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ENGAGING MARKETING MINDS

SEPTEMBER/OCTOBER 2022



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COMMITTING TO MORE

he last couple of years could certainly be deemed difficult on many levels, but they do offer us some lessons on how to move forward. The culture that can emerge can be one that encourages people to think humbly of themselves and start to fulfill the deeper needs of the people who matter most.

We believe that people always come first. In turn, our entire company is built on building trusting relationships, serving others, and

finding a better version of ourselves together. So, while it may sound a little virtuous, we think that character matters more than ever. We believe that organizations have a responsibility to foster meaningful purpose, rather than the successes that exist only on the surface.

As you endeavor to achieve your marketing ambitions, we can't help but think that part of the recipe of your success will be the joy that comes from the support you provide your clients. And while we are all immersed in a hyper-individualistic world, true connection is what is missing. So, when you can forego self in the servitude of others, you are truly living the dream.

Many of us are focused on doing everything ourselves. We suffer from the "if you want something done, do it yourself" syndrome. However, humility is truly central to the journey and can lead to wisdom and a level of freedom to achieve that meaning that we all covet.

A self-centered attitude results in part of us going unexplored. The anxiety that we feel is born from lacking purpose and direction. Right now, we have an amazing opportunity to implement a constant commitment to integrity and connection that can withstand any setback and set you up for an enriching new phase.

Our latest issue is dedicated to our mutual desire to find a deeper connection and purpose to our actions. In our cover story, "High Impact," we share why the customer experience is born from real connection. Print is a remarkable vehicle to demonstrate that commitment and re-establish the connections we want. In our second feature, "Reincarnated," we detail what we believe is the future of print and its intimate qualities.

We hope this issue hits home and helps you foster deeper connections with your community.

Warmest wishes.

Gina M. Danner CEO



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At some point, whatever it is you are working on, it is going to come in the mail.

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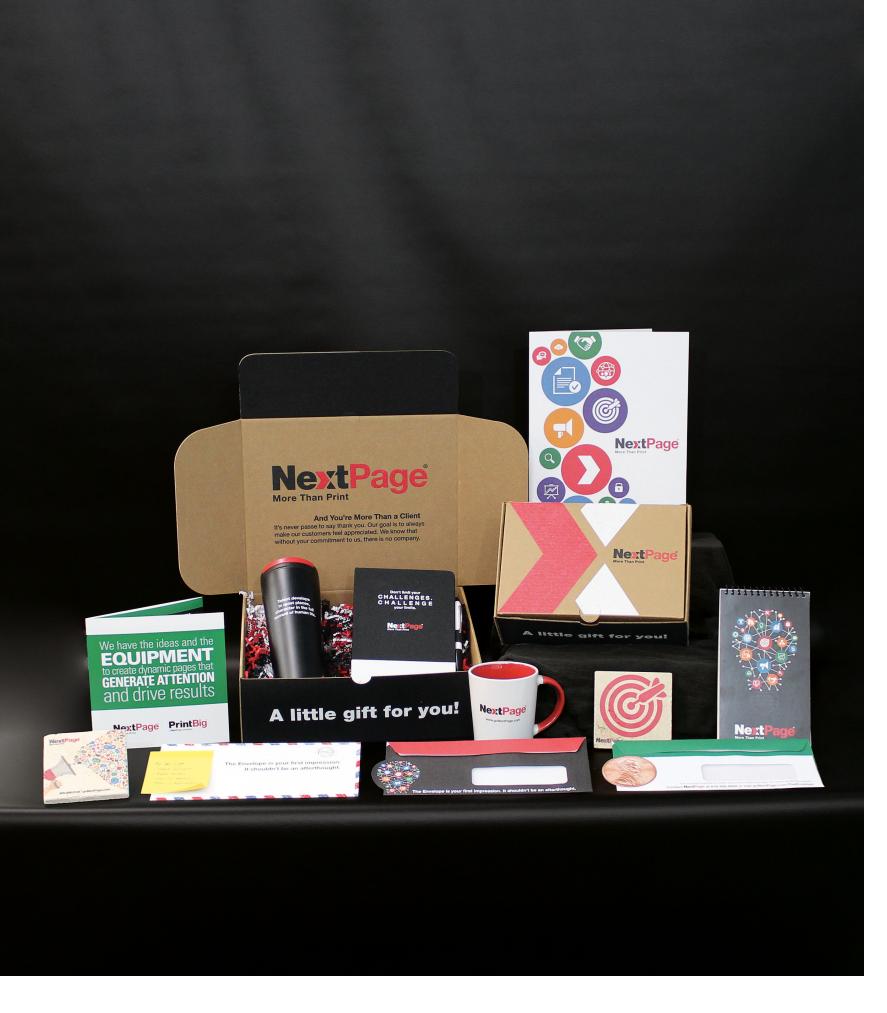
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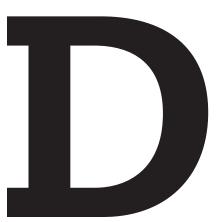
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REINCARNATED THE FUTURE OF PRINT

AT SOME POINT, WHATEVER IT IS YOU ARE WORKING ON, IT IS GOING TO COME IN THE MAIL. THAT'S THE MOMENT WHERE PRINT COMES ALIVE."

— DAVID TANN, FOUNDER & CEO, TANTRUM AGENCY



AVID TANN REMEMBERS THE DAYS WALKING

the local mall with his son shopping for the latest sneakers. Moving from store to store, he vividly recalls how every brand magnificently showcased each of its featured products—from the lighting down to the intrinsically detailed promotional materials. Those were different days—the ones before the digital age swooped in and made it easy for consumers like his now teenage son to browse and shop online.

Those creative in-store marketing exhibitions were where footwear brands unleashed the latest and greatest visual presentations, telling stories that made intimate connections with their customer

base. The engagements helped transform the marketing world with campaigns like Nike's "Just Do It," Reebok's "Choose Yours Now" and Adidas' "Impossible is Nothing." Walls of sneakers. Aisles of posters and displays.

So, as teenagers like Tann's 14-year-old son continue to fall into more digital ways of thinking, how are marketers supposed to respond?

Tann knows. He understands that the essence of print as an engagement tool is still there—stronger even. You just need to know where to look. Tann, founder and CEO of creative consultancy and boutique brand identity firm Tantrum Agency, says that the



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brands his son loves are engaging with him more intimately than any in-store experience ever could.

"I remember thinking we lost that in-store experience," Tann recalls. "What could grab his attention now? Then I watched as he opened a pair of shoes that were delivered to the house. I watched as he opened the box to get to those shoes and realized that his engagement with the brand was more elevated. He had to go through the tissue paper. He opened an envelope sent by

the brand. There was a cool pin. It blew his mind. And while the overall experience might be less than he had growing up, it had more value now. This is what the future of print looks like."

Print's demise is the topic that just won't go away, even though the numbers never seem to lend any credence to the argument. For example, recent research by the Joint Industry Committee for Mail (JICMAIL) found that door drops are money in the bank, as one piece of direct mail typically gets seen around three times

DIGITAL IS SUPERB. IT IS REAL TIME. IT IS GLOBAL. BUT DIGITAL ONLY STIMULATES
TWO OF THE FOUR SENSES—SIGHT AND SOUND. PRINT STIMULATES EVERYTHING."

- DANIEL DEJAN, PRINCIPAL & CREATIVE DIRECTOR, DEJAN ASSOCIATES



by different members of a household.

In what has become an increasingly digital world. look at what brands face in the push for engagement and attention. According to a Business of Apps Research study, in the U.S., the average smartphone user gets 46 push notifications every day, while a Radicati report shows that the average person receives more than 126 emails per day.

Tann believes that print is one of the key elements to help engage with today's highly cluttered landscape. Over his 20-plus years in the consumer engagement game, Tann has gained valuable insight working in a variety of marketing landscapes, including designing record-breaking holiday campaigns for Bath & Body Works; managing packaging for Kohl's; launching brands for Abercrombie & Fitch; revitalizing the OshKosh B'gosh apparel brand: and directing e-commerce for Carter's. He also served as VP and creative director for the Atlanta Hawks and Philips Arena.

"I think, more than anything else, that as brands try to distinguish themselves from one another, everyone's looking at heightened experiences," Tann says. "Digitally, you can only take those experiences so far. At some point, whatever it is you are working on, it is going to come in the mail. That's the moment where print comes alive. It is one of the most intimate ways a brand can talk to its customer—when they have something they can hold in their hands, feel the texture, smell the paper or flip through that page. Those are the most intimate conversations a brand can have with its customer. I don't think that ever changes."

Print and the long haul

Roger Fidler was one of the forefathers of digital journalism. In the early 1980s, he penned an essay espousing the future of news and print. One of the ideas he discussed was a tablet that would electronically display newspaper articles. And while at the time his colleagues at Knight Ridder never took him seriously, it would be years down the road before Steve Jobs came up with a similar idea.

Fidler and Jobs knew the future of news

and information would be the internet. With a touch of a button, stories could be instantly sent to the masses. But industry thought leaders like Daniel Dejan have never—and will never—buy the theory that print is dead.

For much of the past 40 years, Dejan has been a passionate supporter of all things print. An educator and designer, Dejan is Principal and Creative Director of Dejan Associates. As a certified G7 Expert. Deian is an authority in both color and color management—an avid student of color perception and color theory as it relates to branding and printed color reproduction. In the spirit of what he does and what he has seen print do. Dejan continues to be an evangelist for how print engages the senses.

"What we have had, really, is more than a 30-year battle on the whole 'print is dead' movement," Dejan says. "Sometimes, the media is the message.

Digital is superb. It is real time. It is global. But digital only stimulates two of the four senses—sight and sound. Print stimulates everything."

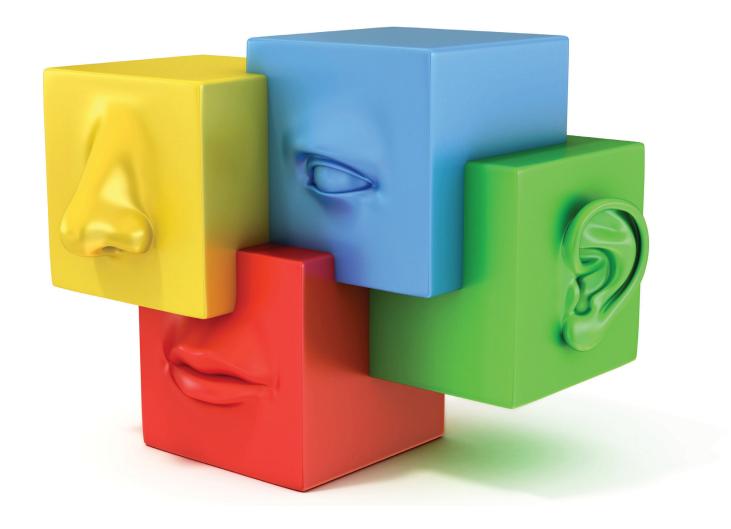
In her book, *Haptics*, Lynette Jones explains how haptics involves integrating information from touch and kinesthesia (sensors in the skin, muscles, tendons and joints). The challenge, as Jones saw it, was for technology to reproduce in a virtual world some of the sensations associated with physical interactions with the environment.

The book is one that Deian references often, especially when he was the face of the ETC (education-training-consulting) Group at Sappi Fine Paper North America, where he became an industry thought leader on the power of print and paper. "You have some people who see that, for example, the magazine industry isn't doing well. From a manufacturing perspective, the magazines are smaller:

there are less pages [etc.]. Yes, but right now, there are more print titles out there. And if your audience is only 1,500, that's fine. Thanks to digital printing, you can print 1,500 magazines."

According to world renowned ink-onpaper magazine expert, Samir Husni, there were 122 new print-magazine launches in 2021, a sharp rebound from the 60 that launched the year before. The director of the Magazine Innovation Center at the University of Mississippi. School of Journalism, aka, Mr. Magazine, savs that the number offers hope that print media has a strong—though admittedly more boutique—future.

"I love magazines and catalogs and product packaging," Dejan says. "Who doesn't light up when they get their hands on these things. I believe that the 'print is dead' group has been practicing in mass distraction. Print is alive and well. And it continues to make a difference."



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CUSTOMERS
VOTE WITH
THEIR WALLETS,
SO UNDERSTANDING IF
THEY ARE COMING BACK
AND GROWING IF THEY
COME BACK ARE THE
TWO KEY INDICATORS."

— EVAN WEXLER,

GLOBAL SUPPLY CHAIN THOUGHT LEADER

Do this poorly and the discontinuity of an unpredictable experience will churn customers out of your portfolio.

The secret to pulling this off is no secret at all. To provide a high-touch experience for customers, brands must take a foundational and objective assessment of their authenticity, continuity and agility. Authenticity is measuring customer, employee and supplier sentiment, which informs brand culture. Continuity is harmonizing business delivery systems from first touch messaging all the way through to successful solution execution. Agility is the ability to proactively harness change and replace the status quo.

"Continuously assessing and improving these three foundational elements of the organization will reap the tactical outcome all companies want," Herrin says. "Public praise, referral activity and positive metric scores that lead to satisfied, loyal and stable customers with predictable revenue streams."

Authenticity, which Herrin says is borne of company culture, is the most critical. You want to populate your customerfacing organization with people who crave objective assessment and honest dialogue from customers, peers and leadership.

This helps create a learning-oriented organization where the best ideas win.

Next, continuity is the knitting together of all the systems and processes, including external communications, that convey the importance of the customer to the organization. You can have the best intentions to create an amazing customer experience, but it will come up short unless you create seamless continuity. "In Atomic Habits," James Clear wrote, "You do not rise to the level of your goals, you fall to the level of your systems."

Finally, agility is the adaptation process of interpreting and absorbing change. While it is an important element of a complete CX Management program, it will not be effective absent an authentic culture and seamless business delivery model.

"A critical aspect of this stage is moving the organization from a metrics collector to an analytics predictor of outcomes," Herrin says. "In its perfect form, these three elements are a continuous cycle: Data gathering feeds predictive intelligence into a learning organization with nimble systems that can pivot to keep pace with customers' businesses that are continuously changing."

For brands wanting to build the perfect customer experience, Herrin says you must

build a detailed customer journey map and endeavor to measure outcomes at each defined touchpoint. This informative practice can help an organization establish better context for customer interaction.

"I always emphasize the importance of context in marketing tactics," Herrin says. "It's critical to understand the context of how the customer wants to interact with you, why they are interacting with you, and what the customer expects based on promises made. Often, customer-facing teams don't establish the full context of customer interaction, which can lead to a poor CX outcome."

Avoid clichéd marketing approaches

In the race to create the perfect customer experience, being able to identify the missteps is as important as finding that magic bullet. Evan Wexler believes one of the biggest barriers is putting as much focus on the customer as the product itself. While many believe in the "If you build it, they will come" approach, sometimes that strategy may be true for an initial introduction or purchase from a brand, but does not build loyalty.

Wexler has spent the past 20-plus years working as a global supply chain and operations executive, leading operation strategies for both Fortune 500 companies and early stage start-ups. From where he sits, measuring customer experience should be a data exercise done quantitatively as well as qualitatively.

"From a quantitative perspective, I suggest looking at customer repeat rate and change in average order values," Wexler says. "Customers vote with their wallets, so understanding if they are coming back and growing if they come back are the two key indicators. From a qualitative perspective, actively engage your customers after purchase to ask the net promoter score question, i.e., would you recommend this company to family and friends? Secondary questions would be to understand why they bought from you in the first place: price, availability, service, etc. By reviewing both the quantitative and qualitative data, you will have a good understanding of the customer experience you are providing."

Wexler believes that there are two key ingredients to a customer experience: Does the customer connect with your brand?

IT'S CRITICAL TO UNDERSTAND THE CONTEXT OF HOW THE CUSTOMER WANTS TO INTERACT WITH YOU, WHY THEY ARE INTERACTING WITH YOU, AND WHAT THE CUSTOMER EXPECTS BASED ON PROMISES MADE."

- PRESTON HERRIN, MANAGING DIRECTOR, HCG INC.

And does the customer find it easy to do business with you?

The first is brand connectivity. Even if you sell a commodity, you have a brand. A great example is your local grocery store. Everyone sells the same basic products, but you choose one over the other because it is more of a fit for your lifestyle, i.e., price, product quality, variety, ambience of the store, employee helpfulness/friendliness, etc. The key is to make sure you understand your target customer and ensure your brand has the unique features that target customer is seeking.

The second is ease of doing business. While customers may try your business because of the brand, they will not be repeat customers unless you make it easy for them to do business. Depending on your brand, ease has different definitions. For commodity items, it may be how easy and fast it is to find, pay and take ownership of the items. For luxury, it may be personalization, knowing you when you

walk in and having items ready for you.

"As a supply chain professional, I have worked with some amazing marketers,"

Wexler says. "The most successful know how to advertise the brand to their core customer and push the product teams to let the business sell itself by word of mouth. You can always drive spikes in demand with deals and discounts, but the best marketing is customer retention due to brand loyalty and experience and word of mouth advertising. If you have to have a large advertising budget to market your product, you are doing something wrong."

As the world continues to go digital, the ability to connect with your customer becomes a digital exercise, too. Remember to make it convenient for them to get in touch with you. If you are a brand built on customer service, don't lose that as you go digital. Making your customers feel connected is the only secret you need to know.



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OWNING GROWTH

Marketing leaders are responsible for almost half of their company's overall revenue. Two-thirds of marketing leaders say the pressure to deliver on revenue goals is very high or extreme.

REVENUE GROWTH IS RATED AS THE TOP **CORE COMPONENT IN MEASURING** MARKETING'S EFFECTIVENESS.

- Yet most (53%) are only moderately confident in their ability to achieve those goals.
-) Only 10% feel extremely confident they can achieve those goals.

BIGGEST CHALLENGES TO MEETING REVENUE **TARGETS**

- Organizational silos
- Measuring the full value of marketing
-) Scarcity of necessary skills
- Misunderstanding new buyer's journey
- **)** Lack of clarity re: ownership outcomes

TO WIN THE SELF-**RELIANT BUYER, MARKETERS ARE FOCUSING ON:**

- Digital experience
- Relevant content
- Modernization of marketing organization

MARKETERS ARE NOT (BUT SHOULD BE) **WORKING ON:**

- Data literacy
- Loyalty and retention marketing
- Contextual insight-driven marketing

*The finds are based on a survey of 150 global marketing leaders. A detailed report of the findings - along with executive perspectives from leading marketers from PepsiCo, Henkel, Pitney Bowes and others - is available for download at https://cmocouncil.org/thought-leadership/reports/ rising-above-the-fray

7 STEPS TO **COMPETITIVE ADVANTAGE**

Too often, companies find that what worked in the past is no longer effective. According to Brad Wolff, Managing Director for JumpVine, an Atlanta-based Workforce Optimization firm, there is a seven-step process based on sound principles that will help put a focus on leveraging your internal talent.

STEP NO. 1

EMPLOYEE ALIGNMENT

Duties performed by employees should fit their innate characteristics.

STEP NO. 2

CULTURE OF GROWTH

Growth and development includes an increased awareness of self and others.

STEP NO. 3

MISSION ORIENTED

People have an innate need for meaning and purpose in what they do.

STEP NO. 4

ORGANIZATIONAL VALUES

People need to feel they fit in with their social groups.

STEP NO. 5 **ALIGNING GOALS**

Organizational goals and strategies must change to adapt.

STEP NO. 6

ASSESSING WEAKNESSES

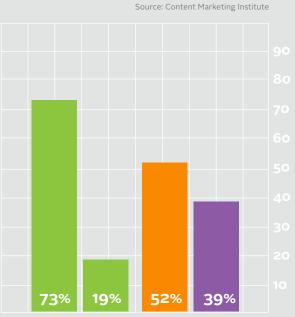
When leaders openly and honestly acknowledge "challenge areas," this sets the example for others.

STEP NO. 7 COMMITMENT

Thriving in an unpredictable world is about your willingness to acknowledge change that you do not like, openly discuss it and consistently take the actions required to adapt and emerge stronger.



In-person events have dropped precipitously in the last two years (73% vs. 19%) but don't count them out in a post-vaccination world. Of the marketers familiar with their organization's content marketing budget, 52% percent expect in-person event investment to increase while 39% say spending for hybrid events will grow.



We're no longer bored - in fact we're petrified of being alone with ourselves getting bored. Yet boredom is the foundation for creativity - an asset slowly disappearing from our world."

- Martin Windstorm, Author, Ministry of Common Sense

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What does constant innovation mean to you?

My first leadership role was as a manager of recruitment and retention for a tech company. I was surrounded by all these incredible minds and I felt like I didn't know enough. I made my rounds every day, walking from department to department to learn about each person's job. This also helped me to understand the departmental environment and I could use that information to hire the right individuals—those that were a "good fit." I decided that I was innovating myself by the constant learning I was exposed to at work. I was driven by curiosity—so, I went back to school to get my business degree. I didn't want to be categorized as someone that should be put out to pasture because I wasn't born with a smart phone in my hand. While others were sharing what generation they were part of, I started

MARKETING STRATEGIST

RAYANNE THORN KRUEGER

NEVER ENOUGH MEDIA

fter many years in corporate and startup marketing, Rayanne Thorn Krueger founded Never Enough Media in 2018, focusing on Company Branding, Employer Branding, Digital & Location Marketing, Employee Experience, and Employee Retention. She launched the podcast HR Latte in 2014 where she interviews guests about Diversity, HR, Recruiting, and the technologies that support these practices. Her years as an HR Tech Marketing Executive and Innovative Content Creator have helped her become a highly sought-after speaker. She focuses her messaging on how humanity mixes with business for the best results.



saying that I was part of NOWGen the generation of today. Constant innovation means never stop learning, never lose curiosity, and be OK with change. Become agile.

In marketing, how does innovation play a role in creating and supporting products?

Marketing today is very different than it was 20 or 30 years ago. It is much

more than print ads and conference exhibitions. It is vital to understand where your buyers hang out and how they want to connect. We've been saying for years that "Content is King." I think "Content is Queen," the most powerful player on the board. Creating compelling content and delivering it in an innovative way widens the path to permission marketing.

So, how do you stand out?

Your content needs to do three things, which I call the E Quotient. First, it must Educate by demonstrating what the key differentiators of your product or service are and highlighting what they will gain if they buy from you. Secondly, your content must entertain. Developing compelling content shows that you care. And finally, your content must endear—make a lasting impression.

What are your clients' biggest challenges with branding and business strategy in the current landscape?

Spend and Distrust. Marketers that have to beg for a better budget are simply not valued by senior leadership. The lack of trust trickles down to all employees including sales. Many sales

leaders believe they can do marketing better than their marketers. (I guarantee there are marketers nodding their heads as they read this).

If you do not trust the marketing team lead, you will have a very hard time appreciating the "think time" and work required to do the job well. Up to 20% of gross revenue should be spent on marketing, yet marketers are often provided a fraction of the budget and are expected to produce miracles. So, while the current economy seems to be forcing us all to do more with less, we should be investing in marketing more than ever.

Can you share some thoughts for brands seeking growth these days?

Marketing is about growth. If what you are currently doing isn't making a difference or driving attraction to your brand, you need to shift gears.

Of course, some campaigns require a little time. At the onset of any new project or campaign, lay out what you expect to achieve as a result, and give yourself the right amount of time. If you reach the end of the allotted time and the needle hasn't budged when it comes to product recognition, then try something different.

In your podcast, you explore how life consistently intersects with business. Can you explain what that means?

We wake up, grab our phones and look at our emails before we even get out of bed. As we fall asleep, we look at our phone one last time to make sure we didn't miss anything. The line between life and work has blurred. But, what is interesting is that people still do business with people. The pandemic forever altered how we work and has resulted in an

understanding that everyone's line is blurred and, possibly, made us more conscious of others.

What is the best advice for marketing strategists going forward?

Strategically, I would advise that you learn to love what you do. We each have parts of our job that we do not like, so we procrastinate or we don't do it at all. Discover why you don't like it, ferret that out and then use your intellect or savvy to learn to love it.

Tactically, I suggest hiring a photographer for your content or website images. It makes your content more sincere and may even cost you less than paying for that subscription of the same pics everyone else is using. In addition, I would keep your content pithy. Use fewer words, shorten that podcast, and reduce the length of that video.





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