

connect

August/September 2013

by MAIL PRINT

Lessons from a Nonprofit

I will use all the marketing tools I can find.
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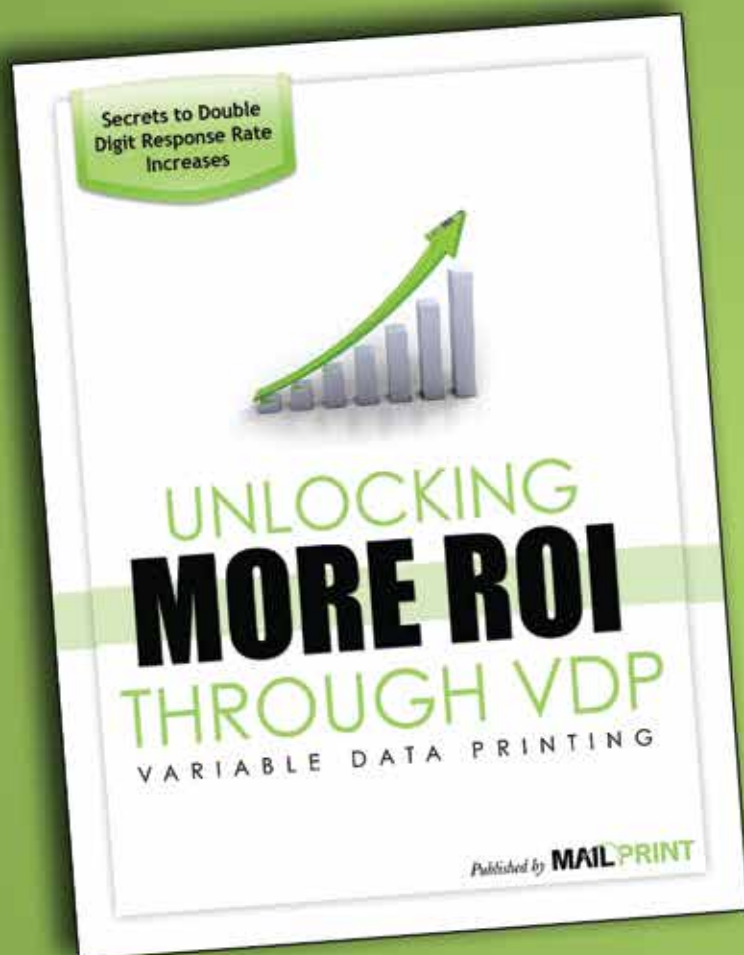
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INNOVATION DELIVERED

Spinning Plates

There is an old saying that states, "Culture eats strategy for breakfast." The idea is that while you may have what you consider to be the greatest business plan and the most explicit direction for your organization, success will be out of reach without the right internal culture. The way people think and interact always will trump a fancy strategy.

Many of us have grown up in an industrial-age culture where productivity, efficiency and bottom line accounting were paramount. We came to work, punched a clock – either literally or figuratively – and did what we were told. We hoped that the people residing in the corner offices knew what they were doing and that the company would perform well.

Today, organizations all over the world are committing to a new and exciting culture that not only drives results; it drives people. Take Google. They have mandated "20 percent time," where employees take 20 percent of their workweek and dedicate it to working on things they are personally passionate about. They focus this time on things that have nothing to do with their current roles and play with ideas. The results have been remarkable and include ideas like *Ad Sense*, which quickly became a \$2 billion business.

The greatest companies have adopted a new way of thinking and a fresh perspective. In turn, marketers realize that things change so quickly that you can't even develop a monthly marketing plan, let alone an annual one. The best and brightest have grasped the concept that many plates need to be spinning in order to anticipate the constant rate of change.

Hopefully, your plates are in full rotation. We know ours are, and one of the most important plates is the magazine in front of you. This issue has been a lot of fun because it drives home a couple of the cultural issues upon us. In our article, "Out of Sync," we provide insight into a possible side effect of our technological addiction. Have we possibly replaced intimacy with technology? Read on and find out.

Our cover feature, "Lessons from a Nonprofit," really is important because these businesses embody what the most successful for-profit companies are doing today. With a tremendous culture of serving as their cornerstone, there is much to learn from organizations that put others ahead of money.

We hope you enjoy this issue and can't wait to get your feedback. In the meantime, keep those plates spinning.

Warmest regards,

Gina M. Danner

Today, organizations all over the world are committing to a new and exciting culture that not only drives results; it drives people.

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Direct mail is the top choice of respondents for B2C:

- Customer Acquisition

31.3%

- Customer Retention

37.5%

SOURCE: Target Marketing, 2013



» Say what?

Execs say marketing lacks budget support

So, what does your marketing budget look like? According to a recent survey by executive recruiting firm Korn/Ferry International, 48 percent of senior business executives say their marketing departments do not receive enough budget support. The survey also shows that 42 percent believe marketing receives enough budget, while 10 percent say it receives too much.



When asked which marketing strategy to allocate budget to in order to be successful, 53 percent say exploring new channels through a “test and learn” approach, 33 percent say increasing internal resources and 14 percent say outsourcing to specialized agencies.

“Trust in innovative cultures is simply an assumed value. It is in innovative organizations like air...it’s just there and most of the time you don’t even notice it.”

– Henry Foss, Founder and Chief Strategy Officer at T2 Venture Capital, on why leadership is the key to innovation

17% of donors said on-line donations to charity was prompted by a direct mail letter.

50% of donors surveyed in 2012 said they prefer to donate after receiving a direct mail letter from the charity.

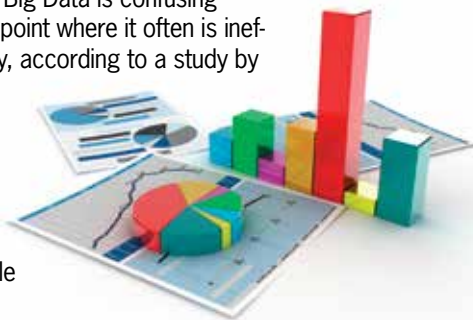
53% of donors in households earning 75,000 or more prefer to respond with a donation when they receive a direct mail appeal.

SOURCE: Dunham+Company, 2012



Big Data giving marketers fits

Well, at least they're honest. Big Data is confusing marketing executives to the point where it often is ineffective or ignored completely, according to a study by digital marketing company Lyris Inc. The report – "Mind the Marketing Gap: Sizing Up Marketer and Consumer Perceptions" – shows that only 24 percent of marketers use data for actionable marketing insight.



Overall, 45 percent of surveyed marketers say they lack the capacity for analyzing Big Data, while 50 percent say they have inadequate budgets for digital marketing and database management.

» Raise your appeal

Age 40 to 59:

On-line donation prompted by direct mail rose by 38% from 2010-2012.

Age 69 or Older:

On-line donation prompted by direct mail rose by 30% from 2010-2012.

SOURCE: Dunham+Company, 2012

Out of Sync

By Michael J. Pallerino



Has technology brought us closer together or further apart?



The scene didn't seem any different than what Mark Barden had witnessed in the past. A trio of friends huddled around an outdoor table at a Mexican cantina in San Francisco. Two were intently focused on their laptops, while the third was so consumed by his headphones that the waitress needed to yell just to take his order.

Barden, a partner with marketing consultancy Eat Big Fish, was more than a bit fascinated by the spectacle and, as he freely admits, eavesdropping more than he should have been on the conversation. As it turns out, the group was on Facebook communicating in RealTime with a friend who recently had moved to Georgia. Missing their old pal, they decided to have a virtual lunch (even if all parties weren't intently focused on the task at hand).

To the non-eavesdropper, the scene (three people bonded by technology but doing their own thing) may solidify the notion that technologically driven communications is eliminating the raw, human part of being with one another. We're drones – robots that are becoming increasingly devoid of intimate conversation. That's what some people want you to believe. That technology of any kind eventually will upset the balance of civilization as we know it. The soothsayers make these kinds of prophecies all the time.

I think there is a 'new normal.' We are in a time of tremendous growth for global enterprise.

But Barden isn't buying it – any of it. In a world where technology practically dictates everything we do these days, he believes we are better left to our own devices, so to speak. "There was communicating and connection happening within that group, even if it wasn't in a way most of us would do it. It doesn't make any sense to me – this notion that we should be alarmed that online is the place where you can be yourself. The networks that we build, especially those online, are assets. Things like social media are enablers."

Sherry Turkle, sociologist and MIT professor, was so bent on this ideal



– that our online lives are becoming comfortable substitutes for direct human interaction – that she wrote her compelling book, “Alone Together.” The book is a fascinating study into how insecure we are becoming in relationships and how anxious we are about intimacy. Turkle believes that many of us seek technology as a way to be in relationships and protect ourselves from them at the same time. After interviewing hundreds of people, mostly younger ones, her summation was the following: “We fear the risks and disappointments from relationships with our fellow humans. We expect more from technology and less from each other.”

More than anything else, Turkle seems optimistic that people will begin to want to reclaim their privacy and turn back to their relationships with real people, even though she concedes that the lure of technology is such that it’s becoming a tougher challenge.

Barden, a fan of the book, sees both sides of the debate. “All technology has been greeted with skepticism and horror. But here, I don’t believe we are alone. In fact, I think we are more connected than ever before.”

As proof, he cites the fact that he stays connected with scores of friends via Facebook, LinkedIn and Twitter. “What’s amazing is that I can keep track of everything they are doing, wherever and whatever they are doing it, and then pick up right where we left off when I see them again. It’s like I was there all along. That’s what connectivity has done for us. I feel enabled and empowered by social media. And while I grew up in a different generation, one where you were taught to look somebody in the eyes when you spoke, this generation doesn’t view it that way. That just means they have to approach communicating and connecting differently. It’s a matter of learning how to control it.”

The choices we make

The other morning, author and speaker Robin Jay awoke to the sound of her smartphone vibrating on the nightstand. The message, from an old friend, read: “Check out my new Facebook page and call me.” Reading her friend’s Facebook post before talking with her saved time and instantly brought her up to speed on what was happening. The text helped set things into motion faster.

“Technology is no substitute for a personal touch. Relationships are built on how we feel about others – trusting and caring – not just convenience and ease.”

– Robin Jay, author of “The Art of the Business Lunch”

“I don’t believe we are any more alone now than we were before all this technology, but I definitely believe how we choose to integrate technology into our relationships can either isolate us away from others or integrate us more into our social circles,” Jay says. “The worst case of technology separating us from others is when we can’t choose to leave our smart technology alone long enough to connect face-to-face. It’s those times when you’re with a friend, colleague or family member at dinner and she keeps checking her texts. I think the ability to disconnect is the biggest challenge to interpersonal relationships.”

Jay, author of several books, including “The Art of the Business Lunch,” travels the country speaking on the topic of building business relationships, the crux of which focuses on socializing. “Technology is no substitute for a personal touch,” she says. “Relationships are built on how we feel about others – trusting and caring – not just convenience and ease. Technology can, however, help us to build on those feelings, that personal touch, by helping us build a sense of community – in person and online – by sharing our thoughts, images and activities. I think there is a ‘new normal.’ We are all in a time of tremendous growth for global enterprise. I love the opportunity to meet my online colleagues or friends face-to-face for the first time. We can cut through so much by communicating online so that when we finally get to connect in person, it’s an incredible experience.”

Being alone together

The idea of being alone when we want to be alone still appeals to us and, at the same time,

eludes us. Ever since marketers realized centuries ago that to generate a sale you must build awareness, we’ve all become targets of selling messages – however those messages are communicated.

Roger L. Beahm, professor of the Practice in Marketing and executive director of the Center for Retail Innovation at Wake Forest University, is amazed by how far technology has taken us down the road of communications, especially marketing. “We used to think about developing advertising that would ‘break through the clutter.’ But today’s consumer has found new ways of avoiding the message by avoiding the medium. Smart marketers now are learning to use technology to ‘break through the silence.’”

Technology is alluring because it’s like what magic is to a child – fascinating and strange all at once. Beahm says we’re fascinated by the multisensory nature of new technology – appealing through sight, sound and touch) – so when marketers use these three senses to engage their consumers’ “hearts” (emotional connection) and “heads” (rationale), the messaging becomes much more effective.

“Our ability to ignore the messages also becomes more difficult,” Beahm says. “If you were in a living room back in the early-1950s, when television first became popular, you’d see people glued to their sets during the programs and commercials. What’s really so different about the way we interact with our gadgets today, especially when they’re new?”

So, should we be afraid that more intimate forms of communications will just drift away? Beahm says no. “Face-to-face contact still requires us to ‘look as good as we sound.’ It requires us to appear credible, not just sound credible. Looking someone in the eyes and telling them your message has always been more challenging to marketers than simply giving someone

something to read off a page or watch for 30 seconds, and hope they are persuaded. People are more comfortable online because they can say whatever they want and not necessarily have to defend it on the spot. In-person means answering questions and giving immediate feedback. Sometimes that can be difficult for a marketer – just as people who call on buyers in person. Once the words are out there, you usually can’t take them back. So, online gives a person a chance to review and edit their message before they deliver it. Face-to-face means you only get one take.”

Tell me about the good old days

Anytime technology makes its presence so profoundly pronounced, people start pining for the good old days. But to note, there is a fine line between pining for the “good old days” and “wanting to go back” to the way things were. Take the widely popular AMC show “Mad Men,” which has pushed advertisers and consumers into a full-blown Madison Avenue 1960s mode.

“There’s comfort in returning to the old ways,” Beahm says. “We’ve learned the principles and know the pitfalls. Add to that the simplicity and you create a recipe for nostalgia. But nothing can ever really be the same again. People don’t really ever ‘go back’ anywhere when it comes to new technology and new methods. The horse is never going to replace the automobile. When it comes to marketing, we will never settle for the “should we go back?” mentality. We will only ever ask, ‘Where do we go next?’ Water never runs back up the hill for long – only until it finds another way around whatever is holding it back.”

LESSONS from a NONPROFIT

I will use all the marketing tools I can find.
I will use all the marketing tools I can find.
I will use all the marketing tools I can find.



Giving back. Making a difference. Paying it forward. No matter how you define it, philanthropy continues to be a part of our culture and our heritage. Some would even say it is part of our DNA. In an economy that has stretched too many people to the limits of what they can afford, nonprofits continue to thrive on the generosity of those who can contribute.

In 2011, individuals contributed \$217.79 billion to nonprofits, while foundations pitched in another \$46.9 billion. And it's not all about money; scores of people also volunteer their time to make a difference. In 2012, one in four people volunteered in some form or fashion, fervently contributing 7.9 billion hours of service valued at \$171 billion in 2011, according to the National Center for Charitable Statistics.

Meanwhile, many employers struggle to find ways to engage and motivate employees being well compensated for their time. So what makes nonprofits tick? How do they succeed where traditional businesses with more resources fail? The ABCs of nonprofits – three elements essential to the success of these organizations – are Altruism, Bonds and Chronicles. Here's how they work.

How the ABCs are making a difference

By Lorrie Bryan



Altruism

The fundamental difference between for-profits and nonprofits is that the mission of nonprofits usually is altruistic. Nonprofits are focused on service to others as opposed to making a profit. “In the nonprofit world, passionate people are focused on filling an unmet need in society while the private sector is focused on selling a product or service and making a profit,” says Robert Thompson, VP, resource development, at Save the Children, a global humanitarian agency.

“Most people desire the reward of knowing that they are making a difference – doing something that is helping someone else. It speaks to our altruistic nature and fills a void that working in the private sector often can’t,” Thompson adds. “Having that sense of purpose is very empowering. That is the source of a lot of energy and creativity in nonprofits.”

Thompson says this need to serve a purpose particularly is important to the 20-some-

sciousness and emphasizing their altruistic endeavors with their mission statements. For example, State Farm is “helping people manage the risks of everyday life, recover from the unexpected, and realize their dreams.”

Starbucks’ mission is “to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.” While it may appear that Coca Cola’s mission is to ensure that everyone in the world drinks gallons of their products regularly, their stated mission actually is “to refresh the world...to inspire moments of optimism and happiness, and to create value and make a difference.”

“The perspective that you are able to help others is very empowering and gives people that sense of purpose that is essential to our being,” Thompson says.

Bonds

Relationships with employees, donors, advocates, volunteers and benefactors are at the heart of the non-profit dynamic. Thompson based his 30-year career in the nonprofit industry around two words – relationship building.

“Quite simply, sustainable, authentic relationships with donors, volunteers, board members and staff are critical to the success of nonprofits – more so than in the for-profit world,” Thompson says. “Being able to develop a unique engagement opportunity to bond and build a loyal following that is sustainable and scalable starts with good interpersonal skills.”

Kathy Keeley believes bonding is more

“Nonprofits focus their marketing on the impact they are making on their beneficiaries – people and institutions. That’s why storytelling is very important.”

– Robert Thompson, VP, Resource Development, Save the Children

Not only do nonprofits serve a need and have a higher purpose – such as helping to feed hungry children or saving the whales – by their very nature they provide an avenue for individuals to engage their passions and satisfy their own inherent need to make a difference. As Daniel Pink wrote in his bestseller, “Drive,” “Carrots and sticks are so last century.” Pink believes that for 21st century work, we must upgrade to autonomy, mastery and purpose.

things entering the work force now. Frequently referred to as the Millennials, this generation increasingly prefers making a difference to making more money. “I think this is fascinating. I recently heard a report indicating that 80 percent of Millennials put mission ahead of compensation in the workplace. This is significantly different from previous generations.”

Companies trying to build their work force are taking note, flaunting their corporate con-



“Relationships that we have with businesses and government organizations within our community form the foundation of a healthy community. We need each other – I fill a gap in services that they can’t provide.”

– Kathy Keeley, Executive Director, All About Development Disabilities

important than ever. And as nonprofits struggle to do more with less and the demand for services increases, Keeley says margins are tight and there is rarely money in the budget for financial rewards for staff or volunteers.

“So, connecting with them and facilitating connections among them is even more important,” says Keeley, the executive director for All About Development Disabilities, a 57-year-old Atlanta nonprofit. Keeley has spent the last 25 years working with profit, nonprofit and government organizations in every state and more than 20 countries.

“We try to include opportunities and activities to connect and build relationships – go bowling or go on a picnic,” Keeley says. “We make it a priority to show our appreciation and make sure our staff and volunteers see how they are helping to make a difference. The ongoing challenges create cohesiveness and spur creativity.”

Likewise, Keeley says relationships within the community are essential to the success of her organization and to the overall health of the community. “Relationships that we have with businesses and government organizations within our community form the foundation of a healthy community. We need each other – I fill a gap in services that they can’t provide. Together we make a healthy, vibrant community.”

Long-established nonprofits frequently nurture and enjoy multi-generational relationships with devoted families. “We have many donors today whose families have been involved since

the charity was first started more than 125 years ago as an orphanage,” says Alexandra Reardon, vice president of resource development for Thompson Child and Family Focus, a nonprofit headquartered in Matthews, N.C., that focuses on aiding children and families. “We make it a priority to keep our donors involved and let them know what a difference they are making by constantly sharing results, which are, after all, due to their investment in our mission.”

Chronicles

Nonprofits recognize that donors, volunteers and advocates all enjoy knowing their gifts of time and money are making a difference. Unlike for-profit companies, whose marketing strategies involve convincing targeted audiences they should buy their products, nonprofits targeting current and potential donors, advocates and volunteers frequently engage their audience with stories and anecdotes that illustrate and celebrate their organization’s successes.

In these real-life chronicles – with the help of patrons, donors, advocates and volunteers – a young boy in Haiti gets regular meals, a village in Africa gets a well for drinking water, an underprivileged high school student in Mississippi gets a college scholarship – lives are improved.

“Nonprofits focus their marketing on the impact they are making on their beneficiaries – people and institutions,” Thompson says. “That’s why storytelling is very important. The marketing differentiates them from other non-

profits and highlights the positive outcome they are having on others as opposed to marketing in the private sector that usually maximizes the appeal of a product or service.”

Thompson, who has 30 years of experience leading nonprofits, says that both compete for impressions in the marketplace. “They both want to be top-of-mind or tip-of-tongue, but nonprofits tend to speak to our hearts rather than our wallets.”

Many for-profits are discovering the marketing value of storytelling as well. As marketing enters the post-advertising age where people choose which messages they see and hear, engaging and entertaining stories have a greater chance of not being TiVoed out, clicked away from or banished to the spam folder. The best stories are becoming internet sensations.

In March, Pepsi MAX’s Jeff Gordon spot logged 33 million views – about 13 million more than 2012’s most-watched spot had for the entire year. In April, two viral ads did even better than the Pepsi MAX video. The first was a video from Ogilvy Brazil, uploaded to YouTube on April 14. Five days later, Evian posted its latest Babies commercial from BETC Paris. Both spots stormed past the Pepsi MAX view count to become 2013’s most-watched YouTube ad to date.

Interestingly, like nonprofit pitches, these video chronicles tugged at hearts rather than wallets and spotlighted the altruistic rather than the egoistic. Perhaps there are other lessons we can learn from nonprofits as well. ■

From Where I Sit

Author Viveka von Rosen on why social media is good for your business



Viveka von Rosen, author of “LinkedIn Marketing: An Hour a Day” is a huge fan of social networking, and particularly LinkedIn. Since discovering LinkedIn in 2005, she has made it her journey to learn and share as much as she can with her social media tribe. Von Rosen is known internationally as the “LinkedIn Expert” and regularly speaks to corporations, associations and business owners on the benefits of marketing with LinkedIn.

How has the state of social marketing changed over the past five years?

There are so many tools available and people are just more educated about social than they were five years ago. When we started out in social media marketing it was “try it, test it, try and break it,” and a lot of us who were kind of early getting in made a lot of mistakes. What’s nice now is that we have experience under our belt. Bottom line is that the tools, strategy and the education available have all vastly improved.

Do you think some marketers take advantage of social media?

There will always be people who use social media incorrectly. Some people are so used to “push marketing”, that they don’t know anything else. They didn’t have a clue, but I think they’re much more educated now. Of course, there are always people who are going to abuse the system – that’s just the nature of the beast... However, I also think that social media users are kind of self-regulating. I’m very quick to hit the spam button and I think other social media users and social media marketers are probably willing to do that, so it’s a little bit more self-regulating.

How is social marketing being used by B2B marketers versus B2C marketers?

With B2C, especially with Facebook and Twitter, I think it’s more natural to have a conversation with the audience, whereas B2B has been, traditionally, more separated from its audience. So B2B companies are learning– especially the big [companies]–to get beyond their box brand and humanize. The big companies are learning that this isn’t just a fad; they’re learning that the human experience is crucial. It’s do it or die... In the end it comes back to relationships, always.

Do you see social media playing well with other forms of marketing?

I think they’ll play well together for a while. I was going to prove that all you had to do was social mar-

keting. However, TV will always be there, radio will always be there, and whatever form it is - YouTube, Sirius Radio, blog posts - the combining of social media and traditional media becomes extremely powerful. I think if someone does it correctly, it’s absolutely game changing.

What’s your best advice for using social media for marketers?

Be really clear on who your audience is. Know them. Know what they look like – what they wear. Know what their interests are. Know what their dislikes are. Know what they do in their pastimes. Know what gets them excited in the morning... Don’t just know what products of yours that they buy, because that’s not enough anymore. So really [get] that detailed information. Again, it used to be a huge financial output trying to do that kind of market research and now you can do it on LinkedIn, Twitter and Facebook. Knowing your audience and then listen to them communicating... letting them drive the future of where your business goes.

Any concerns about social media?

I think the usual – privacy. There’s the idea that social media is free, when we’re paying so much more with our private information than we ever have with \$7 a month or whatever. My concern also is for people’s mentality with the whole free thing. I can’t sell what I used to be able to sell because anyone can find it online for free.

How do you see social media evolving?

I think moving forward, crowdsourcing, crowd funding, crowd knowledge, big data, circular data – [it’s] the whole idea of the power of the masses. The numbers are so big that where a marketing company will really excel is being able to analyze the giant amount of big data and then funnel it into what feels like a personal, one-on-one relationship. It’s scary and it’s very exciting. ■

Scan it Up

A look at who's using QR codes

So, who's scanning all those QR codes we put out there every day? Thanks to a report by mobile barcode solutions generator ScanLife, we have a snapshot of users for the first quarter of this year. To date, the total number of scans has hit an all-time high of 6.7 million. Other highlights to note are that males are outpacing females – 65 percent vs. 35 percent – and nearly 57 percent are age 35 and older, up from 41 percent from the year prior. Here's a look at who's doing the scanning.



QR Codes are one tool of many to engage your audience. The key is to make sure that when they do scan the code they have an experience that is designed to engage and excite. It must be more than your home page. Your goal should be to draw them into your world and have the experience your brand.



Scan to Learn More

QR Code Scanners by Age

Under age 18

6%

Ages 18-24

14%

Ages 25-34

23%

Ages 35-44

25%

Ages 45-54

18%

Ages 55+

14%

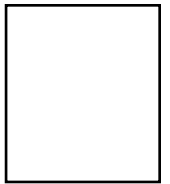
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