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ENGAGING MARKETING MINDS

NOVEMBER / DECEMBER 2018



GETTING
PERSPECTIVE
THE OLD
FASHIONED WAY

GRASSROOTS



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ARTISTICALLY SPEAKING

Marketers and artists are the same. While the tools of their trade and the products they create may differ, both are in the same game—the making and selling of work that's personally and emotionally important to their audience. The labels of marketer or artist are simply semantics. What's more relevant than what we create is why we create it and for whom we create.

Being creative is not just about doing or producing something new. Oftentimes, we find ourselves trying to reinvent the wheel when the wheel works just fine. Maybe the wheel just needs another context or a bit of an upgrade to deal with the changing terrain. The artistry of adapting is just as magical as the creation of something new.

Creation, innovation and entrepreneurship are not just about putting stuff into the world—art and business alike are about doing things that make a difference. And while we have to believe in the product or service we create, true enrichment occurs when we have a passion for our customers.

In other words, we have to care about them to be able to make something for them, and we have to understand them to care about them.

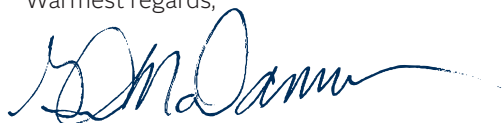
As marketers and creators, we must make things that add meaning to people's lives. We must change the way people feel before we can impact what they do or how they consume. As Seth Godin says, "If you want to make something new, start with understanding. Understanding what's already present, and understanding the opportunities in what's not. Most of all, understanding how it all fits together."

We use the publishing process to seek understanding so that we can create. Our content should be an example of listening to our market and having a better level of empathy.

In this issue, we tackled a couple of issues that are at the forefront of our community. In the cover article, "Grassroots," we discuss how marketers must reimagine their business and reinvent marketing. In addition, we discuss getting some perspective and understanding in our second feature, "Creating Difference."

Enjoy the issue, keep seeking understanding, and be creative. We are all artists.

Warmest regards,



Gina M. Danner, CEO



Authenticity Wins

05



**5 ways to
personalize the
customer journey**

11

02 Cover Story	Grassroots
06 Feature	Creating Difference
10 Quick Hits	Insights
12 Infographic	Growth Delivers
13 Trending with	Vishal Agarwal

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GRASS ROOTS

By Jennifer
Morrell

**GETTING
PERSPECTIVE
THE OLD
FASHIONED
WAY**

“

BACK TO THE BASICS.” Seems like a simple, yet effective, way to gain objectivity as a marketer. By examining a situation from an unbiased viewpoint, you can examine how you are reaching into your community to build your brand's reputation.

Independent validation is one of the fastest ways to build a brand's credibility. While your ultimate intent is a buying decision, you can implement solid tactics to accelerate the buyer's path to that decision.

“People buy based on credibility,” says David Pachter, co-founder of JumpCrew and host of the podcast, “JumpByDesign.” “The faster you can establish it, the lower your cost of acquiring a business lead or client.”

Today's buyers trust unbiased reviews from people who are most like them. In a world full of varying sources for content, the Top 3 most trusted sources of information for a potential buyer are recommendations from people they know, consumer opinions posted online, and editorial content.

On the flip-side, the three least trusted sources of information when making



buying decisions are biased online banner ads, mobile display ads and mobile text ads.

Phillip Stutts believes that every business should implement a simple marketing strategy that has nothing to do with paid advertising. He calls it the “Three Rs,” which stand for reputation, relationships and referrals.

“We never start with a paid campaign,” says Stutts, founder and CEO of Santa Rosa, Florida-based Win Big Media. “Everything we do and talk about with our business clients is to market in a different way. Be relevant and differentiated in the marketplace.”

Stutts says since 99 percent of people have a smart phone in their hands, take the position not to be another of those

“In today’s business landscape, time, people and resources can be limited. Businesses, therefore, must prioritize their efforts. They cannot be everything to everyone and perform well.”

companies. Don’t be one of an average of 5,000 ads seen per day by the average person. Instead, be an outlier by building personal relationships and later folding in a paid advertising campaign.

The most obvious way to build brand credibility is by generating reviews and testimonials. Public relations—good public relations—can help build awareness, if you can get your business in “best of” lists or

featured in general and trade publications. But the quiet, yet most powerful, way to build credibility is through strong word of mouth.

“That comes from being great at what you do,” Pachter says. “It is easy to get bad reviews when something goes wrong, but if you want good reviews, you will most likely have to ask for them.”

JumpCrew achieves positive reviews

USE YOUR TOOLS

Marketers have a variety of tools available at their disposal for grassroots branding, so why not use them? Brian Signorelli believes every business should have a Facebook Business page and a Google Business page. If you’re in e-commerce, you should certainly have an Amazon Seller page.

“These are all golden opportunities to gather buyer feedback about your business and make it available to other potential buyers,” says Signorelli, director of HubSpot’s Global Sales Partner Program and author of “Inbound Selling: How to Change the Way You Sell to Match How People Buy.”

Moreover, marketing methods such as case studies, customer reference programs, and other third-party review sites (think G2Crowd and TrustRadius) are excellent ways to build up and provide more unbiased information about your company. “This enables marketers to build their brand in an unbiased way,” Signorelli says.

Another important tactic is to target a specific audience niche or demographic, since the closer you can come to identifying the buyer, the better you can become at building the relationships that lead to sales.

In today’s business landscape, time, people and resources can be limited. Businesses, therefore, must prioritize their efforts. They cannot be everything to everyone and perform well. The



and testimonials from clients through content marketing, email programs, social media, and by calling clients on the phone and asking for them the old-fashioned way. Public relations strategies can vary, but what works for JumpCrew revolves around Full Stack Client Acquisition (FSCA), which starts with developing brand awareness.

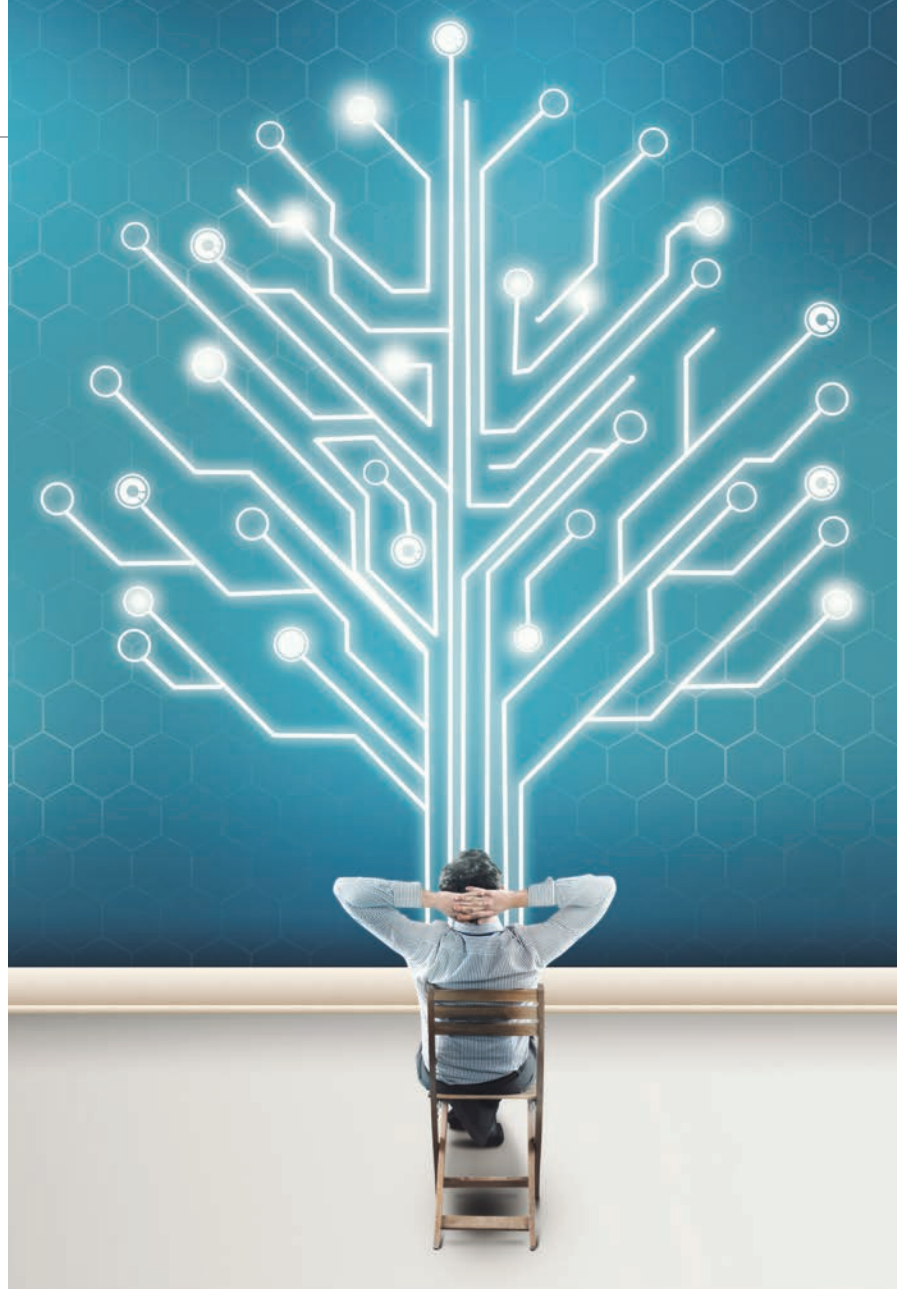
“Content marketing can be leveraged into email and paid campaigns to generate recognition with the goal of driving interest from a qualified lead,” Pachter says. “Hopefully, that interest converts to intent to purchase. Once you achieve interest, the tactics are about nurturing the lead by building trust in the brand and accelerating the intent to purchase. We do this with a sales conversion team.” 

risk becomes a blurred message and diluted brand.

“Ideally, businesses should target one, maybe two, specific audiences initially, and then expand into adjacent markets from there,” Signorelli says. “PayPal and Facebook provide excellent examples of how to do this in order to get early ‘product-market fit.’ PayPal initially targeted, more or less, anyone who was making online transactions. Then, they realized that their core audience was really eBay power sellers, because they cared the most about collecting payments quickly from buyers.”

Initially, PayPal built their product for eBay power sellers and then expanded into adjacent markets slowly over time to grow their business, Signorelli says. He also reiterates that we often forget Facebook started out as an extremely small social network created only for Harvard undergrad students.

“In time, Facebook expanded to more and more universities, then eventually the general public, and so on,” Signorelli says. “But part of the reason these businesses were so successful lies in the fact that they were very intentionally narrow with their audience early on, and then expanded over time as they gained more and more fit/traction.”



AUTHENTICITY WINS

Because people are hungry for relationships, brands should give them that, first and foremost. Tony Hsieh, CEO of the online shoe and clothing giant Zappos, helped build a billion-dollar company around this premise. His call center staff spends a longer-than-average amount of time on the phone with customers with the goal of not making a sale, but building a relationship. He also has a no-automation and no-overseas-call-center rule in place.

The result? A 75 percent repurchase rate through Zappos’ call centers, alone.

“It’s important to identify all the vehicles that can drive you toward your goals,” Pachter says. “Test them in a way that allows you to have the perspective to make smart data-driven choices.”

If you’re looking for the ultimate definition of the importance of continued grassroots marketing, Stutts offers this thought: “Every business owner should design a strategy around this question, ‘What would happen if the only way we got new business was from our current client base?’ Build a strategy around that question, and you’ll never go out of business.”

Learning



WHY
THINKING
OUT OF
THE BOX
MATTERS

By
ALYSSA
RUANE

Diff



ference



PRODUCT WILL ALWAYS HAVE A PLACE, BECAUSE WITHOUT YOUR PRODUCT, WHAT ARE YOU SELLING? EVERYTHING ELSE, THOUGH, IS UP FOR DISCUSSION.

DO YOU REMEMBER the four Ps of marketing? Product, Place, Price and Promotion were all important tenets of marketing at the time of their creation; but that's just the thing—they were created half a century ago.

Half a century ago, a lot of things about the business world were different. People were mailing correspondences. They were getting their news once or twice a day. There were fewer entrepreneurs muddying up the market.

Back in the 80s, Shaun Belding worked for national and international ad agencies. Things were different then. Up until about 15 years ago, marketers had real, direct control over a brand's positioning and image. Through advertising and marketing, a company had the ability to significantly influence how customers perceived and interacted with it.

Today, Belding says the control rests directly with the customer.

Today's market looks nothing like the one during which the original four Ps were presented. Thus, today's market needs new Ps.

"It's not that traditional marketing is irrelevant, but the reality now is that all it takes is a single 'United Breaks Guitars' moment to undo millions of dollars of marketing investment," says Belding, CEO of Belding Group of Companies and author of "The Journey to WOW." "United Breaks Guitars" was a viral music video created to shame United Airlines about breaking a passenger's guitar and not dealing with it appropriately. It's what we like to call a public relations nightmare.

In her book, "Difference," author and marketer Bernadette Jiwa describes the new Ps marketers should be using. Jiwa says marketers are creating a new framework for understanding what people want, recognizing opportunities, bringing ideas to market and doing business. The new framework enables marketers to create what needs to exist in the world.

"Creating what needs to exist" encapsulates Jiwa's vision for this new type of business framework, which she calls The Difference Model.

THE NEW PS OF MARKETING

Jiwa's book pivots on the fulcrum of The Difference Model. The old Ps of marketing were created to help marketers sell to the masses, but the more personalized consumer-to-brand interactions get, the less successful mass marketing becomes.

The new Ps, as Jiwa's Difference Model suggests, are principles, purpose, people, personal, perception and product. Product will always have a place, because without your product, what are you



selling? Everything else, though, is up for discussion.

The principles, the fundamental truths you should start with, can be divided into three different categories: the truth about you/your company, the truth about the industry or the market, and the truth about the people you want to matter to.

As you can imagine, simply asking yourself these questions can already conjure some revelations about your business's current state. Maybe you haven't thought much about the people you want to matter to. Maybe your goals have changed and you haven't realigned your processes accordingly.

Next, it's important to look at your company's purpose. This is the "why." We know what you do, but why do you do it? The "why" needs to be specific to your company and your vision—it's what helps set you apart from the others that do the same exact thing as you. Why should someone choose you?

The people aspect of marketing is another important pillar, and perhaps one of the most vital to Belding. The people you're trying to reach have specific pain points, dreams, and hobbies, and you need to really hone in on those identifiers.

Belding suggests that companies "focus less on larger-scale initiatives and more on individual ones. Create a continuous series of one-on-one wins with customers. Then, let their word-of-mouth do your marketing for you."

The "one-on-one wins" strategy is quickly overtaking the mass marketing notion that once personified the industry. Reaching as many people as possible makes sense in theory, but when you're not connecting with any specific person, you lose out to the brands that prioritize meaningful customer connections.

In addition to thinking about the people you're marketing to, Belding says your customer service team is the other piece to the people puzzle. He recommends that businesses give their teams customer

service training and broad empowerment to deal with customer service failures.

"Success today is all about people, and you need to make sure that everyone has the skills to create outstanding customer experiences," Belding says. In 2016, research compiled by one of his companies, The Science of WOW (<https://www.beldingtraining.com/research-white-papers.htm>), identified that 71 percent of the time, top-of-mind, positive word-of-mouth is created by someone taking ownership of a negative customer experience and turning it around.

Stellar customer service relates to Jiwa's next proposed P: personal. This pillar relates to how your company can change the way people feel. To the core of its meaning, this pillar gets personal. Belding offers the recent example of IKEA.

Hundreds of people were stranded following a horrific highway crash in Essex, United Kingdom. Instead of ignoring the issue, a nearby IKEA store's management team welcomed the weary travelers, providing almost 200 people with beds in the showroom. Social media images proved it, and the Scandinavian furniture retailer enjoyed plenty of good press, though it's obvious they did not plan for this opportunity to arise. The management simply wondered how they could help.

Belding urges marketers to look for



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— SHAUN BELDING,
CEO, BELDING GROUP

these opportunities. "Look for ways to treat each customer the way you would treat your favorite grandmother—with care and compassion. Your customers will remember these actions for a long time."

"True customer loyalty is relationship-based, not transactional," Belding says. "It's not quid-pro-quo where we only do things for customers when there is a guarantee of a return. IKEA saw an opportunity to create real connections, to go beyond transactions and demonstrate to people that they care more about customers than just their wallets."

Lastly, as you help to mold the way people feel, the question of perception comes in. How does this customer feel about my organization? How do they see themselves, and what do they want to believe about themselves? Though sometimes marketing might feel like brand soul-searching, correctly assessing the perception of your brand on your ideal customers is paramount to your success.

"Make an effort to understand your customers' journeys," Belding says. "Become one of your own customers for a couple of days and experience what they experience. It's the customer experience that will, at the end of the day, inform your strategy and fuel your success." 

5 STEPS TO



Building one-to-one relationships with our customers continues to be a key enabler of our marketing strategy. Customers have more choice than ever before, so we have to ensure we're meeting their needs in real time, on-demand and personally relevant ways."

– Mark Sciortino, VP of brand marketing strategy and planning, Walgreens

ASSESS. REASSESS. REPEAT.

REPORT SHOWS MARKETERS TAKING DEEPER DIVE INTO BUYING PERSONAS

As content marketing continues to become more integrated into their brands, today's marketers are taking more time to assess and reassess buyer personas and overall brand positioning. According to PAN Communications' "2018 Content Fitness Report," content marketing remains among the top priority for marketers, with 60.23 percent listing it as one of its leading budget items. The report, which surveyed more than 200 marketers and CMOs from across the country, detailed key reasons brands are integrating content marketing with their overall brand messages. Here's a look at some of the leading stats:

46.5%

frequently update their buyer personas and have tailored content strategies mapped to each profile

54%

constantly reassess their brand messaging and positioning

46.5%

say their content marketing program is fully integrated with their overall communication strategy

BY THE NUMBERS

93

The percent of effectiveness for educating buyers when using interactive content in the marketing process. In addition, the report shows that interactive content is 88 percent effective in helping distinguish a brand from its competitors.

("Content Psychology 101" report by Turtl)

52

The percent of B2B companies that based their brands' marketing decisions on quantitative information and analysis rather than on intuition or personal/company experience.

("The B2B Data Activation Priority" by Bradstreet & Forrester Research)

47

The percent of marketers who say that email is an effective nurturing tactic, followed by content or video marketing (45 percent), social media (40 percent), web personalization (33 percent) and search engine optimization (33 percent).

("Generating and Nurturing Lead Survey" by Ascend2)

IN YOUR FACE

5 WAYS TO PERSONALIZE THE CUSTOMER JOURNEY

Let's face it—today's consumers are in the driver's seat. They choose the brands and experiences. That's why more brands are getting personal today. By creating human-centered experiences, and making them work, you

can drive your consumers from their device-dominated existences to engaging with your brand. Here, Anne Houghton, VP-Creative, North America at Freeman, outlines five ways to take that step:

Step 1

KNOW YOUR AUDIENCE

A no-brainer, right, but personalization begins with knowing your audience's wants and needs. What are their pain points? What do they care about?

Step 2

THE HUMAN-CENTERED EXPERIENCE

Once you know your audience, put yourself in their shoes. Visualize their journey and how to make it more meaningful and relevant.

Step 3

DIGITAL DEPLOYMENT

Layering a digital communication plan that begins prior and continues during and after the experience is another way to ramp up the personalization factor.

Step 4

DRIVE FORWARD WITH DATA

Data from personalizing an experience is invaluable when moving customers to the next point on their journey. The more information you can obtain, the more effective you will be.

Step 5

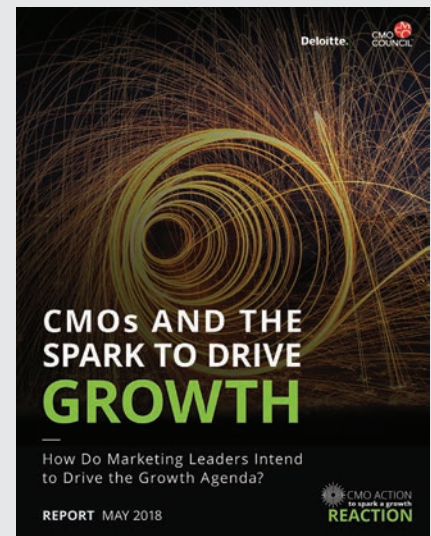
GO FACE TO FACE

Despite advances in technology, people are still human. They truly like face-to-face interactions. This is a marketer's dream when projecting your brand in a most impactful way.



GROWTH DRIVERS

SURVEY SHINES
LIGHT ON EMERGING
ROLE FOR CMOS



It's all about connecting the brand to the business. That's the defining role of 68 percent of today's marketing leaders according to the "CMOs and the Spark to Drive Growth" report conducted by The CMO Council and Deloitte. The report, based on data from a survey of 191 marketing leaders from across the country, revealed that more CMOs are being held accountable for growth by senior management than ever before.

**HERE'S A GLIMPSE
INTO WHAT
TODAY'S CMOS
SAY IS OCCUPYING
THEIR TIME:**

82% 

Leading brand development & storytelling

75% 

Leading customer engagement & communications

65% 

Leading media mix modeling

62% 

Leading go-to-market strategy for products

50% 

Leading customer experience strategies

▲ 10% 20% 30% 40% 50% 60% 70% 80% 90%



Why is important for every leader (and brand) to find the “why?”

Knowing your why is one of the surest ways to avoid burnout. I was always confused when I'd see accomplished executives with 15 or 20 years of experience, usually at the top of their game, quit and do something completely different. Burnout is incredibly common today. There are many factors that cause it. Leaders must deliver results. They have specific revenue goals hanging over their heads. That playbook stares up at them from their desk every day, and they know they'll be measured by how they perform. All the while, formidable competitors are competing relentlessly against them for the same business.

Add to all this the stress of recruiting, hiring, firing, motivating and managing a team of highly intelligent individuals. The stress is tremendous. The anxiety is through the roof. The travel is exhausting. The phone and email never shut off. Luckily, there's a solution. It starts with recognizing that you might have a “why” problem.

Why is it important to use “emotional intelligence” to your advantage?

The age-old notion of “check your emotions at the door” before you come to work is, in my humble view, rubbish. No one does that. For leaders to read emotions in situations, predict outcomes that are based on individual emotion, and almost forecast the outcomes of actions that would have emotion meshed in, is a key skill today. For example, knowing how restructuring efforts in your team might play out in reference to staff

TRENDING WITH... VISHAL AGARWAL

**NOTED LEADERSHIP EXECUTIVE ON
WHY REPUTATION IS EVERYTHING**



In his bestselling book, “Give to Get,” former GE executive Vishal Agarwal extols the virtues of actually walking the walk and talking the talk. As one review said, “If you're looking for people who have fought the war, lost and won, lost again and won again, over and over,” Agarwal is your muse. From the corporate landscapes of Pricewaterhouse Cooper to GE, Agarwal has navigated all facets of corporate life—from building teams and delivering value to translating multinational visions into local wins. We caught up with him to get his thoughts on the importance of finding your “why” in today's leadership game.

“MY LIFETIME
CAREER
LEARNING HAS
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THAT THERE IS ONLY
**ONE PRICELESS ASSET
MORE PRECIOUS THAN
ALL THE WEALTH IN
THE WORLD: YOUR
REPUTATION.**”

morale and financial results would help serve you well in the executive decision-making around such tough decisions.

Why is building strong working relationships still critical today?

Relationships in the workplace help build on the ability to read and improve your emotional intelligence and predict the impact of actions. While I feel the value of these relationships creates a very healthy career life, at a clinical level they serve as data points for your ability to leverage your emotional intelligence.

Is building trust a lost art?

The pace of our work life and the sheer grind makes our behavior very transactional. We focus on what we need

to make our tasks, our teams, our lives a success without much thought for the counter parties. Building trust allows for a longer runway of goodwill that surpasses the mere transactional task at hand. If you build trust, I often say: How others lobby you for discounts, pay raises, supplier credit and all manner of “asks will feel less voluminous and transactional.”

What is the best piece of advice you ever received?

My lifetime career learning has taught me that there is only one priceless asset more precious than all the wealth in the world: your reputation.

What is the quality every leader needs today?

Contemporary leadership in a world of speed, innovation, robotics and machine learning is one that focuses on serving the team. The best way to get leverage out of the smart workforce leaders find themselves in today is by winning the hearts and minds of their teams. This is easier said than done. Words are not enough. It takes action. Consistent action. The primary role of any leader today is “servant leadership.” It means the leader exists to serve those under him.

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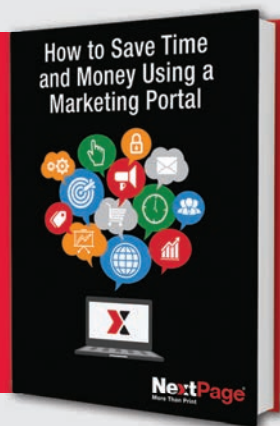


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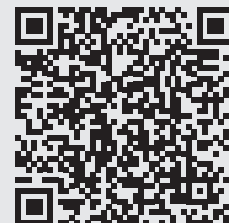
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