



adMarks

Chicago's Multichannel
Response Marketing Community

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CADM Nov. 15 Webinar: Brand & Marketing – The Dynamic Duo

Free for CADM Premier Members!

You can do marketing without a brand strategy, but no one would know who you are. Just creating a brand without any marketing efforts — you'll reach no one.

On Tuesday, November 15, **Mike Dement** and **Becky O'Connor** from Convier Collective will present a webinar on the synergistic relationship of branding and marketing. They will discuss how to best use the strengths of both branding and marketing to capture the attention of an audience, leave a lasting impression, and move them to take action.

CADM MEMBERSHIP MEETING

When: Tuesday, November 15, 2016
12:00 pm – 1:00 pm

Fee: FREE for CADM Premier Members
\$31.50 CADM Basic Members
\$35 Non-members

Registration: Visit www.cadm.org/events.

The webinar will take place from 12:00–1:00 p.m. Registration is free for CADM Premier Members; \$31.50 for Basic Members; and \$35 for Non-members. Webinar login instructions will be sent to you via email.

Please register by Monday, November 14 to reserve your spot. ●

Thursday, Nov. 10 – Membership Meeting Advancing Your Marketing Career

5:30 - 8:00 p.m. — See page 3 for more details

Marketing Ideas and Inspiration

By Ginger Conlon

Ginger Conlon – Customer Alchemy

[See more at bit.ly/2dc7l6w](http://bit.ly/2dc7l6w)

One of the many reasons I enjoy attending conferences is the people. The attendees give you insight into the issues, opportunities, and challenges they face. The speakers provide thoughtful information that attendees need to harness opportunities and overcome challenges.

As emcee of Yes Lifecycle Marketing's inaugural customer summit, **Yescalate 2016**, I had the opportunity to speak with many of the attendees and, of course, listen intently to a bevy of insightful presenters. So I decided to summarize my favorite advice and insights from the conference.

During my two days at the summit, I was fortunate to hear inspiring and practical marketing advice from a cast of industry leaders. Here are some of my favorite observations and recommendations.

ANDY MONFRIED

Founder & CEO,
LOTAME



"Intelligence is the ability you have as the owner of data. You need to be unique in how you look at data. Don't look at all the same stats as everyone else. Be creative. Create your own recipe."

Creativity comes from information, but mostly data is siloed. The most important thing marketers can do is wake up their company and tell them to unify their data."

CADM Mission Statement

Ignition Is Our Mission. As Chicago's collaborative community for multichannel response marketers, CADM sparks ideas, business relationships and career growth.

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It's Scary Out There!

October is an annual opportunity for scares (and candy), but every four years we also get to experience the scare of another impending presidential election. If there's one thing we in the direct response community can all agree on, regardless of which way you lean politically, it's that the election cycle is also an amazing catalyst for innovation for data driven marketers. New tools, new analytical methodologies, new polling approaches to spin stories in every direction imaginable. I, for one, am excited to see the case studies that come from this year's election process — and am anxious to look for opportunities to apply some of the learnings to my clients' businesses.

As we dive head-first into fall, CADM's newly installed board of directors is busily organizing what's shaping up to be an incredible year of networking, programming and education."

As we dive head-first into fall, the CADM's newly installed board of directors is busily organizing what's shaping up to be an incredible year of networking, programming and education. This association exists to serve its members, and the more members we have the opportunity to serve, the more all of us will take from the experience. With that said, *I'd like to make a personal call to action for all of CADM's current Basic and Premier members to help the association keep its current upward momentum by identifying prospective members and sharing the news about the exciting direction we're headed.* We're squarely in the middle of our key membership drive for the fiscal year, so please feel free to forward any prospect opportunities directly to me at josh.blacksmith@fcb.com or **Rui Wang**, our membership chair on the board, at wangrui@qinggukeji.com.

Did you know that 90% of women who became mothers in the past year were Millennials? Gilad Amitai addresses how the Millennial mom responds to advertising differently than her predecessor. Also in this issue of *adMarks*, Ginger Conlon shares some of her favorite observations and recommendations in "Marketing Ideas and Inspiration." Gary Hennerberg discusses "Growth Hacking for Direct Marketers." You will also get insights for planning your 2017 mailed promotions, and learn tips on regaining ad-blocking consumers. Finally, you will want to share Glenda Sharp's article about the Marketing Career Network with your hiring manager or HR Department.

Thank you all for your continued support of the CADM and our commitment to sparking ideas, business relationships and career growth. I look forward to seeing you at a CADM event soon!

Josh

P.S. Just a reminder that Premier members can now attend all networking events at no charge — be sure to get the most out of your membership!

I am 2016-17 CADM President and SVP, Management Director at FCB.
Tweet me at [@JoshBlacksmith](https://twitter.com/JoshBlacksmith) or email me at josh.blacksmith@fcb.com.

November

- 10 Membership Meeting – Advancing Your Marketing Career**
 5:30 pm – 8:00 pm
 Venue TBA
 Whether entering the marketing field or seeking growth opportunities, we all seek to spark our careers. Join CADM for this panel discussion including a career coach, staffing recruiter, corporate HR professional and a recent successful job applicant.
 Registration is free for Premier Members; \$36 for Basic Members; and \$40 for Non-members.
 See cadm.org/events
- 15 CADM Webinar: Brand & Marketing – The Dynamic Duo**
 12:00 pm – 1:00 pm
 Mike Dement and Becky O'Connor from Convier Collective will present a webinar on the synergistic relationship of branding and marketing. They will discuss how to best use the strengths of both branding and marketing to capture the attention of an audience, leave a lasting impression, and move them to take action.
 Registration is free for Premier Members; \$31.50 for Basic Members; and \$35 for Non-members.
 See cadm.org/events

December

- 8 CADM Meet-up**
 5:30 pm – 8:00 pm
 Venue TBA
 Meet Special Guest **Andy Crestodina**, author of *Content Chemistry: An Illustrated Handbook for Content Marketing*
 Registration is free for Premier Members; \$18 for Basic Members; and \$20 for Non-members.
 See cadm.org/events

January 2017

- 31 Membership Meeting - Super Bowl Marketing**
 5:30 pm - 8:00 pm
 Venue TBA
 Each year, Prof. Tom Calkins of Northwestern's Kellogg School organizes Kellogg students to watch the Super Bowl and assign grades to the game's showcase advertising. Join CADM a week prior to the Big Game for a panel discussion led by Calkins about planning the highly anticipated ads.
 Registration is free for Premier Members; other fees will be determined.
 See cadm.org/events

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Marketing Ideas and Inspiration (continued from page 1)

**AMY AVITABLE**

VP, Integrated Marketing,
TOYS'R'US

“Serve and address your customers in their channels of choice.

CRM strategy **is a journey, not a destination.** Keep evolving your approach.

A partner should be as enthusiastic about my brand as I am, and will challenge me and push me out of my comfort zone.”

“Once you bring data into a DMP, you'll learn more about your customers than you ever realized you could, and then you can message them in new and better ways.”

MATT GRAVES

Chief Data Officer,
IINFOGROUP

*“Your marketing communications shouldn't be all about you. CRM is all about the **“R” — Relationships — after all.***

*Clean designs, great imagery and typography, and value-added content is the **ideal** set of ingredients for captivating marketing email.*

MATT CALDWELL,

SVP, Worldwide Creative,
YES LIFECYCLE MARKETING

**MARC SHULL**

SVP, Social & Disruptive Marketing Strategies,
YES LIFECYCLE MARKETING

“If you're not using your data, it's not worth anything.”

**TED SCHADLER**

VP, Principal Analysis, FORRESTER

“People expect simple, immediate, and contextual on mobile.

How can marketers deliver a better customer experience? By bringing the right data together and being an insights-driven business.

Continuous learning in marketing means testing, and building better models.”

CLARK CUMMINGS

Senior Manager, Member Marketing,
MARRIOTT INTERNATIONAL

“It's about capturing the data you as a marketer want and then creating stories around it.”

**STEVE DANIELS**

SVP, Director of
Enterprise CRM,
US BANK

“You can't have a customer-centric strategy without an employee-centric strategy.

What is the value of CRM? Until you align its capabilities with your goals, you can't answer that question for your company.

CRM used to be 80% tech/20% business strategy; today it's 80/20 business strategy/tech — and if not, it should be.”

**DENNIS MALONEY**

Chief Digital Officer, DOMINO'S

“We're a work-in-progress brand, committed to finding ways to improve the customer experience.

Transparency has improved Domino's customer service, as well as increased trust and loyalty among customers and employees.

We've been driving double-digital growth for several quarters now, and digital is leading it.”

MARY GRUNDY,

VP, Global Innovation Marketing,
VISA

“Email CRM is critical to being competitive, driving transaction velocity, and building brand preference.”

DANA HAYMAN

SVP, Analytics & Insights,
YES LIFECYCLE MARKETING



“When analyzing marketing data/performance, the wrong statistics or metrics — such as “average”— can be misleading and lead to poor decisions.

Align analytics priorities with marketing priorities.

Don't get distracted. Focus first on high-priority initiatives.

Marketers don't test enough.

Without enough testing analytics can be like untangling spaghetti.”



Ginger Conlon is an award-winning editorial and content management leader with expertise across all channels. She has covered marketing, sales and customer service strategies and technologies

since starting her journalism career more than 25 years ago. Editor-in-Chief and Content Strategist at Ginger Conlon – Cutomer Alchemy, she serves as president of the New York chapter of the American Society of Business Publications Editors and a co-lead of the Customer Experience Professionals Association's NYC Local Networking Group. Ginger most recently was editor-in-chief of Direct Marketing News, where she developed and directed its editorial vision and content strategy across all communications platforms. She can be reached at gconlon@gingerconlon.com; or at 646-453-6699.

Growth Hacking for Direct Marketers

By Gary Hennerberg

Reinventing Direct

[Go to bit.ly/2ctYvph](http://bit.ly/2ctYvph) for more.

The term “growth hacking” first appeared about three years ago to describe generating sales using non-traditional channels at no cost, or low cost. At first, growth hacking was considered just another marketing buzz word that would fizzle out over time. But it's reportedly growing in use.

Wikipedia, the go-to place for definitions, probably sums it up best:

“Growth hacking is a process of rapid experimentation across marketing channels and product development to identify the most effective, efficient ways to grow a business. Growth hackers are marketers, engineers and product managers that specifically focus on building and engaging the user base of a business.”

Another definition:

“Growth hackers often focus on low-cost alternatives to traditional marketing, e.g., using social media, viral marketing or targeted advertising instead of buying advertising through more traditional media.”

Where do we see growth hacking most? Start-ups. The goal is to generate rapid growth in the early stage launch, and at the same time, make the growth sustainable and retain customers for the long-term. Another way you might think of growth hacking is to get earned media (no cost) instead of using paid media.

So how would a traditional direct mail marketer use no or low-cost growth hacking techniques? I think one application would be to integrate direct mail with digital channels using automated software platforms to create nurture marketing strategies.

- Sync email contact with in-home direct mail delivery. Make sure you encourage anyone who comes to your website to opt-in to your email list.
- Test multiple landing pages with email, and when you have multiple segments of customer email, test a variety of options.
- Use Facebook sponsored posts or retargeting campaigns to serve ads to people matched from your email list or who have visited your website. Test a small budget that you're comfortable spending daily.
- Frequently generate new content your customers and prospects want to know about. The written word is good. Video recorded from a smartphone can be authentic.

Growth hacking might not be part of a traditional direct mail marketer's vocabulary and approach, but thinking out-of-the-box with how you can sell for no or low cost digital channels might yield some profitable surprises. ●

Reinventing Direct is for the direct marketer seeking guidance in the evolving world of online marketing. **Gary Hennerberg** is a mind code marketing strategist, based on the template from his new book, Crack the Customer Mind Code. He is recognized as a leading direct marketing consultant and copywriter. He weaves in how to identify a unique selling proposition to position, or reposition, products and services using online and offline marketing approaches, and copywriting sales techniques. He is sought-after for his integration of direct mail, catalogs, email marketing, websites, content marketing, search marketing, retargeting and more. His identification of USPs and copywriting for clients has resulted in sales increases as high as 60 percent. Today he integrates both online and offline media strategies, and proven copywriting techniques, to get clients results. Email him at gary@hennerberg.com or follow Gary on LinkedIn.



Co-authoring this article is **Perry Alexander** of ACM Initiatives. Follow Perry on LinkedIn.

Inside the Mind of the Millennial Mom

By Gilad Amitai

[Read more at bit.ly/2dh9Eia](http://bit.ly/2dh9Eia)

Millennial moms are a key market for brands who are currently undertaking their back to school promotions. This is no surprise — according to reports, around one in five moms is a Millennial, and of the 1.5 million U.S. women who become mothers in the past year, 90 percent of these were Millennials. But how does this new generation of mothers respond to advertising differently from their predecessors?

Compared to the stay at home, full time mothers of generations past, “millennial moms” very much embody the on-the-go lifestyle. They have considerable spending power, as well as busy lives both in the real world and online, where they are likely to be using more social media than older generations — and they’re more likely to be sharing content on these networks too. Influencers and brands using social networks and blogs will be much more important than television and billboards, or even word of mouth for that matter.

There is a tendency among this category to choose brands that align with their values, especially authenticity and social causes.



Personalization is important here, as Millennial moms want to feel like the brands they use will treat them — and their children — as individuals. Smaller brands and those that embrace technology are likely to be viewed positively by millennial moms, too.

And while they are busy, the smartphone they carry with them means they can be reached easily by marketers. But there seems to be a problem with engagement — some 42 percent of millennial moms don’t think that marketing and advertising is geared towards them.

So, it seems that even while marketers are spending 500 percent more to reach millennials than all other groups online, they’re possibly not doing as good a job of it as they should be.

The questions that brands need to be asking themselves revolves around not just messaging, but distribution too — when are the key mobile moments throughout the day when millennial moms can best be targeted to maximize chances of engagement? While generations past would rely on serving ads during specific television programming to target mothers, modern mobile engagement involves reaching moms in their rare moments of quiet, when they may be on their device with or without a clear purpose. Determining these moments when mobile audiences can be best reached relies on a wider breadth of contextual markers from location, to time of day, to weather conditions.

The School Stop

Moms waiting to pick up their kids from school may very well find themselves aimlessly browsing the web on their cellphones. A campaign we recently saw for a cereal brand targeting moms at elementary schools during pickup and drop off saw a 138 percent lift in engagement over the average.

The Workout

It could be an early morning yoga session or a session at the gym on the elliptical, but it’s almost certain to involve the smartphone at some point. Whether it’s aimless scrolling while pumping away on the stationary bike or that quiet moment before aerobics class starts, moms are typically receptive to targeted ads during this time. Sportswear brands in particular can thrive during these moments — a fashion retailer targeting millennials at leisure and entertainment venues saw a lift in engagement of 147 percent over average in a recent campaign.

The Lunch Break

Getting out of the office at lunchtime allows busy moms to take a breather from their busy day and hopefully enjoy the sunshine while they do so. A cosmetics campaign that targeted women enjoying temperatures of 70 degrees or higher increased engagement rates by more than 50 percent on average. Lunchtimes are also a great time for food brands to target as moms are often thinking about what they’ll serve for dinner that evening.

After Dinner at Home

After the craziness of family dinner and homework help has died down, and the kids are put to bed, many modern moms use their smartphones to unwind. Roughly 87 percent of Americans use their devices while watching TV. Since this is a very passive usage, it’s a great time to advertise products moms plan for, such as toys and school supplies.

Brands need to start thinking about millennial moms as a separate category beyond the standard “women aged 25 to 34” bracket. For the modern mom on the go, mobility is key — more than half of these women make purchases through their smartphones. By considering the contextual parts of her day, advertisers can reach these millennial moms at the right time and right place. ●

As Co-Founder and Chief Operating Officer, **Gilad Amitai** manages Ubimo’s business operations and overseas business development. A seasoned veteran in the online advertising field, Gilad was previously General Manager of Matomy Media, a global display advertising company, where he oversaw the company’s strategy and growth. Gilad also served as SVP Media of all Matomy group. He can be reached via Twitter @gamitai.



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2017 Postal Promotions Get Out of the Gate Early



By Al Urbanski

See more: bit.ly/2ctSedc

USPS responds to mailers who complain of not having proper lead time to plan for annual promos.

Mailers love the savings they receive on innovative mail pieces through the Postal Service's yearly schedule of promotions, but they've long had two gripes about the program: Set-up costs are price prohibitive for smaller businesses, and the promos are announced too late to allow larger enterprises to ramp up for them.

In planning the 2017 promo calendar, the Postal Service responded to both complaints. It filed with the PRC for market-dominant price adjustments for next year's promotions at its earliest juncture ever, May 16. And to make the promos more inclusive, it's introducing a "Direct Mail Starter Promotion" for SMBs.

"It's great to see the Postal Service file the request so early. For most companies, the

budget process for the following year begins in the summer, so to have the information now is helpful," says direct mail consultant Mark Fallon.

Mailers regularly complain at postal forums that promotional lead times are insufficient for them to get the budget approvals they need.

Qualifying for promotional rates often requires companies to set up new systems such as color printing, mobile landing pages, and multichannel integration. That takes time, and mailers regularly complain at postal forums that promotional lead times are insufficient for them to get the budget approvals they need to move forward.

Promotional requirements also demand investments that smaller players have been unwilling or unable to make. The "Starter" promo proposed for 2017 — which requires

a link (such as a QR code) to a mobile-optimized site — ups the ante for low-budget mailers. While the typical discount on USPS promos is 2%, this SMB-angled promo offers 5% off on a max of 10,000 pieces.

"These moves are a reflection of new leadership at the Postal Service, from [Postmaster General] Megan Brennan and [CMO] Jim Cochrane both," Fallon says. "Megan has always been pro-customer, and since Jim's become the permanent marketing person, they've gotten more responsive."

Promos being repeated on the 2017 calendar are Emerging and Advanced Technology; Mobile Shopping; Tactile, Sensory & Interactive Engagement; Earned Value Reply Mail; and Personalized Color Transpromo. ●

Al Urbanski is the Real Estate Editor at Chain Store Age, and former Senior Writer for Direct Marketing News. A longtime reporter on sales, marketing, and retail topics, he has held senior editorial positions at Sales & Marketing Management, PROMO and Progressive Grocer. He can be reached via Twitter @alurbanski

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How to Regain Ad-Blocking Consumers



By Elyse Dupre,
Associate Editor, DMNews

*You can Read more at
bit.ly/2b4xn2m*

Two thirds of U.S. consumers who use ad blockers are willing to uninstall them — under the right conditions, that is.

This data comes from the Interactive Advertising Bureau’s (IAB) new report “Ad Blocking: Who Blocks Ads, Why, and How to Win Them Back” done in partnership with C3Research. And while these findings might bring a smile to marketers’ faces, the study shows that the ad-blocking community is still a significant and growing one.

The companies surveyed 1,292 computer users and 201 mobile users in the U.S. for the report. Of these participants, 26% say they use ad blockers on their computers and 15% block ads on their smartphones. Seventeen percent also say they’re likely to start using ad blockers in the next few months.

However, there seems to be some confusion about what exactly ad blockers are. According to the data, 40% of respondents originally said that they were using ad blockers; however, this number dropped to 26% when

some respondents realized that they were actually using antivirus software or pop-up blockers built into their browsers.

Thirty percent of respondents say having ad blockers prevent them from viewing their desired content convinced them to stop using them....

So, what’s the lure of ad blockers anyway? When browsing online, consumers want to be able to get to their desired content as quickly as possible and experience few interruptions, notes the report. And when websites fail to deliver this experience, consumers sometimes turn to ad blockers to meet their needs. Privacy, security, and load times can be viable reasons they rely on them, too.

Consider: Participants who use ad blockers on their computers cite navigating sites more easily, disliking the feeling of being targeted, and finding ad-free sites more appealing as their top reasons for using them. Likewise, respondents who use ad blockers on their smartphones say having to deal with slower browsing experiences or page load times due

to ads and being able to navigate sites more easily as their main motivations. Ads that block content, show a long video promotion before a short video, or follow them down the page as they scroll are some of the ones that bug blockers the most.

However, there are steps marketers can take to win these consumers back. After all, 20% of people who were former ad block users no longer use them.

Thirty percent of respondents say having ad blockers prevent them from viewing their desired content convinced them to stop using them, and 29% of participants say continually seeing messages requesting them to turn off their ad blockers caused them to do the same.

The report also advises marketers to do the following to prevent users from adopting ad blockers:

- Give consumers control over the types of ads they do and don’t want to see (such as by providing a video-skip button or a thumbs-up or thumbs-down ad rating system).
- Offer them a streamlined experience (i.e., avoid ads that block content, slow down loading time, or follow them down the page).
- Reassure them that the site is safe (i.e., inform them that the ads don’t contain viruses or inhibit their experience)

If consumers are already using an ad blocker, the report suggests asking them to turn it off and to prevent them from viewing their desired content as a last resort.

In addition to these tips, the IAB recommends ensuring that all ads are LEAN:

Light: The ad files are small to prevent lengthy load times.

Encrypted: They’re safe, secure, and malware- or virus-free.

Ad choice supported: They allow consumers to opt out of unwanted data collection practices.

Non-invasive: They don’t shake, blink, or automatically start playing audio. ●

September Social Spark is Sparkling

Twenty attended the Social Spark in Schaumburg on September 21. Attendees met members of the 2016-17 CADM Board, and “sparked” business relationships. ●



Elyse Dupré is associate editor for Direct Marketing News and covers ever-evolving trends in the marketing world. She joined Direct Marketing News in August 2012 after graduating from Boston University with a B.S. in journalism and a B.A. in psychology. Elyse can be reached through Direct Marketing News.

WELCOME NEW MEMBERS

- **Alyssa Jeffries**, Meyer Partners, Schaumburg
- **Kathleen Knight**, Account Executive, CBD Marketing, Chicago
- **Beckie O'Connor**, Partner/Creative Director, Convier Collective, Chicago
- **Lisa, Wettstaedt**, VP, Client Services, Meyer Partners, Schaumburg

technologies/ processes are used to maximize ROI. Josh is a strong advocate of CADM.

“CADM is one of my go-to resources for educating, updating, and spotlighting the most relevant information and emerging trends in our industry. My clients count on me!”

Josh also served on the Board of the Midwest Direct Marketing Association (MDMA) for four years. ●

Have you recently earned a certification? A promotion? Special award? Got published? Moved? If you have a submission for “Member Briefs,” please send it to adMarks Editor, CADM, PO Box 578, Westmont, IL 60559-0578 or email info@cadm.org.



Keep Getting Your adMarks!

Reminder — If you haven't renewed your membership yet, your *adMarks* subscription will expire **October 31**.

Don't miss out on the inside information, community, networking, member news, reviews of CADM events, and more.

Make sure to renew today!

Go to cadm.org/membership to design your membership. Thank you!



MEMBER PROFILE

Josh Blair joined Japs-Olson Company for 10 years after earning a Bachelor of Science in Graphic Communications Management from University of Wisconsin-Stout. He is known for collaborating with

his clients on the most effective ways to execute their direct mail campaigns. His passion for dreaming up new and innovative formats, improving clients speed to market, and ensure the most effective

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Ask the DM Experts
by Susan K. Jones,
Susan K. Jones & Associates
and Ferris State University

How the Post Office Created America

Q. *Pundits continue to predict the downfall of direct mail, yet Direct Marketing Association statistics show that it's still a powerful medium — even for reaching millennials, who find well-targeted mail a welcome novelty. How did the U.S. Postal Service reach its status as a universal delivery medium?*

A. This summer I was fascinated to discover a new book by **Winifred Gallagher**, titled *How the Post Office Created America*. Then an article by **Chris Foran** (*Milwaukee Journal Sentinel/Tribune News Service*) also previewed another book about our U.S. Postal Service: **Devin Leonard's** *Neither Snow nor Rain*. Both volumes are available via amazon.com.

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Multichannel Response Marketers

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WWW.CADM.ORG/CAREERS

Foran's review of these books begins with a quote from Alexis de Tocqueville, the French philosopher who visited the U.S during the 1830s to research his book, *Democracy in America*. As quoted in Leonard's text, de Toqueville called our postal service "the great link between minds" in that it allowed Americans from anywhere in the country to share information about anything and everything — including their democratic rights and government. "It's difficult to imagine the incredible rapidity with which thought circulates in the midst of these deserts," the Frenchman noted.

In her book, Gallagher discusses the role the post office played in the young country's "political, social, economic, and physical development." Our founding fathers and mothers realized the vital role of the post, establishing it even before they declared independence from Great Britain. This was absolutely necessary because as Gallagher explains, at the time, the post office was "THE media," in that there was no other way to share information and views across what she calls "13 quarrelsome colonies." The new country's determination to expose all its citizens to public affairs shocked conventional minds in Europe.

As a review of Gallagher's book explains, "America's uniquely democratic post powerfully shaped its lively, argumentative culture of uncensored ideas and opinions and made it the world's information and communications superpower with astonishing speed.

"The post was the catalyst of the nation's transportation grid, from the stagecoach lines to the airlines, and the lifeline of the great migration from the Atlantic to the Pacific. It enabled America to shift from an agrarian to an industrial economy and to develop the publishing industry, the consumer culture, and the political party system. Still one of the country's two major civilian employers, the post was the first to hire women, African Americans, and other minorities for positions in public life."

Leonard calls the United States Postal Service "a wondrous American creation." He notes that even today, there are 300,000 letter carriers delivering 513 million pieces of mail per week — forty percent of global volume. He reveals that the USPS's efficiency far outstrips that of nations known for their stellar organization and order, including Japan, Germany and Britain. Other facts reported in *Neither Snow nor Rain* include:

- Benjamin Franklin founded the post office
- Postmasters worked out of their homes in the early colonial days
- By the 1870s, over 70% of federal employees were postal workers
- Franklin Delano Roosevelt was an avid stamp collector
- The need for air mail made the USPS an early supporter of the U.S. aviation industry

While the postal service seems under constant fire today — and its future is uncertain to say the least — knowing its rich history of innovation may help decision-makers to forge a path to the future for this most American of institutions. ●

"Ask the DM Experts" is a monthly *adMarks* feature.

Professor Susan K. Jones draws on the knowledge of CADM members and other authorities to answer your questions — so tell her what you want to ask the experts! Contact Susan at sjones9200@aol.com or follow her on Twitter @sjones9200.

CADM Sparks Careers: Marketing Career Network

By Glenda Sharp, CAE

Have you checked out CADM's Career Center [cadm.org/careers]? CADM has participated in the Marketing Career Network [MCN] for nearly two years.

MCN is an online recruitment resource aligning employers via CADM and 38 other professional marketing organizations, including the Direct Marketing Association, Business Marketing Association and American Advertising Federation. It brings together audiences from every marketing discipline and connects them through a single job board network.

As of writing this article, MCN includes 11,774 active resumes. CADM members save approximately 30% on posting positions. For example, the regular price of posting one position for 30 days is \$325. However, CADM members pay \$225. Other packages include accessing the resume search and/or reference checking.

Are you an employer seeking marketing talent? Please share this article with your hiring manager or HR Department.

Are you seeking a new position? CADM members may post their resumes at the Career Center for free! Search for jobs by title or location. Access such resources as *Building Powerful Resumes*, *Developing an Effective Network*, and *Ace the Interview...* free of charge. ●

Glenda Sharp is Principal of Sharper Associations, an association and non-profit management firm, and has proudly served CADM since 2012. Beginning her association career at the American Bar Association, Glenda then served as DuPage County Bar Association executive director from 2001-2010. A longtime member of the American Society of Association Executives and Association Forum of Chicagoland, she earned her Certified Association Executive designation in January 2005.

Do you have ideas or suggestions for strengthening CADM's Career Center? Please contact Glenda at 312-849-2236 [CADM] or info@cadm.org.

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