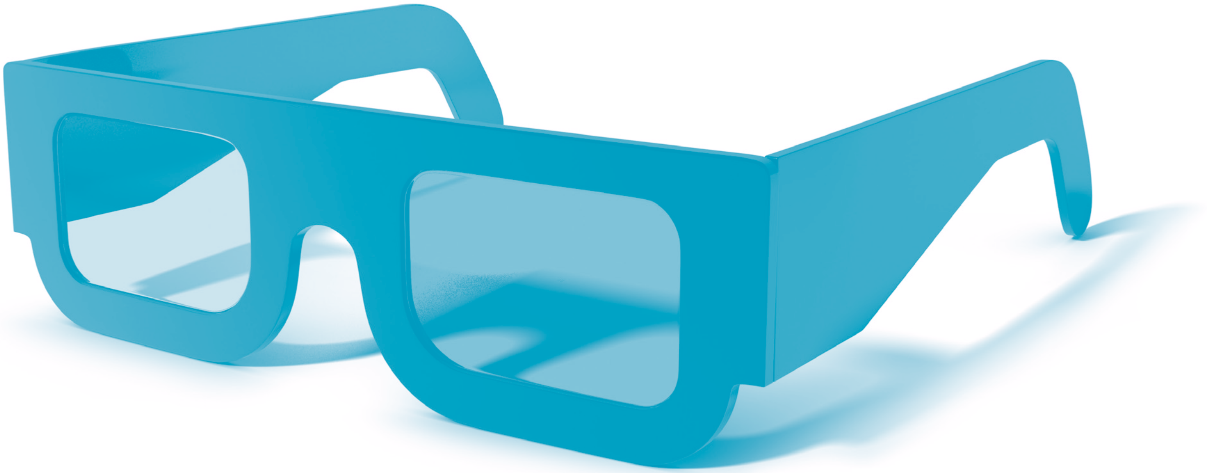
Lisa Spiller

DIRECT, DIGITAL & DATA-DRIVEN MARKETING



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DEDICATION

Martin Baier

Martin Baier, 1999

Direct marketing legend Martin Baier died on June 30, 2016. He was 93 years old. Martin was truly one of the founding fathers of the direct marketing field, and a staunch supporter and active contributor to direct marketing education nearly his entire professional life. His keen intellect and business vision, combined with his many significant intellectual contributions, will live on forever in our marketing discipline.

Martin helped define direct marketing and was a key figure in developing and expanding the direct marketing industry. He was known as the 'Father of Zip Code Marketing' after writing an article in 1967 for the *Harvard Business Review* entitled 'Zip Code: New Tool for Market Segmentation.'

Martin Baier authored or coauthored many seminal books on direct marketing during his lifetime. His *Elements of Direct Marketing*, published in 1983 by McGraw-Hill, was the first academic textbook on direct marketing. A Japanese edition of this text was published by Nikkei in Tokyo in 1985, and an international student edition was published in Singapore in 1986. Martin's *How to Find and Cultivate Customers through Direct Marketing* was published by NTC Business Books in 1996. *Contemporary Database Marketing: Concepts and Applications*, an interactive college textbook and CD, coauthored with Kurtis Ruf and Goutam Chakraborty, was published by Racom Books in 2001. Martin coauthored with Lisa Spiller the first edition of *Contemporary Direct Marketing*, released in 2004, and the second edition, *Contemporary Direct and Interactive Marketing*, released in 2009, both published by Prentice-Hall. Their third edition was published in 2012 by Racom Books.

Martin was recognized by his peers and received many awards for his achievements and contributions to the field. The Direct Marketing Educational Foundation, now known as Marketing EDGE, presented him its Ed Mayer Award, and the Direct Marketing Insurance Council named him Direct Marketing Insurance Executive of the Year, both in 1983. Martin was inducted into the Direct Marketing Association (DMA) Hall of Fame in 1989. The Mail Advertising Service Association honored him with its Miles Kimball Award in 1990. The Ed Sisk Award for Direct Marketing Vision was presented to him by the Direct Marketing Association of Washington Educational Foundation in 1994. The 1995 Andi Emerson Award for contribution of outstanding service to the direct marketing creative community was awarded to him by the Direct Marketing Creative Guild and the John Caples Awards Board. In 1995, he was elected International Fellow of the Institute of Direct Marketing (U.K.) in recognition of exceptional services to the profession. The New England Direct Marketing Association honored him with a Lifetime Achievement Award in 1996.

Martin was with Old American Insurance Company as Senior Executive and Vice President of Marketing for more than 25 years. After retiring in 1987 as executive vice president of the marketing group, he was a direct marketing consultant and educator. He founded the Center for Direct Marketing Education and Research in the Henry Bloch School of Business and Public Administration of the University of Missouri—Kansas City (UMKC), where he served for 25 years as adjunct professor. He created and taught a Professional Direct Marketer certification program at UMKC and traveled the world speaking at direct marketing conferences.

Martin consulted with a variety of organizations involved in adopting the discipline of direct marketing. He was affiliated with many professional organizations and is listed in *Who's Who in Finance and Industry* and *Who's Who in Advertising*. He taught direct marketing at many universities and conducted numerous seminars throughout the United States as well as in Europe, Australia, New Zealand, and Asia.

Martin's education included an MA in economics (1970), a BA in business administration (1943), and a BS in economics (1943)—all from UMKC.

Martin was an active and passionate member of both the Direct Marketing Association (now known as the Data & Marketing Association) and the Kansas City Direct Marketing Association. His passion for direct marketing was second only to his love for his family—his devoted wife Dorothy Baier; his daughter, Donna Baier Stein; his grandson, Jonathan Baier Stein; and granddaughter, Sarah Rachel Stein.

This book, *Direct, Digital & Data-Driven Marketing*, in both its fourth edition and the present edition, has been written with Martin Baier in my heart and on my mind. I hereby dedicate this text to him.

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PART 1

Build, Develop, and Measure Direct Marketing Strategies

1

PROCESSES AND APPLICATIONS OF DIRECT MARKETING

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CHAPTER SPOTLIGHT

PEACE FROGS

Like most college students, Catesby Jones needed some extra cash, so he decided to create beach volleyball shorts to sell around campus at the University of Virginia. He wanted an unusual design that would appeal to his target market, so he arranged an eye-catching assortment of national flags all over the boxer shorts. To put flair into his design, Catesby added a frog holding two digits in the air, forming a peace sign. After receiving numerous orders, he began manufacturing and selling the unique shorts from his dorm room. Soon, he began selling other items featuring the creative peace-signing frog, such as the T-shirt featured in Figure 1.1.

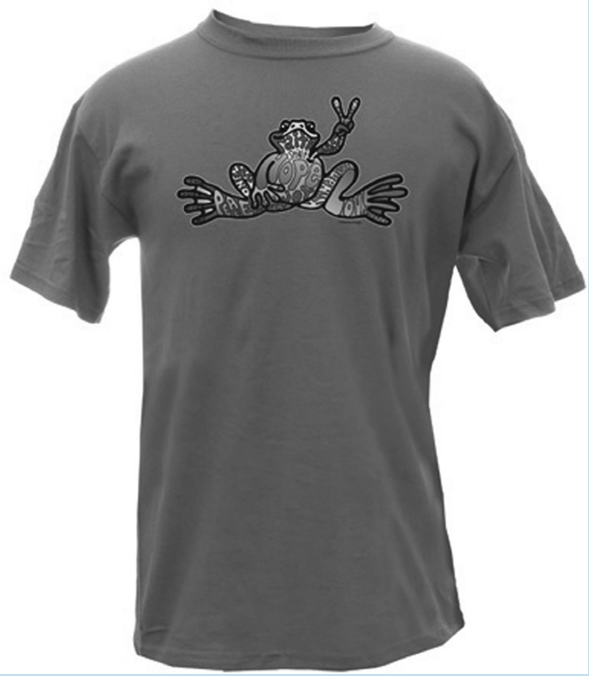
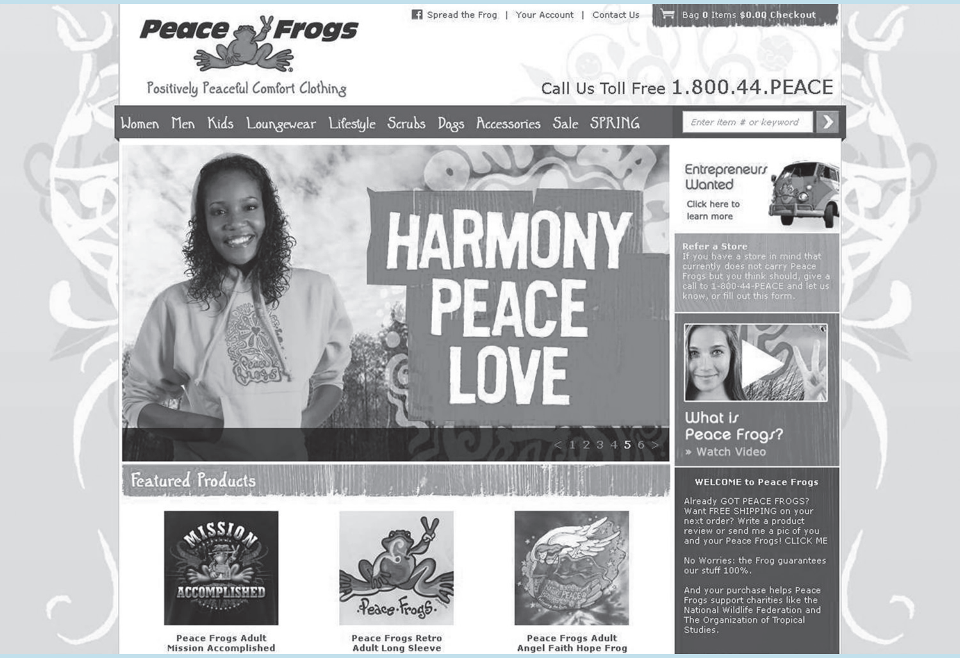


Figure 1.1 Peace Frogs Hope T-shirt. Used with permission of Peace Frogs, Inc.

Catesby saw the potential in his creation, so he and a few buddies decided to place a $15,000 direct marketing advertisement in *Rolling Stone* magazine. The advertisement generated a total of 1,000 orders. By the time Catesby had finished his degree in international relations, he was already four years into what would become his passion and a very successful business.

Peace Frogs began to dispense products through multichannel distribution, using a mail-order catalog, retail stores–company-owned and licensed (from wholesale to department stores and specialty retailers)–and on the Internet at www.peacefrogs.com (see Figure 1.2). These channels allowed the company to distribute its products to a vast number of consumers and save resources through cross-marketing. They also helped create brand recognition and loyalty because the consumer could see the merchandise at many different outlets.


Peace Frogs
Positively Peaceful Comfort Clothing
Spread the Frog | Your Account | Contact Us
Bag 0 Items $0.00 Checkout
Call Us Toll Free 1.800.44.PEACE
Women Men Kids Loungewear Lifestyle Scrubs Dogs Accessories Sale SPRING
Enter item # or keyword
HARMONY PEACE LOVE
< 1 2 3 4 5 6 >
Entrepreneurs Wanted
Click here to learn more
What is Peace Frogs?
» Watch Video
Featured Products
MISSION ACCOMPLISHED
Peace Frogs
Peace Frogs Adult Mission Accomplished
Peace Frogs Retro Adult Long Sleeve
Peace Frogs Adult Angel Faith Hope Frog

Refer a Store
If you have a store in mind that currently does not carry Peace Frogs but you think should, give a call to 1-800-44-PEACE and let us know, or fill out this form.

WELCOME to Peace Frogs

Already GOT PEACE FROGS? Want FREE SHIPPING on your next order? Write a product review or send me a pic of you and your Peace Frogs! CLICK ME

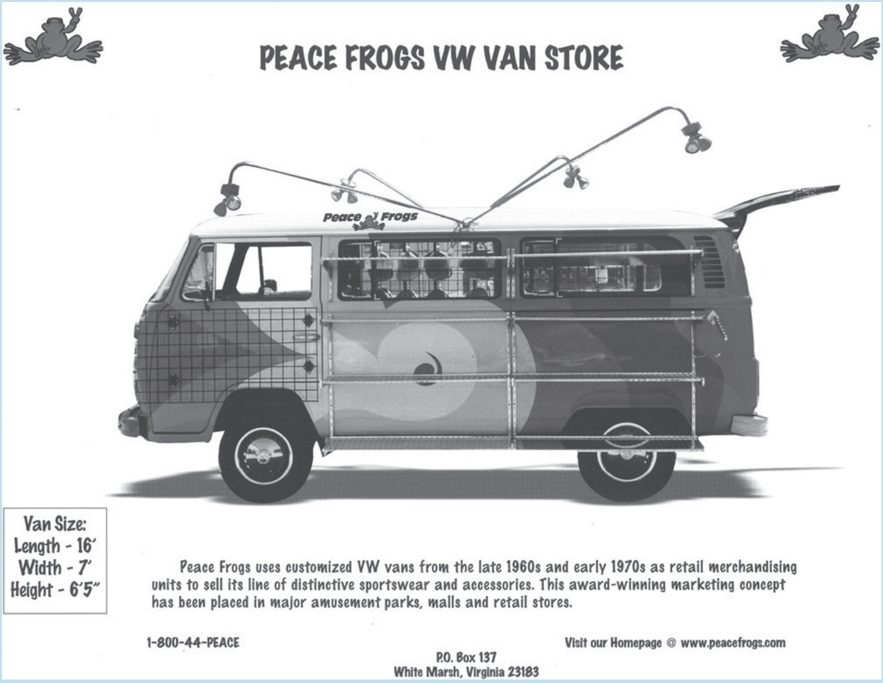
No Worries: the Frog guarantees our stuff 100%.

And your purchase helps Peace Frogs support charities like the National Wildlife Federation and The Organization of Tropical Studies.

Figure 1.2 Peace Frogs Web page. Used with permission of Peace Frogs, Inc.

Now a million-dollar company, Peace Frogs operates a 37,000-square-foot distribution center at its home office in Gloucester, Virginia. This multipurpose facility houses Peace Frogs's merchandise, ordering systems, and a retail store. The 25 employees who work in the distribution center try to ensure that customers are completely satisfied.

The company not only has unique clothing, it has also found a distinctive way to distribute merchandise–by psychedelically painted VW vans driving the roads and highways of the United States. Peace Frogs chose this vehicle, shown in Figure 1.3, both as a means of transportation and as a marketing statement, a representation of 'reliability and freedom.' As it did with its products, the company has taken something ordinary and transformed it into a unique message that leaves a distinct impression and has a positive impact on its customers. The peace frog and its related 'positively peaceful thinking' message have become a significant symbol to which many can relate.



PEACE FROGS VW VAN STORE

Van Size:
Length - 16′
Width - 7′
Height - 6′5″

Peace Frogs uses customized VW vans from the late 1960s and early 1970s as retail merchandising units to sell its line of distinctive sportswear and accessories. This award-winning marketing concept has been placed in major amusement parks, malls and retail stores.

1-800-44-PEACE

Visit our Homepage @ www.peacefrogs.com

P.O. Box 137
White Marsh, Virginia 23183

Figure 1.3 Peace Frogs van. Used with permission of Peace Frogs, Inc.

The company's line now includes T-shirts, sweatshirts, hats, boxer shorts, lounge pants, jewelry, accessories, and school supplies. In the process of building a business through direct marketing, Catesby Jones showed that with dedication and hard work, and by daring to be a little different, people can make an impact.

THE SCOPE OF DIRECT MARKETING

Find us on Facebook! Send us a Tweet!
Follow us on Snapchat! View our Instagrams! Pin this now!
Connect with us on LinkedIn! Watch us on YouTube!
Check out what's trending!

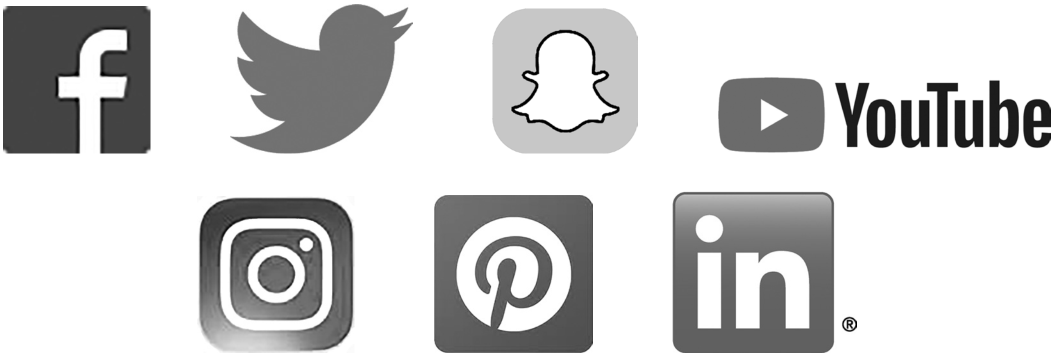


Figure 1.4 Social media logos and icons

Note: The logos and icons shown in this figure are owned by the following companies: Facebook Inc., Twitter, Inc., Snap Inc., LinkedIn Corporation, Google, Inc., and Pinterest, Inc.

Visit our website! Click here! Text this number now! Call this toll-free number! Complete the bottom portion of this mailer and return it in the enclosed postage-paid envelope! Clip this coupon and visit our store! The use of direct marketing in today's business world is booming! Direct marketing is now at the center of the communications revolution and is being used by businesses, organizations, associations, and individuals across the world with great fervor.

Long ago, Roland Rust and Richard Oliver foretold the rise of direct marketing at the expense of traditional advertising. They claimed:

> Mass media advertising as we know it today is on its deathbed. Advertising . . . agencies are restructuring to accommodate a harsher advertising reality, direct marketing is stealing business away from traditional advertising, and the growth of sales promotion and integrated marketing communications both come at the expense of traditional advertising.[1]

Practitioners and scholars suggest that a paradigm shift in marketing, fueled by the growth in the use of direct marketing techniques, is under way. New digital and social media marketing developments are dramatically changing how marketers create and communicate customer value. Today's marketers must know how to leverage new information, communication, and distribution technologies to connect more effectively with customers in this digital age.[2] For many companies, direct marketing—especially in its most recent transformation, digital marketing, including mobile and social networking—constitutes a complete business model. This new direct model is quickly changing the way companies think about building relationships with customers.[3]

Direct marketing has literally transformed the way marketers engage with consumers today and the manner by which people purchase products and services. New digital technologies have put nearly everything at the tip of consumers' fingers. With a few taps on their digital devices, they can do almost anything! Need groceries? Tap. Want to order flowers for your mother? Tap. Want to vote on your favorite brand? Tap. Want to enjoy a certain type of music? Tap. Want to check on an order that you recently placed? Tap. Etc.! Direct marketing has enabled consumers to enjoy a plethora of modern conveniences and the trend is bound to continue in the future.

Today, direct marketing is a fundamental marketing tool in a growing variety of businesses. Direct marketing grew faster than almost every other marketing activity in the latter part of the twentieth century.[4] Total U.S. spending on digital advertising in 2018 was $39.1 billion.[5] Future predictions indicate that digital advertisement spending will continue to steadily increase over the coming years, and digital ads are expected to comprise two-thirds of all advertisement spending by 2023.[6] These statistics strongly suggest that direct marketing is becoming an integral element in the marketing manager's arsenal worldwide. The economic impact of direct marketing is simply mind-boggling! With this much emphasis being placed on direct marketing, it is important to understand what it is and how it is used.

CHARACTERISTICS AND GROWTH OF DIRECT MARKETING

Despite its growth, there is no universal agreement about exactly what direct marketing is. Both practitioners and academicians grapple with a contemporary conceptual definition. Unquestionably, the concept known as direct marketing continues to evolve. However, its definition provides a framework from which we can improve our understanding and determine the critical elements of its process. The definition you are about to read is the result of years of scholarly research involving a content analysis of direct marketing definitions published in direct marketing, principles of marketing, integrated marketing communication, and advertising textbooks.[7]

Definition and Description

Direct marketing is a database-driven interactive process of directly communicating with targeted customers or prospects using any medium to obtain a measurable response or transaction via one or multiple channels. This definition identifies database, interactivity, direct communications, target customers, measurable response, and one or multiple channels as key dimensions in direct marketing activities. Two concepts commonly used to describe forms of direct marketing are interactive marketing and digital marketing. **Interactive marketing** implies two-way communications between the marketer and the prospective customer. Interactive marketing employs one-on-one communication tactics to enhance personal customer relationships. Marketers focus on adapting to the needs and wants of consumers when implementing interactive marketing. **Digital marketing** is the process of using technology and its full capabilities to communicate seamlessly with consumers through the Internet and technological devices. Direct marketing possesses unique characteristics, including each of the following:

- customer/prospect databases that make one-to-one targeting possible
- a view of customers as assets with lifetime value
- ongoing relationships and affinity with customers
- data-based market segmentation
- research and precise experimentation (testing)
- benefit-oriented direct-response advertising
- measurement of results and accountability for costs
- interactivity with customers on a personalized, individualized basis
- multimedia direct-response communication
- multichannel fulfillment and distribution.

Direct marketing is *database-driven* marketing. It is a process, a discipline, a strategy, a philosophy, an attitude, a collection of tools and techniques. In summary, its goal is to *create* and *cultivate* customers, regardless of whether these customers are themselves consumers, buyers for industrial organizations, or potential donors or voters. It is a way to market a for-profit business or a not-for-profit organization. Its principles apply to marketing activities targeting both business consumers, business-to-business (B2B) and final consumers, business-to-consumer (B2C). Today, direct marketing is being used by many traditional brand advertisers, and many experts believe that all marketing is converging.

The Convergence of Direct and Brand Marketing

Historically, direct marketing and traditional brand marketing were two separate disciplines. **Brand marketing** was mass marketing, and direct marketing was niche marketing. Brand marketers primarily used newspapers and broadcast media (television and radio) to get products or services recognized and preferred by masses of consumers. Direct marketers, in contrast, predominantly used direct mail and catalogs with customized offers designed for individual customers to motivate a specific response that could be tracked and measured to determine its effectiveness and resulting sales. Table 1.1 outlines the inherent differences between these two disciplines.

The clear distinction between direct marketing and brand marketing has blurred with the digital revolution. Most companies now have a virtual storefront in the form of a website. Companies have the ability to store, track, and target information about consumers like never before. Direct marketing strategies, such as displaying URLs, toll-free numbers, e-mail addresses, and calls to action, have found their way into TV and radio spots, print ads, mobile ads, as well as text messages, websites, e-mails, blogs, social networks, online video games, and almost every other type of media. Direct marketing's versatility, measurability, and undeniable return on investment

Table 1.1 Differences between direct marketing and traditional brand marketing

Direct marketing	Traditional marketing
Direct selling to individuals with customers identifiable by name, address, and purchase behavior	Mass selling with buyers identified as broad groups sharing common demographic and psychographic characteristics
Products have the added value of distribution direct to the customer, an important benefit	Product benefits do not typically include distribution to the customer's door
The medium is the marketplace	The retail outlet is the marketplace
Marketing controls the product all the way through delivery	The marketer typically loses control as the product enters the distribution channel
Advertising is used to generate an immediate transaction, an inquiry, or an order	Advertising is used for cumulative effect over time for building image, awareness, loyalty, and benefit recall; purchase action is deferred
Repetition of offers, promotional messages, toll-free numbers, and Web addresses is used within the advertisement	Repetition of offers and promotional messages is used over a period of time
Customer feels a high perceived risk–product bought unseen and recourse is distant	Customer feels less risk–has direct contact with the product and direct recourse

have gradually garnered the respect of even the most traditional brand advertisers and agencies.[8] Direct marketers are also recognizing the importance of creating and reinforcing brand strategies at the individual level. Therefore, direct marketing and brand strategies are now viewed as complementary, and when applied correctly, they can create a synergistic marketing effect. Although these two disciplines have come from vastly different origins, they are indeed converging, with many companies recognizing the value of their combined marketing strategies.

Today, direct marketing is used by virtually every organization in every sector, including political, governmental, nonprofit, and sports. Its history is rich, and its future is seemingly unlimited!

Factors Affecting the Growth of Direct Marketing

The first mail-order catalogs are said to have appeared in Europe in the mid-fifteenth century, soon after Johann Gutenberg's invention of movable type.[9] There is record of a gardening catalog, the predecessor of today's colorful seed and nursery catalogs, issued by William Lucas, an English gardener, in 1667. From these beginnings there followed a proliferation of catalogs during the post-Civil War period when agrarian unrest, through the National Grange (the oldest American agricultural advocacy group), fueled the popular slogan 'eliminate the middleman.' Then, as now, mail-order catalogs reflected social and economic change.

While mail-order merchandise catalogs were becoming more accepted, new cultural, social, and economic phenomena were breeding another form of mail order, via standalone direct mail pieces. Further enhancing the growth of direct marketing, during the 1960s and to this day, has been the increasing availability of advertising media (other than direct mail) suitable for direct-response advertising, especially those geared to highly defined market segments. The same evolution has been occurring in the broadcast media, television, and radio, through special cable programming geared to market segments, along with the convenience of toll-free telephone calling. The phone itself has become another major medium for direct marketers, enhanced by cellular and wireless technologies. The Internet has surely changed the way most consumers make purchases and the way most companies conduct business today. Virtually all companies and organizations not only have a website, but are actively employing interactive digital marketing strategies, including blogging, search engine marketing (SEM), online social networking, and mobile and text marketing.

The social and economic changes that have given impetus to the burgeoning rise of direct marketing since the mid-twentieth century have been coupled with equally impressive advances in the technology used in various elements of direct marketing. A few of these technological and social advances are worth mentioning.

Printing Technology

The versatility of laser printing, personalization of inkjet printing, advances in press technology, and computerized typesetting are important examples of how the printing process is becoming more conducive to the demassification of the printed word. Desk-top publishing enables businesses to create newsletters, brochures, and other print materials that can have a highly professional look at a fraction of former costs. Graphic capabilities have also taken major strides. Compare, for example, the carnival cover design of the 1976 Oriental Trading Company catalog with its 2008 carnival catalog cover design, shown in Figure 1.5. Indeed, much has changed!

Credit Cards

Since the advent of credit cards during the 1950s, there has been enormous growth of mail order as a selling method. Credit cards greatly enhanced and expedited transactions, which up to that time had been mainly cash or check with order. The ready availability of worldwide credit systems, together with rapid electronic funds transfer, has contributed to the feasibility and viability of direct marketing by simultaneously offering convenience and security.

Personal Computers

Personal computers have made possible the record-keeping, work operation, and model building that are so much a part of the art and science of direct marketing. The complex maintenance of lists and the retrieval of data associated with them are just two examples of the computer's contribution. Of course, the use of highly sophisticated analysis can mean the difference between direct marketing success and failure.

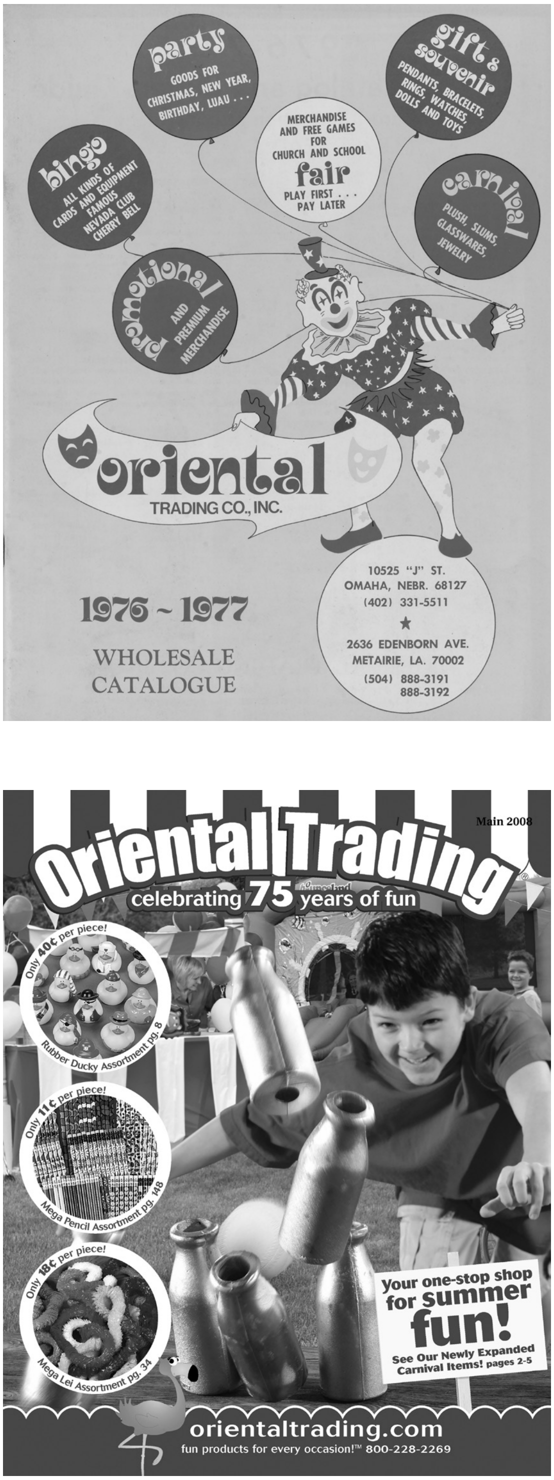

party
GOODS FOR CHRISTMAS, NEW YEAR, BIRTHDAY, LUAU . . .
gift & souvenir
PENDANTS, BRACELETS, RINGS, WATCHES, DOLLS AND TOYS
bingo
ALL KINDS OF CARDS AND EQUIPMENT FAMOUS NEVADA CLUB CHERRY BELL
MERCHANDISE AND FREE GAMES FOR CHURCH AND SCHOOL
fair
PLAY FIRST . . . PAY LATER
carnival
PLUSH, SLUMS, GLASSWARES, JEWELRY
promotional
AND PREMIUM MERCHANDISE
oriental
TRADING CO., INC.
1976 ~ 1977
WHOLESALE CATALOGUE
10525 "J" ST.
OMAHA, NEBR. 68127
(402) 331-5511
2636 EDENBORN AVE.
METAIRIE, LA. 70002
(504) 888-3191
888-3192
Main 2008
Oriental Trading
celebrating 75 years of fun
Only 40¢ per piece!
Rubber Ducky Assortment pg. 8
Only 11¢ per piece!
Mega Pencil Assortment pg. 148
Only 18¢ per piece!
Mega Lei Assortment pg. 34
Your one-stop shop for summer fun!
See Our Newly Expanded Carnival Items! pages 2-5
orientaltrading.com
fun products for every occasion!™ 800-228-2269

Figure 1.5 Oriental Trading catalog covers. Used with permission of Oriental Trading Company.

Changing Consumer Lifestyles

As travel becomes more expensive and communication becomes less expensive, there is further impetus to the use of mail, telephone, and Internet. Mailed catalogs, websites, and toll-free telephone numbers provide the convenience of shopping from home. Furthermore, as more women have entered the workforce, families are placing a greater emphasis on time utilization. Once a leisurely pastime, shopping has become more of a chore, especially for the majority of households in which both spouses work. The advent of mail order and the Web has made anytime day-or-night shopping even more convenient for these working spouses.

Negative Aspects of Retailing

Many consumers enjoy shopping in traditional retail stores. However, there is a strong belief that traditional retail shopping has a number of negative aspects associated with it. Some of these include inadequate parking facilities; concerns about safety; long walking distances; uninformed sales clerks; difficulties in locating retail sales personnel; long waiting lines at check-out; in-store congestion; difficulty in locating certain sizes, styles, or colors of products; and the hassle of juggling packages out of the retail stores. For these consumers, direct marketing, with all of its modern methods and conveniences, has been a welcome alternative.

The foregoing social and technological factors have served not only to popularize the use of direct marketing over the years, but also to affect the way direct marketing activities are carried out today. If the logic of direct marketing has become the logic of all marketing, its process must be explored and mastered. Let's investigate the process involved in conducting direct marketing.

THE PROCESSES OF DIRECT MARKETING

Direct marketing guru Edward Nash once said:

> Direct marketing is somewhat like laser surgery: a powerful, precise, and very effective tool in the hands of professionals, but a potential disaster in the hands of amateurs. We must approach it as if we are surgeons, not butchers, as if we are cabinetmakers, not carpenters.[10]

The process of direct marketing is presented in the model shown in Figure 1.6. This model is parallel to the definition of direct marketing provided earlier in this chapter. The model recognizes the importance of responses that are measurable and the value of customer data in driving direct marketing strategies. It also encompasses the strategic use of multiple channels—a topic that is of emerging importance to direct marketers.

First and foremost, direct marketing activities are based on their historical foundations. Inherent to the effectiveness of the direct marketing process is the constant focus on customers. Customers are the lifeblood of an organization.[11] Enterprise thrives on customers. They are the reason for its existence. The creation and cultivation of customers is what direct marketing is all about. Much has been written in recent times about **customer relationship management (CRM)**. We examine *interactive customer relationships* as well as the related subjects of customer affinity and loyalty, pointing to the need for determining the lifetime value of a customer in greater detail in Chapters 2, 4 and 12.

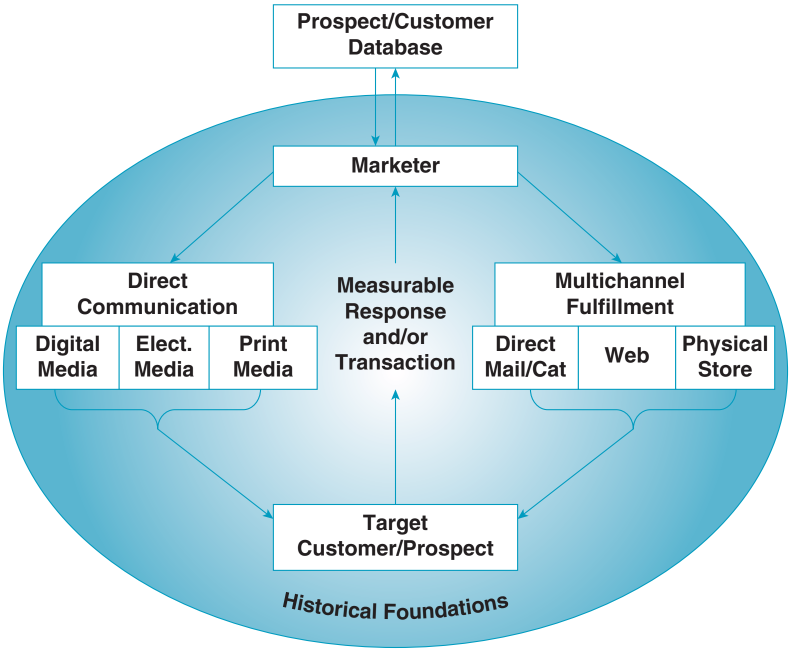
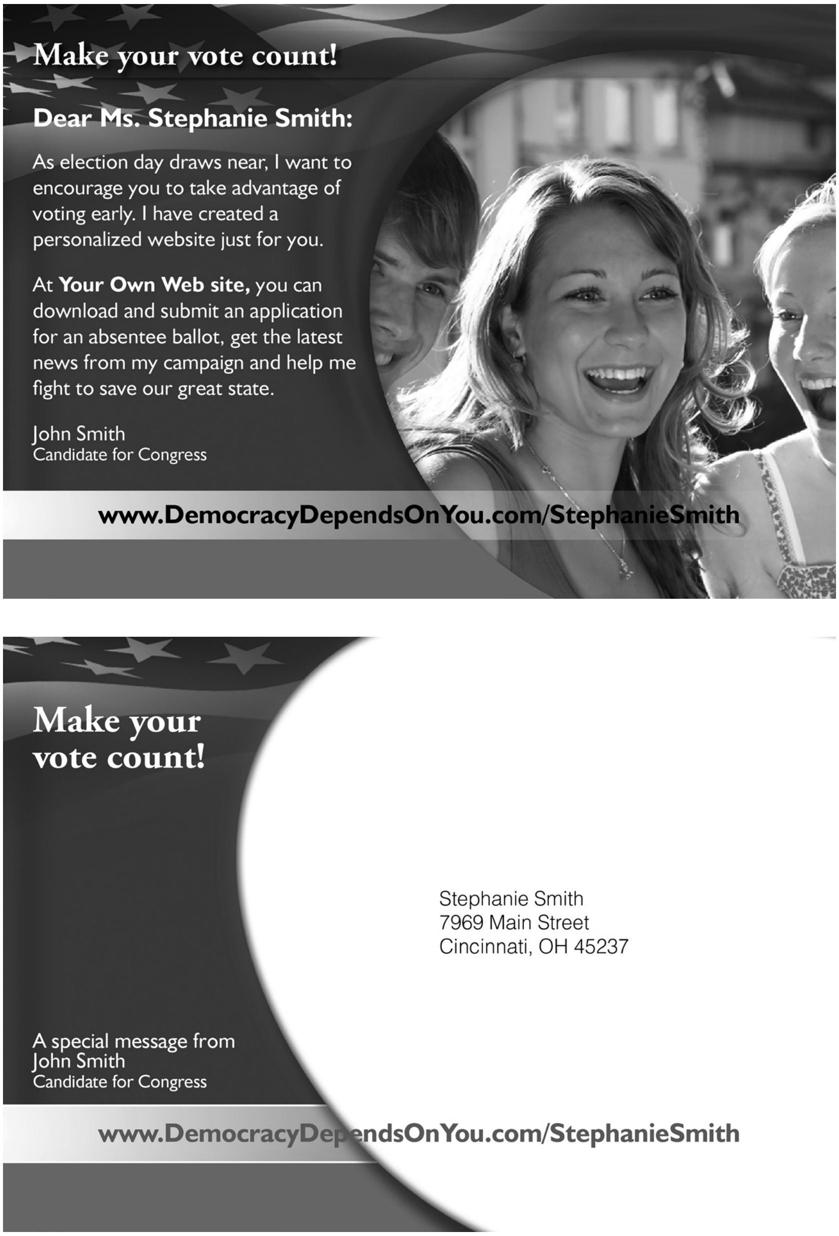

Prospect/Customer Database
Marketer
Direct Communication
Digital Media
Elect. Media
Print Media
Measurable Response and/or Transaction
Multichannel Fulfillment
Direct Mail/Cat
Web
Physical Store
Target Customer/Prospect
Historical Foundations

Figure 1.6 Direct marketing model

Source: Model created by Lisa Spiller and Carol Scovotti. Used with permission.

Although new media like the Internet change the mechanism by which direct marketing activities are performed, its cornerstone—database-driven direct-response communications—remains in effect today. In addition, the quality of the targeted list or database segment is critical to direct marketing success. That success is determined by measuring response rates. The formula for success remains constant—reaching the *right* people with the *right* offer using the *right* creative approach. Now let's detail the process of direct marketing.

Here is a brief overview of the direct marketing process. The marketer sends out a customized direct-response communication via any type of medium to customers or prospective customers on the basis of the information the marketer has about that customer or prospect. In the case of prospecting efforts, because customer data do not yet exist in the company's database, the company often rents a list of prospective customers based on specific selection criteria. The targeted customer or prospect receives that communication and responds directly to the company or organization via multiple channel options. The customer response, which could take many different forms (inquiry, transaction, donation, visit, vote, etc.), is entered into the company database and is processed. Once processed, the customer's response is fulfilled and delivery of the requested product, service, or information is provided directly to that customer. Then, the entire process begins again with the direct marketer using the data contained in its database to distribute more customized messages to select recipients and the process continues. Let's examine each component of the process in greater detail.



Make your vote count!

Dear Ms. Stephanie Smith:

As election day draws near, I want to encourage you to take advantage of voting early. I have created a personalized website just for you.

At **Your Own Web site,** you can download and submit an application for an absentee ballot, get the latest news from my campaign and help me fight to save our great state.

John Smith
Candidate for Congress

www.DemocracyDependsOnYou.com/StephanieSmith

Make your vote count!

Stephanie Smith
7969 Main Street
Cincinnati, OH 45237

A special message from
John Smith
Candidate for Congress

www.DemocracyDependsOnYou.com/StephanieSmith

Figure 1.7 BlueSky personalized advertisement. Used with permission of BlueSky Creative, Inc.

Direct Communication 1:1

The goal of direct marketers is to interact with customers on a one-to-one basis, with reference to the information obtained and stored about each customer in the customer database. Direct marketers then provide the customer with information and product/service offers that are relevant to each customer's needs and wants. This, too, is different from the activities of traditional marketers, who normally attempt to communicate with customers on a mass or segmented basis but not normally on a personal, individual basis. Direct marketers actively seek out and identify those target customers to whom they will connect and send a catalog or some follow-up correspondence. An example of the personalization in direct marketing can be seen in the advertisement featured in Figure 1.7.

Given the rise of digital, social, mobile and text marketing, communicating with customers on an individual basis is common these days. One of the latest technological innovations to enable interactive communication on a one-to-one basis with customers and/or potential customers is the geo-tag or geo-location identifier. **Geo-tagging** basically implies that your physical location is registered from your mobile device's GPS or your computer's IP address. With geo-tags, marketers are able to target relevant communications to customers based on geographic location. For example, let's say you are driving in your car and you are nearing a mall where one of your favorite shoe stores is located. All of a sudden that shoe store pings you through its mobile app with a special sale offer on a specific brand of shoes that you just so happen to have purchased in the past. That's the power of marketing via geo-tagging.

In addition to geo-tagging, NFC mobile marketing is another relatively new avenue for marketers to enable their brands to connect with targeted customers. NFC stands for **near field communications**, which are communications via short-range wireless technology that makes use of interacting electromagnetic radio fields. NFC tags or chips have the power to convert all forms of print media, including posters, business cards, retail displays, signs, product packaging, direct mail, etc., into interactive and measureable marketing tools. Marketers are able to print NFC tags or place NFC stickers on any promotional marketing collateral. Once in place, the NFC tag will also effectively track analytics and generate valuable data for enhancing a company's customer database. More will be discussed on both geo-tags and NFC technology later, in Chapter 9 (on the use of mobile, text, and telephone for marketing), as these communication platforms are used primarily with mobile devices.

Multiple Media

While direct mail and direct-response advertising are items within the historical foundations, direct marketing is not dependent on any one medium. In fact, it demonstrates that many media may be used to directly communicate with prospects and customers. Thus, media are basically placed into three categories: high-tech, electronic, and print. High-tech media include Internet, e-mail, search engines, blogs, online social networking, mobile marketing, text messaging, and whatever new digital formats emerge in the future. This dimension stresses the importance of interactivity and acknowledges that direct marketing will continue to evolve with technological advances. In addition to the Internet, practitioners also consider electronic media like telemarketing and direct-response television to be powerful vehicles for directly communicating with customers. Print media, such as newspapers, magazines, brochures, flyers, catalogs, and mail order, are media options for direct marketing practitioners.

Measurable Response

The single most notable differentiating feature of direct marketing is that it always seeks to generate a *measurable response*. This response can take the form of an order, an inquiry about the product or service, or traffic driven to a website or brought into a store. The activities of direct marketing are *measurable*, and the direct marketer must be *accountable*, always relating results to costs. Unlike most of the activities of traditional brand advertising—creating awareness for a product, service, or organization, or enhancing the image of a product, brand, or company—direct marketing activities can always be measured by the response of targeted customers and/or prospects. Most direct-response ads today include a strong call to action, along with a URL encouraging consumers to visit a website, as the advertisement for the City of Virginia Beach in Figure 1.8 illustrates.

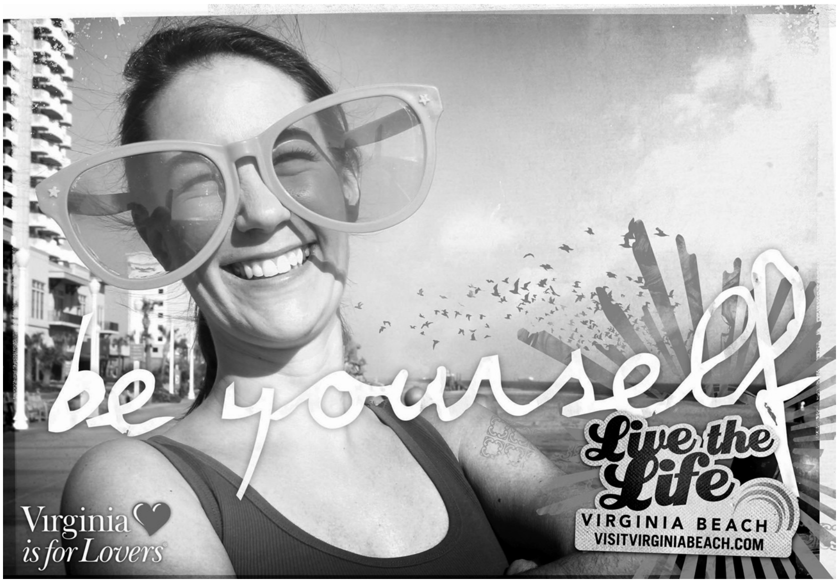


Figure 1.8 Virginia Beach 'Be Yourself' advertisement. Used with permission of the City of Virginia Beach Convention & Visitors Bureau.

Database

The key technological tool that enables the building and maintenance of long-term relationships is the database. One of the most important tasks of direct marketing is capturing these customer responses and storing them in a database. This includes data capturing of customer responses at different stages of the consumer buying process—from awareness, through interest, desire, intention, to ultimate action. In addition to customer response data, the reality of today's modern digital world offers a ubiquity of data collection, processing availability, accessibility, and action-ability. Customer data has never been more available and robust than it is today—which bodes well for the development of invaluable marketing databases.

The creation of a database enables direct marketers to target their best prospects and best customers, build customer relationships, and maintain long-term customer loyalty—the hallmarks of CRM. Thus, the goal of direct marketers is not just to make a sale but to *create a customer!* Although traditional marketers have a long history of building relationships with customers, their activities and interactions with them are not normally measurable, accountable, or captured and recorded in a database.

Customer Relationships

Successful direct marketing relies on building strong customer relationships. While relationship building is referred to in many different ways (e.g., relationship marketing, one-to-one marketing, permission marketing, and CRM), the end result is the same—mutually beneficial long-term bonds between buyer and seller. The success of that relationship is measured in terms of lifetime customer value. Successful relationships also require respect for and protection of personal information shared by customers. Customer bonds with the seller strengthen when he or she trusts that the information shared is protected. Direct marketers have long known the long-term value of customers and have exercised CRM strategies to retain them.

Multichannel Fulfillment

Direct-response communication is intended to generate a measurable action (such as an order, inquiry, charitable donation, or vote for a candidate) via multiple channels. Of course, each customer response generates information that is stored in the organization's database and is used by the direct marketer in future marketing activities. The customer selects the desired channel, such as a visit to a website or store, or a phone call. Direct marketers must process or fulfill each customer's response, regardless of whether it is an inquiry or an order. These are the customer service and fulfillment activities, which are often called 'back-end' marketing. They include delivery of information or order shipment directly to the target customer. Multichannel fulfillment is also called **multichannel distribution** because it refers to a marketer using several (two or more) competing channels of distribution to reach the same target consumer. By practicing multichannel distribution, direct marketers may incur greater expense, but normally achieve greater customer satisfaction by enabling customers to select their preferred shopping channels. Some customers prefer product delivery to their doorstep, and others won't purchase the product without careful personal examination of it, including trying it on for size and style decisions.

For example, Victoria's Secret, the well-known marketer of women's fashions and lingerie, uses three competing channels of distribution. First, its catalogs are mailed to its database of customers and prospective customers and contain both its toll-free number and Web address for consumers to place direct orders; second, its website permits consumers to shop online at www.VictoriasSecret.com; and third, its retail stores are located in most major shopping malls, enabling consumers to come into the store to browse and purchase the merchandise in person. These three channels of distribution may compete with one another for the same target customer's order, yet if the company didn't offer all of these options, it might lose potential customers to other marketers. Multichannel fulfillment, or distribution, offers multiple options for today's increasingly demanding consumer. The bottom line: consumers want choices! Multichannel fulfillment gives them exactly that.

Now that we have examined the process of direct marketing, you might be wondering: how does the marketer carry out these processes for each individual customer on a one-to-one basis? The answer lies in precise measurement and analysis, and proper targeting. The marketer follows each direct marketing campaign with a response analysis that examines the results for effectiveness. He or she can then initiate future communication designed specifically for each target customer by using the customer information stored in the database. The process begins again: each direct-response communication builds on the relationship the direct marketer has with each individual customer and reinforces that customer's loyalty to the company or organization. We'll expand on each of these characteristics of direct marketing in subsequent chapters in this textbook. For now, it is important to keep in mind that *all direct marketing is database-driven marketing!* Today's direct marketing activities are centered on providing consumers with an 'omni-channel marketing' experience. Let's explore this important concept.

Omni-Channel Marketing[12]

Today's marketers and consumers have access to more channels than ever before. New channels continue to emerge while traditional channels remain relevant. Today's consumers now engage with a company in a variety of ways, such as through a physical store, online website, mobile app, printed catalog, or social media. All channels work from the same database of products, prices, and promotions to enable consumers to experience the brand. All products, services and promotions must be consistent across all channels. This concentrated, seamless approach to delivering a consistent brand experience across all available channels and devices a customer uses to interact with a company or an organization and its brands is called **omni-channel marketing**. Simply put, omni-channel marketing is concerned with managing the overall consumer experience through all available shopping channels in order to maximize customer satisfaction. For example, DICK'S Sporting Goods, Inc. is a leading omni-channel sporting goods retailer. DICK'S offers an extensive assortment of authentic, high-quality sports equipment, apparel, footwear, and accessories through a content-rich eCommerce platform that is integrated with its physical retail store network and provides customers with the convenience and expertise of a 24-hour storefront.

Another example of an omni-channel marketer is that of a luxury apparel brand[13] that is sold in retail stores around the world, as well as in its own retail stores. The company's marketing team was searching for strategies to drive direct-to-consumer growth and build brand image as it launched its online business to complement its wholesale strategy. In addition, the team wanted to better understand its customer's behavior. They needed to analyze the transactional behavior of their customers to identify data-driven strategies for ecommerce. Baesman Group of Columbus, Ohio, helped the company tackle this marketing challenge, starting with a customer relationship management (CRM) program designed to database customers through omnichannel strategies to understand consumer path to purchase. Baesman produced a customer profile, providing a comprehensive transactional analysis of the brand's consumer. The company's customer profile was the foundation driving increased sales, new customers, and reactivating lapsed customers through direct mail. The result was a 15 percent campaign increase in customer acquisition, with a 50 percent increase in customer data capture. Analyzing customer data to better serve customers is paramount to omni-channel marketers.

With a marketing database, customer offers can be customized and personalized. Customer data should drive all marketing activities and should be based on all relevant customer interactions via purchase patterns, social networks, apps, website visits, direct mail response, e-direct marketing response, loyalty programs, and data-mining. In omni-channel marketing, it is critical that the customer's needs, desires, and time are respected and are at the focal point of the entire marketing process.

Given developments in technology and big data, companies must develop omni-channel marketing strategies that truly put the consumer first. The term 'omni-channel' may be a marketing buzzword, but it refers to a significant shift in today's marketing world. Basically, it describes how people shop and engage with a company's brand, given the plethora of options available to them.

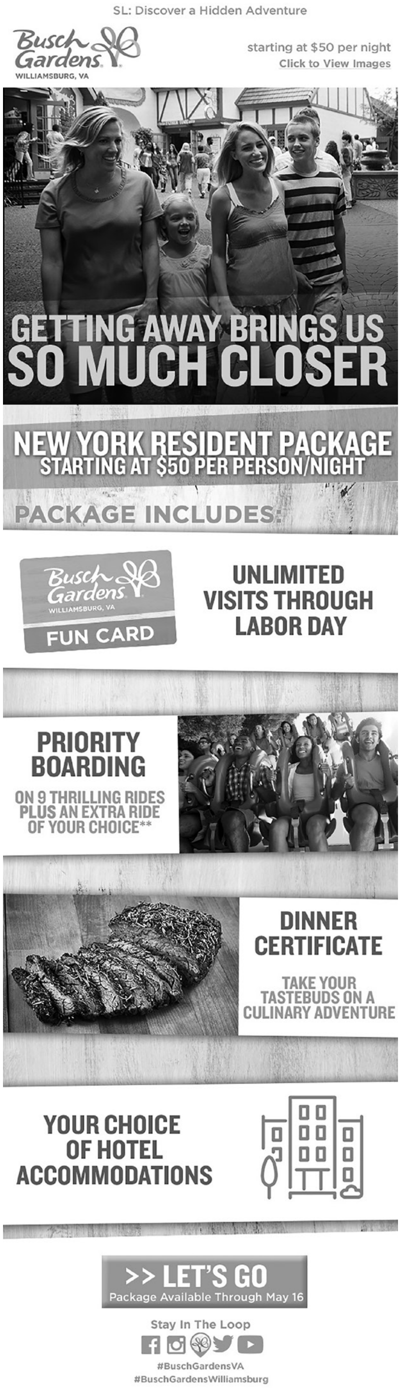
Why don't all companies and organizations implement omni-channel marketing? This concentrated, seamless approach is easier said than effectively delivered. Lack of budget, marketing skills, and senior-level buy-in are real challenges that today's marketers are facing. The marketing challenge, therefore, lies in creating and delivering that seamless customer experience, regardless of the channel or device. Creating a synergy where all of the channels work together to provide the best experience for the customer is the marketer's goal. Now, let's talk about who uses direct marketing to provide omni-channel marketing experiences for consumers.

APPLICATIONS OF DIRECT MARKETING

You can immediately recognize a direct-response advertisement, regardless of the medium used, by noting whether the reader, listener, or viewer is requested to take an immediate action: visit a website, text a given number, reply to an e-mail, mail an order form, call a phone number, come to a store or an event, redeem a coupon, ask for a salesperson to call, send a contribution, vote for a particular candidate, attend a meeting, and so on. If there is a request for an immediate, measurable action, it is an example of direct marketing.

Users of Direct Marketing

At some time or another, virtually every business and every organization—charitable, political, educational, cultural, and civic—and every individual has used and uses direct-response advertising and, indeed, has a database for doing so. As individuals, we use e-mail or direct mail whenever we send greeting cards, wedding invitations, and birth or graduation announcements. Job hunters find that websites and social media networks are excellent ways to get their résumés to prospective employers. Businesses, especially small businesses, use a variety of media for direct-response advertising and employ many of the other elements of direct marketing. This is true of giant corporations as well as small retailers and industrial service organizations.



SL: Discover a Hidden Adventure

Busch Gardens
WILLIAMSBURG, VA

starting at $50 per night
Click to View Images

GETTING AWAY BRINGS US
SO MUCH CLOSER

NEW YORK RESIDENT PACKAGE
STARTING AT $50 PER PERSON/NIGHT

PACKAGE INCLUDES:

Busch Gardens
WILLIAMSBURG, VA
FUN CARD

UNLIMITED
VISITS THROUGH
LABOR DAY

PRIORITY
BOARDING

ON 9 THRILLING RIDES
PLUS AN EXTRA RIDE
OF YOUR CHOICE**

DINNER
CERTIFICATE

TAKE YOUR
TASTEBUDS ON A
CULINARY ADVENTURE

YOUR CHOICE
OF HOTEL
ACCOMMODATIONS

>> LET'S GO
Package Available Through May 16

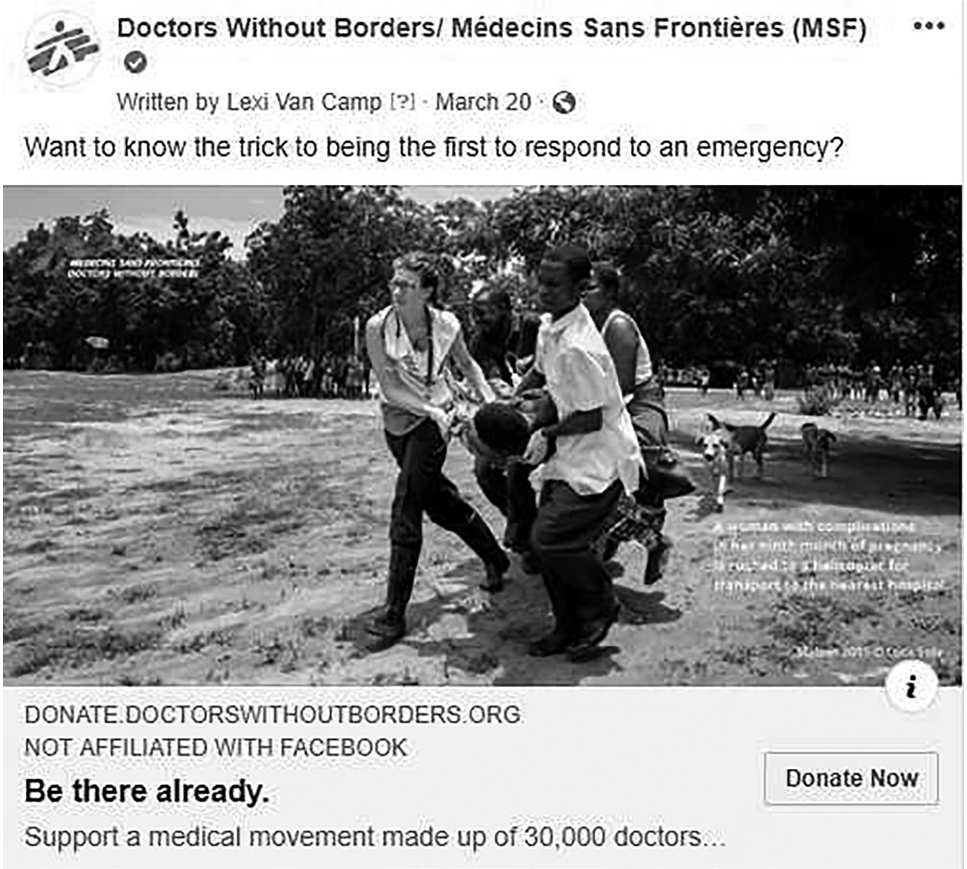
Stay In The Loop

#BuschGardensVA
#BuschGardensWilliamsburg

Figure 1.9 Busch Gardens Spring Vacations New York advertisement. Used with the consent of Busch Gardens/Water Country USA. All Rights Reserved.

Today, most companies are realizing the great value direct marketing brings. Nearly all companies have increased their online marketing activities, particularly the use of e-mail and social media platforms, to take advantage of the customization, personalization, selectivity, and cost savings each presents. See Figure 1.9 for an example of a geographically targeted e-mail from Busch Gardens.

Let's look at a sampling of the many applications of the tools and techniques of database-driven direct marketing in use.



Doctors Without Borders/ Médecins Sans Frontières (MSF)

Written by Lexi Van Camp [?] · March 20 ·

Want to know the trick to being the first to respond to an emergency?

DONATE.DOCTORSWITHOUTBORDERS.ORG

NOT AFFILIATED WITH FACEBOOK

Be there already.

Support a medical movement made up of 30,000 doctors...

Figure 1.10 Doctors Without Borders/Médecins Sans Frontières (MSF). ©Doctors Without Borders.

Nonprofit Organizations

Direct marketing is ideal for nonprofit organizations because it is measurable, accountable, targeted, cost-effective, and requires a direct response—qualities that are all of particular importance to organizations that exist to support and advance a cause. Nonprofit organizations serve as a forum for the creation and distribution of new ideas. These organizations, like hospitals and universities, may deliver services. The American Cancer Society and the March of Dimes actively support advancing medical research in an attempt to find a cure for diseases. Mothers Against Drunk Driving (MADD) focuses on safety issues. What they all have in common is that they want people to know about their cause and respond to their pleas for support. This response could be in the form of a donation to a charitable organization or help to achieve any number of an organization's communication objectives. Any nonprofit organization can effectively use direct marketing to achieve its communication objectives.

Figure 1.10 provides an excellent example of nonprofit direct marketing by Doctors Without Borders/Médecins Sans Frontières (MSF). MSF is an independent, global movement providing medical aid where it's needed most. MSF works in conflict zones, after natural disasters, during epidemics, in long-term care settings, and more.

Which nonprofit organizations employ direct marketing strategies to achieve their goals and objectives? The answer is probably *every* organization. Most health-concerned organizations, such as the American Cancer Society, the American Heart Association, the American Diabetes Association, and the American Lung Association, avidly practice direct marketing to obtain donations to support research for their worthy causes. Organizations concerned with protecting the environment, such as the World Wildlife Fund, the Nature Conservancy, and the Rails-to-Trails Conservancy, use direct marketing.

Educational institutions have long relied on direct marketing to obtain student enrollments, offer continuing education courses, raise funds, garner political support, and communicate with alumni and the larger community. Other nonprofit organizations include those concerned with helping our youth, such as Big Brothers Big Sisters, Boys & Girls Club of America, and the Rappahannock River Rats Youth Hockey Association. Nonprofit organizations also exist to protect women, such as the Miles Foundation and Battered Women's Organization, whereas others exist to provide support to minorities, such as An Achievable Dream. In summary, nonprofit organizations use a variety of media and direct marketing tactics to generate awareness of their causes and to obtain volunteers, donors, and friends. The next section explores how political organizations are using direct marketing to promote both their cause and their candidates.

Political Organizations

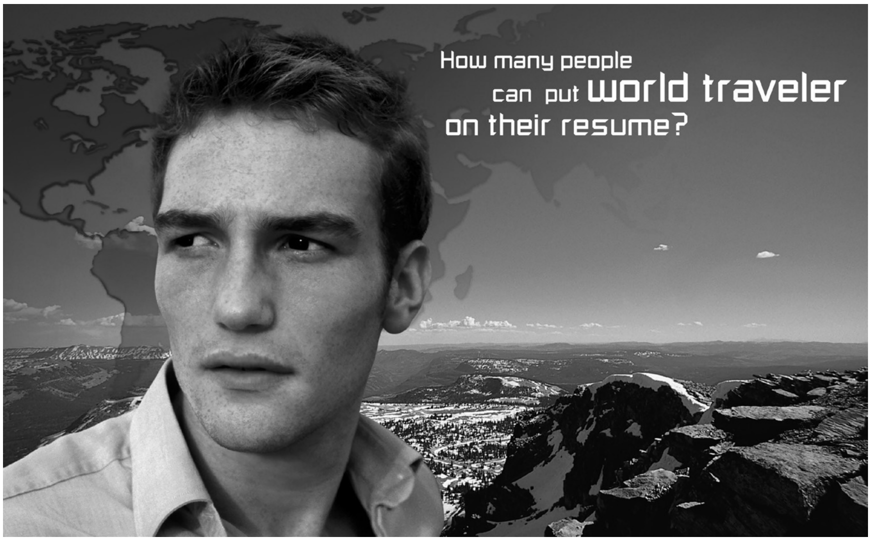
Do you want to be elected president, governor, or mayor? Do you want to be elected to a school board? Do you want to build support or raise funds for the National Women's Political Caucus or Planned Parenthood? Do you want to overcome objections of legislatures to the conversion of railroad rights of way to Rails-to-Trails? Do you want to garner political and financial support for environmental causes like the Nature Conservancy, World Wildlife Fund, American Rivers, and starving elk? If you answered 'yes' to any of these questions, you will rely on direct marketing activities to obtain votes and financial support!

The Internet is a valuable tool used by political parties and candidates to raise funds, secure campaign volunteers, and win votes. However, political direct marketing activities are not always aimed at raising money. The Internet also permits the parties to send customized messages to specific groups and individuals, and to use online discussions and instant messaging in support of their candidates. In today's sophisticated world, political organizations use unique analytical tools, such as micro-targeting, to create specific offers designed to woo voters.

Political micro-targeting, also referred to as *narrowcasting*, is aggregating groups of voters based on data about them, available in databases and on the Internet—to target them with tailor-made messages.[14] Political parties gather personal information about voters to deliver narrowly targeted messages calculated to influence their votes. Micro-targeting goes beyond traditional segmentation bases to gather data at the individual level. This information can include magazine subscriptions, real estate records, consumer transaction data, demographics, lifestyle data, geography, psychographics, voter history, and survey response data. Micro-targeting can add great value to political marketing activities.

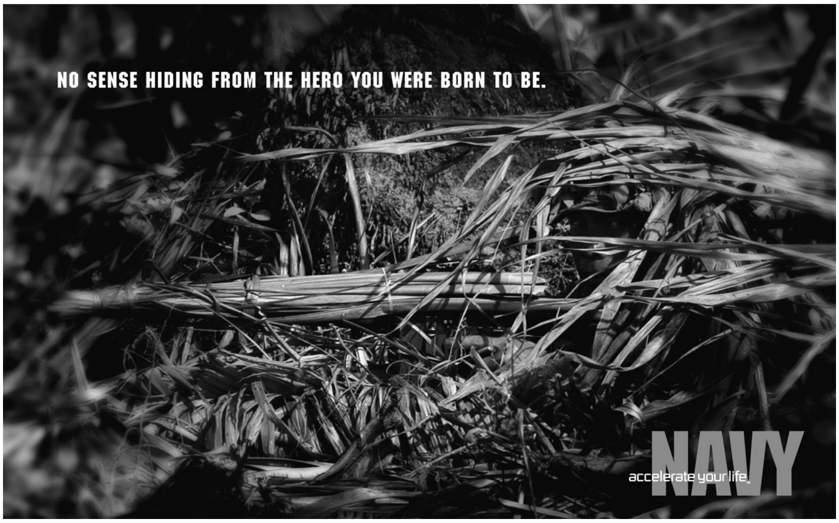
Political micro-targeting is used by political parties to determine which voters care about specific campaign issues. For example, research has shown that all people who regularly attend church are not alike. Political micro-targeting can be used to identify those churchgoers who would be more interested in hearing a Democratic message of social justice.[15] Given that direct marketing messages can be personalized and delivered to individuals on a one-to-one basis, micro-targeting is seen as a powerful tool for directing appropriate messages to voters. For example, in 2008, the Obama presidential campaign employed micro-targeting techniques to its e-mail strategy and created hyper-segmented e-mails that provided readers with customized messaging.[16] Barack Obama's techniques started a trend in the political marketing arena. German parties attempted to translate door-to-door canvassing into the German electoral setting with the goal to earn votes from the 'typical undecided.' In conclusion, political micro-targeting helps campaigns deliver more effective messages to specific individuals and households by tracking and analyzing information on a person-by-person basis.

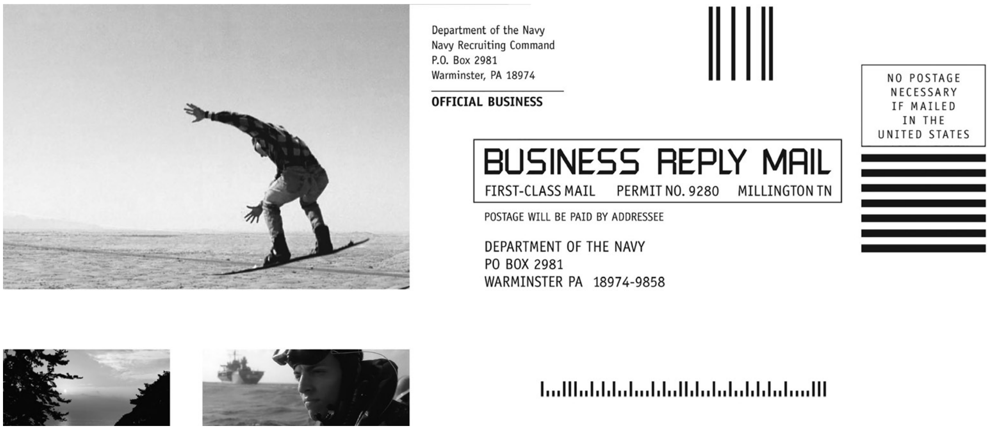
Political organizations are not the only public administrative bodies to narrowly target select groups of individuals. A wide variety of governmental organizations regularly apply direct marketing strategies as well. This is the topic of our next section.



(Continued)

Figure 1.11 (Continued)


NO SENSE HIDING FROM THE HERO YOU WERE BORN TO BE.
NAVY
accelerate your life_



Department of the Navy
Navy Recruiting Command
P.O. Box 2981
Warminster, PA 18974

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NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 9280 MILLINGTON TN

POSTAGE WILL BE PAID BY ADDRESSEE

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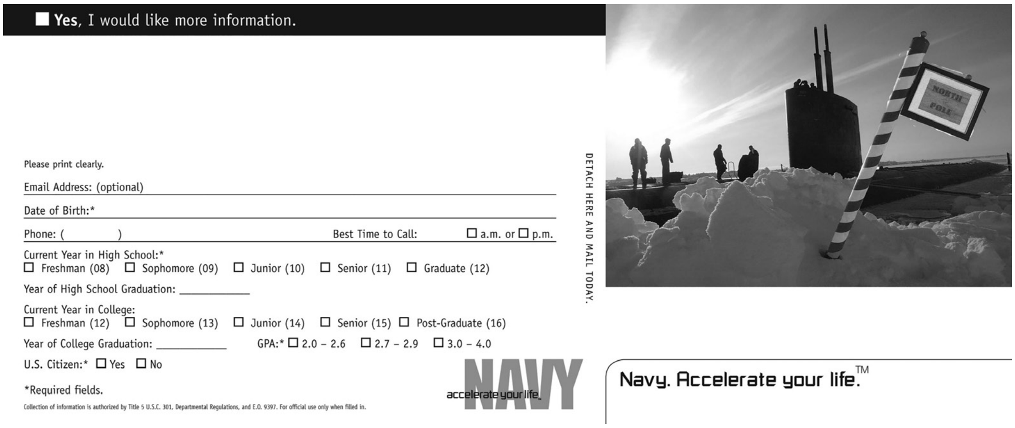
PO BOX 2981
WARMINSTER PA 18974-9858



☐ **Yes**, I would like more information.

Please print clearly.

Email Address: (optional)

Date of Birth:*

Phone: ( ) Best Time to Call: ☐ a.m. or ☐ p.m.

Current Year in High School:*
☐ Freshman (08) ☐ Sophomore (09) ☐ Junior (10) ☐ Senior (11) ☐ Graduate (12)

Year of High School Graduation: ____________

Current Year in College:
☐ Freshman (12) ☐ Sophomore (13) ☐ Junior (14) ☐ Senior (15) ☐ Post-Graduate (16)

Year of College Graduation: ____________ GPA:* ☐ 2.0 – 2.6 ☐ 2.7 – 2.9 ☐ 3.0 – 4.0

U.S. Citizen:* ☐ Yes ☐ No

*Required fields.

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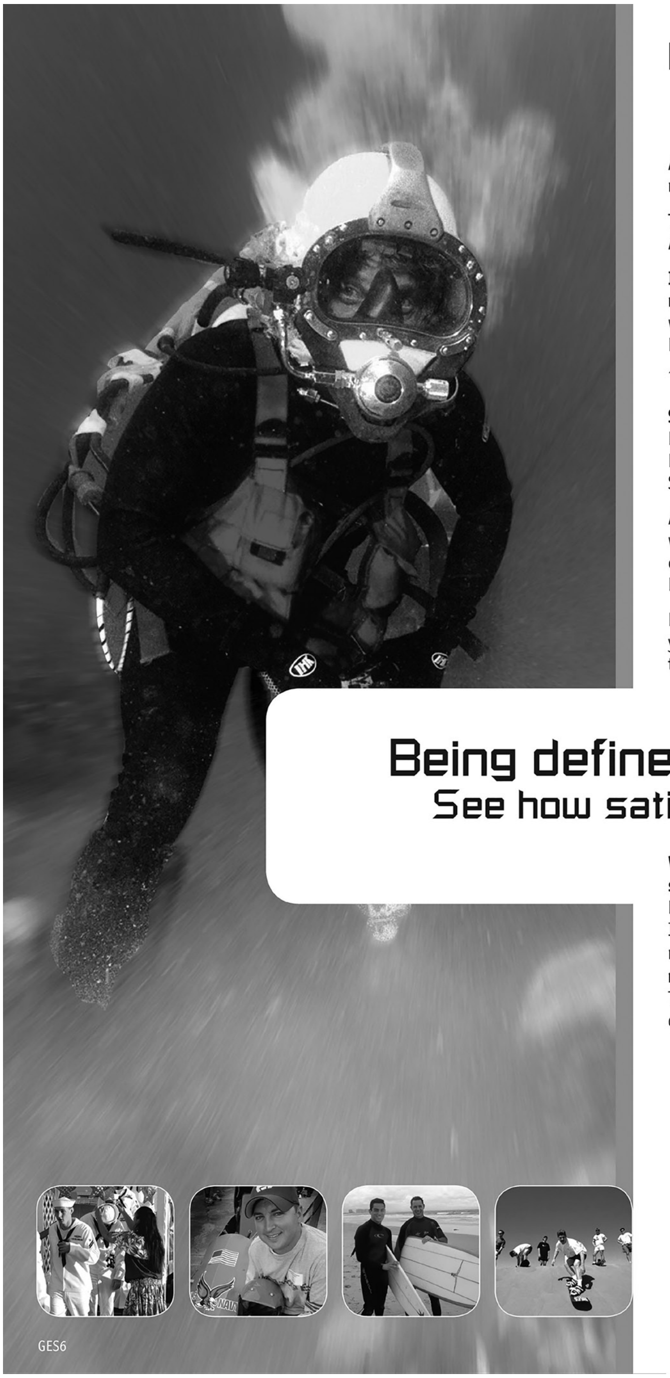
DETACH HERE AND MAIL TODAY.

NAVY
accelerate your life_
Navy. Accelerate your life.™



Now's the time for a
wake-up call.

Alarm sounds. Another day. Another dollar. Then reality sinks in: There's got to be a better way.

There is. The prospect of a more **promising career.** A more **fulfilling life.** A more **exciting routine.**

In today's Navy, you can wake up to something new and meaningful every day. Pursue a line of work that's about **making the most of your skills.** For your benefit. And for that of those around you.

Take pride in what you do for a living.

Step into any of over 60 high-tech fields. Explore your interests and sense of adventure. Expand your job description. Protecting freedom. Supporting global relief missions.

All while **earning impressive benefits** along the way, including good pay. Comprehensive health care. **College credit** for on-the-job training. Plus **potentially over $70,000 to use toward school.**

Enjoying your work. Securing your future. Serving your country and humanity. Now that's something to get out of bed for.

Being defined by your work.
See how satisfying that can be.

Want to do great things in your world? Then spend some time in ours. Learn more about careers. Educational assistance. And the benefits waiting. In the Navy. Simply fill out and mail the attached reply card, call us at **(XXX) XXX-XXXX** or email **recruiter@localxxxxxxxxxxx.com** for more details. There's no pressure. No obligation. Just an exciting opportunity to do something extraordinary in life.

GES6

Figure 1.11 U.S. Navy direct mailers. Use of the Department of the Navy's Accelerate Your Life® mark is granted with permission of the Department of the Navy and does not constitute an endorsement of any author, publisher or product thereof, by the Department of the Navy or the Department of Defense.

Governmental Organizations

The government has relied on direct marketing for many of its public interactions. The U.S. Postal Service (USPS) distributes direct mail to both end users and organizational consumers to promote its many products and services. Direct mailers encourage final consumers to purchase uniquely designed stamps and online postage services as well as to schedule convenient and time-saving pick-up and delivery services.

All branches of the military use direct marketing for targeted recruiting to high school juniors and seniors. Figure 1.11 presents some of the direct mail pieces being used by the U.S. Department of the Navy in its recruiting activities. Note the variety of motivational headlines it uses:

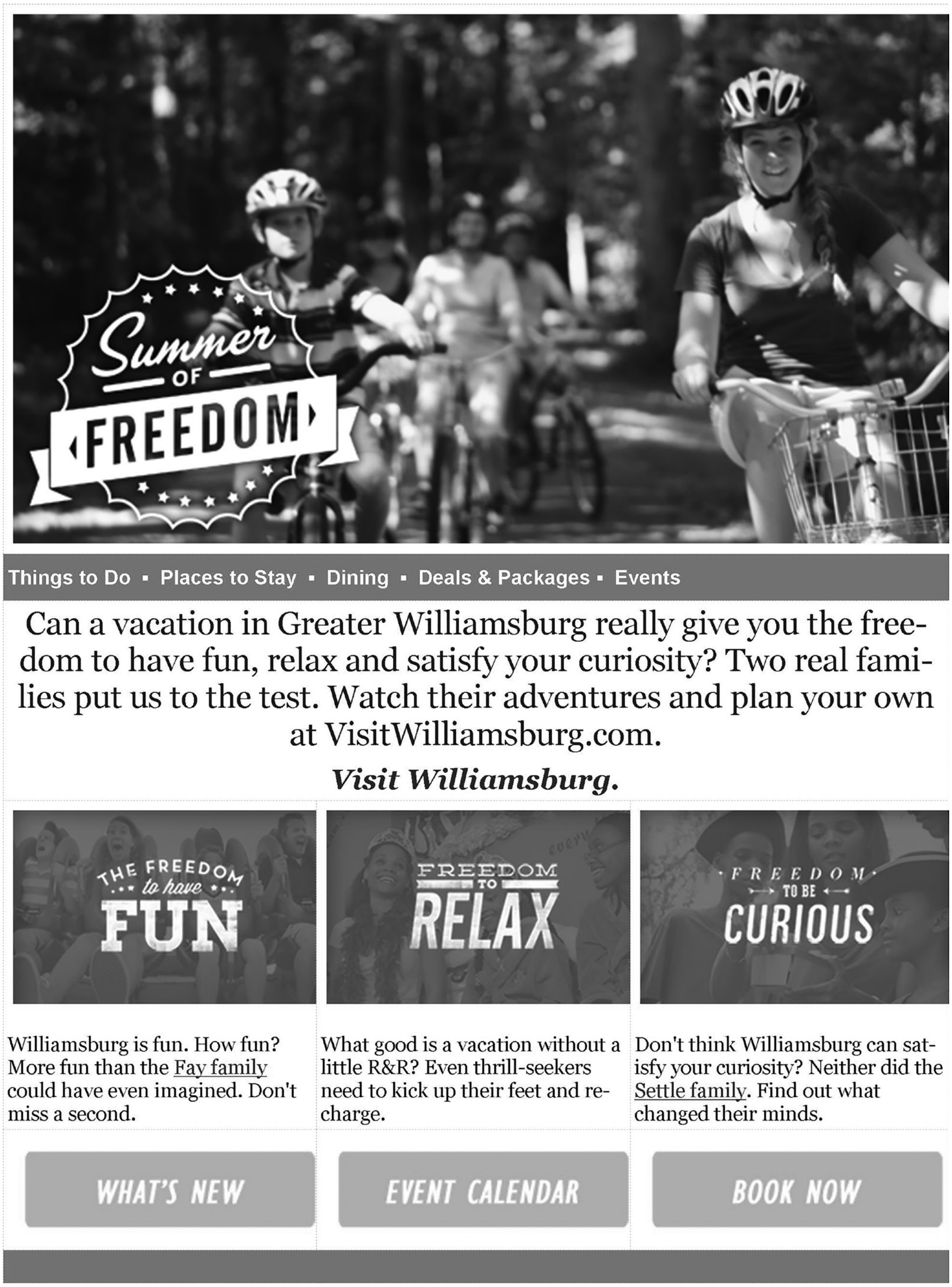
> ‘How many people can put world traveler on their resume?’ ‘No sense hiding from the hero you were born to be.’ ‘Now’s the time for a wake-up call.’

The copy of each direct mail piece is compelling, promoting the benefits—world travel, the exposure to cutting-edge technology, the opportunity for a college education, respect, and the ability to make a difference—associated with joining the military.

Beyond the U.S. military, many other governmental entities use direct marketing on a regular basis. Just think about the travel and tourism industry, where most destination marketing organizations and convention and visitor bureaus fund their promotional efforts through local and state tax dollars. Most state and local tourism organizations use direct marketing because it produces campaign results that are measurable and attributable to specific media, like media sourcing, response rates, conversion rates, and sales revenue generated from visiting tourists. For example, the Williamsburg Area Destination Marketing Campaign promotes the Historic Triangle area of Virginia (which includes all of the City of Williamsburg, James City County, and York County) as an overnight travel and tourism destination. Direct marketing strategies are regularly used in promoting the Greater Williamsburg area. Featured in Figure 1.12 is one of Williamsburg Tourism’s outbound e-mails promoting the area as a great place for families to come and have fun in the summer. Often, hand in hand with travel and tourism marketing is sports marketing, because the direct response that both of these marketers are often seeking is in the form of visitation. Let’s now explore how sports organizations utilize direct marketing activities.

Sports Organizations

A variety of direct marketing strategies and tactics are frequently used by sports organizations to help them achieve their objectives. Virtually all sports team marketers share the common objective of filling the seats of their stadium, arena, park, or rink with loyal fans cheering them on to victory. Of course, sports marketers would prefer if these fans purchased season tickets and supported the home team for the entire season and not just one game. Sports marketers may also be interested in obtaining corporate sponsors or hosting fundraising events. These are additional areas where direct marketing can be applied in an especially effective manner. However, before you begin to think about the glamour and fun associated with sports marketing, you should be aware of its unique challenges.


Summer of FREEDOM
Things to Do ▪ Places to Stay ▪ Dining ▪ Deals & Packages ▪ Events
THE FREEDOM to have FUN
FREEDOM TO RELAX
FREEDOM TO BE CURIOUS
WHAT'S NEW
EVENT CALENDAR
BOOK NOW

Can a vacation in Greater Williamsburg really give you the freedom to have fun, relax and satisfy your curiosity? Two real families put us to the test. Watch their adventures and plan your own at VisitWilliamsburg.com.

Visit Williamsburg.

Williamsburg is fun. How fun? More fun than the Fay family could have even imagined. Don't miss a second.

What good is a vacation without a little R&R? Even thrill-seekers need to kick up their feet and recharge.

Don't think Williamsburg can satisfy your curiosity? Neither did the Settle family. Find out what changed their minds.

Figure 1.12 Williamsburg Tourism Summer Freedom e-mail. Published with the consent of Greater Williamsburg Chamber & Tourism Alliance. All rights reserved.

One uncontrollable variable that often presents a challenge to direct marketing to gain attendance for an upcoming game is the record and reputation of the visiting team. When the home team plays against a big contender or rival, or a team with an excellent winning record, securing attendance is much easier. When the contender doesn't have a good reputation or record, it is much more difficult to fill the seats. Similarly, the record of the home team is an important component of sports marketing. A winning team is easily marketed. Everyone wants to support a winning team! But when the team is not performing well, the task of selling season tickets becomes quite a challenge.

Promoting special events to regular season ticket holders is another common communication objective. Often, sports organizations will partner with nonprofit organizations to hold special events to raise funds for a specific cause. For example, the Norfolk Admirals hockey team supported a breast cancer cause by creatively painting the ice pink! The Admirals donated a portion of ticket sales to the cause, auctioned off pink hockey sticks and autographed jerseys, held a pregame Women's Hockey 101 Clinic, and provided educational materials.

Of course, sports marketers also use direct marketing activities to prospect for new fans by offering group discounts. It is also common for sports marketers to promote attendance at select games that might not naturally garner a high attendance.

So far, we've discussed how sports marketers use direct marketing activities targeting final consumers (B2C). However, equally important are their efforts to market to business consumers (B2B). Most sports marketers actively promote to business consumers to obtain sponsorship support for their team. Many of these activities entail direct marketing strategies and tactics.

YOU LIKE THAT?!

Figure 1.13 Washington Redskins fans with signs. Published with the consent of the Washington Redskins. All rights reserved.

WASHINGTON REDSKINS
CHARITABLE FOUNDATION

Figure 1.14 The Washington Redskins Charitable Foundation logo. Published with consent of the Washington Redskins. All Rights Reserved.

The Washington Redskins professional football team utilizes a wide array of media, including print, digital, social, signage, and transit, as well as a variety of marketing activities, including public relations, partnerships, and special events. The organization offers season ticket sales, along with sponsorship packages. In addition to providing its fans (see Figure 1.13) with outstanding football games to enjoy, the sports organization gives back to the community via The Washington Redskins Charitable Foundation.

The Washington Redskins Charitable Foundation (Figure 1.14) is ever-present in the community, constantly working to achieve the mission to make a positive and measurable impact in the lives of children who need it most. Since Redskins owners Dan and Tanya Snyder created the Washington Redskins Charitable Foundation in 2000, the organization has given back nearly $20 million to the community, and currently provides support and services for more than 190,000 individuals (mostly children) annually. The foundation focuses on education, children's health and wellness, and preparing children for their future (see Figure 1.15).

SKINS SANTA SHOPPE
REDSKINS

Figure 1.15 The Washington Redskins Charitable Foundation event. Published with the consent of the Washington Redskins. All rights reserved.

SUMMARY

Direct marketing is a database-driven interactive process of directly communicating with targeted customers or prospects using any medium to obtain a measurable response or transaction via one or multiple channels. Almost all types of business can and do conduct direct marketing activities, including organizations and individuals whose goal it is to establish long-term relationships with their customers. Direct marketing uses many different types of media and formats, including direct mail, catalogs, newspaper, magazine, radio, television, phone, Internet, handheld devices, and mobile. The industry has a long history and has experienced rapid growth primarily due to credit cards, computers, advances in the printing industry, the changing lifestyles of consumers, and the negative aspects of in-store retailing.

Customers are at the heart of the direct marketing process. The main goal of the direct marketing process is to develop and strengthen long-term relationships with customers.

KEY TERMS

brand marketing

customer relationship management (CRM)

digital marketing

direct marketing

geo-tagging

interactive marketing

multichannel distribution/multichannel fulfillment

near field communications (NFC)

omni-channel marketing

political micro-targeting

REVIEW QUESTIONS

1. Name and elaborate on the characteristics that distinguish *direct* from *traditional* brand marketing.
2. What is meant by measurability of and accountability for marketing decisions?
3. What is the difference between a list and a database? How important is a database for conducting direct marketing activities today?
4. Write an overview of the components of the direct marketing process and model. How does ‘omni-channel’ marketing relate to the process?
5. ‘Direct marketing is an aspect of marketing characterized by *measurability* and *accountability* with reliance on *databases*.’ Explain this statement.
6. Discuss the historical roots and the emergence of direct marketing. How has it been influenced by technological, economic, and social change?

7. Compare and elaborate on the changes in graphic design between the 1976 and 2008 catalog covers of the Oriental Trading Company shown in Figure 1.5.
8. Explain how geo-tagging and NFC are used by marketers. What is the benefit of these new technological innovations for consumers?
9. What is direct-response advertising and how does it relate to direct mail as well as print, broadcast, and websites?
10. Describe the use of direct marketing by nonprofit, sports, and political organizations. How are the marketing activities of these different types of organization similar? How are they different?

EXERCISE

Congratulations! You've just started your new entrepreneurial business venture, a gourmet foods store specializing in unique and healthy culinary delights and savory snacks. Although you are about to sign a lease for a retail store in a prime location, you have an even bigger vision–national and global distribution! You envision millennial consumers to be your primary target market. How will you reach and engage them? What will your multi-channel marketing strategies entail? How will you maximize customer relationships and truly become a sought-after omni-channel marketer?

CRITICAL THINKING EXERCISE

You have just decided to run for mayor of your town. Think about the political campaign you want to conduct and identify the various direct marketing strategies you will utilize in your campaign. From a direct marketing perspective, what can and should you do to uniquely position yourself to be perceived as the better candidate and win votes? What steps will you take in creating your campaign? How will you connect with voters in your town? What mediums will you select to communicate your message?

READINGS AND RESOURCES

- Marketing EDGE: www.marketingedge.org
- Digital trends: www.smartinsights.com/managing-digital-marketing/marketing-innovation/business-critical-digital-marketing-trends
- MARTEC: https://martechtoday.com
- Stackie Awards: https://chiefmartec.com/2017/05/57-marketing-stacks-21-essays-shared-2017-stackies-hackies
- Marketing technology landscape: https://chiefmartec.com/2018/04/marketing-technology-landscape-supergraphic-2018
- Digital transformation: www2.deloitte.com/insights/us/en/focus/industry-4-0/overview.html

CASE: FEAR 2 FREEDOM

FEAR 2 FREEDOM

Figure 1.16 Fear 2 Freedom logo. Published with the consent of Fear 2 Freedom. All rights reserved.

Every two minutes, someone is sexually assaulted in the United States. More than 17.7 million women and 2.8 million men nationwide are victims of sexual assault. Sexual violence is especially prevalent in college communities. In fact, nationwide 1 in 5 female and 1 in 19 male students will experience sexual assault during their four years in college.

Fear 2 Freedom (F2F) is a global 501(c)3 nonprofit organization formed in 2011 to combat sexual assault on college campuses nationwide. If you haven't heard of Fear 2 Freedom, you are not alone. Until now, it hasn't done much marketing. However, with your help, that will change. Visit www.Fear2Freedom.org to learn more.

Figure 1.17 Rosemary Trible, president and founder, Fear 2 Freedom. Published with the consent of Fear 2 Freedom. All rights reserved.

Rosemary Trible, seen in Figure 1.17, is the wife of a former U.S. senator and current university president. Rosemary was violently raped at gunpoint when she was 25 years old. In an instant, Rosemary's life was turned upside down. Left with mental and physical scars, her life became filled with fear, pain, and embarrassment. For 40 years, Rosemary waged a silent, internal war. Rosemary heeded the call to dedicate her life to being a voice for the voiceless. In 2011, she launched F2F.

F2F's mission is to redeem and restore the lives of those hurt by sexual assault, bringing them hope and healing. It also seeks to empower college students to 'Be the Change' and 'Restore the Joy' on their campuses and in their communities. F2F focuses its efforts primarily on college and university campuses. Laws pertaining to campus sexual assault violations have intensified and changes to Title IX of the Education Amendments of 1972 and the Clery Act are dramatically affecting the legal policies on college campuses nationwide. The new regulations help to create awareness, interest, and ultimately participation for nonprofit organizational causes like F2F.

F2F Combats College Sexual Violence

Beyond educational videos, F2F offers two unique events for college campuses: the shadow event and the celebration event. The shadow event is a unique, transformational university experience to highlight the personal testimonies of sexual assault victims and their journey of restoration and healing. It allows survivors of sexual assault (women and men) to anonymously share their stories with their peers. Students hear from their fellow students about their experience of abuse from behind a screen in a safe and confidential environment. Those attending the event have an opportunity to express their personal support and compassion to the survivors by writing a note to them. See Figure 1.18 for a shadow event photo.

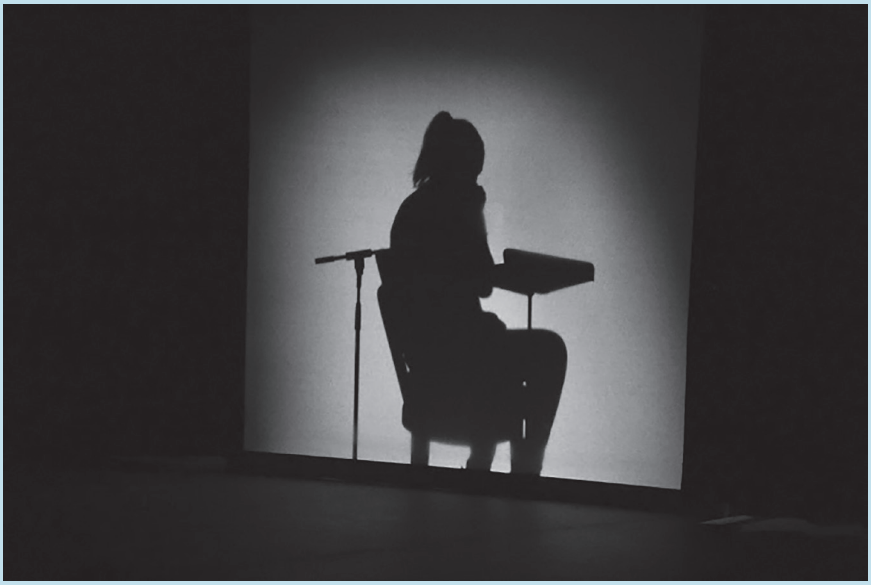


Figure 1.18 F2F shadow event. Published with the consent of Fear 2 Freedom. All rights reserved.

The celebration event follows the shadow event. It gives students, community partners, and hospitals the opportunity to join forces to combat sexual assault and assemble after-care kits. Students hear from university administrators, survivors, and forensic nurses in this 90-minute interactive program. See Figure 1.19 for celebration event photos.

Why assemble after-care kits? When someone seeks medical attention after sexual violence, the victim's clothes are often kept as evidence. Too often, the victim has to leave the hospital in paper scrubs. A fresh change of clothes in the right size, some toiletries, and a comforting Freedom Bear stuffed animal make a world of difference. A primary function of F2F is to assemble and distribute after-care kits like the one shown in Figure 1.20.

ΦΜ
FEAR 2 FREEDOM

Figure 1.19 F2F celebration event. Published with the consent of Fear 2 Freedom. All rights reserved.

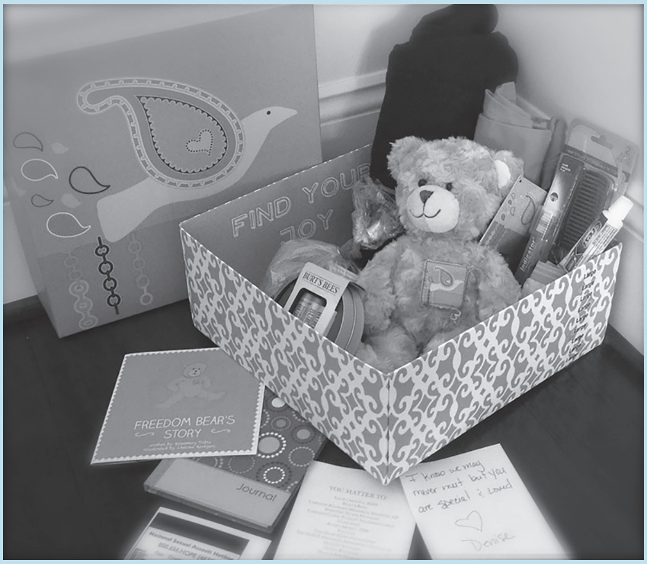


Figure 1.20 F2F after-care kit. Published with the consent of Fear 2 Freedom. All rights reserved.

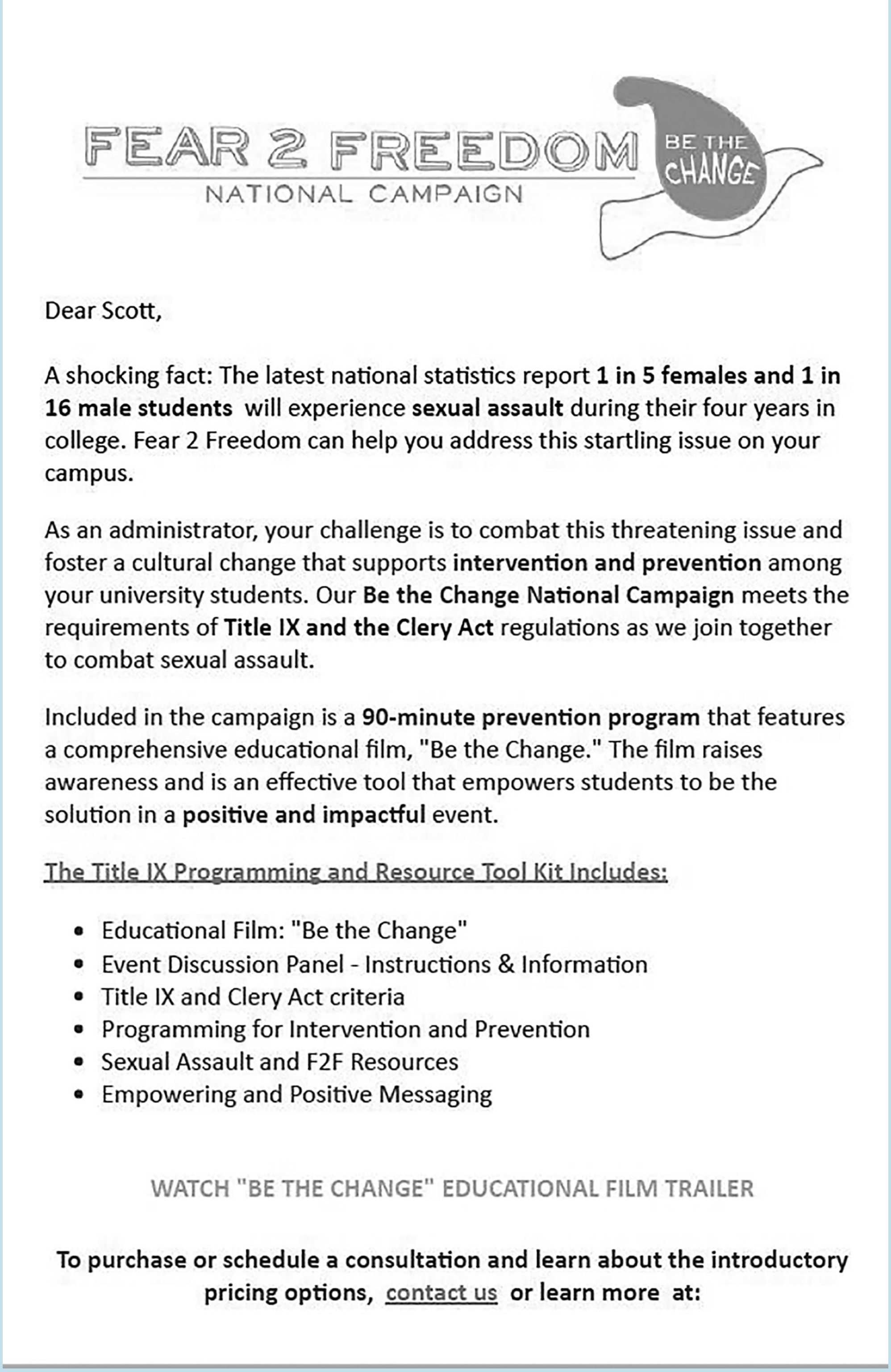
Volunteers and students assemble kits at celebration events held on college campuses. After assembly, kits are transported to a local hospital or community partner. The kits are then given to victims when they seek medical attention after the trauma of sexual assault. The majority of the hospitals cover the cost of the kits.

Target Markets

F2F must make college and university administrators aware of F2F programs. Its ultimate objective is to secure formal partnership agreement for one of its university programs.

To be successful, F2F must effectively target both organizational (B2B) and final or college student (B2C) prospects. Colleges and universities across the U.S. are its primary target market. However, no single administrator is responsible for making decisions. F2F must communicate with multiple targets involved in the decision. These typically include: university presidents/chancellors, Title IX coordinators/officers, deans of students, and Student Life offices. F2F must rely on precise direct marketing to effectively reach each target market.

As a relatively new nonprofit organization, Rosemary recently distributed the first national campaign e-mail blast to a targeted audience. F2F compiled a list of presidents, Title IX coordinators, and heads of counseling for each of the schools in the 26 states in Phase 1 of the F2F strategic plan. A total of 559 outbound e-mails were sent to launch the F2F national campaign. The e-mail blast, shown in Figure 1.21, was distributed via constant contact. The content included sexual assault statistics, a quote from Rosemary, an invitation to contact F2F to learn more, links to view the ‘Be the Change’ film trailer, as well as links to contact F2F via its website and social media networks.



FEAR 2 FREEDOM
NATIONAL CAMPAIGN
BE THE CHANGE

Dear Scott,

A shocking fact: The latest national statistics report **1 in 5 females and 1 in 16 male students** will experience **sexual assault** during their four years in college. Fear 2 Freedom can help you address this startling issue on your campus.

As an administrator, your challenge is to combat this threatening issue and foster a cultural change that supports **intervention and prevention** among your university students. Our **Be the Change National Campaign** meets the requirements of **Title IX and the Clery Act** regulations as we join together to combat sexual assault.

Included in the campaign is a **90-minute prevention program** that features a comprehensive educational film, "Be the Change." The film raises awareness and is an effective tool that empowers students to be the solution in a **positive and impactful** event.

The Title IX Programming and Resource Tool Kit Includes:

- Educational Film: "Be the Change"
- Event Discussion Panel - Instructions & Information
- Title IX and Clery Act criteria
- Programming for Intervention and Prevention
- Sexual Assault and F2F Resources
- Empowering and Positive Messaging

WATCH "BE THE CHANGE" EDUCATIONAL FILM TRAILER

To purchase or schedule a consultation and learn about the introductory pricing options, contact us or learn more at: