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FACILITATOR GUIDE

Virtual Innovation Challenge

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Welcome to the Direct Effect® Virtual Innovation Challenge Facilitator's Guide.

Direct Effect® Innovation Challenges are experiential "hackathon" events that convene teams of college students to design and develop an integrated marketing campaign in response to a real-life business case, all in a single day. They were developed by the United States Postal Service and its partners in support of our undergraduate integrated direct marketing curriculum. You can learn more about the curriculum at **dmcourse.com**.

In 2019, USPS and our Direct Effect® partners held seven successful Innovation Challenges throughout the United States, engaging more than 40 schools, 235 students, 70 educators, and seven live-client partners. Several of those clients have continued to work with student winners and are launching campaigns based on the students' Innovation Challenge work. The experience has helped some students identify their career path, and several have turned the connections they made into internships and jobs.

It has been a tremendously rewarding experience not only for our team and the students, but also for the live clients, faculty, and industry members who have joined us.

Direct Effect is offering educators the opportunity to hold their own virtual Innovation Challenges, supported by this Guide, by the resources and templates provided with it, and by the Direct Effect® team. We hope you will seize this opportunity to offer a virtual Direct Effect Innovation Challenge at your school, and we look forward to collaborating with you as you craft a great experience for your students.

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The Direct Effect® curriculum engages the next generation of marketers in experiential learning by demonstrating the power of integrated direct marketing campaigns, by inspiring them to use print and digital tools in new and innovative ways, and by teaching them how to do so.

Direct Effect® Innovation Challenges grew from the curriculum and the desire to show college students and faculty the power of integrated digital and print marketing, as opposed to just telling them. Hackathons—popular, intensive, hands-on events that appeal to college students around the world—are a great way to achieve this goal.

During the day-long, immersive Innovation Challenge experience, students:

1 Learn modern integrated direct marketing basics, including new technologies and techniques that allow marketers to seamlessly blend digital, print, and out-of-home channels.

2 Work with a live client who presents a real-world business challenge for the students to address with an integrated marketing campaign.

3 Work in teams of 4-6 peers to address the business challenge with an integrated campaign featuring direct mail.

4 Build a prototype integrated direct mail piece.

5 Consult with faculty and printing and mailing industry professionals, for advice and support.

6 Pitch their campaigns through a five-minute oral presentation, an accompanying slide deck, and their direct mail piece.

**7** Receive feedback from a panel of judges and honor the day's winner.

Direct Effect® Innovation Challenges provide students and faculty with hands-on experience in creating well-conceptualized, purposeful integrated marketing campaigns that link digital and traditional marketing. They foster creative thinking and learning—not just about marketing, but about business, customers, and communities—and inspire students and faculty to learn how integrated direct marketing can benefit their work and careers.

The first Direct Effect® Innovation Challenge was held in April 2019 at the Think Center in Wilkes-Barre, Pennsylvania. Students from nine area colleges worked to answer business challenges presented by two regional economic development organizations. The model was a success, and more than 200 students from over 40 colleges and universities have participated in subsequent Innovation Challenges. Live clients have included Microsoft, Cincinnati Bell, and the Pennsylvania state government.

> " *The Innovation Challenge asked our students to demand more of themselves and to think in ways that were bound only by their imaginations.* **This was engaged learning at its finest!** "

Mary Onufer, *Assistant Professor, Carlow University*

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QUICK TIP!
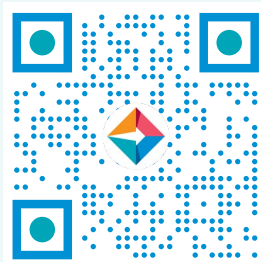
Want to see what Innovation Challenges are all about?

Check out the video of the pilot Innovation Challenge, held April 6, 2019 at the Think Center in Wilkes-Barre, Pennsylvania.

44 SCHOLS REPRESENTED
········· across all events ··········

62 FACULTY MEMBERS
·········· have attended ···········
INNOVATION CHALLENGES

36 INDUSTRY REPRESENTATIVES
HAVE PARTICIPATED
·········· as ···········
CLIENTS, EXPERTS, & JUDGES

235 STUDENTS
·········· have ··········
PARTICIPATED IN INNOVATION CHALLENGES

QUICK TIP!
In the Digital Resource Pack, you will find a **one-page Direct Effect® Innovation Challenge summary** to provide to fellow faculty, students, and potential live clients, as well as a **summary of a past client's challenge** to use as an example.

Virtual Direct Effect®
Innovation Challenges

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The increase in virtual course experiences led the Direct Effect® team to develop a virtual version of the Direct Effect® Innovation Challenge. In this Facilitator's Guide, we provide ways to engage in a one-day, Virtual Direct Effect® Innovation Challenge that preserves the educational value, collaboration, creativity, and fun of the in-person events.

We recognize that every school has a different mix of tools and resources at its disposal. With that in mind, this Guide provides overall approaches, suggestions, facilitation tools, and materials to allow faculty members to apply the model to their academic environment and needs.

This Guide reflects the best practices and resources the Direct Effect® team developed while executing multi-school Innovation Challenges. We hope you will use this Guide as a collection of tips and suggestions to help you craft an event that serves your students' needs and inspires their marketing interests.

TOOL BOX

All of the resources referenced in this Guide are available for download in the **Digital Resource Pack,** available at: **https://postalpro.usps.com/virtual_deic.**

In addition to these digital online resources, Direct Effect offers an Innovation Challenge-in-a-Box that complements this Guide. The Box contains:

• Two copies of the USPS Irresistible Mail Book, which presents engaging examples of print+digital implementations, as well as pull-out sample mailpieces.

• A hard copy of the Facilitator's Guide.

• A USB drive pre-loaded with all of the resources contained in the Digital Resource Pack.

To request the Innovation Challenge-in-a-Box, please email: **DirectEffect@usps.com**

Let the Direct Effect®
Team Help

The Direct Effect® team is available to help as you plan your virtual Innovation Challenge. You can email the team at **DirectEffect@usps.com** with your questions, or you can request a planning call prior to your event to ask questions or solicit feedback on your event plan.

We recommend reviewing this Guide, significantly planning your event, and formulating a list of key questions and concerns prior to a call with the team. Planning calls should ideally take place a minimum of one week prior to your event date so that time remains to implement any changes or other outcomes from the call.

The Direct Effect® Team is available to you throughout your planning and execution process. Please do not hesitate to reach out!

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PRE-EVENT

Structuring Your
Innovation Challenge

There are several ways to structure a virtual Innovation Challenge. An Innovation Challenge might include students from:

A single course
Students from one class form teams of 4-5 and compete against each other in creating an integrated marketing campaign.

Multiple courses within a single area of study
Students from multiple marketing classes (or business or design classes) form teams of 4-5 and compete against each other in creating an integrated marketing campaign.

Courses within multiple areas of study
Students from a variety of disciplines form teams of 4-5 and compete against each other in creating an integrated marketing campaign.

Multiple institutions
Students from various universities form teams of 4-5 and compete against each other in creating an integrated marketing campaign.

The Innovation Challenge format accommodates any of these scenarios and draws on diverse skills to allow a variety of students to shine.

QUICK TIP!
We have found that a balanced team of interdisciplinary students yields the most well-rounded marketing campaign.
This also allows students to learn from one another and gain new industry-academia perspectives.

Regardless of the structure of your Innovation Challenge, a total size of between four and ten teams of 4-5 students per team works best. This format keeps the final five-minute presentations to under one hour total.

Hosting **Needs**

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As the host, your primary challenge will be distributing crucial information ahead of time, ensuring all video conferencing services are functioning properly, presenting key content, and keeping the event on track and on time.

Platform Requirements

You will likely host your Innovation Challenge via the video conferencing platform your school supports. Whatever that platform may be, ensure that it supports the following functions:

Hosting
The platform should allow you, as host, to perform certain essential control functions, such as starting the presentation, muting and unmuting participant audio and video, recording the session, and transferring control in the event of technical difficulties.

Presenting
Several presentations occur throughout the event. It is important that your chosen platform allows this function. This function is often labeled "Present" or "Share Screen", depending on the platform.

Changing presenters
All participants should be able to enter presenter mode. This will accommodate the initial host presentation, student final presentations, judging presentations, and any hosts announcements in-between.

Muting/unmuting of participants

Given the number of active participants in your Innovation Challenge video conference, it will be necessary for all to be able to mute and unmute themselves as needed, and for the host to be able to centrally mute and unmute participants.

Functionality to allow for questions

Using a platform that has a Q&A function will make questions less disruptive to the group. Participants can type their questions into the chat box and the host can address them at a convenient time.

Recording

While not essential, this function will allow you to create a video recording of the session audio and video, allowing you to share student presentations or key learning moments in the classroom, on social media, or via other avenues.

QUICK TIP!

We recommend doing a dry run of your event with a few volunteers several days prior to the actual event to ensure that roles and duties are clear, your execution plan is effective, and the technology works as expected. It's also a great way to let students take an ownership stake in the event.

Video Conferencing

You will need to provide guidance to participants on how you expect them to meet virtually. This could include working through a platform provided by your college or using a free or licensed service, such as Zoom or Skype. Whatever platform you choose, ensure that it is clear how and when each participant should access it.

Two recommendations for how you may want to structure your conferencing are:

1 Use a platform that allows you, as the host, to enable breakout rooms for each student team, judges, and the clients and facilitation team to convene privately.

2 Use a platform that doesn't feature breakout rooms, and have students set up their own separate team meetings via their choice of technology.

Emergency Helpline

Regardless of the platform and format, provide all participants with an emergency contact mechanism--either email, text, or phone — that will help them with any technical issues that they may encounter. This will ensure that all participants stay connected and complete the event.

QUICK TIP! You may consider reaching out to a member of your school's information technology (IT) staff to perform this emergency helpline function.

Material Needs

At in-person Innovation Challenges, students create a physical mockup of their direct mail pieces using a basic set of provided materials. For the virtual Innovation Challenge, we recommend informing students that they will need the following materials to complete the Challenge at home:

Paper	Tape or glue	Markers / pens	Scissors

We recognized that due to the remote nature of the virtual Innovation Challenge, some students' access to supplies may be limited. As the host, you can reiterate to students that their mail pieces need not be intricate, and that if they would prefer, they can mock them up on their computers instead. Those who do craft physical mailpieces can share their work by presenting photos.

One key online resource that you can direct your students to for mail piece inspiration is the US Postal Service's Irresistible Mail™ webpage. On this webpage, students will find examples of well-integrated digital + physical mail pieces. Simply refer them to the following link: **www.irresistiblemail.com**.

Some other key resources that you will need to host your virtual Direct Effect® Innovation Challenge include the:

USPS Integrated Direct Marketing Presentation

This presentation is typically given by a representative of the US Postal Service, but can be given by the event host. Remember, the Direct Effect® team is available to help.
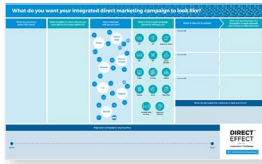
Integrated Marketing Canvas

This tool presents a simple menu to help guide students through conceptualizing and crafting their integrated marketing campaign.

Live-Client Presentation Template

The template displays key aspects of the client challenge and can be used to help clients frame their challenges.

Student Presentation Template

The provided template frames key aspects of the student response and provides a pre-made graphic format for the student presentations. Some student teams prefer to design their own presentation.

You will find each of these documents in the Digital Resource Pack.

Additional Hosting Considerations

Depending on your vision for your event, additional hosting considerations might include:

- Arranging for social media support or other coverage with the university media department, if desired.
- Pulling in your university marketing department, or industry partners, for collaboration.
- Arranging to share or showcase student work.
- Integrating the event into a broader course.

Recruiting a Live Client

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Securing a live client to challenge students with a real integrated marketing need is a crucial, early step in planning an Innovation Challenge.

The event format can accommodate a wide range of potential client types, and past live clients have included regional non-profit and economic development organizations, municipalities, state governments, utilities, and multinational corporations. Business-to-business, business-to-consumer, and government-to-constituent marketing needs have all yielded compelling challenges and engaging, creative student campaigns.

QUICK TIP! You can use your university's marketing department as the live client. Students know what drew them to the school and are in the target demographic. Put that knowledge to work!

The most important factor in working with any live client is that its representative is able to create and convey a business challenge that is:

• Well-defined, with specific goals, target audiences, timelines, and constraints.
• Relatable to the students' experience and level of marketing knowledge.
• Achievable within the event time with the materials and resources available.

QUICK TIP! The Direct Effect® team can help you find a live client by drawing on the vast network of USPS, industry, and academic contacts.
Email **DirectEffect@usps.com** to start a conversation.

In recruiting live clients to participate in an Innovation Challenge, key benefits of participation to emphasize include:

- Accessing fresh ideas and youthful thinking
- Increasing brand recognition in a valuable demographic
- Forging connections with local academics
- Connecting with students for recruitment and internships
- Providing a community service

QUICK TIP!

Should you have difficulty finding a live client, or would simply rather one be provided for you, the Direct Effect team has created two ready-to-use live client challenges provided by one of our past Direct Effect Innovation Challenge partners, Cincinnati Bell. Both a consumer and small business challenge are provided. Recorded challenges and accompanying slide decks are available in the **Digital Resource Pack.**
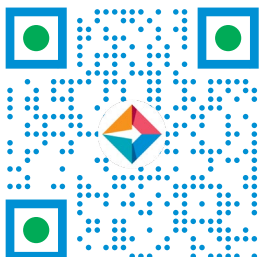
Scan or Click to view

The video of the Direct Effect® Innovation Challenge held at the University of Cincinnati in November 2019 examines the experience of live client Cincinnati Bell, and can be shared with prospective live clients, as well. You can access it by scanning the QR Code, or in the **Digital Resource Pack.**

Framing the Live-Client Challenge

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Clients will ideally be able to present their challenge themselves via videoconference and interact with students to answer questions, provide additional context, and network. If the live client has a marketing agency, have the agency join the live client for the virtual event, if possible. Having an agency representative present gives students further insight into the roles, players, and considerations that go into developing campaigns.

Each client challenge should be presented via a slide deck and include:

• Brief background on the organization
• Description of the challenge to be addressed
• Key differentiators of the product or service to be marketed
• The target audience segment
• Other relevant marketing efforts undertaken or underway
• Metrics for success

In many cases, live clients require assistance from host faculty to frame their challenge in a scope and scale that is appropriate for an intensive, one-day event for student marketers. Challenges should consider the participants' experience level, the complexity and familiarity or unfamiliarity of the client's business or offering, the complexity of the challenge, and the time and materials available to craft a meaningful campaign framework in response.

QUICK TIP!

The Digital Resource Pack that accompanies this guide provides a **template for live-client challenge presentations.** The template outlines the parameters that have proven effective in presenting students with a clearly defined marketing challenge. However, it is important to let live clients express their brand, voice, and culture through their presentation so that students can craft campaigns that reflect the client. Be flexible!

Recruiting **Students**

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Once you have secured a live client, it is time to recruit and organize student participants. Direct Effect® Innovation Challenges typically function best with four to eight teams of four to five students each.

When determining how many participants to invite, keep in mind that you may experience some no-shows on the day of the event. To reduce the number of no-shows, some schools have offered students course credit for attending the event, but flexibility remains important. Be prepared to adjust team assignments on the fly on the morning of the event, and have a plan for how to restructure within the digital tools you have available.

While past Innovation Challenges have included students with a wide variety of majors, the highest student and faculty interest typically comes from the following programs:

Marketing	Business/ Entrepreneurship	Graphic Design	Communications

QUICK TIP!

To assist with student recruitment, the electronic resources accompanying this Guide include **an invitation template,** and **a spreadsheet template** for recording participant information to help guide your student and faculty outreach.

Organizing Student Teams

When organizing your student teams, keep the following in mind:

- A team size of 4-5 students has proven most inclusive and effective for Innovation Challenges. However, slight variations in size among teams are fine and have not significantly influenced results in past Innovation Challenges.

- You can allow students to form their own teams, or you can assign students teams yourself in advance.

- In the leadup to the event, you will want to message to students that they will be working in teams and describe how that group work will be performed. Pre-event communications can set these expectations and ensure consistency and fairness.

- If you are assigning students to teams, consider balancing teams by including students from various disciplines. If you are hosting teams from multiple universities, keeping students in teams by school helps to fuel friendly interscholastic competition.

- If hosting teams from multiple classes within one University, or hosting teams from outside Universities, requiring student teams to be accompanied by a faculty member helps minimize facilitator involvement in keeping students coordinated and on task. However, the role of the accompanying faculty member is primarily for student guidance and support, not for assistance in developing the campaign itself.

Recruiting and Organizing Judges

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Your event will need a panel of 3-5 judges who will choose the winner(s) of the event based on how well the campaigns:

- Answer the business challenge
- Integrate digital and print technologies
- Demonstrate creativity and sound marketing knowledge.

Judges will listen to and score the student presentations and adjourn to a separate video conference or virtual breakout room to deliberate before deciding on a winner.

Live clients are the foundation of the judging panels, as they have the deepest understanding of their business challenge and have committed time and energy to the event. There is flexibility in filling the remaining seats at the judges table. Options include:

- Faculty colleagues
- Deans and department chairs
- Local marketing professionals
- Industry experts

It can be helpful for judges to be online for the entire event to fully understand the process, but it is not essential. Whether judges are online for the day or log in only for the presentations, hold a brief judges meeting prior to the student presentations to review the process, challenge, and judging criteria (see Event Timeline, p. 34).

The **judging criteria** are provided in the **Digital Resource Pack.**

QUICK TIP!

While some judging panels make judicious use of the scoring sheet, others prefer more free-flowing debate to determine a winner. Choose whichever method works best for your school, your judges, and your live client.

Pre-Event Communications

The following communications will ensure that your participants are prepared for the day of the event. Pre-event communications should include:

Communications to Students and Faculty

Email invitation to students and faculty to include the date and time of the event, an overview of the event, and registration instructions.

Email to registered participants several days prior to the event to include the appropriate video conferencing links, access information, a PDF of the condensed day-of schedule, and key details such as who to contact with technical questions.

Communications to Live Clients

Email a week prior to the event, reiterating the date and time, outlining roles and responsibilities, and providing key information such as the day-of schedule and video conferencing links and access information.

Communications to Judges

Email a week prior to the event, reiterating the date and time, outlining their roles and responsibilities, when they should be available, and providing them with the judging criteria.

EVENT DAY

Facilitating the Event

As the event facilitator, you will be responsible for ensuring that all hosting needs are met, that student teams are checked in and assigned to their respective teams and challenges, and that the event runs on time (see Event Timeline, below, for details).

Facilitating a virtual event typically requires a team of 3-4 people.

- One to serve as a "control tower" to run the virtual conference experience. The control tower will broadcast all presentations to the group, and has the power to mute and unmute participants.
- One to emcee the event and give presentations. The emcee will speak to the presentations that the control tower is broadcasting and be the overall voice of the event.
- One (or two) persons to serve as backup control towers in the event of technical issues (e.g., loss of internet connectivity), manage the Q&A queue, and monitor chat windows and email for questions and issues.

Desired **Outcomes**

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Direct Effect® Innovation Challenges serve as experiential learning exercises for students looking to improve their understanding of industry best practices. They result in three key outcomes:

1 **Students use learnings from the morning presentation and the integrated marketing canvas to frame their campaign.** **The integrated marketing canvas** (provided in the Digital Resource Pack) guides students through the components of an integrated marketing campaign.

2 **Students produce a campaign that addresses each slide of the student presentation template,** including: client insight, target audience insight, and an in-depth explanation of which direct mail campaign elements they are going to use.

3 **Students create a physical mailpiece prototype that reflects their technology integrations.** It is important that students know that this piece is a prototype and that that are not expected to produce a polished mail piece. Students may also choose to create their mail piece prototype using a computer-aided design tool. A **slideshow of student mailpieces** from past competitions is included in the Digital Resource Pack.

QUICK TIP! Please have students send you a .jpeg or PDF file of their mailpieces after the event, and email them back to the Direct Effect® team at **DirectEffect@usps.com** for our archives. Thank you!

Sample Event Schedule

The following provides an overview of how a Direct Effect® Innovation Challenge should run, from beginning to end. You will find a more in-depth, annotated event timeline in the next section of this guide.

1 The event facilitator and the live clients will present their respective introductory presentations, allowing time for questions.

2 Student teams break into their own separate video conferences or virtual breakout rooms to create their integrated marketing campaigns.

3 By the designated time, students send their presentation decks to the facilitation team. The facilitator provides the presentations to the judges for reference.

4 All participants reconvene for student presentations.

5 Once all presentations have been completed, the judges confer privately to select a winner.

6 All participants reconvene and the live client(s) announce the winner(s), explain why the winning campaign was selected, and thank all participants for their efforts.

7 The facilitator thanks all participants, announces that **certificates of completion** (provided in the Digital Resource Pack) will be distributed after the event, and closes the event.

QUICK TIP! Keeping all participants on time during a virtual event is of utmost importance. We suggest sending important announcements out through the general attendance conference, as well as directly to the student teams, to remind participants of the time remaining.

You will find a **sample condensed schedule** in the **Digital Resource Pack.**

Annotated Event Timeline [step-by-step how-to]

The following event timeline is intended only as a guide, and should be adjusted to fit your specific hosting needs.

8:00 AM
1 Hour

Host team joins hosts' conference call
Assemble the facilitation team on an exclusive conference call to review the event schedule.

Gather and load all introductory presentations
Uploading and opening all morning presentations (e.g., marketing lesson and client challenge decks), in order of presentation, prior to participant arrival onto all host's computers helps smooth transitions. Ensuring that all hosts have the presentations at their disposal will reduce the impact of any technical interruptions.

Ensure that all conference links are up and running, and that all hosts have access to them.

Provide students with the materials necessary to conceptualize their campaign.
Students will need access to: overview presentation, live client challenge presentation, student presentation template, integrated marketing canvas, and any live client logos and creative assets. Materials can be emailed or shared via cloud storage.

Access the videoconference line and load the introductory presentation.
Host team members should have access that allows them to set up presentation mode prior to attendees of the conference signing in.

8:30 AM
15 Mins

Welcome live clients and review schedule and agenda
Convene the facilitation team and live clients to review the event timeline and review roles and responsibilities.

9:00 AM
30 Mins

Student Arrival and Registration
Students will begin to log on to the video conference . One member of the host team should track each login and record it on their master attendance spreadsheet. It can be helpful to have a "hold/about to begin" slide on-screen to confirm for attendees that they are in the right place.

9:30 AM
10 Mins

Announcement: 10 minute warning for speakers
Thank attendees for joining and inform them the presentation will begin shortly.

9:40 AM
10 Mins

Welcome & Introduction
Introduce the event goals, the format, the live client.

9:50 AM
20 Mins

Integrated Marketing & Innovations Overview
This presentation introduces students to key tools to be used in crafting their campaign, including integrated marketing basics and the Integrated Marketing Canvas. If desired and feasible, the Direct Effect® team can arrange for a USPS representative to deliver this content at your event.

10:10 AM
10 Mins

Guidelines for Challenge + suggested time use
This is a review of rules, expectations, and guidelines, such as fair use of images from the internet, timing of pencils-down, the format and process for submitting and presenting campaigns, and how campaigns will be judged.

10:20 AM
10 Mins

Introduction of Challenges
Ensure that clients present the challenge as CLEARLY as possible, as this presentation guides students efforts for the remainder of the day.

10:30 AM
5 Mins

Q&A on Challenges

10:40 AM	**Announcement: Break into groups and begin work**

11:00 AM 3.5 Hours	**Begin working session**

12:00 PM

Announcement: 2.5 hours remaining
Don't forget: It is important to have at least one of your host team members accessible at all time throughout the day to answer any questions that the students may have.

1:00 PM
15 Mins

Judges' briefing
Introduce judges to one another, review the judging criteria, and ensure all judges understand the business challenge. Prepare judges to ask one question of each student team.

Review process
Familiarize judges with the presentation format (5 mins oral presentation with a slide deck and a mail piece prototype, with one follow-up question from a judge).

Review and explain criteria
Review the judging score sheet and answer any questions.

Assign order of presentations
Determine the order in which teams will present.

1:30 PM

Announcement: 1 hour remaining
Remind teams to practice their presentations in advance, including transitions between speakers. Not every team member needs to speak during the presentation.

2:00 PM

Announcement: 1/2 hour remaining

2:30 PM

Announcement: Pencils down
Organizers should plan for how students will submit their presentations at deadline. Options include emailing to one of the organizers or submitting them to a shared drive. Share this process with students during the review of guidelines in the morning.

2:30 PM
15 Mins

Break / Prep time
Distribute student presentations to judges and ensure judges are online.

2:45 PM
1 Hour

Begin student presentations
When planning your own timeline, allow 1-2 minutes for the transition between teams. To enforce time limits, appoint one organizer as timekeeper. The timekeeper should inform students of one minute remaining.

3:45 PM
15 Mins

Judging begins
Judges should exit to their assigned video conference or virtual break out room. Notify students and other attendees of the reconvening time.

4:00 PM

Announcement: Reconvene
Judges should reconvene to the videoconference.

4:05 PM
10 Mins

Live client representative announces winners
LIve clients should offer some insight on why the judges chose the winning campaigns.

4:15 PM
10 Mins

Adjourn & Next Steps
Thank students, clients, judges, and faculty for their participation and review key takeaways.

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Follow-up & Next Steps

Congratulations on completing your Direct Effect® Innovation Challenge. With most of the hard work done, there are only a few tasks left to complete.

Next steps include thanking all of your participants, including students, faculty, live clients, judges, and any school employees or partners who helped produce the event. You can also share the results of your Innovation Challenge with the Direct Effect® team by sending photos, a report, and/or winning campaigns to **DirectEffect@usps.com.** We would love to share your success with our community of academics and printing, mailing, and marketing professionals. We want to amplify your success!

Following Direct Effect® Innovation Challenges, several live clients have chosen to work with winning teams to implement versions of the winning campaigns, working with students to make their visions a reality. If there is an opportunity to do so following your Innovation Challenges, we encourage you and your students to pursue that valuable experience and continue the hands-on learning begun at your event.

To help bring your Innovation Challenge to a close, we have provided **student participation** and **winner certificate** templates and thank you email templates in the Digital Resource Pack. We encourage you to invite participants to remain involved in the Direct Effect® initiative!
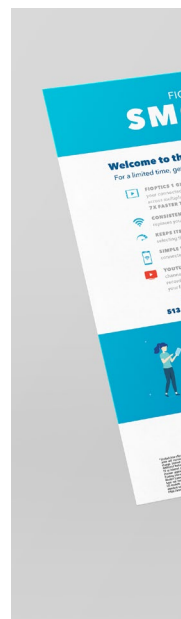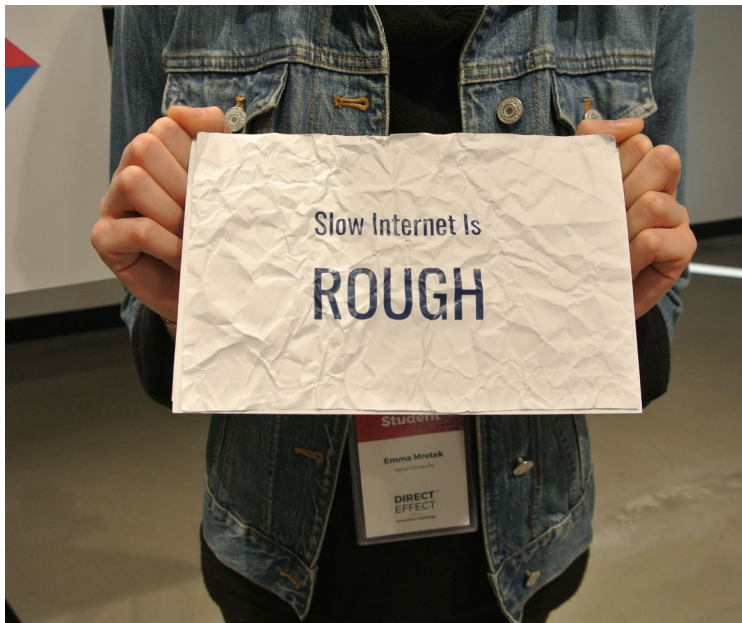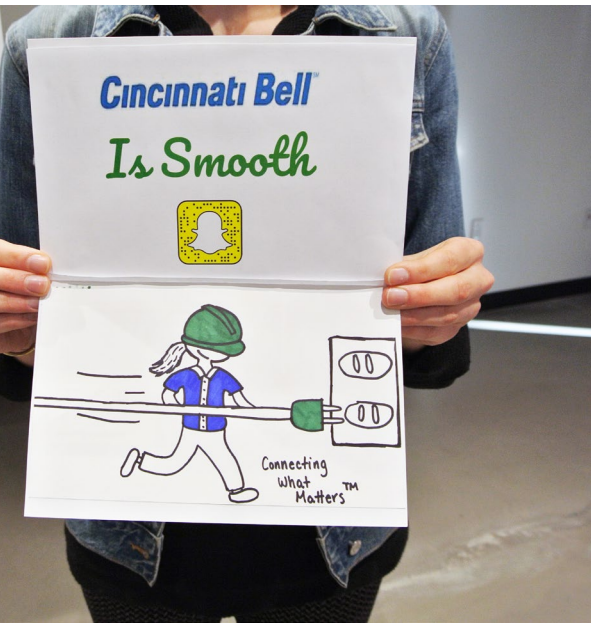
Tools and Resources Index

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TOOL BOX

Below are resources organized by the section where they were referenced within the guide.

You will find all of these resources in the **Digital Resource Pack** posted at: **https://postalpro.usps.com/virtual_deic**
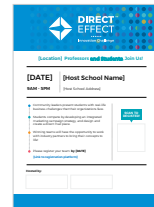
Pre-Event

Sample Live-Client
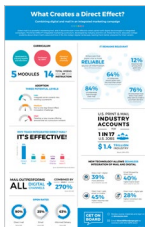Presentation (Cincinnati Bell)

DEIC
Overview

Event Invitation
Template

Participant Information
Spreadsheet
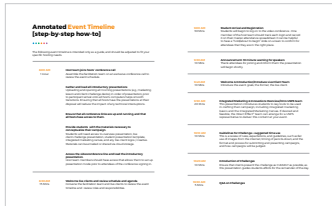
DEIC Planning
Checklist

Preparing Students for Modern
Integrated Marketing

Direct Effect
Infographic

Live-Client
Presentation Template

Event Day

Annotated Event Timeline

Condensed Event Schedule

USPS Integrated Direct Marketing Presentation

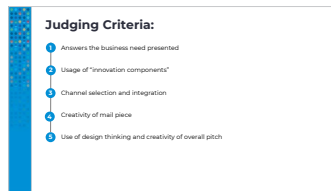Using the Integrated Marketing Canvas
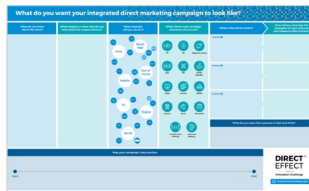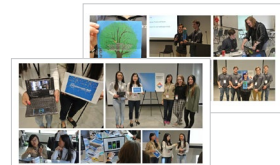

Integrated Marketing Canvas

Student Presentation Template

Judging Score Sheet

Judging Criteria
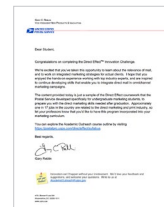

Gallery of student mailpiece samples

Post-Event

Winner Certificate Template

Participant Certificate Template

Sample DEIC Completion Letter