

THE HANDBOOK OF DIRECT MARKETING FOR NON-PROFIT ORGANIZATIONS



By Billy Sharma

CHAPTER 1

DIRECT MARKETING: IT'S NOT AN EVENT IT'S A PROCESS

A recent survey conducted in the UK reported that regular donors appreciate the reasons charities must use direct mail:

- 74% of respondents said they were happy to be contacted via direct mail by charities they support;
- 53% think that direct mail is a good way for charities to raise money for their work;
- 50% do not mind charities contacting them on a regular basis, while 12% did;
- 80% of donors want their charities to be environmentally friendly and use recycled materials.

Direct marketing is not an event, it's a process. It's a highly effective process of marketing that encompasses pre-campaign activities such as forecast analytics, list compilation, creation and implementation of the campaign relevant to the target audience, and post-campaign endeavors such as fulfillment and marketing analytics. This helps us learn and fine tune future initiatives to make them more strategic.

Today most of the world's leading charities use direct marketing and most employ an advertising agency to conduct their direct marketing work. Direct marketing is about return on investment, relevance, responsibility and results.

It is a way of reaching out and building solid, mutually rewarding relationships with numerous donors, without ever meeting them face-to-face.

The best description of direct marketing is **Salesmanship in Print**. It has been in existence since the Middle Ages, yet when you mention direct marketing many think of it as just *selling via the mail*. Some confuse it with *a channel of distribution*, like mail order. And now that the Internet is an integral part of direct marketing, it has also been referred to as *contact in real time*.

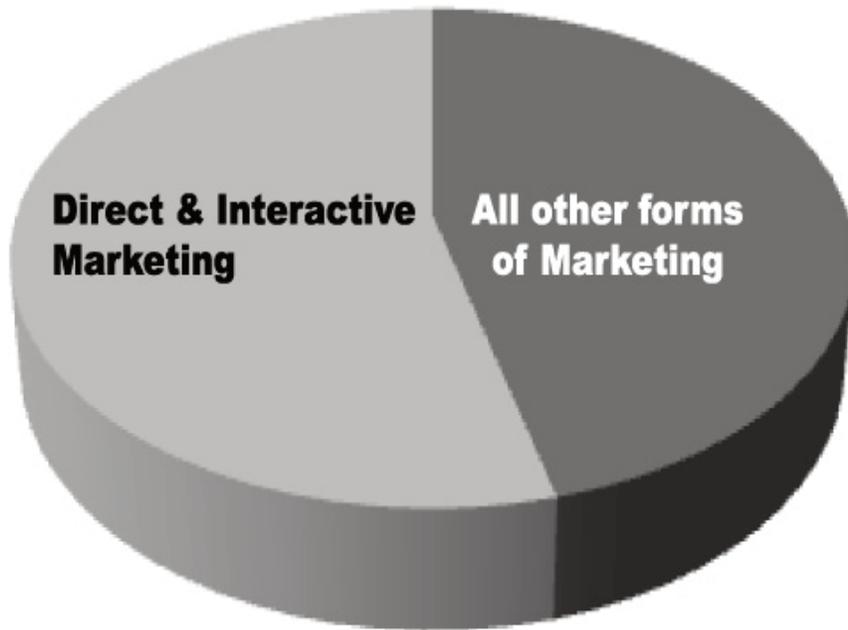
Despite its existence for centuries, it is only in the past thirty years that direct marketing has really matured, expanded and become one of the leading methods of marketing.

PAST, PRESENT...

Today direct response in Canada generates billions of dollars for charities. The direct response industry provides thousands of jobs in Canada.

What is most significant today is that direct marketing along with interactive methods of marketing, an arm of direct marketing, now represent 54,3% of total marketing expenditures and growing.

Allocation of all marketing dollars in 2008



Direct marketing spending makes up 54.3 percent of all total ad expenditures, up from 52.7 percent last year, and is expected to remain above the 53 percent mark according to a US study.

...FUTURE

Growth will continue to rise in all media segments of the industry as the direct marketing industry continues to grow and mature. Today we see evidence of this with many direct marketing agencies recording over one billion dollars in sales each year and expanding internationally from their head offices to many parts of the world.

SO WHAT'S IN IT FOR YOU?

Direct marketing is becoming increasingly relevant to marketers. As a result, agencies and clients are placing a premium on people who have a broad range of skills in advertising, direct marketing, promotions and brand imaging. Demand is high for those who understand the implications of all the media channels.

Budgets are also shifting from mass marketing to direct and micro-marketing because marketers want to see a return on investment now. As a result, retaining talented marketers will become increasingly essential as agencies and clients shift their focus to integrated methods of marketing.

Charitable giving in Canada in 2007

1. Over \$10-billion donated—up from \$8.9-billion in 2004;
2. 23 million Canadians—84% of the population, aged 15 and over—made a financial donation to a charity;
3. The average donation size \$437 is up from \$400 in 2004;
4. The biggest beneficiaries include: religious organizations (46%); health charities (15%) and social services organizations (10%);
5. 10% of donors contributed 62% of the total dollars;
6. Volunteers contributed 2.1 billion hours, the equivalent of 1.1 million full-time jobs in unpaid labour;
7. 12.5 million people volunteered—46% of the population aged 15 and over;
8. 25% of volunteers contributed 52% of total volunteer hours.

Source: Statistics Canada

In one of my “*Direct & Personal*”, articles in the publication *Direct Marketing*, talent recruiter **Barbara Morris** said: “*I can tell you right now that we’re heading for a talent crisis because of three reasons. First, there will be pent-up demand for talent in the future from companies that have held off on hiring decisions.*

Secondly, baby boomers have been retiring in big numbers, leaving a void that will have real significance in years to come. So the best talent will have even more power and employment options.

*Most people think about retention as the third part of the hiring-developing-retention equation. They look at it as step three in the workplace continuum, the thing you bother with only after the employee has reached a certain level in the organization. My experience has led me to invent a new paradigm. It looks like this:
Retention = hiring + development.*

Another key indicator is how the leading direct marketing agencies have fared recently. This is a good indicator of growth potential for those who are contemplating direct marketing as a serious career.”

THE EVOLUTION OF DIRECT MARKETING

- In the 1700s direct marketing was called *Mail Order*;
- During the ‘60s and ‘70s it was changed to *Direct Mail* or *Direct Mail Marketing*, *Direct Response* or *Direct Marketing*;
- In the ‘80s it began to be called *Junk Mail* by consumers;
- By the mid ‘80s, three more names evolved - *Database Marketing*, *Relationship Marketing* and *Loyalty Marketing*;
- By the 1990s *One-to-One Marketing*, *Customer Relationship* or *Customer Bonding* became popular names;
- Today new names are being added and books written on *Participation Marketing* and *Permission Marketing* largely due to the popularity of the web and viral marketing and new privacy laws.

1700s
MAIL ORDER

1960s - 1970s
DIRECT MAIL
DIRECT MAIL MARKETING
DIRECT RESPONSE
DIRECT MARKETING

1980s
JUNK MAIL
DATABASE MARKETING
RELATIONSHIP MARKETING
LOYALTY MARKETING

1990s
ONE-ON-ONE MARKETING
CUSTOMER RELATIONSHIP
CUSTOMER BRANDING

TODAY
PARTICIPATION MARKETING
PERMISSION MARKETING

HISTORICAL REASONS FOR THE GROWTH OF DIRECT MARKETING

Although direct marketing can be traced back to the ancient times of the Babylonians and Persians who are credited with the first known envelope—a clay wrapper from 2000 BC—the biggest strides were made after the invention of moveable type. Since then many other factors have made important contributions to the growth of direct marketing.

GUTENBERG'S PRINTING REVOLUTION

Printing with moveable type was one of the most important advances in history. Invented in the 1450s by **Johann Gutenberg**, a German from Mainz, his printing press made it possible to print many copies of the Bible. This soon led to printing of other books, newspapers and periodicals and finally catalogues. Credit for the oldest existing catalogue (1498), which gave prices for the books offered, goes to Aldus Manutius of Venice.

BIRTH OF THE CATALOGUE

During the mid 1600s seed and nursery catalogues came on the scene in Europe. A popular slogan at that time was "*Eliminate the Middleman*" because farmers were upset by the high profits that others made on the goods they produced.

One of the most famous direct marketers who published his own catalogue in the early 1700s was **Benjamin Franklin**. He has also been credited with incorporating the first **satisfaction guarantee** in his catalogue.

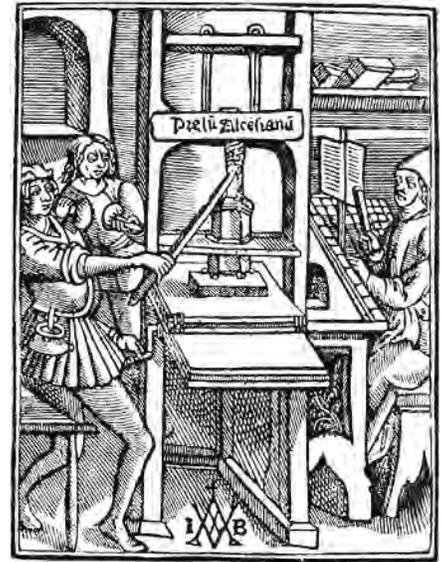
THE INTRODUCTION OF THE FIRST POSTAGE STAMP

It was not until May 6, 1840 that Great Britain introduced the first adhesive postage stamp called the 'Penny Black' and thus began a chain of events that was to change how the world communicated. Two days later they also introduced the 'Tuppence Blue' and soon the world copied Britain's example and began issuing their own stamps to pay for mail delivery.

A NEW WAY TO GET THE MAIL THROUGH

In the 1860s the Pony Express and the stagecoach became vehicles for mail delivery.

Ranked among the most remarkable feats to come out of the American West, the Pony Express was a service whose primary mission was to deliver mail and news between St. Joseph, Missouri and San Francisco, California.



Franklin's Satisfaction Guarantee

"Those persons who live remote, by sending their orders with the PONY EXPRESS and money to said B. Franklin, may depend on the same justice as if present."



PONY EXPRESS!

CHANGE OF TIME!  REDUCED RATES!

10 Days to San Francisco!

LETTERS

WILL BE RECEIVED AT THE
OFFICE, 84 BROADWAY,
NEW YORK,
Up to 4 P. M. every TUESDAY.
Up to 2½ P. M. every SATURDAY.
Which will be forwarded to connect with the PONY EXPRESS leaving
ST. JOSEPH, Missouri,
Every WEDNESDAY and SATURDAY at 11 P. M.

TELEGRAMS

Send to Fort Kearney on the mornings of MONDAY and FRIDAY, will connect with PONY leaving St. Joseph, WEDNESDAYS and SATURDAYS.

EXPRESS CHARGES.

LETTERS weighing half ounce or under \$1 00
For every additional half ounce or fraction of an ounce 1 00
In all cases to be enclosed in 10 cent Government Stamped Envelopes,
And all Expresses CLEARED Free-of-charge.

100 PONY EXPRESS ENVELOPES For Sale at our Office.
WELLS, FARGO & CO., Ag'ts.
New York, July 1, 1861.

WELLS & FARGO, NEW YORK AND PHOENIX, W. FULTON STREET, NEW YORK.

WHAT'S SO GREAT ABOUT DIRECT MARKETING?

Direct marketing can be anything you want it to be.

Unlike other media—print, television, websites, etc.—there are few constraints on how you can present your ideas.

You can mail practically anything that Canada Post will allow.

Another great thing is that it is interactive; in fact it is the original interactive medium.

And talk about branding – it can be three-dimensional and tactile. It is the ultimate vehicle to enhance brand experience in a way no other medium can match. It involves all your targets' senses.

No other form of marketing allows you to test to find the best solution. Nor does any other provide so much data that can be used in the future or give you the means to calculate your ROI.

IN THE 1900s THE TYPEWRITER STARTED A NEW TREND

- 1926 Start of The Book of the Month Club
- 1930 Specialty catalogues (Spencer Gifts, Hanover House)
- 1950 Reader's Digest started its direct mail operation
- 1950 Publisher's Clearing House offered many magazines
- 1950 Columbia House started Columbia Record Club

1950-1960 THE BIRTH OF DRTV (DIRECT MARKETING TV ADS)

In the 1950s and 1960s, broadcast emerged as a direct response medium. The first DRTV ads were heavy-handed 'pitchmen' style presentations that sounded like traveling salesmen trying to sell snake oil. They soon improved in quality and were used to sell everything from books to merchandise, to generate leads and as a support medium for direct mail campaigns.

Other forms of DRTV include infomercial and fundraising appeals. The success of **The Jerry Lewis Telethon** for so many years proves the power of selling to a captive and receptive audience.

Today there is a channel devoted only to selling products on the air – **The Shopping Channel**.

1970-1980 BIGGER AND FASTER COMPUTING POWER

But it wasn't until the 1970s and 1980s that direct marketing really exploded due to several factors:

- Huge increase in computing power
- Drop in computing costs
- Information technology's ability to enable companies to more accurately select suitable targets for direct marketing and telemarketing

By the late 1980s two other factors had a huge impact on the growth of direct marketing: the fragmentation of television with an explosion of channels and the ease of shopping using credit cards; toll-free numbers and new methods of delivery – **FedEx** and **UPS**.

Today the Internet, a twentieth-century revolution, is propelling the direct market industry. This new response-marketing weapon continues to lead direct marketing in sales, ad spending and employment growth.

REASONS WHY DIRECT MARKETING WILL CONTINUE TO GROW IN THE FUTURE

Today no business or company can survive without computers. Technology has always been a great catalyst that has helped boost the direct marketing industry.

DIRECT MARKETING HAS THE ABILITY TO TARGET MORE PRECISELY

Unlike other forms of communication, direct mail targets only those who are prospects or potential donors. *For example*, a University's best source for fundraising is its students, so there is no circulation waste. This is an advantage that lets the advertiser have total control over the quality of the message and quantity of circulation. It not only allows marketers to reach and understand who their best customers are, but it also allows them to contact them or reward them to ensure repeat donations.

GEOGRAPHIC FLEXIBILITY

The marketer or advertiser can select their prospects by specific geographic locations by their postal codes. This offers them a demographic advantage because they can focus on those regions where they believe their best prospects or donors reside.

DIRECT MARKETING IS TOTALLY PRIVATE

This one-on-one exchange not only allows closer contact between the donor and the marketer but also provides the capacity to build ongoing loyalty. This is invaluable to direct marketing's success and will help contribute to its unprecedented growth in the future.

DIRECT MARKETING IS MEASURABLE

Since obtaining a response is the key element in direct marketing, the number of donations or leads generated by any direct mail campaign can be easily measured. This knowledge enables direct marketers to fine-tune future plans to ensure greater success.

DIRECT MARKETING'S ABILITY AND FLEXIBILITY TO MICRO-MARKET

This flexibility allows a marketer to provide different groups different offers based on their past response behaviour. It can also target specific audiences and learn who responds to what, when and how—an enormous factor in future growth potential.

WHAT'S SO GREAT ABOUT DIRECT MARKETING?

(continued)

You know from personal experience how wonderful it feels to get a loved-filled letter from your son or daughter, grandchild, parent or a friend.

Letters have magical powers. They give us joy on special occasions like weddings and births; strength when we are dealing with sadness; hope when we are weary and delight when we hear from a long lost friend.

Direct Mail lets you talk one-on-one with your donors and show your appreciation. This is so much more effective than advertising to some amorphous mass.

A SURVEY THAT REVEALS WHAT THE PUBLIC THINKS OF CHARITABLE DIRECT MAIL

A survey of over 2,000 people in UK that focused on the recipient's perception of charitable direct mail revealed the following:

1. Mail addressed to recipients is likely to be read completely or in part by up to 75% of people
2. The content of direct mail matters
 - One third of people give because of what is written in the letter
 - Three quarters give when they have a personal or family relationship with the cause
3. People are now concerned more than ever about the environmental impact of direct mail
 - 80% of donors want their charities to be more environmentally friendly

Source: *nfpSynergy*

LIST AVAILABILITY AND BETTER SEGMENTATION TECHNIQUES

More strategic ways have been developed to target, measure, model and analyze data and behaviour. These analytical tools and methods have led companies to lift response rates and to improve profitability.

THE INTRODUCTION OF NEW PLAYERS CONTINUES TO PROPEL GROWTH

New people entering the business with both improved technical and creative abilities have bolstered the science side and the art side of the business.

REFINED TRACKING METHODS

Direct marketing is constantly monitored to track demographic and lifestyle changes. These changes allow users to reliably predict future responses and extend opportunities.

IT IS THE ONLY TACTILE MARKETING METHOD

Since branding is important, direct marketing is the best way of getting your customers to smell, touch or experience your product first hand. It allows the marketer to send material easily by mail or by shipping overnight via a courier service.

There are also many external factors that will help direct marketing flourish in the future.

DIRECT MARKETING IS FUELED BY TECHNOLOGICAL ADVANCEMENTS

As technology continues to grow, direct marketers find new methods to develop in many areas. The cost and time of computing has rapidly decreased as the technology has accelerated. New technologies, especially the Internet and its social marketing channels like FaceBook, MySpace, Twitter, etc. are all contributing toward direct marketing's growth today

NEW SHIFTS IN WORK PATTERNS

More single, one-parent and dual income families have drastically changed the work model. Women in the workplace have more money but less time, so their time has shifted from hours in the mall to time on the Internet to browse, buy, get informed and donate.

THE EVER-EXPANDING 'BABY BOOMER' GENERATION

This new generation of 50+ has enormous buying power and

they are quite familiar with computers. They are becoming the most important source for commerce in general and for fundraising organizations in particular.

THE SKYROCKETING COST OF SALES CALLS

It is estimated that it now costs an average of \$200+ to make a sales call. This does not mean that each call is successful. It is merely the cost of maintaining a sales person on staff to make regular sales calls. This is another reason why there is a lack of staff in a department store. The profit margins make it prohibitive to maintain large sales or service staff especially when competing with companies that offer the same goods on the Internet.

EASE OF SHOPPING

Not only is shopping by catalogue or on the Internet a great convenience but also other innovations like credit cards, toll-free numbers and overnight delivery have helped make shopping and donating easier.

THE CONSTANT FRAGMENTATION OF CONSUMER MARKETS

Multiple channels and media options have made it harder to capture audiences by traditional advertising means such as mass media. This in turn has forced companies to divert funds from mass media marketing to more targeted marketing.

GROWTH AND THE IMPORTANCE OF OTHER INTEGRATED MARKETING METHODS

From call centres to the Internet, many of these new methods help marketers grow and become channels for collecting valuable data and information.

However, the most important reason why direct marketing will continue to grow is that marketers want to see a return on investment, not in some distant future but now. Direct marketing has the capacity to deliver that promise.

Today direct marketing is booming because it is accountable. Tomorrow, as consumers turn increasingly to new media for information and demand relevance and value, marketers must keep pace and provide quantifiable results.

The popularity of direct marketing is evident in the fact that it boasts four Canadian organizations associated with it.

- The Association of Fundraising Professionals (AFP)
- The Canadian Marketing Association (CMA)
- The Direct Marketing Association of Toronto (DMAT)
- Association of Internet Marketing and Sales (AIMS)

THE POWER OF DIRECT

United States direct marketing figures:

- Sales of more than \$1.93 trillion
- Each dollar spent on direct marketing yields on average an ROI of \$11.65. By comparison each dollar spent on non-DM advertising yields an ROI of \$5.29
- Direct marketing employs 1.7 million people
- Collective sales efforts support 8.8 million other jobs, and 10.5 million US jobs in total
- Direct marketing generates 10.3% of the US Gross Domestic Product
- 1,478,149 public charities registered in the US in 2006

* Source: *ROI, Sales, Expenditures and Employment in the US, 2006 – 2007 Edition*

THE ASSOCIATION OF FUNDRAISING PROFESSIONALS (AFP)

Represents more than 30,000 members in 200 chapters throughout the world, with 1,000 members in Canada.

THE CANADIAN MARKETING ASSOCIATION (CMA)

Formerly known as the Canadian Direct Marketing Association (CDMA), it now represents people in the marketing field with:

- 3,000 members
- 750 organizations

DIRECT MARKETING ASSOCIATION OF TORONTO (DMAT)

Represents direct marketers in Toronto and has:

- 500 members
- 275 organizations

ASSOCIATION OF INTERNET MARKETING AND SALES (AIMS)

Represents Internet professionals in Canada with:

- 2,000 members
- 600 organizations

A CANADA POST SURVEY

In spite of the negative connotation of direct marketing as junk mail, people like receiving mail. Here are the findings from Canada Post:

1. Seven out of ten people like receiving mail.
2. Many people feel that getting mail is like receiving a 'Birthday present'.
3. People tend to spend an average of 3-1/2 minutes sorting their mail – often over the wastebasket.
4. Retail store catalogues, free samples, coupon books are most popular, while sweepstakes are the least popular.

THERE IS NO SUCH THING AS DONOR FATIGUE, ONLY FUNDRAISING FATIGUE

How much can be raised is not limited by how much people are willing to give but to what extent you can make the giving experience as rewarding as a holiday or an extra indulgence at the supermarket.

Donors are also consumers. They live complex, rapidly changing lives, so understanding them and new trends that influence them is important.

Trend 1: The population is aging.

People are living longer and the population continues to get older. Baby boomers are not just a spike in numbers, they are also about a change in attitudes. This is not one homogenous group; there are differences among them:

- Having matured in the swinging sixties, when women burned their bras and men abandoned three-piece suits and wore their hair long, they break rules;
- They hold positions of power and are involved as board members;
- They don't consider donations as charity but as an investment in a cause;
- They are ready to pay for services that make their lives easier.

Trend 2: Today society is more culturally diverse.

A quarter of Canada's population is now made up of immigrants. The largest group comes from the People's Republic of China, followed by people from India. They are:

- Most comfortable with others whose background they share;
- Best reached through their own associations, places of worship and community leaders;
- Family and community oriented.

Trend 3: Family structure is shifting.

Half a century ago a child was part of a family unit made up of parents, grandparents, uncles, aunts, cousins and siblings. There was 'horizontal growth'. Now as people live longer, move more often, divorce and remarry and have fewer children, the family has changed to 'vertical growth'. Children may know their grandparents but fewer know their uncles, aunts, etc.

- Married couple households are decreasing in number;
- Single-parent households are increasing and many are headed by mothers and older women.

Trend 4: More choices are at hand.

Choice is growing in every area of people's lives. This growth in choice is a result of market driven competition, but is also due to deregulation of many services:

- More TV channels are available;
- Land lines have been deregulated;
- Number of mobile phones has grown astronomically;
- Number of Internet providers have sky-rocketed.

Trend 5: New technology is changing the ways we do things.

The Internet and mobile phones have changed the way we work and conduct our personal lives:

- Internet options have steadily climbed;
- The majority of people, of all ages, now own a mobile phone;
- Millions now engage in social interaction with friends via Twitter, Facebook, MySpace, LinkedIn, etc.

CASE STUDY

BREAKFAST FOR LEARNING

Background: Breakfast for Learning is a national charitable organization dedicated to relieving child hunger and supporting quality education through the support of community child nutrition programs.

Their aim is to ensure that every child in Canada attends school well-nourished and ready to learn.

Objectives: In 2008 with back-to-school fast approaching, it became important to remind their current donors that their support was needed once again to help provide breakfasts, lunches and snacks to the children across the country.

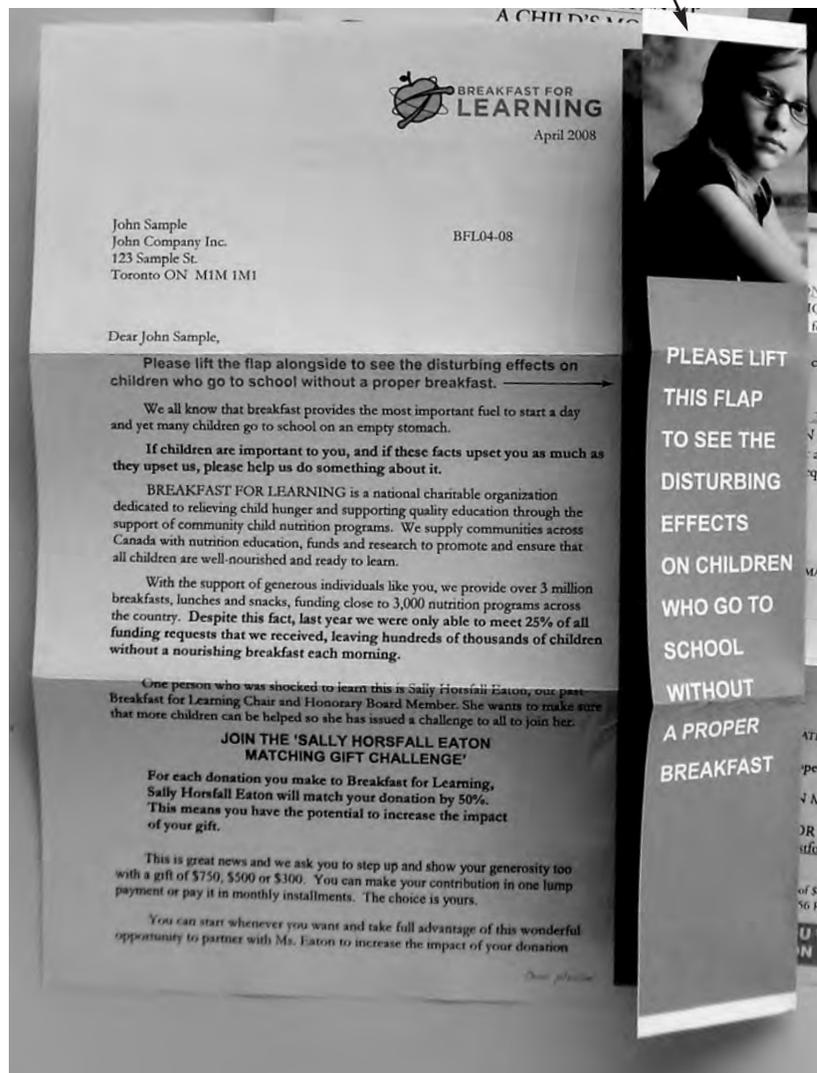
Solution: One person who was eager to help was Sally Horsfall Eaton, past Breakfast for Learning Chair and Honorary Board Member. On her behalf donors were encouraged to join her in the 'SALLY HORSFALL EATON MATCHING GIFT CHALLENGE.'

For each donation made to Breakfast for Learning, Sally volunteered to match, dollar for dollar, every donation of \$1000 or more by 100%, and donations under \$1000 by 50%.

Another very important message that had to be relayed was the disastrous effect on children who go to school hungry. A simple device was used; the letter was folded in such a way that it became an interactive device. Readers had to lift up a flap to reveal the disturbing effect on children who go to school without a proper breakfast.



Letter with lift-up flap closed



A large donation form was also provided so that donors could either make an individual gift or pool their resources with friends and family and make a larger group donation.

Results: Both the 'Matching Gift' challenge and the simple interactive device worked extremely well. This Back-to-School package was mailed to in-house list of 1454 donors. Over 117 responded (8.05% response) and netted an ROI of 80.47%

Donation form: One side of the donation form allowed an individual to make a donation while the other side encouraged donors to pool their resources in groups and make a donation.

GROUP CONTRIBUTION FORM

YES, WE WANT TO MAKE A GROUP DONATION TO HELP MORE CHILDREN IN CANADA GET A HEALTHY BREAKFAST EACH DAY.

Enclosed please find our tax deductible donation for a total of:
 \$1,000 \$750 \$500 \$300 \$100 Other \$

Name: _____
 Address: _____
 City: _____ Prov.: _____
 Phone: _____ Email: _____
 Individual amount donated: \$ _____

Name: _____
 Address: _____
 City: _____ Prov.: _____
 Phone: _____ Email: _____
 Individual amount donated: \$ _____

Name: _____
 Address: _____
 City: _____ Prov.: _____
 Phone: _____ Email: _____
 Individual amount donated: \$ _____

Name: _____
 Address: _____
 City: _____ Prov.: _____
 Phone: _____ Email: _____
 Individual amount donated: \$ _____

Individual donation of \$1000+ will be matched 100%.
 Donation under \$1000 will be matched by 50%.
 Receipt for donations above \$15 will be issued to each donor listed above.

BREAKFAST FOR LEARNING
April 2008

John Sample
John Company Inc.
123 Sample St.
Toronto ON M1M 1M1

RF1.04-08

Dear John Sample,

Please lift the flap alongside to see the disturbing effects on children who go to school without a proper breakfast.

We all know that breakfast provides the most important fuel to start a day and yet many children go to school on an empty stomach.

If children are important to you, and if these facts upset you as much as they upset us, please help us do something about it.

BREAKFAST FOR LEARNING is a national charitable organization dedicated to relieving child hunger and supporting quality education through the support of community child nutrition programs. We supply communities across Canada with nutrition education, funds and research to promote and ensure that all children are well-nourished and ready to learn.

With the support of generous individuals like you, we provide over 3 million breakfasts, lunches and snacks, funding close to 3,000 nutrition programs across the country. Despite this fact, last year we were only able to meet 25% of all funding requests that we received, leaving hundreds of thousands of children without a nourishing breakfast each morning.

One person who was shocked to learn this is Sally Horsfall Eaton, our past Breakfast for Learning Chair and Honorary Board Member. She wants to make sure that more children can be helped so she has issued a challenge to all to join her.

JOIN THE 'SALLY HORSFALL EATON MATCHING GIFT CHALLENGE'

For each donation you make to Breakfast for Learning, Sally Horsfall Eaton will match your donation by 50%. This means you have the potential to increase the impact of your gift.

This is great news and we ask you to step up and show your generosity too with a gift of \$750, \$500 or \$300. You can make your contribution in one lump payment or pay it in monthly installments. The choice is yours.

You can start whenever you want and take full advantage of this wonderful opportunity to partner with Ms. Eaton to increase the impact of your donation

WITHOUT BREAKFAST:

- Children go to school hungry and do not have the energy to stay alert and respond to academic challenges
- Teachers and Principals witness increased distractions and disruptive behaviours in class that can lead to poor long-term learning outcomes
- Children have lower self-esteem and social skills, and schools experience a rise in absenteeism, detention rates and conflict between students
- Children may experience difficulty with weight control, and can suffer from long-term health issues such as obesity and diabetes

Who suffers?
We all do.

How can our Canadian children thrive in today's competitive world if they are at a disadvantage right from the start?

THEY NEED OUR HELP

Letter with lift-up flap open