

# Acquisition Marketing in a Multi-Channel World

## The Resilient Principles of Successful Direct Mail



 **THE GOLDSTEIN GROUP**

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CANADA POST POSTES CANADA

*From anywhere... to anyone*

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Are the old rules of direct marketing dead? Have they been torpedoed by a consumer-in-control, multi-channel, game-changing new marketing paradigm?

Based on an analysis of dozens of case histories, test campaigns and research programs across numerous industry sectors, the answer is an emphatic “no”.

The underlying principles and techniques of direct marketing and direct mail in particular are as effective today as they were in the old world of transactional direct marketing.

However, there have been dramatic changes in the customer acquisition landscape and the new marketing universe is not business as usual. The adoption of new technologies and approaches is necessary to attract new customers. There is a growing body of work that suggests that acquisition marketing success increases with the combination of innovation (largely technology-enabled) and the time-tested precepts of direct mail.

In this paper, we examine how marketers are improving the effectiveness and efficiency of direct mail by reinventing acquisition direct marketing principles for the multi-channel world. We cite real world examples of acquisition campaigns and their results.

## Source of the Findings

During the past several years, Canada Post has underwritten the development of case histories for over 60 marketing programs. The cases document actual campaigns and results from marketers in a wide variety of industries – Automotive, Cataloging, Culture, Financial Services, Health Care, Hospitality, Not-for-Profit, Packaged Goods, Publishing, Real Estate, Retail, Telecommunications, Tourism and Utilities. Many of the campaigns include test results, where two or more campaign elements have been fielded and measured. While not all cases are solely focused on acquisition marketing, many key findings are consistent across both acquisition programs and cross-sell/upsell customer communications.

Canada Post’s goal in encouraging marketers to test key elements of their campaigns is of course based on enlightened self-interest. Better performing direct mail leads to more mail, and testing is the lifeblood of results improvement. Documenting these marketing stories ensures that the knowledge gained can be shared by others and most of the cases cited in this paper are available in more depth at [www.canadapost.ca](http://www.canadapost.ca).

## Who Should Read This Report?

This report is geared to sophisticated marketers who are grounded in the direct marketing discipline and who are grappling with how to maximize customer acquisition results in an increasingly challenging marketing environment. It will be of particular interest to organizations that are not able to test everything they would like because of budget constraints or other considerations. This paper consolidates learning from myriad sources and should prove useful in identifying those key response drivers that merit proprietary testing investments.

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## Hypothesis

Much of what we read about marketing today focuses on the extraordinary changes that have occurred in the marketing landscape. New media, new channels and new consumers have been dissected and analyzed in depth, typically leading to the conclusion that marketers need dramatically new and different approaches to be successful in acquiring customers. Often, this conclusion is reached by intuition and judgment rather than being based on empirical evidence.

However, our case review reveals quite a different picture. We see the fundamentals of direct mail holding true again and again in head-to-head tests. To be sure, the days of regularly renting millions of “names” for mass mailings are behind us, but many of the principles that made those programs so effective still work superbly in a modern context. We see new channels and technological innovations opening doors and adding tools and techniques that expand how direct mail can be used successfully to acquire new customers.

So what has changed, and what has remained the same?

First, the new. We see four areas of innovation in acquisition direct mail.

- Profiling, targeting and analytics for acquisition
- The emergence of unaddressed direct mail
- Diversity in traffic-generation
- Direct mail driving response online and on the phone

The first three trends are inextricably linked. The deployment of postal code or neighbourhood level data to market smarter has paved the path to the cost-efficient use of unaddressed direct mail, which in turn has made the medium more attractive to retailers and other marketers with bricks and mortar locations.

The fourth new use of direct mail reflects its role in a multi-channel world, where mail no longer has to close the sale itself but now also serves as a teaser or pre-selling medium. In this application, the call to action sends prospects to another channel to get more information, interact with a company, product or service, or place an order.

What has changed very little are the basic precepts of the direct marketing discipline. Success is still based on Bob Stone’s “right stuff”: the right products or services, in the right media, with the right offer, the right format, the right tests and the right analyses.

Our case review offers up examples of modern interpretations of traditional techniques around offers (crafting powerful ones), formats (bigger is better) and “extreme” personalization, even in acquisition. And woven throughout this paper is a demonstration that the art and science of testing proves its value so markedly that its resurgence as a cornerstone of every direct mail campaign should be the goal of every professional marketer.

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## Profiling, Targeting and Analytics for Acquisition

Today, acquisition direct marketing is powered by insights uncovered by the manipulation of data. The rise of technological tools and the availability of data at the postal code level or by individual have opened the door to innovation in customer acquisition. Not that long ago, unaddressed direct mail by postal walk was hit and miss. Marketers would select postal codes based on where their best customers lived, but were largely unable to refine those selections with other characteristics. Renting lists for addressed direct mail campaigns was also limited to the information that list owners were willing to share, usually restricted to purchase type, monetary value and recency.

While customer acquisition campaigns could perform successfully with these limitations, there has been a sea change in the richness of data that can be deployed to help marketers find new customers. And these new tools have arrived just in time – acquisition is cited as one of today’s biggest marketing challenges. We have seen a decline in the number and quality of lists available for rental, a decline in response rates from traditional addressed mail, an increase in competitive activity and the rise of the privacy issue and associated restrictions on how personal information can be collected, used and disclosed.

An entire sub-industry has developed to serve marketers with a variety of socio-economic profiling tools. These tools use Statistics Canada Census data in combination with other data sources to characterize the type of consumer that lives in a postal code. At its simplest, marketers can select and test postal codes with consumers that intuitively align with current customers. But a much more sophisticated and successful approach is to use proprietary data about current customers to identify a wide variety of characteristics that potential customers likely have as well, enabling a much more refined selection of postal codes and neighbourhoods.

The successful use of profiling for acquisition requires testing to validate that the recommended affinity postal codes actually do perform better than randomly selected ones, and some marketers have had better success than others. However, there is a growing body of work where profiling succeeds in boosting response rates.

- **The Cancer Research Society** conducted a multi-faceted test program with a Canada Post sponsored research component. First, CRS’ active donor base was analyzed, yielding several profiles of common donor types. Lists were rented and segmented into two groups: postal codes that matched the profiles and those that did not. Each group then had a control cell (no mail) and test cell (addressed direct mail).

**Profiling increased  
response by 13.5%**

Performance in terms of profiling vs. no profiling proved the benefit of profiling. There was a lift in response rates of 13.5% from the profiled segment vs. the non-profiled segment. Average donations also increased by 7.4% in the profiled segment and a key barometer for fundraising, net revenue per name mailed, was 19.2% higher for the profiled group.

The research component of the program measured traditional brand attributes. Telephone surveys were conducted among all four groups and the profiled segment reported the highest scores on brand familiarity and recall of content. This finding reinforced the power of direct mail to impact brand perception among the target group.

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Profiling and targeting has also fueled the adoption of unaddressed mail as a viable medium for customer acquisition. Using Canada Post's GeoPost Plus tool (or others available in the marketplace), marketers are able to hone in on the right neighbourhoods for door-to-door distribution.

- **Nubody's Fitness** clubs improved their success rate by adding geo-demographic targeting to their existing unaddressed mail program. Nubody's is a prominent fitness club operator with 13 locations in Nova Scotia, New Brunswick, Newfoundland and Labrador. Their monthly mail drops of 190,000 lacked the targeting component needed to optimize new member acquisition results. By implementing demographic selections based on age, dwelling types and other key data points, club traffic more than doubled and phone inquiries increased significantly.

## The Emergence of Unaddressed Direct Mail

For many years, unaddressed direct mail – “postal walks” – was used only sporadically by direct marketers. It was viewed as a poor cousin to addressed mail and responded at far lower rates and cost efficiency.

This dynamic was true enough in the heyday of addressed direct mail acquisition, when lots of lists were available for rent and before profiling and targeting improved the performance of unaddressed mail. However, the balance has tilted substantially. Addressed direct mail for prospecting faces the limitations of a shrinking list rental universe, while unaddressed direct mail using targeting techniques is flourishing. The majority of the cases cited in this report include an unaddressed mail component.

It is important to note that addressed mail remains the primary medium for customer communication for loyalty, retention, up-selling and cross-selling, often in combination with web and phone channels. However, unaddressed mail is emerging as the primary medium for prospecting. When geo-demographic targeting is used to find the right audience, when a proper offer is made, when the creative and format are compelling and when measurement of some kind is captured, unaddressed mail becomes a valuable and very legitimate new/old acquisition medium. It is truly a new day.

- **The Arts Club Theatre Company** in Vancouver tested unaddressed direct mail to generate advance tickets sales. The first test used 50,000 postcards to promote *Cabaret* in GeoPost-selected neighbourhoods. When advance ticket sales increased and show turnout was larger than usual, Arts Club Theatre expanded the program, this time offering subscription ticket sales through 250,000 brochures, again distributed to neighbourhoods that match subscriber profiles. Within a month, the company was \$100,000 ahead of where it was the year before in terms of acquisition sales and unaddressed mail is now used to publicize shows throughout the theatre season.

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## Diversity in Traffic-Generation

Bricks and mortar locations like retail stores and health clubs use advertising to drive traffic to their locations. Radio, television, newspapers and direct mail flyers all work alone or in synergy to entice consumers to visit the location. Direct mail flyers often have to compete against other media that may be cheaper, or easier to execute.

Unaddressed mail, however, is tailor-made for generating retail traffic, and is being used more and more as a targeted and effective approach to driving consumers to retail outlets. When the geographic precision of store radius selection is married to demographic data, retailers are finding that unaddressed mail performs better than local newspapers for customer acquisition.

- **Sangster's Health Centres** is a large Canadian health food franchiser with 50 retail locations. Traditional users of flyers in local newspapers, Sangster's tested unaddressed mail in five markets. Neighbourhood selections were based on a five kilometre radius of stores and demographics of women over 50 with annual household incomes over \$60,000. Sales increased 6% and Sangster's next step was to expand the use of unaddressed mail to markets where newspaper response was weak.

**Strong offer plus  
unaddressed mail  
yields 500% ROI**

- Toronto photo and imaging technology retailer Henry's ran a textbook test of unaddressed mail to publicize a new store opening in Pickering. A strong offer of a time-limited \$50 discount on any purchase over \$300 was sent to the right audience (residences in \$60,000-\$80,000 household income neighbourhoods in a 10 kilometre radius of the new store location). By bar code tracking at checkout, Henry's measured results that delivered a 500% return on investment. Unaddressed mail had proven itself a worthwhile addition to Henry's newspaper ad campaigns.

Retail traffic-generation presents particular challenges to measurement. Capturing the specific media source of a storefront visit is often not viewed as a priority for retail marketers. Retailers often rely on informed intuition to judge whether or not advertising is working, determining the effectiveness of newspaper or radio ads by the amount of traffic experienced in the days after the ads appear.

- **Fabricville** measured the effectiveness of unaddressed direct mail by promoting new offers to prospects and comparing sales results from the prior year in the same time period. As eastern Canada's largest fabric and drapery retailer, Fabricville tested over 400,000 pieces of unaddressed mail distributed around 11 of its stores in the Maritimes. The offer included discounts on fabrics, custom made-to-order services and ready-made items, targeted at a non-traditional customer who was not a sewer. The hope was that a non-sewing prospect would be attracted by the made-to-order and ready-made offers. Using year-over-year sales comparisons, Fabricville measured increases of 15% in overall sales and a substantially higher increase in ready-mades.

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## Direct Mail Driving Response Online and On The Phone

The rise of the internet has created a new role for direct mail as an effective tool to drive consumers online. Historically, direct mail was a medium that needed to tell a complete story and make the sale within the mail package – “*Complete the enclosed order form. Reply today!*” Mail now plays a new role of “teaser”, enticing prospects just enough that they will go online or to the phone for more information or to conclude a transaction.

**Addressed mail delivers 20% web visits; beats online ads at 5%**

- **Tourism Yukon** obtained a response rate of 20.2% using addressed mail to encourage prospects to visit their Scenic Drives website to request a vacation planner and register for a contest. The mail went to 50,000 demographically selected households selected from Tourism Yukon’s affinity partner lists. In comparison, the online advertising component of the campaign generated 5.1% response – still successful, but pale in comparison to the website visits generated by the mail.

- **Bear Mountain Resort** used unaddressed mail to deliver brochures to two segments of high income neighbourhoods, promoting new condominium developments and driving consumers online for more information and to register. Measured against web traffic from a prior newspaper-only campaign, unaddressed mail improved website visits and registrations by 14% and 37%.

When marketers increase the relevance of their web-driving direct mail by adding PURLs (Personal URLs) as the response device, response rates increase.

**Postcard plus PURL delivers 10%**

- The marketers of a high-end Ontario real estate project, **The Orchard**, used addressed postcards with PURLs to generate leads for chalets. 10% of recipients visited their personalized website and repeatedly generated the lowest cost per lead from a multi-media campaign, beating radio, print, TV and billboards and rivaled only online advertising.

While drive to web is growing astronomically, drive to phone remains a key channel for many marketers. Mail performs well here too.

- **Industrial Alliance Auto and Home Insurance** (IAAHI) is a major insurer in Québec. Its marketing offer is an instant telephone quote on insurance, using addressed mail to customers and geo-demographically targeted unaddressed mail to prospects. At a 1% response rate from prospects and a high conversion rate, unaddressed mail is credited with contributing to IAAHI’s record growth in recent years.
- In the telco category, **Ontera** serves northern Ontario and markets using radio, newspapers and television to drive telephone inquiries. A test of 110,000 pieces of unaddressed mail flooded Ontera’s call centre with unprecedented call volume and beat sales projections by 10%. Mail became an integral part of Ontera’s customer acquisition activity.

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## The Right Offer

One of the things that has not changed in modern direct marketing is the importance of a compelling offer and call to action. It is one of the prime leverage points for generating response in acquisition. What is fascinating today is the enormously wide variety of marketers who have adopted this principal.

- **Bayer HealthCare** constructed a traditional direct marketing offer to promote a new line of Ascensia® blood glucose meters. With the objective of driving traffic to retail pharmacies, Bayer distributed 250,000 AdCard postcards in Atlantic Canada neighbourhoods that matched Bayer's customer profiles. The offer was a classic "buy one, get one free for a limited time". In this case, the Ascensia meter was the free item, with purchase of a box of corresponding Ascensia test strips. Pharmacy traffic increased the week after the mail drop and sales targets were achieved.
- Co-promotions are taking on an important role for marketers of all types and sizes. Founded in 1931, **Salisbury House** is one of Winnipeg's most recognized and beloved brand names, operating more than two dozen restaurants and kiosks throughout the city. Its specialty is "Nip" burgers, and four themed burgers were created for a co-promotion with the Winnipeg Goldeyes baseball team. Purchasers of a themed burger received a free voucher for a Goldeyes game and there were weekly prizes and a grand prize as part of the campaign. To publicize the promotion, Salisbury used unaddressed mail to blanket the entire city. 266,000 houses and apartments were targeted. About 19,000 game coupons were redeemed (a 7% response rate) and overall sales during the promo period increased 8%.
- First-to-market with a best price offer is a time-tested technique that still works to grab attention and increase response rates. **Bell Canada** introduced new pricing bundles in Québec for their Sympatico internet services, tied to residential phone service. The extremely low-priced introductory offers were developed under stringent secrecy, to avoid leaks and undercutting by the competition. Unaddressed direct mail was part of a multi-media acquisition campaign that doubled response rates from the previous quarter and beat prior year same period by 2.5 times.

**Sampling plus  
coupon yields 2.5%  
redemption**

- Even traditional packaged goods marketers like **Garnier** have learned that a powerful direct mail offer can play an important role in a multi-media product launch. Garnier used addressed and unaddressed mail with GeoPost Plus targeting as a part of a campaign to launch its Long & Strong line of hair products. Samples and trackable coupons were included in the mailing, which achieved a 5% redemption for addressed mail and 2.5% for unaddressed. A drive to web component yielded 13,000 sign-ups for more information from Garnier.



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- Sometimes offer testing focuses on the product itself. **Herrschners** is a U.S. arts and craft catalogue that entered Canada with a retail presence and online and offline catalogue operation. To determine the relative appeal of different catalogue versions, Herrschners tested versions for scrapbooking, needlecraft, knitting or general crafts, mailing each catalogue to 40,000 consumers. Both rented lists and the house file were used. As expected, the house file was the winner at 9% response, but the offer testing also demonstrated that the general crafts version of the catalogue held the most appeal, with an overall RR of 2.2%.

**Offering BRM  
response still a  
winner; beats online  
ordering by 214%!**

- And for those who feel that the days of offering consumers the option of mailing in their response are over, one last example from Grolier, one of the world's premier publishers of children's books, encyclopedias and education materials. A traditional direct marketer, Grolier has moved to multi-channel marketing without abandoning its roots in continuity book marketing by direct mail. A recent three cell test offered consumers three ways to enroll in Disney's Wonderful World of Reading Club – by Business Reply Mail, by either Business Reply Mail or online, and online only. Surprisingly, the mail-only option beat mail or online by 16% and trounced the online only option by 214%.

## Creative Execution

One of the most lamentable changes to direct marketing in recent years is the diminution, and simplification, of direct mail packages. Where fabulous, creative and colourful mail packages once prevailed, we now see the reign of the #10 envelope, the self mailer and the postcard. With too much of a focus strictly on cost per piece, we sometimes make sacrifices to the overall creative strategy and the longer term ROI

All these scaled-down formats have been adopted because they cost less to produce and the assumption is that they really don't impact response rates too much. And while this may be the case at times, there is a growing body of evidence that confirms the old wisdom – bigger is better, involvement devices do work and blockbuster visuals will get more attention and action than a simple letter alone. Testing formats is one of the best things a marketer can do to improve results from acquisition direct mail. From simple creative tweaks, to more complex interactive formats, you should always be testing, measuring and learning.

**RPN involvement  
device doubles  
response**

- **Rogers Home Phone** tested repositionable notes (RPNs) attached to unaddressed mail in Barrie, Ontario. RPNs are similar to "post-it" notes and are involvement devices that are not commonly used and therefore have stopping power when affixed to a mail piece or envelope. In a three-way test to 49,000 consumers, the two cells with RPNs beat the no-RPN control by doubling the response rate.

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- When impactful formats are married to compelling creative, response rates can improve dramatically. The **Marmot Recovery Foundation**, a small not-for-profit organization on Vancouver Island, raises funds to protect Canada's most-endangered mammal, the marmot. The foundation runs a regular donor and prospect direct mail program and the prospect mailings generated around 1% response. Using the control letter and adding four note cards with photos of marmots taken in the wild, response shot to 2.5% and the cards are used in the 150,000 prospect mailings each year.

### Bigger is 70% better

- **Direct Energy**, one of North America's largest providers of energy and energy-related services, uses addressed and unaddressed direct mail extensively in its marketing programs. A recent unaddressed format test delivered conclusive results about the relative performance of two sizes of mail formats. Virtually identical creatively, one was a four page unit roughly 5-1/2" x 8-1/2"; the other was a single sheet measuring 12" x 9" and appeared to be about twice the size of the first. The call to action was telephone response and the large piece generated 70% more calls than the smaller one.

- Direct marketers have always known that strong offers are a critical component of generating strong response. **Boissons Gazeuses Environnement** (BGE) is the not-for-profit organization created by the Québec soft drink industry to encourage consumers to return soft drink containers. With high awareness of the eco-issue, BGE could have simply advertised the benefits of returning empties. Instead, they developed a two-wave mail campaign with a strong offer and compelling format that garnered impressive response rates and consumer action.

Using unaddressed mail to Québec's 870,000 apartment and condo dwellers, BGE provided a coupon for a free tote bag to carry containers back to retailers. Redemption of the coupon at grocery stores was required and over 100,000 people did so (11.5% response). Wave two of the campaign ran a month later, offering a contest entry to anyone who proved they had recycled their containers in a reverse vending machine at retail. Despite the "proof of purchase" requirement, 3.7% of people entered the contest to win prizes including \$10,000 in cash.

### Solo mail beats co-op envelopes

- Co-op envelopes are commonly used to distribute flyers. These envelopes are a low-cost medium that often deliver enough response to pay for itself. However, the mail piece co-exists with a group of others in a low impact environment. **Le Groupe PWC**, a subsidiary of PriceWaterhouseCoopers traditionally used Publi-Sac's envelop to solicit booking appointments for its counseling and trustee services related to personal bankruptcy. A test of 700,000 Unaddressed Admail pieces was so successful that Le Group PWC rolled out the program to over 1,000,000 pieces in five mailings. And when **Primus** tested co-op envelopes against Unaddressed Admail with GeoPost Plus targeting for a long distance calling plan, response rates were three times higher for unaddressed and the cost-per-order was 23% better.

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## “Extreme” Personalization

Direct marketers have always known that relevance and personalization increase the performance of all communications. When dealing with current customers, personalization in direct mail is relatively straightforward to execute. The challenge in acquisition marketing is that the data required to inform the messaging and personalization is elusive.

We have seen several innovative approaches that successfully bridge this data gap.

- Like all not-for-profit organizations, **BC Wildlife Federation** needs to attract new donors and build the kind of strong relationships that facilitate fundraising for its diverse conservation initiatives. When developing its direct mail CRM strategy a few years ago, the Federation mailed a survey to 30,000 non-members. It asked about channel preferences – *“How do you want us to communicate with you? How often and when?”*. 6,500 people responded to the survey (a 15% response rate) and 1,200 donations were received (4% RR). When this contact preference approach was implemented across the organization’s five donor direct mail campaigns per year, it yielded an extraordinary average 31% response rate. BC Wildlife Federation has managed to do what so many marketers struggle to accomplish – respecting channel and frequency preferences and achieving business results that more than pay for the extra effort and complexity required.
- To market **Osprey Coach Homes** at BC golf resort Predator Ridge, the developers used a three-pronged direct mail program within an integrated campaign that included advertising, billboards, email marketing and direct sales. Phase I used addressed direct mail to rented lists (as well as a house file) with a contest incentive and brief questionnaire. Respondents were asked questions like *“Are you interested in being on a golf course?” “What price range are you looking for? How much space do you want? What kind of activities do you participate in?”*. Prospect answers drove the creative thrust of subsequent two phases of the mail program and resulted in a sellout during the first hour the coach house units were released.

### Highly personalized creative grabs attention and action

- In the business-to-business category, **TELUS** used extreme personalization to achieve outstanding results marketing its long-range, walkie-talkie-like phones to people in specialized industries like construction, transportation and manufacturing. The “Meet with Mike” acquisition campaign combined personalized direct mail to 60,000 prospects with telemarketing and a web appointment booking system.

First name personalization was featured in the piece’s headline – *“Fred pushes a button. Stuff happens.”* – and more personalization was incorporated throughout the package via targeted messaging, relevant Mike phones, offers based on the prospect’s industry and PURLs to book appointments. Results were outstanding, with each mailing in the four-wave program increasing the likelihood that prospects would set up an appointment. Compared to solo outbound telemarketing, mail recipients were up to 118% more likely to book an appointment.

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## Conclusions

The cases highlighted here and dozens more that we have reviewed demonstrate that acquisition direct mail is alive and thriving in Canada. We are beginning to see what has changed in the direct marketing discipline and what has held true to established principles. There is overwhelming evidence that the underpinnings of effective, successful mail stand resilient in the modern media landscape and are being rejuvenated by the wonders of new technologies and new channels. It appears that the winning formula lies in combining traditional wisdom and innovation, and in testing our way into the future.

As Dorothy said to Toto, “We’re not in Kansas anymore”.

For more information about how direct marketing can help your business be successful, visit [www.canadapost.ca/dmresources](http://www.canadapost.ca/dmresources)

## About the Author:



Mona is President of The Goldstein Group, a management consultancy that provides strategic advice to senior executives responsible for advertising and direct marketing. Her practice focuses on business planning, sales and marketing strategies and agency search. A career direct marketer, Mona’s background encompasses leadership roles in the ad agency business (President of Wunderman), the Canadian Marketing Association (Board Chair) and as a business advisor to large corporations and owner-operated entrepreneurial companies. She has provided expert witness counsel in litigations involving direct marketing and has advised Canada Post on a wide variety of direct marketing issues since 2004.

Mona has been recognized for her contributions to Direct Marketing by both the CMA (Canadian Direct Marketer of the Year award, Director’s Choice award and Honourary Life Membership) and DMAT (Direct Marketer of the Year award).

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## APPENDIX I

### Source of the Findings: Organizations Participating in Canada Post's Case Study, Testimonial and Pilot Research Programs

AIG	Mountain Equipment Co-op
Arts Club Theatre Company	National Geographic
Bayer Health Care	NEBS Business Products
Baywood Homes	Nissan
BBDO/Auto service Centre	Nubody's Fitness
BC Wildlife Federation	One-on-One
Bear Mountain	Ontera
Bell	Pacific Blue Cross
Blockbuster	Boissons Gazueses Environnement
Cancer Research Society	PriceWaterhouseCoopers
Consumers Union	Primus
Direct Energy	Publishers Clearing House
Easyhome	Reader's Digest
Expedia	Rogers
Fabricville	Salisbury House
Ford Canada	Sangster's Health Centres
Garnier	Sick Kids Foundation
Globe & Mail	Solidarity Fund QFL
Grolier	Sport Mart
Henry's	Suzuki
Heritage Education Funds	TELUS
Herrschners	The Sport Clubs of Canada
Holt Renfrew	Tourism BC
Industrial Alliance	Tourism Yukon
ING Direct	Transcontinental Media
La Forfaiterie	Vector Marketing
Living Art	Via Rail Canada
Marmot Recovery Foundation Mount Sinai Hospital Fdn.	Vichy