donors the better.

"We know from the research that we do and that's been done in the sector that if your talking to people through e-mail and through the mail that's better. If you're talking to them by telephone, that's better still. If you're putting together events that are fun and that donors can come to with their friends, that works. If you can text donors as well as talk to them through e-mail - the more touch points you have the more successful you'll be and the more loyal those donors will be to you."

But according to Bourgeois, you can't forsake all other channels in the name of online, especially when it comes to reaching out to your donors.

"Integration is still important because you may have half of the people who will delete an email, so we'll then send them a letter, but the other part of the people, they prefer to receive emails. Lots of people prefer to receive emails. But it needs to be short and sweet and good looking."

The challenge that comes hand-in-hand with using multiple channels is learning how to use them correctly, says Peter Baker of Environics Analytics, especially when it comes to social media, which is still in its infancy in the NFP world.

"I think the challenge that a lot of people are starting to become more cognizant and probably having problems with it is the whole social media thing. It's so new that a lot of people, I suspect, are having pressure put on them to get engaged but how do you get engaged? How do you understand do any of my supporters really want to be contacted by a Twitter or are any of them going to follow Twitter or are any of them going to get engaged with Facebook or are any of them going to follow Facebook? What's the whole make up and mesh of this whole, I call it a bit of an octopus."

"I think the technology gets ahead of the market sometimes," says Michael Daily, Sr. Account Executive, Fundraising Solutions at ASI. "I mean certainly because we can now push out to smart phones, and push out to tablets, you know, ways of interacting with the constituent, those technologies are available. We certainly are leading that particular trend. But we're also finding that a lot of the

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Environics Analytics*environicsanalytics.ca*

To cope with today's competitive landscape, clients need timely intelligence to connect with their customers and markets. That's why Environics Analytics offer an extensive suite of data-based products and services to help take the guesswork out of devising a marketing campaign that maximizes return on investment.

Keys Direct*www.keysdirect.com*

The team at Keys Direct applies more than 100 years of cumulative experience to analyze clients' fundraising or membership programs, identify key areas for improvement, and implement strategies to increase revenue. Their specialty is building loyalty.

Logilys*www.logilys.com*

Logilys is a computer firm that has developed four specialized management software products including ProDon, a bilingual donation and donor management software package to manage all fundraising activity, as well as campaigns.

Stephen Thomas*StephenThomas.ca*

Stephen Thomas Limited is a full service-marketing agency that's focused specifically on the not-for-profit sector. All of their clients are charities or other not-for-profits and that's been the case for over 30 years. For most of their history they were a specialty shop doing direct mail for fundraising purposes for charities but in the last five years they've really changed their service offering to include all channels and all types of marketing.

Stratcom*www.stratcom.ca*

Stratcom is an award-winning consulting firm that creates and implements innovative and integrated campaign and fundraising strategies for non profit organizations, helping non-profits, advocacy groups, unions and political candidates become more effective in their work, and as a result create a positive impact in our local and global communities.

Unxvision*www.unxvision.com*

Unxvision offers on-line fundraising and constituent engagement software. It's a holistic structure of on-line capability centred around an on-line constituent database so that all constituent activity is captured and is harboured in a central database so that an integrated e-mail management system that they have can be used for outbound stewarding and constituent marketing.

Wishart*www.wishart.net*

Under the direction of President and Owner, John VanDuzer, Wishart is a creative agency that has been working with not-for-profit clients for 22 years. The team works on very large campaigns for clients such as SickKids and Sunnybrook. The company, through creative, has helped Canadian charities raise over \$1 billion over the last 10 years.



Photo by Stephen Thomas Ltd.

organizations aren't ready for that yet. They don't know how to monetize the technology. They haven't collected the information you need to communicate. If you don't have the person's cell phone number, it's difficult to send them a text message for example. And so the technology is there, but their practices to leverage the technology are a bit behind. And so they need to be working on creating policies and procedures, and strategies, and tactics that will allow them to

use the technology more efficiently, and more effectively, for that. Certainly the larger organizations are embracing it, but it hasn't really filtered down into the smaller organizations, although it will eventually. The challenge is how do you use the technology to its fullest potential?"

"There's a lot of change also in how people are being approached in terms of multi-channel communications and appeals so if charities are not equipped to do that, they

are at a disadvantage relative to those who are," agrees David Parkinson, President of unxvision. "The charities who are using the channels successfully are the ones that are integrating their online with their offline and doing it through multi-channels of direct mail and other offline means as well as online so that the constituent is receiving a consistent message in a variety of ways."

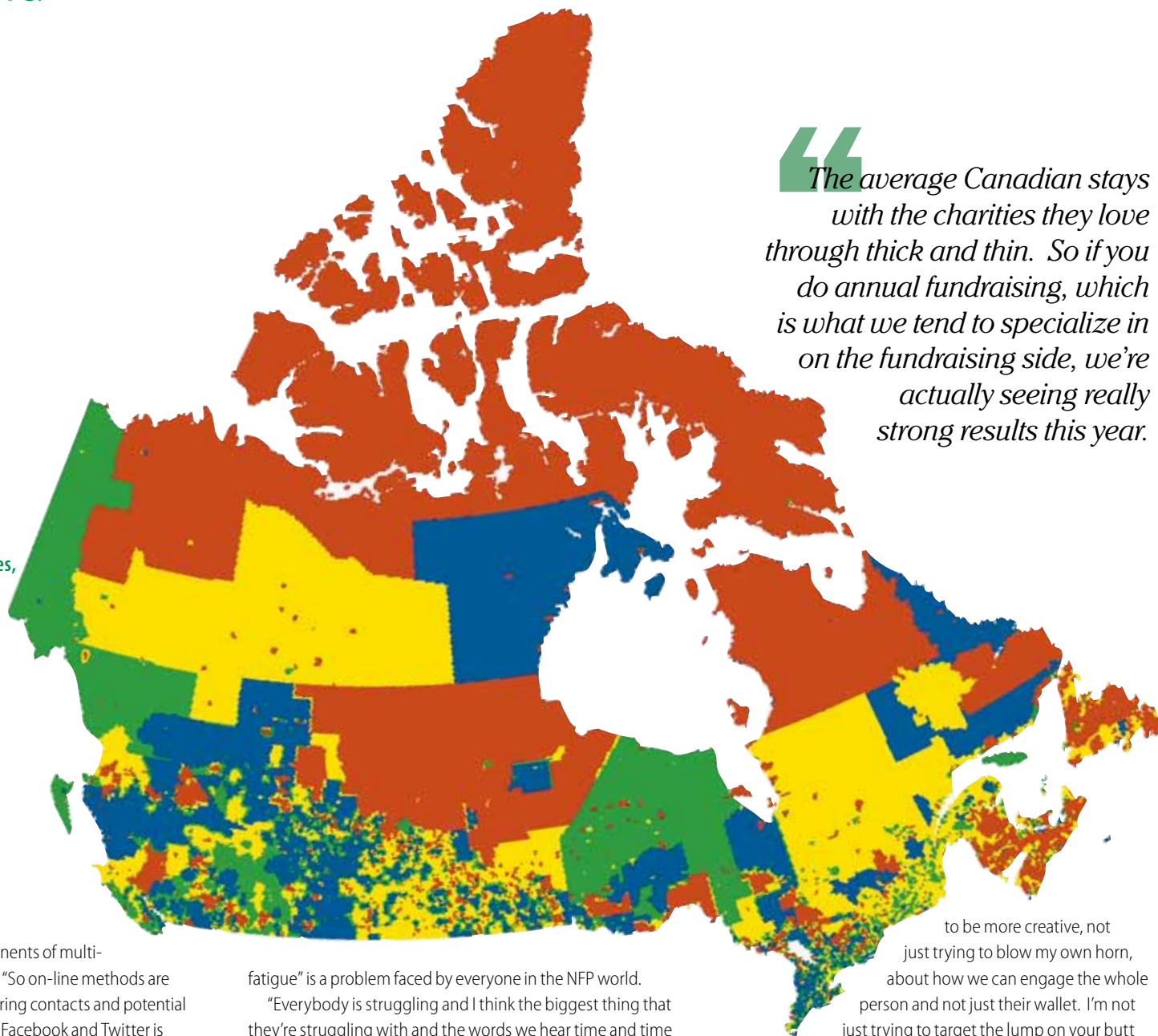
Direct Marketing spoke with exhibitors at the annual AFP Congress in Toronto about their views on the health of the Canadian fundraising industry.

FUNDRAISING

Map Legend: Share of Canadians who donate \$51-\$100 each year to charities, compared to the national average of 10.1 percent (index=100)

- **High**
(index: >120)
- **Above Average**
(index: 100-120)
- **Below Average**
(index: 80-100)
- **Low**
(low index <80)

Sources: Environics Analytics 2012 PRIZM₂ and PMB.



The numbers don't lie

"At Blackbaud we are big proponents of multi-channel giving," says Glushkoff. "So on-line methods are great acquisition tools, so acquiring contacts and potential supporters via social media like Facebook and Twitter is definitely good. Getting them to give that first gift and then following up with them via traditional channels is a great way to give them the second gift. And according to our studies, you see that retention rates in the second year of a multi-channel donor are actually 51% relative to tradition retention which usually hovers in and around the 30-40% mark. So you're seeing a full 10 points of retention higher from multi-channel givers and the gift size is also quite a bit larger for multi-channel gifts versus either on-line only givers or off-line only givers."

Combating donor fatigue

But what happens when that message is no longer getting the desired response? The last few years have been tough, economically, for most Canadians and this makes it even more challenging for fundraisers to meet their goals. Campaigns that may have had great results in the past may no longer be appropriate for today's climate. Or maybe donors are just tired of the same old thing arriving in their mailbox. This "donor

fatigue" is a problem faced by everyone in the NFP world.

"Everybody is struggling and I think the biggest thing that they're struggling with and the words we hear time and time again, is donor fatigue," says John VanDuzer, President of Wishart. "I think donor fatigue is when you keep trying to do the same thing over and over with the expectation of different results."

"I think that one of the reasons that there is fatigue or one of the reasons that there are challenges in the sector is that the sector hasn't thought more about the why are we doing what we're doing. They're thinking more about what they're actually doing. I think that in answer to your question I'm a little less concerned about how the demographics are working. Demographics are demographics and psychographics are psychographics. I think what we have as a meaningful task in terms of creating the greater good is to create a case for support that's exciting and engaging but that asks for more than just money. It asks for people's time and asks for people's talent.

"I think again, when we write fundraising letters as everybody does in direct mail, we're hitting that same hammer with that same nail time and again so I think we need

“The average Canadian stays with the charities they love through thick and thin. So if you do annual fundraising, which is what we tend to specialize in on the fundraising side, we're actually seeing really strong results this year.**”**

to be more creative, not just trying to blow my own horn, about how we can engage the whole person and not just their wallet. I'm not just trying to target the lump on your butt as a guy or the thing in your purse but that's all we ever do. We say that we're trying to talk to the whole person, but really, we're talking to their wallet so we need to do better."

Kirijian points to a certain point of saturation that certain charities have experienced by repeating the same formula over and over again.

"I think there is an absolute saturation in the market. I think there's a need for charities to be able to distinguish themselves more clearly. There's a need for charities to communicate better, not just the "what" of what they do but really why should somebody be engaged with them. And most charities I think are challenged by the fact that they are usually under-resourced and they spend a lot of their energy on the up-front. So a lot of the energy goes towards the event and setting up the event and by the time the event is over they're on to the next event. So this opportunity of being able to stop and be able to thank the constituents or to touch base with the constituents happens only around an event rather than on an ongoing basis and building a relationship."

A little thanks goes a long way

There's a saying in the fundraising world that it's always more expensive to acquire a new donor than it is to keep an existing one. So, while donor acquisition remains an important part of NFP work, finding easy to keep your existing donors happy is just as crucial.

"In terms of current donors, you've got to retain them and you can best retain them by stewarding them - so by understanding what their interests and their preferences are, speaking to those and communicating the impact that their contributions are having to the organization's mission," says Parkinson. "It's all about relationship and it's all about communicating, not what their needs are but what their impact is and how their mission is being fulfilled through funds. Constituent retention is really critical but obviously, constituent acquisition is really critical too, both because of the changing demographics and the largest reservoir of donors being typically older people, as that diminishes in size,

Industry Fast Facts

(courtesy Blackbaud)

- ▶ 90%+ of fundraising revenue comes from offline sources. Direct mail and other offline fundraising sources are still the most effective ways to raise money – by a long shot!
- ▶ Online fundraising continues to grow by leaps and bounds. It's grown 34.5% to \$20+ billion in 2010. And it continues to be the best way to acquire new donors.
- ▶ Every year, large proportions of online-acquired donors switch to offline sources — primarily to direct mail. The reverse is not true, however; only a tiny percentage of mail-acquired donors give online in later years.
- ▶ Online donors are acquired at disproportionately higher levels than donors acquired through direct mail. Most direct mail donors join at \$10, \$15, and \$25 while most online donors join at \$25, \$50, and \$100.
- ▶ While 61% of all donors surveyed had given an online gift at some point, a surprising one out of two donors (51%) 60 years old and older said they had done so. This compares to three of four donors (75%) under 40 and two out of three donors (64%) ages 40-59 who reported previous online giving. (source: Campbell Rinker on behalf of Dunham+Company)



Melanie Bourgeois,
Sales Director at Logilys



Sharron Batsch
of Batsch Group

FUNDRAISING

then obviously they've got to replace their donors."

But the most obvious way to keep donors happy, and one that many organizations forget, according to Sharron Batsch of Batsch Group Inc., is to just say "thank you". She tells the story of a kayaking trip she purchased at a charity event and how disappointed she was to get no acknowledgement of her donation.

"A \$10,000 purchase, not even a word, not a thank you and I thought, that is tacky," she says. "But I think a lot of times that's the give me, give me, give me attitude. It's, wow look at how much we made, well, guess what folks, you couldn't have done it without us. And I think it's really important for charities to remember that."

"You know, we're in a recessionary environment, so people are fighting for the donor dollar," Daily reminds us. "So, donor retention has been a big level concern for our customers that we see in the marketplace - ways to keep the donor engaged, to renew the donor going forward. Donor acquisition is always a requirement. But it's always more expensive to acquire a new donor than it is to keep an existing one. And so ways that they can manage that part of their business is a key issue these days."

"Proper stewardship is key," says Scott Keys, CEO of Keys Direct. "Whether it's an email, a letter, or whatever, but let them know where is your money going. Let them know the successes. It's really that simple. It sounds simplistic, we're all looking for this big answer what is the perfect stewardship, but it's just let them know. Maybe it's a thank you call, or it's a letter or a handwritten note to say thank you very much, here's what we've done with your money. We built this new wing, or we bought this medical equipment, or we built so many wells in Africa, that kind of thing. Let them know, because a lot of places still don't do it. We think that they do, but they're not. And ask them to become monthly donors, because it really keeps them on board for along time. You don't have to redo all the renewals over and over and over again."

"And part of the donor stewardship that's important is listening to them. If the donor says don't call me, or says don't mail me as often, or don't send me the premium gifts, you have to accommodate them as much as possible within your administrative abilities as well. And if they contact you by email or by phone, for goodness sakes follow up with them."

Daily also stresses the importance of allowing donors to get involved in the organization.

"Things like allowing your donors to go online to update their own information, obviously enter financial transactions over the internet, to have the mobile technology that's available, so wherever they go they can pull up an app. IMIS has an app that you are able to pull up and enter a donation online through your phone. So it's giving your donor the ability to, not just wait for information to get to them, but for them to be able to go to the website and be involved with the organization."

Secrets to success

With so many challenges facing Canada's fundraising industry, how will organizations be able to rise to the top and overcome them?

"It seems to be there's always competition for the dollars for sure, but I think charities that have a very strong strategy and both integrated the fundraising and communication strategy and have found compelling messages that resonate will do well," predicts Corrine Berman, Director of Sales and Marketing at Strategic Communications Inc. "I think that maybe, over time, one segment does better over another so it's important to have a diversified portfolio - not to just have individual givers, but also major givers, legacy givers, whatever it is to have that because it goes in ebbs and flows so you want to have it kind of balanced out. But I think the other thing is it's important to create sustainability so having monthly donors is a really sustainable and individual giving is a sustainable way to do that."

Canadians help Air Miles give back

Social media initiative made holidays a little brighter for many

Charities are always looking for new and innovative ways to break through the clutter to find their much needed donations. Giving back to the community has always been a cornerstone of the Air Miles Reward Program and this holiday season the folks at Air Miles did their part by teaming up with Kids Help Phone, Food Banks Canada and the CP24 CHUM Christmas Wish on a unique social media initiative. As Canada's largest loyalty program, Air Miles utilized the reach of their over 10 million Collectors to help drive participation in an effort to support these three important Canadian charities through their Holiday March To A Million campaign.

"Giving back to the communities in which we live and work has always been a fundamental part of Air Miles," said Neil Everett, Senior Vice-President and Chief Marketing Officer, LoyaltyOne. "Our Holiday March To A Million campaign is a way in which we have taken internal efforts to support charities and extended it to our Air Miles Collectors."

The campaign drove Collectors to the Air Miles Canada Facebook fan page and invited them to actively participate in the fundraising effort.

"We've seen that Canadians share content related to charities quite a lot through social networking, so we knew that this campaign could match up our objectives with causes/charities that are close to Canadians' hearts during the holidays," said Everett.

Integrated channel marketing is always a top priority for Air Miles when building campaigns and this one was no exception. Collectors received updates from Air Miles through their preferred channel - making it important for the company to communicate through as many digital channels as possible so as to engage with as many of their Collectors as possible.

"Given the online nature of this campaign, we are leveraging all of our digital channels including airmiles.ca, email, Facebook, mobile, display advertising, etc. with consistent messaging driving to the same call to action on Facebook."

Although the final numbers are not yet in, early indications show that Collectors have really gotten behind this campaign and have been helping to spread the word.

"In fact, our Collectors have taken an additional step and have begun sharing their own stories and posting the names of the charities that they support on our Air Miles Facebook page."

According to Everett, success of the campaign will also be measured by Air Miles' ability to support the three Canadian charities and award one lucky charity with 1 million miles.

"Measuring our success is through engagement with our Collectors and a way for these important charities to garner attention around their causes. This campaign has generated even stronger engagement with our Collectors who have continued to positively share their feedback and excitement about the *Holiday March To A Million*."

► Continued from cover

opportunities for Canadian charities. The brainchild of Sean Snyder, GCFC helps non-profit and charitable groups to leverage the growing gift card market to drive new sources of fundraising revenue.

"These numbers represent an untapped fundraising opportunity that your group can benefit from by simply asking supporters to donate the unused gift cards that may be sitting in their drawers, purses and wallets. With help from Gift Cards for Causes, you can translate these donations into a significant fundraising achievement for your cause."

Snyder has been in the retail/gift card/fundraising/incentive space for about 10 years and recognizes that the challenge is that every consumer wants to support one or more causes, but the reality is that each consumer only has so many dollars they can donate. And with the economy the way it is, it makes it tough for consumers to do so.

"On that same note, almost every fundraising initiative requires consumers to donate out-of-pocket spend, or as we all it 'OOPS,'" he says, "whereas through our solutions we leverage fundraising opportunities which DO NOT require out of pocket spend by enabling consumers to donate their unwanted, unused or partially used gift cards to their favourite charity when they don't have cash or their credit card is maxed out."

Another added benefit is that based on the CRA rules the supporter is entitled to a donation receipt for 100% of the card value, so it's also a win for the supporter.

How does it work?

Consumers can send in their unused or partially used gift cards and GCFC will then in turn validate the card and provide the funds to the charity, less their processing fee, along with a report of supporter information so the charity can issue a tax receipt.

"Alternatively, organizations can collect cards at events, through their existing fundraising campaigns, or their own website," says Snyder.

Although still relatively new in the industry, the GCFC program has been very well received by fundraising professionals.

"We've seen great response so far, especially given the need for charitable organizations to think 'outside the box' and come up with innovative ways to reach their fundraising goals," says Snyder.

So what's in it for them?

For charitable organizations, there are many benefits to using the GCFC program, not the least of which is the ability to receive donations from people who may not have the means to give an out-of-pocket gift. The information gathered when cards are purchased or donated also helps charities build donor lists and attract new supporters to their cause.

"The program has mass appeal since almost everyone gives or receives gift

“Annually gift card fundraising is generating about \$100 million in sales (and growing) and raising millions of dollars for participating charities.”

cards," says Snyder, who also points out that his company provides a turnkey "buy cards" solution to generate recurring contributions with no unnecessary spending by supporters.

Consumers can simply visit the website and purchase cards for their own personal spend or for gift giving. GCFC has partnered with over 100 major retailers in Canada, such as Loblaw's, Canadian Tire, Cara Foods, Petro-Canada, Home Depot along with many fashion stores, so there's something for everyone. They get these cards for a discounted rate and donate the difference to your charity of choice.

"Annually gift card fundraising is generating about \$100 million in sales (and growing) and raising millions of dollars for participating charities."

Working the gift card program into existing fundraising campaigns is easy and according to Snyder most charities simply leverage their existing print or web campaigns and give consumers the options. GCFC also, has a program which allows the charities to work with their corporate partners on workplace fundraising initiatives using their programs.

"Most people find it refreshing that they can now support their charity through these means, and instead of maybe only giving \$50 per year out of their pocket, now they can raise hundreds of dollars for their charity without any cost. It's a very compelling proposition to the supporters."

The program is not without its challenges, though.

"From a consumer perspective, the main challenge is that this is still a relatively new way to fundraise, so its educating consumers on how it works, how easy it is, and how they can ultimately benefit their cause."

"The consumer is aware that gift cards exist, and the numbers show approx 90 per cent of consumers gave gift cards this past holiday. But with gift card fundraising, it's letting consumers know that gift cards aren't just for gift giving anymore."

2012 to bring new features and mobile access to The Raiser's Edge

New version to help nonprofits spend less time on technology and more time on their missions

Blackbaud, Inc. has announced new features coming to The Raiser's Edge®, including The Giving Score® and several database administration operational improvements, which will be available to customers in March, 2012. In addition, users will benefit from a planned mobile application during the first half of the year.

"The Raiser's Edge is the go-to solution for fundraisers and has become the most widely-used donor management solution in the world," said Jana Eggers, Blackbaud's senior vice president, products and marketing. "The new version, which includes a built-in segmentation tool to help nonprofits best identify and target prospective donors, will make organizations even more efficient and effective, helping them dedicate more time to their missions. The new year will also bring a mobile application for The Raiser's Edge, enabling fundraisers to access profile and giving data on-the-go."

The Raiser's Edge enables organizations to communicate with their constituents, manage fundraising and membership, expand their development efforts, and make better informed decisions through powerful segmentation, analysis and reporting capabilities.

The Raiser's Edge (v7.92), generally available in March, 2012, will help nonprofits:

- Find their best donors with The Giving Score - The Giving Score, available for US-based organizations, applies smart analytics to a nonprofit's database by segmenting constituents into four unique groups. This segmentation allows organizations to focus cultivation and solicitation efforts on those who

are more likely and capable to give - ultimately helping raise more money. The Raiser's Edge Search module is needed to take advantage of this new feature.

- Engage supporters with easy-to-use marketing tools - The new Query Lists feature available for constituent, individual, or organizational queries, includes duplicate suppression and allows users to easily make batch or singular edits of a query from within The Raiser's Edge based on giving history and constituent codes.
- Keep their data clean and accurate with improved duplicate management - Users can now employ a sophisticated duplicate prevention algorithm based on first name, middle initial, last name, suffix, address, email, and phone. Changes have also been made to the search screen enabling users to search on email and phone.
- Make daily processes faster and simpler with new tools - The process for tracking event attendees has been streamlined, users can now easily discover where queries are being used, and folders are available to help users manage their exports.

In the first half of the year, users will have access to The Raiser's Edge mobile application for smartphones and tablets, which will help fundraisers stay in touch with their constituents by accessing detailed information when they're on-the-go. The application will allow users to access important constituent and giving information and manage actions directly from their mobile devices.

▶ *Continued from page 3*

different channels is an organizational issue, not a channel issue. The fact that it "has always been done that way" shouldn't be a reason not to look for a better way.

True integration across channels requires an orchestration of skills. Conducting this across siloed groups presents a daunting set of obstacles. But separating digital strategy and planning talent from executional talent, relatively simple in an offline environment, is extremely complicated. In our own situation, finding the right balance between teams that would focus on execution and teams that would focus on strategy, planning and delivery was the key to success. Equally important was ensuring the teams could speak a common language and that the Marketing Communications team had sufficient expertise to deliver on their mandates.

A Marketing Communications professional just a few short years ago – and I exaggerate, perhaps, for effect – didn't require a production background or experience on a printing press to plan a print campaign. The planner didn't need that on their résumé to understand how a message could be conveyed through the medium and to approve print creative.

That same professional today needs a broader toolkit to engage in digital communications and conceive of integrated communications. Unlike the offline world, the ability to plan in the digital space, and to conceive new and exciting ways to interact with customers, is intimately tied to a foundational understanding of the technology. It's no longer about what media we use, but how we use the media and how the media work together. It's also vital to recognize that a strong Marketing Communications team today is part planning, part delivery, but increasingly equal parts channel development.

In Aeroplan's case, we grouped those digital elements of strategy and planning within the team responsible for Marketing Planning and Communications with an expectation that a Marcom professional must work across disciplines, supported by a separate team focused on execution.

And lest this be perceived as a relegation of execution to the backwaters of Marketing, I should make perfectly clear that at Aeroplan, execution is prized as highly as those components of the process that come before it. Because the best conceived IMC is just a poor customer experience if not executed well.

David Klein is Vice President, Marketing & Innovation at Aeroplan, Canada's premier coalition loyalty program. (www.aeroplan.com)

▶ *Continued from page 10*

work with people who enjoy a good giggle."

Surprise eight: what she enjoys doing in her free time

"Hobbies? What hobbies?" she asked. And answered "sleep comes to mind - between working full-time and dealing with the children's school and activities, I'm too pooped to go jogging!"

"Living with two boys in the teenage years is definitely an interesting ride. It's amazing to me that my mother's voice keeps tumbling out of my very own mouth, with things like 'because I said so!'"

"And my seven year-old daughter. . .well she could give any talk show host a run for their money!"

"However, when time permits I love to read, and I enjoy the company of friends and family."

Surprise nine: the worrisome moment from her past

"As with most small foundations, one person wears many hats. However, some hats 'fit' better than others. . ."

"Our fall donor mailing had just gone out, and I was creating a suppression file from our database to send to our mail house so our donors would not be sent an acquisition mailing which was about to go out.

"When working on the data query for the suppression list, I choose 'AND', instead of 'OR', and guess what, some of our donors received the acquisition mailing.

"Sigh.

"I spent the next week on the phone, calling donors to apologize for my error, which, as it happened, turned about to be a great thing. I gained valuable insight into our donors and learned a great life lesson.

"Most people are very forgiving to those who admit to their mistakes."

Surprise ten: these moments make it all worthwhile for her

"I feel lucky to work in a smaller Foundation with talented people who feel the same way about our donors.

"In our minds, it is vitally important that our donors' wishes are honoured, and that we do everything in our power to help them understand how their giving is helping people and saving lives – each and every day.

"While much of what I do in direct mail is done 'behind the scenes', often I have the opportunity to meet with donors face-to-face. And every time I am reminded of the 'why' of what I do.

"As our Foundation office is located within the hospital, many patients and family members hand deliver their gifts.

"Recently I met with an older man who was giving a gift in memory of his wife and in thanks for the care our hospital provided. I sat with him as he openly wept and told me how much he missed her. She had passed away more than five years ago and it was obvious to me how much he loved her.

"Another man, much younger, came into our office grinning from ear to ear – he was literally vibrating! His wife had just given birth to healthy twin girls and he wanted to make a donation to mark the occasion of their birth.

"The process of getting a mailing out the door and into the hands of donors or prospects can be time consuming and at times frustrating. But when the donations begin to roll in, it feels wonderful to know these funds will purchase equipment that will diagnose illness, take away pain, and save lives.

"And what could be better than that?" Summed up Maura Fitzpatrick.

In the December Issue, in the article about Angele Levesque, it mistakenly mentioned that RIVET was the integrated and direct marketing arm of DRAFTFCB. RIVET Canada is actually a division of the Interpublic Group of Companies Inc.

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

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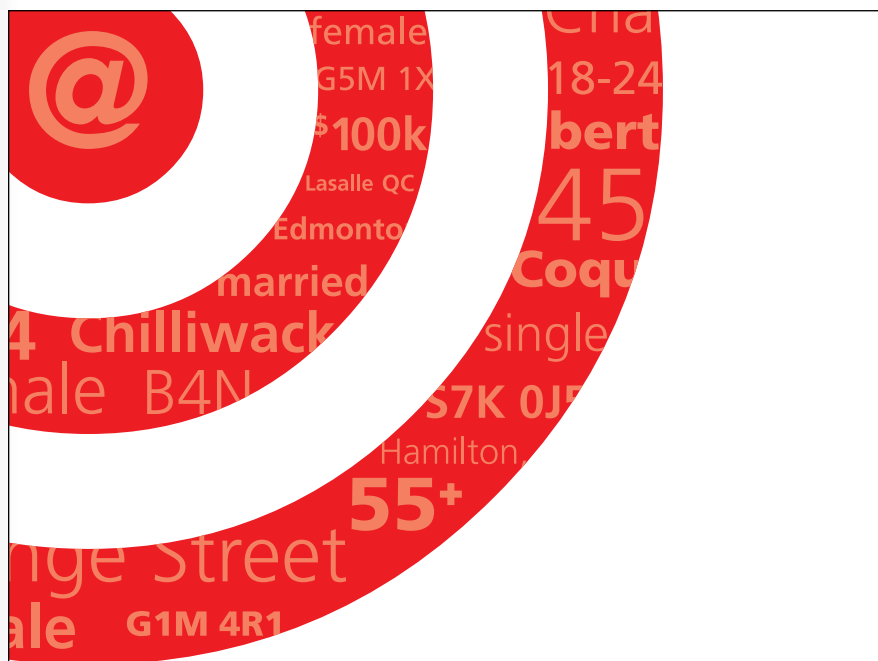
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Events Calendar

Direct Marketing 101

Part two in the CMA's back-to-basics DM Digest for up and coming direct marketers

The CMA Direct Marketing Council, comprised of industry veterans, recently combined their wealth of collective experience and knowledge to produce the "DM Digest", a series of direct marketing best practices documents that cover 13 DM topics in 3 grouped segments.

The DM Digest was born from the CMA's desire to help educate newer marketers about best practices.

The second instalment of our "sneak peak" at the Digest focuses on Media & Channels – email marketing, how SEM can drive direct response activity, direct mail and response media.

Email

This article will help you get started with email marketing. It provides a review of the email workflow and addresses each of the phases of an email campaign, highlighting best practices in each. It also draws attention to the key practices that must be incorporated to ensure privacy compliance.

SEM

This article covers the basics of search engine marketing (SEM), a foundational component of the new direct marketing. SEM is critical to both generating leads and encouraging successful conversion. It also discusses a few tools you can start using right away to help you take your SEM to the next level.

Direct mail

Here, the digest discusses the keys to a successful direct mail campaign, in particular, how to engage prospects to ensure a response to your call to action.

The "Response Media" (formerly direct response media) landscape has evolved in the past few years, largely due to the impact of the 2008 recession in Canada. Marketers have an increasing need to connect dollars spent with a measurable return on investment (ROI) – creating a greater merger between pure "direct" (1990s) and pure brand or awareness (pre-2008) – which is now known as response media planning.



This section will explain what response media planning is and discuss the key best practices by medium that may be used in a response media plan.

For your free copy (for CMA member organizations) of the complete DM Digest visit the 'Marketing Resources' page on the Association's website (www.the-cma.org) and click 'Marketing Guides'

In our next instalment we'll cover "Improving Effectiveness" – word-of-mouth advertising, contests, grassroots marketing and, finally, cross-sell marketing.

January 18, 2012

Toronto, Ontario

Analytics Conference

With the diversification of channels and advent of social media, consumers now have far more control of their environment and as such, in their interaction with companies and brands. Consumer engagement beyond traditional channels is no longer effective on its own. Consumers expect companies to know them and provide solutions and services at key life stages. Join us at CMA's Analytics Conference for a day packed with learning and discover how analytics support customer engagement through the customer lifecycle. Visit www.the-cma.org to register.

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Dx3 Canada

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February 22, 2012

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February 14, 2012

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2012 Loyalty Marketing Conference

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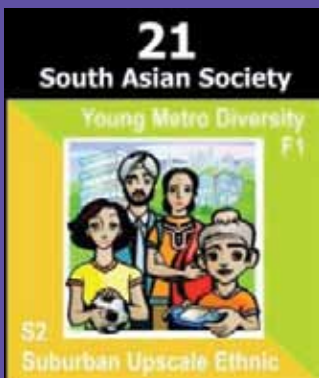
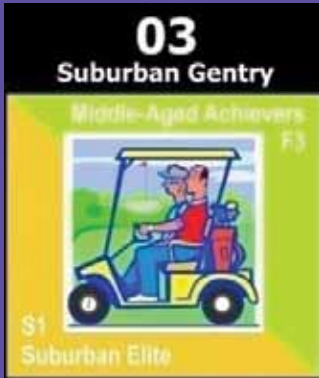
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