

# DIRECT MARKETING

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CANADA'S PUBLICATION ABOUT INTERACTIVE MARKETING AND SALES

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Ron Glen bids farewell as editor of *Direct Marketing* after 13 years and introduces his successor.



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## FULFILLMENT & DISTRIBUTION FOCUS

# Pitney Bowes plans direct mail portals

Pitney Bowes will be launching Web sites this summer where businesses can construct direct mail campaigns through a series of simple steps. It's an attempt to exacerbate the shift to direct mail from telemarketing after the national Do-Not-Call registry comes into existence this fall.

**M** BY RON GLEN  
ISSISSAUGA, ON—Giant mail and marketing services provider

Pitney Bowes Canada, based here, will soon implement two Internet initiatives to hasten the shift to direct mail from telemarketing when the national Do-Not-Call (DNC) registry arrives on September 30. The recent acquisition of Canadian direct marketing services and software supplier Bluetree paved the way for the Internet moves.

The company will erect two Web sites this summer to aid and stimulate the usage of direct mail by small and medium size businesses (SMBs). Technology developed by Bluetree, now rebranded as Pitney Bowes Blueprint, will power the direct mail functions on the sites.

One site that Pitney Bowes officials describe as a public portal will cater more to fundamental direct mail creation online. It is slated to be up and running in July.

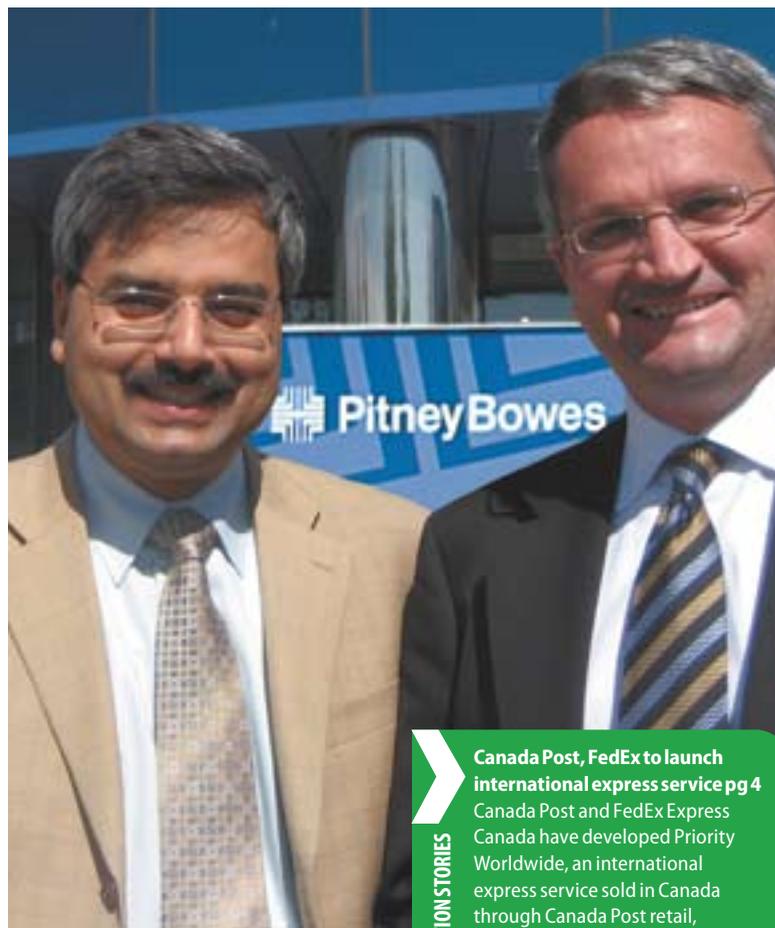
A second SMB portal is scheduled for operation in August. It will provide the same streamlined online direct mail production as the public portal. However, it will offer a host of other services including financing of direct mail campaigns.

Both portals will get new names of a more promotional nature within 60 days, according to Pitney Bowes. The URL addresses have yet to be finalized.

### Canada Post version

The concept is similar to the Online

See **PITNEY BOWES**, page 6



Pitney Bowes Canada President Deepak Chopra (left) and Bill Mackrell, vice-president of marketing, elaborate on the online initiatives the company is preparing to help small and medium size businesses produce direct mail campaigns. Financial assistance will be among the services offered.—Photo by Gary Tannyan

### Canada Post, FedEx to launch international express service pg 4

Canada Post and FedEx Express Canada have developed Priority Worldwide, an international express service sold in Canada through Canada Post retail, commercial networks and delivered globally through the FedEx network.

### Cisco erects distributor loyalty program pg 6

Big networking and connectivity supplier Cisco Systems has rolled out a distributor rewards program.

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Award winning effort sees personalized and relevant components resonate with prospects and attract them to "Lunch and learn" events.



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## editor's letter

Ron Glen

*The number 13 isn't unlucky for me. It's the length of time I've had the privilege of working as editor of this national publication. But I'm saying farewell here and introducing you to my successor.*

Pat Atkinson and I worked at Maclean Hunter many years ago before it was purchased by Rogers. She wrote for some of the office publications. I toiled on a few of the computer books. We became good friends and discovered we had at least one thing in common. Not only were we both Pisces, we were born on March 3, mind you not in the same year.

I heard from Pat again a few months ago. Working as a freelancer, she was looking for references from editors for whom she had written stories. I phoned to tell her I would be most willing to add my name to her list. I also wanted to get caught up on what was happening with her and her family and to reminisce over old times at MH.

At one point in the conversation, I

asked: "Would you be interested in my job?" She was surprised when I explained I was planning to retire as editor of *Direct Marketing*. But she indicated she was keenly interested.

All this is my way of breaking the news that I will be stepping down as editor of *Direct Marketing*. It's also my way of introducing Pat who will be taking the reins as the new editor starting with the July issue.

Pat has a quick wit and sharp intellect. She is a gifted writer and journalist. Before her journalism career, she even worked for a time with a direct marketing firm. It would be hard to find a more capable replacement.

As for myself, I'm moving over to become editor of *Contact Management*, another Lloydmedia publication covering

the contact centre industry. It's a six times a year magazine so it is one way of continuing to report on a related field without the tyranny of monthly deadlines.

I've been editor of *Direct Marketing*, and its former incarnations of *Direct Marketing News* and *Canadian Direct Marketing News* for the last 13 years. It's the longest editorial stint I've ever had. I rarely live in one place that long. I've had shorter marriages.

So there must be a reason I stayed around for so long. Actually there are several of them. One was working with so many good friends and colleagues on the publication over the years, most notably Steve Lloyd and Mark Henry. The standing joke at one time was you had to have two first names to work on our newspaper.

Another reason was writing about a

business endeavour so steeped in art and science. With so many technology advancements over the years and so many new channels opening up like the Internet, direct marketing was never dull or static.

Above all, perhaps, were the great people I met who populate the direct marketing industry. Over my 13 years, I was more often than not struck by the helpfulness and positive qualities of the people I had the good fortune to interview.

I'm convinced direct marketing will only grow and become an even more important advertising pursuit in the next 13 years. I'm also convinced you will continue to show Pat the same deference and kindness you have shown me for so long.

Over to you, Pat.



## directives

Colin Tener

*In our guest column, Colin Tener, vice-president business development for CVM Marketing Inc., a consulting practice based in Toronto, rails against the ubiquity of counter-productive corporate silos. He discusses who erects them and how and suggests they can be broken down. He can be reached at colin.tener@cvmkt.com*

How many times have you walked out of a meeting muttering under your breath about how the "other department" doesn't get it and are bound to mess up what your department is trying to accomplish? How often do you think they've thought the same thing about you?

Corporate silos are one of those little gems that no one tells you about when you're starting your career, but dealing with them probably uses up as much time and energy as anything else you do in a given week. Silos can be hilarious when they're fodder for a Dilbert cartoon but they're not so funny in real life.

So if everybody really hates them, why do they perpetuate? What Darwinian process ensures the ongoing survival of what, on the surface, looks like a negative trait for any organization?

Part of CVM Marketing's consulting practice is working with marketing organizations to help them improve operations, streamline processes and adopt new skill sets. In the course of these projects, as well as in our past careers, we've seen some very dysfunctional organizations. In this article we wanted to share some of the characteristics of silos, why they occur and what you can do about them.

I'm sure you have a good idea of what organizations suffering from silos look like. Employees are not aligned behind the same set of goals. Departments compete rather than work together to solve problems. Communication is spotty if it exists at all. Finger-pointing and CYA get

raised to a high art. And sometimes there can be outright sabotage.

But why does this happen?

One cause can be personalities. Let's face it, some people are just jerks. No amount of reasoning will overcome personality clashes.

### Subject expertise arrogance

But it's not only about personalities. Corporate silos are often driven by what might be called the "arrogance of subject expertise". Maybe it's the Web designers; maybe the data analysts. Or maybe it's IT.

Whoever the source, the problem is the same. They know something you don't, they're the expert, so you must be an idiot. Rather than work as a team, they'll give you all the reasons why something won't work or why it can only be done their way.

But this also happens in reverse. Sometimes *marketing* dictates what they want without explaining the overall objective and without listening to reasonable suggestions about methods and timelines.

Yet another problem is tunnel vision. Their goals are more important than yours and they feel no obligation to try to help you if it doesn't help them. And heaven forbid if your goals might actually get in the way of theirs!

But there's a theme running through these causes. At the heart of it all, the existence and perpetuation of corporate silos is a failure of management. Some

managers are a direct source of the problem because their approach to issues helped create the silos in the first place.

Others believe that setting up conflicting goals across departments is the best way to get a balanced result. They want departments to fight, believing in a kind of checks-and-balances system.

Still others are lazy or ineffectual. As long as things go along okay, they don't get involved. And some are loath to fire people, even the jerks.

In my early career I worked for a credit card company. At that time *marketing* was given goals that rewarded them for increasing cards-in-force. The *credit* department was rewarded for minimizing credit losses. Left to themselves, these are mutually incompatible goals, and I sat through many unhappy meetings watching as people tried to get their goal achieved at the expense of the others.

Over time the situation improved as senior management changed the culture from a confrontational environment to one where departments tried to work together more effectively. As a direct result of that new leadership, *marketing* and *credit* began to meet to discuss the range of tradeoffs between new cards and better credit performance.

What you can do overcome silos? If you're the president or CMO then you have a responsibility to ensure that goals are aligned, that subject experts are helping not hindering and that anyone putting his goal ahead of anyone else's is shown the door.

### Lofty corporate heights

But don't despair if you have yet to attain those lofty corporate heights. There is still a lot you can do.

One of our principals once ran the *marketing* department for a major corporation. When she arrived, she found that there was no accountability for a multi-million marketing budget and any conversations between *marketing* and *finance* were occurring at a low level on tactical issues. Her solution was to approach the CFO with the idea that they work together to define success metrics and align marketing spend around agreed upon key performance indicators. Naturally, the CFO was delighted, and worked hard to come up with metrics and procedures that would help *marketing* achieve its goals more effectively. A little proactive communication pre-empted a potential minefield.

So become part of the solution, not part of the problem. Approach other departments and see if you can find allies who want to solve problems together. Try to understand their objectives and look for solutions that help everyone get what they need to achieve. Don't be an arrogant expert and don't put up with those who are.

Silos can be broken down. If you're successful in your silo busting efforts you can go back to laughing at the Dilbert cartoons rather than seeing them as a reflection of your average work day.

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SMART DM  
The FSA Group  
WATT Solutions  
Wood & Associates Direct Marketing Services Ltd.

coming in  
the July issue of  
*Direct Marketing*

### > Focus on Dimensional Mailers

Case studies will tell the story of how dimensional mailings with their unusual sizes and shapes arouse the curiosity of recipients and break through the clutter to deliver higher response rates.

### > Print Response Supplement

Articles will present the latest advances in print technologies, creative envelopes and variable data imaging for driving up mailing results and ROI.

## Canada Post, FedEx to launch international express service

OTTAWA- Canada Post Corporation (CPC) here and FedEx Express Canada have combined forces in the development of Priority Worldwide, a new international express service that will be sold in Canada through Canada Post's retail and commercial networks and delivered worldwide through the extensive FedEx international delivery network. It will be available this fall.

Priority Worldwide will offer an on-time, money-back guarantee and delivery standards of next business day by noon to most U.S. destinations and two to three business days to most of the remaining industrialized world. Other key features

include tracking, delivery confirmation and signature upon delivery.

Moya Greene, president and CEO of Canada Post says: "Globally, postal administrations and express companies are working together to improve service to their customers. This relationship with FedEx, a world class company, is not only consistent with that trend it improves our offering to customers, strengthens our business and enhances our brand."

"FedEx is making it easier for Canada Post's customers to grow their businesses in a global marketplace", says David Binks, president of FedEx Express Canada. "FedEx is pleased to be working with Canada Post

and the collaboration allows postal users the opportunity and the ability to expand in the more than 220 countries and territories that our network supports."

Canadian shippers will be able to use Priority Worldwide to send envelopes up to 500 grams, paks up to 1.5 kg and parcels up to 30 kg around the world.

### Flat rate eBay box

Meanwhile, Canada Post has introduced a new flat-rate shipping fee designed to make it easier to buy and sell goods using on-line auction site eBay. The "Flat Rate Box" is a new co-branded product. The intent is to help sellers, who sometimes

refrain from including shipping costs up-front because they don't know what the actual cost will be until they have the winner's address.

Under the flat-rate system, it will cost \$9.99 for regional shipments, while national shipments will cost \$12.99. Shipments to the U.S. will cost \$17.99. The rates cover items weighing up to 5kg that are shipped in the "Flat Rate Box" that measures 28cm by 14cm.

According to Canada Post, Canadian eBay users ship millions of parcels through Canada Post each year, making the eBay community an extremely important customer base.



Canada Post President and CEO Moya Greene says relationship with FedEx is consistent with global movement of postal administrations and express companies working together to improve customer service.

## Impact acquires Zipsort

MINNEAPOLIS – Large scale direct mail provider Impact here has acquired the statement processing, laser operation and lettershop capabilities of Twin-Cities based ZipSort Inc. The acquisition doubles the 25-year-old company's mailing and fulfillment capacity from an average of 600,000 pieces to more than a million pieces of mail each day.

As part of the agreement, Impact will continue to support current ZipSort clients and ongoing contracts. In addition to the equipment, Impact will move 102 ZipSort employees supporting the capabilities to Impact's facility in Minneapolis. The consolidation of the two operations is expected to be completed by the end of this year.

"This acquisition better positions Impact to address the changing industry landscape and serve our clients," says Tim Johnson, CEO, Impact. "The acquisition strengthens our core business while adding capabilities and capacity, enabling us to deliver our customers an even broader range of creative-data-print-mail services."

To accommodate the growth as well as the additional equipment and personnel, Impact is adding 60,000 sq. ft. to its facility.

Impact has Canadian clients on the fulfillment side of the business and one on the mailing side. Two of its Canadian fulfillment clients warehouse their product at Impact and send Impact daily order files. Impact then packages their products and ships them to their U.S. consumers. The mailing client sends letters, invoices and brochures to its client base weekly via the laser print, inserting and inkjetting services provided by Impact.

In tandem with the acquisition, Impact has also formed a strategic relationship with Pitney Bowes PSI, provider of presort/commingle services. Through this relationship, Impact customers have access to expanded services.

"An outgrowth of the ZipSort acquisition, the PSI relationship provides advantages of scale without losing touch with Impact's core values," says Johnson.

Providing direct mail services for more than 25 years, Impact (formerly Impact Mailing & Fulfillment) creates large-scale direct mail marketing programs for various companies. It has nearly 200 employees.

## Grafikom provides new BlisterGuard packaging

TORONTO—Large network printer Grafikom, based here, recently introduced BlisterGuard, an innovative packaging alternative that provides security and pilfer-resistance desired by manufacturers and retailers. It has a reduced environmental footprint at less price than traditional clear plastic clamshells.

Grafikom is the exclusive Canadian manufacturer of BlisterGuard packaging created by Colbert Packaging in the U.S. The product has received the 2005 Paperboard Packaging Council Innovation Award and the 2007 Governor of Illinois' Sustainable Technology Award.

Grafikom has made a significant investment in bringing this technology to the Canadian market to provide expanded options for its customers. Packaging from

BlisterGuard can be up to 44 percent lighter than a similar plastic clamshell and, depending on the design, can use 75 percent less plastic.

BlisterGuard is printed with vegetable-based inks and is made of paperboard, a renewable resource. In contrast, traditional plastic clamshells are petroleum-based, a non-renewable resource. The paper fibre used in BlisterGuard is certified as being managed under Sustainable Forestry Initiative (SFI) standards.

Depending on the design, BlisterGuard packaging can cost up to 35 percent less than the total cost of traditional plastic packaging methods, including clamshells and paper insert cards used to display the packaging graphics. Additionally, retail display performance is enhanced due to

reduced glare usually found with clamshells.

"Product innovation is a fundamental commitment of Grafikom", says company President and CEO Gord Griffiths. "We continually seek alternatives in all of our markets - packaging, specialty and document production - to find ways to improve our customers' products, enhance efficiencies and reduce costs."

"Grafikom is a unique printing company for packaged goods marketers", says Rael Fisher, Grafikom senior vice-president, sales. "Unlike most conventional packaging companies that only print the packaging itself, we offer our customers a wide array of printed products complemented with an extensive list of print related services. With these capabilities, Grafikom is a single source

resource, taking care of our customers complete packaging needs along with their related sales and marketing requirements used to promote their packaged products. As a result, we can provide brand, image, content and colour integrity throughout an entire marketing campaign, while also simplifying the associated supply chain."

Privately held and Canadian owned, Grafikom LP is one of the largest networked printing companies in Canada supplying document, packaging and specialty print offerings to customers throughout North America and elsewhere. It employs more than 700 people and operates facilities in Toronto, Calgary, Edmonton, Sherbrooke and Guadalajara, Mexico.

## Airplus Tube air pillows cushion small products

*Airplus Tube is mouldable and foldable tubular air pillow which easily conforms to products to protect them during shipment.*



CINCINNATI, OH – Maker and recycler of polystyrene packaging, Storopack, Inc., based here, recently introduced the Airplus Tube, a mouldable and foldable tubular air pillow which is said to easily conform to products

to protect them during shipment. Available in 1 1/2-inch and 2 1/2-inch sizes, this cushioning product provides better yield than

traditional tubular pillows.

A roll of 13 inch film produces 2000 feet of tubes perforated every 6 inches (for small tubes) or every 5 inches (for large tubes). Airplus Tube can be used for cushioning and void fill, making it suited for cylindrical products such as glass bottles and jars,

fragile glass containers, porcelain figurines, and hard-to-pack industrial products.

Both Airplus Tube sizes as well as Airplus Wave on-demand cushioning wrap can be manufactured with existing Airplus machines. This is described as providing the versatility to easily change amongst Airplus products during production to suit particular packing needs. These machines are compact and require minimal floor space.

Last fall, Storopack unveiled its hybrid packaging - a combination of different types of cushioning and void fill products to achieve optimal protective packaging while reducing costs. This method incorporates the best attributes of both types of products including air pillows, and protective pads to achieve "fit for purpose" packaging.

This is said to supply unsurpassed cushioning. Among the products and industries benefiting from this new approach to "in-the-box" packaging include automotive windshields, gift baskets, Venetian blinds, industrial products, wine baskets, power tools, and others.

Storopack says companies that have switched to hybrid packaging report faster packing times. Hybrid packaging is said to eliminate costly misapplication of packaging materials by putting protection only where it is needed.

*Hybrid packaging is said suited for products like gift and wine baskets that can be used with promotions.*

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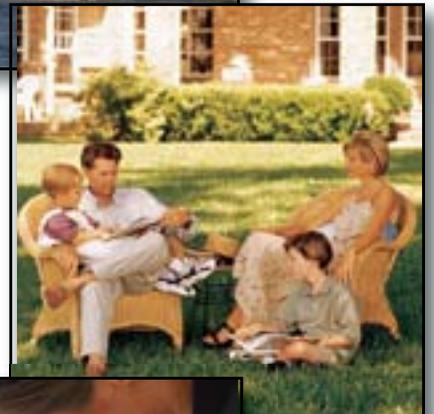
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**PITNEY BOWES, Cont'd from cover**

Direct Marketing Service produced by Canada Post last year under contract with Bluetree to use its technology [see *Direct Marketing*, August 2007 issue, page 20 "Postal roundtable-Tilling the DM field."]. The service at [directmarketingonline.ca](http://directmarketingonline.ca) helps businesses design and deliver eye-catching direct marketing campaigns from the desktop.

Direct Marketing Online enables any size business to create direct mail in six easy steps and print as few as 50 copies to hundreds of thousands. Businesses can execute a high-quality, cost effective direct marketing campaign by using custom photos and templates. They can upload or purchase mailing lists specific to their target market with geographic, demographic and lifestyle criteria and then choose from a large variety of mailing and tracking options.

Those functions will also be available on the Pitney Bowes portals. They will supplement, and not supplant the Canada Post effort which will continue to be powered by the Pitney Bowes Blueprint technology. It's similar to how Pitney Bowes systems operate in the background on eBay.

"When you are doing a transaction on eBay and you launch into shipping, it takes you into creating a shipping label and postage for Canada Post," says Pitney Bowes Canada President Deepak Chopra. "That engine is provided by Pitney Bowes. With our online direct mail portals, Pitney Bowes will augment what Canada Post is doing with a somewhat different go-to-market strategy."

The Pitney Bowes public portal will be like the current Canada Post site where a business creates the mail piece, purchases lists, accesses an asset library and then approves the job, explains Bill Mackrell,

vice-president of marketing for Pitney Bowes Canada. The fulfillment then takes place in the background.

"Our public portal will be very much akin to that with some variations. We are going to follow very quickly on the heels of that with an application centred on the SMB category, which makes up the lion's share of our existing customer base. We will add other functionality that will wrap up with the financing.

**Financial assistance**

"Many small businesses especially are looking for financial enablers," says Mackrell. "So we are going to enable them through financial services to access direct mail needs, derive benefits and pay once the direct marketing campaign delivers fruit. As well, we'll provide a whole array of other formats and options the Canada Post site doesn't currently offer."

Pitney Bowes will help finance the postage, printing and fulfillment, he says. Companies will be looking for an alternative to telemarketing and will be testing direct mail. Pitney Bowes will encourage them to try it.

"Direct mail has proved to be very effective for a large number of our customers. So we will provide ongoing financing for existing or new clients to the tool."

The public portal is designed for occasional users, says Chopra. It's meant for those who may only want to do a mailing at March break, September back to school, and Christmas. But for businesses that want to do more numerous mailings the SMB site which will offer customized sets of creative artwork, along with the financing, is more suitable.

"Somebody in the roofing business, for example, will have specialized artwork that is only pertinent to their business. They don't have to go sift through 1,000

images to find which is relevant to pick for a postcard. They would want to have customized images for use in the winter, summer, Christmas and other occasions.

"It is almost like a personalized VIP service for a small business which is going to be time saving. Then you top it all up with the financing. Now these small-to-medium size companies are treated almost like a large business that has its own library of specialized and personalized creative for different campaigns."

**Online resource centre**

Pitney Bowes is building an online resource centre for these SMBs, says Mackrell. It will consist of the company's traditional mailstream products along with other things small businesses have requested like everyday small business supplies that can be easily accessed at discounted rates. These offerings will accompany the online direct mail and financing services.

Environmental considerations have also been taken on the fulfillment side, he says. Only printers have been selected to service the portals that follow the Forest Stewardship Council printing process.

The idea of direct mail portals is not new to Pitney Bowes, says Chopra. The company experimented with an online direct marketing service called DirectNet about 15 years ago in the U.S. market. But the Internet was immature and it never really gained traction.

"We learned a lot from that exercise in terms of the whole value chain. It is not just about putting up a store front. It is about fulfillment. It is about creating that direct marketing piece that is targeted. It's about lists, creative, ideas, vertical segments that are relevant.

"What Bluetree had was a much savvier version of our vision. It brought into reality

all the troubles that small businesses go through if they were to do their own direct mail campaign. They don't know where to get the lists or how to do the creative. If it is a glass cutting business, they don't know how to get all the images and the target market. Bluetree had simplified the whole process where a small business could possibly do it all in five clicks and be able to upload content or even address lists and create a direct mail campaign in no time."

**The 35 percent swing**

With the portal in place, Pitney Bowes hopes to attract many companies to the direct mail alternative to telemarketing. In the U.S. where the DNC registry has been in effect since 2003, up to 35 percent of telemarketing spending has shifted to direct marketing,

Roughly US\$6 billion in outbound

telemarketing was displaced with more than US\$2 billion of that channelled into direct mail.

Mackrell points out the U.S. already had high levels of direct mail usage. Canada is not nearly as saturated and should be better able to accommodate an even greater swing to direct mail. He expects to see at least the same direct mail adoption rates here post the DNC as occurred in the U.S.

Pitney Bowes will be promoting the portals through its 30,000 sales personnel nationwide and through other established channels. One medium will be direct mail to the more than 120,000 SMBs that are currently Pitney Bowes customers in Canada.

"Certainly, we will be using the online direct mail service itself," says Mackrell. "It will say 'this message was created on our direct mail tool. You can create mail in a few easy steps too.'"

## Cisco erects distributor program on RewardStream loyalty platform

VANCOUVER, BC, --Big networking and connectivity supplier Cisco Systems has rolled out its Distributor Rewards Program (DRP) on the Lifecycle Marketing Platform (LMP) from RewardStream Inc here, supplier of hosted loyalty marketing software.

Cisco's DRP is an innovative program, both in its design and execution. It is progressive in the multi-channel distribution space for its ability to allocate Cisco co-op funding directly to sales representatives at the five largest national distributors; Ingram Micro, D&H, Comstor, TechData and ScanSource. The closed-loop measurability of co-op funding is relatively new to the industry, and making it a reality relied on tight collaboration and joint program administration between the five distributors and Cisco's program and partner managers.

The resulting impact of DRP is described as revolutionary. First, DRP allows each of the five distributors to control and define the sales incentives and reward allocations their sales team receives. This ensures sales incentives awarded by DRP are configured to match how a distributor allocates rewards within their sales force. The outcome is a program that holistically administers five uniquely tailored sales incentive allocations.

Second, DRP attaches measurable ROI to existing co-op funding. Quantifying the program's success means distributors are able to provide ROI on their sales efforts and directly reward the sales representatives who are the most productive in selling through Cisco products.

Third, the program is jointly administered between the distributors and Cisco, with both the parties accessing RewardStream's LMP through an online, self service administrative portal. The result is a centralization of program data which both Cisco and the distributor can use to optimize program performance to meet the unique business objectives of their joint business plan.

"The Distributor Rewards Program is several individualized Distributor Rewards Programs integrated onto one technology platform," says Jennifer Kulich, marketing



*RewardStream CEO Peter Oxley says by providing a program personalized to a distributor's own internal sales process, LMP allows a vendor to work closely and collaboratively with each of their valued distributors to maximize return on marketing investment.*

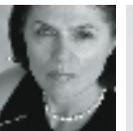
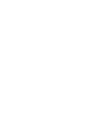
programs manager US/CA channels marketing. "The inherent complexity built into DRP's design and shared execution required a sophisticated and flexible technology platform, which we have found with RewardStream's LMP."

"DRP takes the process of allocating partner marketing funds to a whole new level within a channel ecosystem," comments RewardStream CEO Peter Oxley. "By providing a program personalized to a distributor's own internal sales process, LMP allows a vendor to work closely and collaboratively with each of their valued distributors to maximize return on marketing investment. Our ControlCenter Administrative portal provides a centralized tool for a Distributor's Sales Representatives and Program Administrators, along with Cisco's Channel Account Managers who manage the overall relationship."

The DRP program builds on the success of Cisco's other partner reward programs previously launched on RewardStream's LMP, Cisco's Partner Rewards Program (PRP) and subsequent rollout to the Canadian theatre, and Cisco's Company Rewards Program (CRP). All partner reward programs are part of Cisco's larger SMB strategy to maximize business efficiency and improve customer and employee collaboration while at the same time providing channel partners with further resources to foster growth and differentiation.



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## article ►► highlights

### Loyalty rules

Rules engines pave the way for driving potentially profitable changes in behaviour

### Email addresses

Email offers low-cost platform for customer dialogue, and tools to automate message delivery and track responses.

### Privacy policy

Any program that collects customer data dictates a carefully worded and legally vetted privacy policy.

### Spreading the cost

Tracking uncovers where you can move the costs of your loyalty program to realize the greatest incremental profits



# LOYALTY LANDSCAPE

with Rick Ferguson COLLOQUY Editorial Director

## Track everything, everywhere

Tracking all spending creates a complete view of customers. For most retailers, this means doing it over multiple touch points like POS, customer service desk, Web site, and others. The resulting patterns of behaviour reveal significant advantages in developing cross-sell and up-sell opportunities.

**I**n our last article, we talked about how to begin building a multi-tender customer database by enrolling participants in your loyalty or customer retention program. Enrolling customers who have raised their hands and asked to be identified, however, is only half the battle. Once you're successfully tracking customer behaviour, your next set of questions revolves around deciding what information you want to track and how you want to track it.

Corollary to the principle of multi-tender tracking is the principle of capturing transactions everywhere they occur within your organization. You should enable every customer touch point with tracking ability, capture every type of transaction and enter all information into your database.

In single-tender, subscription or credit environments, your touch points might be few and simple to feed into your database. Retailers, by contrast, typically have multiple touch points: point-of-sale (POS), the customer service desk and the Web site, to name a few. Most importantly, you'll want identical tracking capabilities in each of your locations and channels so that you get a complete view of customer spending across your enterprise.

To track all member transactions across your retail operation, you'll need at minimum:

- An identification device or system for each member;
- The ability to record the transaction amount;
- A "rules engine" that operates in the background: "If customer spends x, he earns y."

In a simple loyalty program, that's all you need to get started. Depending on the sophistication of your POS systems and the complexity of your database, you can track a variety of additional information. Most critical are: The transaction type (department, category, SKU); The tender type (cash, credit, debit or check); Date, time, and location variables.

### Loyalty rules

Loyalty "rules" can vary from a simple

one-size-fits-all approach to the complex approach of applying variable earning rates based on specific components of member transactions. This "rules engine" allows you to drive potentially profitable changes in member behaviour.

"Spend a dollar, earn a point" is perhaps the simplest and most prevalent rule in loyalty marketing. But "Spend a dollar at our jewellery counter on Friday and earn two points" is a much more sophisticated approach, and results in greater incremental revenue from your targeted customer group. If a particular merchandise vendor or marketing partner is funding a percentage of that bonus in exchange for the promotional consideration, then so much the better.

Since all customers are unique, savvy loyalty marketers collect and use personal attributes for every member in their database. For this approach to work, your members must find the value exchange compelling, and you must establish trust before they'll open up to you.

You should focus on collecting two main types of customer attributes in your database:

- Demographic information, including age, gender, number in household, presence of children, income level and other defining characteristics.
- Preferences, including likes and dislikes, favourite tender type, most-shopped departments, preferred sales channel, competitors they like to frequent, and any other variables that may help you understand them better.

Learning customer attributes helps you in three ways. First, you'll identify important characteristics to help you drive bonuses to increase the yield from your members. Second, you'll be able to describe your members in marketing terms understandable to external partners who are considering investing their promotional dollars in your program. Third, the information forms a foundation of relevancy that will increase program effectiveness. Why offer me a bonus for shopping in the toy department when I don't have children?

You can only collect this data if you ask

for it. Surveys are a good way to gather information, provided you disclose exactly how you will use the answers, where the information will be stored and who has access to it.

### Email addresses

Of all the optional customer data you'd like to have in your database, however, email addresses are the most important. Email offers a low-cost platform for customer dialogue, and tools exist today that automate message delivery and track responses.

You can immediately know the response rate, track the financial benefit and recalibrate the next message. You don't need weeks of lead-time to execute a campaign; messages sent out on Thursday can lead easily to weekend business.

Large operators may use an email service bureau to handle campaign execution; the costs are usually reasonable. Remember that the more personally relevant you make the email offer, the higher your response rate.

But your ability to personalize is largely dependent on the quality of your database. Collect customer preferences and transaction history, and use automated segmenting tools to craft messages appropriate for each customer group.

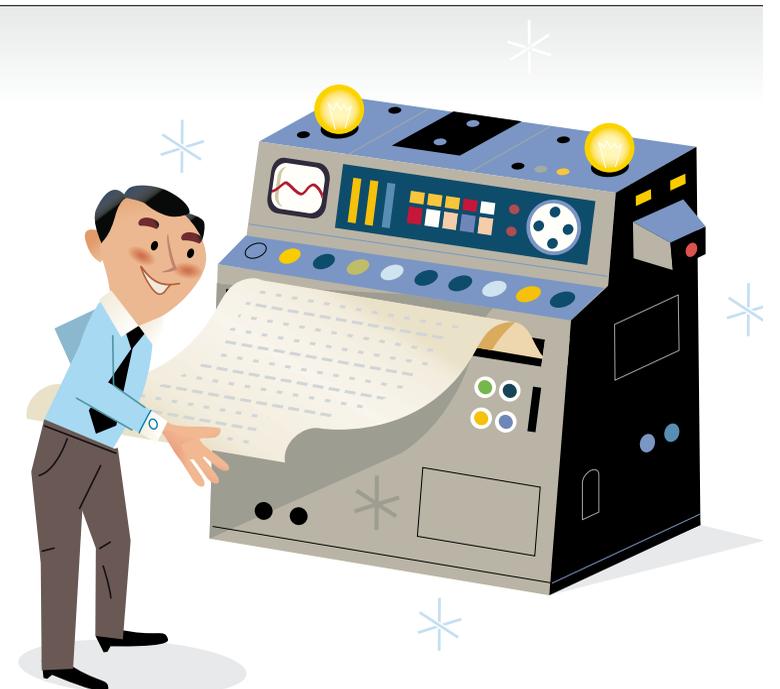
Because of heightened privacy concerns and the proliferation of spam, it's absolutely critical that you adopt an *opt-in* email policy.

The value exchange is key—if customers see value in your messages, then they'll opt in. Offer no value, and you're only sending more spam. And if you ever abuse the privilege they've granted to you, watch how quickly they demand that you remove them from your list.

### Privacy policy

As a corollary to your opt-in communication policy, you must craft a privacy policy. Any marketing program that collects customer information requires a carefully worded and legally vetted policy to protect member privacy.

You must publish it in all of your brochure materials and on your Web site.



You must adhere to it religiously and review it periodically to keep it fresh and consistent.

A privacy policy is a prerequisite to building trust between you and your enrolled customers. It explicitly states what you will and won't do with the information you collect, how you will store it and for how long. The more consumer-friendly your privacy policy, the greater the trust you'll generate.

Of course, all of this tracking and database building comes at a price. You must have the technology in place to produce these basic results.

You can build, buy, lease or outsource, but you'll have to spend some money. If you can't afford the investment, then you can't play the game. Consider reallocating resources currently devoted to less targeted form of marketing to fund your program.

Why do it?

Because the results are worth it. Tracking all spending allows you to develop a complete view of your customers. The resulting patterns of behaviour will offer significant advantage as you seek to develop cross-sell and up-sell opportunities.

### Spreading the cost

You spread the cost of your loyalty program to those places where you can realize the most incremental profit, as opposed to wasting incentives on spending that you would have gotten anyway. Since different spending categories have inherently different cost/margin structures, tracking across all points of interaction allows you to align the cost of rewarding customers in a financially sound manner.

Always remember, however, that by collecting member information, you're making an implicit promise. Consumers believe that, if they give you personal information, then you'll use it to construct personally relevant offers and communications.

Use what you collect, and collect only what you'll use. And when customers talk to you, always show them that you're listening. Don't be the guy at the party who's only pretending to listen to you while he's waiting for his turn to speak.

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

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Famous entrepreneur Bruce Berman explains how to become a multi-millionaire using his life learned secrets and techniques, known as the Berman Differential.

## CASTALIAN CANADIAN MUSIC PRODUCT BUYERS

**16,055 24 Month Canadian Buyers**

Castalian Music, a leading marketer of music and video products, offers this list of Canadian music impulse driven entertainment buyers.

## CLUB FOR SUCCESS CANADIAN

**6,000 Monthly Hotline \$105/M**

Responding to several astrological and psychic offers, this Canadian audience has spent to find out about possible cash prize awards as well as their future wealth, health and happiness.

## GET HEALTHY AND FIT SUPPLEMENT PRODUCTS NEWSLETTER

**22,629 Active Buyers \$100/M**

The Get Healthy & Fit buyer list is comprised of individuals who are concerned about their health and have purchased products to eliminate their pain, lose weight, increase energy and improve their lives.

## GRANDMA ROSAS SPIRITUAL PRODUCTS GOOD LUCK CANADA

**3,219 4th Quarter 2006 \$100/M**

Catalog buyers of a variety of spiritual products such as ancient oils, powerful gemstones and jewelry.

## HEALTH SOLUTIONS CANADIAN

**2,189 4th Quarter 2008 Buyers \$110/M**

Health Solutions offers the best diet names in North America.

## ICS CANADA MASTERFILE

**13,465 12 Month Buyers \$110/M**

ICS provides programs and services that are designed to meet the life-long education needs of the adult learner.

## LEADER PUBLISHING HEALTH BOOK BUYERS

**14,178 1st Quarter 2008 \$110/M**

All buyers spend and receive a book on the efficiency of certain household products.

## NATURAL CURES CANADIAN NEWSLETTER SUBSCRIBERS

**1,057 3 Month Hotline \$145/M**

Natural Cures monthly newsletter provides up-to-date information on the natural remedies from Kevin Trudeau and his contributing writers.

## PINEAPPLE SUPER FAT MELTER BUYERS CANADIAN

**2,147 4th Quarter 2007 \$115/M**

Pineapple Super Fat-Melter capsules have been helping these diet and weight loss conscious buyers eliminate fat like nothing else.

## STEALTH STOCKS FINANCIAL NEWSLETTER CANADIAN

**4,472 Total Subscribers \$250/M**

Dennis Slothower specializes in finding Stealth Stocks—undervalued companies with strong fundamentals that have largely gone unnoticed by Wall Street.

## THANE DIRECT PRODUCT BUYERS CANADA

**14,111 Health/Fitness Buyers \$125/M**

Thane direct sells high quality fitness, health and beauty and household products through DRTV.

## THE LEARNING ANNEX CANADIAN MASTERFILE

**6,409 1st Quarter 2008 Hotline \$125/M**

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# DMPEOPLE



## Alissa Hurley

has been appointed director, meetings, events and incentive travel for **Maritz Canada** where she will lead a team of experts in incentive travel, strategic meetings management and experiential marketing.



## Luigi Sorbara

joins interactive Web content company **Conversys** as senior application director, product development after having worked extensively in database architecture and data warehousing.



## Anna Sjostrom

was recently recruited by interactive agency **Bluesponge**, Montreal, to serve as director of marketing and strategy.



## Julie Marchesseault

has been hired as account director by **Bluesponge** as part of its shift from design and production studio to interactive creative agency.



## Julia Flook

has been appointed business analyst, professional services and product development for **Conversys** Inc., London, ON, where she is responsible for strategically defining business requirements with clients.



## Lydia Martell

has been named marketing & communications coordinator for **Conversys** Inc., where as a Six Sigma Black Belt she will raise the company's profile nationally and internationally.

► **DMTISpatial (DMTI)** has appointed **Kara John** to vice-president, intellectual property and privacy. She is responsible for the

development, negotiation and management of all licensing agreements on behalf of the company.

► **Canadian Traffic Network**,

a subsidiary of Global Traffic Network Inc., has appointed **Peter Alpen**, vice-president/general manager of its western region. He

will oversee growth in Vancouver, Calgary, Edmonton, Winnipeg and all of western Canada.

► **Francois Olivier** has taken

over as president/CEO of printer **Transcontinental**. He replaces Luc Desjardins, who had been with the company for eight years.

► **Tim Fewster** has been appointed vice-president database solutions for **CVM Marketing Inc.**

## READER POLL

"What was one of your most satisfying customer or client experiences?"

*We asked readers and some exhibitors at the recent Canadian Marketing Association annual convention the question above. Following are some replies. Others will appear in July.*

### Optimizing to key criteria gets Web analytics results

I find the most satisfying situations are those where a gauntlet is laid down because there is doubt you can accomplish what you say you can. This is especially true when other 'experts' have already failed. Perhaps it's the competitiveness in people.

We had such an experience last year when we were contacted by a potential customer who was extremely frustrated with WebTrends, their existing Web analytics product. They had already contracted with software consultants from WebTrends, but felt they were no further ahead and wanted to replace it with another product.

We offered to help them with the configuration of WebTrends but were told it was impossible. When they agreed, we took a different tact.

Instead of configuring WebTrends for what they believed they needed, we first helped them uncover what their true goals and objectives were for their Web site. We then optimized WebTrends to measure against those criteria.

Customer comments: "Finally, we have met a company that understands Web analytics and WebTrends." That's satisfying!  
**Peder Enhorning, president, Unilytics Corporation, Toronto**

### System satisfies auto club urgent service response

Resource Software International Ltd. (RSI) is internationally recognized as a leading provider of call accounting, hotel billing, computer-telephony integration,

Web browser call accounting, telephone reporting, switch management, instant messaging, email tracking and telemanagement solutions. RSI has developed a strong reputation for high quality products and gold standard customer care.

RSI offers a broad range of management solutions that can be tailored to specific customer needs. Business partners include manufacturers, communication providers, networkers and systems integrators.

RSI works with the manufacturer, the reseller and the end customer in order to meet a customer's needs. Engineering a solution is not just a matter of selling an "off the shelf" box. It's about serving the customer by listening to their requirements and configuring a solution to meet their specific needs.

Meeting a customer's needs through customization and partnership is something that RSI has been doing for the past 18 years. RSI has worked with many telephone manufacturers in order to develop solutions for both small and medium businesses and international enterprise customers.

RSI proudly points to one of our most recent customers as a prime example of this commitment. Dominion Automotive Association (DAA) engaged RSI after thorough industry research. DAA had very specific reporting requirements that were not being addressed by their current procedures. After consulting RSI professional services, a solution was configured that addressed their unique communication management needs.

We worked closely with DAA to learn about their specific reporting requirements. We listened to their business needs and then looked at how we could provide customized software based on the Call Detail Records (CDR) available from their phone system. Building a customized solution takes time, but with clear direction from the customer and a technical team with the expertise that RSI has, we were able to meet tight timelines for DAA to serve customers.

Like RSI, DAA knows the value of listening and caring for customers. In addition to providing auto club services to its own customers DAA is one of Canada's leading providers of roadside assistance to corporations across such customer-sensitive industries as banking, insurance, telecommunications, and automobile manufacturing. DAA manages its services from its contact centre in London, Ontario by drawing on a network of 8,000 towing professionals covering every road in Canada and the U.S.

DAA's commitment to quality is outstanding. Despite performing a service where customers are upset when they call (i.e. emergency roadside assistance) customer complaints are less than one in every 5,000 services performed and customer retention is outstanding. For example, the average tenure of DAA's direct members is 18 years. The value that DAA provides for their corporate clients and members has made DAA an industry leader for 60 years.

**Rana Banik, sales director, Resource Software International (RSI), Oshawa, ON.**

## FIELD NOTES

### CMA annual convention returns to Toronto in 2009

You might have expected the **Canadian Marketing Association (CMA)** annual convention to be held in Ottawa next year. But renovations to the Ottawa Congress Centre will not be done in time to host the event. It's the only facility in Ottawa large enough to accommodate the CMA meet. So the convention will return to Toronto next year. But the CMA was not able to book it in the Metro Toronto Convention Centre in mid May. So it will be staged there earlier from April 27-29 in 2009. At the convention last month, **Denise Pickett**, president and general manager of **American Express Canada** and former CMA board chair, was inducted as an honorary CMA life member. Inaugural Certified Marketing Specialists (CMS) designations were presented to three women for successfully completing a required set of marketing certificate courses offered by the CMA. Winners of the top awards in the CMA best booth competition were the **BMR Group** for best single booth and the **Transcontinental PLM Group** for best multiple booth... Geodemographic information purveyor **EnviroNics Analytics** is releasing a new tool to the market called *WealthScapes* that should be of particular interest to financial institutions, insurance companies and other firms that cater to the wealthy. We'll have more about it in the July issue...

## LISTWATCH

### Canadians now available on list of Christian book buyers

BUTLER, NJ--Canadian names have become available on a list of people who purchased Christian books on scripture, mediation and prayer. Trinity Direct, based here, manages the file.

A total of 29,081 U.S. and 1,815 Canadian buyers are on file. Most customers are women 65 years of age or older. Direct mail is the source.

Those using the file include America Needs Fatima, American Red Cross, Asociacion Misonera Capuhina, Catholic Relief Services, Catholic World Mission, Columbian Fathers, Covenant House, Human Life International, Maryknoll Lay Missionaries, Missionaries of Africa, Oblate Missions, Our Lady of Guadalupe, Priests of the Sacred Heart, Reader's Digest Latin,

Salesian Missions, St. Lawrence Seminary, Trinitarians, Trinity Missions, UNICEF  
Base rate is US\$105/M for all U.S. names and US\$300 for all Canadian names.

For more information, contact your list broker or call Rosanne Simmons of Trinity Direct at 973.283.3600 or email rosannes@trinitydirect.com

### Financial newsletter has 4400+ Canadian subs

BREWSTER, NY--Macromark Inc., based here, has been appointed to manage the *Stealth Stocks Financial Newsletter* subscription list. Carnegie Marketing Associates was the prior list manager.

A total of 55,951 U.S. and 4,472 Canadian subscribers are on file. The average sale was \$200. Direct mail and  
**See LIST WATCH, page 27**

# WORTHKNOWING

## Direct Sales Force expands regionally with new offices

WINNIPEG—Direct Sales Force (DSF) has opened an office here as part of a program to expand its regional representation. It plans to open an office in Halifax by mid-June.

The Winnipeg office has begun eight new promotions starting with a Primus campaign inside Costco stores and a TD Canada Trust Credit Card campaign. By the end of 2008 DSF will have more than 175 full and part-time employees.

DSF is an intercept marketing company employing regionally-focused programs with measurable, verifiable results for its Fortune 500 clients across the country. It currently has offices in Toronto, Montreal, Ottawa, Calgary, Edmonton and Vancouver

## Elizabeth Grant International retains theadlibgroup as AOR

TORONTO—Prestige beauty products company, Elizabeth Grant International Inc. has retained theadlibgroup, based here, as its marketing and public relations agency of record. The extensive portfolio will include brand development, advertising, Web site design and media relations for the entire line of skin care products including the patented Torricelumn & #63722; line.

"Until now, Elizabeth Grant products have only been available through special order," explains Marion Witz, president of Elizabeth Grant. "With the help of theadlibgroup, we're opening up to a whole new audience."

The first campaign begins with the launch of a new comprehensive and interactive Web site.

"Elizabeth Grant has been in the skincare business for 50 years," says Toni Abramson, vice-president of theadlibgroup. "Our goal is to build a stronger presence for the brand among consumers and retailers through product positioning and innovative strategies."

## Fusion Digital Media Forum joins entrepreneurs, investors

VANCOUVER, B.C.—New Media BC here held its second annual Fusion Digital Media Venture Forum, an investment and financing event dedicated to digital media ventures. It brought together a select group of Canada's foremost digital media entrepreneurs with some of the world's top technology investors.

The two-day event featured presentations from entrepreneurs about what's in the future for the digital media sector as a way to connect them with key investors in the field. Digital media pioneer Adeo Ressi, just profiled in *Wired Magazine*, delivered the keynote address. Awards were given to several of the companies who presented, based on their innovative presentations, with the "Best in Show" award going to Ken Bautista of

Hot Rocket. Ian Andrew Bell of Something Simpler was runner up for Best in Show, with a tie for third place going to Paul Gertz of Zeros to Heroes and Jasmine Antonick and Steve Bocska of Cambrian House's new game company featuring Gwabs Desktop Fighter Game.

## BroadSign forms distribution pact with Ingram Micro

MONTREAL—BroadSign International Inc., Minneapolis, MN, a worldwide provider of hosted software for managing digital signage networks, has formed a strategic alliance with Ingram Micro Inc. here, the world's largest technology distributor. As part of the North America agreement, Ingram Micro will make available BroadSign's hosted Software as a Service (SaaS), BroadSign Suite, which powers a global network of digital screens, to its more than 35,000 value added reseller (VAR) partners throughout Canada and the U.S.

The new alliance marks the first time BroadSign's SaaS product in collaboration with SeeSaw Networks online media planning services is being offered through two-tier distribution. It also positions Ingram Micro's North America digital signage division as the IT industry's exclusive one-stop shop for VARs looking for a comprehensive, end-to-end hosted digital signage distribution and measurement offering.

"We've been waiting for the right partner to commit to this next evolution of media and advertising," said Rick Engels, president and CEO of BroadSign. "Ingram Micro is the largest technology distributor in the world and BroadSign is the premier digital signage software solution. BroadSign and Ingram Micro have great synergies and by working together we are poised to offer a world class media solution and ultimately help further define the direction for the digital signage industry."

## Air Miles reward portfolio adds iTunes gift cards

TORONTO—The Air Miles Reward Program has taken a musical turn with the introduction of iTunes gift cards to its rewards portfolio. Collectors can redeem their reward miles for three denominations of iTunes gift cards—\$10, \$20 and \$50—at 90, 165, and 400 miles respectively.

"We are thrilled to offer Air Miles collectors the opportunity to use their reward miles for iTunes gift cards," says Neil Everett, chief marketing officer, Air Miles Reward Program. "Tens of thousands of collectors have redeemed for iPods since we introduced them in our reward mix in 2004. With the addition of iTunes gift cards, we're giving collectors more of what they want—the ability to now download music from the world's most recognized online music retailer."

## Canada Post goes greener

OTTAWA—Canada Post here is going green both environmentally and financially. It is raising its environmental sensibilities to a higher level and plans announcements this fall of direct marketing tools and program refinements to reduce direct mail waste. In the financial sense it continues down a green path recording in 2007 yet another profit for the 13th consecutive year.

In its 2007 annual report tabled April 28th in Parliament, Canada Post recorded a consolidated profit of \$54 million for the calendar year, albeit down 54.3 per cent from \$119 million in 2006. Return on equity was 3.7 percent.

The corporation processed more than 11.8 billion pieces of mail last year. It generated \$7.5 billion in consolidated revenues in 2007, which included more than \$1.4 billion from direct marketing. It achieved an overall profit despite a 54 percent increase in the cost of its operations to \$7.3 billion during 2007.

Last month, the corporation issued its first annual Corporate Social Responsibility (CSR) report, reflecting its economic, social and environmental objectives, strategies and performance. Robert Waite, senior vice-president, corporate social responsibility, comments that through this CSR report Canada Post aims to communicate both its accomplishments and challenges openly and transparently.

As noted in the report, Canada Post has invested since 2002 in excess of \$10 million in more than 250 energy-reduction initiatives and has cut greenhouse gas emissions from its buildings and fleet by three percent. It plans to pursue LEED green building standards for all major new buildings and has targeted a 75 percent landfill waste diversion rate by the end of this year.

Laurene Cihosky, senior vice-president direct marketing, advertising and promotions with Canada Post, spoke on the environment last month in a seminar

at the Canadian Marketing Association (CMA) annual conference. She said going green was both the right thing to do and made good business sense for direct marketers, pointing out that best practices in data hygiene and customer preferences could reduce costs and increase ROI.

In her address, she mentioned Canada Post would be divulging this fall new tools for direct marketers and other initiatives meant to stimulate mailing efficiencies and curb waste. In an interview with *Direct Marketing* later, she elaborated on them.

There is "no big wash of green products" coming out, she cautioned. The initial measures concentrate more on education in data hygiene and tools to cut mail waste. Steps are planned to expand and improve the National Change Of Address file. Studies are also underway into opt-in carbon offset programs which would not appear before 2009 at the earliest.

But there are no fundamental changes planned for either addressed or unaddressed Admail in the way of environmental initiatives. This included any kind of rate incentives stemming from the use of recycled paper.

"We have an awful lot of data within Canada Post whether it is new postal codes or whether there is a need in the market place for different data sets," she said. "So we are looking at what can we carve out of information we already have and find some way to serve it up."

One possibility is a more concerted push of GeoPost Plus, a free targeting service from Canada Post that has been available for some time with unaddressed Admail. It allows for a more targeted approach to flyer distribution within a delivery radius.

It helps marketers determine whether they really need to blanket an entire city or hit just pockets that are riper for their messages, she said. Surprisingly, a lot of bigger clients are using GeoPost even though they have the capabilities in house



*Laurene Cihosky, senior vice-president direct marketing, advertising and promotions with Canada Post, says going green is both the right thing to do and makes good business sense for direct marketers.*

to do that targeting.

"What you will see are things like tweaking some of the existing products like the change of address file. Right now it has a fairly small window for holding that data. We are contemplating extending that window so the names of those movers sit in there longer. Hopefully, mailers will then use the NCOA more frequently."

In her CMA address, she cited a recent Decima study for Canada Post that found about 77 percent of Canadians considered the environment a serious issue, as opposed to just 42 percent of Americans. She surmises the discrepancy may stem from the Canadian psyche being more rooted in the environment.

"Certainly the west coast passion for the environment is very strong and carries across from the Yukon, B.C. and into the Prairie provinces. Canadians may care more because we are surrounded so much by nature."

In its financial results, Canada Post has experienced declines in Transaction Mail or Lettermail of 1.6 percent year over year. Conversely, addressed Admail has been climbing. Cihosky said the volume increases during the past two years have ranged from 3.5 to 4.6 percent.

"That is a lot of volume. We've had two years of growth. The volume reflects whether the product is healthy."

## Generation5 expands scope of Consumer Intelligence

TORONTO—Geodemographic marketing provider Generation5, based here, says it is making available what it calls its Consumer Intelligence for 2008. For the first time it is offering predictions of automotive purchase behaviour and consumer psychographics for every postal code in Canada. They join Consumer Intelligence on demographics, expenditures, media consumption, shopping and financial behaviour, and future population.

With the help of these new offerings, Generation5 says it will be even better able to help marketers with their targeting. Instead of targeting customers based on the general demographics of a census region, marketers working with Generation5 use Consumer Intelligence to target customers based on metrics they care about like how much they spend on

their category of goods or services.

Starting with this release, Generation5 will better help marketers target Canadians based on their automotive ownership and purchase behaviour. It will also be adding "psychographics."

This additional dimension will let marketers target not only who buys within their category, but also those whose attitudes and values are a fit for their brand. These are profiles such as bargain hunters, status conscious, socially conservative or liberally-minded that promise to enhance clients' understanding of their customers.

"Marketers have come to realize the value of Consumer Intelligence," notes Generation5 CEO Joe Nicholson. "They're finding time and again they are able to improve response rates offers by 50 to 100 percent. Our customers have come to us

looking for intelligence on the attitudes and values that can help them get even more fine-grained and see even better results."

Where predicting psychographics to the postal code would have been a massive undertaking in the past, Generation5's prediction technology automates the process. Generation5 Founder and Chief Scientific Officer Milorad Krneta explains: "The only limit to the number of predictions we can make is computing power. As computing power advances with Moore's Law, we are able to produce accurate predictions for all of Canada faster and faster."

Another benefit of the increasing speed of prediction finds Generation5 releasing its 2008 predictions earlier than ever before and well in advance of the official release of aggregated data by Statistics Canada.

# CLTCH!



## PROFITING FROM THE ONLINE REVOLUTION

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

### Multimedia festival promotion has strong interactive elements

TORONTO, – Luminato, Toronto Festival of Arts & Creativity, initiated a comprehensive marketing campaign, complete with enhanced integrated interactive elements, to promote attractions and the event itself. This year's festival ran from June 6-15 and featured a new Web site with full festival details.

For 10 days in June, Toronto's stages, streets and public spaces are illuminated with arts and creativity. Luminato is an annual multidisciplinary celebration of theatre, dance, classical and contemporary music, film, literature, visual arts, design and more.

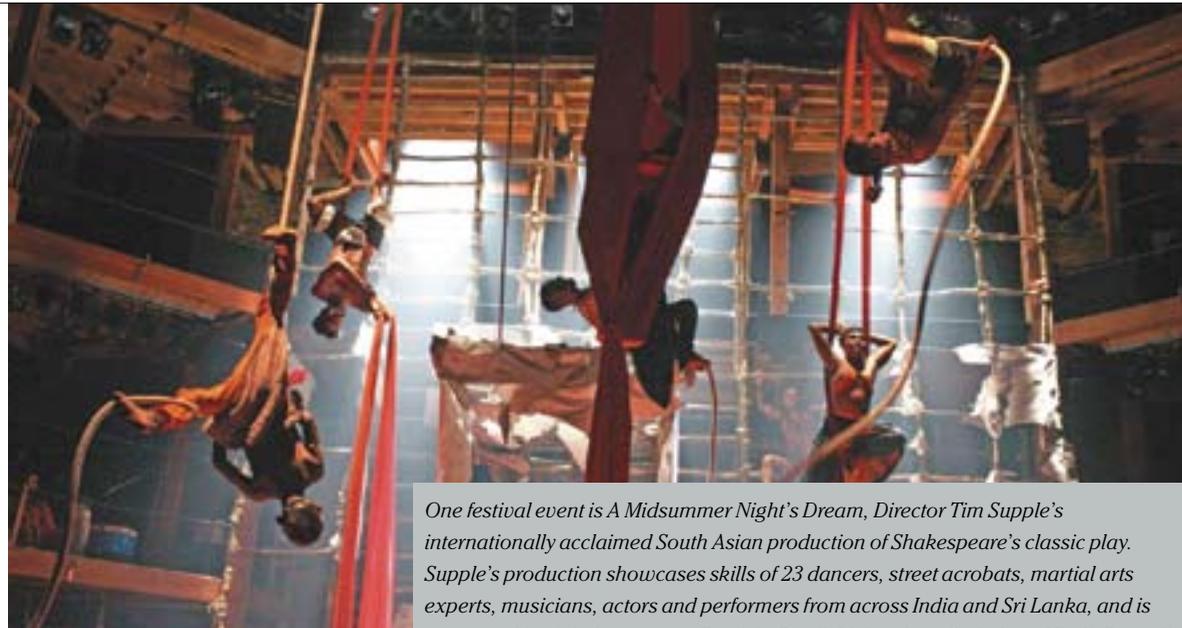
Mary Pompili, Luminato's vice-president, marketing & communications, describes Luminato 2008 marketing strategy as "a fully integrated, multi-channel marketing communication plan that includes print, outdoor, broadcast, cinematic, online, direct mail and mobile, and is designed to build awareness and understanding of Luminato, and ultimately to encourage attendance at the over 100 free and ticketed events planned for this year."

The overall festival brand creative for the 2008 edition was created by The George Partnership International Inc. and

has been designed to appeal to a broad cross-section of people, engaging the devoted arts patron while at the same time connecting with the general public. Gerald George, CEO and creative director of The George Partnership International Inc., says the goal was to "create a brand language that clearly defines and projects the experience of world-class creativity and performance in the arts as only Luminato can deliver."

Endeavour Marketing has been commissioned to develop Luminato's advertising, including print, outdoor, radio, television and cinema production as well as media planning this year. "We are proud to be associated with a true arts pioneer and play a role in continuing to make Toronto a world renowned cultural centre", says Barry Avrich, president, Endeavour Marketing.

Expanding its interactive marketing campaign this year, Luminato developed a presence on various online social networks, such as YouTube, MySpace, Facebook and Blogger. Using these free, highly popular social networking sites, Luminato aimed to reach young, tech-savvy audiences by inviting them to interact with the festival on an informal,



One festival event is *A Midsummer Night's Dream*, Director Tim Supple's internationally acclaimed South Asian production of Shakespeare's classic play. Supple's production showcases skills of 23 dancers, street acrobats, martial arts experts, musicians, actors and performers from across India and Sri Lanka, and is performed in eight languages—English, Tamil, Malayalam, Sinhalese, Hindi, Bengali, Marathi and Sanskrit.

personal level, year-round.

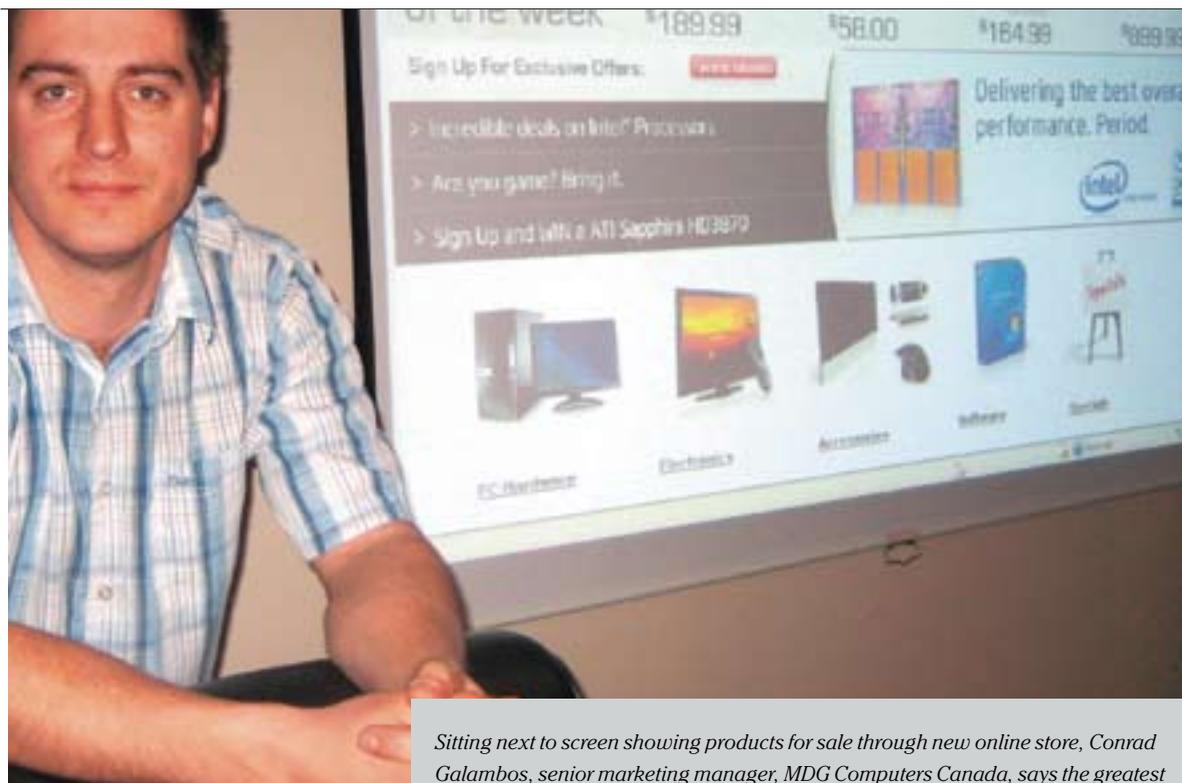
Recognizing that mobile devices are rapidly becoming the most important source of digital communication and content delivery, Luminato's interactive marketing initiatives included a mobile marketing campaign consisting of mobile alerts, contests, and interactive voice recordings (IVRs). At event and installation

venues throughout the festival, patrons were invited to text to receive a voice recorded message from the artist or curator on their mobile device which explained the exhibit or show they were viewing.

The Web site was a key element in a multifaceted, multi-tiered interactive

marketing strategy for the festival. It was described as user-friendly, experiential, fully transactional, and provides multiple access points to events through a simple visual navigation. During the festival, visitors could share their Luminato experiences by posting their photos.

### Online store enhances exposure for Canadian computer maker



Sitting next to screen showing products for sale through new online store, Conrad Galambos, senior marketing manager, MDG Computers Canada, says the greatest benefit so far has been the exposure the new channel has brought to consumers and the company's vendors.—Photo by Gary Tannyan

OAKVILLE, ON—Earlier this year, computer products maker MDG Computers Canada, based here, opened an online retail store called the MDGiStore.com. A relative ecommerce latecomer in the computer industry, the company is nonetheless seeing results that surpassed its expectations.

MDG Computers is the largest Canadian-owned PC manufacturer and retailer of desktops, notebooks, LCD and plasma screen televisions. It operates

through a network of 25 retail franchise stores throughout Canada. Testifying to the quality of its products and services, MDG has earned the Consumers' Choice Award for eight years in a row.

"We are excited to be adding a new revenue channel to MDG by entering the online retail market," says Conrad

Galambos, senior marketing manager, MDG Computers Canada. "With the launch of MDGiStore.com we are now able to capitalize on incremental market share from online retailers such as Tiger Direct and NCIX."

MDGiStore.com is selling PC hardware, PC accessories, consumer electronic

products, as well as software. It has been selling products up to 30 percent less than major Canadian online retail competitors such as Tiger Direct and NCIX.

Since the opening of the online store, the greatest benefit derived has been through the exposure the new channel has brought to consumers and the company's vendors, says Galambos. It has attracted thousands of registered customers and revenues have eclipsed initial expectations.

"This has all been achieved organically as we still consider this period one of testing and development," he says. "Hence we have not put much into advertising thus far. We have had to perfect some of our processes internally and are ready in the very near future for a full scale launch supported by a significant ad budget."

The online store is generating considerable vendor interest and buzz in the industry. He speculates that it may be in part because of the company's late entry into ecommerce. It has created "an air of finally MDG is selling online."

"We are now being approached by vendors eager to get involved and receiving some great pricing, which we pass onto our customers. It goes to show that the growth numbers we read about regarding online sales have some meat to them. We are seeing this first hand, in terms of sales and interest generated from all angles."

### Sequentia becomes part of Environics Communications

TORONTO-- Environics Communications, based here, and Sequentia Communications have made a partnership investment that sees Sequentia become part of the Environics group of companies. Sequentia, renamed Sequentia Environics, will provide online marketing and customer communication services to existing clients, as well as those within the Environics family of companies.

"We're delighted to be the newest company in the Environics family and to add our expertise to the extensive services provided to clients across North America," says Jennifer Evans, founder and president of Sequentia. "The Internet and other digital media provide many opportunities for companies to connect directly with their audiences, and our content-centred approach heightens visibility in a crowded marketplace. When customers have the information to find what they really want, our clients benefit with measurable increases in sales and loyalty."

"Jennifer Evans and her team share the same integrity and philosophy of client service excellence we have built at Environics," says Bruce MacLellan, president, Environics Communications. "Sequentia Environics will enhance the spectrum of services we provide to clients, with skills in community building, social media and search marketing."

## TV, microsite form core of ecological cleanser pitch



TV ad shows astronaut in household cleaning products section in supermarket aisle choosing ecological Attitude product over toxic alternative. During the TV message, the public is invited to visit the microsite that appears on the screen and to submit ideas for missions.

MONTREAL—Integrated communications company Wasabi Communications, based here, is presenting the first mix-marketing campaign for the Attitude line of ecological domestic cleaning products. It has created a TV advertising strategy as well as an interactive marketing campaign. The

communications offensive aims to increase awareness about these quality ecological products while also inviting consumers to take concrete steps to preserve the

environment.

"We want to be pioneers of change," explains Jean-François Bernier, CEO at Bio Spectra, the company that produces

Attitude. "We want to get involved with people. We aren't happy just to preach that it's time to take action. From the very start, the Wasabi approach convinced us. Their creative ideas and communication-marketing strategies corresponded with the values of our brand, which stands out in its industry."

One small deed for man, one giant leap for mankind, is the message conveyed in the 30-second spot currently airing on TVA, Canal Vie, RDS, Radio-Canada Television and TQS. Wasabi designed and created the campaign, which urges the public to turn the experience into a reality by embarking on a "mission".

The TV ad features an astronaut who appears to have just arrived from space. He walks down a supermarket aisle, stops in the household cleaning products section and wavers between choosing a toxic product and one from the Attitude line. He finds himself having to make an ecological choice and ends up choosing the product that is liable to make a real change.

Wasabi developed a strategy to stimulate several ripple effects. During the rollout of the TV message, the public is invited to visit the microsite that appears on the screen and to submit ideas for missions. These missions or challenges are simple and real projects that can contribute to improving the participants' environment.

The approach involves grouping together the individual actions proposed by each participant to create a collective effort. Several ideas are possible, such as planting flowers and adding greenery to an alley, recommending that a bicycle rack be built near a school, or organizing a second-hand clothing drive.

All proposals will be analyzed by a jury of Earth Day organizers. Three missions will be selected and implemented by Earth Day and Wasabi Communications in conjunction with Bio Spectra.

Advertising purchases have also taken place on social networks such as Facebook to emphasize the word of mouth effect. Wasabi has also developed a new Web site



## EMAIL ADVISOR

with Chris Carder Chief Executive Officer of ThinData

### When email lessons call, mobile marketers must listen

Here are critical lessons – drawn from email – that will help marketers be more successful when evaluating and implementing mobile initiatives into their marketing campaigns.

I recently spoke at a marketing conference about how to effectively integrate mobile technologies into marketing programs.

As a leader in email marketing, I have long been a staunch advocate for senior marketers and the need for all of us to embrace innovation. I was truly excited about this opportunity because, at the core of all marketing initiatives, regardless of what technologies and processes are applied, there is one common goal: creating and sustaining a positive experience to acquire and retain customers.

A long-time assertion of mine was confirmed by several of my colleagues focused on mobile. The unprecedented success and power permission-based email programs have had in capturing the trust and loyalty of customers provides several practical lessons for marketers as they evaluate and integrate mobile campaigns into their marketing mix. The key lessons that mobile can learn from email include the following.

#### Customers reward permission

Because gathering permission helps marketers build a positive brand experience and engage with customers, it has become a fundamental to all marketing campaigns – online and offline. Furthermore, privacy legislation mandates permission be gathered – and is stringently monitored in mobile marketing initiatives.

#### Deliver relevance and segment

Technology has progressed to the point where recipients can choose key components of what marketing information they are to receive – including content, timing and frequency. When customers and prospects receive what they want, they are dramatically more likely to act upon a marketing campaign's call-to-action.

#### Measure success

There are three lessons regarding measuring success.

1) Campaign metrics need to be tied to specific business goals at the onset of any campaign. For example, brand reach can be linked to the number of new subscribers and successful initiatives to build referrals.

2) Use campaign-specific and company-established benchmarks rather than relying solely on industry-wide stats.

3) As technology and campaigns progress, the meaning and importance of metrics evolves. For example, at one time, email open rates had been held out as a key measure of campaign success. However, with image-blocking software and the popularity of preview panes, marketers now focus on achieving specific conversions.

#### Conduct on-going testing

At the same time that technology has evolved to allow for variable delivery options, so too has the ability to test several

component parts of each marketing campaign. In email, that means looking at subject lines, copy, personalization, and the specific offer. Testing these elements will carry over directly to mobile marketing.

#### Focus on consistent good timing

Marketers have long recognized that timing can make or break a campaign. The

challenge however is the tendency for many to seek a 'perfect time'. Throughout the year, studies are published that point to a particular day of the week and/or time-of-day as 'the best time' to reach out to customers and prospects. However, because marketing is about building or establishing relationships, choosing the right times to optimize a campaign's results is more about addressing items such as when the previous communication was delivered, the nature of the communication and the time-sensitivity of the message.

#### Stay current with laws, standards

Legislation dramatically shapes how marketers can take their offerings to customers and prospects. Campaigns that leverage email and wireless technologies alike need to consider the restrictions as

outlined in PIPEDA.

One reason email has been successful is that the marketing community embraced it as a legitimate business tool. Organizations such as the Canadian Marketing Association have been involved in educating marketers on email best practices. Mobile marketing campaigns will similarly be supported by industry

groups such as the Canadian Wireless Telecommunications Association and Mobile Marketing Association.

#### Design for different formats

Since the inception of email, marketers have grappled with exactly how their messages will render in a recipient's inbox. This challenge has evolved, in part due to recipients' ability to view messages in preview panes as well as Internet service providers' adoption of image blocking. The wide variation in handheld devices means that mobile marketing is currently struggling with similar issues.

#### Integrate with business applications

Email is poised to become an even more powerful marketing tool because it can be integrated into business platforms such as CRM systems.

#### Recruit now

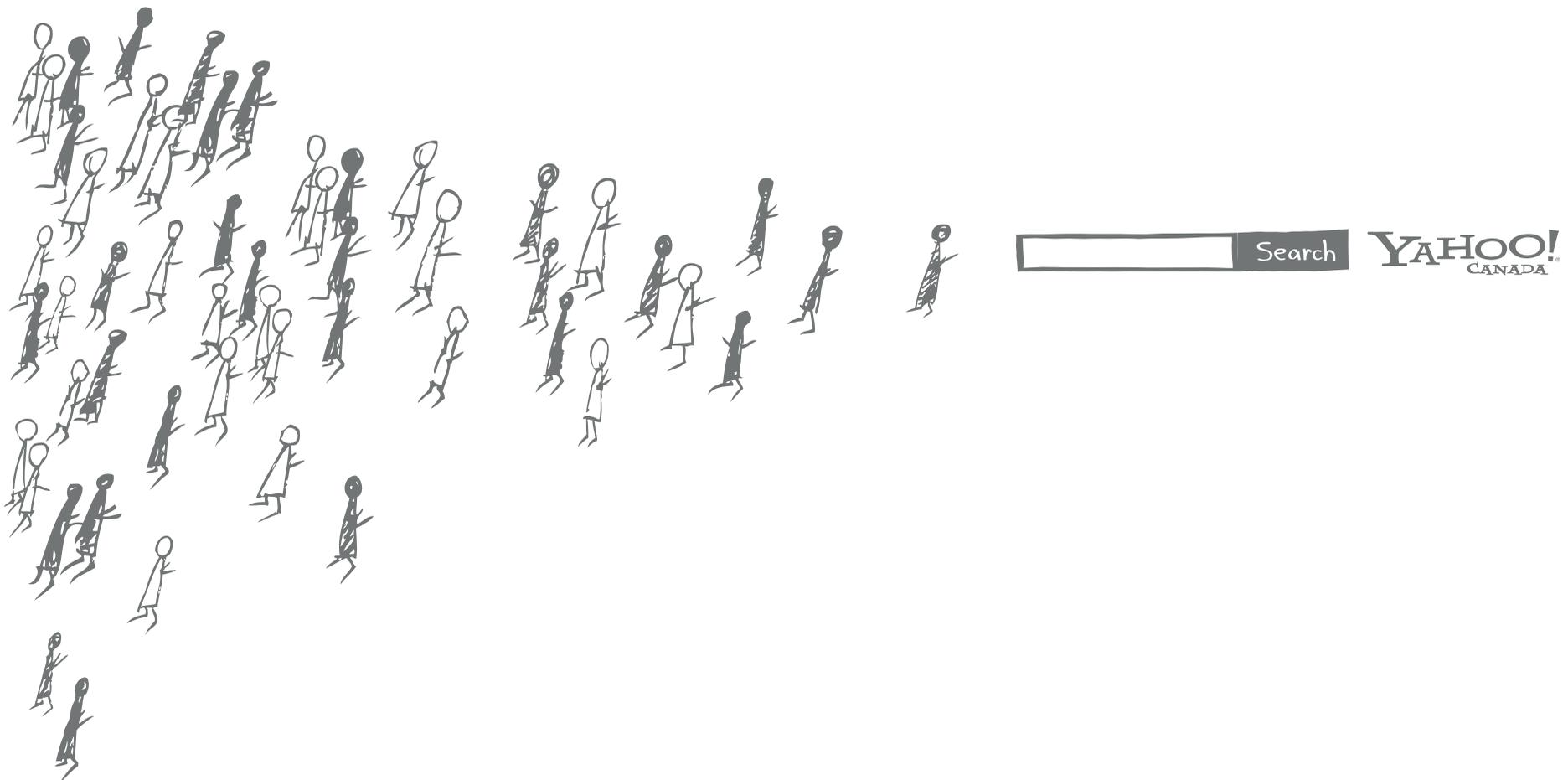
As companies from across industries grew to recognize the power of online marketing, so too did the growth in demand for skilled digital marketers. As a result, for several years companies have found it difficult to recruit and retain these much sought after professionals who help companies achieve their aggressive

growth goals. Companies should anticipate and budget for hiring marketers who know how best to leverage the unique capabilities of mobile technologies into marketing campaigns.

Mobile marketing is building up steam and adding another layer of complexity for marketers. By applying these lessons, mobile marketing will open up several exciting new opportunities for marketers to establish and strengthen relationships with customers.

Chris Carder is president of email service provider ThinData ([www.thindata.com](http://www.thindata.com)), one of Canada's leading authorities and suppliers of email marketing technology, strategy and creative services. ThinData is a Transcontinental company. Chris can be reached at [president@thindata.com](mailto:president@thindata.com).

*"Mobile marketing is building up steam and adding another layer of complexity for marketers."*



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# WEBINSIGHT

with Jay Aber President of The Aber Group

## Why add paid search engine marketing to your DM mix?

One huge reason is the growth in usage of search engines. There were 2.8 billion searches by Canadians during March of this year.

**T**hose 2.8 billion searches in March of 2008 translate into 22,417,000 Canadians who performed a search that month. This amounts to an average of 125 searches each, over the 33 visits on average that they made to a search engine.

And Canadians are searching for information relating to hundreds of thousands of different topics. As a direct marketer, you want your product or service to be easily accessible when people are searching for related information.

It's a funny thing - there are still so many Canadian organizations that have not incorporated paid search into their marketing mix.

Throughout my years as an Internet direct marketer, I've heard all the reasons that direct marketers do not use search or online ads to acquire leads or customers, below are the three most common:

- My customers aren't on the Internet
- We tried it and it didn't work
- We don't know how to do it

None of these rationalizations make much sense anymore.

### Internet demographics

If you're one of the people who believe that their customers aren't on the Internet, it is time you reviewed the stats about who's on the Web in Canada. The average Canadian on the Web is in his forties and skews educated and affluent.

Internet each month, and that includes the highly sought 25-54 demographic.

And, if you're one of those people who say that they tried Internet marketing and it didn't work - I suggest you try it again. Much like developing a control package in the direct mail world, it often takes a number of tries before hitting a winner.

Personally I've seen huge differences in response by simply changing a background colour on a banner ad, changing from sentence to title case in a text search ad or simply trying a different search engine or Web site. Funnily enough, no matter which industry the client is in whether financial services, travel, not for profit, professional sports or even government, after some experimentation, all find ways to harness the Internet to achieve their goals.

Often it is simply that the marketer is trying to achieve too many things at the same time. Keeping it very simple and focusing on one goal - like a brochure download, a lead, a sale or even a Web site visit allows previously unfocused, marginal campaigns to become successes.

### Conversion tracking

And conversion tracking is the key. All search engines and most Web sites offer very simple, easy to implement code that you can place on your Web site to track each dollar you spend to actions on your site.

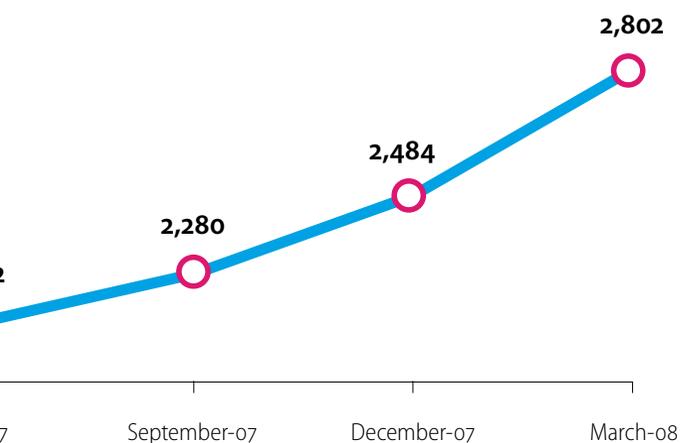
This free, tracking/optimization

the power of these tracking tools.

Finally, on the "we don't know how to do it front" there are books, tutorials and terrific agencies (like ours) that can help. Please don't get bogged down or intimidated by the Internet's technological bias. Most of us successful direct marketers haven't a clue how a great ad or image actually gets printed onto paper or how a TV or radio signal makes it into your bedroom.

The point is a great marketing idea is a great marketing idea - no matter the medium. Create a compelling offer, show it to the right audience at the right time, in a clear and appealing way - and your campaign will work as well (or better) on the Internet than it does offline.

As promised, here are a few more reasons why you need to add paid search



*This graph traces upward swing in use of search engines by Canadian in just the past year. It shows the billion of searches conducted by Canadians. The sources are comScore Inc. and qSearch Canada with the data relating to all parts of Canada.*

double within three years.

Even if your natural search results are strong, few users look at more than the first few listings, before deciding to click. So even if you are one of the fortunate few whose natural results appear on the first or even second page of search results, if you're not one of the top results - the likelihood is slim that users will click on your link.

There is very little difference in conversion rates among people who click on a "natural" search result and a "paid" search result.

### How to start

And finally, it's really quite easy, even if you've never done it before - Just grab a credit card, visit Google's self-serve interface at [www.adwords.google.com](http://www.adwords.google.com), decide how much you want to spend. You can start with any amount (after paying Google a \$10 fee to open the account) - and then build out your campaign. I assure you that within 10 minutes, you can have a live Google paid search campaign driving traffic to your Web site.

But be warned - you'll be hooked in minutes! Paid search is addictive for direct marketers, once you realize and experiment with the power to make a small change to copy, keyword or any one of dozens of elements and watch the impact - *in real time*.

Your campaign will become more and more complicated and sophisticated as you see paid search's true potential for your organization. That's when you may want to consider asking an outside agency to help. Agencies have the expertise, manpower, and technology to take your campaign to the next level.

I have yet to come across an organization, especially one that has direct response goals, that has not benefited from including paid search in its marketing mix.

So to steal a tag line from a classic TV commercial - Try It, You'll Like It.

*Jay Aber is the founder of The Aber Group - Canada's only direct marketing agency focused exclusively on the Internet. For more information, you can reach him at 416-322-2909 or [jay@abergroup.com](mailto:jay@abergroup.com).*

*"The average Canadian on the Web is in his forties and skews educated and affluent."*

The average age of an Internet user should not be too surprising given that the median age of all Canadians according to the latest census is 39.5. The Internet is not just a medium for the young. Depending on whose stats you review, close to 80 percent of all Canadian adults are on the

software ensures your campaign generates the cost effective response you require, by providing the data necessary for you to optimize your campaign on a granular level. I've worked with many marketers who struggled with their campaigns, until they were introduced to

to your marketing plan:

Your competitors will be embracing and/or spending substantially more on paid search than they do now. In fact, according to most research studies out there, the 2007 level of spending on paid search engine marketing will more than

## Acquisio adds Editor to PPC management tool

MONTREAL—Provider of agency oriented pay-per-click (PPC) management software, Acquisio, based here, last month rolled out a major enhancement to Acquisio SEARCH called Acquisio Editor. Accessed through a Web browser, the Acquisio Editor furnishes an interface for PPC account management that looks and acts like Google's AdWords Editor, but works with multiple search providers.

"We understand all too well that agencies are constantly under pressure to drive their clients' CPAs down," says Acquisio Co-Founder Marc Poirier. "Knowing this, we developed the PPC

Optimizer so we can empower agencies to see how they can make real-time changes in key metrics and how it can effectively reduce costs. This allows agencies to reallocate client budgets more intelligently."

Seth Worby, director of search engine marketing at Verndale, says: "After years of looking for the right PPC solution, I found Acquisio and I couldn't have asked for anything more. Their attention to detail, account services, and their advanced software make it the best product of its kind on the market today."

The Acquisio Editor allows for fast and simple mass editing of account keywords, bids, creatives, URLs and more. The interface will be familiar to anyone who has used Google's AdWords Editor in the past, with the added functionality of being able to manage Yahoo Search Marketing in tandem with Google. This simple addition can help simplify account management across providers for advertising agencies.

"As a Web usability company, we can affirm that the current PPC interfaces like AdWords do not appear very user-friendly.

Acquisio has made multi-platform PPC management easy, simple, and frankly, beautiful," says David Felfoldi, chief experience officer of Sherpa Web Studios.

Acquisio is a worldwide developer of pay-per-click management software for agencies. Acquisio SEARCH is described as the only tool designed specifically for interactive agencies to launch, manage, optimize and report on all of their PPC campaigns, for all of their clients, across all of the major paid search providers, from within one interface.

Acquisio was recently selected

one of Canada's 20 hottest innovative companies at the recent Canadian Innovation Exchange (CIX) in Toronto. The CIX selection committee chose only 20 companies from a large list of applicants across various industries. Acquisio was among them. The CIX is an event that provides early-stage companies in the communications, digital media and technology sectors with the opportunity to showcase themselves before an audience of hundreds of investors and financiers from across North America.

## Yahoo! Canada's digital duo help SMBs understand search

TORONTO--Canadian businesses are facing evolving demands to get their products, services and brand in front of the right audience. There's no question the Internet has made it a lot easier with global markets more accessible and customer engagement now possible at the click of a mouse. However, the online world has also introduced an incredible amount of clutter businesses must cut through to attract and establish the meaningful customer relationships they seek.

Businesses can employ a number of online methods to distribute their messages. But what if they don't have a big budget, specialized experts on staff, or simply, the time required to design and execute an effective online advertising strategy? Is the best online acquisition tactic banner ads, online directories, email, social marketing or search?

Recognizing all this, Yahoo! Canada took action in early 2007. To provide an online advertising service that offered value to Canadian businesses, Yahoo! Search Marketing hired Martin Byrne and Maor Daniel.

Byrne was brought in to head up Search Marketing for Yahoo! Canada from MSN Sympatico, while Daniel was brought in to

lead Yahoo! Search Marketing's Canadian marketing operations from Bell Canada. During the past 17 months the digital duo has taken big strides educating businesses about the benefits of search engine marketing in conjunction with major enhancements Yahoo! has made to its search platform.

Byrne & Daniel took time to find out exactly what Canadian advertisers needed out of online search. From their research, they discovered an untapped marketing opportunity for small and medium sized businesses (SMBs).

Few were using search engine marketing (SEM) for marketing purposes. It seemed SMBs had common misconceptions about SEM. The top four were: too expensive, required time and resources, don't know how and where to start, and too complicated to understand.

"Education was a key factor for us to ensure Canadian businesses understand search marketing" says Daniel. "It would have been foolish of us to sell and market a product Canadian businesses don't understand and perceive difficult and expensive. Our tactical plan was built on four pillars we strongly believed would create a foundation to reach and sell to

SMBs--partnership, SEM, public speaking, and a reseller channel.

"Working with partners such as SOHO, Massive Technology, Atlantic Internet Marketing Association, Online Revealed and various boards of trade across Canada allowed us access to thousands of SMBs. We offered our services, expertise and unique promotions to get businesses started and bottom line increase their revenues and client base."

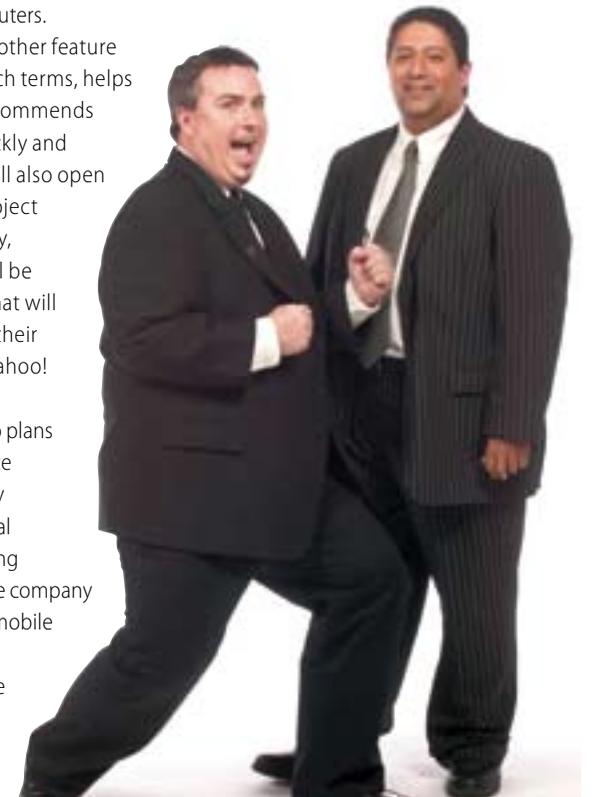
Another initiative the pair launched was Yahoo! Canada Search Day. This search centric day provided hands on teaching focusing on how to get started with search marketing. It provided best practices not only by Yahoo! but also by Canada's leading search engine marketing firms. A Toronto date will follow shortly say Yahoo! officials.

To continuously improve its service, Yahoo! Canada will be placing further emphasis on the user experience. In the past month it launched many enhancements to its search platform including SearchScan<sup>BETA</sup> which is a partnership between McAfee & Yahoo! It helps protect consumers and businesses from viruses, spam email, and potentially damaging software by identifying Web

sites harmful to computers.

Search Assist is another feature which suggests search terms, helps with spelling and recommends related searches quickly and accurately. Yahoo! will also open APP's to Search, a project called Search Monkey, where publishers will be able to build feeds that will dynamically update their search results with Yahoo! Search.

Yahoo! Canada also plans to increase its presence in the mobile space by developing new digital services and advertising models to position the company to take advantage of mobile opportunities. In the coming months, these new ventures aim to make the site more vibrant to users.



Maor Daniel (right) and Martin Byrne of Yahoo! Canada have embarked on a mission to redress the common misconceptions held about search engine marketing by small and medium-sized Canadian businesses.

## Small firm thrives on niche search marketing

CHARLOTTETOWN, PEI—Bill Dalton is a small businessman here who owns and operates Scrubs Canada, an online enterprise that distributes nurses' uniforms to customers across North America. He established a successful online-only business after learning the intricacies of search engines and how to market effectively through them. But there were a few serious bumps along the way.

In 1999, he built his first Web site for the business. He recalls a visitor clicking on the home page would first see a Canada Goose flying onto the screen. A Canadian flag would appear. The goose would pick up the Canadian flag, fly off and then all the elements relating to the company would flow in to background music of *Riders of the Storm* by the Doors.

"If you saw the site today, you'd think some teenager had made it. I wanted something that looked good and to me that looked good. But it was ridiculous."

Back then, he was ignorant of search engines. Google wasn't well known or popular. He got the first uniform order over his Web site in 2000. But he was unaware of how people were even finding it.

At that time, his business Scrubs Canada sold uniforms for the medical and restaurant fields out of five brick-and-mortar stores. Dalton regularly visited hospitals, setting up displays and selling his uniforms to hospital staff.

### Taking business online

But in 2000 he suffered a heart attack. Dalton realized he would have to reduce his work load and decided to operate solely as an online retailer. He specialized just on nurses uniforms, got rid of the stores and set out to discover everything he could about doing business over the Internet.

He learned how to optimize his site with keywords to gain traction with search engines. He came to appreciate that in running an online niche business that it made little sense to advertise through offline mass media channels.

"Somebody could run a newspaper ad to sell a product a lot of people will use like mops. Everyone will use a mop but only a small segment is going to need nurses' uniforms. But I can't walk into a newspaper like the *Globe & Mail* and say I only want readers who are nurses or have related jobs to read my ad and I only want to pay for that."

Dalton's bread-and-butter site was cheap-scrubs.com. A lot of people search for cheap scrubs and he also used that for U.S. dollar transactions. On the ScrubsCanada site a small icon with a U.S. map asked American shoppers to click here. It took them to the cheap-scrubs.com site.

He also learned not to rely entirely on free organic listings. For a long time his site was appearing on first page listings of the major search engines. But that suddenly and mysteriously stopped on Google in 2005 and his site was relegated to the back pages.

"It never did come back to the front page for keywords like nursing uniforms or nursing scrubs. So that really rammed home to me the importance of paid

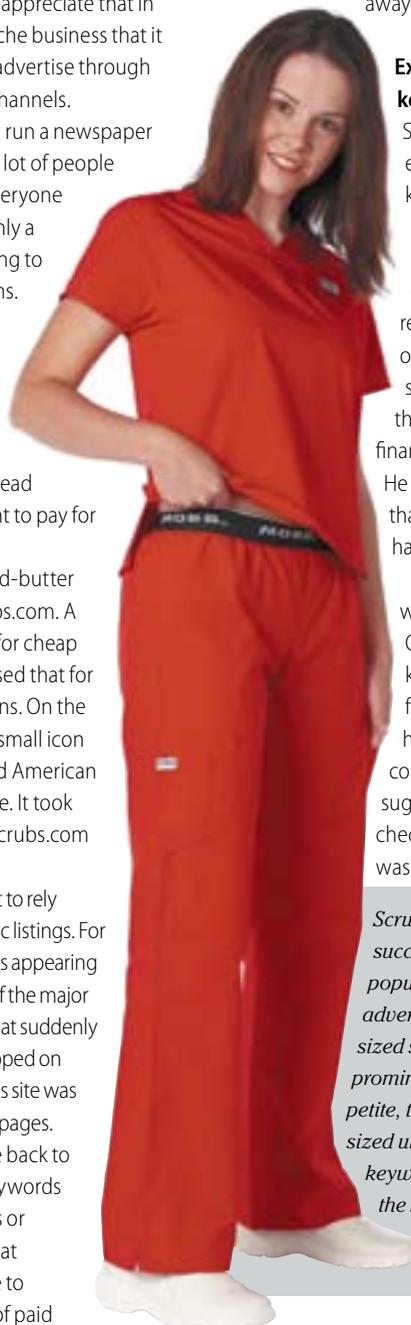
advertising because you can't base the business on something that can be taken away from you."

### Experimenting with keywords

So Dalton began experimenting with keywords to find something that resonated with customers. With the reasonably priced option of online search advertising, there was more room financially to experiment. He honed in on areas that U.S. competitors had missed promoting.

The strategy worked. Scrubs Canada took the knowledge gleaned from customers who had contacted the company with product suggestions and cross checked it with what was being advertised

*Scrubs Canada succeeded through popular, yet under-advertised, specialty sized scrubs. By prominently promoting petite, tall and plus-sized uniforms through keyword selection, the firm found a profitable niche.*



online. What turned up was an advertising dead zone--an entire area that had been ignored by competitors.

Success came by way of popular, yet under-advertised, specialty sized scrubs. By prominently promoting petite, tall and plus-sized uniforms through keyword selection, Scrubs Canada found an even more profitable niche.

"The use of particular keywords allowed me to directly target niche markets that my competitors were not necessarily in tune with," says Dalton "I found that using particular keywords related to size in particular allowed me to improve my sales."

### Tracking response

Scrubs Canada was also able to track visitors. By using available online advertising tools, Dalton could identify who was clicking through on the ads, where they were from, when they were clicking, and how many of them actually purchased products. He applies the free tools that have come out in the last few years from the major engines Google, Microsoft and Yahoo!

"You can track what the click cost you. Now you can divide the number of sales into the total costs to get a percentage of your conversions. It's hard to get five percent and I do that consistently.

"If you get two or three percent, you are doing well. They used to say on traditional advertising, if you get a two percent response, that is very good. But I'm getting five or six percent response."

Dalton is interested in increasing the part of his business that yields him a quality of life. He is not looking for huge growth.

"I could increase the business with a phone. But I don't. I'm satisfied with a quality of life where you have enough business that you are happy with and can handle."

## ZipLocal gets reseller deals with both Google, Yahoo!



ZipLocal President and CEO Elaine Kunda says offering top tier search advertising products from both Google and Yahoo! Canada ensures ZipLocal can supply one-stop shopping for clients to develop highly competitive keyword search advertising programs.

TORONTO-- ZipLocal Inc. based here, recently signed reseller agreements with both Google Inc. and Yahoo! Search Marketing (YSM) to enhance its range of online advertising products. Under two separate agreements, ZipLocal is selling Google AdWords and YSM products.

The addition of both these products is said to add significant strength to the existing pure online advertising opportunities available across Canada through ZipLocal.com. It is described as Canada's local online search directory.

ZipLocal is an online directory furnishing user-defined local search **See ZIPLOCAL, page 17**

## Cossette forms new search marketing unit

QUEBEC CITY—In early February, agency Cossette Communications Group held its annual general meeting here. In its annual report released then, it quietly disclosed the birth of a search engine marketing entity called Magnet. No press release was issued about it.

Falling under Cossette Media, Magnet is a specialized service created to respond to the increasing digital needs of businesses. Its mission is to help clients get maximum marketing benefits from search engines through search engine marketing (SEM) and search engine optimization (SEO). It offers four main services--SEO, paid search, performance services and reputation management.

Pierre Delagrave is president of Magnet. He is also president of Cossette Media and Fjord Interactive Marketing & Technology, the interactive marketing division of Cossette. He says advertising agencies have been slow to react to search marketing, which he contends now accounts for 40 percent of all Internet ad spending with the lion's share going to Google.

He attributes this slowness partly to the fact that paying for keywords was pursued

at first mainly by smaller companies since it was the cheapest way to get customers. It was not on the radar screens for a long time of the bigger companies that dealt with the established agencies. As a result it was not a service these agencies offered. But now the larger companies and agencies are realizing they missed the boat on search marketing.

"In fact, we are not big either compared to the Omnicom's of this world. But we realized quite a while ago there was a need for this."

### Different beast

As well, search engine marketing is quite a different advertising beast, he says. It does not involve the creation of big, eye-catching automobile posters or magazine ads. He concedes it is not a case of advertisers going out to try to attract people. It is more a case of trying to capture consumers when they come in, so it is almost the opposite of advertising.

"Normally we target them. In this case, they target you."

Cossette became engaged in search marketing about three to four years ago,

but not in as organized a manner as it is now, he says. In the last year or so, it has been hiring search and SEO experts, some of whom had been under the employ of search engines. It now has people with the skills to do the strategy, development and execution tasks.

Magnet is what Delegrave refers to as a sub-division of Cossette Media. It consists of 12 dedicated search employees, most of whom were hired from outside the company.

But Magnet has no single office. The employees are scattered across the country in other Cossette offices. There are two people in Vancouver, two others in Toronto who are currently hiring more there, seven in Montreal and one in Halifax

It's the kind of work that can be done remotely, says Delagrave. Julian Raby in Montreal has been appointed chief of practice for Magnet and co-ordinates assignments among all 12 employees. They also come together periodically in meetings to acquaint each other with developments in the field and share information about algorithm changes on the part of the big engines.

### Robust growth

Delagrave anticipates Magnet will eventually grow into a full-fledged division with its own offices. He foresees a 25 percent annual growth rate for Magnet.

Cossette has done search engine marketing projects for many clients including Canada Post, Poker stars.com, Samsung, Bell Canada, Sky Vodka, and Coca Cola. Most of them, however, were done in the last year or so and not under the Magnet brand.

Cossette settled on the name Magnet for its new search engine marketing entity about three months before its announcement in the annual report. It's necessary first to sell a chosen name to people internally, says Delagrave. In this case, he says it wasn't difficult.

Cossette prefers names that are taken from French and English words that are spelled the same and have the same meaning, he says. Blitz in the name Blitz Direct Data & Promotions is an example. There are only about 1500 words in both languages that share those similarities.

Magnet was not only catchy, it lent itself well to the idea of drawing people to Web



*Magnet President Pierre Delagrave says ad agencies have been slow to react to search marketing, which now accounts for 40 percent of all Internet ad spending*

sites through the power of SEO. Magnets were also objects in common usage in both cultures, even more so by the French, says Delagrave.

"Finding a brand name that works well in both French and English is not easy. Sometimes it can take months. Magnet is something visual and means something very specific. We are quite happy with what happened with Magnet for sure."

## Panel explores Canadian lag in search market advertising

TORONTO—Several factors are conspiring to slow Canadian marketers' adoption of search advertising ranging from their conservative nature to sloppiness in applying precision techniques to fears of adjusting to a new discipline. These were some mentioned by search marketing experts during a roundtable discussion on a number of search topics held at MSN Canada offices here last month.

Owen Sagness, vice-president of MSN Canada, served as the moderator. About a \$40 billion global business today, online advertising was projected to double to \$80 billion by 2010, he said. Consumers now spent from 20 to 30 percent of their leisure time online, but in Canada only seven to eight percent of marketers spending is online. He called it a big gap between where the eyeballs and dollars land.

Canadians were among the most engaged with the online and search world than any consumers in the world, he said. And yet Canadian marketers seemed to lag in capitalizing on their online and search habits. He posed the question: Why haven't Canadian marketers more fully adopted search advertising compared to more traditional media?

Kenneth Wong, professor of marketing with the Queen's School of Business, said it was similar to what direct marketing faced in its early days. Online offered a great deal of precision and marketers weren't prepared to think that much about precision. Most couldn't quantify objectives and were still stuck in a mass media world.

"One of the great benefits of online search, just as it was one of the great benefits of DM, was this notion of precision. I can really hone in on who I want to talk to, as much as when I want to talk to them in the space of a day. Canadian marketers are still a little bit sloppy, frankly in having approached



*Panel probes reasons for slow adoption of search marketing advertising in Canada. They are (from left): moderator Owen Sagness, vice-president of MSN Canada; Kenneth Wong, professor of marketing with the Queen's School of Business; Andres Restrepo of Ressac Media; Jeff Lancaster, managing director of Outrider, Bill Dalton, owner of ScrubsCanada.ca and uniform.ca; Ken Headrick, director of products and marketing at MSN Canada.—Photo by Gary Tannyan.*

their jobs."

Search was still new and scary with a lot of new terms and acronyms, he said. Universities had done a disservice to the industry, just as they did with DM, by not educating students adequately in the technology.

### Fear of omission

Another factor was a fear of omission, he said, that by advertising online you would not reach everybody as you would through print, TV or radio. There was still the gross misconception that heavy Internet users were mainly young people. But he pointed out the average age of people on Facebook was climbing and that the average video gamer was 33 years of age.

Jeff Lancaster blamed "old fashion conservatism" and a TV-centric culture for holding Canadian advertisers back from search. He is chair of the Internet Advertising Bureau (IAB) Canada search marketing committee and managing director of Outrider, a unit of the WPP ad agency group that provides organic and paid search advice to clients that include

Dell, Labatt, WestJet and Ford of Canada.

Marketers mistakenly equate search to a single campaign, and not something they should approach as a year-round phenomenon, he said. Search was a barometer of consumer interests and a great way of capturing those interests, bringing them into your Web site, processing them and turning them into an ability to reach your marketing goals.

"Search doesn't necessarily fit right in with the traditional media agency model. Part of the frustration in the last couple of years is there have been lots of traditional agencies that have tried to treat search marketing as just another ad campaign."

Ken Headrick, director of products and marketing at MSN Canada, noted major advertisers in Canada will run campaigns on a substantial scale. He believed the expertise nurtured by specialist search marketing firms could help greatly in understanding how to get the best usage

out of multiple engines.

"Most small and medium sized businesses and some of the larger ones as well understand that agencies don't know online very well," said Wong. "They do need to go to the specialists. A lot of the agencies that claim to be fully integrated really do have one or two guys in a closet somewhere doing this stuff."

### Agency resistance

Agencies have to become better communication engineers, argued Andre Restrepo, who works for Quebec-based Ressac Media, which manages social networking sites for French Canadian marketers. They have to learn how to improve their messages, and also to hire more qualified people because "as Ken just said sometimes it is two guys. We have seen a lot of resistance in the agencies to search."

Asked what was happening in Quebec with search that may be distinct from

other regions, Restrepo said 40 percent of searchers were using two keywords, while 35 percent were employing three keywords. People were growing more at ease with these tools. They were learning which keywords were more effective and so were using fewer keywords.

There was also a greater awareness of search engines in Quebec, he said. MSN has become the second option to Google, while last year it was Yahoo!

Local search was becoming quite common, said Headrick. In the range of 40 to 50 percent of all searches that apply two or three word keywords, typically one of those words at the end referred to location. Mobile devices were particularly useful for local search.

MSN would soon launch a version of its platform for mobile search, he said. It was also testing supporting advertising and banner ads on mobile devices and MSN messenger.

# 5 tips for SEO success

You might think it best to pack as many keywords as possible on a Web page, but you would be wrong. Here are some steps to optimize your Web site for search engines the right way.

**BY JAMES WONG**

**W**hen you are in the market for a product or service, how do you shop? More important, how do your customers shop?

In all likelihood, most of your customers aren't searching the phone book or scanning the Sunday paper; they're turning to their favourite search engine. Ignoring the lead-generating capabilities of the Internet means these potentially valuable customers could find a home at your competitors' Web sites without ever seeing what you have to offer.

Here are five tips that will put the power of search engine optimization (SEO) into your hands, increasing the traffic to your Web site and providing another avenue for lead generation.

## 1. Develop good, relevant content

Before you draw people in through SEO, your Web site must have solid content that benefits your visitors. Implementing SEO practices before streamlining your site means

visitors will leave as quickly as they came.

## 2. Use searchable, sensible keywords

Now that you have the content groundwork laid, your site needs to have the right amount of keyword density. To do this, replace generic terms with keywords specific to your business or industry.

For example, Avidian's homepage contains headers, such as "Compare CRM Software" and "CRM Software Reviews," rather than more generic phrases, such as "Compare Competitors" or "Press Reviews." This gets the right message not only to visitors, but to search engines as well.

It is also important to remember not to pack too many keywords onto your Web pages. Some search engines will label your site as spam for having too many keywords on one page. A good benchmark is maintaining keyword density at five percent or less.

## 3. Build relevant internal links

Search engines view internal links as Web

site owners' recommendations of the best pages on their site. As a result, it is important to include numerous internal links on every page to other pages of content, information and services on the site.

For example, on almost every Avidian Web page, there is a footer that includes the top 25 most relevant keywords to our visitors. These keywords are linked to pages with relevant content. In addition, other pages throughout the Web site with those keywords listed are linked to one of these 25 pages.

Consequently, the search engine recognizes the importance of these 25 pages and the keywords with which they are associated. This also gives Avidian's overall Web site higher relevance when people search for those keywords.

When building internal links, there are a few important points to consider:

### Link from your most important pages:

Search engines give more weight to links on home pages and other pages with

higher visitor numbers.

### Link to pages using relevant keywords:

Consider what you are using for your anchor text. For example, rather than saying, "For more information, click here," place the link within a sentence containing the name of the product.

### Use HTML for inbound links:

Flash and Java looks nice, but search engines don't like them. Stick with basic HTML links.

## 4. Build relevant external links

Relevant external links can equate to 60 to 70 percent of your SEO efforts. However, it is a much more difficult and continuous task to get influential Web sites to link back to you.

Here are a few current best practices when building external links:

**Relevant content:** Develop articles and other content that others will want to display and link to on their sites.

**Pay for it:** Serve as a sponsor on an

applicable site.

**Say please:** Ask nicely and hopefully they will link to your site because they want to support you.

## 5. Track and review your data

To continually improve your SEO processes, you need to understand the visitor behaviour on your site. It's easy to start tracking this behaviour with Google Analytics; it's also free and easy to set up.

At Avidian, we consistently look at what keywords are bringing people to us, where the traffic is coming from, what pages they are visiting and what actions they are taking. We then determine how we can use this data to further improve our SEO efforts.

*James Wong is the CEO of Avidian Technologies, makers of Prophet, CRM software for Outlook. Wong has mastered the art of SEO. His company makes zero outbound sales calls and generates all leads through inbound traffic driven by its SEO efforts. For more information about Avidian, visit [www.avidian.com](http://www.avidian.com).*

## Search Engine Strategies Conference & Expo June 17-18 Metro Toronto Convention Centre

**T**his is the premiere search engine marketing event in Canada. It features presentations and panel discussions that cover most aspects of search engine related marketing and promotions.

Incisivemedia, New York, NY, holds the event. The organizers are two renowned search authorities, SES Toronto Conference Chairman Andrew Goodman and SES Programming Director Kevin Ryan.

SES also presents Search Engine Marketing (SEM) Training on the day preceding the conference at the Intercontinental Toronto Centre Hotel, Toronto. Workshops cover optimization and advertising strategies, analytics, tactics and best practices.

There are several new sessions at the main conference this year. They include the following.

### Search around the world: UK, Europe, Asia Pacific & Latin America

Companies are rushing to get a piece of the action internationally, but does anyone really understand the marketplace? In this session, attendees will learn how to separate hype from actionable activity. Leading experts from the U.K., Europe, Asia Pacific, and Latin America discuss the global marketplace.

### Universal & blended search

Search result multiplicity is not a new phenomenon, but recent advancements portend changes. How do the new "blended" search results pages affect your marketing strategy? Do these changes mean that the major search engines are eager to keep the "second click" on Web

properties they own? How popular are the new blended search results with users? This session promises to include proprietary research data.

### Getting found in maps & local search

Local search and navigation are gaining in popularity and some available business listings are free. Search engine representatives and marketers provide an overview of the new local search and map interfaces and give practical tips on the best ways of increasing the visibility of your company in local results, as well as improving your local reputation.

### Paid search - advanced issues

The top four providers of paid search programs now generate \$20 billion in annual revenue. But paid search is more complex than a monolithic "media buy." It requires, among other things, planning, bid strategy, ad testing, and regular maintenance. Experienced panellists provide their top tips for improving and measuring performance, finding bargains; testing creative, navigating platform quirks, and pumping up the volume.

### Social media success

One of this year's panellists promises that search marketers have the potential to "own" the social media marketing space because of search's inherent bias towards ROI measurement. Panellists will focus on defining different measures of success, and exploring case studies of social media campaigns that worked.

Following is a summary of the complete program for both days.

### Search Engine Strategies Toronto 2008-Program at a glance

#### Day 1 - Tuesday, June 17, 2008

- Registration  
8:00am- 9:00am (1 hr)
- Morning Coffee  
9:00am- 9:15am (15 min)
- Conference Welcome & Orientation  
9:15am- 10:00am (45 min)
- Opening Keynote  
10:00am- 11:00am
- Expo Hall Grand Opening  
11:00am- 12:15pm (1 hr 15 min)  
Track: Get Me Up to Speed
- Introduction to Search Engine Marketing  
Track: Practical & Actionable
- Search Around the World: UK, Europe, Asia Pacific & Latin America  
Track: Advanced
- Universal & Blended Search
- Networking Lunch  
12:15pm- 1:15pm (1 hr)
- Orion Panel: All Star Analytics Team  
1:15pm-2:15pm(1 hr)
- Session Interval  
2:15pm- 2:30pm (15 min)
- State of Search Marketing in Canada Getting Found in Maps & Local Search Paid Search - Advanced Issues  
2:30pm- 3:45pm (1 hr 15 min)
- Afternoon Break in the Expo Hall  
3:45pm- 4:15pm (30 min)
- Workshop  
4:15pm- 5:30pm (1 hr 15 min)
- Networking Cocktail Reception in the Expo Hall 5:30pm-6:30pm (1 hr)

#### Day 2 - Wednesday, June 18, 2008

- Registration  
8:00am- 4:00pm
- Morning Coffee  
8:00am-9:00am (1 hr)
- Keynote Presentation  
9:00am- 10:00am (1 hr)
- Morning Coffee Break in the Expo Hall  
10:00am- 10:30am (30 min)
- Track: Get Me Up to Speed  
**Search Advertising 101**  
Track: Practical & Actionable
- What's Different About B2B? Tailored Strategies  
Track: Advanced
- User Search Behaviour  
10:30am- 11:45am (1 hr 15 min)
- Networking Lunch  
11:45am-12:45pm (1 hr)
- Keyword Research: Purpose, Tools and Tactics, SEM Toolkit: Marketers Share, Social Media Success  
12:45pm- 2:00pm (1 hr 15 min)
- Afternoon Break in the Expo Hall  
2:00pm- 2:30pm (30 min)
- Link Building: The Basics & Beyond Accessibility, Usability & SEO Web 2.0 & Search Engines  
2:30pm- 3:45pm (1 hr 15 min)
- Session Interval  
3:45pm- 4:00pm (15 min)
- SEO Don'ts, Myths & Scams Site Clinic, Giving Credit Where It's Due: Which Campaign Sold What?  
4:00pm- 5:15pm (1 hr 15 min)

### ZIPLOCAL, Cont'd from page 15

experiences. It provides relevant search results from more than 1.3 million businesses with maps and capability for user-generated content. It focuses on creating comprehensive and engaging search experiences at neighbourhood and city-wide levels.

"As online becomes a necessary advertising choice in Canada, we are thrilled to add these two leading and complementary product offerings to our existing arsenal of online advertising options," says Elaine Kunda, president and CEO of ZipLocal Inc. "Offering top tier search advertising products from both Google and Yahoo! Canada ensures that ZipLocal can offer one-stop shopping for clients to develop highly competitive keyword search advertising programs."

This reseller program sees the ZipLocal sales team fully trained and certified as authorized sellers of both the Google AdWords and Yahoo! Search Marketing products.

Under the two distinct agreements, ZipLocal is confident of becoming the "do-it-for-you, one-stop-shop" of online Canadian local search. This has the benefit of offering advertisers managed online ad solutions, while allowing ZipLocal to develop close working relationships with its clients.

"With the addition of Google and Yahoo! Search Marketing ad products, we are poised to become a leading choice for major keyword search ad campaigns," says Kunda. "As we see explosive growth in the demand for top tier online advertising, ZipLocal continues to keep pace. By continually adding to our offerings we strengthen our expertise as a leading online only national advertising solution."

ZipLocal began reselling Google AdWords and Yahoo! Search Marketing ads in April

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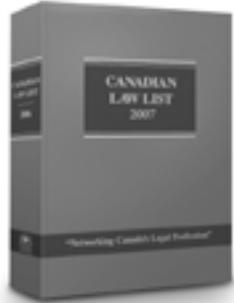
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# DIRECT & PERSONAL

with Billy Sharma

## Rick Jones

### Leadership lessons learned

Rick Jones is the new president of the Direct Marketing Association of Toronto. He is well suited for heading such a volunteer organization having gained considerable knowledge of the traits of leadership from many of the people he has worked with during his career.



*Rick Jones is intent on changing the perception of DMAT as an old boys club. His goal at the end of his two-year tenure is that the association will have a more youthful infrastructure that is more designed to encourage and coach young people. It's at the top of his list of activities for DMAT.*

Someone once said that there is no monument dedicated to the memory of a committee. However, we all know that it is often the initiative and passion of a group which gets things done. Never has this been truer than when it comes to running an organization like the Direct Marketing Association of Toronto (DMAT).

This organization has survived because volunteers have generously given their time and effort to keep it going. Sure there are committees who have the final say but you need one person in charge who steers everyone else and makes sure all stays on track. For DMAT this year it is Rick Jones, the new president of the organization.

Rick was a natural choice as he has a vision for the organization that is geared toward not only its survival, but also its vitality. It won't be an easy job and I applaud him for taking over the helm of DMAT.

Rick made the observation, and I had to agree with him, that up until now DMAT has been an *old boys club* but he intends to change that. His goal at the end of his two-year tenure is that the association will have a more youthful infrastructure more designed to encourage and coach young people, a commitment that will top the list of activities he will devote his time to.

Rick is a remarkably driven person so you have to take time to truly understand

built the business up again."

Rick learned that the best leaders think of the people involved, not just the company.

The direct marketing bug bit him when Rick joined Canada Post in 1992, which at that time became a Crown corporation.

"My first job at CPC was to be in charge of 'Quality Assurance' - testing various postal work flows, measuring accuracy of sorting across all product lines including Priority Courier and Admail.

"Canada Post was a fantastic training ground and the things I learned there some 20 plus years ago still help me with my customers today

"My first sales manager was Hugh Burgess, who introduced himself to a group of us with these words, "Some of you have been told that you now work for me. That is incorrect. I work for you."

Rick learned that leaders are there to make the members of the team successful.

#### Best of the best

From Canada Post, Rick went to York Litho.

"One of the best places I have ever worked for bar none," he emphasized. "I was lucky to be at York Litho when some of the best of the best were all working in one place at the same time. Folks like Bob Flynn, Doug Andres, Len Boston, Ray Raikums and Bob Coleman, ... I am talking about some of the brightest folks in the industry at that time or

After Transcontinental purchased the company Rick bounced around with notable stops at: SMR/Tytrek when the two businesses came together; at Quebecor Direct where he was vice-president of sales; at Transcontinental Direct managing inter-company and DM sales and now at ALLM as the director of sales.

"At Transcontinental Dan Whitehead, the senior vice-president, would take all my staff out to dinner along with their wives every quarter when we hit our budget, thanking all of us for our efforts, truly recognizing that family and work must be in balance. And once again confirming that little things make a big difference."

#### Steering through rough seas

At Quebecor Canada he remembers how President Chris Rudge once said to him, "Anyone can steer a ship in calm waters; it's a real leader who can manage the business through rough seas."

And how working with Rick Lambert, the plant manager, was always great because "He was like a great business partner", while Terry Stevens (The Doctor) a fellow sales person had a unique view of sales and client relationships. "He was a master of THE SPIN. This guy could sell a heat lamp to Al Gore.

"It's hard to jam 26 years of my life into

Bob would quietly call me into his office and ask, 'Well Bozo, you're not going to make that mistake again are you?' Bob taught me that it's okay to make the occasional mistake once. Only once."

#### The occasional mistake

"Have you made the occasional mistake only once?" I asked.

After a moment of thought he replied, "Of course not I twice stayed on with companies longer than I should have. But in both cases I was sold on an idea of helping build the company.

"In one case I showed up for my first day and there were no phones or faxes nothing not even the guy who had hired me.

"In the second case I was courted by a company at a fairly high level and a deal was put together that I was really excited about. My first day at work I was informed that my boss had been transferred to the U.S. and the job I was hired for was being re-organized. In both these cases I tried to hang in because things do happen and the intentions of both the individuals who hired me were honourable and good. I have been fortunate to work for many companies over my 28 years."

Rick has salesmanship in his blood. He grew up as the son of a print salesman in a very small town, in Caledon northwest of Toronto. He lives there to this day.

#### Broadcast aspirations

"I had aspirations to be a radio broadcaster and convinced my dad to cover my tuition to give it a try, but I must have made a wrong turn at Albuquerque. I was always jealous of folks in high school and college who knew exactly what they wanted to do. It took me a lot of time to understand that what I enjoy and what I could make a living at could be one and the same thing. I studied marketing in college, which really helped me in sales, as many of my early clients were people from advertising agencies, so I could speak THEIR language.

"The best advice my dad, Gord Jones, gave me was, 'Shut up and listen, that's what sales is all about.'"

Rick is married to Shelley. They met in high school and have been together for longer than 20 years.

"I have made it quite challenging for her on some occasions but in spite of it all she is still with me. We are blessed with two wonderful boys, Spencer and Kacey, who are both in French Immersion - one is in high school and one in middle school.

Our world revolves around the kids, from snowboarding to baseball to mountain biking to music or just hanging around the pool on a hot summer day. Life is good.

"About four years ago I took up snowboarding. I have never skied before so this was a cold start for me. I strapped on the board and I'm happy to report no broken bones so far and I'm now a Gnarly Dude according to the kids. I coach two baseball teams in the summer, I play guitar and host a youth radio program, called 'Songs from the Woods' at Caledon's radio station. So, my dad has finally seen that his tuition investment is finally paying off, better late than never."

#### Sunburn tale

And of course there were funny moments too, like his trip to Calgary. Rick narrated the story. "Two colleagues, Michael and Ray, and I once went out west to Calgary to meet several clients. We flew out on a Saturday and had Sunday to kick back and relax. We decided to drive to Lake Louise. It was a spectacular spring day, snow everywhere but beautiful and sunny. We thought it would be great to sit on the patio and have a few soft drinks and catch some rays. I recall I sat facing the sun head on with one person on my right and the other on my left. We sat there talking for several hours. The next morning we headed off to our first meeting, I had sunburn on my full face while the other two had sunburns on only one half of their faces. Our clients found it pretty funny, and so did we.

"I was a volunteer fire fighter for 13 years for The Town of Caledon and on more than one occasion I was reminded of what is really important in life as I pulled broken bodies from smashed cars or helped people from burning buildings.

"My life, like most lives, seems to be built on great joys and great losses. And as John Lennon said, 'Life is what happens to you, while you're busy making other plans.'"

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

*"The best advice my dad, Gord Jones, gave me was, 'Shut up and listen, that's what sales is all about.' " - Jones*

him. I suggest you read between the lines of what he says to discover the true Rick Jones, his real values and his beliefs.

#### High school job

Passionate and straight up about business and life, he is careful to give credit for his successes to people along the way who have had a lasting effect on him, starting with Herb Rice, the first person he worked for when he was in high school.

"He owned a feed mill in Caledon and was about to retire when the entire business literally burnt to the ground," says Rick. "He kept everyone employed and

any time at all."

He remembers with a smile that Matt Penstone, the sales manager, used the phrase, "It's not a problem; it's an opportunity."

Or how he learned from Len Boston, one of the top sales persons. "Just listening to him on the phone was an education. Len through his calm professional delivery smoothed over any issue, it seemed"

And how Doug Andres, one of the smartest general managers ever, helped him close many large complex deals like those with Shell Canada and The Brick. "He never once let me fail."

one face-to-face meeting with you," he said, "but of all the places I have worked for, for all the clients I have helped, all the sales I have made, the late night press approvals I have attended, the client lunches that never ended and endless hours I have spent in tradeshow booths, I think the most memorable work experience, that changed my direction, was with Bob Flynn.

"At that time Bob was with York Litho. Bob was and still remains truly one of the nicest people I know. He took me under his wing and made it easy for me to be successful. And whenever I screwed up,

# INTHEMAIL

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from: anywhere  
to: anyone

## Campaign helps printer franchises build business in niche markets

Personalized and relevant components resonate with prospects, attract them to "Lunch and Learn" events and prove the sales approach works.

**F** BY PAT ATKINSON

On May 12, Print Three Franchising Corporation (PTFC)

received the 2008 Gold Frankie Award from the Canadian Franchise Association (CFA) in the Direct Marketing category. PTFC's campaign, "Real Estate 1 to 1," was deemed the winner, based on clarity of message, originality of concept, effective use of medium, quality of execution and overall presentation.

Finalists were selected out of a record-breaking 237 entries from franchisors, ad agencies and support service companies. Eden Advertising and Interactive Inc. developed the creative concept, copy and design.

So, what can be learned from this award-winning direct response application? Plenty!

PTFC is a 35 year-old Canadian franchise organization with 60 owner-operated locations across the country. Although its core business focus is Canadian Fortune 500 companies in a broad array of growing vertical markets, some of PTFC's individual franchise locations were still more knowledgeable about conventional printing services than the digital print and procurement technology needed for today's requirements.

This meant that prospects and clients often weren't aware of their local Print Three store's ability to produce the kind of sophisticated printed pieces they required. That is, until Andrew Hrywnak began to mastermind the company's marketing. As president for the past five years, one of his roles has been to run marketing campaigns from head office aimed at benefiting the company's franchisee network including, helping owner-operators work through their own

results by using direct mail pieces to promote our events."

### Research

Along with Eden Advertising & Interactive, an agency that specializes in designing and developing lead-generating marketing across all media, PTFC set out to identify its best prospects and clients, with an eye to building on its strengths in digital print and procurement technology and expanding its business base in niche markets. InfoTrends/CAP Ventures, a worldwide market research and strategic consulting firm for the digital imaging and document production industry, provided advice and information about the specific printing needs inherent in each of the vertical sectors that PTFC's franchisees identified as their key markets: real estate, healthcare, pharmaceuticals, legal, insurance, financial, and associations.

Eden then used this intelligence to develop messaging, photography and direct marketing pieces that were intended to resonate strongly with prospects within each respective market.

"We believe that if a client is going to spend any money on a print campaign, particularly in direct marketing, the pieces must be unique, noticeable, relevant and as personal as possible to the target in order to be effective," explains Esther Willinger, agency president, who acted as account director on this campaign. "For Print Three, we created a series of four mailers for each vertical, with customized headlines that clients would find appealing."

The target audience for the real estate 1-to-1 campaign was directors of sales



Mail components include four highly personalized 8.5 x 5.5 inch postcards with relevant messaging and photos. Three of the cards familiarize the prospect or customer with Print Three's services that are relevant to their needs and build name recognition for the local PTFC store. The fourth is a call to action asking prospects to reserve their seat at a "Lunch and Learn" event. All four cards rely heavily on variable data printing.

and suggests services that Print Three could provide to address them.

Although the first three cards indicate the time and date of the upcoming "Lunch and Learn" session, their key purpose is to familiarize prospects or clients with PTFC's services and build an understanding of what they could be used for in their business. These cards also build name recognition for the local PTFC store.

The fourth and final post card culminates in a call to action. Prospects are urged to reserve a seat at one of the upcoming live "Lunch and Learn" events

recipient's name and mailing address, and the matching relevant images and messages.

"This vertical marketing piece was the first step in getting our customers used to one of the simplest forms of printing we can do for them," Hrywnak underscores. "As soon as we started doing this, I was leading eight to 10 'Lunch and Learn' events on a weekly basis. The key was to be able to say, 'I sent you a printed card to get you into this room and you're sitting here right now. You could be doing the same thing with your customers.'"

He adds that because the target audience of marketing and sales directors are sophisticated customers who quickly understand the concept and want to determine what they have to do to use similar techniques within their organizations, it is a fairly straightforward exercise to convert them to customers once they have attended an event.

### Results

Hrywnak says that the average response rate from this campaign was three to six percent. What is even more impressive is that the close rate after each of the lunchtime sessions was 70-80 percent. Overall, real estate 1 to 1 (and identical campaigns in each of the company's target markets) enabled PTFC to build a better reputation and a stronger network.

This simple strategy translated into new business and solidified for Hrywnak something that he would go on to teach

### ABOUT THE CAMPAIGN

**Client:** Print Three Franchising Corporation (PTFC)  
**Campaign:** Real Estate 1 to 1  
**Agency:** Eden Advertising & Interactive Inc.  
**Creative Director:** Jane Bongers (Eden)  
**Art Director:** Rachel Yu (Eden)  
**Copywriter:** Jane Bongers (Eden)  
**Project Manager:** Olga Mete (Eden)  
**Production Manager:** Nancy Morencie (PTFC)  
**Account Director:** Esther Willinger (Eden)

*"The pieces must be unique, noticeable, relevant and as personal as possible to the target in order to be effective," – Willinger*

marketing plans and close sales.

It was Andrew's idea to implement "Lunch and Learn" events to help franchisees demonstrate how PTFC could help its clients become more effective at their business. Although at the time, it was a great concept, convincing prospects and customers to attend a seminar about printing was no easy feat, even with a free lunch provided.

"When we first started doing these seminars, I might have had one to two on a monthly basis and I was disappointed with that," Hrywnak explains. "I wanted to take it to the next step to see if I got better

and marketing of major commercial and residential real estate firms. In some parts of Canada, top-performing agents were also included. Four postcards were sent out to each recipient over a one month period.

### Components

On one side of each of the four 8.5 x 5.5 inch postcards, the prospect's name is featured prominently in a relevant headline, along with an image of a real estate executive or agent. The reverse side includes messaging that is so relevant that it "proves" the sender understands the printing needs of a real estate company

in the area, or if time is an issue, to arrange with the printing franchise to have their lunch delivered to their office and attend a seminar online.

### Personalized and relevant

Needless to say, PTFC did its own printing for this one to one campaign. (PTFC's Smart Document Centres are equipped with some of the most up-to-date print and procurement technology.) It employed variable printing techniques on the sender's store location, the particulars of the specific lunch and learn seminar, the recipient's name for the headline, the

franchisees and clients to their own benefit-- that well executed one-to-one marketing works effectively and "the sky is the limit."

Building on the success of this award-winning campaign, PTFC and Eden subsequently designed and launched 22 seminars in 2008, entitled, "The Extreme Digital Event," across Canada—supplementing the direct marketing components with email, purls, surveys and residual data from them. The names of prospects who attended events were entered into a contest for one of three significant prizes. This augmented process resulted in even greater returns with 10-12 percent response rates.

"At every one of these events, franchisees gained new accounts and new business and some of these franchisees hadn't seen a new client account in a long time," Hrywnak stresses. "Our goal is to bring our customers results: tangible results that you can show them. That's unique."

Pat Atkinson is a freelance journalist who will become editor of Direct Marketing starting with the July issue.

# article >> highlights

### The business challenge

In the area of sports, this first stage of data mining (identifying the business problem) would determine if a data mining or analytical need exists.

### Alternative data capture

To pursue meaningful analytics, the sports organization needs to think of alternative ways of capturing the transaction behaviour for historical purposes.

### Fan segmentation

The first analysis would be grouping customers into high, medium, and low value segments through deciling the fan base and determining how much each decile contributes to

### Merchandise sales

Even if 'putting bums in seats' is not a priority for such super brands as the Toronto Maple Leafs or the Boston Red Sox, there is always the opportunity to sell more merchandise.



# DM DYNAMICS

with Richard Boire Boire Filler Group, Pickering, ON

## Sales analytics behind sports teams

For some fabled sports teams like the Toronto Maple Leafs and New York Yankees, printing tickets is akin to printing money. Other sports organizations have to work harder at selling tickets to their fan base. Here's how they can benefit from data mining and analytics.

The marketing world, in particular the direct marketing world, has relied on the use of data mining and analytics to arrive at various marketing solutions for many years. In previous articles, I have stated that the use of data mining and analytics has been a key business discipline for some direct marketing firms since the 1960's due to their significant investment in technology at that time.

In today's world, the investment to conduct analytics and data mining is no longer a barrier to entry within the market place. In fact, the use of analytics is a regular ongoing process within the marketing discipline with advanced statistics such as predictive models being the preferred data mining option.

Marketers now recognize that their overall vision of targeting the right names with the right offer and at the right time can only be achieved through the use of data mining and analytics. Yet, it should be no surprise that traditional non direct-marketing type companies have begun to adopt these disciplines.

A couple of recent books that have become quite popular in the business world (*Competing in Analytics* by Thomas Davenport and *Moneyball* by Michael Lewis) emphasize the importance of analytics

in the 21<sup>st</sup> century. The most significant commonality in the two books are the authors' discussion of the entertainment sector in adopting analytics and data mining as a key competitive discipline.

To those of us who have been schooled within the direct marketing discipline, our inherent bias is that every business can leverage direct marketing to its advantage. Yet, as discussed in earlier articles, this is not always the case.

### The business challenge

As with any business challenge, we need to understand how the business makes money and whether this can be done more effectively (increased ROI) through the use of data. In the area of sports, this first stage of data mining (identifying the business problem) would determine if a data mining or analytical need exists.

For example, if you are a flagship team like the Toronto Maple Leafs, New York Yankees, Boston Red Sox and perhaps a few other organizations, you do not need to be very effective in achieving your goal of 'putting more bums in seats cost effectively' As a matter of fact, these organizations are prime examples of price inelasticity whereby prices can easily be raised without impacting overall ticket demand. The use of analytics and data

Historically, sports marketers have attempted to fill seats by pouring dollars down the mass advertising funnel.

But this has not achieved the objective of being able to 'effectively' fill seats. Sports marketers in this scenario need to understand the concept that 'Not all Fans are created equal' which is awfully familiar to the standard customer relationship management (CRM) slogan of 'Not all customers are created equal'.

Of course, the capability to effectively do this is based on data and whether information is being captured and stored in some repository. If I purchase a baseball ticket, we need to understand what information is being captured historically. Unless someone at the receiving end of the purchase transaction is capturing information about that person, this activity or event becomes unavailable for any future analytics.

This is important to understand as a significant portion of a team's ticket revenues might arise from unrecorded events such as purchasing tickets with cash at the ball park. This limitation of data capture at the individual level obviously presents a barrier to many sports organizations considering the use of analytics for marketing.

Decile	# of Fans	Average sales revenue per customers	% of all revenue captured in decile	Segment
1	5000	\$2200	33.18%	High
2	5000	\$1800	27.15%	High
3	5000	\$1000	15.08%	Medium
4	5000	\$800	12.07%	Medium
5	5000	\$500	7.54%	Medium
6	5000	\$100	1.51%	Low
7	5000	\$80	1.21%	Low
8	5000	\$60	0.90%	Low
9	5000	\$50	0.75%	Low
10	5000	\$40	0.60%	Low

Figure 1: Of the 500,000 total Blue Jay fans with individual-level data through some electronic purchase, high-value customers or 20 percent of the fan base account for nearly 60 percent of all fan revenue.

behaviour for historical purposes. For example, technology is making it easier to study purchase behaviour as evidenced by the growth of online purchases.

Using their creativity, marketers can expand the purchase behaviour in areas beyond just the purchase of tickets. The use of the Web has allowed fans to buy concessions and/or merchandise so this information is all captured at the individual level.

Through this increased ability to capture data at the individual level, marketers can in effect develop better programs to encourage incremental spend in both ticket and non ticket type transactions. The clearly growing trend of online purchase behaviour has accelerated the marketer's ability to capture individual level data and more importantly use this information to differentiate customers.

With the fan's behaviour captured historically, organizations can then take advantage of direct marketing vehicles such as direct mail or email. A fan purchasing tickets that are captured historically can expect to receive multiple offers for other tickets through email or direct mail.

But most communications do not take full advantage of the information. The actual content of the communication despite the one-to-one nature of the channel is mass-oriented.

From a fan perspective, how do the Toronto Blue Jays recognize my distinctness or uniqueness as a fan? This

challenge is identical to the basic CRM marketing principle of knowing and understanding your customer. In the case of the Blue Jays, it would be perusing my historical behaviour to better understand my buying patterns.

But before we even commence analytics to better understand fan behaviour, we need to first understand that sales revenue for the Jays can arise from a number of other different areas (corporations, sponsorships, TV) besides fan revenue. But for what we are trying to accomplish, our efforts are going to be focused on the fan revenue component. How might we begin our analytics exercise for the Toronto Blue Jays?

### Fan segmentation

The first analysis would be to group customers into segments of high, medium, and low value. This could be done by deciling their customer base by sales revenue and determining how much each decile contributes to overall revenue.

The hypothetical example we use in Figure 1 suggests there are 500,000 Blue Jays that have individual-level information through some type of electronic purchase (via phone or online). This would tell us that high value customers representing 20 percent of our fan base account for close to 60 percent of all fan revenue, medium-value customers constituting 30 percent of the base account for 35 percent of fan revenue, **See DM DYNAMICS, page 27**

*“Historically, sports marketers have attempted to fill seats by pouring dollars down the mass advertising funnel.”*

in almost all disciplines. Davenport, in particular, discusses the notion of data mining and analytics as being a key competitive advantage for corporate success

mining within this context is meaningless. However, for most sports organizations, putting more bums in seats cost effectively is a primary objective.

### Alternative data capture

To pursue meaningful analytics, the sports organization needs to think of alternative ways of capturing the transaction

Value Segment	Propensity to Purchase Leaf Jersey	Propensity to purchase Autograph Hockey Stick	Propensity to Purchase Leaf Mugs	.. Etc
High				
Medium				
Low				

Figure 2: This matrix of various value fans can be used to determine the propensity of each to purchase autograph hockey sticks, mugs or other products.

**DM DYNAMICS, Cont'd from page 26**

while low-value customers comprising 50 percent of the fan base account for only five percent of all fan revenue.

Keep in mind that the revenue numbers only include information captured electronically. For instance, if I buy a ticket at the gate with cash, it is unlikely that any personal information is being captured

But even with the limitations of the data, we can still work with the portion of the fan base that does have recorded historical revenue and attempt to derive incremental revenue. Any experienced CRM analytics practitioners would tell you that knowledge of what is recorded is good enough to identify or target customers for various CRM initiatives.

For the high-value group, we may want to identify fans that are declining in their behaviour or at risk of defection and create retention type programs around this such as a VIP program to these high-risk customers.

In the medium value group, identifying customers that most resemble high-value customers would provide a targeted group of names where we might want to create some brand recognition type program. This might be done through discounted merchandise concession type offers.

For low-value customers, email correspondence and traditional mass marketing might represent the marketing approach to this group. With this basic simple example, you can see that we have established programs at a conceptual level that treat customers differently.

**Merchandise sales**

Even if 'putting bums in seats' is not a priority for such super brands as the Toronto Maple Leafs or the Boston Red Sox, there is always the opportunity to sell more merchandise. Again, the

use of individual fan data, particularly if merchandise data is captured, could be used to develop specific merchandise product models. This could be overlaid with the value segments to produce the type of matrix outlined in Figure 2.

The data analytics may show that the high-value segment is highly profitable to create specific programs geared towards selling Leaf jerseys to them and mugs to the low-value customers. If we establish a specific marketing campaign to sell Leaf jerseys to high-value customers, we might also want to further stratify this segment and at the same time explore the propensity for purchasing Leaf jerseys across the other value segments.

In the chart in Figure 3, we may find that decile 1 which is highest propensity to purchase a Leafs jersey might generate a larger ROI than decile 10 which is the lowest propensity to purchase a Leafs jersey. This chart could also be applied to the other products (hockey sticks and Leaf mugs).

Through this detailed analysis, we might find that low value customers in the top decile (decile 1) of purchasing Leaf mugs might produce a larger ROI than high value customers in the bottom decile (decile 10) of purchasing Leaf jerseys.

**Regional markets**

Given that Leaf fans are located nationally, we may also want to look at the concept of merchandising offers into other regional markets. But again, we would use the analytics approach outlined here but applied to a regional market.

The regional dynamics and the analytics associated with each regional market might suggest that specific Leaf products be associated with certain regions. The ability to differentiate these customers in the regional markets would be based on propensity models that identify those customers most likely to purchase specific products and still yield an acceptable ROI.

As we can see, the use of data can be used to develop programs to enhance and reinforce ticket buying behaviour. At the same time, it can also be used to drive incremental revenue in other non ticket type revenue transactions.

The world of sports is just in its infancy in adopting these kinds of principles. But the explosive growth in electronic data capture will cause these organizations to incorporate these techniques and approaches as part of their standard business practices.

In our next column, we will further explore this area in terms of hotels and casinos that in some cases are leading-edge practitioners in adopting data mining and analytics techniques as part of their standard business practices.

*Richard Boire heads up the Boire Filler Group, Pickering, ON, a firm specializing in customer database analytics and predictive modeling. He can be reached at 905.837.0005.*

Decile based on likelihood of purchasing Leafs Jersey	Propensity to Purchase Leafs Jersey		
	High Value	Medium Value	Low Value
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

*Figure 3: This chart could come into play to record likelihood of all 10 deciles in the three value groups to purchase Leaf jerseys. Similar charts could also be applied to purchase propensities for other products like hockey sticks and mugs.*

**LIST WATCH, Cont'd from page 9**

the Internet are the sources. Selects include hotlines, gender, province, state/SCF/ZIP

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**Cornerstone handles files for Canadian publisher Thomas Carswell**

TORONTO--Cornerstone Group of Companies, based here, recently became list manager for Canadian publisher Thomson Carswell. Resolve Corp. previously handled these files.

The appointment includes databases identifying lawyers and human resources professionals; a legal directory and subscribers to various newsletters and magazines such as *Canadian Employment Law Today* and a book buyers list. Counts range from 958 to 57,189.

Files have been used by SkillPath Seminars, 4 Imprint, York University, Cole & Partners, Insight Information Inc., Canadian Institute, Osgoode Hall Law School, Canadian Institute of Chartered Accountants, University of British Columbia, among others.

Base rates range from \$180/M to \$495/M. Selects (depending on file) include gender, key records, number of employees, one per company, SIC code, job title/function, *Lexpert Magazine* subscribers, industry/organization type, practice type, FSA, province. For more information, contact your list broker or call Cornerstone Group of Companies at 416.932.9555.

# EVENTS CALENDAR

**June 17-18  
SEARCH ENGINE STRATEGIES  
CONFERENCE & EXPO TORONTO 2008**

This two-day event features presentations and panel discussions that are said to cover all aspects of search engine-related promotions. It is organized by two of the leading search authorities, SES Toronto Conference Chairman Andrew Goodman SES Programming Director Kevin Ryan. Location is Metro Toronto Convention

Centre, Toronto. For more information or to register contact registration@searchenginestrategies.com or call 203.295.0050.

**June 19  
CMA BRANDING CONFERENCE**  
This branding conference is held by the Canadian Marketing Association. It will feature keynote addresses by Tony Chapman, chief executive officer, Capital C; Matthew Teitelbaum, Michael

and Sonja Koerner director and chief executive officer, Art Gallery of Ontario; and Chris Staples, partner and co-creative director, Rethink Communications. Location is Intercontinental Toronto Centre, Toronto. For more information, visit: www.the-cma.org/branding

**June 23-27  
CALL CENTRE WEEK**  
Call centre professionals from around the world are said to gather for this

week-long event. In its ninth year, the event is put on by the IQPC. Location is Flamingo Hotel, Las Vegas, NV. For more information or to register, visit www.callcenterweek.com

**September 23-26  
44th CAM-X ANNUAL  
CONVENTION & TRADE SHOW**  
Industry professionals and leaders attend this annual conference to gain insight and to network with their peers.

Our convention theme is 'Leadership: Colour outside the lines'. The program includes sessions on Growing Your Business, Sales, Hiring & Compensation, Screening & Coaching, How to effectively promote from within, Remote Agents, VoIP, Terminal Services, Client Services; Wooing your own clients and Marketing: Branding. Location is Deerhurst Resort, Huntsville, ON For more information, contact CAM-X Executive Director Linda Osip at 800.896.1054 or linda@cam.x

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**PRESIDENT**  
Steve Lloyd - steve@dmn.ca

**PUBLISHER**  
Mark Henry - mark@dmn.ca

**EDITOR**  
Ron Glen - ron@dmn.ca

**MARKETING INFORMATION  
COORDINATOR**  
Adam Lloyd - adam@dmn.ca

**PRODUCTION MANAGER**  
Michael Demi - michael@dmn.ca

**SENIOR ACCOUNT MANAGER**  
Peter O'Desse - sean@dmn.ca

**CONTRIBUTING WRITERS**

Jay Aber  
Pat Atkinson  
Richard Boire  
Chris Carder  
Rick Ferguson  
Billy Sharma  
Colin Tener  
James Wong

**LLOYDMEDIA, INC.**  
HEAD OFFICE / SUBSCRIPTIONS /  
PRODUCTION: 302-137 Main Street North,  
Markham ON L3P 1Y2 Phone: 905.201.6600 Fax:  
905.201.6601 Toll-free: 800.668.1838 home@  
dmn.ca www.dmn.ca

**EDITORIAL CONTACT:**

Phone: 416.461.9647  
Email: ron@dmn.ca  
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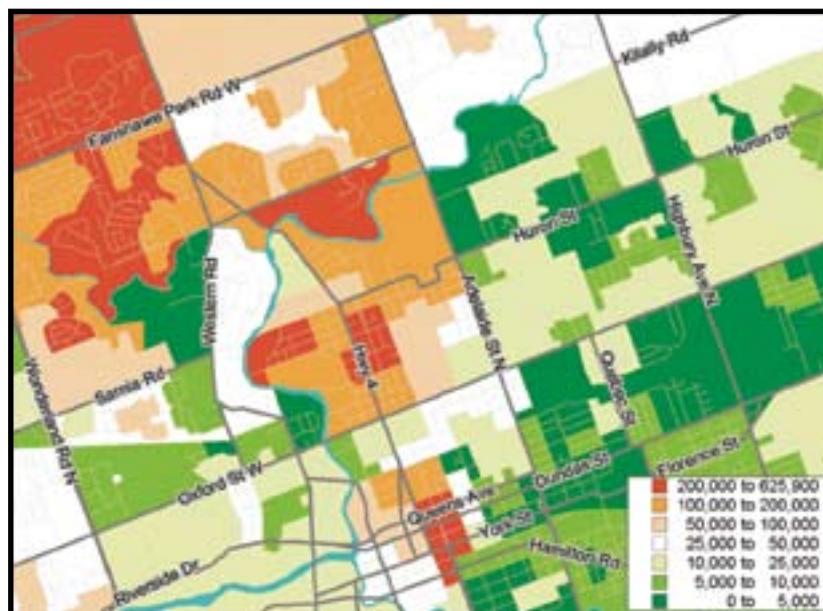
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WealthScapes: London, Ontario Average Stock Balance (\$ per household)



WealthScapes: Sample Neighbourhood Home Values

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WealthScapes Summary	Trade Area	
	# HH	(000)
WealthScapes Net Worth	25,263	\$7,191,881
WealthScapes Total Savings	24,684	\$366,706
WealthScapes Total Investments	13,304	\$943,268
WealthScapes Total RRSPs	10,108	\$521,827
Net Real Estate Value	12,755	\$6,233,519
<b>Average</b>		
Average Household Income	\$74,293	
Average Household Disposable Income	\$55,514	
Average Household Discretionary Income	\$31,985	
Assets	# HH	(000)
<b>Savings &amp; Investments</b>		
Chequing & Savings Accounts	24,425	\$196,384
GICs and Term Deposits outside RRSP	5,479	\$93,792
GICs and Term Deposits inside RRSP	5,204	\$76,531
Stocks outside RRSP	4,878	\$265,613
Stocks inside RRSP	2,916	\$134,774
Bonds outside RRSP	3,274	\$43,543
Bonds inside RRSP	2,309	\$63,170
Mutual Funds outside RRSP	4,018	\$188,815
Mutual Funds inside RRSP	7,476	\$247,353
<b>Total WealthScapes Liquid Assets</b>	<b>24,866</b>	<b>\$1,309,974</b>
<b>Real Estate</b>		
Primary Real Estate	11,736	\$5,647,121
Other Real Estate	3,390	\$1,299,417
<b>Total WealthScapes Real Estate</b>	<b>12,755</b>	<b>\$6,946,538</b>
<b>Total WealthScapes Assets</b>	<b>24,922</b>	<b>\$8,256,512</b>
Debt	# HH	(000)
Mortgage	5,778	\$713,019
Secured Line of Credit	3,107	\$157,845
Credit Cards	9,847	\$64,047
Unsecured Line of Credit	4,877	\$51,227
Personal Loans	7,389	\$78,492
<b>Total WealthScapes Debt</b>	<b>16,522</b>	<b>\$1,064,631</b>

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