

# connect

ENGAGING MARKETING MINDS

MAR/APR 2017

What roles  
and skills will be  
needed beyond 2020  
*and where are the  
leaders that  
are cultivating  
them?*



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# EMBRACE THE NEGATIVE

**E**very year, we tell ourselves we just want to be happy, build great relationships and make lots of money. But the problem is not that we all want the same things; it's that we may be asking the wrong questions. Consider the great Charlie Chaplin, who once said, "To truly laugh, you must be able to take your pain and play with it." So, as a new year begins, perhaps our resolutions need to change from wanting the positive

to embracing the negative.

Certainly, a new year brings hope, and we all strive for a great attitude. But the more compelling question may be, what pain we are willing to take in order to achieve our objectives? In other words, what sacrifices are required to make our dreams a reality?

Business objectives are no different than personal goals. We must decide what kind of pain we are willing to take to build our brand and carry out our overall strategy. More specifically, can we let go of the immediate gratification that dominates our culture and stay the course through adversity?

Every new year begs the question about what we want to have in our business. And the realities of our individual lives are that whatever we wanted to attain soon will be the thing that causes us the pain. The ones we love will be the ones we fight with the most. The dream job we landed will be the one we stress over the most. So it is in business, too. The strategies that catapult us to new heights soon will be the ones that no longer have merit and weigh us down.

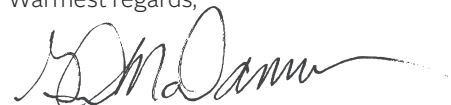
Accepting the never-ending journey of ups and downs in our personal world is human. Similarly, it makes sense to embrace the struggles in business that offer opportunities for growth. Acceptance of challenges is the first step to making the progress we desire.

Joy doesn't just sprout out of the ground like daisies and rainbows – it grows from problems. And business success is generated from the acceptance and active engagement of negative experiences and challenges – not the avoidance of them.

In the first issue of the year, we're proud to bring you our cover article, "20/20 Vision." The story delves into the major challenge of our business lives – what the future job market looks like. In addition, our second feature, "Balancing Act," examines how to manage our needs along with those of others – a key component to any great company.

We wish you a year full of challenge and growth, and look forward to developing along with you.

Warmest regards,

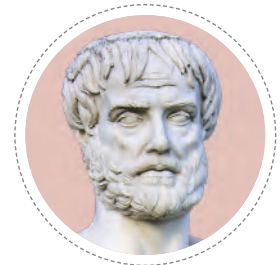


Gina M. Danner, CEO

**BUSINESS OBJECTIVES ARE NO DIFFERENT THAN PERSONAL GOALS. WE MUST DECIDE WHAT KIND OF PAIN WE ARE WILLING TO TAKE TO BUILD OUR BRAND AND CARRY OUT OUR OVERALL STRATEGY.**



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2020





## Building Jobs in the New Landscape

By  
Michael J.  
Pallerino

**You might want to sit down for this.** In its “Future of Jobs” report, the World Economic Forum predicts that 5 million jobs will be lost before 2020, as artificial intelligence, robotics, nanotechnology and

other socio-economic factors replace the need for human workers.

It's a lot to take in. But there is some good news (if you can pick yourself up off the floor). These same technological advances also will create 2.1 million new jobs. And here's the catch – many of the new jobs will be in more specialized areas such as computing, mathematics, architecture and engineering.

And all of those manual and clerical workers who may find themselves out of work? They most likely will not have the required skills to compete for the new roles.

This is the type of conversation that Daniel Burrus has a lot. Considered one of the world's leading futurists on global trends and innovation, Burrus is a strategic advisor to executives from Fortune 500 companies. On any given day, he will help develop game-changing strategies based on his proven methodologies for capitalizing on technology innovations and their future impact.

As he looks out over the Fourth Industrial Revolution that already is gaining steam, Burrus sees a world that's changing on a dime, only to stop, and then change again. As the three accelerators (bandwidth, processing power, and storage) grow at an exponential pace, Burrus says new positions are emerging in the tech sector, and traditional jobs are getting tech-related overhauls. This means the skills required to do these jobs are always changing.

The solution: It's up to both employees and employers to keep up with these trends.

“When it comes to the future of your industry, how secure do you feel, not only in your position, but in your career, your abilities, as a whole?” Burrus asks. “The era in which a professional could go to school for a specific skill or trade, develop his or her acumen and skills, and stick

***Leaders must think about what key things their company is trying to accomplish and how executing on those goals will change in future years.***

with that skill set to establish and grow a career until retirement has passed. Now, the future of your career doesn't depend on whether employment is available at any given company; it depends on just how employable you are.”

And that requires constant learning, being proactive in making sure the skills you have fit the market in its current state, as well as its varied demands for employees with up-to-date skill sets.

“We're living in transformational times,

# TRANSFORMATION

and if your job description isn't already changing, it probably will in the near future," says Burrus, author of *The New York Times* and *The Wall Street Journal* best-selling "Flash Foresight" and "Technotrends." "You can't afford to stand still in your career, as many used to in generations past. You can't simply coast along and be complacent in terms of not pursuing more training or a better education tailored to the skills you'll find yourself needing sooner rather than later."

The bottom line is pretty clear cut: To stay competitive, your company must anticipate the most significant technology trends shaping your business and changing your customer, and then develop innovative ways to use them to your advantage – both inside and outside of your organization.

And, as Burrus warns, if it can be done, it will be done. If you don't innovate and use these technologies to create a competitive advantage, someone else will. "For both employees and employers, education is key," he says. "Prospective employees need to continuously augment their skill sets and pick up new hard and soft skills in order to remain employable."

### GETTING AHEAD OF THE CURVE

In today's increasingly technological world, disruptive changes to business models continue to profoundly impact the employment landscape. According to

the "Future of Jobs" report, many of the major transformation drivers currently affecting global industries will continue to significantly impact jobs, ranging from significant job creation to job displacement, and from heightened labor productivity to widening skills gaps.

In the rapidly changing employment landscape, the ability to anticipate and prepare for future skills requirements, job content and the aggregate effect on employment falls on today's leaders.

In his book, "Jobs to be Done: A Roadmap for Customer-Centered Innovation," Stephen Wunker says that in a challenging economy filled with nimble competitors, no one can afford to stagnate.

"It's a big mistake to focus on organizational functions as they're defined today," says Wunker, managing director of New Markets Advisors, a boutique consulting firm that helps uncover customer needs and chart innovative paths to growth. Wunker and his team work closely with Harvard Business School Professor Clayton Christensen, highly regarded as one of the world's top management thinkers, to build consulting practices based on his research.

Wunker says leaders must think about the key things their company is trying to accomplish and how executing on those goals will change in future years. For example, the need to connect with consumers directly has been a long-

standing need, but the means of doing it has shifted from direct mail to e-mail to social media.

"The long-term needs are usually very consistent, and can cross functional silos," Wunker says. "The capabilities required for execution can change, but often in predictable ways."

### OPERATION RE-SKILL

In its report, the World Economic Forum said that without urgent and targeted action today to manage the near-term transition and build a workforce with future-proof skills, businesses will have to face the reality of shrinking consumer bases.

***It's a big mistake to focus on organizational functions as they're defined today. The capabilities required for execution can change, but often in predictable ways."***

—STEPHEN WUNKER,  
MANAGING DIRECTOR,  
NEW MARKETS ADVISORS

So, what paths should leaders be acquiring to make sure they have value as innovation marches forward?

## FUTURE WORKFORCE STRATEGIES

### INDUSTRIES OVERALL

Source: Future of Jobs Survey, World Economic Forum.

(SHARE OF RESPONDENTS PURSUING STRATEGY, %)

65%	Invest in re-skilling current employees
39%	Support mobility and job rotation
25%	Collaborate, educational institutions
25%	Target female talent
22%	Attract foreign talent
22%	Offer apprenticeships
14%	Collaborate, other companies across industries
12%	Collaborate, other companies in industry
12%	Target minorities' talent
11%	Hire more short-term workers

“Every leader must understand that we live in an economy that is constantly changing because the consumer is constantly evolving,” says Eliakim Thorpe, a highly recognized entrepreneurial thought leader and creator of the T.H.R.I.V.I.N.G. Organization: A New Philosophy to Transform Organizations.

Thorpe says that company innovation, advancing technology, consumer habits and global economic forces are rapidly reshaping the labor landscape, which requires leaders to be fully versed on how to get in front of the job curve.

“What’s truly required is a visionary leader who is very skilled in leveraging the whole organization to understand the labor market,” says Thorpe, who has worked with and consulted for Fortune 10 to Fortune 500 companies such as IBM, Whirlpool and GM. “This leader must leverage his CFO, HR department, operational best practices, to measure workforce needs. He must also leverage a robust Information Technology ‘ecosystem’ that has the ability to access company performance data, crucial economic and job market data via its information technology infrastructure and other external job/economic indicators.”

In addition, Thorpe believes today’s leaders must be completely engaged with the workforce needs of their organizations based upon company goals and strategic direction. Leaders must develop a collaborative organization that is skilled in research, recruiting, retention and understanding of how government regulations affect emerging markets and the economy.”

Some schools of thought suggest that employers overhaul best practices in areas like recruiting. Why not make your organization a destination for valued talent with a culture of learning and employee encouragement?

“For both employees and employers, education is key,” Burrus says. “Prospective employees need to continuously augment their skill sets and pick up new hard and soft skills in order to remain employable. Employers facing a talent shortage need to develop new recruiting methods and be willing to provide necessary additional training to new hires. From both sides, it’s clear that the most important aspect of this talent and employment shortage is the pursuit of modernized knowledge.”



# 15 **HARD TRENDS** THAT WILL CREATE DISRUPTION... AND OPPORTUNITY.

- 01 Big data gets bigger as use of high speed data analytics expands
- 02 Cloud computing rapidly expands with advanced cloud services
- 03 Virtualization of hardware and software will increasingly redefine IT
- 04 On-demand services rapidly become the norm
- 05 Wearables and applications go mainstream
- 06 Consumerization of IT rapidly expands
- 07 Gamification, socialization and personalization of training and education
- 08 Online learning is redefined and rapidly gains momentum
- 09 As use of eBooks, eNewspapers, eMagazines & interactive eTextbooks rapidly grows, paper versions increasingly function to attract new readers
- 10 Social search and analytics, along with social business applications, will grow rapidly
- 11 Smartphone growth drives a major shift in global computing
- 12 Mobile apps for business processes grow rapidly
- 13 3D displays for smartphones and tablets start to appear
- 14 Augmented Reality (AR) Apps and devices start to grow
- 15 Visual communications for business increase



**Source:** Daniel Burrus, founder, Burres Research







# HANGING IN THE BALANCE

How to manage  
selfish needs with the  
well-being of others

By Charles Lunan

**L**

In the case of Cotopaxi, which makes tents, sleeping bags and other gear for outdoor adventures, the certificate calls for inspiring “social and environmental change that results in the improvement of the human condition, increased social consciousness and the amelioration of poverty.”

By the time Davis and Jacobs met at the Wharton School of Business in 2010, Davis was already running his second successful online retail startup in Brazil and scouting industries susceptible to disruption. But as someone who grew up in Latin America, he also had a yearning to lift people out of poverty.

So, in 2013, he and Jacobs founded Cotopaxi as a benefits corporation to send a signal to both consumers and potential investors that it was committed to a triple bottom line of profits, people and planet. Two years later, the company

last May, as sales were taking off at his company in Salt Lake City, Cotopaxi founder and CEO Davis Smith was milling about a train station on the border of Slovenia and Croatia awaiting a train jammed with refugees from Syria. His mission was to learn what he could about their needs before traveling on to Istanbul to join 5,000 other people attending the World Humanitarian Summit.

That may not seem like the best way for the CEO of a startup to spend his time, but because Davis and Cotopaxi's COO Stefan Jacobs incorporated the company as a public benefits corporation in Delaware, Davis was merely doing his job.

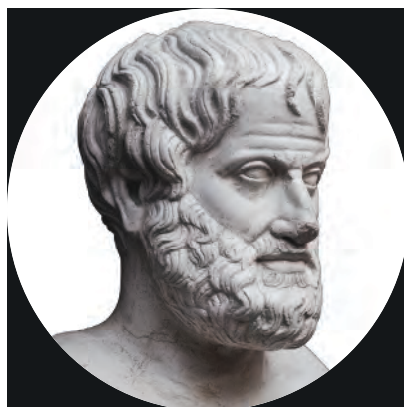
Delaware law requires that “B Corp” officers and directors balance the pecuniary interests of their stockholders with “the best interests of those materially affected by the corporation's conduct, and the public benefit or public benefits identified in its certificate of incorporation.” The law enables B Corps to pursue social and environmental goals without risk of being sued by investors for not maximizing shareholder returns.

became the first incorporated as a B Corp from inception to raise venture capital from institutional investors.

Cotopaxi, which takes its name from a volcano in Ecuador, used some of that \$6.5 million in Series A capital to hire Lindsey Kneuve at its first chief impact officer. Best known for writing

a report on human trafficking in Silicon Valley for the region's preeminent community foundation, Kneuve went to work bolstering Cotopaxi's non-profit partnerships and social and environmental compliance programs.

That year, the company spent about 3 percent of its sales funding grants to



**“WEALTH IS  
EVIDENTLY NOT  
THE GOOD WE  
ARE SEEKING; FOR  
IT IS MERELY USEFUL  
AND FOR THE SAKE  
OF SOMETHING ELSE.”**

—Aristotle,  
The Nicomachean Ethics

non-profit partners working to improve health, education and employment outcomes in impoverished communities. It also inspired hundreds of people to collect trash, plant trees and donate food at festivals it sponsored across the United States. In Salt Lake City, it launched a pilot program to teach refugee youth computer science skills. Not too shabby for a three-year-old company with less than \$1 million in annual sales.

In 2016, Kneuen focused on implementing standards designed to promote humane treatment of geese, ducks, sheep and llamas that produce the down and wool used in Cotopaxi's products. She added a questionnaire to the company's product design brief to get product developers to begin thinking about the social and environmental impacts of the products at the design stage.

That initiative aims to ingrain such thinking in employees and improve the company's GIRS Ratings, which are derived from an assessment tool B Lab developed to help its companies woo socially minded investors. It also helps back up the company's tagline – "Cotopaxi: Gear for Good" – with consumers.

Research by professors at Harvard suggests that the more an industry engages in "hostile investor-centric behavior," such as greenwashing, mass layoffs and high levels of income inequality between top executives and average workers, the more likely it is to spawn certified B Corporations.

That's certainly true in the outdoor gear business, where Patagonia, Klean

Kanteen, Newton Running, the footwear brand Olukai and fly fishing brand Fishpond have all converted to B Corps in a bid to distinguish themselves from the competition. All told, B Lab has certified more than 1,700 – or about 40 percent – of benefit corporations incorporated in the United States since 2007.

However, B Corps also are a response to socially minded entrepreneurs who are convinced that with the right legal protections, businesses can and should play a bigger role in addressing the world's social and environmental challenges. "It's no longer an option," Richard Branson wrote in a preface to the latest annual report for The B Team, a not-for-profit group inspired by the B Corp movement that he co-founded in 2013 with 22 other executives. "Business must become a force for good."

The report goes on to explain how businesses large and small can address global warming, income inequality and resource depletion to enhance the overall well-being of the planet and its inhabitants.

## Echoes of Aristotle

While the "triple bottom line" was not widely used until 1994, when British author, entrepreneur and environmentalist John Elkington coined the term, the debate over the rewards of altruism can be traced back 2,500 years to a debate between two Greeks.

Aristippus of Cyrene argued that happiness could best be achieved through hedonism, or satisfying one's immediate sensual pleasures, while

minimizing discomfort. Aristotle countered that pursuing pleasure rarely produced long-lasting happiness, which could only come from realizing one's full human potential. He described this as eudemonia, which is derived from the Greek word for "true nature" and connotes a more holistic sense of well-being.

"One swallow does not make a summer, neither does one fine day; similarly, one day or brief time of happiness does not make a person entirely happy," Aristotle wrote in his ethics treatise, "The Nicomachean Ethics."

In the United States, the notion of eudemonia gained adherents in the 1970s and 1980s as disasters such as Love Canal and Three Mile Island compelled many to question growing glorification of unbridled self-interest. The zeitgeist contributed to the making of the 1987 motion picture, "Wall Street," in which a corporate raider played by actor Michael Douglas famously lectures business students about the virtues of greed.

When the Exxon Valdez slammed into a reef in Alaska's Prince William Sound two years later, a small group of pension fund managers and other Exxon investors issued "The Valdesse Principles," which called for a new sustainable business model that would "protect the health of the planet and the long-term prosperity of its people."

## Today's CSR movement

Corporate social responsibility, or CSR as it's come to be known, has since flourished with help from Elkington's pioneering work helping organizations figure out ways to measure their social and environmental impact. Elkington has served on the boards of dozens of not-for-profits and corporations, ranging from the Nature Conservancy Council and the Dow Jones Sustainability Index, to BP and his own consulting firms. Few have done more to expand and improve corporate disclosure of social and environmental impacts.

Meanwhile, the authors of the "Valdesse Principles" morphed into Ceres, a global non-profit that has



B Corps are a response to socially minded entrepreneurs who are convinced that with the right legal protections, businesses can and should play a bigger role in addressing the world's social and environmental challenges.



lobbied for fuller disclosure of corporate environmental, social and human rights performance globally via the widely adopted Global Reporting Initiative, where Elkington once served on the board. As of late 2016, Ceres had helped pension funds and other activist shareholders secure climate-related commitments from 350 publicly traded companies. The organization takes its name from the Greek goddess of fertility.

In the past five years, state pension funds have gone on to divest their stakes in companies that manufacture the modern sporting rifles used in mass shootings; banks have cut back their

lending to the coal industry; and U.S. retailers have opted to close their stores on Thanksgiving Day in a bid to advance the common good. Thirty states and the District of Columbia have enacted benefit corporation legislation to make it easier for businesses to pursue the triple bottom line.

Kneuen, who has developed sophisticated grant-making and employee engagement programs for multi-national companies through the Silicon Valley Community Foundation and built rural literacy programs in Kenya, is convinced the benefits corporation movement marks a significant milestone.

"Companies like Oracle and Patagonia have been giving for decades," Kneuen says. "These companies have made social and environmental innovation and leadership core to their businesses. Their persistence, disruptive thinking and longevity have enabled great impact. This hasn't been the norm across the private sector but now you are seeing a shift in consumer expectation and entrepreneurial mindset that is leading to more and more businesses that have truly integrated models. That a young company hired someone like me to create a plan for social impact from the outset is different and exciting."



## 5 TIPS FOR ACHIEVING EUDEMONIA

Aristotle argued that humans can only achieve well-being by fulfilling their needs as physical, emotional, social and rational beings, a concept psychologist Abraham Maslow expanded on in 1943 by publishing his hierarchy of needs. Here's a look at how some of those needs may help guide you during your quest for eudemonia:

**1 Physiological**  
Though listed at the bottom of Maslow's pyramid of needs, adequate nutrition, exercise and rest are essential to our optimal performance. Act accordingly.

**2 Security**  
It's difficult to feel happy or fulfilled when toxic relationships, depression or your physical environment threaten your personal safety. Just naming those threats and setting deadlines to deal with them could improve your sense of well-being.

**3 Belonging**  
If you're working remotely from home or are introverted, consider joining a small group such as a book club that meets regularly. If nothing

else, you'll maintain social skills that are important to your overall well-being.

**4 Serve**  
Religion has long taught, and research has since validated, the notion that humans feel most complete when serving others to advance the common good. This helps explain what people mean when they say volunteering makes them "feel connected to something bigger than themselves."

**5 Self-Actualization**  
Well-being also hinges on self-esteem, which hinges on achieving goals and honing skills. That can range from completing a marathon to tying and casting the perfect fly. Compile a list of skills you'd like to master and start working on them.

# STRENGTH

“Today’s [brands] have to accept the role of both a growth and customer experience champion. **Being the growth champion means making sure that you really understand the market you are playing in and how you win.**”

– **Martyn Etherington**, CMO and senior VP of business operations at Cisco Jasper, on why it’s important for brands to continually reshape customer experience expectations



Ah, the blog. In the world of content marketing, blogging has become the lead-in for every thought leader with a story to tell. But which blogs garner the most play? According to TrackMaven’s “How to Build a Better Blog Than Your Competitors: 2017 Blogging Report,” blog posts that are fairly long – between 1,200 and 1,400 words – receive the most social shares (428) per post, on average.

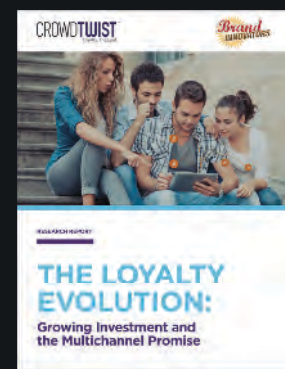
As for posting, the most competitive day of the week to publish is on Wednesday, while the busiest time of day is noon (EST). In addition, blog posts with short paragraphs get shared more often, with an average of 151 social shares per post.

The report was based on data from more than 65,000 blog posts published on company websites, as well as the 20 million-plus shares of those blog posts on Facebook, Twitter, LinkedIn and Pinterest. And just in case you’re wondering, using ALL CAPS in your blog title doesn’t work.

## New Year, New Focus

### STUDY SHOWS IMPORTANCE OF BUILDING CUSTOMER ENGAGEMENT

New year, new focus. That’s the strategy behind the increased emphasis on building customer loyalty in 2017. According to “The Loyalty Evolution – Growing Investment and the Multichannel Promise” report by CrowdTwist and Brand Innovators, 57 percent of brands say they are increasing loyalty program budgets. The report shows that marketers plan to drive engagement (31 percent), increase transactions (28 percent), increase spend (17 percent), create connections (14 percent), and collect and leverage data (9 percent). Interestingly, the report, which surveyed 234 digital marketers at Fortune 500 brands across the country, found that only 17 percent admit to being multichannel in their approach.





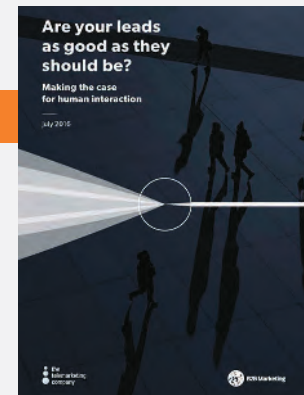
# We'll get back to you

## SURVEY SAYS COMPANIES LACK IN LEAD FOLLOW-UP PROCESSES

Marketing gets a lead and passes it on to sales. They follow up and score, right? Not so fast. According to the "Are Your Leads as Good

as They Should Be?" report by B2B Marketing and The Telemarketing Co., 30 percent of companies say they have no processes in place

to ensure that leads are qualified. Interestingly, 50 percent say they're confident in their ability to track and manage leads from cold to close, while 22 percent admit they aren't sure. The report, based on a survey of over 100 mid- to senior-level B2B marketers, stressed



the importance of the human element in lead follow-ups.

### SURVEY RESULTS

#### How marketers are following up on scored/qualified leads



# 40

**The percent of B2C marketers** that have a documented content marketing strategy, according to the "B2C Content Marketing: 2017 Benchmarks, Budgets, and Trends – North America" report from MarketingProfs and Content Marketing Institute. In addition, the report shows that 76 percent say their strategy includes a plan to operate as an ongoing business, not simply a campaign. Thirty-five percent report that their strategy is effective in hitting its goals. The report surveyed 2,562 recipients from a wide range of industries and company sizes from around the world.

# Print Rules

## SURVEY EMPHASIZES VALUE OF PRINT FOR SMALL BUSINESS OWNERS

When it comes to small business marketing, print is it.

According to Vistaprint Digital's "Micro Business Marketing Mix Report," 68.6 percent of small business owners with less than 10 employees say they use a strong mix of print with their online marketing strategies.

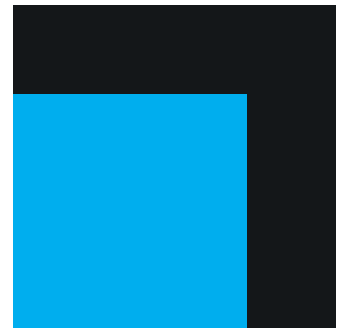
The report, which surveyed 1,000 small business owners and 2,000 consumers, also says 33 percent feel that having better consistency across print and online would impact their bottom lines.

**Here's a look at where they say print matters.**



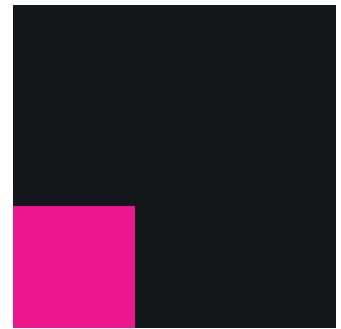
**51.1%**

Business Cards



**11.3%**

Print Ads



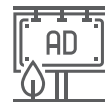
**11.1%**

Posters/Flyers



**7.3%**

Printed Brochures



**6.7%**

Signage







**What advice would you give today's marketers on how to stay focused, create conversations and increase conversions in 2017?**

Today's marketers who wish to stay focused should start by closing email and not touching their smartphones. Creating more conversation and increasing conversions comes with creating more content. Not just any content, but good, quality, thought-provoking content. I'm really good at focusing when I close my email and don't touch my phone. It's definitely something we should all do more of in 2017. I want to do a lot more testing of paid media platforms. More specifically, different forms of native advertising. I see this as the future of advertising and I want to learn everything I can about it next year.

**What should brands do to ensure these touch points are consistently hit?**

Marketers, customer service people and communications professionals will use live "news rooms" to track and listen to social media chatter. Some will even use geo-fencing on mobile devices to track online conversations happening in their brick and mortar locations.



**How important will customer engagement be?**

Customer engagement is always important. It's easier to keep a customer than it is to bring on a new one. Jay Baer wrote a whole book on it, "Hug Your Haters." The difference in tomorrow's customer engagement versus yesterday's is the channels of engagement. We have a generation of people coming up who aren't interested in calling or emailing a company. They'd rather tweet or post their complaints, problems, concerns, etc. Businesses better be prepared.

## Trending with...

Content marketing thought leader **Chad Pollitt** dishes on what to expect in 2017



**C**had Pollitt's name seems to be everywhere these days. As one of the country's foremost content marketing thought leaders, Pollitt's insights are regularly tracked by the likes of *Forbes*, *The Wall Street Journal*, *The New York Times*, *Inc.*, *Ad Age*, and many others. A decorated veteran of Operation Iraqi Freedom and former Army commander, these days, Pollitt serves as the VP of Audience and co-founder of Relevance, an agency, events company and digital magazine dedicated to content strategy, promotion and marketing. If that isn't enough, along with authoring several books, Pollitt also is an adjunct professor of Internet Marketing at the Indiana University Kelley School of Business, and adjunct instructor of Content Marketing at the Rutgers University Business School. For more than 15 years, he has been creating profitable online campaigns for some of the world's most recognizable brands. See what he believes marketers can expect in 2017.

“THE DIFFERENCE IN TOMORROW'S CUSTOMER ENGAGEMENT VERSUS YESTERDAY'S IS THE CHANNELS OF ENGAGEMENT. WE HAVE A GENERATION OF PEOPLE COMING UP WHO AREN'T INTERESTED IN CALLING OR EMAILING A COMPANY.”

**How do today's consumers want to be engaged?**

That mostly depends on their generation. Some prefer email, while

others stick to their social media du jour. Some even prefer to make an old fashioned phone call. That said, I think we can safely rule out faxing.

**What's the best piece of advice you can offer today?**

Be consistent. Brands aren't built overnight. Whether it's a personal or business brand, the act of building one is a marathon, not a sprint. Start with creating good content and have a plan for promoting it. Build an audience. Harvest that audience. Rinse and repeat.

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