

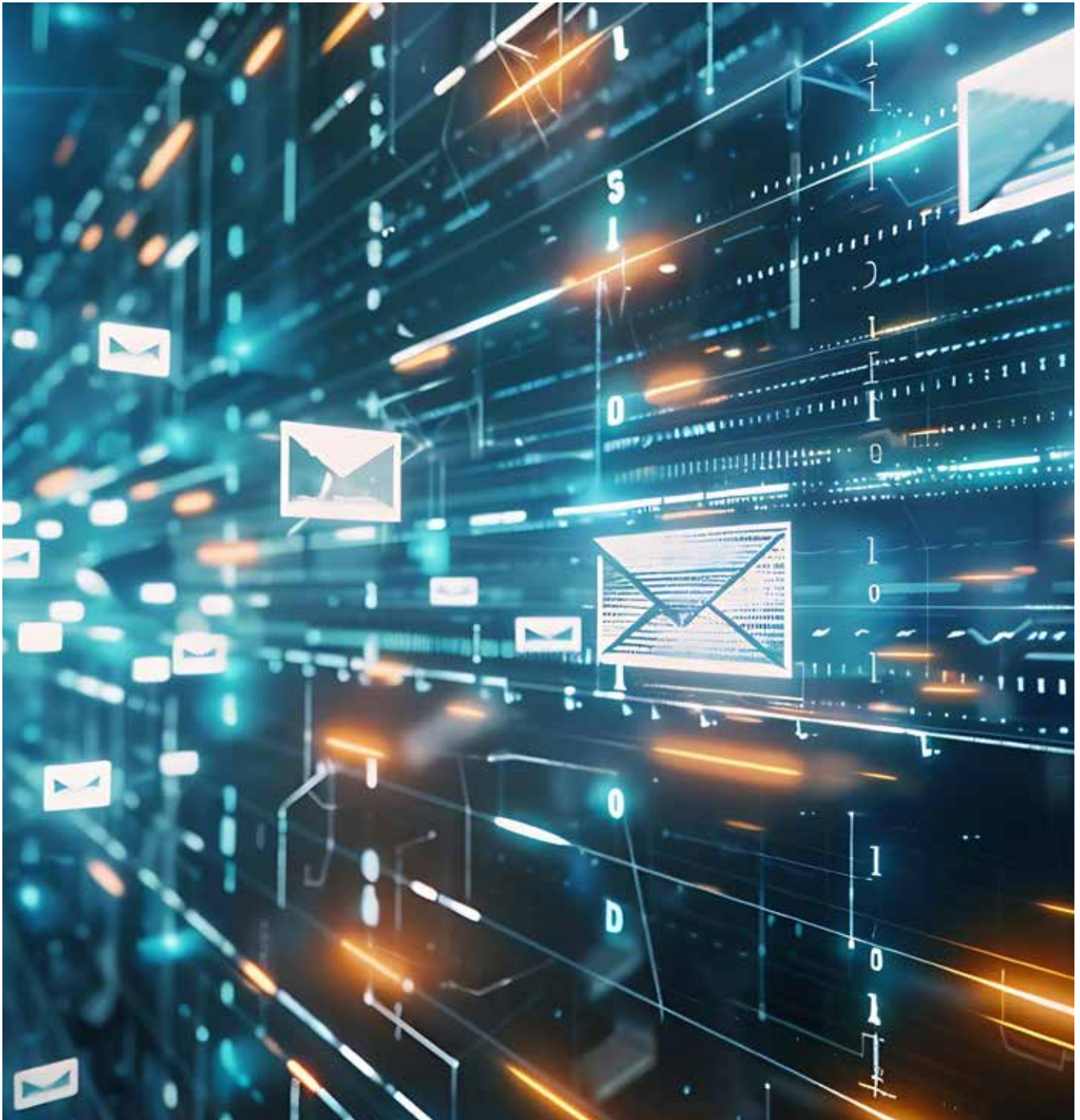
DECEMBER 2024

DELIVERING PERFORMANCE

**DIRECT, DIGITAL AND THE DYNAMICS
SHAPING THE FUTURE OF
OMNICHANNEL MARKETING**



PRESENTED BY



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ACKNOWLEDGMENTS

This report would not have been possible without the significant contributions of the hundreds of marketing industry leaders who contributed their time and insights in support of this research. To all of them, we say thank you.

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INTRODUCTION & EXECUTIVE SUMMARY

Huddled around board tables on Madison Avenue and elsewhere, agency executives are working feverishly to address client demand for new marketing strategies, powered by a combination of emergent technology and captivating content, that both build awareness and deliver clear, incremental outcomes—breaking through outmoded distinctions of “upper-” and “lower-funnel” campaigns.

Hunched over their keyboards and spreadsheets, digital advertising professionals are wrestling with the skyrocketing cost of online media—and the declining addressability of the data that was not long ago so widely available to help identify and engage online buyers.

And hunkered down with their product roadmaps (while they wrestle with shrinking pools of venture-backed investment capital), the managers of early-stage, direct-to-consumer brands are seeking solutions to quickly find buyers amidst a vast, but deeply fragmented universe of potential customers.

Whether huddled, hunched or hunkered, what all three groups share is a mission that’s growing common among marketers everywhere: the pursuit of new, breakthrough forms of performance in an environment where fragmented media, technological disruption and competitive pressures are constantly raising the cost and complexity of managing effective marketing

programs. Perhaps not surprisingly, many are responding in similar fashion: by taking steps to tear down legacy silos—operational, technological and budgetary—with an eye on better managing those touchpoints that drive growth and power improved customer experiences.

In recent years, some have come to call that effort “digital transformation”. But savvy operators are now pursuing such change with the aim of incorporating *all* addressable channels into marketing programs that benefit from the disruptive contributions of data and technology—and offer the kind of lasting performance benefits that support bottom-line business goals.

Transformation, for sure—but not exclusively digital.

This report explores the evolving role of one of those channels at the heart of that change. Direct mail (DM) has long played an



important part in driving marketing outcomes, but today it is increasingly being leveraged as a central component of orchestrated, omnichannel programs that many marketers say represent the ideal way forward to addressing the cost and complexity issues that have otherwise made their jobs so difficult. Based on a wide-ranging primary research effort (including surveys and interviews of hundreds of U.S. marketing and media decision makers), it will show:

■ **Brands remain committed to investing in direct mail:**

U.S. marketers will invest \$37.3 billion in the channel in 2024 (representing 2.6 percent growth in expenditures from the previous year) and 81 percent of brands say they intend to grow their spending on direct mail in 2025

■ **Declining direct mail volume reflects a strategic shift in how the channel is used:**

The growing enterprise focus on investments that support clear, incremental performance outcomes is concentrating marketer focus on the value unlocked by direct mail, allowing many to seek efficiencies by limiting the volume of their underlying programs (even as they maintain or grow their total financial investment in the channel)

■ **Rising postage and other costs are significantly impacting how brands deploy their direct mail budgets (but only sometimes impacting the availability of those budgets themselves):**

The steady growth of rates in recent years has forced brands to devote a growing proportion of their direct mail budget—now 50.2 percent—to postage expense. But a vast majority of marketers, some 97 percent, said they're likely to maintain or grow their aggregate direct mail budgets even in the face of potential rate hikes in the future—leveraging a combination of technological innovations, supply chain efficiencies and alternative formats as means of offsetting higher delivery costs

■ **Brands have made significant progress in dissolving legacy silos that long distinguished how they managed various marketing media, but an “attribution gap” continues to stand in the way of direct mail’s deeper omnichannel integration:**

Marketers identified “greater integration in cross-channel media measurement/attribution” as the single unrealized initiative that would most significantly advance the value of their direct mail investments; and

■ **While enthusiasm abounds for the long-term disruptive potential of AI, marketers are already realizing meaningful performance gains from more incremental, technology-enabled direct mail innovations:**

More than 60 percent of marketers said their organizations have already deployed certain tools and methodologies—such as retargeting based on digital data, integration with third-party marketing technologies, use of behavioral triggers and integration of QR codes—aimed at driving greater impact of their direct mail efforts and complementing their online marketing efforts.

Additionally, the paper will outline five core imperatives that we believe brands ought to adopt to maximize the value of their DM investments—and establish a scalable, long-term framework to manage the orchestration of multiple media channels in concert with performance-oriented omnichannel strategies. These include:

- Recognize and manage direct mail as a core performance marketing vehicle

- Enable an ongoing cross-channel “measure-and-test” capability
- Invest in data-driven technology solutions that incorporate holistic campaign planning and extend through deployment
- Understand and develop a plan to apply generative AI and machine learning; and
- Consider the ideal evolution of current operating silos.

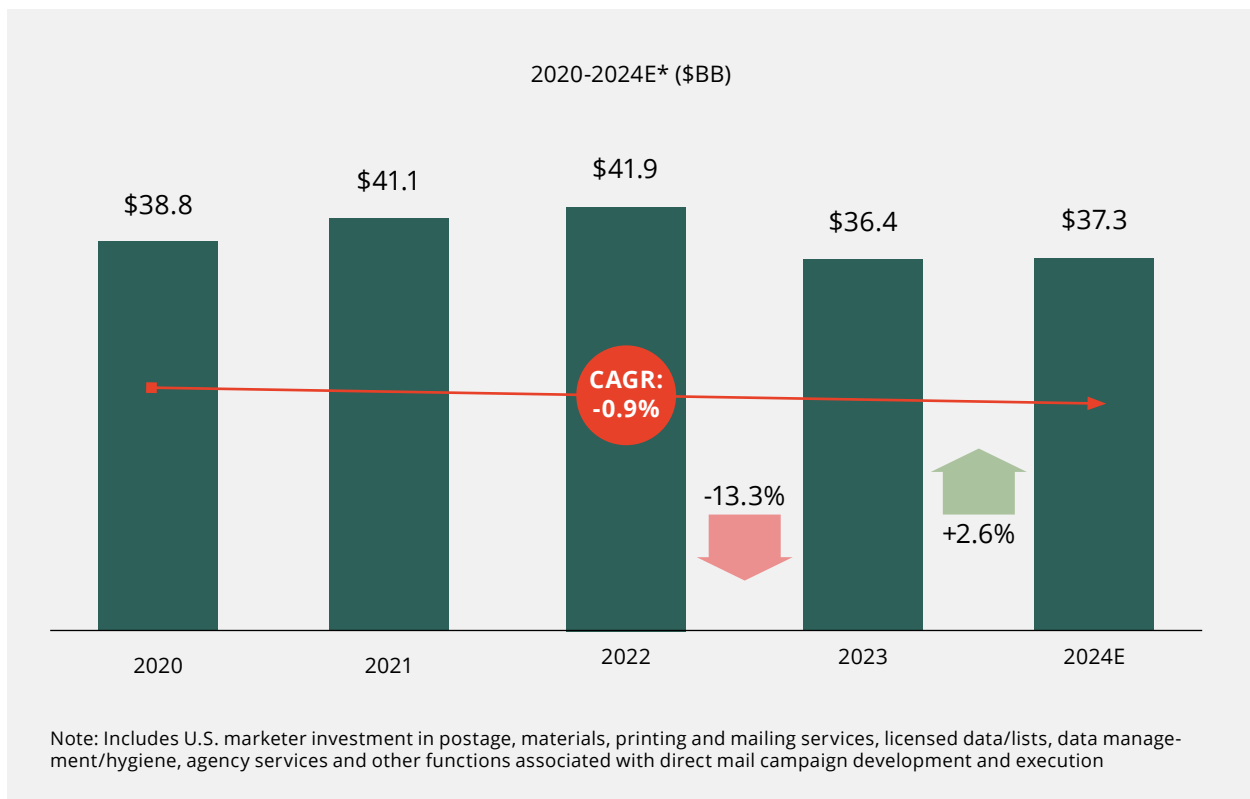


U.S. DIRECT MAIL EXPENDITURES—IN SUMMARY

CONFLUENCE OF FACTORS HAS DRIVEN A MODEST REBOUND IN MARKETER INVESTMENT FOLLOWING A PRONOUNCED SLUMP IN 2023

Brands remain committed to investing in the direct mail channel. In 2024, U.S. marketers will invest a total of \$37.3 billion on such efforts, representing growth of 2.6 percent relative to previous-year expenditures (and reversing a deep single-year spending decline that was brought on by a combination of macroeconomic volatility, sharp postage rate increases, supply chain pressures and competition from certain substitute media channels).

FIGURE 1: U.S. DIRECT MAIL EXPENDITURES

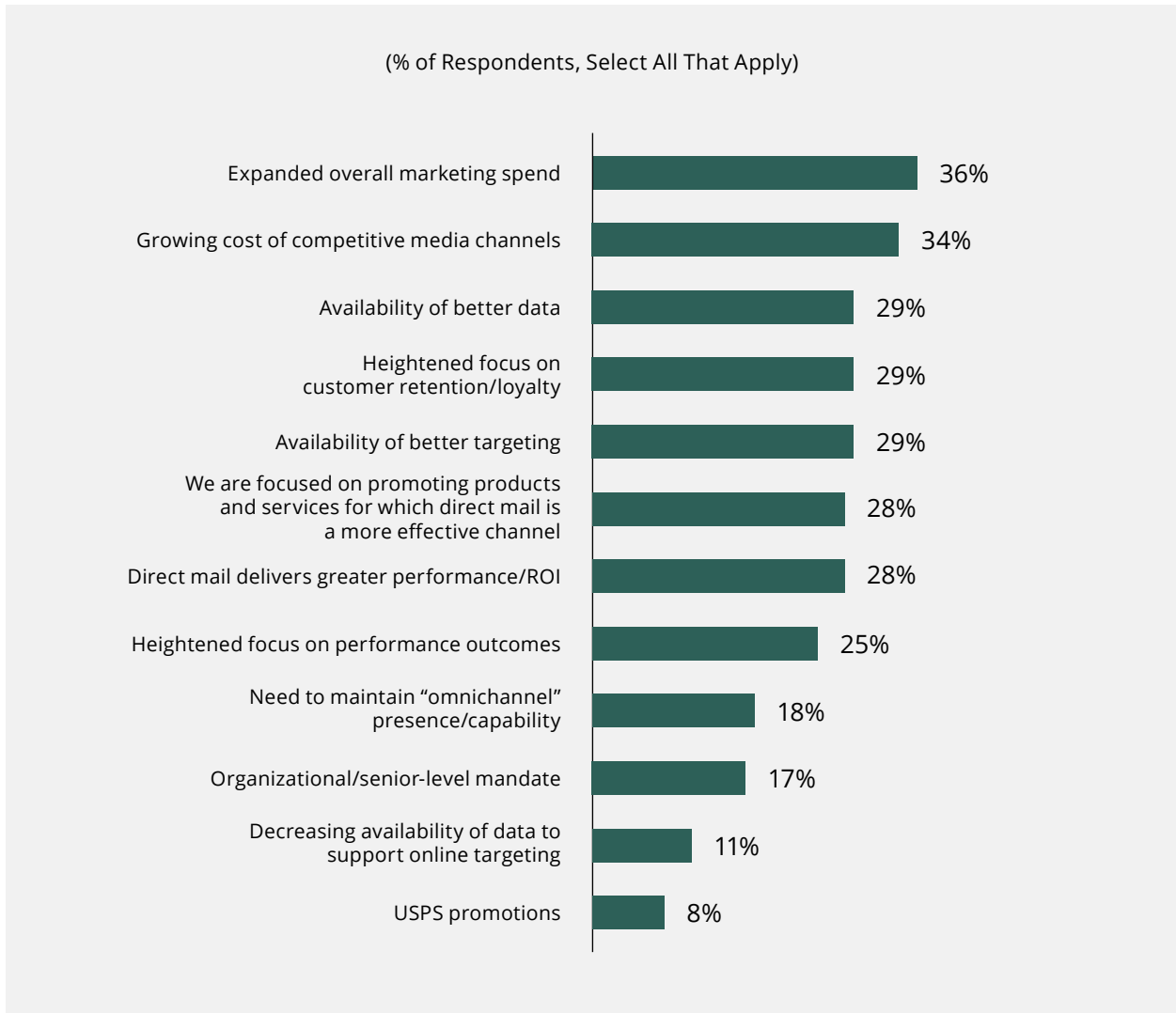


Winterberry Group (2024)

A variety of factors have been aligning this year to support the renewed investment in DM—and confidence in its enduring role in the media mix, including:

- **Macroeconomic stability/growth:** driving expansion of marketer budgets
- **Growing cost, declining addressability of competitive digital media:** heightened regulatory measures and various industry privacy initiatives—focusing on responding to the potential deprecation of third-party digital tracking cookies, for example, and requiring affirmative consumer opt-in to the sharing of data with third parties—have diminished the competitive advantage of paid online media (like search, social and certain programmatic display formats) used to support performance-oriented use cases
- **Surge of election-year political ad spending:** heightened by intensity of competitive races at the federal, state and local levels; and
- **Improved data quality and accessibility:** buttressed by growing use of digital identifiers to power retargeting and other trigger-driven programs.

FIGURE 2: BRANDS THAT GREW DM SPENDING IN 2024: WHICH FACTORS WERE MOST RESPONSIBLE FOR DRIVING YOUR INCREASE IN SPENDING?

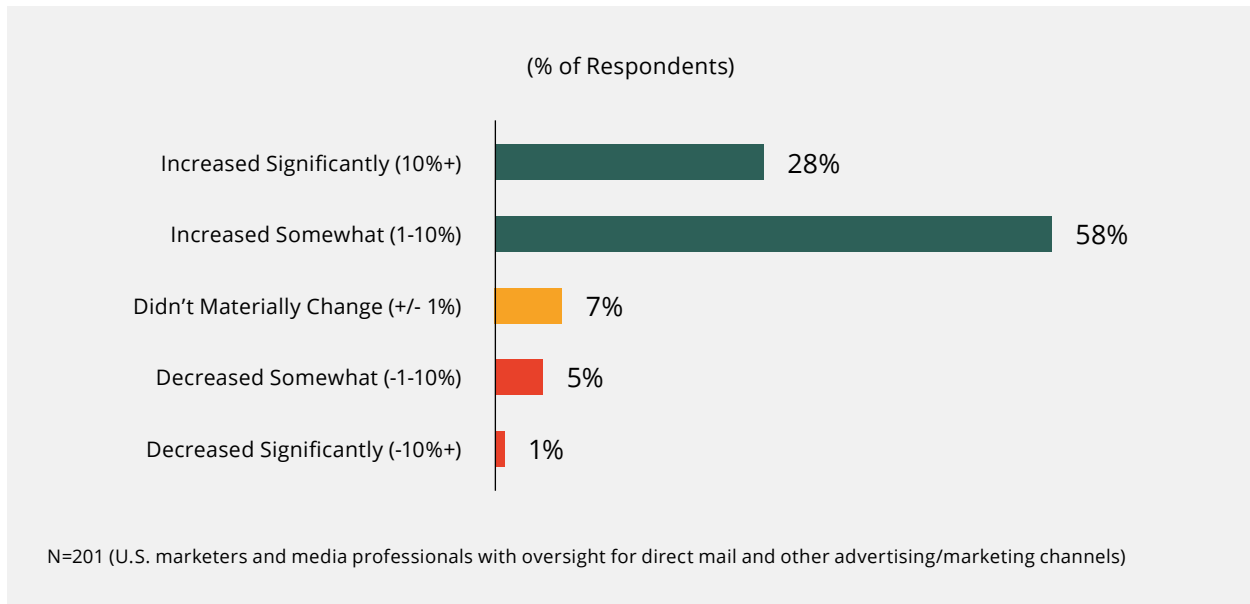


Winterberry Group (2024)



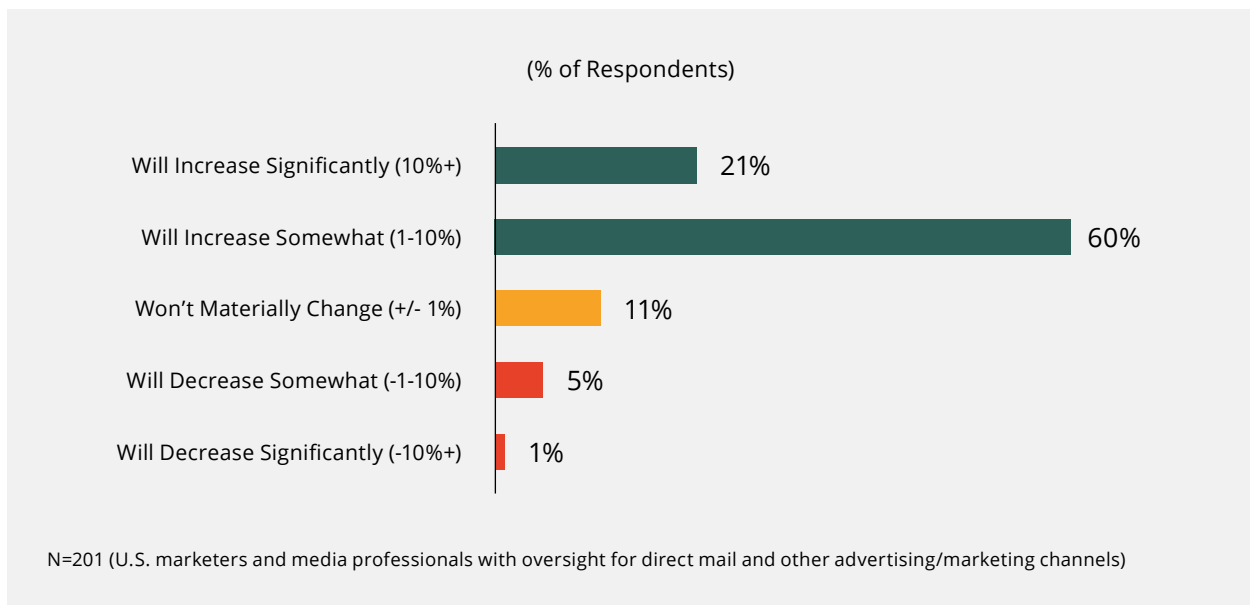
Furthermore, marketers are bullish about their intention to maintain—and even more frequently, grow—their spending on direct mail in the future. Large majorities of marketer panelists said they expanded their total DM budgets in 2024 (86 percent) and intend to do the same in 2025 (81 percent).

FIGURE 3: HOW DID YOUR ORGANIZATION’S SPENDING ON DM CHANGE IN 2024, RELATIVE TO 2023?



Winterberry Group (2024)

FIGURE 4: HOW DO YOU EXPECT YOUR ORGANIZATION’S SPENDING ON DM WILL CHANGE IN 2025, RELATIVE TO 2024?



Winterberry Group (2024)

WHAT FACTORS ARE DRIVING INVESTMENT IN DIRECT MAIL—AND IMPACTING ITS INTEGRATION IN OMNICHANNEL MARKETING STRATEGIES?

“From volume to value”: piece-count decline reflects a strategic shift in how the DM channel is being used

It’s said so often that it has become cliché in marketing circles: the era of “spray-and-pray” direct mail campaigns—with large volumes of mail distributed with little or no regard to the relevance of its message or needs of its audience—is long over.

And yet, when one opens their mailbox and finds it stocked with catalogs, credit card offers and charity solicitations (especially during the busy fourth quarter of the year), it may be tempting to conclude that as much as ever before, brands are still tapping into the channel to achieve the same generic benefits of “scale” and “reach” that they’ve been chasing for decades.

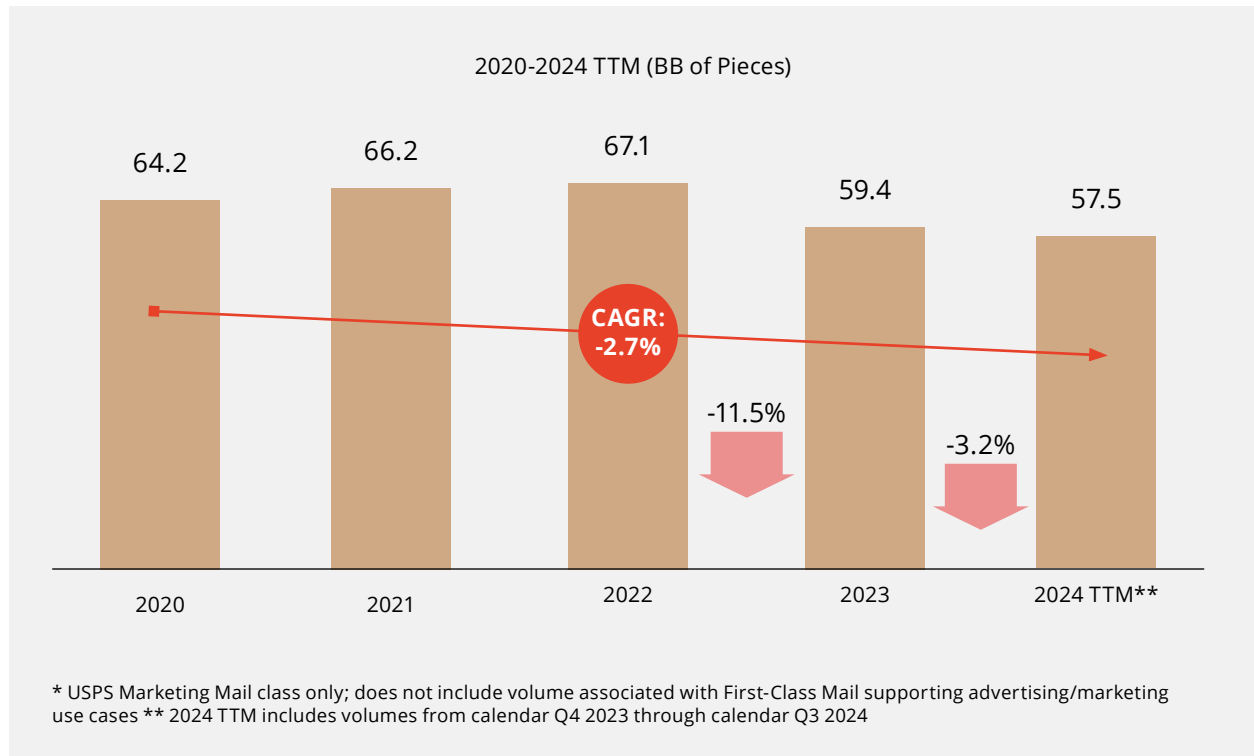
In fact, both dynamics have come to define how brands are using direct mail. A generation of marketers trained on “big data” activation have come to rely upon audience segmentation, precise targeting, personalization and relentless testing as the table stakes of effective DM campaigns—delivering maximum message relevance while allowing for new efficiency (via the screening-out of whole audience segments likely to be unresponsive). Simultaneously, DM’s attractiveness as a channel that can deliver the benefits of widespread audience reach is

actually growing, especially as the fragmentation of consumer attention across other channels makes it that much harder for brands to reach large audiences via broadcast, print or digital alternatives.

For brands, that’s transformed the DM value proposition from one linked primarily to the benefit of “volume” to one that’s broadly oriented around delivering “value” in multiple respects. Practically, the trend is manifesting in a number of real-world developments that are only likely to accelerate in the years to come, including:

■ **Volume in secular decline:** Even as marketer expenditures stabilize and grow, total DM piece counts have been shrinking, as marketers wrestle with the effects of higher postage and production costs and reallocate budget to the high-value functions—the application of data-driven behavioral triggers, for example—that allow for campaigns that simultaneously deliver improved relevance (and thus heightened response) and allow for lower aggregate volume, driving improved net return on investment

FIGURE 5: U.S. MARKETING MAIL* VOLUME



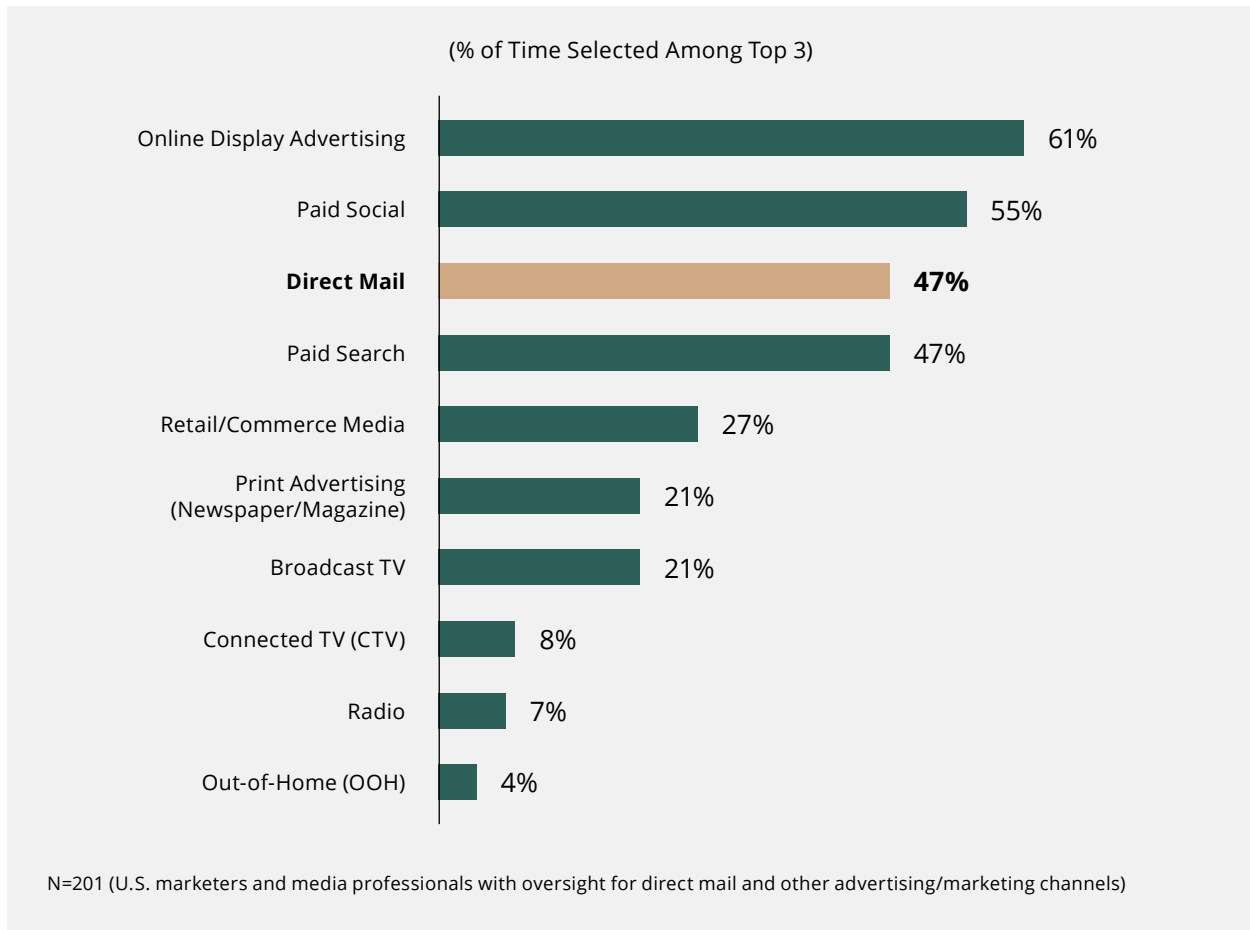
Winterberry Group (2024)

“As digital channels become oversaturated, digitally native brands are turning to direct mail as a way to cut through the noise. By leveraging postal data, these brands can achieve a level of precise audience segmentation and targeting that digital platforms often struggle to match.”

- Marketing VP,
Specialty Marketing Solutions Provider

■ **Growing focus on “performance” as an enterprise marketing priority:** Brands are increasingly coming to emphasize performance-oriented marketing use cases—including those most closely tied to the activation of core marketing objectives like new customer acquisition, incremental sales and customer re-engagement—and looking to optimize the mix of tools and media at their disposal to support such campaigns. DM is now commonly cited among the top five channels marketers rely on to provide such support (and the only one of which not likely to be seen as an exclusively “digital” medium)

FIGURE 6: WHICH OF THE FOLLOWING CHANNELS ARE MOST IMPORTANT IN SUPPORTING YOUR ORGANIZATION’S PERFORMANCE MARKETING OBJECTIVES?



Winterberry Group (2024)

■ **Continued effort to mitigate high upfront cost associated with DM deployment:** Heightened awareness of DM’s performance advantages (and natural comparisons to paid digital channels, like search and social, that support similar objectives) has also tended to reveal a stark distinction between the channel and its online counterparts. Whereas those media are often priced and transacted on the basis of desired performance (“cost-per-click,” “cost-per-action,” etc.), traditional DM campaigns typically require significant advance investment in wholesale campaign functions—creative development, licensed data, materials, printing and production,

postage—that add expense no matter how well the downstream campaign actually performs. That’s naturally reinforced the trend among marketers to seek volume efficiencies (to help diminish those high upfront costs) and put a new premium on data-enabled, trigger-based DM applications—like those supporting retargeting and event-based targeting use cases—that tend to deliver superior downstream response, all while offering brands the ability to sidestep traditional campaign workflows for bundled programs as managed by agencies, technology platforms or specialized service providers.

Rising postage, other costs are significantly impacting how brands deploy their direct mail budgets (but only sometimes impacting the availability of those budgets themselves)

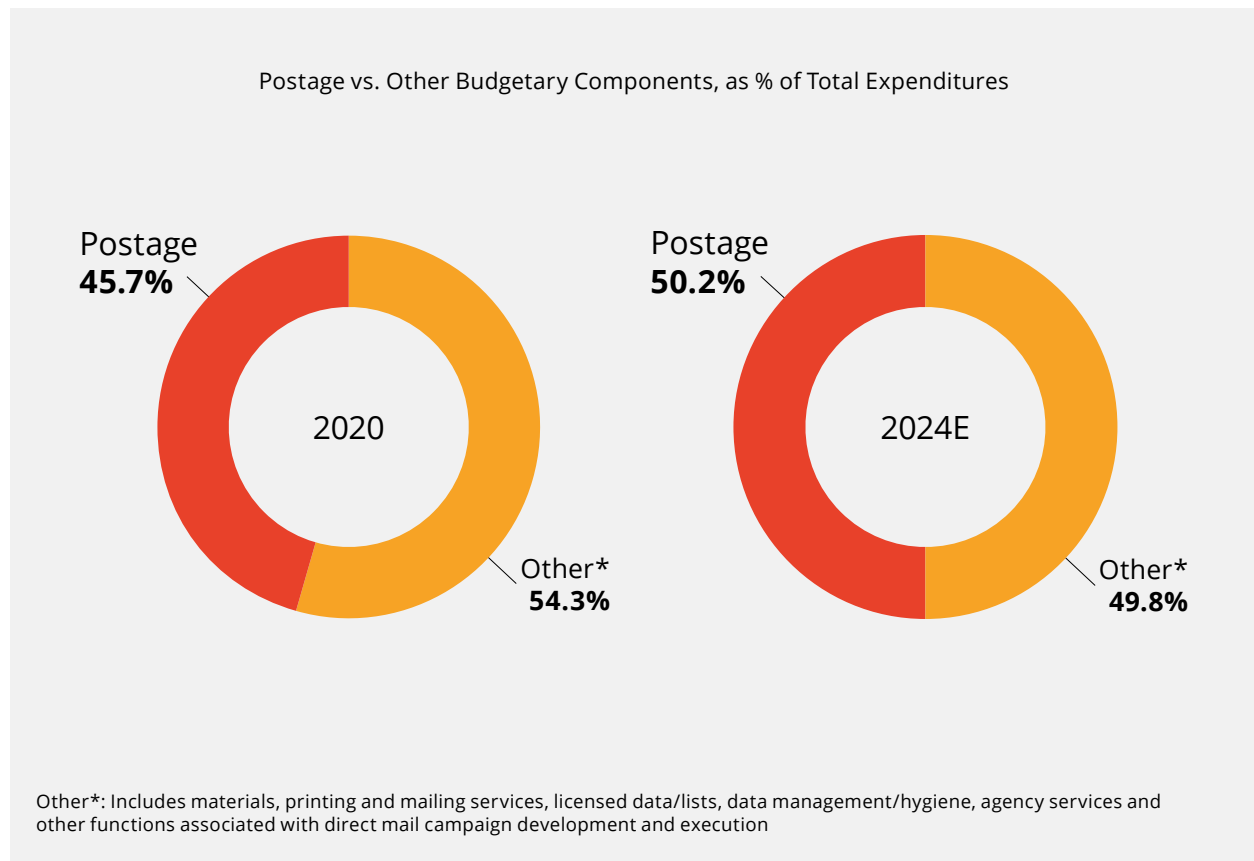
No topic related to the evolution of direct mail in the U.S. inspires more passionate opinions than that of rising postage rates. Since 2020, the U.S. Postal Service has raised rates six times—by an average of 5.5 percent across all mail classes, across each rate hike—and signaled its intention to continue doing so as frequently as twice annually for the foreseeable future (though fortunately, many mailers echoed, not in January 2025 as previously planned).

To some, rising rates represent a harbinger of DM's potential decline, with higher costs likely to price certain marketers out of the channel as they weigh its costs against response (and the comparative ROI of alternative media channels). To others, rate hikes represent an unfortunate but inevitable cost of doing business—and one that some may actually be able to leverage for

competitive advantage. Three key developments emerged this year that are likely to shape future response as marketers contemplate how they may tackle future increases in both postage rates and other DM costs:

- Postage has grown to represent the largest single component of DM budgets:** Though postal reform legislation purported to cap rate hikes at the prevailing economic inflation rate, the frequency and magnitude of recent hikes—and cooldown of inflationary pressures associated with other components of DM budgets—has served to grow the share of total DM spending devoted to postage. For the first time ever, marketers in 2024 will devote a majority of their DM budgets (50.2 percent) to postage expense—exerting more downward pressure on volume than any other factor

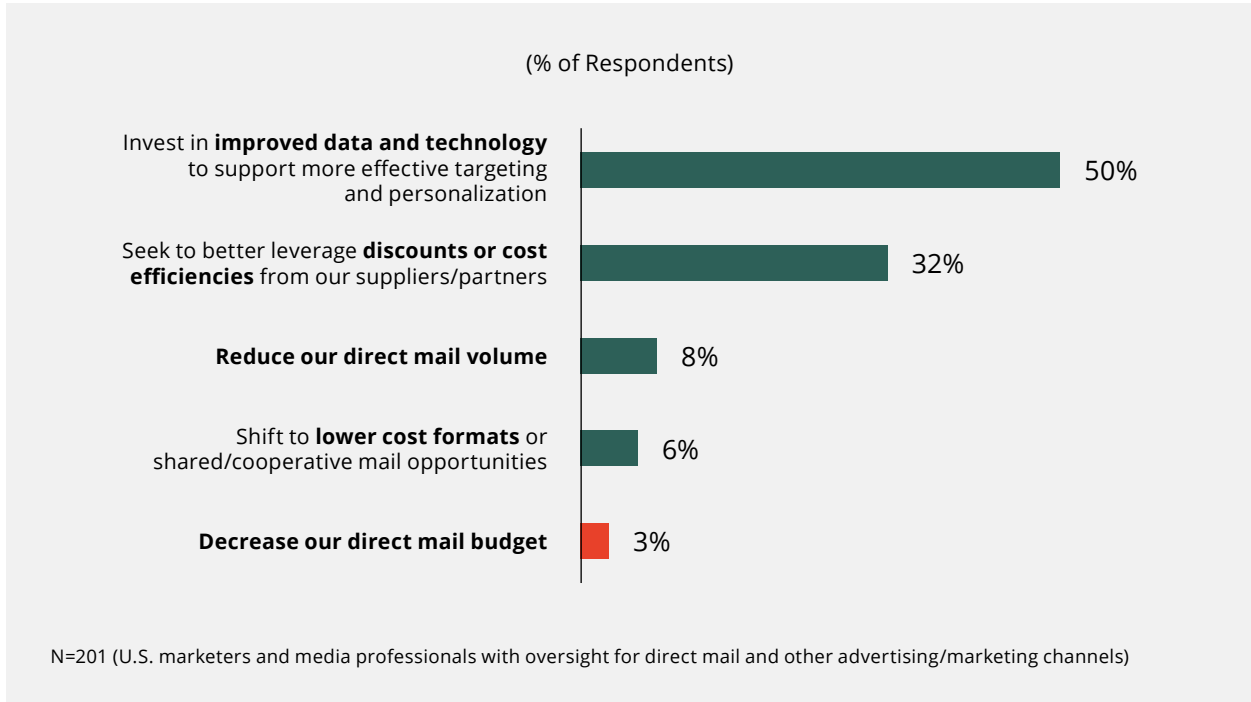
FIGURE 7: U.S. DM EXPENDITURE SHARE, 2019 VS. 2024E



Winterberry Group (2024)

- Marketers responding to rate hikes in resourceful ways; generally not aiming to cut DM budgets:** A large majority of brands say they that future rate hikes, if and when they should materialize, will drive them to invest in deeper application of data, closer partnership with supply chain partners and other initiatives aimed at extracting a combination of effectiveness and efficiency from their baseline DM investment. But only 3 percent say they would likely cut their DM spending should those hikes materialize at the similar frequency and magnitude as those enacted over the past several years

FIGURE 8: HOW WOULD YOUR ORGANIZATION MOST LIKELY RESPOND IF POSTAGE RATE HIKES CONTINUED AT A FREQUENCY/MAGNITUDE SIMILAR TO THOSE ENACTED OVER THE LAST FEW YEARS?



Winterberry Group (2024)

“Rising postage costs led some clients to temporarily suspend campaigns, only to discover that the absence of direct mail created a significant gap in marketing effectiveness.”

Not-for-Profit Marketer

■ **Rate hikes not impacting all mailers alike:** Brands that are particularly dependent on DM’s reach—and those that

leverage formats that have seen particularly pronounced increases—have been impacted far more significantly by recent hikes than their counterparts in other vertical segments. In particular, both dynamics have acutely impacted traditional catalog marketers, a cohort that has been driving its own reinvention for a number of years—rearchitecting its merchandising to focus on product showcasing and drive-to-commerce lead generation, rather than the generation of direct order activity—but is now contending with a deeper concern as brands consider the viability of traditional “books” in light of future potential cost increases.



Brands have made significant progress in dissolving legacy silos that long distinguished how they managed various marketing media, but an “attribution gap” continues to stand in the way of direct mail’s deeper omnichannel integration

Marketers have long been working to tear down the silos that distinguish how they resource, plan and activate distinct marketing channels.

In organizations large and small, efficiency-minded operational leaders have been working to create unified strategies to dictate how they build and repurpose creative assets, aggregate customer data, manage workflows and integrate with third-party technology platforms and supply chain partners. And in many cases, their efforts have been paying off—in terms of reduced workload, shortened cycle times and heightened flexibility to activate messaging that responds to real-world opportunities.

But in at least one major respect, marketers continue to struggle in their efforts to evolve longstanding practice so as to align the management of direct mail with their other centerpiece performance channels: measurement and attribution.

“The greatest obstacle isn’t technology or budget constraints—it’s breaking down entrenched structures and reshaping how direct mail is perceived as a strategic part of the omnichannel ecosystem.”

– Chief Growth Officer, Marketing Solutions Provider

The factors contributing to this gap are numerous. Many marketers continue to rely on outdated response mechanisms and proxy metrics to track the impact of the mail initiatives. Some DM teams (and external supply chain partners) are so disconnected from their digital marketing colleagues that virtually any kind of insight-sharing proves difficult, especially if such sharing might lead to budget—and internal political clout!—being reallocated from one channel to another.

“Legacy channel-based roles perpetuate measurement silos, making true cross-channel integration difficult despite efforts at high-level planning.”

– Chief Brand Officer, Marketing Solutions Provider

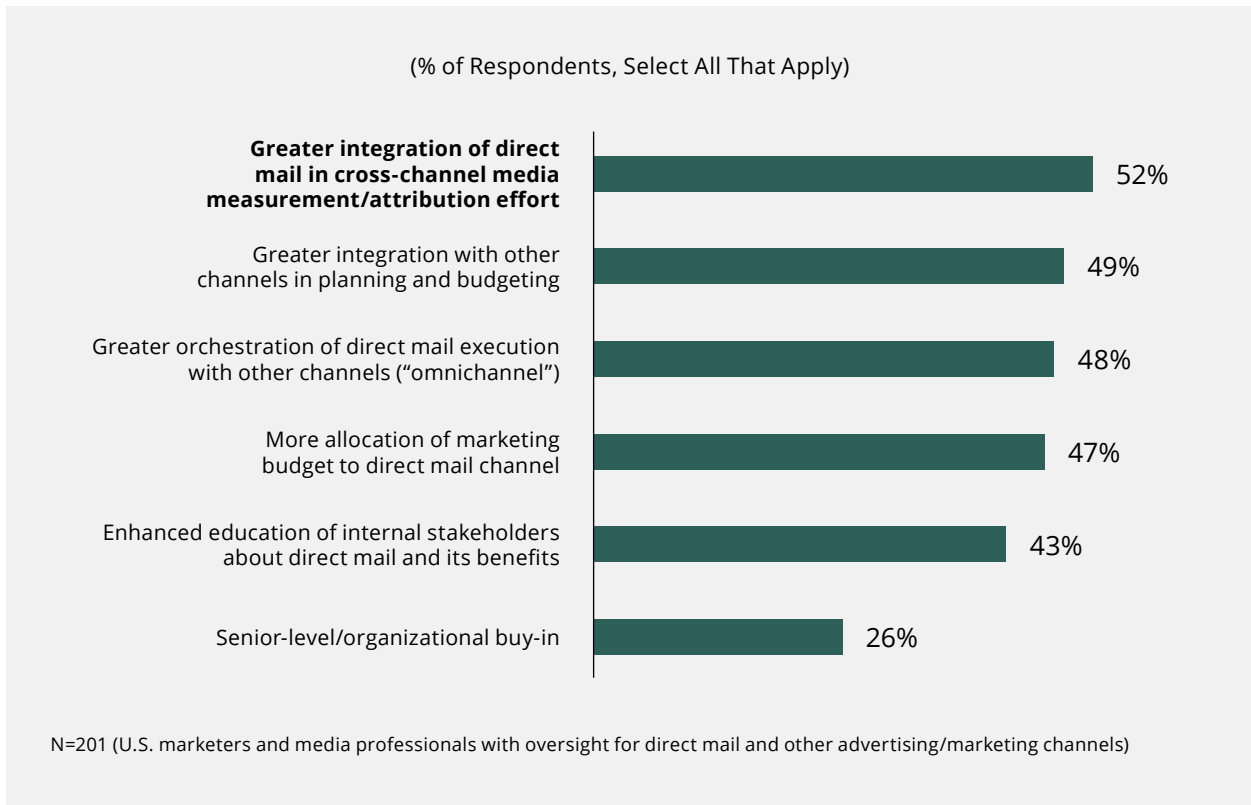
More frequently, modern attribution models built to support “omnichannel” optimization—and managed through third-party technology platforms or agency partners—offer little more than scant support for direct mail measurement, even in cases where corresponding spend represents a large part of the brand’s overarching investment.

Marketers recognize this is an issue. And significant numbers agree it represents a major priority for internal transformation—as well as a discipline where they stand to benefit tremendously from added support from their external partners, especially with respect to:

- Incorporation of DM in custom, enterprise-class media mix/attribution models
- Embedded support for DM campaign planning (and integration with downstream production partners) in marketing technology platforms used to support cross-channel workflows, campaign management (i.e. data segmentation and audience building) and other functions; and
- Deeper integration of the DM planning function (and supporting systems) with the transactional and point-of-sale platforms that allow for better insight into real-world campaign performance—and allow for better optimization of future DM efforts.



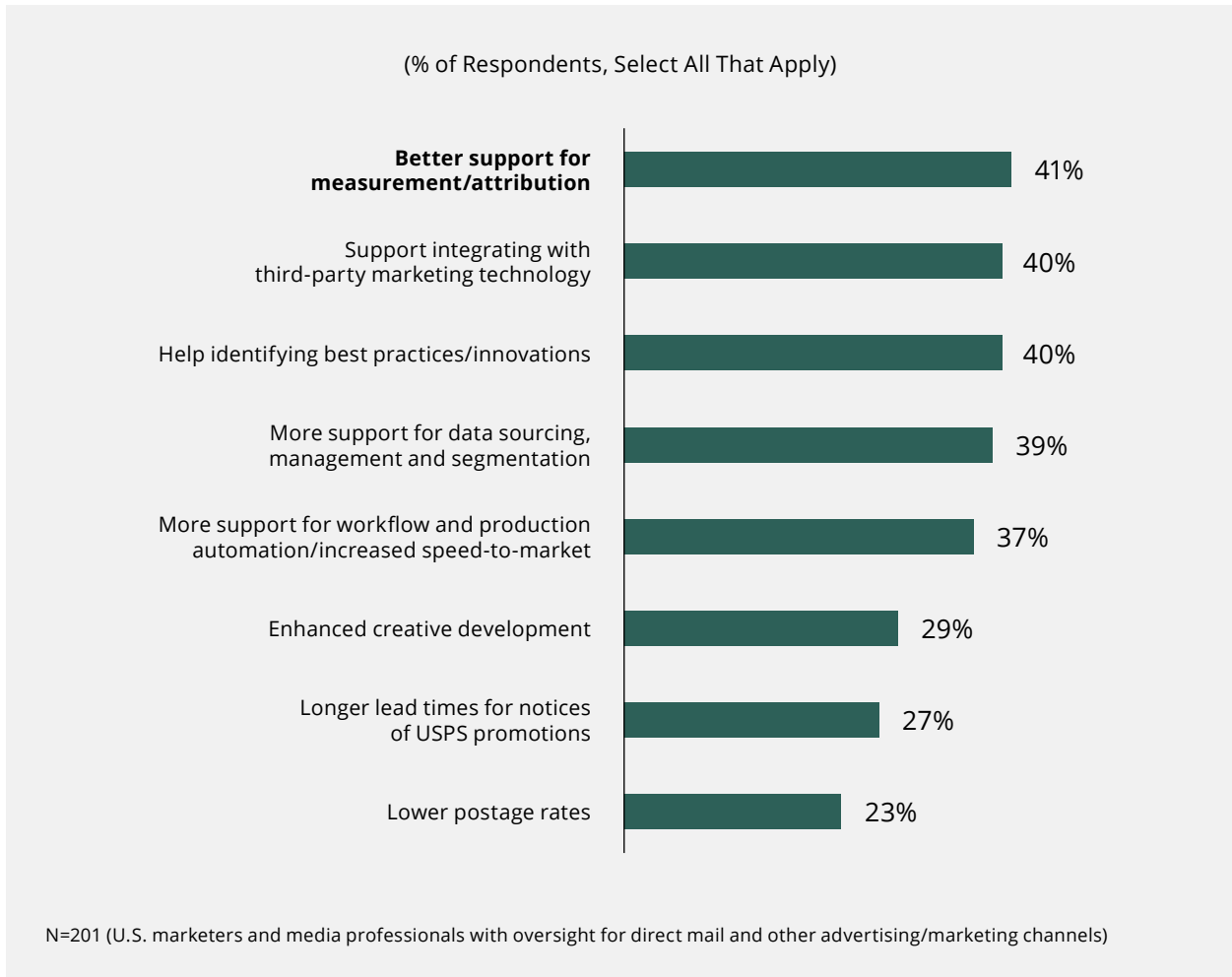
FIGURE 9: WHICH OF THE FOLLOWING POTENTIAL INTERNAL INVESTMENTS/INITIATIVES WOULD BEST ADVANCE YOUR ABILITY TO GROW VALUE FROM THE DM CHANNEL?



Winterberry Group (2024)



FIGURE 10: WHICH OF THE FOLLOWING POTENTIAL EXTERNAL/SUPPLIER-DRIVEN INVESTMENTS/INITIATIVES WOULD BEST ADVANCE YOUR ABILITY TO GROW VALUE FROM THE DM CHANNEL?



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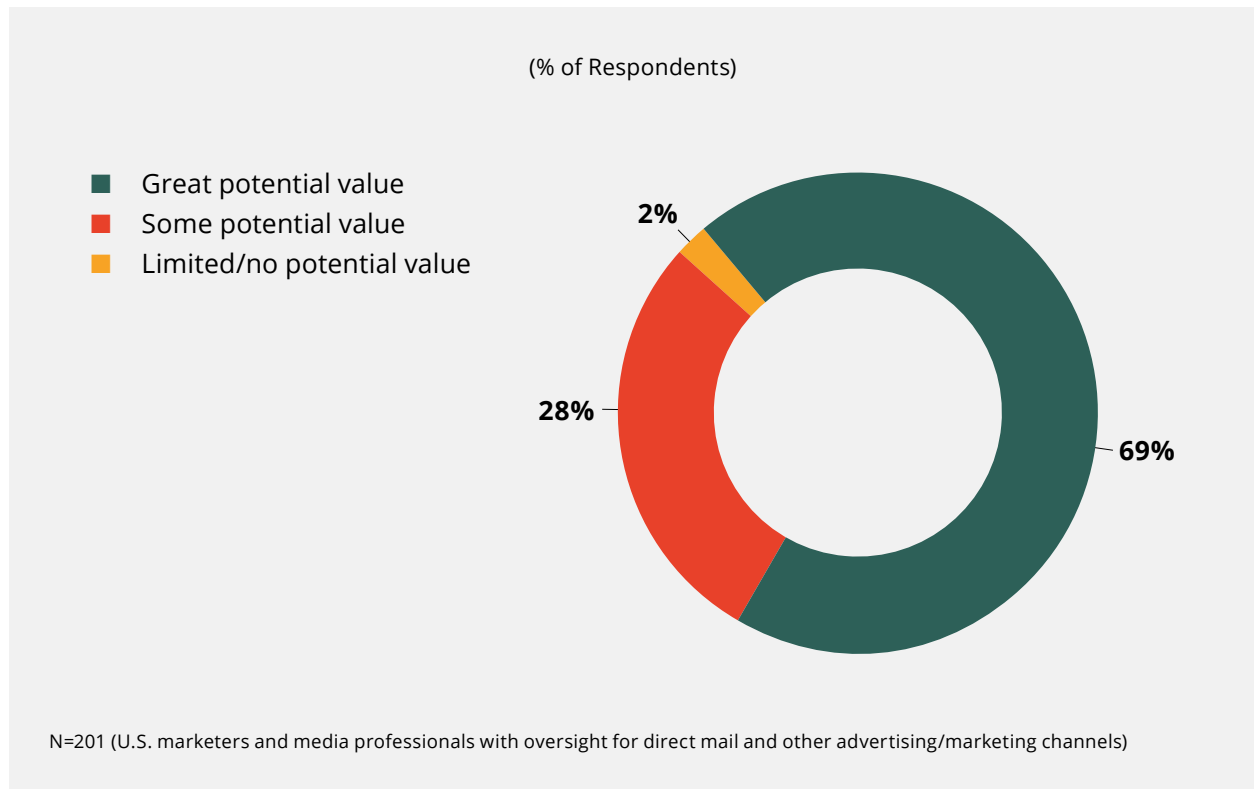


While enthusiasm abounds for the long-term disruptive potential of AI, marketers are already realizing meaningful performance gains from more incremental, technology-enabled direct mail innovations

The hot innovation of the 2000s, in marketing circles, was “multichannel” practice. In the 2010s, we fixated on the potential posited by “Big Data.” This decade, it’s already clear, the fashionable marketer is pushing all their chips into a future driven by the boundless possibility of... AI.

Unsurprisingly, a hefty majority of brands expect AI technology will come to significantly advance direct mail practice over the near future.

FIGURE 11: TO WHAT EXTENT DO YOU BELIEVE THAT AI IS (OR WILL BE) IN A POSITION TO ADVANCE YOUR DM EFFECTIVENESS/EFFICIENCY OVER THE NEXT THREE YEARS?



Winterberry Group (2024)

“QR codes are becoming a powerful bridge between direct mail and digital channels, enabling recipients to take immediate action, such as visiting store locations or accessing websites.”





- Marketing VP, Specialty Marketing Solutions Provider

a number of sectors, offering even more advances in creative composition and versioning, workflow refinement, compliance review and other core deployment functions.

But even as an industry prepares for a wave of change brought on by this supposedly transformative new technology, evidence suggests that marketers are finally, after years of testing, beginning to generate real and scalable benefits from a number of other innovations that advance the performance potential of DM and help them better leverage it as a tool to advance or complement their digital media efforts. They include:

In what ways? That’s hard to chart with great certainty, but many expect the technology will deliver upon the foundations of the work already being rolled out by progressive marketers in

FIGURE 12: WHICH OF THE FOLLOWING DM INNOVATIONS/TACTICS DOES YOUR ORGANIZATION CURRENTLY UTILIZE/DERIVE VALUE FROM?

DM Innovations/Tactics Driving Value	% of Respondents
 <p>Personalization: Tailoring of content to understood wants, needs, behaviors and/or characteristics of the individual recipient—so as to drive greater relevance and downstream engagement</p>	69%
 <p>Retargeting Website Visitors: Application of behavioral, transactional and/or identity data derived from online activity to promote a desired response (e.g. targeting a mail piece to an online shopper who did not originally complete a purchase but likely remains “in market” for the same)</p>	67%
 <p>QR Codes: Scannable, two-dimensional matrix barcode that may be personalized and incorporated in various communications for use as a response, measurement and/or engagement mechanism</p>	61%
 <p>Targeting based on Behavioral Triggers: Application of identifiable data on observed recipient behaviors/purchase activity (as aggregated from any number of sources, whether “digital” or “traditional” in nature) to deliver a communication timed and personalized to ensure maximum relevance</p>	61%
 <p>Integration with Third-Party Marketing Technology: Utilization of tools (e.g. CRM platforms, marketing automation/campaign management systems, content management systems, etc.) that support the activation and/or coordination of multiple marketing channels, as well as their corresponding content, audience data and workflow/business rules assets</p>	61%
 <p>Mail Tracking: Software that validates the delivery status of mail pieces (to ensure timely arrival and support optimization of other program functions/assets)</p>	58%
 <p>Informed Delivery: USPS program that provides household subscribers with a daily email preview of their incoming mail; offers commercial mailers opportunity to promote/amplify their mail pieces via digital touchpoint</p>	55%
 <p>USPS Postage Promotions: USPS programs that provide postage rate discounts as incentives to mailers for pursuing certain format, volume and/or process innovations</p>	53%
 <p>Unique Physical Formats: Unique, innovative and/or otherwise distinctive mail piece designs or materials; aimed to promoting recipient attention and engagement</p>	49%
 <p>Emerging Tech: Application of advanced tools (like augmented response or generative AI) to enhance mail interactivity and personalization</p>	47%
 <p>Orchestration of DM with Other Channels: Integrated deployment of mail with other digital and traditional media; often aimed at optimizing the impact of various touchpoints so as to deliver a seamless customer journey</p>	43%

Winterberry Group (2024)

A ROADMAP TO CAPITALIZE ON DIRECT MAIL'S OMNICHANNEL POTENTIAL

Direct mail is resilient.

It's survived the digital revolution. Economic upheaval. Countless changes in consumer tastes, fashions and other trends. In an era of digitally-driven disruption, it continues to thrive because it delivers unique value—helping marketers tackle performance-oriented objectives while offering reach that's virtually unparalleled by any competitive channel.

But times (and business conditions), they are a-changin'. Over the coming years, brands will find themselves staring down a pronounced need to adapt in the face of heightened regulatory guidelines, impacting not just how they safeguard audience data in the interest of consumer privacy, but also—in response to recent legislation passed in the states of California and Illinois—how they disclose the purpose of a legitimate solicitation on their physical direct mail pieces. And they'll be searching for the right marketing mix to complement and enhance the performance of connected TV (CTV), a channel that's rapidly grabbing share of both audience attention and marketer spending. The impact will be seen in the ability to target advertising on the basis of unified audience data, representing an approach that's never been possible via linear broadcasting.

Amidst such change, even the most ardent direct mail traditionalist will have no choice but to lean heavily into those tactics and tools that advance how the channel is used—and take affirmative steps to integrate mail more closely into the omnichannel programs that are increasingly coming to replace standalone, channel-specific “campaigns” as the primary framework through which brands pursue their ongoing marketing efforts.

How brands go about preparing for this type of continuous innovation will differ significantly based on their size, capability and vertical-specific competitive dynamics. But virtually all marketers will be well served by considering at least five core imperatives as they contemplate their future strategic, operational and budgetary initiatives:

- **Recognize and manage direct mail as a core performance marketing vehicle:** benchmarking its contribution (and deriving its budget) in concert with channels, especially with respect to paid digital media, that deliver complementary benefits

“Direct mail is no longer an afterthought but a strategic driver in omnichannel approaches when integrated effectively. A test-and-learn approach—such as identifying the right combination of touchpoints, whether one email, two mail pieces, or a billboard—can significantly enhance outcomes.”

- Not-for-Profit Marketer

- **Enable an ongoing cross-channel “measure-and-test” capability:** as well as continuous innovation with respect to creative, format and offer design, cadence and trigger-based

activation—so as to best optimize direct mail's true impact, independently and in conjunction with other media

- **Invest in data-driven technology solutions that incorporate holistic campaign planning and extend through deployment:** needed to support the creation and delivery of relevant, responsible and personalized marketing messaging at scale
- **Understand and develop a plan to apply generative AI and machine learning:** the application of the two solutions is going to streamline every step of the mail process, reducing cycle times and enabling greater flexibility; and

“Generative AI is becoming an essential tool for prototyping creative concepts and refining audience segmentation, streamlining processes and improving personalization.”

- Chief Brand Officer, Marketing Solutions Provider

- **Consider the ideal evolution of current operating silos:** in many cases likely to require integrating (or reintegrating) roles and processes with digitally-led marketing teams, bridging a gap that is frequently inhibiting the ability to optimally plan, deploy and manage direct mail efforts in conjunction with other media.

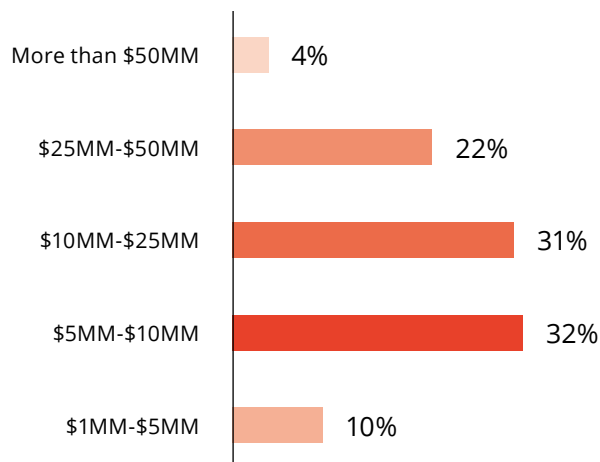


METHODOLOGY & RESEARCH PANEL BACKGROUND

The conclusions in this report are based on the results of a comprehensive primary research effort conducted by Winterberry Group between September and December 2024. This research included a series of thought leader interviews with senior executives from major U.S. mailers and companies across the advertising and marketing services ecosystem—including agencies, data providers, marketing technology developers, commercial printers, mailing service providers and others. Additionally, it incorporates responses from an independent survey of more than 200 “client-side” enterprise and middle-market leaders with diverse responsibility for direct mail and other marketing channels, representing a diverse range of industries, organizational roles and marketing/advertising budgets.

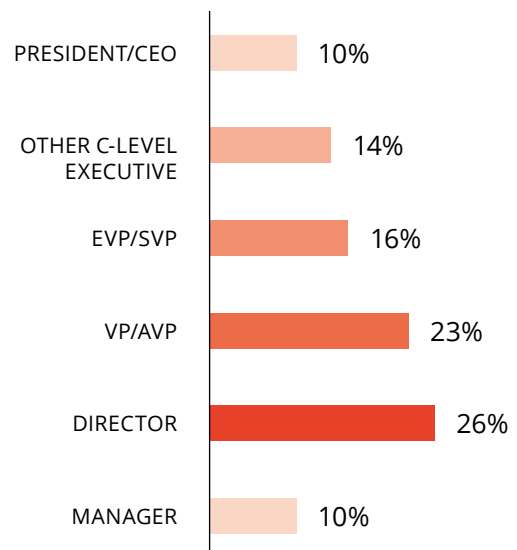
Approximately what was your company's total budget for paid advertising and marketing (e.g., digital, broadcast, direct mail, etc.) last year?

(% of Respondents)



Which of the following best describes your current role/business title?

(% of Respondents)



Which of the following best describes the industry for which you work?

(% of Respondents)



HEALTHCARE/MEDICAL/PHARMA	12%
B2B TECHNOLOGY	11%
REAL ESTATE	11%
CPG	10%
FINANCIAL SERVICES	8%
RETAIL: ECOMMERCE/MULTI-CHANNEL	8%
RETAIL: TRADITIONAL (BRICK AND MORTAR)	8%
AUTOMOTIVE	8%
TRAVEL/HOSPITALITY	7%
NOT-FOR-PROFIT	4%
FOOD/RESTAURANTS	4%
INSURANCE	3%
TELECOMMUNICATIONS	2%
CONSUMER ELECTRONICS	2%

ABOUT OUR SPONSORS

PRESENTING SPONSOR



The United States Postal Service is an independent federal establishment, mandated to be self-financing and to serve every American community through the affordable, reliable and secure delivery of mail and packages to nearly 165 million addresses six and often seven days a week. Overseen by a bipartisan Board of Governors, the Postal Service is implementing a 10-year transformation plan, [Delivering for America](#), to modernize the postal network, restore long-term financial sustainability, dramatically improve service across all mail and shipping categories and maintain the organization as one of America's most valued and trusted brands. The Postal Service generally receives no tax dollars for operating expenses and relies on the sale of postage, products and services to fund its operations.

For more information, visit about.usps.com.

PREMIER SPONSORS



Canon U.S.A. Inc. is a leading provider of consumer, business-to-business and industrial digital imaging solutions to the United States and to Latin America and the Caribbean markets. With approximately \$29.4 billion in global revenue, its parent company, Canon Inc. as of 2023 has ranked in the top-five overall in U.S. patents granted for 38 consecutive years. Canon U.S.A. is dedicated to its Kyosei philosophy of social and environmental responsibility.

For more information, visit usa.canon.com/production.



RRD (R.R. Donnelley & Sons Company) is an end-to-end provider of marketing, packaging, print and supply chain solutions. The company delivers direct marketing and omnichannel solutions, effectively targeting and transforming customer touchpoints into moments of impact. With over 30,000 employees across 26 countries, RRD offers a global network of resources, creative execution, proprietary technologies and measurable media that influences engagement across the entire customer journey.

For more information, visit www.rrd.com.

FOUNDING SPONSORS



Alliant is trusted by thousands of brands and agencies as an independent partner bringing a human element to modern data solutions. The Alliant DataHub — built on billions of consumer transactions, an expansive identity map, advanced data science and high-performance technology — enables marketers to execute omnichannel campaigns with responsive consumers at the center. Data security and privacy have been core values since day one, with continual validation of people, processes, and data through meaningful certifications such as SOC2, IAB Tech Lab Data Transparency, NQI certification from Neutronian, and quarterly quality scoring with Truthset.

For more information, visit www.AlliantInsight.com.

FOUNDING SPONSORS (CONT.)



Modern Postcard delivers advanced direct mail solutions designed to drive measurable, sustainable growth for your business. We'll help you generate high-value leads, attract new customers and build lasting relationships through targeted direct mail that can be integrated with digital marketing strategies and virtually all other advertising. From concept to completion, we provide personalized service and marketing plans tailored to your unique goals and challenges. Our team ensures every detail is managed with precision, delivering seamless support that maximizes your budget and drives measurable success. Let's connect to explore how we can enhance your marketing strategy and drive long-term success in today's competitive market.

For more information, visit www.ModernPostcard.com.



Moore is a data-driven constituent experience management (CXM) company achieving accelerated growth for customers through integrated supporter experiences across all platforms, channels and devices. We are an innovation-led company that is the largest marketing, data and fundraising company in North America serving the purpose-driven industry with customers across education, association, political and commercial sectors. Moore combines our strength in technology and unmatched industry expertise to provide a full platform of communications, data, digital, media, production and response management solutions. Our omnichannel solutions are powered by an ongoing investment in next-generation artificial intelligence and machine learning that deepens constituent relationships and creates transformational growth.

For more information, visit www.WeAreMoore.com.



Who's Mailing What! is the ultimate resource for direct mail inspiration, research and strategy. With an extensive archive of direct mail campaigns spanning over four decades, it provides advertising agencies, marketers and businesses with unparalleled insights into trends, creative ideas and industry benchmarks. Users can search, analyze and learn from the best-performing direct mail pieces across a variety of industries, helping them craft more effective campaigns. As a subsidiary of DirectMail2.0, Who's Mailing What! shares a mission to revolutionize the way businesses approach direct mail. DirectMail2.0 is a leading provider of omnichannel marketing solutions that integrate digital technologies to amplify the power of direct mail. This innovation extends further with DM20.ai, the newest offering that leverages artificial intelligence to provide advanced analytics and campaign optimization tools. Together, these brands empower businesses to elevate their marketing efforts, delivering campaigns that are both data-driven and creatively inspired.

Learn more at www.WhosMailingWhat.com.



Wilen is a full-service direct marketing agency specializing in data-driven, integrated marketing solutions. With a focus on innovation and results, we offer end-to-end services that encompass strategy, creative development, production and analytics. Wilen's expertise in direct mail, digital marketing and omnichannel campaigns allows Wilen to deliver highly targeted, personalized experiences that engage audiences effectively. We combine cutting-edge technology with extensive market insights to craft campaigns that not only capture attention but also drive measurable results. With in-house printing, mailing and fulfillment capabilities, Wilen ensures a streamlined, efficient process from concept to execution, making Wilen a go-to partner for brands seeking impactful, scalable marketing solutions tailored to achieve specific business objectives.

For more information, visit www.WilenGroup.com.

ABOUT WINTERBERRY GROUP

ABOUT US



Winterberry Group is a growth consultancy specializing in the intersecting disciplines of marketing, advertising, technology, data and analytics. We collaborate with stakeholders across those ecosystems—agencies, service providers, technology developers, brands, publishers and investor groups—leveraging deep industry expertise to build actionable strategies that spur growth and drive the creation of real and lasting stakeholder value.

WINTERBERRY GROUP SERVICES

GROWTH STRATEGY

We work with clients to identify core competencies, evaluate alternatives and build comprehensive, actionable roadmaps to growth

OPERATIONAL DESIGN

We guide agencies, marketing solution providers and brand-side marketing practices through transformations aimed at activating “build” and “buy” strategies, capitalizing on disruptive opportunities presented by data and technology—and achieving lasting competitive advantage

MERGERS & ACQUISITIONS

We leverage our industry knowledge to help financial investors make sound, value-driven investment decisions—supporting commercial diligence, buy-side target identification and pre-exit growth planning/positioning needs

MARKET INTELLIGENCE

We maintain an active research and publishing practice that gives our consultants direct access to insights from senior industry executives and complements our client engagements

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