

# connect

ENGAGING MARKETING MINDS

NOVEMBER / DECEMBER 2019

## HEAD OF THE TABLE

WILL MARKETING FINALLY  
TAKE ITS RIGHTFUL PLACE?





# Make Your Direct Mail **STAND OUT** with a Shape-Cut Envelope



- Create a Custom Shape
- Closed Face or Window Envelopes
- No Extra Cost to Mail
- Imprint on Preprinted Envelopes
- Multiple Envelope Sizes and Shapes Available

Call **816.459.8404**, or visit [goNextPage.com/ShapeCutEnvelopes](http://goNextPage.com/ShapeCutEnvelopes) for more information.  
Visit [nxtpg.co/shape-cut](http://nxtpg.co/shape-cut) to download a **FREE Shape-Cut Envelope eKit**.

# BELLS & WHISTLES

R

unning a business is filled with complexity. In many instances, the logistics of any organization requires a great deal of attention. But the mentality that may lead to the most robust and efficient solutions runs counter to the over-engineering that dominates business.

We have fallen prey to the idea that we have to keep adding “bells and whistles” to everything we do. I suppose we figure that becoming the Swiss

Army knife of solutions endears us to our customers. The idea of actually removing functionality from our platform seems completely illogical, but oftentimes, overriding conventional logic is where true innovation lies.

The simple solution is to be focused on your client. Whether you sell tangible products or the intangibles associated with creative, we are not what we do or what we make. It does not matter how fancy our solutions are or how old our assets may be. What matters is the simplicity of serving.

Trust is developed when a consistent pattern of behavior is demonstrated. When your customer knows that you are invested in the long-term relationship, everything else follows. And despite the attention that most people give to the things that are always changing, the ones who own the relationship will always win.

The marketers that own the hearts and minds of a segment don't need to worry about the next greatest marketing tool. They don't need to spend half their time trying to keep up with the latest changes. The ones who have a relationship will ultimately be able to source any bell or whistle that the client needs. They understand that trust is the simplest and most robust solution of them all.

In our efforts to continue to build trust, we are excited to share a couple of great articles with you. Our cover feature, “Head of the Table,” taps right into what is near and dear to you. Read how marketing is the cornerstone of great relationships and business overall. Marketing is having a resurgence and deserves its due.

In addition, in our second feature, “The State of Graphic Design,” we asked some cool designers about why good design still matters and how it has become a vehicle for intimate engagement.

Enjoy and all the best,



Gina M. Danner, CEO



**Survival of the savviest**

05



**Ring it Up**

12

- 02 **Cover Story** ..... Head of the Table
- 06 **Feature** ..... The State of Graphic Design
- 10 **Tactics** ..... Strategies you can use
- 12 **How to** ..... Survey outlines what B2B buyers want during sales journey
- 13 **On the Record with** ..... Zvi Band

**WHEN YOUR CUSTOMER KNOWS THAT YOU ARE INVESTED IN THE LONG-TERM RELATIONSHIP, EVERYTHING ELSE FOLLOWS.**

## connect

### **Publisher**

Gina M. Danner

### **Graphic Designer**

Beau Gailey

Connect is published bi-monthly by NextPage® 8300 NE Underground Drive, Pillar 122, Kansas City, MO 64161. ©2019. All rights reserved.

For more information, contact us at 866.938.3607 or visit [goNextPage.com](http://goNextPage.com).

# HEAD OF THE TABLE

**THE CHANGING ROLE OF TODAY'S CMO**  
BY MICHAEL J. PALLERINO

**SARAH TOURVILLE** has seen her share of changes over the years. In 2006, after years of managing media and analyst relations programs for Motorola in London, she settled in southern England and started Media Frenzy Global Media. Today, powered by Tourville's vaunted industry connections, the branding/marketing/content marketing firm helps implement media campaigns around the world, focusing intently on delivering accountability and results. With each passing day, Tourville, who has since moved the firm to Atlanta, sees a marketplace ripe with change and vibrancy. A new generation of consumers—all with different wants and needs—is forcing today's brands to evolve and reset their strategies.

If you want to unpack some of what Tourville sees, start with the fact that the way in which marketers go about their jobs is past the point of “but that is the way we always used to do it.”

Trends change. Consumers evolve. New strategies emerge. As today's brands adopt more of a digital-first marketing mindset, the legacy train of thought is stepping aside to a new way of thinking.

“The only way to keep pace with the times is by investing in an ‘in tune’ marketing team with a seat at the table, one that can counsel on all major decisions,” Tourville says.

Did you see where she went there? Brands must invest in an “in tune” marketing team with a seat at the table, one that can counsel on all major decisions. With the rise of direct-to-consumer brands like Allbirds and Warby Parker, for example, brands are weaving marketing into the fabric of their branding.

Take Allbirds. Design simplicity. No flashy logos. No senseless details. Just comfortable shoes. That's what Tim Brown and Joey Zwillinger set out to deliver in 2016, when after years of research and development they unveiled a revolutionary

**“WHETHER THE  
C-SUITE KNOWS  
IT OR NOT,  
EVERY ACTION A  
COMPANY TAKES  
REFLECTS ON  
THE BRAND.  
MARKETING  
SHOULD NOT  
WORK IN A SILO  
IN ANOTHER  
DEPARTMENT,  
BUT RATHER BE  
IN SYNC.”**

**— SARAH TOURVILLE,**  
MEDIA FRENZY GLOBAL MEDIA







**“THE FATE OF EVERY BUSINESS LIES IN ITS ABILITY TO UNDERSTAND ITS CUSTOMERS’ NEEDS AND OFFER NEW AND COMPELLING SOLUTIONS, FASTER THAN ITS COMPETITION. MARKETING BRINGS THAT CONNECTION WITH CUSTOMERS.”**

**— ANDREW AU, INTERCEPT GROUP**


wool fabric specifically for footwear. The new category of shoes—inspired by natural materials—embraced the mantra of creating better things in a better way. Within a few years, the brand’s value soared to more than \$1.5 billion.

As Zwilling said, “The altruism is that if everyone uses this, it’s going to be great for the environment. The pragmatism is that if everyone uses it, the cost is going to go down.”

Tourville’s take comes from the marketing side—in that you not only have to give people what they want, you have to tell them about it, too. “Empathy and being able to understand various types of consumers is critical in building an impactful brand,” she says. “The key to a successful marketing campaign is creating memorable experiences that make consumers not only remember your brand, but actively engage with it. The key question is why. Why choose your brand? What separates your company from the market? This is what marketing can do to help your brand stand out from the crowd and build the essential customer touchpoints needed for adoption and retention.”

What Tourville and other marketers are finding is that key company decisions must stem from a marketer’s point of view. With the end goal to drive more revenue and grow the business, making decisions without factoring in the responses of key external stakeholders is counter-intuitive. Marketers are always thinking of how different decisions will impact the target audience or stand out to acquire new segments of the market. Rejecting this type of strategic thinking often leads to working in circles.

“Investing in a CMO is a move that any mature brand must make, if it hasn’t already,” Tourville says. “The CMO must be privy to all internal conversations so that both internally and externally, the brand sounds and looks authentic. Whether the C-suite knows it or

not, every action a company takes reflects on the brand. Marketing should not work in a silo in another department, but rather be in sync. Brands cannot afford to market themselves one way and act another in today’s age of transparency.” 



# SURVIVAL OF THE SAVVIEST

**ANDREW AU** believes that we are in the midst of an unprecedented disruption. Take a look at the Fortune 500 list since year 2000 and you will find that 52 percent of those organizations have turned over. In other words, more than half could not survive disruption.

Why? The pace of change within the external marketplace is far exceeding the pace of change internally, and brands are struggling to keep up. Enter the tail spin. "Today's companies, especially the largest enterprises, face the ultimate threat: irrelevance," says Au, co-founder and president of marketing consultancy Intercept Group Organizations. "We're seeing start-ups and scale-ups, which are inherently agile, hijack industries as a result. Simply put, they're doing a better job of keeping up with change."

That leaves larger organizations fighting for survival. Au says today's customers are expecting more. They demand omni-channel experiences, better value and hyper-personalized offerings. To have a puncher's chance, brands must start reclaiming relevance with their customers.

That starts with giving marketing a seat at the table. Historically, marketing has been viewed as a cost center. Today, however, marketing has evolved into a profit center driven by a perfect storm of advancing technologies, rising customer expectations and shifting marketplace demographics.

"The brand lives to serve the needs of its customers," Au says. "The

fate of every business lies in its ability to understand its customers' needs and offer new and compelling solutions, faster than its competition. Marketing brings that connection with customers. Look at today's leading brands that are winning the mindshare of customers—Amazon, Tesla and Netflix. They are all customer-centric organizations. In other words, they're marketing-led organizations."

The strategy is in the strategy. Today, the CFO is the conductor of strategic plans for most brands. They have a sightline into all lines of business plans and are tasked to guide long-term strategic visions and short-term KPIs. But some think CMOs need to play a more active role in strategic and business planning processes. "This heightened level of responsibility means marketers need to

step up their financial acumen and embrace a culture of profitability, not just customer engagement," Au says.

If a reshuffling of the seats in a boardroom were to play out, it means that brands are taking a hard look at what it really means to survive in today's consumer-centric climate, i.e., viewing marketing as an integral part of the sales process.

"Marketing done right has never been a complement to sales, but rather handles a good portion of the sales process entirely," Tourville says. "The ideal marketing campaign will draw consumers to your brand and engage them. Through a good mix of education and dynamic messaging, there will be no need to sell the product or service, as your target audience will be ready to commit. With so many new channels and tactics, marketers can unlock side doors to find potential prospects and speed them along the marketing funnel."

The key to giving marketing a bigger play is in your mindset. The first step is to sit down with your marketing team and lay out the goals and aspirations of the company from a big-picture point of view, breaking it down departmentally. Oftentimes, Tourville says, both the organizational and marketing goals will align hand-in-hand.

"Giving marketing teams the resources they need to grow a brand's audience and awareness is the only way to achieve sustainable success," she says. "You wouldn't cut your operations department in half and expect the same results. The same can be said for marketing. A brand with no clear identity, both internally and in the market, is doomed to fail. With today's rate of innovation, almost every industry has seen some form of saturation with multiple providers and solutions forming every day."

In the end, a robust marketing strategy can help your brand stand out and navigate what appears to be a crowded market. That means pulling out a chair at the board table.



# THE STATE GRAPHIC DESIGN

**HOW CREATIVES SEE THE LANDSCAPE SHAPING** BY ALYSSA RUANE



Modern times call for new approaches to decades-old practices. Anyone in the marketing landscape today realizes this—with AR and VR disrupting reality and consumers' tastes shifting with a single tweet—the brand playing field has never been more robust, crowded or exciting.

As a full-circle brand experience becomes more and more crucial for customer loyalty, creatives are being challenged to provide more solution-oriented work that can encompass much more than their core competencies. Because branding requires consistency and purpose, design practitioners are being trusted to transform ideals into not only visuals, but integral brand experiences that resonate long after the first touchpoint.

For an inside look at today's graphic design landscape, we sat down with







three experts across the country. Our panel included Loryn O'Donnell, brand strategist and president of DFW's AIGA, the professional association for design and adjunct professor of design at University of Texas at Arlington; Bob Faust, principal and design director, Faust; and Oen Michael Hammonds, design principal, Employee Experience Design at IBM.

### GIVE US A SNAPSHOT OF TODAY'S GRAPHIC LANDSCAPE.

**Oen Michael Hammonds:** Today's design landscape is broader and deeper than it has ever been before. Broader in the sense that we can no longer think of the graphic designer as only a visual designer. Designers entering the discipline can now look at the design practice from a multitude of dimensions from visual, digital, environmental, service, and more. In a more in-depth perspective, designers need to go deeper into not only their core skills but also understanding the secondary skills needed to stay relevant in this continuously changing industry.

**Loryn O'Donnell:** Designers are continually stepping away from traditional, rigid brand standards and into this exciting, new arena where identity systems are flexible, even interactive. And as technology advances the presence of AR and VR in our lives, we'll see more designers transitioning identity systems to be adaptable in new ways that are appropriately engaging within these spaces as well.

**Bob Faust:** While graphic design is still an amazing way to make a living, the expertise level of practitioners being hired has greatly expanded from those with reasonable learn-on-the-fly software skills to strategic, multidisciplinary firms with decades of proven experience.

It used to be potential clients would interview firms that could be compared pretty much apples-to-apples. But I have been in many situations where I can't identify what determined the finalist list. I believe there is a good chunk of the work out there that once was considered critical communication that is now considered more like a commodity.

For these projects, a lesser skillset seems

warranted. And then there is the other chunk of work: a more specific, bespoke and challenging type of work—one that may start with branding, but cross over to packaging, environment, social media and product itself. For these projects, clients are looking for the artist/designer. This newer role and less categorized one is now extremely important and much more visible.

### WHY DOES GOOD DESIGN STILL MATTER?

**Faust:** Good design is the way art gets into everyone's every day. And art is the energy that makes life magical.

“ONE WAY TO CREATE MORE INTIMATE ENGAGEMENTS AS A BRAND IS TO IDENTIFY THE TOUCHPOINTS, THE EXACT MOMENTS, WHEN PEOPLE ARE MOST CLOSELY CONNECTED WITH A BRAND.”

— LORYN O'DONNELL,  
ADJUNCT PROFESSOR OF DESIGN, UTA

**Hammonds:** Thomas J. Watson once said, “Good design is good business.” Design matters—even more today, because as practitioners, we now have a seat at the business table. More importantly, we have metrics that we can speak to that matter to business leaders.

According to Forrester, good design has shown to have a 300% increase return on investment. Also, good design is not limited to the look and feel of the object. Consumers are also expecting the usability of the experience to be useful and personalized.

**O'Donnell:** Why? Today, we can do almost anything with minimal effort on our cell phones. When you encounter a high effort digital activity, that's bad design. And poor design makes you dramatically less likely to use a particular app/website again. It has forever been true that people choose to do business with companies that provide

easy and positive experiences, but tech has transitioned the bulk of the “experience” issue away from customer service teams; it's a question of good design.

### WHAT ARE YOUR CLIENTS LOOKING FOR TODAY?

**O'Donnell:** Even at the small business level, I'm seeing clients ask for design work that solves a problem. Less people seem to seek designers simply because they want to look good, and are finally understanding that beautiful yet meaningless creative work does not accomplish their goals. Having studied philosophy prior to graphic design, I have found ways to design with purpose for each client since day one, and I'm so energized to see local restaurants seeking out a complete brand strategy instead of a logo design.

### HOW ARE BRANDS CREATING MORE INTIMATE ENGAGEMENTS THROUGH DESIGN?

**Faust:** The idea of branding as critically systematic is breaking down. And the idea of simply connecting an idea to a brand's essence, however that needs to happen, is gaining momentum.

**Hammonds:** Personalization and service have been significant in how brands have tapped into consumers to ensure brand loyalty. Big data has allowed companies to offer everything from knowing body measurements to offer up personalized clothing suggestions to knowing when a family typically gets home to set the thermostat ahead of their arrival. Good designers know how to use this data to make the experience feel welcoming and non-intrusive.

**O'Donnell:** One way to create more intimate engagements as a brand is to identify the touchpoints, the exact moments, when people are most closely connected with a brand, and find ways to highlight their experience during that instant.

### WHAT DESIGN TRENDS ARE YOU SEEING OUT THERE THAT ARE SPARKING MORE CONNECTIONS WITH CONSUMERS?





**Faust:** Environment as an opportunity to make an associated imprint.

**Hammonds:** Consumers are asking for much more straightforward but engaging experiences, “Tell me what I need to know, and tell me how to get it.” Over-thought designs can get in the way of creating useful, meaningful experiences.


**O'Donnell:** Humans have a bit of an inclination to dislike that which looks old, and it is true more and more each day that old things are irrelevant. So to an extent, visual design trends must continuously

change to meet the market for things that look new and fresh. This is why adaptive branding is on the rise—there is no single design trend I could offer now that I have reason to believe would still spark a solid connection with consumers in five years.

#### **WHY IS PRINT STILL A VIABLE OPTION IN THESE ENGAGEMENTS?**

**O'Donnell:** With way less opportunities for brands to engage people in the physical world, product packaging design is sort of seeing an elevated place. Brands are saying, “Alright, our first physical introduction really happens when you check the mail.”

**Faust:** Because you can touch it. It makes the experience human. You remember the room you read it in. The way it felt. How you had to fold the page back and adjust yourself in your chair to read it. All those things make a memory stick.

**Hammonds:** With all the different channels and mediums for a designer to choose from, print needs to be a strategic option to engage consumers, not the only option. Also, we must remember that not everyone has access to digital mediums. Printed materials are one of the only mediums that allows everyone to have access. 

# TACTICS



## SEND. OPEN. REPEAT.

### STUDY SHEDS LIGHT ON STATE OF EMAIL ENGAGEMENT

It is the email that will change everything. You took time to craft it, read and re-read it. Your message is everything, so how it is received matters. Is it any wonder that the email has become sort of an art form? But don't forget about the execution. According to Litmus' "The State of Email Engagement," 23 percent of all email opens happen within the first hour. After that, the number drops in half. To help you get your bearings on some of the hows and whys, here is some data that will reveal where your email campaign stands:

- ▶ 21% of all email opens in the United States happen between 9 a.m. and noon (local time)
- ▶ Email opens peak between 10 a.m. and 11 a.m., and hit their lowest point between 2 a.m. and 3 a.m.
- ▶ Mobile opens are fairly steady between 8 a.m. and 10 p.m., while webmail and desktop opens spike in the morning and start to drop in the afternoon
- ▶ 61% of emails are read for more than 8 seconds
- ▶ The average person spends 13.4 seconds reading an email

## 7 WAYS TO MAKE YOUR MESSAGING MATTER

The marketing formula is pretty straightforward: Create messages that will resonate with your community, generate interest in your brand and turn you into a thought leader. Easy, right? The truth is that when done correctly, your messaging can help transform your brand. To help you better organize your strategy, here are nine tips from the Forbes New York Business Council:

### 1. GIVE 'EM WHAT THEY WANT

Remember: It is not about you; it is about the customers. Give them what they want and they will be back for more. That means stick to what works.

### 2. BE ORIGINAL

Don't patronize your community by regurgitating a bunch of information that is irrelevant and outdated. Taking the time and commitment to provide content that is thought provoking and useful makes a difference.

### 3. DON'T BE AFRAID TO SHARE WHAT YOU KNOW

Being a thought leader means sharing the best practices that others can benefit from. It may be what your customers come for.

### 4. IDENTIFY YOUR TARGET AUDIENCE AND THEIR NEEDS

Identify exactly who you are speaking to and what keeps them up at night. Don't be afraid to give away the secret sauce.

### 5. CREATE MEANINGFUL, ENTERTAINING CONTENT

Keep your audience engaged, curious and wanting to learn more. Your messaging should allow potential clients to get to know you as a person and a brand.

### 6. PROVIDE VALUE

Clearly represent your brand and develop a strategy built for your consumers for every platform. Offer value, communicate the what and why, and be clear and consistent with your brand's message.

### 7. CREATE SOLUTIONS FOR YOUR IDEAL CUSTOMERS

Differentiating yourself from competitors does not mean constantly talking about yourself. Once you have identified your ideal customers, create content that focuses on them, not you.





## READ THIS NOW...

### 8 TIPS FOR TURNING YOUR CONTENT INTO ACTION

**CONTENT IS EVERYWHERE THESE DAYS.** In your emails. Your marketing pieces. On your website's landing page. The company brochure. Chances are if you are trying to drive sales, you are using content. But it cannot be just any content. When it comes to attracting users and converting customers, it is all about content. To help you get the most from your content initiatives, marketing and sales firm Ariad Partners offers the following guidelines:

#### **BE CONVERSATIONAL**

Use more personalization like “you” and “your.” Addressing your reader directly helps to close the distance between them and you.

#### **INCLUDE QUANTIFIABLE FACTS**

Facts are convincing because they are verifiable and concrete. The key is to use just enough to emphasize your point. Don't overdo it.

#### **EMPHASIZE ACTION**

Conversion is action. If you want more people to buy, subscribe or contact you for more information, tell them. Inject action verbs and phrases

throughout your copy, particularly those that make the reader envision doing or achieving something.

#### **BE SIMPLE AND CONCISE**

When you have someone's attention, you have seconds to give them a reason to stick around. The more you write, the less people read.

#### **WRITE WITH SEO IN MIND**

The complex world of search engine algorithms is ever-changing. If you want high-quality content that resonates with your audience, it needs to be sustainable and shareable.

#### **USE COMPELLING HEADLINES**

Your headline should make people want to keep on reading. Be specific. Tug at emotions. Tell them exactly what to expect.

#### **USE A CLEAR CALL TO ACTION (CTA)**

If you do not tell people what they need to do, there is no reason to tell them anything. Be sure to outline your readers' next steps. Avoid using vague words like “next” or “continue.” Instead, use phrases like “Get Your Free Estimate” or “Subscribe to Our Newsletter.”

#### **BE PSYCHOLOGICAL**

“Only 3 days left.” “Today only.” You have to make your readers believe that they must act now. Start with the most important information and get to the point.



## Survey outlines what B2B buyers want during sales journey

If they want it, they will buy it. It is just that in between that conversion there is a lot happening. This much we know: Today's B2B buyers are engaging earlier and earlier with sales on their way to

selecting new solutions. According to the "2019 B2B Buyers Survey Report" by Demand Gen and Demandbase, 42 percent talk with a vendor during the first month of the buying process.

The study, which queried more than 250 senior-level B2B executives, took a deep dive into the buying journey. Following are some of the key snapshots of today's process:

**97%**

**SAY IT IS  
CRUCIAL FOR  
WEBSITES  
TO FEATURE  
CONTENT THAT  
IS DIRECTLY  
RELEVANT TO  
THEIR COMPANY**

**75%**

**ARE INVESTING  
MORE TIME  
TO RESEARCH  
PRODUCTS OR  
SERVICES**

**73%**

**ARE RELYING  
ON MORE  
SOURCES TO  
RESEARCH  
AND EVALUATE  
SOLUTIONS AND  
PRODUCTS**

**61%**

**RELY MORE  
ON PEER  
RECOMMENDATIONS  
AND REVIEW SITES**

**48%**

**SAY THAT  
WEBSITES ARE  
ONE OF THE  
FIRST THREE  
RESOURCES  
THEY USE  
DURING  
THE BUYING  
PROCESS**





### **Why should every brand take a deep dive into itself every now and then?**

If the only constant is change, then the only antidote is to monitor and respond to that change. Similar to a person's need to be mindful and analyze oneself, a company should be dedicated to asking itself the hard questions, leaving nothing on the table. By doing that, leadership and employees can gain a clear view into any changes of strategy, and act on them.

### **What are the best questions to ask?**

If we were to start this all over again, knowing what we know now, what would we do? Important to ignore the sunk-cost fallacy and not get stuck in the status quo.

How will our customers' needs and expectations change over the next five years? We all could practice more customer centricity. Stop thinking about your industry and think more about your partners.

What should we start/stop/continue about what we're doing today? This is an incredibly simple exercise that, while it can yield a lot of very tactical items, lets you understand patterns and find actionable things that will show your team you're paying attention and are agile.

What won't change? This is a great question posed by Amazon CEO Jeff Bezos (for Amazon, it was the customer's desire for low prices, great selection and fast delivery). This can be a helpful tool to identify, in the face of unrelenting change, the constants that you can always prioritize your time around.

### **What are some of the things that today's entrepreneurs should keep an eye on?**

Things like Big Data, AI and marketing automation. These are trends like others in history that can scare people, entire industries really. What is different now is the pace of change. Entire new industries are

## **ON THE RECORD WITH ZVI BAND**

RELATIONSHIP MARKETING STRATEGIST  
ON THE POWER OF MAKING CONNECTION

**H**is audiences vary. Entrepreneurs. Big company executives. High school classrooms. But there is one thing for certain—wherever Zvi Band talks, people listen. The founder and CEO of

relationship-oriented CRM Contactually has been a little bit of everything, including engineer, developer, entrepreneur, strategist and startup advisor. As a four-time winner of the "Washingtonian Tech Titan" award and a finalist for Ernst & Young's "2016 Entrepreneur of the Year Award," Band is a relationship marketing strategist that gets results.

His latest book, *Your Sphere: Leverage the Power of Relationships to Achieve Your Business Goals*, is a step-by-step guide to building and sustaining professional relationships and networks, which he says is the most cost-effective and high-return route to new, repeat and referral business.

We sat down with Band to get his thoughts on what every brand should know about knowing itself.



being created seemingly overnight. We are always operating with the knowledge that our skills can be rendered useless faster than we can react and adapt.

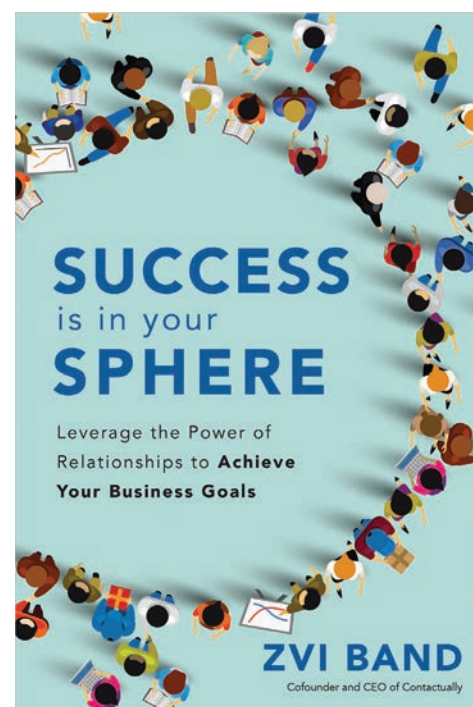
### **Why is it important to think outside of the box in today's ever-changing business climate?**

At risk of sounding cheesy, what is the point of thinking inside the box if the box itself is changing? With untold possibilities—5G, VR, Artificial Intelligence completely changing the world around us, why would it make sense to constrain ourselves to the way the world operates today?

### **What is a challenge in your business life that you faced down and conquered?**

My biggest challenge that I faced in my career is managing my own mind. While I had started and run businesses before, I had never operated one that had seen such scale—or faced so much adversity.

For an untrained mind, it's nearly impossible to not take personally every time an investor rejects you, candidate declines you, customer leaves you, etc. I've felt the highest of highs and the lowest of lows, sometimes in the same day, sometimes



without anything changing other than the thoughts crossing my mind. Learning to take control of that, identify that my thoughts of the moment are just that, and keep pushing, was critical to getting to where we are today.

# connect

by NextPage

8300 NE Underground Dr., Pillar 122  
Kansas City, MO 64161

goNextPage.com | 866.938.3607



## NextPage®... we Deliver **More**

Our FREE resources provide professional growth for you and your team.

Hey!

Request your FREE  
Shape-Cut Kit today  
and find out how to  
get your mail noticed  
and opened!

Create High Value Direct Mail  
with Shape-Cut Envelopes  
by **NextPage®**



To do list  
• Check account  
• Deposit check  
• Pay bills

The Envelope is your first impression.  
It shouldn't be an afterthought.

John Smith  
1234 Main Street  
Anytown, MO 64116



Visit  
<https://nxtpg.co/shape-cut>  
or  
Scan to download

866.938.3607

goNextPage.com

