

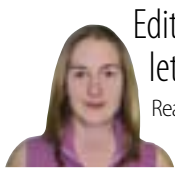
DIRECT MARKETING

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THE ART & SCIENCE OF PREDICTABLE MARKETING

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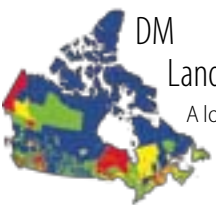


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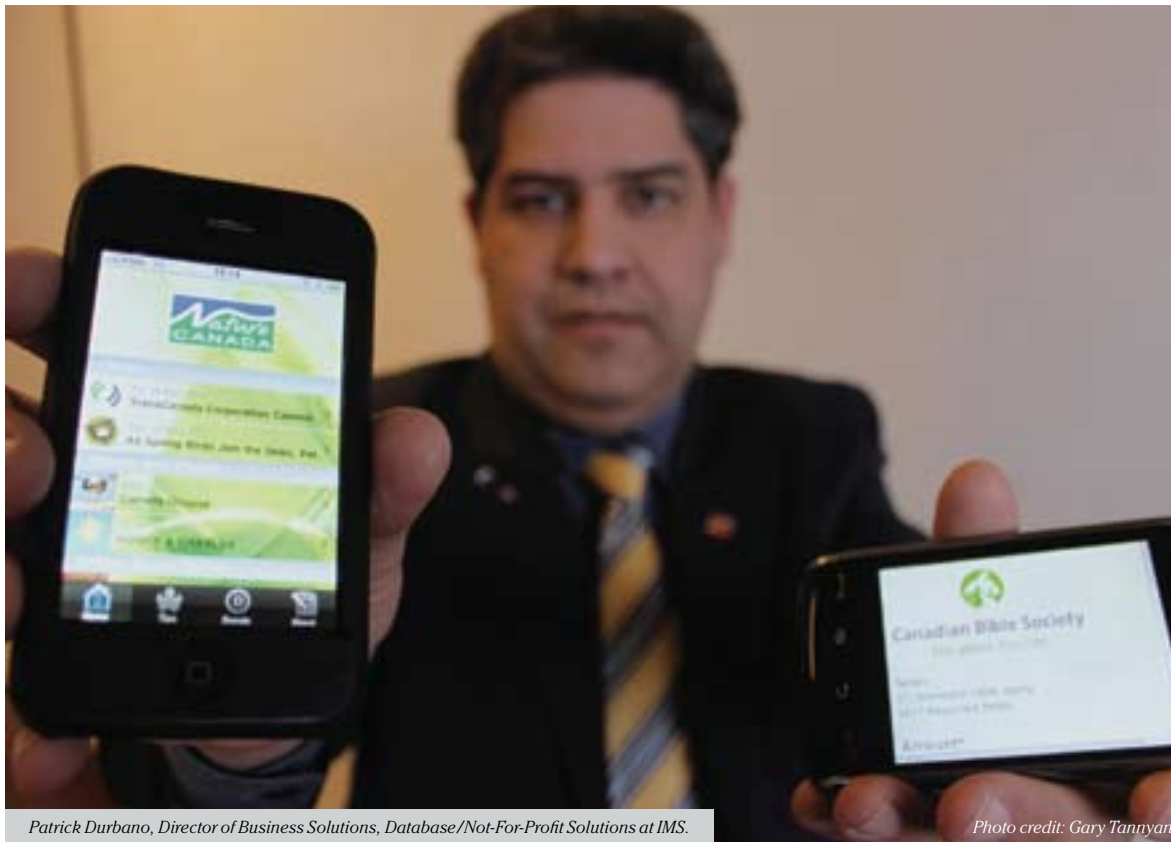
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Texting for dollars

Mobile giving opens up new doors for charities



Patrick Durbano, Director of Business Solutions, Database/Not-For-Profit Solutions at IMS.

Photo credit: Gary Tannyan

O n January 12, 2010, a 7.0-magnitude earthquake struck Haiti. Within hours of the disaster, major wireless carriers in Canada had set up a way for Canadians to grab their cell phones and text their donations to help in the relief efforts. Dubbed mobile giving, the trend is catching on fast among a younger mobile phone toting demographic, accustomed to crunching out text messages on their phones as means of quick communication.

Mobile giving is now considered with great interest by many nonprofits as a tool in their fundraising efforts – and not just in times of emergency. As more and more people have access to text messaging features on their cell phones (and as more and more carrier service plans include at least a minimal number of text messages a

month), it is time for nonprofits to evaluate and clearly grasp how they can use mobile giving in their ongoing fundraising operations.

According to Jim Manis of the Mobile Giving Foundation, giving through your phone first emerged in response to the Tsunami of 2002.

“Mobile giving provided a good interactive base for people who were looking for a way to respond immediately to this disaster,” says Manis, whose foundation launched a Haiti relief program on January 13 on behalf of the Salvation Army. “People like convenience – you see something and can respond right away.”

The role of the Mobile Giving Foundation is one of an enabler, according to Manis. They put the tools in place that enable charities to run certified and billable campaigns.

So how does it work?

The entire process of giving through your mobile device can take less than a minute. Because the amounts involved are relatively low, many people treat mobile giving much as they do casual donations such as collections at an event and fill-the-kettle fundraising on the street.

In the Canada and the U.S. relief organizations and telecom carriers are using short message service (SMS) or text messaging technology to enable callers to donate set amounts in a matter of seconds.

“At first, mobile giving was slow to catch on in Canada because the functionality needed you to put your credit card number into your phone – which most people were hesitant to do,” says Patrick Durbano, Director of Business Solutions, Database/Not-For-Profit Solutions at

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editor's letter *Reaching the next generation of givers*

Amy Bostock

When I'm not waxing poetic on the pages of Direct Marketing or our sister publication Click! Weekly, I am a riding instructor. A few days a week I teach the young – and the young-at-heart – about the joy and sense of accomplishment that can come from spending time with our hooved companions.

The average age of my students is 12 and the average level of tech-savvyness is somewhere off the charts. Every single one of them – without exception – carries a smart phone and about 99 per cent of them are connected to a social networking platform through their mobile device. Whether they spend time on Facebook, MySpace or Twitter, all of my

students are connected to their network of friends both at the barn and beyond.

While updating my own Facebook page a few weeks ago I found myself becoming misty eyed as I saw through the news feed how many of those same students were joining fan groups and pages to support earthquake relief efforts in Haiti. Not only were they joining, they were encouraging their friends to join. When I talked to them about it and asked why they decided to join these groups the answer was a resounding "because I can".

This demographic is exactly who mobile giving was created for. Young people up to the age of 25 who want to

help, have the device necessary to use the new technology and appreciate the sense of immediacy that mobile giving offers them. So even if most mobile giving is limited to \$5 donations at a time for a limited number of transactions, if my 30 or so students each give \$5 that's \$150 that wasn't there before. Baby steps. A little at a time.

Our cover story this month looks deeper in the rising popularity of mobile giving and walks us through the life cycle of a text-based donation. Does the money really make it to the charity? How long does it take? Will this method of donating ever overtake traditional DM pieces and phone campaigns?

And staying with the mobile theme, this issue of DM focuses on advancements in mobile marketing and how companies can use it to bolster their traditional marketing campaigns. Hear from companies like MyThum, MobiMarketing and Microsoft Canada and learn how their clients are utilizing the mobile channel.

And finally, join us on our continuing Regional Report road trip as we touch down in sunny Vancouver. Apart from being the host city for the 2010 Winter Olympic Games, this vibrant locale is also home to a booming DM industry that values the customer above all else and focuses more on camaraderie than competition.

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directives

Alec Taylor

Intelligent strategies, intelligent phones

Three basic pillars for effective smartphone product and service marketing

Find the right target

Marketers generally associate smartphones with business users. While more people now use smartphones for both personal and business reasons, research from the Nielsen Company indicates that owners are still more than two times as likely to own a smartphone for business use only. The firm also found that smartphone owners are predominantly male and 65 per cent more likely than the average mobile subscriber to be between the ages of 25 and 34.

With the mobile space so competitive at the moment, the right approach may not be to continue targeting the low hanging fruit: with the continued expansion of smartphone ownership in Canada and the availability of more affordable devices, the market is opening up to a wider range of consumers. This provides marketers with the strategic opportunity to reach an entirely new smartphone demographic.

Consider young people aged 16 to 24, for example. This demographic is continually finding new ways to connect with peers through innovative applications and services such as Facebook and Twitter, and these users will be part of the next wave of smartphone adopters. In this case, the best strategy may be to target potential audiences now, so that when they are ready to adopt they don't go knocking on the competitor's door. Also, consider a secondary audience.

For example, much like senior IT leads have the final say when it comes to acquiring new technology assets for business users, parents are the holders of the purse strings and have a strong influence on purchasing decisions with teens. By having a deeper understanding of a target audience's buying behaviour and practices, marketers can direct their efforts appropriately.

Keep good company

When successfully positioning mobile devices and services in a crowded marketplace, it's important to select the right partners. After defining the best target audience, marketers should determine which brands resonate well with the demographic they are pursuing.

For example, to promote Windows Phone with teens in Canada, Microsoft teamed up with MuchMusic to create an application for MuchOnDemand (MOD) – a daily music, fashion and trend-spotting program. MOD viewers decide which videos are aired on the show by voting for their favourites online. The Windows Phone application allows consumers to follow and track MOD voting from their smartphone. The partnership also involved a contest with the grand prize being new a Mitsubishi Lancer (from Mitsubishi – another partner). Tapping into channels such as MuchMusic that are geared towards a very narrow demographic allows

businesses to penetrate markets they may not regularly target.

Develop a rich, multi-faceted campaign

A strong target audience and solid roster of partners will create the foundation for a multi-faceted and rich campaign. When looking to promote mobile products and services through multiple channels, consider the ways potential smartphone consumers currently gather content. Naturally, smartphone adopters also consume online content, so promoting mobile products through online media buys is a logical step. Also consider that smartphone users seek customization, so take every opportunity to promote individualized services, such as custom application packages.

Smartphone providers continue to deliver a great "personal" experience for people who want a phone to move seamlessly with them whether at work or play, day or night. As smartphone adoption continues to rise, the competition to attract the attention of potential users will be fierce. The ideal strategy for cutting through the market noise lies in delivering an effective, smart campaign with the right target, partners, and channels. **DM**

Alec Taylor is the Director of Mobile Communications Business for Microsoft Canada

With more consumers demanding access to digital information, communications, applications and entertainment regardless of where they are, it's not surprising that the smartphone market is taking off. Industry research firm IDC estimates the converged mobile device market will grow 13 per cent between 2009 and 2013 – making the smartphone audience an attractive market for software providers and OEMs alike.

However, before diving in to grab a piece of the smartphone market, Canadian businesses should take a step back and carefully review their current marketing strategy. With so many new avenues and technologies available to reach target audiences, it can be easy to get distracted by tactics that can ultimately be ineffective. Smartphones offer end-users a variety of mobile capabilities, features and options – which means that marketers have seemingly endless possibilities available when it comes to growing market share.

When targeting the mobile space, it's important to review three basic pillars when devising an effective strategy:

coming in the
March issue of
Direct Marketing

York Region Regional Report

Just north of Toronto lies the thriving area known as York Region which encompasses such well-known towns as Markham, Aurora and Newmarket to name a few. Join us as we visit DM suppliers in this region and see why York Region is the place to be for everything DM.

Search is officially social

In the March issue of Click! we'll explore the world of search engine optimization and Abe McGowan, Director of Search Engine Optimization at Eden Advertising & Interactive will walk us through how and why social media is having such a dramatic impact on SEO practices.

The changing face of Canada's list industry

Dan Cadieux, President of infoGroup talks about the state of the Canadian economy, how that change has impacted the Canadian list business and how the list business has responded to those changes.

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Texting for dollars from COVER

Inquiry Management Systems (IMS). "But now, because of Mobile Giving Foundation (MGF) you can send a PIN to a shortcode with carriers such as Bell and Rogers."

Your donation then appears on your mobile phone bill which makes the entire process more secure. The downside to this system is that the phone bill has to be paid before the donation can come off. It then goes into the carrier's payments cycle. In some cases the carrier even takes a cut.

"MGF also takes a cut of each transaction as they and their partners have to pay for the infrastructure needed to make mobile giving possible," explains Durbano. "So at the end of the day, on an average \$5 gift, the charity is receiving \$4. But on the other hand this is the only channel that doesn't require a credit card number to donate."

This fact, says Durbano, is what makes mobile giving so appealing to the 20-something demographic – most of whom are first-time donors.

"This channel allows charities to reach out to a lot of people whose mobile is their home phone," says Durbano, "and to talk to them in a way they want to be talked to."

There is currently a limit on how much and how often mobile users can donate. Through MGF, donors can only give \$5 gifts, four of five times a month. To combat this, IMS has developed a mobile application that allows donors to give more.

"Our app is on a secure network," says Durbano. "a short code is sent to a number

which gives you a reply text that sends you to a mobile-friendly website."

Through this method users can make larger donations, the money is processed immediately and goes to the charity the same day. This app can be used with any phone that has text messaging and a screen that displays content.

Where does mobile giving fit into your campaign?

When it comes to mobile giving, many charities are still struggling with where this

"Our advice," says Manis, "is not to approach mobile as a strategy but as a channel that can add reach to your campaign. It needs to be viewed as a mechanism to access new (younger, more tech savvy) demographics that are heavy mobile users."

Durbano agrees, pointed out that as our population ages and organizations core donors get older, they'll need to look at ways to attract a younger audience.

Mobile giving is being seen more and more for things like concerts where

"This channel allows charities to reach out to a lot of people whose mobile is their home phone and to talk to them in a way they want to be talked to."

channel fits into their overall fundraising plan and how to integrate it onto their campaigns.

According to Durbano, this has been a bit of an uphill battle with clients.

"They don't know where to put it in their budgets. It could easily fall under advocacy, donor relations or fundraising and no one wants to 'own' the channel."

there is a captive audience who wants a sense of immediacy. Greenpeace has also embraced mobile giving and is currently one of the world's largest users of SMS.

"It's tough sledding right now but the technology is getting easier to use and as it evolves we'll have more uptake. The growth is huge but the base is small so it's going to take time."



Patrick Durbano, Director of Business Solutions, Database/Not-For-Profit Solutions at IMS.

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ATB Financial Uses Unica to Bring Powerful Consistency and Value to Marketing?

Unica® Campaign and Unica® PredictiveInsight help ATB increase revenue, cut churn, lower costs, and optimize spend

Background
ATB Financial (ATB) is the largest financial institution based in the province of Alberta, Canada. With total assets of \$26.5 billion and a track record lasting more than 70 years, ATB is a cornerstone in communities throughout Alberta. It reaches customers through 164 branches and 133 agencies in 244 communities across the province — through its Customer Contact Centre in Calgary, a network of Automated Banking Machines (ABMs) across Alberta, and via

The challenges
In recent years, ATB Financial set several challenges for its marketing organization: to increase revenue generated by existing customers at any point in time; to lengthen median customer tenure with ATB, reducing churn; and to reactivate customers who have already defected. Says Bill Laycock, ATB Financial's Director of Marketing Information Services, "My predecessor and his manager, ATB's Vice President of Marketing, realized that we lacked the kind of data or analytics tools

of-the-art database marketing. In addition to implementing a marketing data warehouse, the organization decided to invest in flexible, powerful campaign management and modeling tools.

The solution

In 2006, ATB Financial chose Unica's campaign management and predictive analytics applications. "One key reason we chose Unica was the flexibility of its products," says Laycock. "That's especially true with respect to accessing multiple

THE RESULTS ARE IN...

- Consistent campaign design, targeting, and analysis
- More campaigns with the same resources
- Lower marketing fixed costs
- Immediate analysis for "on-the-fly" response to opportunities
- Reallocation of spend toward more effective approaches
- Resources freed for new customer acquisition
- Information for marketing process improvement

"Two years in, my team and our internal clients are very happy: we're serving their needs, increasing the value of our deliverables for them, and Unica is helping with all of that."

both Internet and telephone banking services. ATB Financial's workforce of 5,000 associates provides Personal and Business Financial Services, Corporate Financial Services, and Investor Services to over 670,000 Albertans and Alberta-based businesses. ATB focuses on building stronger customer relationships as it pursues its vision of being Alberta's first choice for financial services.

we needed to execute on these goals. Each campaign needed to be created from scratch by a team of programmers. It was extremely difficult to reuse existing campaigns, and since campaigns were highly inconsistent, it was very difficult to analyze the results."

Facing these challenges, ATB Financial launched an initiative to establish the infrastructure it needed to perform state-

sources of data. Unica provides a single unified process for defining and producing any list, regardless of the data source."

"We also found Unica's visual GUI extremely easy to use. Here's just one example. I have an extremely smart person working for me, but before Unica, he couldn't take a campaign and reuse it. With Unica's interface, it's a lot more obvious what's going on, and it's easy to make modifications and go. Concurrently, the interface reduces errors. It's just a very powerful product."

"Two years in, my team and our internal clients are very happy: we're serving their needs, increasing the value of our deliverables for them, and Unica is helping with all of that."

The results

A consistent and comprehensive view of the customer

"One of the biggest benefits Unica has provided," says Laycock, "is consistency, consistency, consistency. We now have consistent campaign designs that support more effective evaluation. All of our campaigns are driven by consistent predictive modeling, so targeting is more effective."

"For the first time," says Laycock, "we now have a complete view of the customer, and models on most of our key products. We can consistently employ target groups, test cells, control groups, and non-target test groups. We can test to discover the right audiences, which offers work best, and which channels work best

for each individual and offer."

Faster planning, execution, and reporting

"With Unica Campaign," says Laycock, "it's faster to create campaigns from the get-go. And with the software's visual interface and drag-and-drop functionality, it's faster to reuse existing campaigns too. So we can generate more campaigns than before — a lot more."

ATB's two campaign "super users" and one predictive analytics user can now generate far more campaigns. Says Laycock, "Marketers often focus only on variable costs and the revenue side of the equation; but if you can drive down fixed costs, and make the process faster and more responsive, as we've done, that also pushes up ROI."

"Reporting is easier and faster too. We have consistent output: data comes out of every campaign in exactly the same format. We have one application, one process, all standardized and very well understood. This means we can analyze our campaigns faster and more effectively. Prior to the introduction of Campaign, we used to report on campaigns several months after completion. Now, we can report while a campaign's still underway, often every week. We can identify who's been contacted, how many units have been sold, how many customers have adopted, and more — and we can make adjustments on the fly."

"And, while our immediate objectives are to stimulate revenue and reduce churn, with Campaign delivering consistent campaign data we have a huge new source of campaign contact history from which we can obtain new customer insights."

Greater flexibility, more efficient marketing spend

The flexibility of Unica's software makes life easier for ATB Financial in areas ranging from data management to targeting. "Other products are quite closed," says Laycock. "Bringing in a new data source is a significant challenge. But, with Unica, it's easy to deal with external data sources."

"With Unica, it's also easy to switch from account level to customer level to household level. Now, I can ask: 'who should I target in a joint account to make sure a product is not churned? Which individual in a household is most likely to accept my offer? How do I avoid sending the same offer to more than one individual there?' Because all contact data is now stored and accessed consistently, we can also enforce rules about customer contact frequency. That eliminates duplication, and the customer's far less likely to tell you to stop contacting them."

"Beyond eliminating duplication, we're making marketing spend more efficient. For example, if we understand our existing customers better, we can achieve the same results with fewer resources. Then, we can increase spend on the new customer acquisition side, while simultaneously reducing our average cost of acquisition. Unica is helping us do that."

"We've done rigorous testing around media. One thing we've learned is that statement inserts don't work as well as we'd thought, so we're using them less often. We also have a much better grasp of the 'next best product' to offer each customer. Our next step is to identify the best channels: which customers are likeliest to respond to direct mail or to telemarketing, or to branch contacts. Our colleagues are thrilled to get that information." **DM**

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How mobile can revolutionize loyalty

Mobile could potentially be the most powerful loyalty channel ever

Canada has one of the highest Loyalty participation rates in the world, and a natural consequence has been the broad spectrum of programs we see in the country today. They range from solo programs such as Shoppers' Optimum card to multi-partnered coalitions like Airmiles and Aeroplan. A second consequence has been a willingness among loyalty marketers to experiment. They've engaged in virtually all channels - POS, DM, email, call centers - accumulating massive databases of customer information.

Cell phones started appearing on the hips of business people about 25 years ago, and quickly spread to other demographic segments such as Moms and Teens. Today, a seniors' home is about the only place you don't find mobile devices in abundance - but give them time.

The loyalty marketing industry has followed a similar trajectory to financial institutions. There were some early pilots, trials and initiatives but they were met with limited success due to low customer adoption and a poor customer experience, given the early technology. This is changing, with the advent of Smartphones such as the iPhone, Nexus One, and the new BlackBerrys (Storm, Bold 9700, 8900). What was once a very limited mobile experience for consumers has now blossomed into something that is very engaging and interactive. Forward thinking loyalty programs are starting to adopt the channel and look for ways to drive consumer engagement.

Potentially the most powerful loyalty channel ever

In the meantime, coalition loyalty programs are especially ripe for this channel with their requirement to reach large sets of consumers across many brands. Add the fact that mobile devices are quickly evolving into payment devices and e-wallets, and you have what is potentially the most powerful loyalty channel ever.

So what are the possibilities? Nothing less than a complete mobile experience for all consumers, enabling the transaction itself. A loyalty "wallet" or on device application would allow consumers to store their "card" in their device and generate the card number, barcodes, or RFID to use in a variety of POS systems. We have already seen a few applications popup (for the iPhone primarily) that enables a consumer to add their card number to their device and generate a standard bar code without involving the loyalty program.

Moving beyond that, mobile needs to be available to all consumers and provide convenience information:

- SMS balance alerts
- Mobile web based partner locators

- SMS based pulled and pushed offers
- Real time response and feedback

For new loyalty customers, this could allow for instant sign-up and eliminate the need for a card at all. The ID and barcode can be pushed instantly to the device while at POS. From here the user could also access customer specific coupon and push user-generated content to the web, social networks or directly to friends. Mobile is the ultimate viral channel.

MasterCard launched a mobile program using their priceless site. Dairy Queen has also mobilized a loyalty program; they utilize an RFID tag to affix to the phone to create an environment between the user, POS and the device.

Who else has started?

- AIRMILES is collecting SMS numbers

on their site and sending regular campaigns.

- Scene asks for cell number during enrollment.
- Shoppers Optimum has utilized and collected SMS numbers.

Who hasn't?

- Aeroplan, doesn't appear to collect a cell number, but their base should be highly mobile.
- Best Buy, with a tech-savvy customer base, doesn't ask for mobile on signup.

Will we see a full-blown, exclusively mobile loyalty program like we did online during the dotcom boom? Maybe - a vendor like Tetherball could put together individual programs under their management to build a strong coalition. Could there be advantages to

having loyalty only on the device that the other channels don't have? Yes - it would significantly cut costs by eliminating the card and print communication, increases security and enhances functionality.

Within the mobile infrastructure almost all activities are measurable and the consumer can be easily identified. Real-time offers based on shopping behavior, location, mobile product searches and transactional targeting can be put together to build relevancy for the consumer that hasn't been previously possible.

Some large players have started to recognize the value of mobile in loyalty.

- NTT Communications has developed Gyazapo in Japan to allow consumers to store 100 loyalty cards on their device and have integrated with retailers for terminal and POS compatibility.

- Motorola recently launched a mobile loyalty solution through its mobile commerce platform. (<http://investor.motorola.com/releasedetail.cfm?ReleaseID=436614>)

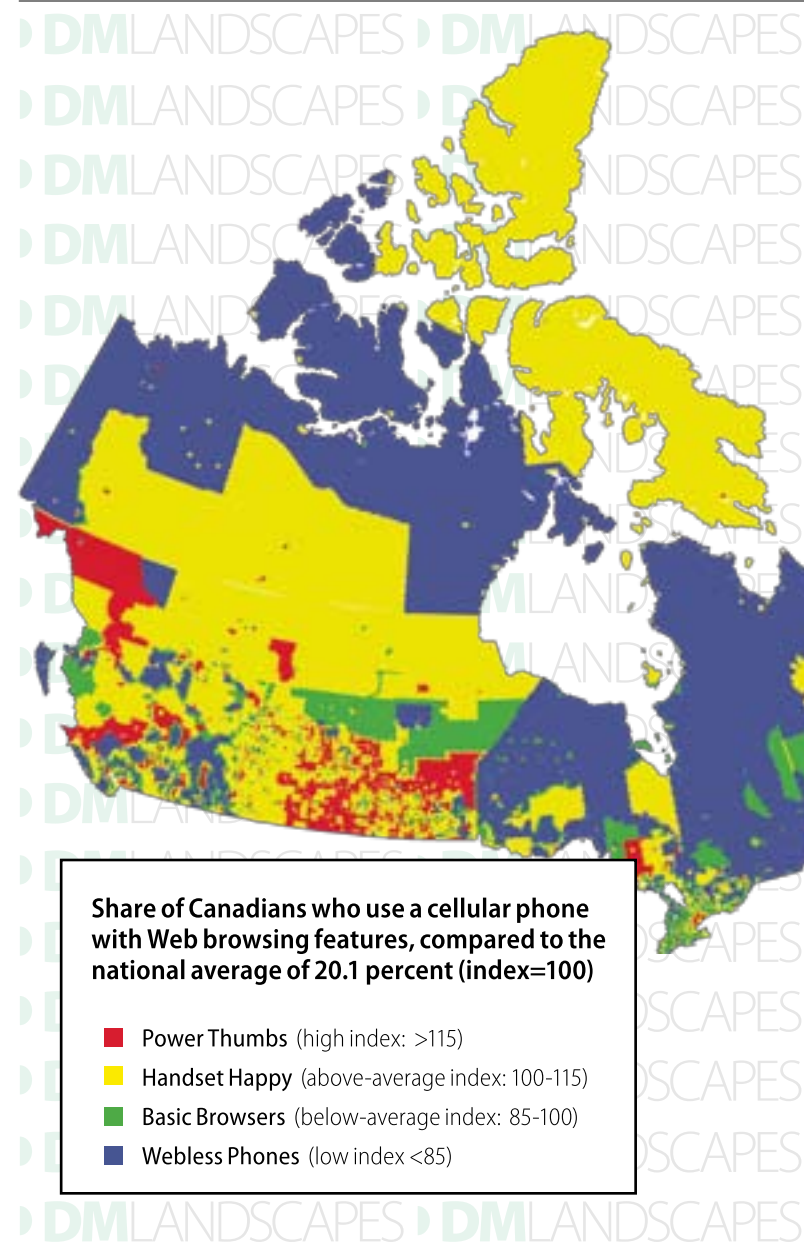
Combine this with the study from Juniper Research that forecasts mobile coupon values of \$6 billion by 2014 and the use of mobile within loyalty is set to take off.

Customer location and real-time interaction are what drive real consumer behavior changes in real-time. And DATA is what drives these. Mobile has the potential to move all of the key loyalty drivers in a meaningful and profitable way. **DM**

Carey Mende-Gibson is VP Client Services for Mobi Marketer Inc. For more information check out: www.mobilemarketer.com

DMLANDSCAPES

Wireless Internet Use in Canada



Sources: Environics Analytics 2010, based on PRIZMC2 and PMB.

Canadians love their cell phones. Some seventy percent are wireless subscribers, and an increasing number use their mobile phones to access the Internet.

According to Environics Analytics (EA) and PMB, 20.1 percent of Canadians use cellular phones for Web browsing, an increase of 18 percent since 2008. The rise in wireless Internet access is good news for advertisers and retailers who are eager for a mobile marketing revolution. But direct-to-mobile-device marketing has yet to take off, and today most mobile consumers receive marketing messages via the Internet—whether from search engines, Websites, application stores or email.

Mobile phone Internet surfing is surely the mark of a busy population comfortable with multitasking. And as shown in the above map from EA, these folks aren't equally distributed across Canada. Like the early adopters of most high-tech devices, mobile consumers tend to be young and educated, located in major metros like Toronto and Vancouver as well as smaller cities such as Fort McMurray and Halifax. PRIZMC2, EA's segmentation system, shows that the highest concentration of mobile Internet browsers are found in lifestyle types like Grads & Pads (young, lower-middle-class urban singles), South Asian Society (younger, upper-middle-class South Asian families) and Suburban Rows (younger, thriving immigrant families). Compared to the general population, these Canadians spend more of their free time pursuing athletic and cultural activities. They have high rates for playing basketball and soccer, going jogging and swimming, and working out at health clubs and basement gyms. They enjoy going to theatres, art galleries, museums and operas. And for a night out, they often head to a bar, nightclub, rock concert or casino. With many in this group spending more than 30 hours a week online, it's no wonder that they increasingly access the Internet from their mobile phone.

To reach this on-the-go audience, any marketing campaign should involve multiple touch points within a selective media mix. While the users of Web-browsing phones tend to be light viewers of television, they do enjoy sitcoms, music videos and reality programs. Their tastes in radio are wide-ranging and include hip-hop, adult contemporary and modern rock music. When they pick up a newspaper, they like to read the sections covering entertainment, news, business and travel. And they have high rates for subscribing to magazines such as Style at Home, People, GLOW and Report on Business. Because they're heavy users of the Internet, any marketing push should recognize their propensity to go online for gaming, making travel arrangements, looking up bar locations and shopping—for electronics, clothing, investments, you name it. With values research showing them feeling stressed for time and seeking an escape, they appreciate products like mobile phones that help manage their time and make their lives easier.



Case study: Molson Coors Canadar

Mobile allows company to extend brand reach in an affordable way

There are more mobile phones than televisions and computers combined. With a mobile market of over 22 million in Canada it's hard to ignore the reach of this communication tool. Both consumer's expectations and use of their mobile phones are growing and new device capabilities allow for even richer interaction.

MyThum Interactive has been connecting brands and broadcasters with consumers through their mobile device for eight years and it's very exciting to be on the frontier of an era with unbelievable possibilities for communication. Six years ago, there wasn't much quantitative data to prove the concept and it was difficult to forecast future use and adoption.

However brands such as Molson Coors Canada understood we were undergoing a major shift in the norms of how society communicates in everyday life, work and play. They took a risk with an agency that wanted to prove that the emerging medium of mobile would serve as an effective tool to deliver messages with precision.

The results have arrived. Acquisition has been successful and we are tracking consumer behavior and demographics to gain insight into our mobile consumer's values and preferences. We have collaborated on business challenges to provide strategy, tools and direct access to mobile infrastructure to support a Molson mobile Insider community that has more than doubled over the past year.

Molson Coors Canada has set an industry standard and embraced mobile as a key pillar in their overall marketing strategy.

"Molson Coors was by the far the first leading brand to successfully make the transition from tactics to strategy when it comes to leveraging the mobile channel," says Michael Carter, MyThum CEO. "They continue to push the envelope with the integration of mobile into every facet of their multi-platform, multi-channel marketing strategy. It's exciting when you get the opportunity to collaborate with such a forward thinking company to help shape the landscape of an industry."

Weaving mobile throughout their

cornerstone to being able to continually deliver successful results. MyThum is heavily involved in the planning process, creating a yearly mobile roadmap that ultimately translates into hundreds of initiatives that are integrated into the brewery's broader multi-platform strategy.

Collaboration with interactive, creative, media, packaging, communications and brand teams gives each team an opportunity to share their big ideas and integrate thinking from their respective disciplines. This cross-functional collaboration allows for a seamless execution that maximizes the effectiveness of the marketing campaign.

on the mobile ladder, by reaching a smaller segment of consumers but creating the ultimate optimized experience. Mobile was an effective platform for the Coors Light Colder Than campaign because it allowed users, at the point of impulse, to enter their line, save images to their phone and socially interact by forwarding submissions to their friends.

In addition to custom pillar brand campaigns, Molson leverages MyThum's intellectual capital, technology and execution capabilities to integrate mobile into virtually all aspects of their Relationship Marketing plans. We have empowered them with direct access to our mobile

"My team leverages this infrastructure to create a conversation with our mobile community and is a very big part in how we've successfully built one-to-one relationships between our brands and consumers".

traditional communication channels has allowed them to acquire a base of hundreds of thousands of opted in beer drinkers that want to hear from the brand. After the initial dialogue with the consumer we know if they are legal drinking age, their phone number, carrier, region, language, the brand promotion they attended and whether they just picked up a case of beer by entering a pin from in-case or if they're sitting at a Raptor's game, for example. Including unique calls to action across media not only allow us to deduct where the user is, but it enables location-based messaging and marketing effectiveness. After multiple interactions we can then start to define each particular consumer based on their behavior and participation patterns.

Miller Genuine Draft took this to the next level by layering on a rich mobile internet experience to a text messaging based campaign to gain additional insights into their mobile subscribers. Selected mobile Insiders who had demonstrated an affinity for MGD were given the opportunity to win an MGD experience. We honed in on these targeted consumers and found that about half responded almost immediately to get in on the experience. During the campaign we reached out to them to earn extra entries in exchange for profile information through the mobile web and over 70 per cent of consumers volunteered further profile attributes. We can now create a dialogue with these consumers not only on what they do but also based on what they say they do.

Every mobile execution MyThum undertakes has a purpose. From customer acquisition, retention and sales to building brand equity through innovation. Knowing the objective of the execution is the

The recent Coors Light "Cold Certified" campaign was brought to life through a culmination of insight from all these specialties and allowed the consumer to interact with the brand on their own terms. Coors Light invites consumers to submit potential advertising slogans for the brand beginning with the words "Colder than...". Consumers could submit lines online, via text messaging, mobile web or through Coors Light's first iPhone application. As well as view and vote on other submissions to engage beer drinkers beyond the initial interaction. The campaign also included print, OOH posters across the country, online banner advertising, social media activities and email ads. The strategy for Molson in regards to the Coors Light Colder Than campaign was to provide an overall integrated 360 degree solution that would be engaging for all consumers.

The solution leverages key insights and platforms on all digital fronts. Awareness is created through the more traditional print and OOH channels while submissions options through online and mobile offer the user more interactivity. Text messaging and the iPhone application are a small but significant aspect of the overall solution. Focusing on the mobile aspect of the campaign, consumers can interact on three different levels specific to their personal demands including text messaging, web and specialty application. Text messaging is generally the foundation for most mobile solutions and is fundamental given its continuous growth and adoption. The industry is seeing increased usage of text messaging from previous users as well as new users adopting the technology.

The iPhone application is another step

infrastructure, platforms and connectivity that allows them to execute turnkey mobile programs and communication that has the flexibility to meet the demands of a growing mobile Insider community with different preferences.

"MyThum's platform has allowed us to extend the reach of our brands in a cost effective and efficient manner", says Ross Buchanan, Director of Digital & Relationship Marketing at Molson. "My team leverages this infrastructure to create a conversation with our mobile community and is a very big part in how we've successfully built one-to-one relationships between our brands and consumers".

Acquiring, fostering and knowing this community puts them in an ideal position to layer on innovative richer experiences such as mobile offers, location-based initiatives, QR code technology, augmented reality and social media opportunities.

Molson is a very aggressive leader in using mobile in their marketing campaigns and continues to challenge MyThum to stay ahead of the curve. They have successfully leveraged mobile as a conduit to building relationships and created a dialogue with their beer drinkers through an intimate and personal medium. There are a lot of communication options in mobile today, which can be a challenge for many companies trying to get mobile marketing right, but with the current data available and best practices from pioneering brands mobile is an opportunity with enormous promise in terms of driving increased acquisition, retention and profitability. **DM**

Erin Flom is Account Manager, Business Development at MyThum Interactive Inc.



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Online and mobile local search

Changing the way marketers and consumers connect

The Internet, social media and mobile devices have transformed the way we search for and share information. Similarly, these tools have impacted the ways in which marketers are reaching consumers and the ways in which consumers are connecting with local businesses. The growth of broadband, along with the proliferation of laptop computers, wireless connectivity and smart phones, like the iPhone, are reaching a critical mass where finding information via local search online is simple, convenient and widely accessible. And for direct marketers looking to not only expand their reach but do so in a more intimate way, this is great news.

Local search versus traditional search

Unlike traditional search engines, which index the Web and aggregate content from sources across the world—sometimes producing hundreds of thousands of results, most of which are irrelevant—local search platforms enable consumers to refine their searches to produce more relevant results.

What's more, local search platforms are becoming increasingly innovative and aggressive around securing results for businesses as well as looking for ways to embrace social media to tap into those growing audiences. In addition to allowing businesses to claim and update their listings for free, on Canpages.ca for example, companies can upload a photo or logo and detailed business description at no cost. Users can also leverage GigPark.com, a social recommendations platform that allows people to recommend businesses to their friends and others. Recommendations then show up directly in the listings on Canpages.ca at no cost to the business.

Also fast emerging on the local search scene is the pay-for-leads advertising model. Leads can be phone call, email contact or a request for a quote. Unlike the traditional online advertising model which is based on click-throughs or impressions, the pay-for-leads model only charges advertisers for a transaction. In other words, advertisers only pay if they see bottom-line results.

Taking search mobile

According to the Canadian Wireless Telecommunications Association, 75 per cent of Canadian households have access to a mobile phone. This number is expected to reach 100 per cent within the next several years, so not surprisingly many businesses are looking to mobile marketing to reach customers and prospects. Smart phone usage is also on the rise—Apple sold 8.7 million iPhones worldwide last quarter alone. According to IDC, smart phone penetration is at 20 per cent of the Canadian market, leaving plenty of room for growth by companies like RIM, Apple as well as others, and giving



way to a host of new mobile applications and opportunities for marketers to reach target audiences.

Additionally, location-aware mobile devices create unprecedented opportunities for marketers to serve up highly targeted, real-time content to users based on their geographic location. From a local search perspective location awareness means users don't have to input their location to find businesses nearby. From a broader industry perspective, this technology is another massive step away from the traditional one-to-many advertising model in exchange for a far more effective one-to-one engagement approach.

On the mobile application side, the

industry is seeing explosive growth and uptake by users. There are currently 140,000 applications for the iPhone alone and more than three billion downloads. With the recent launch of Apple's iPad, this number is only poised to increase. And while games are still a popular choice, reference and utility mobile apps—where users have the ability to search for a specific type of business or product—are becoming increasingly sought out. The bottom line is marketers must know how to leverage and anticipate how these mobile technologies will be used in the next 12 to 24 months in order to stay competitive.

Like many companies looking to provide additional value to consumers and customers, Canpages has launched a number of free downloadable smart phone applications for the iPhone and BlackBerry that allow users to conduct local searches on-the-go. Most recently, it launched the "Canada Eye" local search application for the iPhone that uses the latest "augmented reality" technology. Augmented reality applications make use of the iPhone's 3GS platform by leveraging the device's compass and geo-location capabilities to display real-time information. In the case of Canpages' app, users can select a business category to search and then are able to view the location, distance and direction in real-time on the screen to all of the businesses in that category within a certain physical radius to them.

Merge of search, loyalty and social media – Foursquare

Another trend taking shape on the mobile front is customer loyalty programs. One of the best examples of this is the social networking site Foursquare.com, which encourages users to explore their city by earning points and badges for discovering new places and repeat visits. Users can "check-in" from their mobile phone and the more times they visit a venue, such as a restaurant or bar, the more their profile is raised within Foursquare as a patron. While Foursquare as an advertising vehicle is still in its early stages, it is not a big leap to see how this type of program could have enormous benefits to advertisers looking to reach—and potentially reward—customers for repeat business.

There is no question that the internet, social media and mobile phones have changed the game for marketers. Consumers are looking for meaningful information to be served up to them quickly and directly. As a result, online and mobile local search is one vehicle that is proving to be a key tool for consumers to find and ultimately connect with the local business community. **DM**

Michael Oldewening is the Director of Marketing at Canpages.

Using text marketing with mobile web links

Seven most common questions answered

I find people have different mobile marketing strategies to promote their business, but very similar questions on how to do it. Here are two marketing examples and seven answers to common inquiries of how to use text marketing with mobile web links, the best way to interact with all cell phone users with very little time and work. Real estate is a well known use for text marketing, so I will refer to other industries here. The examples apply to any size of enterprise.

Example A) Text message business cards: John works in sales and signs up online with a service like textmybizcard.com, entering his contact info once. To give out a business card, John texts the cell phone number of his client to a 5 digit short code to send and store John's contact info on the client's phone. This is a push transaction. Clients can also text John's keyword to the code and pull the business card info from an ad.

Example B) Contests and Subscriptions: Lila, a fitness instructor and motivational

See Using text marketing with mobile web links page 27

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DMPEOPLE



Media Horizons

Joe Page has joined direct marketing agency Media Horizons as its Creative Director.



Adconion Canada

Erin Rahn joins Adconion Canada as the company's new media director.



Proximity Canada

Cybelle Srour joins Proximity Canada as Senior Vice-President, Strategy and Insights; Joanna Fuke is the new Vice-President, CRM Planning; Dejan Jovanovic joins Proximity's executive team in the new role of Vice-President Technology.



Canpages Inc.

Terry McBride, CEO of Nettwerk Music Group has joined the Canpages Board of Directors.

LIST WATCH

MADD Canada (Mothers against Drunk Driving) reaches 30,283 English Donors

MADD Canada runs 2 – 3 direct mail campaigns per year and is willing to trade or rent these names to interested parties. MADD Canada's list reaches 30,283 Canadian donors that are committed to stopping impaired driving and supporting the victims of this violent crime. West List Etobicoke Inc. exclusively manages this list.

Selections available are FSA's, Gender, Recency & Donation Gift. Base rate is \$160.00/M CDN. For more information, contact your list broker or call Jacqueline Collymore of West List Etobicoke Inc. at 416-622-8700 or email Jacqueline.collymore@westlists.com

Manufacturing Automation Executives 2010

A total of 175,446 executives have agreed to receive e-mail offers on their computers. Selections: Hotlines, annual sales volume, business/industry type, Canadian, e-mail at business address, fax numbers, job title, number of employees, operating system, phone number, recency, sales volume, SIC code, year, state/SCF/ZIP

Price: \$125/M

Contact: Integrated Management Solutions Inc., 800-934-7576

Canadian Business Office Supplies

This file names 122,806 professionals sourced from various direct response vehicles.

Selections: Fax numbers, gender, job title, phone number, postal code, province, SIC code, state/SCF/ZIP

Price: \$95/M

Contact: Stanford Direct, Gabriella Sayers (201-497-0871; gsayers@stanforddirect.com)

Reader's Digest General Book Buyers – English

These mail-order responsive buyers have spent an average of \$50.00 on a variety of titles within the Reader's Digest genre of Arts & Crafts, Best Sellers, Fiction, Children's Books, Cooking, Do-It-Yourself, Gardening, Health & Medicine, Inspirational, Computer, Travel, Legal and New Releases. These titles are not selectable.

Selections: gender, key records, Nth, province, FSA

Price: \$155/thousand

Contact: Rosa da Silva, Cornerstone Group of Companies, 416.932.9555 Ext: 309

WORTHKNOWING

Quad/Graphics to acquire World Color Press for about \$1.4 billion

The largest privately held printer in the US, Quad/Graphics, Inc, said yesterday that it would acquire Canadian rival World Color Press Inc for approximately \$1.3 - \$1.4 billion to become the second-biggest commercial printer in North America.

Wisconsin-based Quad/Graphics is the fourth largest commercial printer in North America having 11,000 employees in 11 print-production facilities in the US and several overseas, with annual sales of approximately \$2 billion.

It provides services ranging from front-end design and photography through digital imaging, printing, finishing, mailing / distribution, and has more than 1,000 clients including The Economist, BusinessWeek, Newsweek, Time, Sports Illustrated and Vogue, among others.

World Color Press, based in Montreal, Canada, is the third largest commercial printer in North America employing 20,000 people in approximately 90 printing and related facilities in the US, Canada, Argentina, Brazil, Chile, Colombia, Mexico and Peru.

World Color Press, whose clients include publishers such as Hearst, Primedia, Time and Cosmopolitan along with retailers such as Kohl's, Sears, RONA, and Wal-Mart. Quebecor World, filed for bankruptcy in 2008 and emerged from bankruptcy protection under the new name World Color Press.

Although both printers did not disclose the value of the acquisition, the deal is expected to be worth \$1.3 - \$1.4 billion.

PEER 1 Hosting's opens its newest and largest data centre is Business in Canada

PEER 1 Hosting, Inc., a global online IT hosting provider, today announced the opening of its US\$40 million data centre, located in Toronto, Ontario. At more than 40,000 square feet, this new data centre is more than twice the size of a professional hockey rink and marks the first time PEER 1 Hosting is offering all three hosting solutions – colocation, dedicated hosting and managed hosting – in Canada.

The opening of the flagship data centre is also the first time PEER 1 is offering all three hosting solutions under one roof, enabling small- and mid-sized enterprises (SMEs) to conveniently choose the right solution for their business.

"The Internet is a vital platform for our customers, and it continues to grow," said Fabio Banducci, president and CEO for PEER 1 Hosting. "Our new state-of-the-art Toronto data centre ensures we stay current and provide the fastest and most reliable network to serve our customers, now and in the future, while providing PEER 1 with enhanced flexible capacity to support its own growth."

This is the most efficient data centre PEER 1 Hosting has built to date, with increased power densities, high reliability, and robust security. Building it in four sections, with each section

built as a separate Performance Optimized Data Centre (POD), enables customers to expand their data centre capacity faster than ever before, while allowing PEER 1 to cost-effectively manage growth.

The new data centre utilizes some of the most efficient products and technologies on the market. This includes a redundant critical cooling infrastructure using both a local well for primary water supply and a connection to the city's water system.

"We're also using redundant high-efficiency Variable Frequency Drive centrifugal chillers to reduce cooling costs and condenser towers with economizers," adds Ryan Murphey, vice president of facilities and data center operations for PEER 1 Hosting.

"This enables PEER 1 to lessen the environmental impact of the data center by taking advantage of "free cooling" when the temperature drops below 10C."

Each of the four PODs has the capacity for approximately 270 cabinets, equivalent to roughly 7,500 servers. The first POD, built at an estimated capital cost of US\$10 million, will include 7,500 square feet of data center space and an additional 8,000 square feet of office space, and inventory, network and storage areas to support the data centre.

From dialed-in to mobile, Canada's digital economy continues to evolve

Infogroup/InfoCanada, the leading provider of data driven and interactive resources for targeted sales, marketing and research solutions today unveils its new brand initiative, providing a more unified approach for helping clients market to new and existing customers.

"We see this as a real opportunity to come together as one company to provide our clients with the best solution sets in the market," said Daniel Cadieux, Infogroup/InfoCanada's President. "This is much more than a new look and feel for the Company. It is a transformation in the way we think and operate that will significantly help our customers achieve better returns with their marketing spend.

Our goal is to continue our focus on bringing new products and services to the marketplace that will keep our customers at the forefront of technology and ahead of their competitors – all under one resource - Infogroup/InfoCanada."

The "i" in the company's new fresh, cutting edge logo represents the international sign for information and pays homage to one of its most important assets, the information and data Infogroup provides to help clients reach new customers, enhance their relationships with existing customers and make better business decisions. The Company has been known for its proprietary and robust databases and services for over three decades.

Ping Mobile

California - Provision Interactive Technologies, a provider of 3-D interactive display software and hardware, announced today that it has partnered with Ping Mobile to add a mobile marketing component to its displays. The partnership will allow Provision's 3D Media Center platform to function as an integrated point-of-sale solution in malls, airports and other public locations.

"Mobile marketing serves as both an acquisition and a retention tool for retailers and brands," says Provision CEO Curt Thornton. "By adding a mobile marketing capability to our displays, we are able to offer our clients a leading-edge technology that will directly result in location-based sales."

Ping Mobile president Shira Simmonds describes how the mix of interactive kiosks and mobile marketing benefits brick-and-mortar retailers.

REGIONAL REPORT

Vancouver

Although relatively small in size, the west coast DM market is ripe with opportunity

With a population of 578,000 spread over 114.7 square kilometres, Vancouver is Canada's eighth largest city. It also boasts Canada's largest and most diversified port, trading \$75 billion in goods annually and is home to a number of different industries, including the mining, forest, biotech, film and software industries.

If you're a direct marketing supplier, Vancouver offers easy access to a wide variety of business sectors on local, national and international levels. And

although not many head offices call this west coast city home, Vancouver's DM community offers plenty of work to go around.

"It's not a huge market but it offers a lot of opportunity," says Mark Weeks, General Manager of Integrated Direct Response Services (IDRS). "A lot of business has gone east (to Toronto) because the shops there have better capabilities so suppliers here have learned that the opportunities for new business come from the specialized services that they can provide."

IDRS has found their niche in translations for international clients and currently offers in-house translation services for German, French and Japanese. At this time about 50% of their work is for clients outside of North America.

"There is some competition on the printing side for translation but not much on the front end locally."

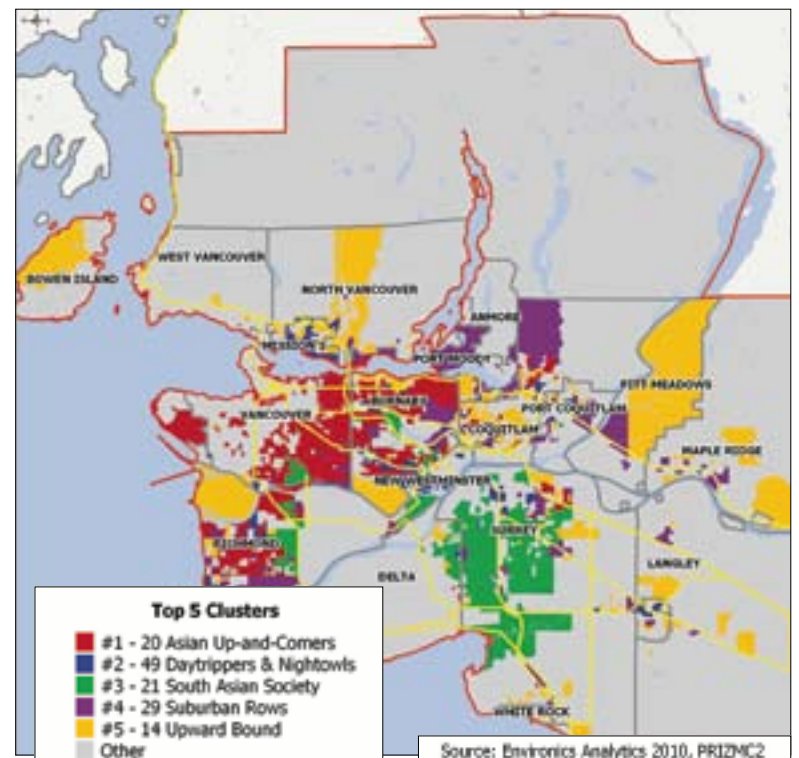
Weeks also says that because of the smaller market in Vancouver, pricing among competitors is fairly similar as rival suppliers are respectful of each other and recognize that undercutting just drives the market down.

"So this makes relationship management with our clients even more important."

Karly Black, General Manager of Datacore Mail Management Services, a small letter shop in Vancouver proper, agrees that although there is a lot of competition in Vancouver's DM industry, there is also enough work to go around.

"There's such a huge cross-section of industries in Vancouver that there really is something for everyone," she says. "That being said, relationships are very important here, more so than in other markets I've worked in where price was king. Price is important here to but the ability to deliver on promises and build customer loyalty trumps price."

At Datacore, most business is provincially-based but many of the clients are national and run the gambit from not-for-profit to national firms. Most of Datacore's growth in the last year



about it.

"Our clients are looking for more strategy and creative help from us now than ever before so from our perspective, the DM industry is recovering quickly here and performing fairly well right now."

Timing is everything

A big advantage to doing business in Vancouver, according to Kristjan Gibson, is the overlapping time zones that allow local businesses to effectively service international clients.

"Vancouver is an ideal location for dealing with international clients because with the time zone differences we are able to up and running during the regular business hours of all our clients around the world," says Gibson, a Consulting Manager with JR Direct a direct response marketing company located in the tiny suburb of Ladner.

JR Direct has only a handful of local clients with most of their business coming from outside of Canada

PacNet Service, an international payment processing company based in downtown Vancouver since 1994, also enjoys the time zone benefits as well as easy access to Vancouver's international airport.

"A very small percentage of our clients are Canadian-based," says Renee Frappier. "Only about 10 per cent. Sixty per cent are in the United States and the remaining 30 per cent are outside North America."

"In the morning I can talk to Europe and then in the afternoon Asia comes online. I can talk to everyone I need to talk to globally during our regular business days."

What all of PacNet's clients have in common is that they are marketing to people outside of their own countries.

While many people have changed to online payments and ecommerce, Frappier says cheques are still a really important payment method for DM, an opinion backed up by 20 per cent growth in PacNet's business over the last year.

Bucking the trend

Another Vancouver business bucking the trend and showing positive growth is Metropolitan Fine Printers, a high-end printing house and the official printer

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of the 2010 Vancouver Winter Olympic Games. One of the most awarded printers in both Canada and the U.S., Metropolitan prints anything weird and wonderful for a variety of sectors. Because of their reputation for excellence, about 65 per cent of Metropolitan's business comes from advertising agencies.

All of this without leaving their own back yard.

"The majority of our business is local to Vancouver," says Nikos Kallas, Business Development Manager for the business his father built from scratch. "We do very

little across Canada but do have clients in Oregon and California."

According to Kallas, business has been booming at Metropolitan for the past few years. He says that although the runs are getting shorter due to the lagging economy, they are getting more targeted and more creative.

"People are mailing less but they're printing higher-end products," he says.

Frank Ferrucci of Mail-O-Matic in Burnaby has also been having a banner year, thanks in part to the variety of services his company has to offer.

clients all over the country. With offices in Vancouver and Toronto, this firm is able to service clients on a national scale.

"We have no problem servicing our national clients from Vancouver," says Lynn Boardman, Managing Director. "But our Toronto office also allows us to have a local presence in a market that would sometimes prefer to meet face-to-face rather than proof material over email."

According to Boardman, the not-for-profit sector is very important to the DM industry in Vancouver because the

Applications Inc. – both of which use Vancouver as a home base for an international client base.

For ResponseTek, Vancouver businesses account for only five per cent of their clients while Tetrad does about 80 per cent of their business stateside.

The self-proclaimed "supermarket of data", Tetrad was the genius behind P-Census, a software application that combines the Canadian and U.S. census information with popular mapping platforms to allow direct marketers to perform heavy-duty analysis of their consumer base.

Companies like McDonalds and Blockbuster use P-Census to determine the best locations for new retail outlets and to determine the type of promotional that will be most effective for particular areas.

Looking forward

As Vancouver begins to recover from the economic downturn, and with a new influx of money into the local economy

thanks to the recent Olympic Games, members of the DM community have high hopes for 2010.

"It's been a tough year for many companies but for some, because of the Olympics, they're looking forward to their best year yet (in 2010)," says Karly Black. "It just depends on where you are on the food chain. Personally, I've always felt that being somewhere near the bottom where everything comes together is a lovely place to be as long as you are proactive rather than reactive."

Black believes that the DM industry in Vancouver will continue to strengthen as people stop dwelling on the recession and begin anticipating good things to come.

And according to Gordon Taschuk, west coast DM suppliers will continue to thrive not by stealing clients from their competitors but instead by looking at how they can expand their services to offer better value to their clients.

It really is relationship marketing at its best. **DM**

"There's such a huge cross-section of industries in Vancouver that there really is something for everyone. That being said, relationships are very important here, more so than in other markets I've worked in where price was king. Price is important here to but the ability to deliver on promises and build customer loyalty trumps price."

WHO WE VISITED

- Canpages, Burnaby
- Datacore Mail Management Services, Vancouver
- Harvey McKinnon Associates, Vancouver
- Integrated Direct Response Services, Delta
- JR Direct, Delta
- Kirk Integrated Marketing Services Ltd., Richmond
- Mail-O-Matic, Burnaby
- Metropolitan Fine Printers, Vancouver
- PacNet Services, Vancouver
- Responsetek, Vancouver
- Stratcom Strategic Communications, Vancouver
- Tetrad Computer Applications Inc., Vancouver

"We're not just a letter shop and I think that clients sometimes forget about all of the other things we can do," says Ferrucci, whose company has expanded to meet the growing needs of its client base.

Mail-O-Matic, apart from mail prep, data processing and direct addressing, also offers extensive back-end analysis and database management services to clients that span a variety of sectors – including not-for-profit.

"The great thing about not-for-profit work is that when things are good, they mail lots. And when things are bad, they mail lots."

Harvey McKinnon Associates has built their entire business on not-for-profit

budgets tend to be more stable. And although the last 18 to 24 months have been hard on the sector, things have started to pick up lately.

"DM continues to work well for our clients because it allows them to raise money and build relationships," she says. "The real value is in converting one-time donors into monthly givers."

Surprisingly, Harvey McKinnon doesn't have to share Vancouver's NFP sector with other local suppliers as Boardman says most of the competition comes from Ontario.

On the software side of DM, Vancouver is home to top companies like ResponseTek and Tetrad Computer

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Canada Post offers efficient, effective DM solutions

Veteran mailer GreenLawn Canada achieves surprising results with Acquisition Admail™ *By Sarah O'Connor*

The old saying goes: if it ain't broke, don't fix it. Lucky for GreenLawn Canada, their Regional Director of Marketing and Sales, Commercial and Residential Jeff Ankenmann is a little more open minded than that. When approached by Canada Post to try out their new Acquisition Admail™ service, Ankenmann was sceptical, but intrigued. "My honest belief is, why say no to something? We talked about it and I told them I love the system we've got going, but what happens if I go to you and you do better? Well, that happened."

GreenLawn Canada was no stranger to direct mail before accepting Canada Post's

over time and although it was quite costly and involved, it seemed to work.

"We were so used to that, we've been using that process for four or five years," says Ankenmann. "With the post office, it looks so simple. Show them my clients and boom, they're going to show me where the 50,000 pieces go. And I sat back and I thought, well, there's no cost. Why not?"

The concept behind Acquisition Admail™'s targeting strategy is straightforward: birds of a feather flock together. From Canada Post's extensive address database, a mailing list is generated based on a company's specific targeting requirements. It is even possible to advertise to the neighbouring



"I just couldn't believe that we had a 40 per cent higher response rate and a 50 per cent higher buy rate over the control group. Our direct mail department has a great system and I believe their targeting works, I've just found something that worked a little better."

proposition. Unaddressed mail has been an essential component of their marketing strategy for 30 years, as long as they have been in business.

"With direct mail you get the ability to get a message out, to get a concept out that shows people what you have and what you can do," says Ankenmann. "You can put it out in the timeframe you need it to be out in, you can isolate it to the exact route that you want it in and ultimately what you're trying to do is get the phone to ring."

Guided by the company's direct marketing targeting department in the U.S., Green Lawn Canada's sophisticated process for targeting their audience involved creating a model of their client, purchasing both demographic and address data, then analysing all the information they have in order to identify relevant postal codes. Then they went even further, breaking the postal codes into smaller segments and determining how deeply to delve into each section. The process had been developed and refined

addresses of current customers, while making sure that they aren't bombarded with repetitive information.

GreenLawn Canada was intrigued enough to agreed to a trial. "We currently spend a significant amount of money on purchasing the data and then doing the profiling and if you switch to a system that eliminates those costs, that's money right on the bottom line," says Akenmann.

In April and May of 2009 they targeted two areas, one in Ontario and one in Quebec, sending out 50,000 pieces of direct mail using GreenLawn Canada's traditional targeting methods and another 50,000 using Acquisition Admail™. Customers in both groups received the same piece of creative, only the methods used to identify them were different. The results were, in a word, astounding.

"I just couldn't believe that we had a 40 per cent higher response rate and a 50 per cent higher buy rate over the control group," says Ankenmann. "Our direct mail department has a great system and I believe their targeting works, I've just

found something that worked a little better."

This good news came in the middle of a challenging year for the lawn care business. The implementation of the pesticide ban in Ontario and Quebec coming into effect last April made it more important than ever for GreenLawn to get their message out to the public in an effective way, and the rising popularity of the do-not-call list meant that direct mail was playing an increasingly important role in their marketing strategy. To make matters worse, all of this was happening in the midst of an economy that had many of their clients tightening their belts.

"When these two pieces went out, did they perform like they did in other years? No," acknowledges Ankenmann. "But between those two, the post office piece was far superior in response and buy rate than my piece."

Ankenmann was equally impressed with how positive the experience working with Canada Post was: "The people I deal with at the post office have been nothing but cooperative, presenting us with options and opportunities, and they know at times I can be stubborn. It was a pleasure working with everyone there and the results made that doubly meaningful."

For a company of GreenLawn's size and scope, 50,000 pieces of direct mail is still a relatively small sample size. And yet, even when allowing for some variance, the results were impressive enough that GreenLawn is intending to expand the scope of their work with Canada Post this year.

"Even with all the information and the resources that I have around me, I want to go back and do it again this year on a larger scale," says Ankenmann. "We

didn't like the newspaper response last year, we didn't like the coupon response last year, so we're redirecting those funds. We did purchase the data again, we are doing the demographic modelling again, but we're definitely going to go out

almost on the identical level in pieces through Canada Post." **DM**

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



DIRECT & PERSONAL

by Billy Sharma

Jennifer Schnare

The best of both worlds - she loves direct marketing and is doing a world of good



Former President Bill Clinton wrote in his book called, *GIVING*, "Each one of us can help change the world."

One such person, who is doing just that, in her own subtle way, is Jennifer Schnare, Manager of Direct Marketing at UNICEF Canada.

"The reason why I love direct marketing while working for a charity is because it gives me an opportunity to push the envelope while doing the most good.

"It is an exciting time to be part of the non-profit world," she told me with an infectious smile.

In the last six years I have had the privilege and pleasure of interviewing many people for this column and have learned to quickly figure them out. I knew as soon as I met Jennifer that she was genuine, dedicated, knowledgeable, smart and compassionate. She loves what she does and it shows. Just watching the happy twinkle in her eyes and her broad welcoming smile is a dead giveaway.

What appealed to me was her honesty; she never does anything halfheartedly; she is a committed direct marketer by profession and a compassionate person by nature.

She started doing good right from the start. "My official start in marketing was at Girl Guides. I was just out of school and it was my first real job other than summer internships and waitressing.

multitude of reasons decided to pursue the business side of things to see if it fit. I completed a Diploma from Humber College in International Marketing, which helped me get the role at Girl Guides of Canada. I have never looked back."

Since then she has worked for a variety of organizations including: Girl Guides, Heart & Stroke Foundation, Blitz at – Cossette Communications, TELUS and now UNICEF Canada.

"I would say one of the things I am most proud of in my career is having had the opportunity to work at five amazing organizations that have helped me develop my passion for direct marketing. My current role at UNICEF Canada has allowed me to best apply the years of experience into creating new and innovative ways of driving fundraising through direct marketing. Specifically, one of my favourite accomplishments is having been able to grow our symbolic giving program for the last two years, finding new ways to refresh it each time. Doing a good job gives me the most satisfaction and it gets even better when I am recognized for it."

And at a very young age, she has been recognized and rewarded. UNICEF Canada plans to give her more responsibility by moving her to manage the more challenging acquisitions side of the business. And I am sure she is up to the challenge.

then it makes me sad.)"

As you can tell she is a people person and enjoys the company of her colleagues and performs best as a team player. Honest and straightforward she confessed that the only time she felt she was not truly giving her 100% was during her last job.

"When I was working at TELUS I felt disconnected from what I was doing. The

"When I was thinking about making a move from the Heart and Stroke Foundation to a corporate organization, having

been advised that I shouldn't get pigeon-holed into Not For Profit as it could be difficult to move to the corporate side later on, I met with a headhunter to discuss opportunities. Within 20 minutes of meeting with this person, he told me that I was perfect for a role in direct marketing. I had never considered specializing (I had done everything from PR to mass to direct at Heart & Stroke) and it was this recommendation and prompting that put me at Blitz Direct at Cossette on the agency side. And he was right. Direct marketing is a perfect fit."

As for the future, Jennifer says, "I love all things related to direct marketing. I have had the opportunity to be heavily involved in direct mail, telemarketing, email marketing etc. And I have had some training and personal experience in social media; I would like to become more involved with finding new ways to engage donors and help create a movement for UNICEF online through this channel.

"Most of all, since I love direct marketing but I also love travel, I would love to work abroad one day. A job that combined all of those things would be utopia," she concluded. **DM**

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

"The reason why I love direct marketing while working for a charity is because it gives me an opportunity to push the envelope while doing the most good."

The experience was amazing because I had a fantastic boss and mentor who gave me a great deal of autonomy right away. The job seemed so exciting and dynamic. I got to work with what I perceived as a "fancy agency" – Cossette Communications – and got involved with important elements including a radio PSA and a print campaign to launch the new mint cookie."

Jennifer grew up in Sarnia and went to McMaster University in Hamilton.

"I graduated with an Honours Bachelor of Science in Biochemistry with a minor in English. I, like many biochemists, first dreamed of becoming a doctor but for a

However this energetic young direct marketer is not all work and no play. She loves to read, go to movies and spend time with friends and family.

"I live with my 'little' sister, Julia Schnare in a cute basement apartment and we spend a lot of time together."

But most of all Jennifer loves to travel. "I have a bit of wanderlust and love traveling the globe whenever the chance and funds are available. I often travel alone and find my travel filled with exciting experiences.

"My friends and family make me happy. Working hard and doing a great job makes me happy. Traveling the world makes me happier (except when I get a bad virus and

organization is amazing and they treat their employees very well but I found the working environment difficult to adjust to – it was so large geographically that I had team members in major cities across the country and spent a lot of time on conference calls. I missed the personal relationships and small team environment."

I asked her if she ever felt that she had to sacrifice and was there anything she would have done differently.

"Yes," she shot back. "I think everyone sacrifices something at some point in their career, but I don't think I would have done anything differently. Each step in my

The Passion Factor

How to write so people will want to listen *By Jose van Herpt, CFRE*

Copywriters of all types are very good at technique. In fact, I think copywriters are some of the finest wordsmiths on the planet today. I honestly believe that novelists, playwrights and journalists could all lean much by studying the craft employed by those of us who ply our trade in the direct marketing field.

Mine is the world of charitable fundraising. I believe that copywriters in our sector are every bit as good as those who market banks, automobiles and Caribbean cruises. If Shakespeare were alive today, who knows? He might choose to use his literary skill to better humankind in the charitable sector.

Despite my tremendous respect for my peers who write in the sector, I think that many of us are missing out on one critically important element of our craft. Our donors and prospective donors are hungry for passion – and we’re not stirring their passions the way we should be.

My colleagues and I have been thinking, testing and asking donors about passion for months now – and we’ve learned some very valuable lessons. We have conducted dozens of focus groups and surveyed thousands of Canadians. Over that time, we’ve developed a passion toolkit that we use consistently when we write for clients.

I’d like to share some of that toolkit for you now. Here are nine tools you can try to

strike the human cord in your donors (or your customers for that matter).

1. Wherever possible, write copy in first person singular. Have it come from someone. A name (and a photo if possible) brings your copy to life. It allows for that all-important one-to-one connection.
2. Have the author or signatory share some of her real life experience that demonstrates her commitment to the cause or product. Explaining why he believes so strongly lends credibility and demonstrates vulnerability. Whether it’s the CEO’s message in the annual report or a piece of direct mail, always have the individual answer the unasked question “so why do you care so much?”
3. Human beings are emotional animals at our very core. Therefore, it’s essential to push emotional buttons wherever you possibly can. Canadians are culturally reluctant to do this – yet it’s powerful when done properly. As the playwright Maya Angelou once said, “You’ll forget what I say. You’ll forget what I do. But, you’ll never forget how I make you feel.” Truer words were never spoken. Never forget this: emotions stick – numbers don’t.
4. Our brains receive ALL of our information through our five senses.

Everything we know, desire and believe is a result of what we see, hear, smell, taste and feel. How can you invoke these senses when you write copy? Think of the old maxim ‘you sell the sizzle, not the steak’. This invokes both sound and smell. (By the way, the sense of smell is most strongly linked to memory.)

5. If you look deeply, you’ll realize that almost all of our actions are a result of our beliefs. What we believe about ourselves, each other, the world, the products we buy (or don’t buy) and the charities we give to. To generate a deep and passionate relationship with your donors, connect at the level of beliefs. Whether you believe that education for girls is a global birthright or that our generation has a duty to leave a healthier planet for coming generations, state your beliefs passionately and explicitly.
6. We must never forget that our donors care much more deeply for the cause than they do for our organization. They care more about the homeless than they do about the shelter. They care more about poverty than they do about the United Way. They care more about treating cancer successfully than they do about the hospital that provides that treatment. To paraphrase political strategist James Carville, “it’s the cause, stupid!” At FLA Group, my colleagues

and I have created something we call the 60:40 rule. We always try to devote 60 per cent (or more) of our copy to the cause – and 40 per cent (or less if we can get away with it!) to the client organization we’re writing for.

7. Perhaps this one is too obvious to include – but I’m going to anyway. Nothing loses a donor or a customer faster than getting too technical and complicated. As a rule, your donors (and no doubt your customers) aren’t particularly interested in how everything works. They just want to be convinced that it DOES work. Yes, I’m talking about the KISS rule. Another way to look at this is through the features and benefits lens. A cancer patient doesn’t want to know how chemotherapy works. She wants to know that 97% of people with her type of cancer have a five-year cancer-free experience afterward. Stay focused on outcomes – and demonstrate real results.
8. One of the most profound ways in which to kindle passion is to provide meaning. Austrian psychiatrist (and holocaust survivor) Victor Frankl spent his life studying the importance of purpose and meaning in our quest for happy and fulfilling lives. He said “Those who have a why to live can endure almost any how”. I have found that explicitly talking to donors about

how their involvement with a charity can enrich and add meaning to their lives. This is especially true in our legacy gift work. This stuff is deep, granted. But donors get it. And I’ll bet dollars to donuts that customers get it too.

9. The last tool may be the most important. Great copywriters are great storytellers – period. Nothing connects us with each other like sharing stories. Our days are filled with stories, from the news media to conversations over the coffee machine at work to the movies and television we watch. Cognitive scientist Roger C. Schank states that “Humans are not ideally set up to understand logic; we are ideally set up to understand stories.” One of my favourite TV commercials told the story of a young man backpacking around Europe. He calls his grandfather on his Bell cell phone and tells granddad he’s at Dieppe (where his grandfather had fought during WW2). As the commercial ends, the grandson says ‘thanks grandpa’. The old man brushes away a tear. This commercial told me absolutely nothing about the quality of bell cell phones, their coast to coast coverage or how competitively they are priced. Yet, that commercial stands out.

see **The Passion...** page 27



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The Analytics Advisor

Picking a Personification of a Target Group

Even in these still challenging economic times, targeting and segmentation continue to provide significant ROI for direct marketers. In the last three months, I have heard from no less than four customers saying that their segmentation and targeting efforts resulted in significant lift of response rates for their direct marketing campaigns. In looking at these success stories (some of which we hope to share with you in future case studies here in DM), a common thread emerges.

In all the campaigns, donor or customer data were combined with our off-the-shelf segmentation system PRIZMC2 to create custom segments or target groups. Analysts then made a deep dive into a variety of data sources to develop a detailed picture of each group. Finally, they used these insights to formulate a specific offer, pick the right creative hot buttons (for both copy and images) and determine what other advertising and promotional activities would enhance the campaign. This personification or imaging step supported a research-based decision regarding the best offer, best message and right media for the desired response from each target group.

Using data linked to a geodemographic

system further helps marketers understand each target segment's potential by market, augmenting its profile with hundreds of demographic variables that detail media habits, leisure and lifestyle activities, shopping behaviour, financial behaviour and psychographics. By revealing deep insights about custom target groups through rich survey data, geodemographic analytics has become a powerful instrument in any marketer's toolkit.

How do we know so much about each segment? The detail comes from the providers of important media and marketing databases who conduct large, scientifically accurate surveys at least annually. These surveys provide marketers with information about the behaviour and values of Canadians. But even with their large sample sizes, the survey cannot offer data for small areas; in some cases, the data is available only for Canada and the provinces while, in others, the information is available for large urban markets.

But direct marketing typically requires neighbourhood and postal code information for targeting initiatives. That's where geodemography comes in. In partnership with the survey companies, geodemographers code their files with cluster systems (like PRIZMC2) and create

national profiles of thousands of variables. The commercial cluster systems available in Canada have between 60 and 120 segments, so the records are sufficient in large surveys to get enough observations

about each cluster to estimate its propensity with a high degree of accuracy. For each geodemographic cluster, we're ultimately able to create a buy rate or propensity to participate for purchasing, using, belonging and believing.

Let's take an activity like "open direct mail" as an example. Both PMB and BBM RTS Canada include a measure of this behaviour in their databases. As a result of our partnerships with them, we know the propensity of households in each PRIZMC2 cluster to open a direct mail piece. When we combine this information with the cluster of a postal code and the number of households within a postal code, we can then infer the propensity of the households in a custom target

segment in a market to open direct mail.

To produce the results, companies like ours have created software systems to do the math—the marketing math—behind the scenes using algorithms and formulae

household spending data is derived from Statistics Canada's Survey of Household Spending. Our psychographics come from links to the Environics Research Social Values Study. And our car profiles

"By revealing deep insights about custom target groups through rich survey data, geodemographic analytics has become a powerful instrument in any marketer's toolkit."

that have been developed, tested and refined over the past thirty years. The results are both reliable and affordable.

Back testing, that is, estimating a buy rate using this geodemographic method and comparing it to an actual rate from survey or transactional data, has repeatedly validated the approach. But the results are still dependent on the quality of the cluster system (a whole other topic) and the quality of the survey sampling.

To maintain our rigorous standards, we rely on PMB, BBM RTS Canada and NADbank for media habits, purchase behaviour and lifestyle activities. Our financial profiles come from the Canadian Financial Monitor while

are based on data from R.L. Polk Canada. Most recently, we have added profiles based on ComScore Media Metrix for online behaviour.

Personification of target groups using the geodemographic method brings consumer behaviours and preferences to life, giving marketers a vivid picture of who their target customers are, how they live and what will resonate with them. Canadian marketers are very fortunate that such rich data gathered by these best-of-breed research organizations is available to enhance their target marketing efforts.

Jan Kestle is the president and founder of Environics Analytics, provider of the PRIZMC2 segmentation system.

NAMMU announces Vancouver Power Session

Flagship Software to chair the session

The National Association of Major Mail Users (NAMMU) today confirmed the three main topics for the half-day "power session" to be held Wednesday, March 31, in Vancouver: Postal Transformation; The challenge to achieve 100 per cent deliverable mail; The NAMMU Value Add Mailer (VAM) – Canada Post

Partnership Initiative.

"Information gives postal users the power to make the right decisions for their businesses, and the Vancouver "power session" will provide an important platform for dialogue with experts," said NAMMU President, Kathleen Rowe. "These three topics deliver the most vital

information for business planning in 2010+," according to Rowe.

The President added that NAMMU meetings are defined by the sharing of information amongst the business community and the constructive feedback from industry that contributes to an efficient, affordable, yet innovative

national postal systems for all Canadians.

"Our members are our best ambassadors, and I am delighted that Kristi Kanitz, General Manager, Flagship Software, will chair this session. In partnership with

Canada Post, and hosted by Transcontinental, this "power session" brings together stakeholders who know business success demands good information."

Flagship Software General Manager, Kristi Kanitz said "I am passionate about sharing information vital to postal decision-makers, and no one does this better than NAMMU. This "power session" is a wonderful opportunity for stakeholders to ensure they are up to speed, and I am happy to lead the discussions."



"Despite the accelerated pace of change in the current economic climate, print is still one of the most effective and powerful methods of communication. The NAMMU agenda for 2010

is clear and focused: the priority is to showcase mail and the print medium, encourage and build volume from existing users, and attract new users," said Rowe. The Vancouver "power session" is one of the key initiatives in the NAMMU 2010 Mail Stimulus Package.

"Despite the accelerated pace of change in the current economic climate, print is still one of the most effective and powerful methods of communication. The NAMMU agenda for 2010 is clear and focused: the priority is to showcase mail and the print medium, encourage and build volume from existing users, and attract new users."

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Pay for Play

Effective CPA Campaigns *By Owen Sagness*

Like the force of a funnel, successful online advertising campaigns pull consumers into a virtual destination where they hopefully perform a marketer's desired response – be it purchasing an airline ticket or signing up for a newsletter. This is all part of the process of turning casual online surfing into consumer behaviour that contributes to the company's overall revenue goals.

Can marketers ensure they only pay for online display ads that actually yield this desired consumer behaviour? The answer is yes, they can, by launching a campaign with a cost structure that will offer the best ROI. For example, most marketers

Putting the action in your CPA campaign

So, you've determined that CPA is the best fit for your campaign. Where do you start?

The first step is defining the action you will pay for. Some actions will be closer to the point of sale for certain industries than others. For example, a travel company selling flights can determine that they will only pay when a customer purchases an airline ticket online after clicking on an ad for a seat sale. The marketer doesn't need to determine a limit to the advertising spend in advance. The reason is very simple: every time the travel company pays for the ad, they are gaining a sale

your CPA campaign, consider targeting sub-groups to further maximize your ROI. Subscription-based services, such as online dating sites or weight loss counselling services, are excellent candidates for highly targeted CPA campaigns. For example, CPA can help these businesses target and re-acquire consumers that have cancelled their subscriptions. Instead of measuring a broad consumer pool that also includes new customer targets, the marketer only pays for ads that acquire returning subscribers.

For subscription-based services, CPA is a powerful tool since a single ad can

“Ultimately, the right CPA experts can help you define and measure the online action that will deliver the maximum return on your marketing budget.”

are familiar with a Cost-per-Click (CPC) model. These campaigns are particularly useful for online marketers who simply want to create awareness about a brand or the launch of a new product by generating traffic to a website. In this case, marketers pay for the number of times consumers click on their display advertisements, and can therefore optimize campaigns to drive traffic.

Marketers wanting to draw a higher concentration of online visitors deeper into the acquisition funnel, however, should take a different approach. Perhaps your campaign goal is focused on customer acquisition; to increase the number of consumers who sign up for a service or buy a product. A tailored cost structure, such as Cost-per-Action or Acquisition (CPA) that links the marketing spend directly to consumer behaviour, is the best way to go. Specifically, CPA advertising is an online advertising pricing model where the advertiser only pays when the ad generates a sale or valued behaviour. When launched on a media network run by local experts, a CPA campaign can provide marketers with a direct, clear link between advertising spend, consumer behaviour, and eventually, revenue.

and revenue that is far greater than the amount they spent on the ad.

Retail CPA campaigns are similar to travel campaigns because the consumer's online actions can be transactional in nature. The most clear-cut example is that of a book merchandiser who uses a CPA campaign to value and measure when a consumer purchases goods online through a credit card transaction. Under a CPA model, the marketer only pays if the consumer makes a purchase as a result of clicking on the ad. If the consumer clicks on the ad and but doesn't make a purchase, the marketer does not pay and still benefits from free brand awareness.

In some cases, it makes more sense for the CPA campaign to value an action performed further from the point of sale. Consider the case of companies offering online listing services. Instead of selling goods directly to the consumer, the company increases revenue by building an audience that attracts more buyers and sellers to the site. In this case, the action is to only pay for those consumers who post a listing or join the community as a result of clicking on the ad.

When determining the action for

yield a recurring revenue stream (i.e. the subscriber pays \$50 per month for a service), as opposed to a one-time transaction. Additionally, marketers can then use information gathered from these subscriptions to create a CRM database, which they can then use in targeted, direct mail campaigns.

Consult the experts

When it comes to CPA campaigns, determining the right action can be a daunting task. Many marketers are leveraging this cost structure to drive revenue, but they must consider a number of factors, including whether the action needs to be close to the point of sale, and if the campaign effectively targets the ideal demographic and region. Ad network providers, such as Microsoft Advertising, have local experts that are well-versed in CPA pitfalls and accelerators. Ultimately, the right CPA experts can help you define and measure the online action that will deliver the maximum return on your marketing budget. **DM**

Owen Sagness is Vice President, Consumer and Online at Microsoft Canada.

Searching for a needle in a haystack

Finding what your customers really think about you *By Dan McKenzie*

A decade ago, if you asked someone what a terabyte was they would have given you a blank stare. Today the terabyte is universal in tech circles and beyond, so now enters the exabyte – a term worth learning for the millions whose livelihood depends on understanding, gaining value from, and managing information.

An exabyte is a million terabytes, equivalent to about 50,000 years worth of DVD watching. An average month sees about five exabytes of data flow over the internet which, as a whole, has about 500 exabytes of information. With the explosive growth of social media channels, from Twitter and Facebook to blogs and Flickr, this amount of data will continue to grow.

So it should come as no surprise that finding what someone thinks about your company is a difficult task. A needle in a haystack would be a kind comparison.

But before you engage in a frontal assault on the internet to gather every tidbit of customer opinion on your company you might want to look inward first. There are two reasons for this. First and foremost, it is generally easier to find this information since it resides within the confines of the company. The second reason is that it helps give an accurate baseline of what customers really think. If someone has contacted a company directly the information tends to be both accurate and focused on a specific problem rather than the more general gripe or praise that is often found on the internet.

Internal information

A few years back a research firm, TheInfoPro Inc., queried Fortune 1000 companies about how much data they had. The average was about 1000 terabytes. For mid-sized businesses it was about 100 terabytes. Admittedly most of this is not customer information or opinion, so the starting point for any company is figuring out what is and what isn't. Finding it can be a hurdle because customer information and opinion is often stored by different groups within the company and often in different formats. The result is a fragmented view of a customer where a complaint may never get back to those managing a product.

There is a wide array of technology available to help companies integrate disparate customer information – from opinions and complaints to addresses and phone numbers – in to one locale making it accessible to all who need it. SAS, for example, has a tool that does the job. Data Integration Studio is as easy as drag and drop for most scenarios.

The impact from a marketing perspective of having one current and accurate view of a customer is enormous. Marketing campaigns are sent to the right person, at the right address about the right products. Additionally, calls and emails sent directly to a company are often the first indicator of a problem with a product or service. After all, not everyone's immediate reaction is to post a tweet or blog. By centralizing this information companies can spot trends early and react more quickly and effectively. And if there is a need to contact customers individually, you know who to contact and how to get a hold of them.

Outward bound

But the modern day Holy Grail for most companies is tapping the external side of the equation, specifically gaining market advantage from monitoring social media. This is a tougher task, in part because one doesn't necessarily know where the information is. Whose tweets should be followed? Whose blogs? And since speed is of the essence, you can't just go web crawling through 500 exabytes of information.

JetBlue, the American airline, is active in monitoring social media, particularly Twitter. In October an irate customer sarcastically tweeted that, as a birthday present, the airline forgot to load her wheelchair on the plane. Seven minutes later someone from the airline tweeted back saying it was fixing the problem.

The key to a successful social media plan is to listen and be focused – understand what is of real value and what is just noise. The best tactic for most is to pick a target. It could be monitoring blogs, Facebook or twitter. Think about your business. JetBlue keeping close tabs on Twitter makes a great deal of sense since post 911 air travel can be

inherently aggravating and customers have a lot of free time on their hands. Maybe not enough time to post a blog, but certainly to tweet. By monitoring Twitter employees caught the complaint early, rectified the situation and prevented it from turning in to a negative news story.

Of course with over 20 million tweets posted each day, no one is going to follow them all without the help of technology. There are many solutions designed to monitor all forms of social media – SAS's has text mining technology that can go so far as to gauge the tone of a tweet and not just the words.

Whether information is external or internal, what is important is to have a plan in place to manage it. For internal customer information the key is to make sure it is centralized, accurate and up to date. On the outside the key is to focus on those social media sites and technologies that make the most sense for a business. In both cases technology is available to help manage the process, and who could argue that having a firm grasp on customer sentiment doesn't help deliver better service.

Dan McKenzie is an Advanced Analytics Specialist with SAS Canada where he works with customers to help them unlock customer insights hidden in structured and unstructured data to unearth the competitive advantage. Dan has more than 20 years of experience in the financial services industry holding a variety of management roles with companies such as TD Bank, Manulife, and Intellidat.

Privacy practices for global email marketing

By Tracey Jarosz and Megan Brister

When the portfolios of the Raffles, Fairmont, and Swissôtel hotels were combined under the Fairmont Raffles Hotels International (FRHI) enterprise, the company expanded its operations to over 90 hotel properties worldwide. In doing so, it was important to streamline several processes, including FRHI's approach to email marketing. Since email marketing requires the collection of personally identifiable information, such as name and email address, it was also important to adopt similar information collection and management practices across all three brands. These information management practices had to support FRHI's email marketing strategy, comply with legislation in 29 countries, consider the guidelines set out by industry groups, and meet guests' expectations of privacy.

This article discusses the privacy practices that companies with global email marketing operations should implement by looking at the best practices FRHI has adopted to effectively market to its guests, while respecting their choices and privacy.

Privacy legal considerations

In most countries, legislators have adopted an "opt-in" framework for marketing emails. This means that companies are generally required to gain a customer's "opt-in" or express consent to send him or her marketing emails. For example, an avid traveller may check a box (i.e. opt in) on a web form agreeing to receive promotions related to hotel specials. However, there are exceptions to

the opt-in requirement. Most laws require the consumer to opt in, unless the company has a pre-existing business relationship with the individual, such as membership in the hotel's frequent traveller program. Some countries, such as Australia, permit companies to send marketing emails to individuals who make their addresses publicly available. Other jurisdictions, including China, permit commercial emails to be sent so long as the label "AD" or "advertisement" is included in the subject line.

Some countries have adopted an "opt-out" approach to email marketing. In the United States (US), for example, companies are not required to obtain individuals consent prior to sending emails; rather, companies are required to provide a clear and conspicuous way for individuals to opt out of or unsubscribe from future emails. Companies are then given ten days to process the opt-out request so that the individual does not receive further marketing emails. Countries, such as Japan, have stricter opt-out timelines, requiring companies to immediately remove individuals who have opted out from email mailing lists.

Industry guidelines

Industry guidelines provide companies with a better understanding of how to implement the "opt-in" or "opt-out" frameworks set out in legislation and are based on a balance of consumer and marketers' needs. Industry guidelines clarify, for example, what is meant by express consent, when consent should be sought, how to manage opt-out requests, and how companies should make their

information handling practices available to consumers.

The Messaging Anti-Abuse Working Group's (MAAWG) Sender Best Communications Practices clarifies the requirement for companies to gain clear opt-in from consumers.

The MAAWG recommends that companies provide clear and conspicuous notice that states the type of email lists to which the individual is subscribing and the frequency of communications to the individual. The MAAWG further recommends that this notice appear at the point of email address collection, so that individuals can easily and readily understand exactly to what they are consenting upon providing their email address.

Although some countries, such as the US, do not require opt in, most industry guidelines promote an opt in approach because it is what consumers expect. For example, in its updated Global Code of Conduct in July 2008, the US Mobile Marketing Association recommends respecting the right of the consumer to control which mobile messages they receive by obtaining consent (i.e. opt-in) at the first opportunity.

The Canadian Marketing Association's (CMA) Best Practices in Data Management – A Guide for Marketers includes guidance on opt-out practices. The CMA recommends that companies clearly identify in every email message the name of the business and the source of the email, and provide the individual with a simple

see **Privacy practices for...** page 27

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and easy-to-use click through means to opt out from receiving further marketing emails from the company. This means that once a consumer has made the decision to unsubscribe, he or she should be presented with a link that immediately allows them to unsubscribe, rather than a menu of subscription options or a login screen where he or she can manage communication preferences.

Finally, the Organisation for Economic Co-operation and Development's Email Best Practices found in the Anti-Spam Toolkit recommend that all marketing emails include a link to the company's privacy policy. The privacy policy should include not only email marketing privacy practices, but also details on how the company handles all personal information and contact information for the company's privacy officer. When changes are made to the company's information handling practices, this information should clearly appear at the top of the policy, until most consumers have had a chance to read and understand the changes.

Learning from FRHI's experience

Based on the legislative requirements and privacy best practices discuss above, FRHI is adopting the following privacy strategy that other companies can learn from when implementing their own privacy strategies

for email marketing:

Clear Opt-In: FRHI will ask consumers to opt in to all email marketing communications – regardless if this is required under law.

Notice at the Point of Collection: FRHI will ask individuals to opt in at the point at which FRHI is collecting the consumer's email address and preferences. The opt-in notice will clearly articulate the marketing emails that the consumer can expect to receive.

Easy, One-Click Opt-Out: FRHI will include an unsubscribe link conspicuously located at the bottom of every marketing email. Once the individual clicks the link, he or she will automatically be added to a "do not email list", which will take effect within 10 days.

The consumer will receive one last email confirming that FRHI has unsubscribed him or her from the list. Consumers will also find opt out instructions in FRHI's privacy policies.

Readily Available Information Handling Practices: FRHI will include a link to the appropriate brand's brand privacy policy in every marketing email. FRHI's privacy policies will be written in a clear, easy-to-understand, and non-legal manner. When FRHI makes changes to its policies, it will highlight this by indicating in the link that the policy has been "updated" and FRHI will summarize the changes at the beginning of its policy.

see The Passion Factor page 17

I'll give the last word on this subject to novelist Ursula LeGuin, who said "The story – from Rumpelstiltskin to War and Peace – is one of the basic tools of the human mind for the purpose of understanding. There have been great societies that did not use the wheel, but there have been no societies that did not tell stories."

So there you have it. A nine-piece toolkit for igniting more passion in your prospects, your donors and your customers. In 2008, FLA Group asked 2,000 Canadians about whether or not they wanted more passion in their lives. Six in ten said they did. Now you can give them what they want. Good luck – and may the passion be with you! **DM**

Jose van Herpt is a Principal at FLA Group, a consulting firm that works with non-profit clients to engage donors at a truly human level and build donor loyalty and commitment. Jose welcomes your ideas, comments and criticisms about this article. Please email jose@flagroup.ca with your reactions and thoughts. You can visit FLA at www.flagroup.ca.

EVENTS CALENDAR

May 14, 2010

ICSA Toronto Chapter Annual Customer Service Conference

The ICSA Toronto Chapter is pleased to announce that we will be hosting our Annual Customer Service Conference on May 14, 2010 at RBC in Mississauga. This year we will feature a number of industry experts addressing the most current and pressing issues within customer service. If you are a manager, director or supervisor, you will not want to miss this conference. For more details, keep checking the events calendar section of our website, www.icsa.on.ca or contact us at 905-477-5544 or info@icsa.on.ca.

Using text.. Cont'd from page 9

speaker, runs a text entry contest with a cool prize at different public events and on a website. The response message invites a reply to subscribe for a daily text with a weather report and a fitness tip of the day. The fitness tip has a link to a mobile webpage with a short set of pictures to show the move. Lila goes online for a few minutes each week to load the tips and the pictures. The weather updates automatically. Lila engages thousands of clients daily to inspire fitness activity every day.

1. What kinds of phones do people have and how do I build content to reach all of them?

Text allows a universal communication stream, a clear message, and fast delivery, which trumps fancy content with learning curves every time. Text content loads on almost every phone quickly in a format that everyone gets. Marketers insert reply options, phone numbers, and mobile website links into the text messages that allow a one click response. Text message and mobile web campaigns leapfrog the design issues, costs, and maintenance of building customized apps for diverse cell phone platforms.

2. How do I reach and establish contact with customers or potential customers?

We call this Stage 1. Mobile marketing is as much about delivering entertainment as utility. Yes, 22.5 million Canadians have cell phones, but what do they do with them the most? Socialize and play! This is not a passive media where people sit obediently in front of a TV screen or a newspaper page while advertisers rent the audience's eyeballs for a few seconds. Mobile marketing must first deliver a strong call to action and second ask people's permission to send cool stuff to their mobile phone. The permission bit is critical. If you are asking people to request a one-time text response make this clear. If you want people to join a text subscription list for weekly messages, you can always offer that option in the one-time response, or promote the subscription offer right out of the gate.

3. The call to action: where, what, and how?

We see clients succeed with mobile

campaigns using in-home media like print, TV, and online, but the big advantage of mobile marketing is to integrate out-of-home media like transit, radio, billboards, and digital signage. Connect an out-of-home ad with a message to a cell phone and your rates of ad concept retention expand with multiple views and sharing. Integrate your mobile marketing with existing media to make it come alive and monitor response. People who opt in to your program are giving you their full attention. Contests are popular Stage 1 motivators. The prize must be desirable, recognizable, and easy to describe. An instant text coupon response is another good first step. Offsite promotions of text coupon offers encourage the customer to visit a store for redemption with a time limit. Include a one touch web-link in the coupon with more coupon offers to improve response. Use text surveys and polls in onsite promotions for instant feedback. Read the next section for details on this. Finally think about the tone and style of your text responses. Get to the point, be clear, and make it fun. This is entertainment.

4. Engagement or interruption?

The mobile marketing buck stops here! Cell phones are a personal space, an extension of a person's self. Think about the hours people spend holding their cell phone, looking at their phone, or just feeling it next to their bodies. Respect the space, engage people, and this is a marketers dream. Unlike the web or email, you are engaged with one cell phone number = one person. This is measureable and valuable interaction. Use surveys and feedback questions by text to achieve valid results – just remember to reward people for their participation. People like to make a difference in the world. If you ask people to provide feedback on a product or service, tell them what you did as a result and invite their feedback on the change. It worked for Obama.

5. How do I maintain interaction?

The most powerful feature of text marketing is the subscription feature or Stage 2 interaction. Use regular text messages to keep your brand top of mind with consumers who have

confirmed their interest. It is all about relationship, not selling. Entertain; let people know what you are up to. Are you developing a new product, reviewing a policy, wondering what people will want from you next year? Ask them. They may change their mind, but that is good to know too.

6. Is it a lot of work? We are spending a lot of time updating Facebook and twitter pages already?

Social media is all the rage, but too much of it is anonymous and subject to manipulation, not to mention a lot of work to maintain. Remember one cell phone = one person and you both have 136 characters to work with. You type it once in under a minute and many people get your message. If you ask for a yes or no response, just check the real time online statistics from your mobile marketing supplier and know in seconds what people are thinking. Ask a question and you should be able to read everyone's short text responses on your web account.

7. How can I ensure that my business gets value for mobile marketing dollars?

This one is easy. Real time statistics and a unique code used in each ad media delivers detailed analytics.

If you have been wondering how to get started with mobile marketing, I hope this gives you the insights and confidence to get started. Find a supplier who will listen to your needs and offer you some inexpensive options to get started, and run some tests. Mobile is a critical marketing space to master now. Each business will experience the space a little differently depending on their goals, philosophy, customer base, and creativity. We have seen clients start out spending a few hundred dollars a month to go on and build successful campaigns that soon reduced their total ad spending by using text response to weed out wasted ad spending.

Mobile marketing lets your customer experience your business in a new more personal way and tell you about their experience. Best of all, you only need to type 136 characters once a week.

Just remember, socialize, and play! **DM**

Ross Gordon is the Director of YESTEXT Mobile Marketing based out of Edmonton, Alberta.

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